



U.S. NAVY SEABEES

NAVAL MOBILE CONSTRUCTION BATTALION FIVE

2011-2012

DEPLOYMENT COMPLETION REPORT

EUCOM/AFRICOM 2011-2012



DEPLOYMENT COMPLETION REPORT
AUGUST 2011 – FEBRUARY 2012

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NMCS5

EUCOM / AFRICOM 2011-2012

**WE BUILD
WE FIGHT**

**MARITIME
STRATEGY
OPERATIONS**

**DETERRENCE
WAR
FIGHTING**

**CRISIS
RESPONSE**

**CHAPTER I
EXECUTIVE SUMMARY**



NMCB FIVE

Command Philosophy

Family & Mission Readiness – our Seabees and their families need to be ready; take care of our families at home and our NMCB FIVE family; realistic and frequent personal and professional training; maintain balance between each.

Integrity – be honest and truthful; make the daily choice to do the right thing even when no one is watching.

Values – honor, courage, commitment; these are the basis of who we are in the Navy.

Honor: act in the highest ethical manner; hold ourselves accountable for our professional and personal behavior; always remember it is a privilege to serve our fellow Americans.

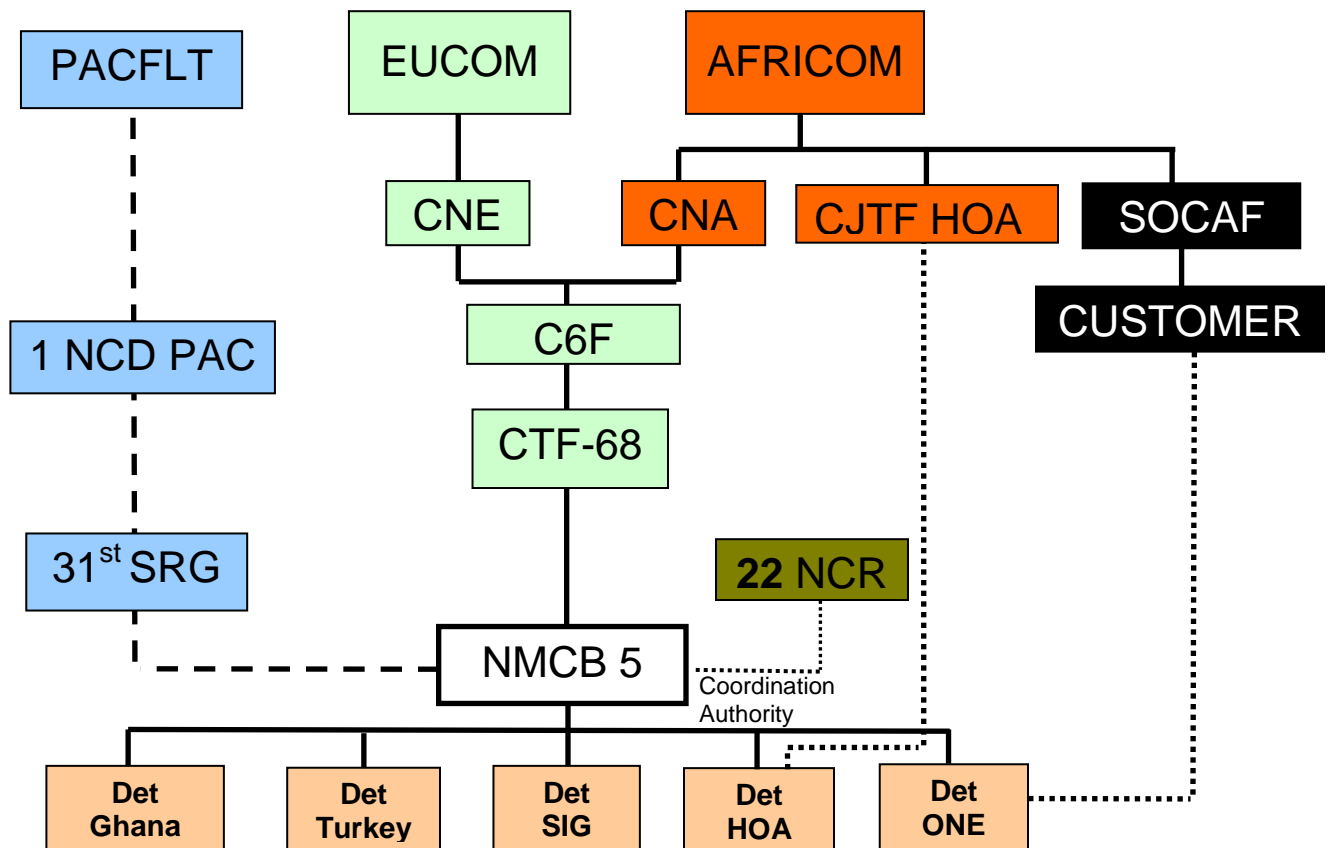
Courage: moral, mental, and physical strength to do what is right no matter how personally or professionally difficult.

Commitment: take care of each other; continually strengthen and develop our team.

Esprit-de-corps – Be proud of who we are as a team, what we do, and our will and ability to accomplish any mission no matter how difficult.

NMCB FIVE Mission

From August 2011 to February 2012, NMCB 5 conducted exercise related construction, humanitarian assistance, contingency engineering, and construction in support of Theatre Security Cooperation (TSC) operations, Joint Exercises, and Construction Readiness Training in the EUCOM and AFRICOM AOs in order to increase strategic access, strengthen partnerships, and advance maritime security. NMCB 5 directly supported Combined Task Force 68 (CTF 68) and Combined Joint Task Force Horn of Africa (CJTF-HOA).



- OPCON
- - - ADCON
- TACON

Commander's Intent

Purpose

Effectively deploy personnel and engineering assets in order to execute engineering and construction tasking in support of supported commanders.

Method

We will accomplish this safely and with the highest of quality by deploying task organized engineer forces capable of robust communications and responding to dynamic requirements. We will fully leverage principles of operational risk management while being bold and innovative in overcoming obstacles and accomplishing all mission requirements.

End State

All assigned tasking is successfully completed in a safe and timely manner. All NMCB FIVE personnel are safely redeployed to homeport. All engineering assets and associated gear is fully accounted for.

Introduction

U.S. Naval Mobile Construction Battalion FIVE (NMCB 5) successfully completed a six month deployment within the United States European Command (EUCOM) and United States Africa Command (AFRICOM) Areas of Operation (AO), supporting the 6th Fleet through Combined Task Force 68 (CTF 68) and Combined Joint Task Force Horn of Africa (CJTF-HOA). The Professionals served honorably as a global force for good, supporting the commanders' maritime strategy in 12 countries, providing engineering and construction support, and strengthening partnerships through the Main Body in Rota, Spain, and detachments in Turkey, Italy, Djibouti, Kenya, Ethiopia, Uganda, Tanzania, Ghana, Romania, Bulgaria and Ukraine.

While in homeport preparing for deployment, NMCB 5 was tasked with nearly 30,000 man days of construction. Due to challenges across the AOs, several projects were reassigned to future battalions and Dets Croatia, Ukraine and Israel were cancelled, ultimately bringing the tasked man days to just fewer than 25,000.

EUCOM:

Rota, Spain: Seabees located at the Main Body site provided supported commanders with needed engineering and construction capability. Main Body Seabees executed 7,500 man days of construction support to NAS Rota, including 2,600 feet of asphalt placement on the perimeter road, 800 feet of concrete sidewalk, two CMU block bus stops which included standing seam metal roofing and stucco finish, a 1,200 foot fuel access road constructed of pavers, a CMU block wall enclosure incorporating an intricate footing design, and numerous projects on Camp Mitchell. In addition to supporting the Public Works Department (PWD) onboard NAS Rota, Seabees also worked side by side Spanish Marines to plan and execute horizontal improvements at the Sierra Del Retin training range. Dets Sigonella, Jackal Stone, and Turkey were resourced from the Main Body site.

Evacuation Control Center (ECC): Main Body was tasked with manning a 120-Seabee ECC to provide theater-wide Non-Combatant Evacuation Operation (NEO) support. Training was conducted monthly to ensure ECC personnel were proficient in the operation of Neo-Transmitting Stations (NTS), site security, crowd control and personnel search procedures. Monthly exercises were coordinated and conducted with a Maritime Expeditionary Security Squadron (MSRON) and the local U.S. Marine Corps Fleet Anti-terrorism Security Team (FAST). ECC personnel also played a role in a base wide NEO exercise.

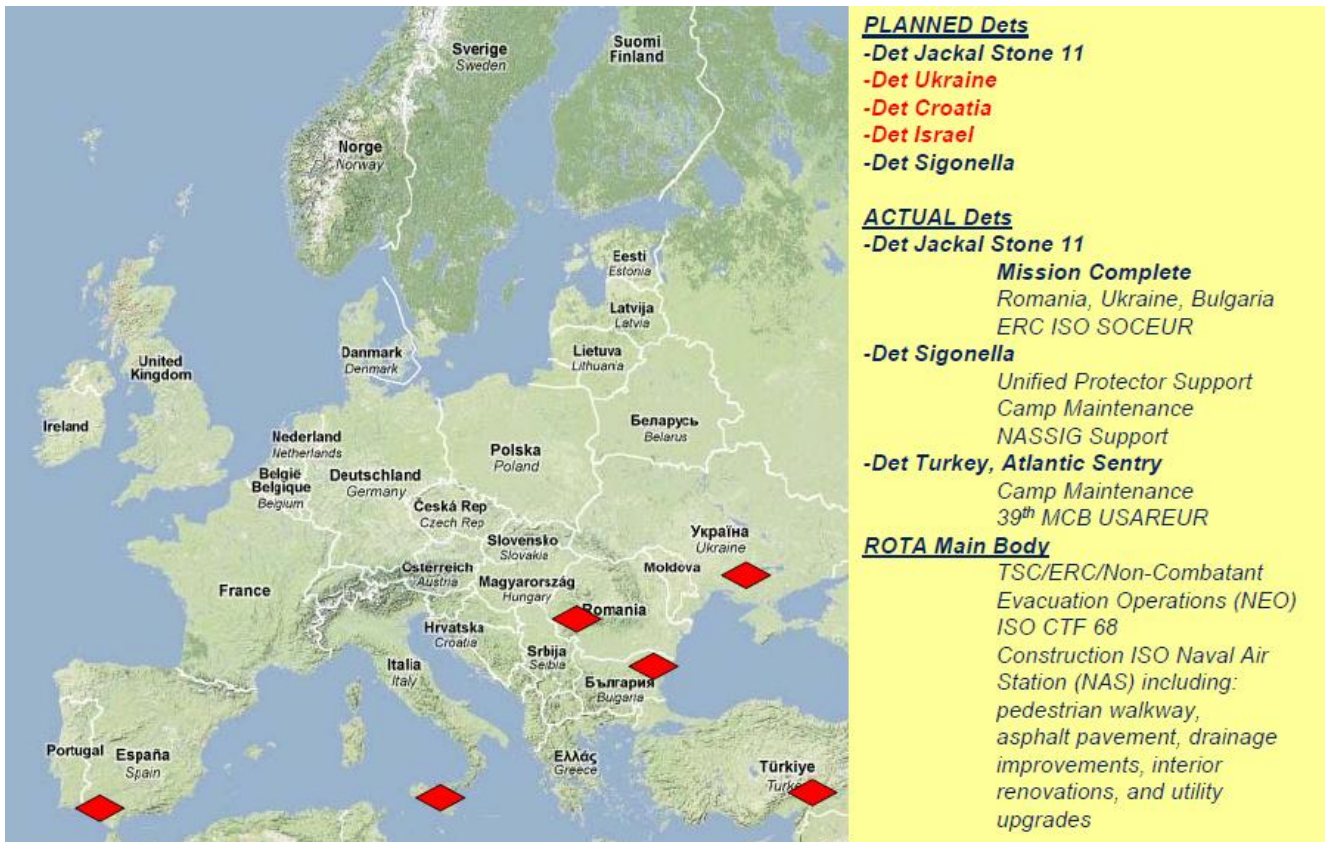
Air Detachment: An 89 Seabee Air Detachment was resourced out of Main Body and was on standby to provide OPLAN response and emergent contingency operations and/or Humanitarian Aid/Disaster Recovery (HA/DR) tasking support. In addition to standing by for any emergent tasking in the EUCOM/AFRICOM AO, the Air Detachment was also tasked with being ready to support operations in the CENTCOM AO.

Det Sigonella, Italy: 23 Seabees deployed to Sig from 7 Aug 2011 to 13 Feb 2012 to provide camp maintenance for the Basic Expeditionary Airfield Resources (BEAR) camp in support of Operation Unified Protector. Support included general camp maintenance such as daily inspection and

maintenance of camp electrical and water distribution systems, camp roadway maintenance and minor vertical construction. In addition to providing BEAR camp support, NMCB 5 Seabees also provided engineering and construction support to the local PWD. Projects included: berm demolition, gazebo and bus stop reconstruction, airfield concrete pad construction, and interior renovations in multiple buildings on base. A substantial backlog of projects was generated and planning and estimating was conducted for future battalions.

Det Jackal Stone (Romania, Bulgaria, Ukraine): 27 Seabees deployed from 27 Aug to 30 Sep to provide construction and exercise support for SOCEUR. Det personnel were located at five remote sites throughout the three countries. Minor vertical construction was provided to support Special Forces operators.

Det Turkey: In support of Operation Atlantic Sentry, six Seabees deployed from 01 Dec 2011 to 09 Feb 2012 to provide camp maintenance for a remote NATO missile defense radar site in eastern Turkey. Seabees provided roadway maintenance, electrical distribution maintenance and minor vertical construction support.



AFRICOM:

NMCB 5's largest detachment, Det Horn of Africa (HOA), was assigned to Camp Lemonnier, Djibouti to support CJTF-HOA. Originally manned at 140 Seabees, increased tasking required additional manpower and 45 additional Seabees were deployed from Main Body to HOA from mid to late October. In HOA, phenomenal results were achieved given the resource constraints of an underdeveloped region with limited infrastructure where most items had to be flown into country or convoyed over dangerous trails in order to meet aggressive mission critical timelines. Innovative strategies and out-of-the-box solutions were developed to overcome the complex logistical problems which soon became the standard as material shortages and equipment breakdowns impacted projects on a daily basis. Several detachments (Kontali, Dire Dawa, Gour Abbous, Ali Ouney, Negele, Manda Bay and Kasenyi) were further resourced out of Det HOA.

In addition to Det HOA, NMCB 5 supported Special Operations Command Africa (SOCAF) with engineering and construction support. This classified mission required 11 Seabees to travel to downrange sites and provide support to forward deployed operators throughout the HOA AO. Det Ghana deployed from the Main Body in Spain to fill a Naval Forces Africa (NAVAF) allocation.

Det HOA: Projects executed by Seabees assigned to Camp Lemonnier included: the renovation of the camp emergency medical facility, construction of a large area maintenance shelter (LAMS II) to directly support the US Air Forces Africa (AFAF) special mission requirements, and camp maintenance support to the PWD and SOCFE compound. Seabees, at down range locations, provided support for HA construction, building schools, medical facilities, and drilling or repairing several water wells in the region. Operational support was provided to CJTF-HOA, NAVAF, SOF and several other commands.



PLANNED Dets

- Det HOA
- Det Ghana
- Det One

ACTUAL Dets

- Det HOA

Djibouti: Combined Joint Task Force – Horn of Africa (CJTF-HOA) Theatre Support, Camp Lemonnier PWD Support, Community TSC projects in Kaontali, Gour Abbous and Ali Oune

Ethiopia: Water Wells, Pedestrian Bridge in Negele Borena, Gende Gerade School and Latrine Camp Maintenance Support, Manda Bay Construction (Galley, Fuel Storage, Runway)

Tanzania: Engineering Mil to Mil Exercise with Tanzania People's Defense Force, ABLE TALON 11

- Det Ghana: Operation Obengame Support Maritime Domain Awareness Operations Center Construction
- Det One: SOCAF, Construction Support

Kontali, Djibouti: Seabees assigned to Det Kontali, provided engineering and construction support for the construction of a four-classroom school house and a 3,500 square foot medical facility. Unique challenges were overcome particularly with the installation of a new solar power system.

Gour Abbous, Djibouti: Tasking included the construction of a large 18 foot x 30 foot CMU block latrine facility which will support not only school but also the local community.

Ali Ouney, Djibouti: Similar to Kontali, Seabees commenced construction of a 3,500 square foot medical facility that will offer care primarily to new and expecting mothers.

Dire Dawa, Ethiopia: Seabees constructed a 3,000 square foot addition to the Gende Garade School and two large latrine facilities. Three water well teams also worked out of Dire Dawa, drilling and establishing a 450-foot deep well in Gotta, a small village three hours southwest of the Seabee camp. The water well teams travelled to and repaired five previously established wells in the region.

Negele, Ethiopia: In recent years, torrential rains have widened and deepened a wadi that runs through the middle of the village of Negele Borena. Seabees constructed a 160-foot Mabey-Johnson bridge to reconnect the once divided community. Overcoming material delivery delays and the sheer remoteness of the site, the team was able to stay ahead of schedule and deliver a first rate pedestrian walkway.

Manda Bay, Kenya: In support of an allied SOF forward operation base, 12 Seabees provided camp maintenance and minor construction support.

Kasenyi, Uganda: Similar to Manda Bay, this small forward operating location was in dire need of camp maintenance support particularly with respect to electrical distribution. Six Seabees deployed to the site from mid-Dec 2011 to 21 Jan 2012.

Tanzania: An outstanding mil-to-mil opportunity, seven Seabees deployed to construct three large water catchment basins which now support the Tanzanian People's Defense Force.

Det ONE: 11 Seabees provided engineering and construction support for down range operators involved in highly classified missions. (See APP II)

Det Ghana (Tema, Ghana): In support of Exercise Obengame, 25 Seabees, assisted by Ghanain Navy engineers, constructed a 2,100 square foot Maritime Domain Awareness Operations Center. The construction consisted of CMU Block on top of a concrete slab, covered by a trussed roofing system. The team completed the construction by installing required electrical and plumbing components. Construction finished nearly six days ahead of schedule.

Administration (S1). The S1 Department, consisting of a mix of five Pay Specialists and Yeomen, efficiently maintained all administrative support and personnel related requirements for more than 580 deployed Seabees. The Main Body remained in close contact with all Detachments, providing around the clock customer service and continuous communication with support elements in Port

Hueneme, CA. The Department generated and processed hundreds of pieces of correspondence and concurrent reports to ensure proper handling of emergency, routine, and Det swing travel requirements. Prior to redeployment, O3 and O2 Fitness Reports, E5 Evaluations, and over 200 deployment awards were completed, ensuring a smooth transition into the post-deployment stand down period and homeport.

Intelligence (S2). The S2 Department ensured valuable information concerning the latest potential threats, violent political crises, and weather conditions that could affect operations for the forward deployed detachments was always up to date and available for the command. The Department played a key role in coordinating with EUCOM and AFRICOM, CTF-68, and CJTF-HOA in support of real-time contingency planning. Additionally, the Department provided on demand intelligence and updated map products throughout the deployment in support of battalion tasking. Due to a long term vacancy in the S2 position, 1NCD provided additional intelligence support from the Kennedy Irregular Warfare Center for three months and from 1NCD for the final three months.

Operations (S3). The S3 Department planned, resourced, and ensured quality construction for over 25,000 man days of work in place (WIP). Seabees provided engineering and construction capability to the supported commanders by executing exercise related construction (ERC) and humanitarian assistance construction (HA). The Department successfully planned for and deployed 11 detachments throughout 12 countries in support of the CTF-68 and CJTF-HOA maritime strategy. The Department also stood up and ensured training for the ECC and Air Det.

Supply (S4). The S4 Department worked to streamline logistical processes and ensure parts and consumables were readily available to maintain critical operations throughout the EUCOM and AFRICOM AOs. While meticulously tracking and maintaining the SMART P25 Table of Allowance, valued at over \$72M, the Supply Department managed a \$900K OPTAR budget providing logistical support to the Main Body and Det sites.

The Automotive Repair Parts (ARP) division maintained an inventory of over 4,000 line items in support 490 pieces of Civil Engineer Support Equipment (CESE).

The Material Liaison Office (MLO) purchased, received, and issued \$1.7M of Class IV materials in support of Main Body and Det site operations, and \$500K in Class IV materials in preparation for NMCB 3's future Det sites.

The Central Tool Room (CTR) expertly managed a diverse inventory which included 186 Smart Kits, 24 Legacy Kits, 62 pieces of motorized tools and equipment, 159 Electrical Power tools, and a varied assortment of 4,751 Shelf line items and tools.

Throughout the deployment, the Supply Department consistently exceeded expectations and provided critical logistical support to maintain 100% operational readiness.

Communications (S6). The S6 Department met every challenge with success. Despite significant technical issues with the RDSAT and TDN early in deployment, the ET and IT team worked with 22NCR, 20th SRG, and 1NCD to troubleshoot, reprogram, and ultimately bring the systems back into operational capability. The S6 shop led the battalion's security program and ensured 100%

compliance with information assurance, responding quickly to all service calls to enable effective communications and operations. Maintaining 138 OneNet workstations, the department forged a great relationship with the NCTAMs personnel to ensure connectivity over the six months was never an issue. To enhance contingency communications, S6 personnel organized, setup, and provided excellent training for each line company in Rota. A 'refresher' training for many, it also provided new personnel with basic familiarity.

Training (S7). The Training Department began during homeport ensuring the design and outcome for the ECC training environment would meet all specialized CTF 68 and NEO training requirements. Within a few days of arriving in Rota, the ECC began preliminary training and was busy preparing for future tasking.

Based on the construction projects executed, the Training Department granted 212 total skills, 100 of which were granted as TSAP. The Armory on camp and the Practical Weapons Course on base in Rota were valuable resources for enabling Seabees to participate in the Navy Pistol Qualification Course. The battalion SCW program was a huge success, and much time and effort was spent training and studying after hours in the MWR classroom. To continuously enhance training proficiency throughout the deployment, company and det unit driven training (UDT) was conducted on monthly training Saturdays and at the end of two workdays each week, focusing on in-rate, leadership, and military skills. FY12 GMT and Return and Reunion training was conducted in the base theatre prior to redeployment.

Command Religious Program (X1). The Command Religious Ministry Team (RMT) provided for the spiritual and emotional well being of the battalion's Seabees at Main Body and at the Detachments in the EUCOM and AFRICOM AO. The team worked with the NAVSTA Rota Chapel, Public Affairs Office (PAO), Fleet and Family Support Services, and the Morale Welfare and Recreation Office (MWR) to involve the Seabees in the various services, base activities, and community relations programs that were offered. A huge boost to morale at most of the Det sites was provided when the Chaplain made a Det swing just before Christmas. Troops were able to share the great work being accomplished with Chaps while being able to gain some spiritual guidance, key to finishing the deployment strong.

Dental (X2). The Dental Department, with assistance from Naval Hospital Rota's clinic, was able to provide advanced and fully functional dental care procedures to Main Body Seabees. Leveraging the hospital's capabilities, significant subspecialty care such as dental exams, cleanings and operative procedures were also performed. Immediately upon arrival, the Dental TOA was significantly reorganized and inventoried to dramatically improve the responsiveness and effectiveness in the event of a contingency mission. Missing items were identified and placed on order to ensure full mission readiness separate from the day-to-day dental care provided.

Medical (X4). Utilizing Independent and General Duty Corpsmen, the Medical Department provided support to the battalion at Camp Mitchell and the 11 Detachments deployed throughout the EUCOM and FRICOM AO. With the proximity of Naval Hospital Rota and the Expeditionary Medical Facility-Horn of Africa, the Department was able to sustain many readiness metrics throughout deployment, significantly reducing the medical workload for the upcoming homeport training cycle. The medical team meticulously executed a significant reorganization of the

medical TOA assigned, greatly enhancing efficiency of operations and readiness for contingency tasking. A full inventory was conducted, identifying deficient items and placing them on order to ensure full mission readiness in addition to daily care.

The Department successfully met the unique force health protection demands that came with having personnel deployed in malaria endemic AOs. Detailed force health protection plans and emergency medicine response procedures were developed, briefed, and maintained by the assigned Corpsman at each location. Direct Observation Therapy (DOT) was tracked by assigned members of the staff, ensuring every Seabee took critical anti-malaria medications.

Most significant was the execution of numerous medical evacuations from three locations in Africa. One ISOS MEDEVAC was executed from Ghana to Landstuhl, Germany and another from Kasenyi, Uganda to Johannesburg, South Africa. The Medical team from NMCB 5, the EMF in Djibouti, and the 6th Fleet staff communicated superbly to ensure immediate urgent care was provided. In addition to these critical movements, several other non-life threatening medical movements were completed from Djibouti to Landstuhl, Germany.

Public Affairs. The Public Affairs Office (PAO) produced original photography, feature stories, and professional video and audio productions that documented the EUCOM and AFRICOM deployment. From videos of MWR events to working hand-in-hand with the Base PAO and Armed Forces Network, the PAO broadcast NMCB 5's Deployment loud and clear to friends and families worldwide. Overall, 40 stories were released with 16 picked up for publication in the Port Hueneme Newspaper, NAVSTA Rota Newspaper, All Hands Magazine, and Seabee Magazine. The battalion Facebook page ramped up to over 3,100 fans due to the outstanding information that was shared throughout the chain of command. Each company, department, and detachment posted photos and updated notes on a weekly basis to provide families and friends with the latest information. This was a huge success that was lauded by many in the NMCB 5 family.

Conclusion. Across the theater, NMCB 5 carefully coordinated with all players to identify a strong backlog of work ready for execution by future battalions, and increased the class IV materials on hand to over six months of supply. Projects were turned over at natural breaking points and TOA stores were completely inventoried and reviewed. The deployment concluded with NMCB 5 setting up NMCB 3 for a successful deployment.

Utilizing skill, diverse talents and a CAN DO spirit, the Professionals of NMCB 5 accomplished the mission while adhering to the established command philosophy. Whether supporting Special Operation Forces exercises in Eastern Europe, building schools and medical facilities in HOA, supporting high level emergent operations in Sigonella, Italy, improving maritime operations command and control in Ghana, establishing water wells in Ethiopia, providing construction support to the PWO in Rota or standing up an ECC and Air Det capable of answering the call within 48 hours, the Professionals of NMCB 5 performed admirably and have written another proud chapter for the rich Seabee history.

NMCB 5
EUROM / AFRICOM 2011-2012

**WE BUILD
WE FIGHT**

**MARITIME
STRATEGY
OPERATIONS**

**DETERRENCE
WAR
FIGHTING**

**CRISIS
RESPONSE**

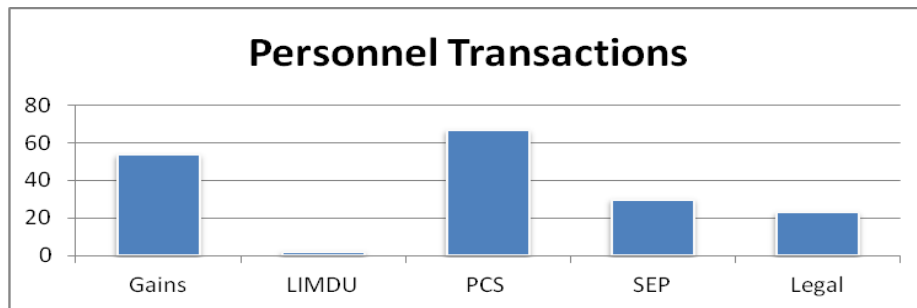
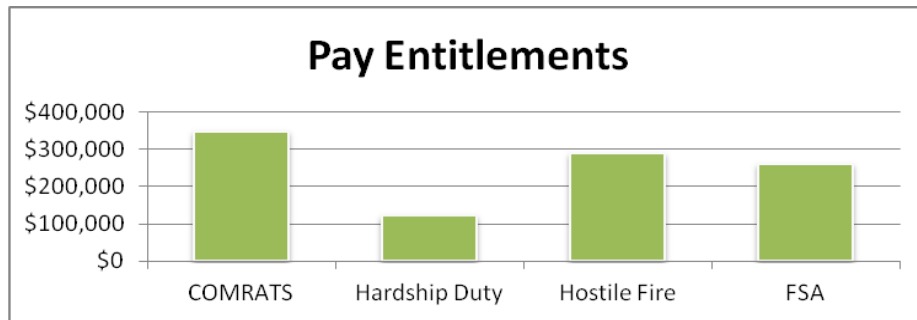
**CHAPTER II
ADMINISTRATION**

The image shows a vertical graphic with a dark grey left side containing the text 'NMCB 5' and 'EUROM / AFRICOM 2011-2012'. Below this is the slogan 'WE BUILD WE FIGHT'. The right side is divided into three horizontal grey sections containing the text: 'MARITIME STRATEGY OPERATIONS', 'DETERRENCE WAR FIGHTING', and 'CRISIS RESPONSE'. At the bottom is a dark grey section with the text 'CHAPTER II ADMINISTRATION'.

ADMINISTRATION

Throughout deployment the Administrative, Legal and Career Counselor Departments, and the Drug and Alcohol Program Advisor (DAPA) performed superbly, providing outstanding support to 586 battalion personnel deployed across 12 countries.

Administrative Department (S1). The Personnel Specialists within the Administrative Department provided guidance and support in regards to personnel transfers, gains, and separations. In addition they also conducted several pay and entitlement audits for the entire battalion. The execution of pay entitlements for personnel within the HOA AO proved to be challenging due to the constant movements. To help minimize these challenges, Personnel Specialists tracked these transactions closely, processing over 1,300 pay and personnel transactions.



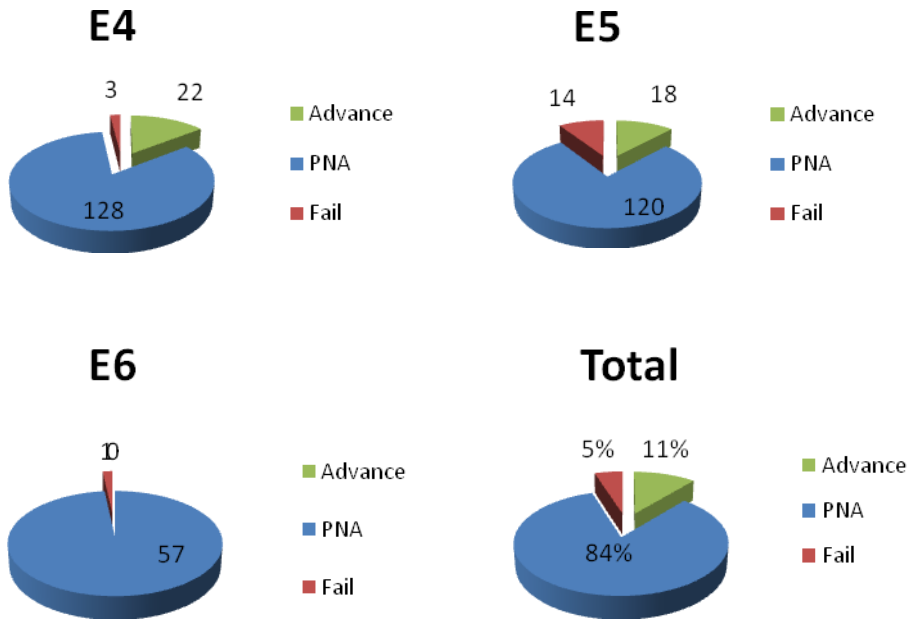
Throughout the deployment, the S1 Department's "mission first" motto and superb customer service significantly contributed to the many successes enjoyed by NMCB 5. Communication efforts between Main Body, the Homeport Liaison, and detachment sites resulted in a multitude of correspondence and reports. Ensuring proper handling of emergency and contingency travel requirements, processing 551 Enlisted Evaluations and Officer Fitness reports, and processing over 235 end of deployment awards.

Documentation:

551	Evaluations/FITREPS
27	Command Directives
1,652	Correspondence Items

The Administrative Department also provided educational service support to the battalion by coordinating and administering 469 examinations during the September 2011 and January 2012 Navy-Wide Advancement Examinations. Prior to deploying, the department coordinated and

administered 65 early exams for candidates deploying to HOA. Five personnel were advanced under the Command Advancement Program (CAP).



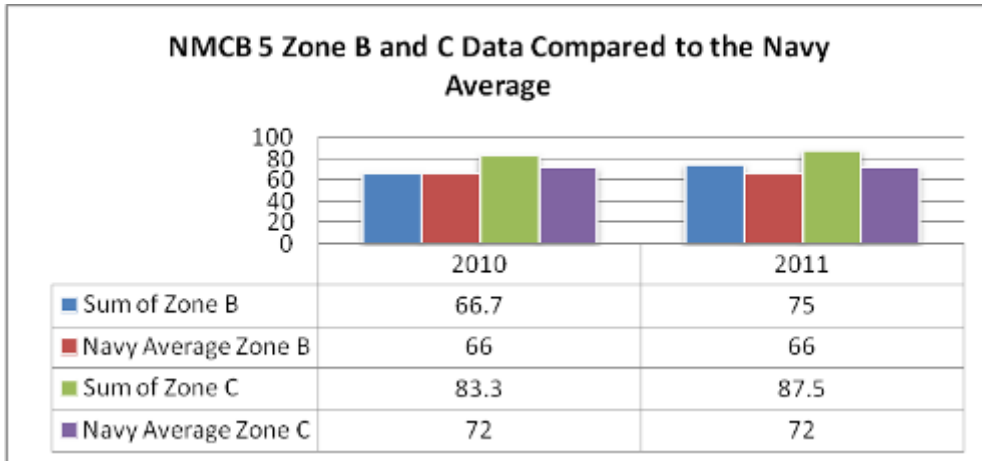
As always, the Battalion readily recognized those individuals whose superior performance merited special recognition. In support of this goal, the Administrative Department coordinated re-enlistments, awards, advancements, frockings and Seabee Combat Warfare Specialist (SCW) pinning ceremonies.

Awards:

- 4 Navy Commendation Medals
- 55 Navy Achievement Medals
- 70 Commanding Officer Letters of Commendation
- 106 Seabee Combat Warfare Certificates

Command Career Counselor. Retention started slow due to low PTS quotas in the past and zero advancement opportunity during most of the deployment. As the Seabee PTS quota and advancement opportunities increased, NMCB 5 started to see retention steadily increase. The command fully supported the career intentions of all personnel with 35 reenlistments, 230 PTS applications, four officer program applications, and 22 early separation requests.

The Enlisted Retention Board (ERB) selected to retain 97 out of 103 eligible candidates. Mentors were assigned to assist those not selected for retention during the transition process. The Retention Team's continual dissemination of career information significantly reduced the impact of the ERB program to all affected Seabees



In rate training and effective utilization of Bibliography for Advancement (BIBS) helped NMCB 5 Seabees focus study habits in preparation for the September 2011 Navy Wide Advancement Examination. Advancement improved to 52 selectees during September 2011 cycle. Retention increased to an all time high of 85% and attrition dropped to an all time low, 2.3%. The Navy remains the employer of choice for NMCB 5 personnel and their families.

Legal Department (X3) and Command Master At Arms (CMAA). The command Legalman and CMAA's majority of work consisted of Article 15 Hearings (Non-Judicial Punishment), Executive Officer's Inquiry (XOI), Disciplinary Review Boards (DRB), and internal investigations.

Events Conducted:

- 1 Special Courts-Martial
- 11 NJP
- 35 XOI
- 35 DRBs
- 72 Liberty Risk Assignments
- 1,367 Urinalysis Testing (samples)
- 2 Administrative Separations

Investigations:

- 17 Internal Investigations
- 7 JAGMAN Investigations

MEDICAL

Even being stretched to its limits by the battalion's wide ranging operations across the EUCOM and AFRICOM AO, NMCB 5's Medical Department was successful during the Deployment.

Medical Department (X4). Medical personnel took on key roles in supporting the battalion's diverse missions. During these missions, HMs completed 100% of the battalion's PDHA and PHA evaluations. In summary, Medical completed 300 physical exams and accomplished over 4,000 patient encounters.

The deployment began with a solid turnover with NMCB 74. This smooth transition included a significant overlap of key personnel from both medical and dental workstations. The Medical Department quickly established a productive relationship with Naval and USMC based medical units at the Rota Naval Hospital and the Surgeon Cell Medical assets located in HOA. With these contacts established, the Medical Department was quickly able to support sick call and MEDEVAC capabilities within camp and throughout the AO.

After successful turnover of the BAS in August, the department quickly initiated all SOPs for required programs to include: malaria prophylaxis, heat stress monitoring, water testing, and medical readiness. Corpsmen deployed as IDCs for Det support and worked diligently to provide the best medical care in very remote locations. Due to their persistence and quick reactionary skills and abilities, they contributed greatly to the health of all NMCB 5's Seabees spread across 12 countries.

As a joint operation and multi-national mission, medical personnel of all services and nations worked together smoothly. One of the priority missions of the medical department is the prevention and treatment of disease. The staff delivered high quality care during sick call and through scheduling specialist appointments to in-theatre locales as far away as Ghana and locations throughout the HOA.

At the end of deployment, the Medical Department helped the battalion complete the mandatory Post-Deployment Health Assessment, provided anti-malarial medications for post-exposure prophylaxis, and participated in the Return and Reunion training to assist members with issues relating to the transition from deployment to homeport. The Medical Department is very proud of its support of the Seabees, coalition forces, and host country nationals.

Dental Department. During this deployment, NMCB 5's Dental Department faced many challenges in order to accomplish the Commander's intent. Upon arrival to Camp Mitchell, it was identified that there was no accurate documentation for much of the dental equipment and consumables on hand. The ADAL was spread throughout five different locations and none of the related equipment or consumables had accurate documentation with regards to quantity or expiration. The Dental Officer began immediately to meticulously locate and identify all of Camp Mitchell's dental TOA. Within a short time, the department was able to identify the short falls needed to ensure the ADAL was at 100%, amounting to over \$35K of required inventory being purchased. Procurement of the deficient dental TOA was achieved by communicating with the 22NCR non-CESE manager, 1NCD TOA Tent Camp Manager, and NFELC. This triad of strong communication became an essential success element for ensuring strong lines of support for NMCB missions to come.

NMCB 5 Seabees that were deployed on Dets had little dental access at their sites. During homeport operations all Seabees that were assigned to Dets were screened prior to deployment. With an updated T2 evaluation for the Seabees pushed forward from Main Body, a highly effective preventive dentistry program was established.

The Dental Department has been professionally driven throughout the deployment by ensuring 100% dental readiness was achieved prior to August's deployment cycle. With the Main Body being stationed at Naval Base Rota, Spain, all patient treatment was conducted at the Branch Dental Clinic, Naval Hospital Rota. This added in producing an extremely high state of dental readiness, maintaining above 98% throughout the deployment. Not only did the battalion's dental readiness benefit from using the Naval Hospital Branch Dental Clinic, but the Seabees of NMCB 5 were able to receive excellent routine treatment from the battalion dentist as well as the Hospital's specialty dentist, ultimately increasing the dental health index by 15%.

This was an extremely successful deployment for the Dental Department. This mission orientated department had a tremendous and positive effect on raising the bar and sustaining the overall dental readiness. With the establishment of a properly documented battalion ADAL and NCF IDC Dental AMMAL, along with the procurement of previously deficient supplies, NMCB 5 has set up Camp Mitchell's dental TOA in such a manor that will benefit future NMCBs and missions to come.

PUBLIC AFFAIRS

The Public Affairs Office managed a robust public relations program during the deployment, resulting in an unprecedented level of coverage for the Seabees of NMCB 5. The Public Affairs Staff handled all civilian media queries, public press releases, event photography, and fleet home town news submissions. The staff was responsible for photo documentation of projects, command functions, award ceremonies, and re-enlistments. Additionally, the battalion newsletter, "The Buzzword" and the Battalion Deployment Cruise Book were produced.

The deployment accomplishments of NMCB 5 were captured by Mass Communication Specialist Second Class Ace Rheume and his team of 10 PAO representatives. The team managed to capture and share a considerable volume of quality photos and videos documenting the hard work of our Seabees operationally spread across Europe and Africa.

NMCB 5 received outstanding mission coverage from greater news sources. The PAO Team produced 40 stories and 150 photos and captions with 16 articles being picked up for publication. Among the sources publishing stories and pictures were: www.navy.mil, All Hands Magazine, Seabee Magazine, The Port Hueneme Lighthouse (Port Hueneme Newspaper), The Coastline (NAVSTA Rota Newspaper) and several other military outlets.

Articles released for publication included:

"NMCB 5 Deployment to EUCOM/AFRICOM"

"NMCB 5 Befriends Djibouti Villagers"

"Ground Breaking Ceremony for Bridge in Negele"

"Seabees Support NEO Exercise"

"NMCB 5 Sierra Del Retin Project"

"NMCB 5 Seabees Receive College Credits Through NCPACE and TA"

"NMCB 5 HMMWV Upgrades"

"NMCB 5 Sierra Del Retin Project"

"Seabees Build Water Systems for Zanzibar Schools"

"NMCB 5's Fútbol and Folk Dancing in Kontali, Africa"

"NMCB Starts MCMAP"

"NMCB 5 Participates in Rota Marathon"

With the changing landscape of modern communication and the need to keep pace with the rapid developing world of digital media, NMCB 5 has led the charge on the integration of Facebook into its Public Affairs agenda. The PAO team harnessed the power of social media and has grown the fan base to one of the largest of any organization within the Naval Construction Force. More than 3,100 family members, supporters, and friends now enjoy having instant access to the weekly battalion happenings. Re-enlistments, awards, SCW pinnings, project photographs, and holiday celebrations have been documented in over 200 photo albums and two videos published for fans to see and enjoy. Leadership updates from Det OICs Company Commanders, the Command Master Chief, Executive Officer, and Commanding Officer were supplied weekly to keep FIVE's families abreast of current information and accomplishments.

The Public Affairs Staff produced a 'deployment' edition of the Battalion newsletter "The Buzzword". Distribution of the newsletter was achieved through electronic mail and printing at local distribution points. Information and pictures covering the entire deployment were gathered by the staff to then later form the deployment cruisebook. This process culminated in a 175 page hard cover book containing photos of each member of the command, as well as group and candid pictures of both Main Body and Det sites that will provide a lasting professional memory of the deployment.

NMCB 5 has posted 13,268 photos and provided 86 comments on Facebook throughout the deployment. Currently it has 3,107 'Likes' to the page and can be found at the link:

<https://www.facebook.com/NMCB5>.

These robust achievements have set the NMCB 5 PAO team apart from all other battalions!

INTELLIGENCE

The S2 department was instrumental in providing preliminary planning information for numerous detachment sites and military to military engagement exercises.

Intelligence (S2). The battalion was divided among the European and African Theaters of Operation. The deployment was tracked by the S2 shop to identify developments in volatile areas while waiting for possible NMCB tasking. Even when it became apparent that tasking was not impending, daily situational updates were still provided in order to maintain battle space awareness.

The S2 Department was constantly re-evaluating the security and political situations in both the EUCOM and AFRICOM AOs, pulling from numerous resources to build the best operational picture for the battalion leadership to plan and make decisions. Information from multiple diverse intelligence resources, including M3 and HOTR, was consolidated to develop visual and informative reporting deliverables for the Command's situational awareness to provide up to the minute briefings when required. The S2 Department's constant monitoring of related threat advisories and to include weather conditions was paramount for allowing leadership to make timely and well informed operational decisions.

Det HOA's Intelligence Department provided organic intelligence collection, threat assessments, indications, and warnings to support all Naval Construction Forces, Naval Expeditionary Forces, and CJTF-HOA elements. Specific capabilities included strategic debriefing support to the NCF and CJTF-HOA assets, multi-source intelligence analysis, and geo-spatial intelligence support to engineering and construction operations. The department produced over 40 intelligence information reports and 25 tailored geospatial intelligence products that directly supported NMCB 5's missions and CJTF-HOA intelligence requirements. This spot-on reporting led directly to improved force protection procedures and increased situational awareness throughout the HOA AO. The department also served as the Naval Construction Force Liaison to the CJTF-HOA J2 which provides a significant resource for intelligence production.

RELIGIOUS MINISTRY

Through the counseling ministry of NCMB 5's Religious Ministry Team (RMT), the chaplain provided a vital contribution to the overall mission capability and operational readiness of the battalion in EUCOM and AFRICOM AO.

Chaplain (X1). The RMT deployed with NMCB 5 Main Body to Camp Mitchell in Rota, Spain. During the course of deployment, the Chaplain conducted two weekly worship services and one weekly bible study. During the course of the deployment the RMT hosted a combined total of 81 religious services. "Sunday on Thursdays" was the most popular averaging 14 in attendance on any given Thursday.



Vision Becoming Reality: Classroom in the woods

The RMT joined forces with Bravo and Charlie companies in an effort to improve an existing outdoor BBQ area into a scenic classroom environment. To enhance the worship experience NMCB 5 Seabees designed a simple outdoor training area with seating that can also be used on Sundays for chapel service. The improved area has seating for about 40 people.

Shortly after arriving in Rota, Chaplain Uvila and RP3 Blair began brainstorming how the RMT could improve NMCB 5's Christmas away from home. Several months and e-mails later, 110 Christmas trees arrived in early December. The living trees were shipped by the non-profit organization "Trees for Troops". The trees, donated by a tree farm near Indianapolis, Indiana each came with its own stand, decorations and warm Christmas wishes from the local elementary school children. The trees were a definite boost to the morale during the holiday season!

Special Teams and Initiatives. Aside from religious support for the Main Body in Rota, the RMT enhanced the office's outreach effectiveness by the creation of Team One. The command supported the concept of collapsing several committees into one entity. Community Relations, MWR, Multi-Cultural Heritage Committee and CSADD (Coalition of Seabees Against Destructive Decisions) now comprise Team One. By the Chaplain and MWR officer working together on similar efforts, Team One has greatly enhanced command wide communication, cross-committee dialog and related support groups.



NMCB 5's battalion life was enhanced through the establishment of the Coalition of Seabees Against Destructive Decisions (CSADD) during the Rota deployment. The command chaplain promoted the concept at the battalion level. Chaps encouraged peer-to-peer support in the establishment of this Navy wide program. Six motivated Seabees stepped forward in this important mentoring program. Those excited to get involved included: YN2 Smith, EA2 Schott, EA1 Miller, UT3 Hewitt, YN2 Card and CM2 King. While in Rota, CSADD participants provided vital support of two battalion wide events, the "Halloween Party" and "Over the Hump Party." The

committee promoted responsible drinking through monitoring alcohol consumption during the special events and ensuring a fun time was had by all.

Chaps Det Swing. BUC Scroggs and Chaplain Uvila completed an 18-day Det swing during the month of December. The trip was organized as a way to provide morale and spiritual support to the outlying Det sites. The Chaps and Safety duo visited four Dets and traveled across two continents over the course of 18 days, visiting with approximately 250 troops. During the December Det swing, the Chaplain conducted five religious services and provided counseling for many troops. The duo also served to extend the thanks from the command element, provide safety tips and counseling support along with providing Christmas services and communion.



NMCB 5 practices 'futbol' with local children

In several countries they experienced many colorful sunsets with the various Dets, relaxing at the end of an arduous day of laboring. One expression of this noble work of our Seabees came through their volunteer work, Community Relations Projects (COMRELS), a vital component to CJTF-HOA's strategy for winning the hearts and minds of the host nations. Unlike in homeport, where COMRELS are neatly defined as only "volunteer time projects" the entire nature of the various Det's selfless contributions, tied to relating well within the community.

A standout example of this blending of work time and COMREL time was the building of the 160' Bururi Bridge in Negele. As the team integrated themselves into the community and became endeared by the locals, members of the community joined the Seabees in the task of constructing the massive rock retaining wall that would later help preserve the bridge during the annual floods.

Chap's Point of View. The following are a few of the amazing changes NMCB 5 brought throughout the AO in 2011-2012.

Outside of Camp Lemonnier, Djibouti Seabees reached out to a nearby orphanage through the simplicity of soccer matches, offering their hearts through their 'futbol' skills with the hope that Djiboutian and Somalian minds will see that Americans are a worthy ally in the global community.

Close to Dikhil, Djibouti we completed a solar powered school and have begun laying the foundation for a medical facility whose main mission will be the safe delivery of newborn children. When you tie the two efforts together you get a glimpse that our Seabees are part of holistic effort to nurture health and education among African youth. Current estimates state that every year, 500 Ethiopian, Somalian and Nomadic women will benefit from the maternity ward.

Beyond Sigonella, Italy, in Acitrezza, Sicily we reached out with assistance, extending the Seabee attitude to a fishing village with a much needed building repair of a Catholic church. Behind all the COMREL efforts is the conviction that the Sicilian partnership will enhance the view of America's military presence in Europe.

In Dire-Dawa, Ethiopia we modeled a dual passion to learn and to play. As we neared completion of the Gende-Gerade schoolhouse, we also took care to renovate the playground area equipment, making it a safer, cleaner place for children to recreate.

Near Negele, Ethiopia, NMCB 5 Seabees provided critical electrical support for a regional hospital, a local high school, and an orphanage. Shelving was installed, kitchen tables built, and bed slats repaired for a dormitory. A footbridge was conceived and placed near the Buru Urii River to mitigate impact of the rainy season on pedestrians. The troops built a couple soccer goals and pick-up games with local children routinely took place during downtime. Finally, in Negele, community interaction was at a high, as volunteers labored for several weeks building gabion baskets and transporting 775K lbs. of rock.

COMRELS. Political and cultural barriers were challenging to overcome in Rota, Spain. Despite this initial challenge, Seabees were able to provide grounds maintenance support to Victory Villa, a non-profit organization in Rota, Spain during off time over a weekend.

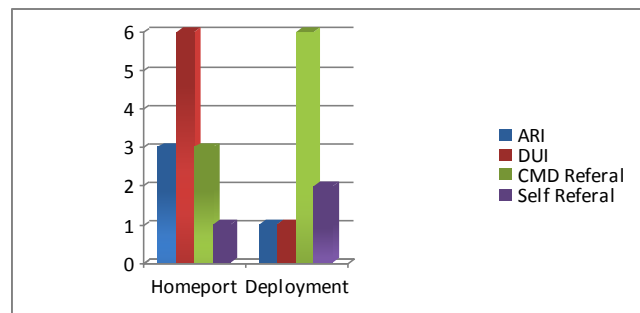
Early in the deployment, the RMT traveled east to a horse rescue ranch near Mirabella, Spain. The purpose of the mini- COMREL PDSS was to explore the future possibilities of providing volunteer work in support of a small non-profit horse shelter. The scope for this COMREL project was defined during the visit. Now, with hopes that the future NMCB will continue this initiative to paint and repair the existing horse stalls, install two small faucets, and plant some trees to enhance soil retention.

COMMAND DAPA

DAPA Training. NMCB 5 started out deployment with seven alcohol related cases on the DAPA tracker. To begin the deployment and start a united front on alcohol deglamorization and responsible use, Alcohol Aware training was added to the Command Indoctrination program, following a command level course. Along with Alcohol Aware on every command Plan of the Week, a DAPA note on current trends affecting the battalion and the Navy was added. The DAPA staff instructed over 300 hours of training during the deployment. Along with the Training Department, the DAPA staff also rewrote and implemented the Safe Ride Card Program Instruction. This program gives battalion members an alternate way to get themselves home if they find themselves in a situation where they can't get themselves home safely.

Deglamorization. Related posters were posted in battalion spaces and the command actively encouraged members to participate in the Coalition of Sailors/Seabees Against Destructive Decisions (CSADD). Members of the DAPA staff participated in multiple command functions promoting responsible use of alcohol following the 0-0-1-3 rule.

Trends. Prior to deployment, the battalion had seen a trend in DUIs. As expected, this number decreased due to the lack of availability of motor vehicles and restrictions on operating vehicles during this deployment. Since providing training to the battalion pre deployment, awareness

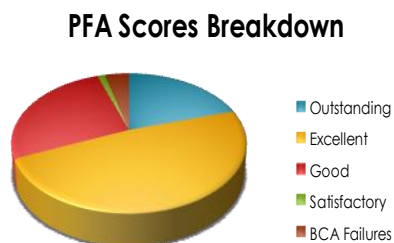


was raised, leading to an increase in both command and self referrals during deployment. The DAPA staff completed over 100 hours of one-on-one interviews with battalion members, completing monthly wellness checks with all ongoing cases.

Although the DUIs decreased during the first two months of deployment, there was a spike in the number of alcohol related incidents (ARIs) and Command Alcohol Referrals. A contributing factor may have been for this being the first deployment in two years that allowed access to alcohol. In response, command level training was given to raise awareness on alcohol abuse, dependency, and identifying signs and symptoms. NMCB 5 remains below the Navy's month to month average for command ARIs and DUIs.

COMMAND FITNESS

Physical Training. NMCB 5 produced impressive results on the 2011 Cycle 2 PFA. Figures from the CFL's records indicate the troop's positive attitude on maintaining physical fitness.



To help alleviate contingency related stress, each Company conducted aggressive platoon and company level PT three days a week, and took advantage of every opportunity to implement the new NOFFS program. Special training programs like the Marine Corps Martial Arts Program afforded Seabees different types of training as well. As a result of NMCB 5's intense atmosphere of fitness, the command produced only 17 BCA failures.

MARINE CORPS ADVISOR

Seabee Combat Warfare Qualifications and Training. The Marine Corps Advisor assisted in Seabee Combat Warfare training in the following areas:

- 5 paragraph orders
- Land navigation
- Live fire drills (M4/M16/M9)
- Radio Communication skills

Marine Corps Martial Arts Program (MCMAP).

The Marine Corps Advisor was integral in starting the MCMAP Program at NMCB 5 and the programs continues to grow. During the deployment, we were able to send the Military Advisor to Marine Corps Martial Arts Program Instructor Training in order to add the skill to our NMCB 5 Seabees and make the team better equipped to handle any situation in a contingency environment. With two NMCB 5



Marine Corps Advisor teaches MCMAP to troops

instructors, GYSGT Torres and HM2 (SCW/FMF) Herrera, 30 Seabees were successfully qualified to Tan Belt in MCMAP. The updated program further emphasized the importance of developing the whole Sailor in accordance with the leadership principles and focus on the Corps' values of Honor, Courage and Commitment.

NMCB 5
EUROM / AFRICOM 2011-2012

**WE BUILD
WE FIGHT**

**MARITIME
STRATEGY
OPERATIONS**

**DETERRENCE
WAR
FIGHTING**

**CRISIS
RESPONSE**

**CHAPTER III
OPERATIONS**

The image shows a vertical graphic with a dark grey left side containing the text 'NMCB 5' and 'EUROM / AFRICOM 2011-2012'. Below this is the slogan 'WE BUILD WE FIGHT'. To the right, three light grey rectangular boxes are stacked vertically, containing the text 'MARITIME STRATEGY OPERATIONS', 'DETERRENCE WAR FIGHTING', and 'CRISIS RESPONSE'. At the bottom, a dark grey box contains the text 'CHAPTER III OPERATIONS'.

OPERATIONS

The 2011-2012 deployment presented an unprecedented opportunity to demonstrate the value and versatility of the Naval Construction Force as well as challenge our command and control capabilities.

Operations Department (S3). NMCB 5 deployed its Main Body to Camp Mitchell in Rota, Spain and supported Dets in Romania, Bulgaria, Ukraine, Turkey, Italy, Ghana and multiple locations throughout HOA. Despite many challenges, NMCB 5 provided high quality and invaluable support to both U.S. and foreign military and civilian personnel in the form of Exercise Related Construction (ERC) and Humanitarian and Civic Assistance (HCA). Additionally, the battalion provided support to Special Operating Forces throughout the HOA AO.

The Operations department planned, oversaw, and ensured quality execution of over 25,000 MD of construction Work in Place (WIP) during the deployment. Operations was responsible for the construction of 12 buildings, four miles of roadway improvements, completion of several new water wells, repair of existing wells, and moved over 7,500 cubic yards of earthwork.

UNIT	TACON	OPCON	ADCON
NMCB FIVE	CTF-68	CTF-68	31SRG
DET HOA (Djibouti)	CJTF-HOA	CTF-68	NMCB 5
DET One	TF 48-4	CTF-68	NMCB 5
DET Sigonella	CTF-68	CTF-68	NMCB 5
DET Ghana	CTF-68	CTF-68	NMCB 5
DET Turkey	39th MCB	CTF-68	NMCB 5

During deployment, The Professionals charged ahead, completing 25,397 MDs of quality construction. Projects included construction of a 24'x 50' Maritime Domain Awareness Operations Center, an 80'x132' Large Area Maintenance Shelter (LAMS II) facility, two four-classroom, 3,000 sf school additions, four 18'x30' latrine facilities, two 3,300 sf medical facilities, a 160 foot Mabey-Johnson bridge, two 10'x20' CMU Block bus stops, and 2,640 ft of perimeter road asphalt paving. In addition to quality construction, NMCB 5 also provided facility maintenance support for bases located in Djibouti, Kenya, Uganda, Turkey, and Sigonella. In early December 2011, NMCB 5 deployed a small Det of six personnel to Kurecik, Turkey in order to provide critical facility upgrades and maintenance at a required base site.

SITE	DATES	SEABEES	MANDAYS
MB, Camp Mitchell, Rota, Spain	11 Aug 11 – 17 Feb 12	281	7,483
DET HOA	11 Aug 11 – 17 Feb 12	140	11,500
DET Sigonella	11 Aug 11 – 17 Feb 12	21	1,810
DET Ghana	15 Nov 11 – 09 Feb 12	24	1,166
DET Jackal Stone	01 Sep 11 – 30 Sep 11	27	638
DET Turkey	30 Nov 11 – 09 Feb 12	6	750
DET ONE	11 Aug 11 – 09 Feb 12	11	2,050
TOTAL MANDAYS EARNED			25,397

NMCB 5's top priority projects this deployment involved supporting critical operations such as Unified Protector and numerous other operations within the HOA AO. The most significant undertaking involved a mission in HOA supporting a Commander US Air Force Africa (AFAF) priority. The project provided a maintenance facility supporting classified missions. The project team, working within a severely compressed schedule and significantly delayed material deliveries, successfully completed the construction in time for the arrival of the necessary mission equipment.

The number two project was the construction of a Maritime Domain Awareness Operations Center at the Naval Base located in Tema, Ghana. This project was AFRICOM's number three priority for FY11 and provided the Ghanain Navy improved facilities to conduct maritime operations and crucial maritime exercises. This facility will not only improve maritime operations but it will also promote a security environment conducive to good governance and infrastructure development.

The deployment concluded with NMCB 5 coordinating tasking and logistics for NMCB 3 to begin execution on day one, setting them up for a successful deployment.

Evacuation Control Center Mission. Prior to the departure to Rota, an advanced party was made aware of a 6th fleet requirement for the EUCOM NMCB Battalion to act as the main effort establishing an ECC team be a force in readiness to conduct Non-combatant Evacuation Operations (NEO) and to assist the Department of State (DOS) in evacuating non-combatants, non-essential military personnel, selected host-nation citizens, and third country nationals whose lives would be in danger in the event of civil unrest in a host foreign nation. The ECC then would ensure the evacuees would be sent to an appropriate safe haven and/or the United States.

Upon arrival in Rota, Spain, NMCB 5 utilized personnel from Headquarters, Alfa, Bravo, and Charlie Companies to standup a Detachment of Seabees and composed of several teams capable of deploying independently to conduct NEOs under the direction of CTF-68. Immediately upon establishing this organization, NMCB 5 quickly developed a skill set to include mastery of the Neo-Transmitting Stations (NTS), thorough monthly training exercises that included one base-wide NEO exercise. In addition to the battalion's internal capability, the ECC team was reinforced with FAST Company Marines, MSRON personnel, and an EOD team for each exercise, just as it would be reinforced in the conduct of an actual NEO.

Throughout the deployment, the ECC team logged 571 mandays of training time in the support of seven NEO exercises. Although the ECC team did not deploy during the 2011-2012 EUCOM deployment, they were placed on a heightened state of alert several times in response to various global events in the region. The ECC team provided the Seabees of NMCB 5 with valuable training and also provided a rare opportunity if called upon to participate in highly visible missions with strategic implications during a peacetime deployment in Spain.

Embarkation Department. NMCB 5's Embark Staff flawlessly completed the safe movement of 425 short tons of cargo and 1,249 personnel in and out of 12 different countries.

This accomplishment was possible by utilizing the training, teamwork, and communication that was critical in the successful completion of numerous embark evolutions that began with homeport training, a Field Training Exercise (FTX), mount out, retrograde and battalion movement out of Port Hueneme, CA to, Rota, Spain, HOA, and other Det sites.

By the end of deployment NMCB 5 had orchestrated 172 ground movements that covered over 4,500 miles, 89 air movements to include 175 personnel and 33 463L pallets loaded with tools, equipment and supplies throughout the AFRICOM AO. The ground movements succeeded in moving 250 personnel and 250 short tons of construction material to five different locations ensuring timely completion of projects.



Loading Truck for Embarkation in Rota

NMCB 5 embark staff also worked with its sister services to move 27 personnel and five TRICONS loaded with tools, supplies, and equipment into five separate Det sites throughout three countries during Jackal Stone 2011.

In November 2011, Embark successfully prepped and embarked Det Ghana, which consisted of the movement of 25 personnel, 33 pieces of P25 CESE, and 16 containers on three civilian transport ships. Timing was key in the launch of equipment from Rota and the recovery from the Port in Tema, Ghana, due to the lack of security in and around the port.

MAIN BODY PROJECTS

Of the personnel who remained in Camp Mitchell, 128 were direct labor and assigned to projects on and around Rota, Spain. NMCB 5 executed seven major projects. Main Body's Bravo Company completed 11 MCDs on Camp Mitchell. NMCB 5 initially organized personnel strength based on CTF 68 and CJTF-HOA identified and funded tasking. Shortly after arriving, CJTF-HOA tasking increased and required additional DL support which caused a shift in available construction support in Rota, Spain.

NMCB FIVE PROJECT TASKING

MAIN BODY	Total MDs
AFN Supply Room	180
Spanish Weapons Drainage#1	50
Spanish Weapons Drainage#2	50
Marine Corps SIPR Room Improvements	50
Rota Gate Bus Stop	300
Spanish Demolition Range Improvements	125
BLDG#39 Fuel Access Road	457
Perimeter Road paving Section #107	280
Hay Motivo Interior/Exterior Renovation	50
Golf Course CMU Block Wall	280
NEX Bus Stop	153
Walkway/Lighting	472
Project Planning/Mission Support	673
ECC Training	621
TSAPs Skills Training	1792
Camp Mitchell, Camp Maintenance	1950
ROTA MAIN BODY	7,483
<i>DET HOA</i>	<i>11,500</i>
<i>DET SIGONELLA</i>	<i>1,810</i>
<i>DET GHANA</i>	<i>1166</i>
<i>DET JACKAL STONE</i>	<i>638</i>
<i>DET ONE</i>	<i>2050</i>
<i>DET TURKEY</i>	<i>750</i>
	25,397

ALFA COMPANY

Alfa Company was responsible for horizontal construction, cranes, CESE maintenance, and overall transportation for the battalion. Alfa Company successfully completed assigned tasking with a focus on safety, quality, and responsive delivery.



Roller compacts road at project site

Alfa Company Operations. Alfa Company Equipment Operators stayed busy not only providing transportation support for all movements of the battalion on a daily basis with buses and MTRV support, but also acted as sub contractors to various Charlie Company projects. In addition to supporting Charlie Company projects, Alfa Company was the Prime Contractor for the Perimeter Road Repaving project and provided equipment and personnel to grade various host nation shooting ranges in order to develop adequate drainage for magazine compounds.

Turnover. After completing back to back desert deployments, Alfa Company's Advance Party arrived at Naval Station Rota, Spain, on 5 August 2011 for the first green deployment in over three years. The main mission of the advance party was to conduct the Battalion Equipment Evaluation Program (BEEP). Within five days of arriving, Alfa Company expeditiously turned over more than 550 pieces of CESE valued at over \$87M. This joint inspection conducted over 230 R-1 checks and validated 100% of all collateral equipment, tools, and DTO stock. Upon the arrival of the delayed party, Alfa Company had its full team together and began to establish operations and maintenance division battle rhythm for the next six months.



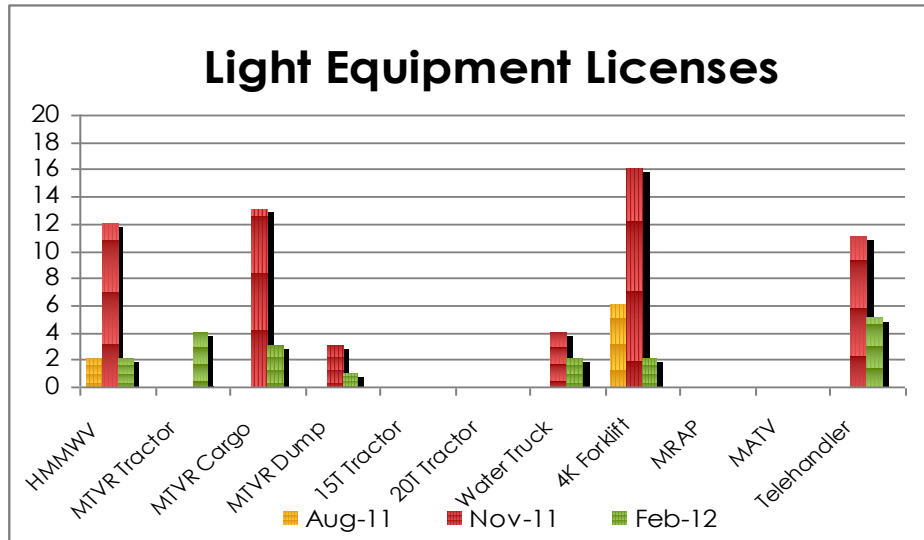
Crew prepares to lift a tank

Crane Shop. A new set of testing and training standards was created, in accordance with the P-307, to ensure licensed operators were better suited and prepared to perform lifts, utilizing tools available to further improve the skills and fitness of each operator. After several iterations, the crew attained 100% accountability on the inventory of all rigging gear/spreader bar kits. They also certified the MTRV MK 36 Cat 4 crane in accordance with the P-307, licensed all the Equipment Operators (EOs) on the 40-ton crane, and in the process also got the Construction Mechanics (CMs) in the crane shop licensed as well. Constant attention to detail was key in the effective management of the crane program. The simplest mistake in certifying paperwork, ODCLs, SROs, CCIRs, and MISRs could have caused the program to fail.

Transportation. The yard boss trained and implemented a duty section capable of running the liberty and galley buses.

License Examiner. During the first weeks of the deployment it was determined that having the most current Command Muster Reports was vital to the accurate development of licensing

statistics. EO2 Bowles worked closely with the company licensing representatives to create a database to better organize the licensing program and traffic court proceedings in accordance with NMCBFIVEINST 5101.1M. The database streamlined processes within the company and minimized the loss of data without jeopardizing the security of the records.



Dispatch. Early in deployment it was discovered that to eliminate problems with the 13 Week Report, it should be filled out by the person in charge of the dispatch. Three key processes were put in place to help improve the dispatcher's reporting procedures:

- Write the USN on the hard card of the specific piece of equipment being checked out
- Provide shop hard cards to inspectors
- Mechanics must bring back the keys for equipment headed to the shop and place these keys separate from the daily dispatched keys

Collateral. Effectively managed, distributed and ordered equipment for all CESE checked out by dispatch. Implemented the following processes in order to improve the efficiency of the shop:

- Tracked ordered parts each week on the CSMP
- Stored and tagged with assigned USNs, the non-essential pieces of collateral for MTRVs
- Work closely with dispatch to minimize the loss of keys
- Maintain good communication with the yard crew in order to be up to date on the current conditions of all pieces of CESE and took the necessary steps to order parts when they were missing, damaged or stolen

- Place lost or missing parts on order as soon as you realize it needs replacement and keep in contact with the RPPO's to see if any new parts came in and to get the three CSMP's reports printed from them
- Keep the CB 60 folders updated especially when parts change from mounted to stored

Alfa Maintenance. Alfa Company's Light Shop was the most productive shop throughout the deployment. With a CESE to mechanic of up to 15.8 to 1 at times, mechanics were still able to conduct over 2000 PMS checks, 110 interim repairs, and 65 spot checks. Six units were removed from deadline, increasing the battalion's equipment availability ratio to 96.5% and ensuring the rubber continued to meet the road. The Light Shop aided NFELC with the upgrade of communications equipment in 16 HMMWVs, and prepared 24 units of CESE for DET HOA, Ghana, and Manda Bay, ensuring mission success for Seabee's down range.

Heavy and Support Shop were also busy completing 967 PMS checks and 71 spot checks on 110 units of CESE. The Heavy Shop was integral in ensuring that the paver, a mission critical piece of CESE for the perimeter road project, was repaired in order to complete NMCB 5 phase of the project. The Heavy Shop was also instrumental in removing 11 pieces of CESE from deadline only three months after turnover.

The IEM Shop accomplished over 1100 PMS checks and installed the deep fording kits on all 16 new HMMWVs while aiding the Light and Heavy Shops with equipment preparation for shipping to Det sites.

All five of Alfa Company maintenance shops could not have been as productive if it were not for a proactive RPPO staff ordering and tracking over 2500 parts, valued at over \$30K and achieving a 100% accurate RPPO Log.

Alfa Company Safety. Operational Risk Management and small unit leadership was at the heart of Alfa Company's safety program. Alfa Company ensured that every work center and project was given a safety presentation every morning to discuss various common work environmental hazards. Each work center and project had one person assigned as a safety point of contact to ensure that the facilities and work centers remained safe. These safety points of contact received additional training to ensure they were staying current with industry safety standards and often were required to present the information back to squads/work centers. Monthly facility safety inspections, along with an aggressive 3M spot check program, ensured that supervisors were also a part of the program. During off time, Alfa Company participated in several base sporting activities and trips throughout Spain. Minimal liberty safety mishaps can be directly attributed to weekly liberty briefs and the submission of individual weekly liberty plans. Alfa Company went so far as to identify three, Safe Seabee's of the Month, and one Company Safety Seabee of the Month.

Company MWR/COMRELS. The members of Alfa Company engaged in many exciting activities and unique challenges throughout deployment in Spain. Alfa Company actively participated in many MWR sponsored events, COMREL projects and off duty activities throughout the six month deployment.

Alfa Company Seabees helped support many MWR and COMREL projects in addition to daily duties as Construction Mechanics, Steel Workers, Construction Electricians, and Machine Repairmen. MWR sponsored events, like the Daughtry concert, required CESE support and volunteers to construct the entertainment stage and direct traffic before and after the show. Equipment Operators and Construction Mechanics also assisted during the base high school's Homecoming and Halloween festivities with CESE support and off duty volunteer work. Members from Alfa Company regularly participated in beach clean ups at Admiral Beach and an afternoon tutoring program at the base elementary school. Participating in events like these allowed Alfa Company to show an impact beyond the assigned tasking and projects while deployed to Naval Station Rota.

During the six month deployment, Alfa Company also made the effort to bring its Seabees together as a "family" and share more than the workday together. During the Over the Hump party, which was hosted by the Second Class Petty Officer Association, many members of Alfa Company made contributions through donations to MWR, serving drinks as members of CSADD, and participating in the many command event competitions. To help ease the difficulty of being deployed during the holiday season, 3rd Class Petty Officers from Alfa Company made a special contribution to the troops by throwing a Christmas holiday party for Alfa Company. The party turned out great and allowed Alfa Company to enjoy a great meal and some holiday movies together. These contributions to the battalion showed Alfa Company's pride and sense of Esprit-de-Corps.

Throughout the deployment Alfa Company showed the team spirit during NAVSTA Rota MWR flag football and basketball leagues. The teams were represented by everyone from the A6 and A5, all the way down the ranks to Constructionmen on the very first deployment. Other MWR events during deployment were the Daughtry concert that included a hilarious performance by comedian Gabriel Iglesias, who had his turn at manning the HMMWV-mounted .50 cal machine gun. Also, country star Natalie Stovall toured the Alfa Shop before her holiday performance, taking a few minutes to try her hand at welding. Whether on or off duty, Alfa Company represented NMCB Five, the United States Navy, and the country as a whole with pride and professionalism, sure to leave a lasting impression on Naval Station Rota.

BRAVO COMPANY

Bravo Company was responsible for vertical construction and overall camp maintenance.

Bravo Company Operations. Bravo's responsibility was to conduct camp maintenance, providing proper care, preventative maintenance, and construction support for facilities on Camp Mitchell. Camp maintenance completed 2,008 MD of work, encompassing 328 work orders and CO discretionary MCD projects aboard Camp Mitchell and for other units that requested maintenance support aboard NAVSTA Rota.

When the base requested for the support of NMCB Five, Bravo Company responded quickly to the needs. One of the projects was to fix the NAVSTA Rota's Quarterdeck bell. Another was for the Explosive Ordnance Disposal (EOD) unit's trailer frame, requiring the frame to be bent back into its proper shape and reinforcing it to ensure a lasting fix.

One big project the Bravo Company was in charge of was the American Forces Network (AFN) Storage Room. The project was to demo and replace the existing ceiling, floor tiles, walls and light fixtures, and install new cipher locks and new shelves. The AFN project had been turned



Crew prepares pad for light pole.

over by several battalions, but NMCB5's Bravo Company was able to see the project through to completion with zero mishaps.

Camp Maintenance led the way in rearranging the layout for Camp Mitchell and several other significantly noteworthy improvements, including a remodeling of interior of Camp Mitchell's gym, installing chapel benches, rehabilitating satellite laundry facilities, and many other minor projects. All of them were completed without any major mishaps.

Camp Maintenance also focused on the quality of life of the Seabees by working on rehabilitating the BEQ

lounges, horse shoe pits, and laundry facilities, as well as several safety projects, replacing old cracked sidewalks, installing new railings, and installing new lights.

Bravo Company Safety. Safety was the primary focus during and after working hours. While participating in morning PT, an incident happen where a member fell and punctured his hand on a bolt that was holding the basketball hoop in place. ORM was utilized and appropriate controls were put in place in order to mitigate this from happening in the future. Daily safety lectures, along with frequent safety briefs, were instrumental to Bravo's plan to keep the entire company safe during the deployment.

CHARLIE COMPANY

Charlie Company Operations. Charlie Company remained very active during the six month deployment spent working on NAVSTA Rota. Following two consecutive contingency deployments to Afghanistan, project tasking in the EUCOM area of operations provided the company a rare and invaluable opportunity to temper the pace of operations and focus on honing the professional construction skills of its Seabees and deliver high quality work to the patrons of NAVSTA Rota. Charlie Company completed five projects aboard NAVSTA Rota, turned over three projects to NCMB 3, and turned over an additional three complete project packages awaiting a start date. In addition, Charlie Company contributed to the completion of three MCD projects to include supporting the Spanish Marines in the emplacement of a fence line on the Sierra Del Retin Range (SDR) 75 miles south of Rota. When all work was completed or turned over to the next battalion, Charlie Company contributed 1,525 MD of work, earned 45 TSAP skills, and emplaced \$425K worth of construction material on NAVSTA Rota.

Initially upon arrival to Rota, Spain, Charlie Company received its first tasking in the form of a turnover project, a Bus Stop adjacent to the main gate of the base was turned over at 69.6% WIP. Once completed, the Bus Stop would be composed of a painted stucco CMU block wall and wood frame roofing system topped with Spanish imitation metal sheeting. The crew benefited from an excellent week long turnover in which joint crews, consisting of members of the off going battalion, were employed to ensure that essential skills were passed over from one crew to the next. Charlie Company was able to harness the knowledge gained from the previous battalion and complete a high quality product two days ahead of schedule.

Following the completion of the Bus Stop, Charlie Company received the tasking of three long term projects that would span the majority of the deployment. The first long term project was the Walkway and Lighting Project which consisted of a 300 meter long combination walkway, bike path, and steel footbridge on the main side of NAVSTA Rota. This 300 meter stretch of concrete and asphalt is a small section of a much larger initiative to place six miles worth of walkway, worth \$239K, over the span of multiple Seabee Battalion deployments. Immediately following the excavation phase of the project, an



Crew places and levels paver stones



Following up with good QC management

inexperienced crew quickly learned the challenges of achieving proper compaction in wet sandy soil. Beginning in November, the rainy season in Southern Spain added additional adversity to an already challenging task and the crew lost some earned mandays due to compaction rework. Towards the end of the deployment, the crew gained significant experience in the execution of three large monolithic concrete pours for the sidewalks and the placing of asphalt on the bike path.

In February, after six months on the jobsite, the crew turned over a 95% WIP quality product to NMCB 3 to complete.

The second long term project that Charlie worked throughout the majority of the deployment was the Fuel Truck Access Road. The Fuel Truck project consisted of emplacing a 200 meter stretch of paver stone road alongside Building 39 on main side in order to gain access to three emergency fuel generators located adjacent to and behind the building. As was the case on all projects, a crew with no paver stone experience struggled initially with the first section of the road, however, once the hard lessons were learned, proficiency increased dramatically. The Fuel Truck Project crew experienced much of the same adversity that the Walkway Crew endured with respect to achieving compaction in sandy soil throughout the rainy season but once Portland cement was tilled into the soil and given a week of dry weather, the crew was able to achieve compaction swiftly. The crew became more proficient as each section progressed and completed the project ahead of schedule.

The final project that Charlie Company worked through the majority of the deployment was the CMU Block Wall project which consisted of the placement of concrete footers and laying of a 400 foot perimeter CMU block wall enclosing a golf course maintenance equipment lot. Following turnover with NMCB 74, Det Ghana assumed tasking of the project in order to enhance their masonry skills prior to their October departure and subsequent work in Africa. During the months of August and September, Det Ghana contributed 45 mandays of work and turned over the project to Charlie Company at 23% WIP on 11 October.

Similar to other projects, a young and inexperienced crew took over from Det Ghana and over the course of four months, the work vastly improved their masonry proficiency. As testament to the crew's performance, they turned over the project to NMCB 3 25% ahead of schedule and their 14 earned TSAP skills were more than any other project in the battalion.

In the final month of the deployment, Charlie Company broke ground on the Air Terminal Gazebo Project which brought the Company to its highest tasking of the deployment and as a result Charlie increased its operation tempo by adjusting from a five day to a six day workweek. The Gazebo project is a seven month long project consisting of extensive concrete work and includes significant overhead concrete pours. Prior to turnover, Charlie Company achieved its goal of excavating the site and placing formwork for the 1050 square foot concrete pad. In addition to the completion of all site work, Charlie Company set NMCB 3 up for success by turning over a thorough and complete project package to the oncoming crew.

Overall, Charlie Company enjoyed a very successful deployment in which many junior Seabees were able to gain valuable construction experience. Throughout the deployment, Charlie Company improved a 600 ft fence line on a Spanish Range, created a Camp Mitchell outdoor multi-use training area, constructed a NAVSTA bus stop, placed a 300 meter long walkway and bike path that tied into an existing six mile base railway, placed a 200 meter stretch of paver stones, and prepared, planned and estimated for the execution of a 1,000 square foot gazebo and additional bus stop. In addition to construction, the Company earned 45 TSAP skills, qualified 15 Seabees as SCW Warriors, maintained 100% readiness, conducted a challenging six month physical training regimen, and executed over 250 hours of professional military training.

Charlie Company's outstanding performance during the 2011-2012 Rota Spain Deployment contributed to the overall success of the battalion and paved the way for a successful Homeport and subsequent 2013 deployment to PACOM.

Safety. Charlie Company began the 2011 EUCOM Deployment with jobsite safety as a top priority. The deployment provided the opportunity to train on a number of different construction skills across a diverse range of projects. With a primary focus on training, high importance was placed on eliminating mishaps and keeping our Seabees safe and healthy to maximize their ability for professional development. Charlie Company soundly achieved this safety goal with only one light duty case resulting from a jobsite mishap during the entire deployment. All other reported mishaps experienced by company personnel occurred during liberty hours.

Each project site presented a unique set of potential safety issues. Hazards identified included equipment operations, asbestos and lead exposure, lime burn, sunburn, dehydration, heat exhaustion, heavy lifting injuries, and cold weather exposure. Operational Risk Management was utilized and appropriate controls were initiated to mitigate risk. A Safety Petty Officer was designated on each site to guide the crew on proper safety techniques. These Petty Officers were responsible for conducting daily safety briefs relevant to current construction activities, ensuring the proper use of all personal protective equipment, and site safety checks that included proper posting of caution tape and safety signs, monitoring of all vehicular movements, and capping of exposed rebar. Credit for Charlie Company's excellent safety record during the deployment can be attributed to the outstanding performance of these Safety Petty Officers.

PROJECT SUMMARY

Resurface Perimeter Road

NAVSTA Rota, Spain

Project Purpose: To support Host Nation by improving their road infrastructure and capabilities to maintain security around the base perimeter, and it also will strengthen the bond of friendship between the United States and Spain.

Project Data

Project Scope: Remove existing asphalt for a length of 2624ft by approximately 18ft and place a 6in lift of select fill compacted to 95% density for a suitable base course to pave 846 tons of new asphalt.

Personnel: NMCB FIVE - 11

Duration: 15AUG11 - 03FEB12

Mandays Expended: NMCB 5: 298

Tasking: WIP at turnover: 0%

WIP at deployment completion: 90%

MD Tasked to NMCB 5: 280

Material Cost: \$339,000.00

Rental Equip. Cost: None

Significant Safety Issues: Damage to equipment components – RAC 4: Proper pre-starts shall be conducted on all vehicles and equipment. Obstructed Rearview – RAC 4: Ground guides shall be utilized at all times.

Significant QC Issues: Warranty work was performed on a 150 ft section of the road. The asphalt section was removed and repaved as per request of NAVSTA Rota PWD and it was confirmed by NMCB 5 QC Dept.

Significant Material Issues: Milled asphalt did not meet the specs in order for the crew advance to the next phase of construction, Dress and Shoulders. The Spanish contractor picked a truck load of material from the MLO yard on 17 JAN 12 and took it to their quarry plant. MLO6, Contracting Officer, Alfa Co (A3 and Project Manager) and a QC representative went to the quarry plant on 18 JAN 12 and verified that the new machine proposed by the Spanish contractor is capable of milling the material. MLO awaiting on the Spanish contractor to provide the date on which they will transport and set up the machine.

PROJECT SUMMARY

Drainage Improvements for SPN at Weapons Range

NAVSTA Rota, Spain

Project Purpose: To support Host Nation weapons training capabilities and strengthen the bond of friendship between the United States and Spain.

Project Data

Project Scope: Excavate a drainage ditch parallel with roadway, 40 m long by 1 m deep to match existing ditch. Reshape existing ditch as necessary to prevent runoff into field.

Personnel: NMCB FIVE - 3

Duration: 13OCT11 – 28OCT11

Mandays Expended: NMCB 5: 48

Tasking: WIP at turnover: 0%

WIP at deployment completion: 100%

MD Tasked to NMCB 5: 48

Material Cost: \$0

Rental Equip. Cost: None

Significant Safety Issues: Personnel will not stand or ride on the side of any piece of equipment. Conduct daily proper pre-starts to identify any and all issues with equipment. The crew leader or project supervisor will inspect the excavation for stability each day to identify any areas of concern.

Significant QC Issues: Ditch will be surveyed and utilities will be marked and known prior to excavation.

Significant Material Issues: No material is needed for this project.

PROJECT SUMMARY

Sierra del Retin Range Project

NAVSTA Rota, Spain

Project Purpose: Assist Spanish Military with the installation of new entry gates and replacement of damaged barbed wire fence, improving security of installation and safety of personnel. Fenced area serves as a safety perimeter while the military personnel are Detonating ordnance for training requirements.

Project Data

Project Scope: Replace existing entry gate and approximately 100ft of barbed wire fence and posts at the Spanish demolition range.

Personnel: NMCB FIVE - 5

Duration: 09OCT11 - 21OCT11

Mandays Expended: Charlie Company: 55

Tasking: WIP at deployment completion: 100%

Cost: \$0

Rental Equip. Cost: None

Significant Safety Issues: Welding operations, heat, dehydration, sunburn, and exhaustion.

Significant QC Issues: Material utilized for gate fabrication was galvanized. All welded galvanized material coated and painted to protect from rusting.

Significant Design Issues: None

Significant Material Issues: All material was provided by NMCB 5 excess material on hand.

PROJECT SUMMARY

Rota Gate Bus Stop

NAVSTA Rota, Spain

Project Purpose: To improve quality of life for personnel aboard NAVSTA Rota by providing improvements to enhance the public transportation system.

Project Data

Project Scope: To construct a new bus stop shelter including a 10'x30' reinforced concrete pad with a base compacted to 90%. Bus stop shelter shall be constructed of concrete masonry units with a metal roof of a style and color to adhere to the installation appearance plan. Existing bike rack shall be relocated to the left side of the new structure from its current location as shown on plans.

Personnel: NMCB FIVE - 10

Duration: 10AUG11 - 27SEP11

Mandays Expended: NMCB 5: 162

Tasking: WIP at turnover: 69%

WIP at deployment completion: 100%

Material Cost: \$20,573

Rental Equip. Cost: None

Significant Safety Issues: Heat, dehydration, sunburn, and exhaustion.

Significant QC Issues: Quality of local materials was less than average compared to materials in the United States and difficult to work with.

Significant Design Issues: None

Significant Material Issues: Sizing of construction material was inconsistent. Quality of block was below standard. Roof manufacturer did not provide all material to complete the roof.

PROJECT SUMMARY

Repair Spanish Beach Fence

NAVSTA Rota, Spain

Project Purpose: Charlie Company was charged with repairing the damaged fence. Fence opening could allow unauthorized personnel to enter the base freely from the ocean and beach area.

Project Data

Project Scope: To repair 50 feet of galvanized metal fence. Fence repairing consisted of replacing 6 damaged poles, 50 feet of damaged chain link fence, and over 150 feet of barbed wire strand.

Personnel: NMCB FIVE - 10

Duration: 03OCT11 - 07OCT11

Mandays Expended: Charlie Company: 25

Tasking: WIP at deployment completion: 100%

Total Project MD: 25

Material Cost: \$0

Rental Equip. Cost: None

Significant Safety Issues: Heat, dehydration, sunburn, and exhaustion.

Significant QC Issues: Concrete mixed by hand.

Significant Design Issues: None

Significant Material Issues: All material was provided by NAVFAC, PW, NAVSTA Rota, Spain.

PROJECT SUMMARY

Camp Mitchell Outdoor Classroom Project

NAVSTA Rota, Spain

Project Purpose: To renovate an existing unused BBQ site by adding seating for 40 personnel. This area can facilitate small training groups and takes advantage of natural shade during the warmer months.

Project Data

Project Scope: To remove damaged tile, fill existing fire pit opening with brick, refurbish tile countertop, fabricate and erect three wooden benches.

Personnel: NMCB FIVE - 4

Duration: 13SEP11 - 07NOV11

Mandays Expended: Charlie Company: 116

Tasking: WIP at deployment completion: 100%

Material Cost: \$1,630.00

Rental Equip. Cost: None

Significant Safety Issues: lime burn, heat exhaustion.

Significant QC Issues: Existing brick was not square and plumb which caused alignment difficulties with newly placed brick.

Significant Design Issues: None

Significant Material Issues: Brick quality was below standard and cracked often. Cement bags and wood screws were difficult to acquire.

PROJECT SUMMARY

AFN Supply Room Improvements

NAVSTA Rota, Spain

Project Purpose: Enhance the organization and electronic storage capacity of the AFN Supply Room, improving NAVSTA Rota's ability to provide quality programming for American soldiers and families deployed overseas.

Project Data

Project Scope: Remove all existing ceiling, wall and floor tile. Install new ½" gypsum wall board. Install new ceiling and floor tile. Construct new shelving units to enhance storage capability. Install a cipher door lock.

Personnel: NMCB FIVE - 4

Duration: 22AUG11 - 26NOV11

Mandays Expended: Charlie Company: 106

Tasking: WIP at deployment completion: 100%

Total Project MD: 192

Material Cost: \$6700.00

Rental Equip. Cost: None.

Significant Safety Issues: Possible Asbestos, Lead, Dust.

Significant QC Issues: Exterior patio tile was used as floor tile. Tile size variation caused difficulty placing tile with standard 1/8" grout spacing.

Significant Design Issues: None.

Significant Material Issues: An Add-On BM was submitted to procure items needed for proper drywall installation. Existing electrical wire was discovered to be in unsatisfactory condition and was replaced with new wire.

PROJECT SUMMARY

Building 39 Fuel Access Road

NAVSTA Rota, Spain

Project Purpose: To provide access to emergency fuel tanks providing backup power to the Navy Gateway Inn on NAVSTA Rota.

Project Data

Project Scope: To construct a fuel access road behind building 39 in order to gain access to three emergency generator fuel tanks. Project also includes installation of one removable bollard.

Personnel: NMCB FIVE - 8

Duration: 29SEP11 - 18JAN12

Mandays Expended: NMCB 5: 327

Tasking: WIP at turnover: 0%

WIP at deployment completion: 100%

Total Project MD: 457

Material Cost: \$29,521.77

Rental Equip. Cost: None

Significant Safety Issues: Equipment movement, back injuries, heat, dehydration, sunburn, exhaustion, and cold weather exposure.

Significant QC Issues: Roadway elevations required to match existing terrain. Base course shall be $\frac{3}{4}$ in minus select fill in order to achieve compaction requirements of 93% or higher.

Significant Design Issues: Road was originally planned to be asphalt pavement material. Turf stones and curbstones selected as final material for road. Curbstones removed from scope of work. Original catch basin installation was not required due to roadway material change.

Significant Material Issues: None

PROJECT SUMMARY

MWR Golf Course Block Wall Project

NAVSTA Rota, Spain

Project Purpose: To provide improved security for \$1,000,000 worth of golf course maintenance equipment currently stored in the unsecured shed adjacent to the golf course.

Project Data

Project Scope: Construct footers, CMU block wall, and gate along the perimeter of a maintenance equipment staging area adjacent to the NAVSTA Rota Golf Course.

Personnel: NMCB FIVE - 7

Duration: 11OCT11 - 03FEB12

Mandays Expended: NMCB 5: 315

Tasking: WIP at turnover: 14%

WIP at deployment completion: 85%

Total Project MD: 383

Material Cost: \$80,000.00

Rental Equip. Cost: None

Significant Safety Issues: Equipment movement, back injuries, heat, dehydration, sunburn, exhaustion, and cold weather exposure.

Significant QC Issues: Existing footer in section 1 was not placed level. Crew had to adjust mortar joints for block in this section to produce a uniform finished wall height. Full chase bond should be placed and verified by Quality Control Department before laying corner leads.

Significant Design Issues: Original design had to be modified to avoid removal of tree located on proposed wall section and to avoid disturbance of shed siding that contained asbestos. Modified design had to be adjusted to avoid existing abandoned fuel tank located in path of newly proposed section 2. Footer in section 2 was constructed with a step down in elevation that was not proposed in original drawings. Step down alleviated the need for a stem wall but created the need for more block to complete the project.

Significant Material Issues: None

PROJECT SUMMARY

Pedestrian Walkway and Lighting Project

NAVSTA Rota, Spain

Project Purpose: To improve pedestrian access to a number of buildings located on NAVSTA Rota by constructing a sidewalk and bike path connecting these facilities.

Project Data

Project Scope: To construct a bike path along the base route and re-route and install new sections to the pedestrian walkway to include new solar powered lights, bollards and new bike racks.

Personnel: NMCB FIVE - 7

Duration: 29AUG11 - 03FEB12

Mandays Expended: NMCB 5: 472

Tasking: WIP at turnover: 0%

WIP at deployment completion: 95%

Total Project MD: 457

Material Cost: \$200,000.00

Rental Equip. Cost: None

Significant Safety Issues: Equipment movement, back injuries, heat, dehydration, sunburn, exhaustion, and cold weather exposure.

Significant QC Issues: Crew experienced difficulty reaching compaction across the site and certain areas of the sidewalk, bike path, and rest area required select fill and cement mixture to achieve 95% compaction. Slump of concrete delivered to first sidewalk placement was much higher than what was ordered.

Significant Design Issues: Original design location of rest area required the removal of a number of existing trees. Final location of rest area was shifted to area requiring no tree removal. Location of proposed sidewalk was also altered to avoid additional tree removal. Project scope was modified to include a steel bridge for the sidewalk / bike path ditch crossing.

Significant Material Issues: Slump of concrete delivered to first sidewalk placement was much higher than what was ordered.

PROJECT SUMMARY

NEX Bus Stop Project

NAVSTA Rota, Spain

Project Purpose: To improve quality of life for personnel aboard NAVSTA Rota by providing enhancements to the public transportation system.

Project Data

Project Scope: To construct a new bus stop shelter including a 10'x30' reinforced concrete pad with a base compacted to 90%. Bus stop shelter shall be constructed of concrete masonry units with a metal roof of a style and color to adhere to the installation appearance plan. Existing bike rack shall be relocated as directed on plans.

Personnel: NMCB FIVE - 6

Duration: 15DEC11 - 03FEB12

Mandays Expended: NMCB 5: 100

Tasking: WIP at turnover: 0%

WIP at deployment completion: 25%

Material Cost: \$24,983.00

Rental Equip. Cost: None

Significant Safety Issues: Equipment movement, back injuries, heat, dehydration, sunburn, exhaustion, and cold weather exposure.

Significant QC Issues: Crew completed excavation and compaction of original proposed slab location prior to discovering that a design change would be necessary to connect slab to existing sidewalk. This error cost the project a significant number of mandays of rework and delayed the schedule by nearly one week.

Significant Design Issues: Thickened edge slab location had to be moved 3ft from original design location because of the slope of the existing sidewalk directly adjacent to proposed location. A 3ft walkway was added to connect existing sidewalk and new proposed slab location to account for change in elevation along the existing sidewalk.

Significant Material Issues: None

NMCB FIVE

DET Sigonella

08 August – 17 February 2012

After Action Report

Sigonella, Sicily

DET OIC SUMMARY

NMCB 5 was tasked to deploy a Detachment to Naval Air Station Sigonella, Sicily in order to execute maintenance of a Base Expeditionary Airfield Resources (BEAR) tent camp. The project supported US and Coalition forces occupying NAS Sigonella under Operation Unified Protector. Upon completion of the Operation, NMCB 5 Det Sigonella was tasked via FRAGO to assist the Air Force in the disassembly, packing, and preparation for shipment of the camp. C6F OPOD, included additional tasking for the Sigonella Detachment. This included construction projects as outlined in the project summaries.

CHRONOLOGY OF MAIN EVENTS

- | | |
|----------------|---|
| 08AUG11 | NMCB FIVE Det Sigonella arrived at Naval Air Station Sigonella to conduct a Relief in Place (RIP) and Turnover of Authority (TOA) with NMCB SEVENTY FOUR. |
| 10AUG11 | Turnover was completed, NMCB FIVE Det Sigonella took control of the mission and all assets. |
| 25AUG11 | The Det began their first construction project for the deployment, which was the Water Treatment Plant Concrete Pad. The project was completed ahead of schedule and within budget. |
| 03OCT11 | The Water Treatment Plant Concrete Pad project was completed and closed out. |
| 14OCT11 | NMCB FIVE began assisting Air Force personnel in the inventory and disassembly of the BEAR tent camp. Disassembly, packing for shipment, and transportation of the camp assets to DLA took two weeks to complete. |
| 03NOV11 | The construction of a CMU block wall commenced. The scope of the project included a CMU block wall, water-tight entry-way, and a stucco finish. |
| 07NOV11 | The Det began construction of two mobile storage concrete pads with grounding grids. |
| 21NOV11 | The Det began repair of the T-Line concrete apron on NAS II Flight Line. |
| 21DEC11 | The Det began demo of a 33,500CD berm on the NAS II airfield. |
| 02JAN12 | The T-Line pad project was completed and closed out. |
| 02JAN12 | The Det began renovation of the Det Spaces consisting of wall teardown, new wall installation, drywall, painting and carpeting. |
| 03FEB12 | The containment wall, Mobile storage unit concrete pads, and Det spaces renovation projects were completed and closed out. |
| 08FEB12 | NMCB FIVE Det Sigonella turned over with NMCB THREE Det Sigonella. |

EXECUTION

Embarkation. All tools, materials, equipment, and living necessities were previously transported from Rota, Spain to Sigonella, Sicily by NMCB 74. Personnel as well as their personal gear were transported to NAS Sigonella via Military Airlift Command (MAC) from Rota, Spain to Sigonella, Sicily.

Additional CESE was sent to Det Sigonella in December in order to support the FY12 mission.

Safety Summary. Safety was of paramount concern during the execution of the Det's mission. While camp maintenance and the construction projects were no more dangerous than the average project, there remained many opportunities for mishaps throughout the evolution. The biggest concern during the first few months of deployment was dehydration due to the hot and humid weather. Bottled water was ordered and on hand throughout the hot months, and stored in a cool place. Operational Risk Management was utilized and appropriate controls implemented, such as taking adequate breaks for consumption of water and rest, were put in place in order to mitigate risks. The majority of light duty cases were due to off-duty injuries including three sprained ankles. A trend was recognized at the end of deployment when multiple mishaps occurred in a short period of time. Safety was stressed through a safety stand down, no-mishap safety challenge and multiple checks on a daily basis by khaki leadership.

DET SIGONELLA SAFETY

# FATALITIES	0
# DAYS LOST TIME	0
# CASES LOST TIME	0
# DAYS LIGHT DUTY	98
# CASES LIGHT DUTY	7
# MINOR FIRST AID CASES	0
# HEAT CASUALTIES	0

Det Sigonella Operations. Upon arrival the Detachment executed a turnover with NMCB 74 to learn the proper maintenance requirements for a FTX-style tent camp. This mission was in support of US and Coalition forces occupying NAS Sigonella under Operation Unified Protector (OUP), a NATO mission to protect Libyan civilians from the rebel forces under Gaddafi's rule.

The Det provided camp maintenance for the duration of the OUP mission. Daily maintenance included pumping the latrines, filling water bladders for showers, laundry, and latrines, as well as maintenance of the electronic control units (ECUs). Upon completion of the mission, the Det was heavily involved in the tear-down, packing, and transportation of all camp assets to DLA for shipment. Over 550 man days were expended toward the maintenance and tear down of this camp.

The Equipment Operators (EOs) and Construction Mechanics (CMs) went to work once the camp was packed to clean the area up, remove underground wiring, and level out the camp site. This was a great training opportunity for our junior EO's which allowed them to get enough

time on the grader to obtain their licenses. The project crew's attention to detail ensured a proper grade for drainage run off from the site during rain storms.

Soon after the Det arrived in Sigonella they began planning additional construction projects to support the base. The first project planned and executed included the demolition of an existing interior concrete pad, and placement of a new 9m x 16m x 15cm broom finished pad at the Water Treatment Plant. The crew commonly referred to the project as "the salt mine" throughout



Crew places concrete pad

the slow demo process, using jackhammers to break up the existing slab. Upon completion of the project storage shelves were installed and the area is now used as a parts warehouse for the utilities maintenance shop on base.

During the 'green' deployment the Det focused on quality control and training. Upon completion of the water treatment pad a training team was sent out to teach a planning and estimating course, including the use of the new Seabee Construction Management software. This training was a great opportunity for the Det

to widen their knowledge base and ask questions directly to the subject matter experts on the new software they are expected to use while planning projects. The in-class project was a practical one; planning and estimating of a set of stairs the Department of Defense Dependents (DODDs) school wants to construct as an emergency egress from their sports fields. Although this project will not be executed during the deployment due to funding, it has been fully planned as a future project for NMCB 3. The last portion of the class was interviews to grant the planning and estimating skill to the students through the Training Skills Assessment Program (TSAP). Other skills attained through on-the-job training during deployment include Masonry Unit Construction II, Concrete Forming and Reinforcing II, Mixing Placing and Finishing Concrete II, and a variety of Equipment Operator skills pertaining to the CESE the Det had on hand.

Using their new skills, two projects were planned and estimated immediately after the classroom instruction. The first project included the construction of a 4m x 4m x 30cm and a 4m x 7m x 30cm reinforced concrete pads. Grounding systems for lightning protection were also included to shield the remote storage lockers that will be placed on top of the pads. The crew developed a form design that was sufficiently strong for the concrete placement, and also welded intricate high chairs to properly place the two levels of Welded Wire Fabric (WWF) 15cm apart. Another concern was the 1 OHM or less tolerance for the grounding system. A well thought-out design ensured the tolerance and certification for both concrete slabs.



Crew examines formwork

NMCB FIVE PROJECT TASKING

DET SIGONELLA		Total MDs
WATER TREATMENT PAD 30'X40'	30' x 40' (1,200 SF)	148
T-LINE PAD 20'X60'	20' x 60' (1,200 SF)	59
SEWAGE CONTAINMENT WALL 100 LF	100 LF of CMU	151
MOBILE STORAGE PADS multiple 15'X30'	15' x 30' (SF)	92
BERM DEMO 1200LF	1,200 LF of Berm Pushed	70
Camp Maintenance		576
OIC Discretionary		40
Det Space Renovation	1400 SF	124
Training		164
Planning and Estimating (Project Specific)		386
	Total MDs Earned:	1,810

The other project taken on by a second crew was the construction of a one meter high CMU block containment wall around the waste water drying bed. The purpose of the project was to prevent future overflow during the rainy season. Sigonella gets very heavy rainfall that the current drainage system cannot handle, causing the water level to rise and the bed to overflow. Upon completion a stucco finish was applied to match the existing base appearance plan.



D7s push berm near airfield

immediately began pushing the 33,500 CD of dirt into the existing reservoir level out the area. This project was executed to clear the view of the airfield as well as minimize the abundance of birds in the area right next to the airstrip.

Four weeks prior to the end of deployment the two project crews pulled together and began their final tasking to renovate the new Det spaces. This project included construction of new partition walls to provide a secure tool room, MLO storage, and a lounge/game room to enjoy during their down-time. It also included carpeting, tiling, painting, and additional electrical outlets. The purpose of this project is to provide work spaces for NMCB 3 that are in better shape and more useable than when we got here. Their Detachment will be very impressed with the quality work and personal touch we have left behind for future Det Sigonella Seabees.

Along with the tasked projects during the work week, a diverse group of all Seabee rates with a high-caliber "CAN DO" attitude from the Det volunteered their skills and off time to a Community Relations (COMREL) project in restoring San Giovanni Baptist church in Acitrezza, Sicily; just north of Catania. Father Giovanni requested help with re-painting the school area in order to hold activities for the local children attending. The first few weekends were full of prep work in order to have a lasting quality product. The crew scraped over 350 sf of old paint and plaster on the walls and re-plastered to provide a good base for the paint to bond to.

Once the prep phase was complete, they began painting the 12' X 20' room. This project will be passed on to NMCB 3 to prep and paint 4 additional rooms, a hallway and stairway. Father Giovanni and the community were very thankful for the outstanding work the Seabee Det produced.

Throughout their deployment Det Sigonella completed quality projects on time and under budget. Their professionalism and desire to learn new skills allowed for a successful deployment through training and project execution. Over 1,800 mandays of camp maintenance, construction projects, and community relations projects were completed in support of the base and Operation Unified Protector and 42 skills were attained through TSAP. The Det also completed general military, weapons, CPR, and SCW training. Six personnel earned their SCW pin and 5 re-qualified during the six months in Sigonella. Their hard work, professional attitude, and motivation were a direct reflection on the battalion and an inspiration for other Seabees to emulate.

PROJECT SUMMARY

Basic Expeditionary Airfield Resources (BEAR) Tent Camp Maintenance

NAS Sigonella, Sicily

Project Purpose: Operation Unified Protector brought an increase in US and Coalition forces to NAS Sigonella, requiring the base to erect a tent camp as a temporary solution to the over-capacity on base. The tent camp is an Air Force asset that was turned over to NAS Sigonella for use during the Operation. The tents were to be assembled by Seabees and Air Force personnel, and maintained by the Seabees while the Navy had ownership and responsibility for the camp.

Project Data

Project Scope: Maintain Tent Camp operations and living quarters in support of Operation Unified Protector. Daily maintenance consists of pumping waste from latrines, filling water bladders for showers, latrines and washing machines, and maintaining ECUs. Upon completion of the new barracks, work with the Air Force to disassemble, pack, and load the tent camp assets IOT re-deploy back to Germany.

Personnel: NMCB FIVE - 23

Duration: JUN11 – OCT11

Mandays Expended: NMCB FIVE: 936

Tasking: WIP at turnover: 00%
WIP at deployment completion: 100%
Total Project MD: 936

Material Cost: None.

Rental Equip. Cost: None.

Significant Safety Issues: Extreme heat and humidity.

Significant QC Issues: Quality of local materials was less than average compared to materials in the United States and difficult to work with. The camp was meant to run on 60Hz frequency and the transformer was designed to put out 50 Hz. This slowly taxed the motors, causing them to fail and creating costly repairs.

Significant Material Issues: Funding for off-the-shelf parts was not available. The Det had to order parts and materials as-needed based on equipment failure. This took time, and left the camp with inoperable service tents (laundry, showers, heads) during short periods.

PROJECT SUMMARY

Water Treatment Plant Pad

NAS Sigonella, Sicily

Project Purpose: The plant had an existing concrete floor but was in ruins. The solution was to demolish the existing slab and place a new pad. It is to be used as warehouse storage for the plant to store their tools and materials.

Project Data

Project Scope: Demo existing concrete pad of 23CY and 350SF of WWF. Replace pad with same dimensions, existing pad is in poor condition and in need of replacement for Water Treatment Facility warehouse and forklift operations.

Personnel: NMCB FIVE - 5

Duration: AUG11 – OCT11

Mandays Expended: NMCB FIVE: 148

Tasking: WIP at turnover: 00%
WIP at deployment completion: 100%
Total Project MD: 148

Material Cost: \$15,000

Rental Equip. Cost: None.

Significant Safety Issues: Uneven ground due to existing slab in ruins.

Significant QC Issues: Quality of local materials was less than average compared to materials in the United States and difficult to work with.

Significant Design Issues: No design was given, crew drew up a plan and Public Works approved.

Significant Material Issues: Select Fill was not typical to American standards for a base material due to items on the island, although it did compact well.

PROJECT SUMMARY

Waste Water Treatment Facility Containment Wall

NAS Sigonella, Sicily

Project Purpose: The existing site has a concrete wall that is only 1 foot high. There was a severe overflow problem during the rainy season with flooding. To correct this matter, Seabees have constructed a 3 course high CMU wall, core-filled and stucco applied.

Project Data

Project Scope: Construct a block wall 3 courses high to contain sewage from spilling out beyond sewage containment pad. Finish exterior with stucco. Construct an access door for equipment to access the drying bed.

Personnel: NMCB FIVE - 5

Duration: NOV11 – JAN12

Mandays Expended: NMCB FIVE: 155

Tasking: WIP at deployment completion: 100%

Total Project MD: 155

Material Cost: \$12,000

Rental Equip. Cost: None.

Significant Safety Issues: Poor sanitary conditions due to site being a sewage waste treatment facility.

Significant QC Issues: Quality of local materials was less than average compared to materials in the United States and difficult to work with. CMU size is 8x8x20 and is much heavier than standard U.S. CMU. Existing concrete wall was off level by nearly 3 inches, some areas of bed joint for first course of block is over 2 inches to bring up to level.

Significant Design Issues: No design was given, crew drew up a plan and Public Works approved.

Significant Material Issues: Select Fill was not typical to American standards for a base material due to items on the island, although it did compact well.

PROJECT SUMMARY

T-Line Pad Concrete Repairs

NAS Sigonella, Sicily

Project Purpose: The existing site has a concrete wall that is only 1 foot high. There was a severe overflow problem during the rainy season with flooding. To correct this matter, Seabees constructed a 3 course high CMU wall, core-filled and stucco applied.

Project Data

Project Scope: Construct a block wall 3 courses high to contain sewage from spilling out beyond sewage containment pad. Finish exterior with stucco. Construct an access door for equipment to access the drying bed.

Personnel: NMCB FIVE - 5

Duration: NOV11 – JAN12

Mandays Expended: NMCB FIVE: 59

Tasking: WIP at deployment completion: 100%

Total Project MD: 59

Material Cost: \$11,000

Rental Equip. Cost: None.

Significant Safety Issues: None.

Significant QC Issues: To ensure proper tie-in to the existing slabs, re-bar was added into the existing slab, sticking out into the new slab to prevent vertical shifting upon completion of concrete placement.

Significant Design Issues: No design was given, crew drew up a plan and Public Works approved.

Significant Material Issues: Select fill was not typical to American standards for a base material due to items on the island, although it did compact well.

PROJECT SUMMARY

Mobile Storage Unit Concrete Pads

NAS Sigonella, Sicily

Project Purpose: The base was in need of a place to install Golans and Mobile Storage Lockers for potential unexploded ordinance disposal. These lockers required lightning protection via grounding grid.

Project Data

Project Scope: Excavate existing area of each slab and compact to 98% density, construct two reinforced concrete slabs to 15cm above existing surrounding ground elevation, complete grounding grid, and place ready storage lockers at each site upon completion of concrete placement. One will be at 400cm x 700cm x 30cm at the Armory, NAS II, and a 400cm x 400cm x 30cm at the Military Working Dog Kennel, NAS II.

Personnel: NMCB FIVE - 5

Duration: NOV11 – FEB12

Mandays Expended: NMCB FIVE: 96

Tasking: WIP at deployment completion: 100%

Total Project MD: 92

Material Cost: \$17,000

Rental Equip. Cost: None.

Significant Safety Issues: None.

Significant QC Issues: Grounding of the storage lockers must test to have less than 25 Ohms of resistance.

Significant Design Issues: The Det did not use the proper size grounding wire as specified in the drawing for one of the concrete pads. Re-work was completed to saw-cut, and install the proper size wire. This re-work design was approved by the engineer of record.

Significant Material Issues: Plastic grounding boxes were provided rather than concrete. It was difficult to obtain the grounding materials, which in turn delayed the project.

Significant Material Issues: Select Fill was not typical to American standards for a base material due to items on the island, although it did compact well.

PROJECT SUMMARY

NAS II Berm Demolition

NAS Sigonella, Sicily

Project Purpose: A berm in the middle of the airfield minimized visibility and was also a breeding ground for birds. This was creating a safety hazard for the jets flying in and out of Sigonella. IOT eliminate this hazard, the berm needed to be demolished, and site graded for proper run-off.

Project Data

Project Scope: Push 33,500 CD of clay berm material into reservoir and level off area

Personnel: NMCB FIVE - 5

Duration: JAN12 – MAR12

Mandays Expended: NMCB FIVE: 37

Tasking: WIP at deployment completion: 50%

MD Tasked to NMCB 3: 37

Total Project MD: 74

Material Cost: \$8,000

Rental Equip. Cost: None.

Significant Safety Issues: Ensure all CESE is running properly and well maintained.

Significant QC Issues: Ensure proper elevation and drainage is met on site to prevent future issues.

Significant Design Issues: No design required.

Significant Material Issues: No materials required.

PROJECT SUMMARY

Detachment Spaces Renovation

NAS Sigonella, Sicily

Project Purpose: The Detachment was in need of a secure tool room, material storage room, and lounge. A renovation was completed to make the industrial spaces more usable to meet the Detachment's mission here in Sigonella.

Project Data

Project Scope: Renovate existing DET Spaces by installing 1400 SF of metal framed walls to section off PAO from lounge and tool room. Finish with drywall, trim and paint. Electrical will consist of dropping a light switch for PAO room and adding 8 additional outlets to new walls. Complete by installing 400 SF of carpet in T.V. room, and 1200 SF of tile in the existing office spaces.

Personnel: NMCB FIVE - 5

Duration: JAN12 – FEB12

Mandays Expended: NMCB FIVE: 124

Tasking: WIP at deployment completion: 100%

Total Project MD: 124

Material Cost: \$13,000

Rental Equip. Cost: None.

Significant Safety Issues: Good Housekeeping and proper Lock-Out/Tag-Out.

Significant QC Issues: There were no support beams above the suspended ceiling to anchor the metal framing to for the walls.

Significant Design Issues: The current wall is a suspended ceiling. Due to non-accessibility, the extent of electrical/lighting work was minimized.

Significant Material Issues: Public Works had difficulties keeping up with supplying the Det materials for this project. This caused minor delays, but the crew was able to finish the project on time.

ADMINISTRATION

Reports. Det personnel remained under the administrative command of NMCB 5.

Det leadership submitted:

- Bi-weekly roll-ups to the NMCB 5 Operations Department, 22nd Naval Construction Regiment Exercise Planners, and CNE Plans Department.
- Weekly SITREPS including a Project Engineering Priority List describing current and future projects, their status, and the funding status for future planning purposes.
- Monthly CESE reports to the NMCB 5 ALFA Company Commander and weekly CESE reports to the Rota ALFA Company Commander.
- Monthly Big Four report to the NMCB 5 Operations Department.
- Monthly Manpower Summary to the NMCB 5 Operations Department.
- Bi-weekly Level 1 updates to the NMCB 5 Operations Department.
- Timecards were submitted weekly to the Operations Department

Weekly calls were made to NMCB 5's Commanding Officer, Operations Officer and Operations Chief.

Emergency leave was required for one person during the course of the deployment.

SUPPLY AND LOGISTICS

Due to proper planning, adequate tools, equipment, and supplies were brought to support the Camp Maintenance mission at NAS Sigonella. Adequate life support equipment was available to support the mission.

Additional tools and CESE were required per the C6F FY12 OPORD consisting of additional tasking at NAS Sigonella.

CLASS I.

Meals were available at the galley and bottled drinking water was provided by Rota, Spain. Re-supply of bottle water was shipped from Rota, Spain until personnel were transferred to the barracks, where there was potable water.

CLASS II.

The DET deployed with required TOA items and tool kits from the Rota Spain TOA. Additional CESE was required upon additional FRAGO tasking.

CLASS III.

Diesel fuel and gasoline for CESE and powered hand tools were delivered via DLA on base. Fuel for GSA vehicles was included as part of the contract based on average fuel consumption.

CLASS IV.

All construction materials were purchased in Sicily using local contractors.

CLASS V.

No requirement.

CLASS VI.

Each member deployed with a 45-day supply of personal demand items. Additional items were purchased on the local economy.

CLASS VII.

The Det deployed with 13 pieces CESE.

NMCB FIVE embarked all CESE from Rota, Spain.

The following equipment was utilized:

- | | |
|-----------------|-------------------------------------|
| 1 - MTRV Cargo | 1 – 11K Telehandler |
| 1 – MTRV Dump | 1 – Skid Loader |
| 1 – Grader | 1 – Roller w/ Sheepsfoot attachment |
| 1 – Backhoe | 1 – Light Plant |
| 1 – Loader | 1 – D6 Dozer |
| 1 – Water Truck | |

CLASS VIII.

NAS Sigonella's medical facilities were capable of level I, II, and III treatment. NAS Sigonella had MEDEVAC capability to Lathstul, Germany if required. During deployment, there were no major medical complaints. Some personnel had allergies to the volcano during the adjustment period.

CLASS IX.

The Det deployed with limited repair parts for Level II maintenance.

COMMUNICATIONS

Local Government cell phones were funded by the base and were the primary means of voice communication with Public Works, Government employees, Main Body, and local contractors. DSN lines were installed in the offices to contact NMCB 5 Main Body, calls around NAS Sigonella, and morale calls. Computers and One-Net access were provided by the base for official use. Local MWR facility was used for non-official communications.

LESSONS LEARNED

See Appendix I.

NMCB FIVE

DET Ghana

10 August – 17 February 2012

After Action Report

Tema Naval Base

Tema, Ghana

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DET GHANA OIC SUMMARY

Detail Ghana consisted of 25 personnel and was responsible for tasking by OPS of SP11-895 in Rota, Spain and GH11-800 in Tema, Ghana. The Det was responsible for a gambit of operations, from developing an adequate training plan for deliberate construction tasking in Ghana, to Det Planning and Estimating and preparing for embarkation of all CESE, containers, and PAX to Ghana by both air and sealift.

The troops of Det Ghana were successful in keeping the mission to Tema, Ghana alive, despite numerous issues with funding and short planning timelines. The planning and estimating was conducted after the final design was received on 1AUG11, only 4 days before the NMCB 5's advanced party embarked to Spain. The advanced party personnel conducted the planning and estimating for SP11-895 while the Main Body personnel conducted the planning and estimating for GH11-800 back in homeport. Both were successful in completing the bulk of the planning and estimating process by 16AUG11 when the Det reconsolidated at Camp Mitchell, Rota, Spain.

Det Ghana arranged for project SP11-895 Golf Course Maintenance Wall while awaiting embarkation to Ghana. The Detail was responsible for the planning and estimating for the project, completed a project package, conducted a project fry, and worked construction for four weeks on the project. During that time, the project went from 11 percent WIP at turnover with NMCB 74 to 17 percent WIP. Det Ghana was able to achieve an average of 60 CMU blocks being laid per day, satisfying the training requirement of 20 blocks a day per Seabee required for the tasking in Tema, Ghana.

NMCB FIVE PROJECT TASKING

DET GHANA		Total MDs
Construct MDA Ops Center	24' x 54' (1,296 SF)	484
Camp Maintenance		297
OIC Discretionary		125
Embark /Retrograde		260
	Total MDs Earned:	1166

The OIC and AOIC conducted a PDSS in conjunction with Dave Young of the 22NCR to finalize preparation for the Det to operate in Ghana. The majority of coordination was routed through LCDR Jackson, Office of Security Cooperation, US Embassy Ghana to the Government of Ghana. Critical to the mission was a Diplomatic Note (DIPNOTE), which requested Port Fee Exemptions for all CESE and containers being shipped into country, a request for Ghanaian Army Engineers to partner with the Seabees, a Memorandum of Understanding between Ghana Armed Forces Navy Eastern Naval Command and the Det and a plan for a camp support fuel contract to be managed by the GSO at the Embassy. The OIC and AOIC returned to NMCB 5 in Spain, with a solid plan for execution of the Det and all necessary support being worked by either the Embassy or 22NCR. During the PDSS, SP11-895 was transferred to Charlie Company so Det Ghana could focus their efforts on the upcoming sealift due to take place on 15OCT2011.

The embarkation to Ghana was finalized with FY-11 STRATLIFT money, and the Det prepared all CESE, staged all equipment and containers to be embarked to the port of Algeciras for sealift to Tema, Ghana. In addition, containers were loaded with all equipment, life support, and consumables required to sustain a 120 day mission. Despite short timelines, the Det was once again successful in meeting deadlines. However, FY-11 was Determined to be unusable on 30SEP11, and FY-12 money was searched for by CTF-68 to complete the move. All higher echelons seemed resistant to committing to the mission until LCDR Jackson articulated the diplomatic outfall of pushing the mission to a later date after diplomatic coordination had been made between the Government of Ghana and US Embassy in preparation for NMCB 5.

Funding for FY-12 STRATLIFT funds were secured from AFRICOM and sealift was contracted. CESE and containers had remained staged and the contractor picked up all equipment on 24 to 25OCT11. Containers contained all life support items like UGRs, MREs, MWR items, gym equipment, ARP, POLs, etc. The sealift contractor, Maersk, planned to move all items in one shipment to arrive in Accra on 17NOV11 at 1900L. Without the DET being consulted, the shipment was split into two separate shipments, one with the majority of the CESE being moved on 3NOV11 and the second with the containers being moved on 8NOV11. However, a container was missed and a third shipment resulted, at the fault of Maersk, which was contracted to move on 15NOV11 and arrive in Ghana on 24NOV11. These erratic changes to the plan, provided numerous headaches as PAX were embarked into Ghana and execution timelines were compromised.

On 15NOV11, the Det Advanced Party departed Jerez International Airport, Spain to Kotoka International Airport, Ghana. The AP experienced a variety of missed flight and lost bags but arrived the same night at 2130L. The AP was in charge of receiving Class IV shipments, Class I shipments of water, receiving all GFM contractor shipments of CESE and Containers from the port, driving 6 pieces of CESE with qualified operators from the port to base, and establishing camp for DP. The late arrivals of the containers made it extremely difficult to adhere to timelines solidified in the Det Confirmation Brief.

The AP spent 11 days on ground using the time to finalize coordination and execute critical tasking in preparation for the Det Main Body. The husbanding agent was consulted to finalize the Class IV contract, conducting market research with a 4 man team from the Det to find suitable local materials. This was done to reduce costs of materials, as well as airlift and customs costs required to move materials from Dubai which the husbanding agent had planned on contracting multiple items from. In addition, the Det worked with the 838th SSSC unit to smooth out the sealift movements to the base. Most of the difficulty resulted from the Ghanaian Government not issuing a Port Fee Waiver exemption requested 2 months prior in the DIPNOTE. Business in Africa is executed with little planning and a last minute attitude.

Despite all the shortfalls, all CESE, TRICONS, and 6 of the 7, 20' ISO containers were received by 23NOV11, 5 days after the expected date. To move everything Mr. David Songotu, Gold Jubilee Port Terminal Manager, Mr. Lee, Customs Commissioner, and COL. Ansu, Terminal Security Chief were relied upon heavily. The coordination from the Embassy had only reached the highest echelons of Government and had not been disseminated to these key players. The Det OIC made daily rounds to the Port Terminal and Customs Offices as necessary until everything had cleared.

As Embarkation was completed, both the camp setup and project began. Laundry and shower assemblies were established, all new TOA items that most of the Det had only used for the first time. The project site was cleared and grubbed. There was a small dip in OPTEMPO until the 20' ISOs arrived and then it was full bore by all 8 AP bodies, establishing all 9 Base-X tents, setting ECUs, the Reefer unit, and gym facility. All assemblies and ECUs were op-tested to ensure facilities were ready to receive the Det Main Body personnel. On the night of 26NOV11, the Det Main Body arrived to a fully functioning camp with showers, cold water, and air conditioning available. Det Ghana proceeded forward with the schedule work of GH11-800, but had a variety of additional challenges not foreseen during planning. Tema Naval Base, which has water provided from Tema Water Authority, loses water for 4 to 5 days at a time, roughly every 15 to 20 days. The Det experiences their first water outage from 29NOV11 to 2DEC11. The problem was solved by accepting a local water delivery from the Ghanaian Navy into a water sixcon. The troops were able to continue flushing toilets and charging shower bladders during this time. In addition, the final 20' ISO the Det had embarked did not arrive until 30NOV11, at which time food stores were finally complete.

Seabees began working concurrent operations, constructing the GH11-800 Maritime Domain Awareness Operations Center, providing Embarkation and MLO oversight for the sealift and Class IV contract, provided camp maintenance, and even some OIC Discretionary projects aimed at aiding Tema Naval Base public works department. The team completed 100% WIP of the GH11-800 MDA Operations Center, totaling 484 MD. In addition 200 MD of Camp Maintenance was provided and over 150 MD of Embarkation and MLO oversight. The 50 MD of OIC Discretionary greatly improved Ghanaian US relationships on the base, and aided a mutual understanding needed to accomplish all tasking successfully.

Highly successful in all realms of NCF operations, the Det Seabee Combat Warfare Qualification program awarded 7 pins; 1 Officer, 2 re-qualifications, and 4 qualifications. Despite tight advancement quotas, the DET promoted 1 Third Class Petty Officer and one Second Class Petty Officer.

OPERATIONS SUMMARY

U. S. Naval Mobile Construction Battalion (NMCB) FIVE, Deployment for Training Ghana was tasked to complete the construction of a Maritime Domain Awareness (MDA) Operations Center in support of Operation OBANGAME. The exercise incorporates the joint execution of MDA Operations between both European and West African countries. The MDA Operations Center will greatly aid in the success of follow on exercises in future fiscal years and allow the United States to mentor junior democracies like Ghana to protect and monitor their coasts with greater command and control.

The project was a 24 foot by 54 foot Concrete Masonry Unit (CMU) block building with pre-fabricated truss roof system designed by US Army Corps of Engineers (USACE). The building included all associated plumbing and electrical for both a kitchenette and bathroom with shower. There was also some drainage site work incorporated into the design.

The project was executed by 25 Seabees during a duration of 2 months and 2 weeks to complete 100% percent WIP.

The project also offered the chance to work with Ghanaian Army personnel from the 37th Engineers who provided a great partnering opportunity. The 15 Ghanaian Engineers possessed strong skills in CMU block construction and stucco, and operated alongside the Seabees during the course of the entire project. In addition, 4 Ghanaian Army Electricians were provided for a month duration during the finishes of the project. The partnering effort between both nations facilitated an exchange of technical skills, military cultures, and national cultures.

CHRONOLOGY OF MAIN EVENTS

- | | |
|-------------------|--|
| 3-11JUL11 | Dave Young, 22NCR and AOIC conduct a Pre-Deployment Site Survey. |
| 19-22SEP11 | OIC/AOIC conducted a Pre-Deployment Site Survey. |
| 24-25OCT11 | Sealift contractor transfers CESE and containers to Algeciras Port. |
| 3NOV11 | Maersk sealift contract split sealift into 2 separate shipments without consent from the Det or any US Government representative. |
| 10NOV11 | First sealift shipment arrives in Tema Ghana |
| 15NOV11 | Det Ghana Advanced Party of 8 PAX departs Jerez International Airport, Spain for Kotoka International Airport, Ghana. |
| 16NOV11 | AP PAX toured the US Embassy, conducted a quick force protection brief with NCIS Agent John Parkinson, and HM1 Secrease coordinated with the Embassy doctor. Toured Tema Naval Base so troops could see project site, camp lay down area, and vehicle laydown area. Coordinated movement from port to camp with GFM subcontractor, CONSHIP. Met at 1900 with DAMCO, Maersk subcontractor, CONSHIP, and 838 th SSSC Government representatives regarding sealift. Second shipment with containers is delayed and will not pull into port until the 19NOV11. |
| 17NOV11 | Spent the morning visiting Burma Camp, Ghana Armed Forces Army HQ. Toured an excess material warehouse that had a variety of Base-X tents, water boxes, and minor class IV. The site is the same as the 2004 NMCB 74 Det and OIC noticed the container living space, K-Span, and parking apron projects. Discussed using the container living space as a one night berthing if sealift is delayed as to prevent camp setup before DP arrives.

Visited Tema Naval Base to meet local husbanding agent representative, Vinod Rana, from INCHCAPE Shipping Services. Discussed delivery and material lay down areas. Moved to INCHCAPE office to verify Bill of Material availability, quantity, and pricing of each line item. Agreed to meet the next day to find missing materials or substitutes in local market the next day. |
| 18NOV11 | Detached a 4 man team into the local market with the husbanding agent and located all but 7 items on the Bill of Materials. |
| 19NOV11 | Informed sealift will be delayed until 21 NOV 2011. |
| 21NOV11 | Arrived at the Golden Jubilee Port Terminal at 0830 and spent the day helping DAMCO, the shipping agent, and CONSHIP, the logistics GFM |

contractor ready equipment for a move to the base. Received a Ghanian Naval escort and conducted a convoy to Tema Naval Base, approximately 4km away, at 1800, arriving at 1830. It was too dark to unload so all Seabee and contractor equipment was secured at the base.

- 22NOV11** All six containers have arrived at the port but are not Customs cleared at this time.
- 23NOV11** Six containers arrived at Tema Naval Base at 1600. AP sets 4 tents.
- 25NOV11** Attended Thanksgiving dinner at the US Ambassador's Residence.
- 25NOV11** Complete all tent setup.
- 26NOV11** Delayed Party 17 PAX arrive at Tema Naval Base using a Ghanian Navy bus and rental van at 2330.
- 28NOV11** First Day of Project GH11-800. CECS Oliver Re-enlists. Material deliveries begin.
- 30NOV11** Camp is out of diesel fuel. Class IV contract and camp support fuel contract executed. Diesel delivered.
- 1DEC11** OIC promotes to Lieutenant.
- 3DEC11** End of first work week. 09% WIP completed versus 11% scheduled. Reduced critical path on Level III by one week.
- 4DEC11** DET trip to the Tema Market and Accra Mall for cell phones, SIM cards, and 3G cards. Used the Ghanaian Navy Band bus and had two Ghanaian Navy sailors as escorts.
- 8DEC11** Strip footer concrete placement. Good quality concrete. CS2 Zeng frocked to Petty Officer Second Class.
- 10DEC11** End of second work week. 18% WIP completed versus 18% scheduled. First day of liberty.
- 13DEC11** Foundation wall concrete placement. Two forms burst. Work halted for safety reasons.
- 14DEC11** Crew reinforced foundation wall formwork bracing extensively. Backfilled around all formwork to provide additional support. Cut back walls where forms had burst at the top of the wall.
- 15DEC11** Foundation wall concrete placement continues. Successful placement.
- 16DEC11** Liberty day. Attended Eastern Naval Command, Wasa.
- 18DEC11** End of third work week. 22% WIP completed against 22% scheduled.

20DEC11	Foundation slab concrete placement successful.
24DEC11	Det works half day. DET BBQ for Christmas Eve. End of fourth week. 34% WIP completed against 25% scheduled.
26DEC11	BUCN Montgomery awarded Seabee Combat Warfare pin.
30DEC11	Met with Mr. Rana, INCHCAPE to handle issues regarding poor quality material deliveries and untimely deliveries.
4JAN12	Roof trusses arrive. Used MTRV Cargo to deliver.
7JAN12	54% WIP completed versus 47% scheduled.
11JAN12	Roofing sheets delivered.
14JAN12	70% WIP completed versus 54% scheduled.
16JAN12	Verified INCHCAPE invoice #2. Tried to charge for 40 CBM of corefill never delivered to the site.
17JAN12	Signed revised INCHCAPE invoice #3 minus the corefill.
21JAN12	79% WIP complete versus 62% WIP scheduled.
03FEB12	100% WIP, Mission Complete.
04FEB12-07FEB	Standing by for additional tasking. Return to Main Body.

SITUATION

Tema is an industrial suburb of the capital of Ghana, Accra, and is also the major port for the country. The area is a highly urbanized coastal flat land. The rainy season begins in March and ends in September, making October to February the primary construction season. The heat and humidity during the construction season is low 90s and humid, requiring climatization.

Force protection in Tema, Ghana consists mostly of petty crime and disease vector threats. The precise threat levels for crime, terrorism, medical, etc. can be found on SIPR. However, the petty crime and disease vector threats are not classified. Petty crime, especially against foreigners, is moderate and Ghana, and on the rise. Tema, like any port town, is highly susceptible to petty crime. Disease vectors can be prominent during the rainy season, but Tema Naval Base is subject to strong winds off the harbor reducing the malaria threat from mosquitoes. The usual health issues with operating in a lesser developed country still exist and all precautions should be taken.

Ghana is a constitutional democracy as of 6 March 1957, after many political movements, and forcible overthrows. The country itself descends from indirect rule applied by the United Kingdom and traditional chiefs still possess a political role within the country. The country is a three branch government, consisting of: legislative, judicial, and executive branches.

The economic sector of Ghana is vested in a few natural resources and the services sector. Services account for over 40 percent of the Gross Domestic Product, while gold and cocoa production are two of the largest exports from the region. In addition, oil drilling has begun in the Jubilee fields, in the south western part of the country.

Ghana has a military consisting of an Army, Air Force, and Navy. The Ghanian Navy participates in Operation OBANGAME, a Maritime Domain Awareness operation to increase multi-national participation in securing the Gulf of Guinea against growing piracy and promote interoperability between various countries.

EMBARKATION

Embarkation proved to be one of the largest challenges for Det Ghana due to both fiscal constraints and timeline. The Det was originally scheduled to use FY12 funds for sealift, but this allowed little time on ground to complete the project, so FY11 money was found. During the final days of Sep10, it was expected that a sealift would be contract with FY11 money, to be executed in FY12. This was determined by TRANSCOM to not be possible.

The Det continued to be on a standby status while FY12 STRATLIFT funds could be secured. The Embassy spoke to NAVAF about the diplomatic repercussions of not executing this work as promised and scheduled and the money was secured the same day. Containers were sealed and all CESE had all PMS checks completed. The rolling stock and containers were moved from Camp Mitchell, Spain to Algeciras, Spain from 24 to 25 October by contractor.

A separate GFM contract for movement from the port in Tema, Ghana to Tema Naval Base was required. Although the distance is only 1 km, the Det did not have a crane or forklift with the capacity to move the heavily loaded containers. The decision was made to drive all prime movers using qualified drivers from the Det, from the port to the base, and to use the contractors for movement of all containers and other rolling stock. This minimized the crane capacity required by the contractor, which greatly reduced costs.

The sealift embarkation differed greatly from what was planned. The contracted sealift agent, Maersk, split the shipment into 4 Bill of Ladings on two separate shipments without notifying the Det. One shipment had the bulk of CESE and all TRICONS, the second shipment had 6, 20' ISO containers and the 55T Globe Trailer. The contractor misplaced one container, so a third shipment ended up being established. The missing container had the majority of UGRs for the Det, causing concern.

The first shipment of CESE and TRICONS was waiting at the Golden Jubilee Port Terminal on 21NOV11 when the Det AP visited. However, the second shipment with the 20' ISOs containing all life support necessary for camp setup were scheduled to arrive on 17NOV11, but did not arrive until the morning of 20NOV11. Only 4 of the six containers were at the terminal when the AP arrived.

The logistics GFM contractor, CONSHIP, worked with the shipping agent to customs and port clear all CESE and TRICONS from the first shipment and those were convoyed to Tema Naval Base. There were considerable delays as all of Golden Jubilee Terminal's clearance is done by hand paperwork rather than automated system. In addition, the Ghanian Customs Department had not been provided a copy of the DIPNOTE waiving customs fees, which with held equipment longer. In addition, days prior the Customs Department had demanded \$400,000

USD for customs clearance even though the DIPNOTE was signed. The Det OIC met the Customs Commissioner with the shipping agent DAMCO, and received approval for customs clearance by permit, with all paperwork to be arranged by the shipping agent on 12DEC2011, instead of delaying the embarkation any longer.

The Det OIC also met Mr. David Songotu, Port Terminal Manager, who helped assist in the location of the 2, 20' ISO containers and the 55T Globe, which were still at the port and had not yet cleared the terminal. Mr. Songotu proved to be extremely helpful throughout the entire movement, personally overseeing a great deal of paperwork and processes. The end state of 21NOV11 was that the majority of CESE and TRICONS, from the first two Bill of Ladings, on the first sealift shipment cleared the port terminal and convoyed to Tema Naval Base using a combination of CONSHIP line haul assets and qualified operators for 2 HMMWVs, 2 MTRV Cargos, and 1 MTRV Tractor by 1830 that day.

The six containers and trailer unit arrived on 22NOV11 at the port terminal, but were not cleared that day. The Det OIC devoted all of 23NOV11 to the port terminal and helping Mr. Songotu ensure the six containers and 55T Globe could clear the terminal to Tema Naval Base. Although the paperwork was slow, and the MTRV Tractor had to be recalled to the terminal with naval escort, the containers and trailer made it to Tema Naval Base by 1630 and the CONSHIP crane subcontractor stacked 6 of the 20' ISOs, 4 on the bottom, 2 on the top with offset by 1730. This allowed the Det to move forward with camp setup, despite still missing one container.

On 26NOV11 at 2130, the delayed party landed at Kotoka International Airport, and the OIC, Det OPS, IDC, and EO2 met the troops and AOIC at the airport in a Ghanaian Navy Bus borrowed with driver for the night. This greatly assisted the moving of the 17 delayed party troops and baggage in one smooth trip.

The final 20' ISO, which contained the majority of UGRs for the Det did not arrive until 30NOV11, despite having been unloaded at the port from the freighter on 24NOV11. The shipping agent arrived at 1730 on the 30th, with a contracted crane crew. As the container was being lifted into place, it was suspended above the bottom row of containers. Without warning the front left outrigger for the crane sheared through the soil below and the crane tipped. If the container had not caught on the row below it, the crane would have tipped over completely. The crane was adjusted and additional dunnage put under the outriggers and the pick attempted again. When the container was roughly in place, the OIC stopped the crane crew as they showed signs of tipping again.

Det Ghana planned layout prior to embarkation of PAX and arrival of sealift. The camp setup was coordinated with LCDR Bagoniah, Ghanaian Navy, on the 2nd PDSS to ensure lay down area for tents, materials, and life support was acceptable. Particular issues were the amount of tents, number of containers, and placement of laundry and showers due to grey water run off.

The camp layout changed to enhance the ability for vehicles to move through camp to aid fueling and maintenance of ECUs. There were multiple damaged tents after the sealift, which also changed the camp layout. The changes were all nominal in the scheme of overall operations.

Class IV storage was either on the project site or in empty containers and the ALFA yard was located in a vehicle lot by the main gate of the base.

PROJECT SUMMARY

Maritime Domain Awareness Operations Center

DET Ghana

Project Purpose: To support Operation OBANGAME and strengthen multi-national ties between the United States and Gulf of Guinea Democratic nations.

Project Data:

Project Scope: To construct a 24ft x 54 ft Maritime Domain Awareness Operations Center on Tema Naval Base, Tema, Ghana. The building will be constructed out of concrete footers and foundation walls, concrete slab with underground utilities, CMU walls. The structure includes a watch floor, conference room, two closets for communications and storage, a break room, office room, a bunk room, and a bathroom with utilities and shower. The finished building will have 6 A/C units, plumbing and fixtures, electrical wiring and fixtures, cable trays, and all interior and exterior stucco surface with paint. All flooring will be tiled.

Personnel: NMCB FIVE - 25

Duration: 28NOV11 – 15FEB12

Mandays Expended: NMCB FIVE: 484

Cumulative: 484

Tasking: WIP at turnover: 00%

WIP at deployment completion: 100%

MD Tasked to NMCB FIVE: 484

Total Project MD: 484

Material Cost: \$176,362.96.

Rental Equip. Cost: None.

Significant Safety Issues: Extreme heat and humidity.

Significant Design Issues: Overdesigned ADA ramp and drainage system were altered to reduce the amount of workdays to improve schedule.

ADMINISTRATION

Company leadership submitted:

- Daily SITREPS and weekly Photo and Text SITREPS to the NMCB FIVE Operations Department, 22nd Naval Construction Regiment Exercise Planners, and CNE Plans Department.
- Weekly Quality Control Photo SITREPS to NMCB FIVE Quality Control Department.
- Monthly CESE reports to the NMCB FIVE ALFA Company Commander and weekly CESE reports to the Rota ALFA Company Commander.
- Bi-monthly Tool Kit Inventories to the NMCB FIVE Supply Department.
- Monthly Big Four report to the NMCB FIVE Operations Department.
- Daily Rations Report to the NMCB FIVE Supply Department.
- Monthly Manpower Summary to the NMCB FIVE Operations Department.
- Monthly Level 1 updates to the NMCB FIVE Operations Department.

SAFETY SUMMARY

Det Ghana was extremely successful in implementing all safety controls and suffered no mishaps during construction of the MDA Operations Center. However, there were a number of challenges in meeting this exemplary safety record.

Ghanaian construction standards are not as stringent in respect to safety. Even the 49th Military Engineers were uncomfortable with the level of safety the Detail applied during construction. An example is when setting up scaffolding, it was a challenge to get the engineers to layout 3 planks across and put up guardrails because locally they only use one plank and no guardrails. When asked about what prevents someone from falling the response given was, "The tender will catch me". When explaining why we have the standards in place and what it prevents the engineers seemed to not understand. The obvious solution is to meet the engineers earlier and set the standard right away, rather than making spot corrections as construction is already progressing. This will prove more difficult on a tight timeline when the engineers arrive 3 weeks late due to bureaucratic paperwork issues.

One of the biggest and constant threats to the Seabees during construction was high heat and humidity. It took three weeks to truly adjust to the heat, all during periods of heavy concrete construction when physical labor is at the peak. Simple solutions like electrolyte drink mixes and frequent rest are all that is needed to overcome this issue. Project safety was enforced by several means. Both a Detail Safety Petty Officer and a Project Safety Petty Officer were used during the course of construction. In addition, safety watches for times when scaffolding was used multiple stories high, or roofing activities were ongoing was implemented, especially to watch the Ghanaian Engineers to ensure they complied with American safety practices. This allowed some troops to cycle out of heavy work for a few days and learn about safety in the NCF.

DEBARKATION

Debarkation proved to be one of the more challenging aspects of the operation. Planning a sealift that encompassed all of the Detail's equipment and life support, with only limited funding for a hotel, rental car, and MI&E to support a Delayed Party meant very little flexibility was offered.

CIVIL ENGINEERING SUPPORT EQUIPMENT

<u>ITEM</u>	<u>ECC</u>	<u>USN</u>	<u>DESCRIPTION</u>	<u>COND CODE</u>
1	058861	96-47585	MTVR CARGO MK28	A4
2	058861	96-47601	MTVR CARGO MK28	A4
3	182012	18-01015	TRUNK FORKLIFT 12k	A4
4	511024	51-25200	FLOODLIGHT SET	A4
5	182011	18-00857	11K T/H FORKLIFT	A4
6	036053	94-74446	HMMWV, 1043A2	A4
7	036053	94-74447	HMMWV, 1043A2	A4
8	453211	45-04959	LDR SKID CLOSED CAB	A4
9	487510	48-18677	420D BACKHOE	A4
10	463520	46-03238	VIBRATORY ROLLER	A4
11	517071	51-26150	WELDER	A4
12	082655	97-44662	TRAILER LOWBED, 55TN	A4
13	060762	96-49776	MTVR TRACTOR MK31	A4

CESE ATTACHMENTS

1	ATTACHMENT	420DB412132	4 IN 1 BUCKET(420D)	A4
2	ATTACHMENT	420DKF2093	FORK ATTACH (420D)	A4
3	ATTACHMENT	CS563SH3238	SHEEPSFOOT (ROLLER)	A4
4	ATTACHMENT	CS563SH3238	SMOOTH DRUM (ROLLER)	A4

CIVIL ENGINEERING END ITEM

<u>ITEM</u>	<u>ECC</u>	<u>USN</u>	<u>DESCRIPTION</u>	<u>COND CODE</u>
1	525011	011653-4	SIXCON FUEL TANK	A4
2	525010	52-14740	SIXCON FUEL PUMP	A4
3	525021	013212-9	WATER TANK	A4
4	525020	52-13928	SIXCON WATER PUMP	A4
5	512230	51-23050	GENERATOR 30K	A4
6	512235	51-26092	ECU 8T 35KW GENERATOR	A4
7	512235	51-26091	ECU 8T 35KW GENERATOR	A4
8	512235	51-26978	ECU 8T 35KW GENERATOR	A4
9	512235	51-26096	ECU 8T 35KW GENERATOR	A4
10	512235	51-26097	ECU 8T 35KW GENERATOR	A4
11	512235	51-26098	ECU 8T 35KW GENERATOR	A4
12	512235	51-26979	ECU 8T 35KW GENERATOR	A4
13	243301	24-03393	MIXER CONCRETE WHEEL	A4
14	512231	51-24789	GENERATOR 30K	A4

SUMMARY OF EXPENSES

Class I - 4,500 Euro for bottled water.

Class IV - \$176,362 for ERC construction material.

SEALIFT – \$280,134 for line haul from Rota, Spain to Algeciras, Spain and Maersk sea liner movement to the port of Tema, Ghana.

GFM – Port to Door move in Ghana.

Camp Support Fuel - \$72Kon delivery order.

LESSONS LEARNED

See Appendix I.

NMCB FIVE

DET JACKAL STONE

01 September - 30 September 2011

After Action Report

MK Airbase, Romania

Targu Mures, Romania

Mangalia, Romania

Novo Selo, Bulgaria

Yivoriv, Ukraine

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DET OIC SUMMARY

U. S. Naval Mobile Construction Battalion (NMCB) FIVE was tasked to deploy a 27 person Detachment to Romania, Bulgaria, Ukraine as Det Jackal Stone in order to support Special Operations Forces with construction of critical facilities and role player support for reconnaissance training.

MK Airbase, Romania. Construction started on 01 September and was completed on 08 September, with 12 direct labor crew totaling 96 Man-days. Additional construction and maintenance support started on the 9th after the structures were turned over to the customer and continued until demo phase which began on the 23rd. Task consisted of the installation of over 1,000 2"x4"x8' boards and 275 sheets of 4'x8' plywood in the construction of 9,000 sf of walls. Additionally, 7,200 sf of acoustic material was installed to minimize echo and noise in the converted operation spaces. Construction resulted in 15,000 SQFT of operational working space conducive to mission requirements that served as Command Centers for Multinational Special Operation Forces. Follow on maintenance works such as door installation, construction of tables, sign boards, also we installed two Environmental Control Units, and various engineering support was also provided during the entire course of exercise.

Mangalia, Romania. Construction started on 09 September and was completed on the 21st with 5 direct labor crew totaling 110 Man-days. Construction consisted of a build out of an existing structure into a Combat Operations Centers followed by various Military Operations on Urbanized Terrain facilities at two separate locations. Additional support such as providing back up power to Norwegian and US communication systems were also provided. Total construction resulted in 332 lf of walls and the installation of 15 doors which further supported bonus operational space for Coalition Forces and training facilities for the Special Forces.

NMCB FIVE PROJECT TASKING

DET JACKAL STONE		Total MDs
MK Airbase, Romania	Exercise Related Construction	96
Mangalia, Romania	ERC, Build -out	110
Targu Mures, Romania	ERC, Build -out	144
Novo Seb, Bulgaria	SOCEUR Construction Support	144
Yivoriv, Ukraine	Construct Training Facilities	144
	Total MDs Earned:	638

Targu Mures, Romania. Construction started on 08 September and was completed on the 21st with 5 direct labor crew totaling 144 Man-days. Construction consisted of the installation of 1,289 sf of tent floor decking, 120 lf of partition walls, and building of 4 mock up stands to serve as targets as well of several exercise support structures including securing a hazardous opening in the existing substructure ensuring the safety of service members during training efforts. Role playing and Camp Maintenance support was maintained thru out the duration of the exercise.

Novo Selo, Bulgaria. Construction started on 08 September and was completed on the 21st with 5 direct labor totaling 144 Man-days. Project scope consisted of construction support for SOCEUR on the installation and repair of 30 doors, 20 windows, and the development of 2,500 sf

of flooring to include a floor joist system for operational working spaces. Role playing and Camp Maintenance support was maintained throughout the duration of the exercise.

Yivoriv, Ukraine. Construction started on 08 September and was completed on the 21st with 5 direct labor totaling 144 Man-days. Construction support included the construction of Training Facilities of various magnitude, partition walls, doors, and building of 41 targets. Seabees in this site also provided role playing and Camp Maintenance support during the duration of the exercise.

Overview. Seabees berthing ranged from five man barracks rooms to berthing tents. Messing consisted of Army Contracted DFAC for breakfast, lunch and dinner. Potable water was available on the Base and bottled water was available at the construction site. Toilets were available at the Camp and construction site. Showers were available at each site via KBR contract or base facilities. Laundry service was provided for by an army contract thru KBR. 220V shore power was provided at most sites with army generator distribution. Garbage disposal at the site was available and contracted removal was coordinated for project related wastes at the construction site.

CHRONOLOGY OF MAIN EVENTS

- | | |
|----------------|--|
| 30AUG11 | Det OIC delivered confirmation brief to CMDRE Beck. |
| 31AUG11 | NMCB FIVE deployed 12 members of Det Jackal Stone to MK Airbase from Rota, Spain via commercial transportation (CTP) out of Jerez INTL. |
| 01SEP11 | Construction began on exercise facilities for MK Airbase site. |
| 08SEP11 | NMCB FIVE deployed 5 members of Det Jackal Stone to Yivoriv, Ukraine from Rota, Spain via commercial transportation (CTP) out of Jerez INTL. |
| 08SEP11 | NMCB FIVE deployed 5 members of Det Jackal Stone to Novo Selo, Bulgaria from Rota, Spain via commercial transportation (CTP) out of Jerez INTL. |
| 08SEP11 | NMCB FIVE deployed 5 members of Det Jackal Stone to Targu Mures, Romania from Rota, Spain via commercial transportation (CTP) out of Jerez INTL. |
| 08SEP11 | Det Jackal Stone deployed 5 members to Mangalia, Romania from MK Airbase, Romania via ground transportation from Special Operation Training Group. |
| 21SEP11 | Det Jackal Stone deployed 5 members from Mangalia, Romania to MK Airbase, Romania via ground transportation from SOTG. |
| 23SEP11 | Det Jackal Stone began demo of temporary structures at all sites. |
| 24SEP11 | Det Jackal Stone re-stowed all tools and equipment at sites and staged TRICONS for embarking back to Rota, Spain. |

- 25SEP11** Det Jackal Stone deployed 5 members from Targu Mures, Romania to Rota, Spain via commercial travel (CTP) into Jerez INTL.
- 25SEP11** Det Jackal Stone deployed 12 members from MK Airbase, Romania to Rota, Spain via commercial travel (CTP) into Jerez INTL.
- 26SEP11** Det Jackal Stone deployed 5 members from Yivoriv, Ukraine via Lviv INTL. to Rota, Spain via commercial travel (CTP) into Jerez INTL.
- 28SEP11** Det Jackal Stone deployed 5 members from Novo Selo, Bulgaria. to Rota, Spain via commercial travel (CTP) into Jerez INTL.
- 03OCT11** Det Jackal Stone receives first three tri-cons to Rota, Spain via ground transport from Romania

ADMINISTRATION

NMCB FIVE Det personnel remained under the administrative command of NMCB FIVE.

Det leadership submitted:

- Weekly reports were sent to the NMCB FIVE Operations Department.
- Bi-monthly Tool Kit Inventories to the NMCB FIVE Supply Department.
- Monthly Manpower Summary to the NMCB FIVE Operations Department.
- Monthly Level 1 updates to the NMCB FIVE Operations Department.

Weekly Calls were made to the NMCB FIVE Operations Officer and Commanding Officer. Emergency leave was not required during the course of the deployment.

COMMUNICATIONS

Communication assets consisted of five international commercial cell phones was issued by 22 NCR and was the primary means of voice communication with Battalion and local support personnel.

DSN phone lines were not available.

No Internet lines were available. Local Internet Cafés were used for non-official work.

EMBARKATION

All tools, materials, equipment, and living necessities were transported from Rota, Spain to sites via contracted ground transportation. There was an Embarkation Rep available at all locations to liaison between Host Nation and the Seabees. 5 TRICONS were transported.

Twenty-seven personnel were transported to and from Det locations by commercial flight.

SUPPLY AND LOGISTICS

Due to proper planning, adequate tools, equipment, and supplies were brought or contracted in advance of the Seabees arrival. Adequate life support equipment (shower and toilets) were available to support the mission.

CLASS I.

Meals and bottled drinking water were contracted by SOCEUR J4.

CLASS II.

The Det deployed with required TOA items and tool kits from the Rota Spain TOA.

CLASS III.

Diesel fuel and gasoline for powered hand tools were contracted by SOCEUR J4.

CLASS IV.

All construction materials were purchased in country using local contractors by SOCEUR J4.

CLASS V.

No requirement.

CLASS VI.

Each member deployed with a 45-day supply of personal demand items. Additional items were purchased on the local economy.

CLASS VII.

The DET deployed with 0 pieces CESE.

CLASS VIII.

Hospital Corpsman deployed with the DET and lived on site.

CLASS IX.

No requirement.

CIVIL ENGINEER SUPPORT EQUIPMENT(CESE)

No requirement.

MEDICAL

A Hospital Corpsman deployed with the Det to MK Airbase, Romania and stayed for the duration. HM3 had sufficient supplies and medication to treat minor injuries and, if required, to stabilize casualties prior to medical evacuation.

The corpsman's everyday responsibilities included field/preventative medicine oversight.

The MK Airbase Medical facility in Constanta, Romania was available for serious medical emergencies.

All immunizations were completed prior to deployment to site. During the exercise, the most common medical complaint reported was minor insect bites.

Medical providers were also available via SOCEUR with a full clinic.

SAFETY SUMMARY

NMCB FIVE

# FATALITIES	0	Safety was of paramount concern during the execution of this Det. While the construction of the Camps and Facilities was no more dangerous than an average construction project, there remained many opportunities for mishaps throughout the role playing evolution. Operational Risk Management was utilized and appropriate controls, such as taking adequate breaks for consumption of water and rest, were put in place in order to mitigate risks.
# DAYS LOST TIME	0	
# CASES LOST TIME	0	
# DAYS LIGHT DUTY	0	
# CASES LIGHT DUTY	0	
# MINOR FIRST AID CASES	1	
# HEAT CASUALTIES	0	

The only first aid case was a result of Special Forces getting carried away with a training scenario, during which a Seabee received a small one inch burn on the forearm from a flash bang. As a corrective measure Seabees were removed from role playing scenarios for the remainder of the exercise.

SECURITY

All security was provided by host nation forces augmented with U.S. Military Police. The camps consisted of a fenced-in perimeter with 24-hour gate and roving guards. No theft or abnormal activity took place.

LESSONS LEARNED

See Appendix I.

NMCB FIVE

DET HOA

03 August – 17 February 2012

After Action Report

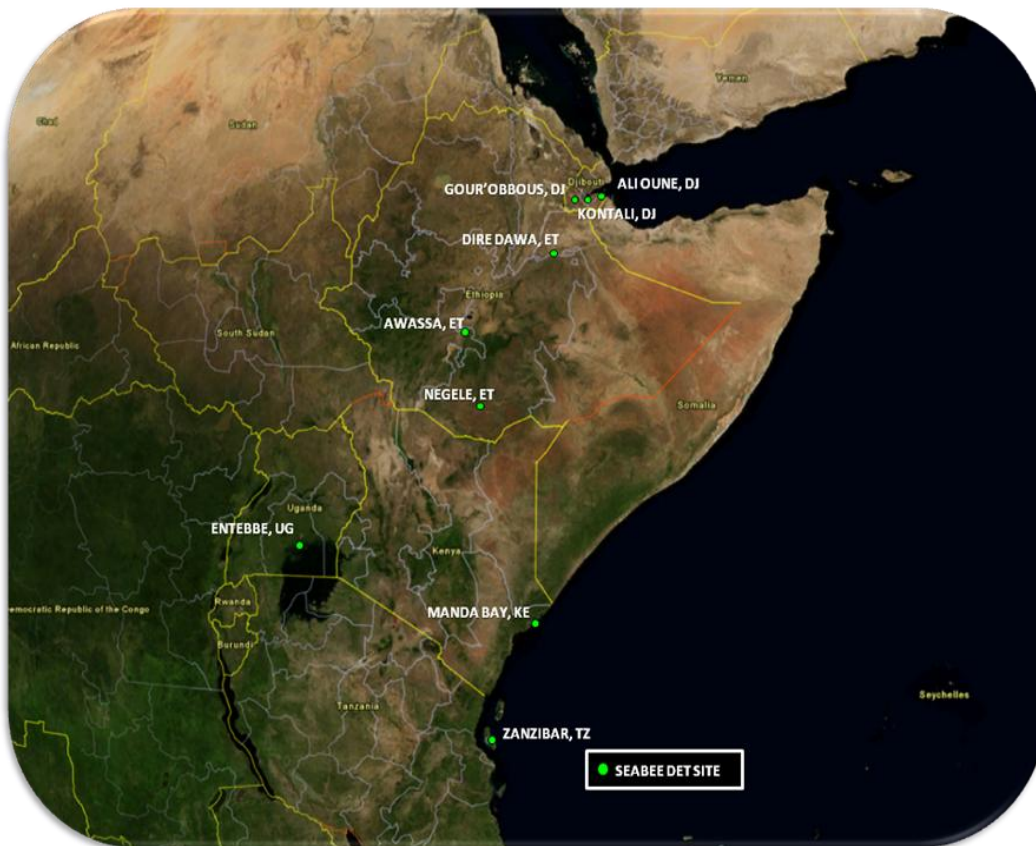
Camp Lemonnier, Djibouti

MISSION

Provide responsive military construction support to Navy, Marine Corps and other forces in military operations; construct base facilities, conduct defensive operations, and conduct disaster control and recovery operations.

VISION

To be a leader of people in military matters and technical expertise; and conduct oneself in an ethical manner with honor and integrity.



GUIDING PRINCIPLES

Professionalism. I will actively teach, uphold, and enforce standards. I will strive to further my personal and professional goals and the goals of my troops.

Leadership. I will be a visible leader who sets the tone. I will develop troops beyond their expectations as individuals and as part of a team.

Safety. I will keep safety at the forefront of every project, whether in homeport or deployed, on or off duty, and I will always be mindful of others.

Technical Expertise. I will be an expert in the field and in my rate. I will actively complete qualifications, share information and experiences with others.

Character. I will have an uncompromising code of integrity, take responsibility for my actions, and keep my word.

Loyalty. I will have the moral courage to question the direction, if warranted, and the strength to support the final decision.

Ownership. This is MY unit and I take pride in, and responsibility for, its success. I will take the initiative to improve myself, my Detachment, and my Battalion.

Adaptability. I will remain flexible to changing requirements and always be prepared. I know that the only constant is CHANGE and I will be ready for it.

Active Communication. I will encourage open and frank dialog, listen, and energize communication up and down the chain of command.

Teamwork. We will build team relationships and inspire cooperation and progress towards a common goal. We will remain in tune with unit objectives.

Heritage. The past guides our future; take pride in our past, and promote the value of service to others and our country.

Balance. To the greatest extent possible...work hard at work, take care of your family; have an outlet to maintain a healthy work/life balance.

Mission First, Troops Always!

HOA DETACHMENT SUMMARY

NMCB 5'S Det HOA deployed to Camp Lemonnier on 9 August 2011. Upon arrival at Camp Lemonnier, the NMCB 5 Det HOA Seabees immediately deployed four detachments to three countries to begin work on turnover projects from NMCB 74. These projects included finishing the Kontali Primary School project near Dikhil, Djibouti. The scope of this project included construction of a 6.75m x 25.6m concrete and CMU school with steel truss and corrugated metal roofing system. The building has three classrooms of equal dimensions separated by CMU block walls with installed electrical fixtures and solar



SW1 (SCW) Johnson high fives one of the locals, while digging trenches for Kontali Clinic grade beams

panels. The school project also included a covered cantina, a kitchen, a latrine and 450 meters of security fence. The detachment was also tasked to complete the Gende Gerade Primary School in Ethiopia constructing a 32.9m long by 8.53m wide one story schoolhouse, and two dry pit latrines. The school building consisted of four classrooms, a breezeway and an overhang to match the present buildings. The water well team also deployed to Dire Dawa Ethiopia and began work on the Gota Well which

was the last of a larger USAFRICOM sponsored water well project that consisted of seven wells.

Detachment Manda Bay deployed to Camp Simba in order to continue the enduring Seabee mission of camp support. Also, Det Negele deployed in August to Negele Borena, Ethiopia to construct a 165 ft pedestrian Mabey Johnson Bridge that will support over 50,000 people in the region.

Soon after the turnover, Det HOA was tasked with the construction of a tent camp with over 40 structures, for the 391st Expeditionary Fighter Squadron on board Camp Lemonnier Djibouti. This project was significant as it was the first project to initiate the deployment of combat fighters into the CJTF-HOA CJOA. It entailed construction of operations spaces, maintenance spaces, berthing, latrines, associated earthwork and utilities for a unit of several hundred personnel. Several requests for small jobs around camp began to come in as soon as NMCB 5 was settled. The Det dedicated a few small, two to three Seabee crews to tackle the OIC discretionary projects. Some of these projects included sidewalks, containerized-living unit renovation, and an air field loading ramp, Alfa company maintenance tent and the completion of the Seabee MLO yard.



Alfa Company erects the tent for an improved maintenance shop

In September, Det HOA deployed Seabees to Zanzibar, Tanzania to initiate the first ever CJTF-HOA engineer military to military exercise as part of the annual NATURAL FIRE exercise which is a multi-national disaster response command post exercise. The goal of this exercise was to teach the Tanzania People's Defense Force an engineering method to harvest rainwater in the event of a shortage caused by a natural disaster. The project was to construct concrete pads for two 5,000 liter water tanks and install a rainwater gutter and catchment system to feed into the two tanks. The work was performed by the

Tanzanian People's Defense Force with guidance and instruction from NMCB 5's Seabees.

Det HOA increased in numbers to assist with the camp projects and Ali Oune Health Clinic project. The Ali Oune Health clinic began in October of 2011. This increase in manpower enable Det HOA to complete the Ali Oune Health Clinic and the mission essential LAMS II hanger projects.



UT3 (SCW) Richardson whirley birds the LAMS II concrete slab

In October, DET HOA re-drilled the Gota Well as a part of Ideal Exile 11-01. Ideal Exile 11-01 is a series of seven wells in the Dire Dawa Regional Water Program. The last part of NMCB5's tasking for this mission was to repair five of the previously drilled wells. The water well team led this entire effort by performing assessment and troubleshooting.



Seabees install pipe for the water well rig in Dire Dawa, Ethiopia

In December, Det HOA deployed several Seabees to Uganda to provide Camp Support to Camp Kasenyi. In Uganda, the projects include the renovation and repair of the camp electrical network, construction of a new wooden gym floor, and several other small projects. This mission was in direct support of CJTF-HOA and SOCCE units based at Camp Kasenyi.

In January, the Det was tasked to construct a half mile effluent trench to eliminate bird aircraft strike hazards (BASH), which was caused by the creation of a natural bird habit in the current effluent trench. Additional tasking included the

clearing and grubbing of over 15 acres of trees, rocks and sand to relocate a drop zone for Special Operations parachutist. The RPA expansion project included created a 100 x 200 x 8 ft berm pad, with gravel bag reinforcement along the outer edges, and an AM2 mating deck.

Det HOA also performed over 280 movements throughout the Horn of Africa in order to accomplish every mission. Most movements were land convoys to Det Dikhil and Det Dire Dawa. Convoy team would drive hours one way from Camp Lemonnier to the border of Djibouti and Ethiopia in order to provide food, water, mail, materials, and critical parts to Det Dire Dawa who drove additional hours one way from Camp Gilbert in Dire Dawa. The others movements were flights from Camp Lemonnier to Dire Dawa, Ethiopia and Manda Bay, Kenya for resupply as well.

Det sites had constant interface with the local populace within their regions and towns. Det Dikhil strengthened the relationships between the American Military, Djiboutian National Police, Djibouti Military and the Afar people in the area of the school and clinic projects. They quickly established trust and strong bonds with the local people by integrating themselves with the elders, children, and local customs.

DET HOA Main Body civil assistance program included:

- Volunteering for clean up at the Cheetah Refuge
- Djibouti Pride Day - Cleaning the entrance road to Camp Lemonnier
- English Discussion Group
- Visits to local baby's orphanage
- Visits to local boy's orphanage
- Working with Djibouti Arts Institute
- Interaction with Iglesias (CM2 Norrick and BU2 Hedge)



FIVE's Seabees volunteer to cleanup the entrance road from Djibouti City to Camp Lemonnier for Djibouti Pride Day

Many of Det Dikhil's off duty hours were used:

- Participating in local ceremonies, holidays, and traditions.
- Taken up the local language and cultural exchanging with the locals
- Assisting locals with medical aid
- Playing a key role in two local weddings, two funerals, and several military and government conventions
- Organizing and participating in a soccer game with the local Afar children of Kontali and Civil Affairs team

As a token of appreciation, Det Dikhil was given three goats, and several other tokens of respect throughout the course of this deployment.

Det Dire Dawa's volunteer efforts included:

- English familiarization
- Cleaning the school grounds of trash, thorns, and hazardous objects
- Building shelves, and desks
- Conducting minor repairs and improvements to the school and orphanage
- Installing fans for the orphanage
- Building CMU block walls at the police station
- Organizing and executing a shoe drive for the village of Erer Gota at the site of the last water well
- Several hours working with the local school leaders to partner with them to improve relations with the US military and coalition partners



Seabees in Ethiopia help the locals refurbish a slide for the local children

The Seabees of Det Dire Dawa invested over 1,200 hours for Operation Volunteer; their efforts directly strengthened the relationship between US Military and Coalition forces and the local populace.

Det Uganda's volunteer efforts included:

- English and American culture familiarization
- After hours by volunteering at Subi Orphanages to teach young children
- Playing soccer and sports with the local children
- Over 100 hours were volunteered for this effort

Det Manda Bay's volunteer efforts included:

- Singing Christmas carols and handing out gift bags, coloring books, toys, soccer balls, and school supplies
- English language and American culture familiarization
- Over 400 hours were spent in this effort to build the relationship between the US Military and the local populace

Det Negele volunteer efforts included:

- Rewiring a high school dormitory for pastoralist female students
- Building and installing shelves and kitchen tables for the dormitory
- Working with dormitory manager to complete a funding proposal for CJTF-HOA Civil Affairs team consideration
- Completing an unfinished punch-list and repair work for the Negele Borena Medical Clinic, including equipment assembly
- Completing a temporary foot bridge next to the existing Buru Urii river ford to mitigate impact to pedestrian traffic during and after frequent heavy rains
- Facilitating a Medical Capabilities Assistance Program missions in Negele
- Providing an electrical and mechanical diagnostic support to Regional Hospital
- Assisting with funding proposal generation for CJTF-HOA Civil Affairs team use in building new mission nomination
- Installing window screens for the Blue Nile Hotel, Det Negele's residence while in country
- Repairing broken bed slats and repaired electrical wiring at a local orphanage
- Providing medical aid to local people without any means of medicine and first aid supplies

The detachment maintained an exceptional safety record with only 10 reportable mishaps and zero Class A, B, or C mishaps. One highlight of the deployment was the enlisted SCWS program. During the deployment 60 out of 70 eligible Seabees earned their warfare designations. The result was a detachment that is 97% qualified exceeding the deployment goal of 85%.

The Detachment also worked on two major operational projects to support forces stationed on Camp Lemonnier. One project was for a bed down and operational infrastructure supporting an inbound strike fighter squadron. The other project was a concrete apron and expeditionary hanger to support additional air assets deploying to CLDJ.



BU CN (SCW) Sanchez hand finishes the LAMS II concrete pour

Several groups of Seabees were also allotted to complete projects around CLDJ and CJTF FOLs. These minor projects included: Fuel storage coverage, barber shop, fighting positions, ASP relocation, elevated guard houses, new rear camp gate, gazebo, and SCAT blast enclosure for Manda Bay; cabana, new gym flooring, rewiring of the BEQ and Gator parking shelter in Kasenyi, Uganda; New cover porch for the BLDG 720 recreation center, enclosed storage area for the EMF, CLU renovations, new side walk, foundations for portable SCIFs for SOCCE, and tent floor to support the 1-161's training tents.

The Detachment also accomplished numerous minor tasks that enabled many other units in the CJOA to complete their tasking. NMCB 5 transported equipment and moved targets for the MEU at one of their larger ranges.

NMCB 5's Seabees also solidified their commitment for compassion. The detachment sponsored a Christmas present distribution in Kenya, clothing distribution in Ethiopia, and school supply distribution in Djibouti. All these efforts were coordinated by individual Seabees reaching back to friends, churches and organizations in CONUS.

The logistics were challenging in Africa and the detachment had a superb staff supporting these requirements. NMCB 5 logged over 11,000 miles over some very tough roads while coordinating 134 air movements.

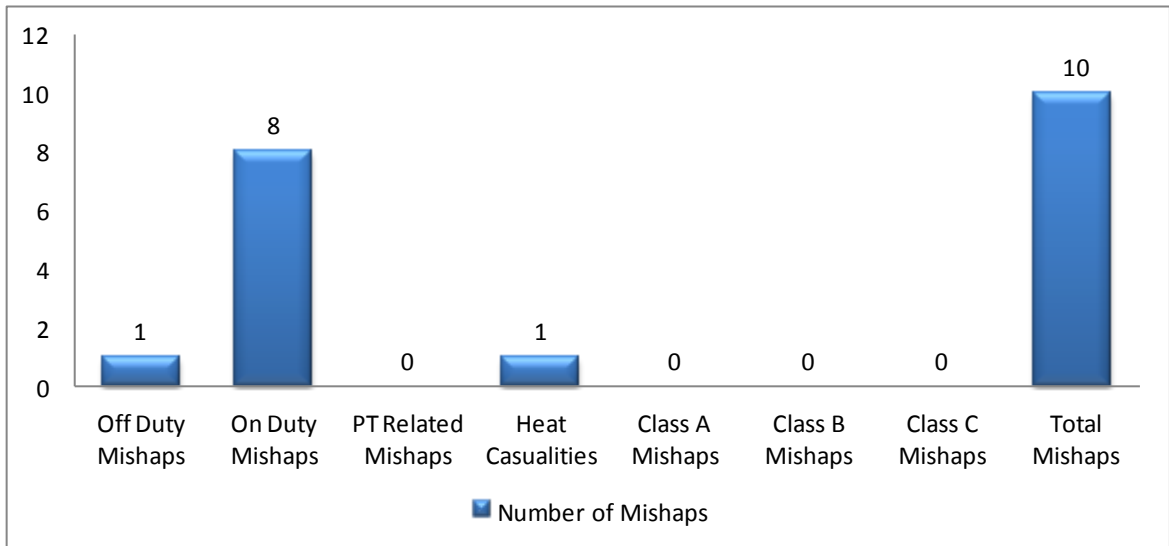
Placed over:

- 800 lineal ft of berm
- 27 steel trusses
- 6031 sheet of plywood
- 315 cubic meters of concrete
- 2 Crow's nest
- 1 Entry Control Point
- 1 Ammo Supply Points
- 900 ft of HESCO Barriers placed
- 280 CY of fill
- 280 CY of gravel
- Maintained and operated one Forward Operating Location and Provided Camp Maintenance and support to two Forward Operating Bases throughout the AO

Constructed over 30 projects:

- 2 SWAHUTs
- 1-165 ft pedestrian bridge
- 42 Expeditionary Structures (including Alaska tents for operations, maintenance, berthing and latrines complete tents decks and associated utilities)
- 1-480 ft depth Water well
- Completed the finishing and electrical installation of a solar panel system for a school

Safety. Safety was a concern regarding heat related injuries. We provide training to all project safety representatives on how to implement emergency procedures and be able to identify personal risk factors for heat illness, procedures for complying with heat illness regulations, relaying the importance of frequently consuming small quantities of water, acclimating to outdoor work in warm to hot conditions, emphasizing importance of immediately reporting symptoms of heat illness to a supervisor, procedures for calling medical assistance and clearly directing emergency responders to the work location or how to transport a patient to a medical facility. Methods for monitoring weather reports and how to respond to hot weather advisories was also discussed and implemented.



Safety's keys to success:

- ORM: Operational Risk Management was fully integrated into all mission planning, taught to all hands, and used as the primary basis for the development of project and mission Safety Plans.
- In-house safety: Inspection programs focused on teaching safety standards in the field, rather than in the classroom, and assisting crews in prioritizing their corrective efforts by integrating the use of RAC Codes into daily project safety inspections. Safety Officers assisted crews in developing and implementing control solutions to meet the intent of all written safety and risk management standards without hindering operations.
- Creative motivation: The Safety Office was able to find creative ways to get the attention of troops and leadership to keep a constant focus on mission safety and taking care of the troops through a variety of methods, such as the Safe Seabee of the Month award.

EMBARKATION

Embarkation throughout the Horn of Africa was challenging across five countries, each with their own travel, customs, and entry procedures. Our embark office maintained



EO3 (SCW) Barnjum drives the dump truck in a convoy to Dikhill, Djibouti

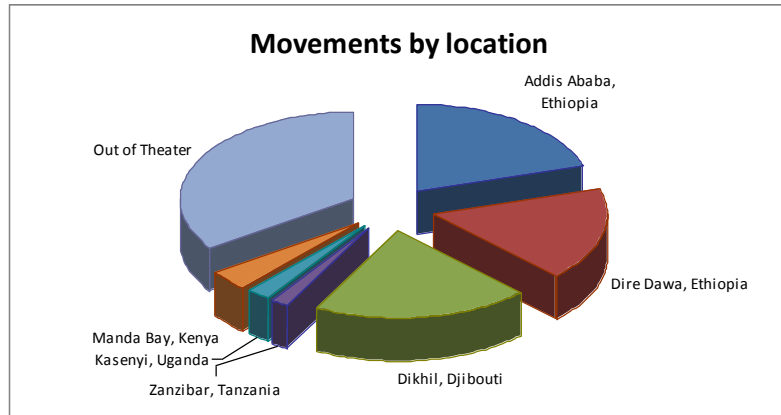
daily interaction with over 20 offices, on Camp Lemonnier and out of country, including some offices out of theater in order to plan, manage, and track all movements. Movements ranged from resupply runs, to shipments of small arms, CESE and tools line hauls, shipment of sea freight, and air freight of materials, food, and tools. Over 134 air movements were planned and executed, transporting 1,068 total passengers and their equipment.

NMCB FIVE Embark coordinated execution and embarkation support for:

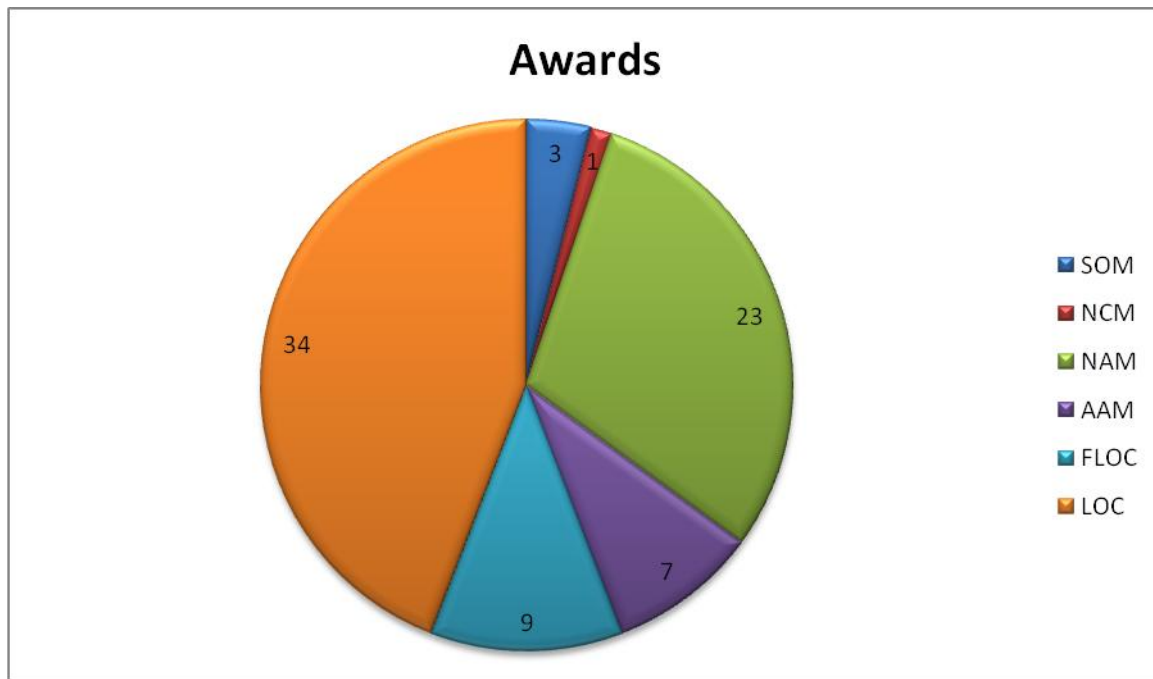
- Manda Bay, Kenya
- Dire Dawa, Ethiopia
- Negele Borena, Ethiopia
- Dikhil, Djibouti
- Kasenyi, Uganda
- Zanzibar, Tanzania

Transportation coordination for all projects and missions required:

- 134 Air movements
- 147 Ground movements
- 1068 Passengers moved



Administration. Det HOA administration produced top quality administration results. With over 15 promotions, over 75 awards processed and presented over the six month deployment. The success of the Det's administration department was made possible by focusing on career development boards, evaluations, awards, transitions, pay and allotment management, mail distribution, legal issues, and off duty education such as NCPACE and Tuition Assistance.



Seven Army Achievement awards were earned by the hard work of the Able Talon 11-11 crew. Also, Det HOA earned the Battalion's Sailor of the Year, Junior Sailor of the Year, and Bluejacket of the Year.

Det HOA also had 15 advancements for cycle 212 off of the September 2011 exam. This was 40% of the Battalion total. Det HOA also had one Command Advancement Program recipient.

PROJECT SUMMARY OVERVIEW

NMCB FIVE PROJECT TASKING

DET HOA	MDs Earned
Kontali School	192
Kontali Clinic	379
Ali Oune	315
Gour' Obbous Latrine and Barrier	0
Gende Gerada School	397
Negele Borena Bridge	434
Dire Dawa Water Well	714
Bushello Latrine	0
Jema Neguse Water Well	0
Mpeketoni School	0
Camp Lemonnier Support	862
SOCCE Support	761
Camp Kasenyi Support	158
Camp Simba Support	905
Camp Maintenance	1100
OIC Discretionary	180
Fixed Wing Tent Camp	958
Camp Simba Galley	0
LAMS II	792
MCAT	96
In-Rate Training & Skills	1250
Project Planning/Mission Support	630
TOA Maintenance	1050
	11,500

The majority of the direct labor was allocated to the Camp Maintenance efforts and Base Camp support for Camp Lemonnier, Camp Simba, Camp Kasenyi, and SOCCE at 46% of our Tasked MDs. The HCA projects direct labor tasked is higher however without an adequate Class IV source our ability to maintain a steady flow of production was impacted.

Humanitarian Civic Assistant projects accounted for 35% of our tasking.

PROJECT SUMMARY

Air Force Tent Camp

Project Purpose: To provide Operations, maintenance, storage, berthing and latrines for a 300 personnel Air Force Jet Squadron.

Project Data

Project Scope: To construct 34 20' x 32' Alaska tents and 6 35' x 60' California tents for 391st Expeditionary Fixed wing squadron. This included 34 21' x 33' tent decks, HVAC, four latrine tents complete with utilities and 6 40' x 64' AM2 matting decks.

Personnel: NMCB FIVE - 25

Duration: August 2011 to September 2011

Mandays Expended: NMCB 5: 878
Cumulative: 878

Tasking: WIP at turnover: 0%
WIP at deployment completion: 100%
MD Tasked to NMCB 5: 878
Total Project MD: 878

Material Cost: \$140,000

Rental Equip. Cost: Not Required

Significant Safety Issues: Extreme heat and humidity. Temperatures averaged 120 degrees Fahrenheit.

Significant QC Issues: NSTR.

Significant Design Issues: NSTR

Significant Material Issues: NSTR

PROJECT SUMMARY

Ali Oune Health Clinic

Project Purpose: To provide Operations, maintenance, storage, berthing and latrines for a 300 personnel Air Force Jet Squadron.

Project Data

Project Purpose: Enhance the Djiboutian government's ability to provide basic medical care to the Djiboutian people in the area of Ali Oune. This project could have a positive effect on CJTF-HOA's mission in the Arta region to influence relationships and gain access to an underserved region, reference CJTF-HOA Objective 2.A: "The U.S. maintains access to designated East African states and international airspace/waters."

Location importance: In an effort to increase stability, the Ministry of Health has pushed for the construction of numerous clinics throughout the country. This clinic is the Djiboutian Ministry of Health's top priority for the southern half of the country.

Project type importance: Improvements to the health care system are a top priority for the host nation government along with the Embassy and USAID. This project will spread goodwill for US presence in the area and help to prevail against extremism. Additionally it will promote regional stability by supporting the Host Nation government and develop a rapport with the local people.

Reference: This project supports Department of State Mission Strategic Goal – Investing in People and Health.

"Life expectancy in Djibouti is 46 years old. The major causes of morbidity and mortality are infectious diseases. The Djiboutian Ministry of Health is seeking to address these challenges through its 2008-2012 National Plan for Health Development. USG assistance will focus on the reduction of morbidity and mortality of pregnant women and children under 5. We will focus on reducing the spread of infectious diseases."

USAID Country Goal is "Fostering a Healthier Society," improvements to the health care system is a top priority for the host nation government along with the Embassy and USAID. This project will spread goodwill for US presence in the area and help to prevail against extremism. Additionally it will promote regional stability by supporting the Host Nation government and develop a rapport with the local people. Because of the work of USAID clinic expansions "polio training targets were met in 2009 with 100% of health staff trained and 95.5% vaccinated at or above district targets."

The project also supports the following AFRICOM Theater Campaign Plan and CJTF-HOA objectives such as partnership with Non-governmental organizations and host nation government organizations to enhance capacity through East Africa. This mission will provide services to the population of Djibouti. The strategic location gains the United States access to designated East African states and international airspace and waters.

- a. Village/city: Ali Oune
- b. District: Damerjog
- c. Province/Region: Arta
- d. LAT/LON: 11.392614 / 43.143417_MGRS: 38P KT 9742 6004

PROJECT SUMMARY

Project Scope: Construct a health facility comprising of three main structures, small outbuildings and additional facility support site elements. The three main buildings are Maternity Ward with three rooms, a pre delivery room, a delivery room, and a post op delivery room, Nursery with four rooms, observation room, nursery room, female latrine and shower room.

Project Data

Personnel: NMCB FIVE - 20

Duration: December 2011 to August 2013

Mandays Expended:	NMCB 5:	420
	Cumulative:	430

Tasking:	WIP at turnover:	2%
	WIP at deployment completion:	100%
	MD Tasked to NMCB 5:	420
	Total Project MD:	430

Material Cost: \$452,062.84

Rental Equip. Cost: Included with Material Cost

Significant Safety Issues: Extreme heat and humidity.

Significant QC Issues: Quality of local materials was less than average compared to materials in the United States and difficult to work with.

Significant Design Issues: Solar power panels' position is critical because of alignment with the sun's path.

PROJECT SUMMARY

LAMS II

Project Purpose: To provide the operations and maintenance shelter and parking area for 17th Air Force MQ-9 squadron. This project is of direct support to Camp Lemonnier Public Works department.

Project Data

Project Scope: Excavate, clear, strip and compact

Personnel: NMCB FIVE - 15

Duration: November 2011 to February 2012

Mandays Expended:	NMCB 5:	60
	Cumulative:	792

Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD Tasked to NMCB 5:	792
	Total Project MD:	792

Material Cost: N/A

Rental Equip. Cost: Not Required

Significant Safety Issues: Extreme heat and humidity. Temperatures averaged 120 degrees Fahrenheit.

Significant QC Issues: Quality of local materials was less than average compared to materials in the United States and difficult to work with.

Significant Material Issues: Procurement time of the critical materials causes significant delays.

PROJECT SUMMARY

SOCCE Camp Support

Project Purpose: Provide a 12 person crew to perform general construction, repair, and renovation to Camp Lemonnier Public Works.

Project Data

Project Scope: Refurbish fifteen dry CLU's back to habitable standards, to include remove & replace existing 8ft x 20ft flooring with new subfloor, insulation, floor tile, baseboards. Re-seal roof seams and repaint CLU's exterior. Placement of a 100ft x 4ft concrete sidewalk for berthing area.

Personnel: NMCB FIVE - 12

Duration: August 2011 to February 2012

Mandays Expended: NMCB 5: 421
Cumulative: 421

Tasking: WIP at turnover: 0%
WIP at deployment completion: 100%
MD Tasked to NMCB 5: 965
Total Project MD: 965

Material Cost: N/A

Rental Equip. Cost: Not Required

Significant Safety Issues: Extreme heat and humidity. Temperatures averaged 120 degrees Fahrenheit.

Significant QC Issues: Quality of local materials was less than average compared to materials in the United States and difficult to work with.

Significant Design Issues: None

Significant Material Issues: Procurement time of the critical materials causes significant delays.

DET Zanzibar

In September, DET HOA deployed Seabees to Zanzibar Tanzania to initiate a joint military to military exercise. This was the first joint effort project to occur during the Natural Fire Exercise. As part of the exercise, NMCB 5 partnered with the Maritime Civil Affairs Team and US Embassy Tanzania to participate in the exercise ABLE TALON 11-11 in Zanzibar, Tanzania. This exercise also included the Tanzania People's Defense Force (TPDF) in September 2011. This exercise was the precursor to a larger exercise to build a working relationship between the Tanzania Military and US Military. The project scope was to construct two rainwater harvesting systems on Zanzibar Island in order to assist the Tanzanian Government with providing essential services and encouraging their government's effort to provide essential services, while improving the TPDF's Civil Military Operations capacity.



EO1 (SCW) Perez instructing TPDF members on setting rebar



NMCB FIVE DET HOA Seabees and TPDF staging materials in Zanzibar for Exercise Able Talon 11-11

The project was to construct concrete pads for two 5,000 liters water tanks and to construct a rainwater gutter and catchment system to feed into the two tanks. The work was performed by the Tanzanian People's Defense Force with guidance and instruction from NMCB 5 Seabees. The project directly benefited approximately 1,000 students and an additional 2,000 villagers by providing a local and sustainable source of fresh water.

Additionally, the correlation of this project with exercise Able Talon 11 served strategic communication objectives of encouraging the local population and government to increase partnering with USAFRICOM as a positive engagement.

PROJECT SUMMARY

Pale and Mbuguni Water Catchment Project

Project Purpose: Also known as Operation Able Talon 11-11 was a part of Operation Natural Fire. Natural Fire is a military to military engineering exercise to teach construction methods to harvest drinkable water in the event of a natural disaster or other loss of fresh drinking water. This exercise included 7 Engineers from the Tanzanian People's Defense Force and 7 Seabees from NMCB FIVE.

Project Data

Project Scope: To construct to concrete 2-4ft x 4ft x 8in concrete pads, installation of 2-5000 liter water tanks and construct rainwater gutter and storage system for Pale and Mbuguni Schools in Zanzibar Tanzania.

Personnel:	NMCB FIVE – 7		
Duration:	September 2011		
Mandays Expended:	NMCB 5:	96	
	Cumulative:		96
Tasking:	WIP at turnover:		100%
	WIP at deployment completion:		100%
	MD Tasked to NMCB 5:		96
	Total Project MD:		96

Material Cost: \$16,000

Rental Equip. Cost: Crew van was rented through a local vendor in Zanzibar.

Significant Safety Issues: NSTR.

Significant QC Issues: Quality of local materials was less than average compared to materials in the United States and difficult to work with.

Significant Design Issues: None

Significant Material Issues: Procurement of material was done by MCAT Team in country. Some material was substandard.

DET Dikhil

U. S. Naval Mobile Construction Battalion (NMCB) FIVE was tasked to deploy a 13 person detachment to Dikhil, Djibouti in order to complete the construction of the Kontali Primary School and start the construction of the Kontali Woman's Clinic. These projects were required in order to enhance partner nation capacity, promote regional stability, dissuade conflict, and protect US and Coalition interests.

The Kontali School project scope was to construct a 6.75m x 25.6m concrete and CMU school with steel truss and corrugated metal roofing system. The facility required three classrooms of equal dimensions separated by CMU block walls with installed fixtures and solar panels. The Compound itself, consists of three (3) classroom buildings, a covered cantina and a kitchen, a latrine and 450m of security fence.

The Kontali Clinic project scope was to construct a health facility comprised of three main structures, small outbuildings and additional facility support site elements. The three main buildings include a maternity ward with three rooms, a pre delivery room, a delivery room, and a post-op delivery room, Nursery with four rooms, observation room, a female latrine and shower room.

Thirteen Seabees from NMCB 5 deployed to Dikhil, Djibouti on 09AUG11 with two translators provided by CTFJ HOA. NMCB 5 Seabees first relieved NMCB 74 on site, and quickly established a routine. Initially, the Team House required extensive repairs. Food and water were available from Camp Lemonier through resupply missions. Breakfast and dinner meals were prepared at the Team House on a daily basis. Lunch was packed individually and taken to the jobsite. Unitized Government Rations (UGR) and Meal-Ready-To-Eat (MREs) were available as emergency rations. A two-hole burnout was constructed on the jobsite as a latrine facility. Laundry facilities were available at the Team House.



HM3 (SCW) Thach and UT2 (SCW) Gonzalez giving medical aid to local Afar boy in Kontali, Djibouti

Electricity and non-potable water were available through the city utilities systems. With a backup generator and additional water storage tank, septic and trash removal was scheduled through the Team House Landlord. Several leasing actions, contracts, and requisitions had to be made in order to accomplish the mission in Dikhil which kept our supply and MLO team actively engaged with over twenty vendors in Djibouti. Det leadership, CJTF-HOA logistics and finance directors including NAVFAC EURAFSWA real estate leaders, had to conduct market research, prepare independent government estimates and performance works statements for each transaction ranging from leasing a house, obtaining a vehicle contract, hiring security for various project sites and requisitioning material for both projects and for the team house.

The Det started the deployment with a stand-off relationship with the villagers of both Kontali and Dikhil. The crew was instructed to make sure, all people were treated with the respect they expected. One example of this would be, while driving through town, vehicle windows were to be left down, verbal and visual greetings were a must. This

initiative quickly paid off. NMCB 5 personnel began to integrate into the local community. The building blocks for trust between the two cultures had been set. Soon, a panicked parent of Mohammed came to us, asking for some basic aid for her injured son. He had tripped on a rock, hurt his head and the wound had become infected. Det medical personnel treated him and got him on the road to good health. It was recognized that if the Det were to integrate further into the culture the language barrier would have to be bridged. The need for a good interpreter was crucial, so working with the CCO office, the Det hired an interpreter. With that barrier broken the Det continued to build relationships in the community. Soon, tragedy struck the neighborhood, a local death occurred. Det personnel paid their respects. A few days later, the Det received the families first goat as a sign of thanks.

The Det continued to strengthen their relationships with the local population by scheduling soccer games with the local children in Kontali. The villagers loved the idea so much, the entire village joined. Then, they provided us with a cultural exchange, local dancers, Afar artifacts and good times. The Det continued to be a vibrant part of the community and eventually was invited to 2 weddings, and a funeral. All of the Det personnel developed personal relationships with people from within each village and these efforts culminated when the Det hired 4 locals, 1 volunteer, and 25 Djiboutian soldiers from the nearby FAD base to assist with a concrete placement.

Positive relationships with the owner of the Dikhil Team House, village Imams, village Chiefs, Gendarmerie, Local Police, influential neighbors, village council members, the Mayor, and the Headmasters for the local schools have made the difference in having a very positive and productive deployment. Our efforts could not have had the resounding success without their help.

PROJECT SUMMARY

Kontali School

Project Purpose: Renovate an existing school and associated facilities and construct a new 3 classroom building in the village of Kontali, Djibouti. Renovating the existing school and constructing new classrooms will significantly enhance the education experience of the people of Kontali by alleviating overcrowded classrooms and improving the physical condition of the existing facilities as well as enhance the Djiboutian government's ability to provide for the basic educational needs of the people of Djibouti and foster a positive image of CJTF HOA.

Project Data

Project Scope: Construct a 6.75m x 25.6m concrete and CMU school with steel truss and corrugated metal roofing system. Building will have three classrooms of equal dimensions separated by CMU block walls with installed fixtures and solar panels. Compound consists of three (3) classroom buildings, a covered cantina and a kitchen, a latrine and 450m of security fence.

Personnel:	NMCB FIVE - 9	
Duration:	November 2010 to Dec 2011	
Mandays Expended:	NMCB 5:	270
	Cumulative:	2857
Tasking:	WIP at turnover:	93%
	WIP at deployment completion:	100%
	MD Tasked to NMCB 5:	210
	Total Project MD:	2857

Material Cost: \$452,062.84

Rental Equip. Cost: Included with Material Cost

Significant Safety Issues: Extreme heat and humidity.

Significant QC Issues: Quality of local materials was less than average compared to materials in the United States and difficult to work with.

Significant Design Issues: Solar power panels' position is critical because of alignment with the sun's path.

PROJECT SUMMARY

Kontali Health Clinic

Project Purpose: The primary purpose of this project is to provide humanitarian assistance as an instrumental tool, which will enhance the Djiboutian government's ability to provide basic medical care to the Djiboutian people in the area of Kontali. This project could have a positive effect on CJTF-HOA's mission in the Dikhil region to influence relationships and gain access to an underserved region, reference CJTF-HOA Objective 2.A: "The U.S. maintains access to designated East African states and international airspace/waters.

Location importance: In an effort to increase stability, the Ministry of Health has pushed for the construction of numerous clinics throughout the country and this clinic is among the Djiboutian Ministry of Health's top priorities for the Southern half of the country. Additionally, Kontali is the site of a primary school which has drawn a significant migratory population who come for its educational opportunities. For this reason, in the past two years, the village has grown by more than 100 families. Kontali is also the site of a CJTF-HOA School Renovation/Expansion which will draw even more people and is scheduled to be completed by December 2010.

Project type importance: The Mission Strategic Plan FY 2011 Goal #2 is "Investing in People—Health". This project will improve the provision of health care needs to an underserved population. "Life expectancy in Djibouti is 46 years old. The major causes of morbidity and mortality are infectious diseases. The Djiboutian Ministry of Health is seeking to address these challenges through its 2008-2012 National Plan for Health Development. USG assistance will focus on the reduction of morbidity and mortality of pregnant women and children under 5. We will focus on reducing the spread of infectious diseases."

Project Data

Project Scope: Construct a health facility comprising of three main structures, small outbuildings and additional facility support site elements. The three main buildings are Maternity Ward with three rooms, a pre delivery room, a delivery room, and a post op delivery room, Nursery with four rooms, observation room, nursery room, female latrine and shower room.

Personnel:	NMCB FIVE - 9	
Duration:	December 2011 to August 2013	
Mandays Expended:	NMCB 5:	279
	Cumulative:	279
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	17%
	MD Tasked to NMCB 5:	676
	Total Project MD:	2268

Material Cost: \$489,000.00

Rental Equip. Cost: Included with Material Cost

Significant Safety Issues: Extreme heat and humidity.

Significant QC Issues: Quality of local materials was less than average compared to materials in the United States and difficult to work with.

Significant Design Issues: Solar power panels position is critical because of alignment with the sun's path.

Det Dire Dawa

U. S. Naval Mobile Construction Battalion (NMCB) FIVE was tasked to deploy to Dire Dawa, Ethiopia to complete the construction of a four-room school addition with two Turkish style latrines buildings and a rainwater catchment system at the Gende Gerade



Det Dire Dawa names the Seabee Camp after Chief Petty Officer David N. Gilbert

School. This school serves 2,400 primary education students on a campus of about 1 acre. Other remaining personnel were tasked to complete the construction of a well in the village of Gota as part of the Dire Dawa Regional Water Well Project. The wells provide well-drilling and construction training to military personnel in a rural region of Ethiopia while helping villages that faced chronic water shortages. The tasked well was part of a seven well project initiative begun in May 2009. All other wells were performed by preceding battalions; NMCB SEVEN & NMCB SEVENTY FOUR.

The project was required in order to support basic sanitation for students and professors at the school site. The objective of this project was to conduct civil military operations in an economically marginal area contributing to regional efforts to counter violent extremist organizations.

The Water Well Team's project scope from all three battalions consisted of: Constructing seven wells with hand-pumps in Ashadelli, Gol Adag, Adgia Falima, Legoda Mirga, and Gota in the

Dire Dawa region of Ethiopia. Wells were drilled to a minimum of 15m deep (to provide proper sanitary seal) and some at a maximum of 90m at static water level (deepest level accessible by hand-pump). Well bases and troughs were constructed to direct runoff for each of the well sites. Installation of hand-pumps for each location was coordinated with the CA team, who also provided training to the local village and/or water committee on setup, installation, management, and maintenance. J-34 was provided a copy of all boring logs and well drilling data.



Seabee welding roof truss

Detachment Dire Dawa inherited Camp Gilbert's berthing tents and complete layout from NMCB SEVENTY-FOUR. Messing consisted of hot rations provided by the Defense Logistics Agency (DLA) for breakfast and dinner cooked and prepared by our own Culinary Specialist Second Class, and Meal-Ready-to-Eat (MRE) for lunch. Partial Per Diem was also provided by CJTF-HOA to all personnel to cover lunch meals. Camp Gilbert contracted services to provide non-potable water for sanitation & laundry; septic sewer services & MOGAS/Diesel fuels were supplied upon request. Dry goods/Hot rations food subsistence to include potable bottled water was ordered via DLA. Toilet/Shower units as well as a laundry skid with four (4) washers/dryers were available at the Camp. Generators provided the necessary camp power. These generators supported air conditioner units to include basic lighting and outlets.

Garbage removal, janitorial services, and dish wash were contracted using local labor paid with collected



Seabee giving project tour to VIP

per diem funds. This was coordinated by the interpreter for Seabees to pay the local economy to dispose all waste.

An independent duty corpsman was sourced from Main Body with the original deployment. Midway through deployment an additional corpsman was added to the detachment relieving another corpsman that was provided by the CTJF-HOA surgeon cell.

Det Dire Dawa kept involved with the community by initiating Operation Volunteer. This community relations effort provided a means and forum for our Seabees to participate in English familiarization, cleaning the school grounds of trash, thorns, and hazardous objects, and building shelves, desk, minor repairs and improvements to the school and orphanage, installing fans for the orphanage and building CMU block walls at the police station, and organizing and executing a shoe drive for the village of Erer Gota at the site of the last water well. Det Dire Dawa Seabees also spent several hours working with the local school leaders to partner with them to improve relations with the US military and coalition partners. The Seabees of Det Dire Dawa have invested over 1200 hours for Operation Volunteer.



Morning colors at Camp Gilbert

PROJECT SUMMARY

Gende Gerade Primary School

Project Purpose: Short-term project goals are to provide operational readiness training to NMCB personnel and increasing the quality of education available to Dire Dawa's Amharic, Somali and Oromo populations. The long-term project goals include eroding support for extremist ideology in a country that is assessed as having an active insurgency, porous borders and a potentially volatile mix of Islamic/Christian cultures and religions.

Location Importance: The school is located in a rural section of the Even Farther district that has a high population of members of radical political groups. By bringing education and opportunity to the youth of this area, the goal will be to influence the children away from extremist behavior.

Project type importance: This project supports USAID Operation Plan 3.2.1, which is a basic education program element for long-term intervention "to improve regional and gender equity and the quality of primary education in Ethiopia." It also supports FY10 Mission Strategic Plan Goals 1 (support education and health for Ethiopian children) and 4 ("a healthy and educated population").

The project also supports the following AFRICOM Theater Campaign Plan and CJTF-HOA objectives such as partnership with Non-governmental organizations and host nation government organizations to enhance capacity through East Africa. This mission will provide services to the population of Djibouti. The strategic location gains the United States access to designated East African states and international airspace and waters.

Project Data

Project Scope: Construct a 32.9m long by 8.53m wide one story schoolhouse, two (2) four stall dry pit latrines. Building will consist of four (4) classrooms, breezeway and overhang to match present buildings. Latrines will contain four stalls with the use of Turkish style toilets.

Personnel:	NMCB FIVE - 10	
Duration:	August 2011 to February 2012	
Mandays Expended:	NMCB 5:	512
	Cumulative:	2053
Tasking:	WIP at turnover:	71%
	WIP at deployment completion:	100%
	MD Tasked to NMCB 5:	762
	Total Project MD:	2476

Material Cost: \$410,000

Rental Equip. Cost: Included with Material Cost

Significant Safety Issues: Extreme heat and humidity.

Significant QC Issues: Quality of local materials was less than average compared to materials in the United States and difficult to work with.

Significant Design Issues: A field adjustment request was approved by CJTF-HOA J34 engineering to relocate the latrine area to allow for safer working conditions.

Significant Material Issues: Sizing of construction material was inconsistent. Quality of block was below standard. Roof manufacturer did not provide all material to complete the roof.

PROJECT SUMMARY

Dire Dawa Regional Water Project

Project Purpose: This project is aligned with the CJTF-HOA Regional Engagement Plan to assist our partner nation in meeting the basic humanitarian needs of its population. The proposed project also adheres to objectives put forth by the USEMB 2008 MSP relating to counterterrorism. Ethiopia, as a U.S. partner in the GWOT, the objective of this project is to conduct civil military operations in economically marginal areas which contributes to negating terrorism.

The technical objective of this project is to provide sustainable, potable drinking water for the 26,000 residents (both permanent and nomadic) of the area around Dire Dawa, Ethiopia. The people in and around Gota, Legota Gudenfeta, Biyo Kebebe, Gola Aden, Adgia Falima, Alcho, and Ashadelli, while not religiously diverse (99% Muslim), are tolerant of the cultural differences of the residents of other ethnic groups. The demographic representation of Lagoda Mirga is tribally and religiously diverse (approximately 70% Muslim, 30% Christian) with approximately 60% Issa Somali, with the remaining 30% Oromo and 10% Gul Gura Somali.

Residents of the aforementioned kebeles (villages) have no alternative but to use traditional sources and methods to obtain water in both the dry and wet seasons. Traditional sources are generally collection of ground-water by utilization of seasonal springs, or consumption of surface-water from catchments such as open pits and small ponds or ditches. Drinking water is frequently unsafe from these sources and ingestion increases the risk of diarrhea and water-related diseases such as cholera, dysentery, and other water-borne intestinal diseases and parasites.

This project only includes the last water well of the CJTF-HOA FY10 Dire Dawa Regional Water Well program.

Project Data

Project Scope: Establish base camp in Dire Dawa, Ethiopia and complete the construction of 90-100M hand pump operated wells in the Dire Dawa and Shinele regions, by use of mud rotary drilling. The well will consist of 6" PVC casing; 2" galvanized steel draw pipe, sanitary seal, concrete base with catch basin, and a galvanized steel hand pump. Training will be provided to the local population on operation and maintenance at the completion of each well.

Personnel: NMCB FIVE - 22

Duration: August 2011 to December 2011

Mandays Expended: NMCB 5: 714
Cumulative: 4900

Tasking: WIP at turnover: 85%
WIP at deployment completion: 100%
MD Tasked to NMCB 5: 714
Total Project MD: 4900

Material Cost: \$326,083.41

Rental Equip. Cost: Four SUVs for crew travel were rented during drilling operations

Significant Safety Issues:

Vehicle Accident – RAC 3: Only licensed operators will be permitted to operate equipment. Ground guides will be utilized in all evolutions. Operators will inspect surrounding areas for hazards such as power lines, ditches, protrusions etc. Heavy equipment and water well rig operations.

Heat Injury - RAC 4: Crew members will be monitored for signs of heat illness. Crew members will be allowed to de-blouse during working hours, as long as they are observed applying sun screen and deet.

Heavy Lifting - RAC 4: Members will utilize proper lifting techniques at all times. No individual will lift more than 70lbs. Multi-person lifts or forklifts will be used for heavy loads.

Significant QC Issues: Constantly monitoring the water samples for rock and large soil deposits to ensure drill is cutting properly. Equipment Maintenance will be performed in accordance with 3M procedures.

Significant Design Issues: None

Significant Material Issues: NSTR

DET Negele

Upon arrival in Negle Borena, Ethiopia, the NMCB FIVE Det Negele Seabees immediately began work on the turnover project from NMCB 74 to build a bridge across the Buru Urii River, which cuts through the town of Negele as it runs from East to West. Though technically a turnover project, due to shipping delays with the bridge, NMCB 74 was only able to procure materials for the project, and NMCB 5 took over at 0% WIP. Thus, upon arrival, the Det Negele Seabees endeavored to lay out the bridge, a Mabey-Johnson, two-span bridge that would extend 160 linear feet and serve the heavy pedestrian traffic of Negele Borena. Layout was complicated by significant differing site conditions, but Det Negele, undaunted, finalized the bridge alignment while waiting for the town's groundbreaking ceremony to be held.



Det Negele experiences local culture

Within a week of arrival, the town of Negele held a groundbreaking ceremony for the bridge in conjunction with the CJTF-HOA Civil Affairs team. In attendance were town officials, including the mayor, over 200 local residents, and Det Negele Seabees. The ceremony included speeches, live music, and traditional dance.

Immediately after the ceremony, work began in earnest on the concrete formwork and reinforcing steel. The project involved 35 cubic meters of concrete, which was laced with more

than 3500 linear feet of rebar. More than 130 cubic meters of soil would have to be moved with the detachment's excavator, and 260 cubic meters (more than 352,000 kilograms) of rock would have to be placed by hand in gabion baskets and mattresses before the bridge itself would even be launched.

During the rebar and formwork construction, Det Negele's excavator was kept busy shaping and smoothing the earth in preparation for the end abutments and center bridge pier.

Equipment and tool issues were a constant struggle, with limited resources to complete the tasks at hand. Exemplifying the "Can Do" spirit, Det Negele Seabees often had to cut rebar with hacksaws and cut lumber with handsaws after the lightplant's capacitor went bad. Displaying great ingenuity and tact, Det Negele's electrician shortly thereafter drew shore power from one of the neighboring homes, and power was restored.



Det Negele experiences local culture

Delays in procuring a concrete vibrator also extended the project schedule; however, during a week without being able to work on the bridge project, the Seabees turned their efforts to community relations (COMREL) no-cost projects. In Negele, materials are often available, but the skilled labor to install them in specialty areas like electrical work is scarce. After looking at a few local facilities, the Det Negele Seabees were able to

accomplish the following no-cost projects, using customer-furnished supplies and spare lumber from the bridge project:

- Rewired high school dormitory for pastoralist female students
- Built and installed shelves and kitchen tables for dormitory
- Worked with dormitory manager to complete a funding proposal for CJTF-HOA Civil Affairs team consideration
- Completed punchlist inspection and corrective actions for new Negele medical clinic, including equipment assembly.
- Facilitated MEDCAP request to CJTF-HOA Civil Affairs.
- Completed temporary footbridge next to existing Buru Urii River ford to mitigate impact of the rainy season on pedestrians
- Provided electrical diagnostic support for the Regional Hospital and assisted with funding proposal generation for CJTF-HOA Civil Affairs team consideration.
- Provided mechanical diagnostic support to Regional Hospital for emergency generator issues.
- Installed window screens on Det Negele's hotel bedrooms.
- Repaired broken bed slats and electrical wiring at a local orphanage.

Following the week of COMREL projects, Det Negele swung back into action on the bridge. With a brand new concrete vibrator, the detachment placed both end abutments and the middle pier for the bridge in a grueling 8-day period. This entailed two days that lasted 16 hours, dealing with mud, pouring rain, and broken 11S mixers. Despite the difficulties inherent with mixing concrete onsite, Det Negele persevered and made the placements successfully.



Retaining wall, to protect bridge foundation

gabion earthworks. With gabions, each rock has to be placed into the mattress or basket by hand in order to avoid damaging the wire mesh. This meant that all 775,000 pounds of rock had to be manhandled by Det Negele, (normally, a magnitude of effort that could take many weeks). Due to Det Negele's good standing with the local community; volunteers were organized throughout village elders, and the effective size of the crew was nearly doubled. Forming fireman's chains from rockpiles to gabions, Det Negele and the volunteers were able to complete the earthworks in just over 2 weeks, an astonishing feat considering the amount of materials involved and the labor required to assemble, lace, and fill the gabions. Despite heavy rains, the gabion earthworks were completed on 04 November.

With the completion of the gabions, Det Negele was able to turn to the main component of the project: a 160-foot long, twin-span Mabey-Johnson bridge. On 07 November, work on the bridge itself began in earnest. Two days were spent staging the bridge parts for efficient assembly, and then the pieces started coming together.

Working with only an excavator and hand tools, Det Negele was able to swing piece after piece into position, and, despite limited working space, had soon constructed the 40-foot long launching nose and started the bridge rolling towards the north abutment. Working smoothly into a good rhythm, panels were pinned to the bridge, transoms

lowered into place, and swaybraces bolted in. After each “bay” of the bridge was completed, bolts and pins were double-checked, and the bridge pushed a little farther.



Det personnel launching bridge

Two days after the bridge push began, the launching nose had reached the center pier, where additional rollers were set and the push continued.

After several more days, the launching nose made it to the north abutment. Forty more feet of bridge were added, and the bridge pushed to its final position. Remaining deck plates were added, and the bridge crept closer and closer to completion, despite a constant barrage of heavy rains that continued to flood the town and the jobsite.

The next step was to remove the 40-foot launching nose from the bridge. This was accomplished without incident, and Det Negele moved on to the final steps of lowering the bridge onto its bearings. Metal plates were bolted to the concrete abutments and center pier, and the bridge was lowered with hand-powered jacks onto its bearings, coming to its final resting place on 02 December 2011. A dedication ceremony was held on 06 December.

PROJECT SUMMARY

Negele Borena Pedestrian Bridge

Project Purpose: Short-term project goals include providing access to education and health care on the other side of the bridge to local citizens that are periodically cut off from these facilities by river flooding. The long-term project goals include: (1) increasing regional stability by educating at risk youth, who may turn to petty criminal acts due to boredom and lack of opportunity; (2) improving access to healthcare and decreasing mortality rate of sick and injured residents and (3) reducing the spread of communicable disease.

Location importance: Negele Borena is the last town en route to the Somali Region and further beyond to Somalia. The population of Negele Borena is predominantly ethnic Somali Muslim, and is at risk of Wahabbist influence due to the presence of Wahabbi mosques. This bridge would tie together the two halves of Negele Borena thus enabling the population to obtain equal access to education and health.

Project type importance: The Department of State 2007-2012 Mission Strategic Plan (MSP) Goal #3 is investing in people through health and education. This project also supports USAID's Operation Plan goal of "Investing in People: Health." By completing this project, CJTF-HOA will be providing access to healthcare and education to an at risk population. Currently more than 17,000 people are denied access or risk drowning in order to reach these basic services due to the current lack of a bridge. Additionally, MSP Goal #1 is to build peace and security within Ethiopia. Ethiopia has a large and growing Muslim population, porous border, and growing religious extremism. While Ethiopia has had a history of religious tolerance, extremist groups have moved into Ethiopia, and are attempting to spread their philosophy. This has led to increasing tensions and violence between the various religious groups and the government of Ethiopia. By conducting this project, CJTF-HOA will be able to disprove extremist propaganda which accuses the US of not caring for Muslims. In addition CJTF-HOA will garner greater public acceptance through the interaction of soldiers and sailors with the local population.

Project Data

Project Scope: Construct abutments and place 35m³ of concrete piers and assemble 160ft Mabey bridge. Remove 130m³ of earth, and place 3500ft of rebar, 690sf of form work, 260m³ of river rock and 350m² of gabion cages and mattresses.

Personnel: NMCB FIVE - 7

Duration: August 2011 to Dec 2011

Mandays Expended: NMCB 5:	420
Cumulative:	430

Tasking: WIP at turnover:	2%
WIP at deployment completion:	100%
MD Tasked to NMCB 5:	430
Total Project MD:	430

Material Cost: \$309,092.84

Rental Equip. Cost: Two SUVs were rented for duration of project.

Significant Safety Issues:

Back injury 1926.26 (a)(c) IVD-5 - workers will use proper lifting techniques (legs, not back) and will use TPI for materials that require such use.

Vehicle injury 1926.6 (b)(4)(ii) IVD-4 – The vehicle is backed up only when an observer signals that it is safe to do so.

Exposure to falling loads 1926.65 (c)(1)(e) IVD-5 - No Seabee shall be permitted underneath loads handled by lifting or digging equipment.

Extreme heat and humidity. Temperatures averaged 100 degrees Fahrenheit.

Frequent heavy precipitation increased chance of mudslides and slipping.

Significant QC Issues: Lack of proper surveying equipment prevented accurate site survey for pier construction. Heavy rains caused significant erosion.

Significant Design Issues: Design was for three security bollards. The spacing of the three bollards would reduce capability for pedestrian and livestock access.

Significant Material Issues: NSTR.

DET Manda Bay

In August 2011, NMCB 5 deployed Seabees to support Combined Joint Task Force Horn of Africa at Camp Simba a FOL on the Kenyan Naval base of Lamu in Manda Bay, Kenya. The Seabees quickly adapted to their environment and began work immediately taking on and completing the 30'x18' sunshade project for the camps generators fuel station and planning and estimating for the upcoming DFAC project to increase the FOL's operational capability for future personnel.

Det Manda Bay's initial tasking was in jeopardy from the beginning, in part due to the quantity and quality of the materials pre-ordered for the DFAC. Det Manda Bay's Seabees went to work on a staggering amount of OIC discretionary projects while they waited for their materials to arrive. Fifteen projects in total, with well over 500 man-day's approval for projects continued to run through the proper channels of funding and procurement. Vertical crews constructed an 8'x12' barber shop, gazebo and placed over 800 meters of barbed wire around the camp perimeter to ensure camp security and safety from wildlife. Also, the Det constructed range caution signs and other signs in order to improve the Kenyan Naval Base. Horizontal crews hauled over 900 cy of fill for the placement of 800 linear feet of HESCO barriers in the relocation of the camps fuel farm, the relocation of the supply point and placement of FPCON fighting positions enhanced the security and force protection posture of the camp. The Det also, constructed crows nests for Kenyan guards at the flight line.

The Det's Seabees were also placed around the TOC in various UN fortified positions for an inner security perimeter, ready to assist as litter bearers if needed by the IDC. Thankfully this was not needed during the Det's time in HOA. Additional training was given to the Seabees in order to qualify them as camp firefighters, enhancing the camps disaster preparedness and emergency response.

With such a highly motivated crew constantly seeking out ways to improve the quality of life, the Seabees of Manda Bay took it upon themselves to volunteer and hold English discussion groups at a local primary school.

PROJECT SUMMARY

Camp Simba Support

Project Purpose: To provide base camp workforce for general construction, renovation, facilities maintenance, repair, and equipment installation for Camp Simba in Manda Bay Kenya.

Camp Simba provides operational, berthing, and general space for CJTF-HOA and Special Operations Command units.

Project Data

Project Scope: Projects include installation a sunshade for storage areas, construction of a gazebo for camp staff, relocation of fuel service point, and relocation of an ammunition storage point.

Filling HESCOs for Camp Simba ASP

Air Field Crow's nest for Kenya Army security forces.

Personnel: NMCB FIVE - 12

Duration: August 2011 to February 2012

Mandays Expended: NMCB 5: 609
Cumulative: 916

Tasking: WIP at turnover: 0%
WIP at deployment completion: 100%
MD Tasked to NMCB 5: 916
Total Project MD: 916

Material Cost: N/A

Rental Equip. Cost: Not Required

Significant Safety Issues:

Hearing damage: RAC-5. Hearing protection will be worn while operating all power tools or require when noise exceeds 84 decibel.

Dehydration: RAC-5. Constant exposure to sun and work load can lead to heat exhaustion. Water points are established throughout camp and one on site.

Severe cuts from power tools: RAC-5. Saw will have a guard around the blade and the bottom guard shall return automatically to the covered position once withdrawn from work, as per manufacturer design.

Significant QC Issues: Quality of local materials was less that average compared to materials in the United States and difficult to work with.

Significant Design Issues: None

Significant Material Issues: Sizing of construction material was inconsistent. Quality of block was below standard. Roof manufacturer did not provide all material to complete the roof.

DET Uganda

The Mission in FOL Kasenyi, Uganda was to demolish and reinstall an existing gym floor and to build kitchen facilities and replace gazebo posts. The Det also functioned as a camp maintenance team, fixing all discrepancies as needed and over hauled electrical components throughout the camp to eliminate electrical safety hazards.

FOL Kasenyi is a small camp surrounded by a fence located within the Uganda Defense Force (UDF) camp. The camp is used as a training camp. Interaction with the UDF was minimal. The UDF guarded the FOL gate as well as the front gate of the camp. The guards were very friendly, polite and spoke English very well. The atmosphere in Entebbe (the local town) was exciting and all enjoyed interacting with the locals.

PROJECT SUMMARY

Camp Kasenyi Support

Project Purpose: To provide safe facilities for the CJTF-HOA units based on board Camp Kasenyi Uganda and to construct quality of life improvements.

Project Data

Project Scope:

Personnel: NMCB FIVE - 6

Duration: December 2011 to January 2012

Mandays Expended: NMCB 5: 144
Cumulative: 144

Completed gym for Camp Kasenyi *CECN Andrews cuts window trim.*

Tasking: WIP at turnover: N/A
WIP at deployment completion: 100%
MD Tasked to NMCB 5: 144
Total Project MD: 144

Material Cost: \$16,000

Rental Equip. Cost: None Required

Significant Safety Issues: NSTR.

Significant QC Issues: Quality of local materials was less than average compared to materials in the United States and difficult to work with.

Significant Design Issues: None

Significant Material Issues: None

LOGISTICS/SUPPLY MANAGEMENT

Det HOA Supply Department worked to streamline logistical processes and ensure that correct automotive repair parts (ARP) and central storeroom items were requisitioned in the most expeditious manner possible. Without any prior experience, the Supply team adapted the Marine Corps ordering system (PR Builder) to execute purchase requirements totaling over \$5M, while keeping within all regulations, CJTF-HOA acquisition policies, and incurring zero unauthorized purchases.

More than 600 ARP items and 750 consumable items worth over \$2M were ordered, tracked, received, stowed and issued in support of continuing Seabee Operations in the CJTF-HOA Area of Responsibility (AOR). In addition, Supply planned and executed the shipment of over 125,000 lbs of commodities to support Seabees in 7 detachment sites in 5 countries.



MCPON with CTR, MLO, and Supply

The GOVCC Agency Program Coordinator (APC) tracked embark movements, travel orders, and credit card payments for over 200 movements of battalion personnel, ensuring all payments were completed in a timely manner. Ensured the GOVCC has sufficient funds to cover the member's travel expenses. Through the hard work of the APC the battalion made payment to CITI bank worth over \$40K expenses.

Defense Travel System (DTS) administrators for NMCB 5 provided travel support to all members of the battalion, ensuring that all members were

paid the full complement of authorized travel allowances and per diem in various challenging scenarios. DTS administrators created more than 600 authorizations and liquidated vouchers for over 185 personnel, totaling over \$600K, with zero fault or unofficial transactions.

The most enduring and critical vulnerability of Seabees operating within the CJTF-HOA AOR was the lack of available construction and maintenance materials. To improve the efficiency of the Seabee material liaison office (MLO), the MLO crew at Camp Lemonnier restructured the MLO and expansion yards, extending their capacity, enhancing the ability of DET HOA to support downrange projects, enabling MLO personnel to successfully act as the central hub for materials flowing to Djibouti, Ethiopia, Kenya, Tanzania, and Uganda. MLO successfully combined multiple supply systems, including Central Stocking, Contingency Contracting, and Defense Logistics Agency by using the strengths of each outlet to execute procurements and contracts for materials exceeding \$6M. Using all supply outlets, local purchase and DLA purchase, over \$5M worth of Class IV materials was purchased, received, and/or issued in support of over 25 projects all across 7 countries and 9 Det sites. Aggressive advanced planning by the MLO team significantly increased the volume of Class IV materials available to Seabees, conducting receipt and inventory of over 40 containers of materials and increasing material storage efficiency to store more than four times the inventory originally turned over from NMCB 74. To accommodate this increase in material storage capacity, the MLO team removed more than 10 tons of trash and debris from the Camp Lemonnier expansion yard.

In an effort to improve the availability of materials and supplies, MLO and Supply worked closely together to enhance and more actively utilize the Field Ordering Officer (FOO) program for the Battalion. Aggressively utilizing the FOO and Pay Agents enabled NMCB 5 to obtain high priority materials and tools, ranging from concrete block saws to electrical panels and breakers, in a greatly reduced timeframe.

The Central Tool Room (CTR) obtained all necessary tools and consumables to support both detachment and local project crews by increasing capacity to support the extra personnel, maintaining over \$650K worth of tools and consumables, and tracking system for all outstanding requisitions to compensate for long delivery times of the normal supply chains. The 3M Work Center Supervisor added electrical checks for all power tools to the Work Center, kept small engines in operational status by conducting regular maintenance and operation tests, and stretched the ageing tool inventory to its maximum capacity to meet the needs of the projects while awaiting resupply. CTR conducted 100% bi-monthly inventories of over 3,500 tools, and maintained inventory at 97% validity.

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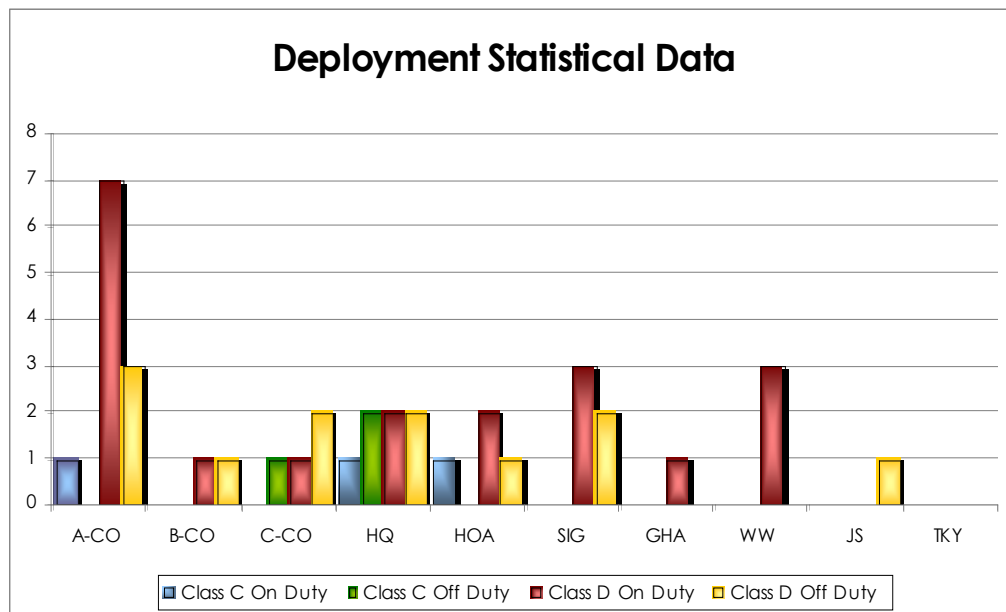
SAFETY AND RISK MANAGEMENT

Safety was of paramount concern during our 2011 EUCOM and AFRICOM Deployment. This marks NMCB 5's first "Green Deployment" in 3 years. Safety's number one concern was to ensure all projects follow the OSHA Standards closely. Safety also ensured that each project was working off their project safety plans and utilizing ORM in all aspects of what they do on and off duty.

Safety Department. The Professionals of NMCB 5 had an outstanding deployment. Due to this deployment being a 'Green Deployment', the emphasis was changed to allow for honing skills and being diligent and detail oriented during the planning phase to ensure all hazards were identified and adequate controls were put in place to mitigate risk. These proactive measures gave way to increased situational awareness while executing the mission.

NMCB 5's commitment to safety and operational risk management directly resulted in minimal lost time mishaps. Preparing for this deployment in early 2011, the command set new standards for safety, Operational Risk Management, and mission accomplishment by completing our homeport Field Training Exercise (FTX) with zero vehicle mishaps, zero lost time mishaps and minimal mishaps overall.

During this 12 country deployment, NMCB 5 maintained their safety campaign throughout the six months with five lost time mishaps.



Safety's Keys to Success:

- ORM: Operational Risk Management was fully integrated into all project planning, taught to all hands and used as the primary basis for the development of project Safety Plans.

- In-house safety: Inspection programs focused on teaching safety standards in the field rather than in the classroom and assisting crews in prioritizing their corrective efforts by integrating the use of RAC Codes into daily project safety inspections. Safety Officers assisted crews in developing and implementing control solutions to meet the intent of all written safety and risk management standards without hindering operations.
- Motivation: The Safety Office was able to motivate troops and leadership, keeping a constant focus on mission safety, taking care of one another through a variety of methods. Programs, such as the "Safe Seabee of the Month" award, Spot awards were given to crews that took no 'hits' on daily job site inspections and command safety boards were kept current with reinforcing safety gouge and lessons learned, always promoting the proper use of PPE.
- Aggressive Surveillance: Monthly Commander's Mishap Review Boards were conducted to review for any possible developing trends and to allow for timely implementation of necessary corrective procedures to mitigate any hazards.
- Monthly Enlisted Safety Committee meetings with all Company and Det Safety Representatives were held to discuss training, review safety programs and policies, as well as discuss any current safety issues or questions with regards to newer construction methods or non work related recreational activities, such as the Motorcycle Safety Program.
- Monthly OSHROC meetings enabled our staff to review any concerns that were brought up during the Enlisted Safety Committee meetings and were then addressed to the command, discussed and reviewed in order for timely action to be taken.
- Mishap reports were reported via chain of command as prescribed and as they occurred in a timely manner. All class C and above were recorded into ESAMS.
- Wellness Metrics and the Tone of the Battalion reports were kept current to identify trends early and mitigate risk.



NMCB 5
EUROM / AFRICOM 2011-2012

**WE BUILD
WE FIGHT**

MARITIME
STRATEGY
OPERATIONS

DETERRENCE
WAR
FIGHTING

CRISIS
RESPONSE

**CHAPTER V
LOGISTICS AND SUPPLY
MANAGEMENT**

The graphic is a vertical rectangular block with rounded corners. The top-left portion is a dark grey rounded rectangle containing the text 'NMCB 5' in large white letters and 'EUROM / AFRICOM 2011-2012' in smaller white letters below it. Below this is the slogan 'WE BUILD WE FIGHT' in white. To the right of the dark grey area are three horizontal grey bars, each containing a list of terms: 'MARITIME STRATEGY OPERATIONS', 'DETERRENCE WAR FIGHTING', and 'CRISIS RESPONSE'. At the bottom of the graphic is a dark grey rounded rectangle containing the chapter title 'CHAPTER V LOGISTICS AND SUPPLY MANAGEMENT' in white.

LOGISTICS AND SUPPLY MANAGEMENT

Supply Officer(\$4). Upon completion of turnover, NMCB 5 immediately began implementing the standards that labeled the Battalion as the Professionals. Consumable items were ordered and stocked, unallocated funding was recovered, subsequent inventories were conducted and additional money was obligated to keep continuing services afloat. As time passed it became increasingly apparent that Camp Mitchell was the funding hub for all current and proposed detachment sites within AFRICOM and EUCOM. In addition to assignments turned over from the previous battalion, new tasking such as Det Ghana and Det Turkey would continuously be developed which kept the entire Supply Department gainfully employed.

Along with funding multiple Det sites, we knew that our August arrival would soon give way to the closeout of fiscal year 2011. A closer look at the battalion's expenditures throughout the fiscal year revealed that approximately \$984K went to consumables and non-CESE TOA items. The aforementioned cost includes the procurement of office and medical supplies, tools, and various camp services. The remaining \$1.4M was utilized in the requisitioning of repair parts, hazardous materials and a wide range of POLs in an effort to keep CESE equipment operating at all times. Overall, the reconciliation and close out of \$2.24M was due to the combined efforts of both NMCB 74 and NMCB 5 personnel.

The start of a new fiscal year is always demanding. Some of the challenges that come with opening up the new fiscal year include establishing new lines of accounting, implementing new government purchase card procedures, drafting appropriate funding documents for continuing services and preparing the automated data processing system, MicroSnap, for future transactions. Although this is a time consuming process, it is highly beneficial to be the battalion that opens up the fiscal year. This opportunity enables the financial specialist to know the exact location of their funding, implement various control measures and develop various in-house procedures to make the current fiscal year better than the previous.

At the end of deployment, we were managing a budget of approximately \$723K. A further breakdown of our current obligations revealed \$280K spent on consumables whereas \$443K was allocated for maintenance and POLs. Additional funding was also being monitored for the battalion Det sites. These Det sites include HOA, Sigonella, Turkey, Ghana, and a pier project for UCT-1 in Liberia.

FY12 Financial Summary.

REQUISITIONS (FY12): 2,384

Consumables: 176

Medical Supplies: 144

Tools: 564

Repair/Maintenance: 1,500

EMV: \$707,288.76

OPTAR: \$723,000.00

ARP INVENTORY: 10,610 line items

EMV \$2,934,242.62

CREDIT CARD PURCHASES: 83

Automotive Repair Parts. No supply outlet has faced more challenges than ARP during this deployment. The Supply Department assumed custody of ARP with numerous warehouse deficiencies to include inventory inaccuracies and local audit errors. To rectify the situation, ARP closed down for four days to complete a wall to wall inventory of more than 4,000 line items to accurately identify all excess and identify missing local requirements. Since taking over the operation, we have identified all SIM items and placed them in visible, quick to reach locations.

ARP was able to maintain a great working relationship with Alpha Co throughout deployment. This well established relationship was critical to ensuring our ability to properly identify required parts and materials as well as educating the Seabees on the proper supply procedures. Through this collaborative effort, the CSMP report dropped from 250 pages to 80 pages.

Material Liaison Office. Meeting project material requirements effectively and in timely manner is a critical vulnerability for any engineering unit. NMCB 5's MLO was instrumental in the Battalion meeting 100% of its operational commitments throughout this deployment. The five-person MLO team executed and managed 43 purchase contracts in de-obligation and obligation of FY11/12 funds as well as diverse lines of accounting related to 16 projects funded through NAVFAC EURSWA Spain, 22NCR Gulfport, and 22NCR Forward.

Despite significant logistical challenges faced during turnover related to crossing of FY funds as well as unique local contracting complications, the MLO team successfully acted as a central hub and provided outstanding service and support for the Main Body sites as well as for Det Jackal Stone, Det Ghana, Det HOA, and Det Sigonella. By working closely with the Fleet Logistics Center (FLC) Contracting Office in Rota, Spain and the Defense Logistics Agency (DLA), the team provided materials to more than 16 current and future projects spread across the battalion. In addition, MLO supported four Det sites forward as well as procurement of Class IV materials for Det Ukraine and Det Morocco in order to set up NMCB 3 for success during their 2012 deployment.

One significant hurdle for the battalion was FLC's expectation that NMCB 5 was to conduct our own market research and prepare our own contracts with minimal support for all materials as well as the time constraint related to delivery by the contractors. NMCB 5's MLO team overcame this by employing aggressive communication and advance planning; thus, significantly increasing the volume of Class IV materials available to Seabees down range. These efforts accounted for the receiving and inventorying of over 400 line items, procuring 700 line items for Rota projects and managing a total of 235 line items in excess materials with a combined value at \$1.7M. Furthermore, NMCB 5 greatly improved the overall mission effectiveness and decreased turnaround times by consolidating 8 individual purchase contracts and combining them into three Indefinite Delivery Indefinite Quantity (IDIQ) contracts. The MLO team oversaw contracts for materials in excess of \$2.0M, staying ahead of the ordering system throughout deployment to organize the yard and turnover materials stock capable of supporting NMCB 3 for more than three months. Over \$1.7M worth of Class IV materials were purchased, received and issued/shipped in support of battalion mission and \$500K of Class IV materials were purchased for NMCB 3's future Det sites.

Procurement through local vendors was expertly coordinated by our own expediter and active communication among Companies, Dets, Operations Department and the MLO staff was vital in preventing project delays and material shortages. When funding problems were anticipated on any project, Operations, PWD, and 22NCR were kept in the loop to properly channel the action required to provide reliable funding support for the Class IV requirements. Additionally, over 1,600 liters of HAZMAT items were handled and managed properly. Access to the MLO yard and warehouse was effectively controlled by our team to promote accountability and prevent loss of project material in order to maintain 100% accountability.

Total cost of MLO orders - over \$2.0M
Average MLO inventory validity – over 99%

Central Tool Room. NMCB 5's Central Tool Room at in Rota, Spain has provided superb customer service and project and shop support, enabling Seabees to deliver timely construction results to

its varied customers. During this deployment, the CTR team faced a diverse inventory, navigating through the new Smart Kits as well as the traditional Legacy kits. The CTR staff meticulously managed 186 Smart Kits, 24 Legacy Kits, 62 pieces of motorized tools and equipment, 159 electrical power tools along with a varied assortment of 4,751 shelf line items and tools. The total value of these items and tools was approximately \$1.4M.

The CTR team processed over \$0.5M of incomplete tool kits and unusable shelf line items for DRMO shortly after turnover in order to maintain a clean, organized and safe work environment. Through daily spot checks conducted on the jobsites and in the warehouse, CTR personnel maintained accurate inventories and accountability. CTR was also able to perform immediate repairs for serviceability after operational and safety checks were performed throughout the deployment. The efforts of the CTR team to replenish, service and maintain CTR items provided a direct impact to projects sites and shops ensuring success for the battalion's daily operations.

Average CTR inventory validity – 99%

Food Service. The Culinary Specialists played a vital role in the mission and success of the battalion despite the lack of a traditional galley. For our 6 month deployment, the CSs have continued to accurately manage and inventory over \$270K worth of Class I and Food Service Records without the assistance of FSM3. In addition, the CSs have operated and managed FF&V distributions as well as MRE & UGR subsistence to Det Ghana. Our CS in Ghana has executed over 3,000 cooked meals to support Det Ghana's Ghanaian Maritime Awareness Operations Center ISO Operation Obengame. The Food Service Division also took corrective action to properly dispose of over \$400K worth of expired and rat infested MREs and UGRs. The combined efforts of NMCB 5 with DLA and 22NCR brought NMCB 5's mission readiness back to 100% within 3 days.

The FS Division has continued to effectively record and inventory the current MRE & UGR stock. The CSs were also an important asset in hosting 1NCD COMMANDER, RADM Mark A. Handley, CEC, USN as well as 22 NCR Commodore, CAPT Kathryn A. Donovan, CEC, USN and 25 NCR Commodore, CAPT Banaji, CEC, USN. The CSs prepared multiple continental breakfasts for a 35 personnel Wardroom as well as an MTO breakfast.

Barbershop. The barbershop supported the battalion with more than 600 haircuts despite the lack of a dedicated SH. The CSs were instrumental in maintaining strict sanitation standards and passing two sanitation inspections with a 100% compliance rating. Due to the availability of a professional barbershop located at the base NEX, the operation saw fewer customers than previous deployments but still maintained the highest level of quality service to our NMCB 5 customers.

# of haircuts:	600 plus
# of troops in Rota Spain:	282 approx.
# of haircuts per day:	4-5 haircuts per day

Post Office. The Postal Office provided support for Main Body and 4 Det sites, which was a large morale booster, by processing and delivering over 20,905 lbs. The Postal Office separated and embarked a significant amount of mail for the Seabees assigned to various detachment sites throughout AFRICOM and EUCOM. NMCB 5 Postal coordinated with local Embassies and mail carriers throughout the AO to ensure mail was received, sorted, and delivered. A proactive approach was taken to ensure the best possible solution was being utilized in delivering mail to the Det sites, as their proximity to other military postal operations and husbanding agents varied from country to country.

Shipping and Receiving. The NMCB 5 shipping and receiving department has provided support for Main body and 4 Det sites by processing and shipping over 154 shipments. Receiving and distributing over 598 consumables, 877 tools, 226 medical items and 1,462 repair parts totaling over \$676K the S & R department has been the backbone of the Supply Department.

Billeting. NMCB 5 CSs at Camp Mitchell, Rota, Spain expertly managed berthing for all Main Body and flawless supervision of 6 buildings, totaling 188 rooms for over 400 personnel. These rooms housed anywhere from 1 to 3 Seabee's per room. The CSs also managed 1 VIP room, used for distinguished visitors to the camp, to include the VIP visit from 1NCD, RADM Mark A. Handley, CEC, USN.

Professional vigilance allowed the battalion to de-conflict a multitude of berthing issues with the NAVSTA ROTA, Spain housing office, camp maintenance, and Public Works, ensuring the troops had the best possible living conditions at all times. These efforts directly increased command morale with managing the berthing budget to include new pool tables, pool table lamps, flat screen TVs, new sofas, high-tops tables and chairs as well as fresh paint and new floor installation in the dilapidated lounge areas.

Table of Allowance. The \$70M SMART TOA assigned in Rota, Spain consisted of 174 TRICONS with 76 total assemblies that were made available to support Seabee missions. The TOA manager issued tradesman tool kits and assemblies to the Central Tool Room (CTR) as required by operational commitments. Eighteen assemblies and six POLs were transferred to Det HOA, while thirty-six assemblies were set aside in support to Manda Bay Runway project. TOA reporting was measured through Readiness Cost Reporting Program (RCRP). Throughout deployment, the TOA was maintained at a high state of readiness, capable of meeting the requirements of our Seabees and the missions they carried out.

CESE Inventory.

CESE TRACKER					
LINE ITEM DESCRIPTION	QTY	LINE ITEM DESCRIPTION	QTY	LINE ITEM DESCRIPTION	QTY
11K SKYTRACK	5	LIGHT PLANT	1	MTVR CARGO	54
12K FRKLFT	5	LOADER (924,IT28)	3	MTVR DUMP	29
15KW	7	LOADER (CAT 420D SKIP LOADER)	8	MTVR TRACTOR	11
MTVR FUEL TRK	5	LOADER (CAT 924G WHEELED)	8	60KW	8
365 CFM AIR COMPRESSOR	1	LOADER (JD 310 SKIP LOADER)	2	924G LOADER CAT	1
250 CFM AIR COMPRESSOR	8	LOADER (TRACKED CAT 963D)	4	BUSES	2
750 CFM AIR COMPRESSOR	1	LOADER (TRACKED JD 755B)	1	CONCRETE MIXER	13
30KW GENERATORS	8	LSSV MAINT TRUCK	4	HMMWV	49
34T HIGHBOY TRLR	11	LUBE SKID	4	WRECKER (MK36)	4
35KW ECU	11	MAG SWEEPER	5	SKID LOADER	2
35T LOWBOY TRLR	1	MAINT TRUCK	6	SKID STEER BOBCAT	1
40T CRANE	2	MIXER CONCRETE	1	SKID STEER JOHN DEER	1
420D BACKHOE	1	MR TRAILER	1	UBM 240 K-SPAN	1
420D CAT	1	ROLLER	3	WATER TRK (MTVR)	22
4K FRKLFT	3	ROLLER (9 WHEEL)	1	RADIAL SAW	10
50T LOWBOY TRLR (RLP 3-100)	1	ROLLER (SINGLE DRUM)	8	REEFER UNIT	1

55T DROP NECK TRLR	6	ROLLER (TANDUM DRUM)	1		
55T LOWBOY TRLR (CHEATER)	12	ROLLER VIBRATORY	2		
CONCRETE MOBILE (8 CU. YD.)	2	PAVER, ASPHALT	1		
DOLLY TRAILER	8	PICKUPS	5		
DOZER (D6)	10	PUMP CENT SALT WTR 500 GPM	2		
DOZER (D7)	7	PUMP CENT WTR 1000 GPM	2		
DRILL WELL T2W	1	PUMP CENT WTR 400 GPM	8		
ECU 8CT	6	PUMP DIAPHRAM 100 GPM	3		
EXCAVATOR (JD 200CLC)	3	WELDER (MILLER 300 AMP)	11		
FLOODLIGHT SET	1	SCRAPER (11CY)	3		
FRKFLT 7-11K (MMV II)	10	SIXCON TANK, FUEL	6		
GRADER	4	SIXCON TANK, WATER	5		
GRADER (CAT 135H)	2	SIXCON, FUEL PUMP	3		
GRADER (CHAMP 710A)	6	SIXCON, FUEL PUMP	6		
GRADER (CAT M120)	7	SIXCON, FUEL TANK	10		
GRADER 135H CAT	1	SIXCON, WATER PUMP	7		
HMMWV TRLR 1 1/4 TON	8	SIXCON, WATER TANK	8		
HMMWV AMBULANCE	2	SKID STEER LOADER W/ ATT	7		
LAUNDRY SKID	1	SKIP LOADER W/ BACKHOE	2		
LIGHT PLANT	4	TRUCK WELL SUPORT	1		
LIGHT PLANT (6KW)	15	WATER PURIFICATION UNIT	4		

Container Management. The Container Manager maintained accountability for 300 containers with 100% validity. These \$2.5M containers included 174 TOA, 37 HOA, and 89 miscellaneous containers assigned to various work centers around Camp Mitchell and Project sites.

Five TRICONS were checked out to Det Jackal Stone, seven 20 ft TOA containers were checked out to Det Ghana, and thirteen to NAVSTA, Rota projects. Monthly reports were updated and submitted through 22NCR's Portal website for accountability of these 300 containers, allowing them to keep an accurate picture on Battalion evolutions and movements.

NMCB 5 Supply Department consistently maintained the highest level of readiness in both service and sustainment operations. Through the department's hard work and determination, we ensured our Seabee's were capable of completing the various missions they were called upon to perform.

NMCB 5
EU COM / AFRICOM 2011-2012
WE BUILD
WE FIGHT

MARITIME
STRATEGY
OPERATIONS

DETERRENCE
WAR
FIGHTING

CRISIS
RESPONSE

**CHAPTER VI
COMMUNICATIONS**

The image shows a logo for NMCB 5 (Naval Maritime Command Base 5) for the period 2011-2012, serving EU COM and AFRICOM. The logo is divided into three horizontal sections: the top section lists 'MARITIME STRATEGY OPERATIONS', the middle section lists 'DETERRENCE WAR FIGHTING', and the bottom section lists 'CRISIS RESPONSE'. Below the logo is a grey box containing the text 'CHAPTER VI COMMUNICATIONS'.

INFORMATION SYSTEMS/COMMUNICATIONS

The Communications Department succeeded in successfully executing mission essential repairs under challenging circumstances during this AFRICOM and EUCOM Deployment. Despite the absence of a critical IT Chief billet, the department sustained a status of CAN DO and excellence in providing quality support for all NMCB 5's communications requirements.

Communications Department (S6). Early in the deployment, NMCB 5's S6 shop discovered significant issues with the Ruggedized Deployable Satellite Terminal (RDSAT) suite. Despite confirmed inventories, the RDSAT and Tactical Data Network (TDN) were not deployable due to never being operationally tested. The department was able to provide an unprecedented level of ingenuity and technical knowledge in putting together the RDSAT piece by piece in order to get the equipment operationally ready despite the lack of Subject Matter Experts (SMEs). This success made NMCB 5



S6 team member working to correct RDSAT link

operationally ready to deploy the RDSAT where ever necessary on any notice.

The S6 shop ensured proper connectivity with EUCOM's ONE-NET systems to all 138 ROTA workstations as well as with the initial creation of 450 ONE-NET accounts. They maximized the Battalion's workspaces with the installation of 138 new flat screen monitors at Camp Mitchell and created 56 'requests for change' on behalf of command personnel for hardware and software installs, keeping hardware up to

date and reliable. The department remained diligent when it came to troubleshooting, placing and resolving 30 trouble tickets with ONE-NET's network department.

For contingencies, the S6 shop provided reliable communications support contributing to 6 successful ECC Exercises. If deployed, the ECC would be used to safely evacuate Americans and other diplomatic personnel from potentially hostile countries. Effective communications are a critical piece for this mission's success and the S6 department displayed with confidence in skill and knowledge their readiness to support the ECC commander. The S6 shop also improved the government's equipment inventory with the transfer of \$11K of network monitors to DRMO. They additionally provided key personnel to the Horn of Africa AFRICOM Det site in order to ensure proper communication with vehicle assets and U.S. Army network systems.

Information Assurance and Security is a continuous concern across the U.S. Navy, and for the NMCB 5's S6 Department, they were no exception. During the deployment, IT personnel worked collaboratively with the command security team to ensure all personnel were trained in Information Assurance. Additionally, IT personnel were critical in

the successful management of all data transfer devices and automated information systems to ensure proper INFOSEC requirements and guidance were followed.



S6 team aids with battalion COMMs training

In January, the department achieved 100% asset inventory of all S6 equipment. This inventory, as tasked by 1NCD, was critical for Division's budgeting and for accounting of all assets beyond the TOA. This inventory had additional benefits, ensuring proper inventory and equipment tests for the execution of the Communications Equip. Turnover Procedures with NMCB 3.

Communications are the pivotal asset that quickly delineates the difference between failure and success in the field.

Department personnel ensured peak performance of each company's communications personnel as well as Training Department requirements. The COMMs team was proud to support NMCB 5 by maintaining the highest level of command and control skills level possible, the department exceeded all of the battalion's goals across the board during the deployment.

NMCB 51
EUCOM / AFRICOM 2011-2012
**WE BUILD
WE FIGHT**

**MARITIME
STRATEGY
OPERATIONS**

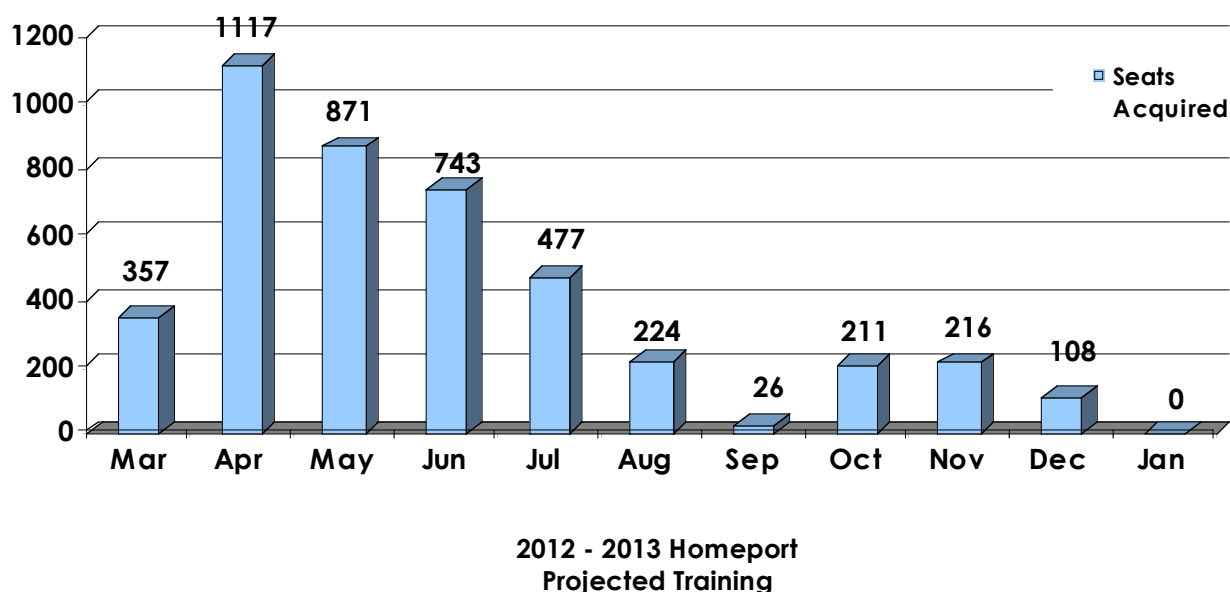
**DETERRENCE
WAR
FIGHTING**

**CRISIS
RESPONSE**

**CHAPTER VII
TRAINING / ARMORY**

TRAINING

Technical and Construction Skills Training. At the end of last homeport, we had 97% total skills attainment per the requirements set forth in COMIRSTNCDINST 3502.2 (NCF Training Manual). Based on a newly updated COMFIRSTNCDINST 3502.2, and our actual attainment levels, both present and projected, we have requested 4,350 seats in classes for the upcoming homeport. This is in addition to the planned Unit Driven Training (UDT) to be conducted at company level in order to sustain current skill requirements and proficiency, and attain needed skills for the upcoming PACOM deployment. All this will ensure the battalion remains at the forefront with regard to operational readiness and is fully mission capable.



Training Skills Assessment Program (TSAP). Being relatively new in process, yet still familiar in execution, TSAP presented its own brand of unique challenges throughout the course of deployment, specifically the detailed procedure(s) for how skills are granted and will be granted given the removal of F-Schools. The mid-deployment Commander's Assessment of Readiness and Training (CART) served to gain some much needed guidance and intent regarding many of the unknowns associated with the TSAP. Working closely with 31SRG while in homeport, these challenges can be met head on and overcome only serving to better equip the already skilled Professionals of NMCB 5 to meet any mission. We look forward to furthering the development of the TSAP also serving to better equip our Seabees with the tools needed for success. Current numbers for the month of November show 4 skills awarded to personnel from Charlie Company. In December had 17 more skills awarded, again to Charlie Company. In January, Charlie gained 18 skills, while Det Sigonella gained 25 skills and HOA gained 6 skills.

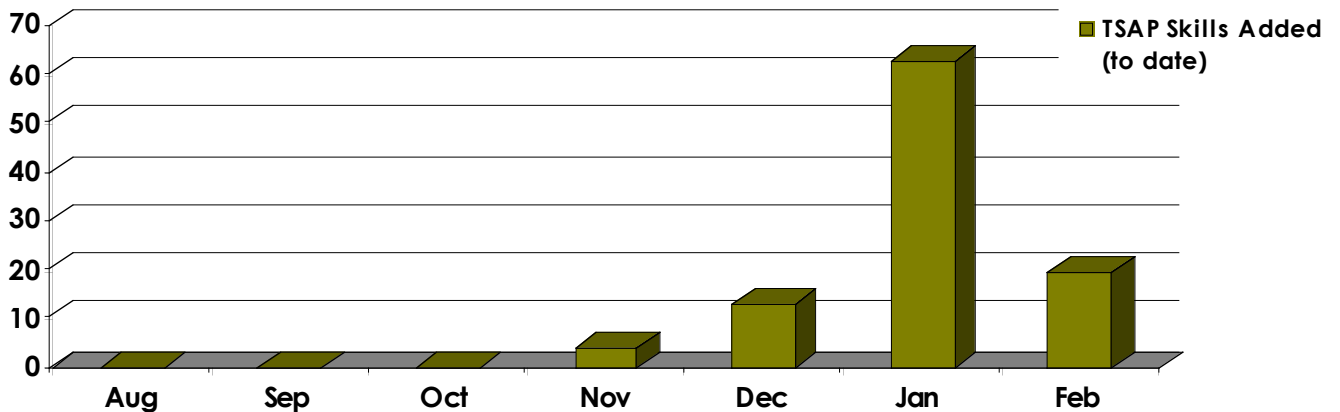
NAVFAC P-1105 TSAP FOCUSED SKILL AREAS

130.2	FORM AND REINFORCING II
132.2	MIX, PLACING, & FINISHING II
140.2	CMU II
220.2	ELECTRIC POWER DISTRIBUTION II
240.2	INTERIOR WIRING II
515.2	TRACTOR TRAILER
544.2	GRADER OPERATION II
546.2	CRAWLER TRACTOR & ATTACHMNT II
548.1	DITCHER OPS
549.2	FRONT END LOADER & ATTACHMENTS II
590.1	DRIVERS LICENSE EXAMINER / MISHAP
592.1	EQUIPMENT YARD SUPERVISOR
594.1	DISPATCHER
596.1	COLLATERAL EQUIPMENT CUSTODIAN
610.2	ARC WELDING STRUCTURAL II
630.2	STEEL REINFORCEMENT II

ACTUAL SKILLS EARNED (SSAP/TSAP) = 100*

*as of 3FEB12, additional interviews being conducted

NOTE: The above skills were primary areas of focus due to attainment deficiency considerations.



2011 - 2012 EUCOM/AFRICOM Deployment

Evacuation Control Center (ECC). NMCB 5 was tasked to man up two teams of personnel to be trained as Evacuation Control Center teams, designed to deploy on short notice to process noncombatant evacuees from certain countries within the AO. These personnel were cross-trained to conduct crowd control, search, and database entry into the Non-Combatant Evacuation Operations (NEO) tracking system and transportation of evacuees to a port of embarkation en route to a safe haven or an intermediate location. Two full platoons and support personnel for a total of 78 personnel received this training.



Exercise in Rota Spain

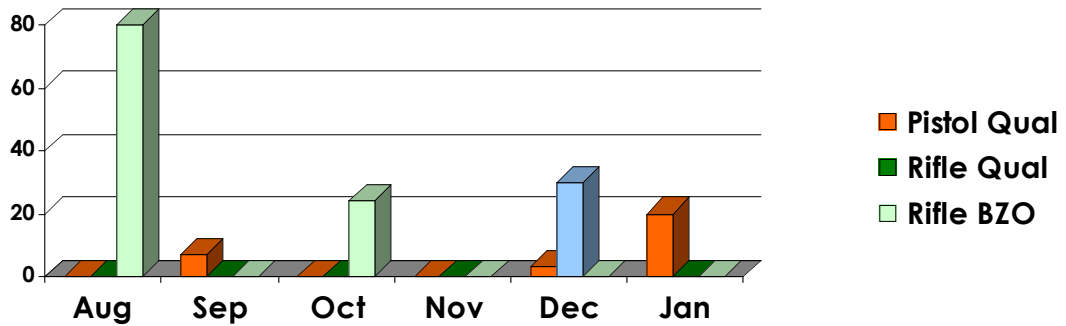
In addition to the monthly exercises, the teams also supported a base-wide NEO exercise at NAVSTA Rota. This opportunity to train with other units greatly improved our skills and proved that our teams can operate seamlessly alongside other groups during a joint NEO mission.

ARMORY

Weapons. Utilizing the Small Arms Range at NAVSTA Rota, NMCB 5 qualified 7 personnel, both through the Navy Pistol Qualification Course (NPQC) and the Practical Weapons Course (PWC) using the M-9 Service Pistol in September. BZO ranges were also conducted in August and October, for a total of 104 personnel assigned to the ECC and Air Det. To start the new Convoy Security Element on the right foot we ended the deployment with 30 rifle qualifications and 3 pistol qualifications in December followed by 20 pistol qualifications in January.



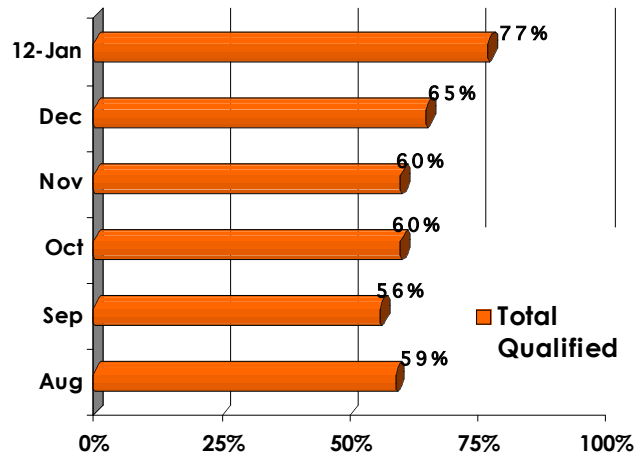
CSE training day at the range



Seabee Combat Warfare Specialist (SCWS) Qualification Program. Overall monthly figures show a steady increase of SCW-qualified personnel across all deployment sites. Daily classes were being held and examinations and boards were conducted through joint efforts between the command, detail and company representatives or other SCW-qualified personnel.



Enlisted Seabee pinning ceremony



Month	Qualified	New Quals	Behind	Enrolled	% Qual
August	364	1	3	614	59%
September	336	5	8	600	56%
October	347	23	8	581	60%
November	353	25	9	584	60%
December	382	28	6	588	65%
January	435	55	9	581	77%

Instructors **45**
Battalion Qualified Total **135**



Officer Seabee pinning ceremony

NMCB 51
EUROM / AFRICOM 2011-2012

**WE BUILD
WE FIGHT**

MARITIME
STRATEGY
OPERATIONS

DETERRENCE
WAR
FIGHTING

CRISIS
RESPONSE

**APPENDIX I
LESSONS LEARNED**

The image shows a vertical graphic with a dark grey left side containing the text 'NMCB 51' and 'EUROM / AFRICOM 2011-2012'. Below this is the slogan 'WE BUILD WE FIGHT'. The right side features three grey rectangular boxes with the following text: 'MARITIME STRATEGY OPERATIONS', 'DETERRENCE WAR FIGHTING', and 'CRISIS RESPONSE'. At the bottom is a larger grey box with the text 'APPENDIX I LESSONS LEARNED'.

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: ALFA COMPANY	(U) DATE OBSERVED: 10 AUG 11 – 25 AUG 11
(U) SUBMITTER NAME: EO2 (SCW) Decker	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 ALFA CO, YARD BOSS
(U) PHONE NUMBER: 314-727-1246	(U) E-MAIL ADDRESS: phillip.decker@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Liberty Bus Drivers</p>	
(U) OBSERVATION: Some EOs had to drive long hours at the beginning of deployment because there were not enough people trained and licensed to drive the buses.	
(U) DISCUSSION: Due to the lack of personnel without proper licenses to drive the liberty bus, a group of EOs drove the liberty bus long hours during multiple duty section shifts.	
(U) RECOMMENDED: Train and provide bus licenses to enough people within Alfa 1 st Plt (EOs) in order to have the ability of establishing a proper liberty bus duty section as soon as turnover is complete.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: ALFA COMPANY	(U) DATE OBSERVED: 10 AUG 11 – 31 AUG 11
(U) SUBMITTER NAME: EO2 (SCW) Decker	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 ALFA CO, YARD BOSS
(U) PHONE NUMBER: 314-727-1246	(U) E-MAIL ADDRESS: phillip.decker@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Cycle CESE and Attachments at the Yard</p>	
(U) OBSERVATION: There is a substantial amount of pieces of CESE (roughly 200) that need to be cycled at the Yard in order to keep up with the 2 week cycle schedule. Personnel were not proficient when driving heavy equipment.	
(U) DISCUSSION: Due to the lack of a plan prior to taking over the Yard, it was very hard to figure a way to properly cycle so many pieces of CESE. People were forgetting to include the attachments on the cycle period.	
(U) RECOMMENDED: Have a plan prior to taking over the Yard during turnover on how to properly cycle 200 or more pieces of CESE and attachments in order to keep up with the 2 week schedule. Set training times at the Yard during the cycle period for heavy equipment in order to allow personnel to improve their skill and become more proficient at the project sites.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: ALFA COMPANY	(U) DATE OBSERVED: 10 AUG 11 – 31 AUG 11
(U) SUBMITTER NAME: EO2 (SCW) Bowles	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 ALFA CO, License Examiner
(U) PHONE NUMBER: 314-727-1246	(U) E-MAIL ADDRESS: richard.bowles@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Licenses Tracking Process</p>	
(U) OBSERVATION: There was no accurate accountability of personnel in the command. There was no good communication with the license examiner representatives in the other companies. Paperwork was getting lost due to improper tracking and filing processes.	
(U) DISCUSSION: Due to an administrative oversight, Alfa Co did not have an accurate number of personnel within the command; therefore there was no accurate record of licenses attainment percentage in the command. Paperwork was getting lost due to constant movement and improper filing procedures.	
(U) RECOMMENDED: Get weekly muster reports from Admin to maintain an accurate number of personnel within the command. Schedule a biweekly meeting with the license examiner representatives in the other companies in order to keep everyone updated and on the same track. Create a database to improve the tracking and filing process. The database will serve as a step into the creation of an Advanced Licensing Program and Traffic Court proceedings.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: ALFA COMPANY	(U) DATE OBSERVED: 10 AUG 11 – 31 AUG 11
(U) SUBMITTER NAME: EOCN Godinez	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 ALFA CO, COLLATERAL
(U) PHONE NUMBER: 314-727-1246	(U) E-MAIL ADDRESS: cynthia.godinez@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Tracking Processes for Parts and Keys</p>	
(U) OBSERVATION: Non-essential MTRV collateral continuously getting misplaced. Poor tracking system for keys at the Yard. No proper process in place to order lost or missing parts. CB 60 folders not updated.	
(U) DISCUSSION: Due to improper tracking multiple locks were cut, collateral equipment for MTRVs was getting misplaced on a constant basis, and parts that were supposedly in storage could not be found because people were mounting them and forgetting to update their respective CB 60 folder.	
(U) RECOMMENDED: Keep track of ordered parts each week on the CSMP. Tag with assigned USNs and store in Collateral all non-essential MTRV collateral. Maintain a constant tracking of all the keys in order to minimize the amount of locks that are cut. Place the lost or missing parts on order as soon as you realize it needs replacement. Constantly track the CB 60 folders to improve the accuracy of the information contain inside especially when parts change from mounted to stored.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: ALFA COMPANY	(U) DATE OBSERVED: 11 SEP 11 – 30 SEP 11
(U) SUBMITTER NAME: EOCN (SCW) Tommeraasen	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 ALFA CO, DISPATCH
(U) PHONE NUMBER: 314-727-1246	(U) E-MAIL ADDRESS: cristina.tommeraasen@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Tracking Processes for Parts and Keys</p>	
(U) OBSERVATION: Submission of incorrect 13 Week Report. Constant loss of keys. Misplacement of hard cards.	
(U) DISCUSSION: Due to lack of attention to detail the information provided to A4 by Dispatch for the 13 Week Report was submitted with errors too often. After the HMWWV incident, Alfa Co started to utilize locks on vehicles when not in use. Keys were getting lost and too many locks were cut.	
(U) RECOMMENDED: Person in charge of Dispatch should personally fill out the 13 Week Report, to include the MIP, USN, MRC and tag numbers in order to avoid the submission of incorrect reports to A4. The person that checked out a vehicle will bring back to the dispatch office the keys to the lock and they will get stored in the office until that vehicle is checked back in. Mechanics will bring keys back to the dispatch office to be stored until they are done with the scheduled maintenance.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Alfa Co Heavy Shop	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: CM1(SCW) Ozuna, Alfredo	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 Alfa Co.
(U) PHONE NUMBER: 314-727-3235	(U) E-MAIL ADDRESS: alfredo.ozuna@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Supply/ARP</p>	
(U) OBSERVATION: It is the RPPO's responsibility to ensure their work center receives the parts required for preventive and corrective maintenance. From checking part shipment status to following up on open purchases communication with ARP and Supply is vital as an RPPO.	
(U) DISCUSSION: ARP and Supply deal with many different work centers and your parts may not be the number one priority. You will depend upon Supply to get your parts to you in a timely manner, but some jobs may need to be pushed in order to stay visible. Open purchased items are logged and ordered through a different process, which can lead to confusion and a lack of timely information.	
(U) RECOMMENDED: Communication is a must. Having a daily working relationship with your ARP staff will ensure your parts are received in the fastest possible manner. Always conduct follow-ups and inform Supply if your parts are for NORS or ANORS pieces; this will help them get you a higher priority. Check daily for received parts in ARP. Order PMS parts at least a quarter ahead and insist corrective maintenance parts be received within 30 days at most. Most importantly, learn all you can from the LS. They have a wealth of knowledge when it comes to parts ordering.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Alfa Co. Heavy Shop	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: CM1(SCW) Ozuna, Alfredo	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 Alfa Co.
(U) PHONE NUMBER: 314-727-3235	(U) E-MAIL ADDRESS: alfredo.ozuna@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Pre-BEEP</p>	
(U) OBSERVATION: After turn-over, several units of CESE were either on IEM Status II with no parts on order or were already on IEM Status II but misdiagnosed.	
(U) DISCUSSION: Lack of experience of the junior mechanics was the general cause for this issue.	
(U) RECOMMENDED: Conduct a Pre-BEEP of all equipment in order to hang any DTO parts or ensure that all parts required for any corrective maintenance are ordered to ease the turn-over with the incoming battalion. It is important to have the shop supervisor inspect the unit to ensure that the troops know exactly what is being ordered and if that will correct the deficiency. (OJT in this case is the key.)	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Alfa Co	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: CM1(SCW) Ozuna, Alfredo	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 Alfa Co.
(U) PHONE NUMBER: 314-727-3235	(U) E-MAIL ADDRESS: alfredo.ozuna@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Lack of Computers/ Stress Time Management</p>	
(U) OBSERVATION: There is a lack of computers in the Alfa Company which causes a strain on multiple work centers that must work out of limited office space. Two work center supervisors, a floor supervisor, an RPPO and the multiple floor mechanics that work out of one office must share 2 network computers, making time management on the computer crucial.	
(U) DISCUSSION: The fact that multiple people with jobs that require computers with network access must share two computers forces each of us to efficiently make use of our time on the computer. The 2 work center supervisors and the one RPPO that work out of this office have the most need for computer use. There is also an almost constant need for floor mechanics to use the computer to fill out chits, research information, use NKO, etc.	
(U) RECOMMENDED: Manage computer usage wisely. Make everyone understand that unless your job requires a computer, access to the computer is limited to lunch and off-hours, except in special circumstances. The two work center supervisors must understand that the RPPO will need the computer to complete much of his work. Also, as an RPPO, you have to learn to rove from office to office in search of an open computer.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: A4	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: CMC(SCW) Ayala	(U) ORGANIZATION/OFFICE SYMBOL: NMCB Alfa Company
(U) PHONE NUMBER: 314-727-3283	(U) E-MAIL ADDRESS: dawn.ayala@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">RCRP</p>	
(U) OBSERVATION: RCRP requires a bit more Homeport Training and hands on experience prior to deploying. The system initially is overwhelming and can seem intimidating when one has to learn deployment tasking and RCRP input processes simultaneously.	
(U) DISCUSSION: During meetings, it was noticed that some knew RCRP and others were not as comfortable with the program. It was later discussed that the more experienced personnel were given training on the program in Homeport.	
(U) RECOMMENDED: Recommend that the Homeport TOA have a stand alone RCRP for training purposes.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: A4	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: CMC(SCW) Ayala	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 Alfa Company
(U) PHONE NUMBER: 314-727-3283	(U) E-MAIL ADDRESS: dawn.ayala@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">TOOL ROOM</p>	
(U) OBSERVATION: Tool Room inventories during the BEEP were conducted, but for several reasons, 1250s for ordering purposes were lost. Acceptance of the inventory sheet was agreed as sufficient input.	
(U) DISCUSSION: All paperwork should be completed during a BEEP. It is the off-going battalion's responsibility to fund the repairs and restock tools.	
(U) RECOMMENDED: Each tool that is delinquent in the Tool Inventory should and will have a 1250 provided so as to get the tool on order prior to the BEEP.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: A4	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: CMC(SCW) Ayala	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 Alfa Company
(U) PHONE NUMBER: 314-727-3283	(U) E-MAIL ADDRESS: dawn.ayala@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">HAZMAT</p>	
(U) OBSERVATION: It is a lengthy and tiring process to order HAZMAT.	
(U) DISCUSSION: Request for 15/40 wt oil was almost impossible to receive due to delivery timelines. Be sure to consider the order may take longer than six months. Base HAZMAT on occasion loses orders.	
(U) RECOMMENDED: Recommend continuous follow-up with Base HAZMAT.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: BRAVO COMPANY	(U) DATE OBSERVED: 10 AUG 11 – 1 FEB 12
(U) SUBMITTER NAME: BU1(SCW) Turgeon	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 Bravo Company
(U) PHONE NUMBER: 314-727-1616	(U) E-MAIL ADDRESS: richard.turgeon@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">PWD Trouble Desk</p>	
(U) OBSERVATION: When there is a trouble call that we are unable to complete it must be forwarded to PWD trouble desk. When they are called in to the PWD trouble desk we do not receive a work order number at that time.	
(U) DISCUSSION: Due to not receiving a work order number at the time we call in the trouble call, we are unable to follow up on the work orders as easily as we should be able to.	
(U) RECOMMENDED: Work closely with the PWD battalion rep, in this case CE1 (SCW) Daniel, to establish a new method to follow up on the work orders submitted. We are now currently phoning in trouble calls and e-mailing the trouble at the same time, CE1 Daniels is copied on all e-mails.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: BRAVO COMPANY	(U) DATE OBSERVED: 10 AUG 11 – 1 FEB 12
(U) SUBMITTER NAME: BU1(SCW) Turgeon	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 Bravo Company
(U) PHONE NUMBER: 314-727-1616	(U) E-MAIL ADDRESS: richard.turgeon@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">MCD Material Procurement</p>	
(U) OBSERVATION: The process in which material is ordered is somewhat complicated and unorganized.	
(U) DISCUSSION: Due to the 22 ND 's expediter not ordering all of the material to complete one entire bill of materials (BOM), we were left with BOM's partially completed.	
(U) RECOMMENDED: Discussed with the expediter the importance of ordering all the material off one bill of material. Expediter understood the importance and now orders all the material from each bill of material, allowing the company to start and complete MCD projects in a timely manner.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: CHARLIE COMPANY	(U) DATE OBSERVED: 10 AUG 11 – 31 JAN 12
(U) SUBMITTER NAME:	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5
(U) PHONE NUMBER: DSN	(U) E-MAIL ADDRESS: @eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">MATERIAL PROCUREMENT</p>	
(U) OBSERVATION: Material procurement from outside vendors and Maximo is sporadic and unpredictable regarding delivery times.	
(U) DISCUSSION: Submitting add-ons is ill advised due to how funding is controlled. The initial BOM needs to be as correct and accurate as the plans and scope allow.	
(U) RECOMMENDED: Attention to detail and proper planning and estimating early on with as many eyes as possible verifying quantities will alleviate issues down the road. Scope changes and FARs should be submitted with the Add-On to begin the pricing and procurement process as early as possible.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: CHARLIE COMPANY	(U) DATE OBSERVED: 10 AUG 11 – 31 JAN 11
(U) SUBMITTER NAME:	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5
(U) PHONE NUMBER: DSN	(U) E-MAIL ADDRESS: @eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">PERMITS</p>	
(U) OBSERVATION: Permits received prior to turnover expiring and/or not encompassing further on phases of construction.	
(U) DISCUSSION: Starting with the Crewleader and continuing up to Company Leadership, on all projects during the P&E stage from the start of deployment through turnover, they are to identify and submit any required permits to ensure time allotted for approval.	
(U) RECOMMENDED: All permits will be updated and renewed to include all phases of the project that the current and, towards the end of deployment, the oncoming Battalion may face within the duration allowed for the permit.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: CHARLIE COMPANY	(U) DATE OBSERVED: 10 AUG 11 – 31 JAN 11
(U) SUBMITTER NAME:	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5
(U) PHONE NUMBER: DSN	(U) E-MAIL ADDRESS: @eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">SCM</p>	
(U) OBSERVATION: Classes for SCM are scarce resulting in confusion and the lack of a uniform product across the Battalion. OJT with this product is a slow process and the resulting deliverables are subpar when meeting deadlines. Other means of reporting generated to alleviate these issues have been devised, but this inevitably takes us away from the program we have inherited.	
(U) DISCUSSION: Detailed instruction on SCM for the Leadership and the troops needs to be given more often to better prepare the companies and the leadership on how to properly utilize this product.	
(U) RECOMMENDED: SME's for SCM in each company need to be identified and utilized by training to give standardized instruction to the line companies prior to executing the project and verified by the QC department to minimize issues prior to the start of tasking.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: CHARLIE COMPANY	(U) DATE OBSERVED: 10 AUG 11 – 31 JAN 11
(U) SUBMITTER NAME:	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5
(U) PHONE NUMBER: DSN	(U) E-MAIL ADDRESS: @eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">MATERIAL REQUESTS</p>	
(U) OBSERVATION: Material requests being returned or rejected due to lack detail or unavailability of the material in-country for purchase.	
(U) DISCUSSION: Requests for all material need to be as detailed as possible to avoid having to return the wrong material. Sack-Crete, for instance, is not available in-country, so all requests for small amounts of concrete must be broken down into raw material amounts.	
(U) RECOMMENDED: When submitting for concrete and aggregates ensure that both standard and metric units of measure is annotated to help speed the process.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: CHARLIE COMPANY	(U) DATE OBSERVED: 10 AUG 11 – 31 JAN 11
(U) SUBMITTER NAME:	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5
(U) PHONE NUMBER: DSN	(U) E-MAIL ADDRESS: @eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">ECC</p>	
(U) OBSERVATION: Required ECC evolutions inevitably pull personnel from the projects. This is easily overlooked due to exercises being only once a month; however, it can stretch into a 2-3 day evolution.	
(U) DISCUSSION: Planning for projects as well as assigning crews to projects has to take this into account. All ranks are pulled for this org, and the company can quickly learn that a Supervisor, Crewleader or both will be taken from a project, impacting the flow of events.	
(U) RECOMMENDED: Ensure these exercises are planned for in the packages and that it is annotated on the Level III. When assigning a Project Crew pay close attention that both Supervisor and Crewleader are not on an ECC Team and that the remaining crew can operate when these evolutions take place.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Command Career Counselor	(U) DATE OBSERVED: 10 AUG 11 – 1 OCT 11
(U) SUBMITTER NAME: NCC(SCW) Corpuz	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 CCC
(U) PHONE NUMBER: DSN 727-1509	(U) E-MAIL ADDRESS: unyjohn.corpuz@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Career Counselor</p>	
(U) OBSERVATION: TAP class for separating personnel E6 and below is conducted only once per quarter.	
(U) DISCUSSION: TAP classes are conducted once every 3 months for E-6 and below, retiring personnel, and E-8 and above.	
(U) RECOMMENDED: Get separating personnel into TAP class as soon as possible.	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DAPA	(U) DATE OBSERVED: 20 NOV 07 – 12 FEB 08
(U) SUBMITTER NAME: YNC Frisbie	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DAPA
(U) PHONE NUMBER: DSN 551-4664	(U) E-MAIL ADDRESS: douglas.frisbie@navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">DAPA Program</p>	
(U) OBSERVATION: Available SARP on Rota with a Base DAPA as well.	
(U) DISCUSSION: SARP was always available to help support the Seabees and offered continued treatment and counseling. Local area Level III available and paid by TRICARE. This is an option instead of sending a member back stateside.	
(U) RECOMMENDED: No recommendations.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: MWR	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: BU1(SCW) Brothers	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 MWR
(U) PHONE NUMBER: 314-727-1254	(U) E-MAIL ADDRESS: david.brothers@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Trips - Overnight</p>	
(U) OBSERVATION: Require considerable preplanning. Cost to troops is never under \$100. Base ITT is very cooperative and forthcoming with information. It is very important to understand that when they offer a different option than what is initially proposed it needs to be weighed very carefully and researched prior to committing to the trip.	
(U) DISCUSSION: Overnight trips are typically non-refundable sooner than those of self-guided trips. It is important to plan these trips a minimum of two months in advance. Typically the ITT office schedules the Hotel. It is important that research be done on the hotels prior to commitment of a trip. With each troop paying a considerable amount of money for the trips, great care must be taken to ensure that they get their money's worth.	
(U) RECOMMENDED: Battalion MWR Trip Planner must be proactive on trips from the very beginning. Research all aspects of the trip and ask questions along the way. Advertisement of the trips cannot be overstressed. Get flyers out early. Redundant all hands emails as the time draws closer will reinforce the value of the trips. Overnight liberty is a special request. Coordinate through Chain of command early on regarding which weekends will be available for overnight trips, and ensure troops have all of the necessary paperwork specified in the all hands emails.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: MWR	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: BU1(SCW) Brothers	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 MWR
(U) PHONE NUMBER: 314-727-1254	(U) E-MAIL ADDRESS: david.brothers@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Trips – Liberty Partners</p>	
(U) OBSERVATION: As mentioned before, advertise early. Many people want to take the trips, but often their normal liberty buddies do not.	
(U) DISCUSSION: It is important to clarify that anyone on the trip can be a liberty buddy with anyone else; however, under the liberty policy a distinct non-drinking peer leader has to be identified. For that reason, liberty parties must be clearly identified prior to trip departure. Self-guided tours typically see random individuals rather than whole cliques of friends in attendance. Troops going on these trips see them as a privilege that can easily be revoked.	
(U) RECOMMENDED: Hold a muster prior to commencement of each trip. Utilize this time to identify liberty parties and assign Non-Drinking Peer Leaders to each group that has not already done so.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: MWR	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: BU1(SCW) Brothers	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 MWR
(U) PHONE NUMBER: 314-727-1254	(U) E-MAIL ADDRESS: david.brothers@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Fundraising on NAVSTA Rota</p>	
(U) OBSERVATION: Fundraising requires approval from the Base Commanding Officer. Can be conducted with the use of a sponsor. Finding a sponsor requires strong people skills as some groups are more willing to support the Battalions than others. Each organization is only allowed 2 fundraisers per month.	
(U) DISCUSSION: The request to conduct fund raisers on NAVSTA Rota is a very lengthy process which requires a substantial amount of time and paperwork. All MWR personnel will need to be proactive if they wish to conduct fund raisers unsponsored. Knowing when other fund raisers are being conducted will help determine when each battalion should conduct their own. Typically each organization is allowed only 2 fund raisers per month. However, any sponsor can give up their two fund raisers to any other organization. Usually the sponsoring organization will want a percentage of the fundraisers to mitigate their own loss.	
(U) RECOMMENDED: Have all paperwork ready to go from day 1. Complete the package and submit to Main side MWR at the earliest opportunity. For food service fundraisers, use statistical data from special services to determine what and how much to buy. Set prices according to what the troops are willing to pay as a markup, and sales should flow very well. Do not bother trying to sell hamburgers at either movie theater. Hot dogs are the norm, and they do very well. So does popcorn and Nachos. Candy can be sold as high as a dollar, but do not exceed the cost of the vending machines. It is better to charge less than the vending machines depending on how much variety is available during the fund raiser.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: MWR	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: BU1(SCW) Brothers	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 MWR
(U) PHONE NUMBER: 314-727-1254	(U) E-MAIL ADDRESS: david.brothers@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Maintenance Projects</p>	
(U) OBSERVATION: During the course of the deployment, it will become necessary to perform maintenance on the MWR facility or to make improvements. To fund these projects requires cooperation from all of the Line Companies. For general repairs an ESR is all that is required	
(U) DISCUSSION: To fund maintenance projects it is necessary to generate an MCD. How Bravo prioritizes their MCDs will determine how and when action can be taken. The man-power typically assigned to the MWR staff is insufficient to complete many if any of the maintenance projects. It is necessary for the MWR staff to coordinate the repair efforts through each of the Line companies depending on the level of support required for each project. For immediate service actions, nothing more than a trouble call needs to be done.	
(U) RECOMMENDED: Identify needs early. Planning and estimating should be done by the MWR staff. Detailed sketches, coordinated ESRs, as well as completed Bills of Material by the MWR staff will speed up the process. Anything which requires Public Works support should be coordinated through Bravo Company. This prevents confusion and maintains the normal reporting procedures. Follow up regularly to ensure that MWR remains a priority.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: MWR	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: BU1(SCW) Brothers	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 MWR
(U) PHONE NUMBER: 314-727-1254	(U) E-MAIL ADDRESS: david.brothers@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Luxury Items</p>	
(U) OBSERVATION: The 22 nd Naval Construction Regiment is exceptionally supportive, and when the opportunity arises they will procure reasonable morale improvement purchases.	
(U) DISCUSSION: As with everything else, early planning and requesting of these items will ensure that they are received during the immediate deployment. Controllers break, video games wear out, etc. Determine what troops are actively engaging in prior to making your requests to ensure that limited funds are being well spent. Most purchases happen at the end of the fiscal year. Use funds sparingly throughout the year. Request big ticket items as October approaches	
(U) RECOMMENDED: Everyone in camp has ideas about what the Camp Czar should be spending the money on, and they will not hesitate to make requests. The MWR LPO should visit the regiment at least weekly to ensure that MWR remains the priority. Understand too that all items bought through the Regiment come out of camp maintenance funding, so ask early and ask often.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: MWR	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: BU1(SCW) Brothers	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 MWR
(U) PHONE NUMBER: 314-727-1254	(U) E-MAIL ADDRESS: david.brothers@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Gym Facility</p>	
(U) OBSERVATION: This facility is the hub of command morale. The facility has an approximate usage of 40% of the overall battalion and is subject to increase during inclement weather. The inability to support free weight usage has contributed to a decrease in morale	
(U) DISCUSSION: Having an unmanned gym in the camp is a privilege extended to us from the Base MWR fitness program. This facility is stocked only because of the MWR gym and all equipment provided falls under their supervision. A very good working relationship with the main side gym staff is critical to keeping this facility open. It is subject to inspection and closure at any time. Currently there are waivers submitted, but the process is slow and, even if approved, the facility is subject to random and annual inspections.	
(U) RECOMMENDED: If sufficient amounts of personnel are available, the best recommendation is to staff this facility full time. Having a watch stationed inside the building will not only help keep it clean but will provide the necessary safety observers to allow it to function as a manned gym, providing more opportunities for the troops.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: MWR	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: BU1(SCW) Brothers	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 MWR
(U) PHONE NUMBER: 314-727-1254	(U) E-MAIL ADDRESS: david.brothers@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Navy Movie Program</p>	
(U) OBSERVATION: A superior contributor to overall command morale. Troops will inquire and actively participate in movie programs, especially during the week. The theater will accommodate an adequate quantity of personnel. Requires routine maintenance monthly to ensure movies are returned and arrive on schedule.	
(U) DISCUSSION: The Navy Movie program is an independent organization separate from the Regiment. Because the Regiment is the permanent party, they are the primary recipients of the movies, and everything must be coordinated through them. Usually you will be notified when new movies arrive either by e-mail or by visit. It is very important that communication flow freely through the Regiment to ensure this privilege is protected, as the program can be revoked at any time.	
(U) RECOMMENDED: The 8 mm projectors are subject to wear in a very short time frame. Eventually the DVD program will replace the 8 mm's, but this will be a long term change. As the process takes place, expect both. Know that there are three 8 mm projectors in camp, but all of the movies are checked out through Special Services. Ensure that whoever is assigned this collateral is afforded the opportunity to perform their duties. Inventory and request is a slow process.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: MWR	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: BU1(SCW) Brothers	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 MWR
(U) PHONE NUMBER: 314-727-1254	(U) E-MAIL ADDRESS: david.brothers@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Chapel Services</p>	
(U) OBSERVATION: During inclement weather, divine services are typically held in the theater. When the theater is not available the multipurpose room will be utilized. This service, whether heavily attended or not, will affect command morale if it is not performed or accommodations are not made adequate.	
(U) DISCUSSION: The RP will typically arrive early to set up for divine services. It is a gesture of fellowship for the congregation to gather both before and after the service and commune. It is a custom of NMCB-5 MWR to ensure that there are suitable pastries and hot beverages to support this fellowship.	
(U) RECOMMENDED: MWR can easily support this service at minimal cost to special services. Hot cocoa is very inexpensive, and so is coffee. Purchasing an extra box or two will only cost about \$2.00. Styrofoam cups can be drawn from supply as needed, which will provide cups at no cost. The galley will provide a continental breakfast on PT days, provided this service is requested after turn over. Setting aside 4 to 6 muffins each PT day will typically be enough to provide for the fellowship, depending on the number of people in attendance.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: 3M	(U) DATE OBSERVED: 10 AUG 11 – 1 OCT 11
(U) SUBMITTER NAME: BMC(SW) Anderson	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DFT OPS
(U) PHONE NUMBER: 727-1619	(U) E-MAIL ADDRESS: jason.anderson@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">ESTABLISHED CONCTRACTS AND CONTRACTORS</p>	
(U) OBSERVATION: For the Force Revision we only received one disk for dating the 3M system, which also needed to be completed in HOA.	
(U) DISCUSSION: Need to email 22 NCR 3MC and get a second disk mailed to HOA for future Force Revisions.	
(U) RECOMMENDED: Emailed 22 NCR 3MC, and now it is set up that HOA will receive their own Force Revision disk every Quarter.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: 3M	(U) DATE OBSERVED: AUG 2011 – FEB 2012
(U) SUBMITTER NAME: BMC(SW) Anderson	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 3M
(U) PHONE NUMBER: 727-1619	(U) E-MAIL ADDRESS: jason.anderson@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">3M</p>	
(U) OBSERVATION: Dealing with MicroSNAP this deployment has been difficult due to the fact that if you don't keep the mouse moving or if you take a break the system will close itself, and you have to log on again.	
(U) DISCUSSION: We need to move on to a new system, which is OMS NG	
(U) RECOMMENDED: For now all users need to keep something heavy on one of the keys to keep MicroSNAP open and be able to complete their work in it.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: 3M	(U) DATE OBSERVED: AUG 2011 – FEB 2012
(U) SUBMITTER NAME: BMC(SW) Anderson	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 3M
(U) PHONE NUMBER: 727-1619	(U) E-MAIL ADDRESS: jason.anderson@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">3M</p>	
(U) OBSERVATION: With Dets spread out all over their AO, it is a difficult process to get reports in on time from HOA.	
(U) DISCUSSION: Setting up a separate UIC for 3M in HOA	
(U) RECOMMENDED: Establishing HOA with its own UIC for 3M would cut down on wasted time. This would make getting reports in on time a lot easier. The Battalion would have to split the 3MC and the 3MA between Rota, Spain and HOA. This would provide better oversight on the whole program. An alternative option would be to have the 3MC and 3MA make monthly trips to HOA to keep tabs on the program.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Supply Department	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Robert Kalloch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S4
(U) PHONE NUMBER: 314-727-1438	(U) E-MAIL ADDRESS: robert.kalloch@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Postal</p>	
(U) OBSERVATION: Early in deployment, the issue arose of delivering mail to Det Ghana without an active Post Office in the area to receive it.	
(U) DISCUSSION: Once we found out they do not have a postal facility on base in Ghana, we contacted our local post office for further guidance. An authorized Postal Representative recommended sending the mail as a regular shipment via DHL or FEDEX.	
(U) RECOMMENDED: Utilizing DHL to ship mail has worked flawlessly since then, ensuring Det Ghana’s mail is received safely and securely.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Supply Department	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Robert Kalloch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S4
(U) PHONE NUMBER: 314-727-1438	(U) E-MAIL ADDRESS: robert.kalloch@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">MRE/UGR Expiration</p>	
(U) OBSERVATION: The MREs & UGRs maintained by the previous Battalion expired the month after NMCB 5's arrival.	
(U) DISCUSSION: The Vet inspection and extension was left for NMCB 5 to coordinate, and once inspected it was found that the previous BN did not take the necessary steps to survey the damaged/infested MREs and UGRs. Once all MREs & UGRs were found to be unfit for human consumption it took a great deal of time and coordination between BN, DLA and Regiment to get food stores back up to the required level.	
(U) RECOMMENDED: If the expiration date is within 2 months of BN deployment/redeployment it should be the responsibility of the onsite BN to obtain an MRE & UGR life extension out to the maximum authorized date or the BN will be required to survey and dispose of it in its entirety. This will keep Det food requirements within good standing, as well as mission readiness.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Supply Department	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Robert Kalloch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S4
(U) PHONE NUMBER: 314-727-1438	(U) E-MAIL ADDRESS: robert.kalloch@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">MRE, UGR warehouse on Camp Mitchell</p>	
(U) OBSERVATION: Currently MREs & UGRs are housed at the pier warehouse shared with FISC Rota that also houses pier items.	
(U) DISCUSSION: We are not the only unit that is allowed access to the warehouse. The BN needs to coordinate visits to the warehouse with FISC to obtain the one key they have for the building. When inventories are completed the BN has to sometimes provide a forklift operator and forklift to move pallets around the small warehouse.	
(U) RECOMMENDED: The warehouse on Camp Mitchell in the Supply Yard designated for MREs & UGRs is currently empty and not being utilized due to rodent issues in the area. Convert this warehouse or the NCR warehouse to properly store BN MREs & UGRs per storage regulations stated within the P-486 Food Service Manual. This will provide better oversight of the MRE/UGR stock in a warehouse located on Camp Mitchell and ensure rodent infestation is no longer a problem moving forward. The need to renovate the warehouse on Camp Mitchell has been relayed to 22 NCR and they have the item for action.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Supply Department	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Robert Kalloch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S4
(U) PHONE NUMBER: 314-727-1438	(U) E-MAIL ADDRESS: robert.kalloch@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">MLO Material Acquisition Process</p>	
(U) OBSERVATION: When the Battalion comes up with a requirement that needs to be contracted it takes no less than 10-30 days to obtain the requested item due to solicitation process.	
(U) DISCUSSION: The process for material acquisition in Rota is much different than in most other MLO operations. This has the potential to cause delays in project start times and completion if individuals providing material inputs are unaware of the process.	
(U) RECOMMENDED: Ensure that the Battalion is aware of all long lead items and communicates their plans to the MLO office as soon as possible. Also ensure all other avenues of material procurement have been exhausted and/or researched (i.e. DLA, excess materials). Engage 22NCR and 1 NCD to release FY funds IOT execute required contracts as soon as possible.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Supply Department	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Robert Kalloch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S4
(U) PHONE NUMBER: 314-727-1438	(U) E-MAIL ADDRESS: robert.kalloch@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">STARS-FL</p>	
(U) OBSERVATION: STARS-FL is vital to operations here at Camp Mitchell due to the abundant number of continuing services and money value only transactions.	
(U) DISCUSSION: The Standard Accounting and Reporting System – Field Level (STARS-FL) is the official accounting system for the Navy. The system matches unit OPTAR obligation and actual expenditures, ensuring the proper amount of money is spent on the appropriate transaction.	
(U) RECOMMENDED: STARS-FL training would enable the Financial LS to know exactly when a charge is posted against a document number/obligation and the current balance of said document number. This is essential for recouping unused funds and differences. Common knowledge of STARS-FL would increase supply effectiveness, reduce rework, and possibly minimize unnecessary losses in funding.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Supply Department	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Robert Kalloch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S4
(U) PHONE NUMBER: 314-727-1438	(U) E-MAIL ADDRESS: robert.kalloch@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Detachment Requirements</p>	
(U) OBSERVATION: Lack of cold weather gear needed to deploy.	
(U) DISCUSSION: Members of a particular detachment site did not have the necessary cold weather gear required to deploy in support of their assigned operation.	
(U) RECOMMENDED: Without readily available cold weather gear, detachments lack the ability to deploy within 48 hours to any location within EUCOM. The situation was rectified by utilizing an Army Depot in Naples, Italy to issue the appropriate cold weather gear for our personnel. This created a logistical problem getting these troops into Italy to obtain this gear before continuing on to their detachment site. Appropriate guidelines for obtaining cold weather gear on short notice should be established prior to the start of deployment to ensure projects and troop movements are not delayed.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Supply Department	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Robert Kalloch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S4
(U) PHONE NUMBER: 314-727-1438	(U) E-MAIL ADDRESS: robert.kalloch@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">ARP Funding</p>	
(U) OBSERVATION: ARP requirements were difficult to maintain due to the lack of consistent funding.	
(U) DISCUSSION: Requirements funding was a constant issue in ARP. The reorder review process for stocking material was made more difficult because of this, often putting a time constraint on NC and NIS parts as well as effecting how many we could order.	
(U) RECOMMENDED: Maintain a close watch of what is being ordered and make sure there is an actual demand for the material and that the ATC is correct. Only 1's should be ordered for stock, and their demand should have more then 3 hits per month.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Supply Department	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Robert Kalloch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S4
(U) PHONE NUMBER: 314-727-1438	(U) E-MAIL ADDRESS: robert.kalloch@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Linen Contract</p>	
(U) OBSERVATION: 22NCR manages all berthing contracts WRT linen drop off/pick up in support of Camp Mitchell operations.	
(U) DISCUSSION: Two issues have arisen during our time on Camp Mitchell. During FY cross over the linen contract was halted for 2 weeks and increased the amount of dirty linen containers located at the pick up area. The second issue was related to the company bringing too much stock.	
(U) RECOMMENDED: Once boots are on ground and the incoming BN is settled the CSs need to look over the storage area to make sure there is neither an overflow of stock nor under stock of fresh linens. They will need to be in constant communication with 22NCR LPO to manage this effectively. Also during FY crossover there will be a lull in the time the contract will stop and start back up. Make the command aware so there will be no issues.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Communications/S6	(U) DATE OBSERVED: 5 AUG 11 – 25 JAN 12
(U) SUBMITTER NAME: LT Bunn	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S6
(U) PHONE NUMBER: DSN 727-1675	(U) E-MAIL ADDRESS: Brendan.bunn@eu.navy.mil
(U) TITLE of OBSERVATION: ABFC View	
(U) OBSERVATION: ABFC View does not have a detail component inventory list for the TDN and RDSAT.	
(U) DISCUSSION: In ABFC View, the TDN and RDSAT is listed as one whole system, ignoring some of the critical components that in themselves should be considered their own systems. We did not notice they were missing until we tried OPS testing the RDSAT/TDN, which extended our troubleshooting time.	
(U) RECOMMENDED: We started communicating to 1NCD about the issue. Recommend to continue following up with the 1NCD until resolution and accuracy of equipment accountability systems provide the proper metrics.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Communications/S6	(U) DATE OBSERVED: 5 AUG 11 – 25 JAN 12
(U) SUBMITTER NAME: LT Bunn	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S6
(U) PHONE NUMBER: DSN 727-1675	(U) E-MAIL ADDRESS: Brendan.bunn@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">ONE-NET Limitations</p>	
(U) OBSERVATION: Computer assets for the Battalion are limited to what is specifically funded and contracted with ONE-NET.	
(U) DISCUSSION: The limited quantity of computer assets to the Battalion continually conflicts with what the Battalion, companies, and departments recommend as necessary for current operations.	
(U) RECOMMENDED: Since this is a set limitation on which we have little to no input, proper dissemination of workstations across the Battalion needs careful planning and consideration. During turnover, recommend companies and departments submit independent proposals to Comms after Comms addresses ONE-NET asset movement constraints. Comms will take every department's recommendations into account and propose an overall plan. Finally, have company and department leadership meet to address the concerns of each other, realizing the sharing of computers with others will be necessary. Lastly, recommend final plan to COC for approval and execution.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Communications/S6	(U) DATE OBSERVED: 5 AUG 11 – 25 JAN 12
(U) SUBMITTER NAME: LT Bunn	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S6
(U) PHONE NUMBER: DSN 727-1675	(U) E-MAIL ADDRESS: Brendan.bunn@eu.navy.mil
(U) TITLE of OBSERVATION: Blackberry Phones	
(U) OBSERVATION: There are no ONE NET Blackberry phones available for the Command Suite.	
(U) DISCUSSION: ONE NET Blackberry phones are not available due to CTF-68 funding constraints and priorities. When we inquire, we are told that only pay grades O-6 and above are guaranteed a Blackberry phone, as well as those who have been grandfathered in (i.e. EOD).	
(U) RECOMMENDED: Recommend to continually check with CTF-68 on any future changes so Blackberry phones can be disseminated to Battalion leadership.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Communications/S6	(U) DATE OBSERVED: 5 AUG 11 – 25 JAN 12
(U) SUBMITTER NAME: LT Bunn	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S6
(U) PHONE NUMBER: DSN 727-1675	(U) E-MAIL ADDRESS: Brendan.bunn@eu.navy.mil
(U) TITLE of OBSERVATION: Unclassified External Hard Drives ONE NET Scans	
(U) OBSERVATION: We have to scan our external hard drives at NCTAMS, which is about 2.5 miles from Camp Mitchell.	
(U) DISCUSSION: The turnaround time for scanning external HDs for ONE NET access is about five working days at NCTAMS. The process for external HD accountability was proven to be deficient.	
(U) RECOMMENDED: Recommend keeping external HD use to a minimum to avoid reliance and reduce burdens. Push for all spaces to utilize Share Point as the primary sharing tool with the share drive as the alternate. For archiving files for records or for transfer/deployment, recommend utilizing DVDs, as they are more flexible in use.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Communications/S6	(U) DATE OBSERVED: 5 AUG 11 – 15 DEC 11
(U) SUBMITTER NAME: LT Bunn	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S6
(U) PHONE NUMBER: DSN 727-1675	(U) E-MAIL ADDRESS: Brendan.bunn@eu.navy.mil
(U) TITLE of OBSERVATION: External Hard Drives (SIPR/NIPR)	
(U) OBSERVATION: External hard drives were not properly accounted for, and data transfer regulations for 1NCD were not tracked	
(U) DISCUSSION: During the deployment, it was found that accountability for external hard drives was deficient, and adherence to the COMFIRSTNCDINST 2200.1 was not observed. This deficiency means SIPR data transfers to unaccounted for Secret external hard drives may not have been recorded or observed properly. Additionally, there was little visibility on who had possession of external hard drives.	
(U) RECOMMENDED: Recommend Secret hard drives (or any secret data transfer device) be kept to an absolute minimum and only be used for deployment and redeployment for OPS, S2, and Command Suite. The requirements of the 2200.1 are too great to not limit the availability of transfer devices. Additionally, all secret data transfer devices should be properly accounted for by the IT shop. If a department requires one on hand, they are required to have a TRA on staff to request 2200.1 exceptions and execute data transfers properly. Additionally, all external hard drives, regardless of classification, are AIS assets and are ultimately owned by the IT shop. Should anyone but the IT shop have one on hand, they are required to have properly documented custody of the device.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Safety Office	(U) DATE OBSERVED: 10 AUG 11 – 1 FEB 12
(U) SUBMITTER NAME: BUC(SCW) Scroggs	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DFT OPS
(U) PHONE NUMBER: DSN 551-1365	(U) E-MAIL ADDRESS: debra.scroggs@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">ESTABLISHED CONCTRACTS AND CONTRACTORS</p>	
(U) OBSERVATION: Not enough or inadequate safety gear on site.	
(U) DISCUSSION: Orders were placed by previous Battalion in place, but not yet on site.	
(U) RECOMMENDED: Have good communications with the on-site Battalion to make sure items have been ordered and are both on site and in good working condition upon arrival.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Safety Office	(U) DATE OBSERVED: 11 AUG11 – 07 FEB 12
(U) SUBMITTER NAME: BUC(SCW) Scroggs, D.L.	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5
(U) PHONE NUMBER: DSN 551-1365	(U) E-MAIL ADDRESS: debra.scroggs@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">EXPERIENCE LEVEL OF PERSONNEL</p>	
(U) OBSERVATION: Both Company and project Safety personnel lack construction experience.	
(U) DISCUSSION: I've found that the personnel that companies have identified as their Safety Reps and project Safety Petty Officers sometimes lack the experience and maturity to perform the Safety job.	
(U) RECOMMENDED: Companies need to identify persons with a little more project experience and maturity to enforce safety requirements. Safety is everyone's responsibility and should not be taken lightly.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Safety Office	(U) DATE OBSERVED: 11 AUG11 – 07 FEB 12
(U) SUBMITTER NAME: BUC(SCW) Scroggs, D.L.	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5
(U) PHONE NUMBER: DSN 551-1365	(U) E-MAIL ADDRESS: debra.scroggs@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">PROPERLY TRAINED PERSONNEL</p>	
(U) OBSERVATION: Many of the project personnel lacked the skill sets necessary for the tasking.	
(U) DISCUSSION: Some projects require some form of scaffolding, fall protection, or aerial man lift capabilities. I found that there are not nearly enough personnel with these skills, and that they, along with the NAVOSH Safety NEC 6021, are necessary when it comes to manning the detachment sites.	
(U) RECOMMENDED: The Companies need to ensure they identify any particular safety skills needed for each project, making sure to spread load these skills so that all projects are adequately covered. We also need to make sure we are utilizing all training opportunities by filling safety classes to capacity. We need to make sure that when we assign manning to any DET, we select a mature Safety Petty Officer with plenty of construction experience. It is a requirement that he or she have the 6021 NEC.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: X-1	(U) DATE OBSERVED: 15 Aug 11 – 03 FEB 12
(U) SUBMITTER NAME: Uvila, G.D.	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 Chaplain's Department
(U) PHONE NUMBER: DSN 727-1679	(U) E-MAIL ADDRESS: Gregory.uvila@eu.navy.mil
(U) TITLE of OBSERVATION: NMCB 5'S RMT	
(U) OBSERVATION: <ol style="list-style-type: none">1. RP currently does not have a "One Net" asset in the RMT office.2. COMRELS are difficult to plan, launch and execute as a guest on the Spanish base.3. Utilizing "Camp Mitchell MWR theatre" was a very positive decision and experience	
(U) DISCUSSION: <ol style="list-style-type: none">1. This has significantly impacted his administrative support of the RMT.2. Although this is difficult, the base CO is more open to doing COMRELS when they do not involve green gear and the "Red Tape" is minimal.3. Sound, lighting, video, are of good quality and easily utilized in the MWR theatre.	
(U) RECOMMENDED <ol style="list-style-type: none">1. Work with your S-6 shop and Supply to seek this critical change.2. Don't let this discourage you. This improved toward the end of deployment. Press through the "perceived paper trail difficulty". Formally writing to the base CO and Spanish Admiral wasn't as difficult as I perceived it to be.3. Leverage this asset.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: MEDICAL	(U) DATE OBSERVED: 5 AUG 11 – 02 FEB 12
(U) SUBMITTER NAME: LCDR BRUEHWILER	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 S6
(U) PHONE NUMBER: DSN 727-1757	(U) E-MAIL ADDRESS: timothy.bruehwiler@med.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Collaboration with Naval Hospital Rota</p>	
(U) OBSERVATION: It was a cumbersome process learning to interact with the hospital departments and how to check in with hospital staff when arriving in AO. The traditional way to check in is by having the proactive GMO go door to door to Credentialing, IT, and specialists like Urology.	
(U) DISCUSSION: An organized meet-and-greet with all the main hospital departments that interface with the Battalion would be helpful. Another idea would be to organize a scheduled tour of the hospital in which providers in Ortho, Urology, or Radiology could inform deployed providers about tests that are available here and lessons learned on how to place consults and schedule patients for appointments	
(U) RECOMMENDED: Thanks to CO NH Rota’s assistance, HMCS (Ret) Jesus Vitug will coordinate a semi-formal check-in process for all follow-on Battalion MOs. This will assist in NH Rota’s ethos of “Supporting the Deployed Seabee” by “pushing” information to the Battalion MO, setting the precedent from day 1 that the Battalion will be supported while in their AO.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: PAO	(U) DATE OBSERVED: 11 Aug 15 – 12 FEB 08
(U) SUBMITTER NAME: LTJG KIM	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 PAO
(U) PHONE NUMBER:	(U) E-MAIL ADDRESS: jonathan.j.kim1@navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">PAO reps in Company</p>	
(U) OBSERVATION: - PAO reps in certain companies did not have e-mail access, and some were hard to get in touch with.	
(U) DISCUSSION: - Due to not being able to reach certain PAO reps in certain companies, we were not able to get some stories or pictures from them.	
(U) RECOMMENDED: - Train company reps for their collateral duty. - Give individual company camera, so they do not have to continue signing out the camera with PAO. - Stick with the goal of submitting a certain amount of articles in a month. - Keep in touch with each of the Company reps for articles.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Ewing	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OPS
(U) PHONE NUMBER: DSN- 311-824-4218	(U) E-MAIL ADDRESS: jovaughn.ewing@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Berthing Space	
(U) OBSERVATION: Camp Lemonnier berthing capacity was reduced by 10% due to the placement of a Hazardous Explosive Arc Zone across the Foxtrot berthing where most of our troops were expected be assigned once available.	
(U) DISCUSSION: Currently the NMCB Det at Camp Lemonnier is the third largest unit on base. Several troops have to live in open area tents. The tents are not secured, have poor temperature control, and have low noise suppression to the several high decibel sounds that normal camp operations cause. The Containerized Living Units are 40ft x 8ft. All O3/E8 and below berthing are divided into two 16ft x 8ft sides. E1 – E6 quarters are dry CLUs and have between one and three people on each side. E7 and above stay in a tent or dry CLU until space is available in the dry or wet CLUs. Personnel are assigned an upgraded berthing space based on their time on deck at Camp Lemonnier.	
(U) RECOMMENDED: Make sparse living conditions and lack of space a part of your deployment plans. Have a location to store some PGI that is not used often and a plan to issue it in case it becomes required. Do not forget about these items if an individual leaves the area due to MEDEVAC or other reason.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Deunk	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 LOGISTICS
(U) PHONE NUMBER: DSN- 311-824-4021	(U) E-MAIL ADDRESS: nathan.deunk@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Bill of Materials	
<p>(U) OBSERVATION: CJTF-HOA Contingency Contracting Office and J4 have a greater difficulty understanding what the Seabees are trying to purchase than what Seabees are accustomed to when dealing with the Regiment. This increases already long procurement times and leads to the procurement of incorrect materials.</p>	
<p>(U) DISCUSSION: The Solar Panel component of Kontali School project required an inverter to convert DC battery power into AC power. The inverter was specified as a “1 ea. 5000 watt off Grid Pure Sine Wave Solar Inverter 12/24v to 220v AC output.” This specification, while correct, was incomplete, as the inverter required 50HZ output. The vendor provided a 120V/240V 60HZ inverter, which was not able to be used for the project.</p>	
<p>(U) RECOMMENDED: For any item that requires more than a few words to describe or is not intended to purchase a specific model number, such as the example above, a specification sheet (“cutsheet”) should be included with the BoM. These can be embedded in the spreadsheet, or an Internet hyperlink can be used. For simple items (e.g., “Metric hex nut, Stainless steel 18-8, 10mm x 1.5mm”) a complete nomenclature is sufficient; however, cutsheets exist for these items as well and should be considered for use.</p>	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LSSN Rehberg	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 Logistics
(U) PHONE NUMBER: DSN- 311-824-4402	(U) E-MAIL ADDRESS: brittany.rehberg@usaficom.mil
(U) TITLE of OBSERVATION: DEFENSE TRAVEL SYSTEM/GOVCC – Profile Information Validity	
<p>(U) OBSERVATION: NMCB 5 service members use DTS to make travel arrangements, as well as to process vouchers to claim authorized per diem. When service members do not update their personal profiles, including their personal and GOVCC account information, members may not receive their per diem, and their GOVCC accounts may become delinquent.</p>	
<p>(U) DISCUSSION: If a member does not have accurate financial information in their DTS profile, per diem payments will continue to be paid into the wrong account or may not be paid at all. If a member receives a new GOVCC without updating the information in DTS, it will cause unnecessary delays when arranging for TDY travel due to the invalid card information in the database.</p>	
<p>(U) RECOMMENDED: Leaders must reinforce that all service members keep their DTS profiles up to date at all times. When first enrolling in DTS, all members must create a profile within the system. This profile must include their bank account information, enabling them to receive per diem, and also their GOVCC information, enabling travel clerks to properly charge the members travel expenses. If this information changes at any time, the member needs to see a DTS clerk to update their information as soon as possible. Leaders must also ensure that their troops' GOVCCs will not expire during deployment and that the shipping address for their replacement card is that of their deployment location. This effort must not only happen during pre-deployment screenings, but must be maintained continuously throughout the homeport and deployment cycle.</p>	
<p align="center">CLASSIFICATION: UNCLASSIFIED</p>	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Deunk	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 Logistics
(U) PHONE NUMBER: DSN- 311-824-4021	(U) E-MAIL ADDRESS: nathan.deunk@usafricom.mil
(U) TITLE of OBSERVATION: Local Holidays, Holy Days, and Closing Times	
(U) OBSERVATION: Djibouti commercial establishments generally follow the Muslim calendar when deciding when to keep their businesses closed for the day. These days often come at the most inopportune times or will happen in close proximity to American holidays. In addition, most businesses do not operate between the hours of 1200-1600, or all day on Friday.	
(U) DISCUSSION: Friday is the day of the week when Muslims are called to attend “gathering prayer,” thus, most business do not open all day. Sometimes, additional holidays will interfere as well. 24Nov11 was Thanksgiving, causing the loss of one workday, and no material was delivered on Friday due to the day of prayer. DET HOA expected to be able to begin work on Saturday, 26Nov11, however, this was the Islamic New Year, causing business to be closed until Monday, 28Nov11.	
(U) RECOMMENDED: Check for Muslim holiday on the following website when planning the deployment calendar: http://www.worldtravelguide.net/djibouti/public-holidays Also, ensure project supervisors plan material requirements in advance to ensure the MLO yard contains the proper material to prevent work stoppage. Also, there are some industrial and construction supply companies that will deliver to the base on Friday, so ensure that the CLDJ FOO/Pay Agent know who these people are.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 08 DEC 11 – 14 DEC 11
(U) SUBMITTER NAME: IT1 Ha	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET S6
(U) PHONE NUMBER: DSN- 311-824-4079	(U) E-MAIL ADDRESS: Jaehwan.ha@hoa.usafricom.mil
(U) TITLE of OBSERVATION: IA Certification	
(U) OBSERVATION: If IA Certification was completed more than a year prior to the current date, the network administrators in HOA will disable the account of the individuals identified.	
(U) DISCUSSION: Two accounts have been disabled due to IA certification date issues.	
(U) RECOMMENDED: Make the IA training date a checklist item for personnel identified as DET HOA members.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: BU3 Matthews, Casey	(U) ORGANIZATION/OFFICE SYMBOL:
(U) PHONE NUMBER: DSN- 311-824-9440	(U) E-MAIL ADDRESS:
(U) TITLE of OBSERVATION: Material Delays and Quality	
<p>(U) OBSERVATION: Material provided by local contractors is not up to the same level of quality that Seabees are used to receiving in the United States. Speed of delivery is very slow, and quality of the materials is poor. Expected measurements of material are often not what are received. Difficulties encountered include: sulfates in the sand for concrete, mortar, and stucco; brittle, under-strength CMU block; and 2 x 4's that are warped and cut to actual dimensions instead of nominal.</p>	
<p>(U) DISCUSSION: Substandard building materials cause unforeseen delays in building due to the need to perform rework or wait for material to be re-procured from another vendor.</p>	
<p>(U) RECOMMENDED: Spend the time during the planning and estimating phase of your project to ensure that the important specifications are fully spelled out in the BOM so that vendors know what is expected. Keep that in mind that higher spec items will probably need to be sourced from outside the country of Djibouti and may take much more time to arrive, so do not schedule these items to be installed early in the construction process, and be sure to give ample time for delivery.</p>	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: HM2 Cooper	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OPS
(U) PHONE NUMBER: DSN- 311-824-4586	(U) E-MAIL ADDRESS: Jarrett.Cooper@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Medical Armed Forces Health Longitudinal Technology Application (AHLTA) Theater Remote Access	
(U) OBSERVATION: NMCB 5 currently has its own provider and corpsman stationed here on board Camp Lemonnier. Instead of having to send patients to EMF to see one of the providers to order medications and services at EMF, by us having remote AHLTA permissions, we can cut down on lost man hours.	
(U) DISCUSSION: Camp Lemonnier is on a shared network. If AHLTA is installed on the computers in the medical work space, we would be able to take better care of our patients and be more efficient in the process. This access will allow us to order medications, labs, and x-ray services from the Expeditionary Medical Facility and enable NMCB-5 corpsmen to start the AHLTA SOAP note from our location to provide a more time effective process for the busy Seabee work schedule.	
(U) RECOMMENDED: Install AHLTA on medical spaces computers to allow NMCB 5 Medical to be a more independent, efficient resource to better serve the Seabees.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: HM2 Cooper	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OPS
(U) PHONE NUMBER: DSN- 311-824-4586	(U) E-MAIL ADDRESS: Jarrett.Cooper@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Pre-Deployment Medical Screening	
(U) OBSERVATION: The capabilities of the Expeditionary Medical Facility are limited. Any patient that cannot be handled by the facility is then MEDEVAC'ed to Germany or the United States at the cost of the Battalion.	
<p>(U) DISCUSSION: There are NMCB 5 Seabees deployed to HOA that should not be in an area with limited medical care. Mental health care on base is minimal, with only one psychologist and two counselors, all located at the Fleet Family Support Center. If a specific case that comes up exceeds local capabilities, for example, needing a complete neurological exam, the patient must be flown out at the expense of the Battalion.</p> <p>There are also patients here that suffer from old muscular-skeletal injuries. Because of the work load and the limited physical therapy resources, these patients must often be put on light duty, losing man-days for the Battalion.</p>	
(U) RECOMMENDED: These patients with both mental and chronic physical illness need to be screened and should not be sent to an area with limited medical capabilities. Those patients that fit the criteria for medical separation due to days on limited duty or because of the limitations of certain deployment locations need to be identified and deemed "not suitable for worldwide service."	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: HM2 Cooper	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OPS
(U) PHONE NUMBER: DSN- 311-824-4586	(U) E-MAIL ADDRESS: Jarrett.Cooper@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Designated Medical Spaces	
<p>(U) OBSERVATION: Wait times at EMF can be long since most units do not bring their own medical components. Bringing patients directly to EMF to be seen for issues that can be taken care of in-house wastes time and man hours, directly affecting the projects we have in place. When Battalion Medical staff members screen patients prior to referral to EMF, it cuts down on those lost hours. However, when patients are screened and examined by battalion corpsmen, it is done in front of the other battalion members that occupy the ‘bullpen’ space.</p>	
<p>(U) DISCUSSION: NMCB 5 Medical is located in a common office area, known as the “Bullpen,” with four desks above the battalion’s administration office with no patient privacy. This may cause members to be reluctant to approach the corpsmen during working hours with personal or private concerns. Detachment Corpsmen are approached outside of battalion spaces and after working hours on a regular basis, and this may be a significant contributing factor. By instruction, medical records should be kept behind two locking doors. At this time, NMCB-5 is complying with the letter of the instruction, but the entire battalion has the code to one of the doors.</p>	
<p>(U) RECOMMENDED: A specific battalion space designated for medical. One way this could be achieved is by building a partition in the “Bullpen” for a patient examination room.</p>	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: EO1(SCW)HARR	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 LOGISTICS
(U) PHONE NUMBER: DSN- 311-824-4021	(U) E-MAIL ADDRESS: Joshua.harr@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Quality of Materials	
(U) OBSERVATION: Local vendors rarely stock materials with the level of quality that Americans are accustomed to using for construction.	
(U) DISCUSSION: All BoMs are procured through CJTF-HOA J4 or CJTF-HOA Contingency Contracting Officer, either from large MRO vendors (generally out of Dubai), or local vendors. Construction materials provided by local vendors often run into issues with quality control upon inspection or installation and are often too substandard to be utilized for any purpose. Other items can require another component to properly work, which is not explicitly identified by the vendor before leaving the shop with the purchased material, e.g., local paint often requires an additive to be mixed with the paint in order for the paint to dry when used.	
(U) RECOMMENDED: All deliveries must have Project QC representative present who must sign for the materials before they can be accepted by the government. MLO yard crew cannot be used as quality control, as most yard workers will not have the experience or knowledge of the project to properly evaluate material suitability.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: HM2 Cooper	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OPS
(U) PHONE NUMBER: DSN- 311-824-4586	(U) E-MAIL ADDRESS: Jarrett.Cooper@hoa.usafricom.mil
(U) TITLE of OBSERVATION: MWR Trips	
(U) OBSERVATION: The Cheetah/Wildlife Refuge is one of the more popular trips offered by the MWR Tours Office.	
(U) DISCUSSION: The only time these tours are offered is on Thursday or Saturday, days when the Seabees are usually working.	
(U) RECOMMENDED: Mr. Scott Johnson does private tours on Sunday afternoons at 1500 for \$20. He requires a one week advance notice to reserve a trip for a group of at least 10 people. Transportation can be requested through PAE at the work center office with the same advance notice requirements. Mr. Johnson can be contacted via email at Scott.M.Johnson@hoa.usafricom.mil.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LS2 Jared	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET HOA Logistics
(U) PHONE NUMBER: DSN- 311-824-4402	(U) E-MAIL ADDRESS: eric.jared@usafricom.mil
(U) TITLE of OBSERVATION: Printers and Cartridges	
(U) OBSERVATION: A large amount of the printer cartridges stocked in the Supply CSR container at turnover were for printers not currently utilized by the Battalion.	
(U) DISCUSSION: Seabees throughout HOA currently utilize 9 different models of printers, requiring a ready stock of over 20 models of cartridge. This increases inventory storage space, ordering workload, supply chain costs, and results in increased man-hours conducting inventory and stocking activities. The sheer variety of cartridges continues to cause wasted time at every step in the logistics process. These cartridges were collected in a tri-wall to await disposition.	
(U) RECOMMENDED: Standardize all printers to the same model currently used by the CJTF-HOA J6 office. This will reduce the amount of cartridges we are keeping in stock, ultimately save time and money, and ensure assistance is available if so required.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Deunk	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 Logistics
(U) PHONE NUMBER: DSN 311-824-4021	(U) E-MAIL ADDRESS: nathan.deunk@usafricom.mil
(U) TITLE of OBSERVATION: Project Supervisor Material Priorities	
(U) OBSERVATION: Due to geographical remoteness, shipping costs, unavailability of western-style building materials, and the current climate of Continuing Resolutions and early end-of-year financial closeouts, the ability to execute the procurement of an entire Bill of Materials in one single purchase request is often impossible. When no material priority list exists for a project, MLO is forced to guess at requirement priority, often forcing extended work stoppages when a project does not have required material, while MLO waits for new fiscal year funding.	
(U) DISCUSSION: Without a comprehensive list of required delivery dates or material priorities, MLO ordered Bills of Materials for two Humanitarian Civic Assistance projects with the goal of maximizing the amount of money used at the end of Fiscal Year 2011. Unfortunately, this meant that critical nails and screws were left off of the FY11 purchase. Since O&MN funds cannot legally purchase nails, and there were no nails available in excess, one of the clinics was forced to wait for funds distribution to continue work.	
(U) RECOMMENDED: Project supervisors should list all material in priority order with required delivery dates to ensure procurement of all required material for a particular phase of a project. Leadership should proactively remind CJTF-HOA J-34 that poor planning and changing of project requirements prior to fiscal year turnover on the part of the CJTF has previously caused extremely expensive mistakes, as rushed procurement leaves insufficient time for quality control of vendor quotes.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: LS2 Jared	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 Logistics
(U) PHONE NUMBER: DSN- 311-824-4402	(U) E-MAIL ADDRESS: eric.jared@usafricom.mil
(U) TITLE of OBSERVATION: Lead Time on Purchase Requests	
(U) OBSERVATION: CJTF-HOA J-8 and J-4 often have long processing times when ordering supplies. This processing time, along with long shipping times of materials being shipped from CONUS, can frustrate operations and project WIP.	
(U) DISCUSSION: Purchases are requested from J-4 and CCO via Purchase Request (PR) generated on a USMC web-based system called PRBuilder. This program has a steep learning curve and requires full knowledge of the PR Routing Matrix to track approval and purchasing status. Most PRs are routed via J-8 to J-4, again to J-8, and back to J-4 before procurement is completed. Due to high turnover in staff, requirements rarely stay consistent, causing many PRs to be rejected multiple times before final approval. This process can exceed one month of effort before materials are ordered.	
(U) RECOMMENDED: When planning project and O&M requirements, continually reinforce to project planners in the Battalion, as well as J-34, that projects require much longer lead times than are normally allowed for in the United States. This is especially true when project plans call for Western style material with stringent specification requirements. When J-34 pushes for shorter purchasing timelines from the Seabee Battalion, expensive mistakes are made, increasing both budget and timeline.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: SW1 (SCW) KING	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OPS
(U) PHONE NUMBER: DSN- 311-824-4586	(U) E-MAIL ADDRESS: Dewayne.King@usaficom.mil
(U) TITLE of OBSERVATION: PW/ Camp Maintenance	
(U) OBSERVATION: Public Works / Camp Maintenance Support has had issues in the past with customers requesting that Seabees begin work on requests prior to the provision of material or proper statements of work.	
(U) DISCUSSION: In the past, conflicts among various levels of the chain of command within a customer organization have resulted in rework and project delays that could have been avoided with proper planning. In addition, beginning construction prior to sufficient Class IV being available has caused managers to shuffle people between projects as material arrives on camp in small amounts.	
(U) RECOMMENDED: Proper written statements of work help prevent customer conflicts from affecting construction timelines and allow Operations to justify project delays when customers change a project's scope of work. Ensuring that at least 75% of material is on hand before projects begin construction allows for more efficient planning and reduced amounts of wasted labor.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 10 AUG 11 – 15 FEB 12
(U) SUBMITTER NAME: UT3 Moll, Jonathon	(U) ORGANIZATION/OFFICE SYMBOL:
(U) PHONE NUMBER: DSN- 311-824-9441	(U) E-MAIL ADDRESS: johnathan.moll@usaficom.mil
(U) TITLE of OBSERVATION: Food Ordering and Storage Space	
(U) OBSERVATION: Limited storage room for refrigerated food in Dikhil.	
(U) DISCUSSION: With limited storage, orders for food must be submitted more frequently to ensure adequate supplies are continually on hand.	
(U) RECOMMENDED: Ensure food preparation personnel conduct continuous inventories to rotate through food stocks and keep running totals of food supplies for weekly orders. Run weekly convoys rather than biweekly convoys, and utilize all available convoy space. Additionally, ensure menu schedules do not rely on a small selection of food so that personnel have options if stock of a certain ingredient runs low.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: AUG11-FEB12
(U) SUBMITTER NAME: CM3 COURETON	(U) ORGANIZATION/OFFICE SYMBOL: CTR
(U) PHONE NUMBER: DSN 311-824-4984	(U) E-MAIL ADDRESS: harlin.coureton@usaficom.mil
(U) TITLE of OBSERVATION: SMALL ENGINES	
(U) OBSERVATION: Small engines encounter numerous problems during regular use in the extreme climate of Djibouti, ranging from minor discrepancies to complete failure. These failures reduce available production time at project sites that require these tools to complete construction, affecting mission readiness.	
(U) DISCUSSION: Small engine parts required for repair are ordered through the CJTF-HOA supply chain. The most frequently encountered problems are minor in nature. However, if repair parts cannot be obtained in a timely manner or the small engine cannot be brought back to operable status, it is turned in to DRMO, and new small engines are ordered through the supply chain.	
(U) RECOMMENDED: Regular maintenance is critical for the proper operability of CTR small engines, as well as an efficient and proper turnover. In addition, proper and complete checks must be completed when small engines are being returned to CTR to ensure that follow-on project crews do not check out malfunctioning equipment. In addition, full rebuild kits must be stocked for each engine prior to the equipment malfunctioning.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 12 DEC – 17 DEC 2011
(U) SUBMITTER NAME: BU1 (SCW) MURRAY	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OPS
(U) PHONE NUMBER: DSN- 311-824-4586	(U) E-MAIL ADDRESS:
(U) TITLE of OBSERVATION: SOCCE Camp Support.	
(U) OBSERVATION: SOCCE camp support, material and funding shortfalls.	
(U) DISCUSSION: Funding of projects has been slow to arrive during the CRA period, and most projects are funded by NAVFAC in Naples, Italy. This has resulted in NMCB 5 SOCCE camp support running out of critical construction material. The customer has resorted to their forward deployed units to ship materials not being used at their location in order to support work at Camp Lemonnier, Djibouti.	
(U) RECOMMENDED: Plan and order material for camp projects as far in advance as possible, especially when crossing the fiscal year boundary. Encourage SOCCE to set aside space for a small Class IV yard, allowing materials to be ordered in advance of required delivery dates.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 08 DEC 11 – 14 DEC 11
(U) SUBMITTER NAME: IT1 Ha	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET S6
(U) PHONE NUMBER: DSN- 311-824-4079	(U) E-MAIL ADDRESS: Jaehwan.ha@hoa.usafricom.mil
(U) TITLE of OBSERVATION: TASSO Accounts	
(U) OBSERVATION: Terminal Area Security Officer (TASSO) accounts require DoD 8570 compliance in CJTF-HOA.	
(U) DISCUSSION: To receive a TASSO account in CJTF-HOA, the member must be in compliance with DoD 8570, including a minimum certification of Security Plus. Certification requirements cannot be waived.	
(U) RECOMMENDED: At least one member from S6 department must have Security Plus certification and be DoD 8570 compliant before arriving on deployment.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 5 DEC – 10 DEC 2011
(U) SUBMITTER NAME: BU1 (SCW) MURRAY	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OPS
(U) PHONE NUMBER: DSN- 311-824-4586	(U) E-MAIL ADDRESS:
(U) TITLE of OBSERVATION: TSAP Training Program	
(U) OBSERVATION: TSAP Training Program has been slow to take off in DET HOA, causing a large concentration of skill assessments to come at the end of deployment.	
(U) DISCUSSION: Training in regards to TSAP skills has been limited by lack of direction provided by the Battalion to the Detachment. Without sufficient guidance, project leaders are hesitant to spend a large amount time training personnel, due to the uncertainty of required retraining at a later date.	
(U) RECOMMENDED: Ensure that TSAP is integrated into deployment plans from the beginning, making sure that J34 and other customers know that a critical part of our deployment is the training of our troops to enable and retain higher quality construction abilities in the future.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 08 DEC 11 – 14 DEC 11
(U) SUBMITTER NAME: IT1 Ha	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET S6
(U) PHONE NUMBER: DSN- 311-824-4079	(U) E-MAIL ADDRESS: Jaehwan.ha@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Printers	
(U) OBSERVATION: SIPR account requests are often requested with little to no lead time before the required access date.	
(U) DISCUSSION: To obtain a NIPR or SIPR account in HOA, the IT shop must request the signature of the CJTF-HOA Security Manager. This process takes between 24 - 48 hours from request date to the activation of the account. In some cases, the IT shop can expedite the process, but expediting is up to the Security Manager and the CJTF-HOA Help Desk.	
(U) RECOMMENDED: Recommend that all SIPR/NIPR users be placed on a list with the types of accounts requested prior to deployment, and that the list be forwarded to the current on-deck Battalion for assistance, as well as sending at least one S6 shop individual on the AP flight to assist, so users already have accounts and appropriate access rights when they need to access CJTF-HOA network resources.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET HOA	(U) DATE OBSERVED: 30NOV11 – 7DEC11
(U) SUBMITTER NAME: BU3 ASPRER	(U) ORGANIZATION/OFFICE SYMBOL: CTR
(U) PHONE NUMBER: DSN- 311-824-4984	(U) E-MAIL ADDRESS: jazel.asprer@usafricom.mil
(U) TITLE of OBSERVATION: TOOL KIT INVENTORIES	
(U) OBSERVATION: Large numbers of incomplete tool kits were encountered both during and after turnover.	
(U) DISCUSSION: When a tool is broken or missing from a tool kit, a DD1250 is filled out to order a replacement and sent to Main Body for replacement through the Navy Supply System.	
(U) RECOMMENDED: Turnover schedules should allow sufficient time and manpower to conduct 100% inventory, ensuring that all missing items in tool kits are ordered prior to turn over. Verify all DD1250 requisition numbers to ensure validity and prevent redundancy in the procurement process. Do not accept partial inventories; assign manpower as necessary to accomplish this.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET SIGONELLA	(U) DATE OBSERVED: 10AUG11 – 15FEB12
(U) SUBMITTER NAME: LTJG BUELER	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET SIGONELLA OIC
(U) PHONE NUMBER: 624-2292	(U) E-MAIL ADDRESS: Lauren.bueler@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Detachment Vehicles</p>	
(U) OBSERVATION: Difficulties obtaining vehicles from Public Works for the Detachment	
(U) DISCUSSION: NMCB FIVE Det Sigonella arrived in Sig in the middle of Operation Unified Protector. The operation led to over-capacity of the base and very few vehicles available for the Det's use.	
(U) RECOMMENDED: Inventory Objective paperwork has been filled out to justify two vans for the Detachment's on and off base use. To obtain more vehicles for project support, the Detachment is to include a work vehicle on the Bill of Materials when submitting to PW. These vehicles are only used for travel related to the projects.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET SIGONELLA	(U) DATE OBSERVED: 10AUG11 – 15FEB12
(U) SUBMITTER NAME: LTJG BUELER	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET SIGONELLA OIC
(U) PHONE NUMBER: 624-2292	(U) E-MAIL ADDRESS: Lauren.bueler@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Detachment Phones</p>	
(U) OBSERVATION: Confusion when adding additional phone lines for the Detachment	
(U) DISCUSSION: PW provided NMCB 74, the previous Battalion, with their initial phones, and it was being funded by NAVFAC. All phones and comms assets are to be funded by the base, since this is who we are here to support.	
(U) RECOMMENDED: Work with the Base Communications office to fill out request forms if more phones are required. All phones (including cell phones) are to be paid for by the base using CNRE funds.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET SIGONELLA	(U) DATE OBSERVED: 10AUG11 – 15FEB12
(U) SUBMITTER NAME: LTJG BUELER	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET SIGONELLA OIC
(U) PHONE NUMBER: 624-2292	(U) E-MAIL ADDRESS: Lauren.bueler@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">CESE</p>	
(U) OBSERVATION: Difficult to obtain additional CESE to support the Det's mission.	
(U) DISCUSSION: The Det originally came to Sigonella to support camp maintenance of a 550 man Basic Expeditionary Airfield Resources (BEAR) tent camp in FY11. Additional tasking was assigned to the Det in the FY12 OPORD to complete projects that required additional CESE. It was difficult to obtain funding for the movement, and was unclear who was responsible for funding the shipment.	
(U) RECOMMENDED: Identify roles and responsibilities for future shipments.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET SIGONELLA	(U) DATE OBSERVED: 10AUG11 – 15FEB12
(U) SUBMITTER NAME: LTJG BUELER	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET SIGONELLA OIC
(U) PHONE NUMBER: 624-2292	(U) E-MAIL ADDRESS: Lauren.bueler@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Working Spaces</p>	
(U) OBSERVATION: Detachment had to move spaces due to an incoming Marine Detachment.	
(U) DISCUSSION: The Det had to move their assets and consolidate spaces due to not having a permanent space assigned to them.	
(U) RECOMMENDED: PW planning officer has added the Detachment to a space allocation memo that must be signed by the base CO. Recommend confirmation that this has been completed.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET SIGONELLA	(U) DATE OBSERVED: 10AUG11 – 15FEB12
(U) SUBMITTER NAME: LTJG BUELER	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET SIGONELLA OIC
(U) PHONE NUMBER: 624-2292	(U) E-MAIL ADDRESS: Lauren.bueler@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">SCM on OneNet Assets</p>	
(U) OBSERVATION: Currently there are 3 stand alone laptops that have SCM, and they are extremely outdated.	
(U) DISCUSSION: The SCM program is designed to send reports via internet. Having the management tool installed on the OneNet assets will make accessing and sending reports much easier.	
(U) RECOMMENDED: Install SCM with Microsoft Projects on all Det OneNet assets.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET SIGONELLA	(U) DATE OBSERVED: 10AUG11 – 15FEB12
(U) SUBMITTER NAME: LTJG BUELER	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET SIGONELLA OIC
(U) PHONE NUMBER: 624-2292	(U) E-MAIL ADDRESS: Lauren.bueler@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Funding for Office Supplies</p>	
(U) OBSERVATION: Due to strict government spending, Det had to network resources from other units.	
(U) DISCUSSION: Detachment has been tight on using and purchasing office supplies.	
(U) RECOMMENDED: Plan ahead all office supplies to pack for shipment with org gear or find available funding.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET SIGONELLA	(U) DATE OBSERVED: 10AUG11 – 15FEB12
(U) SUBMITTER NAME: LTJG BUELER	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET SIGONELLA OIC
(U) PHONE NUMBER: 624-2292	(U) E-MAIL ADDRESS: Lauren.bueler@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">Critical Roles</p>	
(U) OBSERVATION: Due to change of Det mission and amount of junior personnel filling critical roles, it was difficult to operate.	
(U) DISCUSSION: Current Det site does not have a 3M workcenter to track PMS and order parts for CESE.	
(U) RECOMMENDED: Plan ahead with assigned tasking according to OPORD and fill critical roles, i.e. 3M manager, QC, Safety, seasoned project supervisors, qualified SCM users, and separate Ops and Admin LPOs.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET SIGONELLA	(U) DATE OBSERVED: 10AUG11 – 15FEB12
(U) SUBMITTER NAME: LTJG BUELER	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET SIGONELLA OIC
(U) PHONE NUMBER: 624-2292	(U) E-MAIL ADDRESS: Lauren.bueler@eu.navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">No Air Conditioning in Det Spaces</p>	
(U) OBSERVATION: New Det spaces do not have Air Conditioning.	
(U) DISCUSSION: PW and the Marines who moved into Bldg 622 are to provide Air Conditioning prior to the summer months of 2012.	
(U) RECOMMENDED: Continue to remind key personnel in PW that this is to be completed prior to the start of summer (LT Flynn, CE2 Gross).	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Ghana	(U) DATE OBSERVED: 10 AUG 11 – 1 OCT 11
(U) SUBMITTER NAME: LT Kormanos	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OIC
(U) PHONE NUMBER: 603-490-0281	(U) E-MAIL ADDRESS: Alexander.kormanos@navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">VISA APPLICATION PROCESS</p>	
(U) OBSERVATION: Visa applications took an excessive amount of time and were held on to by the Ghanaian Embassy until further pressure was applied by both the State Department and the Battalion. PSD in Hueneme offered very little in the way of assistance for tracking and retrieving visas.	
(U) DISCUSSION: Visas can be applied for either through PSD or directly with the Ghanaian Embassy in Washington, DC. The process requires four applications available on the Ghanaian Embassy website, four passport photos, a signed official passport, a Letter of Invitation from the U.S. Embassy Accra, Ghana, and a pre-paid FEDEX envelope. The FEDEX envelope is vital, and the Ghanaian Embassy will not fund the return of passports and visas without it. The DET had their visas approved on 29 AUG 2011, but because the pre-paid FEDEX envelope wasn't supplied the visas were not returned until 18 SEP 2011. This caused the OIC to almost miss the PDSS.	
(U) RECOMMENDED: Apply for visas early and have your Letter of Invitation cite an earlier date than planned. Forward the visa application with a pre-paid FEDEX envelope. Highly recommend not using PSD, who are overwhelmed and under skilled at acquiring visas for DETs. It will be much harder if you introduce the middle man that is PSD. If you run into trouble having visas returned, utilize the Naval Support Unit, Arlington, Virginia, a.k.a. the "State Department" CEC billet. Their yeoman can locate visas within minutes of your request, but cannot return them since they are not the visa request originator.	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Ghana	(U) DATE OBSERVED: 10 AUG 11 – 1 OCT 11
(U) SUBMITTER NAME: LT Kormanos	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OIC
(U) PHONE NUMBER: 603-490-0281	(U) E-MAIL ADDRESS: Alexander.kormanos@navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">TPFDD</p>	
(U) OBSERVATION: Submission of a TPFDD 90 days prior to a sealift and 45 days prior to a military flight are required. Having to develop a CESE list and estimate container requirements prior to a design being available created a list based on assumptions, adding additional cube and weight that could have been saved.	
(U) DISCUSSION: The TPFDD was developed prior to the 95% design being available. This resulted in more CESE and containers than necessary. The Class I requirements were also changed to have water delivered locally in Ghana vice sea lifted from battalion stock in Rota. This saved a whole container. The TPFDD and container/CESE requirements came under heavy scrutiny due to fiscal constraints later on.	
(U) RECOMMENDED: TPFDD should be developed after designs of enough percent completion are available. These will allow the DET to properly plan CESE requirements. Any Class I requirements or Class IV for tent decking that can be procured locally in Ghana should be pursued to save sea lift money, which became a larger issue in FY12.	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Ghana	(U) DATE OBSERVED: 10 AUG 11 – 1 OCT 11
(U) SUBMITTER NAME: LT Kormanos	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OIC
(U) PHONE NUMBER: 603-490-0281	(U) E-MAIL ADDRESS: Alexander.kormanos@navy.mil
(U) TITLE of OBSERVATION: DFT TASKING PROCESS	
(U) OBSERVATION: DET Ghana was tasked with a MDA Operations Center building and formed on 17 JUN 2011. However, a 95 percent design was not provided until 1 AUG 2011, right before the Advanced Party pushed to Rota. This left the DET split to work on a P/E process and Bill of Materials. The solicitation for Class IV then fell right into FISC Naples' end-of-the-fiscal-year contracting ramp-up. There was excessive pushback to taking on an additional contract by FISC Naples.	
(U) DISCUSSION: DFTs utilizing ERC money should only be tasked if the following conditions are met: (1) Funding is in hand, (2) Designs are available, and (3) Host Nation/Embassy support is organized. Too often the battalion is left to do regimental planning requirements. The Battalion should function as the operating forces required to embark, camp setup, construction operations, and debark only. A joint NCR/NMCB PDSS is a must, but the heavy planning should not fall on the Battalion, as they lack the freedom of movement and DIRLAUTH to speak with CNE/CNA, EUCOM/AFRICOM in order to ensure the funding for sealift and ERC money for Class IV is available.	
(U) RECOMMENDED: Regimental planning staff should develop a checklist of requirements that must be met before tasking a battalion with an ERC project. The above three conditions of funding, 95% design or better available, host nation/embassy support must be met prior to tasking a battalion. This will ensure the battalion can be successful.	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Ghana	(U) DATE OBSERVED: 10 AUG 11 – 1 OCT 11
(U) SUBMITTER NAME: LT Kormanos	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OIC
(U) PHONE NUMBER: 603-490-0281	(U) E-MAIL ADDRESS: Alexander.kormanos@navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">INTERNATIONAL DRIVER’S LICENSES</p>	
(U) OBSERVATION: DET Ghana was required to drive organic CESE, i.e. HMMWV, MTRV Cargo, and MTRV Tractor on local roads. International Driver’s Licenses were not required but are highly encouraged by the Embassy.	
(U) DISCUSSION: The International Driver’s License was recommended by the Office of Security Cooperation, U.S. Embassy Accra, Ghana. Toll-free license plates were obtained for all prime mover CESE that was to be operated on local roads. In order to satisfy host nation concerns about U.S. drivers on Ghanaian roads, international driver’s licenses were obtained prior to departing PAX to Ghana. This ensured host nation concerns were met, which is critical since Ghana has no SOFA with the U.S. DOD.	
(U) RECOMMENDED: Pursue international driver’s licenses in homeport prior to departing to Rota, Spain, or while in Spain. This will increase flexibility in planning and may prevent serious issues in West African nations where a SOFA may not exist with the U.S. DOD.	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Ghana	(U) DATE OBSERVED: 15 NOV 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Kormanos	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OIC
(U) PHONE NUMBER: 603-490-0281	(U) E-MAIL ADDRESS: Alexander.kormanos@navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">PLANNING AND COORDINATION</p>	
(U) OBSERVATION: West Africa is notorious for not planning and coordinating efforts. Only the senior-most people in any organization have any authority to make decisions, and almost no power is delegated. Even the information to accomplish a task when transitioned to the actual operating forces will not be disseminated.	
(U) DISCUSSION: During the Advanced Party preparation for DP arrival, the DET OIC made contact with: the husbanding agent for the Class IV contract, several key figures for the port and terminal portions of the embarkation, and the Attaché to the NSC, the top military figure in the country. The unanimous story was that although the U.S. Embassy had forwarded and received DIPNOTE approval by the Government of Ghana, none of the personnel below the top leadership knew anything of the Seabees' arrival, sealift, etc. There are teams in the Ghanaian Navy just to assist with expediting movement through the airport. It is important to arrive early before commencing a mission.	
(U) RECOMMENDED: Spend more time on PDSS to West Africa, and have a small AP spend at least a week prior to the majority of a DET arriving. Personnel being on the ground will open up networking opportunities through the port authorities, customs, Ghana Armed Forces officers, and a variety of other organizations. Many problems will fix themselves as those personnel who are the key to expediting embarkation evolutions, contracts, etc. have not been informed of anything. If possible, liaison with them directly, early, and often. Remember that anyone below the rank of General or Admiral will probably not have signature authority.	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Ghana	(U) DATE OBSERVED: 15 NOV 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Kormanos	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OIC
(U) PHONE NUMBER: 603-490-0281	(U) E-MAIL ADDRESS: Alexander.kormanos@navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">USACE DESIGNS</p>	
(U) OBSERVATION: USACE provided a design for the MDA Operations Center based off largely American products and International Building Code design. The footer designs in particular called for 2.5 feet of select fill and a 2 foot wide strip footer with foundation walls connected to a 6" slab. The design was entirely over-designed.	
(U) DISCUSSION: The DET sent an RFI to Mr. Brian Ballweg, Project Manager at USACE, asking to reduce the foundation design to earthwork grade beams. The RFI was denied based on too little information; however, no test pit or soil samples of any kind were taken prior to the design. The foundation design was heavily overdesigned to the point where it was not economical and highly labor intensive. In conversations with LCDR Bagoniah and GAF Army Engineers, the local methods would have been to use earthform grade beams and pour a pad a few feet off the ground connected to foundation walls. The DET OIC who is a geotechnical engineer determined the soil was more than the 1.2 TSF soil listed in the design, probably more on the order of a Class A 2.0 TSF.	
(U) RECOMMENDED: Engineer teams inserted into Ghana should confer with local base Chief Technical Officer and GAF Army Engineers to determine local soil conditions and construction methods. A test pit should be dug by the host nation for the engineers to observe at the minimum; soil samples should be taken if at all possible. The more labor and duration time for construction that can be saved will greatly save on the costs for West Africa Seabee Details.	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Ghana	(U) DATE OBSERVED: 15 NOV 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Kormanos	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OIC
(U) PHONE NUMBER: 603-490-0281	(U) E-MAIL ADDRESS: Alexander.kormanos@navy.mil
(U) TITLE of OBSERVATION: GAF DELEGATION	
(U) OBSERVATION: Ghana Armed Forces do not believe in delegation and only high ranking officers hold any ability to make decisions. Information is seldom provided to the lower ranking personnel in order to carry out the actual decisions. Nothing is known by the troops until the last possible second.	
(U) DISCUSSION: In order to prevent DET operations from being held to a standstill a DET OIC has to prompt his or her GAF counterpart to deal with routine issues directly with his Chief or First Class Petty Officer. Simple things like refueling deliveries, water deliveries, small public works issues will occupy a lot of time of the DET OIC if he cannot convince his fellow GAF officers that his personal attention is not required on all matters.	
(U) RECOMMENDED: Explain U.S. Navy, especially Naval Construction Force, structure and operations. Stress the DET OIC is the decision maker for the Detail, but is not necessarily the one who will personally carry out operations. If there are no decisions to be made and routine operations are commencing, encourage GAF forces to work directly with the DET AOIC or OPS to accomplish tasking. If this is not done the DET OIC will run around handling every small matter from broken light bulbs to where the troops can eat and smoke.	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Ghana	(U) DATE OBSERVED: 15 NOV 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Kormanos	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OIC
(U) PHONE NUMBER: 603-490-0281	(U) E-MAIL ADDRESS: Alexander.kormanos@navy.mil
(U) TITLE of OBSERVATION: TPFDD AMENDMENTS	
(U) OBSERVATION: The U.S. DOD is notoriously poor at developing TPFDDs and applies lengthy timelines of 90 days for sealift and 45 days for airlift. However, only 30 days is required for either document to be programmed and funded. Amendments can be made to TPFDDs developed earlier and, if it saves tax payer dollars, should be encouraged. TPFDDs are entered into JOPES for spot bid, meaning no funding is secured at the time of bid, and nothing is binding until the cargo is actually finished moving. Therefore, changes are possible until cargo actually loads onto a ship or plane.	
(U) DISCUSSION: DET Ghana was not guaranteed a Door to Door move from Rota, Spain to Tema Naval Base until two weeks prior to leaving. Due to this, a MTRV Tractor Trailer combo, an extra MTRV Cargo, and some additional CESE was taken to maintain a robust transportation program, and to perform the port to door move. However, Ghana is a well developed country where port operations are a major source of revenue. The tractor trailer combo and the additional MTRV Cargo were not needed. However, CTF68, C6F, and NAVAF were dead set against TPFDD amendments of any kind. They considered the changing of any paperwork as an immediate re-establishment of the 30 day timeline.	
(U) RECOMMENDED: In this fiscally constrained environment, scrutinize CESE lists up until the last possible day of loading, and if a major portion of a mission changes, be prepared to change the TPFDD and fight for validation of the amendments.	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Ghana	(U) DATE OBSERVED: 15 NOV 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Kormanos	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OIC
(U) PHONE NUMBER: 603-490-0281	(U) E-MAIL ADDRESS: Alexander.kormanos@navy.mil
(U) TITLE of OBSERVATION: TEMA PORT AND GOLDEN JUBILEE TERMINAL	
(U) OBSERVATION: The Tema Port and Golden Jubilee Port Terminal are not automated in any way. All paperwork is manual, including customs clearance, port handling fees, etc. To take partial shipment requires a partial shipment letter to clear the port and terminal early. Time can be lost by a missing piece of gear and multiple Bills of Lading. The port is extremely confined and operations are not organized at all.	
(U) DISCUSSION: Multiple Bills of Lading allowed the Maersk liner to divide the overall DET Ghana shipment into two separate shipments. They later lost a container and then had three shipments. When the AP arrived at the port terminal expecting to move equipment it was 10 hours before all the paperwork was cleared, despite having a DIPNOTE for customs clearance, which was not provided to the Ministry of Customs ahead of time. 26 pieces of CESE and 4 containers were there on Monday 21NOV2011, but the CESE did not clear until 1800 to Tema Naval Base and the containers did not clear until 23NOV2011. Half a day was lost because the 55T Globe Trailer was lost for a day at the port, a piece of gear the DET did not need to bring.	
(U) RECOMMENDED: It is very important to minimize the amount of CESE and containers needed. Ensure everything is put on a single Bill of Lading so the sea lift company cannot separate the shipment at their leisure. This will reduce the headaches in the port, especially Tema, Ghana where nothing is automated and paperwork causes major delays clearing both customs and the port terminal itself.	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Ghana	(U) DATE OBSERVED: 15 NOV 11 – 15 FEB 12
(U) SUBMITTER NAME: LT Kormanos	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OIC
(U) PHONE NUMBER: 603-490-0281	(U) E-MAIL ADDRESS: Alexander.kormanos@navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">RENTAL EQUIPMENT</p>	
(U) OBSERVATION: The DOD budget environment has grown more fiscally restrained. STRATLIFT funds from TRANSCOM are especially hard to come by. With this in mind, it is important to examine both rental equipment and rental cars in Ghana. Plan on needing the equipment longer than you think, as materials may be delayed that are necessary for the equipment to be used, but on order, it is far cheaper to rent, and will streamline clearance of equipment through the port, and reduce PMS checks on the DET mechanic.	
(U) DISCUSSION: In particular, Dave Young, 22NCR recommended using two HMMWVs with Ghanaian temporary plates to drive from Tema Naval Base and the Embassy. However, these vehicles are far too wide and attract way too much attention from the locals. The costs of transporting a HMMWV by sea cannot be justified when a rental 8 pax van can be contracted for 3 months at \$130 USD per day, for a total of roughly \$12,000 with fuel and driver tips. This also allows the DET to retain a low profile.	
(U) RECOMMENDED: 22NCR are exercise planners, but not experts on any particular region in Africa. Rental construction equipment is available commercially in Ghana, and rental vehicles are far cheaper, safer, and draw less attention than any green gear. For the future of the NCF it is important to reduce costs as much as possible while maintaining capability and flexibility in planning.	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET JACKAL STONE	(U) DATE OBSERVED: 01 SEP 11 – 1 OCT 11
(U) SUBMITTER NAME: ENS DANIELS, D. M.	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OIC
(U) PHONE NUMBER: DSN	(U) E-MAIL ADDRESS: david.m.daniels@navy.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">PREDEPLOYMENT SITE SURVEY</p>	
(U) OBSERVATION: Vast difference between site survey report and actual facts on deck.	
(U) DISCUSSION: Bills of Material were off by quite a bit, and scope of work drifted. Also, initial PDSS was conducted by another Battalion and 22 NCR.	
(U) RECOMMENDED: Have a DET OIC and key billets from the Battalion that will do the work at the PDSS. The Battalion then can accurately plan the mission for using its own personnel to ensure desired material will be on site when its Detachment arrives. This also ensures that the desired equipment is brought to the site. SOCEUR has stated that they would gladly fund the trip to ensure mission success.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Negele	(U) DATE OBSERVED: 14 AUG 11 – 30 NOV 11
(U) SUBMITTER NAME: LTJG Gosch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DFT OPS
(U) PHONE NUMBER: DSN: N/A	(U) E-MAIL ADDRESS: brandongosch@gmail.com
(U) TITLE of OBSERVATION: <p style="text-align: center;">Travel: Excess Baggage Ethiopian Airways @ DJI</p>	
(U) OBSERVATION: Ethiopian Airways has a max checked baggage limit of 30 kg/pax. Excess baggage costs approximately \$40 USD per 5 kg of excess baggage. No credit card machine is available, but either USD or DJF can be used to pay. No ATM at airport	
(U) DISCUSSION: Additionally, no single item can be more than 50 kg.	
(U) RECOMMENDED: Weigh checked baggage prior to departing CLDJ for DJI. Bring enough cash to pay for excess baggage fees.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Negele	(U) DATE OBSERVED: 14 AUG 11 – 30 NOV 11
(U) SUBMITTER NAME: LTJG Gosch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DFT OPS
(U) PHONE NUMBER: DSN: N/A	(U) E-MAIL ADDRESS: brandongosch@gmail.com
(U) TITLE of OBSERVATION: <p style="text-align: center;">Travel: Credit Card Use in Ethiopia</p>	
(U) OBSERVATION: Very few institutions in Ethiopia, even in the largest city (Addis Ababa) have credit card facilities. ATMs often run out of money or fail to function. In rural areas such as Negele Borena and Adaba, no credit card or ATM facilities are available. Credit card network goes down often, so be prepared to pay for almost anything with cash.	
(U) DISCUSSION: Most banks will exchange USD into ETB. Western Union is an option for sending money, but an account should be set up prior to leaving CLDJ, and will require “snail mail” confirmation to activate the account. Navy Federal Credit Union members have Western Union transfers available to them, but setting up a Western Union account is the only way to use a GOVCC for wiring money. Western Union has a list of available locations; Negele Borena does have a functioning station.	
(U) RECOMMENDED: Bring enough cash for several days’ survival in Ethiopia (USD). Exchange USD into ETB at a bank.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Negele	(U) DATE OBSERVED: 14 AUG 11 – 30 NOV 11
(U) SUBMITTER NAME: LTJG Gosch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DFT OPS
(U) PHONE NUMBER: DSN: N/A	(U) E-MAIL ADDRESS: brandongosch@gmail.com
(U) TITLE of OBSERVATION: <p style="text-align: center;">Travel: Obtaining Money</p>	
(U) OBSERVATION: Ethiopia is primarily a cash economy. Finding cash is also difficult.	
(U) DISCUSSION: In the area south of Addis Ababa, the following cities have ATMs: Hawassa, Shashemene. However, the ATMs in those locations do not always function. See previous lesson learned regarding Western Union.	
(U) RECOMMENDED: Raise GOVCC cash advance limit to maximum; withdraw 2 months of hotel and food costs in advance. This will require approval from CJTF-HOA – the GOVCC APC will have to request the raising of the limit. Do this <i>before</i> leaving CLDJ.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Negele	(U) DATE OBSERVED: 14 AUG 11 – 30 NOV 11
(U) SUBMITTER NAME: LTJG Gosch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DFT OPS
(U) PHONE NUMBER: DSN: N/A	(U) E-MAIL ADDRESS: brandongosch@gmail.com
(U) TITLE of OBSERVATION: <p style="text-align: center;">Monetary Exchange- Leaving Ethiopia</p>	
(U) OBSERVATION: Only 200 ETB may be taken out of Ethiopia; all additional cash will be confiscated.	
(U) DISCUSSION: There is no SoFA that allows even the Pay Agent to take ETB out of Ethiopia. U.S. Embassy is only place to reliably exchange birr into USD, but follows both Ethiopian and U.S. holiday schedules.	
(U) RECOMMENDED: For all trips out of country, including reconciliations with FOO and Pay Agent, plan for 1 extra day to exchange ETB into USD. Check with Embassy staff for holiday schedule.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Negele	(U) DATE OBSERVED: 14 AUG 11 – 30 NOV 11
(U) SUBMITTER NAME: LTJG Gosch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DFT OPS
(U) PHONE NUMBER: DSN: N/A	(U) E-MAIL ADDRESS: brandongosch@gmail.com
(U) TITLE of OBSERVATION: <p style="text-align: center;">Comms</p>	
(U) OBSERVATION: Ethiopian internet and cell networks are likely the only communications available.	
(U) DISCUSSION: Internet sticks must be procured in Addis or Hawassa, and then taken to Ethiopia Telecom (ETC) for activation. Test internet stick at telecom (bring computer) before departing. Buy internet access cards in Addis, as they are of larger denomination than those found in Hawassa. Only a local cell phone (not a world phone) can be used to load the access codes onto an internet stick.	
(U) RECOMMENDED: Plan for limited, unsecure connectivity. Test.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Negele	(U) DATE OBSERVED: 14 AUG 11 – 30 NOV 11
(U) SUBMITTER NAME: LTJG Gosch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DFT OPS
(U) PHONE NUMBER: DSN: N/A	(U) E-MAIL ADDRESS: brandongosch@gmail.com
(U) TITLE of OBSERVATION: <p style="text-align: center;">NIPR Email, DTS and Other Computer Apps</p>	
(U) OBSERVATION: No government computers used for remote Det sites.	
(U) DISCUSSION: To process DTS travel claims and perform admin functions, CAC-enabled access is required. HOA Email access will not work at remote Det sites. Even though OWA is available, it does not work on Ethiopian internet, and if it did, when a user does not log in on a CLDJ computer every 30 days, the account is deactivated. Windows 7 requires no additional software for CAC reader support. XP requires a program like ActivClient.	
(U) RECOMMENDED: Provide standalone CAC reader for each det. Ensure that it works with personal computer of OIC/MC/AOIC prior to leaving CLDJ. Check access to BUPERS, MyPay, and, critically, DTS. Share email addresses. Take hardcopy of Det HOA phone and email list.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

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(U) OPEX NAME: DET Negele	(U) DATE OBSERVED: 14 AUG 11 – 30 NOV 11
(U) SUBMITTER NAME: LTJG Gosch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DFT OPS
(U) PHONE NUMBER: DSN: N/A	(U) E-MAIL ADDRESS: brandongosch@gmail.com
(U) TITLE of OBSERVATION: <p style="text-align: center;">Mail</p>	
(U) OBSERVATION: Mail is hard to get from CLDJ to Ethiopia	
(U) DISCUSSION: Talk to CCE.	
(U) RECOMMENDED: Use embassy mailing address – request from CCE. Must submit mail release form to LNO so they can pick your mail up from embassy post office. Request form from LNO.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

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LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Negele	(U) DATE OBSERVED: 14 AUG 11 – 30 NOV 11
(U) SUBMITTER NAME: LTJG Gosch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DFT OPS
(U) PHONE NUMBER: DSN: N/A	(U) E-MAIL ADDRESS: brandongosch@gmail.com
(U) TITLE of OBSERVATION: <p style="text-align: center;">Medical</p>	
(U) OBSERVATION: Independent Duty Corpsman (IDC) usually has more capabilities than local clinics. Food poisoning is common.	
(U) DISCUSSION: GI Pack is Gastro-intestinal pack with Pepto-Bismol, Immodium, and Cipro (for stomach issues such as food poisoning). EMF is Expeditionary Medical Facility at CLDJ.	
(U) RECOMMENDED: Safety must be paramount; Medevac is likely 4-8 hours away. Ensure all personnel get GI packs (from EMF) prior to leaving CLDJ.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

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LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Negele	(U) DATE OBSERVED: 14 AUG 11 – 30 NOV 11
(U) SUBMITTER NAME: LTJG Gosch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DFT OPS
(U) PHONE NUMBER: DSN: N/A	(U) E-MAIL ADDRESS: brandongosch@gmail.com
(U) TITLE of OBSERVATION: <p style="text-align: center;">General Notes</p>	
(U) OBSERVATION: As would be expected, logistics is a huge issue – there is hardly any logistical support available downrange. Proper planning is key. However, in Ethiopia, not much goes per plan, be it travel times, contractor delivery, material quality, etc. Expect the unexpected – Semper Gumby.	
(U) DISCUSSION: Personnel for remote detachments should be carefully selected. Those that are easily flustered or unable to rapidly adapt to changing conditions are liabilities, not assets. Of special importance are the FOO and Pay Agent, as they will be forced to travel the most and must be extremely resourceful in procuring tools/material, etc. A good FOO/Pay Agent team should be two personnel who get along well in difficult situations with which they are unfamiliar; interaction with locals is as much a part of the job as is keeping track of purchases. There is no readily available directory of businesses in Ethiopia; thus the only way to find people and things is to network with the local populace. An antisocial or impatient FOO/Pay Agent can kill productivity. Det Negele has been extremely successful in overcoming material and equipment shortages solely through the hard work of the FOO and Pay Agent.	
(U) RECOMMENDED: Pick all personnel carefully, but especially the FOO and Pay Agent. Expect things to go wrong, and have a team that focuses on solutions, not problems.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Negele	(U) DATE OBSERVED: 14 AUG 11 – 30 NOV 11
(U) SUBMITTER NAME: LTJG Gosch	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DFT OPS
(U) PHONE NUMBER: DSN: N/A	(U) E-MAIL ADDRESS: brandongosch@gmail.com
(U) TITLE of OBSERVATION: <p style="text-align: center;">Concrete Elevations</p>	
(U) OBSERVATION: Relying on elevations of the ground below concrete formwork is not reliable.	
(U) DISCUSSION: Detachment failed to verify elevations of concrete abutments and center pier for a 2-span Mabey-Johnson bridge prior to placing concrete. Result: elevations were wrong (middle pier higher than it should have been relative to the two ends). This was complicated by difficulties in borrowing adequate survey equipment from the local municipal administration. Fortunately, concrete cover on the middle pier was in excess of four inches, and chipping away part of the middle pier lowered the bridge bearings enough to set the bridge in place. However, this involved arduous manual chipping of concrete via hammer and chisel, requiring nearly a week of rework.	
(U) RECOMMENDED: Shoot elevations for concrete forms prior to placement.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Tanzania	(U) DATE OBSERVED: 08 DEC 11 – 14 DEC 11
(U) SUBMITTER NAME: EO1 Perez	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET Tanzania
(U) PHONE NUMBER: DSN- 311-824-4219	(U) E-MAIL ADDRESS: Mario.perez@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Downrange Communication	
(U) OBSERVATION: Coordination between the CJTF-HOA staff, CCE, CA Team, Tanzanian Defense Force, local government(s), and Ministry of Water was slow and imprecise.	
(U) DISCUSSION: World Cell Phone and Iridium Phone service and coverage were inconsistent, with poor reception, dropped calls, and no connection for most of the boots-on-ground time in Tanzania.	
(U) RECOMMENDED: Ensure all POCs are contacted prior to mission step-off and all contact methods are verified. In addition, ensure mission commander has full clarity of the limits and authorities commanded by each POC, as well as additional fall-back communication methods beyond cell/satcell service.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

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LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Tanzania	(U) DATE OBSERVED: 08 DEC 11 – 14 DEC 11
(U) SUBMITTER NAME: EO1 Perez	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET Tanzania
(U) PHONE NUMBER: DSN- 311-824-4219	(U) E-MAIL ADDRESS: Mario.perez@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Contract Driver Requirements	
(U) OBSERVATION: Djibouti is the only country in the CJTF-HOA AOR where service members are allowed to personally operate rented civilian vehicles. In all other countries, contract drivers must be hired to operate the rental vehicle(s).	
(U) DISCUSSION: Contract drivers were not an anticipated requirement for DET Tanzania, since Tanzania is not a country typically visited by Seabees deployed to this AOR. Since no planning or coordination for this driver was performed in advance, Det personnel had to pay out of pocket for a contract driver through the hotel, at a cost of \$250.	
(U) RECOMMENDED: Ensure each mission commander has a full brief from personnel experienced in operating in the relevant countries. Ensure detail has a responsible FOO and Pay Agent with sufficient funds available for mission changes that may occur.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Tanzania	(U) DATE OBSERVED: 08 DEC 11 – 14 DEC 11
(U) SUBMITTER NAME: EO1 Perez	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET Tanzania
(U) PHONE NUMBER: DSN- 311-824-4219	(U) E-MAIL ADDRESS: Mario.perez@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Air Travel	
(U) OBSERVATION: <ul style="list-style-type: none"> • Air Travel. • CCE Phone Numbers. • Blue Force Tracker. • Departing Zanzibar 	
(U) DISCUSSION: <ol style="list-style-type: none"> 1 Departing DJ was not a problem; we stopped in Addis Ababa, Ethiopia, where we were not allowed off the plane. We departed Addis Ababa for Nairobi, Kenya. Nairobi is where we were held up. Kenya Airways had double booked our flight to Zanzibar, so the airlines had provided all seven personnel a hotel room, dinner for the night, a ride back to and from the hotel to the airport, all free of charge. I immediately contacted the JOC and my command for direction; however, the communication of the Iridium and World phone signal was in and out, making it extremely frustrating to effectively communicate the situation. My team stayed overnight and departed Nairobi the next day and proceeded on with no issue. 2 The JOC directed me to call the CCE of Nairobi for approval to stay overnight in this country. This is one phone number I did not have, and the JOC could not produce the number either. 3 Kenya Airways at DJ made my team stow our BFTs in the checked baggage. I attempted to place them in my carry-on but the airline would not accept it to travel this way. To my understanding this is the first time anyone has attempted to take a BFT to this country. 4 Keep to your schedule, and allow time to process out of the hotel and into the airport. The last flight leaves Zanzibar at 1645. Do not rush, for it will only cause headaches and DTS pay issues if you have to cancel a ticket. It is better to keep to your allotted travel time. 	
(U) RECOMMENDED: <ol style="list-style-type: none"> 1 Ensure you have a backup plan in case your flights get canceled or double booked. Ensure you are staying at an Embassy approved hotel. 2 Obtain every CCE phone number to the countries you will be traveling through prior to departing DJ. 3 Ensure you get a name of the person telling you to check this into checked baggage. Ask the J6 department the CCIR for this piece of equipment. 4 Do not rush; this is Africa, and nothing is done in a hurry. 	
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Lessons Learned

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LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Tanzania	(U) DATE OBSERVED: 08 DEC 11 – 14 DEC 11
(U) SUBMITTER NAME: EO1 Perez	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET Tanzania
(U) PHONE NUMBER: DSN- 311-824-4219	(U) E-MAIL ADDRESS: Mario.perez@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Construction Materials	
(U) OBSERVATION: <ul style="list-style-type: none"> • Construction Materials • Material Delivery • Water • Tools 	
(U) DISCUSSION: <ol style="list-style-type: none"> 5 Construction materials were hard to find. The island does not have a parts warehouse store, and we had to improvise and make what we were able to get work. There is no lumber mill and the wood we were getting varied in rough cut length and thickness, from ¼” to 2” difference. This was acceptable for the type of work we were performing, however for a big scale project involving lumber, be advised it can be a problem. 6 Material delivery was late. The vendor would say it will show up on the jobsite at 0900, but it would not actually make it to the jobsite until four to five hours later. 7 Water had to be coordinated through the village elders. The MCAT team paid for water using their FOO agent. This should be one of your key concerns if you plan on placing concrete. There are no concrete mixing trucks on the island and you will have to mix concrete in a mixer. 8 We brought an Army carpenter’s kit along with a few other battery operated tools. We were able to charge the batteries at the hotel at the end of each day. Bring hand tools for the obvious reasons that the batteries will die. We were teaching the TPDF how to use the power tools, and the batteries did not last a full hour. With a trained person using the tools, they lasted an entire 8 hour shift. 	
(U) RECOMMENDED: <ol style="list-style-type: none"> 1 Before buying any materials spend two weeks prior to construction starting to visit vendors. 2 Allow yourself enough time for delays that occur often. 3 Coordinate during your site survey. Formulate questions you may have prior to arrival to the country. 4 Recharge batteries every night at the hotel. Bring your own converter. Bring hand tools as a backup. 	
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Lessons Learned

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LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Tanzania	(U) DATE OBSERVED: 08 DEC 11 – 14 DEC 11
(U) SUBMITTER NAME: EO1 Perez	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET Tanzania
(U) PHONE NUMBER: DSN- 311-824-4219	(U) E-MAIL ADDRESS: Mario.perez@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Preliminary planning guidance	
<p>(U) OBSERVATION:</p> <ul style="list-style-type: none"> • Coordination. • Unknown Factors. • Tanzania Government. • World Cell Phone and Iridium Phone. • Contract Driver. • Field Ordering Officer/Pay Agent. 	
<p>(U) DISCUSSION: Ensure each mission detail has a responsible FOO and PA in order to be prepared for mission changes that may occur.</p> <p>9 Coordination between the CJTF-HOA staff, CCE, CA Team, TPDF, local government, and Ministry of water was slow and inconsistent.</p> <p>10 Unknown factors – Who do we communicate to in the field?</p> <p>11 The Tanzanian government doesn’t allow U.S. service members to wear their service uniforms in country. This added to our team the stress of getting approval and funds authorization to purchase civilian clothes for the mission.</p> <p>12 World cell phone and iridium phone – Service was inconsistent with poor reception, dropped calls, and no connection most of the time.</p> <p>13 Contract driver – It was suggested that we use the driver the hotel provided (gallery tours) because they accepted a credit card. Det personnel had to pay for a contract driver through the hotel, which costs \$250.00.</p> <p>14 Field Ordering Officer/Pay Agent – If we had a FOO and PA we could have procured a contract driver for a lower price and also rented whatever incidental tools may have been needed. We were limited on allowable weight for our tools; if we had a FOO/PA we could have rented some things locally, which would already have met the local power specifications.</p>	
<p>(U) RECOMMENDED:</p> <p>5 Read all email traffic, ask questions, and use one centralized person to receive information from.</p> <p>6 We did not know who we would be working with until the week of. Ensure active communication for both parties involved.</p> <p>7 We ran paperwork authorizing the U.S. Government to provide a clothing allowance. Clothes were purchased locally.</p> <p>8 Do not give up on the phones. Keep troubleshooting the problem. Use in an open area.</p> <p>9 Set the standard early; do not accept overbilling from the company.</p> <p>10 We used an MCAT pay agent, which worked out well; however, when it comes to paying for the contract driver, this would have helped.</p>	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

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LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Tanzania	(U) DATE OBSERVED: 08 DEC 11 – 14 DEC 11
(U) SUBMITTER NAME: EO1 Perez	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET Tanzania
(U) PHONE NUMBER: DSN- 311-824-4219	(U) E-MAIL ADDRESS: Mario.perez@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Preliminary planning guidance	
(U) OBSERVATION: <ul style="list-style-type: none"> • Coordination between the CJTF-HOA staff, CCE, CA Team, TPDF, local government, and Ministry of Water was slow and obtuse. • Unknown factors – Who do we communicate to in the field? • The Tanzanian government does not allow U.S. service members to wear their service uniforms in country. • World cell phone and iridium phone – Service was inconsistent with poor reception, dropped calls, and no connection most of the time. • Contract driver - not planned or coordinated ahead of time. • Field Ordering Officer/Pay Agent – detachment did not have this capability. 	
(U) DISCUSSION: <ol style="list-style-type: none"> 1. Getting multiple teams on the same page was extremely difficult. 2. Coordination in the field was hectic, Pre-arranged points of contact were not set up. 3. No advance warning was given regarding the uniform requirement. This put additional stress on our team to get approval and the funds authorization to purchase civilian clothes for the mission. 4. Cell phones, and even satellite (Iridium) phones, have sporadic service in Africa. 5. Det personnel had to pay for a contract driver through the hotel, which cost \$250.00. 6. Without FOO/Pay Agent, there is no way to rent incidental tools or pay for misc operating expenses (such as fuel). Instead, detachment was limited as far as allowable weight for tools 	
(U) RECOMMENDED: <ol style="list-style-type: none"> 1. Force coordination. Establish a lead team for an MCAT mission, and hold that team accountable for the coordination and communication between the other teams. 2. Prior to going in-country, establish POCs and identify their purpose/place in the mission; make teams aware of required updates, etc. 3. Brief incoming units (such as construction battalions) of Tanzanian uniform restrictions. Do the same for other countries with similar restrictions. 4. Brief both downrange and CJTF-HOA main body personnel on communications issues. Make all parties aware of the limitations of wireless communications in remote parts of Africa. 5. Arrange vehicle/driver contracts prior to departure for destination country. 6. Ensure each mission detail has a responsible FOO and PA in order to be prepared for mission changes that may occur. 	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Tanzania	(U) DATE OBSERVED: 08 DEC 11 – 14 DEC 11
(U) SUBMITTER NAME: EO1 Perez	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET Tanzania
(U) PHONE NUMBER: DSN- 311-824-4219	(U) E-MAIL ADDRESS: Mario.perez@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Local Interaction	
(U) OBSERVATION: <ul style="list-style-type: none">• Local Interaction	
(U) DISCUSSION: <p>15 Local interaction went very well; we did not have on site security. My team felt very safe traveling through Zanzibar. We were asked questions by the TPDF about family, the USA way of life, the Zanzibar way of life, HIV, malaria, Google, marriage, jobs, militaries, etc. My team felt very comfortable answering questions or asking questions we might have had. We played soccer with the TPDF and their children, which brought a lot of kids to interact with us. When going to the market or walking around in Stone Town, everyone is a businessman; someone is always trying to sell you something.</p>	
(U) RECOMMENDED: <p>1 Be outgoing and try new things. Do not talk about how dirty the country may be. Use common sense.</p>	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: Det Dikhil	(U) DATE OBSERVED: 10 AUG 11 – 15 Feb 12
(U) SUBMITTER NAME: BUC(SCW) Genereux	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 Det Dikhil OIC
(U) PHONE NUMBER: DSN 311-824-9441	(U) E-MAIL ADDRESS: keith.genereux@usafricom.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">LOGISTICS and PREPARATION</p>	
(U) OBSERVATION: Due to the extremely long lead time required on the most mundane construction materials, excessive delays in project execution are common.	
(U) DISCUSSION: Incorrectly ordered materials and slow contracting efforts have caused lengthy delays in project execution. Unsuitable substitutions due to non-availability of some items on the PMSR could cause dramatic problems for correct execution.	
(U) RECOMMENDED: Purposefully perform preparatory and initial QC inspections early enough to catch and repair any material shortfalls. Constant communication with MLO is a must. Ensure the Project Supervisor and Crewleader are planning 2 weeks out for the materials on hand and even farther out for items still on order.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Dire Dawa	(U) DATE OBSERVED: 30 SEP 11 – 1 OCT 11
(U) SUBMITTER NAME: CMC Beltramo	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET Dire Dawa
(U) PHONE NUMBER: DSN 311-824-9312	(U) E-MAIL ADDRESS: Christian.beltramo@usaficom.mil
(U) TITLE of OBSERVATION: <p style="text-align: center;">TIMELINE OF RESUPPLY</p>	
(U) OBSERVATION: Timeline involving resupply from DJ can take much longer than previously expected.	
(U) DISCUSSION: Due to reduced number of flex flights, the possible cancelation of flex flights and the decreased ability of CESE to safely navigate the road to the border, planning of repair parts and supplies must be pushed to DJ months in advance to maintain continuity.	
(U) RECOMMENDED: Use a contract company to quickly and safely transport short fused items and supplies to Dire Dawa, Ethiopia, eliminating the need to use aircraft and CESE. This will extend the longevity of the equipment from the harsh road conditions.	
CLASSIFICATION: UNCLASSIFIED	

Lessons Learned

CLASSIFICATION: UNCLASSIFIED	
LESSONS LEARNED SUBMISSION WORKSHEET	
(U) OPEX NAME: DET Manda Bay, Kenya	(U) DATE OBSERVED: 10 AUG 11 – 25 FEB 12
(U) SUBMITTER NAME: EOC(SCW) McGaha	(U) ORGANIZATION/OFFICE SYMBOL: NMCB 5 DET OPS
(U) PHONE NUMBER: DSN- 311-824-9899	(U) E-MAIL ADDRESS: Robert.mcgaha@hoa.usafricom.mil
(U) TITLE of OBSERVATION: Security	
(U) OBSERVATION: Camp Simba conducted no planning for escalated FPCON prior to the immediate need arising.	
(U) DISCUSSION: When local threat conditions and pressures forced an upgrade in the FPCON, the base OIC immediately required weapons to be carried by Seabees when weapons had previously not been required at all. Seabees are now required to have weapons available in case our personnel are needed to assist with inner camp security during threat condition escalations. Camp Simba currently is in steady-state FPCON Charlie.	
(U) RECOMMENDED: Transport weapons with Detachment personnel deploying to Camp Simba.	
CLASSIFICATION: UNCLASSIFIED	

NMCB 5
EUCOM / AFRICOM 2011-2012
**WE BUILD
WE FIGHT**

**MARITIME
STRATEGY
OPERATIONS**

**DETERRENCE
WAR
FIGHTING**

**CRISIS
RESPONSE**

**APPENDIX II
SIPR REPORT**

PROJECT SUMMARY

Det ONE

Project Purpose: Included on SIPR Report*

Location: Included on SIPR Report*

Project(s): Included on SIPR Report*

***Report Available as NMCB 5 SIPR www.portal.navy.smil.mil**

