



NMCB SEVEN



OPERATION IRAQI FREEDOM

17 March 2003 – 09 October 2003



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S3

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To: Commander, TWENTY SECOND Naval Construction Regiment

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Encl: (1) NMCB SEVEN After Action Report for OPERATION IRAQI FREEDOM

1. Enclosure (1) is forwarded per reference (a).
2. NMCB SEVEN deployed to Southwest Asia from 17 March 2003 to 07 October 2003, with deployments for training deployed to St. Croix, Virgin Islands, and Pohnpei, F.S.M.

B.J. MUILENBURG

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CHAPTER I

EXECUTIVE SUMMARY

Administration/Personnel

The NMCB SEVEN Administration Department overcame scarce ADP assets and difficult communications to maintain a high performance level during this contingency deployment. Administration processed 66 O-5 and below Fitness Reports, 218 E-5 evaluations, 75 Seabee Combat Warfare qualification letters and certificates, over 250 End of Deployment awards, and performed numerous award ceremonies

The Personnel Department processed 108 check-ins, prepared 27 reenlistment contracts and appropriate service record entries, transferred a total of 121 personnel to either a PCS duty station, Fleet Reserve or Separation Activity for processing, and advanced a total of 36 personnel. Additionally, they coordinated all advancement examination requirements for the March and September 2003 Navy-wide Advancement Examination's 300 participants. The Personnel Department processed 75 E-4 Evaluations and 160 E3 and below Evaluations. They completed over 305 service record entries for various awards and qualifications. During the deployment Personnel also coordinated the flights for 80 personnel back to homeport for PCS Transfer, separation, and emergency leave.

Embarkation

NMCB SEVEN was conducting a field exercise in the woods of central Mississippi in late February when they got the call to prepare for deployment to Southwest Asia. With less than 3 weeks until the departure of the Advanced Party, the Embark organization rapidly responded to complete all preparations to ensure an extremely successful embarkation. They followed by embarking the Main Body only 2 days later and the Delayed Party shortly thereafter. The flawless embarkation of the entire battalion 3 months earlier than scheduled with only 3 weeks notice was a testimonial to the outstanding capability of NMCB SEVEN Embark

Throughout the deployment, Embark was key to NMCB SEVEN's success, effectively executing convoys throughout Kuwait and Iraq in support of multiple I MEG units. Embark coordinated proper preparations, including security and communications assets and procedures, to ensure the safety of personnel operating convoys in a contingency environment.

NMCB SEVEN Embark ultimately took over all embarkation responsibilities for I MEG, successfully embarking back to CONUS the CESE, TOA and personnel from multiple NCF units. Embark's outstanding performance was key to the successful completion of OPERATION IRAQI FREEDOM.

Operations

Constructing roads through the desert at Camp Fox and throughout Iraq, supporting the Marines in theater, jointly constructing the longest ever NCF Mabey-Johnson span bridge, drilling a 900-foot well in Iraq, relieving as I MEG and completing over one third of the NCF retrograde—NMCB SEVEN's accomplishments during their 2003 Southwest Asia Deployment speak for themselves. The crown jewel of the deployment, however, was without a doubt the humanitarian construction executed in An Nasiriyah and Ad Diwaniyah, Iraq. This volume of construction was extraordinary and the innovative methods will define future NCF doctrine. The impact to OPERATION IRAQI FREEDOM was huge, significantly contributing to winning the peace in southern Iraq.

NMCB SEVEN moved into Iraq on 2 April. Major combat operations ended sooner than expected and the focus soon shifted to the challenging battle to win the peace. It was here that NMCB SEVEN really made its mark, starting in war-torn and battle-scarred An Nasiriyah on 14 April. The city of An Nasiriyah was the site of some of the heaviest fighting of the war. This war damage, coupled with years of facility neglect and looting, left the city in need of extensive reconstruction. While others talked about the need to rebuild Iraq's infrastructure, the Seabees from SEVEN were already on the job working, not discouraged by a complete lack of materials and project funding. These resourceful Seabees showed what their "Can Do" motto really means. By using parts cannibalized from hopelessly damaged power generators to repair only severely damaged generators, they restored power to key facilities such as the Maternity Hospital. They scavenged materials and fabricated the parts necessary to repair an artillery hole in the roof and restore the water supply for this hospital. One of the most urgent missions in the city was the restoration of the domestic water system. NMCB SEVEN fabricated the parts and completed repairs to Water Plant #3, one of the most significantly damaged and most critical water treatment plants in An Nasiriyah. They repaired the electrical and squalid plumbing and sanitation systems of the city's only orphanage, two schools and a medical clinic. This humanitarian construction effort of restoring basic infrastructure during critical early weeks after combat operations was key to the health and welfare of the civilian population in the city of An Nasiriyah. The Seabees from SEVEN truly understood the IMEF Engineer Group (MEG) Commander's guidance to "Be Bold," and they were just getting started.

By May, NMCB SEVEN's diligence in assessing projects and submitting packages for funding was rewarded with fully funded projects, and these Seabees showed what they could really do. Over the next four months, NMCB SEVEN renovated 36 Schools, 3 Banks, 2 Fire Stations, 2 Post Offices, 1 Railroad Station, 1 Assisted Living Facility, 1 Agriculture Ministry Building, 2 Electric Company Facilities, 2 Courthouses, 4 Water Treatment Plants, 1 Orphanage, 2 Medical Facilities, 1 Police Station, and 2 Food and Medical Supply Warehouses in An Nasiriyah and Ad Diwaniyah. To accomplish this volume of construction, NMCB SEVEN leveraged Seabee resources by hiring Iraqi contractors to work side by side with Seabees in reconstructing Iraq. Besides effecting the execution of increased construction, the hiring of Iraqi contractors provided additional benefits of putting the Iraqi construction industry back to work and putting money in the pockets of the Iraqi populace, helping to jumpstart the Iraqi economy. Overall, NMCB 7 managed 29 different contractors employing as many as 1000 Iraqis daily. Additionally, most of the Seabee material was purchased on the local market, putting more money into the Iraqi economy. This showed the people that the coalition would be dealing with them fairly, paying a fair price for materials and services provided. Priceless was the effect of the construction effort in winning the trust of the Iraqi people. NMCB 7's renovation projects were the centerpiece of coalition efforts to win the peace in Iraq.

NMCB SEVEN was also successful in developing construction contracting processes by fostering a positive relationship with the Iraqi Contractor's Union where contract solicitations were posted and contract bids were collected. They initiated an innovative best value source selection contract award process. NMCB SEVEN also coordinated an agreement between the Iraqi Contractor's Union and Iraqi Veterans Affairs in Ad Diwaniyah to have contractors hire 15% of their labor force from former Iraqi military personnel having construction skills. This initiative achieved the goal of the Governate Commander to increase the civilian employment opportunities of the former military and thereby defuse the potential flashpoint caused by unemployed former military.

NMCB SEVEN's use of contractors and vision of how to effect a successful transition set the standard for coalition reconstruction efforts. NMCB SEVEN started out with Seabees doing all of the work, transitioned to Seabees working side by side with Iraqi contractors, and ultimately finished with Iraqi contractors completing most of the work under Seabee administration. These contracting processes and lessons learned were then turned over to the Army and civilian engineers who followed, enhancing the effectiveness of their construction contracting efforts.

NMCB SEVEN's part in the reconstruction of Iraq cannot be overemphasized. All told, NMCB SEVEN executed approximately \$1.8 million in Seabee materials and contract construction in An Nasiriyah and Ad Diwaniyah. Adding the value of Seabee labor, the total impact was over \$4 million. Considering that Iraqi construction costs are only about 20% of typical U.S. costs, this correlates to the execution of the U.S. equivalent of over \$20 million in humanitarian construction in just over 4 months, a truly amazing production rate. Overall, NMCB SEVEN was responsible for the execution of over 65% of the total civil/military construction completed by the 1 MEG. The joint construction of a \$6.3 million bridge in Az Zubidayah further adds to the NMCB SEVEN impact. This rapid and substantial construction response was key to improving living conditions in Iraq. NMCB SEVEN's renovation of 36 schools in An Nasiriyah and Ad Diwaniyah resulted in significant improvements to the education infrastructure in these cities and showed U.S. commitment to the children and future of Iraq. Military Governate Commanders and Iraqi civilian leaders publicly thanked the NMCB SEVEN Seabees for the critical role they played in rebuilding Iraq and for setting the groundwork for a positive Iraqi future. It was no coincidence that the cities where NMCB SEVEN made its mark, An Nasiriyah and Ad Diwaniyah, had some of the most permissive security environments in Iraq.

Training

During this contingency deployment, NMCB SEVEN placed strong emphasis on an aggressive Seabee Combat Warfare (SCW) training program while preparing personnel for advancement exams with in-rate training. The Training Department conducted 182 SCW classes in Iraq and Kuwait, leading to 83 qualifications, 21 re-qualifications, and a total of 242 SCW qualified personnel on board by the end of deployment. 122 personnel also became CPR qualified. To ensure that these new qualifications as well as previous qualifications were accurate in the PISTOL database, the training department reviewed over 650 service record page fours. General military training (GMT) was also paramount during the deployment. Personnel were subjected to numerous hazards, including unexploded ordnance, security issues, and health hazards, not typically experienced during peacetime deployments. So that all personnel were knowledgeable in these and other areas, SEVEN conducted 898 mandays of GMT.

Supply and Logistics

The Supply Department overcame the challenge of an early deployment to a contingency environment, making sure personnel were properly equipped and then by providing the services required to keep a deployed

battalion running. All available acquisitions and procurement resources were utilized, including the use of IMPAC Credit Cards for local purchase of mission essential items. With personnel spread throughout Iraq and Kuwait while supporting two reserve units, Central Tool Room personnel maintained accountability of kits and equipment, minimizing losses. Supply conducted a wall-to-wall inventory of \$2.2 million in automotive repair parts, achieving and maintaining validity of over 98%. Supply personnel managed and distributed a TOA facility valued at over \$14 million. The department also maintained and managed Travel and Operational OPTAR funds totaling over \$1 million for proper liquidation and distribution. In direct support of the mission, the material liaison office ordered, received, stored, and shipped over \$1M worth of critical Class IV material. This relatively small team of dedicated Seabees allowed battalions to complete hundreds of force protection and quality of life projects in Iraq and Kuwait. The supply department made a significant positive impact on the success of NMCB SEVEN and other NCF organizations by utilizing hard work and creative leadership.

Communications/Armory

During OPERATION IRAQI FREEDOM, NMCB SEVEN juggled limited assets to maintain effective HF, VHF and Data communications with outlying detachments, adjacent units and higher headquarters. HF voice and data nets were maintained between multiple NMCB SEVEN camps in Kuwait and Iraq, Task Force Echo and the I MEG. Because Task Force Echo was an Army National Guard Unit, NMCB SEVEN provided all of the assets, expertise and personnel to operate their communications networks in Kuwait and Iraq. VHF communications were maintained with convoys and adjacent units, ensuring continuous communications in the event that assistance was required. Local area networks at Camp Jaber and Camp Castle were established, running miles of CAT V cable, installing switches throughout the camp, and configuring over 40 computers for the Marine Corps and Air Force networks.

Throughout the deployment, armory personnel maintained accountability for 931 weapons, 115 night vision assets, and 277,600 rounds of ammunition spread across 8 different units traveling to numerous locations. The armory maintained the mission capability and proper allocation of these assets, ensuring successful completion of missions across Iraq and Kuwait.

Medical/Dental

NMCB Seven Medical Department personnel provided medical care and medical readiness support to Seabees, Marines, Army and Spanish and Italian Coalition Forces in Kuwait and Iraq during the Southwest Asia Deployment in support of OPERATION IRAQI FREEDOM. Medical Department personnel established a Battalion Aid Station and managed camp public health, sanitation, pest control and water quality at Camp Castle, Kuwait as well as with forward deployed detachments at Camp Viper, An Nasiriyah and Ad Diwaniyah, Iraq. Corpsmen routinely accompanied Seabees to their jobs sites to provide immediate on-site care.

During the 2003 OPERATION IRAQI FREEDOM deployment, the Dental Department worked zealously to maintain dental readiness above 95%. The dental team aggressively pursued the dental readiness of personnel selected to travel to Iraq, and those sent to Al Jaber and Port Shuaiba in Kuwait, due to the remote nature of the locations. NMCB SEVEN established the only fully function NCF dental operation, and over 700 patient visits and 3,300 dental procedures were performed over the course of the deployment. The dental health (% of personnel Class 1) of the battalion rose from 44% to 50%.

Retrograde

NMCB SEVEN played a critical role in the completion of retrograde, reconstitution, regeneration, and redeployment (R4) of five Table of Allowances (TOAs) including 1769 pieces of CESE and 591 containers. SEVEN's involvement in the R4 process began on 15 July. Personnel assisted members of NMCB 133 and NCFSU 2 in managing, cleaning, and transporting the equipment and containers. NMCB SEVEN took over responsibility for all retrograde operations at Camp Moreell on 4 August and relieved as I MEG on 27 August, assuming responsibility for all NCF retrograde operations. SEVEN had sole responsibility for the retrograde of 683 pieces of CESE and 250 containers from multiple battalions.

Additionally NMCB SEVEN provided a detail from May through October to Port Shuaiba to assist I MEF with the ship loading of all Marine and Seabee equipment in theater. The skill set brought to the I MEF by this talented group of Seabees proved to be invaluable, contributing mightily to the successful retrograde of the Marine/Seabee team.

CHAPTER II

ADMINISTRATIVE

Administration

The Administration Department performed superbly and provided outstanding customer support in all facets of administration for over 650 Seabees deployed throughout the U.S. and Southwest Asian theater of operations. Administration was directly responsible for processing 66 0-5 and below Fitness Reports, 218 E5 Enlisted Evaluations, 75 Seabee Combat Warfare qualification letters and certificates, over 250 End of Deployment awards and numerous award ceremonies. Additionally, they tracked all correspondence, action reports, and travel requirements. Admin PCS transferred 3 Officers and received 3 new Officers onboard.

Personnel

The Personnel Department processed 108 check-ins, prepared 27 reenlistment contracts and appropriate service record entries, transferred a total of 121 personnel to either a PCS duty station, Fleet Reserve or Separation Activity for processing, and advanced a total of 36 personnel. Additionally, they coordinated all advancement examination requirements for the March and September 2003 Navy-wide Advancement Examinations for over 300 participants. Personnel was directly responsible for processing 75 E-4 Evaluations and 160 E3 and below Evaluations. The Personnel Department made a total of over 305 service record entries for Sea Service Deployment Ribbon, Navy Good Conduct Medal, and Seabee Combat Warfare Specialist. During the deployment Personnel also coordinated the flights for 80 personnel back to homeport for PCS Transfer, separation, and emergency leave. Personnel provided impeccable customer service throughout the deployment for over 650 battalion personnel despite time differences, dispersed worldwide locations, and arduous conditions in Southwest Asia.

2003 CPO USN RESULTS

Time in Rate Eligible	58
Board Eligible	33
Selected	7
% Selected	12

ADVANCEMENTS MARCH 2003

	E4	E5	E6	Total
Time in Rate Eligible	111	125	64	300
Participated	111	125	64	300
Selected	16	11	9	36
% Selected	14.4	8.8	14.1	12.0

Retention

NMCB SEVEN accomplished amazing retention numbers after implementing an extremely proactive, hands-on retention program. The staff submitted four Officer Program packages, completed 42 Guard 2000 requests, fifteen special program packages, and won \$600,000 in SRB for Seabees. Revamped retention programs resulted in reenlisting 130 Sailors - an amazing 81% Zone A retention and 12% attrition rate. These accomplishments far exceeded the Navy goal of 56% retention and 18% attrition rate. Zone A retention was dramatically increased from 61% in FY 02 to 81% in FY 03, the best in the Naval Construction Force. Attrition dropped from 25% in FY 02 to 12% in FY 03. Due to these outstanding achievements, NMCB SEVEN was

awarded consecutive “Retention Honor Roll” Pennants, clinching the COMLANTFLT Retention Excellence Award for FY 03.

Zones	At EAOS	Before EAOS	Reenlist	Reenlis Rate	Ret Rate	Att Rate	Navy Retention Goal
A	79	14	75	95%	81%	14%	56%
B	12	2	11	92%	79%	14%	64%
C	22	0	20	91%	91%	0%	83%
D	22	0	22	100%	100%	0%	
E	1	0	1	100%	100%	0%	
Overall	134	17	129	96%	86%	10%	



CDR C.J. Honkomp reenlists E03 Danny Hollingsworth in Camp Castle Kuwait. He was the first Seabee from Magnificent SEVEN to reenlist during deployment

CHAPTER III

EMBARKATION

The original deployment date for NMCB SEVEN was June 2003, but the battalion learned while on FEX that it would deploy in March. SEVEN immediately began to prepare the Seabees for deployment by ensuring proper paperwork, such as page two's, wills, and powers of attorney, were completed. Gear issue and training also commenced. Supply distributed all of the necessary desert utility uniform items as well as 782 Infantry Gear. Seabees completed a CBR refresher course and spent time at the rifle range battlefield zeroing their weapons and conducting weapons familiarization. Medical completed several shot exercises and briefed personnel on the hazards, both chemical and biological, they might face in the environment. Personnel were also prepared mentally for the CBR threat and other wartime challenges.

After meticulous preparation, the first of three flights of NMCB SEVEN arrived in Kuwait on 17 March 2003 with the Advanced Party. The final two flights arrived on 19 March 2003 and 29 March 2003. Personnel carried their CBR gear, weapons, two sea bags, and 782 Infantry Gear with them on the plane.

Convoys were a high-risk operation, especially in Iraq, but outstanding preparation and execution by NMCB SEVEN ensured consistent mission accomplishment with no casualties. Solid prior planning ensured that convoys were loaded and staged in plenty of time. Despite limited assets, communications received special attention to ensure convoys could always communicate both internally and externally and knew the procedures to call for assistance if needed. Proper security was always a primary concern in the high-threat Iraqi environment and at least 2 (and typically more) highly trained security teams with mounted crew-served weapons were used to protect every convoy into Iraq, providing the type of "hard target" that discouraged enemy attacks. When shots were fired at NMCB SEVEN convoys, proper training and preparation paid off as personnel responded aggressively to drive off attackers and accomplish the mission.

After taking over as I MEG, NMCB SEVEN executed the embarkation home of 4 different NCF units, coordinating training, baggage inspection and transportation. This performance ensured that the Seabees finished OPERATION IRAQI FREEDOM as strongly as they started.

CHAPTER IV

OPERATIONS

1. SAFETY

NMCB SEVEN emphasized safety during this extremely dangerous deployment to a contingency environment and it paid off. Despite the extreme climate and distracting conditions, SEVEN experienced few mishaps and had no life-threatening mishaps. Personnel were subjected to numerous hazards, including unexploded ordnance, security issues, and health hazards, not typically experienced during peacetime deployments. Efforts to prevent mishaps included general military training stressing the importance of operational risk management, dangers posed by unexploded ordnance, and situational awareness. Mishap prevention was also accomplished by ensuring personnel were taking proper precautions, following proper procedure, and wearing the correct personal protective equipment. This resulted in a less than 3% mishap rate and zero fatalities.

Statistics.

Number of lost time mishaps	13
Total number of lost days due to mishap	149*
Number of Fatalities	0

* One pedestrian accident accounts for 99 lost days.

2. OPERATIONS SUMMARY

“Do no harm. Win their hearts and minds. Always be ready to win that 10 second gun battle.” This guidance, provided by the First Marine Division, was taken to heart by the Seabees of Naval Mobile Construction Battalion SEVEN (NMCB SEVEN) as they played a critical role in winning the war and the peace in Operation Iraqi Freedom. These Seabees did no harm and boldly won over the people of southern Iraq as they supported its rebuilding by executing extraordinary volumes of construction. And when those enemies who did not support coalition presence decided that Seabees doing construction work might be an easy target, the enemy soon learned otherwise as the Seabees from SEVEN responded aggressively, showing they were as effective at fighting as they were at building.

NMCB SEVEN was conducting a field exercise in the woods of central Mississippi in late February when they got the call to prepare for deployment to Southwest Asia. Displaying exceptional dedication and discipline, they expertly completed all preparations for this contingency deployment in less than 3 weeks, deploying their Advanced Party of 125 Seabees 3 months earlier than their normal deployment cycle.

NMCB SEVEN’s Advance Party, led by their Commanding Officer, arrived in Kuwait on 17 March and immediately amazed the Marines of First Marine Expeditionary Force (1MEF) by swiftly completing a relief in place of Naval Mobile Construction Battalion FOUR at Camp Castle during the outbreak of hostilities with Iraq. The entire battalion had arrived by the end of March, and on the 2nd of April a heavy detachment of NMCB SEVEN Seabees left for Iraq. For the next 2 weeks, this detachment operated out of Logistics Support Area (LSA) Viper at Iraq’s Jalibah Airfield, maintaining supply routes and supporting Marine logistics. NMCB SEVEN expertly maintained Main Supply Route Tampa and Alternate Supply Route Dallas in southern Iraq, allowing critical supplies to proceed north. At LSA Viper, roads were in such poor condition that container trucks were literally being dragged to the container yard, severely impacting the operational effectiveness of the support area. Establishing its own borrow pit to obtain required materials, NMCB SEVEN worked 24 hour operations to construct useable roads at LSA Viper. These efforts were critical to the execution of logistics operations in southern Iraq.

Major combat operations ended sooner than expected and the focus soon shifted to the challenging battle to win the peace. It was here that NMCB SEVEN really made its mark, starting in war-torn and battle-scarred An Nasiriyah on 14 April. The city of An Nasiriyah was the site of some of the heaviest fighting of the war. This war damage, coupled with years of facility neglect and looting, left the city in need of extensive reconstruction. While

others talked about the need to rebuild Iraq's infrastructure, the Seabees from SEVEN were already on the job working, not discouraged by a complete lack of materials and project funding. These resourceful Seabees showed what their "Can Do" motto really means. By using parts cannibalized from hopelessly damaged power generators to repair only severely damaged generators, they restored power to key facilities such as the Maternity Hospital. They scavenged materials and fabricated the parts necessary to repair an artillery hole in the roof and restore the water supply for this hospital. One of the most urgent missions in the city was the restoration of the domestic water system. NMCB SEVEN fabricated the parts and completed repairs to Water Plant #3, one of the most significantly damaged and most critical water treatment plants in An Nasiriyah. Using materials purchased at the local market, they repaired the electrical and squalid plumbing and sanitation systems of the city's only orphanage, two schools and a medical clinic.

This humanitarian construction effort of restoring basic infrastructure during critical early weeks after combat operations was key to the health and welfare of the civilian population of An Nasiriyah. The Seabees from SEVEN truly understood the IMEF Engineer Group Commander's guidance to "Be Bold" - and they were just getting started.

By May, NMCB SEVEN's diligence in assessing projects and submitting packages for funding was rewarded with fully funded projects, and these Seabees showed what they could really do. Over the next two months, NMCB SEVEN renovated 13 schools, 4 water treatment plants, 2 police stations, a medical warehouse, a food distribution warehouse, 4 culvert bridges, an orphanage, a hospital, a medical clinic, and a courthouse in An Nasiriyah. To accomplish this volume of construction, NMCB SEVEN leveraged Seabee resources by hiring Iraqi contractors to work side by side with Seabees in reconstructing Iraq. Besides effecting the execution of increased construction, the hiring of Iraqi contractors provided the additional benefits of putting the Iraqi construction industry back to work and putting money in the pockets of the Iraqi populace, helping to jumpstart the Iraqi economy. Additionally, most of the Seabee material was purchased on the local market, putting more money into the Iraqi economy. This showed the people that the coalition would be dealing with them fairly by paying a fair price for materials and services provided. The combined efforts of Seabees and Seabee-managed contractors put over \$300,000 in Seabee materials and contract construction towards the rebuilding of An Nasiriyah. Priceless was the effect of the construction effort in winning the trust of the Iraqi people.

NMCB SEVEN's use of contractors and vision of how to effect a successful transition set the standard for coalition reconstruction efforts. NMCB SEVEN started out with Seabees doing all of the work, transitioned to Seabees working side by side with Iraqi contractors, and ultimately finished with Iraqi contractors completing most of the work under Seabee administration when the bulk of SEVEN's Seabees had to move north. These contracting processes and lessons learned were then turned over to the Army and civilian engineers who would follow, enhancing the effectiveness of their construction contracting efforts.

The positive impact NMCB SEVEN had in An Nasiriyah also extended to the Marines providing security in the area. When NMCB SEVEN arrived in An Nasiriyah, these Marines were using cat holes for sanitation and water bottles for showering and cleaning. Illness was a significant problem. NMCB SEVEN quickly corrected that problem by constructing sanitation facilities and shower facilities. They installed windows, doors and lights in their barracks and even constructed a 2000 square foot galley. Additionally, they constructed force protection berms, gates, and guard towers to increase the security posture of multiple camps and guard positions.

On 24 June, NMCB SEVEN moved to Ad Diwaniyah and in just 2 months renovated 23 schools, 3 banks, 2 fire stations, 2 power company facilities, 2 post offices, 2 bridges, an assisted living home, an agriculture department building, a railway station, an orphanage and a courthouse. NMCB SEVEN again used the successful formula of leveraging Seabee construction efforts with Seabee-managed Iraqi contractors. This construction effort was again key to improving the living conditions of the local Iraqi populace, not only reconstructing their infrastructure but also putting the Iraqis back to work and putting money in their pockets. These renovation projects were the centerpiece of coalition efforts to win the peace in Iraq and were again successful in transforming Ad Diwaniyah into a permissive security environment with a strong pro-coalition populace. NMCB SEVEN was also successful in continuing to develop construction contracting processes in the city by fostering a positive relationship with the Iraqi Contractor's Union where contract solicitations were posted and contract bids were collected. They established an innovative source selection best value contract award process and increased the pool of contractors working for the Seabees from 4 to 23. NMCB SEVEN also coordinated an agreement between the Iraqi Contractor's Union and Iraqi Veterans Affairs to have contractors hire 15% of their labor force from former Iraqi military personnel having construction skills. This initiative achieved the goal of the Governate Commander to increase the civilian employment opportunities of the former military and thereby defuse the potential flashpoint caused by unemployed former military. Just as in Nasiriyah, the lessons learned and contracting processes passed on to coalition forces and civilian agencies to follow were key to the long-term success of humanitarian construction in the region.

In addition to construction in the local community, NMCB SEVEN again provided valuable construction support to the Marines, particularly the 3rd Battalion, 5th Marines (3/5) in Ad Diwaniyah. NMCB SEVEN not only performed basic life support such as constructing sanitation facilities, constructing showers, installing air conditioners and providing power and lights, NMCB SEVEN also executed significant construction in direct support of 3/5 operations. This support included constructing significant facilities to support the payment of an estimated 100,000 former Iraqi military personnel, constructing and repairing holding facilities at the prison, and constructing command posts around the city. The Commanding Officer of the 3/5 Marines was effusive in his praise of the Seabees from SEVEN and reiterated often their criticality in the execution of his mission. NMCB SEVEN and 3/5 Marines again showed the effectiveness of the Marine-Seabee team that has been winning wars since the Pacific island hopping campaigns of World War II.

NMCB SEVEN's success in winning the hearts and minds of the people of Iraq drew the hostility of those who did not wish to see coalition efforts in Iraq succeed. These hostile forces did attempt to thwart Seabee successes through attacks on project sites and convoys, but they immediately discovered that it did not take Seabees long to drop their hammers and pick up their M-16s. When a sniper opened fire on Seabees constructing facilities to pay former Iraqi military personnel in Ad Diwaniyah, NMCB SEVEN security personnel returned fire with an M-60 machine gun and M-16 rifle fire. Seabees performing construction also put down their tools and picked up their weapons, taking up hasty positions in support of the security personnel. This aggressive response drove off the attacker, and the Seabees from SEVEN continued with their construction mission at the site. A mortar attack, with 3 mortars landing within the camp perimeter, did not deter NMCB SEVEN's efforts. The enemy soon found that these Seabees from NMCB SEVEN could fight every bit as well as they could build.

Although the Seabee work in Iraq was complete by late August, the work in theater was not and NMCB SEVEN again answered the call. On 27 August, NMCB SEVEN assumed responsibilities as 1 MEG and took over direction of all Naval Construction Force efforts in theater, primarily focused on retrograde. NMCB SEVEN finished strong, successfully retrograding and ship loading over 650 pieces of Construction and Transportation Equipment and over 250 transportation containers of gear. Much of this equipment was loaded on Maritime Preposition Squadron ships, requiring it to be repaired to a high state of readiness. NMCB SEVEN's diligent efforts ensured that the equipment used to win this war was loaded and ready to win the next.

NMCB SEVEN's part in the reconstruction of Iraq cannot be overemphasized. All told, NMCB SEVEN executed approximately \$1.8 million in Seabee materials and contract construction in An Nasiriyah and Ad Diwaniyah. Adding the value of Seabee labor, the total impact was over \$4 million. Considering that Iraqi construction costs are only about 20% of typical U.S. costs, this correlates to the execution of the U.S. equivalent of over \$20 million in humanitarian construction in just over 4 months, a truly amazing production rate. Overall, NMCB SEVEN was responsible for the execution of over 65% of the total civil/military construction completed by the I MEF Engineer Group. The joint construction of a \$6.3 million bridge in Az Zubidayah further adds to the NMCB SEVEN impact. This rapid and substantial construction response was key to improving living conditions in Iraq. NMCB SEVEN's renovation of 36 schools in An Nasiriyah and Ad Diwaniyah resulted in significant improvements to the education infrastructure in these cities and showed U.S. commitment to the children and future of Iraq. Military Governate Commanders and Iraqi civilian leaders publicly thanked the Seabees for the critical role they played in rebuilding Iraq and for setting the groundwork for a positive Iraqi future. It was no coincidence that the cities where NMCB SEVEN made its mark, An Nasiriyah and Ad Diwaniyah, had some of the most permissive security environments in Iraq.

NMCB SEVEN did its part in winning the war but really made its mark in the challenging battle to win the peace. Boldly stepping up to overcome all obstacles, the "can do" spirit of the Seabees of NMCB SEVEN was key to the rebuilding of Iraq and critical to winning the hearts and minds of the people. Executing an extraordinary volume of construction, these Seabees not only "can do" but "have done," leaving in Iraq a legacy of Seabee magic.

Deployment Schedule.

Homeport	Gulfport, MS	31 Aug 02 – 16 Mar 03
Deployment	Southwest Asia	17 Mar 03 – 15 Oct 03

Site Summary

<u>SITE</u>	<u>DATE</u>	<u># SEABEES</u>	<u>MANDAYS</u>
Southwest Asia	17 Mar 03 – 15 Oct 03	558	39,863
St. Croix, US Virgin Islands	14 Aug 03 – 14 Oct 03	25	1,332
Pohnpei, F.S.M.	03 Jun 03 – 18 Sep 03	13	851
	TOTAL	596	42,046

Manday Capability Distribution

<u>CATEGORY</u>	<u>MANDAYS</u>	<u>% OF TOTAL</u>	
Direct Labor (<i>DL personnel only</i>)	42,046	45.5 %	
Indirect Labor (<i>DL personnel only</i>)	27,891	30.2%	
Readiness & Training (<i>all personnel</i>)	6,485	7.0%	
Overhead (<i>all non-DL personnel</i>)	15,938	17.3%	
	TOTAL	92,360	100.0%

Top 15 Projects

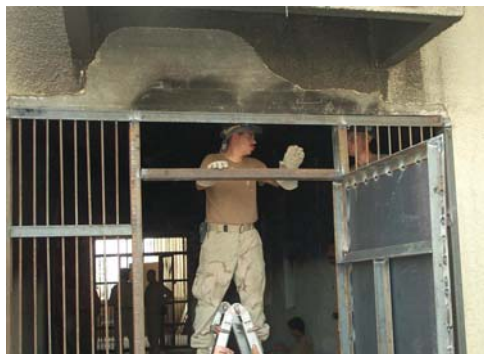
<u>PROJECT TITLE</u>	<u>ID</u>	<u>LOCATION</u>	<u>MANDAYS</u>
Former Iraqi Military Disbursing Center	AD003	Diwaniyah, Iraq	324
Waterwell Operation	4167	Iraq	400
Ad Diwaniyah Seahut Construction	AD004, AD005	Diwaniyah, Iraq	520
Camp Commando Life Support	7M-1	Kuwait	549
Camp Moreell Renovation and Construction	ASC-024	Camp Moreell, Kuwait	596
3/5 Marines Life Support	AD002/007	Diwaniyah, Iraq	675
DFT CAT Pohnpei, F.S.M	PN1 03-07, PN1 03-08	Pohnpei, F.S.M.	851
Camp Hope Life Support	AD001	Diwaniyah, Iraq	1,100
DFT St. Croix, U.S. Virgin Islands	7SC-1, 7SC-2	St. Croix, U.S. Virgin Islands	1,332
Camp Viper Road Construction and USMC Support	PV 570 780	Camp Viper, Iraq	1,500
Az Zubidayah Bridge Construction Project	WAB-030	Iraq	1,550
Camp Whitehorse Life Support	PV 152 320	Nasiriyah, Iraq	2,334
Camp Moreell Retrograde Operations	7M-3	Camp Moreell, Kuwait	5,979
CMO Work in An Nasariyah and Ad Diwaniyah	56 Projects	Nasiriyah, Iraq Diwaniyah Iraq	6,401
Port Shuaiba Operations	7P-1	Port Shuaiba, Kuwait	6,414
All Other Work			11,521
		TOTAL MANDAYS	42,046

Project Statistics

<u>CATEGORY</u>	<u>TOTAL</u>
Number of non-CMO projects completed	51
Dollar value of non-CMO projects completed	\$12.3 million
Number of CMO projects completed	65
Dollar value of CMO projects completed (contracts and materials only)	\$1.80 million (does not include Az Zubidayah bridge)
Dollar value of CMO projects completed (contracts, materials, and Seabee labor)	\$4.0 million
Dollar value of Az Zubidayah bridge (joint project)	\$6.3 million

3. PROJECT COMPLETION REPORTS

Deployment project completion reports follow on the next page.



Left: Steelworkers fabricate a new high security outer door to the police station.

Below: S3 talks with steelworkers constructing jail cells in this An Nasiriyah police station.



Police Headquarters Repair

The Police Headquarters repair project provided critical construction support to the Nasiriyah police department so they could restart operations. Constructed 5 prison cells using over 10,000 lbs of steel with a capacity of 75 detainees.

Project Data

Project Scope: Clean debris, replace windows, doors, restore power and water, install interior electric/plumbing, construct steel retention cells.

Seabee/Contractor Crew Size: 9 / N/A

Duration: May 1, 2003 – June 14, 2003

Mandays Expended: NMCB 7: 290

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	290
Total project MD:	290

Contract Costs: \$0

Material Costs: \$10,000

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Personnel discuss replacing small pumps to get the orphanage’s water supply working.

Below: A UT prepares to install a new sink at the orphanage.



Orphanage Repair

The Orphanage Repair project provided 200 Iraqi children with a clean, safe, and functional living environment.

Project Data

Project Scope: Restore/repair interior electric & plumbing, clear debris, install lighting and fixtures, install window/door screens, deliver beds, repair septic drain system, build back yard play set.

Seabee/Contractor Crew Size: 57 / N/A

Duration:	May 28,2003 – June 3, 2003	
Mandays Expended:	NMCB 7:	57
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	57
	Total project MD:	57

Contract Costs: \$0

Material Costs: \$850

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: A Seabee welds the support structure for a patch over the arty hole.

Below: Pumps repaired to ensure water runs throughout the building.



Maternity Hospital Repair Project

The Maternity Hospital Repair restoration project provided families of Nasiriyah, Iraq with functional facilities to take care of their maternity needs.

Project Data

Project Scope: Repair emergency diesel generator and water supply pump(s), repair Arty hole in roof.

Seabee/Contractor Crew Size: 8 / N/A

Duration: April 16,2003 – May 15, 2003

Mandays Expended: NMCB 7: 76

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	76
Total project MD:	76

Contract Costs: \$0

Material Costs: \$3,500

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Side view of the ICE seahut.

Below: Seabees work ripping plywood for use on the seahut.



ICE Seahut Construction Project

The ICE Seahut Construction project provided a base of operations for the In Country Exploitation (ICE) team to investigate Iraqi ordnance.

Project Data

Project Scope: Construct Seahut berthing and office areas. Install doors on bunkers. Construct bunker with roof around UXO lathe area.

Seabee/Contractor Crew Size: 12 / N/A

Duration: May 19,2003 – May 27, 2003

Mandays Expended: NMCB 7: 72

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	72
Total project MD:	72

Contract Costs: \$0

Material Costs: \$22,000

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: A Seabee works to repair broken windows in the Al Goumhoria School.

Below: New windows and doors were installed. The plaster walls were repaired, painted, and decorated.



Al Goumhoria School Restoration

The Al Goumhoria School restoration project provided 750 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Place water lift pump supply and discharge piping for roof day tank; pipe roof day tanks to heads; repair bathroom fixtures and clear drain line blockage, repair bench and desk surfaces, repair electric and provide lights and fans in each classroom, replace windows and doors, repair artillery holes in exterior walls plaster and paint

Seabee/Contractor Crew Size: 20 / 15

Duration:	May 15, 2003 – July 19, 2003	
Mandays Expended:	NMCB 7:	330
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	330
	Total project MD:	330

Contract Costs: \$12,055

Material Costs: \$4,500

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: NMCB SEVEN personnel survey the Al Markazia school for damage.

Below: An outside view of the Al Markazia school before repairs were completed.



Al Markazia School Restoration

The Al Markazia School restoration project provided 900 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, install lights and fans in classroom, repair basketball goals and court, replace stadium lights, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: 25 / 15

Duration: May 21,2003 – June 20, 2003

Mandays Expended: NMCB 7: 330

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	330
Total project MD:	330

Contract Costs: \$12,401

Material Costs: \$3,300

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: View of the El Qura school courtyard before work began.

Below: Outside view of the El Qura school before work began.



Um El Qura Primary School Restoration

The Um El Qura Primary School restoration project provided 950 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Place water lift pump supply and discharge piping for roof day tank; pipe roof day tanks to heads; repair bathroom fixtures and clear drain line blockage, repair bench and desk surfaces, repair electric and provide one light in each classroom.

Seabee/Contractor Crew Size: 15 / 10

Duration:	May 28,2003 – June 3, 2003	
Mandays Expended:	NMCB 7:	210
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	210
	Total project MD:	210

Contract Costs: \$7,555

Material Costs: \$2,500

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: New windows and doors were installed. The plaster walls were repaired, painted, and decorated.

Below: Frontal view of the Al Abid School. The outer wall was rebuilt and plastered and a new gate was installed.



Al Abid Intermediate School Restoration

The Al Abid Intermediate School restoration project provided 830 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Place water lift pump supply and discharge piping for roof day tank; pipe roof day tanks to heads; repair bathroom fixtures and clear drain line blockage, repair bench and desk surfaces, replace doors and windows, repair electric and provide lights and fans in each classroom

Seabee/Contractor Crew Size: 14 / 10

Duration:	May 30,2003 – July 9, 2003	
Mandays Expended:	NMCB 7:	272
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	272
	Total project MD:	272

Contract Costs: \$5,355

Material Costs: \$3,200

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: NMCB SEVEN personnel replace boards in the footbridge at the park.

Below: View of a footbridge and walkway before Seabees from NMCB SEVEN repaired them.



CMIC Park Project

The Civil Military Information Center (CMIC) Park Cleaning project provided a base of operations for USMC Civil Affairs as well as a clean, safe area for locals to take part in leisure activities and for children to play in An Nasiriyah, Iraq.

Project Data

Project Scope: Clean debris, repair windows, install Awning, build benches, repair walkway, refurbish playground equipment, repair foot bridge.

Seabee/Contractor Crew Size: 15 / N/A

Duration: April 18, 2003 – May 12, 2003

Mandays Expended: NMCB 7: 186

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	186
Total project MD:	186

Contract Costs: \$0

Material Costs: \$7,500

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Seabees repair a generator at Camp Whitehorse, An Nasiriyah.

Below: Seabees begin placing a concrete floor in a compartment eventually used for berthing.



Camp Whitehorse Life Support

Seabees from NMCB SEVEN provided life support functions for themselves and 2nd Battalion 25th Marines. Quality of life was improved via the installation of air conditioners, showers, galley facilities and other improvements.

Project Data

Project Scope: Provide quality of life support, camp improvement, sanitation, AC& R, electrical and utility distribution.

Seabee/Contractor Crew Size: 20 / N/A

Duration: April 15, 2003 – June 19, 2003

Mandays Expended: NMCB 7: 2334

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	2334
Total project MD:	2334

Contract Costs: \$0

Material Costs: \$10,000

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Heaps of destroyed materials.

Below: A view into a bombed out structure before it is removed.



Battle Damage Removal

The Battle Damage Removal project provided Seabee labor to clean up after the combat phase of operations, making the area more safe for American military and local citizens.

Project Data

Project Scope: Remove all fighting positions, rubble and debris from war, and burned out hulks and abandoned vehicles.

Seabee/Contractor Crew Size: 6 / N/A

Duration: May 13, 2003 – June 28, 2003

Mandays Expended: NMCB 7: 209

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	209
Total project MD:	209

Contract Costs: \$0

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: A fourhole burnout built by NMCB 7 personnel.

Below: Personnel hard at work fabricated life support facilities.



As Samawah Marine Life Support Services

The As Samawah, Iraq Marine Life Support Services provided Marines with much needed quality of life items and camp support facilities.

Project Data

Project Scope: Quality of life construction, generator maintenance, electrical maintenance, etc.

Seabee/Contractor Crew Size: 40 / N/A

Duration: April 23, 2003 – April 28, 2003

Mandays Expended: NMCB 7: 140

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	140
Total project MD:	140

Contract Costs: \$0

Material Costs: \$5,000

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: A member of NMCB SEVEN welds part of the security gate.

Below: A steelworker cuts a piece of angle iron to be used in the door.



Republic Hospital Medical Warehouse Restoration

The Republic hospital medical warehouse restoration project provided much needed facilities to store medical supplies and equipment.

Project Data

Project Scope: Fabricate and install locking devices and iron gates on three entrances to medical storage area. Fabricate and install perimeter security to include concertina wire and steel entrance gate.

Seabee/Contractor Crew Size: 8 / N/A

Duration:	May 7, 2003 – May 19, 2003	
Mandays Expended:	NMCB 7:	93
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	93
	Total project MD:	93

Contract Costs: \$0

Material Costs: \$7,500

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Personnel from NMCB SEVEN work on the water tank.

Below: A Seabee installs a new plumbing fixture.



Food Distribution Center Restoration

The Food Distribution Center restoration project provided a secure location for the distribution of food relief supplies to the local population.

Project Data

Project Scope: Restore electric supply and distribution, repair/restore water supply and sanitary drain, provide windows and doors and construct five heavy timber towers.

Seabee/Contractor Crew Size: 12 / N/A

Duration: May 12, 2003 – May 18, 2003

Mandays Expended: NMCB 7: 80

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	80
Total project MD:	80

Contract Costs: \$780

Material Costs: \$1,500

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Ad Diwaniyah School. The outer wall was rebuilt and plastered and a new gate was installed.

Below: New windows and doors were installed. The plaster walls were repaired, painted, and decorated.



Ad Diwaniyah School Restoration

The Ad Diwaniyah School restoration project provided 850 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, replace concrete basketball court, repair front gate, repair security guard housing

Seabee/Contractor Crew Size: 15/25

Duration:	June 6, 2003 – July 28, 2003	
Mandays Expended:	NMCB 7:	200
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	200
	Total project MD:	200

Contract Costs: \$40,000

Material Costs: \$2,500

Significant Safety Issues: None

Significant QC Issues: Ensured the proper repair and installation of windows and window latches

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Damascus School. The outer wall was rebuilt and plastered and a new gate was installed.

Below: New windows, doors, fans, and lights were installed. The plaster walls were repaired, painted, and decorated.



Damascus School Restoration

The Damascus School restoration project provided 650 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: 15/25

Duration: July 5, 2003 – July 29, 2003

Mandays Expended: NMCB 7: 300

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	300
Total project MD:	300

Contract Costs: \$23,500

Material Costs: \$2,500

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: The Ukath School before restoration.

Below: A courtyard view of the finished Ukath School. The walls were repainted, concrete replaced, and basketball goals repaired.



Ukath School Restoration

The Ukath School restoration project provided 1000 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace old restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, replace concrete court, replace basketball goals, repair front gates, repair badly war damaged wing of the school.

Seabee/Contractor Crew Size: 0/25

Duration:	June 19,2003 – July 16, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$28,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Courtyard view of the Fatah School during renovation.

Below: The completed product.



Fatah School Restoration

The Fatah School restoration project provided 850 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, replace basketball goals, repair front gate.

Seabee/Contractor Crew Size: 0/15

Duration:	June 27,2003 – July 22, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$27,766

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left and Below: Iraqi laborers tore out the courtyard and replaced the tile and concrete.



Al Fayha'a School Restoration

The Al Fayha'a School restoration project provided 800 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace old restroom facilities, construct new additional restroom facility, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, replace concrete court, replace basketball goals, repair front gates.

Seabee/Contractor Crew Size: 0/20

Duration:	June 17,2003 – July 23, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$25,600

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Courtyard view of the Al Huda School. The courtyard was replaced as well as the basketball goals.

Below: A hallway is under repair. The walls were plastered and painted and electrical was repaired.



Al Huda School Restoration

The Al Huda School restoration project provided 1000 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, replace concrete court, replace basketball goals, repair front gates.

Seabee/Contractor Crew Size: 0/20

Duration:	June 19,2003 – July 09, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$23,100

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: The walls were plastered and painted as well as new electrical installed and doors replaced.

Below: View of a newly renovated classroom at the Al Adnaniya school.



Al Adnaniya School Restoration

The Al Adnaniya School restoration project provided 850 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace old restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, replace concrete court, replace basketball goals, repair front gates, repair badly war damaged wing of the school.

Seabee/Contractor Crew Size: 0/25

Duration:	June 17,2003 – July 19, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$20,697

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Outside view of the Al Zahra School prior to restoration.

Below: Courtyard view of the Al Zahra school after the walls were replastered and painted, the courtyard replaced, and the doors and electrical replaced.



Al Zahra'a School Restoration

The Al Zahra'a School restoration project provided 800 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, replace concrete court, replace basketball goals, repair front gates, repair war damaged wall and ceiling.

Seabee/Contractor Crew Size: 0/20

Duration:	June 17,2003 – July 23, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$23,100

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: The main courtroom rotunda suffered from fires set by looters.

Below: The finished product featured new plaster, new windows, new tile, and chandelier lighting.



An Nasiriyah Courthouse Restoration

The An Nasiriyah Courthouse restoration project provided the citizens of An Nasiriyah with a clean, safe, and functional courthouse.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building.

Seabee/Contractor Crew Size: 7/50

Duration:	April 24, 2003 – June 23, 2003	
Mandays Expended:	NMCB 7:	49
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	49
	Total project MD:	49

Contract Costs: \$85,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Sedimentation tanks as well as chemical treatment systems were repaired.

Below: An operational water treatment system included work on pumps, motors, and electronic controls.



Suq Al Shuokh Water Treatment Plant Restoration

The Suq Al Shuokh Water Treatment Plant restoration project provided the citizens of Suq Al Shuokh with a clean, safe, and fully operational water treatment plant.

Project Data

Project Scope: Overhaul water pumps, motors, valves, pipes and electronic controls, and repair interior and exterior lighting.

Seabee/Contractor Crew Size: 0/15

Duration:	June 07, 2003 – July 09, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$3,885

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Work begins to repair war damaged flocculation tank.

Below: In order to be operational the finished product needed to be sturdy and water tight.



Water Treatment Plant #3 Restoration

The Water Treatment Plant #3 restoration project provided the citizens of An Nasiriyah with a clean, safe, and fully operational water treatment plant.

Project Data

Project Scope: Replace back-flush and agitation system including valves and instrumentation. Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster various areas of building.

Seabee/Contractor Crew Size: 7/20

Duration:	April 15, 2003 – July 23, 2003	
Mandays Expended:	NMCB 7:	44
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	44
	Total project MD:	44

Contract Costs: \$12,115

Material Costs: \$1,200

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: The chemical treatment center had been inoperable for over ten years.

Below: The electronic controls from this plant controlled water distribution to the entire city.



Water Treatment Plant #7 Restoration

The Water Treatment Plant #7 restoration project provided the citizens of An Nasiriyah with a clean, safe, and fully operational water treatment plant.

Project Data

Project Scope: Repair Submersible intake pumps and Outflow pumps, sedimentation tank, Chlorine and Aluminum Sulfate Systems, and interior and exterior lighting.

Seabee/Contractor Crew Size: 0/15

Duration:	May 28, 2003 – July 12, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$5,180

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: The large 400 GPM pumps needed all internal moving parts repaired or replaced.

Below: Pump motors and electronic controls also needed repairs.



Alkasera Water Treatment Plant Restoration

The Alkasera Water Treatment Plant restoration project provided the citizens of An Nasiriyah with a clean, safe, and fully operational water treatment plant.

Project Data

Project Scope: Overhaul water pumps and electronic controls, and repair interior and exterior lighting.

Seabee/Contractor Crew Size: 0/15

Duration:	May 28, 2003 – June 09, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$3,750

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Fire Sub Station. The plaster was repaired and the building repainted. The berthing area roof was also completely replaced.

Below: The restroom facilities were completely refurbished, including new fixtures, tiles, and plumbing.



Fire Sub Station Restoration

The Fire Sub Station restoration project provided the Ad Diwaniyah Fire Department with a much improved, functional facility serving the citizens of Ad Diwaniyah.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, replace main gate

Seabee/Contractor Crew Size: 15/20

Duration: June 25, 2003 – July 22, 2003

Mandays Expended: NMCB 7: 96

Tasking:
 WIP at turnover: 0%
 WIP at deployment completion: 100%
 MD tasked to NMCB 7: 96
 Total project MD: 96

Contract Costs: \$17,500

Material Costs: \$2,500

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Ad Diwaniyah Courthouse. The sign was repainted to an Iraqi flag and the outer walls were repaired and repainted.

Below: New windows and doors were installed. The plaster walls were repaired, painted, and decorated.



Ad Diwaniyah Courthouse Restoration

The Ad Diwaniyah Courthouse restoration project provided the citizens of Ad Diwaniyah with a clean, safe, and functional courthouse.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: 0/30

Duration: May 12, 2003 – July 12, 2003

Mandays Expended: NMCB 7: N/A

Tasking:

WIP at turnover:	N/A
WIP at deployment completion:	N/A
MD tasked to NMCB 7:	N/A
Total project MD:	N/A

Contract Costs: \$103,992

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: The renovated auditorium and stage of the Dar Sallam School.

Below: New windows and doors were installed. The plaster walls were repaired, painted, and decorated. The outer wall and path was also replaced.



Dar Sallam School Restoration

The Dar Sallam School restoration project provided 1300 children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, replace sidewalk, repair or replace outer wall

Seabee/Contractor Crew Size: 0/20

Duration:	May 28,2003 – June 3, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$44,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Main Fire Station. The outer wall was rebuilt and plastered and a new gate was installed as well as a sign.

Below: The restrooms were all restored with new tiles, doors, and fixtures.



Main Fire Station Restoration

The Main Fire Station restoration project provided the Ad Diwaniyah Fire Department with a much improved, functional facility serving the citizens of Ad Diwaniyah.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building.

Seabee/Contractor Crew Size: N/A / 25

Duration: July 25, 2003 – July 22, 2003

Mandays Expended: NMCB 7: N/A

Tasking:

WIP at turnover:	N/A
WIP at deployment completion:	N/A
MD tasked to NMCB 7:	N/A
Total project MD:	N/A

Contract Costs: \$31,700

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None



Left: Hanging lights and fluorescent lighting fixtures as well as new doors and frames were installed.

Below: The restroom facilities were renovated providing running water and functional fixtures.



**Ad Diwaniyah Electrical
Administration Restoration Project**

This project provided much needed improvements to the Electrical Company Administration building, helping it to more efficiently and effectively distribute power to Ad Diwaniyah.

Project Data

Project Scope: Install new doors and windows, plaster and paint walls and ceilings, install new electrical outlets and fixtures, repair plumbing and ensure restrooms are operational

Seabee/Contractor Crew Size: 0/25

Duration:	June 26, 2003 – July 7, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Material Cost: N/A

Contract Cost: \$43,100

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None.

Significant Material Issues: None



Left: Frontal view of the Al Azhar School. The outer wall was rebuilt and plastered and a new gate was installed.

Below: New windows and doors were installed. The plaster walls were repaired, painted, and decorated.



Al Azhar School Restoration

The Al Azhar School restoration project provided 850 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: 0 / 20

Duration:	June 4, 2003 – July 24, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$24,610

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Al Faiha School. The outer wall was rebuilt and plastered and a new gate was installed.

Below: New windows and doors were installed. The plaster walls were repaired, painted, and decorated.



Al Faiha School Restoration

The Al Faiha School restoration project provided 800 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 30

Duration:	May 28,2003 – June 16, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$60,125

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Al Zware School. The outer wall was rebuilt and plastered and a new gate was installed.

Below: NMCB 7 project team members pose with their interpreters in front of one of the paintings at the school.



Al Zware School Restoration

The Al Zware School restoration project provided 800 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 30

Duration: June 28, 2003 – July 15, 2003

Mandays Expended: NMCB 7: N/A

Tasking:
 WIP at turnover: N/A
 WIP at deployment completion: N/A
 MD tasked to NMCB 7: N/A
 Total project MD: N/A

Contract Costs: \$38,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Ad Diwaniyah Women’s Technical School. The front walk was retiled, outer wall replastered and painted, and the schoolyard was cleaned.

Below: The contractor did an exceptional job replacing all fixtures and tiling the restroom facilities.



Ad Diwaniyah Women’s Technical Institute Restoration

The Ad Diwaniyah Women’s Technical Institute restoration project provided over 1000 Iraqi women with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, cut back trees, repair roof drainage system

Seabee/Contractor Crew Size: N/A / 25

Duration:	July 12, 2003 – August 1, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$40,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Rafidian Bank.

Below: A new customer service counter with teller windows was installed.



Rafidian Bank Restoration

The Rafidian Bank restoration project provided Iraqi citizens with a clean, safe, and functional center for banking.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 30

Duration: July 9, 2003 – August 15, 2003

Mandays Expended: NMCB 7: N/A

Tasking:
 WIP at turnover: N/A
 WIP at deployment completion: N/A
 MD tasked to NMCB 7: N/A
 Total project MD: N/A

Contract Costs: \$56,200

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of Rasheed Bank. The plastering was repaired and the exterior repainted. The windows and doors were replaced.

Below: The refurbished teller area. Glass was replaced, carpet installed, and cubicles were painted.



Rasheed Bank

The Rasheed Bank restoration project provided Iraqi citizens with a clean, safe, and functional center for banking.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 15

Duration: July 10,2003 – August 22, 2003

Mandays Expended: NMCB 7: N/A

Tasking: WIP at turnover: N/A
 WIP at deployment completion: N/A
 MD tasked to NMCB 7: N/A
 Total project MD: N/A

Contract Costs: \$62,800

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: View of a lounge area in the administrative building. The walls were plastered and painted, doors replaced, A/C's installed, and electrical fixtures replaced.

Below: Frontal view of the administrative building. The windows were replaced and steel grates were installed.



Ad Diwaniyah Men's Technical Institute Restoration

The Ad Diwaniyah Men's Technical Institute restoration project provided over 1100 Iraqi men with a clean, safe, and functional learning environment and also provided the school's faculty

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, ensure water service from main

Seabee/Contractor Crew Size: 0/25

Duration:	July 11, 2003 – August 15, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$43,071

Material Costs: N/A

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Al Ahwaz School. The outer wall was rebuilt and plastered and a new gate was installed as well as the building's exterior being repaired and repainted.

Below: New windows and doors were installed. The plaster walls were repaired, painted, and decorated. Fans, lights, and blackboards were provided.



Al Ahwaz School Restoration

The Al Ahwaz School restoration project provided 800 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 30

Duration: July 14, 2003 – August 15, 2003

Mandays Expended: NMCB 7: N/A

Tasking:
 WIP at turnover: N/A
 WIP at deployment completion: N/A
 MD tasked to NMCB 7: N/A
 Total project MD: N/A

Contract Costs: \$28,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Al Amarkaziyah School. The school was colorfully repainted, the outer wall was repaired and repainted, and the front walk was retiled.

Below: The contractor, Hamza, can be standing in front of the new school entrance. The entrance was tiled as well as new tiling laid for the walkway. Rails were also installed along the path.



Al Amarkaziyah School Restoration

The Al Amarkaziyah School restoration project provided 850 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, repair outer wall

Seabee/Contractor Crew Size: N/A / 60

Duration:	July 14,2003 – August 15, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$70,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Ad Diwaniyah Primary School. The walkway was repaired, school repainted, and windows and doors replaced.

Below: A bright, new classroom for the students of Ad Diwaniyah Primary School. The classrooms were repainted, electrical fixtures replaced, electricity restored, and blackboard replaced.



Ad Diwaniyah Primary School Restoration

The Ad Diwaniyah Primary School restoration project provided 750 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 35

Duration:	July 19,2003 – August 15, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$40,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Courtyard view of Al Manahil Primary School. The courtyard was retiled and the exterior of the building repaired and repainted.

Below: A fountain at the entrance provided by the contractor.



Al Manahil Primary School Restoration

The Al Manahil Primary School restoration project provided 800 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 45

Duration: July 14, 2003 – August 20, 2003

Mandays Expended: NMCB 7: N/A

Tasking:
 WIP at turnover: N/A
 WIP at deployment completion: N/A
 MD tasked to NMCB 7: N/A
 Total project MD: N/A

Contract Costs: \$62,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Ad Qadiusiyah Industrial School. The outer wall was rebuilt and plastered and two new gates were installed.

Below: The project team poses with the contractor on the new roof of the school. The existing roof was torn up and replaced with new tile.



Ad Qadiusiyah Industrial School Restoration

The Ad Qadiusiyah Industrial School restoration project provided 850 Iraqi students with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 40

Duration: July 20, 2003 – August 15, 2003

Mandays Expended: NMCB 7: N/A

Tasking:
 WIP at turnover: N/A
 WIP at deployment completion: N/A
 MD tasked to NMCB 7: N/A
 Total project MD: N/A

Contract Costs: \$63,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: Supplied contractor with tile and door frames



Left: Frontal view of the Kadija Al Kurba School. The outer wall was rebuilt and plastered and a new gate was installed.

Below: New windows and doors were installed. The plaster walls were repaired, painted, and decorated.



Kadija Al Kurba School Restoration

The Kadija Al Kurba School restoration project provided 800 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 35

Duration: July 17, 2003 – August 10, 2003

Mandays Expended: NMCB 7: N/A

Tasking:

WIP at turnover:	N/A
WIP at deployment completion:	N/A
MD tasked to NMCB 7:	N/A
Total project MD:	N/A

Contract Costs: \$19,500

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Courtyard view of the Al Kansaa School. The courtyard was retiled and the building was repainted. Windows and doors were replaced.

Below: The inside of a classroom at Al Kansaa School. The room was repainted, electrical fixtures replaced, electricity restored, floor tiled, and the doors and windows were replaced.



Al Kansaa School Restoration

The Al Kansaa School restoration project provided over 800 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 20

Duration: July 19, 2003 – August 15, 2003

Mandays Expended: NMCB 7: N/A

Tasking:
 WIP at turnover: N/A
 WIP at deployment completion: N/A
 MD tasked to NMCB 7: N/A
 Total project MD: N/A

Contract Costs: \$30,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Railroad Passenger Terminal. The front gate was replaced, the curbs painted, and the building restored.

Below: New windows, doors, and electrical fixtures were installed. The plaster walls were repaired, painted, and decorated.



Railroad Passenger Terminal Restoration

The Railroad Passenger Terminal restoration project provided Ad Diwaniyah citizens with a clean, safe, and functional passenger terminal.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, repair/replace benches

Seabee/Contractor Crew Size: 0/25

Duration:	July 15, 2003 – August 6, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$22,225

Material Costs: N/A

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Agriculture Building. The outer wall was rebuilt and plastered and a new gate was installed.

Below: New windows and doors were installed. The plaster walls were repaired, painted, and decorated.



Agriculture Building Restoration

The Agriculture Building restoration project provided Iraqi Agriculture Administration Personnel with a clean, safe, and functional office to serve the farmers of Ad Diwaniyah.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: 0/15

Duration:	July 15, 2003 – August 1, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$12,075

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of Baghdad and Sundown School. The outer wall was rebuilt, plastered, and painted, and a new gate was installed.

Below: The floors in the classrooms were raised 3 inches and tiled and new walkways and a concrete pad were placed.



Baghdad Sundown School Restoration

The Baghdad Sundown School restoration project provided 600 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, repair or replace concrete basketball court, repair or replace classroom floors

Seabee/Contractor Crew Size: 0/30

Duration: July 12, 2003 – August 9, 2003

Mandays Expended: NMCB 7: N/A

Tasking:
 WIP at turnover: N/A
 WIP at deployment completion: N/A
 MD tasked to NMCB 7: N/A
 Total project MD: N/A

Contract Costs: \$19,250

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Al Mithaq Intermediate School. The outer wall was rebuilt and plastered and a new gate was installed.

Below: New windows and doors were installed. The plaster walls were repaired, painted, and decorated.



Al Mithaq Intermediate School Restoration

The Al Mithaq Intermediate School restoration project provided 800 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 35

Duration: July 12, 2003 – August 8, 2003

Mandays Expended: NMCB 7: N/A

Tasking:
 WIP at turnover: N/A
 WIP at deployment completion: N/A
 MD tasked to NMCB 7: N/A
 Total project MD: N/A

Contract Costs: \$42,480

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: A frontal view of the Tahidi Challenger School. The walkway was replaced with new tile, the walls repaired and painted, and the windows and doors replaced.

Below: Seabees and Iraqis mingle at the school dedication. The floors were retiled, walls repaired and painted, and electrical fixtures replaced.



Al Tahidi Challenger School Restoration

The Al Tahidi Challenger School restoration project provided 900 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 18

Duration:	July 10, 2003 – August 12, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$42,480

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Electrical Substation. The outer wall was plastered and painted and a new gate was installed.

Below: New windows and doors were installed. The concrete pad and raceways were cleaned out and replaced. The gutters and downspouts were also replaced.



Electrical Substation Restoration

The Electrical Substation restoration project provided the Ad Diwaniyah Electrical Company with a functional substation to serve the local population.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, repair air conditioners, replace concrete pad and raceways

Seabee/Contractor Crew Size: N/A / 20

Duration:	July 17,2003 – August 10, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$24,500

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: The picture of Saddam on this monument outside the annex was replaced by the Iraqi National Flag and a sign for the annex was placed on top.

Below: The plaster was repaired and repainted, and tile floors, electrical fixtures, and doors replaced.



Post Office Annex Restoration

The Post Office Annex Restoration project contributed greatly to making vital postal services operational.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building, tile floor

Seabee/Contractor Crew Size: N/A / 35

Duration: July 23, 2003 – August 15, 2003

Mandays Expended: NMCB 7: N/A

Tasking:
 WIP at turnover: N/A
 WIP at deployment completion: N/A
 MD tasked to NMCB 7: N/A
 Total project MD: N/A

Contract Costs: \$30,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Forrot Bank. The exterior was repaired and repainted.

Below: New windows, doors, and electrical fixtures were installed. The customer service counter was also rebuilt.



Forrot Bank Restoration

The Forrot Bank restoration project provided Iraqi citizens with a clean, safe, and functional center for banking.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 45

Duration: July 23, 2003 – August 15, 2003

Mandays Expended: NMCB 7: N/A

Tasking:
 WIP at turnover: N/A
 WIP at deployment completion: N/A
 MD tasked to NMCB 7: N/A
 Total project MD: N/A

Contract Costs: \$58,600

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Outside view of the Central Post Office. The exterior of the building was repaired and repainted as well as windows, doors, and air conditioners installed.

Below: New electrical fixtures were installed, the walls repaired and repainted, and the customer service counter rebuilt.



Central Post Office Restoration

The Central Post Office restoration project provided the postal service with an operational facility and the citizens of Iraq with a valuable public service.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 50

Duration: July 27, 2003 – August 15, 2003

Mandays Expended: NMCB 7: N/A

Tasking:

WIP at turnover:	N/A
WIP at deployment completion:	N/A
MD tasked to NMCB 7:	N/A
Total project MD:	N/A

Contract Costs: \$70,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: The walls were repaired and repainted, floors were cleaned, and doors replaced.

Below: The restroom facilities were completely restored to include new tile, fixtures, doors, exhaust fans, and windows.



Assisted Living Home Restoration

The Assisted Living Home restoration project provided elderly citizens of Ad Diwniyah with a clean, functional residence.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 55

Duration: July 26, 2003 – August 15, 2003

Mandays Expended: NMCB 7: N/A

Tasking:
 WIP at turnover: N/A
 WIP at deployment completion: N/A
 MD tasked to NMCB 7: N/A
 Total project MD: N/A

Contract Costs: \$43,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Aminah Bint Weheb School. The outer wall was rebuilt and plastered and a new gate was installed.

Below: New windows and doors were installed. The plaster walls were repaired, painted, and decorated.



Aminah Bint Weheb School Restoration

The Aminah Bint Weheb School restoration project provided 600 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 20

Duration:	May 28,2003 – June 3, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$20,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Frontal view of the Al Waaran School. The outer wall was rebuilt and plastered and a new gate was installed.

Below: New windows and doors were installed. The plaster walls were repaired, painted, and decorated.



Al Waaran School Restoration

The Al Waaran School restoration project provided 800 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: N/A / 30

Duration:	May 28,2003 – June 16, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$60,125

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Courtyard view of the Al Gazar School. The courtyard was repaired and the building repainted.

Below: The Al Gazar School windows and doors were replaced as well as being plastered and painted.



Al Gazar School Restoration

The Al Gazar School restoration project provided 1200 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: 20/30

Duration: May 31, 2003 – June 10, 2003

Mandays Expended: NMCB 7: N/A

Tasking:
 WIP at turnover: N/A
 WIP at deployment completion: N/A
 MD tasked to NMCB 7: N/A
 Total project MD: N/A

Contract Costs: \$30,000

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Courtyard view of the Ghiranda School. The concrete was refinished, the basketball goals replaced, and the building painted.

Below: Locals celebrate the grand reopening of the Ghiranda School.



Al Ghiranda School Restoration

The Ghiranda School restoration project provided 800 Iraqi children with a clean, safe, and functional learning environment.

Project Data

Project Scope: Replace windows and doors, repair or replace restroom facilities, repair or replace electrical outlets and fixtures, paint and plaster inside and outside of building

Seabee/Contractor Crew Size: 12/20

Duration:	June 9, 2003 – July 21, 2003	
Mandays Expended:	NMCB 7:	N/A
Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	N/A
	MD tasked to NMCB 7:	N/A
	Total project MD:	N/A

Contract Costs: \$13,250

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Two NMCB SEVEN steelworkers repair a door at the prison in Ad Diwaniyah.

Below: Personnel work together cutting wood.



PRISON REPAIR AND SEAHUT CONSTRUCTION

Seabees provided support to the 7/16 Army unit stationed at the Ad Diwaniyah prison by hardening doors and building needed interrogation facilities.

Project Data

Project Scope: Repair doors and plumbing system in prison cells. Construct timber guard towers. Construct 2 seahut interrogation facilities. Fabricate and install shower facilities.

Seabee/Contractor Crew Size:	19/0	
Duration:	July 5, 2003 – July 20, 2003	
Mandays Expended:	NMCB 7:	350
Tasking:	WIP at turnover:	0
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	350
	Total project MD:	350

Contract Costs: \$0

Material Costs: \$32,000

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: An operator repairs the ASP road using a grader.

Ammo Supply Point Road, Camp Fox Kuwait

The ASP road-grading project improved access for U.S. Marines, U.S. Army and British units receiving and delivering trailers laden with munitions to and from front line units.

Project Data

Project Scope: Haul and place base coarse material with scrapers (6 mile round trip) from established borrow pit, place, grade and compact.

Seabee/Contractor Crew Size: 5/0

Duration: 24 March – 7 April 2003

Mandays Expended: NMCB 7: 50

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	50
Total project MD:	50

Contract Costs: \$0

Material Costs: \$2400

Significant Safety Issues: Operators leaving security perimeter of camp

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: Limited access to water and a water distributor



Left: Construction Electricians work to install electrical fixtures in this Seahut.

Below: Builders frame a wall before raising it.



CAMP CASTLE SEAHUT PROJECT

The Camp Castle Seahut Project provided operational and administrative spaces for NMCB Seven.

Project Data

Project Scope: Construct 6 16'x 32' seahuts on Camp Castle.

Seabee/Contractor Crew Size: 15/0

Duration: Apr 2, 2003 – Apr 22, 2003

Mandays Expended: NMCB 7: 77

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	77
Total project MD:	77

Contract Costs: \$0

Material Costs: \$60,000

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: CESE is staged in preparation for horizontal construction activities.

Below: An equipment operator fills in the hole the bunker was in.



Security Bunkers, Camp Castle, Kuwait

Security bunkers provided a safe haven for Seabees from possible missile attack.

Project Data

Project Scope: Excavate sand and place hardened security bunkers

Seabee/Contractor Crew Size: 60/0

Duration: 24 March – 30 March 2003

Mandays Expended: NMCB 7: 344

Tasking:
 WIP at turnover: 0%
 WIP at deployment completion: 100%
 MD tasked to NMCB 7: 344
 Total project MD: 344

Contract Costs: \$0

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: A NMCB 7 equipment operator performs ditching operations for communication lines.

Communication Line Ditching, Camp Fox, Kuwait

Ditching operations provided Marines, Army and Naval Forces with reliable communications for their camps to include NIPR, SIPR, DSN and local battle circuits.

Project Data

Project Scope: Trenched 5.5 miles of 3' deep ditch with 1 ladder ditcher and 1 bull wheel ditcher.

Seabee/Contractor Crew Size: 3/0

Duration: 24 March – 1 July, 2003

Mandays Expended: NMCB 7: 41

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	41
Total project MD:	41

Contract Costs: \$0

Material Costs: \$0

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Graders level off getch in before the material is rolled and wetted down.

Below: NMCB 7 equipment operators use graders to build and maintain roads in and around Camp Fox, Kuwait.



2nd Maintenance Battalion Road and Apron, Camp Fox, Kuwait

The road construction and parking apron allowed better access for the Marines to get at their equipment and expedited their retrograde back to the U.S.

Project Data

Project Scope: Haul and place base coarse material with scrapers. Spread, grade, irrigate and compact to desired finish.

Seabee/Contractor Crew Size: 10/0

Duration: 20 April – 21 May 2003

Mandays Expended: NMCB 7: 254

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	254
Total project MD:	254

Contract Costs: \$0

Material Costs: \$11,200 for select fill (est.)

Significant Safety Issues: Operators leaving security perimeter of camp

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: Limited access to water and a water distributor



Left: Equipment Operators work on a parking apron for the Marine Cot Lot at Camp Fox, Kuwait.

Supply Battalion Cot Lot, Camp Fox, Kuwait

Excavated pits to bury spoil and burn excess material. Additionally, constructed small parking apron around class 9.

Project Data

Project Scope: Excavated 4-1800 cubic foot pits and constructed a 10,000 sqft parking apron with base coarse material.

Seabee/Contractor Crew Size: 6/0

Duration: 10 May – 29 May 2003

Mandays Expended: NMCB 7: 25

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	25
Total project MD:	25

Contract Costs: \$0

Material Costs: \$1000 for select fill (est.)

Significant Safety Issues: Operators leaving security perimeter of camp

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: Limited access to water and water distributor



Left: View looking down one of two 125 ft disbursing centers. The disbursing windows are on the left.

Below: New lights and fans were also installed by the Seabees of NMCB 7.



Former Iraqi Military Pension Disbursing Center

The Former Iraqi Military Pension Disbursing Center project provided Iraqi officials and bank tellers with an area to disburse money as well as providing shade for the thousands waiting in line.

Project Data

Project Scope: Construct two 8'x125' payment buildings with 60 pay windows, Construct twenty five 8'x12'x8' Sunshade Structures, Construct twenty 4'x3' crowd control barriers, Construct two 125' payment counters with 30 payment stations, Construct ten 4-hole burnouts, Clear rubble and debris from site, grade and level site, Install interior electrical distribution, Install 20 fans and 50 florescent light fixtures

Seabee/Contractor Crew Size: 20/0

Duration:	July 9,2003 – July 17, 2003	
Mandays Expended:	NMCB 7:	401
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	401
	Total project MD:	401

Contract Costs: \$0

Material Costs: \$72,200

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: Material supplied by 3/5 Marines



Left: Construction Electrician’s work on a generator to ensure the camp runs smoothly.

Below: Utilitiesmen complete maintenance on air conditioners.



CAMP HOPE SEABEE LIFE SUPPORT

Camp Hope Life Support operations ensured that over 200 Seabees lived in a safe, comfortable environment while providing Humanitarian Assistance to Ad Diwaniyah, Iraq.

Project Data

Project Scope: Installed and maintained 46 air conditioners, ensured showers were running properly, operated laundry facilities, cleaned the camp, maintained generators, maintained 4-hole burnouts, contributed greatly to quality of life.

Seabee/Contractor Crew Size: 14/0

Duration: June 24 ,2003 – August 24, 2003

Mandays Expended: NMCB 7: 1100

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	1100
Total project MD:	1100

Contract Costs: \$0

Material Costs: \$3,500

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Seabees inspect a junction box for the 3/5 Marines.

Below: A Seabee stands by to assist as two locals look a generator.



3/5 MARINES HEADQUARTERS COMPANY LIFE SUPPORT

Seabees from NMCB 7 provided life support functions for 3/5 Marines Headquarters Company at the Diwaniyah Medical University.

Project Data

Project Scope: Maintained generators and air conditioners, completed minor construction projects, completed a seahut

Seabee/Contractor Crew Size: 15/0

Duration: June 24, 2003 – August 24, 2003

Mandays Expended: NMCB 7: 339

Tasking:
 WIP at turnover: 0%
 WIP at deployment completion: 100%
 MD tasked to NMCB 7: 339
 Total project MD: 339

Contract Costs: \$0

Material Costs: \$6,000

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: Builders in the process of putting up a wall.

Below: Builders pick lumber for the pre-fabrication shop.



Ad Diwaniyah City Police Seahuts

The Ad Diwaniyah City Police Seahut project provided local police with bases of operation for different sectors of the city, allowing them to more effectively complete their mission.

Project Data

Project Scope: Construction of 7 Seahuts in locations throughout Ad Diwaniyah, Iraq.

Seabee/Contractor Crew Size:	12/0	
Duration:	July 21, 2003 – August 7, 2003	
Mandays Expended:	NMCB 7:	170
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	170
	Total project MD:	170
Contract Costs:	\$0	
Material Costs:	\$70,000	
Significant Safety Issues:	None	
Significant QC Issues:	None	
Significant Design Issues:	None	
Significant Material Issues:	None	



Left: Quality Seabee construction skills put to good use.

Below: Builders prepare shelves. Shelves made the deployment site feel a little more like home.



7/16 ARMY POLICE UNIT LIFE SUPPORT

Seabees provided life support functions for the 7/16 Army Police unit stationed at a local Ad Diwaniyah prison.

Project Data

Project Scope: Installation and maintenance of air conditioners, electrical repairs, shower installation and maintenance, and minor construction

Seabee/Contractor Crew Size: 15/0

Duration: June 30 – August 15, 2003

Mandays Expended: NMCB 7: 135

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	135
Total project MD:	135

Contract Costs: \$0

Material Costs: \$2,500

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: A four-hole burnout constructed for the Marines.

Below: A steelworker works on a grill for the Marines.



3/5 MARINES WEAPONS and INDIA COMPANY LIFE SUPPORT

NMCB 7 provided life support functions to their neighbors at Camp Hope, Ad Diwaniyah.

Project Data

Project Scope: Numerous quality of life projects including the construction of tables, benches, pull-up bars, and 4-hole burnouts. Provided support for A/C and generator maintenance and repair.

Seabee/Contractor Crew Size: 17/0

Duration: June 24, 2003 – August 24, 2003

Mandays Expended: NMCB 7: 335

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	335
Total project MD:	335

Contract Costs: \$150

Material Costs: \$3,300

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: A steelworker works on a project for the local Marines.

Below: Seabees perform routine maintenance on a generator.



CSSG 11 CAMP EDSON LIFE SUPPORT

NMCB 7 provided life support functions for the Marine Unit CSSG 11 located at Camp Edson, Ad Diwaniyah.

Project Data

Project Scope: Provided A/C and generator maintenance and repair support, installed laundry unit, completed numerous minor projects including the construction of generator shades and A/C stands.

Seabee/Contractor Crew Size: 15/0

Duration: June 24, 2003 – August 24, 2003

Mandays Expended: NMCB 7: 290

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD tasked to NMCB 7:	290
Total project MD:	290

Contract Costs: \$0

Material Costs: \$2,500

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: A view of the road leading up to the Mahnd Village.

Below: Drainage culvert installed by NMCB 7 personnel.



Mahnd Road Repair

The Mahnd Road Repair project provided a safe and functional thoroughfare for the local community that lives and works in the Mahnd Village.

Project Data

Project Scope: Cut, grade, fill, and compact approximately 1.7 miles of coral secondary road located adjacent to Camp Combs. Clean out existing shoulders and vegetation used for drainage along both sides of the road.

Seabee Crew Size:	2	
Duration:	23 Jun 2003 – 31 Jul 2003	
Mandays Expended:	NMCB 7:	77.5
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	100
	Total project MD:	100

Material Costs: \$960

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: The bathroom in the medical facility constructed by NMCB 7 personnel.

Below: The exam room in the medical facility.



U.S. Peace Corps Renovation Phase II

The U.S. Peace Corps Renovation project provided a clean, safe, and functional medical facility for the U.S. Peace Corps volunteers and the local community.

Project Data

Project Scope: Install under slab utilities for two sinks, commode, and shower. Block up existing window openings, widen existing opening to accommodate new door, install (8) doors, and erect approximately 80 LF of 2" X 4" walls. Install drop ceiling, ceramic tile floor, and stucco all interior walls. Install fluorescent light fixtures, receptacles and switches, and window and split unit air conditioning systems.

Seabee Crew Size:	5	
Duration:	23 Jun 2003 – 31 Jul 2003	
Mandays Expended:	NMCB 7:	152
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	200
	Total project MD:	200

Material Costs: \$14,382

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None



Left: View of the maintenance building after erection of the walls and roof.

Below: The RBS package maintenance facility begins to take shape.



Maintenance Facility Project

In support of the Blue Lightning Strike Force of the Drug Enforcement Agency (DEA) and their High Intensity Drug Trafficking Area (HIDTA) interdiction programs, U.S. Naval Mobile Construction Battalion SEVEN deployed a team of 25 personnel (1 officer and 24 enlisted) to Saint Croix, U.S. Virgin Islands in order to construct two Royal Building System (RBS) structures, one administrative facility and one maintenance facility.

Project Data

Project Scope: Construct a 24' x 36' RBS maintenance facility, including open bay maintenance area and bathroom space. The facility is equipped with sinks, flush toilets, and ventilation system.

Seabee Crew Size:	17	
Duration:	14 AUG 2003 – 8 OCT 2003	
Mandays Expended:	NMCB 7:	120
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	120
	Total project MD:	120
Contract Costs:	\$0	
Material Costs:	\$95,995	

Significant Safety Issues: Ensure personnel are familiar with local driving regulations, including driving on the left side of the road.

Significant QC Issues: None

Significant Design Issues: The RBS package was a standard design package and did not take into account the close proximity to the sea or the slope of the ground towards the water. Local building codes would not allow us to direct bury the copper piping for water underground that was included in the package. Insulating sleeves had to be purchased and installed to meet code.

Significant Material Issues: Some components were missing from the RBS package. Approximately \$1000 in plumbing materials were purchased on the local economy that were supposed to be included in the building package.



Left: The walls of the administrative building after placement.

Below: Personnel prepare to tie in the walls.



Administrative Facility Project

In support of the Blue Lightning Strike Force of the Drug Enforcement Agency (DEA) and their High Intensity Drug Trafficking Area (HIDTA) interdiction programs, U.S. Naval Mobile Construction Battalion SEVEN deployed a team of 25 personnel (1 officer and 24 enlisted) to Saint Croix, U.S. Virgin Islands in order to construct two Royal Building System (RBS) structures, one administrative facility and one maintenance facility.

Project Data

Project Scope: Construct a 24' x 118' RBS administrative facility, including office space, watch stander berthing area, and bathroom space. The facility is equipped with sinks, flush toilets, and heat, ventilation, and air conditioning system.

Seabee Crew Size:	17	
Duration:	14 AUG 2003 – 10 OCT 2003	
Mandays Expended:	NMCB 7:	310
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD tasked to NMCB 7:	310
	Total project MD:	310
Contract Costs:	\$0	
Material Costs:	\$103,700	

Significant Safety Issues: Ensure personnel are familiar with local driving regulations, including driving on the left side of the road. Use ground guides when backing up and when maneuvering within the construction area.

Significant QC Issues: None.

Significant Design Issues: The footprint of this facility had to be relocated 30 feet south of the intended location due to limitations of the designed foundation. Local building codes would not allow us to direct bury the copper piping for water underground that was included in the package. Underground copper piping was replaced with PVC.

Significant Material Issues: Some components were missing from the RBS package. Approximately \$1000 in plumbing materials were purchased on the local economy that were supposed to be included in the building package.

4. EQUIPMENT

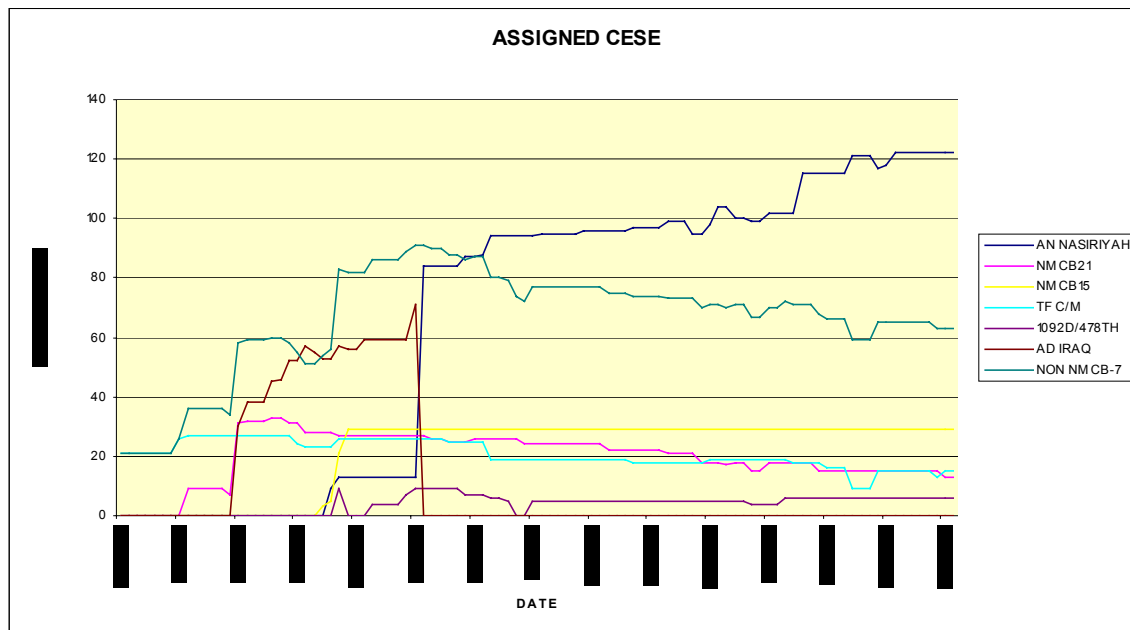


Above: Dump trucks are staged for use.

NMCB-7 was responsible for TOA pack up DT6, also referred to as PH1. The first pieces of this TOA were just being unloaded from the USNS Sodderman and USNS Greenlake when NMCB-7's Advance Party arrived at Camp Castle on 18 March, 2003. There were no facilities or administration to support equipment operations or equipment maintenance programs, just a gravel packed yard and more than 300 units of CESE.

On 19 March, NMCB-7 submitted its first CESE Report to Task Force Echo. At this point, NMCB-7 had already received 232 units of CESE from the two ships. By 23 March NMCB-7 had 298 units on hand and would spend the next few days overcoming challenges with and transporting the remaining few units.

NMCB-7 CESE supported Air Detachments for reserve NMCBs 15 and 21. This same TOA also supported Task Forces Charlie and Mike. Figure (1) illustrates how battalion CESE assets were allocated throughout the deployment. Loaned CESE peaked at 91 units on 23 April. This is significant because the loaned units were generally mobility assets such as tractors, trailers, HMMWV's, MTVR's, etc. Of the 220 units that NMCB-7 had remaining to complete their mission, many of the units were pumps, water tanks, fuel tanks, etc. that were never needed or used during the deployment.



Operations and Convoys:



Left: Personnel prepare to move a container with Rough Terrain Cargo Handling equipment.



Right: Vehicles are lined up in preparation of convoy operations.

	PASSENGERS		TOTAL	
	DEPARTING	RETURNING	CONVOYS	MILES
MARCH	759	502	39	2420
APRIL	1665	1178	95	7220
MAY	1103	895	110	6855
JUNE	909	793	132	8405
JULY	310	247	57	3360
Total	4746	3615	433	28260

Convoys were central to NMCB-7's success during this deployment. The battalion routinely supported both internal and external clients. The battalion managed more than 750 separate convoys that transported equipment and supplies valued over \$50 million across Iraq and Kuwait. These convoys carried more than 10,000 passengers in excess of 50,000 accident free miles, routinely under the threat of enemy fire, without casualties. On one occasion a convoy traveling from Kuwait to Iraq came under fire and returned fire for a brief period from what is believed was a lone gunman. Convoy commanders were briefed with the latest intelligence by the convoy coordinator, they were outfitted with the proper equipment, and they maintained communication with the battalion's main body via HF radio and cellular and/or iridium telephone. NMCB-7 convoy operations were both multi-service and multi-national as they transported Soldiers, Marines, and Seabees from seven different Naval Construction Battalions, Army and Marine Corps Engineer Battalions and a platoon of Korean engineers.

Maintenance:



Left: MR2 Carr prepares to create a needed pineapple for use with the M60 gun mount.

Our maintenance team built a maintenance program for the 320 units of assigned CESE from scratch and were performing both preventive maintenance and interim repairs within the first week of arriving in theater. Alfa Company overcame the absence of forms and the lack of ADP assets, using a combination of personal computers, printers, scanners, electronic forms and instructions. These creative, determined Seabees literally built a Redbook compliant maintenance and operations program from nothing.

During the deployment NMCB-7 processed more than 1,000 equipment repairs orders (EROs). The battalion Cost Control Supervisor worked "outside the box" and obtained desperately needed technical support for Navy and Army

units across Kuwait and Iraq from the NCF's Construction Equipment Department in Gulfport. In all, the battalion was able to successfully meet all mission requirements despite extreme environmental conditions and only "O" level repair parts support. The battalion's highly successful maintenance program sustained better than 85 percent average daily availability, despite supply challenges and the harsh conditions and was frequently commended by I MEG Engineer Group (MEG) equipment managers for its success.

5. CAMP MAINTENANCE

Bravo Company supported camp maintenance operations at the following sites:

Al Jaber Air Base, Kuwait
Commando Camp, Kuwait
Camp Castle, Kuwait
Port Shuaiba, Kuwait
Camp Moreell, Kuwait
LSA Viper, Iraq
Camp Whitehorse, An Nasiriyah, Iraq
Camp Hope, Ad Diwaniyah, Iraq
Camp Babylon, Al Hillah, Iraq

At these longer established camps, the Bravo Company organization reflected a normal peace time deployment and incorporated standard maintenance procedures such as Standing Job Orders, Emergency Work Authorizations, and Specific Job Orders.

Standing Job Orders were established for the following work:

1. fire extinguisher pressure checks
2. air-conditioning unit filter cleaning
3. camo-netting replacement
4. sandbag replacement
5. water storage decontamination
6. tent maintenance
7. electrical outlet checks

At these camps, a 24 hour trouble desk was manned in the Camp Maintenance Office and was staffed by a duty Utilitiesman and Construction Electrician. In addition, the trouble desk maintained a log of trouble calls to be addressed. At Camp Castle, a total of 625 requests for service were responded to. As part of the electrical distribution plan, a duty CE would maintain an hourly operators log to monitor capacity, efficiency, temperatures, and fuel levels. This was an urgent requirement as it resulted in far less maintenance problems associated with operating generators in an adverse climate. In addition, sun shades and sound deadening shelters were constructed around all generators to reduce the operating temperature of the generator, the risk of overheating, and significant noise pollution.

At these sites, NMCB SEVEN Bravo Company personnel provided camp maintenance support for battalion personnel in addition to any other Coalition Forces. Among the most common types of work were water delivery, shower tent operation, 4 hole burnout disposal, electrical power distribution, air-conditioning unit installation and maintenance, and leach field construction.

At the following camps, NMCB SEVEN Bravo Company provided life support and camp maintenance support to Marine Corps units and were not specifically living at these camps:

1. Camp Getsome, Ad Diwaniyah, Iraq
2. Camp Gotsome, Ad Diwaniyah, Iraq
3. Camp Edson, Ad Diwaniyah, Iraq
4. Talill Air Base, An Nasiriyah, Iraq
5. 3/5 Foxtrot/Headquarters & Weapons Company Camps, An Nasiriyah, Iraq
6. US Army, TRANSCOM, Port Shuaiba, Kuwait
7. Blair Field, Al Kut, Iraq
8. Det As Samawah, Iraq
9. Zubidiyah Bridge Project, Tigris River

Camp Maintenance routinely supported Marine Corps units with electrical distribution maintenance and repair work, air-conditioning unit installation and maintenance, shower tent operations, and leach field and sanitation facility construction. NMCB SEVEN camp maintenance efforts were routinely perceived as making the greatest positive impact on Marine Corps units' quality of life.

CHAPTER V

TRAINING

In order to maintain the battalion's military and technical skills, training remained a priority during the 2003 Southwest Asia deployment in support of Operation Iraqi Freedom. NMCB SEVEN completed 6,485 mandays of effective training to ensure continued mission capability. While military training, deployed field exercises, and embark training are typically performed during normal peacetime deployments, Operation Iraqi Freedom provided NMCB Seven personnel the opportunity to routinely perform these evolutions in a true contingency environment. In spite of limited computer assets and austere living and working conditions, Seven maintained a robust Seabee Combat Warfare (SCW) training program, CPR Training program, invaluable On-The-Job Training (OJT), and General Military Training (GMT) on all CNO and CO directed FY 2003 topics. Leadership training included Battle Skills Guide / Small Unit Leadership Training, and Petty Officer Indoctrination. The Spring 2003 bi-annual Physical Fitness Assessment was waived due to the 3 month accelerated deployment date to a contingency environment.

SEABEE COMBAT WARFARE

The battalion's Seabee Combat Warfare (SCW) program continued to be a top command priority. An extremely aggressive training plan of evening classes was implemented that included over 1821 manhours of classroom instruction with a different topic each night. This allowed the battalion to teach from six to seven classes per week depending on operational commitments. A review of all aspects of the SCW Program resulted in various process improvements to include both teaching and study aids, an updated and expanded test question bank, computer based practice and final qualification tests, and an improved method of tracking qualification standards with Core, Unit Specific, and NCF Officer sections. The training program coupled with aggressive leadership involvement in the entire program resulted in 84 SCW qualifications and 21 re-qualifications for newly reported members during the deployment and an impressive 242 SCW-qualified personnel on board by the end of deployment.

ON-THE-JOB-TRAINING

Companies assisted the Training Department by administering two Seabee Skill Assessment interview evolutions during deployment. Seabee skill attainments were later processed into the Personal Information System Training Operational Logistic (PISTOL) database. This information was used to accurately identify the Battalion's current skill inventory and identify skill deficiencies in preparation for an extended homeport training cycle.

In addition to skill attainment earned through standard SSA interviewable Seabee Construction Battalion Training (SCBT) skills, the work and task specific training NMCB Seven completed during this six-month contingency deployment made a number of Contingency Construction Crew Training (CCCT) skills available for attainment as well. These crew skills include construction of 4-hole burnouts, Bailey Bridge, and Seahuts/Strongback tents.

Operation Iraqi Freedom provided invaluable operations training to NMCB Seven personnel through routine performance of contingency operation evolutions such as embarkation, convoy operations, linear and perimeter defense and security operations. NMCB SEVEN's Military Advisor spent countless hours training security teams, accompanying them on missions to conduct on-the-job training as well as conducting training sessions during their off-hours or standby React time. During the course of NMCB Seven's deployment the Main body performed three relief-in-place operations, established two camps and ultimately took over all MEG operations. In addition to the Main Body movements, a heavy Air Detachment moved into Iraq just two weeks after combat operations began and performed Life Support and Humanitarian Assistance in four locations over a 5 month period. During those five months, the detachment was augmented to over three hundred personnel. Additionally, the Iraq Detachment established three Camps in the course of three full detachment relocations and also performed a relief in place of NMCB 4 in Ad Diwaniyah.

CPR

Battalion-certified CPR instructors provided 8 classes or 1240 manhours of training, resulting in over 122 newly qualified personnel.

GENERAL MILITARY TRAINING

Completed 8 classes in homeport and 4 on deployment. Topics covered by GMT included suicide awareness, safety, personal accountability, and the hazards of unexploded ordnance.

BATTLE SKILLS GUIDE / SMALL UNIT LEADERSHIP

All NMCB SEVEN personnel have been provided Construction Battalion Battle Skills Guides P-1160 and 1161. Small Unit Leadership Training and battalions have always gone hand in hand, but with all hands being provided with the P-1160 and 1161, NMCB SEVEN was challenged with the incorporation of these guides into everyday training. The Training Department embraced this challenge by having squad leaders provide their personnel training in 8 general topics and 63 specific topics. The guidance, training aids, and technical support for this training was provided by the Training Department, but the initiative and motivation was supplied by the squad leaders. This training was a huge success, instilling confidence and inspiration in both the squad leaders and their troops. These training evolutions kept our Seabees sharp in military tactics, health and safety practices, and contingency construction skills.

PETTY OFFICER/CHIEF PETTY OFFICER INDOCTRINATION

The training of future leaders continued to be a priority with the completion of Petty Officer Indoctrination for NMCB SEVEN’s thirty two new Petty Officers and Chief Petty Officer Indoctrination for three of our new Chief selects. All class scheduling, training aids, and instructor / student guidance were provided by the Training Department, ensuring these new leaders had the skills and knowledge to accept greater responsibility and authority.

PHYSICAL READINESS

Acceleration of the Battalion’s homeport training cycle to support an early deployment mandated moving the Battalion’s Field Exercise up ten days followed by an Advanced Party deployment two weeks later. As a result of the Operational and Logistic demands associated with the early deployment and a contingency environment, the Battalion was unable to perform the Spring and Fall 2003 PFAs. When military and climate conditions permitted, battalion Physical training was performed at Company and Platoon levels during deployment. A total of 4715 man-days were dedicated to physical training.

SERVICE RECORD REVIEW

One of the major evolutions undertaken by the Training Department staff was a complete review of over 650 service records to verify page fours for every member of the battalion. This was done to validate the online records kept in the PISTOL database as well as the NMCB SEVEN Database, which is used to evaluate unit attainment and calculate SORTS numbers. When the review was finally completed, all the missing information was entered into the database and a hard copy binder was created as a back up and reference for the department.

Operation Iraqi Freedom: Training Data

TRAINING MANDAYS

		ManDays Expended on Training							
	Location	Mar-03	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Total
SCWS	Kuwait	0.0	18	36	50	24	23	26	177
	Iraq	0.0	0	19	23	22	13	0	77
CPR	Kuwait	0.0	95	20	40	0	0	0	155
	Iraq	0.0	0	0	0	0	0	0	0
BMR	Kuwait	0.0	0	0	0	48	0	0	48
	Iraq	0.0	0	0	0	0	0	0	0
GMT	Kuwait	329	485	0	0	34	50	415	1313
	Iraq	0.0	0	0	0	0	0	0	0
PT	Kuwait	-	-	-	-	-	-	-	4715
								Total	6485.0

SCWS TRAINING

		Number of SCWS Classes Held							
Location		Mar-03	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Total
SCWS	Kuwait	0	12	24	25	16	15	0	92
	Iraq			25	25	25	15	0	90

		Number of Personnel Attending SCWS Classes							
Location		Mar-03	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Total
SCWS	Kuwait	0	144	288	400	192	181	0	1205
	Iraq			154	182	175	105	0	616

Number of New SCWS Qualifications		
	Kuwait	Iraq
Officers	9	1
E7-E9	4	1
E5-E6	26	11
E4 and below	20	12

Number of SCWS Re-Qualifications		
	Kuwait	Iraq
Officers	0	
E7-E9	8	3
E5-E6	9	4
E4 and below	0	

CPR TRAINING

		Number of CPR Classes Held							
Location		Mar-03	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Total
CPR	Kuwait	0	4	1	3	0			8
	Iraq								0

		Number of Personnel Attending CPR Classes							
Location		Mar-03	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Total
CPR	Kuwait	0	95	20	40	0			155
	Iraq								0

CHAPTER VI

SUPPLY, LOGISTICS, AND EQUIPMENT

The Supply Department operated the following outlets: Combined Dining Facility, Berthing assignment, Disbursing, Post Office, Barber Shop, Infantry Gear Issue, CTR, ARP, Battalion TOA, and Supply Office. In addition to providing logistical support to Camp Castle and the other Camps occupied by battalion personnel the Department was tasked to support two Reserve battalion Air detachments with required TOA support material. The Department utilized all available acquisitions and procurement resources including the IMPAC Credit Cards for local purchase of mission essential materials.

OUTLET SUMMARIES:

CENTRAL TOOL ROOM (CTR)

- Staff consisted of four personnel, which was reduced to two within the first month of deployment due to tasking. Tasked with providing tool kits support.
- Maintained custodial inventory management for a full complement of battalion TOA tool kits and specialized tools procured for projects.
- Provide support to two Reserve battalion Air Detachments, in addition to personnel assigned to camp maintenance at the various camps and humanitarian projects in the local community.
- Maintained proper documentation of and tracking of tool kit inventories
- Significant effort on the part of the CTR staff kept losses to a minimum despite a large number of wartime construction projects in various remote locations.

AUTOMOTIVE REPAIR PARTS (ARP)

- Staff of five personnel tasked to provide CESE parts support to Alpha Company and two Reserve battalion Air Detachment.
- Maintained inventory management control responsibility for ten thousand line items valued at over \$2.2 million.
- Conducted a wall-to-wall inventory and achieved and maintained an inventory validity of over 98%.
- Updated and maintained manually NAVSUP 1114 cards for every line item on hand
- Maintained proper documentation for all material issue and receipt.

TABLE OF ALLOWANCE (TOA)

- Staff of five personnel tasked with management and distribution of TOA facilities valued at over \$14 million.
- Located and issued requested materials to staff codes, departments and companies, in addition to two Reserve battalion Air Detachments.
- Documented material dispositions for responsibility and accountability
- Retrograded 87 containers TOA facilities materials for serviceability and shipment to the NCBC for ILO.

SUPPLY OFFICE

- Staff of three personnel tasked with providing Supply logistic and Travel support.
- Maintained and managed Travel and Operational OPTAR totaling over \$1 million for proper liquidation and distribution.
- Prepared deployment PER DIEM orders for over 750 personnel; emergency leave orders for 12 personnel and admin travel orders for 10 personnel.
- Prepared over two thousand requisitions for CESE repair parts support and other command mission essential items.
- Purchased over \$30K in mission essential items using the Government Credit Card purchase program.

POSTAL

- Staff of one tasked with providing limited postal service, mainly consisting of picking up, sorting and distribute mail via company representatives.

DISBURSING

- The Marines handled all monetary transactions for us.
- The only significant difficulty we encountered was a lack of communication with stateside personnel in Gulfport and also at DFAS. The communications have steadily improved, but there are still challenges.

FOOD SERVICE

- In Kuwait, NMCB-7 relied on catered meals. The contractor prepared all of the food at a remote site, transported it to the camp, and then served the meal. The Mess Management Specialists were tasked with ensuring that all quality and sanitation standards were maintained. This was not an easy task given the harsh environmental conditions.
- Food Service in Iraq closely approximated conditions found on a traditional FEX. In the beginning meals consisted of MREs and subsequently shifted to UGRs. The MSs worked hard to improve the presentation of the meals by acquiring spices and condiments from a variety of sources.

782 INFANTRY GEAR/ CUU/ DUU

- Personnel worked hard to receive, organize, and distribute desert utility uniforms (DUU) and personal infantry gear in preparation for an early deployment to Southwest Asia.
- Once deployed, the department worked to provide uniform items to personnel joining the command.
- Completed 782 Infantry Gear turn-in, cleaning, and packaging for shipment back to CONUS.

MATERIAL LIASON OFFICE (MLO)

- Played a significant role in supporting the construction effort for the entire FIRST Marine Expeditionary Force Engineer Group (MEG).
- Ordered, received, stored and shipped over \$1M worth of critical Class IV material. This relatively small team of dedicated Seabees allowed the battalions to complete hundreds of force protection and quality of life projects in Iraq and Kuwait.

LAUNDRY

- The Ships Servicemen did not operate the battalion's laundry. This function was also contracted out at Camp Castle, our first main body site. When the battalion moved to Camp Moreell, self-service facilities were provided so that all personnel were able to do their own laundry.

BARBER SHOP

- The barbershop operated similarly to a normal barbershop. The major differences were the conditions the SHs were forced to work in. They started out working in a non air-conditioned GP Medium tent and eventually took over a workspace in an air conditioned SEAhut. Despite the challenges, haircuts were provided to all battalion personnel and also to members of various reserve air detachments.

CHAPTER VII

COMMUNICATIONS/ARMORY

Communications

Upon arrival at Camp Castle, the NMCB SEVEN mainbody site, the communications department successfully turned over all communication gear from Naval Mobile Construction Battalion FIVE. VHF and HF nets were established, enabling successful communication with Task Force Endurance, the MEG, adjacent USMC units and all of the command's forward deployed units. This was accomplished within the first 72 hours of arriving in Kuwait. The communications department also installed a camp phone network utilizing a switchboard. This ensured reliable and convenient communications between major departments of the camp without transmission over radio waves. The camp had no infrastructure in place upon arrival and over the next months installed over 7,000 meters of cat 5 and fiber optic cable, run and terminated for the set up and operation of non-secure local area network (NIPRNET), secure local area network (SIPRNET), and DSN services. This greatly increased the battalion's ability to communicate with adjacent units and war fighters. Over 40 workstations were rebuilt in support of the NIPR/SIPR networks. Countless manhours for rebuilding the battalion database were saved when the communications department brought up the battalion local area network (BATLAN).

NMCB SEVEN Communications Department personnel also worked throughout the area of operations. The following bullets describe work the department completed in these different locations.

1. Camp Jaber (Kuwait)
 - a. Implemented fiber/10base-T secure local area network (SIPERNET) and non-secure local area network (NIPERNET) during combat operations
 - b. Drafted several automated data processing (ADP) standard operating procedures (sops), which provided a valuable reference point to Task Force Endurance personnel.
 - c. Coordinated and repaired archaic local area network architecture, which included 20 hours of laying and placing connectors on new cat 5 cable to several nodes.
 - d. Configured, installed, and maintained 20 Windows 2000 machines and 5 printers.
2. Camp White Horse and Talill (Nasiriyah, Iraq)
 - a. Implemented a fiber/10base-T local area network for the Army 265th engineering corps, which also allowed our international counterparts (South Korean military) to gain non-secure LAN access.
 - b. Set up and maintained HF voice and HF data communications with Task Force Endurance and the MEG.
 - c. Set up and maintained VHF communications with convoys, project teams and adjacent USMC units.
3. Camp Hope (Diwaniyah, Iraq)
 - a. Coordinated NIPR/SIPR and DSN services with Marine counterparts.
 - b. Set up and maintained HF voice and HF data communications with Task Force Endurance and the MEG.
 - c. Set up and maintained VHF communications with convoys, project teams and adjacent USMC units.
4. Camp Morrell
 - a. Relieved NMCB 133 of all ADP assets and implemented NMCB 7 BATLAN
 - b. Prepared over 40 computers for use on the NIPR/SIPR networks provided by the U.S. Air Force
 - c. Retrograded of all communication gear in the battalion's TOA, including cleaning and repackaging prior to shipment back to the U.S.

Armory

Deployed to a contingency environment in Southwest Asia, the efficient operation of the armory was critical to NMCB SEVEN's successful completion of its mission. Amory personnel strived to flawlessly execute every phase of the deployment, from embarkation of assets and daily accountability in-theater to the final retrograde

of assets. Many challenges were experienced and overcome by the armory personnel during this demanding deployment.

In preparation for the early deployment to Southwest Asia, armory personnel inventoried and inspected all crew served weapons and also ensured all personal weapons were in good working order. Crew served weapons were cleaned, prepared, and packed for shipment on a cargo flight leaving March 17 – the same day that the first wave of NMCB SEVEN personnel embarked for Operation Iraqi Freedom. Personal weapons were embarked with the member. Any block weapons that were not assigned, as well as selected night vision assets, were shipped on the same cargo flight as the crew served weapons.

Upon entering theater, NMCB SEVEN and NMCB FIVE armory personnel completed a thorough turnover as NMCB FIVE departed for home. NMCB SEVEN assumed responsibility for weapons, ammunitions, and night vision assets and began the process of establishing armory operations.

Armory personnel overcame accountability challenges as resources were allocated to many different units throughout the area of operations. Items allocated to other units included numerous M60's, M203's, M16's, M9's, M500's, night vision assets, and every type of ammunition. NMCB SEVEN successfully provided the MEG, two reserve air detachments, Task Force Endurance and the Army 1092nd with the assets they needed while maintaining accountability for the provided items. Personnel established appropriate lines of communication with the involved units so that the location and condition of the weapons and gear were continuously known. Once units were set to depart Southwest Asia, NMCB SEVEN personnel took physical control of all allocated resources.

In preparation for redeployment to homeport, the armory conducted a battalion weapons and gear turn-in in which personnel turned in their weapons, ammunition, and gear to the armory. The armory inventoried the items and made sure that three cleanings were made on each of the weapons. Once weapons, ammunition, and gear were accounted for, armory personnel packed them into containers for shipment home.

Throughout the contingency deployment, NMCB SEVEN armory personnel were responsible for 931 weapons, 115 night vision assets, and 277,600 rounds of ammunition spread across 8 different units traveling to numerous locations. They expertly managed these resources and made sure that they were in satisfactory condition before packaging and shipping.

Armory Statistics

Support Requirement Weapons								
LOCATION	M224	MK19	M2	M60	M203	M16	M9	M500
NMCB 7 Camp Fox	4	1	1	3	14	208	112	7
NMCB 7 Forward	2	4	3	6	10	305	27	3
NMCB 15 Air Det	0	0	0	3	8	108	9	8
NMCB 21 Air Det	0	0	0	3	8	1	7	0
MEG	0	0	0	0	1	12	9	0
MEG Forward	0	0	0	0	1	10	10	2
NMCB 7 SERT	0	1	2	1	2	2	0	4
Army 1092nd Ebn	0	0	0	0	4	4	1	0
TOTAL	6	6	6	16	48	650	175	24

Table 7.1: Describes the weapons requirements throughout the Southwest Asia area of operations.

Support Requirement Night Vision				
LOCATION	AN/PVS 7C	AN/PVS 4	AN/PVS 12A	AN/PVS 20
NMCB 7 Camp Fox	12	1	8	3
NMCB 7 Forward	16	4	8	6
NMCB 15 Air Det	8	8	4	3
NMCB 21 Air Det	3	8	4	2
MEG	2	0	0	0
MEG Forward	0	2	0	0
NMCB 7 SERT	7	0	2	2
Army 1092nd Ebn	0	2	0	0
TOTAL	48	25	26	16

Table 7.2: Describes the night vision requirements across the Southwest Asia area of operations.

Support Requirement Amunition				
LOCATION	5.56mm	7.62mm	9mm	50 cal.
NMCB 7 Camp Fox	58,000	4,800	1,200	4,800
NMCB 7 Forward	68,000	8,600	2,000	8,600
NMCB 15 Air Det	70,000	2,400	2,000	2,400
NMCB 21 Air Det	3,600	2,400	1,000	2,400
MEG	1,200	1,200	200	0
MEG Forward	4,800	3,600	200	0
NMCB 7 SERT	3,600	4,000	100	2,400
Army 1092nd Ebn	10,000	1,800	500	1,800
TOTAL	219,200	28,800	7,200	22,400

Table 7.3: Describes the ammunition requirements across the Southwest Asia area of operations.

CHAPTER VIII

MEDICAL/DENTAL

Medical

NMCB Seven Medical Department personnel provided medical care and medical readiness support to the Magnificent Seven Seabees, Marines, Army and Spanish and Italian Coalition Forces in Kuwait and Iraq during the Southwest Asia Deployment in support of OPERATION IRAQI FREEDOM. Medical Department personnel established a Battalion Aid Station and managed camp public health, sanitation, pest control and water quality at Camp Castle, Kuwait as well as with forward deployed detachments at Camp Viper, An Nasiriyah and Ad Diwaniyah, Iraq. Corpsmen routinely accompanied Seabees to their jobs sites to provide immediate on-site care.

In preparation for deployment the Medical Department administered over 3200 inoculations against smallpox, anthrax, typhoid, meningitis, Japanese encephalitis, hepatitis, and yellow fever. During the first six months abroad they completed over 800 patient visits resulting in 18 medical evacuations to higher levels of care. Injuries treated included multiple shrapnel wounds, motor vehicle accident victims, fractures, sprains, lacerations and ocular foreign bodies. Illnesses included gastroenteritis, viral upper respiratory illness, dehydration, shingles, neurological disorders, appendicitis and hernias.

In August 2003 NMCB SEVEN Medical assumed the medical responsibility for the I MEF Marine Engineer Group. This involved tracking and reporting on all Naval Construction Force injuries and illnesses in the MEDEVAC system and receiving and collating immunization reports from subordinate units.

Dental

During the 2003 OPERATION IRAQI FREEDOM deployment, the Dental Department worked zealously to maintain dental readiness above 95%. The dental team aggressively pursued the dental readiness of personnel selected to travel to Iraq and those sent to Al Jaber and Port Shuaiba in Kuwait, due to the remote nature of the locations. Over 700 patient visits and over 3,300 dental procedures were performed over the course of the deployment. The dental health (% of personnel Class 1) of the battalion rose from 44% to 50%.

The Dental Technicians rose to the challenge during manpower shortages. In addition to assisting the Dental Officer in Kuwait and Iraq, they drove MTRV's, operated forklifts, performed medical sick call, and provided medical coverage for convoys, job sites, and the Water Well crew.

No stone was left unturned when it came to assembling a fully functional ADAL with enough consumable supplies to last through the deployment. Early in the game, Branch Dental Clinic Gulfport, Mississippi came to the rescue with hand pieces and consumable supplies. 2nd FSSG MEDLOG answered the call for help with a continuous supply of consumables and the loan of essential equipment. Their support and "Can Do" attitude was instrumental in the "Magnificent Seven" Dental Department's extremely successful and rewarding deployment.

CHAPTER IX

RETROGRADE

NMCB 7 played a crucial role in the retrograde of TOA assets from the Southwest area of operations. Retrograde only captures part of the effort to get equipment and gear out of theatre. The entire operation consisted of what is called R4 - retrograde, reconstitution, regeneration, and redeployment - of TOA assets. R4 of TOA assets included air and sea movement from seven Maritime Pre-positioned Ships (MPS) and eight black bottom ships. R4 involved several NCF units. NMCB 7 began to mirror R4 operations with NMCB 133 and NCFSU 2 in August. By early August, a significant number of personnel from NMCB SEVEN's Alfa Company were at Camp Moreell, Kuwait assisting NMCB 133 and NCFSU 2. On 8 August, NMCB SEVEN assumed full control of R4 operations. An air detachment from NMCB 40 arrived in mid-August and was smoothly incorporated into the R4 process.

NMCB 7 played a crucial role in the R4 process by completing over the final one third of the work. Upon NMCB SEVEN's departure from Southwest Asia, all TOA assets for black bottom and MPS vessels were maintained, washed, and staged.

A total of five Tables of Allowance (TOAs) had to be retrograded with additional assets from Port Hueneme, Guam, and Bahrain. In these TOA's were 1769 pieces of CESE and 591 containers, which included two full MPS TOAs. Reconstitution involved bringing all assets back together and assessing its condition. Retrograde involved inventory, preventive maintenance, cleaning, staging, and agricultural inspection. This process was unique for CESE and containers. Containers were emptied, inventoried, and packed. A day and night crew worked 24 hours a day to clean and prepare containers for shipment. Regeneration of assets involved selectively redistributing the best gear to MPS ships, ensuring the highest possible state of readiness. Proper coordination and collecting accurate data was key to successfully determining the equipment to be loaded on each ship.

Finally, NMCB SEVEN completed the redeployment phase with the line-haul of assets to the port for loading. Alfa Company moved to 24-hour operations in September to meet the workload. Unpredictable changes in ship schedules with both black bottom and MPS ships required the loading of the final major black bottom ship to be completed by 20 September instead of the originally scheduled 30 September date. NMCB 7 was responsible for completion of 683 pieces of CESE and 250 containers. This effort involved a whopping 5817 mandays by NMCB 7 alone. This contribution required tremendous coordination and a lot of Seabee 'Can Do' spirit.

Statistics

Number of CESE in-theater	1769
Number of Containers in-theater	591
Total Number of Containers and CESE	2360
Number of CESE retrograded by NMCB SEVEN	638
Number of Containers retrograded by NCMB SEVEN	250
Total Number of Containers and CESE retrograded by NMCB SEVEN	888
Percentage of Containers and CESE retrograded by NMCB SEVEN	37.6%
Number of mandays dedicated by NMCB SEVEN	5817

APPENDIX A
CHRONOLOGY OF EVENTS

NMCB SEVEN OPERATION IRAQI FREEDOM DAILY CHRONOLOGY

16 March 2003

- NMCB SEVEN pre-Advance Party of 125 personnel departs Gulfport enroute to Kuwait.

17 March 2003

- NMCB SEVEN pre-Advance Party arrives in Kuwait and sets up camp at Al Jaber Air Base and Camp Castle at Tactical Assembly Area Fox.

18 March 2003

- NMCB SEVEN pre-Advance Party began line haul of PH-1 TOA from USNS Green Lake and USNS Sodderman.
- NMCB SEVEN Advanced Party of approximately 250 personnel departs Gulfport enroute to Kuwait.
- Provided complete communication support to Task Force Echo, including HF and VHF radios, antennas, phone, and operators.

19 March 2003

- NMCB SEVEN Advance Party arrives in Kuwait. All personnel sent to Camp Castle.
- During turnover with NMCB 4, 21 pieces of CESE remained in their custody ISO Task Forces Mike and Charlie.

21 March 2003

- NMCB SEVEN Camp Castle personnel began construction and maintenance of 10 miles of eight-foot high security berm around Camp Castle and Camp Fox. Maintenance continued for the duration of NMCB SEVEN's stay on Camp Castle.
- NMCB SEVEN Camp Castle personnel began road maintenance for main roads and ASP roads at Camp Fox and Camp Castle. Maintenance continued for the duration of NMCB SEVEN's stay on Camp Castle.

22 March 2003

- NMCB SEVEN sent a ten person Seabee Engineer Reconnaissance Team from Al Jaber Air Base to Camp Commando to serve as the Tactical Movement Team for RADM Kubic.

23 March 2003

- NMCB SEVEN member, EO3 Danny Hollingsworth was struck with shrapnel when a dozer, for which he was serving as ground guide, struck UXO IVO SE edge of Camp Castle. Member was treated at Camp Castle and then at II FSSG medical clinics and returned to full duty. Following this event, ground guides were required to wear Kevlar helmet and flak jackets when directing earthwork.

24 March 2003

- NMCB SEVEN Camp Castle personnel began ditching 3 miles of communications trenches for fiber optic cables for II FSSG Communications Battalion on Camp Fox.

26 March 2003

- Transferred custody of 5 additional pieces of CESE to Task Forces Mike and Charlie.

27 March 2003

- NMCB SEVEN Main Body of approximately 325 departs Gulfport, Mississippi enroute to Kuwait.
- Transferred custody of 1 additional piece of CESE to Task Forces Mike and Charlie.
- Transferred custody of 1 MCA1 (-) Module of our P25M TOA and 9 pieces of CESE to NMCB 21.

28 March 2003

- NMCB SEVEN completed line haul of PH-1 TOA from USNS Green Lake and USNS Sodderman.
- NMCB SEVEN Main Body arrives in Kuwait. Personnel sent to Al Jaber and Camp Castle.
- Provided HF and VHF communication equipment to NMCB 21 at Um Qasr.

01 April 2003

- NMCB SEVEN Camp Castle personnel began construction of six Seahuts for administrative spaces for Camp Castle.
- Transferred custody of 150 cots and 1 x 5K generator to 1092d Army Engineer Battalion.

02 April 2003

- NMCB SEVEN deploys a 130 person heavy air detachment in a 25 vehicle convoy over the Iraqi border to Logistic Supply Area (LSA) Viper at Jalibah Air Base. The mission of this Air Det was to maintain Main and Alternate Supply Routes (MSR/ASR) in Southern Iraq and to provide critical life support services to Army, Navy, and Marine Corp units operating in the area. The detachment was lead by the Battalion S3.
- The detachment arrives at LSA Viper, makes liaison with NMCB 133 and begins construction of protective perimeter berm, Combat Operations Center (COC), and tent camp.
- Provided detachment with HF and VHF capabilities.
- Crew of 12 personnel began erection of Clamshell structure at Al Jaber Air Base. Scope included grading, placement of AM2 matting, and erection of 40' x 100' prefabricated clamshell structure.
- Transferred custody of 22 additional pieces of CESE to NMCB 21.

03 April 2003

- Provided HF and VHF capabilities to NMCB SEVEN SERT attached to MEG.
- Transferred custody of 1 additional piece of CESE to NMCB 21.

06 April 2003

- Fifteen Vehicle convoy leaves Camp Castle and arrives at LSA Viper with 11 pieces of additional CESE, 7 Tents, Life Support assemblies, and tool kits.
- Transferred custody of 1 additional piece of CESE to NMCB 21.

07 April 2003

- NMCB SEVEN Camp Castle personnel began construction of 1-mile road from Marine North Gate ECP to Camp Castle North Gate ECP.

08 April 2003

- A team of 18 Seabees and one officer began MSR Tampa and ASR Dallas sign installation and road reconnaissance. Signs were placed at every major intersection or turn and every 4 miles of continuous roadway.
- Recovered 2 pieces of CESE from NMCB 21.

09 April 2003

- Alfa Company begins quarry operations at LSA Viper. 24-hour split shift operations quarried "getch", a locally occurring clay/sand mixture for use as road base and wear course. Two teams worked to cut LSA Viper access roads down to firm surface, then placed and rolled gatch in 6" lifts.
- CECN Jesse Gansen was sent to Fleet Hospital 5 on LSA Viper to have an emergency appendectomy. He spent three days recovering at Fleet Hospital 5. After three days at Viper he was MEDEVAC'd to Kuwait City and then to Homeport for final recuperation.
- Recovered 3 pieces of CESE from Task Forces Mike and Charlie.

10 April 2003

- Recovered 3 pieces of CESE from NMCB 21.
- Recovered 1 piece of CESE from Task Forces Mike and Charlie.

11 April 2003

- An advance team of 2 CEs and 2 UTs departed LSA Viper and arrived in 11th ID compound in An Nasiriyah, Iraq. They coordinated with 15th MEU to have a building reserved for Det use and coordinated other logistical support. They met with the 15th MEU Operations Officer regarding general concept of operations.
- A team of 20 personnel, 2 Graders, a dozer, a loader, 2 Dump Trucks, a Fuel Truck, a Maintenance Truck, and 2 Security HMMWVs departed for Davisville (Bridge Park). The team's five day mission was to

augment and train NMCB 133's road maintenance and construction team. The scope of the project included resurfacing approximately 60 km of the 6-lane dirt Main Supply Route Tampa north of the Euphrates. Additionally, the team was to fill in and bring to grade four large culvert sections that were under construction before the war.

- An additional 44 NMCB SEVEN personnel and 12 vehicles departed Camp Castle, Kuwait for LSA Viper. This team followed on to An Nasiriyah to support general construction, utility restoration, and local humanitarian assistance work.
- Provided VRC-90 and OE-254 to 1092d Army Engineer Battalion to be used for VHF capability.

12 April 2003

- An Nasiriyah support element coordinated with the 4th Civil Affairs Group (CAG) to determine scope of work in order to more accurately assess personnel and equipment requirements.
- NMCB SEVEN Camp Castle personnel completed ditching 3 miles of communications trenches for fiber optic cables for II FSSG Communications Battalion on Camp Fox.
- Transferred custody of 3 pieces of CESE to NMCB 15.

13 April 2003

- A Bunker Reduction Team consisting of a 12B Sapper Team from 478th Army Engineer Battalion and 10 NMCB SEVEN personnel, a Tractor Trailer with Wheeled Loader, and HMMWV with Comm and Security began work to destroy all MSR Tampa overpass bunkers. Concept of Ops was Sapper Team investigated bunker, blew any possible booby traps and then Loader destroyed and removed bunker. Team worked from the Euphrates Bridge to the Kuwait border on MSR Tampa. The destruction of these bunkers was in support of the Army's 4th ID movement North in preparation for full assault on Baghdad.
- Transferred custody of 2 additional pieces of CESE to NMCB 15.

14 April 2003

- The Davisville (Bridge Park) MSR construction and maintenance team returned to LSA Viper. Mission completed. EO's and equipment were re-integrated into LSA Viper road improvement team and quarry operations. The MSR team completed 60 km of road improvement, filled and resurfaced two major culvert gaps, and successfully applied the first layer of hot emulsion and geofabric to the road surface. EOC(SCW) Rice of NMCB SEVEN was instrumental to the success of this mission and received great praise from the NMCB 133 road team, Commanding Officer, and Command Master Chief.
- NMCB SEVEN Camp Castle personnel completed construction of six Seahuts for administrative spaces for Camp Castle.
- Provided HF and VHF capabilities to NMCB 15.
- Transferred custody of 16 additional pieces of CESE to NMCB 15.
- Transferred custody of 3 additional pieces of CESE to Task Forces Mike and Charlie.
- Transferred custody of 9 pieces of CESE to Army units 1092d and 478th.
- Recovered 1 piece of CESE from NMCB 21.

15 April 2003

- The Assistant Operations Officer and a team of 10 additional personnel deployed from LSA Viper to An Nasiriyah to supplement the team already working in the area. NMCB SEVEN began working closely with the 4th CAG and the 15th MEU for restoration of critical utility and electric service.
- Transferred custody of 1 MCA1 Module of our P25M TOA and 8 additional pieces of CESE to NMCB 15.

16 April 2003

- Hosted RADM Kubic, CAPT McKerrall, and MEG team for visit to An Nasiriyah humanitarian assistance projects. Team visited Maternity Hospital, Water Treatment Plant, and LSA Whitehorse.

17 April 2003

- NMCB SEVEN Camp Castle personnel completed construction of 1-mile road from Marine North Gate ECP to Camp Castle North Gate ECP.

18 April 2003

- Began shutdown of detachment at LSA Viper and transition to LSA Whitehorse, An Nasiriyah. Convoy of 45 personnel and 12 pieces of CESE transferred from LSA Viper to LSA Whitehorse. Began work on Civil Military Information Center (CMIC) and park.
- Transferred 4 additional pieces of CESE to Army units 1092d and 478th.

19 April 2003

- NMCB SEVEN Commanding Officer arrives in An Nasiriyah and Battalion flag is shifted.
- NMCB SEVEN Det Jaber completed erection of clamshell structure to include installation of interior electrical, ventilation fans, and storm cables.

21 April 2003

- Second wave of personnel and equipment from LSA Viper convoyed to LSA Whitehorse. Began work on An Nasiriyah Orphanage. Work included restoration of electric, interior plumbing, water supply, sewage and drain lines, kitchen sink, and screen door fabrication and installation. Seabees used their own personal money to purchase material off the local economy due to lack of alternative sources.

22 April 2003

- Transferred 3 additional pieces of CESE to Army units 1092d and 478th.

23 April 2003

- Deployed a detachment of 20 personnel and 10 pieces of CESE to As Samawah as an advanced element for Task Force Echo to support 1,200 US Marines and the city's humanitarian needs. Crew to construct fifteen 4-hole burnouts, 5 shower units, and miscellaneous humanitarian construction projects.
- Performed engineering walk through and site assessment of An Nasiriyah courthouse. Bill of materials was generated and an OHDACA project submission was created. OHDACA package was forwarded to 4th CAG for consideration for MEF funding.
- Transferred 2 additional pieces of CESE to Army units 1092d and 478th.

24 April 2003

- Began earthwork support for Echo Company Second Battalion, 25th Marine compound in eastern An Nasiriyah and the surrounding community. Work included leveling camp site, filling in fighting positions, creating a perimeter berm, grading and leveling the compound and community roads, and clearing community sewage trenches.

25 April 2003

- Recovered 1 piece of CESE from NMCB 21.

27 April 2003

- Recovered 1 piece of CESE from NMCB 21.
- Recovered 1 piece of CESE from Task Forces Mike and Charlie.

28 April 2003

- NMCB SEVEN Det As Samawah relieved in place (RIP) by NMCB 21 air detachment. Upon completion of RIP NMCB SEVEN Det As Samawah convoy moved all equipment back to LSA Whitehorse.

29 April 2003

- Recovered 2 pieces of CESE from Army units 1092d and 478th.

30 April 2003

- Began work on An Nasiriyah South Police Station. Scope included major site clean-up, restoration of electric and sewage system, screening and lighting critical rooms, construction of three detention cells, and repair of armory door.

- Det Jaber, with an augment of 25 personnel from Camp Castle, began construction of concrete washracks for use during retrograde. Scope included preparation of forms and placement of 100 reinforced concrete ramps.
- Transferred custody of 1 piece of CESE to NMCB 21.

01 May 2003

- Began work on the repair of Euphrates River Bridge and humanitarian work on An Nasiriyah School #1. Bridge scope included patching two artillery holes in center lane and repair of hand railing and sidewalk on Southbound lane. School scope includes restoration of water, septic, and electrical systems as well as repair of desks.

02 May 2003

- Completed work on An Nasiriyah orphanage and CMIC project including footbridge repairs.
- NMCB SEVEN Camp Castle personnel began construction of 1 mile of road and two 100 yds x 100 yds parking aprons for the II FSSG Maintenance Battalion. Roads and aprons to be used for staging tactical vehicles for retrograde.
- Recovered 1 piece of CESE from Army units 1092d and 478th
- Recovered 6 pieces of CESE from Task Forces Mike and Charlie.

04 May 2003

- Commenced work on the renovation of An Nasiriyah School #3. Scope included the restoration of water and sanitation systems as well as the installation electrical service and fixtures and the repair of desks.
- Recovered 1 piece of CESE from Army units 1092d and 478th.

05 May 2003

- Recovered 5 pieces of CESE from Army units 1092d and 478th.

06 May 2003

- Recovered 2 pieces of CESE from NMCB 21.

07 May 2003

- Transferred custody of 5 pieces of CESE to Army units 1092d and 478th.

08 May 2003

- Commenced work on the renovation of An Nasiriyah Clinic #1. Scope included the restoration of water and sanitation systems, electric service and the installation of doors.
- Opened a damaged bank vault in An Nasiriyah at the request of the Civil Affairs Group. Scope included the removal and repair of a vault access door. The door was successfully opened by NMCB SEVEN Steelworkers and over \$2 Billion Iraqi Denar was found inside. NMCB SEVEN Security guarded the funds until the arrival of Marine Security.

13 May 2003

- NMCB 4's SERT relieved SERT 7 of the Tactical Movement Team mission at Al Hillah, Iraq.

14 May 2003

- SERT SEVEN arrives at Camp Castle.

15 May 2003

- Completed repairs to a large artillery hole in the An Nasiriyah Maternity Hospital roof.

16 May 2003

- Recovered 2 pieces of CESE from NMCB 21.

19 May 2003

- Recovered 1 piece of CESE from Task Forces Mike and Charlie.

20 May 2003

- 1092d Army Engineering Battalion returned VRC-90 and OE-254 antenna, which had been used for VHF capability.

21 May 2003

- Awarded contract to renovate An Nasiriyah Courthouse.

23 May 2003

- Recovered 1 piece of CESE from NMCB 21.

28 May 2003

- NMCB SEVEN Camp Castle personnel began excavation of two 20' x 50' x 70' burn pits and survey and construction of 1 mile of access road for the II FSSG Supply Battalion. The roads and pits will be used for retrograde activities.
- Awarded contract to repair Alkasera Water Treatment Plant at An Nasiriyah.
- Awarded contract to repair Water Treatment Plant #7 at An Nasiriyah.

30 May 2003

- Commenced work on School 115 and 116. The middle son of the caretaker for School 115 was struck by an Iraqi fuel truck near the school and was pronounced dead on arrival. Out of respect for the family and in keeping with the local customs, work on these schools was suspended until a funeral is conducted and the trauma of the situation has subsided.
- Assigned one Officer and one Chief Petty Officer to provide oversight, quality assurance, and liaison services for the MEG and Marine Logistics Command (MLC) on CONCAP Task Order 0039, totaling \$10.6M of work constructing retrograde facilities at Camp Fox.

31 May 2003

- RADM Kubic visits As Samawah and An Nasiriyah. Projects reviewed included Al-Markazia Primary School, South Police Station Jail, and Whitehorse Seabee Camp. The Admiral and his entourage stayed the night at Whitehorse and departed 01 Jun 03.
- Det Jaber completed construction of concrete washracks for use during retrograde. Scope included preparation of forms and placement of 100 reinforced concrete ramps.

01 June 2003

- Restarted work on School 115 and 116. Began electrical restoration, water restoration, and replacing broken glass in the windows.

02 June 2003

- Awarded contract to repair drains in Schools 115 and 116, Al Abid and Um El Qura at An Nasiriyah.
- Awarded contract to install glass in all windows in School 119 Al Goumhoria at An Nasiriyah.

07 June 2003

- NMCB SEVEN Camp Castle personnel began construction of 30 explosive containment magazines for Logistics Supply Area FOX. NMCB SEVEN personnel were augmented to the West Virginia Army National Guard 1092nd Engineer Battalion, which had direct construction authority for the project.
- Awarded contract to provide and install a new front gate and two new metal doors, paint, and plaster School 120 Al Markazia at An Nasiriyah.

09 June 2003

- Sent one officer from Camp Castle to Camp Moreell to assume the duties of the MEG G4.
- Completed contract to repair drains in Schools 115 and 116, Al Abid and Um El Qura at An Nasiriyah.
- Completed contract to repair Alkasera Water Treatment Plant at An Nasiriyah.

10 June 2003

- Commanding Officer and Command Master Chief depart for Al Hillah to meet with MEG Deputy Commander. S3, S3C, A4, and B4 depart for Ad Diwaniyah to meet with NMCB 4 to plan RIP.

11 June 2003

- S3C returns from Ad Diwaniyah to prepare NMCB SEVEN bridge team for joint bridge disassembly mission with NMCB 4.
- Awarded contract to furnish two new basketball goals at School 120 Al Markazia in An Nasiriyah.

12 June 2003

- Commanding Officer, Command Master Chief, S3, A4, and B4 return from Al Hillah and Ad Diwaniyah.

13 June 2003

- NMCB SEVEN Iraq celebrates “Over the Hump” party at Camp Whitehorse.

14 June 2003

- Commanding Officer and Command Master Chief depart Whitehorse for Camp Castle, Kuwait in preparation for the Change of Command.

15 June 2003

- Det Jaber disestablished and all but four personnel returned to Camp Castle.

16 June 2003

- Advanced party of 25 departs Whitehorse enroute to Ad Diwaniyah to begin relief in place of NMCB 4. NMCB SEVEN bridge team also deployed to Zubaydiyah to construct a bridge with NMCB 133.
- Awarded contract to repair stadium lights at School 120 Al Markazia and furnish two new basketball goals at School 119 Al Goumhoria.
- Awarded contract to completely paint and plaster School 119 Al Goumhoria.
- Awarded contracts to repair head facilities and provide and install new wooden doors at Schools 115 and 116, Al Abid and Um El Qura.
- Completed contract to install new front gate and two new metal doors at School 120 Al Markazia.
- Completed contract to install glass in all windows at School 119 Al Goumhoria.
- Completed contract to furnish two new basketball goals at School 120 Al Markazia.

17 June 2003

- RADM Kubic visits An Nasiriyah as part of a round-robin tour of Seabee work in Iraq. The Admiral toured three NMCB SEVEN projects and returned to Whitehorse to spend the night.
- Transferred two shower units, one water storage assembly, five troop housing assemblies, and one MOD-96 ARP Tri-con to NMCB 21.
- Awarded contract to repair Water Treatment Plant in Suq Al Shuokh and Fadligh Town.
- Awarded contract to renovate School 121 Al Zahra’a.
- Awarded contract to renovate School 122 Al Fayha.
- Awarded contract to renovate School 125 Al Adnaniya.

18 June 2003

- RADM Kubic addresses the troops of NMCB SEVEN at quarters and departs for As Samawah and Ad Diwaniyah.

19 June 2003

- 42 personnel from Camp Castle arrive and Camp Whitehorse enroute to Ad Diwaniyah.
- Two laptop computers confiscated by MLC G6 due to possible classified information contained on the computers.
- Awarded contract to renovate School 121 Al Huda.
- Awarded contract to renovate School 124 Ukath.

20 June 2003

- The S3 and 60 personnel from Camp Whitehorse convoy to Ad Diwaniyah to begin relief in place with NMCB 4.

21 June 2003

- NMCB SEVEN Camp Castle personnel completed construction of 1 mile of road, two 100 yds x 100 yds parking aprons, and a 50 yard extension of the tank staging pad for the II FSSG Maintenance Battalion. Roads and aprons to be used for staging tactical vehicles for retrograde. NMCB SEVEN expended 226 mandays on the project.

22 June 2003

- Sent 13 personnel from Camp Castle to Camp Commando to assume camp maintenance responsibility. Received the last four personnel back to Camp Castle from Det Jaber.

23 June 2003

- Completed contract to renovate An Nasiriyah courthouse.
- Completed contract to completely paint and plaster School 120 Al Markazia.
- Completed contract to repair stadium lights at School 120 Al Markazia and furnish two new basketball goals at School 119 Al Goumhoria.

24 June 2003

- Held a change of command ceremony at Camp Castle. CAPT (sel) Honkomp was relieved by CDR Muilenburg. NMCB SEVEN relieves NMCB 4 in Ad Diwaniyah and takes official custody of Camp Hope.

26 June 2003

- Electrical building contract is awarded in Ad Diwaniyah.
- Completed contract to repair head facilities in Schools 115 and 116, Al Abid and Um El Qura.

27 June 2003

- Sent one storekeeper first class petty officer from Camp Castle to Camp Morrell in support of MEG G4's OPTAR management.
- NMCB SEVEN Bridge Team returns from Zubaydiyah.
- Started loading the USNS Stockham and USNS Sisler at Port Shuaiba.
- Awarded contract to renovate School 118 Fath.

28 June 2003

- Sent one construction Mechanic Second Class Petty Officer from Camp Castle to Camp Moreell as an automotive repair parts expeditor in support of MEG G4.
- CDR Muilenburg, CMDCM Howk, CUCM Lacy, and 15 additional personnel arrive at Camp Hope from Camp Castle.
- Transported 39 containers and flat racks to Camp Moreell for agricultural inspection in support of retrograde.
- Awarded contract to repair Water Treatment Plant #3 at An Nasiriyah.

29 June 2003

- Sent 25 personnel from Camp Castle to support a Deployment for Training in St. Croix, U.S. Virgin Islands.

30 June 2003

- Sent one Chief Petty Officer and five Petty Officers from Camp Fox to Camp Moreell to support the MEG MLO yard.
- Sent one Chief Petty Officer to Port Shuaiba to assist the MEF in loading NCF TOA on MPF ships.
- CO, CMDCM, S3, and S3C depart Camp Hope for Al Hillah to meet with Commodore Garcia at MEG Forward and return at 1930.
- Awarded contract for the Guranta School #14 at Ad Diwaniyah.
- Completed contract to provide and install new wooden doors to Schools 115 and 116, Al Abid and Um El Qura in An Nasiriyah.

01 July 2003

- Completed loading the USNS Stockham at Port Shuaiba.
- Awarded contract to further renovate School 122 Al Zahra'a.
- Awarded contract to further renovate School 123 Al Fayha.
- Awarded contract to complete mechanical and electrical work in School 115 Al Abid.
- Awarded contract to complete mechanical and electrical work in School 116 Um El Qura.

02 July 2003

- Completed loading the USNS Sisler at Port Shuaiba.

03 July 2003

- Sent one Senior Chief Petty Officer to Port Shuaiba to provide quality control over MPF on-load for NCF equipment and containers.
- Constructed a double flight of stairs to support an Arnold Schwarzenegger visit on 05 July 2003.
- Completed repairs to the gatch road between the Camp Fox north gate and Camp Castle gate. 71 mandays were expended on the repairs.
- Awarded contract to further renovate School 125 Al Adnaniya.

04 July 2003

- Celebrated Independence Day holiday.

05 July 2003

- Completed renovation contract for Dar As Sallam School #10 in Ad Diwaniyah. Commanding Officer held joint ribbon cutting ceremony with Commanding Officer of 3/5 Marines.

06 July 2003

- Sent one IT to Camp Commando ISO MEG G6.
- Completed renovation contract for Algiel Algedid School #6 in Ad Diwaniyah.

07 July 2003

- USNS Charlton arrives at Port Shuaiba Began loading the ship immediately.

08 July 2003

- Completed Ad Diwaniyah Electrical Administration Building contract.

09 July 2003

- Awarded renovation contracts for Rasheed Bank and Rafidian Bank. NMCB SEVEN Seabees working at the Ad Diwaniyah orphanage received sporadic fire from a rooftops of neighboring buildings. The crew took immediate cover but did not return fire because a definite target could not be identified. Attempts to raise the COC on VHF failed so the crew immediately loaded all equipment and personnel and evacuated the area. SALUTE and SPOT reports were submitted when the crew returned to camp and notified COC.
- Completed contract to complete mechanical and electrical work in School 115 Al Abid.
- Completed contract to complete mechanical and electrical work in School 116 Um El Qura.
- Completed contract to renovate School 121 Al Huda.
- Completed contract to renovate water treatment plant in Suq Al Shuokh.

10 July 2003

- Convoy traveled from Camp Castle to Ad Diwaniyah, Iraq carrying 64 passengers in 22 vehicles and transporting various materials and supplies including concrete bunkers, ammunition, weapons, wood, and MOPP gear.
- Two laptop computers confiscated by MLC G6 on 19 Jun 2003 were returned with classified information identified on their hard drives.
- Awarded renovation contract for Ad Diwaniyah Technical Institute for Men.
- NMCB SEVEN Seabees were working just outside a textile plant compound constructing shade canopies to support the payment of former Iraqi military. NMCB SEVEN had security around the area. There were

also Iraqi security guards working for the police department in the area. At approximately 0530Z, 20 to 30 small arms rounds (probable AK-47) were fired from across the street. Some of the rounds impacted approximately 20 yards in front of the M-60 fighting position. NMCB SEVEN Seabees spotted the individual on a building across the street and returned fire with 9 rounds from an M-60 and 5 rounds from M-16s. Iraqi Security Guards also returned fire with their AK-47s. The target immediately ducked down and was not seen again. NMCB SEVEN Seabees ceased fire as directed by their squad leader when the target disappeared.

- Marines from 3/5 responded to the scene and patrolled the area. No enemy apprehended.

11 July 2003

- Completed loading the USNS Charlton at Port Shuaiba.
- Completed preliminary inquiry into the events surrounding the confiscation of two laptop computers on 19 Jun 2003. Both computers had classified information stored on their hard drives.
- Awarded renovation contract for the Ad Diwaniyah Technical Institute for Women.

12 July 2003

- Kellogg, Brown, & Root completed all tasked construction under CONCAP Task Order #0039 on LSA Fox ISO the Marine Logistics Command.
- Awarded renovation contracts for the Ad Diwaniyah Agricultural Building and the Baghdad/Sunset School.
- Completed contract to renovate water treatment plant #7.
- Completed original contract to renovate School 122 Al Zahra'a.

13 July 2003

- Awarded contracts for Al Awaz Primary School, Al Amarkaziyah Prep School, and Al Manahil School in Ad Diwaniyah.

14 July 2003

- Began construction of a guard shack for the LSA Fox CSSOC.

15 July 2003

- Sent 10 Alfa Company personnel to Camp Moreell to shadow NMCB 133 and NCFSU 2 personnel in preparation for retrograde.
- Charlie Company constructed walls inside an existing tent for 2nd Maintenance Battalion on LSA Fox.

16 July 2003

- Constructed an office space inside one of the warehouses on LSA Fox for 2nd Maintenance Battalion.
- Awarded contract for Ad Diwaniyah Electrical Substation Renovation. Completed work on Former Iraqi Military Pay Station.
- Completed contract to renovate School 124 Ukath.
- Completed original contract to renovate School 123 Al Fayha.

17 July 2003

- Completed construction of a guard shack for the LSA Fox CSSOC.
- S3 and Contract Team B traveled to As Samawah to meet with NMCB 21 for contract turnover. Awarded contract for CFLCC Bridge #20 – Chamcha.

18 July 2003

- Awarded contract for Ad Diwaniyah Primary School and Al Kansaa Girls School.

19 July 2003

- Conducted ribbon-cutting ceremony for Anineh Bint Waheb School #5. All Seabee work in Damascus School completed.
- Completed contract to renovate School 125 Al Adnaniya.
- Completed contract to plaster and paint School 119 Al Goumhoria.

20 July 2003

- Awarded renovation contracts for the Ad Diwaniyah Agricultural Building, the Baghdad/Sunset School, and the Ad Diwaniyah Railroad Passenger Terminal.
- NMCB 21's Air Detachment of 119 personnel arrives at Camp Castle.

21 July 2003

- Sent one Convoy/Embark representative to Camp Commando to shadow the MEG G42 (Movement Control) in preparation for turnover in late August.
- Completed Ad Diwaniyah Fire Department Main Station and substation renovations.

22 July 2003

- Completed contract to renovate School 118 Fath.
- Completed Guranta School #14 renovation. Held ribbon cutting for Algiel Algedid School #6 and Al Gazar School #9. Awarded contracts for the Farruk Bank and the Central Post Office Annex.

23 July 2003

- Completed contract to further renovate School 122 Al Zahra'a.
- Completed contract to further renovate School 123 Al Fayha.
- Completed contract to renovate Water Treatment Plant #3.

24 July 2003

- Moved 18 containers and flat-racks from the Supply yard to Camp Moreell. Transportation was provided by civilian tractor-trailers.

25 July 2003

- Moved one MWR Representative to Camp Moreell to turnover with NMCB 133 MWR staff.

26 July 2003

- NMCB SEVEN convoy arrived at Camp Castle from Ad Diwaniyah.

28 July 2003

- CAPT Garcia visited Camp Hope. CO, S3, and Contract Team A toured Ad Diwaniyah Primary School, Rasheed Bank, and the Former Iraqi Military Payment Center Seahut project. Performed final inspection and acceptance of Damascus School #15 Renovation Contract.
- Moved one Convoy Coordinator to Camp Moreell to turnover with MEG G43 staff.
- Moved two Embark representatives, one to Camp Commando and one to Camp Moreell to turnover with MEG G42 staff and train on MDSS II.
- Moved three Mess Specialists to Camp Moreell to begin turnover of berthing, food services, and postal services with NMCB 133.
- Moved one Disbursing Clerk to Camp Moreell to begin turnover of disbursing services with NMCB 133.
- Move the Bravo Company Chief to Camp Moreell to begin turnover of camp maintenance with NMCB 133.

29 July 2003

- Completed Ad Diwaniyah Passenger Railroad Station Renovation contract.
- Moved two Armory personnel to Camp Moreell to begin turnover with NMCB 133's Armory staff.

31 July 2003

- Completed project AQH-028 Ad Diwaniyah School #12 renovation and project #AQH-029 Damascus School #15. Conducted ribbon-cutting ceremony for the Ad Diwaniyah Fire Department Main Station and the Main Courthouse.
- Moved the Embark Officer and 14 camp maintenance representatives to Camp Moreell to continue turnover with NMCB 133 and NCFSU 2.
- Closed Camp Castle armory and moved remaining weapons and ammunition to Camp Moreell.

01 Aug 2003

- Conducted final inspection of Ad Diwaniyah Agricultural Building renovation contract.
- Moved 5 supply, 2 MLO/CTR, and 1 medical representative to Camp Moreell to continue turnover with NMCB 133 and NCFSU 2.

02 Aug 2003

Conducted a camp turnover meeting with NMCB 133 and NCFSU 2 at Camp Moreell.

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03 Aug 2003

- MLC Marines removed one sea hut from Camp Castle.
- Moved dental and medical equipment to Camp Moreell.
- Moved 35 containers from the Camp Castle Supply yard to Camp Moreell. Transportation was provided by civilian tractor-trailers.

04 Aug 2003

- Moved 54 personnel to Camp Moreell, including A6, A4, A3, S4A, X4, 4 MSs, 4 security personnel, 1 SH, 1 ET, 1 EA, and 39 EOs and CMs to continue turnover with NMCB 133 and NCFSU 2.
- Began striking non-essential facilities at Camp Castle.

05 Aug 2003

- Moved S6, 1 ET, and 1 MWR representative to Camp Moreell to conduct joint communications gear inspections and turnover of COC communications equipment with NMCB 133.
- CO, CMDCM, S3A, and B6 travel to Al Hillah, Iraq for MEG Battle Brief and reenlistment for BUC (SCW) Steffi and SWC (SCW) Clodfelter.
- Sent 11 personnel to Al Kut for Camp Maintenance support.

06 Aug 2003

- Conducted ribbon-cutting ceremony for AQH-049 Kadija Al Kurba School.

07 Aug 2003

- Moved 25 personnel to Camp Moreell from Camp Castle, to include two COC watch sections, one COC watch officer, camp security personnel, and vertical construction rates to begin Charlie Company operations and turn over the pallet building facilities.
- Stood up NMCB SEVEN's COC at Camp Moreell at 1900L. COC at Camp Castle was reduced to only SIPR, NIPR, and cellular phone communications.
- Conducted ribbon-cutting ceremony for AQH-052 Ad Diwaniyah Agricultural Building and AQH-054 Baghdad/Sunset School.
- Began work on AQB-071 Bridge Diversion Project in Al Kut.

08 Aug 2003

- Assumed responsibility for operating Camp Moreell, including COC, security, camp maintenance, galley, postal, disbursing, berthing, CESE washrack, and staging operations.
- Completed final inspection of AQH-041 Ad Diwaniyah Men's Technical Institute and AQH-058 Electrical Substation Renovation.

09 Aug 2003

- Moved two Supply personnel from Camp Castle to Camp Moreell to begin setting up ARP and inventory of tool kits for CTR.
- CO, CMDCM, and X1 return to Camp Castle, Kuwait.

10 Aug 2003

- Moved the Dental Officer back to Gulfport for transfer.

- 11 Aug 2003
- Moved CO, XO, CMDCM, and five Supply personnel to Camp Moreell to stand up ARP and prepare TOA containers for retrograde.
- 12 Aug 2003
- Moved the Administration and Personnel (S1) staff to Camp Moreell from Camp Castle.
- 13 Aug 2003
- Secured Camp Castle COC.
- 14 Aug 2003
- Moved 65 personnel from Camp Castle to Camp Moreell.
- 15 Aug 2003
- Moved the remaining 52 personnel from Camp Castle to Camp Moreell. Camp Castle closed.
- 16 Aug 2003
- Received 13 pieces of CESE from NMCB 15 returned from Iraq.
- 17 Aug 2003
- NSTR
- 18 Aug 2003
- Received 135 NMCB SEVEN personnel from Ad Diwaniyah on a convoy.
- 19 Aug 2003
- Held practice brief for the MEG Transition Conference at Camp Commando.
- 20 Aug 2003
- At approximately 2115, NMCB SEVEN received incoming mortar fire from a nearby location. Between 15 and 20 mortars were fired with at least two impacting within the NMCB SEVEN camp. There were no injuries and no further aggressive action after the attack.
- 21 Aug 2003
- Participated in a ribbon cutting for the Quadisiyah Industrial School, one of the largest schools in Diwaniyah.
 - Final convoy arrived to prepare for departure of NMCB SEVEN personnel and equipment in Camp Hope, Diwaniyah to Camp Morreel at Ali Al Salem Air Force Base in Kuwait.
- 22 Aug 2003
- NSTR
- 23 Aug 2003
- NMCB SEVEN project teams participated in a ribbon cutting ceremony attended by RADM Kubic and Lt. Col. Malay at the Al Amarkaziyah Preparatory School. Over 200 local teachers, staff, and contractors were in attendance. After the formal bell presentation and speeches by the dignitaries, the contractor provided lunch to all in attendance. The lunch included over 200 roasted chickens, 100 orders of gus, and 200 orders of kabob. Ribbon cuttings were also held at Al Manahil, Al Ahwaz, and Diwaniyah Primary schools.
 - NMCB SEVEN project teams participated in a ribbon cutting ceremony attended by RADM Kubic at the Rasheed bank in downtown Diwaniyah. Ribbon cuttings were also held at the Rafidain Bank and the Forrot Bank.
- 24 Aug 2003
- Final convoy of materials, equipment, and personnel from Diwaniyah, Iraq arrived at Ali Al Salem Air Force Base in Kuwait. The only NMCB SEVEN personnel remaining in Iraq are in Al Kut and Al Hilla.
- 25 Aug 2003

- Prepared for turnover of MEG responsibilities to NMCB SEVEN.

26 Aug 2003

- Turned over the MEG responsibilities to NMCB SEVEN. RADM Kubic spoke to NMCB SEVEN personnel about the Seabee's accomplishments in Southwest Asia.
- NMCB 40 Air Det arrives to augment NMCB SEVEN

27 Aug 2003

- Assisted civilians in loading pontoons to be transported to Port Shuaiba.

28 Aug 2003

- Continued providing camp maintenance support at Camp Babylon, Camp Maintenance and retrograde activities at Camp Morreel, and support to IMEF at Port Shuaiba.

29 Aug 2003

- Took down tension fabric structure at Camp Morreel

30 Aug 2003

- Removed Clamshell structure at Camp Morreel

31 Aug 2003

- Joint NMCB SEVEN and NMCB 40 convoy departed for Babylon. They will escort the MEG Staff down as well as retrieve the tank.

01 Sep 2003

- Continued retrograde activities and camp maintenance support.
- Supported tent tear-down activities at Camp Commando

02 Sep 2003

- Retrieved gear from Camp Commando

03 Sep 2003

- SERT SEVEN returned to Kuwait with NMCB SEVEN's Det Babylon, the MEG Deputy Commander, NMCB SEVEN's CO, and the tank.

04 Sep 2003

- NMCB 4's Air Det departs for Port Hueneme as well as 15 NMCB SEVEN personnel.

05 Sep 2003

- Moved VIP hooch in preparation of building MWR facilities

06 Sep 2003

- Assisted SPMAGTF with clamshell removal at Jaber Air Force Base.

07 Sep 2003

- Completed site preparation for MWR facilities.

08 Sep 2003

- Completed clamshell removal at Jaber Air Force Base
- Began construction of the galley facilities

09 Sep 2003

- Continued CESE retrograde and loading ships

10 Sep 2003

- Prepared for construction of MWR facilities

11 Sep 2003

- Today marked two years from the attacks on the World Trade Center and Pentagon. Recognized by flying the Flag at half mast and memorial ceremonies
- Conducted the E4 rate exam

12 Sep 2003

- Convoyed equipment to Port Shiuaba
- Exchanged 10 NMCB SEVEN personnel with 10 NMCB 40 personnel at Port Shiuaba

13 Sep 2003

- Sent another convoy to Port Shiuaba
- Continued retrograde operations and camp maintenance

14 Sep 2003

- Completed MWR "Super" Seahut project
- Began site preparation for construction of a galley "super" seahut

15 Sep 2003

- Began construction of galley "super" seahut
- Continued loading the USNS Stockham and staged CESE for USNS Soderdam

16 Sep 2003

- Continued loading the USNS Stockham and staging CESE for USNS Soderdam
- Conducted camp maintenance and general support at Camp Commando, Port Shuaiba, and Camp Moreell

17 Sep 2003

- Construction of "super" seahut galley facility continued
- Continued camp maintenance and general support at Camp Commando, Port Shuaiba, and Camp Moreell

18 Sep 2003

- Retrograde operations continuing as planned
- Loading of the USNS Stockham completed
- Continued staging CESE for the USNS Soderdam

19 Sep 2003

- Retrograde operations continue
- Continued staging of the USNS Soderdam

20 Sep 2003

- AP flight departure confirmed for 01 October
- Began teardown of one clamshell tension fabric structure at Camp Moreell
- Transported ten additional personnel to Port Shuaiba to swap out with ten NMCB SEVEN personnel

21 Sep 2003

- Continued Galley Super Seahut construction
- Continued teardown of clamshell at Camp Moreell

22 Sep 2003

- Completed teardown, packing, and ag-inspection of the first of two clamshell maintenance structures at Camp Moreell
- Continued Galley Super Seahut construction

23 Sep 2003

- Retrograde operations continue as planned
- Initiated teardown of a clamshell TFS for MAG-39 at Camp Snake Pit

- Continued construction of the Galley Super Seahut

24 Sep 2003

- Support personnel completed loading the USNS Soderdam
- Completed teardown of the Camp Snake Pit clamshell for MAG-39.
- Initiated teardown of the second camp maintenance clamshell at Camp Moreell

25 Sep 2003

- Support personnel providing oversight for loading of MPF ship USNS Williams
- Completed teardown of the second maintenance clamshell at Camp Moreell
- Completed construction of the super seahut to replace the Galley tent
- Continued camp maintenance and general support at Camp Commando, Port Shuaiba, and Camp Moreell

26 Sep 2003

- Continued mobile loading of CESE in the USNS Wheat staging yard
- Continued support of retrograde operations at Camp Moreell and Port Shuaiba

27 Sep 2003

- Received call to port for the USNS Lopez. Completed ag-inspections and staged CESE for transport to Port Shuaiba
- Continued support of retrograde operations at Camp Moreell and Port Shuaiba

28 Sep 03

- Transported all CESE and containers to Port Shuaiba for the USNS Lopez and USNS Obergon.
- Built pallets for cargo flight to CONUS on 05 Oct.
- Mobile loaded three pieces of CESE for the USNS Wheat in the staging yard.

29 Sep 03

- Prepared organizational gear for cargo flight to CONUS on 05 Oct.
- Retrieved five containers from Camp Fox to store furniture, A/C units, and tents on Camp Moreell.
- Processed two pieces of CESE for the USNS Wheat on the wash rack.

30 Sep 03

- Prepared advance party personnel and baggage for flight to CONUS on 01 Oct.
- Processed four pieces of CESE for the USNS Wheat on the wash rack.
- Staged two pieces of USNS Wheat CESE.

28 Sep 03

- Transported all CESE and containers to Port Shuaiba for the USNS Lopez and USNS Obergon.
- Built pallets for cargo flight to CONUS on 05 Oct.
- Mobile loaded three pieces of CESE for the USNS Wheat in the staging yard.

29 Sep 03

- Prepared organizational gear for cargo flight to CONUS on 05 Oct.
- Retrieved five containers from Camp Fox to store furniture, A/C units, and tents on Camp Moreell.
- Processed two pieces of CESE for the USNS Wheat on the wash rack.

30 Sep 03

- Prepared advance party personnel and baggage for flight to CONUS on 01 Oct.
- Processed four pieces of CESE for the USNS Wheat on the wash rack.

- Staged two pieces of USNS Wheat CESE.

01 Oct 03

- AP flight of 300 personnel departed for CONUS.
- Staged four pieces of CESE for the USNS Wheat.
- Processed four pieces of CESE through the shops for the USNS Wheat.
- Began turnover of I MEG staff functions with NMCB 40's Air Det staff.

02 Oct 03

- Staged five pieces of CESE for the USNS Wheat.
- Processed three pieces of CESE through the shops for the USNS Wheat.
- Continued turnover of I MEG staff functions with NMCB 40's Air Det staff.

03 Oct 03

- Staged four pieces of CESE for the USNS Wheat.
- Processed one piece of CESE through the shops for the USNS Wheat.
- Received I MEB FRAGO 608-03 transferring OPCON of I MEG subordinate unit to MARCENT at 0500Z 07 Oct 03.
- Continued turnover of I MEG staff functions with NMCB 40.

04 Oct 03

- Conducted joint inspection at Kuwait City International Airport for 07 Oct cargo flight to CONUS.
- Staged last four pieces of CESE for the USNS Wheat.
- Turned over responsibility for SPOE Port Shuaiba and Camp Commando support operations to NMCB 40's Air Det. All NMCB SEVEN personnel returned to Camp Moreell to prepare for retrograde.
- Continued turnover of I MEG staff functions with NMCB 40.

05 Oct 03

- Continued turnover of I MEG staff functions with NMCB 40.
- Continued supporting NMCB 40 with camp maintenance and security personnel at Camp Moreell.

06 Oct 03

- Completed turnover of I MEG staff functions to NMCB 40.
- Completed ag-inspections of all CESE for the USNS Wheat and began transporting to Port Shuaiba.
- Submitted last I MEG SITREP to I MEB.

07 Oct 03

- Completed transporting all CESE for the USNS Wheat to Port Shuaiba.

08 Oct 03

- Completed main party personal baggage inspections and turn-in for return to CONUS.

09 Oct 03

- NMCB SEVEN main party departed Kuwait for CONUS.

APPENDIX B
LESSONS LEARNED

Lessons Learned: NMCB7-A6-01

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: LT P. E. Knauss, A6, Equipment Officer

TITLE: Non-tactical Vehicle Performance

OBSERVATION: Non-tactical vehicles do not perform well in tactical environments.

DISCUSSION: A non-tactical bucket truck used to service elevated utility lines broke two drive shafts by simply being parked on the edge of a gravel packed road. New, 55-ton drop-neck trailers routinely needed repairs after banging over the rough roads and terrain. Non-tactical equipment frequently became bogged down in the sand and needed assistance in getting out.

LESSON LEARNED: Equipment designed for the most demanding conditions, such as the Medium Tactical Vehicle Replacement (MTVR) cargo trucks and the High Mobility Multipurpose Wheeled Vehicles (HMMWV), fair better in a desert environment and on worn roads.

RECOMMENDED ACTION: Replace non-tactical Civil Engineer Support Equipment (CESE) with tactical equipment.

COMMENTS: None.

Lessons Learned: NMCB7-A6-02

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: LT P. E. Knauss, A6, Equipment Officer

TITLE: JP-8 Lacks Lubricants Needed by Non-Tactical
Equipment and Creates Vapor Lock Caused by the High
Operating Temperatures

OBSERVATION: Non-tactical vehicle engines are designed to operate with a grade of diesel fuel that includes lubricants. In the absence of this lubrication, engine pumps fail. Further, JP-8 burns hotter than commercial grade diesel fuel, which often leads to vapor lock.

DISCUSSION: Non-tactical vehicles such as field service trucks, forklifts, ditchers, fuel trucks and many others required fuel pump repair or replacement. Additionally, some vehicles became temporarily inoperable when they experienced vapor lock.

LESSON LEARNED: Equipment designed for JP-8 is needed on the modern battlefield.

RECOMMENDED ACTION: Replace or retrofit Civil Engineer Support Equipment (CESE) that is not compatible with JP-8. Generally, retrofitting the fuel pump is sufficient to allow CESE to function normally.

COMMENTS: Move all fuel to JP-8 at homeport and deployment sites.

Lessons Learned: NMCB7-A6-03

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: LT P. E. Knauss, A6, Equipment Officer

TITLE: Weapons Mounts for Softback HMMWV's

OBSERVATION: The NMCB Table of Allowance (TOA) quantity for softback (10000 cargo truck) High Mobility Multipurpose Wheeled Vehicles (HMMWV) is 22. These HMMWV's are frequently used as security vehicles in convoys in lieu of hardened 8500 series HMMWV's.

DISCUSSION: Softback HMMWV's do not by design include a means for mounting a crew served weapon; however, they frequently lead or trail convoy's as security vehicles. NMCB-7 Machinery Repairmen and Steelworkers designed, built and successfully installed a crew served weapons mount that combined a traditional shipboard tripod mount with a 1/2" plate steel base.

LESSON LEARNED: Convoy security vehicles better represent "hard targets" when they carry mounted crew served weapons.

RECOMMENDED ACTION: Either (1) add sufficient 8500 series armored HMMWV's to the battalion TOA or (2) include crew served weapons mounts as collateral equipment for the 10000 series HMMWV's.

COMMENTS: Assigning three 8500 armament HMMWV's to each Seabee Engineering Reconnaissance Team (SERT) exacerbates this problem.

Lessons Learned: NMCB7-A6-04

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: LT P. E. Knauss, A6, Equipment Officer

TITLE: Garrot Bars for HMMWV's

OBSERVATION: An NMCB Table of Allowance (TOA) includes 30 High Mobility Multipurpose Wheeled Vehicles (HMMWV); however, Garrot bars (used to prevent decapitation of gunners, see figure (1)) are not included as collateral equipment for any of these HMMWV's.

DISCUSSION: Battalion HMMWV's do not, by design, include a means for mounting a Garrot bar, nor does the TOA include Garrot bars as collateral equipment. However, HMMWV's are the vehicle of choice to use as lead or trail convoy security. NMCB-7 Machinery Repairmen and Steelworkers designed, built and successfully installed Garrot bars on HMMWV's.

LESSON LEARNED: Convoy security vehicle gunners are afforded protection from decapitation when Garrot bars are installed on HMMWV's.

RECOMMENDED ACTION: Design and include Garrot bars as collateral equipment for all HMMWV's in the NMCB TOA.

COMMENTS: None.



Figure (1)

Lessons Learned: NMCB7-A6-05

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: LT P. E. Knauss, A6, Equipment Officer

TITLE: Crew Served Weapons Ring Mounts for HMMWV's

OBSERVATION: Crew served weapons mounts for HMMWV's are often incomplete rendering their use impossible or extremely difficult.

DISCUSSION: Complete crew served weapons mounts for High Mobility Multipurpose Wheeled Vehicles (HMMWV) are frequent problems. HMMWV ownership rests with Alfa Company, whereas, ownership for the mounts rests with the armory. The most common problem is a missing pin that connects the "pineapple" to the ring mount assembly.

LESSON LEARNED: The pin that connects the pineapple which holds a crew served weapon in place is consistently misplaced and unavailable when a pineapple is to be attached to the HMMWV ring mount.

RECOMMENDED ACTION: Obtain replacement pins for all ring mounts and permanently attach them to the ring mount with a stranded steel cable that cannot be removed without cutting it.

COMMENTS: None.

Lessons Learned: NMCB7-A6-06

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: LT P. E. Knauss, A6, Equipment Officer

TITLE: MTRV TARPS, HMMWV Door Handles and Glad Hands

OBSERVATION: Common repair items for Civil Engineer Support Equipment (CESE) included torn Medium Tactical Vehicle Replacement (MTRV) tarps, broken High Mobility Multipurpose Wheeled Vehicle (HMMWV) door handles and broken glad hands (used to connect compressed air between tractor and trailer for brake systems).

DISCUSSION: MTRV tarps frequently tore along the seam under the tension created by strong desert winds at traveling speeds. HMMWV door handles broke on 25-50% of the softback HMMWV's. Broken glad hands was a frequent problem.

LESSON LEARNED: Tarps, door handles and glad hands are easy to replace, but are not included or not included in sufficient quantities in the MOD 97 repair parts module of the TOA. The inability to make these simple repairs renders a piece of CESE unusable or reduces its operational status.

RECOMMENDED ACTION: Either (1) redesign tarps, door handles or glad hands or (2) include these repair parts in Table of Allowance (TOA) in sufficient quantity to keep CESE fully operational.

COMMENTS: None.

Lessons Learned: NMCB7-D6-01

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMCB 7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: BMC(SW) A. J. Cramer, D6, Security Officer

TITLE: Lack of Personnel and Vehicle Inspection Equipment.

OBSERVATION: The TOA does not contain the inspection equipment required to perform the inspections required to operate an ECP in a hostile environment.

DISCUSSION: The battalion had at its disposal only very minimal inspection equipment. This made running an effective ECP very challenging until additional inspection equipment could be obtained. By contrast, the Marines were equipped with metal detectors (wands), vehicle search mirrors, and bomb sniffing dogs.

LESSON LEARNED: Battalions must deploy with adequate inspection equipment to operate an ECP.

RECOMMENDED ACTION: Include additional inspection equipment in the TOA.

COMMENTS: None.

Lessons Learned: NMCB7-S1-01

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMCB 7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: CWO2 A. W. Gerber, S1

TITLE: Administrative/Personnel Homeport Detachment

OBSERVATION: Administrative/Personnel Homeport Detachment became an invaluable asset to timely completion of Admin/Pers actions.

DISCUSSION: Three Personnelmen (E-6, E-5 & E-4) were left on the homeport detachment to work personnel issues. They completed a wide variety of functions to include: PCS transfers/receipts, maintained personnel service records, worked on pay issues, gathered information for legal issues from local officials, and disseminated message traffic to the deployed command. At the start of the deployment there was no access to internet, fax capability, scanning capability, DSN phone lines or unclassified e-mail. The homeport detachment, with the guidance of the senior E-6, was able to work and solve personnel issues for the command, which were time sensitive. Message traffic taskers from Navy Personnel Command are usually sent by the homeport det with action already initiated or recommendations.

LESSON LEARNED: The command would have encountered significant problems with regards to personnel issues without the homeport detachment. The lack of secure office space for the deployed unit would have been a storage issue for the 600+ service records.

RECOMMENDED ACTION: Leave a detachment of personnelists of appropriate level of competence at homeport.

COMMENTS: None.

Lessons Learned: NMCB7-S1-02

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMCB 7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: CWO2 A. W. Gerber, S1

TITLE: Administrative/Personnel Equipment Assets in the TOA

OBSERVATION: The TOA carried old equipment with no supporting consumable items such as copier toner or printer cartridges.

DISCUSSION: The office equipment included in the TOA was, in some cases, more than 10 years old. Although some of it had never been used, it created a problem when trying to replace depleted toner cartridges. In the case of typewriters, they had to be disassembled and cleaned to become operational since they remained unused in the TOA for so long. The Supply Department had a difficult time finding replacements since the models were outdated.

LESSON LEARNED: TOA should carry replacement cartridges for the equipment it contains.

RECOMMENDED ACTION: Conduct annual review of TOA and procure newer equipment as needed. Keep a supply of replacement cartridges for the equipment in the TOA.

COMMENTS: None.

Lessons Learned: NMCB7-S1-03

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMCB 7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: CWO2 A. W. Gerber, S1

TITLE: Environmental Hazards to Administrative/Personnel
Officer Equipment

OBSERVATION: Electronic equipment frequently became dysfunctional due to environmental conditions.

DISCUSSION: Due to the sandstorms certain pieces of equipment became unusable. Diskettes frequently became unusable even though disk drive preventive maintenance was performed on a weekly basis at a minimum and as needed daily. Printers required almost daily cleaning due to dust in the air. The copier in the TOA was especially sensitive to sand and had to be disassembled and cleaned after every storm even though it was properly covered. Due to the lack of trained copier technicians, Pers/Admin staff trained themselves to disassemble equipment and perform preventive and troubleshooting maintenance.

LESSON LEARNED: Frequent preventive and troubleshooting maintenance is paramount to keeping equipment in working order.

COMMENTS: None.

Lessons Learned: NMCB7-S3-01

Unit: U.S. Naval Mobile Construction Battalion SEVEN (NMCB-7)

Assigned: IMEF Engineer Group

Operation: IRAQI FREEDOM

Commentor: LCDR D. A. VanderLey, S3, Operations Officer

TITLE: Requirement for high speed data communications.

OBSERVATION: On the modern battlefield, high speed data communications, with NCF and other military units, are required for effective command and control.

DISCUSSION: The NCF's doctrinal method of data transmission is HF data. HF data is appropriate for some applications (comms from an outlying det to mainbody, etc.) but its considerable speed and bandwidth limitations and inability to communicate with other than NCF units limits its effectiveness. The NCF had to rely on the Marine or other adjacent units for SIPR and NIPR to provide necessary data communications. When SIPR and NIPR was not available to the battalion, command and control suffered.

LESSON LEARNED: SIPR and NIPR access is required for effective command and control of the battalion. HF data alone does not provide adequate data communications.

RECOMMENDED ACTION: Include in each battalion's TOA an organic SIPR and NIPR capability.

COMMENTS: None.

Lessons Learned: NMCB7-S3-02

Unit: U.S. Naval Mobile Construction Battalion SEVEN (NMCB-7)

Assigned: IMEF Engineer Group

Operation: IRAQI FREEDOM

Commentor: LCDR D. A. VanderLey, S3, Operations Officer

TITLE: Construction Contracting Capability

OBSERVATION: The use of construction contracting with Iraqi construction contractors was an important force multiplier to allow the execution of significantly more construction than would have been possible with Seabee labor alone.

DISCUSSION: As things stabilized in Iraq, the focus shifted to rebuilding. The use of Iraqi contractors was key to this effort. Contracting also had the positive effect of helping to jumpstart the Iraqi economy. CEC Officers with ROICC contracting experience assisted greatly in this contracting mission. Although less common since NAVFAC has few Seabee Conrep positions left, there were also some senior enlisted personnel with contracting experience that were key. The project management and construction expertise inherent in the Seabees makes them the perfect force to administer construction contracting in support of post-hostility reconstruction.

LESSON LEARNED: Construction contracting capability is key to maximizing the effectiveness of post-hostility reconstruction and nation building.

RECOMMENDED ACTION: Add construction contracting capability to the NCF ROCs and POEs. Continue to detail CEC officers with ROICC experience to battalions. Encourage NAVFAC to open more Conrep billets to enlisted Seabees so this skill can be maintained in the NCF. Provide contingency contracting training to Seabee Officers and Enlisted.

COMMENTS: None.

Lessons Learned: NMCB7-S3-03

Unit: U.S. Naval Mobile Construction Battalion SEVEN (NMCB-7)

Assigned: IMEF Engineer Group

Operation: IRAQI FREEDOM

Commentor: LCDR D. A. VanderLey, S3, Operations Officer

TITLE: Material Purchasing in a Wartime Economy

OBSERVATION: Normal military funding processes do not work in a wartime economy. Cash was the only effective way to make local purchases.

DISCUSSION: Pushing material up from the rear was not adequate to meet all material requirements, especially during the post-hostility reconstruction phase. Local purchase was necessary to meet requirements but was initially difficult since cash was the only way to make purchases in a wartime economy. After some time when processes were established for providing cash directly to battalions to make material purchases, local material procurement proved to be very effective.

LESSON LEARNED: The ability to purchase materials locally with cash is necessary in order to be responsive to the material needs of a battalion executing significant reconstruction operations.

RECOMMENDED ACTION: Establish procedures to allow battalions to be given cash to make local material purchases. Plan ahead to ensure that these procedures are in place early enough so as to not delay initial construction operations.

COMMENTS: None.

Lessons Learned: NMCB7-S3-04

Unit: U.S. Naval Mobile Construction Battalion SEVEN (NMCB-7)

Assigned: IMEF Engineer Group

Operation: IRAQI FREEDOM

Commentor: LCDR D. A. VanderLey, S3, Operations Officer

TITLE: Bulk Material Supply for USMC Support

OBSERVATION: The only way to meet timeframes requested by supported USMC units was to have class IV (lumber, nails, etc.) already on hand.

DISCUSSION: When the Marines requested the execution of contingency construction projects (burnouts, Seahuts, timber towers, guard shacks, etc.), their time frame for execution was hours, not days or weeks. The battalion was able to work the MLO system to ensure there was always class IV on hand to meet these requirements, and supported USMC units were very happy with responsiveness. If the battalion had not thought ahead and worked to keep a supply of class IV, the USMC would likely have been disappointed with Seabee performance.

LESSON LEARNED: A flexible supply of Class IV is necessary to be responsive to USMC requirements in a contingency environment.

RECOMMENDED ACTION: Establish procedures to provide battalions operating in support of Marine units with adequate class IV to meet emergent construction requirements.

COMMENTS: None.

Lessons Learned: NMCB7-S3-05

Unit: U.S. Naval Mobile Construction Battalion SEVEN (NMCB-7)

Assigned: IMEF Engineer Group

Operation: IRAQI FREEDOM

Commentor: LCDR D. A. VanderLey, S3, Operations Officer

TITLE: Air Conditioning Units

OBSERVATION: Air conditioning increases the mission effectiveness of troops and equipment operating in a summer, desert environment.

DISCUSSION: With temperatures in the desert rising to 130F and greater during the summer and not cooling off substantially at night, the heat took a great toll on personnel and equipment. There is no air conditioning in the NCF TOA and this heat had a negative impact on troops who could never get out of the heat and would wake up dehydrated after sweating all night. It was also hard on communications and ADP equipment that failed when operating continuously under intense heat. When air conditioning was finally obtained, there was a marked improvement in troop and equipment performance.

LESSON LEARNED: Air conditioning improves both troop and equipment performance in a summer, desert environment.

RECOMMENDED ACTION: Place some contingency air conditioning units (the 5 ton units used by the Fleet Hospital were very effective) in the NCF TOA.

COMMENTS: None.

Lessons Learned: NMCB7-S3-06

Unit: U.S. Naval Mobile Construction Battalion SEVEN (NMCB-7)

Assigned: IMEF Engineer Group

Operation: IRAQI FREEDOM

Commentor: LCDR D. A. VanderLey, S3, Operations Officer

TITLE: Transportation Assets

OBSERVATION: The mobile nature of operations in Iraq put a strain on transportation assets.

DISCUSSION: Operations in Iraq often required battalions to quickly move large amounts of personnel and equipment. This placed a premium on tractor/trailers, MTVRs and HMMWVs. These assets were the critical CESE shortages during most operational planning.

LESSON LEARNED: Adequate transportation assets is key to success on the modern, mobile battlefield.

RECOMMENDED ACTION: Increase the numbers of tractor/trailers, MTVRs and HMMWVs in the battalion TOA.

COMMENTS: None.

Lessons Learned: NMCB7-S3-07

Unit: U.S. Naval Mobile Construction Battalion SEVEN (NMCB-7)

Assigned: IMEF Engineer Group

Operation: IRAQI FREEDOM

Commentor: LCDR D. A. VanderLey, S3, Operations Officer

TITLE: Shortage of Command and Control Assets

OBSERVATION: With large numbers of detachments being sent out from Mainbody, command and control equipment in the form of communications and security assets were in short supply.

DISCUSSION: During Operation Iraqi Freedom, the battalion sent out many detachments and was also managing significant numbers of projects around the cities. This put a strain on HF communications gear to communicate with detachments and on armored HMMWVs for security. The assets given to SERT cause a further strain.

LESSON LEARNED: Large numbers of detachments and projects around cities puts a strain on HF and armored HMMWV assets.

RECOMMENDED ACTION: Increase the number of HF assets and armored HMMWVs in the TOA.

COMMENTS: None.

Lessons Learned: NMCB7-S3-08

Unit: U.S. Naval Mobile Construction Battalion SEVEN (NMCB-7)

Assigned: IMEF Engineer Group

Operation: IRAQI FREEDOM

Commentor: LCDR D. A. VanderLey, S3, Operations Officer

TITLE: Mixing of Communications, Weapons, and CESE TOA.

OBSERVATION: When communications, weapons and CESE TOAs are mixed, there can be problems with having required mounts.

DISCUSSION: The battalion was given communications gear and weapons from a different TOA than the CESE. Some of radio and weapons mounts were left with the vehicles from that TOA. When the battalion was given the CESE from a different TOA, that CESE did not have the mounts left in. This resulted in shortages of mounts.

LESSON LEARNED: Care must be taken when mixing different parts of TOAs to ensure that all required components are included.

RECOMMENDED ACTION: To the degree possible, do not mix parts of TOAs.

COMMENTS: None.

Lessons Learned: NMCB7-S3-09

Unit: U.S. Naval Mobile Construction Battalion SEVEN (NMCB-7)

Assigned: IMEF Engineer Group

Operation: IRAQI FREEDOM

Commentor: LCDR D. A. VanderLey, S3, Operations Officer

TITLE: NCF Units Reporting to Army Reserve Units

OBSERVATION: The battalion was placed in a task force that was led by an Army Reserve Unit. This caused many challenges.

DISCUSSION: The Army Reserve Unit that led the Task Force was not familiar with NCF Operations. They had difficulty in appropriately tasking the battalion. Their relaying of tasking from MEG down to the battalion was often lacking. Their reporting of battalion operations up to the MEG was spotty at best and typically inaccurate. Ultimately, the battalion had to rely on informal communications directly to the MEG, working around the Army Reserve Unit in the middle, to effectively accomplish the mission.

LESSON LEARNED: NCF units reporting through Army Reserve commands is not operationally efficient.

RECOMMENDED ACTION: Do not attempt to place Army Reserve units in command of NCF units.

COMMENTS: None.

Lessons Learned: NMCB7-S3-10

Unit: U.S. Naval Mobile Construction Battalion SEVEN (NMCB-7)

Assigned: IMEF Engineer Group

Operation: IRAQI FREEDOM

Commentor: LCDR D. A. VanderLey, S3, Operations Officer

TITLE: Outboard-facing MTRV Troop Seats

OBSERVATION: The effectiveness of a troop-carrying MTRV as a security asset is increased by the installation of outboard-facing troop seats. A crew-served weapon position is also a valuable addition.

DISCUSSION: Conventional MTRV troop seats face inboard and require troops to contort their bodies to keep a lookout and have their weapons facing outboard. The Commanding Officer of 3rd Battalion 5th Marines asked NMCB SEVEN to design and fabricate a seating system for the back of an MTRV that would allow troops to face outboard. The result is pictured in figure (2) below. NMCB SEVEN ultimately constructed 30 of these bench seats and they were used extensively by NMCB SEVEN and the 3/5 Marines. The out-board facing seats dramatically increased the effectiveness of the MTRV as a security asset. The inclusion of a front gunner seat and mount for a crew-served weapon was a further enhancement.

LESSON LEARNED: Outboard facing MTRV seats and crew-served weapon positions can be fabricated and placed in MTRVs to enhance their security posture.

RECOMMENDED ACTION: Fabricate or purchase outboard-facing MTRV seats with crew-served gunner positions for use on troop-carrying MTRVs.

COMMENTS: None.



Figure (2)

Lessons Learned: NMCB7-S3-11

Unit: U.S. Naval Mobile Construction Battalion SEVEN (NMCB-7)

Assigned: IMEF Engineer Group

Operation: IRAQI FREEDOM

Commentor: LCDR D. A. VanderLey, S3, Operations Officer

TITLE: Fuel and Water Can Storage Racks for HMMWVs

OBSERVATION: The ability to safely carry additional fuel and water for HMMWVs is an advantage on long convoys.

DISCUSSION: Many services had racks on the back of their HMMWVs to carry additional cans of water and fuel. This increased the range of these HMMWVs and added a safety factor for long convoys. These racks are not a standard part of an NMCB TOA but some were fabricated by NCF units.

LESSON LEARNED: Racks on the rear of HMMWVs to carry fuel and water cans is a valuable asset.

RECOMMENDED ACTION: Fabricate or purchase racks to place on the back of HMMWVs to carry extra fuel and water cans.

COMMENTS: None.

Lessons Learned: NMCB7-S4-01

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: LCDR Michael Shay, Supply Officer

Title: Lack of Funding

Observation: Numerous units arrived in Kuwait with no organic means of funding their requirements.

Discussion: As the only member of Task Force Echo (TFE) with an established source of funding, Naval Mobile Construction Battalion Seven (NMCB-7) was required to purchase items for two reserve NMCB units assigned to TFE in addition to meeting their own needs. Sufficient funding was available to make all required purchases, but the extra tasking was not clearly conveyed to the NMCB-7 Supply Officer. This caused unnecessary confusion and may have unduly delayed the procurement of certain items.

Lesson Learned: All units should have their own source of funding. If this is not possible, there should be a well-defined procedure in place prior to the unit's arrival in the AOR.

Recommended Action: In the case of Naval Construction Force units, First Naval Construction Division (1NCD) should provide all battalions with their own Operating Target (OPTAR). If this is not feasible then 1NCD should ensure that the active duty battalions are prepared to support not only their own needs, but also the needs of any reserve battalions that are activated and sent into the AOR.

Comments: None.

Lessons Learned: NMCB7-S4-02

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: LCDR Michael Shay, Supply Officer

Title: Supporting multiple units with one Table of
Allowances (TOA)

Observation: Numerous units arrived in Kuwait with no organic equipment assets.

Discussion: A Seabee TOA is designed to support a single battalion. Items from Naval Mobile Construction Battalion Seven's (NMCB-7) TOA were repeatedly sent to other units. NMCB-15 and NMCB-21 requested and received significant portions of the items brought into Kuwait with the intended purpose of supporting only NMCB-7. This resource drain had a negative impact on the capabilities of NMCB-7. Specific areas of concern include hand tools, power tools, and vehicles.

Lesson Learned: All units should have their own organic equipment. If this is not possible, there should be a well-defined procedure in place prior to the unit's arrival in the AOR.

Recommended Action: In the case of Naval Construction Force units, First Naval Construction Division (1NCD) should provide all battalions with their own TOA. If this is not feasible then 1NCD should ensure that the active duty battalions are prepared to support not only their own needs, but also the needs of any reserve battalions that are activated and sent into the AOR.

Comments: None.

Lessons Learned: NMCB7-S6-01

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMCB 7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: ET1(SCW/SW/CC) D. J. Cross, S6, Communications
LPO

TITLE: Power requirements for Communication and ADP assets
while supporting operations abroad.

OBSERVATION: While deployed, batteries to power communication equipment are in constant demand and tough on supply to keep up with demand. Thus, communication equipment needs to be powered from a power supply or outlet to conserve battery usage. Having adapters that provide the ability to plug into the host nation power greatly increases mission capability, especially if generators or fuel to operate them are in short supply.

DISCUSSION: Upon arrival at Camp Castle, Kuwait all power for the camp was provided from a Kuwaiti generator, which has an output of 220VAC. While most of the communication equipment will operate on this voltage the battalion TOA did not have any adapters to facilitate plugging in to their receptacles. Some of the electronic equipment, printers especially, will only operate on 110VAC. These types equipment require a transformer to "step down" the voltage. A limited amount of adapters was provided to NMCB 7, which allowed bare minimum communication circuits to be setup and established. NMCB 21 also experienced similar power problems upon their arrival at Umm Qasr, Iraq.

LESSON LEARNED: A higher priority needs to be established to ensure power for communications can be established quickly without having to rely on a limited battery supply. Non-rechargeable lithium batteries are in short supply and not easily replaced. Rechargeable batteries still need power to operate the battery charger.

RECOMMENDED ACTION: Provide several universal power adapters as well as transformers with associated cables in the TOA.

COMMENTS: None.

Lessons Learned: NMCB7-X1-01

Unit: U. S. Naval Mobile Construction Battalion Seven
(NMCB 7)

Assigned: I MEG

Operation: Iraqi Freedom

Commenter: LTJG Trent A. Jessup, X1, Command Chaplain

Title: DET Site Visits

Observation: The Command Chaplain is responsible for the spiritual, emotional, and mental health and well being of all of the troops within the battalion.

Discussion: When the troops were spread out across the theater, it made it difficult for the Chaplain to minister to all of the members of the battalion. Traveling on convoys and visiting the various DET sites increased morale and enabled all of the service members to benefit from religious services, counseling, etc.

Lesson Learned: The Chaplain effectively minimized emotional, mental, and spiritual problems of the troops with regularly scheduled visits. Offering religious services at all of the DET sites guaranteed that service members were not denied their right to worship.

Recommended Action: The Chaplain should continue DET site visits. The Chaplain should work with OPS to plan the visits in advance to ensure that all of the service members are provided for. The Chaplain should ensure that services are available (via visiting Chaplains or lay-leaders assigned by the command) to provide religious services.

Comments: None.

Lessons Learned: NMCB7-X2-01

Unit: U. S. Naval Mobile Construction Battalion Seven
(NMCB 7)

Assigned: I MEG

Operation: Iraqi Freedom

Commenter: LT J. H. Becht, X2, Dental Officer

Title: Inadequate Dental Equipment and Supplies

Observation: Many items were missing from the Authorized Dental Allowance List (ADAL). The ADAL was dispersed among different containers and not in accordance with the master packing list. Some equipment was non-functional and missing components, and materials were not stored properly. These problems have substantially decreased the operational capacity of the dental department.

Discussion: NMCB 7's homeport is Gulfport, MS, but the ADAL was obtained from Port Hueneme, CA. Crucial items such as x-ray film, handpieces, and composite were missing from the ADAL. Even items that were included in the ADAL were difficult to locate since the items were not packed in accordance with the master packing list. It took over 2 weeks to locate some equipment. When the light component of the dental chair was located, it was missing the poles needed to mount it to the chair. The re-supply system is not capable of rapidly obtaining the missing items. The dental department maintained dental readiness by utilizing the dental clinic at Second Force Service Support Group (2nd FSSG).

Lesson Learned: The ADAL utilized by the battalion should be obtained from the battalion's homeport. This will allow the dental department to perform a complete inventory prior to deploying to ensure adequate equipment and supplies.

Recommended Action: The system of managing ADALs should be reorganized to ensure that each battalion dental department obtains an ADAL that they have previously inspected and field-tested. If this cannot be accomplished, a standardized inventory should be done periodically on each ADOL to ensure that it is complete and functional.

Comments: None.

Lessons Learned: NMCB7-X4-01

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: LT K. A. Crutcher, X4, Medical Officer

TITLE: Lack of proper medical re-supply outlets

OBSERVATION: Organic medical assets included in a standard NMCB Table of Allowance (TOA) are designed to provide very basic sick call capabilities and initial treatment of combat and traumatic injuries for a period of 90 days. They do not include assets to independently encompass the broad range of health issues that arise during an extended deployment.

DISCUSSION: Upon arriving in theater it was quickly evident that no re-supply avenues had been previously established with the supporting units in the AOR. Additional medications, equipment and testing supplies to both re-supply the AMMAL (Authorized Minimal Medical Allowance List) and broaden the scope of care for the battalion were not available through normal supply routes. Small quantities of more common medications and supplies were obtained through the graciousness of the 2nd FSSG and IIMEF MEDLOG, though they were not responsible for us. Numerous attempts were made to procure supplies through the various Class VIII supply outlets in theater only to be told that no account existed for the Seabees. Vaccinations other than anthrax could not be obtained in any quantity through the MEG. When several NMCB SEVEN personnel were potentially exposed to tuberculosis at a prison in Iraq, sufficient PPD (Purified Protein Derivative) was only obtained after the Medical Officer met directly with the Officer-in-Charge of the Camp Doha Clinic and then only in the exact quantity required to test those individuals.

LESSON LEARNED: The NCF AMMAL is designed to support the battalion and its detachments for a short period of time and with a very limited scope of care.

RECOMMENDED ACTION: When an NMCB deploys on a contingency with a MAGTF element, the MAGTF Class VIII supply outlet should be provided the necessary accounting information and be given the authorization to re-supply their subordinate NCF element.

COMMENTS: None.

Lessons Learned: NMCB7-X4-02

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: LT K. A. Crutcher, X4, Medical Officer

TITLE: Lack of facilities to maintain battalion readiness in austere environments.

OBSERVATION: Maintaining the battalion's medical readiness is an ongoing, daily mission of the medical department requiring certain assets and facilities not available in a contingency environment.

DISCUSSION: A great deal of effort was made to maximize the battalion's medical readiness during the pre-deployment accelerated homeport schedule. However, projecting medical issues out seven months to cover an entire deployment presents insurmountable logistical and manpower problems to the department. The necessary supplies and equipment to maintain medical readiness at acceptable levels did not exist in theater. Updating immunizations requires a source to obtain the vaccines, a means to pay for them, and the ability to transport within stringent temperature parameters. Periodic physical examinations require the equipment to perform audiograms and access to laboratory facilities for blood testing. Before embarkation to the Southwest Asia theater, medical issues were projected through June 2003. Because of this readiness remained high through the third month of deployment after which it declined precipitously as immunizations and exams became due without the means to provide them.

LESSON LEARNED: The NCF AMMAL does not support medical readiness issues. The NMCB OPTAR cannot support the purchase of required vaccines. If the NMCB is expected to be medically self-sufficient, readiness will necessarily decline to unacceptable levels.

RECOMMENDED ACTION: Medical readiness must be maximized prior to deployment to a contingency environment. Prior planning at the NCR or NCD level is required to establish accounts and funding for the receipt of vaccines.

COMMENTS: None.

Lessons Learned: NMCB7-X4-03

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: LT K. A. Crutcher, X4, Medical Officer

TITLE: Inability to track or control the movement of personnel in the MEDEVAC system.

OBSERVATION: The ability to provide the chain of command accurate, detailed and timely information regarding the medical condition of a service member and tracking the movement of personnel in theater are essential functions of the medical department.

DISCUSSION: The MEDEVAC and higher echelon treatment systems in theater gave no consideration to a service member's parent unit. No pre-established means existed for medical and disposition information to be provided to the member's chain of command. Contact numbers for tracking services were incorrect or the information obtained was inaccurate. Only upon establishing direct daily contact with the higher echelon facilities could the medical officer ascertain a member's location. Members were frequently moved between facilities, even out of the theater or back to CONUS, without warning. Treatment facilities in theater had very limited facilities to keep inpatients. Any illness requiring an inpatient stay was quickly transported out of theater.

LESSON LEARNED: When a service member enters the MEDEVAC system the parent unit relinquishes any control over the decision making process. The administrative burden for tracking individuals is time consuming and rests solely on the unit.

RECOMMENDED ACTION: Medical intelligence must include accurate points of contact for all treatment facilities in the MEDEVAC system, their capabilities, and the region they serve.

COMMENTS: None.

Lessons Learned: NMCB7-SERT-01

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: LTjg D. S. Anderson, SERT-7, OIC

TITLE: Insufficient TOA Assets to Support the Seabee Engineer Reconnaissance Team (SERT) and the Battalion

OBSERVATION: Communications equipment, crew serve weapons, and High Mobility Multipurpose Wheeled Vehicle (HMMWV) assets included in a standard NMCB Table of Allowance (TOA) are designed and adequate to support a battalion's personnel and equipment; however, additional communications equipment, crew serve weapons, and HMMWV's are necessary if the mission includes supporting the newly developed SERT team.

DISCUSSION: The SERT team required an extensive amount of communications gear to support the proposed mission. At a minimum, the team required three complete vehicle mounted VHF communication systems. At least one additional VHF radio was required in case one radio became non-operational. Two complete vehicle mounted HF communication systems were also required in addition to 2 Dolch computers to enable data transfer. The SERT team utilized 2 out of 6 M2 .50 caliber heavy machine guns for protection. The SERT team required 2 hardback HMMWV's and at least 1 soft-back HMMWV that had covered storage space. The unintended side effect was that NMCB-7 was left struggling to support various other missions and detachments with required communications, crew serve weapons, and HMMWV assets.

LESSON LEARNED: The current NMCB TOA is designed to optimally support a battalion and an air detachment in another geographical location. The TOA is not designed to support the additional mission of the SERT team without leaving the battalion or the air detachment with insufficient equipment, weapons, and vehicles.

RECOMMENDED ACTION: Create a SERT TOA specifically designated to support the SERT mission without draining the battalion of required mission essential assets.

COMMENTS: None.

Lessons Learned: NMCB7-SERT-02

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: LTjg D. S. Anderson, SERT, OIC

TITLE: Poor Data Transfer Utilizing HF Data

OBSERVATION: The SERT team's only form of long-range data transfer was utilizing HF data communications with Dolch computers. This was the only form of long-range data transfer in the NMCB TOA.

DISCUSSION: The SERT team trained to utilize Dolch computers and HF data transfer communication systems. The system was found to be entirely too slow. The HF system took 40 to 50 minutes to transfer a minimal text document with 1 picture. Even when WINZIP was used, it did not improve transmission time enough to make a considerable difference. Real recon missions required multiple pictures to assist in illustrating the big picture to engineering experts. Luckily, the SERT team was always able to send the data assessment and pictures utilizing SIPRNET located at higher headquarters where the SERT team was normally co-located.

LESSON LEARNED: HF data transfer is not the preferred real time state-of-the-art data transfer method. The mission of the SERT team is to gather engineering information and forward it to engineering experts in a timely manner. This mission is greatly reduced by utilizing HF data transfer.

RECOMMENDED ACTION: Research other alternatives to transfer real time data. Satellite data transfer is one option that is recommended. The Army Corps of Engineers has a real time state-of-the-art data transfer system. The vehicles have systems that automatically transmit their recon location. Also, the recon teams have real time communications and cameras that instantaneously transmit data to engineers that are standing by to review the recon team's mission. The engineers are able to ask questions and see the recon site while the recon team is on location.

COMMENTS: None.

Lessons Learned: NMCB7-MOCC-01
Unit: U.S. Naval Mobile Construction Battalion SEVEN (NMBC-7)
Assigned: I MEG
Operation: IRAQI FREEDOM
Commenter: EA1 M. E. Lee, MOCC

TITLE: Inconsistent methods for MOCC tracking during Retrograde and Embarkation.

OBSERVATION: During turnover with SU2, Microsoft Excel spreadsheets used for tracking all CESE and Containers were turned over. Inputs from the various prior commands demonstrated a wide variety of spreadsheet layouts changing with each command.

DISCUSSION: Utilization of the existing spreadsheet was difficult. It usually involved viewing numerous spreadsheets in various formats from previous units and manually copying summaries into a reporting spreadsheet. This provided an opportunity for human errors.

LESSON LEARNED: A single database with multiple departmental access and change tracking capability would have prevented many hours of searching for various pieces of CESE and container items in the multitude of spreadsheets. These errors caused frustration at the data cell as well as the MOCC by having to re-create labels for misplaced equipment and containers based on information provided by incorrect data reports.

RECOMMENDED ACTION: A standardized NCF Database template based on a common database program such as MS Access should be created providing consistency for MOCC tracking. The program should be as simple and user friendly as possible to enable junior and less computer-savvy personnel the ability to input information.

COMMENTS: None

Lessons Learned: NMCB7-PAO-01

Unit: U.S. Naval Mobile Construction Battalion SEVEN
(NMBC-7)

Assigned: I MEG

Operation: IRAQI FREEDOM

Commenter: ENS George Barnes, Public Affairs Officer

TITLE: Release Authority

OBSERVATION: Throughout different phases of operations, release authority changed to different commands, causing confusion and delaying the release of articles.

DISCUSSION: While the unit was under operational control of I MEG, articles were generated internally, sent through the command's chop chain, and then to the I MEG Public Affairs Officer (PAO) for final review and release. After the combat operations phase ended, articles were required to either be sent to 1 Naval Construction Division (PAO) or the I MEG PAO. Later, the word was given that the command had release authority with the provision that 1 NCD or I MEG were copied on the articles. The command abided by this guidance for approximately one and a half months when the command journalist discovered Navy News Stand had been rejecting releases because they weren't released by CENTCOM. This new revelation dramatically slowed the release process as we tried to determine the exact protocol for releasing articles. Articles were also not published due to timeliness issues.

LESSON LEARNED: Public affairs efforts will be improved by clear direction on who has release authority.

RECOMMENDED ACTION: Release authority for the operation should be determined during the planning phase. The plan should also include who will assume release authority as commands leave the theatre.

COMMENTS: None.