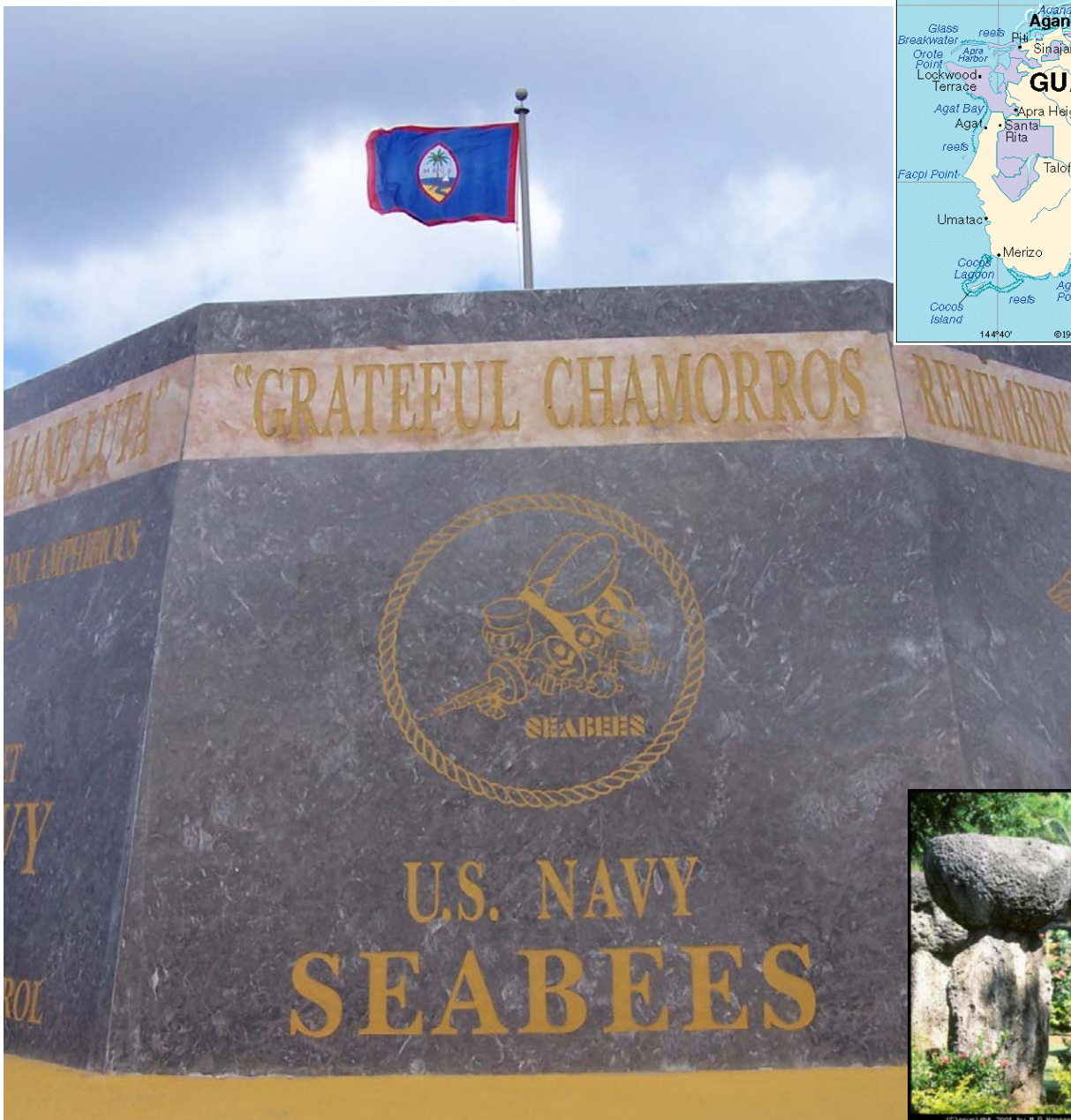




# NMCB SEVEN DEPLOYMENT COMPLETION REPORT



**April 05**





DEPARTMENT OF THE NAVY  
U.S. NAVAL MOBILE CONSTRUCTION BATTALION SEVEN  
UNIT 60252  
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From: Commanding Officer, U.S. Naval Mobile Construction  
Battalion SEVEN  
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Subj: DEPLOYMENT COMPLETION REPORT

Ref: (a) COMSECONDNCB/COMTHIRDNCBINST 3121.1A  
(b) COM THIRTIETH NCR OPERATIONS ORDER 1-05

Encl: (1) NMCB SEVEN Deployment Completion Report

1. Enclosure (1) is forwarded per reference (a). Per reference (b), NMCB SEVEN deployed to Guam, U.S. from October 2004 to April 2005 with Detachments (DETs) deployed to Iraq in support of OPERATION IRAQI FREEDOM II and Afghanistan in support of OPERATION ENDURING FREEDOM. In addition, NMCB SEVEN sent DETs to Laguna and Subic Bay, Philippines, Bahrain, Jordon, Djibouti, Qatar, Hawaii, San Diego, Sri Lanka, and North Korea. In all, NMCB SEVEN had projects in over 22 locations on three continents.

  
B. J. MUILENBURG

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## TABLE OF CONTENTS

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I	EXECUTIVE SUMMARY	1
II	ADMINISTRATIVE/SPECIAL STAFF	3
III	TRAINING/ARMORY/COMMUNICATIONS	7
IV	OPERATIONS	11
	Safety/Environmental	14
	Main Body Guam	
	Project Summary Tables	16
	Labor Distribution	16
	CO Discretionary Projects	17
	Camp Maintenance	18
	Project Summaries	20
	Detail Hawaii	34
	Labor Distribution	36
	OIC Discretionary Projects	37
	Camp Maintenance	37
	Project Summaries	38
	Detail San Diego	44
	Labor Distribution	46
	OIC Discretionary Projects	47
	Camp Maintenance	47
	Project Summaries	48
	Detail Bahrain	51
	Labor Distribution	54
	OIC Discretionary Projects	54
	Camp Maintenance	54
	Project Summaries	55
	Detail Sri Lanka	59
	Project Summaries	68
	Detail Philippines	72
	Project Summaries	75
V	OPERATION IRAQI FREEDOM II	76
	Project Summary Table	79
	Labor Distribution	81
	OIC Discretionary Projects	81
	Camp Maintenance	83
	Project Summaries	84
VI	OPERATION ENDURING FREEDOM	119
	Project Summary Table	122
	Labor Distribution	122
	OIC Discretionary Projects	123



## TABLE OF CONTENTS

---

	Camp Maintenance	123
	Project Summaries	124
VII	SUPPLY/LOGISTICS/EQUIPMENT	133
APPX I	LESSONS LEARNED (Main Body)	138
	Admin/Personnel	138
	Operations	139
	Training/Communications	146
	Supply	147
	Medical	149
	LESSONS LEARNED (South West Asia)	150
	Admin/Personnel	150
	Supply	152
	Operations	154
	Communications	158
APPX II	COMMENDATORY CORRESPONDENCE	160





## EXECUTIVE SUMMARY

April 15, 2005 marks the end of an historic and highly successful deployment for Naval Mobile Construction Battalion SEVEN, one of the most significant in its 63-year history and arguably in the Naval Construction Force. Battalion personnel were deployed to 22 locations in 11 countries on 3 continents around the globe. NMCB SEVEN accomplished both of the Naval Construction Force's cardinal missions this deployment, contingency construction in support of Operation IRAQI FREEDOM II and Operation ENDURING FREEDOM and disaster recovery in support of Operation UNIFIED ASSISTANCE, Tsunami relief efforts in Southeast Asia. NMCB SEVEN was augmented with 125 Reservists from NMCB SEVENTEEN. The Reserve Augment was fully integrated into the battalion, filling positions throughout the chain of command including a Detachment OIC, Detachment AOICs, Project Supervisors, and Crewleaders. Seabees from NMCBs SEVEN and SEVENTEEN were deployed to Baghdad, Balad, Mosul, Fallujah, Al Kasik, Taji, Ramadi, and Najaf, Iraq; Kuwait; Bagram, Afghanistan; Djibouti; Qatar; Jordan; Bahrain; Guam; Hawaii; San Diego; Subic Bay and Laguna, Philippines; North Korea; Sri Lanka; Port Hueneme, CA; and Gulfport, MS.

Regrettably, our own Chief Builder (SCW) Joel E. Baldwin, 37, was killed in December 2004 during a suicide bomber attack on a mess tent at Forward Operating Base Marez in Mosul, Iraq. He was a great leader, outstanding friend, and extraordinary family man who left a noticeable vacancy in our ranks. He left behind a wife, Claudia, and their 9-year-old daughter, Cali. While shaken by this tragedy, NMCB SEVEN mustered their forces with renewed strength of character and purpose, tackling the challenges ahead and bringing the deployment to successful completion.

**ADMINISTRATION/SPECIAL STAFF:** The Administration and Personnel Departments provided customer service to over 750 active duty and mobilized reservists at 22 sites throughout the PACOM and CENTCOM AORs. Services included pay, personnel, exams, reenlistments, legal matters, and support of our homeport family members.

**TRAINING/READINESS:** NMCB SEVEN continues to carry very high attainment for skills in both war and peacetime Readiness Conditions. This was a key factor for our successful deployment to over 22 locations utilizing almost every skill in the NCF Inventory.

The battalion's Seabee Combat Warfare (SCW) program continues to be a top command priority. SCW classes were conducted at every major location, resulting in a total of 147 SCW warriors obtaining their qualification during the FY05 deployment.

**GUAM OPERATIONS:** The Guam Operations Department was the driving force behind the execution of over 20,000 mandays of direct labor training, peacetime construction, disaster preparation and recovery action, and camp maintenance on Guam and eight detachment sites around the world, including Kauai and Oahu, HI; San Diego, CA; Philippines; Bahrain; Jordan; Sri Lanka; and North Korea. With only half battalion strength, the Operations Department directed the simultaneous manning and mount out of two task-tailored AirDets in response to Operation UNIFIED ASSISTANCE, Tsunami relief efforts in Southeast Asia. Roll back of two stateside DETs was orchestrated to accomplish this mission, while still managing a presence at the DET sites for continuation of critical operations. Following Operation UNIFIED ASSISTANCE, redeployment of DET personnel was coordinated and revised tasking was negotiated with the THIRTIETH Naval Construction Regiment. A dynamic deployment to say the least, but the Guam Operations Department maintained positive control and met the challenge head on.

Camp Maintenance started the deployment with 648 outstanding BOS contract service calls and, due in no small part to the Trouble desk's diligence, reduced that number to less than 5 by end of deployment. The shops have completed over 1600 emergency service calls (ESA's) totaling over 600 mandays and finished 18 quality MCD projects with a value of over \$30,000, expending



## EXECUTIVE SUMMARY

over 700 mandays. Camp Maintenance also responded to 4 typhoons, ensuring that all generators and camp facilities were prepared for destructive winds and rain.

Safety was a priority for NMCB SEVEN during this deployment. Task Force Sierra exceeded expectations with no Class A mishaps and 1 Class B mishap. Mainbody Guam also showed some impressive improvements from past deployments with no Class A or B mishaps. Considering the high operational tempo, short-fused tasking, and rapidly changing mission requirements, safety plans, compliance, and ORM remained our focus.

**SWA OPERATIONS:** The SWA Detachment (Seabee Task Force Sierra) erased any active-reserve distinctions and integrated 179 NMCB SEVEN and 125 NMCB SEVENTEEN personnel into one cohesive unit supporting the Joint Special Operations Command, the Combined Joint Special Operations Command – Arabian Peninsula, and the 11<sup>th</sup> Marine Expeditionary Unit (Special Operations Capable). This Detachment completed over 34,935 mandays of construction in OIF II and OEF. The value of construction performed by Seabees was \$20.3M. The value of contract construction overseen by Seabees was \$80.4M. OIF II proved the concept that a Seabee Battalion arrives at the fight with the organic skills to manage contingency construction programs comprised of both in-house and contracted construction. The legacy of this Detachment was securing Seabees as the #1 choice in contingency construction support by the joint special operations community.

**SUPPLY/LOGISTICS:** The Supply department set several high priority objectives for this deployment. In addition to providing the best logistical support possible for the Battalion, a major objective for the deployment was improving the material condition of the supply storage facilities and overall inventory validity. The supply department successfully supported 22 detachment sites including the relief efforts of Operation UNIFIED ASSISTANCE, Southern Galle District, Sri Lanka. Smoothing the Battalion's transition during the implementation of the 3M program, the Supply Department expended tremendous efforts to ensure an accurate CESE Coordinated Seabee Allowance List (COSAL) validation was conducted. Additionally, an inventory baseline via a 100% inventory of all Camp Covington's supply assets was conducted to support a new logistical visibility program. The overall readiness of Camp Covington's Supply Department has been greatly improved during the Magnificent SEVEN Guam deployment.

**EQUIPMENT:** Equipment maintenance in Guam was challenged by aging CESE, lack of material support at main body, operational commitments and most notably, the newly implemented 3M System. The CESE to mechanic ratio was 9:1 throughout deployment. NMCB SEVEN met all obstacles head on and met all tasking set forth by the 30<sup>th</sup> NCR. A professional CESE management program kept equipment availability steadily increasing from 83% in October to a high of 95% for Guam and an overall Recorded Accomplished Rate of 99%.

**CONCLUSION:** This was a monumental deployment for NMCB SEVEN. Whether found fighting the war on terror, aiding tsunami victims, performing humanitarian construction, aiding in the search for MIA/KIA remains, increasing the quality of life for sailors and marines around the world, or simply providing a surge capable presence in the Pacific, NMCB SEVEN Seabees were at the top of their game. The men and women of NMCB SEVEN are very proud of their contributions and delighted to have participated in this historic deployment.



## ADMINISTRATION & SPECIAL STAFF

**ADMINISTRATION & PERSONNEL:** The Administration and Personnel Offices provided customer service for over 771 Seabees deployed throughout the Pacific theater and Central Command Areas of Responsibility. Seven Personnelmen and six Yeomen processed all Fitness Reports and Enlisted Evaluations, tracked all leave, award recommendations, correspondence, passport applications, and recurring reports, and setup award ceremonies. The Personnelmen processed advancements for five personnel advanced under the Command Advancement Program (CAP). For the January 2005 CPO Exam and the March 2005 Navy-wide Advancement Examinations, the Personnelmen orchestrated all requirements for 415 active duty and Naval reserve participants disbursed over 22 deployment sites. The CPO Exam was particularly challenging since the battalion received an order to rollback designated personnel from two CONUS sites and redeploy them to Sri Lanka in support of Operation UNIFIED ASSISTANCE after exams had been distributed to the various DET sites. YNs and PNs continued to support the command in many ways being called upon to perform outside of their rating, including working at MLO and assisting with clean up crews during the mount out and retrograde efforts in support of Operation UNIFIED ASSISTANCE.



March 2005 Navy-Wide Advancement Results/January CPO Exam				
	E4	E5	E6	E7
Time in Rate Eligible	125	171	49	70
Participated	125	171	49	68
Selected/Board Eligible for E7	TBD	TBD	44	TBD
Percent Selected	TBD	TBD	TBD	TBD
Navy Wide Percent Selected	TBD	TBD	TBD	TBD

**LEGAL DEPARTMENT:** The Legal Department endeavored to ensure that legal procedural assistance was provided throughout the deployment, not only to Battalion members in Guam, but throughout the world wherever NMCB SEVEN was located. In Guam, Legal was able to provide assistance with powers of attorney and wills, whenever needed and at a moments notice, and also provided members with the service of filing their income tax returns before returning to homeport. From the disciplinary perspective, only one minor liberty-related incident occurred outside of Camp Covington.

**DENTAL DEPARTMENT:** The Dental Department worked zealously to maintain dental readiness above 95% with a dental health index above 47% throughout the 2004-2005 Guam deployment. Prior to deployment, the Dental Department strived to ensure the readiness of personnel selected for DETs deploying to areas lacking dental support. Both the Branch Dental Clinic Guam and the Oral and Maxillofacial Surgery clinic at U.S. Naval Hospital Guam were highly supportive with respect to specialty treatment and lab support. This cohesive relationship provided NMCB SEVEN personnel with the complex Oral surgery and Prosthetic Lab procedures their treatment required.



## ADMINISTRATION & SPECIAL STAFF

Prior to leaving Guam NMCB SEVEN Dental department ordered over \$2,000 dollars worth of supplies to replenish material used and to prepare for NMCB FIVE Dental Department's arrival.



**CAREER COUNSELOR:** The Career Counselor office continues to serve the Seabees of NMCB SEVEN with answers, programs, and counseling. With the advent of Perform To Serve (PTS) and the reduction of 6000 personnel Navy-wide this FY, our ability to retain the quality personnel needed to meet the CNO's retention goals is a direct reflection of this command's commitment to excellence. The creation and maintenance of a positive command climate are essential to the success of our program. To identify our strengths and weaknesses, early in the deployment we conducted a Career Information/Retention Program review that included a cross section survey of 50% of the Mainbody. From this we conducted a POA&M with the command leadership followed by debriefing the Wardroom and CPO Mess. From our Sponsorship & Indoctrination programs to the Transition Assistance Program NMCB SEVEN's Career Information Program is doing what it is supposed to do: TAKING CARE OF SEABEES!

Selective Reenlistment Bonus's (SRB) Paid	Over \$200,000.00
Enlisted Personnel Action requests (1306/7's) processed.	32
Perform to Serve (PTS) applications submitted	76
Personnel attended Indoctrination	79
Personnel attended First Term Workshop	61
Personnel attended Transition Assistance Program	14

	Eligible	Not Eligible	Reenlisted	Reenlistment Rate	Navy Goal
<b>ZONE A</b>	<b>33</b>	<b>7</b>	<b>26</b>	<b>79%</b>	<b>53%</b>
<b>ZONE B</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>100%</b>	<b>69%</b>
<b>ZONE C</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>100%</b>	<b>85%</b>
<b>ZONE D</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>100%</b>	<b>NA</b>
<b>ZONE E</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>100%</b>	<b>NA</b>

**CHAPLAIN:** NMCB SEVEN Chaplain deployed to SWA. The Religious Program Specialist established a program at the mainbody site. The RP in Guam ran the camp library, the United Through Reading Program, and acted as the battalion point of contact for base chapel services. Transportation was provided to the base chapel for Sunday morning and special services.





## ADMINISTRATION & SPECIAL STAFF

**MEDICAL:** During the 2004-2005 Guam deployment, NMCB SEVEN's Medical Department continued to provide quality medical care to members of the battalion deployed around the globe, including detachments at various locations in Iraq, Kuwait, the Philippines, Sri Lanka, Afghanistan, Jordan, Bahrain, and CONUS. At Mainbody, Guam, the medical staff worked hard to keep readiness above 95%, spearheaded smoking cessation efforts, and provided definitive treatment for a wide variety of ailments, working together with U.S. Naval Hospital Guam.



The Mainbody medical staff also supported AirDet Sri Lanka and DFT Balikatan, gaining valuable tropical medicine and medical mount-out experience. NMCB SEVEN sent four corpsmen to support OIF II. All have been instrumental to our operational successes in theater, and each has gained tremendous field experience, benefiting our department as a whole. This was truly an educational, varied, and memorable deployment for our medical staff.

### STATISTICS:

NMCB SEVEN Guam	
Total # seen at Camp Covington	795
Immunizations	480
Total Clinic visits	1125
PPD, HIV, and DNA Tests	70
Audiograms	1
Sick in Quarters	147
Physical Exams	53
Sanitary Inspections	35

NMCB SEVEN Guam	
Clinic Referred to	# Visits
Radiology	93
Orthopedics	46
Optometry	10
Physical Therapy	50
General Surgery	20
Dermatology	3
Mental Health	36
Dietician	1
Urology	7
OB/GYN	24
Internal Medicine	3
Ear, Nose, and Throat	7
Family Practice	5
Emergency Room	22
Occupational Health	3
Cardiology	1
Community Health	77
SARP	19



## ADMINISTRATION & SPECIAL STAFF

NMCB SEVEN SWA	
Total patients seen by Provider	210
Immunizations	22
Med Evacs	3
Audiograms	6
Sick in Quarters	22
Physical Exams	1
Referral to Specialist or M.O.	18
Uniforms treated	412

NMCB SEVEN SWA	
Patient Breakdown by DNBI Category	# Visits
Injury from Work/Training	20
Orthopedics	43
Ophthalmology	2
Combat/Op Stress	0
Neurological	2
Musculoskeletal	33
Respiratory	41
Minor Office Surgeries	2
Dental	8
PRT Screenings	21
Heat injury	0
Leishmaniasis	0
Internal Med	2



**TRAINING/READINESS:** One of the major evolutions undertaken by the Training Department Staff was a complete A-Z review of the service records of every member of the battalion. This was done to validate the online records kept in the PISTOL database, allowing the battalion to optimize requested training quotas for the next Training Homeport. This contributed to our ability to maintain a 96% skill attainment level at the end of the Guam Deployment. The Training Department also coordinated a Seabee Skill Assessment interview evolution over 22 deployment sites to document the knowledge gained through hands-on experience over the deployment. Six Training Mondays were conducted during the deployment for Mainbody personnel and for Detachment sites covering not only GMT topics mandated by 1NCD, but a variety of other approved topics that help improve today's Sailors' careers and personal lives.

NMCB SEVEN conducted five days of Military Block Training in lieu of Field Exercise KENNEL BEAR 2005. This physically intense training evolution provided personnel who recently joined the battalion and those who have not yet received any formal combat/military training an opportunity to participate and experience the type of training they could expect during the Military Phase of the Homeport Training Period. Kennel Bear was converted to this format to maximize available assets and personnel time, given that the 30<sup>th</sup> NCR was preparing to deploy to Southwest Asia and Mainbody was at half normal mainbody strength. The Battalion also executed an M-16 BZO Range for 89 AirDet Personnel and a 9mm range for all Khaki Personnel at COMNAVMAR's local ranges resulting in 100% qualification.

**MILITARY/TECHNICAL TRAINING:** The deployment training program started with various speakers during the Welcome Aboard session, placing a strong emphasis on water and liberty safety. Further training was coordinated during monthly Training Days, SCW classes, and On-the-Job training (OJT). Indoctrination class was made mandatory for newly reporting personnel, ensuring every Seabee started battalion life on a positive note. On Training Days, companies presented a variety of GMT/SCW topics to their personnel, with the S7 department providing Power Point presentations and instructor guides for all topics.

Six Training Mondays were conducted during the deployment for Mainbody personnel. Detail sites coordinated and conducted their own training program for each Training Day. Typical training topics included military tactics, health and safety practices, contingency construction skills, GMT and an in-country Guam Indoctrination Brief. Company time was also incorporated and was tailored by respective companies to fit their needs. Other topics included communications (CPX exercises), land navigation, crew-served weapons, various medical topics, safety videos, CBR, Seabee Skills Assessment interviews, and various subjects taught by certified Seabee Military Instructors. The combined direct labor training mandays for Guam and the different Detachment Sites are as follows:

**MONTHLY TRAINING MANDAYS**

OCT	NOV	DEC	JAN	FEB	MAR
108	28	405	238	90	97

**SERVICE RECORD REVIEW:** One of the major evolutions undertaken by the Training Department staff was a complete A-Z review of the service records of every member of the battalion. Verification of PRD/EAOS of every member was also implemented. This was accomplished to validate the online records kept in the PISTOL database, which is used to evaluate unit attainment and calculate SORTS data. Upon review, all missing information was entered into PISTOL and a hard copy binder was created as a back up and reference for the department. As service members checked into the command, the PISTOL database information



was verified with their service records and updated as required. Upon transfer out of the command, each service member was given a printout containing all the skills and training earned while at the command. This information is useful whether the member is transferring, retiring, or separating. A complete in-house rewrite of the SCBT/Training Catalog was performed using multiple sources of information. This new catalog will provide much more user-friendly information about how to schedule classes and the requirements for each during the Homeport training period for all Company 5's, 6's and Training Petty Officers. This will make the NMCB more efficient in identifying discrepancies and conflicts before they occur.

**ARMORY:** BZO of AirDet's M16 Service rifles and a Khaki 9mm qualification course were conducted around mid-deployment. Familiarization fire was also conducted with shotguns. An Armory drill was conducted with COMNAVMAR Security forces and Armory staff, resulting in a 100% operational alarm warning system. Maintenance of weapons was conducted under the newly implemented 3M program. A successful deployment of 110 (M-16's) and 11 (9mm) Pistols to Sri Lanka for Tsunami relief was performed, as well as 15 (M-16's) and 4 (9mm) Pistols to Philippines.

**SEABEE COMBAT WARFARE:** The Seabee Combat Warfare program directly reflects the mission readiness of the battalion. Subject matter experts were identified in each area to act as curriculum managers. This concept was developed to ensure personal ownership of the subject matter. Personalization was key for motivating Seabee's to stay interested in achieving the goal of warfare qualification. Our aggressive approach of enrolling all personnel in the program, not just E5 and above, established goals and standards for those who may not have been fully committed before enrollment was mandatory for participation in the program. Evening classes were held nightly with maximum participation. Currently there are 235 SCW qualified E6 and below out of 589 onboard, and 57 of the 67 Khaki onboard are SCW qualified. The SCW program, in conjunction with our senior leadership, resulted in 147 new warriors during the deployment, increasing total battalion qualifications by 24%.

**COMMUNICATIONS:** NMCB SEVEN'S S6 Department provided excellent service to the battalion during the deployment to Camp Covington, Guam. ISD maintained a centralized server based LAN of four servers and 155 workstations on the network, providing the battalion centralized file storage and communications. The Communications Shop (COMM) maintained and reorganized the tactical communications gear, successfully completing over 400 manhours of Preventive Maintenance System (PMS) requirements.

**COMPUTERS:** The 155 network workstations were kept operational for users by our combined IT/ET staff. ISD completed over 1000 trouble calls, replaced 75 warranted items, installed the latest anti-virus software, and upgraded operating domain to Windows 2000. ISD professionals installed two 300-meter fiber optic connections for Alfa Company shop and Armory, facilitating high-speed network connectivity. ISD also implemented a Cyber Café Domain, which allowed personnel to access computer and Internet resources. ISD set-up and maintained the command's video teleconference communications (VTC), providing services for NMCB SEVEN and other commands.

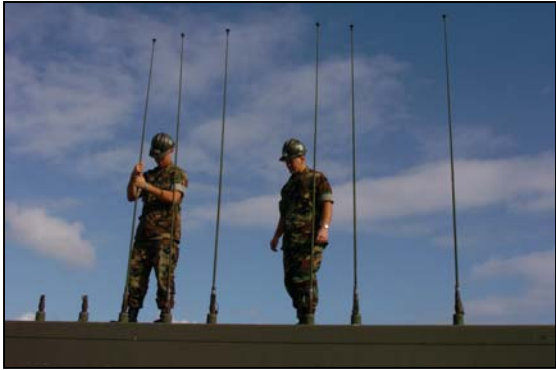




**SECURITY:** The network’s security was satisfactory during deployment and complied with Navy standards. ISD complied with all IAVA instructions and routinely updated all computer workstations with crucial security updates. All users signed a user agreement advising them of network policies and procedures pertaining to the use of government computers and information.

ISD randomly monitored numerous workstations monthly to detect misuse or unauthorized programs. Administrative passwords were changed in accordance with INFOSEC security regulations.

**TACTICAL COMMUNICATION GEAR:** All tactical communication equipment was thoroughly maintained utilizing the 3M system. Communication TOA was brought up to full operational status by isolating faults and troubleshooting non-operational equipment with the AN/GRM test set. The Communications Platoon conducted two CPXs during this deployment to enhance their practical knowledge of field communications equipment. In support of Operation UNIFIED ASSISTANCE, the communications platoon manned MOCC during the mount out, ensuring communication connectivity for the battalion.



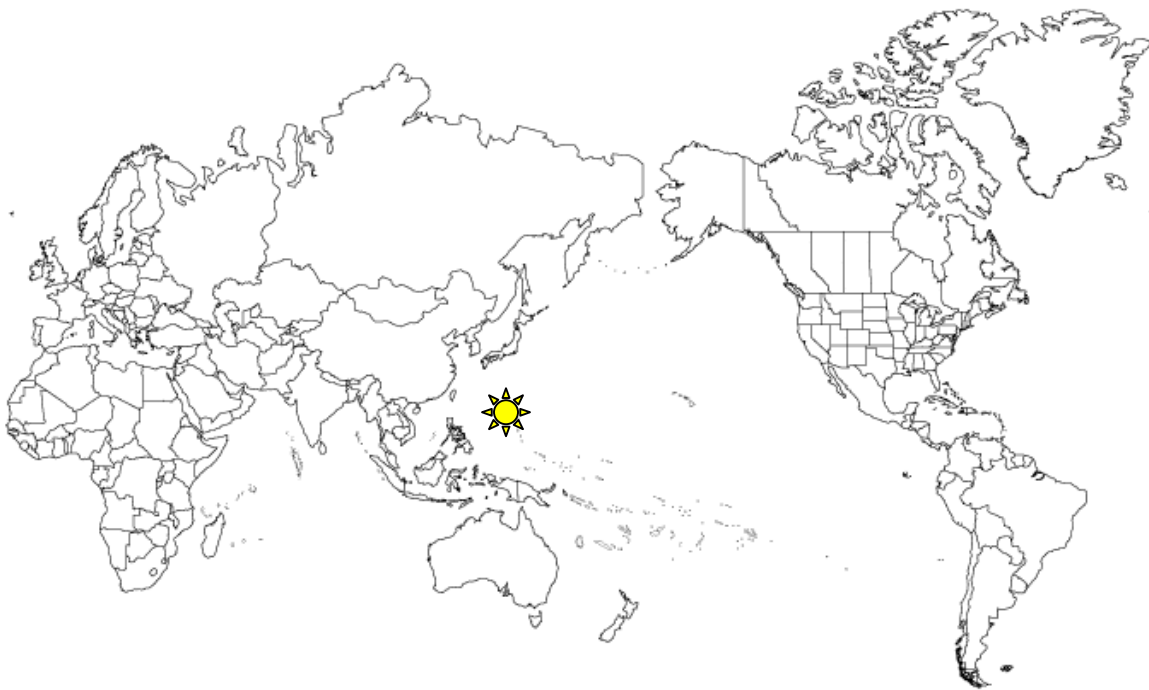
**MAINTENANCE MATERIAL MANAGEMENT (3M):** The adoption of 3M by the NCF presented many challenges during this deployment. This was the first time NMCB SEVEN deployed with 3M. Training personnel in all areas was critical in achieving the 1NCD requirements. Qualifications continue to improve in all areas.

Skill	1500.1 I-III	1500.1 IV-V	NMCB SEVEN
<b>301</b>	<b>418</b>	<b>418</b>	<b>467</b>
<b>302</b>	<b>29</b>	<b>37</b>	<b>70</b>
<b>303</b>	<b>19</b>	<b>30</b>	<b>54</b>
<b>304</b>	<b>16</b>	<b>24</b>	<b>15</b>
<b>305</b>	<b>11</b>	<b>11</b>	<b>5</b>
<b>306</b>	<b>24</b>	<b>43</b>	<b>5</b>
<b>9517</b>	<b>1</b>	<b>2</b>	<b>1</b>

Specific accomplishments:

- a. Fully implemented 3M system for CESE, weapons, and communications gear.
- b. Increased attainment in all PQS skills of 3M as required by the 1NCD 1500 training manual.
- c. Implemented policies and procedures for work centers in accordance with NAVSEAINST 4790.8B, Ships 3M Manual. Implemented guidelines for lockout/tag out procedures in accordance with the Navy’s Tag out Users Manual (TUMS), for all active work centers.
- d. Deployed to SRI LANKA: Loaded and installed software on laptops and servers so 3M could be taken to the field. This was the first time an NMCB deployed with 3M in a contingency.

- e. Conducted command wide assessment of 3M. This internal inspection reviewed all areas of 3M from the shops to command level, ensuring we were in compliance with all requirements of our TYCOM and NAVSEA. Overall maintenance performance ratio (3-MPR) was 99.51.
- f. Migrated Guam MICROSAP server to the CITRIX server located in San Diego. This allows increased visibility of our maintenance program by 1NCD. Installed 3M in Bahrain. Bahrain's MCA/PWS will fall under the cognizance of Guam. Naval Expeditionary Fleet Logistics Center (NEFLC) provided data management oversight, ensuring connectivity to CITRIX and MICROSAP.



# **GUAM OPERATIONS**

The Guam Operations Department was the driving force behind the execution of over 20,000 mandays of direct labor training, peacetime construction, disaster preparation and recovery action, and camp maintenance on Guam and six detachment sites around the world. With only half battalion strength, the Operations Department directed the simultaneous manning and mount out of two task-tailored AirDets in response to Operation UNIFIED ASSISTANCE, Tsunami relief efforts in Southeast Asia. Roll back of two stateside DETs was orchestrated to accomplish this mission, while still managing a presence at the DET sites for continuation of critical operations. Following Operation UNIFIED ASSISTANCE, redeployment of DET personnel was coordinated and revised tasking was negotiated with the THIRTIETH Naval Construction Regiment to account for the reduction and then addition of personnel at the DET sites and the increase in end strength at the Mainbody site resulting from a reduction in scope of exercise Balikatan in the Philippines. A dynamic deployment to say the least, but the Guam Operations Department maintained positive control and met the challenge head on.

Mainbody Guam accomplished over 12,000 mandays of quality construction, including completion of the Camp Covington softball field and lighting improvements, repairs to the Admiral Nimitz Golf Course cart paths, the Ground Support Equipment Garage for Helicopter Combat Support Squadron FIVE at Andersen Air Force Base, a vehicle access ramp at Naval Magazine, Marianas, bridge construction at Polaris Point, a 2,000 cubic yard hardstand at the MLO yard, and a 2,100 square foot head, shower, and storage facility at Sumay Cove Marina. Construction continued for a 2,200 square foot security facility at NCTS, and construction began on a 6,800 square foot Laundry Facility for Naval Base Marianas. NMCB SEVEN also revived quarry blasting operations at Orote Point Quarry, Naval Base, Marianas, which had been dormant for over two years.

NMCB SEVEN's three peacetime detachment sites accumulated more than 6,600 direct labor mandays of construction, training, and camp maintenance. DET Hawaii completed almost 2,000 mandays of quality construction including one 4,000 square foot tension fabric structure warehouse, upgrades to security lighting at wharves W1-W3, replacement of two sewage lift stations on Kauai, and renovation of heads and locker rooms. Additionally, the DET was tasked with assisting the Joint POW/MIA Personnel Accounting Command (JPAC) in the setup of two base camps located in North Korea (Chosin and Unsan). DET personnel worked with JPAC personnel in Hawaii, teaching them the basics in modular camp construction, and in April, four NMCB SEVEN personnel deployed to North Korea to assist and direct the camp setup. They professionally and skillfully completed this assignment, chalking up another historic accomplishment for NMCB SEVEN.

DET San Diego executed over 1,600 mandays of construction including a 3,200 square foot, live fire grenade house at Camp Pendelton for the Marines' Military Operations in Urban Terrain (MOUT) Training Facility, a 100 foot pedestrian bridge at Naval Station, San Diego, and a 66,000 square foot ball field construction at Fleet Antisubmarine Warfare Center, Point Loma.

DET Bahrain completed almost 1,200 mandays of construction for the Kingdom of Jordan, constructing four helicopter-landing pads for area hospitals. This site overcame significant logistical challenges at remote sites, endured austere living conditions, and enforced stringent force protection requirements, executing over 100% of their estimated capability proving to be the most efficient detachment of the deployment.

Originally tasked with a Deployment for Training (DFT) exercise, Balikatan 2005 in the Philippines, NMCB SEVEN meticulously planned and prepared to execute 2,500 mandays of Exercise Related Construction, Civil Military Operations-Engineering Civic Action Program (CMO-ENCAP) and Peace Keeping Operations Training in a Combined/Joint engineer effort including Philippine Army Engineers, Philippine Navy Seabees, and U.S. Army Engineers. Tasking was



tailored to meet USPACOM's goals of sustaining and supporting the global war on terrorism, improving readiness and joint warfighting, and reinforcing and maximizing cooperation with Non-Governmental Organizations (NGO) in the execution of Civil-Military Operations (CMO). The tasking included construction to support and enhance interoperability of the two countries' armed forces and to support the CMO objectives and training that aides our Philippine Seabee counterparts in their defense and the combat of terrorism.

NMCB SEVEN AirDet was fully prepared for this mission, when on December 26, 2004, a magnitude 9 earthquake struck beneath the Indian Ocean triggering tsunamis that swept across 11 nations. The quake occurred more than 6 miles deep and was followed by a half-dozen powerful aftershocks, the most powerful earthquake in the world in over 4 decades. Over 162,000 lives were claimed by this natural disaster. NMCB SEVEN received a deployment order on December 31, 2004 to respond to Tsunami relief efforts in Thailand. The mission: deploy and conduct operations in support of Humanitarian Assistance and Disaster Recovery to minimize loss of life and reduce human suffering. As a result, the Balikatan exercise was reduced in scope to include only the CMO-ENCAP construction of a 1 km road for public access to local markets and an elementary school.

Four days later, on January 4, 2005, the AirDet mission was redirected to Sri Lanka, and NMCB SEVEN was put on stand by for the Thailand mission. NMCB SEVEN received a verbal execution order to prepare a second AirDet for the mission in Thailand on January 6, 2005. The roll back plans for DET San Diego and DET Hawaii were partially executed to prepare for this mission. Small detachments remained in place to continue vital construction tasking and maintain the detachment site for future operations. In just over a week, NMCB SEVEN, with less than half battalion strength, executed two AirDet mount outs, preparing over 800 short tons of gear with just under 100 pieces of Civil Engineer Support Equipment. PACOM cancelled the Thailand mission after reevaluation of engineering requirements in the area of operations, but NMCB SEVEN was standing by and ready to execute.

NMCB SEVEN's AirDet responded to the largest humanitarian assistance/disaster recovery effort in recent history. DET Sri Lanka deployed for 53 days with 73 Seabees. NMCB SEVEN Seabees worked alongside U.S. Marines from the 15th Marine Expeditionary Unit, the 9th Engineer Support Battalion, and Marine Logistics Regiment-2, as well as the Armed Forces of Sri Lanka and Austria. NMCB SEVEN's responsibility concentrated on the southern part of the country spanning from Galle to Ahangama.

The focus of the humanitarian assistance/disaster recovery effort was directed by the combined effort of USAID (U.S. Agency for International Development), the Combined Support Group-Sri Lanka, and the Galle District Government Authority (GA) through the Galle District Administrator. The majority of effort was directed towards demolition and clearing of damaged public school buildings, water treatment and distribution, and construction and installation of temporary bathroom facilities. Their rapid response eased the suffering and minimized further loss of life in the devastated area.

Following Operation UNIFIED ASSISTANCE, redeployment of DET San Diego and DET Hawaii personnel was coordinated in order to continue detachment missions. Mainbody quickly revised their tasking to include an additional 1,800 mandays of construction to employ the direct labor personnel originally tasked to exercise Balikatan, and DET San Diego and DET Hawaii reevaluated their tasking, accounting for the initial reduction and then addition of personnel on their rosters. Even as Mainbody Guam was executing their dynamic missions, NMCB SEVEN, Detachment Southwest Asia was leading Task Force Sierra in Iraq, Kuwait, and Afghanistan in support of Operation IRAQI FREEDOM II.

**SAFETY:** Project Safety Petty Officers and the Detail Safety Petty Officers worked hard to reduce mishaps in comparison with historic trends through highly applicable daily safety lectures and continuous observation. Considering the high operational tempo, short-fused tasking, and rapidly changing mission requirements, safety plans, compliance, and ORM remained a high priority. A combined battalion effort to identify fall hazards, UXO, electrical, and airfield and expeditionary construction hazards led to the safe completion of this deployment.

Task Force Sierra exceeded expectations with no Class A mishaps and 1 Class B mishap. Mainbody Guam also showed some impressive improvements from past deployments with no Class A or B mishaps. Each project was tasked with writing site specific, detailed fall protection and scaffolding plans that have kept our troops safe while performing work above 6 feet. On the ground, the crew stressed daily safety lectures, not only in the morning before work, but before the start of each new activity. Project Safety Petty Officers updated Safety Plans daily, adding new hazards and control measures as new situations arose.

**SAFETY SUMMARY**

	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>TOTAL</b>
<b>Lost Time Cases</b>	0	4	3	1	3	1	12
<b># Lost Day Cases</b>	1	2	0	0	0	0	3
<b>Vehicle Mishaps w/o Injury</b>	5	4	0	3	0	0	12
<b>No Lost Time Cases</b>	6	10	8	11	12	6	53
<b>Total Number Mishaps</b>	12	20	11	15	15	7	80

**ON-DUTY MISHAPS**

	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>TOTAL</b>
<b>Lost Time Cases</b>	0	3	3	0	2	1	9
<b>Vehicle mishaps w/o injury</b>	5	4	0	3	0	0	12
<b>No Lost Time Cases</b>	6	7	5	7	10	6	41
<b>Cases Lost Work Day</b>	0	2	0	0	0	0	2
<b>Fatalities</b>	0	0	0	0	0	0	0

**OFF-DUTY MISHAPS**

	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
<b>Lost Time Cases</b>	0	1	0	1	1	0	3
<b>Cases Lost Work Days</b>	1	0	0	0	0	0	1
<b>Vehicle Mishaps</b>	0	0	0	0	0	0	0
<b>No Lost Time Cases</b>	0	3	3	4	2	0	12
<b>Fatalities</b>	0	0	0	0	0	0	0

**ENVIRONMENTAL/HAZMAT:** In Guam, Camp Covington has gone through many changes, mainly in the handling, storage, and disposal of Hazardous Materials and Hazardous Waste. Each jobsite, Company, or Space had it's own Authorized Use List, which was bounced off of the Battalion AUL to give Camp Covington a 100% accurate account of all Hazardous Material activities. Facility storage arrangements have drastically improved with very few, minor NAVOSH Deficiencies. This was accomplished in no small part, due to the magnificent support from the personnel at (JEMMS) Joint Environmental Material Management System.

\$ Amount saved through Re-Use	\$21,178
Hazmat / Hazwaste spill responses	5
Gallons of containment drainage	1,413
SPCC concerns (Spill Prevention & Contour Control)	silt fencing around ball field

Amount of Hazwaste disposed of:	
Lead acid batteries	7 pallets
Used petroleum products	(35) 55gal drums
Oily rags	(18) 55gal drums
Spent lithium batteries	(1) 55gal drum
Coolant	(4) 55gal drums
Used oil filters	(2) 55gal drums
Decon agent DS2	(1) 55gal drum
Used floor dry	(1) 55gal drum
Parts cleaner	(1) 55gal drum
Used alkaline batteries	(1) 30gal drum
Floor stripper	(1) 20gal drum
Muratic acid	(1) 5gal bucket
Electrical insulating varnish	(1) 5gal bucket
Waste paint	(2) 55gal drums & (1) 14gal drum



**OPERATIONS**

GUAM MAINBODY PROJECTS							
Project	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended by Prior NMCBs	Mandays Expended this Deployment
GM4-410	400	0	400	0-100	100%	0	400
GM1-873	3232	592,716	420	87-100	100%	2812	483
GM2-857	2067	250,822	825	60-100	100%	1242	912
GM0-859	469	254,821	108	75-100	100%	361	96
GM2-862	1742	350,000	600	6-35	31%	105	448
GM3-806	310	21,815	310	0-100	100%	0	363
GM1-875	2327	450,000	355	5-20	18%	116	355
GM1-809	740	404,766	740	0-100	100%	0	737
GM4-809	1621	286,871	1621	0-100	100%	0	1621
GM3-813	170	39,634	170	0-100	100%	0	170
GM1-803	402	107,621	302	25-100	100%	100	328
GM2-853	545	247,337	120	78-100	100%	425	104
GM5-688	200	0	200	0-100	100%	0	200
GM5-DRT	1255	0	1255	0-100	100%	0	1255
UA5-501	1190	0	1190	0-100	100%	0	1190
Mainbody Totals	<b>16,670</b>	<b>\$3,006,403</b>	<b>8,616</b>			<b>5,161</b>	<b>8,662</b>

**GUAM MAINBODY LABOR DISTRIBUTION SUMMARY**

	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL	%Total
Direct Labor MDs	1013.8	1009.4	1372.8	1844	2800.4	2267.9	10308.3	76%
Indirect Labor MDs	211	436	301.5	132	294.5	462.1	1837.1	14%
Readiness / Training MDs	151.6	115.9	532.6	70.1	227.8	252.2	1350.2	10%
<b>Total MDs Expended</b>	<b>1376.4</b>	<b>1561.3</b>	<b>2206.9</b>	<b>2046.1</b>	<b>3322.7</b>	<b>2982.2</b>	<b>13495.6</b>	<b>100%</b>
# Personnel	334	340	334	327	351	366	342	
# Direct Labor	95	95	100	127	145	141	117	
# Workdays	13	22	24	23	23	25	130	
% Direct Labor	28%	28%	30%	39%	41%	39%	34%	
Ideal MD Capability	1389	2351	2700	3286	3752	3966	17136	
Actual Availability Factor	84%	48%	71%	58%	81%	64%	68%	

**Note:** % DL = (Direct Labor Personnel)/(Total Personnel)  
 Ideal MD Capability = # Direct Labor x # Workdays x 1.25  
 Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability



**CO DISCRETIONARY PROJECTS**

**Average crew size:** VARIOUS

**CO Discretionary Tasking:** 200 Mandays

**PROJECT LISTING:**

- Agat Beach Beautification Project
- Various Crane OPS
- Repair Water Damage BEQ 133 NCTAMS
- Sumay Cove Water & Electric Design
- Sumay Cove Dive Ramp Design
- NCTAMS Rifle/Pistol Range Survey
- UCT2 Line Haul Support
- EOD Fill/Compact/Grade NAVMAG
- Move Piano Base Chapel



**GM5-310 CAMP MAINTENANCE**

**Average crew size:** 15 - 20 personnel

**Camp Maintenance Tasking:** 1706 Mandays

**Material Cost:** \$35,278

<b>TYPE OF WORK</b>	<b>TOTAL EXPENDED MD</b>	<b>TASKED MD</b>	<b>% COMPLETE</b>
WO	643	450	142
MCD	723	750	96
SJO	340	300	113
<b>TOTAL</b>	<b>1706</b>	<b>1500</b>	<b>113</b>

**PROJECT LISTING:**

<b>TITLE/DESCRIPTION OF WORK</b>	<b>MANDAYS</b>
Alfa Company Safety Hits	5
Rehab Alfa Company Heads	15
Galley Bulletin Boards	2
Relocate Compressor At Armory	3
DVD Locking Devices	12
Install Barber Pole	1.5
Renovate Laundry Room	45.5
Phone Center Renovation	34
Boot Scrubbers	6.5
Install Sound System In Wardroom	13
Hardhat Shelf At Conference Room	12.5
Paint Guardrail Around Armory Compound	41
Supply Shelving	49
Tile Orote Point	75
Replace Damaged Ceiling Tiles	33
Special Services Bldg Generator Pad	212
Tile & Replace Molded Sheetrock EA Shop	104
Rehab Gym Heads	59
Other (WO/SJO)	983
<b>Total Mandays Expended</b>	<b>1706</b>



Laying blocks on the generator pad project.



Making a repair on a showerhead



Installing a new backup generator



Making a finish cut on door trim



### **VEHICLE RAMP GM3-806**

NMCB SEVEN was tasked with the construction of this vehicle ramp. This improvement allows easy access for the refueling of the generator tank for the Administration and Operations Building, magazine Annex, Naval Base Guam.

**Scope:** Construct a 200-foot long reinforced concrete ramp for refueling of tank at Naval Magazine Administration Building, Naval Base Guam.

<b>Personnel:</b>	9 personnel
<b>Duration:</b>	October 2004 – March 2005
<b>Mandays Expended:</b>	NMCB SEVEN: 363 Cumulative: 363
<b>Tasking:</b>	WIP at turnover: 0% WIP at completion: 100% Tasked MD: 310 Total Project MD: 310
<b>Material Cost:</b>	\$21,815
<b>Cost Savings:</b>	\$86,685 ( <i>Regimental formula</i> )

**Significant Issues:** None.

**Safety:** None.

**Quality Control:** None.

**Design Issues:** The specified utilities locations were inaccurate, which dictated an extensive in-house redesign of the profile elevations to ensure compliance with the overall intent of the project.

**Material Issues:** None.



**GROUND SUPPORT EQUIPMENT BUILDING  
GM1-873**

NMCB SEVEN was tasked with completing the construction of a 3,200 square foot facility to house the ground support equipment for Helicopter Combat Support Squadron Five (HC-5) at Andersen Air Force Base, Guam. This facility replaces the previous tin structure destroyed by a Typhoon Pongsona two years ago.

**Scope:** Construct a 40' X 80' CMU block equipment shelter with reinforced concrete columns and a concrete roof slab. Interior work includes mechanical and electrical for a 120 square foot office area, a 100 square foot male/female restroom, and a paint booth and wash facility.

**Personnel:** 10 personnel

**Duration:** February 2003 – March 2005

**Mandays Expended:** NMCB SEVEN: 483  
Cumulative: 3295

**Tasking:** WIP at turnover: 87%  
WIP at completion: 100%  
Tasked MD: 420  
Total Project MD: 3232

**Material Cost:** \$592,716  
**Cost Savings:** \$536,800 (*Regimental formula*)

**Significant Issues:** None.

**Safety:** None.

**Quality Control:** The exterior stucco and paint, windows, fire alarm, and water main tap were contracted, which mandated a significant coordination effort.

**Design Issues:** Change in prints required drastic change in BM.

**Material Issues:** Four battalions turned over this project. This created potential for snags in material ordering. Several add-ons were submitted, which eventually affected the project completion date.



### **CMU BATHROOM AND SHOWER FACILITY GM2-857**

NMCB SEVEN was tasked with completing a shower and head facility for COMNAVMAR. The crew gained significant experience with overhead concrete placement on this project which included forming and placing a 55 cubic yard overhead roof pour, as well as utilities and electrical work.

**Scope:** Construct a 40' X 60' CMU block building with concrete roof. Includes male and female bathrooms with showers and locker rooms and a laundry room.

**Personnel:** 16 personnel

**Duration:** February 2004 – March 2005

**Mandays Expended:** NMCB SEVEN: 912  
Cumulative: 2154

**Tasking:** WIP at turnover: 60%  
WIP at completion: 100%  
Tasked MD: 825  
Total Project MD: 2067

**Material Cost:** \$250,822

**Cost Savings:** \$472,418 (*Regimental formula*)

**Significant Issues:** None.

**Safety:** None.

**Quality Control:** Concrete placement of the overhead roof was very challenging.

**Design Issues:** None.

**Material Issues:** None.





**MLO HARDSTAND  
GM4-809**

NMCB SEVEN was tasked with the construction of this improved material staging apron spanning over 70,000 square feet at the Material Liaison Office, Camp Covington, Naval Base Guam.

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**Scope:** Construct an 8-inch concrete slab at the Material Liaison Office staging yard at Camp Covington, Naval Base Guam. The project placed ~2,000 cubic yards of concrete in 35 days.

**Personnel:** 38 personnel

**Duration:** February 2005 – March 2005

**Mandays Expended:** NMCB SEVEN: 1621  
Cumulative: 1621

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 1621  
Total Project MD: 1621

**Material Cost:** \$286,871  
**Cost Savings:** \$293,902 (*Regimental formula*)

**Significant Issues:** None.

**Safety:** None.

**Quality Control:** None.

**Design Issues:** Design seems to have been incomplete when tasked.

**Material Issues:** None.



**BRIDGE REPAIR SITE 3  
GM1-803**

NMCB SEVEN was tasked with completing construction of a permanent bridge to “Fantasy Island” at Polaris Point, Naval Base Guam. The project replaced a deteriorated steel plate bridge and I-beams with a new pre-cast double tee concrete bridge to access the very popular MWR picnic area.

**Scope:** Remove existing steel bridge and replace with a new concrete double tee bridge. Overall bridge is 84 ft by 14 ft.

**Personnel:** 10 personnel

**Duration:** August 2004 – March 2005

**Mandays Expended:** NMCB SEVEN: 328  
Cumulative: 428

**Tasking:** WIP at turnover: 25%  
WIP at completion: 100%  
Tasked MD: 302  
Total Project MD: 402

**Material Cost:** \$107,621

**Cost Savings:** \$33,779 (*Regimental formula*)

**Significant Issues:** Compliance with strict environmental protection regulations. Work was mainly accomplished during low tide due to very high water table.

**Safety:** None.

**Quality Control:** None.

**Design Issues:** An additional 2-inch asphalt layer was placed to provide for a smooth transition.

**Material Issues:** None.



**FUEL FARM SIGNS  
GM3-813**

NMCB SEVEN was tasked with installing three illuminated precast concrete signs for the Fuels Department, Naval Base Guam.

**Scope:** Install three concrete signs at the entrances to three fuel farm sites. Scope includes installation of illuminating lamps for the signs.

**Personnel:** 4 personnel

**Duration:** February 2005 – April 2005

**Mandays Expended** NMCB SEVEN: 170  
Cumulative: 170

**Tasking:** WIP at turnover: 0  
WIP at completion: 100%  
Tasked MD: 170  
Total Project MD: 170

**Material Cost:** \$39,634

**Cost Savings:** \$30,410 (*Regimental formula*)

**Significant Issues:** None.

**Safety:** None.

**Quality Control:** Underground electrical needed to be encased in concrete.

**Design Issues:** None.

**Material Issues:** None.



**SECURITY FACILITY  
GM2-862**

NMCB SEVEN was tasked with the construction of this security facility building for The Naval Computer and Telecommunication Station (NCTS) Security Force. The facility is located on the perimeter fence line and will be used for pass and ID operations.

**Scope:** Construct 40' X 50' single story concrete building to include slab on grade, concrete walls and roof, utilities, finish electrical and plumbing.

**Personnel:** 10 personnel  
**Duration:** April 2004 – September 2005

**Mandays Expended:** NMCB SEVEN: 448  
Cumulative: 553

**Tasking:** WIP at turnover: 6%  
WIP at completion: 31%  
Tasked MD: 600  
Total Project MD: 1742

**Material Cost:** \$350,000  
**Cost Savings:** \$262,150 (*Regimental formula*)

**Significant Issues:** None.

**Safety:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



## **EXTERIOR LIGHTING CAMP COVINGTON GM1-809**

NMCB SEVEN was tasked with upgrading the exterior security lighting for 1<sup>st</sup> Naval Construction Division (1NCD) Camp Covington. The upgrade occurred at six locations around the camp. The Camp is located aboard Naval Station Guam.

**Scope:** Install 52 new lighting poles around Camp Covington with floodlights; remove and replace existing lights at various buildings throughout the camp.

**Personnel:** 10 personnel

**Duration:** October 2003 – March 2004

**Mandays Expended:** NMCB SEVEN: 737  
Cumulative: 737

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 740  
Total Project MD: 740

**Material Cost:** \$404,766

**Cost Savings:** \$186,000 (*Regimental formula*)

**Significant Issues:** Specific fixtures, poles, and electrical panels were specified and could not be procured locally, which led to long lead times and several design changes.

**Safety:** None.

**Quality Control:** None.

**Design Issues:** Metal poles were called for in the specifications, however, they were not available on island. Concrete poles were substituted.

**Material Issues:** Most of the electrical materials (poles and light fixtures) specified were shipped from the states, causing significant lead times.





**CONSTRUCT LAUNDRY FACILITY  
GM1-875**

NMCB SEVEN was tasked with the construction of this laundry facility building for Commander U.S. Naval Forces Marianas (COMNAVMAR) on board Naval Station Guam. The facility is located adjacent to the pier and will be used to support visiting ships.

**Scope:** Construct a 40' X 60' CMU block building with concrete roof. Includes male and female bathrooms with showers and locker rooms and a laundry room.

**Personnel:** 13 personnel

**Duration:** June 2004 – December 2005

**Mandays Expended:** NMCB SEVEN: 291  
Cumulative: 407

**Tasking:** WIP at turnover: 5%  
WIP at completion: 18%  
Tasked MD: 355  
Total Project MD: 2327

**Material Cost:** \$450,000  
**Cost Savings:** \$364,450 (*Regimental formula*)

**Significant Issues:** None.

**Safety:** None.

**Quality Control:** None.

**Design Issues:** A surcharge pile was placed on site for one-year testing soil stability. The location of the building needed to be shifted five feet from the plans because of existing utilities.

**Material Issues:** None.





**CAMP COVINGTON BALL FIELD  
GM2-853**

Existing field was turned over with a punch list to fix fence discrepancies and plant grass on the playing surface. The field was not draining correctly due to improper grading.

**Scope:** Project consisted of renovating the Softball Field at Camp Covington. Definable features of work included dismantling and rebuilding surrounding fence line. Field was surveyed and graded with topsoil for proper drainage. The field was hydro-seeded once final elevations were achieved. Bleachers were assembled and placed on existing concrete pads adjacent to dugouts.

- Personnel:** 2 personnel
- Duration:** October 2004 – March 2004
- Mandays Expended:** NMCB SEVEN: 104  
Cumulative: 529
- Tasking:** WIP at turnover: 78%  
WIP at completion: 100%  
Tasked MD: 120  
Total Project MD: 545
- Material Cost:** \$247,337
- Cost Savings:** \$185,150 (*Regimental formula*)

**Safety Issues:** Heavy equipment movement.

**Quality Control:** Ensure that all fencing materials are free from snags, level and taut. Ensure field drains properly after rain and a quality field surface is achieved. Assemble bleachers in accordance with manufacturers specifications.

**Design Issues:** Original field elevations were not set correctly.

**Material Issues:** The Camp Covington Exterior Lighting project installed six 70' concrete light poles for the ball field. The poles had to be installed by a crane that had to be set up on the field. Seeding the field was delayed approximately one month due to coordination with Camp Covington Lighting project.



**REPAIR GOLF COURSE CART PATH  
GM0-859**

The new overlay of the cart path gave golfers a safer and smoother driving surface. In addition, NMCB SEVEN constructed thirteen new cart-parking areas that allow golfers to exit the carts safely and alleviate congestion on the cart path.

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**Scope:** Construct new golf cart parking areas and modify existing golf cart parking areas. Perform quality assurance of the contacted asphalt overlay of the cart path. Measure and paint distance markers on the new cart path.

**Personnel:** 3 personnel

**Duration:** October 2004 – January 2005

**Mandays Expended:** NMCB SEVEN: 96  
Cumulative: 457

**Tasking:** WIP at turnover: 75%  
WIP at completion: 100%  
Tasked MD: 108  
Total Project MD: 469

**Material Cost:** \$254,821  
**Cost Savings:** \$159,950 (*Regimental formula*)

**Significant Issues:** None.

**Safety:** Coordination with golf course operations to minimize "golfing" hazards.

**Quality Control:** Preparation of sub-base for contracted paver. Measuring and marking yardage markers.

**Design Issues:** Prints used for project were from 2000 did not show placement of new trees and abandoned or new utility lines.

**Material Issues:** None.



**OROTE POINT MINERAL PRODUCT AND OPERATIONS  
GM5-410**

The quarry crew revived blasting operations, performing two blasts during the deployment. The two blasts produced 3,800 CYD's of shot rock for the relieving battalion to process into mineral products for future tasking. NMCB SEVEN produced 1,500 CYD's of ¾" minus for deployment tasking. The crew disassembled and disposed of the concrete batch plant.

**Scope:** Operate Orote Point mineral product facility to support battalion tasking.

**Personnel:** 6 personnel

**Duration:** October 2004 - March 2005

**Mandays Expended:** NMCB SEVEN: 400  
Cumulative: 400

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 400  
Total Project MD: 400

**Material Cost:** \$0

**Cost Savings:** \$140,000 (*Regimental formula*)

**Significant Issues:** None.

**Safety:** Follow safety guidelines for blasting operation in accordance with battalion Blasting Standard Operating Procedures.

**Quality Control:** EA's performed soil analysis. Blasting crew following Battalion SOP.

**Design Issues:** None.

**Material Issues:** None.



### **CORROSION CONTROL AND PRESERVATION GM5-411**

Maintain corrosion control program and preservation for all quarry equipment at Orote Point. Construct a new support stanchion for the primary crusher's feed hopper.

**Scope:** Mandays allocated for this project were for three direct labor bodies employed at the quarry site for scraping, painting, and rust proofing quarry equipment throughout the deployment. This was coordinated with the 1NCD Quarry Site Manager.

**Personnel:** 2 personnel

**Duration:** October 2004 - March 2005

**Mandays Expended:** NMCB SEVEN: 300  
Cumulative: 300

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 325  
Total Project MD: 325

**Material Cost:** \$2,787

**Cost Savings:** \$110,963 (*Regimental formula*)

**Significant Issues:** None.

**Safety:** Proper personal protective equipment utilized.

**Quality Control:** Ensure no deterioration is visible on equipment and surfaces are resealed to protect from further deterioration.

**Design Issues:** None.

**Material Issues:** None.



**OROTE POINT MAINTENANCE  
GM5-412**

Performed maintenance to help preserve quarry equipment. Maintenance included washing and lubing all equipment. The crew also performed general maintenance and cleaning of facilities on site.

**Scope:** General facility or equipment maintenance and upgrades. Coordinated with the 1NCD Quarry Site Manager and the 30<sup>th</sup> TOA readiness Office, Guam Area.

**Personnel:** 9 personnel

**Duration:** October 2004 - March 2005

**Mandays Expended:** NMCB SEVEN: 125  
Cumulative: 125

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 125  
Total Project MD: 125

**Material Cost:** \$0

**Cost Savings:** \$43,750 (*Regimental formula*)

**Significant Issues:** None.

**Safety:** Pinch points, cutting torch and arc welding hazards, electrical shock, tripping and falling hazards, and overhead obstructions. Eye, ear, and respiratory protection required.

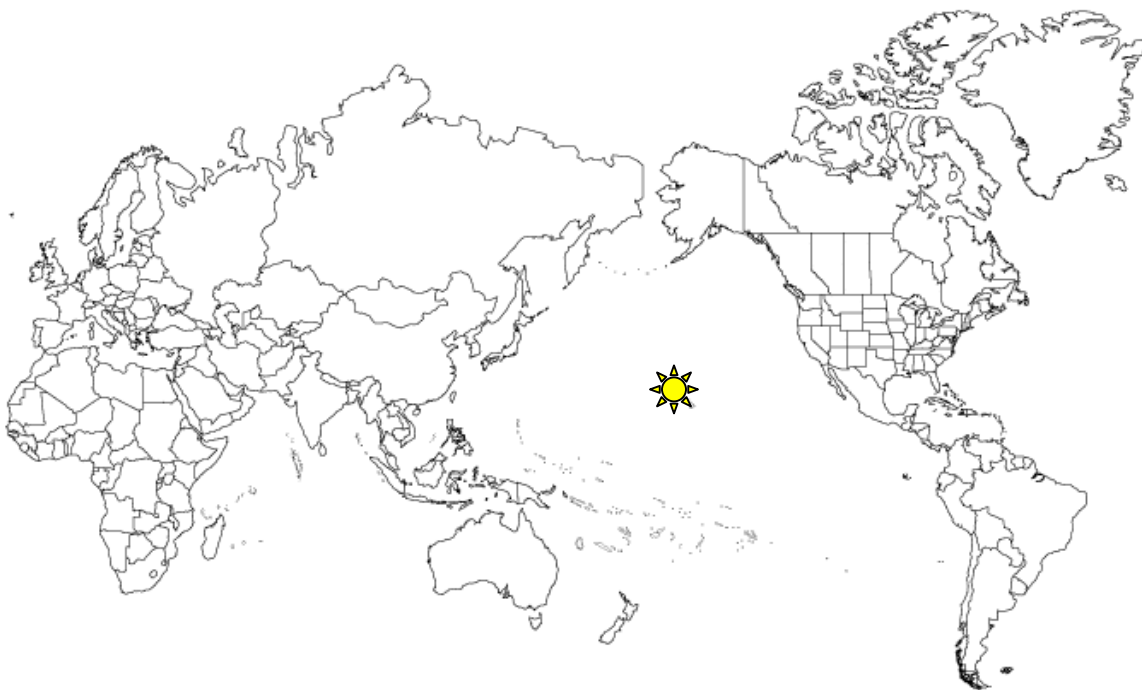
**Quality Control:** Proper pre-starts, adjustments, frequent lubrication, and tensioning.

**Design Issues:** None.

**Material Issues:** Long lead times on replacement parts. Most parts come from CONUS. Belts, hoses, electrical components, conveyor components, and casting/pushing components must be replaced more often in this severe operating environment, causing more downtime and maintenance requirements.







# **DETAIL HAWAII**



U.S. Naval Mobile Construction Battalion SEVEN deployed a 43-person Detachment to Pearl Harbor, Hawaii to support COMPACFLT construction projects and provided 3 indirect labor personnel in support of the THIRTIETH Naval Construction Regiment. DET tasking included the following: two TFS (Tension Fabric Structure) warehouses, wharf security lighting upgrades, locker room and restroom renovation, installation of two sewer lift stations, the construction of two modular camps for JPAC (Joint POW/MIA Accounting Command), camp maintenance, and various OIC discretionary projects. The DET accomplished all tasking assigned and ensured a smooth transition for the relieving battalion, NMCB FIVE, to continue NCF initiatives in Hawaii for the foreseeable future.

**ADMINISTRATION:** Mainbody Guam maintained DET service records. Effective communication with the S1 Department was essential for meeting administrative deadlines and requirements. All administrative support was coordinated through the OIC.

**TRAINING/READINESS:** The DET training plan mirrored the Mainbody schedule. Required safety and general military training was conducted. Physical training was held three times weekly and Physical Fitness Assessment (PFA) was conducted on 11-12MAR05. The DET Seabee Combat Warfare Specialist coordinators held 24 boards with 22 personnel qualifying and 2 requalifications. DET reached 100% SCW attainment with the remaining 28 personnel after roll back.

**MEDICAL:** Naval Station Pearl Harbor Branch Medical Clinic provided medical support. DET AOIC maintained all medical and dental records for assigned personnel.

**OPERATIONS:** DET Hawaii was tasked with 2,280 mandays of construction, camp maintenance, OIC discretionary work, and training. Camp maintenance included 50 mandays of repairs and improvements to DET Spaces. OIC Discretionary work consisted of 200 mandays of various projects throughout the region. The DET's primary weighted projects were two 100' x 40' TFS warehouse facilities, completing one at 100% and the second at 40% Work In Place (WIP). The successful installation of two sewer lift stations and associated sewage pipe was also a key project. The DET completed 2,247 mandays of earned WIP, 99% of tasking.

**SUPPLY/LOGISTICS:** ProcureNet provided all material and equipment rental quotes and purchasing and delivery of construction materials. CBMU 303 provided our initial office supplies until DET operational funds were available.

**Food Services/Berthing:** Berthing was provided by COMNAVREG HI at Ford Island. Troops were berthed in single rooms and shared a common head and small kitchenette. Messing facilities were available at The Silver Dolphin Bistro (galley) on Pearl Harbor. The troops working at Marine Corp Base Hawaii ate lunch at Anderson Hall. Plenty of fast food and other restaurants were also available in the area.

**MLO/CTR:** MLO and CTR facilities were provided by CBMU 303 and augmented by the battalion with BUCN Dyke who performed tool issue and tool kit validations. Bi-monthly tool inventories were conducted to validate tool accountability. Special tools (if needed) were rented or purchased through ProcureNet.

**EQUIPMENT MANAGEMENT:** All CESE was provided and maintained by CBMU 303. The DET provided one Construction Mechanic in support of their shops. In addition, CBMU Transportation provided two 12-passenger vans, one 15-passenger van, one small pick-up for OIC, and a GSA vehicle for AOIC.

CBMU also provided two 6-pax trucks for daily operations as needed. Construction equipment not available or deadlined at CBMU was rented as needed.



**OPERATIONS – DET HAWAII**

HAWAII PROJECTS							
Project	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended by Prior NMCBs	Mandays Expended this Deployment
HW0-842	646	\$175,308	541	15-100	100%	97	470
HW0-843	543	\$188,914	234	0-43	40%	0	134
HW2-815	171	\$31,440	171	0-100	100%	0	103
HW2-888	167	\$84,679	167	0-100	100%	0	137
HW2-897	211	\$43,937	211	0-100	100%	0	280
HW5-551	336	\$400,000	336	0-100	100%	0	336
Hawaii Totals	<b>2,074</b>	<b>\$924,278</b>	<b>1,660</b>			<b>97</b>	<b>1,460</b>

**LABOR DISTRIBUTION SUMMARY**

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	TOTAL	%Total
Direct Labor MDs	188	439	451	149	239	311	71	1848	57%
Indirect Labor MDs	104	358	316	85	116	120	0	1099	36%
Readiness/Training MDs	61	68	85	47	60	49	0	370	12%
<b>Total MDs Expended</b>	<b>353</b>	<b>865</b>	<b>852</b>	<b>281</b>	<b>415</b>	<b>480</b>	<b>71</b>	<b>3317</b>	<b>100%</b>
# Personnel	43	43	43	19	29	28	28		X
# Direct Labor	31	31	31	12	17	17	4		
# Workdays	12	21	25	21	21	24	15	139	
% Direct Labor	72%	72%	72%	63%	59%	61%	14%	60%	
Ideal MD Capability	372	651	775	252	357	408	71	2886	
Actual Availability Factor	67%	78%	69%	78%	84%	88%	100%	77%	

**Note:** % DL = (Direct Labor Personnel)/(Total Personnel)  
 Ideal MD Capability = # Direct Labor x # Workdays x 1.125  
 Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability



**OIC DISCRETIONARY**

The OIC solicited different commands for small, high quality, training-value projects.

<b>PROJECT LISTING</b>	<b>MANDAYS</b>
HW5-511 Bldg 39 Stairwell	24
HW5-512 PMRF Rec. Enhancement	72
HW5-513 Warehouse Light Removal	13
HW5-514 NCTAMS Reception Area	23
HW5-515 Galley Patio	41
HW5-516 Repair Office Spaces/Ford Island Barracks Repair	11
<b>TOTAL MANDAYS EXPENDED</b>	<b>184</b>
<b>TOTAL MANDAYS TASKED</b>	<b>200</b>

**CAMP MAINTENANCE**

<b>PROJECT LISTING</b>	<b>MAN-DAYS</b>
HW5-310 Det Spaces Repairs/Improvements	50
<b>TOTAL MANDAYS EXPENDED</b>	<b>50</b>
<b>TOTAL MANDAYS TASKED</b>	<b>50</b>



**REPLACE WAREHOUSE I  
HW0-842**

This project provides 5,300 Square Feet of warehouse storage for the Marine Corps Base Hawaii Facilities Department.

**Scope:** Construct 40’ X 100’ tension fabric structure warehouse with associated foundation work including grading, fill, and concrete pad placement.

**Personnel:** 8 personnel

**Duration:** October 2004 – March 2005

**Mandays Expended:** NMCB SEVEN 470  
Cumulative: 575

**Tasking:** WIP at Turnover: 15%  
WIP at completion: 100%  
MD Tasked to NMCB: 541  
Total Project MD: 646

**Material Cost:** \$175,308

**Cost Savings:** \$234,330 (*Regimental formula*)

**Significant Issues:** Loss of direct labor due to roll back orders impacted this project directly. Weather was particularly challenging, as heavy rain delayed site work and concrete placement.

**Safety Issues:** None.

**Quality Control Issues:** Initial 30 cubic yards of concrete work had to be removed and replaced. Truss frames were replaced after being damaged during erection due to improper securing and raising procedures.

**Design Issues:** None.

**Material Issues:** None.



**REPLACE WAREHOUSE II  
HWO-843**

This project provides 5,300 sf of warehouse storage for the Marine Corps Base Hawaii Facilities Department.

**Scope:** Construct 40' X 100' tension fabric structure warehouse with associated foundation work including grading, fill, and concrete pad placement.

**Personnel:** 8 personnel

**Duration:** November 2004 – May 2005

**Mandays Expended:** NMCB SEVEN 133  
Cumulative: 133

**Tasking:** WIP at Turnover: 0%  
WIP at completion: 40%  
MD Tasked to NMCB: 234  
Total Project MD: 543

**Material Cost:** \$188,914

**Cost Savings:** \$198,195 (*Regimental formula*)

**Significant Issues:** Loss of direct labor due to roll back orders impacted this project directly. Site rework and excavation from grade beam was performed due to washout from heavy rains.

**Safety Issues:** None.

**Quality Control Issues:** None.

**Design Issues:** None.

**Material Issues:** None.





**LIGHTING AT WHARVES W1-W2  
HW2-815**

This project provides enhanced lighting along the pier near munitions storage and loading areas at Naval Magazine Pearl Harbor.

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**Scope:** Install two new light poles, remove and replace lighting fixtures, install one sub-grade hand hole and sub-grade conduit to tie into existing power.

- Personnel:** 5 personnel
- Duration:** October 2004 – March 2005
- Mandays Expended:** NMCB SEVEN 103  
Cumulative: 103
- Tasking:** WIP at Turnover: 0%  
WIP at completion: 100%  
MD Tasked to NMCB: 171  
Total Project MD: 171
- Material Cost:** \$31,440  
**Cost Savings:** \$62,415 (*Regimental formula*)

**Significant Issues:** Access to Naval Magazine Facilities posed delays in getting to the work site in the mornings due to security checkpoints. Loss of direct labor due to roll back orders impacted this project directly.

**Safety Issues:** None.

**Quality Control Issues:** None.

**Design Issues:** None.

**Material Issues:** None.



**REPLACE SEWAGE LIFT STATIONS  
HW2- 888**

This project replaced the existing, deteriorated lift station for the Pacific Missile Range Facility, Kauai. A unique aspect of this project was the capability of the crew to install the lift stations below the water table.

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**Scope:** Project included the excavation and placement of two sewer lift stations with new electrical pumps, switch stations, and wiring.

**Personnel:** 4 personnel

**Duration:** November 2004 – February 2005

**Mandays Expended:** NMCB SEVEN 137  
Cumulative: 137

**Tasking:** WIP at Turnover: 0%  
WIP at completion: 100%  
MD Tasked to NMCB: 167  
Total Project MD: 167

**Material Cost:** \$84,679  
**Cost Savings:** \$60,590 (*Regimental formula*)

**Significant Issues:** DET Kauai stood up the DET site after almost 2 years of inactivity. Significant time and effort was expended on the front end establishing workspaces, inventorying tools, and ordering materials.

**Safety Issues:** None.

**Quality Control Issues:** None.

**Design Issues:** None.

**Material Issues:** Procurement of electrical materials was late.



**RENOVATE BATHROOMS BLDG 75  
HW2- 897**

This project provides Fleet Area Control and Surveillance Facility Pearl Harbor upgraded locker room and head facilities.

**Scope:** Renovate heads to include removal and replacement of all existing fixtures, pressure washing and cleaning of existing tile, and construction of a new shower facility to include various benches and locker systems.

- Personnel:** 7 personnel
- Duration:** October 2004 – March 2005
- Mandays Expended:** NMCB SEVEN 280  
Cumulative: 280
- Tasking:** WIP at Turnover: 0%  
WIP at completion: 100%  
MD Tasked to NMCB: 211  
Total Project MD: 211
- Material Cost:** \$43,937
- Cost Savings:** \$77,015 (*Regimental formula*)

**Significant Issues:** Loss of direct labor due to roll back orders impacted this project directly.

**Safety Issues:** None.

**Quality Control Issues:** None.

**Design Issues:** None.

**Material Issues:** Delays on receiving lockers and benches for locker rooms.



**JPAC CAMP BUILD UP  
HW5- 551**

This project provides a base camp for a team from Joint POW/MIA Accounting Command who will research and excavate POW/MIA remains. The uniqueness of this task was the ability to construct and set-up a tent camp then break down the assembly, palletize it, and ship it forward for reassembly at the final destination in a very remote area without MHE/WHE available.

**Scope:** Pre-fabricate and construct individual base camp mock up to be installed by JPAC personnel in their upcoming North Korea Deployment set for APR05. Deploy 4 personnel as subject matter experts to coordinate and direct JPAC personnel efforts on site.

**Personnel:** 4 personnel

**Duration:** January 2005 – April 2005

**Mandays Expended:** NMCB SEVEN 336  
Cumulative: 336

**Tasking:** WIP at Turnover: 0%  
WIP at completion: 100%  
MD Tasked to NMCB: 336  
Total Project MD: 336

**Material Cost:** \$400,000

**Cost Savings:** \$122,640 (*Regimental formula*)

**Significant Issues:** Passports and country clearances had to be secured before redeployment to North Korea.

**Safety Issues:** None.

**QC Issues:** None.

**Design Issues:** None.

**Material Issues:** None.



# **DETAIL SAN DIEGO**

In conjunction with its 2005 Guam Deployment, NMCB SEVEN was tasked by THIRTIETH Naval Construction Regiment to deploy a 43-person Detachment to San Diego, California to support local Navy and Marine Corp bases. The DET was to re-establish a Seabee presence and construct a Combat Aircraft Loading Area (CALA) at Naval Air Station North Island, erect a Pedestrian Bridge at Naval Station San Diego, and renovate a Softball Field aboard Fleet Antisubmarine Warfare Center, Point Loma.

**ADMINISTRATION:** The DET remained under administrative control (ADCON) of NMCB SEVEN located in Guam. The responsibility for overall completion of administrative tasks belonged to the DET OIC. The administrative work included written and oral communication, project documentation, and personnel issues. The DET made 7 new Petty Officers from the September 2004 exam. The DET utilized the local CBU-427 to assist in teaching Petty Officer Indoctrination to the new selectees. Sixteen advancement exams were administered during the deployment: two CPO exams, one First Class exam, nine Second Class exams, and four Third Class exams. The DET issued Situation Reports (SITREPs) via NMCB SEVEN, Mainbody Guam.

**TRAINING/READINESS:** The DET training plan mirrored the main body schedule. Required safety and general military training was conducted. Physical training was held three times weekly and Physical Fitness Assessment (PFA) was conducted. The DET Seabee Combat Warfare Specialist coordinators held 3 boards with 3 personnel qualifying and three re-qualifications.

**MEDICAL:** Medical support was provided by the Naval Station San Diego Branch Medical Clinic. DET Leading Petty Officer maintained all medical and dental records for assigned personnel.

**OPERATIONS:** DET San Diego was tasked with 2,114 Mandays of construction, camp maintenance, OIC discretionary work, and training. This was the first time in two years an NMCB held a presence in San Diego. New contacts, contracts, and relationships needed to be started all over again. There were numerous growing pains, but NMCB SEVEN firmly planted an NCF presence in the San Diego Region. In addition, southern California was inundated with torrential downpours during our deployment. San Diego receives on average 9.9 inches of rain a year. While on deployment we received 21+ inches of rain. This was the 3<sup>rd</sup> wettest season on record, which obviously proved challenging.

This deployment enabled Seabees to gain experience in planning and executing peacetime projects and developing new construction techniques. DET San Diego allowed NMCB SEVEN to practice their ability to task-tailor a team of Seabees to match the work requirement, deploy the team via military aircraft, and practice command and control over the unit from a distance. In addition the battalion executed their ability to roll personnel back to Mainbody to support global requirements in a timely fashion.

**SUPPLY/LOGISTICS:** ProcureNet provided all material and equipment rental quotes and purchasing and delivery of construction materials. CBMU 303 received additional OPTAR for consumables and provided our office supplies.

**Food Services/Berthing:** Berthing was provided by COMNAVREG SW at Naval Station San Diego. All the members of the detachment were berthed at Angelle Hall, an E-6 and below barracks for the FTC schools on the dry side of NAVSTA San Diego. The khaki and First Classes were assigned individual rooms and E-5 and below personnel were assigned two per room. Once the Camp Pendleton project started, 10 personnel berthed on Camp Pendleton. The NAVSTA galley was located next to the barracks and was available for all three meals. In addition, galleys were also located near all project sights, which allowed the crews to save travel time during the noon meal.





**OPERATIONS – DET SAN DIEGO**

**MLO/CTR:** MLO and CTR facilities were provided by CBMU 303 and augmented by the battalion with BU3 Scharff who performed tool issue and tool kit validations. Bi-monthly tool inventories were conducted to validate tool accountability. Special tools (if needed) were rented or purchased through ProcureNet.

**EQUIPMENT MANAGEMENT:** The DET was not authorized POV's on deployment to San Diego. The Regiment rented 7 PWC GSA vehicles for the DET to utilize during the working hours, but IAW PWC's vehicle policy the vehicles could not be utilized after hours for liberty. The 30<sup>th</sup> N43 office contacted CBU-427, and some of the NCF GSA vehicles that the CBU leased were swapped so the DET had vehicles available for exchange runs, liberty and off-duty MWR use. There were other means of transportation that the DET could use to go on liberty to include taxis and the local trolley that went all the way to Tijuana, Mexico. Southwest Region required all E-3 and below to have approved request chits and be accompanied by a buddy to enter Mexico. There were no alcohol related incidents. Liberty was granted during off duty hours. Civilian clothes were allowed during liberty hours. Personnel were required to be in a proper military uniform (CUU's, PT gear, etc.) at all other times.

SAN DIEGO PROJECTS							
Project	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended by Prior NMCBs	Mandays Expended this Deployment
SD2-890	412	\$82,291	412	0-100	100%	0	303
SD2-893	1,103	\$188,534	475	0-43	31%	0	460
CP1-801	1,386	\$377,622	499	64-100	98%	887	572
Mainbody Totals	<b>2,901</b>	<b>\$648,447</b>	<b>1,386</b>			<b>887</b>	<b>1,335</b>

**LABOR DISTRIBUTION SUMMARY**

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	TOTAL	%Total
Direct Labor MDs	352	308	419	180	156	231	10	1656	52%
Indirect Labor MDs	143	120	239	169	147	148	0	966	19%
Readiness/Training MDs	49	67	33	33	29	38	26	275	17%
<b>Total MDs Expended</b>	<b>577</b>	<b>520</b>	<b>721</b>	<b>468</b>	<b>407</b>	<b>379</b>	<b>97</b>	<b>3169</b>	<b>100%</b>
# Personnel	42	42	42	23	23	31	12		X
# Direct Labor	33	33	33	16	16	23	7		
# Workdays	12	22	26	23	22	25	9		
% Direct Labor	78%	78%	78%	66%	59%	74%	58%	70%	
Ideal MD Capability	396	726	858	368	352	575	63	3197	
Actual Availability Factor	109%	55%	56%	81%	74%	40%	16%	66%	

**Note:** % DL = (Direct Labor Personnel)/(Total Personnel)  
 Ideal MD Capability = # Direct Labor x # Workdays x 1  
 Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability



**OIC DISCRETIONARY**

The OIC solicited different commands for smaller, high quality training-value projects.

<b>PROJECT LISTING</b>	<b>MANDAYS</b>
OASIS PAD (SD5-511)	49
DEMO GENERATOR PAD (SD5-512)	29
GRADE CDC PARKING LOT (SD5-513)	21
CMU BLOCK 1 <sup>st</sup> (SD5-514)	67
CMU BLOCK 2 <sup>nd</sup> (SD5-515)	28
NASNI CHAPEL (SD5-516)	3
NASNI BEACH (SD5-517)	16
<b>TOTAL MANDAYS EXPENDED</b>	<b>213</b>
<b>TOTAL MANDAYS TASKED</b>	<b>250</b>

**CAMP MAINTENANCE**

<b>PROJECT LISTING</b>	<b>MAN-DAYS</b>
MAILROOM WALL REMOVAL, REPLACE WALL AND WINDOW,	
PAINT CURBS AND REMOVAL OF MULCH AND PREP AREA FOR CONCRETE	99
LOCKER ROOMS AND HEADS UPSTAIRS	43
<b>TOTAL MANDAYS EXPENDED</b>	<b>142</b>
<b>TOTAL MANDAYS TASKED</b>	<b>200</b>



**EXTEND & REPAIR BALL FIELD  
SD2-893**

New Ball Field will serve the MWR needs for students and staff aboard Naval Base Point Loma Fleet Antisubmarine Warfare School.

**Scope:** The Extend and Repair Ball Field Project consists of the demolition of existing dugouts, all ball field fencing, and removal of 66,000 square feet sod; installation of an irrigation system, fencing, and sod; construction of new dugouts, a two story CMU scorekeepers/restroom facility with all utilities and erection of a scoreboard.

- Personnel:** 10 personnel
- Duration:** October 2004 – Turnover
- Mandays Expended:** NMCB SEVEN 460  
Cumulative: 460
- Tasking:** WIP at Turnover: 0%  
WIP at completion: 31%  
MD Tasked to NMCB: 475  
Total Project MD: 1103
- Material Cost:** \$188,534
- Cost Savings:** \$383,600 (*Regimental formula*)

**Significant Issues:** Dig permits/environmental permits were not established at beginning of deployment. In addition, heavy rainfall severely impacted this project.

**Safety Issues:** None.

**Quality Control Issues:** None.

**Design Issues:** None.

**Material Issues:** Procurement of initial materials was delayed due to materials not being quoted through ProcureNet before the start of deployment.



**PALETA CREEK BRIDGE  
SD2-890**

The bridge was constructed on board Naval Station San Diego on the "dry side" to connect the MWR Softball Field with the football field and track.

**Scope:** The Paleta Creek Bridge Project consists of constructing two concrete bridge abutments with pedestrian ramps and placing a 100' by 8' pre-engineered Pedestrian Bridge to include landscaping.

- Personnel:** 7 personnel
- Duration:** October 2004 – March 05
- Mandays Expended:**

NMCB SEVEN	303
Cumulative:	303
- Tasking:**

WIP at Turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB:	412
Total Project MD:	412
- Material Cost:** \$82,291
- Cost Savings:** \$143,850 (*Regimental formula*)

**Significant Issues:** The earthwork around the concrete abutments was very difficult to bring to proper compaction because of the water table.

**Safety Issues:** None.

**Quality Control Issues:** None.

**Design Issues:** None.

**Material Issues:** Crane service for placement of the bridge proved problematic. Only one crane company in the area would offer a quote for the work. ProcureNet typically requires at least two quotes before procurement. In this case, ProcureNet negotiated with this crane company, but the service was delayed by a couple of weeks.



**REPAIR MOUT/MAC FACILITY  
CP1-801**

This purpose of this project was to provide a facility for Marines at Camp Pendleton to train for urban warfare using live grenades. It is constructed of tires packed with sand, supported by poles, and tied down with wire.

**Scope:** Construct an 84' X 38' live fire grenade training facility with 10' high walls constructed out of stacked automotive tires tie-wired down and packed with sand. Eight bullet trap targets were also installed.

- Personnel:** 10 personnel
- Duration:** October 2004 – Turnover
- Mandays Expended:** NMCB SEVEN 572  
Cumulative: 1459
- Tasking:** WIP at Turnover: 64%  
WIP at completion: 98%  
MD Tasked to NMCB: 499  
Total Project MD: 1386
- Material Cost:** \$377,622
- Cost Savings:** \$479,500 (*Regimental formula*)

**Significant Issues:** The Camp Pendleton area received above average rainfall, which resulted in work delays.

**Safety Issues:** None.

**Quality Control Issues:** None.

**Design Issues:** None.

**Material Issues:** None.







# **DETAIL BAHRAIN**

U.S. Naval Mobile Construction Battalion SEVEN deployed a 20-person detachment to NSA Bahrain, Kingdom of Bahrain in support of Navy Central Command (NAVCENT). DET tasking included maintenance of 67 Pieces of Civil Engineering Support Equipment (CESE) for forward deployment in support of Operation IRAQI FREEDOM II and construction of four Helicopter Landing Pad structures in support of the Jordanian Military and Civilian Hospitals throughout the Kingdom of Jordan. The detachment completed four 50m x 50m concrete helicopter-landing pads with asphalt apron and lighting throughout the country of Jordan. The facilities will be used by the Jordanian Military and local communities for increased medical treatment response capabilities and "flight for life" missions. Commander NAVCENT assumed OPCON for the detachment, while ADCON remained with NMCB SEVEN.

**ADMINISTRATION:** The responsibility for overall completion of administrative tasks belonged to the DET OIC. The administrative work included written and oral communication, project documentation, Host Nation liaison work, and personnel issues. Twelve advancement exams were administered during the deployment: two Chief Petty Officer exams, two First Class exams, five Second Class exams, and three Third Class exams. The DET issued weekly Situation Reports (SITREPs) to NMCB SEVEN, Mainbody Guam.

**TRAINING/READINESS:** Training was conducted similar to the Mainbody site. Physical training was conducted three times per week. Training days were conducted to provide a broad range of General Military Training. Throughout the deployment eight full days were set aside for GMT.

**MEDICAL:** The detachment deployed with medical records and received medical attention through NSA and local medical facilities, both in Bahrain and Jordan, for the duration of the deployment. Medical services were obtained through NSA Bahrain medical department while onboard NSA. Medical services were obtained through the local hospital being supported by the facility being constructed while in Jordan.

During deployment, heat stress and dehydration were the primary concerns. An ample supply of bottled drinking water was available at the project site and base camp to combat dehydration. No serious illnesses or injuries were encountered during the deployment.

**OPERATIONS:** DET Bahrain was tasked with 1,404 mandays of construction, camp maintenance, OIC Discretionary work, and training. Four helicopter landing pads were constructed for local hospitals for the Kingdom of Jordan. Construction consisted of a 50m x 50m concrete pad, perimeter curb for lighting, electrical supply, and wind directional mast with lighting. Local labor forces worked side by side with Seabees to complete the projects. Final electrical connections were coordinated with hospital electrical engineers.

Security at the project sites was provided by the Jordanian military, coordinated through NAVCENT and the U.S. Embassy. A complete Force Protection Plan and Site Vulnerability Assessment were conducted for each site. Prior to the crew deploying to the site, local contractor prepared berthing and messing facilities and procured materials for the project. Uniform requirements at the project sites were civilian clothes (jeans, short and long sleeve collared polo shirts), DUU steel toe boots, and green hardhat with rate and last name taped inside. No other identifying markings were visible on the members' clothing.

The deployment enabled Seabees to gain valuable experience planning projects and developing new construction techniques. DET Bahrain allowed NMCB SEVEN to practice their ability to task-tailor a team of Seabees to match the work requirement, deploy the team via military aircraft to a remote location, work with local labor forces, forging diplomatic and working relationships,

maintain live storage of CESE utilizing the 3M system, and practice command and control over the unit from a distance. In addition to the training benefits, the Jordanian Military and civilian community near the project sites were provided with much needed “flight for life” facilities.

**SUPPLY & LOGISTICS:** PWD at NSA Bahrain provided fuel for the duration of the deployment at no expense to project or operating funds. Project materials were funded by the Kingdom of Jordan and furnished through a local contractor. Augment materials, including fill and form material were purchased locally. The detachment deployed without TOA weapons and ammunition. Weapons obtained during turnover were stored in the NSA armory for the duration of the deployment. Detachment personnel deployed with a 30-day supply of personal demand items. Items were replenished locally at the NSA ship’s store or local department stores in Jordan.

**Food Services/Berthing:** Drinking water was contracted through Tylos in Bahrain. Food service in Bahrain was provided by NAVCENT using ERC funds. Food service in Jordan was contracted through an approved local vendor and paid by crewmembers from per diem.

**MLO/CTR:** The DET deployed to NSA, Bahrain and received the required Table of Allowance (TOA) and augment tool kits from NCBC, Port Hueneme, CA. Tools that were unavailable from NCBC were purchased with project funds.

**EQUIPMENT:** Upon arriving to detachment site, the DET received 67 pieces of Civil Engineer Support Equipment (CESE) to be maintained for the duration of the deployment. Any repair parts were purchased through the battalion in Guam. All other construction equipment that was utilized for the projects was charged to the contract that augmented our work on the helo pads. NMCB SEVEN assumed financial responsibility for repairs and upkeep of CESE for the duration of the deployment through Mainbody Guam.

<b>BAHRAIN PROJECTS</b>							
<b>Project</b>	<b>Total Project Mandays</b>	<b>Total Project Material Cost</b>	<b>Mandays Tasked</b>	<b>Tasked %</b>	<b>Final WIP</b>	<b>Mandays Expended by Prior NMCBs</b>	<b>Mandays Expended this Deployment</b>
SW5-800	328	\$200,000	328	0-100	100%	0	321
SW5-801	289	\$150,000	289	0-100	100%	0	236
SW5-802	289	\$150,000	289	0-100	100%	0	265
SW5-803	289	\$150,000	217	0-75	100%	0	228
<b>Detail Totals</b>	<b>1,195</b>	<b>\$650,000</b>	<b>1,123</b>			<b>0</b>	<b>1,050</b>

**LABOR DISTRIBUTION SUMMARY**

	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>TOTAL</b>	<b>%Total</b>
Direct Labor MDs	95	194	192	169	248	212	125	1235	63%
Indirect Labor MDs	45	90	94	86	103	99	59	576	29%
Readiness / Training MDs	13	27	39	26	13	27	13	158	8%
<b>Total MDs Expended</b>	<b>153</b>	<b>311</b>	<b>325</b>	<b>281</b>	<b>364</b>	<b>338</b>	<b>197</b>	<b>1969</b>	<b>100%</b>
# Personnel	20	20	20	20	20	20	20		
# Direct Labor	13	13	13	13	13	13	13		
# Workdays	12	21	23	24	22	25	5	132	
% Direct Labor	65%	65%	65%	65%	65%	65%	65%	65%	
Ideal MD Capability	176	307	336	351	322	366	73	1931	
Actual Availability Factor	68%	89%	75%	79%	82%	83%	91%	91%	

**Note:** % DL = (Direct Labor Personnel)/(Total Personnel)  
 Ideal MD Capability = # Direct Labor x # Workdays x 1.125  
 Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability

**OIC DISCRETIONARY**

<b>PROJECT LISTING</b>	<b>MANDAYS</b>
Soccer Field Resurfacing	52
Bright Star Warehouse Reorganization	48
<b>TOTAL MANDAYS EXPENDED</b>	<b>100</b>
<b>TOTAL MANDAYS TASKED</b>	<b>100</b>

**CAMP MAINTENANCE**

<b>PROJECT LISTING</b>	<b>MANDAYS</b>
Moving camp from one job to the next	50
<b>TOTAL MANDAYS EXPENDED</b>	<b>50</b>
<b>TOTAL MANDAYS TASKED</b>	<b>50</b>



**HELICOPTER LANDING PAD, QUEAN ALIA MILITARY HOSPITAL SW5 800**

NMCB SEVEN was tasked with construction of this helicopter pad for local hospital in the Kingdom of Jordan. Local contractor provided material support and logistics requirements.

**Scope:** Construct a 50m x 50m concrete helicopter-landing pad with asphalt apron, lighting, and wind direction mast, and retaining wall. The hospital electrician made the final electrical connection.

**Personnel:** 12 personnel

**Duration:** October 2004 – December 2005

**Mandays Expended:** NMCB SEVEN: 321  
Cumulative: 321

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 328  
Total Project MD: 328

**Material Cost:** \$200,000

**Cost Savings:** \$32,200 (*Regimental formula*)

**Significant Issues:** A scope change was required, a 1.5 m x 120 m retaining wall. This addition had to be tied in by the local contractor, which included 8-10 civilians.

**Safety:** Crew was required to wear civilian cloths to hide the presence of U.S. military. Jordanian security was provided for the crews while on the jobsite and during transit from the job to their berthing area.

**Quality Control:** None.



**HELICOPTER LANDING PAD, ABU OBEIDAH MILITARY HOSPITAL SW5 801**

NMCB SEVEN was tasked with construction of this helicopter pad for local hospital in the Kingdom of Jordan. Local contractor provided material support and logistics requirements.

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**Scope:** Construct a 50m x 50m concrete helicopter-landing pad with asphalt apron, lighting, and wind direction mast. The hospital electrician made the final electrical connection.

**Personnel:** 12 personnel

**Duration:** January 2005 – March 2005

**Mandays Expended:** NMCB SEVEN: 236  
Cumulative: 236

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 289  
Total Project MD: 289

**Material Cost:** \$150,000

**Cost Savings:** \$35,200 (*Regimental formula*)

**Significant Issues:** None.

**Safety:** Crew was required to wear civilian cloths to hide the presence of U.S. military. Jordanian security was provided for the crews while on the jobsite and during transit from the job to their berthing area.

**Quality Control:** Rain delays at the beginning of the project. Lighting fixtures did not arrive in a timely fashion; however, construction was completed on time.





### HELICOPTER LANDING PAD, KOFUR YOBA SW5 802

NMCB SEVEN was tasked with construction of this helicopter pad for local hospital in the Kingdom of Jordan. Local contractor provided material support and logistics requirements.

**Scope:** Construct a 50m x 50m concrete helicopter-landing pad with asphalt apron, lighting, and wind direction mast. The hospital electrician made the final electrical connection.

<b>Personnel:</b>	12 personnel	
<b>Duration:</b>	December 2004 – January 2005	
<b>Mandays Expended:</b>	NMCB SEVEN:	265
	Cumulative:	265
<b>Tasking:</b>	WIP at turnover:	0%
	WIP at completion:	100%
	Tasked MD:	289
	Total Project MD:	289
<b>Material Cost:</b>	\$150,000	
<b>Cost Savings:</b>	\$48,850 ( <i>Regimental formula</i> )	

**Significant Issues:** None.

**Safety:** Crew was required to wear civilian cloths to hide the presence of U.S. military. Jordanian security was provided for the crews while on the jobsite and during transit from the job to their berthing area.

**Quality Control:** Lighting fixtures did not arrive in a timely fashion; however, construction was completed on time.



**HELICOPTER LANDING PAD, PRINCESS BADIA-AH MILITARY HOSPITAL SW5 803**

NMCB SEVEN was tasked with construction of this helicopter pad for local hospital in the Kingdom of Jordan. Local contractor provided material support and logistics requirements.

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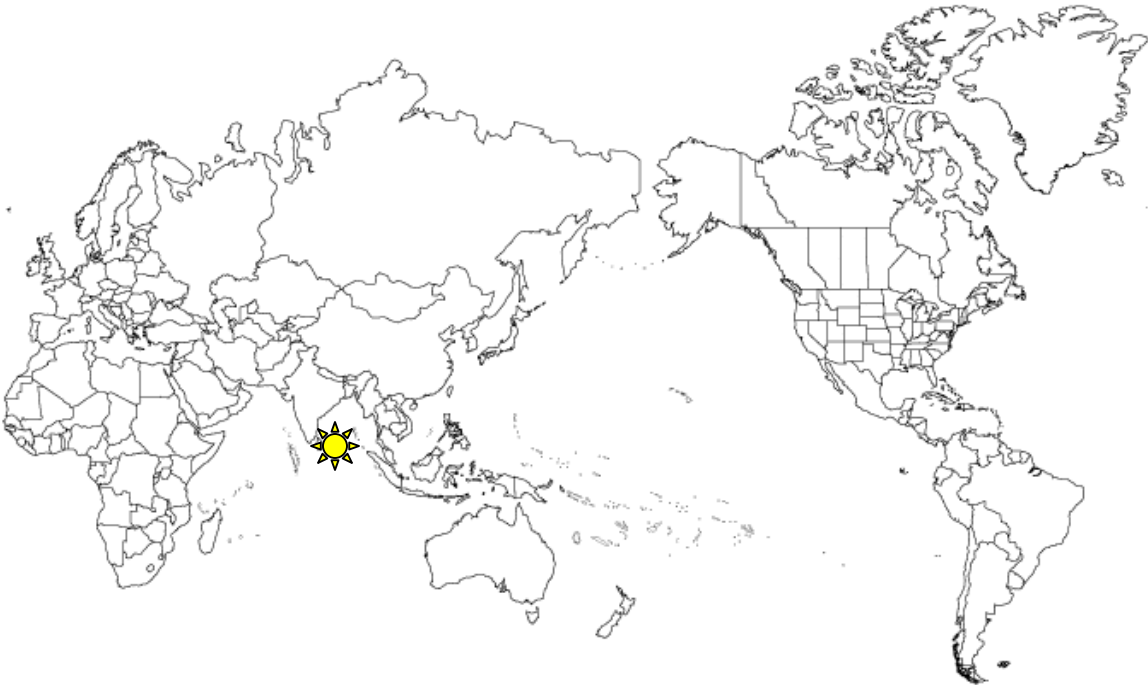
**Scope:** Construct a 50m x 50m concrete helicopter-landing pad with asphalt apron, lighting, and wind direction mast. The hospital electrician made the final electrical connection.

- Personnel:** 12 personnel
- Duration:** February 2005 – April 2005
- Mandays Expended:** NMCB SEVEN: 228  
Cumulative: 228
- Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 217  
Total Project MD: 289
- Material Cost:** \$150,000
- Cost Savings:** \$35,200 (*Regimental formula*)

**Significant Issues:** None.

**Safety:** Crew was required to wear civilian cloths to hide the presence of U.S. military. Jordanian security was provided for the crews while on the jobsite and during transit from the job to their berthing area.

**Quality Control:** Lighting fixtures did not arrive in a timely fashion; however, construction was completed on time.



# **DETAIL SRI LANKA**



Operation UNIFIED ASSISTANCE was the United States' response to the catastrophic tsunami that occurred in the Indian Ocean on December 26, 2004. At around midnight (Zulu time), a 9.0 magnitude earthquake occurred approximately 100 miles from the western coast of Indonesia's Sumatra Island. It created a tsunami that rolled across the Indian Ocean onto the shores of Indonesia, Thailand, India, and Sri Lanka. U.S. Pacific Command (USPACOM) designated the 3rd Marine Expeditionary Force (III MEF) as Combined Support Force (CSF) 536 and tasked them to coordinate the Department of Defense response to the disaster in affected countries.

On December 31, 2004, Naval Mobile Construction Battalion SEVEN (NMCB SEVEN) was directed through the 30th Naval Construction Regiment (30th NCR) to deploy a task organized NMCB AirDet to Thailand. The mission was to deploy and conduct operations in support of Humanitarian Assistance and Disaster Recovery to minimize loss of life and reduce human suffering.

Immediately after receiving the Execution Order, NMCB SEVEN commenced their 48-hour mount out and coordination with Air Mobility Command (AMC) for airlift to the Area of Operations (AO). On January 4, 2005 the mission was redirected to Sri Lanka, and NMCB SEVEN was put on stand by for the mission to Thailand. Extensive coordination began with 30th NCR, the Marine Logistics Regiment 2 (MLR-2), the forward Headquarters element of the Combined Support Group-Sri Lanka (CSG-SL), and the 9th Engineer Support Battalion (9th ESB) for execution of the mission.

During the DET Sri Lanka mount out, NMCB SEVEN received a verbal execution order on January 6, 2005 to prepare a second AirDet for the mission in Thailand. The roll back plans for DET San Diego and DET Hawaii were partially executed to prepare for this mission. Small detachments remained in place to continue vital construction tasking and maintain the detachment site for future operations. In just over a week, NMCB SEVEN, with less than half battalion strength, executed two AirDet mount outs, preparing over 800 short tons of gear with just under 100 pieces of Civil Engineer Support Equipment. The Thailand mission was turned off after reevaluation of engineering requirements in the AO, but NMCB SEVEN was standing by ready to execute.

The first wave of NMCB SEVEN DET Sri Lanka personnel arrived in country on January 10, 2005 and reported to MLR-2 in the Galle District for tasking. All tasking and redeployment activities in Sri Lanka were officially completed 25 days later. During this time, DET Sri Lanka personnel worked alongside U.S. Marines from the 15th Marine Expeditionary Unit, the 9th ESB, and MLR-2, as well as the Armed Forces of Sri Lanka and Austria. NMCB SEVEN's responsibility concentrated on the southern part of the country spanning from Galle to Ahangama.

The focus of the HA/DR response was directed by the combined effort of USAID (U.S. Agency for International Development), the CSG-SL, and the Galle District Government Authority (GA) through the Galle District Administrator. The majority of effort was directed towards demolition and clearing of public school buildings, water treatment and distribution, and the construction and installation of temporary bathroom facilities.

As a contingency and emergency detachment deployed to an unfamiliar location, DET Sri Lanka faced a few administrative, logistical, and operational challenges. The time from the end of the mount out to the departure of the first chalk was 7 days. The NCF had a liaison officer in Utapao, Thailand, and it was difficult for him to fully understand the Sri Lankan situation, resulting in a lack of specific direction and details as to what equipment would be needed for our mission. Once jobs were identified and approved, the production efficiency increased exponentially.

Despite these challenges, DET Sri Lanka made its participation in Operation UNIFIED ASSISTANCE a complete success. Its entire mission tasking was completed expeditiously and safely. Most importantly, the U.S. Navy Seabees working jointly with the U.S. Marine Corps represented the United States as good willed and caring ambassadors to the people of Sri Lanka and the World as we participated in the largest Humanitarian Relief effort in recent history.

**ADMINISTRATION:** Seventy-three Seabees deployed to the AOR, with 2 Seabees redirected to Okinawa with the weapons TRICON that was not allowed through customs. NMCB SEVEN Mainbody retained ADCON of the AirDet.

Upon arrival, NMCB SEVEN AirDET came under operational control of the Marine Logistics Regiment-2, headquartered in Galle. MLR-2 exercised direct operational control over NMCB SEVEN, the 9th ESB, and the 15th MEU.

Reporting was performed daily to MLR-2 in the form of SITREPs and daily operations meetings. NMCB SEVEN Mainbody also received daily reports via telephone conference and written SITREP.



On January 12, 2005, NMCB SEVEN assigned a Lieutenant as Seabee liaison to the MLR-2 staff. This assignment proved to be a valuable asset to the MLR-2 since this was the only engineer on the staff dealing directly with the local GA. He acted as a Seabee liaison and staff engineer performing project screening and feasibility determination. Having an immediate voice and presence on the MLR-2 staff and with the Galle District GA Secretariat proved to be an invaluable asset for our operation.

Public Affairs were under the guidance of the USMC. The PA coverage was fair and balanced as there was a keen concern to cover the joint operation without regard for which service component was operating. They provided timely and appropriate written guidance upon arrival, during the operations, and upon departure. This was very helpful as it allowed one voice to be communicated from the joint operation.

Additionally, in a two-week period, six different Navy PA personnel covered Seabees and their work. Two personnel from the Pacific Fleet Combat Camera spent two days in our camp. Two personnel from the Commander Naval Reserve Forces covered Seabees for four days. Finally, two personnel from the Navy Media Center covered our operations for five days.



Many of our Seabees were interviewed by different media from the United States, Australia, Germany and Sri Lanka. Most of the U.S. coverage was from independent hometown stations affiliated with the big broadcasting companies.

A Sri Lankan television channel dedicated a twenty-minute segment of their weekly Gadgetmatic program (an equivalent to the Discovery Channel's Extreme Machines) to the



Navy Seabee HMMWV. This segment allowed AirDet's Equipment Chief to not only show the vehicle and its capabilities, but also convey the good will and compassion of the American military. The show is one of the highest rated prime time programs in Sri Lanka.

Deputy Secretary of Defense, Paul Wolfowitz, and Commander USPACOM, Admiral Thomas Fargo, visited the AO on January 17, 2005. They had an opportunity to visit the sites and the view joint operations.

**TRAINING/READINESS:** During the operation, three warfare boards and one re-qualification board were held. Additionally, on January 19, 2005 the Chief Petty Officer exam was administered for DET Sri Lanka candidates. After a few days, a physical training regimen was incorporated into the daily routine.



**MEDICAL:** DET Sri Lanka Medical was composed of the battalion doctor and the Preventive Medicine Technician (PMT).

The AirDet overall enjoyed excellent health. This is attributed, in great part, to the outstanding job that NMCB SEVEN's medical department did prior to deployment and during the operation. During the 48-hour mount out, the medical and dental department cycled everyone through medical to ensure all critical shots and any other outstanding medical issues were taken care of. All uniforms were treated against mosquitoes, and malaria medication was prescribed for all personnel.

The Doctor and PMT were actively campaigning to wear sleeves down, use insect repellents, and wash hands or use antibacterial liquid on hands before every meal.

The medical observations can be summarized as follows:

- Mild to moderate diarrhea illnesses modestly affected our workforce, but the potential for greater losses was present.
- Intense heat and humidity provided significant limitation to our workforce, but no heat strokes or exhaustions occurred.
- An under-chlorinated swimming pool caused cases of otitis externa and cellulites.
- Mild URI's were the most common presenting complaint.
- Mosquitoes were very active at dusk and dawn and at night.

The medical department kept in close contact with the 9th ESB and CSG-SL.

**OPERATIONS:** Work was screened, approved, and tasked by MLR-2 and our liaison. The general guidance for work was any job accepted and tasked should not have duration of more than 5 days with the exception of recurring tasks, like water distribution. Additionally, direction was that our backlog should not be more than one or two projects.

The overall project execution process was:

1. Project is identified and approved by the GA.
2. Project is determined feasible by Seabee liaison.
3. Project is tasked to NMCB SEVEN or 9th ESB depending on location.
4. Project is scheduled by NMCB SEVEN.
5. Project is executed.



6. Project completion is reviewed by NMCB SEVEN and representative of GA.

One assessed conflict was the role of the Civil Affairs (CA) personnel attached to the MLR-2 and how they fit into the project identification and acceptance process. Two U.S. Army Special Forces personnel who arrived in country on December 29, 2005 handled CA. In many instances they found feasible projects that would have had a positive impact on communities. However, most of those jobs would end up un-tasked, as they didn't make the cut with the GA for political concerns.

One of the biggest challenges that NMCB SEVEN AirDet faced from the beginning was the mechanical breakdown of the C-17 carrying Chalk 2. This hampered our execution plan since a large percentage of our personnel and equipment did not make it to our AO until almost a week after the first group arrived. Additionally, the equipment line haul from Colombo took much longer than anyone anticipated. Finally, the chinks containing much of our Automotive Repair Parts (ARP) were cancelled. This added to the equipment limitations since it forced us to deadline some CESE that could have been rapidly repaired had we had our ARP.

Despite these challenges, the assistance started as soon as DET Sri Lanka personnel arrived in the AO. Our personnel started providing immediate assistance clearing schools of debris. During the retrograde and with only a builder kit, NMCB SEVEN personnel continued to be productive until the end by providing assistance in building four-hole burnout type temporary facilities for schools

In the end the HA/DR effort was a total success. U.S. Navy Seabees demolished / cleared debris from nine school sites that had been declared unsafe. NMCB SEVEN cleared one building of debris, demolished 9 structures and transported over 1,300 cubic yards of debris to approved landfills. In combined joint operations with the 9th ESB and the Austrian Army, Seabees distributed over 28,000 gallons of treated water to relief camps over a 140 square mile area. NMCB SEVEN assisted in the movement of beached fishing boats to the harbor, helping the local fishing industry get afloat. In a matter of three hours 10 unemployed fishermen were able to get back to their jobs and be productive again. Finally, Seabees built five temporary latrines for local schools using an adapted design from our own ABFC P-437.

<b>MISSION</b>	<b>TITLE</b>	<b>SCOPE</b>
201	Water distribution to camps and schools	Water distribution to relief camp
301	Dharmarama vid Elementary School	Demolition and debris removal
302	Sinigama Vimala Budhi	Demolition and debris removal
303	Shariputta Vid Central College	Demolition and debris removal
304	G.V.S. De Silva Vid	Demolition Only
305	Wickremasinga Vid	Demolition and debris removal
306	Peelegoda sumanajothi Vid	Demolition only
307	Uswathun Hasana Vid ladies Muslim College	Demolition and debris removal
308	Sri Sudarma Vidyalaya	Both clearing and demolition
309	Vidyaloka Vidayalya, Galle	Demolition and debris removal
310	C.W.W. Kanangara MV	Mainly Demolition
310	Kannagara Vidyalaya, Maham	Demolition and debris removal
501	Wooden latrines at various schools	Use P-437 design
701	Galle Beach	Boat Moving

**SUPPLY/LOGISTICS:** NMCB SEVEN mounted out required Class I supplies to be self sufficient for 60 days. However, once in country these became part of a larger pool of Class I supplies administered by MLR-2 J4.

Class III materials were provided in country. MLR-2 provided resupply of fuel as needed. Our requirements were reported daily and the support was sufficient.

NMCB SEVEN did not mount out any Class IV supplies other than those necessary to build four hole burn-out latrines in the case a self-sustained camp was needed. The materials were drawn from excess stock in MLO. Once it was determined that they would not be needed for life support, they were used for mission 501.

All Class II and V supplies were not allowed in country and were returned to Guam.

Class VII supplies were packed in sufficient amounts and no re-supply was necessary.

An adequate supply of Class IX parts was packed and palletized. However most of them were in the chucks for which flights were cancelled and proved the only logistics problem that we faced during the operation.

Personnel were transported using either NMCB TOA vehicles or contracted vans. This support was sufficient and augmented as necessary by communicating with the J4.

The only challenge faced in the supply side dealt with ARP. Without our stock in country, we routed all requirements to the MLR-2 J4 via phone call, email, and as a summary in the SITREP for procurement. This process worked smoothly. The only problem encountered was that most of the parts that were required were not found through local sources and eventually made their way into the USMC supply system.

**Food Services/Berthing:** Personnel were berthed in a local hotel. Two people were assigned to each double bed room. Breakfast and dinner were hot meals provided at the hotel and lunch consisted of an MRE. Water was stocked in sufficient quantities at the hotel and the dispatch / Alfa yard. Stock was replenished by MLR-2 J4 on demand or as reported in the daily SITREP.

**DEPLOYMENT:** All DET Sri Lanka personnel and equipment originated from Camp Covington, Guam. Upon receipt of the EXORD, the mount out commenced. NMCB SEVEN developed a list of CESE, TOA, and other supplies for submission of the Time Phased Force Deployment Data (TPFDD) sheet. The information was developed based on initial indications that the tasking would include heavy equipment support for debris removal and controlled demolition and the evaluation of potential engineer projects. In addition to that tasking, it was determined that the AirDet would need to be self sustained and would require weapons.



Once the 48-hour mount was complete on January 2, 2005 and after the Air Mobility Command (AMC) detachment received confirmation that our mission had been validated by U.S.

Transportation Command, a marshalling area was designated at Andersen Air Force Base (AAFB). The equipment was line hauled from Camp Covington to AAFB, a distance of approximately 26 miles. Once AMC determined the mission aircraft types and numbers, the chalks were established with the equipment and personnel priorities. As planned, there were going to be ten (10) chalks or flights transporting about 350 short tons of gear and equipment and 100 personnel.



The first flight, a C-17, departed on January 9, 2005 with 32 personnel and 40 short tons (ST) of gear and equipment. It arrived in Colombo, Sri Lanka on January 10, 2005. Upon arrival personnel were transported by bus to Koggala, the center of the area of operations (AO), approximately 120 kilometers (80 miles) south of Colombo in the Galle District. This transit could take anywhere from 4 to 5 hours, depending on traffic. Once in the AO, the OIC reported to MLR-2 for operational control.

The remaining chalks were scheduled to follow for six days after the initial flight. Chalk 2 was scheduled to depart two hours after the first flight with another 32 personnel and 40 ST. This aircraft was grounded for four days due to mechanical problems. Chalks 3, 4, 5, 6 and 9 departed closely as scheduled at a rate of about 2 per day. The last chalk to arrive was chalk 2 on January 14, 2005. Higher headquarters canceled all remaining missions and our strength at end state was 72 personnel and 250 ST.



Upon arrival in country, NMCB SEVEN personnel were greeted by CSG-SL administrative (J1) personnel who streamlined the immigration and customs process. After a short country in-brief, all personnel and personal gear were transported either straight to Koggala, or to Colombo for Rest OverNight (RON) and then to Koggala.

All gear and equipment were also subject to customs inspection. Upon arrival of our weapons TRICON on January 11, 2005 we were informed that weapons were not allowed in country. As soon as this was known, two NMCB SEVEN personnel and the weapons TRICON were manifested back to Okinawa and subsequently to Guam. The weapons left Sri Lanka and arrived Okinawa on January 12, 2005. Due to the non-availability of flights, the weapons TRICON and personnel did not come back from Okinawa to Guam until February 3, 2005.



Once our CESE and other TOA were cleared through customs, personnel from CSG-SL Logistics (J4) were responsible for transporting it to Koggala via contracted low bed trailers. After a few days, it became evident that there were not enough trailers available and due to size, much of our CESE could not be transported by the contractor. We requested through CSG-SL that the U.S. Embassy intercede so that we would be allowed to move our gear with our own line haul equipment. After a day, we were informed that we would be allowed to convoy our own equipment as part of a larger convoy that included USMC equipment as well as

civilian contracted tractors and trailers with Sri Lanka Police security escorts. Due to the traffic conditions, these convoys took place between the hours of 0000 and 0500. All equipment was escorted to Boussa (a Sri Lankan Army Base that was the staging area for the 9th ESB). From there, Seabee operators transported our CESE to our staging area in Koggala. This evolution lasted from January 11-16, 2005. On January 16, 2005, all gear was accounted for and staged in the Koggala.

**Redeployment:** A warning order for the redeployment came on January 19, 2005. At that time, there was a clear indication that the relief effort was going to come to an end in a very near future. CSG-SL J4 started researching and working the options with CSF-536. The two courses of action (COA) were either total redeployment via airlift or redeployment of equipment via sealift and personnel via airlift.



After a few days, it was determined that the redeployment would be via the Maritime Prepositioning Squadron ship MV Lopez from the Port of Colombo for equipment and via Special Assignment Airlift Mission for personnel.

On January 25, 2005, the retrograde commenced and equipment was moved to the Port of Colombo. The first convoy to leave included a detail of five Seabees that would eventually ride the MV Lopez with the equipment to Guam.



We also moved equipment from Koggala to Colombo via combined beach and port loading operations onto Sri Lankan Navy M-8 amphibious boats. Four pieces of equipment were transported in this manner, and it was a good experience to demonstrate our capabilities and inter-operability.

By January 30, 2005, all equipment and gear had been staged at the designated marshalling area at the Port of Colombo. On January 27, 2005, the wash rack operations started with concurrent Agricultural Joint Inspections, which ended January 31, 2005. On February 2, 2005, the MV Lopez arrived at the Port of Colombo and loading commenced. The loading lasted one day and the ship sailed on February 4, 2005.



The ship arrived in Okinawa on February 16, 2005 and in Guam on March 2, 2005.

All personnel (67) minus the five appointed "ship riders," returned to Guam via contracted commercial aircraft on February 2, 2005.





## WATER TREATMENT AND DISTRIBUTION FOR IDP CAMPS AND SCHOOLS MISSION 201

**Scope:** Perform combined joint operations to provide treated potable water to displaced personnel camps and public schools.

**Duration:** 7 days

**Tasking / Impact:** Delivered almost 30,000 gallons to an area over 140 square miles.

**Significant issues:** Initially, the water was being treated by the Austrian Army south of Koggala in the area of Matara, outside our AO. After five days of operation the 9th ESB started treating water as well, reducing our transportation distances in half. The operation provided invaluable training for our Utilitiesmen.





## SELECTED DEMOLITION AND DEBRIS REMOVAL OF PUBLIC SCHOOLS MISSION SERIES 300

**Scope:** Demolish and clear debris from nine school sites previously declared unsafe. In total 9 structures were taken down and over 1,300 cubic yards of debris removed and delivered to approved landfills.

**Duration:** 14 days

**Tasking / Impact:** Allowed safe and sound facilities for over 3,000 school children to return to school by January 25, 2005, less than one month after the catastrophe.

**Significant issues:** Finding approved landfills / dumpsites was a challenge since it needed to be worked out with the GA and specifically approved by the local environmental departments. The salvage efforts of construction material that could be recycled slowed the process a little. Equipment availability became a challenge due to availability of ARP. The good working relationship with the ESB and spirit of collaboration allowed for use of their equipment to complete the mission.



## BUILD TEMPORARY LATRINES FOR SCHOOLS MISSION 501

**Scope:** Build temporary bathroom facilities for schools before the resumption of classes.

**Duration:** 3 days

**Tasking / Impact:** Built and delivered 5 latrines to schools in the AO.

**Significant issues:** Great ABFC training for both Seabees and Marines. Additionally it provided an excellent opportunity to work with international organizations like UNICEF and World Vision. Materials were supposed to be provided by the International Organizations. However, when the material supply became a problem, we used material from our TOA to build five latrines for local schools.



### MOVE BEACHED BOATS TO GALLE HARBOR MISSION 701

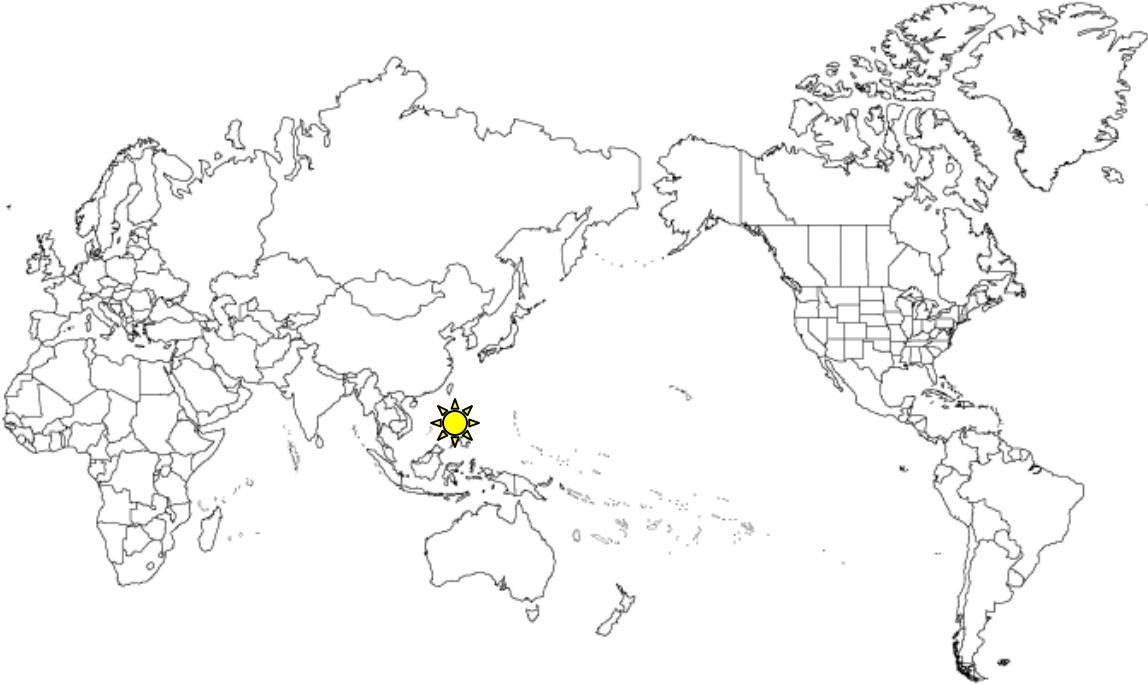
**Scope:** Move beached boats to the Galle harbor

**Duration:** 1 day

**Tasking / Impact:** The movement of fishing boats from the beach to the harbor helped the local fishing industry get afloat. In a matter of three hours, 10 unemployed fishermen were able to get back to their jobs and be productive again.

**Significant issues:** This evolution required significant innovation to ensure security of boats for transport.





# **DFT BALIKATAN 05**





U.S. Naval Mobile Construction Battalion SEVEN deployed a 20-person Detachment to the Republic of the Philippines to support the annual Balikatan exercise series. The original tasking included participation in Exercise Related Construction, Civil Military Operations-Engineering Civic Action Program (CMO-ENCAP) and Peace Keeping Operations Training. The Joint/Combined engineer portion of the exercise would have included Philippine Army Engineers and Philippine Navy Seabees working with U.S. Army Engineers and NMCB SEVEN Seabees. The battalion's AirDet (89 personnel) was scheduled to redeploy from Guam in early January and complete the exercise by the middle of March. A significant amount of effort had been dedicated to the planning effort including AirDet OIC and AOIC participation in the Initial and Final Planning Conferences. After the Operation UNIFIED ASSISTANCE mobilization, SEVEN's tasking was de-scoped to participation in the Civil Military Operations-Engineering Civic Action Program (CMO-ENCAP) only. The exercise still encompassed combined operations with Philippine Army Engineers and Philippine Navy Seabees. This new DET departed in early February and returned in late March. The tasking still met USPACOM's goals of sustaining and supporting the global war on terrorism, improving readiness and joint warfighting, and reinforcing and maximizing cooperation with Non-Governmental Organizations (NGO) in the execution of Civil-Military Operations (CMO). The tasking included construction to support and enhance interoperability of the two countries' armed forces and to support the CMO objectives and training that aides our Philippine Seabee counterparts in their defense and the combat of terrorism.

**ADMINISTRATION:** Mainbody Guam maintained DET service records. Effective communication with the S1 Department was essential for meeting administrative deadlines and requirements. All administrative support was coordinated through the AirDet OIC. Three March 2005 rating exams were administered on site.

**TRAINING/READINESS:** The Deployment for Training (DFT) exercise allowed our Seabees to operate in a combined and joint environment under real life guerrilla warfare threats. Physical training was held three times weekly, as permissible, and Physical Fitness Assessment (PFA) was conducted on 15MAR05. Three Seabee Combat Warfare qualification boards were conducted.

**MEDICAL:** A battalion corpsman provided medical support during the operational portion of the exercise. For all other times, the support came from the established Tricare Overseas protocols.

**OPERATIONS:** The work included grading and compaction of 1 kilometer of existing road surface and the laydown, grading and compacting of suitable 6" base course. Road repairs provided local residents access to this main route and an improved access for children commuting to school every day. In addition, the DET repaired major discrepancies, maintained, and prepared 62 pieces of CESE and eighteen containers of TOA items for shipment back to Guam and Port Hueneme, CA.

**SUPPLY/LOGISTICS:** All material and equipment were provided by the exercise and procured by U.S. Army Contracting Officers. Some of the ARP were procured through the equipment "caretaker" office in Subic Bay, Global Shipping.

**Food Services/Berthing:** Berthing was provided in local hotels and funded by the exercise. While in Laguna, troops were berthed four to a room and shared the head. The approved messing facility was the hotel restaurant for morning and evening meals and MRE's were provided for lunch. While in Subic Bay, troops berthed in single rooms. There were several approved restaurants to choose from in the area.



**EQUIPMENT MANAGEMENT:** The 62 pieces of CESE were repaired and maintained to the best possible level of availability while in country. All equipment was prepared and washed for transportation back to CONUS and Guam. Seven pieces of CESE were used in the CMO road project with 100% availability for the period of construction.



**REPAIR ROAD  
DET BK 2005 CMO**

NMCB SEVEN was tasked with upgrading a 1-kilometer road between a village and a school. Road repairs provide local residents an improved access to school and local markets.

**Scope:** The work included placing, grading, and compacting suitable 6" base course.

**Personnel:** 14 U.S. Navy Seabees / 14 Philippine Army Engineers

**Duration:** February 2005 – March 2005

**Mandays Expended:** NMCB SEVEN 180  
Cumulative: 180

**Tasking:** WIP at Turnover: 0%  
WIP at completion: 100%  
MD Tasked to NMCB: 180  
Total Project MD: 180

**Material Cost:** N/A

**Cost Savings:** N/A

**Significant Issues:** None.

**Safety Issues:** Seabees were required to carry weapons. The operation took place in an area of the Philippines where sympathizers of the New People’s Army (NPA) reside. A security perimeter was established.

**Quality Control Issues:** None.

**Design Issues:** None.

**Material Issues:** Ensure that when ordering or specifying materials, local specifications and nomenclature are used. The work was delayed three days when the ordering officer did not use nomenclature that met Philippine standards.



# **OPERATION IRAQI FREEDOM II**





## OPERATION IRAQI FREEDOM II

U.S. Naval Mobile Construction Battalion SEVEN deployed a 179-person detachment to Southwest Asia as the lead element of Task Force Sierra (TF-S), augmented by a 125-person Air-Detachment from U.S. Naval Mobile Construction Battalion SEVENTEEN. Task Force Sierra was dispersed to six (6) main contingency detail locations and numerous smaller locations across the USCENTCOM area of operations. The Commander of Task Force Sierra was the Commanding Officer of NMCB SEVEN with the Operations Officer from NMCB SEVEN serving as the Deputy Commander. The NMCB SEVEN Operations Officer provided continuity in leadership since the Commanding Officer was on site for short durations due to the breadth of his responsibilities.

**ADMINISTRATION:** Administrative support for Task Force Sierra was managed by a PN1 and YN2 who oversaw all the administrative needs of the Task Force that ranged as high as 329 personnel. Task Force Sierra also dispersed Yeomen and Personnelman to each detail site for administrative functions and watch standing responsibilities. Task Force Sierra's administrative team worked across multiple time zones to six separate Task Force Sierra details to accomplish their mission. Over the course of deployment the administrative team processed 13 reenlistments, 127 advancement exams, 2 separations, 1 transfer, 7 extensions, 185 FITREPs/EVALS, and 294 Awards.

**TRAINING/READINESS:** Task Force Sierra implemented a training plan that allowed as much time on the jobsites as possible. Safety training was conducted as required, ensuring that safety remained at the forefront of all planning and an essential part of all construction. Safety lectures and smaller scale training were held for individual rates or on specific jobsites as required. Overall, Task Force Sierra completed 420-mandays of safety and general military training. Seabee Combat Warfare classes, Fleet Marine Force Warfare classes, and study sessions after hours, 5 days per week, led to 52 Seabees earning their Seabee Combat Warfare qualifications and three earning their Fleet Marine Force designations during the deployment.

**MEDICAL:** Task Force Sierra implemented a plan to ensure medical care for all personnel by spreading corpsman across the various detail sites. Through use of available Independent Duty Corpsmen and Hospital Corpsmen the Task Force was able to provide integral medical services at every detail site. Additional medical response personnel and combat lifesavers were identified and trained to respond in the event of a mass casualty. Thirty-four percent of Task Force Sierra was qualified as Combat lifesavers. Several Mass Casualty Drills were conducted during the course of the deployment, ensuring optimal readiness. Level I, II, and III care were available through higher and adjacent units. Dental care was readily available at all detachment sites and was used on an as needed basis.

**OPERATIONS:** NMCB SEVEN and NMCB SEVENTEEN integrated their two teams to the Fireteam level to form one functional Task Force that completed over 34,935 Mandays worth of construction. Task Force Sierra's Seabees constructed facilities valued at more than \$20.3M and oversaw over \$80.4M in construction contracts, driving multiple projects from concept to completion. These contingency construction activities included: (1) Civil Military Operations (CMO) work in support of the Iraqi infrastructure, including installation and upgrades, building rehabilitation, and critical Force Protection work in support of the Iraqi national elections, (2) construction of a new school for the education of all locals from elementary age to adults as part of the Iraqi Construction Apprenticeship Program (ICAP), (3) \$27.1M in managed Quality Control and Quality Assurance operations in support of Forward Operations Base (FOB) Hotel, (4) renovation of two 11,000 sf Iraqi military barracks that were both in an advanced state of disrepair, (5) erection of multiple SPRUNG Tension Fabric Structures, (6) construction of over 60 custom wood frame structures (including 13 custom frame structures in 17 days at a previously unmanned location), (7) placement of over 10,000 cubic meters of concrete, (8) rehabilitation, electrical wiring installation, and interior build out of 8 warehouses and 7



## OPERATION IRAQI FREEDOM II

SPRUNGS, (9) construction of two K-spans that fulfilled mission essential operational gaps, (10) installation and placement of over 12,000 sf of AM2 matting, (11) installation of over 5,000 T-barriers, HESCOs, and other supplementary Force Protection measures, (12) provision of vital embarkation, training, and supply support to all Seabees entering and exiting theatre, (13) establishment of camp maintenance services at all locations, (14) and routine deployment of Tiger Teams to perform emergent work throughout the CENTCOM AOR.

**COMMUNICATIONS:** All details from Detachment Southwest Asia had varying levels of communication abilities. All sites had Iridium satellite phones and SIPRNET for secure communications during transfers of project data and other sensitive information. Most sites had internal access to NIPRNET for non-secure communications and Morale, Welfare, and Recreation purposes, if MWR Internet trailers were not available during off-work hours. Some locations also used client provided cell phones and pagers for instant communications from clients and contractor personnel.

Radio communication means were essential methods of communication at all sites. Sabers provided intra-camp communications for locating personnel as well as for the distribution of IDF attack warnings and Flack protective posture changes. HF-data was used to communicate sensitive information with other units on base and additionally served as a vital link between details when SIPRNET was down. PRC-119s were used by the details to communicate with other units at their location and to communicate with TMT SEVEN while on convoy missions. TMT SEVEN used PRC-119s for internal communications between vehicles and from the Convoy Commander to all gunners. TMT also communicated via email to other convoys and Higher Headquarters on the Blue Force Tracker network.

**SUPPLY:** The supply department kept pace with the emergent needs of contingency construction in Iraq. Most supplies were from non-Navy sources and required different procedures and forms to acquire supplies. The Material Liaison Office (MLO) and Central Tool Room (CTR) were available 24 hours a day for those projects that required nighttime hours or for emergency trouble calls. The Automotive Repair Parts Shop provided parts for all vehicles and CESE assigned to Task Force Sierra.

A majority of details received their materials directly from the client after submitting a Bill of Materials. Due to the high-speed nature of projects tasked, a stockpile of standard materials was kept to provide needed materials for emergent projects. Once building had commenced the crew leader would retroactively create a Bill Of Material to replenish the detail's stockpile. Two Detachments purchased material from the local market using the Field Ordering Officer (FOO) system. Detail Najaf used the IMEG ordering system for the acquisition of Class IV material that could not be purchased from the local market with the FOO system. Material for all construction management functions was provided by the responsible contractor from local sources and checked for conformance by the detail's QA/QC representatives.

**Food Services/Berthing:** Troops were berthed in trailers outfitted with a bed, lamp, and locker. Galleys were provided both in and out of camp.

**MLO/CTR:** All were available to perform tool issue, tool kit validity, and receipt of all deliveries when needed. Weekly spot inventories and bi-weekly tool inventories were conducted to validate tool accountability.

**EQUIPMENT MANAGEMENT:** The BEEP of 79 pieces of CESE was completed within 4 days of arrival, and the remaining Alfa Company outlets and resources within 5 days. Teams from both NMCB SEVEN and NMCB THREE completed the BEEP without significant issues. At the conclusion of the BEEP, there were two pieces of CESE on deadline and an equipment



## OPERATION IRAQI FREEDOM II

availability of 95%. During the BEEP, a wall-to-wall inventory of ARP was conducted, which allowed for the elimination of all "shorts", both O level and G level.

Two pieces of CESE on deadline and the maintenance of greater than 90% availability for all detail sites were established as deployment goals. Alfa Company coordinated with the Supply Department, 22NCR (FWD) and IMEG to resolve repair parts issues when they occurred. Task Force Sierra had multiple calls for the redeployment of CESE. The largest included redeploying CESE from/to multiple sites of one detachment site and the assumption of operations at a new location. In the process of this redeployment, the Task Force relocated 55 pieces of CESE and transferred 19 pieces to other Task Forces. Task Force Sierra also took over maintenance of 90 pieces of CESE that were theater assets under the OPCON of the 22<sup>nd</sup> NCR.

\*Projects listed with no project summary page are classified. Final WIP over 100% denotes increase in original scope.

TASK FORCE SIERRA PROJECTS							
Project Number	Total Project Mandays	Total Material Cost	Mandays Tasked	Tasked Percentage	Final WIP	Mandays Expended by Prior Battalion	Mandays Expended this deployment
N01	90	\$5,313.50	90	100%	100%	0	90
N03	432	\$35,000	432	100%	100%	0	273
N04	300	\$52,700	300	100%	100%	0	294
N05	60	\$3,824	60	100%	100%	0	103
N06	80	N/A	80	100%	100%	0	92
N07	830	\$64,600	830	100%	100%	0	584
N11	288	\$16,760	288	100%	100%	0	188
N12	1077	\$108,000	1077	100%	100%	0	1141
N16	556	\$23,075	556	100%	100%	0	329
N18	230	\$16,380	230	100%	100%	0	183
N19	64	\$12,534	64	100%	100%	0	78
N20	400	N/A	400	100%	100%	0	400
AF4-025	1022	\$210,000	1022	0%-100%	100%	0	545
AF4-026	475	\$27,000	475	0%-100%	100%	0	423
AF4-027	150	\$8,000	150	0%-100%	100%	0	149
AF4-028	967	\$210,000	967	0%-100%	100%	0	778
AF4-029	150	N/A	150	0%-100%	177%	0	265
AF4-030	474	\$292,000	474	0%-100%	429%	0	2,038
AF4-031	434	\$555,000	434	0%-100%	100%	0	363
AF4-032	204	\$15,000	204	0%-100%	100%	0	181
AF4-033	400	\$23,000	400	0%-100%	100%	0	375
AF4-034	305	\$16,000	305	0%-100%	100%	0	163
KU5-823	270	\$66,000	270	100%	50%	0	135
KU5-824	17	\$10,000	17	100%	100%	0	17
IZ4-200	300	\$4,000	300	100%	---	0	207
IZ4-300	300	\$6,000	300	100%	---	0	506





## OPERATION IRAQI FREEDOM II

IZ4-301	300	---	300	100%	---	0	360
IZ4-100	725	\$197,600	626	86%	50%	99	264
IZ4-302	312	---	312	100%	---	0	248
IZ4-001	215	\$46,000	215	100%	50%	0	226
IZ4-008	360	\$100,000	360	100%	72%	0	260
IZ4-018	315	\$88,000	315	100%	89%	0	280
IZ4-020	327	\$25,000	317	100%	100%	0	302
IZ4-816	339	Unknown*	22	94%-100%	100%	317	38
IZ4-818	1292	Unknown*	830	35-100%	100%	462	331
IZ4-819	600	Unknown*	450	25-100%	155%	150	1046
IZ4-820	2850	Unknown*	45	0-2%	2%	0	45
IZ4-821	900	Unknown*	900	0-50%	33%	0	300
IZ4-822	300	Unknown*	300	0-100%	100%	0	146
IZ4-824	600	Unknown*	550	8-100%	36%	50	200
IZ4-825	300	Unknown*	300	0-100%	60%	0	56
IZ4-827	450	Unknown*	450	0-100%	16%	0	71
IZ4-828	250	Unknown*	250	0-100%	100%	0	146
IZ4-829	500	Unknown*	500	0-50%	50%	0	250
IZ5-804	200	Unknown*	200	0-100%	100%	0	200
FOB	1213	Unknown*	1213	0-100%	233%	0	2493
IZ4-402	371	\$42,825	312	100%	100%	0	371
IZ4-403	428	\$42,825	312	100%	100%	0	428
IZ4-404	42	N/A	42	100%	100%	0	42
<b>Sierra totals</b>	23,064	\$5,422,437	18,996			1,078	18,003
<b>Managed Construction Projects</b>							
Detail N	-	\$1,907,654	-	-	-	-	-
Detail 4	-	\$18,000,000	-	-	-	-	-
Detail 3	-	\$4,750,000	-	-	-	-	-
<b>Sierra totals</b>		\$24,657,654					



## OPERATION IRAQI FREEDOM II

### LABOR DISTRIBUTION SUMMARY

Task Force Sierra	OCT	NOV	DEC	JAN	FEB	MAR	APR	TOTAL	%Total
Direct Labor MDs	3062	5700	5442	7104	3084	4145	1168	29705	86%
Indirect Labor MDs	250	609	641	801	296	370	174	3141	9%
Readiness/Training MD	283	296	250	258	223	252	112	1674	5%
<b>Total MDs Expended</b>	<b>3595</b>	<b>6605</b>	<b>6333</b>	<b>8163</b>	<b>3603</b>	<b>4767</b>	<b>1454</b>	<b>34520</b>	<b>100%</b>
# Personnel	329	328	300	273	271	266	176		
# Direct Labor	217	240	208	162	147	148	93		
# Workdays	16	25	25	27	21	26	8	148	
% Direct Labor	66%	73%	69%	59%	54%	56%	53%	63%	
Ideal MD Capability	4340	7500	6500	5468	3859	4810	930	33406	
Actual Availability Factor	77%	80%	88%	135%	86%	91%	138%	94%	

**Note:** % DL = (Direct Labor Personnel)/(Total Personnel)  
 Ideal MD Capability = # Direct Labor x # Workdays x 1.25  
 Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability

### OIC Discretionary Projects

TITLE/ DESCRIPTION OF WORK	MANDAYS
A/C and Heating Unit Repairs (x90)	200
Shower Trailer Maintenance (x11)	100
Shower Building Maintenance (x1)	100
Redesign Shower Trailer Electrical Distribution	43
Rework berm for USAF	12
Computer counter and telephone Booth for MWR	10
Floor repair bldg. #114	10
Move and remodel SWA Hut for Marines	52
Remodel Alpha Company Dispatch	38
Grading and placing of gravel within Camp	200
Misc. small projects and MEG Support	222
Shelving and TV Stands	5
Client Minor Repairs/Support	12
CMATT/SF Range Electrical Wiring	2
CMATT Support/Supply	10
IT and Alfa Support	4
IT Support	2
Secondary Electrical Panel Installation	6
Misc Detail work	132



**PLACEMENT OF CAMP SIDEWALK**



## OPERATION IRAQI FREEDOM II

AM2 Matting	78
Relocate Laundry Trailer	78
Antenna Pad 50'x00'x18"	232
Office build outs (4) 20'x16'	210
Wall Build out	7
Construct office in Conex Box	34
Construct Desks, File Cabinets	206
Construct Male/Female Head	73
AM2 Matting 59,000 sf	73
Band/Inventory MLO	43
Office Build outs (2) 12'x15'	120
Install new door in COC	7
Install Fiber optic line to antenna pad	33
Install parking bollards	19
Construct shipping containers	19
Construct Gun racks and weapons center	21
Spray Dust Control Terrain at AM2	22
Office Build out	106
Fabricate (4) booths install cabinets	62
Conference Room build out	88
Lavatory new wall	19
Guard shack interior improvements	29
Install shelving in Conex boxes	29
Mount/install 4 TV's w/electrical for Gym	29
DRMO yard deck and awning	19
Construct and install (6) doors for DFAC	19
Construct and install Map Boards	19
Construct metal awning for gate scanner	33
4 room build out in existing SWAhut	41
AM2 Matting placement	96
Office build out with furniture	34
Concrete Sidewalks for entire camp	298
4 room build out in existing PEB	81
16'x12' room attached to trailer	55
15'x30' building and compound	83
Build new armory	120
Client Build-out	100
Construct 32' by 77' Wood Structure	236
<b>Total Mandays Expended</b>	<b>4031</b>



**ACE GAZEBO**



**COMPOUND FENCE TRENCHING**



**Camp Maintenance**

<b>TITLE/DESCRIPTION OF WORK</b>	<b>MANDAYS</b>
Preventative Maintenance	400
Work Requests	1000
Standing Job Orders	50
Gym Improvement	15
Computer counter and telephone Booth for MWR	10
Repair and add shelving in berthing SWA Huts	12
Generator Maintenance	34
Equipment Maintenance	153
Equipment Repair	30
Berthing General Maintenance/Cleanup	95
Camp General Maintenance/Cleanup	165
Build and install doors for various sites	200
Build Helicopter storage boxes	600
Build numerous luxuries to better life	250
Construct MWR furniture	350
Dewater compound	850
<b>Total Mandays Expended</b>	<b>4214</b>



**OFFICE BUILD OUT**



**NEW ELECTRICAL DISTRIBUTION**



**NEW CLEARING BARRELL**



**LIBRARY BOOK SHELVES**





**NMCB STRONGBACK TENTS (X3)  
N01**

This construction project was a vast improvement for camp moral as before this there was no centralized location for MWR recreation for Detail Personnel.

**Scope:** Construct three strongback tents for use as detachment MWR, Operations, and Alfa Dispatch spaces.

**Personnel:** 2 – 4 personnel

**Duration:** November 2004 – December 2004

**Mandays Expended:** NMCB SEVEN: 90  
Cumulative: 90

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 90  
Total Project MD: 90

**Material Cost:** \$5,313.50

**Cost Savings:** \$0

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** Delays in receiving Class IV lumber resulted in a nearly one month delay in starting the project.



**CITY CENTER CONCRETE PAD  
N03**

FOB Duke City Center Chapel Concrete Pad was the first step in bringing a formal place of worship to the personnel at FOB Duke.

**Scope:** Construct a 115'x50' chapel concrete pad, 115'x50' weight room concrete pad, and 100'x50' basketball concrete pad for FOB Duke.

- Personnel:** 6 – 8 personnel
- Duration:** November 2004 – January 2005
- Mandays Expended:** NMCB SEVEN: 273  
Cumulative: 273
- Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 432  
Total Project MD: 432
- Material Cost:** \$35,000  
**Cost Savings:** \$5,008
- Significant Issues:** None.
- Safety Issues:** None.
- Quality Control:** None.
- Design Issues:** None.
- Material Issues:** None.





**DETENTION FACILITY UPGRADE  
N04**

Starting with pre-existing SWAhuts, project required the reinforcing, renovating, and upgrading of 12 existing buildings in support of the Marines of 11<sup>th</sup> MEU.

**Scope:** Upgrade 9 existing SWAhuts and 3 individual holding pens, including strengthening their frames, installing Plexiglas and corrugated metal roofing, upgrading electrical wiring, and installing 11 external light fixtures.

**Personnel:** 6 - 8 personnel

**Duration:** October 2004 – December 2004

**Mandays Expended:** NMCB SEVEN: 294  
Cumulative: 294

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 300  
Total Project MD: 300

**Material Cost:** \$52,700

**Cost Savings:** \$0

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** Project was delayed by 3 weeks awaiting delivery of Plexiglas windows and tin roofing material.



## **11<sup>TH</sup> MEU (SOC) COC BUILD OUT N05**

Worked with limited tools and coordinated several client directed scope changes to expedite the movement of the command element to this hardened structure.

**Scope:** Upgrade 11<sup>th</sup> MEU COC building. Cut, fabricate, and install 20 furniture desks, cabinets and shelving. Install communications and electrical conduit and mount TVs.

**Personnel:** 3 – 4 personnel

**Duration:** October 2004 – November 2004

**Mandays Expended:** NMCB SEVEN: 103  
Cumulative: 103

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 60  
Total Project MD: 60

**Material Cost:** \$3,824

**Cost Savings:** \$0

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** Several customer changes to workstation dimensions resulted in additional mandays expended.

**Material Issues:** None.



**STORAGE SWAHUT  
N06**

Storage SWAhut for 11<sup>th</sup> MEU supply personnel who prior to this worked in Conex boxes and strongback tents.

**Scope:** Construct a 24'x44' storage SWAhut for the 11<sup>th</sup> MEU. Project included constructing roof trusses and installing corrugated metal roofing, A/C units, heating units, lighting, and two 12'x12' offices.

**Personnel:** 4 personnel

**Duration:** October 2004 – November 2004

**Mandays Expended:** NMCB SEVEN: 92  
Cumulative: 92

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 80  
Total Project MD: 80

**Material Cost:** N/A  
**Cost Savings:** N/A

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** Consistently poor quality lumber resulted in several rework requirements including replacement of the entire floor system.

**Design Issues:** None.

**Material Issues:** Project completion was delayed awaiting delivery of corrugated metal roofing material.



**FOB WASHRACK  
N07**

TFS Detail Najaf designed and constructed this washrack from the ground up. Calling upon the expertise of key personnel within the Detail, the project earned praise from the 11<sup>th</sup> MEU (SOC) CO.

**Scope:** Construct heavy equipment washrack for the 11<sup>th</sup> MEU (SOC). Project included constructing a 9-lane washrack with six sets of 4'x12'x3' ramps, three 20'x4'x4' drive over pits, two 6000 liter water tanks, nine 3000-5000 psi sprayers, 9 light poles with nineteen 400 watt lights, 275 CY of concrete, two 2'x2' drain settlement tanks and two 40' leach lines feeding into 2 leach pits.

**Personnel:** 8 - 11 personnel

**Duration:** November 2004 – January 2005

**Mandays Expended:** NMCB SEVEN: 584  
Cumulative: 584

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 830  
Total Project MD: 830

**Material Cost:** \$64,600  
**Cost Savings:** \$3270

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** Project was delayed by 3 weeks awaiting concrete contract award.



## **ROAD IMPROVEMENTS – CMO N11**

Despite working in a high-risk area of Najaf, and hitting several uncharted water pipes, personnel completed the project on time.

---

**Scope:** Construct 2-lane, 1.5 km stretch of road near Kufa, Iraq.

**Personnel:** 35 personnel

**Duration:** November 2004 – December 2004

**Mandays Expended:** NMCB SEVEN: 188  
Cumulative: 188

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 288  
Total Project MD: 288

**Material Cost:** \$16,760

**Cost Savings:** \$0

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



**VILLAGE UPGRADE – CMO  
N12**

The village school was a technical and logistical challenge for TFS Detail Najaf personnel. Coordinating work between Seabee labor, local labor and contracted labor, Detail Najaf personnel designed and built the school from the ground up.

**Scope:** Construct a 6-classroom school with 1 Headmaster’s Office, 4 toilet facilities, three 1000-liter water tanks, 100 roof trusses, corrugated metal roofing, and interior and exterior stucco. Project crew laid over 7000 CMU blocks and fabricated playground picnic benches. Project was the site for the Iraqi Construction Apprenticeship Program that taught 15 students basic construction theory and skills.

**Personnel:** 14 - 24 personnel

**Duration:** November 2004 – January 2005

**Mandays Expended:** NMCB SEVEN: 1141  
Cumulative: 1141

**Tasking:** WIP at turnover: 0%  
WIP at completion: 0%  
Tasked MD: 1077  
Total Project MD: 1077

**Material Cost:** \$108,000  
**Cost Savings:** \$0

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** Consistently poor quality material effected workmanship.





**LSA 2 STRONGBACK TENT RENOVATIONS (X40)  
N16**

While constructing 40 strongback tents, Detail Najaf personnel collaborated with and instructed Marine Corps and Army personnel.

**Scope:** Construct forty 20'x40' strongback tents including installation of new lights and wall receptacles.

**Personnel:** 4 – 8 personnel

**Duration:** November 2004 – December 2005

<b>Mandays Expended:</b>	NMCB SEVEN:	329
	Cumulative:	329

<b>Tasking:</b>	WIP at turnover:	0%
	WIP at completion:	100%
	Tasked MD:	556
	Total Project MD:	556

**Material Cost:** \$23,075

**Cost Savings:** \$0

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



**QA TEAM – CMO  
N17**

Quality Assurance Team visited multiple projects throughout Najaf providing QA/QC support and contracting expertise on several CMO projects.

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**Scope:** Quality Assurance Team provided QA/QC support to 11<sup>th</sup> MEU (SOC) Civil Affairs Group.

**Personnel:** 5 personnel

**Duration:** November 2004 – January 2005

**Mandays Expended:** NMCB SEVEN: 302  
Cumulative: 302

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 292  
Total Project MD: 292

**Material Cost:** N/A

**Cost Savings:** N/A

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** Inconsistent construction standards by local contractors.

**Design Issues:** None.

**Material Issues:** Consistently poor quality materials used on several projects.



## **EUPHRATES RIVER DAM ROAD PROJECT - CMO N18**

While improving a road on the outskirts of Najaf, personnel were approached by locals about the possibility of creating a canal crossing. Quickly surmising an expedient solution, the project crew laid down culvert pipe and backfilled to create 2 canal crossings.

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**Scope:** Construct a 2-lane, 1.5 mi stretch of road with 3 canal crossings. Road crew placed 18 sections of 20' culvert pipe in 2 sections of canal and backfilled to create makeshift crossings for pedestrians and vehicles.

<b>Personnel:</b>	8 personnel
<b>Duration:</b>	December 2004 – January 2005
<b>Mandays Expended:</b>	NMCB SEVEN: 145 Cumulative: 145
<b>Tasking:</b>	WIP at turnover: 0% WIP at completion: 100% Tasked MD: 230 Total Project MD: 230
<b>Material Cost:</b>	\$16,380
<b>Cost Savings:</b>	\$0

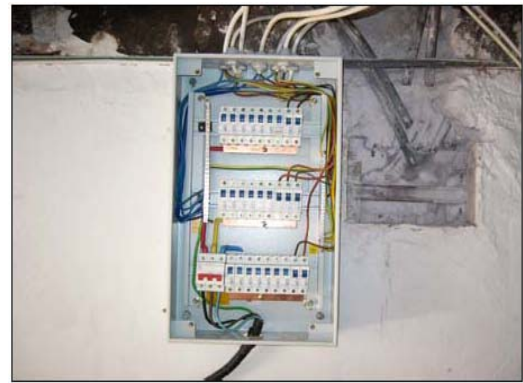
**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



## **AGRICULTURAL BUILDING N19**

Personnel worked in the heart of Najaf alongside Marines from the 11<sup>th</sup> MEU (SOC) and local Iraqi Government employees.

**Scope:** Emergency service work; rewired four floors to provide electrical service to hot water heaters, heating units, and outlets.

**Personnel:** 3 – 5 personnel

**Duration:** December 2004 – January 2005

**Mandays Expended:** NMCB SEVEN: 78  
Cumulative: 78

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 64  
Total Project MD: 64

**Material Cost:** \$12,534

**Cost Savings:** \$12,534

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



## **ELECTION SITE FORCE PROTECTION N20**

TMT SEVEN and Detail Najaf personnel provided critical election site force protection with the placement of multiple barriers throughout An Najaf and Karbala.

---

**Scope:** TMT SEVEN and personnel from Detail Najaf performed multiple missions to An Najaf and Karbala, transporting and placing barriers at multiple election sites.

**Personnel:** 24 – 28

**Duration:** January 2005

**Mandays Expended:** NMCB SEVEN: 400  
Cumulative: 400

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 400  
Total Project MD: 400

**Material Cost:** N/A  
**Cost Savings:** N/A

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



**LIFT STATION  
KU5-823**

860 feet of trench from lift station to lagoon. Pipe layout with back flush capacity.

**Scope:** The original scope included installing a new lift station next to the existing lift station. Following data collection and calculations, a new design was made that significantly improved the controls of the existing system. Lift station was reworked without shutting down current operations. Back flush ability was incorporated into system and 860 feet of 3" PVC pipe was placed to sewage lagoon. The design also eliminated the need for confined space permits.

**Personnel:** 4 personnel

**Duration:** February 2005 - March 2005

**Mandays Expended:** NMCB SEVEN: 19  
Cumulative: 19

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 100  
Total Project MD: 19

**Material Cost:** \$10,000  
**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.





### **6-SWA HUT BERTHING PROJECT KU5-824**

Pictures are of construction operations on SWAhuts numbers One and Three.

**Scope:** Build six (6) SWAhuts for berthing from materials on hand. SWAhuts provide long term berthing for troops moving into and out of theater.

**Personnel:** 4-6 personnel

**Duration:** February 2005 - March 2005

**Mandays Expended:** NMCB SEVEN: 140  
Cumulative: 140

**Tasking:** WIP at turnover: 0%  
WIP at completion: 50%  
Tasked MD: 270  
Total Project MD: 140

**Material Cost:** \$66,000  
**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



**HLZ  
IZ4-100**

Helicopter Landing zone.

**Scope:** The helicopter-landing pad is a 200' x 300' reinforced concrete pad with a 25' wide reinforced concrete apron. The surfaces of the concrete receive a medium broom finish.

**Personnel:** 7 personnel on a daily basis, during concrete placement 8 additional personnel were added.

**Duration:** September 2005 – Turnover

**Mandays Expended:** NMCB SEVEN: 264  
Cumulative: 264

**Tasking:** WIP at turnover: 13%  
WIP at completion: 50%  
Tasked MD: 626  
Total Project MD: 725

**Material Cost:** \$197,000

**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** Existing contract amount is insufficient for project completion. Awaiting additional funds for project completion.



**FOB STORAGE, BLDG 1  
IZ4-001**

Exterior of building at completion and a Seabee completing interior finish work.

**Scope:** Renovate existing warehouse into ten 15'-0" x 15'-0" storage units with a 30'-0" wide corridor. Storage units to be constructed with wood studs and plywood sheathing. A new lighting and electrical system is to be installed.

**Personnel:** 6 personnel

**Duration:** January 2005 – February 2005

**Mandays Expended:** NMCB SEVEN: 226  
Cumulative: 226

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 226  
Total Project MD: 226

**Material Cost:** \$132,140

**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



**FOB GYM, BLDG 8  
IZ5-008**

Exterior of building at completion and interior while work is on going.

**Scope:** Building 8 consists of existing steel columns and beams with insulated metal wall and roof panels. The existing building will be renovated into a Gym that will have space for weight lifting and general cardiovascular exercise.

**Personnel:** 5 personnel

**Duration:** February 2005 – April 2005

**Mandays Expended:** NMCB SEVEN: 360  
Cumulative: 360

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 360  
Total Project MD: 360

**Material Cost:** Unknown  
**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



**MOTOR POOL, BLDG 18  
IZ4-018**

Exterior of building at completion and interior while work is on going.

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**Scope:** Building 18 consists of existing steel columns and beams with insulated metal wall and roof panels. The existing building will be renovated into a maintenance facility that consists of vehicle repair bays, offices space and spare parts storage. Construction method will be metal studs and drywall. A new lighting and electrical system is to be installed.

**Personnel:** 5 personnel

**Duration:** January 2005 - April 2005

**Mandays Expended:** NMCB SEVEN: 315  
Cumulative: 315

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 315  
Total Project MD: 315

**Material Cost:** Unknown  
**Cost Savings:** Unknown

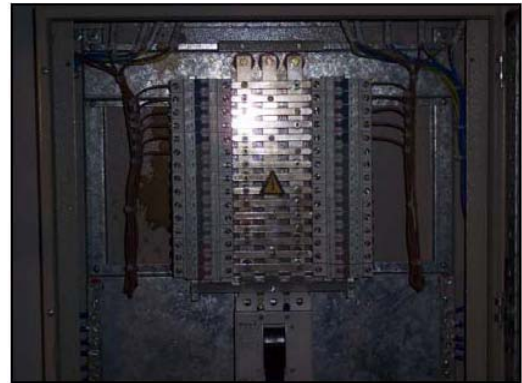
**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



**FOB ARMORY, BLG 20  
IZ4-020**

Pictures are of the exterior of building at completion and an interior electrical panel.

**Scope:** Construct an armory approximately 60' x 70' inside warehouse building #20. Walls shall be constructed with wood studs and plywood sheathing. Existing electrical system to be refurbished, providing new lighting, switches, and receptacles.

**Personnel:** 6-7 personnel

**Duration:** October 2004 - January 2005

**Mandays Expended:** NMCB SEVEN: 302  
Cumulative: 302

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 327  
Total Project MD: 327

**Material Cost:** \$109,455  
**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.





**FARP  
IZ4- 816**

Pictures are of completed project

---

**Scope:** Project consists of clearing of 360,000 sf of topsoil, placing 4 concrete pads consisting of over 880 m<sup>3</sup> of concrete, placement of 4,900 sf of AM2 matting for the placement of a fuel bladder capable of refueling fixed wing and rotary winged aircraft, placement of 300 linear ft of HESCO Barriers, and placement of 3700m<sup>3</sup> rock.

**Personnel:** 2-3 from Alfa.

**Duration:** August 2004 – November 2004

**Mandays Expended:** NMCB THREE: 317  
NMCB SEVEN: 38

**Tasking:** WIP at turnover: 94%  
WIP at completion: 100%  
Tasked MD: 339  
Total Project MD: 355

**Material Cost:** Unknown  
**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



### DEFENDER PADS IZ4- 818

Picture 1 is the project in process, while picture 2 shows a Seabee working the final placement.

**Scope:** Place nine 20' by 150' concrete pads with keyways between each pad and 1" dowels connecting existing concrete taxiway.

**Personnel:** 8 - 11 personnel

**Duration:** August 2004 – February 2005

**Mandays Expended:** NMCB THREE: 462  
NMCB SEVEN: 331  
Cumulative: 793

**Tasking:** WIP at turnover: 35%  
WIP at completion: 100%  
Tasked MD: 1292  
Total Project MD: 1292

**Material Cost:** Unknown  
**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** Concrete delivery was unreliable during the entire deployment. Local national drivers were often harassed and even shot while trying to make deliveries.



**SWAHUTS (x10)  
IZ4-819**

Picture 1 is a picture of the work in progress, while picture 2 is the project at completion.

**Scope:** MD's expended exceeds MD's estimated due to addition of (9) SWAhuts to original tasking.

(2) 16' X 32' Command SWAHUT.	(2) 16' X 32" SWAHUT (3) 16' X 32' SWAHUT.
(1) 16' X 32' Medical SWAHUT.	(1) 15' X 20' SWAHUT.
(5) 16' X 32' SWAHUT.	(3) 15' X 15' SWAHUT.
(1) 32' X 40' MWR Super SWAHUT.	(1) Standard SWAHUT.

**Personnel:** 8 - 11 personnel, depending on how many SWAhuts are going up at once.

**Duration:** August 2004 – April 2004

**Mandays Expended:**

NMCB THREE:	150
NMCB SEVEN:	1046
Cumulative:	1196

**Tasking:**

WIP at turnover:	25%
WIP at completion:	155%
Tasked MD:	600
Total Project MD:	600

**Material Cost:** Unknown  
**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** Class IV was slow at times, but workable.



**SOF COMPOUND  
IZ4- 820**

Picture 1 is the project the taxiway from a distance, while picture 2 shows the Seabee working on clearing.

**Scope:** 20,000 m3 of concrete placement for 5 separate pads. Will provide parking apron and fixed wing turnaround to allow existing parking area to used be as active taxiway.

**Personnel:** 8 - 11 personnel

**Duration:** April 2005 – April 2006

**Mandays Expended:** NMCB SEVEN: 45  
Cumulative: 45  
To be turned over to NMCB FIVE

**Tasking:** WIP at turnover: 1%  
WIP at completion: 1%  
Tasked MD: Detasked due to funding. Work was started in anticipation of receiving funds.  
Total Project MD: 2850

**Material Cost:** \$Unknown  
**Cost Savings:** \$Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** Concrete delivery was unreliable during the entire deployment. Local national drivers were often harassed and even shot while trying to deliver materials.



**C-23 HANGAR  
IZ4-821**

Picture 1 and 2 are of the pad in progress.

---

**Scope:** Pour concrete pad and construct 130'x90' Sprung TFS with telescoping hangar doors - similar to the existing Covered Hangar project.

**Personnel:** 8 - 11 personnel.

**Duration:** February 2005 – April 2005

**Mandays Expended:** NMCB SEVEN: 300  
Cumulative: 300

**Tasking:** WIP at turnover: 0%  
WIP at completion: 33%  
Tasked MD: 900  
Total Project MD: 900

**Material Cost:** Unknown

**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** Concrete delivery was unreliable during the entire deployment. Local national drivers were often harassed and even shot while trying to make deliveries.



## **JSOAD HANGAR IZ4-822**

Picture 1 is the project crew on the exterior of the Sprung Hangar, while picture 2 is an interior view.

**Scope:** Erect a 100'x200' NMCB-7 SPRUNG with telescoping doors exactly like the covered hangar project. Contractor provided the concrete foundation.

**Personnel:** 8 - 11 personnel

**Duration:** February 2005 – April 2005

**Mandays Expended:** NMCB SEVEN: 146  
Cumulative: 146

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 300  
Total Project MD: 300

**Material Cost:** Unknown

**Cost Savings:** Unknown

**Significant Issues:** None.

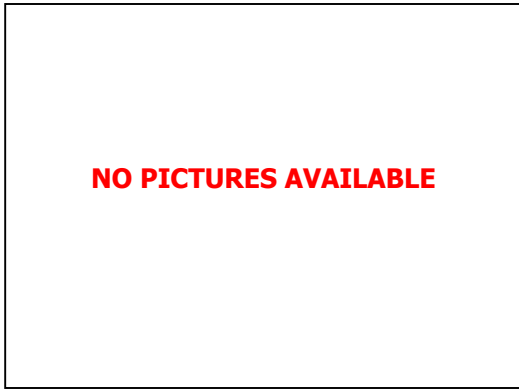
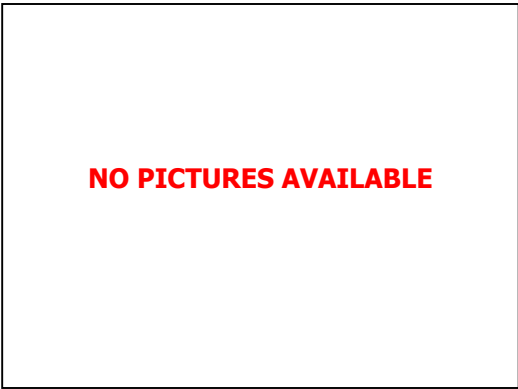
**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.





**ELECTRICAL DISTRIBUTION PHII  
IZ4-824**

De-tasked by client due to lack of progress by Air Force Prime Power unit to bring utilities to compound perimeter. Project could resurface in 6-8 months. No photos available.

**Scope:** Transformers and distribution for camp

**Personnel:** 8 - 11 personnel

**Duration:** August 2004 – February 2005

**Mandays Expended:** NMCB THREE: 50  
NMCB SEVEN: 200  
Cumulative: 250

**Tasking:** WIP at turnover: 8%  
WIP at completion: 36%  
Tasked MD: 600  
Total Project MD: 600

**Material Cost:** Unknown

**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



**FW TAXIWAY E REPAIRS  
IZ4-825**

Picture 1 is the runway from a distance. Picture 2 shows the excavation done on the craters.

**Scope:** Place concrete to repair two 160'x70' sections of damaged taxiway. Red Horse has already conducted site work and placed fiberglass matting for temp repairs. Subgrade compacted to 98%. Tie into existing taxiway.

- Personnel:** 8 - 11 personnel
- Duration:** March 2005 – April 2005
- Mandays Expended:**

NMCB SEVEN:	56
Cumulative:	56
- Tasking:**

WIP at turnover:	0%
WIP at completion:	60%
Tasked MD:	300
Total Project MD:	300
- Material Cost:** Unknown
- Cost Savings:** Unknown
- Significant Issues:** None.
- Safety Issues:** None.
- Quality Control:** None.
- Design Issues:** None.
- Material Issues:** None.



## **HAS 2 BUILD OUT IZ4-827**

Build out at completion from both exterior and interior

**Scope:** Retrofit an existing Hardened Aircraft Structure (HAS) to include closing in one end. De-tasked by client

**Personnel:** 8 - 11 personnel

**Duration:** December 2004 – January 2005

**Mandays Expended:** NMCB SEVEN: 71  
Cumulative: 71

**Tasking:** WIP at turnover: 0%  
WIP at completion: 16%  
Tasked MD: 450  
Total Project MD: 450

**Material Cost:** Unknown  
**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



**INIS COMPOUND  
IZ4-828**

Picture 1 is the conference room/lounge that was added on to the berthing trailer. Picture 2 shows the main SWAhut behind its protective HESCO barriers.

**Scope:** Construct a 20'x 32' SWAhut and place 320 m<sup>3</sup> of gravel and 240 lf of 7' HESCOs. Place and bring all utilities to a living trailer with a latrine.

**Personnel:** 8 - 11 personnel.

**Duration:** January 2005 – January 2005

**Mandays Expended:** NMCB SEVEN: 146  
Cumulative: 146

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 250  
Total Project MD: 250

**Material Cost:** Unknown

**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.



## **TOWER HANGAR IZ4-829**

Picture 1 is the tower that was built for the antennas displaced by the pad. Picture 2 is the pad in progress

**Scope:** Form and place 12 inch thick concrete pad and erect a 100'X 90' Sprung Tension Fabric Structure. Construct a 20'x20'x33' high tower to house antennas. Build-out inside of TFS.

**Personnel:** 12-15 personnel

**Duration:** January 2005 – April 2005

**Mandays Expended:** NMCB SEVEN: 250  
Cumulative: 250

**Tasking:** WIP at turnover: 0%  
WIP at completion: 50%  
Tasked MD: 500  
Total Project MD: 500

**Material Cost:** Unknown  
**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** Concrete delivery was unreliable during the entire deployment. Local national drivers were often harassed and even shot while trying to make deliveries.



**DOG KENNEL SWAHUTS (X2)  
IZ5-804**

Picture 1 is the project at 50%, while picture 2 is the project at its completion.

**Scope:** Construct a (2) 12'x 20' SWAhuts with partitions to hold dogs. The second Kennel SWAhut is located at one of the clients FOBs.

**Personnel:** 8 - 11 personnel

**Duration:** March 2005 – April 2005

**Mandays Expended:** NMCB SEVEN: 200  
Cumulative: 200

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 200  
Total Project MD: 200

**Material Cost:** Unknown

**Cost Savings:** Unknown

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** None.





### BARRACKS #7 RENOVATION IZ4-402

The picture on the left shows a Seabee from Detail Area IV working on ceiling tiles. The picture on the right shows a completed room.

**Scope:** Renovate 11,000 sq. ft. barracks by replacing existing ceiling, flooring, damaged wall panels, and bathroom fixtures.

**Personnel:** 10-13 personnel

**Duration:** February 2005 – March 2005

**Mandays Expended:** NMCB SEVEN: 371  
Cumulative: 371

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 312  
Total Project MD: 371

**Material Cost:** \$42,825.00  
**Cost Savings:** \$0

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** Delays in receiving vinyl tile resulted in a 1-week project completion delay.



**BARRACKS #8 RENOVATION  
IZ4-403**

The picture on the left shows a Seabee from Detail Area IV installing a light fixture. The picture on the right shows a completed bathroom.

**Scope:** Renovate 11,000 sf barracks by replacing existing ceiling, flooring, damaged wall panels, and bathroom fixtures.

**Personnel:** 10 – 13 personnel

**Duration:** February 2005 – March 2005

**Mandays Expended:** NMCB SEVEN: 428  
Cumulative: 428

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
Tasked MD: 312  
Total Project MD: 428

**Material Cost:** \$42,825.00

**Cost Savings:** \$0

**Significant Issues:** None.

**Safety Issues:** None.

**Quality Control:** None.

**Design Issues:** None.

**Material Issues:** Delays in receiving vinyl tile resulted in a 1-week project completion delay.



**FOB SUPPORT  
IZ4-404**

The picture on the right shows wall-brackets prior to installation. The picture on the left shows a completed conference desk.

**Scope:** Planning, estimating and build-out of Operations Center. Work including construction of four work benches, two step stools, one 3' stair cross support, forty-six computer desks, five tables installed along wall, two 4'x12' walls, sixty aluminum panels, two shower steps, two shower cabinets, three 7'x10' berthing rooms, three 7'x12' berthing rooms, and one 5'x7'x6" deck.

- Personnel:** 3 personnel
- Duration:** February 2005 – March 2005
- Mandays Expended:**

NMCB SEVEN:	42
Cumulative:	42
- Tasking:**

WIP at turnover:	0%
WIP at completion:	100%
Tasked MD:	42
Total Project MD:	42
- Material Cost:** N/A
- Cost Savings:** N/A
- Significant Issues:** None.
- Safety Issues:** None.
- Quality Control:** None.
- Design Issues:** None.
- Material Issues:** None.





**DETACHMENT NORTH CENTCOM**



**OPERATION ENDURING  
FREEDOM**

U.S. Naval Mobile Construction Battalion SEVEN deployed a 35-person detachment to the Northern area of CENTCOM's Area Of Responsibility (AOR) in support of Operation Enduring Freedom (OEF). The Detail's primary client during this deployment was classified as "Other Coalition Forces" (OCF). This detail was able to significantly improve the quality of life for soldiers stationed throughout the North CENTCOM AOR.

**ADMINISTRATION:** The Assistant Officer in Charge managed administrative support for the Detail. He oversaw all of the administrative needs of the Detail by working across multiple time zones to accomplish the required administrative missions. Coordinating order modifications for emergency leave requests, injuries, and other necessary functions, the AOIC also ensured correct per diem payments, formatting and submission of awards, and travel claim submittal.

**TRAINING/READINESS:** During the deployment to North CENTCOM, Seabee Combat Warfare (SCW) training was provided 3 nights a week. The training was held onboard the OCF Compound in the Theatre/Classroom facility. Informal SCW training/study groups met twice per week at the small unit level to conduct PQS specific study sessions. One Detail North CENTCOM Seabee re-qualified, and ten personnel achieved their warfare qualifications.

Outdoor unit level physical training sessions were conducted for the first month of deployment. Following an extreme change in weather conditions, physical training sessions were shifted to the compound fitness center. The facility maintained ample cardiovascular and weight training equipment resources to facilitate physical training for detail personnel. Upon arrival in theatre, Detail North CENTCOM had thirteen personnel on the Command Fitness Enhancement Program (FEP). Despite the challenges of the cold weather, twelve of the thirteen FEP participants passed the Spring 2005 Body Composition Analysis (BCA) and Physical Fitness Assessment (PFA). The remaining FEP participant executed emergency leave prior to the Detail's Spring 2005 BCA/PFA. Monthly Fitness Enhancement Program (FEP), Body Composition Analysis (BCA), and Physical Fitness Assessments (PFA) were conducted with the exception of the month of December due to tasking priorities.

**MEDICAL:** Detail medical care was coordinated and provided by the Detail's HM1. Levels I, II, and III care were available on the main base through higher or adjacent units. Dental care was available on an as needed basis.

**COMMUNICATIONS:** Communication with the site required either SIPRNET or Secure phones. SIPRNET was available 99% of the time. Postal mail was received at the local address, but was slow to arrive. MWR NIPRNET and DSN phone lines were available for non-work related purposes but were 100% monitored due to strict security regulations.

**OPERATIONS:** The Detail tasking included construction of one Sprung Instant Structure, two K-Spans, eleven wood structures, and a myriad of Camp Maintenance and compound quality of life enhancement projects

**SUPPLY:** All services were covered under a consolidated contract through the client. Although a laundry contract was established, the detail utilized in place laundry facilities onboard the OCF Compound. Laundry services were available to detail personnel from the client's contractor on a next day pick-up return cycle. The client food service contract was operational upon our arrival. Meals were available for personnel at four separate dining facilities, all of which were readily accessible from the OCF Compound or in close proximity to offsite project locations.

Supply support was obtained using the OCF supply staff with procurement agents located in Qatar and Fort Bragg, NC that procured locally unavailable items. Class IV material was procured via the client through the client Class IV yard located on site. Some long lead items were procured in CONUS and airlifted to our location to expedite the construction progress.



Pakistani lumber and Indonesian plywood were procured for small-scale compound improvement projects performed by Detail Seabees as well as OCF assigned personnel.

Class I morale items were provided by the OCF Compound SSA staff as needed.

Client provided Class II-IX materials via numerous compound outlets. Procurement of locally available items was almost instantaneous.

**Food Services/Berthing:** Troops were berthed in B-Huts outfitted with a bed and makeshift wardrobes constructed from local materials. Dining Facilities (DFAC'S) were provided in close proximity to Detail berthing and project sites.

**MLO/CTR:** All were available to perform tool issue, tool kit validity, and receipt of all deliveries when needed. Weekly spot inventories and bi-weekly tool inventories were conducted to validate tool accountability.

**EQUIPMENT MANAGEMENT:** Detail North CENTCOM received a total of one piece of Civil Engineer Support Equipment (CESE) during turnover from NMCB THREE. The only CESE maintained on site was the Automatic Building Machine 240 and related accessory equipment. Seabee construction operations were sustained largely as the result of client leased equipment to include (1) 20 ton crane with operator/riggers, (1) Backhoe, (1) Skid Loader (Bobcat), (1) 10K Reach-Boom Forklift, (1) 1 ton Dump-truck, (2) 5 ton Dump-trucks, (1) Crew Pick-up truck and numerous motor pool vehicles for use as troop haulers.

At turnover the ABM-240 was fully operational and familiarization training was conducted with on site Seabee crew. The ABM went down approximately 60% into first K-Span project panel fabrication (mid-November 2004) due to shearing of shaft teeth on gear assembly # 6. The replacement parts were ordered locally from MIC Industries with an expected delay of one month. The replacement shaft arrived and was the incorrect assembly. The customer re-ordered correct assembly and we requested support from 1NCD. We received the correct gear assembly from Camp Morrell and repaired the ABM. Once client procured shaft was received, the detail shipped the new gear assembly back to Camp Morrell for replacement.

Several replacement part procurements occurred throughout the deployment to include Alternator Blower assembly for the ABM and Pre-Seaming/Seaming repair parts.

Daily preventive maintenance was performed on the ABM throughout the deployment to ensure equipment readiness.



## OPERATION ENDURING FREEDOM

DETAIL NORTH CENTCOM PROJECTS							
Project Number	Total Project Mandays	Total Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended by Prior Battalion	Mandays Expended this deployment
AF4-025	1022	\$210,000	1022	0%-100%	100%	0	545
AF4-026	475	\$ 27,000	475	0%-100%	100%	0	423
AF4-027	150	\$ 8,000	150	0%-100%	100%	0	149
AF4-028	967	\$210,000	967	0%-100%	100%	0	778
AF4-029	150	N/A	150	0%-100%	100%	0	150
AF4-030	474	\$292,000	474	0%-100%	429%	0	2,038
AF4-031	434	\$555,000	434	0%-100%	100%	0	363
AF4-032	204	\$ 15,000	204	0%-100%	100%	0	181
AF4-033	400	\$ 23,000	400	0%-100%	100%	0	375
AF4-034	305	\$ 16,000	305	0%-100%	100%	0	163
<b>DETAIL Totals</b>	<b>4,581</b>	<b>\$1,356,000</b>	<b>4,581</b>	<b>100%</b>	<b>141%</b>	<b>0</b>	<b>5,280</b>

### LABOR DISTRIBUTION SUMMARY

Month	OCT	NOV	DEC	JAN	FEB	MAR	APR	Total	%Total
Direct labor MD	361	909	848	803	753	857	191	4722	90%
Indirect labor MD <sup>1</sup>	6	43	41	40	24	51	7	212	4%
Readiness/Training	62	45	53	45	41	44	9	299	6%
<b>Total MD exp</b>	<b>429</b>	<b>997</b>	<b>942</b>	<b>888</b>	<b>818</b>	<b>952</b>	<b>207</b>	<b>5233</b>	<b>100%</b>
# Total Personnel	35	35	33	33	33	32	32		
# Direct labor	33	33	30	30	30	29	29		
# Workdays	10	25	26	26	23	27	6	143	
%Direct Labor <sup>2</sup>	94%	94%	91%	91%	91%	91%	91%	92%	
Ideal Capability <sup>3</sup>	371	928	878	878	776	881	196	4908	
Availability Factor <sup>4</sup>	114%	103%	103%	97%	102%	102%	102%	103%	

**Note:** % DL = (Direct Labor Personnel)/(Total Personnel)  
 Ideal MD Capability = # Direct Labor x # Workdays x 1.25  
 Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability

**OIC Discretionary Projects**

<b>TITLE/DESCRIPTION OF WORK</b>	<b>MANDAYS</b>
Construct 32' by 77' Wood Structure	236
Construct 15' by 71' Structure Addition	48
Construct & Install New Shelving for Class I	19
Construct New Compound Memorial	32
Construct two 18' by 32' Berthing "B"-Huts	135
Construct 20' Steel Equipment Tower	26
Construct 31' by 71' Wood Structure	81
<b>TOTAL MANDAYS EXPENDED</b>	<b>576</b>

**Camp Maintenance**

<b>TITLE/DESPRIPTION OF WORK</b>	<b>MANDAYS</b>
Build & Install New "B"-Hut Doors	38
Re-configure K-Span Interior Storage Rooms	18
Install Interior & Exterior Lighting for TMP	15
Improve Seabee K-Span Work Shop Spaces	18
Excavation/Dump Operator Support	26
Compound Electrical Distribution Support	113
Install Facility Lighting & Ceiling Fans	64
<b>TOTAL MANDAYS EXPENDED</b>	<b>292</b>



**K-Span # 7, AF4-025**

**Scope:** Construct a 48’ by 100’ by 18’ high K-Span structure to include earthwork, concrete footings and foundation, mechanical and electrical installation, surrounding area drainage and concrete improvements as required for mission capability upgrades.

**Personnel:** 12

**Duration:** December 2004 – March 2005

**Mandays Expended:** NMCB 7: 545  
Cumulative: 545

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
MD Tasked: 1,022  
Total Project MD: 1,022

**Material Cost:** \$210,000  
**Cost Savings:** \$163,520

**Safety Issues:** None.

**QC Issues:** Identification of building location adjacent to existing structure. Facility design to incorporate future drainage expansion of project AO.

**Design Issues:** None.

**Material Issues:** None.



**Wood Structure # 3, AF4-026**

**Scope:** Construct a new 3,300 sf, 30' by 55' two story wood structure to include site-work preparation, concrete placement, framing, insulation, rough and finish electrical, rough and finish plumbing, ceramic tile installation, and HVAC preparation.

**Personnel:** 8 personnel

**Duration:** November 2004 – February 2005

**Mandays Expended:** NMCB 7: 423  
Cumulative: 423

**Tasking:**

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked:	475
Total Project MD:	475

**Material Cost:** \$27,000

**Cost Savings:** \$76,000

**Safety Issues:** None.

**QC Issues:** None.

**Design Issues:** None.

**Material Issues:** None.



### **Wood Structure # 2, AF4-027**

**Scope:** Construct a new 20' x 40' wood framed building for use as classified structure to include site work, concrete placement, framing, rough and finish electrical, insulation and HVAC preparation.

**Personnel:** 5 personnel

**Duration:** October – November 2004

**Mandays Expended:** NMCB 7: 149  
Cumulative: 149

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
MD Tasked: 150  
Total Project MD: 150

**Material Cost:** \$8,000  
**Cost Savings:** \$24,000

**Safety Issues:** None.

**QC Issues:** None.

**Design Issues:** None.

**Material Issues:** None.





**K-Span # 6, AF4-028**

**Scope:** Construct a 56' by 110' by 22' high K-Span building to include demolition of existing concrete ramps, site-work, concrete footing and foundation placement, mechanical and electrical installation, and surrounding area concrete improvements.

**Personnel:** 12

**Duration:** October 2004 – February 2005

**Mandays Expended:** NMCB 7: 778  
Cumulative: 778

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
MD Tasked: 967  
Total Project MD: 967

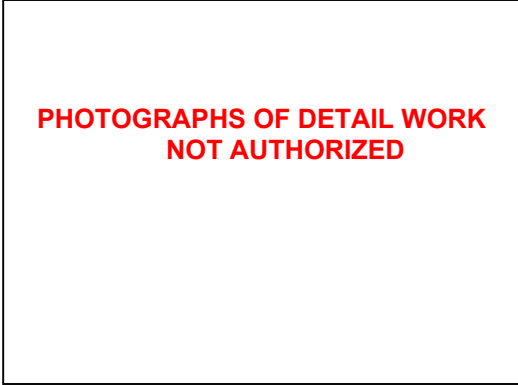
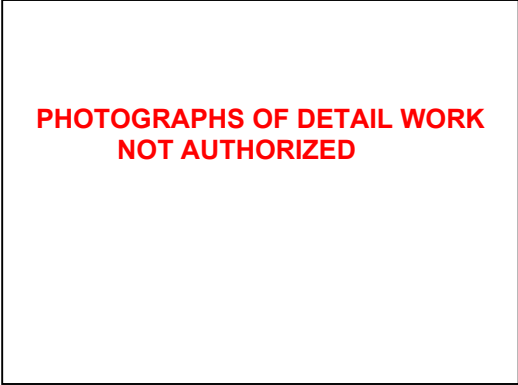
**Material Cost:** \$210,000  
**Cost Savings:** \$154,720

**Safety Issues:** None.

**QC Issues:** None.

**Design Issues:** None.

**Material Issues:** ABM-240 inoperable for one month of the projects duration due to shearing of teeth on shaft #6 gears. Repair parts received and project completed.



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### **Detail Support, AF4-029**

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**Scope:** N/A

**Personnel:** Various

**Duration:** October 2004 – April 2005

**Mandays Expended:** NMCB 7: 150  
Cumulative: 150

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
MD Tasked: 150  
Total Project MD: 150

**Material Cost:** Unknown  
**Cost Savings:** \$24,000

**Safety Issues:** None.

**QC Issues:** None.

**Design Issues:** None.

**Material Issues:** None.



**Sprung Structure, AF4-031**

**Scope:** Construct a 110' by 100' Sprung Instant Structure to include the saw-cutting and removal of 130' by 4' of concrete for sliding hangar door track assembly installation, the assembly and erection of the structural steel arches, the stretching and installation of facility membrane, the rough and finish electrical, and the installation of HVAC system.

**Personnel:** 13

**Duration:** November 2005

**Mandays Expended:** NMCB 7: 363  
Cumulative: 363

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
MD Tasked: 434  
Total Project MD: 434

**Material Cost:** \$555,000  
**Cost Savings:** \$128,000

**Safety Issues:** None.

**QC Issues:** Sprung Technical Representative on site for the duration of project.

**Design Issues:** None.

**Material Issues:** None.



**Wood Structure # 1, AF4-032**

**Scope:** Construct a 36' by 40' wood framed building to include site work, concrete placement, wall and roof truss framing and installation, insulation, rough and finish electrical, and HVAC installation.

**Personnel:** 8

**Duration:** October 2004 – December 2004

**Mandays Expended:** NMCB 7: 181  
Cumulative: 181

**Tasking:** WIP at turnover: 0%  
WIP at completion: 100%  
MD Tasked: 204  
Total Project MD: 204

**Material Cost:** \$15,000  
**Cost Savings:** \$32,640

**Safety Issues:** None.

**QC Issues:** None.

**Design Issues:** None.

**Material Issues:** None.



**Wood Structure # 4, AF4-033**

**Scope:** Construct a new 33' by 65' Wood Structure to include site work preparation, concrete placement, framing, insulation, rough and finish electrical, and HVAC installation

- Personnel:** 6
- Duration:** December 2004 – January 2005
- Mandays Expended:**

NMCB 7:	375
Cumulative:	375
- Tasking:**

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked:	400
Total Project MD:	400
- Material Cost:** \$29,000
- Cost Savings:** \$64,000
- Safety Issues:** None.
- QC Issues:** None.
- Design Issues:** None.
- Material Issues:** None.



**Wood Structure # 5, AF4-034**

**Scope:** Construct three new wood structures: (1) 36' x 16', (2) 16' x 15', (3) 43' x 10'. Work includes site work preparation, concrete placement, framing, rough and finish electrical, mechanical installation, and insulation.

**Personnel:** 6

**Duration:** November 2004 – December 2004

**Mandays Expended:** NMCB 7: 163  
 Cumulative: 163

**Tasking:** WIP at turnover: 100%  
 WIP at completion: 100%  
 MD Tasked: 305  
 Total Project MD: 305

**Material Cost:** \$16,000

**Cost Savings:** \$26,080

**Safety Issues:** None.

**QC Issues:** None.

**Design Issues:** None.

**Material Issues:** None.



**Automotive Repair Parts (ARP) Outlet:** Tasking for the ARP personnel during this deployment was substantial. Tasked to configure two cores, MOD98 and MOD96 including MC1, MC2, MC3, MB, MH, MCA1, MCA2 and MCA3 for the CESE Coordinated Seabee Allowance List (COSAL) validation and additionally supporting 22 detachments provided an excellent opportunity for them to excel. However, ARP personnel aggressively met the challenge in addition to completing a wall-to-wall inventory and coding over 9,000 Stock Record Cards (SRC) in MICRO SNAP II. The inventory was conducted to facilitate logistical support of the 3M base line and logistical visibility data base implementation. All repair parts shortages were documented for reorder. Expired or not ready for issue (NRFI) items were processed for offload ensuring maximum operational readiness of available ARP assets. They processed 1800 stock replenishment material requisitions in addition to resolving 625 outstanding receipts. ARP personnel successfully identified and properly stored more than 400 unidentified CESE repair parts consolidated in the ARP warehouse. Major accomplishments also included generating two MOD96 COSAL pack-ups and a tailored MOD98 COSAL for 102 pieces of CESE deployed to support Operation UNIFIED ASSISTANCE, Sri Lanka.

**Stock Control Office:** Improving detachment logistical support and direct turnover delivery time were two key goals of the deployment. Both goals were achieved, with average delivery time reduction from 29 to 25 days. The supply office processed 2,425 requisitions through the supply system, 580 open purchases, and expedited 57 Not Operationally Ready Supply and Anticipated Not Operationally Ready Supply requisitions (NORS/ANORS). The financial Storekeeper meticulously managed the \$862,570 Camp OPTAR and accounted for \$220,000 in government credit card purchases. Significant manpower was expended supporting the wall-to-wall inventories of the camp's assets, conducted to gather logistical data for establishing the baseline for new software development.

**782/CBR:** The improvement of the 782 gear storage and inventory was a primary goal for the Supply Department during this deployment. Installing shelving units improved the overall material condition of storage facilities by providing inventory visibility and storage. Two complete wall-to-wall inventories were conducted and a shelf life program was initiated to ensure proper custodial maintenance and upkeep of ready for issue (RFI) gear. Additionally, 100% inventory and calibration validation was conducted for the Radiac assets. A total of 34 Radiacs were processed for re-calibration ensuring 100% mission ready Radiac assets.

**Travel:** Maintaining, tracking and processing of over 1000 sets of orders for Battalion personnel, the travel clerk consistently provided outstanding support for the Magnificent SEVEN. Tasking included the management of all travel financial reports including the \$1,048,000 travel budget. Timely responses to the dynamic schedule of a deployed Battalion ensured maximum operational readiness and mission accomplishment.



**Barber Shop:** A Ship's Serviceman Seaman manned the Barber Shop during the Guam deployment. The barbershop provided a service for over 270 main body personnel. Over 500 outstanding regulation haircuts were provided this deployment, saving personnel over \$ 3000 in personal funds.



**Material Liaison Office:** The Material Liaison Office (MLO) was instrumental in the accomplishment of the Battalion's assigned tasking throughout the deployment, ensuring success for all Seabee construction projects throughout Guam. NMCB SEVEN's MLO staff managed, tracked and issued \$7,850,144 in materials and tools for 27 projects with over 5700 line items. While working side by side with the Quality Control and Operations Departments, MLO balanced all project bill of materials lists, identifying identical excess items in stock for use on the projects, resulting in savings over \$700,000. In addition to procuring all project material and tools, MLO's excellent tracking system allowed for 100% accountability with no work stoppage for projects. MLO utilized great customer service and communication skills dealing with over 24 civilian subcontractors providing future Battalions in Guam quick responses, fair pricing, and superb quality from them.

**Food Service:** The Food Service has exceeded expectations by providing outstanding nutritional meals and customer service during our Guam deployment. Since the beginning of deployment the Culinary Specialists, some with minimum experience, have grown and improved greatly in all aspects of food service, to provide a pleasant atmosphere for NMCB SEVEN. As a division they have continuously met the needs of the battalion whether it was opening earlier or staying later than normal working hours. As a result of conducting menu planning and menu review boards, they extracted new ideas and suggestions from the crew, like adding a speed line, adjusting the menu items, and improving salad bar items. The Culinary Specialists continued to improve the menu with the addition of premium food items on a regular basis. This consisted of including

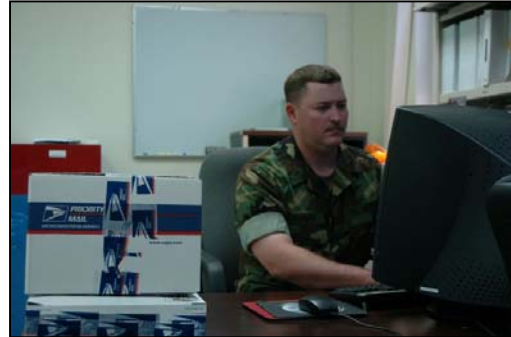


many seafood items and special meals. The food service division has received much praise from the crew ever since. The combined assistance from Bravo Company and Raytheon, the base BOS contractor, have allowed for timely repairs of galley equipment. The galley personnel have made vast improvements to the overall operation of the galley. The division has constantly scored high on Medical inspections. The "Can Do" attitude was never more prevalent than in the Food Service Division.

**Disbursing:** Over the last six months NMCB SEVEN Disbursing Office provided outstanding customer service to over 651 battalion personnel deployed to various detachments around the world. The Military Pay department ran exceptionally smoothly, utilizing the Navy Standard Integrated Personnel System (NSIPS), which reduced the error rate by 10 percent. During the deployment the travel department liquidated over 3900 Temporary Duty and 120 Permanent

Duty Travel claims worth over \$325,000. NMCB SEVEN now enjoys 100% participation in MyPay. The NMCB SEVEN Disbursing Office continues to seek new ways to improve the customer service to the battalion’s personnel with a dedicated “Can Do” spirit.

**Post Office:** Postal Operations truly excelled over the course of deployment. The Postal Clerks worked diligently to get mail service to all of the Detachment sites. The Postal Clerks have monitored and corrected any and all problems that have risen from issues pertaining to mail service for all personnel. Their hard work and dedication provided great morale boosters to all battalion personnel.



**Billeting:** NMCB SEVEN took over facilities that needed minor improvements, but the barracks Petty Officers stepped up to the challenge. Key cards were installed in all of the barracks. The barracks Petty Officers have worked alongside Delta company and Raytheon to ensure all trouble calls were handled expeditiously.

**Equipment Management:** ALFA Company was constantly challenged due to aging CESE, lack of material support at main body, operational commitments, and most notably, the newly implemented 3M System. The CESE to mechanic ratio was 9:1 throughout the deployment. The 3M System was especially challenging during Operation UNIFIED ASSISTANCE in Sri Lanka, as the CESE deployed there was being maintained and repaired locally, but the information was tracked by Guam Mainbody. A professional CESE management program kept Mainbody equipment availability steady between 93% and 95% for Guam with an overall Recorded Accomplished Rate of 99%. The equipment availability for DFT Balikatan remained at a steady 74% due to CESE condition and parts support. Future equipment management will be facilitated as ARP and COSAL support is updated to the CESE deployed in Guam.

**EQUIPMENT POPULATION- MAINBODY**

<b>Vehicles</b>	<b>BEEP</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>BEEP</b>
In Service	214	206	191	177	229	204	151	151
In Preservation	140	140	144	154	129	140	191	188
<b>Total</b>	<b>354</b>	<b>346</b>	<b>335</b>	<b>331</b>	<b>358</b>	<b>344</b>	<b>342</b>	<b>339</b>

## RAR REPORT SUMMARY- MAINBODY\*

Month	SKED Checks	Checks Completed	RAR	Spot Checks	UNSAT Checks	Partial Checks	ACF	PPR
Oct	243	243	100%	4	0	0	100%	100%
Nov	679	679	100%	8	0	0	100%	100%
Dec	660	649	98.3%	11	0	0	100%	98.3%
Jan	550	546	99.3%	13	0	0	100%	99.3%
Feb	695	695	100%	22	0	0	100%	100%
Mar	833	831	99.8%	15	0	0	100%	99.8%

\*Under the new 3M-maintenance system an accurate account of PM to interim ratio is not possible. 2 KILOS are opened for all interim repairs as well as all parts ordered for scheduled Preventative Maintenance checks. The system has no way of discriminating between ordered parts or an interim repair.

## EQUIPMENT AVAILABILITY STATUS - MAINBODY

	BEEP	Oct	Nov	Dec	Jan	Feb	Mar	BEEP
Auto	13	11	16	15	14	17	15	13
Construction	10	8	11	9	10	1	1	1
MHE	2	1	1	1	1	9	4	2
<b>Total</b>	25	20	18	25	25	27	20	16
<b>Total EQ In Service</b>	214	206	191	177	229	204	151	151
<b>In Preservation</b>	140	140	144	154	129	140	191	188
<b>Actual Availability</b>	93%	94%	95%	92%	93%	92%	94%	95%

## EQUIPMENT POPULATION- BALIKATAN\*

Vehicles	BEEP	Oct	Nov	Dec	Jan	Feb	Mar	BEEP
In Service	0	0	0	0	0	74	74	0
In Preservation	74	74	74	74	74	0	0	74
<b>Total</b>	74	74	74	74	74	74	74	74

\*CESE in Balikpapan is currently in shipment back to Guam and/or Port Hueneme as per direction by the 30<sup>th</sup> NCR.

**EQUIPMENT AVAILABILITY STATUS - BALIKATAN**

	<b>BEEP</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>BEEP</b>
Auto	4	4	4	7	9	5	6	6
Construction	10	10	10	10	7	7	10	10
MHE								
<b>Total</b>	14	14	14	17	16	12	16	16
<b>Total EQ In Service</b>	60	60	60	57	58	62	58	58
<b>Actual Availability</b>	77%	77%	77%	70%	72%	80%	72%	72%

**EQUIPMENT POPULATION- BAHRAIN\***

<b>Vehicles</b>	<b>BEEP</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>BEEP</b>
In Service	8	8	8	8	8	0	0	0
In Preservation	59	59	59	59	59	67	67	67
<b>Total</b>	67	67	67	67	67	67	67	67

\*The CESE in Bahrain is not accounted for in the Camp Covington, Guam UIC 66687 TOA, which posed its own unique challenges. Bahrain is currently under a stand alone SKED. MICRO SNAP is linked to main body Guam

**EQUIPMENT AVAILABILITY STATUS – BAHRAIN**

	<b>BEEP</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>BEEP</b>
Auto								
MHE	1	1	1	1	1	0	0	0
<b>Total</b>	1	1	1	1	1	0	0	0
<b>Total EQ In Service</b>	67	67	67	67	67	67	67	67
<b>Actual Availability</b>	99%	99%	99%	99%	99%	100%	100%	100%





## ADMINISTRATION

**ITEM:** NIPR/DSN Connectivity

**DISCUSSION:** Due to time differences between numerous deployment sites and homeport, there are many occasions when work arises or becomes necessary at unusual hours of the day. With connectivity to the LAN and DSN vital to much correspondence and coordination, the battalion would benefit from connectivity in the Chief's barracks or mess and the wardroom.

**RECOMMENDATION:** Initiate project to route the LAN and DSN to CPO Barracks and BOQ.

**ITEM:** Navywide Exams (Active and Reserve).

**DISCUSSION:** Active Duty exams were ordered online following normal procedures. Reserve exams were ordered via a naval message for our mobilized reservists. We processed them both the same and sent them to the multiple DET sites using DHL.

**RECOMMENDATION:** Use naval messages to order mobilized reservists exams. Use DHL to forward them to the multiple DET sites. Ensure you have detailed instructions for the DET OICs with the letters already filled out and a disk in order for them to make any changes to the letters.

**ITEM:** Reservists Demobilizing.

**DISCUSSION:** Currently 1NCD has a policy which dictates that demobilization of reservists must be approved through the Division. When we had our first demobilization case, we were told an endorsement letter was needed from higher headquarters (the MEG at the time of the demob). The process became so slow we ended up generating an endorsement letter and giving it to them to sign.

**RECOMMENDATION:** Ensure you are familiar with the proper procedures for demobilizing. Ensure you have the proper POCs at 1NCD, your demob center (Bill Brazell in Gulfport), and PERS 49M in the event of demobilization.

**ITEM:** Detailing and JASS Career Management System (JCMS)

**DISCUSSION:** Being inattentive of the time difference between the Chamorro time zone (Guam) and the Central Time zone (Bureau of Navy Personnel Millington TN) led to non-submission of a service member's JCMS request on more than one occasion early in the deployment.

**RECOMMENDATION:** Post local time conversion on the command's shared drive on the command network, or at a minimum post via email of when the JCMS requisitions will close out at BUPERS Millington, TN.

**ITEM:** Computer Assets *(Detail San Diego)*

**DISCUSSION:** Prior to deploying, efforts were made to establish NMCI accounts for key DET personnel and have hardware in place for daily operations. This did not occur, so much of the initial work was accomplished on personal computers and in some cases sending reports via America Online dial-up. Accounts were eventually established, but computers had to be shared with CBU 427/ CBMU 303 personnel, which in many cases were based on availability. During the transition to the new facility, CBU 405 had to leave five computers in place, until the eight ordered for the DET arrived. As well, the accounts for remaining personnel weren't created until the last month of deployment.

**RECOMMENDATION:** With the DET site re-established, the transition with NMCB FIVE should be smoother, but incoming DET personnel need to make sure that their information is supplied to 30<sup>th</sup> NCR early enough for NMCI to set up the accounts, so they are activated during turnover.

**ITEM:** Available computer assets were not capable of producing required reports for Mainbody purposes. *(Detail Hawaii)*

**DISCUSSION:** Computers provided at DET Hawaii location were inadequate since they did not have proper camera software, CBCM, and no internet connectivity. As a result, personnel were forced to utilize personal laptops in conjunction with numerous different computers with different operating capabilities. This was cumbersome and was too time consuming.

**RECOMMENDATION:** Prior to deployment, ensure that DET sites have the computer capabilities and appropriate software to meet reporting requirements.

**ITEM:** Mailing addresses for state side DET locations. *(Detail Hawaii)*

**DISCUSSION:** DET Hawaii did not have the capability of mail forwarding to current postal address. Furthermore, FPO addresses were inadequate and too time consuming.

**RECOMMENDATION:** A mailbox address should be funded for state side DETs

## **OPERATIONS**

**ITEM:** CBCM Construction Management program not effective.

**DISCUSSION:** There seemed to be a general lack of proficiency at all levels of management in operating the CBCM 7.0 program. The QC Chief along with a couple of Project Supervisors were the only skilled operators at Mainbody Guam. Even those with some skill in the program were continuously frustrated by program anomalies and run time errors. It was a constant battle and subsequently CBCM did not effectively meet our project management needs.

**RECOMMENDATION:** All levels of the project management team should be required to attend a course in the latest version of CBCM at the beginning of their Battalion tour of duty. The program needs to be improved to eliminate the anomalies and run time errors. Or better yet, eliminate the program all together and procure COTS licenses for Microsoft Project.



**ITEM:** Bill of Material/Material Take Off comparison. Proper Turnover Between Battalions.

**DISCUSSION:** PACDIV produces a bill of material for each project, however not every line item is on this BM and a lot of the nomenclature and unit of issue are not compatible with the Prime Vendor, making procurement of material difficult and time consuming. NMCB SEVEN MLO personnel did not receive the required training involving the PMTTP tracking program for the NCF. Turnover time between the oncoming and outgoing Battalions was too short for proper turnover of financial records and inventory.

**RECOMMENDATION:** Bill of Materials and Material Take Offs need to be compared by Project crews earlier in the project planning phase of homeport. This will save numerous mandays, reduce costly mistakes, and increase quality and timely execution of projects. Project Supervisors need to work more closely with the Material Liaison Staff in homeport during the planning phase to avoid mistakes. Homeport Training for MLO Staff is vital. Proper training in Homeport with the help of the 20<sup>th</sup> SRG will give MLO personnel the confidence to achieve all goals earlier in the deployment. MLO staff needs to be identified by chain of command earlier in homeport with time, during homeport phases, to work with the 20<sup>th</sup> SRG on ordering, receiving, and inventorying material and financial records to better understand the process. Turnover between Battalions needs to include local procurement procedures. All key MLO staff personnel need to stay back to help with proper turnover of material, financial records, and procedures. Due to different means of procuring material from each deployment location, Standard Operating Procedures and training between Battalions needs to be conducted early in the turnover process.

**ITEM:** PROCURNET - Logistics support company not effective.

**DISCUSSION:** Procurement of project materials has been a continuous challenge throughout the deployment. ProcureNet has been lethargic in meeting most of our requirements. The company is supposed to be able to research, identify, and procure materials for our projects in a timely fashion. Our MLO staff has had to do 90% of their own research, identify vendors, get quotes, and provide all this info to ProcureNet. Then after the MLO does all the legwork ProcureNet still gets their mark up for the items we found.

**RECOMMENDATION:** Hold ProcureNet to their contractual obligations or find a more efficient company to assist us with material procurement logistics.

**ITEM:** Trouble Calls(ESA's)

**DISCUSSION:** When establishing our presence in Camp Covington, Delta Company inherited 648 outstanding trouble calls from the BOS contractor. Many of these calls were months old and directly impacted the quality of life in the BEQ's.

**RECOMMENDATION:** NMCB SEVEN Camp Maintenance instituted a three-part system in checking the BOS contractor's and Camp Maintenance trouble calls timely completion, which proved to be very effective in establishing timely service and reducing long lead trouble calls. PART ONE involved the contractor checking in with the Camp trouble desk attendant before the start of work, and checking out again daily with the status of that job number. PART TWO involved a weekly database check with the contractor to ensure that both the contractor database and the Camp Covington trouble desk database showed the same status on the job numbers. PART THREE involved placing a list on each BEQ main entrance for residents to check on the status of trouble calls pertaining to their room. If the problem still existed and they did not see it on the list, they would inform the trouble desk that there was an error. Since implementing this system the backlog of BOS contractor trouble calls was reduced to less than 5.



**ITEM:** FEC MARIANAS - No CO Discretionary projects ready to execute.

**DISCUSSION:** In previous experience at other locations Public Works Departments maintained a backlog of small, less than 100 manday, ready to execute CO Discretionary Projects. Ready to execute meaning design complete and materials on hand. These projects are usually quality of life/troop morale type projects with good training value for Seabees. There were no small, ready-to-execute projects here. After inquiring with PW, we were asked to construct a Dive Ramp at Sumay Cove and run power and water to the 3 Sumay Cove Pavilions. We were asked to provide the designs, produce drawings, P&E, and execute these projects. We did provide the designs and BMs for these projects but they ended up being delayed for environmental approval, and we were unable to execute.

**RECOMMENDATION:** It would be beneficial if Public Works were to maintain a small backlog of ready-to-execute CO Discretionary Projects. This would be beneficial to the Battalion by providing ready to execute filler projects in the event of tasked project delays and benefit the station by providing quality of life projects at a savings to the government.

**ITEM:** TOA Embarkation, Guam TOA pack-up

**DISCUSSION:** The current authorized embark supply allowance is inadequate for every contingency mount out. This directly impacted two 48-hour mount outs. The air embarkation operation was hampered due to the fact that no command in the region had the materials necessary (463L, aircraft chains and binders) to move such a large pack out. Battalions are authorized 20 pallets, 40 side cargo nets, and 20 top cargo nets per the ABFC, which is adequate for one standard AirDet with 250ST of gear and equipment. Once the mount out exceeds the standard AirDet size, the authorized assets are not enough.

**RECOMMENDATION:** In the EXORD for operations, include direction to AMC to support our embark evolution, including supplies such as chains, binders, pallets, cargo straps, and netting.

**ITEM:** Lack of ARP Support

**DISCUSSION:** The current deficiencies in ARP are greatly affecting CESE availability and SORTS readiness. ARP is currently 4000 to 5000 line items short. This deficiency was identified during NMCB SEVEN turnover in OCT04.

**RECOMMENDATION:** From baseline inspection/survey of ARP conducted by 1NCD in March 2005, a total asset visibility program will be implemented. This total asset visibility program will further identify shortfalls in current on-hand/on-order ARP assets. To end the shortage cycle, a lump sum funding request to fully fund the current outstanding NAVSEA requisitions should be made.

**ITEM:** Manday tasking at Orote Point quarry.

**DISCUSSION:** Manday tasking at the quarry for the three assigned jobs are vague. To task a battalion with a number of mandays without specific direction and tasking leaves things open to interpretation. Capturing mandays at the quarry under a "level of effort" does not seem like an accurate way to capture work in place.



**RECOMMENDATION:** Be specific in the tasking. Division/Regiment should identify the precise mineral products to be crushed/blasted and or washed. Mandays for maintenance and corrosion control should not be assigned. If something goes down, fix it. If it needs painted, paint it. If it does not, don't.

**ITEM:** Construction Tasking Flexibility *(Det Bahrain)*

**DISCUSSION:** The original tasking, as requested by NAVCENT and tasked by 30<sup>th</sup> NCR was frequently discussed early on in the deployment. This was done in a manner that allowed NAVCENT to change tasking as needed to suit the engagement strategies throughout the AOR. The ability of a unit to accomplish tasking is a direct result of the amount of time spent planning for the mission. The greater amount of preparation time allotted towards planning and collection of information is critical to mission completion.

**RECOMMENDATION:** Maintain a proactive and vigilant determination in data collection and preparation for assigned tasking along with seeking out other available projects for direct labor personnel to continue towards completion of detail tasking. Begin discussions of Detail tasking with NAVCENT and 30<sup>th</sup> NCR 6 – 8 months prior to deployment date.

**ITEM:** Augment Tool Kit Accountability. *(Det Bahrain)*

**DISCUSSION:** There is an unclear relationship between what tools belong to the NCF as augment tools from the Guam Mainbody site and what tools have been purchased by NAVCENT. Some specialized construction tools were purchased by NAVCENT with end of year funding. These tools were identified by the previous detail and received by our detail. Tracking of the purchase request was maintained through NAVCENT supply and receipt of items was done by the Detail SK. This created the problem of what was ordered by one may or may not have been received by the other. This continued until the process of notification of both units was established through the Detail SK. Once received the Detail SK would forward the receipt to NAVCENT supply for their records.

**RECOMMENDATION:** Specialized construction tools ordered by NAVCENT must remain separate during inventory so as not to count them towards the NCF Augment tools from Guam. Provide a spreadsheet of tools and other specialty items purchased by NAVCENT to support NMCB DET that can be updated regularly (monthly).

**ITEM:** Local Contractor/Seabee Interaction *(Det Bahrain)*

**DISCUSSION:** The local contractor is required to supply support to include berthing, messing, transportation, communication, class IV material, and interpreter services to the Seabee's while forward deployed through out the AOR. This is accomplished through the contract for construction of facilities awarded to the "Husbanding Agent" and has been tasked to the detail. The local contractors ability to provide these services and material without getting unduly familiar with the day-to-day operations of the detail is something that each detail will have to address each time a relationship like this is built. The personal relationship that is built between the Contracting agent and the leadership of the detail is critical to the success of the mission.

**RECOMMENDATION:** Maintaining a professional relationship utilizing sound judgment, proven leadership, and managerial work practices is imperative to ensuring good order and discipline is maintained throughout the Detail. A clear definition of what is expected of both parties is must also be understood and maintained. Utilizing the detail manning requirements as outlined in the



tasking message, identify the level of rank for the Operations PO and AOIC to be First Class Petty Officers that have proven leadership skills. These two individuals must be forward deployed together so as to ensure mutual support.

**ITEM:** Determination of primary electrical source for the Helo pad. *(Det Bahrain)*

**DISCUSSION:** Primary electrical source should be determined from base or hospital engineer prior to crew arriving on site to begin work on constructing the Helo pad.

**RECOMMENDATION:** Have civilian contractor counterpart meet with the hospital engineer to make a determination of where main power, temporary power, and phone line will come from.

**ITEM:** Payment for Medical Care/Emergency Care *(Det Bahrain)*

**DISCUSSION:** The Embassy nurse is available during normal hours and on workdays, but outside of that you will have to go to emergency room in the nearest approved medical facility for treatment.

**RECOMMENDATION:** Ensure you have the London SOS number with you on all trips to the hospital to arrange for payments if the problem occurs after working hours or on an embassy's day off. If you cannot arrange for payment over the phone, you will have to pay out of pocket and file a claim in the TriCare office in the embassy.

**ITEM:** Acquisition of materials by local contractor *(Det Bahrain)*

**DISCUSSION:** Host nation provided Jordanian Army soldiers for security for job site and berthing area. Guards are not always attentive to things that are outlined in the force protection brief.

**RECOMMENDATION:** Be vigilant and watchful even though security is present. Never assume that the guards are paying close attention to everything that is going on around them and performing their duties. Establish good relations right away with the Officer of the Guard and ensure that he speaks English fairly well so that communication will not become an issue. For the most part the guards are fairly trustworthy, but you still should keep all possessions under lock and key or a watchful eye to ensure that nothing comes up missing.

**ITEM:** Site-specific requirements *(Det Bahrain)*

**DISCUSSION:** Each site had particular requirements, which need to be determined in advance to avoid rework and confusion.

**RECOMMENDATION:** Have force protection requirements determined well in advance. Allow time for a scheduled meeting with hospital staff and engineers to iron out all questionable items.

**ITEM:** Movement to next project site. *(Det Bahrain)*

**DISCUSSION:** Movement will need to be coordinated with the embassy point of contact at least one week prior to movement to facilitate. All administrative paperwork being generated should be routed through the proper channels prior to movement.



**RECOMMENDATION:** Keep point of contact in the embassy aware of all delays or construction schedule changes to help in the approximation of a movement date so they are not left unaware when you contact them for movement.

**ITEM:** Ordering of materials early. *(Det Bahrain)*

**DISCUSSION:** It is essential that all material be identified and a bill of materials be supplied to contractor to check availability of the required material or that a possible substitution will be available to meet project needs.

**RECOMMENDATION:** Long lead items such as lights for the Helo pad need to be ordered by the contractor in advance to eliminate the waiting period. Other items such as rebar caps and metal or plastic high chairs are not readily available in Jordan. They can be procured from local countries, but require some work on the contractors part after notification to order and receive the materials. These are just some examples, but if a bill of material is provided with accurate, complete descriptions to the contractor, the headaches of material procurement could be lessened or eliminated all together.

**ITEM:** Uniforms. *(Det Bahrain)*

**DISCUSSION:** If the crew is to work in clothing other than military uniforms, this should be identified so that the crew can plan accordingly and bring ample warm and cold civilian work clothing.

**RECOMMENDATION:** Discuss with host command, NAVCENT, if this is a possibility and notify crewmembers that they will be required to have working civilian clothing.

**ITEM:** Other Contracted Vendors. *(Det Bahrain)*

**DISCUSSION:** The civilian contractor counterpart will hire other vendors to provide services to aid in the successful completion of the project. They need to be monitored by someone from the crew.

**RECOMMENDATION:** Monitor all personnel performing services closely and ensure they are completing their assigned tasking to the projects requirements. Often the hired company or crew will get the job done, but with no regard to safety or quality of the job being performed. Asphalt work was the biggest problem encountered. After you complete a quality concrete project, paint, and install junction boxes and lights, the asphalt company would come to the job and spray everything with emulsion or run over electrical boxes or conduit with their paver. They are interested in getting the job done even if it means sacrificing quality. Monitoring and reporting of deficiencies to the contractor and contracting agency are the only resolutions to this problem

**ITEM:** Safeguarding lights from theft. *(Det Bahrain)*

**DISCUSSION:** Project locations differ greatly and some are located at hospitals not located on a guarded military facility. The possibility of theft of light fixtures exists on these sites and measures should be taken to prevent their possible loss.



**RECOMMENDATION:** The use of a chemical type anchor vice a lead type anchor and some type of thread locking compound should be used. This will ensure that those particular sites where there is no surveillance being performed the lights cannot be easily removed or tampered with.

**ITEM:** Procurement of metric tools. *(Det Bahrain)*

**DISCUSSION:** The kits located in Bahrain have the Standard English unit tapes and rods. Most prints and material requirements are in metric units therefore a lot of conversions are necessary to complete elevations and measuring.

**RECOMMENDATION:** Replace existing tape measures and elevation rods with metric unit devices so that the crew can accomplish tasks without conversions.

**ITEM:** Additional Construction Mechanic Manning *(Det Bahrain)*

**DISCUSSION:** The DET site has 67 pieces of Civil Engineer Support Equipment. We arrived here with 4 CM's. With the amount of equipment here and the condition some of it is in, an additional mechanic would have been a great asset, not only to assist in the teaching and training of items such as troubleshooting electrical systems, repairing of hydraulic rams, also to assist in the administration side of 3M program. Having junior troops with limited knowledge of how to research repair parts, the operation of Dispatch, Cost Control, Tech library, 3M Clerk, DTO and ARP made the beginning of deployment difficult by trying to educate the troops and complete all required tasks on time. A Second Class CM would handle the shop workload thus giving the First Class more time for administrative requirements and any other additional tasking.

**RECOMMENDATION:** Increase the CM manning to five (5), ensuring 1- PO1 & 1- PO2.

**ITEM:** Credit Card *(Det Bahrain)*

**DISCUSSION:** All open purchase requests have to be submitted to NAVCENT for approval. Then it goes to the COMPTROLLER to get a line of accounting. From there, it goes back to NAVCENT where the SK with the credit card will do the purchasing. It would be much easier if the Detail SK had the credit card then everything would be controlled in one area. There would be a less likely chance of any of the paperwork getting lost due to miscommunication.

**RECOMMENDATION:** Detail SK needs to have credit card to make purchases.

**ITEM:** Environmental Requirements *(Detail San Diego)*

**DISCUSSION:** Civilian contractors are required to prepare and submit a Notice of Intent to the State Water Resources Control Board before construction begins. A Storm Water Pollution Prevention Plan (SWPPP) must also be prepared and available on site before construction begins. These submissions are required when disturbing one or more acres of land. The plan includes Best Management Practices (BMPs) for protecting storm drains from silt infiltration, erosion reduction, and dust control, etc, as well as a layout of site with proposed lay down and equipment storage. Since Battalions are not familiar with specific state laws and regulations, local Public Works offices are responsible for providing support. The greater the acreage, the more detail that is required. Development of the SWPPP can take as long as three to four weeks, so it's necessary that PW start early.



**RECOMMENDATION:** To prevent project delays coordinate with the ROICC or project POC to ensure that the initial paperwork is completed and submitted prior to the detachments arrival. If the lay down can be established prior to embarking, the process will flow more smoothly. It would be highly beneficial to bring this up during the pre-deployment visit.

**ITEM:** Reporting deadlines to Mainbody did not coincide with CBCM 7.0 software. *(Detail Hawaii)*

**DISCUSSION:** Periodic reports were provided at odd intervals throughout deployment and did not coincide with CBCM programming parameters. This did not provide accurate information at the reporting intervals requested and significant disparities resulted with data.

**RECOMMENDATION:** CBCM should be replaced with COTS program with more flexible reporting capabilities.

**ITEM:** Consideration needs to be given to seasonal environment coinciding with type of construction work. *(Detail Hawaii)*

**DISCUSSION:** Two of DET Hawaii's most heavily weighted projects depended on the placement of concrete within a specific time period. Unfortunately, the work was scheduled during the rainy season and schedule was significantly impacted due to heavy rains delaying concrete placement.

**RECOMMENDATION:** When considering tasking for DET sites, Regiment needs to consider seasonal restrictions and impacts prior to assignment.

## TRAINING

**ITEM:** Ammo Requisition Lead Time From Regiment

**DISCUSSION:** 90 Days is required for receipt of any ammunition used in Guam.

**RECOMMENDATION:** Contact the NMCB in theater and request them to order the ammunition required for BZO ranges and any DFT's before they arrive. In addition, forward any changes of these dates ASAP to the in-theater Armory Officer as soon as possible.

**ITEM:** Deployed Field Exercise

**DISCUSSION:** In comparison to the new homeport FEX scenario, a simple deployed FEX holds little training value. Homeport training is extremely demanding, complicated, and worthwhile. Military block training, on deployment, is more appropriate.

**RECOMMENDATION:** Focus on construction training and keep FEX training in Homeport. Perform military block training, not a FEX, on deployment.

**ITEM:** Identify DET specific training needs prior to deployment *(Detail Hawaii)*

**DISCUSSION:** Personnel identified for DET assignment should be familiar and possess a certain level of experience commensurate with the types of construction required at particular location.



**RECOMMENDATION:** Approximately 35% of personnel should be assigned to DET assignments approximately three to four months prior to deployment to ensure proper planning and estimating and to identify the skill level requirements necessary for deployment tasking capabilities.

### SUPPLY

**ITEM:** Lack of SNAP II specific training for SK's.

**DISCUSSION:** The training of the SK's during homeport is useful, but not sufficient enough to properly prepare the SK's for the deployment operations. Valuable time can be lost and Deadline equipment due to inefficient requisition processing by the Supply Department. There are many specific coding processes that are available to expedite the arrival of material, however, this type knowledge is best gained in advanced training courses.

**RECOMMENDATION:** Get additional training (NEC LEVEL) for SK's prior to deployment.

**ITEM:** Training for AirDet SK's while part of Mainbody.

**DISCUSSION:** Keeping SK's in the AirDet while AirDet is part of the Mainbody isn't providing adequate rate specific training for the SK's. The technical skills required to support the detachments are diminished.

**RECOMMENDATION:** Have SK's assigned with AirDet split Mainbody time to ensure adequate rate specific training is occurring. This can be accomplished via a revolving schedule of placement between AirDet and Supply.

**ITEM:** Differences in Supply financial management between 30<sup>th</sup> NCR and the 22<sup>nd</sup> NCR.

**DISCUSSION:** The specific processing differences of MFOEDL and other financial processes are not adequately discussed during the pre-deployment preparations. The OPORDER covers several specific task, but the differences are not identified specifically.

**RECOMMENDATION:** A pre-deployment brief outlining specific differences would ensure a smoother transition between Battalions.

**ITEM:** DET Cell Phones (*Detail Hawaii*)

**DISCUSSION:** Project sites for DET Hawaii were spread out all over the island and it was necessary to have constant communication for Operations and Staff personnel. In fact, communications were so critical that DET personnel resorted to using their own personal cell phones.

**RECOMMENDATION:** At DET sites where personnel are going to be spread out over a distant area the following personnel, at a minimum, should be provided with cell phones: OIC, AOIC, OPS, Safety/QC, Supply, and the Project Supervisor for each project.



**ITEM:** No DET COMRATS were provided for personnel. *(Detail Hawaii)*

**DISCUSSION:** DET personnel were spread out working at different bases where galleys had different hours of operation, meals on weekends, etc. On many occasions personnel resorted to buying their own food for lunch on base. In addition, personnel sometimes switched working to different locations and had to re-establish new meal cards.

**RECOMMENDATION:** Provide COMRATS for all DET personnel in the future. It will provide flexibility on meal plans and enhance productivity.

**ITEM:** IMPAC Card was not provided for DET use in minor purchases. *(Detail Hawaii)*

**DISCUSSION:** DET Supply Officer had no means of purchasing small, last minute items that were necessary for projects. Having to wait for RFQ's and purchase orders for every nut and bolt contributed significantly to projects being behind due to supply availability.

**RECOMMENDATION:** Detail Supply personnel should be provided with a government credit card that can be charged to project MIPR's. This should only be for small, miscellaneous items under threshold (\$250).

**ITEM:** Material Procurement system ineffective. *(Detail Hawaii)*

**DISCUSSION:** ProcureNet has not really had to deal consistently with large orders of construction material here in Hawaii with the CBMU. The battalion's schedule overwhelmed them with more of a demand and workload than was anticipated. This resulted in a lot of backlog and project delays.

**RECOMMENDATION:** As priorities change, it is recommended that future battalion Ops Chief and Supply meet regularly with ProcureNet to discuss issues and possible solutions.

**ITEM:** Khaki berthing not provided by region. *(Detail Hawaii)*

**DISCUSSION:** Regional customer is responsible for berthing deployed personnel since they are benefiting from the work. The policy on berthing everyone at the same barracks needs to be addressed. Having Khaki personnel berthing in junior enlisted quarters is not appropriate.

**RECOMMENDATION:** Region needs to fund separate quarters for Khaki personnel and arrangements need to be made prior to arrival in the area of responsibility.

**ITEM:** Assigned staff vehicles in Hawaii were not permanent. *(Detail Hawaii)*

**DISCUSSION:** Issues arose periodically between the CBMU and the battalion concerning vehicle usage. It is effective that the incoming DET utilize the CBMU's transportation department for issuance. However, the DET should be granted the use of specific vehicles throughout deployment with no CBMU interference.

**RECOMMENDATION:** Detail Staff, especially OIC/AOIC/OPS should be provided permanent assignment to vehicles for the duration of deployment. Now that a DET will be consistently

manned here, vehicles should be the responsibility of battalion personnel and turned over at the end of each deployment cycle. This will alleviate stress for the CBMU and also the battalion.

## **MEDICAL**

**ITEM:** Japanese Encephalitis Vaccine (JEV)

**DISCUSSION:** We were unable to secure enough JEV to cover two Air Detachments in response to Operation UNIFIED ASSISTANCE. We were forced to beg and borrow vaccine from U.S. Naval Hospital Guam to cover AirDet 1. As we tried to vaccinate AirDet 2, we soon found that all JEV on the island and at nearby facilities was gone and that most of the potential AirDet 2 would not be covered against this disease.

**RECOMMENDATION:** All battalion members should be vaccinated against common disease threats before being deployed to a particular AOR. We should procure and distribute JEV or other potentially lifesaving vaccines before deploying to an endemic region.

**ITEM:** Medical Transportation

**DISCUSSION:** The medical department vehicle was in poor shape to handle daily hospital runs and operate as a first response vehicle. The vehicle had several breakdowns leading to weeks of not having a medical response vehicle or means to deliver lab-work or medicines.

**RECOMMENDATION:** Ensure that the medical department has a reliable vehicle that meets all routine and emergent needs.

**ITEM:** Limited Duty Boards and Medical Communication

**DISCUSSION:** Small problems were encountered in coordinating care for members undergoing Limited Duty Boards and awaiting care in homeport. Problems included communication difficulties with patients, excessive wait times to see specialists, not having medical records in hand, and difficulty coordinating close follow-up care in homeport without any medical NMCB SEVEN providers present.

**RECOMMENDATION:** It is vital to ensure close patient contact with the medical officer and homeport OIC. The medical officer should have at least two medical provider points of contact in homeport to arrange specialist consults and relay any important information to the deployed medical officer and homeport OIC.



## ADMINISTRATION

### RESERVE ADMIN – Personnel Files

**ITEM:** Access to accurate personnel files with specific regard to the reserves in a contingency environment is difficult.

**DISCUSSION:** By having a dedicated yeoman from the same unit attached to the Mainbody of the augmented active unit, issues relating to reserve service records were much more readily resolved. On several occasions, reserve service member's personnel records were not accurate and/or up to date. The yeoman was able to correct mistakes relating to evaluations, awards and advancements more readily due to the yeoman's co-location with the records at the active battalion's Mainbody.

**RECOMMENDATION:** When deploying with a reserve component, attach a Personnelmen or Yeomen from the reserve unit to the active unit's Mainbody site.

### RESERVIST MOBILIZATION – Administrative and Supply Issues

**ITEM:** Mobilized leadership did not have enough time to complete administrative and supply issues necessary for the transition to active duty. Training issues were paramount and required all of leadership's extra time.

**DISCUSSION:** Leadership was required to go through the mobilization process and Seabee Readiness Training while trying to work out complicated training plans for the unit. Coordinating with supply and managing any administrative work was difficult to do during off hours and on weekends as Admin and Supply tended to not work during those periods.

**RECOMMENDATION:** Mobilize unit leadership at least one week prior to the rest of the unit so they can complete their mobilization process and possibly get through a portion of the Seabee Readiness Training. Have a mobilization liaison, an E8 or above on AT from the reserve battalion available during the entire mobilization process to coordinate S1 and S4 issues.

### MANAGING CONTINGENCY CONSTRUCTION PROGRAMS

**ITEM:** Seabee Battalions have the organic skill necessary to manage contingency environment construction programs.

**DISCUSSION:** In addition to in-house construction skills, Seabee Battalions bring all the skills necessary to oversee contracts. Specifically, these skills include contract management, QA/QC inspection, and program management acumen. No other engineering unit contains this breadth and depth of skills. For many situations, it is unnecessary to set up separate contracting and in-house construction units.

**RECOMMENDATION:** Employ Seabee Battalions as contingency construction program managers, not just as a construction force.



**RESERVIST MOBILIZATION/DEMOBILIZATION SITE**

**ITEM:** NMCB SEVENTEEN was mobilized in Port Hueneme, while the gaining command, NMCB SEVEN, was located in Gulfport. NMCB SEVENTEEN was demobilized in Gulfport with NMCB SEVEN.

**DISCUSSION:** The active and reserve units benefit from being collocated during mobilization. The benefits include assessing leadership and technical skills, building an integrated organization, and developing common policies and procedures. The benefits during demobilization include completing post-deployment administrative requirements, allowing the reservists to participate in the "Hero's Welcome," and minimizing the effects of combat and operational stress by maintaining unit integrity from contingency environment to peacetime environment.

**RECOMMENDATION:** Reserve units should be mobilized and demobilized at the same location as the unit they are augmenting.

**TASK FORCE ADMINISTRATION - Personnel tracking**

**ITEM:** Tracking of personnel, travel claims, and Per Diem payments is problematic when traveling into or out of country.

**DISCUSSION:** Camp Moreell is where personnel go when entering and leaving Iraq. There is a need for a full time administrative person who can communicate movements and set travel arrangements for the Task Force. This prevents overpayments/ lack of payments for personnel entering/leaving the theatre. It will also enable PERSTATs being sent to higher command to be correctly updated. This will greatly improve the accuracy and timeliness of personnel movement reports.

**RECOMMENDATION:** Add one permanent administrative person in Camp Moreell.

**AFGHANISTAN SITE- Classification Requirements**

**ITEM:** Information regarding site is classified secret or above and is compartmentalized. In order to obtain information about deployment site personnel must be read on.

**DISCUSSION:** Key leadership, OIC and/or AOIC should be read on prior to deployment in order to have their questions answered fully. In order to have unescorted access to the compound where berthing and most of the work is located, all personnel must have a Secret clearance or higher. Escorts are not an option for the amount of work and locations. This clearance must also be in the SOCOM system. Several personnel assigned to the Detail that had to be dropped due to the inability to get a clearance.

**RECOMMENDATION:** Send Leadership OIC and or AOIC to Ft Bragg to be read on early as possible. Start security clearance procedures as soon as possible. Screen Detachment personnel for Security clearances early, prior to assignment if possible.

## SUPPLY

### NAJAF SUPPLY – Tools and Supplies

**ITEM:** The Najaf Detail (SWA Air Det) was not properly equipped with the tools to complete the tasked mission.

**DISCUSSION:** A 30-man team from NMCB THREE completed the initial site visit, brought appropriate tools, and arranged all tasking. The mission then changed and re-solidified after initial planning requiring a larger detail to support the new mission requirements. Due to the short notice on the changed mission requirements, the short period of work at the site, and AOR priorities, tools were hard to acquire in a timely manner. This caused some loss of productivity while awaiting tool and Class IV arrival.

**RECOMMENDATION:** When working in a contingency location/operation a reserve supply of tool kits or the ability to get them quickly would help planning in a fluid mission environment. Class IV availability needs to be determined as soon as possible to ensure proper supply for detail work.

Replace TOA kits with portable hand tools (DeWalt, etc.). TOA kits are bulky, expensive, and generally do not provide sufficient commonly used items for most jobs.

### NAJAF SAFETY – Supplies in TOA

**ITEM:** TOA needs to be updated to include more safety supplies.

**DISCUSSION:** The TOA assigned did not contain respirators for silica-based cement, environmental cleanup assets, or fall protection equipment. Scaffolding was borrowed from KBR and other equipment was gathered to fulfill requirements. The detail did have a good supply of working gloves, hearing protection, and safety glasses.

**RECOMMENDATION:** Upgrade the TOA Safety COSAL to include these items or include funds in support agreements for rental.

### NAJAF SUPPLY – Field Ordering Officer

**ITEM:** Having a trained person acting as Field Ordering Officer (FOO) increased productivity.

**DISCUSSION:** The Field Ordering Officer maintains a continuous small purchase account for ordering tools, materials, and other supplies from suppliers in the local market. Maintaining a FOO will cut in half or in third the ordering time by taking TACON HHQ out of the loop.

**RECOMMENDATION:** Provide adequate training in a homeport-training program so that the necessary skill is available on all deployed details/detachments.

**NAJAF SUPPLY – Material**

**ITEM:** It was difficult to request specific construction material from local suppliers due to the language barrier and unfamiliarity with U.S. construction standards. Once procured, construction materials from the local economy were of very poor quality and varied in sizes, strengths and capabilities from one delivery to another.

**DISCUSSION:** When utilizing the local suppliers to acquire construction materials, the translation between entities was difficult regarding specifying types, grades, ratings, and strengths of materials. Often after a meeting to discuss the supply request and a complete agreement on the quantity and type of material, the supplier would return with the wrong item. Often the material was of such poor quality, that deliveries were refused and projects tended to run out of material before a re-supply shipment was made available. To combat this, additional material was ordered and while, in some cases, a surplus of material may remain after completion of the project; it is more likely the case that all requested material would be utilized on a future project.

**RECOMMENDATION:** Ensure a good picture of the material is made available to aid the local supplier in purchasing items and a waste and quality factor of nearly 20-25% should be utilized in the submission of BMs.

**TASK FORCE SUPPLY - Navy Supply Forms**

**ITEM:** Supply was through non-Navy sources.

**DISCUSSION:** NAVSUP 1250's and 1114's are not available on base and aren't used in a joint environment unless the Navy is in the lead.

**RECOMMENDATION:** Bring adequate amount of forms or obtain an electronic copy of all supply forms that might be used.

**TAJI PLANNING AND FUNDING – Compound Funding**

**ITEM:** Customer demands, operational requirements, and funding were in conflict when planning this operational compound.

**DISCUSSION:** An operational requirement was specified for a specific amount of forces, then the customer was consulted for their requirements and a plan was developed for the required facilities. The missing component in this case was the funding. Moreover, funding was provided initially in increments for specific projects without considering the entire scope of the facility. As a result, the subject project is 50% complete and has come to a halt due to lack of funding.

**RECOMMENDATION:** The U.S. Army legal and financial decision makers should have been involved in the planning phase to review the requirements, scope and associated funding. Optimally funding for the entire project should be approved prior to the beginning of work.

**AFGHANISTAN SITE – Weather**

**ITEM:** The climate is very diverse. Very hot in the summer, to include high winds and dust storms and very cold in the winter to include snow, sleet, and freezing rain.



**DISCUSSION:** The detail brought Gore-Tex jackets, pants, cold weather boots and Wiley X Sunglasses. The Gore-Tex and Wiley X sunglasses were very useful. The cold weather boots were not steel toe and so were not very useful. The one pair of steel toe boots issued wore out in two months. All personnel were also issued three sets of DUU's that became unserviceable in the same two-month period. Hardhats vice Kevlar are allowed.

**RECOMMENDATION:** Start early ordering uniforms preferably (4) Sets, Gore-Tex, Wiley X sunglasses, cold and hot weather steel toe boots. Bring Hardhats.

### **AFGHANISTAN SITE – Civilian Clothing**

**ITEM:** Work at outstations requires the use of civilian clothes.

**DISCUSSION:** In the event work at outstations is required all personnel should have at least two sets of civilian work clothes. Clothing should have no designs on them i.e. Hard Rock Café /Harley Davidson etc.

**RECOMMENDATION:** Make sure each member brings two sets of civilian clothes to include steel-toed boots and a coat.

## **OPERATIONS**

### **TASK FORCE OPERATIONS – Level I Reporting**

**ITEM:** Level I reports acted as historical documentation rather than as a management tool.

**DISCUSSION:** The clients that are supported by TF-Sierra reacted in real time to AOR events causing the detail to provide support in real time. Level I's became historical documentation rather than planning tools.

**RECOMMENDATION:** Use the Level I to depict general types of work (i.e. FOB Support, SWAhut construction) rather than specific projects when working in rapidly changing combat/contingency operations.

### **TASK FORCE ALPHA - Generator Maintenance**

**ITEM:** Multiple generator manufacturers supply power to the camp.

**DISCUSSION:** We presently have Caterpillar, Perkins and Detroit's in operation, along with a hodgepodge of differing electrical codes and connections with multiple un-diagramed power runs.

**RECOMMENDATION:** The mechanic assigned to this position must know shore power distribution and the operation of a variety of different styles of generator configurations.

### **TASK FORCE ALPHA - Cost Control Supervisor-Supply System**

**ITEM:** There were multiple issues with ordering parts and understanding equipment problems.



**DISCUSSION:** The supply pipeline to LSA Anaconda is complex and hard to navigate. Personnel need to understand the system in order to complete their tasking and must be able to conduct extensive research in technical manuals.

**RECOMMENDATION:** Position should be an E6 with the experience to make good, sound troubleshooting and personnel decisions. He should have an exceptional understanding of the supply system and the ability to quickly identify problems.

### **TASK FORCE ALPHA- Embark Staffing**

**ITEM:** Embark requirements were continuous, completing over 200 flight actions from LSAA alone.

**DISCUSSION:** The people selected for this position must have exceptional people skills, be fluid and able to adapt to an ever-changing operational tempo. They will be tasked with many movements and must be able to manage time and the entire embark staff. They should have forklift, bus, and tractor trailer licenses and be capable of loading and unloading aircraft from helicopters to C5 Galaxy's. Ensure a computer is loaded with the ALPS or CALMS 5.7 aircraft load planner program and that the embark staff is knowledgeable in its use.

**RECOMMENDATION:** Recommend an exceptional EO1 and two motivated EO2's fill the embark positions.

### **TASK FORCE CESE - Garrote Bars for HMMWV's**

**ITEM:** Garrote bars used to prevent decapitation of gunners are not included as collateral equipment on HMMWV's and are not in the TOA.

**DISCUSSION:** HMMWV's are the vehicle of choice to use as lead or trail convoy security. To protect the gunners, Steel workers fabricated garrote bars from available materials.

**RECOMMENDATION:** Design and include Garrote bars in TOA and mount as collateral equipment for all HMMWV's.

### **QC/QA TEAM PROJECT MANAGEMENT – Codes and Planning**

**ITEM:** Iraqi contractors show a definite lack of proper planning in their construction methodology. There is also no general construction code or construction standard for Quality Assurance or Quality Control.

**DISCUSSION:** The Local contractors do not have a National Electric Code or any building codes to follow. This leads to poor quality and varied construction with multiple failings. Quality is reliant on the skills and opinions of the Contractor's Project Manager and superintendent if the QC/QA team does not enforce standards.

**RECOMMENDATION:** Determine a code or standard to be applied to U.S. run projects and ensure that the contractors know about the standard during bidding. It is critical that contractors supply plans and a list of building materials when submitting their bid or proposal to ensure quality standards. Achieving a good relationship with the superintendent to enable the QC/QA staff to implement controls helped quality problems



**TAJI UTILITIES – Utility Installation**

**ITEM:** When installing central utilities (Communications, Power, Sanitary Sewer, Water) over a large area for different facilities, coordination is essential, especially if different contractors are involved.

**DISCUSSION:** The ideal situation when installing site utilities is to have a single designer and a single contractor. This would minimize the amount of coordination required and lessen the chances of problems. Problems arise when different contractors install communications wire or fiber optic, water supply piping, sanitary piping, high voltage power, low voltage power. In addition, once the installation is complete it becomes a challenge to track the as-built drawings and document the installation.

**RECOMMENDATION:** Use a single contractor for infrastructure work. Ensure as-builts are kept up to date.

**AFGHANISTAN SITE - Operational Requirements**

**ITEM:** Most work is at the primary Detail site on Bagram AFB, although there are multiple outstation support missions that require support. Bagram and the outstations both receive IDF and camp intruders on a reasonably consistent basis.

**DISCUSSION:** The IDF attacks have been sporadic and the intruders have been coming through the wire/HESCO barriers.

**RECOMMENDATION:** Be prepared to secure and sweep Detail's AOR.

**AFGHANISTAN SITE – NVGs**

**ITEM:** Personnel working at out stations need NVG's; light discipline is mandatory at outstations.

**DISCUSSION:** All personnel at outstations will need NVG's to see at night. Use of lights at night is restricted.

**RECOMMENDATION:** Bring at least two sets of NVG's from homeport.

**TMT CONVOYS- Flexibility**

**ITEM:** The situation on the ground was unlike that which was taught in homeport or had been expected.

**DISCUSSION:** Before the NMCB SEVENTEEN TMT and NMCB SEVEN SERT left CONUS, skill positions from both teams were swapped back and forth in order to make two complete teams. While vehicles and equipment were being acquired for TMT, the six vehicle teams were split up into a four-vehicle movement team and a security team. This was met with resistance from the teams that were split up, but it was necessary in order to meet the current operation situation.

**RECOMMENDATION:** Be Flexible!!! Make decisions based on current situation. Due to the ever-changing nature of operations in Iraq a great deal of training received in homeport is out dated or simply not practical. Any team building training is valuable even if it is not applicable to



operations. Make a plan of operations and use this as a base line; build off of this basic plan of operations but don't get stuck trying to make the old plan fit new situations. Don't be afraid to rearrange teams or team members if it makes sense to do so.

### **TMT SECURITY – Job Site Security**

**ITEM:** Security missions require staying around one location everyday.

**DISCUSSION:** Due to the security mission, TMT had to stay on site for 8 hours a day and establish a very predictable pattern by returning to the same site each day and using the same route each time. This is exactly opposite of the training received, however it was required to accomplish the mission.

**RECOMMENDATION:** Do not to stay in any one place more than 15-30 minutes, if at all possible. If necessary, be familiar with tactics required to secure site for longer durations.

### **TMT CESE– Mechanics**

**ITEM:** Breakdowns and equipment issues were a constant.

**DISCUSSION:** There are constant equipment problems and breakdowns that must be handled during a convoy. These repairs must be accomplished with speed and few facilities, sometimes on the move.

**RECOMMENDATION:** Ensure the TMT has two or more competent mechanics on the team. Bring a basic tool kit and repair parts on the road.

### **TMT CONVOYS - Gunners**

**ITEM:** The gunners are exposed to the weather on all convoys.

**DISCUSSION:** Bring warm clothes if deployed in winter. During winter month's nighttime movement windows can result in gunners exposed to below freezing temperatures and a 60 MPH wind for hours at a time.

**RECOMMENDATION:** Plan for the worst and hope for the best in regards to weather.

### **TMT IRAQI POLICE – Iraqi Police Issues**

**ITEM:** Iraqi Police (IP) and Iraqi National Guard (ING) do not always maintain vigilance expected in their duties.

**DISCUSSION:** In many instances IP or ING would leave their posts when bored or tired unless told up front not to leave until instructed.

**RECOMMENDATION:** When dealing with ING or IP, be firm and direct, do not negotiate.



### **TMT IED SWEEP- IED/UXO Team**

**ITEM:** For the safety of all involved, the job sites must be swept for IED and UXO everyday before work.

**DISCUSSION:** This need solidified once in country. With little formal training, TMT had to create a team that would accomplish this requirement and continued to seek training as the opportunities arose.

**RECOMMENDATION:** Create an IED sweep team to check the job site. Sweep the job site everyday for IEDs and UXO.

### **TMT CONVOYS - Giving Out Candy Or Treats**

**ITEM:** Children flock to stopped convoys looking for handouts.

**DISCUSSION:** Especially if returning to the same site each day, the kids will hound the team and completely prevent them from conducting their security mission, especially if the children are expecting candy as soon as the team arrives. Don't be afraid to be mean and chase them off if needed. They will completely run over anyone if there are no repercussions for not listening. The locals will beat the kids with sticks, usually just picking up a stick and having a mean look will be enough to disperse a crowd of rowdy children. Also it is a common tactic for parents to send out the children to guilt the troops into giving them things. The children will then run over a hill take it off and run back for more so that the parents can sell the items.

**RECOMMENDATION:** Don't hand out items to kids around the job site.

### **TMT JOB SITE – Need For An Interpreter/ Phrases**

**ITEM:** Iraqis came to the jobsites on a constant basis for both work and gawking.

**DISCUSSION:** Iraqis find Americans to be an interesting diversion and often stopped to talk or ask for work. An interpreter was able to converse and handle any language problems. Iraqis learn English in school; many speak functional English. Don't discuss anything OPSEC related in front of them, never insult them or talk down to them in English thinking they don't know what is being said. At least one of them will understand.

**RECOMMENDATION:** While on job site security missions, never leave camp without an interpreter. Learn Arabic phrases; get back, hello, good-bye, etc. Do not talk OPSEC in front of Iraqis, and don't talk down to them.

## **COMMUNICATIONS**

### **NAJAF COMMUNICATIONS – HF Data**

**ITEM:** During periods of high intensity combat operations, IMEF River City directive was enacted.

**DISCUSSION:** River City requires complete minimization of all non-essential communications equipment specifically MWR phones, Internet cafés and NIPRNET email. SIPRNET still functioned, but at a significantly reduced rate due to the increase in traffic across its bandwidth.



Because of this, SIPRNET proved to be unreliable. HF Data became the primary means of communicating and transferring daily reports.

**RECOMMENDATION:** In a contingency environment, the availability of multiple means of communication is essential to mission accomplishment. Ensure all details have more than one means of communication, preferably three.

### **TASK FORCE COMMUNICATIONS - Unreliability**

**ITEM:** Unreliability of NIPRNET, email, and DNVT phone systems caused problems.

**DISCUSSION:** All communications services were very unreliable from the servicing command's server. The slow connections, bandwidth, frequent outages and lackluster tech support caused problems.

**RECOMMENDATION:** Units should bring a TDN or Lease an INMARSAT time-share slot to be able to connect to home servers for email and phone support. HF Data should also be available as a back up.

### **TASK FORCE COMMUNICATIONS - Computers**

**ITEM:** Equipment life was shortened by harsh conditions and excessive usage.

**DISCUSSION:** The workstations have taken a great deal of abuse due to climate and operational use, which have lead to numerous hardware and software failures. Under a normal life cycle standard replacement is five years.

**RECOMMENDATION:** Replace all computers subjected to contingency operations after two years of use.

### **AFGHANISTAN SITE - Communication**

**ITEM:** Communication with the site requires either SIPR or Secure phone. Communication via e-mail was the only method because secure phones were unavailable. Postal mail was received at the local address.

**DISCUSSION:** It was very difficult to get information about the deployment site prior to deploying. The only communication with the COC is via SIPR, which worked 99% of the time. The site does have regular DSN for morale calls, but they cannot be used to discuss any information concerning the site, personnel, or operations.

**RECOMMENDATION:** Establish SIPR accounts for OIC and AOIC in homeport so they can communicate with the existing deployed Detail. Screen personnel assignments for secret clearance prior to assigning to Detail.

RAAUZYUW RHHMMFB1087 0320022-UUUU--RUNGCAV.  
ZNR UUUUU ZUI RHHMMCA1187 0320258  
R 010006Z FEB 05 PSN 262534H22  
FM CG THIRD FSSG  
TO RUNGCAV/NMCB SEVEN  
INFO RHOVZFF/CTF 70  
RHVSQUE/COMTHIRDFLT  
RUWDEAA/COMNAVSURFPAC SAN DIEGO CA  
RHOVZFF/CTF 70  
ZEN/COMNAVMARIANAS GU  
ZEN/CG III MEF  
ZEN/CG III MEF  
ZEN/CG III MEF  
ZEN/CG III MEF  
ZEN/CG THIRD FSSG  
ZEN/FIRST NCD FORWARD PEARL HARBOR HI  
ZEN/COM TWO TWO NCR  
ZEN/CSF 536

BT

UNCLAS

QQQQ

SUBJ: BRAVO ZULU FOR NAVAL MOBILE CONSTRUCTION BATTALION-7 (-) IN SUPPORT OF  
COMBINED SUPPORT GROUP-SRI LANKA /MALDIVES

UNCLASSIFIED//

BT

UNCLAS

OPER/UNIFIED ASSISTANCE/

SUBJ//BRAVO ZULU FOR NAVAL MOBILE CONSTRUCTION BATTALION-7 (-) IN SUPPORT OF  
COMBINED SUPPORT GROUP-SRI LANKA /MALDIVES//

1. COMMANDER BRET MUILENBURG, I WOULD LIKE TO EXTEND MY DEEPEST GRATITUDE  
AND HEARTFELT THANKS TO THE "MAGNIFICANT SEVEN" SEABEES OF NAVAL  
CONSTRUCTION BATTALION-7. YOUR IMPRESSIVE NAVY TEAM PROVIDED A  
SIGNIFICANT CONTRIBUTION TO OUR DISASTER RELIEF EFFORTS HERE IN SRI LANKA,  
SPECIFICALLY THE GALLE REGION. AS PART OF OPERATION UNIFIED ASSISTANCE IN  
SUPPORT OF THE COMBINED SUPPORT GROUP-SRI LANKA AND MARINE LOGISTICS  
REGIMENT-2, YOUR SEABEES WILLINGNESS, DESIRE TO HELP AND "CAN-DO" SPIRIT WAS  
GREATLY APPRECIATED. THE MAGNIFICANT SEVEN REPRESENTED THE COMMANDERS OF  
THE TWENTY-SECOND NAVAL CONSTRUCTION REGIMENT AND FIRST NAVAL  
CONSTRUCTION DIVISION SUPERBLY.

2. THE SRI LANKAN PEOPLE AND THE US AMBASSADOR ARE EXTREMELY GRATEFUL FOR  
YOUR HELP AND COMPASSION SHOWN BY YOUR SEABEES. THE MEMBERS OF CSG-SRI  
LANKA/MALDIVES WISH ALL OF YOU GOD'S SPEED AND SUCCESS IN YOUR NEXT  
MISSION. THANK YOU.

BG PANTER SENDS.//

BT

#1087

NNNN





RATUZYUW RHHMHAA0014 0541745-UUUU--RUNGCAV.

ZNR UUUUU ZUI RHHMMCB0921 0541749

R 231745Z FEB 05 ZYB PSN 798118H34

FM COMPACFLT PEARL HARBOR HI

TO ALPACFLT

INFO RHHMHAA/COMPACFLT PEARL HARBOR HI

R 181410Z FEB 05

FM CNO WASHINGTON DC//N00//

TO COMPACFLT PEARL HARBOR HI//N00//

COMFLTFORCOM NORFOLK VA//N00//

COMLANTFLT NORFOLK VA//N00//

COMSC WASHINGTON DC//N00//

COMNAVRESFOR NEW ORLEANS LA//N00//

BUMED WASHINGTON DC//M00//

DIRNAVCRIMINSERV WASHINGTON DC//00//

INFO CDR USPACOM HONOLULU HI//J00//

CMC WASHINGTON DC//CMC//

BT

UNCLAS

OPER/UNIFIED ASSISTANCE//

MSGID/GENADMIN/CNO WASHINGTON DC/N00/-/FEB//

SUBJ/BRAVO ZULU//

PAGE 02 RHHMHAA0014 UNCLAS

RMKS/1. BRAVO ZULU TO ALL SAILORS AND MARINES WHO CONTRIBUTED TO THE SUCCESS OF OPERATION UNIFIED ASSISTANCE. YOUR SELFLESS EFFORTS PROVIDED CRITICAL RELIEF TO THOUSANDS OF PEOPLE WHOSE LIVES WERE DEVASTATED BY TSUNAMIS IN INDIA, INDONESIA, SRI LANKA, THAILAND, MALDIVES, AND THROUGHOUT THE REGION. THE IMPRESSIVE RESPONSIVENESS AND COMMITMENT OF EVERYONE INVOLVED REFLECTED THE VERY BEST OF OUR NATION.

2. YOU DEMONSTRATED TREMENDOUS ENERGY IN WORKING WITH REPRESENTATIVES OF DOZENS OF NATIONS AND NON-GOVERNMENTAL ORGANIZATIONS TO EFFECTIVELY DELIVER RELIEF FROM THE SEA. YOUR INNOVATIVE USE OF SEA-BASED FORCES TO ALLEVIATE SUFFERING WAS IN THE HIGHEST TRADITIONS OF THE NAVAL SERVICE.

3. THE PROMPT, COMPASSIONATE ASSISTANCE PROVIDED BY ALL HANDS DURING OPERATION UNIFIED ASSISTANCE RESTORED HOPE AT A MOST DESPERATE TIME. I AM PROUD OF EACH OF YOU. THANK YOU AND WELL DONE.

4. ADMIRAL VERN CLARK, CNO, SENDS//

BT

#0014

NNNN

RAAUZYUW RUEPVBT1193 1012105-UUUU--RUNGCAV.  
ZNR UUUUU

R 081119Z APR 05 PSN 932162H23  
FM TASK FORCE OMAHA//COMJTF//  
TO RHMFIUU/FIRST NCD FORWARD PEARL HARBOR HI  
RHFJSAX/COM TWO TWO NCR  
RUNGCAV/NMCB SEVEN  
INFO RUCOHAG/COMFIRSTNCD LITTLE CREEK VA  
RUCOHAG/COMNAVCONFORCOM LITTLE CREEK VA  
RUEPVBT/TASK FORCE OMAHA

BT

UNCLAS

MSGID/GENADMIN/COMMANDER//

SUBJ/BRAVO ZULU//

POC/LOSEY/CAPT/CALLSIGN:NAVAL COMPONENT COMMANDER/LOC:BAGRAM AB, AF  
/TEL:DSN: 312-383-3432//

RMKS/1. I EXTEND MY SINCERE APPRECIATION TO NMCB 7, TASK FORCE  
SIERRA, SUPPORT PLATOON 7A; FOR THEIR OUTSTANDING SUPPORT OF MISSION  
ESSENTIAL CONSTRUCTION/REPAIRS CONDUCTED BOTH AT BAGRAM AIRFIELD AND AT A  
REMOTE FORWARD OPERATIONS BASE IN AFGHANISTAN IN SUPPORT OF DEPLOYED  
FORCES. WORKING LONG HOURS, IN AUSTERE CONDITIONS AND UNDER A COMPRESSED  
SCHEDULE, SUPPORT PLATOON 7A EXPERTLY BUILT PAGE 2 RUEPVBT1193 UNCLAS  
FACILITIES, REPAIRED AND INSTALLED ROOFING SYSTEMS AND STRUCTURAL  
REINFORCEMENTS TO MISSION ESSENTIAL FACILITIES. ADDITIONALLY, THEY PROVIDED  
MUCH NEEDED FACILITY MAINTENANCE AND VITAL UPGRADES TO INCLUDE PLUMBING  
AND ELECTRICAL INSTALLATION AND REPAIRS, AND CARPENTRY WORK.

2. THEIR ADMIRABLE EFFORTS AND ACHIEVEMENTS DIRECTLY CONTRIBUTED TO TF  
OMAHA'S OPERATIONAL READINESS. PLEASE ACCEPT MY PERSONAL THANKS,  
ADMIRATION, AND APPRECIATION. "BRAVO ZULU" FOR A JOB WELL-DONE!//

BT

#1193

NNNN

RATUZYUW RHHMHAA0016 1161914-UUUU--RUNGCAV.  
ZNR UUUUU ZUI RHHMCA0012 1161915  
R 261859Z APR 05 ZYB PSN 302044H13  
FM COM THREE ZERO NCR//R00//  
TO RUCCBIY/NMCB SEVEN

BT

UNCLAS //N03590//

MSGID/GENADMIN/COM THREE ZERO NCR//

SUBJ/PACIFIC DEPLOYMENT BRAVO ZULU//

RMKS/1. CONGRATULATIONS TO THE MAGNIFICENT SEABEES OF NAVAL MOBILE CONSTRUCTION BATTALION SEVEN FOR A REMARKABLE AND IMMENSELY SUCCESSFUL GUAM DEPLOYMENT! OVER THE LAST SIX MONTHS, YOU HAVE EXHIBITED TREMENDOUS RESOURCEFULNESS, FLEXIBILITY, AND THE SEABEE "CAN DO" SPIRIT WHILE CONDUCTING PEACETIME CONSTRUCTION AND CONTINGENCY OPERATIONS AT OVER 20 LOCATIONS IN ELEVEN COUNTRIES ON THREE CONTINENTS AROUND THE GLOBE.

2. YOUR SUPERB CONSTRUCTION SKILLS AND HARD WORK IMPROVED FACILITY INFRASTRUCTURE AND FLEET LEVEL READINESS THROUGHOUT THE PACIFIC. IN PAGE 03 RHHMHAA0016 UNCLAS

GUAM, THE COMPLETION OF EXTERIOR LIGHTING PROJECT AT CAMP COVINGTON, REPAIR BRIDGE AT POLARIS POINT, VEHICLE ACCESS RAMP AT NAVMAG, AND SUMAY COVE HEAD AND SHOWER FACILITY ON NAVAL STATION HIGHLIGHTED A REMARKABLE MAINBODY CONSTRUCTION EFFORT. YOUR DETAIL IN HAWAII MADE SIGNIFICANT CONTRIBUTIONS TO THE REGION BY COMPLETING WAREHOUSE 1 AT MCAS KANEOHE BAY, BUILDING 75 HEAD RENOVATIONS ON FORD ISLAND, WHARF LIGHTING AT NAVMAG, AND REPLACE LIFT STATION PROJECT AT PACIFIC MISSILE RANGE FACILITY KAUAI. AFTER A TWO YEAR ABSENCE OF NMCB DETAIL SEABEES IN SAN DIEGO, YOUR DETAIL MADE ITS PRESENCE KNOWN BY COMPLETING THE PALETA CREEK BRIDGE AT NAVAL STATION AND MAKING SIGNIFICANT PROGRESS ON THE GRENADE HOUSE FACILITY AT CAMP PENDLETON. YOUR DETAIL IN SAUDI ARABIA WAS ESPECIALLY IMPRESSIVE BY COMPLETING FOUR HELO PADS THROUGHOUT JORDAN AND A COMMUNITY RELATIONS PROJECT IN SAUDI ARABIA.

3. IN SOUTHWEST ASIA, NMCB SEVEN PROVIDED VITAL SUPPORT TO OPERATIONS IRAQI FREEDOM AND ENDURING FREEDOM. YOUR ABILITY TO PROVIDE CONTINGENCY ENGINEERING AND CONSTRUCTION UNDER DANGEROUS CIRCUMSTANCES HAS IMPROVED THE QUALITY OF LIFE AND TACTICAL READINESS THROUGHOUT IRAQ AND AFGHANISTAN. THE GRATEFUL PEOPLE OF IRAQ AND AFGHANISTAN WILL NOT SOON FORGET YOUR HEROIC EFFORTS. YOUR PAGE 04 RHHMHAA0016 UNCLAS

PERFORMANCE WAS SIMPLY SUPERB.

4. THE SUPPORT YOU PROVIDED THE CIVIL MILITARY OPERATIONS-ENGINEERING CIVIC ACTION PROGRAM IN BALIKATAN 2005 AND THE JOINT POW/MIA ACCOUNTING COMMAND IN NORTH KOREA WAS PHENOMENAL. IN THE PHILIPPINES, YOU UPGRADED ONE KILOMETER OF RURAL ROAD IN LAGUNA PROVINCE ALLOWING INCREASED ACCESSIBILITY FOR CHILDREN TO A LOCAL SCHOOL. IN NORTH KOREA, YOUR SEABEES BUILT TWO BASE CAMPS FOR TEAMS RECOVERING THE REMAINS OF U.S. SERVICE MEMBERS FROM THE KOREAN WAR.

5. I AM ESPECIALLY PROUD OF YOUR RESPONSE FOLLOWING THE DEVASTATING TSUNAMI THAT STRUCK SOUTH AND SOUTHEAST ASIA ON 26 DECEMBER 2005. YOUR SWIFT ACTION AND HARD WORK MITIGATED THE SUFFERING OF THE SRI LANKAN PEOPLE. YOU HAVE ONCE AGAIN DEMONSTRATED THE COMPASSION THAT SEABEES ARE ADMIRER FOR AROUND THE WORLD.

6. THE "MAGNIFICENT" SEABEES HAVE ONCE AGAIN ANSWERED THE CALL TO



## COMMENDATORY CORRESPONDENCE

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DUTY AND PERFORMED MARVELOUSLY. TAKE PRIDE IN KNOWING THAT YOU HAVE MADE A DIFFERENCE THROUGHOUT THE PACIFIC AND SOUTHWEST ASIA. ENJOY YOUR HOMECOMING AND TIME OFF WITH FAMILY AND FRIENDS. YOU DESERVE IT.

7. COMMODORE BROWN SENDS.//

BT

#0016

NNNN

ROUTINE

R 191756Z APR 05 PSN 908832I30

FM COMFIRSTNCD LITTLE CREEK VA//NOO//

TO NMCB SEVENTEEN

INFO CNO WASHINGTON DC//N4/N434//

CDR USJFCOM NORFOLK VA//00/01/J44//

CDR USCENTCOM MACDILL AFB FL//00/01//

COMFLTFORCOM NORFOLK VA//N00/N01/N3//

COMUSNAVCENT//00/01/N44//

COMNAVFACENGCOM WASHINGTON DC//00/008//

COMFIRSTNCD LITTLE CREEK VA//N02/N008/N3//

FIRST NCD FORWARD PEARL HARBOR HI//NF02//

CBC GULFPORT MS//00/01//

NFELC PORT HUENEME CA//00/01//

TWO ZERO SEABEE READINESS GROUP GULFPORT MS//R00/R02//

THREE ONE SEABEE READINESS GROUP PORT HUENEME CA//R00/R02//

COM FIRST NCR PORT HUENEME CA//R00/R02//

COM TWO TWO NCR//R00/R02//

COM THREE ZERO NCR//R00/R02//

COM THREE ZERO NCR DET PORT HUENEME CA

UNCLAS //N03590//

MSGID/GENADMIN/COMFIRSTNCD/-/APR//

SUBJ/SEABEE DEPLOYMENT BRAVO ZULU//

RMKS/1. CONGRATULATIONS TO THE SEABEES OF NAVAL MOBILE CONSTRUCTION BATTALION SEVENTEEN AS YOU COMPLETE AN AMAZING DEPLOYMENT. YOUR MANY ACCOMPLISHMENTS AT THE "TIP OF THE SPEAR" IN SUPPORT OF THE GLOBAL WAR ON TERRORISM WERE VITAL TO SPECIAL OPERATIONS FORCES DURING OPERATIONS IRAQI FREEDOM (OIF) AND ENDURING FREEDOM (OEF).

2. READY TO ANSWER THE CALL, YOU MOBILIZED AN AIR DET AND, AFTER SUCCESSFULLY COMPLETING A RIGOROUS TRAINING PROGRAM, QUICKLY DEPLOYED TO IRAQ. YOUR COMBAT CONSTRUCTION EXPERTISE WAS REFLECTED IN NUMEROUS PROJECTS THAT INCLUDED FORWARD OPERATING BASES, SURGE HOUSING SEAHUTS, TENSION FABRIC STRUCTURES, AIRCRAFT PARKING AREAS, AND ELECTRICAL DISTRIBUTION SYSTEMS. YOUR DEDICATED EFFORTS GREATLY IMPROVED THE QUALITY OF LIFE AND TACTICAL MILITARY OPERATIONS OF SPECIAL OPERATIONS FORCES THROUGHOUT SOUTHWEST ASIA.

3. YOU DEMONSTRATED EXCEPTIONAL SEABEE 'CAN DO' CAPABILITY AND PROVIDED HIGH QUALITY CONSTRUCTION WHILE OPERATING IN AN EXTREMELY HOSTILE ENVIRONMENT. AS YOU RETURN HOME TO FAMILY AND FRIENDS, BE PROUD OF YOUR ACCOMPLISHMENTS AND YOUR LASTING CONTRIBUTIONS TO THE GLOBAL WAR ON TERRORISM. YOUR PERSONAL SACRIFICES ARE WIDELY RECOGNIZED AND GREATLY APPRECIATED. THANKS FOR YOUR DEDICATED SERVICE, AND KEEP CHARGING. RADM PHILLIPS SENDS.//

BT

NNNN

04/27/05 19:23:35 ZYUW YNSN DEMERY YNC LANE  
191801Z APR 05

COMFIRSTNCD LITTLE CREEK VA/N00  
RUCOHAG RUCCBIY 0620 1091801 N03590  
RUCCBIY/NMCB SEVEN  
RUENAAA/CNO WASHINGTON DC N4/N434  
RHMFIUU/CDR USJFCOM NORFOLK VA 00/01/J4  
RUCBACM/CDR USJFCOM NORFOLK VA 00/01/J44  
RHMFISS/CDR USCENTCOM MACDILL AFB FL  
RUCBCLF/COMFLTFORCOM NORFOLK VA N00/N01/N3  
RHRVAKS/COMUSNAVCENT 00/01/N44  
RHMFIUU/COMNAVFACENCOM WASHINGTON DC 00/008  
RHMFIUU/COMNAVMARIANAS GU 00/01  
RUCOHAG/COMFIRSTNCD LITTLE CREEK VA N01/N02/N008/N3  
RUBDPLA/NAVFAC MARIANAS GU 00  
RUBDPLA/NAVFAC HAWAII PEARL HARBOR HI 00  
RHMFIUU/FIRST NCD FORWARD PEARL HARBOR HI NF02  
RHMFIUU/CBC GULFPORT MS 00/01  
RHMFIUU/NFELC PORT HUENEME CA 00/01  
RHMFIUU/TWO ZERO SEABEE READINESS GROUP GULFPORT MS  
RHMFIUU/THREE ONE SEABEE READINESS GROUP PORT HUENEME CA R00/R02  
RHFJSAX/COM TWO TWO NCR R00/R02  
RUHEMDA/COM THREE ZERO NCR R00/R02  
RUWFPCF/COM THREE ZERO NCR DET PORT HUENEME CA  
EXER//  
OPER//  
MSGID/GENADMIN/COMFIRSTNCD/-/APR//  
SUBJ/SEABEE DEPLOYMENT BRAVO ZULU//  
REF//  
AMPN//  
POC//  
AKNLDG//

RMKS/1. CONGRATULATIONS TO THE "MAGNIFICENT" SEABEES OF NAVAL MOBILE CONSTRUCTION BATTALION SEVEN AS YOU COMPLETE A PHENOMENAL DEPLOYMENT.

2. TASKED WITH SIMULTANEOUSLY DEPLOYING IN SUPPORT OF OPERATION IRAQI FREEDOM II, MAINTAINING CAMP COVINGTON IN GUAM AND DEPLOYING DETACHMENTS TO NUMEROUS OTHER SITES WORLDWIDE, YOU EXERCISED FLAWLESS COMMAND AND CONTROL, MAINTAINED TOA AND CESE READINESS, AND COMPLETED NUMEROUS PROJECTS THAT PROVIDED CRITICAL CONSTRUCTION FOR SUPPORTED COMMANDERS WHILE SIGNIFICANTLY IMPROVING YOUR CONSTRUCTION READINESS.

3. IN ADDITION TO OPERATIONS IN THE PACIFIC, YOU ORGANIZED, TRAINED AND DEPLOYED SEABEES TO BUILD AND FIGHT IN THE GLOBAL WAR ON TERRORISM. DEPLOYING COMBAT READY DETACHMENTS INTO IRAQ AND AFGHANISTAN, YOU TOOK CHARGE OF THE DETAILS ASSIGNED TO SUPPORT SPECIAL OPERATIONS FORCES. YOUR CONTINGENCY CONSTRUCTION EXPERTISE WAS INSTRUMENTAL IN COMPLETING NUMEROUS PROJECTS SUPPORTING KINETIC OPERATIONS. DURING THE SIX-MONTH DEPLOYMENT, YOU COMPLETED FORWARD OPERATING BASES, SURGE HOUSING SWA HUTS, TENSION FABRIC STRUCTURES, AIRCRAFT PARKING AREAS AND SEVERAL ELECTRICAL DISTRIBUTION SYSTEMS. YOUR DEDICATED EFFORTS GREATLY IMPROVED THE QUALITY OF LIFE AND TACTICAL MILITARY OPERATIONS OF THOUSANDS OF COMBAT FORCES THROUGHOUT SOUTHWEST ASIA.

4. ALSO IN SOUTHWEST ASIA, YOU WERE CALLED UPON TO OPERATE, MAINTAIN AND MANAGE CAMP MOREELL IN KUWAIT. WITH A KEEN FOCUS ON READINESS



AND SUPPORT, THE SEABEES OF NMCB 7 PROVIDED CRITICAL LOGISTIC SUPPORT AND TACTICAL TRAINING PREPARATION FOR FORWARD DEPLOYED PERSONNEL.

5. WHILE DEPLOYED TO GUAM, YOU QUICKLY RESPONDED TO THE DEVASTATING TSUNAMI THAT STRUCK SOUTHEAST ASIA IN DECEMBER. DISPLAYING OUTSTANDING LEADERSHIP AND COMMITMENT, YOUR DEDICATED SEABEES DEPLOYED TO SRI LANKA AND IMMEDIATELY BEGAN PROVIDING DAMAGE ASSESSMENT SUPPORT, DEMOLISHING UNSAFE STRUCTURES AND DELIVERING DRINKING WATER TO REMOTE VILLAGES. ONCE AGAIN, THOSE IN NEED HAVE SEEN THE COMPASSION FOR WHICH SEABEES ARE SO ADMIRERD.

6. YOU ARE ALL OUTSTANDING SEABEES, AND YOUR PERFORMANCE SUPPORTING NAVY, MARINE CORPS AND JOINT OPERATING FORCES HAS BEEN SUPERB. THE HIGH QUALITY CONSTRUCTION YOU LEAVE IN YOUR WAKE, ACROSS THE GLOBE, WILL HAVE POSITIVE IMPACTS FOR YEARS TO COME. ENJOY A WELL-DESERVED HOMECOMING WITH FAMILY AND FRIENDS. THANKS FOR YOUR "MAGNIFICENT" SERVICE. RADM PHILLIPS SENDS.//  
DECL//

