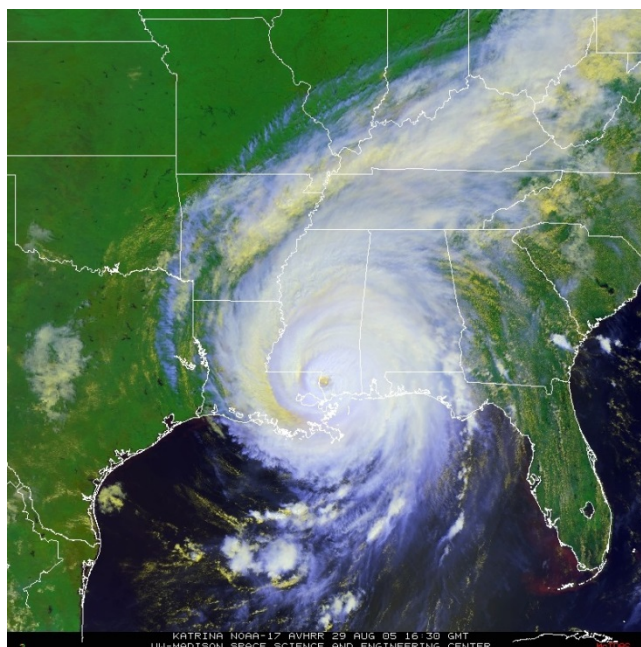




**NAVAL MOBILE CONSTRUCTION  
BATTALION –SEVEN:  
OPERATION HURRICANE KATRINA  
RECOVERY**



**NAVAL MOBILE CONSTRUCTION BATTALION –SEVEN:  
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Participation in the relief effort following Hurricane Katrina was an historic and highly successful operation for Naval Mobile Construction Battalion SEVEN, as well as one of the most significant in its 63-year history, and arguably in the Naval Construction Force. Battalion personnel were asked, not to build and fight on foreign soil, but to repair and sustain in their own backyard. From 30 August to 30 September NMCB-SEVEN notably accomplished disaster relief, humanitarian aid, and contingency construction in the aftermath of Hurricane Katrina. As the on call first responder battalion, NMCB-SEVEN was involved before the hurricane struck, the first to react following the damage, and was at the forefront of all Naval Construction Force operations until detasked to resume military training. Our 656 members completed both construction and humanitarian projects on board Naval Construction Battalion Center Gulfport, MS, and most importantly in the surrounding Mississippi communities as well as in Louisiana. While shaken by this tragedy, NMCB-SEVEN mustered their forces with renewed strength of character and purpose, tackling all challenges and bringing our part in this unprecedented tragedy to successful completion.

**ADMINISTRATION:** Immediately following the passing of the hurricane, and for the next five days, all NCF assets in the area operated as a unified battalion. As such, NMCB-SEVEN's CO, S3, A6, C6, and S1 served in these roles in the unified battalion. Personnel accounting and recall for NMCBs 1, 7, 74 and 133 commenced immediately. Delays in the efforts to recall battalion personnel resulted from limited communications and a lack of an effective evacuation recall database. The routine battalion recall lists were utilized as the primary means to contact evacuated personnel both to ensure their safety and to notify personnel to return to their place of duty. 22<sup>nd</sup> Naval Construction Regiment provided a copy of the battalion's recall list to CBMU 202 for recall purposes. Due to the lack of sufficient local communications needed to recall personnel, CBMU 202 provided direct support to the efforts. All personnel and their families were accounted for approximately seven days following the hurricane.

As the battalions began operating independently, administrative support for NMCB-SEVEN was managed by the S1. The Assistant Administrative Officer (S1A) and Assistant Personnel Officer (S1C) oversaw the administrative needs of the Battalion, including tasking for COC watch standing and tactical communications. The battalion quickly dispersed Yeomen and Personnel in support of the Navy and Marine Corps Relief Society for assistance in providing grants and no interest loans to service members and their families.

Over the course of the Hurricane Katrina relief efforts, the administrative team collected and processed critical data to provide the needed relief to the Seabees and families of NMCB-SEVEN in an expedient manner, all while continuing to provide outstanding service in the performance of their normal duties.

**TRAINING/READINESS:** As hurricane operations peaked, the training department went into action developing a plan that would maximize direct labor to aid in hurricane relief while ensuring proper personnel were trained in mission critical areas to be surge ready for the upcoming deployment. NMCB-SEVEN worked with NCTC, 20 SRG, and 22 NCR to coordinate all aspects of the training to ensure all entities could support the plan.

Before the hurricane hit, NMCB-SEVEN was beginning its military phase of training. As such, the training department's primary concern became achieving the skills needed to successfully complete the next deployment. These included crew serve and small arms ranges, CBR, COMM training, and our homeport FEX. The operations and training departments worked on a modified FEX plan that fulfilled all of the remaining requirements of a Bearing Dual exercise not achieved during the real-life Katrina operation. Key areas of concern were a lack of TOA assets, reduced time in the field, and maximizing training in mission critical areas. Working with the training regiment, a plan was produced to ensure the battalion could deploy with

confidence. Other areas were evaluated and classes were added if there was regimental support. The modified FEX template was finalized and presented to the 20 SRG and 22 NCR for final approval.

Overall the training department provided a solid plan which achieved required attainment objectives and ensured the Battalion could deploy with confidence in the coming months while allowing personnel to attend to their personal lives.

**MEDICAL/DENTAL:** NMCB-SEVEN Medical and Dental personnel provided their services to all comers throughout the Katrina disaster. NMCB-SEVEN provided medical support for Warehouse 20 and the Disaster Recovery Team during the storm and following the storm. Shortly after disaster relief started, medical staff secured medical equipment and medicines from the flooded Navy Home and provided care for 50 Navy Home patients. Following the storm, both departments literally lived in their offices to support the base clinic by providing needed care day and night to all seeking help. Together, battalion and clinic medical and dental staff saw over 2,000 patients ranging in age from 0-92 years. Hospital corpsmen were assigned to support George and Jackson County detachments. Disease Non Battle Injury (DNBI) numbers remained low and no outbreaks of disease occurred during this efforts.

**OPERATIONS:** NMCB-SEVEN completed over 100 projects/missions as tasked and devoted 7,295 Mandays in support humanitarian assistance and disaster relief in the form of demolition, restoration, construction, and debris removal. The major operations included but were not limited to:

- (1) Immediate clearing of vital roads in Gulfport, Long Beach, and Pass Christian including three miles of highway 90, which continued throughout the duration of NMCB-SEVEN's involvement with Hurricane Katrina Recovery.
- (2) Tiger teams, as a part of CO discretionary, performed minor repair/clean-up efforts to over 400 homes within the Gulfport area.
- (3) Removal of debris, general cleanup, and demolition of unsafe structures though out the De Lisle and Biloxi school system.
- (4) Jones Park/Rice Pavilion clean-up, where debris was removed around and within the port of Gulfport aiding both FEMA and the US Coast Guard, and for which the Seabees became such a vital role that both agencies requested additional notable support far exceeding the original tasking.
- (5) Food and water distribution sites aiding more than 800 families per day, ultimately provided valued assistance to over 24,000 families.
- (6) A detachment to Jackson County, MS to aid the local city officials in recovering through missions including work to clear roads, work to get sewage treatment plants operational again and grant open accessibility enabling schools to re-open.
- (7) A detachment to George County, MS with similar purpose and results.
- (8) Commissary clean up which involved the removal of 1,700 lbs of debris and hazardous expired/rotten food products from inside commissary to allow contractors access to repair the building for future use.
- (9) Perimeter security and recovery for the Armed Forces Retirement Home which included the addition of over 2,700 FT of triple strand concertina wire and movement of destroyed vehicles.
- (10) Base camp maintenance, which enhanced quality of life and sanitation within on-base berthing.
- (11) A 21 Seabee detachment was provided to the Armed Forces Retirement Home prior to the storm to assist them in preparation for and during the storm. They remained there for 4 days total.

	1NCD Totals	NMCB 7 Totals	NMCB 7 Contribution (%)
<b>Community Support</b>			
Miles of Roads Assessed	2,600	1,575	60.58%
Miles of Roads Cleared	800	505	63.13%
Tons of Debris Removed	20,500	5,410	26.39%
# Of Schools Repaired	74	33	44.59%
# Of students benefited/impacted	47,000	13,600	28.94%
# Of Public Buildings Repaired	60	24	40.00%
# Of Search and Rescue Missions Supported	1*	1	100.00%
# Of Houses Cleared ISO Search, Recovery Ops	2*	2	100.00%
Gallons of Potable Water & Fuel Delivered	250,000	44,600	17.84%
Food Distribution (#meals/day)	1,000*	505	50.48%
# Of utility (water, sewer, electric) projects/repairs	450	11	2.44%
# Of Non Public Buildings Repaired	532*	407	76.50%
<b>Base Support</b>			
Miles of Roads Cleared	106*	20	18.87%
Tons of Debris Removed	2,491*	410	16.46%
# Of Buildings Repaired	26*	9	34.62%
Gallons of Potable Water Delivered	63,900*	8,000	12.52%
Gallons of Fuel Delivered	51,308*	22,800	44.44%
# Of sewer projects/repairs	16*	---	---
# Of water projects/repairs	1*	---	---
# Of Power Restoration Projects	15*	---	---
# Of piers repaired/inspected	76*	---	---
* Figure represents total work accomplished during NMCB SEVENs involvement in the operation (29 Aug thru 23 Sep 2005).			

**COMMUNICATIONS:** NMCB-SEVEN Communications department was the lead agent in setting up the communications network for 22 NCR in support of Hurricane Katrina Recovery. Immediately after the all-clear signal, NMCB-SEVEN's ETs and ITs set up the antenna farm. NMCB-SEVEN's S6 and communications staff also led the initial effort to establish communications for the Construction Battalion Center "roundhouse" and provided round-the-clock coverage for the Ruggedized Deployable Satellite (RDSAT). RDSAT provided DSN phone, Internet, and email capabilities while commercial networks were down. RDSAT is new to the Seabees and NMCB-Seven's ETs were handpicked to attend training immediately following deployment to learn the complex equipment. NMCB-SEVEN continued supporting recovery efforts while setting up the Regimental COC and preparing tactical gear for deployment, including VHF, HF, UHF, sat phones and handheld communications.

As operations stabilized, NMCB-SEVEN communications staff provided 24/7 support to the Regiment and as many as 13 adjacent units and detachments located throughout the Mississippi and Louisiana gulf coasts. In addition, NMCB-SEVEN's S6C served as the R6C for the 22<sup>nd</sup> NCR.

**SUPPLY:** The Supply department played an intricate part during this relief effort dedicating numerous man hours ordering, receiving, and shipping material to numerous projects as well as performing other supply functions, including the following:

**ARP:** Processed over 1,000 lines items for CESE equipment, as well as performed spot inventories for approximately 1,500 line items keeping ARP services readily available.

**TOA:** Issued 65 tents, 300 cots, 5 shower units, 1 circus tent, 3 kit 19's, 4 kit 6's and 3 kit 13's.

**SUBSISTENCE:** issued over 200 cases of Meal-Ready-To-Eat (MRE's) and 5 pallets of water.

**MLO:** NMCB-SEVEN MLO staff support for Hurricane Katrina Recovery provided a significant role in sustaining 22nd NCR warehouse by issuing, receiving, and inventorying warehouse tools and materials with more than 300 line items. MLO staff ensured all Navy and Marine Corps commands involved with disaster recovery operations obtained necessary materials for 57 projects in 5 counties performing time critical missions. Efforts greatly increased mission readiness and the overall quality of life for residents of the Mississippi gulf coast. Issued 50 rakes, 100 chainsaws, 70 disposable coveralls and 250 work gloves. Processed over 140 orders for various projects.

**UNIFORM ISSUES:** Issued over 300 T-shirts, 300 pr socks, 100 pr of boots and over 200 sets of CUU's for service members who lost everything to Katrina.

-Spent over \$6,000 ordering and replacing uniforms through Kyloc.

-Issued over 120 hardhats, and 600 camelbacks in support of Battalion projects.

**TRAVEL ORDERS:** Provided 10 personnel with orders to and from Pensacola Naval Hospital. Received and processed the Battalions Evacuation travel claims to include service members and families in safe haven status.

-Submitted the proposed travel/training budget for fiscal year 2006 totaling (\$94,000)

**PURCHASES:** Processed more than \$2,000 of material from Serv-mart and \$800 from GSA in direct support of Hurricane Katrina relief efforts.

**782 GEAR:** Conducted 100% inventory of 782 gear in Battalion custody.

**DD 200/SURVEYS:** Received and processed more than 100 DD FORM 200s for 782 gear lost during Hurricane Katrina exceeding \$90,000 in total surveys.

**WATCH:** Five supply personnel manned NMCB 7 COC and 22NCR COC 24/7 from 28 Aug 05 to 15 Sep 05 totaling approximately 850 man-hours.

**WAREHOUSE:** Spent over 45 man hours cleaning and restoring warehouses 42 and 203. Manned warehouse 19 sixteen hrs each day issuing cots, camelbacks, and MRE's to displaced personnel.

**COMMUNITY WORK:** Spent 300 hours helping the community by removing debris from roads. Additionally, help was provided to service personnel to remove salvageable items from damaged and destroyed service members' homes, secure properties, and tarp damaged roofs.

**FOOD SERVICES:** NMCB-SEVEN Foodservice Division was one of the first respondents in the aftermath of Hurricane Katrina and worked alongside NMCB-1, NMCB-133 and CBC Galley personnel in providing over 5,100 meals daily to displaced military service members, dependents, and civilians.

During the Hurricane Katrina Recovery, the supply department stood tall and did what it had to do to make sure the Battalion had all necessary material and support to ensure our mission was accomplished. Working with limited resources over long hours the Supply Department meet this challenge head on and performed flawlessly.

**EQUIPMENT MANAGEMENT:** NMCB-SEVEN was tasked to outfit all NCF units with their TOA of CESE. The depreservation of these 414 pieces of CESE by NMCB-SEVEN was a significant challenge. In less than seven days, all the CESE was identified, depreserved and turned over to each respective NCF unit for mission tasking. Each Joint Inspection that was conducted between NMCB-SEVEN and another NCF unit was done in an efficient and professional manner. NMCB-SEVEN had 109 pieces of CESE depreserved and ready for its intended use in 48 hours.

At one point the TOA was dispersed into three locations: Jackson County Damage Assessment Team (DAT), George County DAT and the rest were located at NCBC Gulfport for local tasking. Each DAT had 16 pieces of CESE and 77 pieces remained with the "main body". During the entire operation for JTF Katrina, the CESE availability fluctuated between 92% and 95%. This was attributed to by several factors: (1) the dedication of Equipment Operators and Construction Mechanics to complete the mission; (2) the difficulty to get needed Automotive Repair Parts, and (3) the overall deadlines that stemmed from issues in reviving equipment from the live storage war reserve. Members of the NMCB-7 Alfa company in co-operation with R-36 suggested that the storage and cycling procedures be assessed for a better method of storage in order to make the revival to full active status not present quite so many time costing obstacles.

Project #	Description	Mandays
Frago 25	R36 Support	1320
GP5-800	Road Clearing	130
GP5-801	Board Buildings	6
GP5-802	Memorial Hospital (15th Street)	24
GP5-803	Base Perimeter Roads & Canal to I-10	6
GP5-804	Fire Break	10
GP5-806	AFRH Perimeter Security	47
GP5-807	AFRH Perishable Goods	10
GP5-808	Dialysis 6-Con	12
GP5-810	P&E 750 Man Tent Camp	2
GP5-811	Rescue Assistance	18
GP5-812	Commissary	47
GP5-813	Grid 0611 / 0711	6
GP5-814	FEMA – DAT Teams	8
GP5-815	Detention Center Support	12
GP5-816	Harrison County EOC Fire Department DET	12
GP5-817	NMCB COC Setup	30
GP5-818	NMCB 40 Embark Support	12
GP5-819	Stennis Fuel Truck	4
GP5-820	Helo Ops	11
GP5-821	FEMA - Jones Park / Rice Pavilion	358
GP5-822	FEMA – Edgewater Mall	2
GP5-823	Perishable Goods Disposal	41
GP5-824	OPS Check for R36	3
GP5-825	MUSE Support	2
GP5-830	ITC and Communicator Augment	3
GP5-831	Tiger Teams	24
GP5-834	Personnel Support	31
GP5-835	Food Distribution	191
GP5-839	Fuel Run	32

Project #	Description	Mandays
GP5-845	Jackson Co. EOC Support	264 (Total)

GP5-845-01	Lift Station Repair	32
GP5-845-02	Pascagoula Public Buildings	97
GP5-845-03	Gautier School District	27
GP5-845-04	Moss Point School District	7
GP5-845-05	Pascagoula Waste Treatment Facility	25
GP5-845-06	Ocean Springs Public Buildings	67
GP5-845-07	Escataba Wastewater Treatment Facility	9
GP5-846	George Co. EOC Support	220 (Total)
GP5-846-01	City Park Cleanup	32
GP5-846-03	Road Clearing	52
GP5-846-04	Armory Assessment/Repair	5
GP5-846-05	Recycling Center	2
GP5-846-06	Rocky Creek Elementary	45
GP5-846-07	George County Medical	28
GP5-846-08	Lucedale Elementary	5
GP5-846-09	AGRICOLA Elementary	2
GP5-846-10	Central Elementary	6
GP5-846-11	George County High	8
GP5-846-12	Benndale Elementary	3
GP5-846-13	Red Cross Shelter Roof	14
GP5-846-15	Dozer Work (District 5)	4
GP5-846-16	Red Cross Goods Transport	2
GP5-846-17	Dozer Work (DOI)	12
GP5-850	Personnel Accountability	16
GP5-854	IT/ET to AFRH	2
GP5-857	Board Doors/windows Zone 1	30
GP5-862	CO Discretionary	989
GP5-863	AFRH Medical Supplies	10
GP5-865	22nd NCR COMM	15
GP5-868	Embark Support	5
GP5-868	Embark Support	17
GP5-881	Navy Home Support – 4 Hole	13
GP5-882	Navy Home Support – RT	1
GP5-885	DAT Pascagoula	3
GP5-888	Navy Home	2
GP5-892	On Call Mission	51
GP5-893	40T Crane Support for NMCB 40	9
GP5-901	Damage Assessment Team	42
GP5-902	Perimeter Road Clearing	29
GP5-903	Armory and Perimeter Fence	29
GP5-904	Auxiliary Road Clearing	29
GP5-905	Debris Pickup	70
GP5-906	Camp Maintenance	474
GP5-908	Base-X Setup	40



Project #	Description	Mandays
GP6-805	USCG Crane Lift	3
GP6-807	Mini-Mart	10
GP6-808	Pass Christian Site Survey	2
GP6-809	Waveland Site Survey	2
GP6-813	Embark Support	40
GP6-816	JTF Road Clearing	7
GP6-824	5 EO's and 5 CM's TAD to R-36	110
GP6-834	Embark USMC@ANG	4
GP6-840	ANG Morgue	24
GP6-855	Provide Water Bull	2
GP6-858	Light Plant on 49 & Dedeaux	2
GP6-864	Temporary Housing Facility	7
GP6-865	MLO Support	83
GP6-866	Embark Support for MEU	2
GP6-872	GPM's Support	7
GP6-883	Shower Unit	2
GP6-894	International Sailors Embark	50
GP6-896	Port Operations	142
GP6-937	De Lisle School – Pass Christian	275
GP6-948	JTF Security Augment	142
GP6-954	Additional MLO Support (UT, CE, CN)	18
GP6-xxx	Biloxi School Cleanup	405
GP7-103	TFS Install	994
GP7-104	Security Lighting Plant	1
GP7-107	Discard BEQ Furniture	136
GP7-109	Move CESE	41

**GP5-800: Road Clearing  
Gulfport, MS**



**A front-end loader helps to open major roadways within the city of Gulfport and surrounding areas.**

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- Scope:** Perform road clearing from Broad Ave to Rail Road St, from Hwy 49 to Beatline Ave, and other roads to allow support crews access to businesses and homes.
- Personnel:** 10 Equipment Operators
- Duration:** 02 SEP 05 – 05 SEP 05
- Mandays Expended:** 130
- Completion:** 05 September 2005
- Material Cost:** N/A
- Cost Savings:** N/A
- Significant Issues:** None.
- Safety Issues:** None.
- Quality Control:** None.
- Design Issues:** None.
- Material Issues:** None.
- Impact:** Allowed over 10,000 people access to their homes and businesses

**GP5-806: Navy Home Perimeter Security  
Gulfport, MS**



**NMCB personnel place triple strand concertina around the Armed Forces Retirement Home to provide protection from looting.**

- 
- Scope:** Transport and construct perimeter security for the Naval Retirement Home. Perimeter security consisted of over 2700ft of triple strand concertina wire.
- Personnel:** Crew consisted of 5 members from NMCB 7.
- Duration:** 02 SEP 05 – 05 SEP 05
- Mandays Expended:** 47
- Completion:** 05 September 2005
- Material Cost:** N/A
- Cost Savings:** N/A
- Significant Safety Issues:** Downed power lines were consistently everywhere and tended to be intertwined into trees, houses, and all other debris. Proper PPE when handling concertina wire must be utilized. A Seabee required a few stitches due to removing her glove to better handle the concertina wire.
- Significant QC Issues:** None
- Significant Design Issues:** N/A
- Significant Material Issues:** Due to the large volume of work, vehicles were difficult to reserve. Materials for this job were not completely available. Not all of the needed stake sizes for triple strand concertina wire were available.
- Impact:** Provided deterrent security for AFRH against looters

**GP5-812: Commissary  
CBC Gulfport, MS**



**Front view of CBC Gulfport commissary**



**Seabee from NMCB-7 loads spoiled  
Food into a front-end loader**

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<b>Scope:</b>	Removal of stores (1700lbs) and debris from inside commissary allowing contractors access to repair, dehumidify, and sanitize building for future use.
<b>Personnel:</b>	Crew consisted of personnel from NMCB 7 Charlie Company who were task organized to provide immediate assistance in clean-up operations.
<b>Duration:</b>	31 AUG 05 - 06 SEP 05
<b>Mandays Expended:</b>	47
<b>Completion:</b>	06 September 2005
<b>Material Cost:</b>	\$0
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	Rotting food, broken containers (slip and fall, lacerations) and general debris hazards.
<b>Significant QC Issues:</b>	None
<b>Significant Design Issues:</b>	N/A
<b>Significant Material Issues:</b>	None
<b>Impact:</b>	Allowed for prompt evacuation of Commissary facility for sanitation and distribution of any salvageable perishable food and aided in starting permanent repairs.

**GP5-816: Harrison County EOC Fire Department  
Gulfport, MS**

No picture

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<b>Scope:</b>	Construct 6 GP Medium tents providing an assembly line galley
<b>Personnel:</b>	Crew consisted of 12 personnel from NMCB 7 who were task organized to provide multiple tent construction capabilities
<b>Duration:</b>	03 SEP 05 – 04 SEP 05
<b>Mandays Expended:</b>	12
<b>Completion:</b>	04 September 05
<b>Material Cost:</b>	\$0
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	Downed power lines and debris creating hazards to and from job site.
<b>Significant QC Issues:</b>	None
<b>Significant Design Issues:</b>	N/A
<b>Significant Material Issues:</b>	None
<b>Impact:</b>	Fed over 200 Fire, Police and emergency aid workers on a daily basis.

**GP5-821: FEMA Jones Park/Rice Pavilion  
Gulfport, MS**



**Member of NMCB-7 cuts a large tree that has fallen in Jones Park.**



**Clean up continues at the port in Jones park.**

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<b>Scope:</b>	Remove debris from pier landing and park area in order to provide a pathway and staging area for MUSE equipment and personnel. Construct lean-to shelter for fuel tanks and dismantle metal framing of PEB'.
<b>Personnel:</b>	Crew consisted of 84 personnel from NMCB 7 who were task organized to provide clean up, lean-to fabrication, and PEB disassembly capability
<b>Duration:</b>	02 SEP 05 – 11 SEP 05
<b>Mandays Expended:</b>	358
<b>Completion:</b>	11 September 05
<b>Material Cost:</b>	\$0
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	Biological hazards, high temperature induced injuries (heat stress, dehydration), debris injuries (lacerations, infections etc.)
<b>Significant QC Issues:</b>	None
<b>Significant Design Issues:</b>	N/A
<b>Significant Material Issues:</b>	Corrugated metal and fasteners were difficult to obtain.
<b>Impact:</b>	Removed 300 tons of debris and enabled the US Coast Guard access weeks ahead of schedule.

**GP5-835: Food & Water Distribution  
At Cuevas VFD Gulfport, MS**



**Members of NMCB-7 organize and prepare to hand out much needed relief items to victims of Hurricane Katrina.**

- 
- Scope:** Hand out hurricane relief items such as water, ice, canned food, baby items and personal hygiene items donated from church organizations from the mid-western United States. NMCB-7 acted without assistance from FEMA, Red Cross or the Salvation Army. The NMCB 7 crew kept the distribution line well organized which allowed a high volume of service to be provided on a daily basis.
- Personnel:** Crew consisted of 11 members from NMCB 7.
- Duration:** 02 SEP 05 - 21 SEP 05
- Mandays Expended:** 191
- Completion:** 21 September 2005
- Material Cost:** \$0
- Cost Savings:** N/A
- Significant Safety Issues:** None
- Significant QC Issues:** N/A
- Significant Design Issues:** N/A
- Significant Material Issues:** securing vehicles for NMCB 7, personnel transport to the job site was difficult due to the high volume of work being performed. The crew had to go to other battalions for transportation.
- Impact:** The crew served an average of 800 cars/ families per day.

**GP5-846-01: City Park Cleanup  
Lucedale, MS**



**FEL relocating fallen tree debris**



**Crews cutting and moving debris**

---

<b>Scope:</b>	Cut and remove debris scattered throughout the city park. Push debris away from areas where civilians frequent.
<b>Personnel:</b>	12-21 personnel
<b>Duration:</b>	7 SEP 05 -10 SEP 05
<b>Mandays Expended:</b>	32
<b>Completion:</b>	10 September 2005
<b>Material Cost:</b>	\$0
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	None
<b>Significant QC Issues:</b>	N/A
<b>Significant Design Issues:</b>	N/A
<b>Significant Material Issues:</b>	None
<b>Impact:</b>	More than 40 large fallen trees removed



**GP5-846-03: County Road Clearing  
George County, MS**



**Road crew sawing and removing fallen trees from roadways**



**D5 Dozer being used to clear debris from roadways**

---

<b>Scope:</b>	Survey, mark areas of major obstructions and clear county roads of fallen tree debris, also clear right of ways out on both sides of the road.
<b>Personnel:</b>	4-11 personnel daily
<b>Duration:</b>	08 SEP 05 - 14 SEP 05
<b>Mandays Expended:</b>	52
<b>Completion:</b>	14 September 2005
<b>Material Cost:</b>	\$0
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	None
<b>Significant QC Issues:</b>	N/A
<b>Significant Design Issues:</b>	N/A
<b>Significant Material Issues:</b>	None
<b>Impact:</b>	Many tons of debris removed and roads cleared 5 feet on both sides

**GP5-846-04: National Guard Armory Repair  
Lucedale, MS**



**A crew from NMCB-7 works to repair a large roll-up door.**



**An inside view of the facility where the roof panels have been blown off.**

---

<b>Scope:</b>	Apply temporary fix to the damaged roof. Repair large roll up door and return to operational status. Saw and remove large downed tree in parking lot.
<b>Personnel:</b>	~2 personnel daily
<b>Duration:</b>	09 SEP 05 - 10 SEP 05
<b>Mandays Expended:</b>	7
<b>Completion:</b>	10 September 2005
<b>Material Cost:</b>	\$0
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	None
<b>Significant QC Issues:</b>	N/A
<b>Significant Design Issues:</b>	N/A
<b>Significant Material Issues:</b>	None
<b>Impact:</b>	Restored an otherwise inoperable armory to working order

**GP5-846-06 through 12: County Schools Roof Damage  
George County, MS**



**Extent of damage to roof at Lucedale Intermediate School**



**Crew applying tarps to the roof at Rocky Creek Elementary School**

---

<b>Scope:</b>	Provide a temporary roof repair at 7 of the 8 county schools.
<b>Personnel:</b>	15-29 personnel daily
<b>Duration:</b>	09 SEP 05 - 13 SEP 05
<b>Mandays Expended:</b>	97
<b>Completion:</b>	13 September 2005
<b>Material Cost:</b>	\$0
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	None
<b>Significant QC Issues:</b>	N/A
<b>Significant Design Issues:</b>	N/A
<b>Significant Material Issues:</b>	None
<b>Impact:</b>	Restored schools to working order weeks ahead of time

**GP5-846-13: Red Cross Shelter Roof Repair  
Lucedale, MS**



**Damage to the facility.**



**The interior of the facility as electrical repairs are in progress.**

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<b>Scope:</b>	Remove damaged structural members from roof and replace with new material.
<b>Personnel:</b>	14 personnel
<b>Duration:</b>	12 SEP 05 - 13 SEP 05
<b>Mandays Expended:</b>	14
<b>Completion:</b>	13 September 2005
<b>Material Cost:</b>	\$0
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	None
<b>Significant QC Issues:</b>	N/A
<b>Significant Design Issues:</b>	N/A
<b>Significant Material Issues:</b>	None
<b>Impact:</b>	Tarp repair to ensured no weather damage occurred until new permanent roof can be constructed

**GP5-857: Board Doors/Windows Zone 1  
CBC Gulfport, MS**

No picture

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<b>Scope:</b>	Assess and repair doors and windows on all buildings in Zone 1
<b>Personnel:</b>	4 personnel
<b>Duration:</b>	04 SEP 05 – 05 SEP 05
<b>Mandays Expended:</b>	30
<b>Completion:</b>	05 September 05
<b>Material Cost:</b>	N/A
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	PPE for use in basic construction (safety glasses, ST boots, hard hat, gloves)
<b>Significant QC Issues:</b>	Ensuring temporary construction provided sufficient weatherproofing
<b>Significant Design Issues:</b>	None
<b>Significant Material Issues:</b>	None
<b>Impact:</b>	Approximately 190 SQFT of plywood installed

**GP5-862:  
OIC Discretionary (Tiger Teams)**

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**Seabees from NMCB-7 work to enhance the living conditions for command personnel and local community residents.**

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<b>Scope:</b>	Provide assistance to community residents by performing emergency repairs, Weatherproofing, and the removal of various hazards, debris, spoiled foods, etc assuring safe and habitable conditions.
<b>Personnel:</b>	20 – 50 personnel daily
<b>Duration:</b>	03 SEP 05 – 12 SEP 05
<b>Mandays Expended:</b>	989
<b>Completion:</b>	02 September 2005
<b>Material Cost:</b>	\$0
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	None
<b>Significant QC Issues:</b>	N/A
<b>Significant Design Issues:</b>	N/A
<b>Significant Material Issues:</b>	None
<b>Impacts:</b>	<b>XX Homes of Seabees and local residents were repaired.</b>

**GP5-881: Armed Forces Retirement Home 4-Hole Burnout  
Gulfport, MS**

No picture

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<b>Scope:</b>	Transport and construct a 12' x 6', 4-hole burnout for those maintaining the Naval Retirement Home.
<b>Personnel:</b>	~ 5 personnel daily
<b>Duration:</b>	04 SEP 05 – 06 SEP 05.
<b>Mandays Expended:</b>	13
<b>Completion:</b>	06 September 2005
<b>Material Cost:</b>	\$2000
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	Downed power lines were consistently everywhere and tended to be intertwined into trees, houses, and other debris. Traveling within the cities directly after the storm was hazardous do to lack of law enforcement, signs, and traffic lights.
<b>Significant QC Issues:</b>	None
<b>Significant Design Issues:</b>	None
<b>Significant Material Issues:</b>	Due to the large volume of work, vehicle availability was a challenge. The 4-hole burnout kit did not contain all of the materials such as nails.
<b>Impact:</b>	Allowed AFRH personnel to continue working in an otherwise unsanitary facility

**GP5-892: On Call Maintenance  
Biloxi, MS**



**Seabees from NMCB-7 provide emergency utility support in the local community.**

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<b>Scope:</b>	2 Emergency utility teams on call 24 hours a day performing many utility maintenance or repairs including lift stations, which, at times required working all night, to assist the Biloxi waste water treatment plant
<b>Personnel:</b>	10-15 Personnel daily
<b>Duration:</b>	04 SEP 05 – 08 SEP 05
<b>Mandays Expended:</b>	51
<b>Completion:</b>	08 September 2005
<b>Material Cost:</b>	\$2000
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	None
<b>Significant QC Issues:</b>	None
<b>Significant Design Issues:</b>	None
<b>Significant Material Issues:</b>	None
<b>Impact:</b>	Repaired 2 lift stations. Provided service to ≈150,000 residents of Biloxi.



**GP5-906: Camp Maintenance  
CBC Gulfport, MS**

**NMCB-7 support project greatly enhanced the quality of life for shelter residents and active duty personnel following the disaster.**

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<b>Scope:</b>	Operate and maintain female showers to over 300 military and civilian women. Provide sanitary conditions throughout warehouse berthing areas. Constantly implementing cleanliness to lower and prevent the risks of any diseases and hygiene issues that lower the effectiveness of the mission at hand.
<b>Personnel:</b>	25 personnel daily
<b>Duration:</b>	31 AUG 05 – 12 SEP 05
<b>Mandays Expended:</b>	474
<b>Completion:</b>	08 September 2005
<b>Material Cost:</b>	\$2000
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	None
<b>Significant QC Issues:</b>	None
<b>Significant Design Issues:</b>	None
<b>Significant Material Issues:</b>	None
<b>Impact:</b>	Spearheaded and maintained invaluable assistance to those living on CBC after the storm.

**GP6-937: De Lisle Elementary School  
De Lisle and Pass Christian, MS**



**Seabees from NMCB-7 clear land to create a stable foundation for future construction.**



**Personnel assist with the disposal of damaged schoolhouse equipment**

<b>Scope:</b>	Remove hazardous materials, debris, and sanitize surfaces to provide the best atmosphere possible in the institution for the future. Assist FEMA with the set-up of local support center tent.
<b>Personnel:</b>	~23 personnel daily
<b>Duration:</b>	12 SEP 05 – 19 SEP 05
<b>Mandays Expended:</b>	275
<b>Completion:</b>	19 September 2005
<b>Material Cost:</b>	\$2000
<b>Cost Savings:</b>	N/A
<b>Significant Safety Issues:</b>	None
<b>Significant QC Issues:</b>	None
<b>Significant Design Issues:</b>	None
<b>Significant Material Issues:</b>	None
<b>Impact:</b>	Provided invaluable assistance to hundreds of students in the area

**GP6-XXX: Biloxi Schools  
Biloxi, MS**



**NMCB-7 provided relief to eight schools in Biloxi School District allowing the district to reopen one week earlier than previously planned.**

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- Scope:** Remove hazardous materials, debris, and sanitize surfaces to provide the best atmosphere possible in the institution for the future.
- Personnel:** 25-35 personnel daily
- Duration:** 05SEP – 18SEP
- Mandays Expended:** 405
- Completion:** 18 September 2005
- Material Cost:** \$2000
- Cost Savings:** N/A
- Significant Safety Issues:** None
- Significant QC Issues:** None
- Significant Design Issues:** None
- Significant Material Issues:** None
- Impact:** Allowed schools to reopen a week earlier than anticipated

## LESSONS LEARNED

### Training:

**ITEM:** Disaster Recovery Team (DRT) training not applicable to Disaster Recovery Operations.

**DISCUSSION:** DRT is primarily trained for search and rescue operations. At no point during the Disaster Recovery phase did DRT perform its primary mission. DRT operations during Hurricane Katrina were primarily road clearings.

**RECOMMENDATION:** Expand DRT training to include post-Hurricane operations.

### Supply:

**ITEM:** Quantity of supplies stored in the warehouses

**DISCUSSION:** The shelters were not adequately stocked to support the large volume of personnel being supported in those facilities.

**RECOMMENDATION:** Understandably, the duration of the stay was not anticipated, but initial stores on station could have eased the logistical requirements immediately following Katrina. The storage facilities in the warehouses are sufficient to store a larger quantity of MRE's and water.

### Equipment:

**ITEM:** Tool and material availability

**DISCUSSION:** Tools and materials were extremely hard to come by largely due to confusion on tool and material locations. Often times troops would go to what they thought was the correct warehouse and were told to go elsewhere, sometimes making many stops, and wasting valuable time, before they received the material or tool requested.

**RECOMMENDATION:** Tools and materials should be directly issued to the companies from a pre-staged location, thus allowing the company to resource level their crews and tools. 22NCR should plan and coordinate better before sending out the FRAG tasking us to send out a crew to get the job done.

**ITEM:** E-7 and above required to sign out tools and equipment for tasking

**DISCUSSION:** Valuable time was wasted as troops were forced to locate their chief to sign for tools and equipment.

**RECOMMENDATION:** Any E-6 assessing tasking should have the authority to sign for the tools and equipment required for that tasking.

**ITEM:** CESE in storage lacking proper maintenance

**DISCUSSION:** After CESE was removed from the warehouse, significant problems were encountered with seals and hoses on equipment, which caused delays in project completion.

**SOLUTION:** Implement a 3M plan similar to that used on equipment located in Live Storage. This would reduce the incidences of CESE breakdowns and have a more capable "war fighting" TOA. This would require additional manning at R-36 via 20<sup>th</sup> SRG. In addition, the location of a specific piece of CESE should be managed locally and not at a remote location i.e. Port Hueneme.

**ITEM:** Lack of fuel accessibility for CESE

**DISCUSSION:** Immediately following Hurricane Katrina, fuel levels were critically low, due not to lack of fuel but rather a lack of access to the fuel resulting largely from the evacuation or incapacitation of the personnel with access to the fuel.

**SOLUTION:** Have the keys/access cards located in a secure area under Tropical Conditions, possibly at the warehouse with the custodian being the "warehouse mayor". This would be an added advantage as the ready Disaster Recovery Team (DRT) is already located at the warehouse. Another possible solution would be to have a Memorandum of Agreement or Memorandum of Understanding between NCBC Gulfport and Camp Shelby for use of their fuel farms during emergencies.

**ITEM:** Control and issue of the Battalion's TOA initially was not adequately controlled.

**DISCUSSION:** Material was drawn and issued to outside agencies without proper documentation or accountability transfer. Battalion's accountability was relieved when directed to sign over custody of the issued TOA items back to the 20<sup>th</sup> SRG R46. The "OPTEMPO" was used to justify poor accountability and proper documentation procedures for Government property.

**RECOMMENDATION:** Ensure that personnel know that the basic tenants of material management do not change when we are in a hurry. Ensure that leaders continue to stress proper accountability procedures.

**ITEM:** Not enough assets (TOA) to fully employ more than one battalion.

**DISCUSSION:** There was great competition amongst battalions for the available TOA. It took too long to activate CESE out of the warehouse.

**RECOMMENDATION:** Blue and Gold teams. In a situation like Katrina when the service members themselves are victims, personnel need time to assess and repair homes, provide food and water for their own families, deal with insurance companies, and get help from external organizations such as: FEMA, Red Cross, etc. With 50% of personnel on station, equipment shortages would be less likely. The base itself would be less congested with movement of personnel allowing work crews easier access to job sites, meaning even quicker repair times. Seabees as a whole have tools that are more modern at their own homes so with a standing order to "help thy neighbor", community involvement would be increased, creating a higher level of good will between military and the general public and immediate infrastructure re-

building. Personnel would function better over-all knowing they would have time to take care of family, friends, and neighbors who need help.

**ITEM:** Air Det TOA allocation is ineffective.

**DISCUSSION:** Upon the onset of disaster recovery operations, TOA allocation was highly disorganized and ineffective.

**RECOMMENDATION:** The ready Battalion should at all times have an MCA-1 identified and untouched for its Air Det. While it is not necessary to have this equipment staged before any potential natural disaster, the equipment and tool kits should be identified, including NSN numbers, so that the Air Det can readily pull it for immediate use.

## MLO:

**ITEM:** MLO operations during Hurricane Katrina

**DISCUSSION:** Lack of a solid SOP as far as dealing with contingency MLO disaster operations. The consolidation of tools and materials worked well and provided a central location for contingency project support. However, need to establish better supply lines and procedures with local vendors as soon as the threat of a storm is imminent. Need to work on consolidating and establishing rapid response kits for DRT crews to immediately respond to disasters.

**RECOMMENDATION:** Develop and implement an SOP for MLO OPS when operating in a homeported disaster response. Rapid Response kits(DRT kits) would expedite response and aid in mission accomplishment. Establishing supply lines for building materials is a must as well as needing to eliminate the one vendor mentality and solicit and award BPA contracts to various vendors to give us more flexibility when trying to get materials. Grant more purchasing power to our personnel involved with the MLO outlet.

## Food:

**ITEM:** Long lines and wait times in the Galley

**DISCUSSION:** The base galley facility performed with unbelievable results during the month but additional burdens could have been eased

**RECOMMENDATION:** Use a TOA field kitchen in addition to the Galley. Provide NCF work crews head of the line privileges in front of families and NCTC Students.

**ITEM:** Food Support for Troops and Families after disaster

**DISCUSSION:** After Hurricane Katrina hit troops and family members were forced to wait in line for extended periods. In many instances, troops were forced to skip meals to report for duty. This is totally unacceptable. Active Duty service members need to have the ability to receive at least two hot meals a day without extended delay. The galley simply cannot accommodate the masses it was forced to handle in a timely manner after the hurricane. We need to take the appropriate steps in the future to keep this from happening.

**RECOMMENDATION:** Have a contract in place with KBR or some other contractor to assume food services for troops and families upon disaster response.

## Administration:

**ITEM:** Multiple information sources

**DISCUSSION:** Too many people were disseminating too many versions of what entitlements were available for the service members.

**RECOMMENDATION:** The information should come from a single source. The large amount of information being passed during different meetings gave way to many false statements being made to the troops. It is imperative that only verified and properly interpreted information is put out. The difficult situation was only made worse by the continually changing and often false information being put out by multiple sources.

**ITEM:** Armed Forces Retirement Home Hurricane Support Team

**DISCUSSION:** NMCB SEVEN was assigned the mission to support the AFRH at the last minute, providing insufficient time to provide government transportation to the crew assigned. Most individuals drove their POV's due to timeliness and response considerations. As a result, many of the personnel lost their vehicles.

**RECOMMENDATION:** Plan ahead to provide at least one MTRV for AFRH team members to utilize as a transportation and standby emergency vehicle.

**ITEM:** Timely evacuation notification and procedures

**DISCUSSION:** The decision to evacuate personnel and families was clearly not made in a timely manner. Personnel were not notified until Sunday, 28 August 2005 when traffic had significantly increased and gas was scarce, causing a lot of unnecessary risks and stresses for our troops and their families.

**RECOMMENDATION:** When a Category Three hurricane or higher appears to be approaching our area, evacuate at least forty-eight hours before landfall.

**ITEM:** Inability to find out information on when to return

**DISCUSSION:** Inability to communicate with anyone from command caused people to delay return. In addition, fuel shortages contributed to delay. Of note is the Battalion CO's direction to all hands to must at 1300 on Wednesday 31 August 2005. This direction was given in light of the severity of the storm and the expectation that roads would be passable within 48 hours of the storm passing.

**RECOMMENDATION:** Have automated message on an 800 number with information on reporting and return. Another possibility is publishing non-local or 800 number for contact such as Pensacola or Virginia to avoid local telephone congestion or massive telephone failure. They could also update the [seabee.navy.mil](http://seabee.navy.mil) website with 1NCD and publish the information. Collect

secondary personal emails that people check on a regular basis if work email is down. Use Ombudsman network if possible to pass the word about battalion information.

**ITEM:** Personnel leaving area without ORM forms filled out.

**DISCUSSION:** Personnel left the area without filling out an ORM, which would have required the submission of POC information at destination. A reliance on local cell phones caused a delay in establishing contact with higher levels of command for instructions on reporting in. Supervisors were unable to contact personnel.

**RECOMMENDATIONS:** Fill out ORM forms and turn in before departure/evacuation and set up an 800 line for dialing in and leaving messages by unit members unable to make contact to watch or supervisor. A web site not hosted locally is also a possibility. This just emphasized the fact of how important recall rosters are. Also, provide cards with important phone numbers before people leave with alternate ways people can check in to their command if normal phone numbers are down.

**ITEM:** Travel around region

**DISCUSSION:** There are many cases where there are not enough GSA vehicles available, yet the mission still needs to be accomplished (i.e. site visits, pictures, meetings, etc.) It is not always practicable to head out when the S3 or CO makes their site visits. Realize that many people drove their personal vehicles, with fuel costs nearing \$3.00 per gallon, it gets expensive to drive around during gas shortages.

**RECOMMENDATIONS:** While many factors work against us that are out of control, the only thing that commands could do to cover the costs incurred is for each Seabee to fill out a travel claim. It does open the door to other potential issues, but at least it could be considered for future disasters. Money did not seem to be an issue for commands right after the hurricane.

**ITEM:** The storm was only a category two when everyone went to bed on Saturday night. Personnel woke up Sunday morning to find that Katrina had upgraded to a category FIVE storm and was headed towards the base. Leadership of CBC did not set the hurricane evacuation order in a timely manner.

**DISCUSSION:** CBC waited until the scheduled 1000 meeting to make the decision to evacuate personnel. Calls to the Commands were next to impossible as was a 100% phone tree. As a result, the O/CPO FEX was not called off until Sunday morning 28 Aug 05. The CO of NMCB-7 released his personnel for evacuation at their own discretion at 0845. So, by the time CBC made the call, personnel were already evacuating.

**RECOMMENDATION:** Ensure that personnel in the base EOC are monitoring the storm 24 hours a day instead of sticking to a preset schedule for meetings.

**ITEM:** Recalling evacuees after a hurricane storm.

**DISCUSSION:** NMCB SEVEN had a post hurricane muster on Wednesday, 31 August 2005. However, many evacuees had not returned. Because of the wide spread destruction, many did not come back for a week. Recalling evacuees was very limited.



**RECOMMENDATION:** Before the hurricane season create hurricane recall. Have all the members in the company fill out the form. Keep the forms in the company through the season. In addition, forms need to be updated as information changes.

## OPS:

**ITEM:** Access gates to Base

**DISCUSSION:** There were only a few gates open shortly after the hurricane. With the amount of personnel on hand, it would not have been a problem to open all gates on the base, helping to relieve traffic and disaster response times significantly.

**RECOMMENDATION:** Train a security team and provide necessary personnel adequately for manning all security gates on base.

**ITEM:** Gas Station

**DISCUSSION:** There were ridiculously long lines, some resulting in hour or more waits, for gas that resulted from community access to the gas station. We need to make sure that the troops have top priority for gasoline to ensure mission accomplishment.

**RECOMMENDATION:** Only allow active duty and base workers access to gas station for one week following disaster.

**ITEM:** CBC Gulfport Water Chlorination program

**DISCUSSION:** There was a lack of vision seen to pre-chlorinate water-bulls before the event for emergency drinking water. Many of the supplies needed for the evolution were in short supply or non-existent. Many of the preventative medicine technicians were not adequately prepared for the disaster.

**RECOMMENDATION:** All potable water sources should be identified early and batch chlorination supplies should be pre-staged in a safe location before the event.

**ITEM:** CBC Gulfport Medical Asset Availability

**DISCUSSION:** Medical assets were severely hampered due to Keesler Air Force Base closing. There seemed to be no contingency plan in place for dependents, retiree's or active duty medical care issues. Additionally, no contingency plan existed for accountability, accessibility of 60,000 plus health records.

**RECOMMENDATION:** Base CO along with Medical OIC of base branch medical clinic should have collaborated and informed BUMED immediately about the medical needs and concerns in the Gulfport area. BUMED should have acted more quickly to get needed assets here to Gulf Coast region to support our Navy families.

**ITEM:** Single line FRAG orders did not include enough information to properly plan and execute tasking.

**DISCUSSION:** Working parties were forced to plan for worse case scenario causing over compensation for the already short supply of resources available: CESE, tools, equipment, etc.

**RECOMMENDATION:** FRAG orders need to include, as a minimum, a descriptive scope of work and a POC.

**ITEM:** No clearly defined DRT assets exist.

**DISCUSSION:** It was unclear what TOA was designated for the DRT once the DRT was activated. The DRT had to submit a list of materials and CESE required once the storm had passed, and not all of the materials or CESE requested were immediately available.

**RECOMMENDATION:** Develop a broader based set of DRT TOA that will allow for proper emergency response. Having the correct CESE and material on hand and ready to go is paramount.

**ITEM:** NMCB Seven personnel were allowed time to assess their own damage and take care of post hurricane business while completing the Battalion missions. This placed a burden on both the personnel who were required to quickly check and secure their home and the Change of Command who released personnel not knowing when they would return.

**DISCUSSION:** One of the NMCB's missions is disaster response. However, when personnel in the battalion are affected by the disaster it is hard to complete the mission and take of personal business. The battalion worked long hours while attempting to allow personnel time to work personal issues. Most personnel were given the first one or two days off to assess their losses and get help. The most noteworthy exception was those true first responders, the DRT and other personnel who weathered the storm in the warehouse. Trying to take care of business after work was tough. There must be time to do both. As the recovery operations proceeding, just about everyone wanted time off to take care of business but the Battalion was tasked with many jobs to work and complete. Most had wait for time while we completed the tasks.

**RECOMMENDATION:** Leadership needs to think through the balance of disaster recovery and personal recovery. There is no easy solution, however personnel will eventually lose effectiveness if they are not allowed to take care of their homes and personal matters. One possible solution is to develop a "blue and gold" crew work rest plan. Crews would work every other day. On their off days, they would work their issues during working hours. Alternatively, leaders could consider taking entire units off-line as the recovery efforts mature and more outside help is available.

**ITEM:** Disaster recovery management not in effect.

**DISCUSSION:** There seemed to be a general lack of organization on the part of disaster management personnel in Jackson County. Furthermore, this lack of organization hindered Det operations as various people competed amongst each other to utilize Seabee assets for the benefit of their constituents. While there was an Incident Management Team (IMT) on site for operational coordination, County representatives continuously circumvented them in an effort to maximize Seabee Operations in their respective areas.

**RECOMMENDATION:** Future recovery operations Dets need to set an immediate precedence that they will primarily deal with only one coordinating entity. Ideally, an external IMT will be

on-sight for coordination purposes. However, if that is not the case then Det leadership should set a precedence of dealing with the County Supervisor or his appointed representative. Tasking filtered through the representative should then be bounced off the Federal Coordinating Officer (FEMA representative) for action. While the FEMA representative needs to be involved in operational planning, it is not recommended that he be the primary coordinating authority since he would have very little knowledge of the County needs and requirements.

**ITEM:** Air Det utilization in disaster recovery not effective.

**DISCUSSION:** During the evacuation process leading up to the Hurricane, it was not mandated for the ready Battalion Air Det to remain on CBC Gulfport. The majority of the Air Det was given authorization to evacuate the immediate area in an assumption that they would be readily available if called upon. Furthermore, the lack of a command Air Det policy would have made it difficult to lock Air Det down before the Hurricane since no advance preparations were made for their families. The reality on the ground following the unprecedented destruction by Hurricane Katrina was of a dispersed Air Det at a time when they were most needed.

**RECOMMENDATION:** Future evacuation from the area or to CBC shelters for any potential natural disasters should exclude the entire Air Det for the ready Battalion. Air Det in its entirety should be locked down on CBC Gulfport. Should the need arise for an Air Det following another natural disaster, all personnel will have already be identified and centrally located to employ them in a moments notice. Furthermore, if such a policy is Command driven, this will allow all future members of Air Det to make advance preparations for their families should another evacuation be necessary.

## Communications:

**ITEM:** Communications Equipment

**DISCUSSION:** Loss of VHF communications with Amtracks when they leave the line of sight from the base resulted in loss of central control.

**RECOMMENDATION:** Use more HF assets for local communications. This will extend the communications range and improve command and control. Possible have a disaster relief equipment list, stage instead of using BN TOA-Equipment. This will ensure we have enough to be mission capable.

**ITEM:** Web based email

**DISCUSSION:** CFFC policy says that users are not allowed to use personal web based email at any time. NMCI user agreement says that people can use personal web based email on breaks or after hours. Because NMCI email was down, users needed to communicate still with family or insurance companies. For the first weeks of the crisis, personnel were allowed to access personal webmail (Earthlink, hotmail, etc.) from NMCI accounts, greatly facilitating communications with the outside world.

**RECOMMENDATIONS:** Senior leadership in the Navy should understand that although relaxing the rules with web based email is in conflict with CFFC message, during a crisis, this may be the only means for effective communications.

**ITEM:** All conventional means of communication were inoperable after Katrina.

**DISCUSSION:** Crews were frequently unable to communicate with the 22<sup>nd</sup> COC utilizing communication equipment issued. No communication equipment was issued to the battalion COC that would allow them to communicate with their own crews. Seabees resorted to using their personal cell phones, costing them money.

**RECOMMENDATION:** Iridium and SAT phones are available. Lack of communication costs more in dollars than the use of the phones!  
Option 2: Emergency instruction section on the NMCB-7 web site. This would allow updates and general information to be passed by the command and would be an alternate information source for personnel.