



DEPLOYMENT COMPLETION REPORT



“MAGNIFICENT 7”
2006



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EXECUTIVE SUMMARY





EXECUTIVE SUMMARY

U. S. Naval Mobile Construction Battalion SEVEN (NMCB SEVEN) completed its remarkable and highly successful deployment to CENTCOM AOR and other locations in direct support of Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF), and the Global War on Terrorism (GWOT) on August 22, 2006.

The battalion was spread over 4 continents, 13 countries and 25 locations. The Mainbody deployed and integrated 149 Reserve Component (RC) Seabees from NMCB TWENTY ONE and over 160 Soldiers from the 63rd Engineer Company (EN CO) Combat Support Element (CSE) to provide contingency engineering and construction in five bases throughout Kuwait in support of Coalition Forces Land Component Command (CFLCC). The AC/RC Seabees and Soldiers were fully integrated to provide unity and venues for cross-functional collaboration. The remaining Seabees of NMCB SEVEN were spread around the globe, providing engineering and construction support to Combined Joint Task Force-Horn of Africa (CJTF-HOA), Navy Central Command (NAVCENT), the Sixth Fleet's Combined Task Force (CTF) 68, U.S. Northern Command (NORTHCOM), and U.S. Southern Command's (SOUTHCOM) New Horizons.

The battalion tailored personnel and equipment resources to establish self-sufficient details, ranging from 4 to 136 personnel, and meet multiple, simultaneous missions. The battalion supported Commanders' Intent to improve infrastructure, enhance security and quality of life in forward operating locations, and, in many cases, improve conditions of civilian citizens in geographical areas at risk of becoming safe havens for extremists and terrorists.

Throughout the deployment, NMCB SEVEN executed critical missions with discipline, accountability, and adherence to our core values: Honor, Courage, and Commitment. The "Magnificent" SEVEN led the way and set the standard for the rest of the Naval Construction Force (NCF).

ADMINISTRATION/SPECIAL STAFF: The battalion's Administrative/Personnel Department provided outstanding support to nearly 950 Seabees. The department successfully processed 84 transfers and separations, 93 receipts, 67 reenlistments, and 7 personnel for advancement under the Command Advancement Program (CAP). The battalion also administered and processed over 450 personal awards and 450 evaluations and fitness reports. These efforts enhanced the battalion's readiness and positively contributed to operations.

OPERATIONS: Operations executed a plan focusing on superior levels of performance, safety awareness, and quality workmanship. The results are a lasting positive impact for our customers and the NCF. During deployment, the Mainbody in Camp Arifjan along with details at Camp Moreell, Camp Buehring, and Camp Virginia executed 42,278 mandays of construction, working 129 mission directives in support of CFLCC and TWENTY-SECOND Naval Construction Regiment (22nd NCR).

Project highlights in Kuwait included the construction of Khabari Alawazem Crossing (K-Crossing) at the Kuwait-Iraq border, CFLCC's top priority and the largest military construction project in Kuwait. Our Seabees placed more than 73,000 metric tons of asphalt and 1,800 cubic meters of concrete, providing a safer border crossing and an inspection station for the forces transitioning to and from Iraq. Other significant tasking included: construction of a 2,600 square foot multi-purpose warehouse that includes five classrooms and an audio/visual room with stage for special events in Camp Arifjan; leveling of 3.5 miles of berms and removal of 80,000 cubic yards of earth in support of the time sensitive Camp Victory base closure; demolition of a helicopter wash station and construction of a new 510 ft long concrete drain, catch basin, and 12 point wash rack in Camp Buehring; completion of a sewer project in Camp Arifjan tying in all sewer lines from the showers, laundries, and sanitary facilities into one main tank reducing the need to pump each tank and saving



EXECUTIVE SUMMARY

the camp \$2.2M per year; and the build-out of 5 Berthing Pre Cast Buildings (PCBs) that added 9 walled compartments to each PCB creating a more private environment for the occupants.

NMCB SEVEN conducted Humanitarian Civic Assistance (HCA), Civil Military Operation (CMO), Military-to-Military training and Water Well operations in the CJTF-HOA AO, including the Ogaden Region of Ethiopia. NMCB SEVEN also deployed task-tailored Details to Guantanamo Bay, Cuba; Andros Island, Bahamas; Rota, Spain; Honduras; The Kingdom of Bahrain; Aktau, Kazakhstan; Camp Bucca, Iraq; and Cyprus to provide evacuee support for the Israel-Lebanon conflict. NMCB SEVEN played a key role in establishing secure environments and enabling regional stability that are crucial components in combating and resisting terrorism and extremism in the CENTCOM AOR as well as providing contributory support construction world-wide.

TRAINING/READINESS: The Training Department (S7) executed a well-organized and robust professional development plan during the deployment, maintaining a better than 94% skill attainment level throughout. The S7 coordinated a Seabee Skill Assessment (SSA) interview evolution over the 12 established detail sites, documenting the knowledge gained through hands-on experience over the deployment. An aggressive Seabee Combat Warfare program was maintained for all personnel. All Details employed an equally diverse and thorough training program. This hard work resulted in a total of 123 personnel achieving SCW qualification this deployment. Training conducted monthly Training Days, On-the-Job Training (OJT), in-rate training, and Combat Life Saver (CLS) courses.

COMMUNICATIONS: The Communication Department (S6) provided superb service to the battalion during the deployment to Camp Arifjan, Kuwait. S6 personnel maintained a centralized server based LAN with three servers and 129 workstations providing the battalion centralized file storage and communications. S6 wrote and gained approval of an Abbreviated System Decision Paper (ASDP) for \$144K worth of additional network equipment improving Camp Arifjan's computer system resources and network reliability. S6 also inventoried and tested the entire communications TOA resulting in an accurate reflection of the true readiness of the equipment. S6 then repaired the broken communications equipment raising the readiness level from non-mission capable to mission capable. The network and telecommunications infrastructure was completely reconfigured to decrease downtime and increase reliability. In addition, Detail HOA received increased capabilities for its mission.

SUPPLY/LOGISTICS: The Supply Department (S4) excelled in every possible way during this deployment. Control Tool Room (CTR) procedures were improved. This included establishing tool kit master inventory files and performing an accurate assessment of tool kit percentages, increasing our CTR tool kit availability from 84% to 99%. Shortages and calibration deficiencies of existing equipment on hand were quickly identified, and actions were taken to correct the deficiencies, thus improving the Status of Resources and Training System (SORTS) rating from non-mission capable to mission capable. In addition to providing logistical support to 12 established Detail sites, the S4 was tasked with establishing the base line inventory data inputs for the newly established Micro-Snap DODAAC V69407, which required a 100% inventory of more than 10,000 individual line items and manual entry of the inventory data into a data base for implementation into program data base. The overall readiness of the battalion's Supply Department has been greatly improved during the deployment.

EQUIPMENT: NMCB SEVEN Equipment Operations faced many obstacles during the deployment. Personnel were challenged with an incompatible MicroSnap system, stand alone system for SKED program, disarrays in Hazardous Materials, scattered maintenance shops, and lack of telephones and IT connectivity. NMCB SEVEN tackled all the obstacles head on and met all the required tasking. The CESE to mechanic ratio was 6:1 throughout the deployment and the equipment availability increased from 87% in February to a high of 93% at the end of deployment.



EXECUTIVE SUMMARY

It was a Magnificent deployment. Our command and control, embodied in small unit leaders, ensured our success. Our technical knowledge and professionalism raised the bar and made the U.S. Navy Seabees the Engineer Force of choice for ASG-KU, CJTF-HOA, and many other clients.

ADMINISTRATION & SPECIAL STAFF





ADMINISTRATION & SPECIAL STAFF

ADMINISTRATION & PERSONNEL: The Administration and Personnel Department (S1) provided full customer service for nearly 950 Seabees and limited customer service to over 160 Soldiers of the Army's 63rd EN CO CSE. The implementation of a homeport "PAPA DET", consisting of six Personnelmen (PS) and a Yeoman (YN), provided invaluable support to all the Details around the world, maintained a vital consistency in personnel office operational tempo, and significantly aided the Homeport Liaison in processing incoming and outgoing Seabees from the battalion.

At the Mainbody, eleven PS's and nine YN's processed all correspondence, passport applications, recurring reports, leave requests, and coordinated award ceremonies. The Personnelmen processed advancements for 7 personnel advanced under the Command Advancement Program (CAP). For the January 2006 CPO Exam and the February/March 2006 Navy-wide Advancement Examinations, the Personnelmen orchestrated all requirements for 414 active duty and reserve participants disbursed over 12 deployment sites. The Personnel Office and Papa Detail processed over 4,700 travel claims for deployment per diem. The Award's YN processed over 450 personal awards and the Command YN processed over 450 evaluations and fitness reports. The S1 shop transferred or separated over 84 Sailors, and gained over 93 Sailors while forward deployed. The department was also challenged with administering and managing continuing entitlements for service member families who remained in Safe Haven locations, as a result of Hurricane Katrina, through the end of deployment.



February/March 2006 Navy-Wide Advancement Results/January CPO Exam		E4	E5	E6	E7
Time in Rate Eligible		83	179	75	77
Participated		83	179	75	77
Selected/Board Eligible for E7	Reserve	NA	11	12	15
	Active	49	35	8	39
Percent Selected	Reserve	NA	61.1	63.2	27
	Active	59	21.7	12.5	8
Navy Wide Percent Selected	Reserve	NA	31.9	19.2	UNK
	Active	31.5	19.2	11.3	TBD

LEGAL DEPARTMENT: The Legal Department offered legal procedural assistance to over 950 Seabees. Servicing all, the Mainbody site and every Detail, the Legal Department provided numerous power of attorneys, notaries, letters under the auspices of the Service Member's Civil Relief Act; acted as a liaison between the command and several government and private entities; and established one of only two Volunteer Income Tax Assistance Centers in Kuwait. Additionally, with limited legal assistance services in the camp, the Legal Department provided power of attorneys and notaries to several members of the Army and Air Force. From the disciplinary perspective, the



ADMINISTRATION & SPECIAL STAFF

dispersion of our Seabees throughout the globe created unique challenges in resolving matters that pertain to behavior disorder and misconduct. However, through coordinated efforts between individual Detail site legal representative and local available resources, all misconduct cases were efficiently and effectively handled and resolved as seamlessly as if the members were with the main body site.

CAREER COUNSELOR: With the all-volunteer force concept, the Navy's ability to attract and retain the number of quality personnel needed to meet manpower requirements is dependent upon the level of career satisfaction offered by service in the Navy. NMCB SEVEN continued to maintain a positive command environment. This is the key factor in the success of our Career Information Program and our retention, resulting in NMCB SEVEN meeting all criteria to win the COMFLTFORCOM Retention Excellence Award for FY06. In anticipation of the deployment, we identified, designated and trained eight Detail career counselors in homeport. This well organized team working hand in hand with the Chain of Command guaranteed our success.



SEABEES SERVED BY THE NUMBERS:

Career Development Boards conducted	500
Reenlistments conducted	67
Selective Reenlistment Bonus's (SRB) paid	\$450,000
Enlisted Personnel Action requests (1306/7's) processed	25
Personnel attended Transition Assistance Program (TAP)	23
Perform to Serve (PTS) applications submitted	57
Personnel attended Indoctrination	96
Personnel attended First Term Workshop	58

	Eligible	Not Eligible	Reenlisted	Reenlistment Rate	Navy Goal
ZONE A	50	11	40	80%	53%
ZONE B	9	3	8	89%	64%
ZONE C	6	0	4	66%	85%
ZONE D	14	0	14	100%	NA
ZONE E	6	0	1	16%	NA



ADMINISTRATION & SPECIAL STAFF

CHAPLAIN: The Religious Ministry Team (RMT) was responsible for the spiritual, mental and emotional well being of the battalion throughout the deployment. The RMT's efforts centered around: religious and pastoral counseling, jobsite visitation, and community relations. The RMT was also responsible for the United Through Reading (UTR) program. In addition to implementing the program in Kuwait for our Seabees and follow on battalions, the RMT was tasked by First Naval Construction Division (1NCD) to establish the program for Detail HOA, which was successfully accomplished. Moreover, the RMT initiated a National Book Drive to garner books for our Seabees to read to their children resulting in 8000 books sent to CENTCOM with 3,000 to remain in the Kuwait Camps for follow on battalions. Well over 75 Seabees participated in the program.

NMCB SEVEN's Chaplain counseled nearly 200 Seabees in separation anxiety, and deployment related family and marital stress. The RMT's Detail visits resulted in face to face counseling and guidance with our Seabees going through acute issues at the pastoral level. Additionally, the RMT met with priests from a Catholic orphanage in Djibouti, Africa and while there traveled to Dikhil, Djibouti and met with the local town leader in a show of support for the Djiboutian people.

The Command Chaplain also performed Divine Worship services in Camp Arifjan at the CENTCOM Detention Facility as well as operated as Camp Chaplain of Camp Virginia in Kuwait for a month. RMT traveled to Al Asad, Iraq to support RMT of NMCB TWENTY FIVE in July. Finally, the Command Chaplain also performed Memorial Services in Camp Morrell for 3 fallen Seabees of NMCB TWENTY FIVE.



DENTAL DEPARTMENT: Through hard work and coordination with dental staffs at various Detail sites, the dental department maintained a readiness of 92%. This is slightly lower than the 98.5% readiness achieved prior to deployment mainly due to the lack of dental facilities at various Detail sites. The dental department completed a site visit to Djibouti, Africa to provide needed treatment and exams to Seabees deployed there. This visit was instrumental in maintaining a dental readiness of the Detail.

The dental department also received the new field unit dental ADAL 08261. The ADAL was inventoried and a list of missing equipment and expired supplies was produced. The necessary supplies were acquired so that follow on battalions would have a functional clinic in which to work.

MEDICAL: During our 2006 Kuwait deployment, NMCB SEVEN's Medical Department continued to provide quality medical care to all members of the battalion, along with over 1,700 service members from other units in Camp Arifjan. The medical staff worked hard to keep readiness above 98%,



ADMINISTRATION & SPECIAL STAFF

spearheaded smoking cessation efforts, and provided definitive treatment for a wide variety of ailments. Our medical staff also provided numerous Combat Life Saver (CLS) courses.

NMCB SEVEN sent corpsmen to Kazakhstan and Sao Tome to support operations and gain valuable tropical medicine and medical mount-out experience. This has proven instrumental to our operational successes in theater and beneficial to the medical department as a whole. This was truly an educational, varied, and memorable deployment for our medical staff.

STATISTICS:

NMCB SEVEN Kuwait	
Total # seen at Camp Arifjan	2800
Immunizations	300
PPD, HIV, and DNA Tests	300
Audiograms	20
Sick in Quarters	97

NMCB SEVEN Kuwait	
Clinic Referred to	# Visits
Radiology	275
Orthopedics	179
Optometry	22
Physical Therapy	18
General Surgery	12
Dermatology	10
Mental Health	7
Dietician	0
Urology	3
OB/GYN	6
Internal Medicine	10
Cardiology	4



PUBLIC AFFAIRS OFFICER (PAO): The PAO staff remained extremely busy during this deployment. They worked tirelessly to cover numerous special events and capture what Seabees do best.

Throughout the deployment, the PAO staff has coordinated and delivered:

- 1 radio interview for WORL Orlando, FL.
- 28 news articles for distribution.
- 14 articles published on Navy NewsStand.
- 24 photos posted on the Navy NewsStand site, however many more were submitted.



ADMINISTRATION & SPECIAL STAFF

- 15 articles published locally, including Sun Herald and Seabee Courier.
- 14 or more articles published nationally, including US Naval Institute Proceedings, SAME Magazine, and interviews with Seabees in their hometown newspapers.
- 7 articles delivered for internal use, but most of these consisted of the "Magnificent Moments" newsletter and Seabee magazine.
- 10 TV/Radio spots appeared on Navy Marine Corps news and Pentagon Channel to highlight Seabees work worldwide, including Horn of Africa and Sao Tome.
- Published "Magnificent Moments", the battalion familygram, 6 times during deployment.

NMCB SEVEN was fortunate to have numerous visits from Distinguished Visitors throughout deployment. These visitors included:

- Secretary of the Navy (SECNAV), The Honorable Donald Winter
- Assistant Secretary of the Navy (Installations and Environment), The Honorable B.J. Penn
- CENTCOM Commander, GEN Abizaid
- ARCENT, 3rd US Army, CFLCC Commander, LTGEN Whitcomb
- NAVCENT, 5th Fleet Commander, VADM Walsh
- Commander, Carrier Strike Group Seven, RADM Miller
- Commander, 1NCD, RADM Phillips as well as other distinguished visitors from the NCF.

In addition, the PAO shop won third place in the CHINFO award for Deployment Familygram category. Submissions for this award are received Navy wide. Work is also continuing on the deployment cruisebook, which is sure to be competitive for next year's CHINFO awards.

MWR: MWR staff had large impacts on the morale of the battalion this deployment. Their biggest contribution was through allocating the profits from the MWR Store toward this year's cruise books and reducing the cost to Seabees by 66%.

MWR staff worked with the base Tours and Travel office to coordinate MWR trips to Kuwait City. The trips visited the Grand Mosque, Kuwaiti Towers, Science Center, AL Kout Mall and City Center Mall. The Seabees were able to learn about the Kuwaiti culture as well as walk along the clear blue Persian Gulf. NAVCENT also sponsored a 4 day Rest and Recuperation (R & R) trip via rotator to Bahrain for the top performing Seabees from our command. Each Battalion Company submitted their top performers for that quarter, and two names were randomly drawn for each quarter by the Command Master Chief. Four of our selected Seabees enjoyed the trip and had a very memorable experience.

MWR staff also established Movie Nights throughout the weekend at Camp Arifjan in an American Tent equipped with a list of the latest movies as well as an air hockey table and board games. The staff acquired 155 movies in 8mm players from the "Theater in Box" program along with two big screen TVs and a sound system. MWR also maintained a store that served coffee and refreshments.

Finally, the staff coordinated and executed two huge social events during the deployment, the Seabee Birthday Party, and the Over The Hump Party. The annual softball game between the Chiefs Mess and the Officers Wardroom ended with the Officers on top.

TRAINING & READINESS





TRAINING & READINESS

TRAINING/READINESS: Deployment training kicked off with sessions that included various speakers. This training placed a strong emphasis on cultural awareness and defensive driving, including SERE 100 Level B (Code of Conduct), Human Trafficking, Sexual Assault, Hazing, and Army Rank familiarization.

The battalion maintained better than 94% skill attainment level throughout the Kuwait Deployment. The S7 coordinated an SSA interview evolution over 12 sites to document the knowledge gained through hands-on experience over the deployment. Over the six scheduled Saturdays, all Navy GMT topics and a variety of other approved topics were presented. Topics included the new Naval Installation cell phone policy, updated administrative tattoo and body art requirements, and the new Navy DUI policy in an overall effort to help improve today's Sailors' careers and personal lives.

Prior to rating exams, the battalion worked tirelessly to set up in rate training program to provide our Seabees every opportunity to excel. Senior Petty Officers conducted nightly classes and ensured that our Seabees were fully prepared for each exam. This efforts contributed to an outstanding 295 out of 300 personnel passing their advancement exams.

In addition, NMCB SEVEN executed an M-16 BZO Range for all required personnel at the local ranges. The Battalion also conducted numerous CLS courses during the deployment in an effort to better equip our Seabees with skills that have can one day save a life.

As the battalion prepared for redeployment, members of the Fleet and Family Service Center (FFSC) from NCBC, Gulfport, provided mandatory training to ensure our Seabees were prepared to transition into a homeport lifestyle and conducted one on one counseling for those individuals requiring this assistance. The training was focused on finance management, DUI and driving safety, suicide prevention, anger management, and domestic violence. Personnel were also educated on how to handle reunions with families and friends, with special emphasis on dealing with children's likely behavior. In addition, the FFSC members addressed all the changes in Gulfport over the six months of deployment pertaining to law and base policy changes, including updates on the hurricane recovery progression.

The mandatory classes were a great success and promulgated the battalion up for success as we transitioned to homeport and rejoin our friends and families as well as focus on our homeport mission.

MONTHLY TRAINING MANDAYS

FEB	MAR	APR	MAY	JUN	JUL	AUG
48	797	1499	1578	1763	1095	1300

ARMORY: Battle Zero (BZO) ranges for all battalion personnel were conducted at the beginning of deployment at the local ranges. The battalion shipped 240B weapons and NVG's to Djibouti, Africa in response to increased levels of alert and security. The armory also continued to implement the 3M program.

SEABEE COMBAT WARFARE: The Seabee Combat Warfare program directly reflects the mission readiness of the battalion. An aggressive Seabee Combat Warfare program was maintained for all personnel. Our aggressive approach included not only enrolling all personnel in the program, but





TRAINING & READINESS

establishing goals and milestones for final qualification. These efforts resulted in 123 personnel achieving this qualification. The overall battalion qualification increased to 75% for E5 and above, and 43% for all ranks.

Our staff revamped the entire training process by updating the existing training curriculum to provide relevant and up to date information from Navy publications and standards. Once this was completed, the S7 staff worked aggressively to provide training to All Hands. Classes were scheduled nightly and the level of participation was more than anticipated. At one point, five different locations had to be used simultaneously to fit all who wanted to participate.

COMMUNICATIONS: S6 Department provided superb service to the battalion during the deployment. Their efforts focused on customer service, network security, and infrastructure improvements, as well as correcting deficiencies to bring COMM Suite from non-mission capable to mission capable.

S6 personnel not only maintained the existing LAN but engineered and installed significant upgrades to the network. The S6 shop identified equipment deficiencies/shortfalls and produced an ASDP articulating the need for additional/replacement equipment. This efforts resulted in \$144K worth of ADP equipment (laptops, flat panel displays, printers and backbone switches) being procured for this deployment site. This improved the quality and reliability of the assets throughout Camp Arifjan. Another milestone accomplished by the Communications Shop was the inventory and testing of the entire communications TOA resulting in an accurate reflection of the true readiness of the equipment. With the results from the



inventory and testing of the TOA, the shop repaired over one-third of the TOA assets in less than 3 months, brought all of the tactical equipment out of lay-up, and implemented a 3M program to maintain the recently repaired equipment. These acts resulted in an increase in readiness from non-mission capable to mission capable.

Finally, the network and telecommunications infrastructure was completely re-structured by installing a camp wide conduit system and reducing the surface cable runs by 75%, resulting in a reliability increase of 80%.

COMPUTERS: The 129 network workstations were kept operational by our combined Communication staff. S6 personnel completed over 400 trouble calls. They installed a conduit system for the camp's telecommunications as well as network systems, separating the two systems and reducing all above ground cabling. This reduced the trouble calls for broken lines from 10-12 a week to 0. The new cabling scheme also lowered the number of cables by 75% and significantly decreased the amount of time in trouble shooting and repairs. In addition, the communications shop built a clean room to keep the servers at optimum operating temperatures, keeping them sand and dust free. Another significant milestone achieved was the successful implementation of DMS at Camp Arifjan providing the battalion with the capability of receiving and sending message traffic and not having to rely on a third party to forward the message traffic from homeport.

NETWORK SECURITY: The network's security was maintained during deployment and complied with Navy standards. The Information System Department (ISD) conformed 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. Administrative passwords were changed in accordance with INFOSEC security regulations. The communications shop produced a Site Secure Authorization Agreement (SSAA) for the Kuwait deployment area that made the Kuwait deployment site the only NCF deployment site with an accredited network.



TRAINING & READINESS

TACTICAL COMMUNICATION GEAR: Due to sub-standard condition of the communications TOA, the over 2,300 pieces of the communications suite were tested and evaluated in a two month time frame. The S6 shop coordinated the repair of the broken pieces of equipment and the replacement of the SL3 shortfalls from the TOA. This aggressive testing, inventory, and repairs allowed the battalion to elevate the readiness level of the communications suite from non-mission capable to mission capable.

The communications shop also implemented the 3M program on all equipment and brought all of the Communications gear out of lay-up. To ensure proper storage and maintenance of CCI gear all gear from Camp Moreell was brought to Camp Arifjan. In addition, Detail Hoa received increased capabilities for its mission through the availability of an INMARSAT and 4 HF Base stations along with Dolch laptops.

MAINTENANCE MATERIAL MANAGEMENT (3M): The Battalion continued to emphasize its 3M program with regular training sessions conducted by 3M Coordinator. This was the second 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, with the battalion exceeding all training requirements with the exception of only having one 3M Coordinator NEC 9517.

Skill	1500.1 I-III	1500.1 IV-V	NMCB SEVEN
301	418	418	616
302	29	37	207
303	19	30	159
304	16	24	91
305	11	11	85
306	24	43	82
9517	1	2	1

Specific accomplishments:

- a. Increased attainment in all PQS skills of 3M as required by the 1NCD 1500 training manual.
- b. Established SKED server base for Camp Arifjan and Camp Buehring. This gave real time data of maintenance being performed.
- c. 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 the Type Command (TYCOM) and Naval Sea Systems Command (NAVSEA).
- d. Migrated ROTA MICROSAP to the Camp Arifjan, Kuwait MICROSAP. This allowed for a more accurate statue of the TOA's location and maintenance.
- e. Maintained overall 99% RAR rate.

OPERATIONS



NMCB SEVEN's 2006 Kuwait deployment was characterized by diverse operations located at numerous locations around the world. The Operations Department was the driving force behind the execution of over 58,951 mandays of contingency engineering, construction, and camp maintenance worldwide.

In Kuwait, the battalion established its Mainbody in Camp Arifjan and detail sites at Camp Virginia, Camp Buehring, and Camp Moreell. The Battalion was augmented by 149 NMCB TWENTY ONE Seabees filling in positions throughout the chain of command including Detachment OIC, Detachment AOICs, Project Supervisors, and Crew leaders, and over 160 Soldiers from the Army's 63rd EN CSE. Moreover, this integration created an efficient organization that served as a model for active and reserve integration as well as joint operations.

Adding to the challenge and success, the NMCB TWENTY ONE Seabees rotated halfway through our deployment between their Heavy Airdet (HAD) 1 and 2.

While deployed in Kuwait, NMCB SEVEN successfully completed over 42,278 mandays of construction tasking, while completing 129 tasked projects. The use of Seabees realized an estimated savings of \$16M allowing Coalition Forces Land Component Command (CFLCC) to execute other mission critical expenditures that would otherwise not be possible.

Kuwait project highlights included but were not limited to the completion of the Khabari Alawazem Crossing (K-Crossing), a 2 Km long border crossing between Iraq and Kuwait that resulted in the placement of 70,000 metric tons of asphalt and 1,800 cubic meters of concrete. The Battalion also completed a 2,600 square foot (sf) multi-purpose warehouse that includes 5 classrooms and stage for special events at Camp Arifjan; a 12-point helicopter wash station at Camp Buehring, the only in Kuwait; a 20,000 sf Sunshade for the ECP at Ali Al Salem; five 15,000 sf reinforced concrete slabs for large area maintenance (LAM) pads at Camp Arifjan; 3.5 miles of berm leveling and 80,000 cubic yards of earth removal in support of Camp Victory's base closure; consolidation of medium voltage power to a central location in Zone VI thus deleting the requirement for more than 20 generators, creating a reduction in noise level which enhance quality of life, and cost avoidance of \$800,000 in labor and savings of \$1.2M/year in operating costs; the Zone VI sewer connection project in which the scope was to reroute sewer lines from into sanitary sewer holding tanks and tie into sewer mains, deleting the requirement for sanitary sewer trucks to continually pump the tanks, and generating immediate savings of \$2.2M per year; and interior build-out of 5 existing PCB Barracks to provide 9 semi-private berthing compartments and 1 common area per PCB clearly enhancing the quality of life for all service members.

CFLCC provided tasking to NMCB SEVEN Operations via Mission Directives (MDs). All construction tasking was categorized into one of three priorities by the CFLCC C-7. Priority 1 MD's, the highest, was for protection of life and safety projects. Priority 2 was for mission critical projects. Priority 3 was for all other construction. MD's varied between horizontal and vertical work and in level of effort they ranged in size from 5 mandays to 2800 man days.

Mainbody's Camp Maintenance greatly improved Camp Arifjan by ensuring the performance of camp wide maintenance and upgrades to the facilities and grounds. Seabees completed over 400 service requests with over 1774 mandays and savings in excess of over \$150,000. The department also created a database program to track hours, price, location, and other essentials information to increase performance.

Camp Maintenance remained flexible enough to perform camp improvements as well. Specific projects included installation of over 30% of camp sidewalk, replacement of all camouflage netting throughout the camp, installation of fire extinguishers and an all inclusive monthly PM program, and construction of several desks, shelving units, and office partitions in support of the camp operations.

While doing the BEEP with the outgoing battalion, some of the pieces of equipment were determined to be in substandard condition. A cost analysis was performed on selected equipment as to the costs involved in upgrading the equipment to mission capable condition. This was also cross referenced with the COSAL to

ensure that the parts were supported. This effort resulted in 16 pieces of CESE being identified for disposition. The disposition request was sent to 22nd NCR, which then forwarded to Naval Facilities Expeditionary Logistics Center (NFELC) for approval. The approval process takes several months due to the fact that the replacement pieces of CESE must be sent to Kuwait. However, the approval of additional pieces of CESE will enhance construction capabilities of the NCF in the AOR.

Detail Horn of Africa executed over 6,376 mandays of construction. Seabees were deployed to such remote locations as Jijiga, Ethiopia, Dikhil and Tadjoura in Djibouti, Manda Bay in Kenya, and, Consolidated Operating Locations (COL) in Hurso, Gode, and Bilate, Ethiopia. These Details typically operated independently for long periods of time. Some of their most noteworthy achievements included: drilling of 5 water wells in Jijiga, Ethiopia to provide much needed water in the drought stricken area in Ethiopia; constructing of 2 school dormitories to support and house the children; constructing 20' X 40' SouthWest Asia Huts (SWAHUTS) to support the CJTF-HOA operations; and providing engineering and construction support for the COL's. NMCB SEVEN played a key role in establishing a secure environment and enabling regional stability that are crucial components in combating and resisting terrorism and extremism in the AOR.

NMCB SEVEN deployed task-tailored Details to Andros Island, Bahamas; Rota, Spain; Guantanamo Bay, Cuba; The Kingdom of Bahrain; Aktau, Kazakhstan; Honduras; and Camp Bucca, Iraq. These combined efforts resulted in over 10,297 mandays of construction. The battalion also launched seven Seabees to Cyprus during the Lebanon evacuation.

NMCB SEVEN Detail Andros tasking included the construction of a concrete block housing unit (CBH-14) located onboard AUTEK, Andros Island to be used by permanent party personnel. During the deployment vendor errors and material delays were a regular concern which delayed the project completion date. The detail completed a school roof repair project which was added to our tasking halfway through deployment. The school serves grades K-12 for dependents on the island.

Detail Rota was tasked with a Deployment for Training (DFT) exercise in Sao Tome, Africa for the renovation of a community gymnasium. Local military engineers worked side by side with the Seabees finishing the 400 manday project and providing Sao Tome civilian communities with much needed upgrade to their gym facility. Simultaneously, the detail performed a wall to wall inventory of all NCF property in Camp Mitchell and re-organized CTR/MLO and configured the DFT warehouse there. Additionally, the det provided logistic support to the rest of the battalion by receiving and shipping parts and supplies and by shipping the TOA items from ROTA.

Detail Guantanamo Bay's main tasking was the construction of a refueling pier and a bridge. The pier included marine lighting and five sets of Dolphin Piles which will provide a much-needed fueling station for all Navy and Coast Guard ships stationed and ported in Guantanamo Bay. The construction of the GTMO River Bridge spanned over 225 feet and will improve the reaction time of the Marine Security Force Company stationed at the Naval Station. The Detail was also tasked with providing road construction for the Security Force on and around the 34 miles security perimeter road, which included site preparation and re-grading of the existing road. Detail Guantanamo Bay kept busy performing substantial OIC Discretionary work and took advantage of the numerous rain days to conduct various in-rate, military and specialty training.

Detail Bahrain was originally tasked to go to Aktau, Kazakhstan. During turnover, however, an immediate tasker was received for the Detail to make repairs and complete renovations to two Iraqi Oil Platforms, Al Basr Oil Terminal (ABOT) and Kwor Al Amaya Oil Terminal (KAAOT). At ABOT, Seabees demolished an existing lounge and replaced it with a new two story structure with a lounge, storage area, lighting system and new sink. At KAAOT, we demolished and re-constructed a roof with slope and weather seal above the lounge, constructed a new wooden floor, and installed a drop ceiling with new electrical system. These platforms are vital to the country of Iraq, as the exported oil represents 80% of their economy. The Detail's primary tasking was the renovation of Naval Institute Facility in Aktau, Kazakhstan where 1,788 mandays

were invested. The establishment is the training facility for their Naval Officers, and the construction greatly improved the quality of life for Kazakhstan military and Naval students at the institution. In addition, the Detail was tasked to reconstitute and pack for shipping a 400 man tent camp to Cyprus to support the evacuation in Lebanon.

Detail Honduras was a DFT in support of New Horizon's 2006 – "Asegurando el Futuro – Securing the Future", a SOUTHCOM exercise. NMCB SEVEN was tasked to construct a 2-room school and provide a new electrical system and latrines with water and leach field in the town of El Pino, located approximately 10 miles West of La Ceiba. Additionally, the Det OIC and Det OPS Chief were tasked by the JTF Commander to take on the duties of JTF project Ops, supervising and coordinating 5 JTF projects. During operations, rain and high winds were an almost daily concern requiring careful planning and attention to the task at hand. In spite of unexpected weather delays, the facility was completed within budget and ahead of schedule.

At Camp Bucca in Iraq, with only 4 days notice, NMCB SEVEN provided 25 personnel to work with KBR contracted personnel and construct 96 SWAHUTS consisting of concrete pads, electrical system and HVAC units in support of base compound expansion for detainees. The KBR contractor was behind schedule when our personnel arrived at the camp. Thanks to our Seabees, the project was not only completed with high quality work but also 45 days ahead of schedule.

Finally, amid the crisis in Lebanon, seven of our Seabees were deployed to Cyprus to construct a 400 man tent camp for US citizens evacuated from Beirut. Upon receiving the task from NAVCENT our Seabees were able to deploy within 48 hours and expeditiously completed the tent camp in 48 hours.

SAFETY: Safety continued to be the top priority for NMCB SEVEN. A strong coordinated effort between the senior leadership and most junior constructionman was the key in analyzing and identifying safety deficiencies, hazards and potential mishaps. Despite the high operational tempo and complex tasking of our Seabees spread around the globe, all Seabees were trained and constantly reminded of the importance and necessity of applying the Operational Risk Management (ORM) into their daily activities. The Safety Department was active in guaranteeing a safe working environment and safe work practices through safety meetings, written safety plans, jobsite inspections, and mishap analysis. Our Seabees often found innovative ways to perform all the tasking in a safely and effective ways.

During operations, our battalion was dispersed throughout the world. To mitigate this challenge, NMCB SEVEN employed a safety inspector at each detail location to provide the correct oversight and safe work environments for our personnel. Safety plans were developed for all projects. Each project was tasked with executing a plan for fall protection, respiratory protection, heavy equipment operations, manlifts, electrical, driving on highways, and excavations, as appropriate.

SAFETY SUMMARY

	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	TOTAL
Fatalities	0	0	0	0	0	0	0	0
# Lost Days	0	2	6	14	0	0	0	22
# Lost Duty Cases	0	1	1	2	0	0	0	4
# Light Duty Days	38	93	21	75	30	39	0	296
# Light Duty Cases	5	9	3	5	1	4	0	27
# First Aid Mishaps	8	10	3	4	1	3	1	30
# Govt Vehicle Mishaps	0	7	3	1	0	7	0	18
Total Number Mishaps	13	23	9	9	2	10	1	67
# Govt Vehicle Repair Costs	0	\$4,000	0	0	0	\$1,775	0	\$5,775

ON-DUTY MISHAPS

	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	TOTAL
# First Aid Mishaps	3	5	2	3	0	3	1	17
# Light Duty Cases	2	6	2	3	1	4	0	18
# Light Duty Days	17	72	15	40	30	39	0	213
# Lost Work Cases	0	0	0	1	0	0	0	1
Lost Work Days	0	0	0	12	0	0	0	12
Fatalities	0	0	0	0	0	0	0	0

OFF-DUTY MISHAPS

	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	TOTAL
# First Aid Mishaps	5	5	1	1	1	0	0	13
# Light Duty Cases	3	3	1	2	0	0	0	9
# Light Duty Days	21	21	6	35	0	0	0	83
# Lost Work Cases	0	1	1	1	0	0	0	3
Lost Work Days	0	2	6	2	0	0	0	10
Fatalities	0	0	0	0	0	0	0	0

CAMP ARIFJAN (MAINBODY) PROJECT SUMMARIES							
Project	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays expended by prior NMCB	Mandays Expended this Deployment
AJ5-332	1115	\$653,954	822	26-100%	100%	293	826
AJ5-292	953	\$81,149	389	41-100%	100%	564	436
AJ5-304	1572	\$40,381	1233	78-100%	100%	339	1233
AJ6-006	904	\$261,581	904	0-100%	100%	0	898
AJ6-012	352	\$8,503	352	0-100%	100%	0	317
AJ6-064	738	\$56,240	738	0-100%	100%	0	732
AJ6-100	171	\$8,383	171	0-100%	100%	0	171
AJ6-113	1246	\$41,370	1246	89-100%	100%	0	1246
AJ6-110	66	\$0	66	0-100%	100%	0	66
AJ6-133	151	\$2,401	151	0-100%	100%	0	151
AJ6-134	64	\$3,200	64	0-100%	100%	0	64
AJ6-150	41	\$2,400	41	0-100%	100%	0	41
AJ6-151	64	\$1,400	64	0-100%	100%	0	53
AJ6-152	17	\$1,400	17	0-100%	100%	0	17
AJ6-126	64	\$0	64	0-100%	100%	0	64
AJ6-149	73	\$0	73	0-100%	100%	0	73
AJ6-OIL RIG	54	\$0	54	0-100%	100%	0	56
AJ6-ZONE VI MISC	600	\$0	600	0-100%	100%	0	558
AJ6-200	855	\$0	855	0-100%	100%	0	763
AJ6-200	400	\$0	400	0-100%	100%	0	400
AJ6-062	12	\$2,271	12	0-100%	100%	0	12
AJ6-066	116	\$1,200	116	0-100%	100%	0	116
AJ5-376	12	\$8,393	12	0-100%	100%	0	12
AJ6-109	72	\$0	72	0-100%	100%	0	72
AJ6-016	56	\$0	56	0-100%	100%	0	56
AJ6-MOT POOL	50	\$0	50	0-100%	100%	0	50
AJ5-362	135	\$12,758	135	0-100%	100%	0	143
AJ5-306	106	\$51,629	106	0-100%	100%	0	106
AJ6-010	23	\$11,994	23	0-100%	100%	0	23
AJ6-017	92	\$80,478	92	0-100%	100%	0	92
AJ6-065	24	\$5,093	24	0-100%	100%	0	24
AJ6-700	346	\$0	346	0-100%	100%	0	522
AJ5-337	24	\$15,512	24	0-100%	100%	0	24

AJ5-359	106	\$66,083	106	0-100%	100%	0	106
AJ6-070	51	\$1,749	51	0-100%	100%	0	51
AJ6-071	20	\$8,184	20	0-100%	100%	0	20
AJ6-107	111	\$29,993	111	0-100%	100%	0	101
AJ5-363	140	\$17,574	140	0-100%	100%	0	140
AJ6-104	54	\$5,587	54	0-100%	100%	0	50
AJ6-105	20	\$5,537	20	0-100%	100%	0	20
AJ6-ASP Repair	100	\$6,979	100	0-100%	100%	0	98
AJ6-114	376	\$1,300	376	0-100%	100%	0	376
AJ6-004	73	\$0	73	0-100%	100%	0	73
AJ6-085	367	\$0	367	0-39%	39%	0	146
AJ6-ZONE VI ROAD	387	\$0	166	0-100%	100%	0	387
MAINBODY TOTAL	12,373	\$1,494,676	10,956	N/A	N/A	1,196	10,985

LABOR DISTRIBUTION (MAINBODY)

	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	TOTAL	%Total
Direct Labor MDs	924	2237	2654	2342	2196	1912	1074	13339	75%
Indirect Labor MDs	161	361	321	721	715	445	84	2808	15%
Readiness / Training MDs	45	118	291	325	455	233	175	1642	10%
Total MDs Expended	1130	2716	3266	3388	3366	2590	1333	17789	100%
# Personnel	111	114	115	121	118	125	125		
# Direct Labor	94	97	98	105	103	106	96		
# Workdays	8	24	24	23	24	23	15	141	
% Direct Labor	85%	85%	85%	87%	87%	85%	76%	84%	
Ideal MD Capability	846	2619	2646	2717	2781	2743	1620	15972	
Actual Availability Factor	152%	90%	111%	98%	95%	78%	77%	100%	

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

MAINBODY CO DISCRETIONARY

PROJECT LISTING

MANDAYS

- CO & XO office build out 64
- Career Councilor/ Training Sea hut 212
- MAA Door and doorway build out 12
- Chaplains alter and communion table 11
- Dispatch service window 8
- Barber Shop Build Out 46
- Tent extensions 52
- CAMP Moreell CESE Support 40
- ASP Admin Road Improvement 90
- CSA Container Yard 45

TOTAL MANDAYS EXPENDED 580
TOTAL MANDAYS TASKED 475

MAINBODY CAMP MAINTENANCE

PROJECT LISTING

MANDAYS

- Camp upkeep and various improvements.

TOTAL MANDAYS EXPENDED 1774
TOTAL MANDAYS TASKED 875



LAMS PADS AJ5-332

NMCB SEVEN was tasked to install reinforced concrete slabs for the installation of five Large Area Maintenance Shelters (LAMS).

Scope: Prepare sites and place five 100' X 150' X 8" reinforced concrete slabs with the ends of each pad ramped. The pads shall be reinforced with #10 rebar spaced 2 foot on center both ways. Provide a steel trowel finish on slabs and a broom finish on the ramps.

- Personnel:** 16 personnel
- Duration:** 15 February – 03 April 2006
- Mandays Expended:** NMCB SEVEN: 826
Cumulative: 1119
- Tasking:** WIP at turnover: 26%
WIP at completion: 100%
Tasked MD: 822
Total Project MD: 1115
- Material Cost:** \$653,954
- Cost Savings:** \$391,650

Significant Issues: The quality of materials from the vendors was substandard. Concrete cracked as it cured and lumber was of poor quality.

Safety: The crew leader held proper training on chemical absorption from lime in concrete and ensured that everyone working with or around concrete wore the proper PPE.

Quality Control: The QC Department and Job Supervisor ensured forms were tight, square, and braced to prevent blowouts and leakage prior to placing any concrete. Hard cards were completed prior to ordering concrete.



LOADING DOCK AJ5-292

NMCB SEVEN was tasked to construct a concrete ramp to allow large vehicles to load and unload their trailers.

Scope: Construct a large concrete ramp which will serve as two separate loading docks; one for commercial trucks and the other for military transport. The loading dock for commercial trucks will be two 12 foot lanes, with height at 58 inches. The loading dock for military transport will be three 12 foot lanes, with a height of 48 inches.

Personnel:	16 personnel	
Duration:	15 February 2006 – 15 May 2006	
Mandays Expended:	NMCB SEVEN:	436
	Cumulative:	1000
Tasking:	WIP at turnover:	60%
	WIP at completion:	100%
	Tasked MD:	389
	Total Project MD:	953
Material Cost:	\$81,149	
Cost Savings:	\$350,000	

Significant Issues: The quality of materials from the vendors was substandard. Concrete cracked as it cured and lumber was of poor quality.

Safety: The crew leader held proper training on chemical absorption from lime in concrete and ensured that everyone working with or around concrete wore the proper PPE.

Quality Control: The concrete vendor was replaced due to poor quality concrete. The QC Department and Job Supervisor ensured forms were tight, square, and braced to prevent blowouts and leakage prior to placing any concrete. Hard cards were completed prior to ordering concrete.



DOL PARKING AND FUEL TRANSFER YARD AJ5-304

NMCB SEVEN was tasked to build a concrete foundation and install a sunshade that will be used as the centralized refueling station for large vehicles.

Scope: The project included the site prep, grading, compaction, placement of concrete foundations and assembly of sunshades to be used for fuel tank skids.

Personnel: 16 personnel

Duration: 15 February 2006 – 26 July 2006

Mandays Expended: NMCB SEVEN: 1233
Cumulative: 1572

Tasking: WIP at turnover: 22%
WIP at completion: 100%
Tasked MD: 1233
Total Project MD: 1572

Material Cost: \$40,981
Cost Savings: \$550,200

Significant Issues: Project schedule was difficult to maintain due to problems with rain and compaction. It rained often during the compaction of the sub base of the foundation, delaying the compaction completion. Also, the quality of materials from the vendors was not to standards. Concrete cracked as it cured and lumber was of poor quality. Rented scissor lifts, required to complete the job, continually broke down, causing additional delays to project completion.

Safety: Safety project supervisor ensured that all personnel working overhead wore a harness and were tied off to prevent injury from falling off of the building or scissor lifts while working. Also, the crew leader held proper training on chemical absorption from lime in concrete and ensured that everyone working with or around concrete wore the proper PPE.

Quality Control: The QC Department, Job Supervisor, and Crew Leader ensured the erection of the PEB was done to match the as built drawings. Forms were hard carded prior to ordering any concrete.



NMCB LAMS PADS AJ6-006

NMCB SEVEN was tasked to build concrete foundations for the installation of LAMS that will be used for NMCB's future Supply storage area and Alfa Company shop.

Scope: Prepare site and install two 200mm reinforced concrete slab foundations 105' wide by 150' long for LAMS (Large Area Maintenance Shelter).

Personnel: 16 personnel

Duration: 04 April 2006 – 20 June 2006

Mandays Expended: NMCB SEVEN: 898
Cumulative: 898

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 904
Total Project MD: 904

Material Cost: \$261,581
Cost Savings: \$314,300

Significant Issues: The quality of materials from the vendors was substandard. Concrete cracked as it cured and lumber was of poor quality.

Safety: The crew leader held proper training on chemical absorption from lime in concrete and ensured that everyone working with or around concrete wore the proper PPE.

Quality Control: The QC Department and Job Supervisor ensured forms were tight, square, and braced to prevent blowouts and leakage prior to placing any concrete. Also, the concrete vendor was replaced due to poor quality concrete.



ZONE VI PCB 1141 VERTICAL BUILD-OUT AJ6-012

NMCB SEVEN was tasked to construct 9 berthing compartments in existing Pre Cast Building (PCB).

Scope: Perform interior build-out of an existing pre-cast building. Work to include interior build-out to create nine separated berthing compartments and one open common area with all associated wiring and appurtenances.

- Personnel:** 16 personnel
- Duration:** 15 February 2006 – 11 April 2006
- Mandays Expended:**

NMCB SEVEN:	317
Cumulative:	317
- Tasking:**

WIP at turnover:	0%
WIP at completion:	100%
Tasked MD:	352
Total Project MD:	352
- Material Cost:** \$8,503
- Cost Savings:** \$110,950

Significant Issues: Drywall finishing tools were a significant problem for this project. Camp Arifjan had no drywall finishing kits on hand and not enough shelf items to use as a replacement.

Safety: The Safety project supervisor ensured that all personnel around hazardous materials such as drywall dust, paint, and paint fumes took the required safety measures such as proper ventilation and dust masks. Also, caution signs were used to warn workers and visitors against potential hazards.

Quality Control: The QC Department and Job Supervisor ensured that the drywall was hung IAW plan specs. Drywall was secured with 1-5/8" self tapping screws, spaced 16"OC, using proper butt joint technique. Also, trim was installed via self tapping screws and covered with spackle. Cove base was also applied to the bottom of wall surfaces with cove base adhesive leaving no visible signs of glue.



HET MOTOR POOL HEADQUARTERS TENT BUILD-OUT AJ6-100

NMCB SEVEN was tasked to perform interior build-out of the newly erected tent for the Army 28th Transportation Unit.

Scope: Perform vertical construction of the interior on the newly erected 9m x 32m HET motor pool headquarters tent located in Zone VI to include 12 new office spaces.

Personnel: 11 personnel

Duration: 15 February 2006 – 29 May 2006

Mandays Expended: NMCB SEVEN: 171
Cumulative: 171

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 171
Total Project MD: 171

Material Cost: \$8,383
Cost Savings: \$59,850

Significant Issues: Material delivery issues were the biggest problem on this project. Also, finishing tools were a large problem for this project. Camp Arifjan had no drywall finishing kits on board and not enough shelf items to use as a replacement.

Safety: The Safety project supervisor ensured that all personnel around hazardous materials such as drywall dust, paint, and paint fumes took the required safety measures such as proper ventilation and dust masks. Also, caution signs were used to warn workers and visitors against potential hazards.

Quality Control: The QC Department and Job Supervisor ensured that the drywall was hung IAW plan specs. Drywall was secured with 1-5/8" self tapping screws, spaced 16"OC, using proper butt joint technique.



MULTI-PURPOSE WAREHOUSE VERTICAL BUILD-OUT AJ6-064

NMCB SEVEN was tasked to perform interior build-out of the multi-purpose warehouse at Zone 1.

Scope: Tasked unit shall perform vertical construction on the newly constructed multi-purpose warehouse located in Zone VI, to include a special events stage, five classrooms and an audio/visual room.

Personnel: 14 personnel

Duration: 27 March 2006 – 06 June 2006

Mandays Expended: NMCB SEVEN: 732
Cumulative: 732

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 738
Total Project MD: 738

Material Cost: \$56,240
Cost Savings: \$256,200

Significant Issues: Drywall finishing tools were a large problem for this Project. Camp Arifjan had no drywall finishing kits on hand and not enough shelf items to use as a replacement.

Safety: The Safety project supervisor ensured that all personnel around hazardous materials such as drywall dust, paint, and paint fumes took the required safety measures such as proper ventilation and dust masks. Also, caution signs were used to warn workers and visitors against potential hazards.

Quality Control: The QC Department and Job Supervisor ensured that the drywall was hung IAW plan specs. Drywall was secured with 1-5/8" self tapping screws, spaced 16"OC, using proper butt joint technique.



PCB 1202-1205 VERTICAL BUILD-OUT AJ6-113

NMCB SEVEN was tasked to construct 9 berthing compartments in existing Pre Cast Building (PCB).

Scope: Perform vertical construction on 4 existing pre-cast buildings. Work to include interior build-out to construct 9 separated berthing compartments and one open common area with all associated wiring and appurtenances in each building.

Personnel: 40 personnel

Duration: 15 May 2006 – 04 August 2006

Mandays Expended: NMCB SEVEN: 1246
Cumulative: 1246

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 1246
Total Project MD: 1246

Material Cost: \$41,370
Cost Savings: \$436,100

Significant Issues: Material issues were a large problem for this project. Shipping of and incorrect materials delayed the start of this project.

Safety: The Safety project supervisor ensured that all personnel around hazardous materials such as drywall dust, paint, and paint fumes took the required safety measures such as proper ventilation and dust masks. Also, caution signs were used to warn workers and visitors against potential hazards.

Quality Control: The QC Department and Job Supervisor ensured that the drywall was hung IAW plan specs. Drywall was secured with 1-5/8" self tapping screws, spaced 16"OC, using proper butt joint technique. Also, trim was installed via self tapping screws and covered with spackle. Cove base was also applied to the bottom of wall surfaces with cove base adhesive leaving no visible signs of glue.



POST OFFICE BUILD-OUT AJ6-110

NMCB SEVEN was tasked to renovate the interior of the new post office located in Zone I.

Scope: Perform vertical construction of the interior on the two newly erected 9m x 32m post office tents located in Zone I, to include a service counter, 2 office spaces, and a customer writing area.

Personnel:	6 personnel
Duration:	15 May 2006 – 01 June 2006
Mandays Expended:	NMCB SEVEN: 66 Cumulative: 66
Tasking:	WIP at turnover: 0% WIP at completion: 100% Tasked MD: 66 Total Project MD: 66
Material Cost:	\$0.00
Cost Savings:	\$23,100

Significant Issues: The quality of materials from the vendors was substandard.

Safety: The Safety project supervisor ensured that all personnel wore the proper PPE and followed all of the required safety measures such as proper lifting techniques.

Quality Control: The Job Supervisor ensured that wooden structures and furniture were constructed IAW the provided drawings.



ZONE VI WATER TANK AJ6-133

NMCB SEVEN was tasked to provide sun cover to existing water tanks at Zone VI.

Scope: Erect 4 wooden frame structures draped with camouflage netting over the existing water tanks in Zone VI to reduce the water temperature in the shower trailers.

Personnel:	7 personnel	
Duration:	28 June 2006 – 13 July 2006	
Mandays Expended:	NMCB SEVEN:	151
	Cumulative:	151
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	Tasked MD:	151
	Total Project MD:	151
Material Cost:	\$2,401	
Cost Savings:	\$52,850	

Significant Issues: None.

Safety: The Safety project supervisor ensured that toe boards and snow fencing were installed completely around scaffolding to prevent materials from falling on personnel below.

Quality Control: The QC Department and Job Supervisor ensured that the frame was a 16' square built from 2 X 4 lumber and Rafters were 24" OC.



ZONE VI, SEWER TIE IN PHASE 1-4 AJ6-134/150/151/152

NMCB SEVEN was tasked to perform ground work and sewer tie-in for the Main Sewer line at Zone VI.

Scope: Perform excavation of the existing tank, survey the new sewage layout, and lay the new sewer pipe located at the Zone VI food court.

Personnel: 8 personnel

Duration: 20 June 2006 – 18 July 2006

Mandays Expended: NMCB SEVEN: 175
Cumulative: 175

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 186
Total Project MD: 186

Material Cost: \$8,400
Cost Savings: \$61,250

Significant Issues: Material delivery issues were the biggest problem on this project. Also, unmarked existing lines and cables were in the way.

Safety: The Safety project supervisor ensured that no crew members were permitted to operate earthmoving equipments with an obstructed view to the rear unless the equipment had a working reverse signal alarm.

Quality Control: The battalion QC Department and Job Supervisor ensured that warning tape was continuously placed 300 mm (12 inches) above all newly placed sewer pipes. Also, the crew leader inspected all pipes and fittings for defects before installation. Defective materials were plainly marked and removed from the site.



DUST SITE IMPROVEMENT AJ5-359

NMCB SEVEN was tasked to perform site preparation grading, stabilization/compaction, and gravel placement at the Zone VII DUST site.

Scope: Placed 3 inches of asphalt and over 8 inches of aggregate base materials. Sub-grade was compacted to 95%. Prime coat between base materials and asphalt material was laid into the road.

- Personnel:** 6 Personnel
- Duration:** 03 April 2006 – 22 April 2006
- Mandays Expended:**

NMCB SEVEN:	106
Cumulative:	106
- Tasking:**

WIP at turnover:	0%
WIP at completion:	100%
Tasked MD:	106
Total Project MD:	106
- Material Cost:** \$66,083
- Cost Savings:** \$37,100
- Significant Issues:** None.

Safety: Crew leader ensured that all operators, crew members or any personnel on the ground were aware of hazards and safety precautions due to the amount of construction equipment being operated on site.

Quality Control: Verified and ensured that the site was sloped correctly to properly maximize surface drainage and that the sub grade and materials pass the required specifications.



LARGE AREA MAINTENANCE (LAM) PREPARATION AJ6-066

NMCB SEVEN was tasked to perform site ground work for two LAM facilities.

Scope: Performed site grading, surveying and sub-base preparation for two LAM facilities.

Personnel: 4 Personnel

Duration: 24 Feb 2006 – 1 April 2006

Mandays Expended: NMCB SEVEN: 116
Cumulative: 116

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 116
Total Project MD: 116

Material Cost: \$1,200

Cost Savings: \$40,600

Significant Issues: None.

Safety: Crew leader ensured that all operators, crew members or any personnel on the ground were aware of hazards and safety precautions due to the amount of construction equipment being operated on site.

Quality Control: Verified and ensured that the site was leveled to within in ½ inch tolerance, and the sub grade reached 95% compaction.



WHEEL SHOP AJ6-306

NMCB SEVEN was tasked to perform site preparation, grading, stabilization/compaction, and gravel placement at the Zone IV Wheel Shop relocation site.

Scope: Compacted sub grade to 95% max in-place soil density and filled material to 95% max in-place soil density no greater than 6 inch lifts. Placed 1" minus gravel at minimum 4 inch thickness with a mixture of 75% gravel and 25% gatch.

Personnel: 6 Personnel

Duration: 16 March 2006 – 10 April 2006

Mandays Expended: NMCB SEVEN: 106
Cumulative: 106

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 106
Total Project MD: 106

Material Cost: \$51,629

Cost Savings: \$37,100

Significant Issues: None.

Safety: Crew leader ensured that all operators, crew members or any personnel on the ground were aware of hazards and safety precautions due to the amount of construction equipment being operated on site.

Quality Control: Verified and ensured that the site was sloped correctly to properly maximize surface drainage and the sub grade and materials pass required compaction specifications.



**SITE IMPROVEMENT TO RECEPTION YARD
AJ6-017**

NMCB SEVEN was tasked to grade the reception yard area to redirect rainwater in order to keep it from flooding.

Scope: Removed unstable sand area to a depth of 4-6" and stabilized it with gatch. Created a retention V-ditch of 8' wide by 4' deep and 975' long. Graded approximately 790' x 1020' and applied gatch where needed to establish positive site drainage, rolled and placed 2" gravel to a depth of 2"-4" and compacted. Procured and placed jersey barriers.

Personnel: 6 Personnel

Duration: 8 March 2006 – 25 March 2006

Mandays Expended: NMCB SEVEN: 92
Cumulative: 92

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 92
Total Project MD: 92

Material Cost: \$80,478

Cost Savings: \$32,200

Significant Issues: Not all of the equipment onsite was able to be moved due to sustained damage. The operators graded and spread material around in place equipment.

Safety: Crew leader ensured that all operators, crew members or any personnel on the ground were aware of hazards and safety precautions due to the amount of construction equipment being operated on site.

Quality Control: Verified and ensured that the sub grade and materials pass required specifications.



JOINT MILITARY MAIL TERMINAL AJ6-107

NMCB SEVEN was tasked to perform grading, stabilization/compaction, and gravel placement work at the Joint Military Mail Terminal (JMMT).

Scope: Work included grading parking lot 1.3 meters below loading dock, sloping away from the facility at approximately 2% gradient, and compacting sub grade to 95% max.

Personnel:	6 Personnel	
Duration:	17 April 2006 – 01 May 2006	
Mandays Expended:	NMCB SEVEN:	101
	Cumulative:	101
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	Tasked MD:	111
	Total Project MD:	111
Material Cost:	\$29,993	
Cost Savings:	\$33,350	

Significant Issues: The site preparation of this project was given a specific timeframe that had to be adhered to due to the Camp Doha base consolidation. When the building was constructed, drainage was not considered, therefore the building sits lower than the surrounding area. Reshaped area and cut in swells to prevent flooding during the winter and early spring.

Safety: Crew leader ensured that all operators, crew members or any personnel on the ground are aware of hazards and safety precautions due to the amount of construction equipment being operated on site.

Quality Control: Verified and ensure that the site was sloped properly to properly efficient drainage. Compaction test performed to ensure 95% compaction.



CONTAINER YARD IMPROVEMENT AJ5-363

NMCB SEVEN was tasked to perform site preparation at the KBR Container site.

Scope: Performed site preparation to include grading and gravel placement at the KBR Container Yard site. The footprint of the site was approximately 90,000 square meters. Preparation of site took into account drainage requirements.

Personnel: 6 personnel

Duration: 26 April 2006 – 24 May 2006

Mandays Expended: NMCB SEVEN: 140
Cumulative: 140

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 140
Total Project MD: 140

Material Cost: \$17,574
Cost Savings: \$49,000

Significant Issues: None.

Safety: Crew leader ensured that ground guides or any personnel on the ground (i.e. Engineering Aids, Safety, QC, and all visitors) wore a reflective vest while on the project site due to the amount of construction equipment being operated on site.

Quality Control: Verified and ensured that the site was sloped properly to promote efficient drainage and marked for proper area construction.



FUEL POINT SITE PREPARATION I & II AJ6-104/105

NMCB SEVEN was tasked to prepare for the installation of permanent 5,000 gallon above ground fuel tanks.

Scope: Perform grading and leveling of existing uneven fuel pads.

Personnel: 6 Personnel

Duration: 18 May 2006 – 26 May 2006

Mandays Expended: NMCB SEVEN: 70
Cumulative: 70

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 74
Total Project MD: 74

Material Cost: \$11,124

Cost Savings: \$24,500

Significant Issues: None.

Safety: Crew leader ensured that all operators, crew members or any personnel on the ground were aware of hazards and safety precautions due to the amount of construction equipment being operated on site.

Quality Control: Verified and ensured that the site was leveled to within in ½ inch tolerance and that the sub grade reached 95% compaction.



ASP Admin Site Road Upgrade

NMCB SEVEN was tasked to perform ground work at the ASP Admin site.

Scope: Performed site preparation grading, stabilization/compaction, and gravel placement at the ASP Admin site, which accommodated mission critical convoys to load and unload various coalition convoys to and from the Iraqi area of operation.

Personnel: 6 Personnel

Duration: 22 May 2006 – 03 June 2006

Mandays Expended: NMCB SEVEN: 98
Cumulative: 98

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

Material Cost: \$6,979
Cost Savings: \$34,300

Significant Issues: Poor lighting conditions.

Safety: Crew leader ensured that all operators, crew members or any personnel on the ground were aware of hazards and safety precautions due to the amount of construction equipment being operated on site. Working at night and poor lighting presented safety challenges. The ASP Admin staff procured additional light plants for area.

Quality Control: Removed loose sand and stabilized area with 3 inch gravel, topped with a gatch/gravel mixture and compacted.



HIGH VOLTAGE GRID AJ6-114

NMCB SEVEN was tasked to install an underground high voltage electrical distribution grid for Zone VI.

Scope: NMCB SEVEN was tasked to trench approximately 2,400 meters, install 8,500 meters of various sized electrical conductor and 13 step-down transformers, and level and grade 16,500 square yard generator farm site.

Personnel:	8 personnel
Duration:	15 April 2006 – 15 July 2006
Mandays Expended:	NMCB SEVEN: 376 Cumulative: 376
Tasking:	WIP at turnover: 0% WIP at completion: 100% Tasked MD: 376 Total Project MD: 376
Material Cost:	\$ 1,300
Cost Savings:	\$131,600

Significant Issues: Delivery of materials and ditching equipment. Unknown location of underground utilities.

Safety: Crew leader ensured that ground guides/ or any personnel on the ground (i.e. Engineering Aids, Safety, QC, all visitors) wear a reflective vest while on the project site due to the amount of construction equipment being operated on site. Construction tape was also placed to help keep the pedestrian out traffic out of construction site.

Quality Control: Performed preconstruction meeting with FED representative to define project scope. Discussed the battalion's plan for safely and efficiently completing project. Constructed forms for transformer pads in accordance with design supplied by FED South. Trenches for medium voltage conductor were buried a minimum of 1.25 meters.



**UTILITY INSTALLATION FOR PODS
AJ6-004**

NMCB SEVEN was tasked to perform trenching and excavation work for sewer and water systems.

Scope: The project consisted of field survey, trench excavation, placing and connecting government provided sewer and water PVC pipe and manholes, placing communications conduit, and tying into existing sewer and water systems. Project consisted of approximately 550 meters of utility trenching in a designated utility corridor.

Personnel:	4 Personnel	
Duration:	23 June 2006 – 18 July 2006	
Mandays Expended:	NMCB SEVEN:	73
	Cumulative:	73
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	Tasked MD:	73
	Total Project MD:	73
Material Cost:	None.	
Cost Savings:	\$25,550	

Significant Issues: Project delays due to the fact that the contractor was unable to procure shoring and materials for utility installation. Design of the septic system changed from gravity feed to lift station a half of dozen times. The final decision of the gravity feed was reached 5 days before the project was to be completed.

Safety: Crew leader ensured that ground guides or any personnel on the ground (i.e. Engineering Aids, Safety, QC, all visitors) wore reflective vest while on the project site. Followed trenching SOP.

Quality Control: Sewer line was designed as a gravity feed system. The slope of the line is to be set at .4% slope.



**ZONE VI, COMMUNICATION INFRASTRUCTURE
IMPROVEMENT
AJ6-085**

NMCB SEVEN was tasked to perform surveying, excavation and manhole/hand hole installation in support of the Zone VI, Communications Infrastructure Improvement project.

Scope: Excavate roughly 3,325 LM x 1 meter depth to place seven 12' X 7' X 7' manhole and 35- 4' X 4' X 4' hand holes.

Personnel: 8 Personnel

Duration: 17 July 2006 – 16 August 2006

Mandays Expended: NMCB SEVEN: 146
Cumulative: 146

Tasking: WIP at turnover: 0%
WIP at completion: 39%
Tasked MD: 367
Total Project MD: 367

Material Cost: None.
Cost Savings: \$51,100

Significant Issues: None.

Safety: Crew leader ensured that all operators, crew members or any personnel on the ground were aware of hazards and safety precautions due to the amount of construction equipment being operated on site.

Quality Control: Performed preconstruction meeting with FED representative, Zone VI Command Cell and 54th Signal Battalion to define project scope. Discussed the battalions plan for safely and efficiently completing the project.



DETAIL CAMP BUEHRING PROJECT SUMMARIES



Camp Buehring, located 15 miles from the Iraq border, has served as the staging and training base for tens of thousands of Iraq-bound troops. Since opening in January, 2003, the camp has been a busy hub for Military Forces supporting the Operation Iraqi Freedom and an important partner in the current campaign against terrorism providing support to the troops. Camp Buehring is recognized as one of Kuwait's few enduring camps and is slated to continue operations for many years. This enables the camp's command cell staff to pursue long range sustainment operations, such as completing important infrastructure upgrades, while still maintaining the camp's immediate role as one of Kuwait's largest transient camps.

ADMINISTRATION: The responsibility for overall completion of administrative tasks including written and oral communication, project documentation, and personnel issues belonged to the Detail OIC. A Second Class Store Keeper (SK) was responsible for the Supply and Administrative work. CPO and Cyclic Exams were administered halfway through deployment. The Detail remained ADCON to NMCB SEVEN. Camp Buehring engineer area served as the headquarters for the Detail and was shared with the Army's 63rd EN CSE who were TACON to NMCB SEVEN throughout the deployment.

TRAINING AND READINESS: Training Sessions were conducted every Saturday afternoon to provide a broad range of Navy GMTs. SCWs classes were held three times per week. The Detail provided multiple training opportunities for CLS certification, along with CLS refresher, basic CPR and First Aid courses. Classes were also conducted on weapons, 3M, and Military Operations in Urban Terrain (MOUT) training. Cultural Awareness Classes were held by the Army and required in order to attend off base MWR events. Physical training (PT) was conducted three times per week. In addition, the Fitness and Enhancement Program (FEP) was conducted on non-PT days for members needing to improve their current physical condition.

OPERATIONS: While under the direction of CFLCC, NMCB SEVEN was tasked to execute numerous Mission Directives. All of the Mission Directives were generated by Facilities Engineering Team (FET) before being issued by CFLCC C7, through the Mainbody's battalion S3. The det maintained 74 pieces of CESE and completed 13 Mission Directives, and currently has 4 still in progress. Embark to the area consisted of an Advanced Party and a Mainbody. 38 Seabees deployed from Gulfport, MS, on 07FEB06 via military contracted civilian aircraft. The remaining 53 Seabees followed, taking the same route on 17FEB06.

The majority of the Detail's tasking was high priority. The CFLCC's top priority and the largest military construction project in Kuwait was the completion of the Khabari Alawazem Crossing (K-Crossing) project, a 2 Km long border crossing between Iraq and Kuwait. Our Seabees placed more than 73,000 metric tons of asphalt and 1,800 cubic meters of concrete to provide a safer way to cross the Iraq-Kuwait border and an inspection station for the forces transitioning to and from Iraq.

The North Aviation Washrack was another high priority project due to the fact that it is the only aviation washrack in Kuwait. The project consisted of constructing a 12 bay helicopter wash rack including demolition of the old wash rack and installing all necessary piping, electrical, and a water filtration system. The Detail successfully overcame many material procurement and delivery issues to ensure that the washrack was delivered in a timely manner.

Finally, the det received tasking to provide road improvements and restoration for the Alternate Supply Route (ASR) that included re-grading a total of 12 miles of road, and placement of gatch sub base and gravel mix top coat.

The deployment enabled Seabees to gain valuable experience planning projects and developing new construction techniques. It forced them to adapt to a highly challenging environment while overcoming extreme climate conditions, and maintaining CESE utilizing the 3M system, all with a lack of parts and equipment.

SUPPLY & LOGISTICS: Detail Camp Buehring received required TOA and augment tool kits from the Mainbody site in Camp Arifjan, Kuwait. Tools that were unavailable from Mainbody were obtained through

ASG-FET. The Public Works Department (PWD) in Camp Buehring provided fuel for the duration of the deployment at no cost to project operating funds. The Detail deployed without TOA weapons and ammunition, and took possession of NMCB THREE's during turnover. Personnel from NMCB TWENTY ONE were deployed with TOA weapons but without ammunition. All weapons and Ammunition were stored in Camp Buehring armory.

Food Services/Berthing: Food services and drinking water were provided by Theater Engineer Control Group. Four meals a day were served in two galleys. The members of the Detail were berthed in permanent party Berthing Area 6 (BA6) Re-Locatable buildings (RLB's). Each RLB is a 16 room prefabricated structure, with separate head and shower structure located central to the berthing RLB's. Each room berthed a maximum of four people. There were 3 recreation tents with TVs, video games, satellite programming, and a gym that was accessible to all Seabees.

MLO/CTR: Det Camp Buehring received 26 tool kits. Any augment tools required were obtained via loan from Camp Arifjan CTR or Camp Buehring's Self Help Room. The FET also assisted with specialty tools required for particular projects. All materials were supplied by the customers through FET, and ordered and delivered via FET North office by the Vender Liaison Petty Officer. Many delays were encountered due to the language barrier, schedule conflicts, and vendor errors. The Detail corrected these shortfalls by obtaining local catalogs with pictures, closely monitoring all deliveries, establishing a single source document for tracking of materials priority, and establishing a single POC at the FET for vendor questions and deliveries.

EQUIPMENT MANAGEMENT: Upon arriving at Camp Buehring, the Detail took possession of 74 pieces of CESE and a total of 17 pieces of rental construction equipment, which was leased through the duration of the deployment. All repair parts were purchased through the Mainbody in Camp Arifjan, Kuwait. All rental construction equipment repairs were coordinated through the local rental vendors. Detail Camp Buehring assumed financial responsibility for the repairs and upkeep of all CESE and construction equipment for the duration of the deployment through Mainbody.

MEDICAL: NMCB SEVEN personnel received their medical attention from the Camp Buehring Troop Medical Clinic (TMC). Advanced care necessities were consulted through Camp Buehring TMC, the Kuwaiti Naval Hospital, and NMCB SEVEN Battalion Aid Station (BAS) at Camp Arifjan. Shadow files were created for members of NMCB SEVEN and were brought to each Detail.

CAMP BUEHRING PROJECTS							
Project	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays expended by prior NMCB	Mandays Expended this Deployment
BU5-078	3879	\$8,142,053	2219	35 - 100%	100%	1660	2438
BU6-130	1114	\$235,810	1114	0 - 100%	100%	0	1114
BU6-077	960	\$735,000	960	0 - 100%	38%	0	570
BU5-374	600	\$115,000	600	0 - 100%	100%	0	600
BU6-068	1845	\$312,500	1845	0 - 100%	100%	0	1891
BU6-102	948	\$264,000	948	0 - 100%	100%	0	937
BU6-101	1227	-	1227	0 - 100%	15%	0	220
BU6-049	480	\$110,000	480	0 - 100%	65%	0	360
BU5-244	1065	\$400,000	508	62 - 100%	100%	1039	482
KU6-005	500	\$0	500	0 - 100%	100%	0	494
KU6-046	400	\$75,000	400	0 - 100%	100%	0	400
KU6-106	60	\$0	60	0 - 100%	100%	0	120
KU5-322	675	\$0	675	100%	100%	0	675
KU5-162	128	\$40,000	128	0 - 100%	100%	0	128
KU5-244b	305	\$725,000	21	95 - 100%	100%	284	10
KU6-025	310	\$75,000	310	0 - 100%	100%	0	310
SWB-700	300	\$0	300	0 - 100%	100%	0	290
CAMP BUCCA	352	\$0	352	0 - 100%	100%	0	232
DETAIL BUEHRING TOTAL	15,148	11,229,310	13,394	N/A	N/A	2,983	11,271

LABOR DISTRIBUTION

	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	TOTAL	%Total
Direct Labor MDs	897	3270	2864	2703	2894	2207	861	15696	46%
Indirect Labor MDs	590	3240	3000	2880	3120	3000	785	16615	49%
Readiness / Training MDs	60	139	218	330	340	260	353	1700	5%
Total MDs Expended	1547	6649	6082	5913	6354	5467	1999	34011	100%
# Personnel	278	278	278	278	278	278	278		
# Direct Labor	121	121	121	121	121	121	121		
# Workdays	8	24	24	23	24	23	15	141	
% Direct Labor	44%	44%	44%	44%	44%	44%	44%	44%	
Ideal MD Capability	1089	3267	3267	3130	3267	3130	1113.75	18265	
Actual Availability Factor	88%	104%	94%	97%	99%	79%	109%	96%	

Note: *Numbers Include Personnel from Army 63rd CSE
 % 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

PROJECT LISTING

- Trailer park
- Dispatch Trailer Rebuild
- USO Tent Renovation
- DOL Trailer Rehab
- Support Tent Interior Walls
- Finance makeover
- USMC Shelving Unit
- MNC-K
- Others

MANDAYS

- 715
- 320
- 352
- 622
- 227
- 119
- 172
- 128
- 1383

TOTAL MANDAYS EXPENDED

4038

TOTAL MANDAYS TASKED

1569

CAMP MAINTENANCE

PROJECT LISTING

- White American tent
- Network drops and power for work
- HAZMAT
- Recreation area
- 63rd's maintenance tent rewired
- Alfa yard wired into grid
- Misc.

MANDAYS

- 95
- 35
- 48
- 35
- 49
- 30
- 95

TOTAL MANDAYS EXPENDED

387

TOTAL MANDAYS TASKED

377



**KHABARI ALAWAZEM CROSSING (K-CROSSING)
BU5-078**

NMCB SEVEN was tasked to provide a safer border crossing and an inspection station for the forces transitioning to and from Iraq.

Scope: Construct an inspection, customs, immigration and refueling station for Coalition Forces just south of the Iraq/Kuwait border.

Personnel:	54 Personnel	
Duration:	15 February 2006 – 01 July 2006	
Mandays Expended:	NMCB SEVEN:	2438
	Cumulative:	4098
Tasking:	WIP at Turnover:	35%
	WIP at Completion:	100%
	Tasked MD:	2219
	Total Project MD:	3879
Material Cost:	\$8,142,053	
Cost Savings:	\$1,434,300	

Significant Issues: Crews battled unruly weather conditions at this project site. They were frequently caught in low visibility sand storms. Rains hampered the project’s progress early on in its start. Vendors were not paid in a timely manner which sometimes delayed material deliveries. The asphalt plant in Kuwait City broke down several times delaying asphalt deliveries. As the weather got hotter, compaction of the gatch became difficult due to the soil moisture evaporation.

Safety: Construction signs, cones, and barriers were placed to direct traffic and caution all pedestrian of construction work. The working schedule was adjusted to minimize heat exposure and prevent heat stress.

Quality Control: Asphalt trucks were checked to ensure the asphalt temperature was within standards to place it. Concrete was checked for the proper slump and later tested for the proper strength. Gatch and gatch/gravel sub-base compaction were tested for 95% compaction as specified.



**KHABARI ALAWAZEM CROSSING (K-CROSSING)
BORDER LOT
BU6-130**

NMCB SEVEN was tasked to provide an overflow parking area for southbound trucks entering Kuwait from Iraq.

Scope: Construct a 50840 sq meter gatch / gravel parking area at the Iraq/Kuwait border.

Personnel:	25 Personnel
Duration:	15 May 2006 – 24 July 2006
Mandays Expended:	NMCB SEVEN: 1114 Cumulative: 1114
Tasking:	WIP at Turnover: 0% WIP at Completion: 100% Tasked MD: 1114 Total Project MD: 1114
Material Cost:	\$235,810
Cost Savings:	\$389,900

Significant Issues: Two leased pieces of equipment broke down at the Border Lot and were vandalized during the night because they could not be brought south of the fence. The quality of the gatch was poor and consisted primarily of sand in the beginning of the project. Trucks with poor quality gatch were turned around which greatly improved the quality of the gatch being delivered.

Safety: All members wore Kevlar helmets and flak vests for Force Protection. Quick Reaction Force (QRF) established a defensive posture on the jobsite. Mass casualty drill and Helicopter MEDEVAC exercises were performed in order to prepare for the actual scenarios. The working crew altered work schedule to minimize heat exposure and prevent heat injuries.

Quality Control: The crew monitored the quality of the gatch material being delivered. If the material was not measured between 40% to 60% of gatch and sand mixture the delivery was not accepted. This significantly improved the quality of the material. Compaction of the gatch/gravel mixture was tested to 85% compaction.



ALTERNATE SUPPLY ROUTE DALLAS IMPROVEMENT BU6-077

NMCB SEVEN was tasked to repair ASR Dallas north and south bound lanes from Camp Buehring to ASR Iron Horse.

Scope: Work includes road improvements and restoration to 12 miles of road. Restoration includes re-grading of existing road, placement of gatch sub base and placement of gatch/gravel top coat.

- Personnel:** 25 Personnel
- Duration:** 20 May 2006 – 16 Aug 2006
- Mandays Expended:** NMCB SEVEN: 570
Cumulative: 570
- Tasking:** WIP at Turnover: 0%
WIP at Completion: 40%
Tasked MD: 960
Total Project MD: 960
- Material Cost:** \$735,000
- Cost Savings:** \$199,500

Significant Issues: The crew had trouble achieving compaction of the gatch/gravel mixture. A local civilian contractor volunteered to show the crew how to achieve compaction quickly under the extreme hot weather. This method greatly improved the efficiency of the crew and has been passed to the rest of the Detail and the 63rd CSE.

Safety: Construction signs were posted to prevent unauthorized vehicles from entering the site. The Working schedule was adjusted to minimize heat exposure and prevent heat stress.

Quality Control: Trucks delivering gatch materials were regularly checked for quantity. Some trucks were below the 33 m³ standard and were turned back.



AVIATION WASH RACK, UDARI AIRFIELD BU6-102

NMCB SEVEN was tasked to demolish existing helicopter wash station and provide a new one for the Udari Airfield.

Scope: This project consists of demolition of the existing Helicopter Wash Station, grading and paving a 510 x 210 ft asphalt wash rack, and constructing a 12 point Wash Station. In addition, the project includes placing three clean water supply tanks and two 10,000 gallon underground grey-water treatment / holding tanks.

Personnel:	15 Personnel		
Duration:	10 May 2006 – 01 August 2006		
Mandays Expended:	NMCB SEVEN:	937	
	Cumulative:	937	
Tasking:	WIP at Turnover:	0%	
	WIP at Completion:	100%	
	Tasked MD:	948	
	Total Project MD:	948	
Material Cost:	\$264,000		
Cost Savings:	\$348,950		

Significant Issues: This project was severely impacted and delayed by material procurement issues. Contracting was slow to award the material contract and vendors were consistently delivering the incorrect materials, which delayed the start of the project by two months.

Safety: The working schedule was adjusted to minimize heat exposure and prevent heat stress. Constant communication with Air Traffic Tower Control was required for egress across the air strip.

Quality Control: Asphalt trucks were checked to ensure the temperature was within standards prior to its placement. Trucks were turned around if the temperature was low. Concrete was checked for the proper slump and later tested for the proper strength. Plumbing was pressure checked to 60 psi. The cross section was modified due to strong underlying soils.



SURGE TENT PADS BU6-068

NMCB SEVEN was tasked to construct tent pads for future housing.

Scope: Construct 8 gatch / gravel tent pads for future troop housing in order to support surge troop levels at Camp Buehring.

- Personnel:** 25 Personnel
- Duration:** 15 March 2006 – 15 June 2006
- Mandays Expended:**

NMCB SEVEN:	1891
Cumulative:	1891
- Tasking:**

WIP at Turnover:	0%
WIP at Completion:	100%
Tasked MD:	1845
Total Project MD:	1845
- Material Cost:** \$312,500
- Cost Savings:** \$661,850

Significant Issues: Gatch and gravel delivery delayed the start of the project by approximately 1 ½ months due to the contract not being awarded in a timely manner.

Safety: The working schedule was adjusted to minimize heat exposure and prevent heat stress. Construction wires and signs were placed to prevent unauthorized vehicles from entering the site.

Quality Control: The crew monitored the quality of the gatch materials being delivered. If the materials were not measured between 40% to 60% of gatch and sand mixture the materials were not accepted.



CLASS VII YARD BU5-244

NMCB SEVEN was tasked to build sunshades for the Department of Logistics (DOL) yard.

Scope: This project included the construction of 4 Clamshell Buildings, 2 Pre-Engineered Buildings, and installation of an 800 LM fence.

- Personnel:** 15 Personnel
- Duration:** 7 December 2005 – 1 August 2006
- Mandays Expended:** NMCB SEVEN: 482
Cumulative: 1039
- Tasking:** WIP at Turnover: 62%
WIP at Completion: 100%
Tasked MD: 508
Total Project MD: 1065
- Material Cost:** UNK
- Cost Savings:** \$177,800

Significant Issues: Overhead lights were blown out during a severe wind storm while the PEBs were under construction. Lead time on the replacement material was extremely long.

Safety: Safety issues on this project centered mainly on overhead work, falling hazards, and dropping tools or material. No mishaps had been sustained during this project.

Quality Control: Ensured nuts were properly torqued when erecting the steel. Ensured electric panels were properly grounded. Ensure sealing strips on roof panels were properly placed to prevent leaks.



TRAILER PARK III BU5-374

NMCB SEVEN was tasked to provide ground work for the installation of trailers.

Scope: This project consisted of the placement and compaction of a 100m x 150m x 20cm earth concrete pad to support 40 2-person trailers as well as a lift station and grinder pump.

Personnel:	15 Personnel	
Duration:	1 April 2006 – 5 August 2006	
Mandays Expended:	NMCB SEVEN:	600
	Cumulative:	600
Tasking:	WIP at Turnover:	0%
	WIP at Completion:	100%
	Tasked MD:	600
	Total Project MD:	600
Material Cost:	\$115,000	
Cost Savings:	\$210,000	

Significant Issues: Material was extremely slow to arrive for this project and the incorrect electrical material was delivered four times. The entire lift station was ordered to include the pump but only the manhole arrived, and it was too short.

Safety: The crew paid special attention to the potential electrical shock hazard due to the extensive electrical work. Construction wires and signs were placed to prevent unauthorized vehicles from entering the site.

Quality Control: Ensured proper pitch was maintained on sewer pipe line. Checked joints for leaks by pressure checking before the trench was backfilled. All panel box connections in the trailers and the sub-panels were double-checked prior to powering them with the generator.

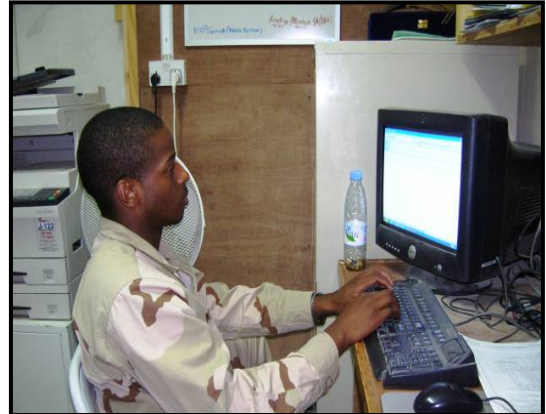


DETAIL CAMP VIRGINIA PROJECT SUMMARIES



Camp Virginia is located along one of the major routes between Iraq and Kuwait and serves as one of the surge camps that handles processing, training and acclimatization of personnel processing through Kuwait and Iraq. Its population ranges from 1,200 to 15,000 permanent party personnel supporting the Coalition Forces in the Global War on Terror. The camp has been serving this purpose for 3 years, and current planning requires the camp to be placed into "caretaker" status for future contingency operations.

ADMINISTRATION: The responsibility for overall completion of administrative tasks belonged to the Detail OIC. The administrative work included written and oral communication, tracking of incoming and outgoing mail, personnel items including service record discrepancies and pay issues. The Detail was augmented by RC Seabees from NMCB TWENTY ONE. Reports were completed daily (Tenant and PERSTAT), weekly (Ops SITREP, ASG SITREP), biweekly (Photo SITREP, Level I) and monthly (Commodore's SITREP) cycle. There was also steady communication with Papa Detail in Gulfport, and the Command Ombudsman Team in Homeport. CPO and cyclic Exams were administered to 36 personnel in March.



TRAINING AND READINESS: 14 Seabees received qualification as Combat Life Savers and over 30 Seabees obtained CPR qualification. Training on CBCM Planning and Estimating was conducted and the Vehicle Operator training for licenses occurred throughout the deployment. 88 personnel completed the SSA interview process.

SCW skills training was conducted daily with independent study groups being implemented resulting in 22 SCW Qualifications.

There was an opportunity to use the Udari Range in Kuwait for familiarization fire and this went well. Physical Training was performed three times weekly and Navy GMT's were given bimonthly on a wide variety of subjects.

OPERATIONS: Detail Virginia was tasked to provide engineering and construction support to CFLCC. Embark consisting of an Advanced Party and a Mainbody. 40 Seabees deployed from Gulfport, Mississippi on 02FEB06 via military contracted civilian aircraft. Their route of travel was from Gulfport, Mississippi to Kuwait City stopping in Shannon, Ireland enroute. The remaining 23 Seabees from the Mainbody followed, taking the same route on 18FEB06.

Tasking in the form of Mission Directives was received from CFLCC via FET North. This consisted of general construction at Camp Virginia, Camp Victory, Camp Moreell, the Life Support Area (LSA) at Ali Al Salem Air Base, Kuwait, and Camp Bucca, Iraq.



One of the projects was to install and connect refurbished shower trailers harvested from Camp Victory. This project was broken into specific phases as movement and material became available. The project began on 17MAY06 and was completed on 14JUL06. The installation consisted of setting water storage tanks and piping connection to the

associated shower trailers for various pads. Following the receipt of the required dig permits, a suitable gravel and gatch pad was installed to provide support for the water storage tanks associated with each pad and the tanks were then set accordingly. The tanks were piped together (including individual isolation valves at each tank and a main shut-off valve) and then piped to the shower trailers using PVC pipe in accordance with standard plumbing practices. Trenches were dug for fill pipes, the tanks and the supply pipes from the tanks to the trailers. They were excavated using a back hoe. The piping was terminated at each trailer with a shut-off/isolation valve and a final connection to the trailers was completed by a civilian contractor. The tanks were piped together on the fill side to allow for filling via a single nozzle connection and then piped to the designated fill point in accordance with standard plumbing practices. The isolated supply point was located outside of the barriers to the tent pads for purposes of enhancing force protection. At the conclusion of all underground piping, all excavations were properly backfilled, site was graded level, and the stairs for each shower trailer were set. The installation was completed by a successful pressure test and subsequent chlorination process. No significant issues were encountered on the project.

The Camp Victory Closure Project was in progress from 03MAR06 to 22JUN06. The project consisted of relocating US Army assets from Camp Victory to Camp Virginia, Kuwait and returning the campsite to its original natural state. This was in preparation for transferring usage from the US Military back to the Kuwaiti government.



The project was conducted in four Phases. Phases one and four were completed by NMCB SEVEN. Phase one was the staging process and consisted of pre-positioning required CESE and other assets from Camp Virginia to Camp Victory. Phase IV consisted of earthwork required to return the site to its original desert like condition and the retrograde of all CESE and other Camp VA assets. Earthwork included the leveling of 3.5 miles of berms ranging in size from 10' wide and 5' tall to 50' wide and 20' tall. Approximately 80,000 cubic yards of earth was removed and leveled during stage IV. Additionally 37 leech fields were removed and the gravel was reclaimed to be used on other ASG Kuwait projects,

saving the government thousands of dollars in material costs. Due to the closure of the base, some job creep caused additional tasking to be added to the original scope.

Following the receipt of required dig permits and approval to proceed, the Ammo Handling Area (AHA) Street Lighting project started. This project consisted of installing twelve lighting poles with 2 400 W fixtures per pole and delivering a projected lighting output of 28,400 foot-candles for the AHA area of Camp Virginia, Kuwait. A detailed project survey was conducted sizing the required electrical conductors and creating a bill of materials. The Site work consisting of trenching for the burial of electrical conduits and some grading was conducted as well. The required electrical conduits were laid in the trench and the electrical wire was pulled through the trench in accordance with accepted electrical practices. The excavations were then properly backfilled.

The next part of the project was the construction and installation of 12 pre-cast concrete light pole bases. Simultaneously, the light fixtures were attached to the poles. Following the completion of the pole bases and the attachment of the light fixtures, the lighting poles were rigged into position. The pole wiring was then connected to the buried conductors and the project was concluded by installing the lighting control panel and making final terminations to the existing generator. No significant issues were encountered on the project.

The Entry Control Point (ECP) Sunshade Project at the Life Support Area, Kuwait was completed between 30NOV05 and 20MAR06. This project supports the operations of the APOD Life Support Area at Ali Al Salem by providing a secure entry point for controlling vehicular traffic in the area of operations. The project consisted of erecting a 35m x 54m steel sunshade on pre-cast footers and included high-bay and exterior lightings. The project was divided into four operations: site work, concrete work, steel work and electrical work. The site work portion of the job involved two series of excavations. The first being trenches for burying the electrical feed wiring from the generator and the second being the preparations for burying the pre-cast concrete footers. In addition to excavations, the site work also required grading and soil compaction for support of the concrete pad to be located under the sunshade structure. Upon the proper placement of all footers and the installation of the electrical wiring, all excavations were properly backfilled and graded as required. The concrete work consisted of installing 18 pre-cast concrete footers and the instillation of 36 corresponding bollards. The sunshade columns were secured to the footers and the structural frame of the sunshade was erected. Once the structural steel framing was completed, the exterior sheeting was secured to the structural framing. The electrical phase of the construction consisted of laying the feed wire from the generator, installing a distribution panel and wiring up the high bay lights. The sixty 440 W high-bay lights were then installed in the structure. The electrical installation was completed with the installation and wiring of 14 exterior security lights. There were no significant issues encountered on the project.



Redeployment to Homeport was accomplished via 2 military contracted civilian aircrafts. Mainbody personnel remained on site to perform a working turnover of CESE, barracks, office spaces, tools, and supply documentation. All Seabees returned to homeport by 22AUG06.

Our primary construction activity involved earth moving and grading, but there were also great opportunities for crews to gain experience in the layout and construction of pre-engineered buildings, basic carpentry, electrical systems, plumbing and the forming and placement of concrete in a harsh desert environment. The work accomplished on this deployment enabled Camp Virginia to meet its mission requirements and was a key in meeting mission timelines and improving Force Protection. All projects proved to be challenging for each crew due to their complexity and numerous changes in scope. Tasking provided outstanding training for all Seabee ratings with heavy emphasis on Equipment Operators and Construction Mechanics.



SUPPLY & LOGISTICS: The Detail deployed without TOA weapons and ammunition but received small arms (M16, M203 and M9) at turnover from the previously deployed battalion. NMCB TWENTY ONE were issued small arms prior to arrival and redeployment. Weapons were stored in the Detail Camp Virginia armory for the duration of the deployment. Fuel was provided from an on-camp Fuel Point at no cost to project or operating funds. Funding for water, food and fuel was provided by ASG Kuwait.

Consumables and office supplies were available at Servmart in Camp Arifjan. Surveyed uniforms were replaced through the Army Supply System at Camp Arifjan. Automotive Repair Parts (ARP) were ordered through the Navy Supply System, but extremely long turn around times were experienced before receipt.

Food Services/Berthing: Food service was provided by the local Camp Dining Facility (DFAC) and drinking water was received from the Army Class IV Supply. DFAC served breakfast, lunch, dinner and mid-rats as well as approved vendors selling fast food available throughout the week. The berthing was in trailers with 3 personnel maximum in each room. An MWR room provided satellite television, video games and a room for making MWR phone calls over 4 DSN lines. There was also a Conference room used for meetings, training and SCW Boards.

MLO/CTR: TOA tool kits and a variety of augment tools, transferred from Rota, Spain were already available on site. Additional tools required for projects that weren't on hand were purchased by FET North. All materials and tools were purchase locally.

EQUIPMENT MANAGEMENT: Detail Camp Virginia assumed responsibility for 38 pieces of CESE comprised of 36 Organic and 2 Augment CESE. Leased equipment available included 5 Non-Tactical Vehicles (3 civilian SUVs and 2 Polaris Rangers) and 6 pieces of construction equipment for projects (2 excavators, 2 bulldozers, 1 grader and 1 loader).

CESE maintenance was performed in accordance with COMFIRSTNCDINST 11200.2 and OPNAVINST 4790.4 (3M manual) and logistic support was available via Mainbody supply in Camp Arifjan, Kuwait. The Detail assumed financial responsibility for repair parts and operational maintenance including parts common, parts particular and POL's. Fuel was funded and supplied on site by ASG Kuwait.

Leased vehicles and equipment were maintained by contracting vendors but fuel was available from the Fuel Point. Any required augment equipment for specific projects was charged to the specific contract or supplied by the customer.

MEDICAL: The Detail deployed with shadow medical records and received routine and emergency medical care at the local TMC while specialty care was provided at Camp Arifjan. The crews working at off site projects (Camp Morrell, Ali Al Salem and Camp Victory) were each provided with Combat Lifesaver equipment bags for emergency use to stabilize patients until evacuation to the local TMC.

CAMP VIRGINIA PROJECT SUMMARIES							
Project	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays expended by prior NMCB	Mandays Expended this Deployment
CV6-028	86	\$150,000	86	33-100%	100%	29	57
CV6-100	656	\$0	656	0-100%	100%	0	563
CV6-200	90	\$0	90	0-100%	100%	0	90
CV6-P&E	361	\$0	361	0-100%	100%	0	362
CV5-354	170	\$0	170	0-100%	100%	0	170
CV6-036	93	\$6,500	93	0-100%	100%	0	93
CV6-008	225	\$5,000	225	0-100%	100%	0	225
KA5-357	171	\$1,182	74	88-100%	100%	97	74
KA5-229	520	\$205,000	41	89-100%	100%	479	41
KA6-006	280	\$7,941	280	0-100%	100%	0	280
CV6-013	266	\$77,800	266	0-100%	100%	0	266
CV6-007	191	\$15,000	191	0-100%	100%	0	191
CV6-072	218	\$30,000	218	0-100%	100%	0	191
CV6-027	190	\$25,000	190	0-100%	100%	0	190
CV6-112	67	\$1,000	67	0-100%	100%	0	67
CV5-377	17	\$1,000	17	0-100%	100%	0	17
KA6-035	23	\$5,000	23	0-100%	100%	0	23
CV6-073	12	\$1,000	12	0-100%	100%	0	12
CV6-093	33	\$250	33	0-100%	100%	0	33
CV6- Generator Pad by Fire Dept.	3	\$1,000	3	0-100%	100%	0	4
CV6-081	392	\$390,000	394	0-100%	100%	0	364
KA6-087	196	\$9,829	196	0-100%	100%	0	196
KA6-089	63	\$5,000	63	0-100%	100%	0	63
KA6-088	110	\$2,267	110	0-100%	100%	0	110
KA6-090	100	\$989	100	0-100%	100%	0	100
KA6-095	143	\$6,238	143	0-100%	100%	0	143
KA6-122	135	\$4,325	135	0-100%	100%	0	135
CV6-121	265	\$23,000	265	0-100%	100%	0	270
CV6-058	108	\$50,000	108	0-100%	100%	0	108
CV6-050	254	\$8,000	254	0-100%	100%	0	254
CV6-139	4	\$200	4	0-100%	100%	0	4
CV6-096	133	\$5,000	133	0-100%	100%	0	133
CV6-091	151	\$10,000	151	0-100%	100%	0	151

IV**OPERATIONS**

CV6-168	292	\$0	292	0-100%	100%	0	292
CV6-138	265	\$500	265	0-100%	100%	0	265
KA6-084	300	\$20,000	300	0-100%	58%	0	146
CV6-BUC	528	\$0	528	0-100%	100%	0	528
KA6-095	145	\$10,000	145	0-100%	100%	0	145
KA6-111	400	\$20,000	400	0-100%	14%	0	69
KA6-129	15	\$1,000	15	0-100%	100%	0	15
KA6-136	67	\$0	67	0-100%	100%	0	67
KA6-137	48	\$5,000	48	0-100%	100%	0	48
KU5-830	367	\$20,000	367	0-100%	38%	0	367
KU5-835	350	\$10,000	350	0-100%	92%	0	322
KA6-092	91	\$1,000	91	0-100%	100%	0	91
CV6-098	70	\$1,000	70	0-100%	100%	0	70
DETAIL VIRGINIA TOTAL	8578	\$811,021	8578	N/A	N/A	576	7405

LABOR DISTRIBUTION

	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	TOTAL	%Total
Direct Labor MDs	714	1781	1446	1470	1459	1733	814	9417	67%
Indirect Labor MDs	105	546	525	546	525	525	231	3003	21%
Readiness / Training MDs	50	86	360	439	453	139	180	1707	12%
Total MDs Expended	869	2413	2331	2455	2437	2397	1225	14127	100%
# Personnel	114	114	114	114	114	114	114		
# Direct Labor	79	79	79	71	76	71	71		
# Workdays	8	24	24	23	24	23	15	141	
% Direct Labor	69%	69%	69%	62%	67%	62%	62%	66%	
Ideal MD Capability	711	2133	2133	1837	2052	1837	1198	11901	
Actual Availability Factor	107%	88%	85%	104%	93%	102%	83%	95%	

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

PROJECT LISTING	MANDAYS
Smoking Area Roof Repairs	25
Class IV Deck	40
Redeployment Partitions	75
CTR and MLO Shelves	50
POL Sheds	25
TOC Brigade Furniture	10
Misc. projects on base	357
TOTAL MANDAYS EXPENDED	592
TOTAL MANDAYS TASKED	400

CAMP MAINTENANCE

PROJECT LISINTG	MANDAYS
Camp Improvements and Upgrades	1420
TOTAL MANDAYS EXPENDED	1420
TOTAL MANDAYS TASKED	400



**MARINE CORPS MOTOR POOL
CV6-028**

NMCB SEVEN was tasked to provide soil grading and leveling work for the Motor Pool area on camp.

Scope: Improve the Marine Corps motor pool located behind Pad 23 in the western corner of the Camp. This area is a portion of the motor pool area - approximately 100m x 100m.

- Personnel:** 6 personnel
- Duration:** 15 February 2006 – 23 February 2006
- Mandays Expended:**

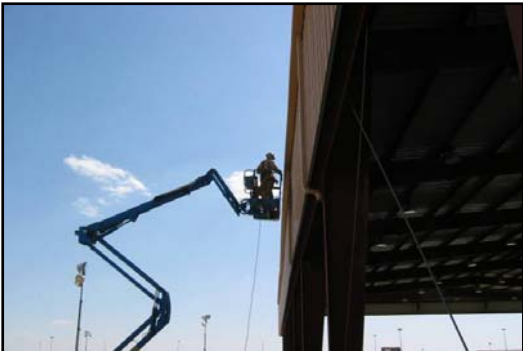
NMCB SEVEN:	57
Cumulative:	86
- Tasking:**

WIP at turnover:	33%
WIP at completion:	100%
Tasked MD:	86
Total Project MD:	86
- Material Cost:** \$150,000
- Cost Savings:** \$30,100

Significant Issues: No design was provided. Seabees used common construction practices to provide the best quality product with materials on hand.

Safety: The project Safety supervisor ensured that all personnel were properly hydrated to prevent heat injuries.

Quality Control: None.



**ENTRANCE CONTROL POINT SUNSHADE
KA5-229**

NMCB SEVEN was tasked to provide a sunshade for the entrance control point in Camp Ali Al Salem.

Scope: Install a 35m x 54m steel sunshade on pre-cast footers, to include high-bay and exterior lighting. All footers are in place and backfilled. Crew has set all structural steel and roof sheathing.

Personnel:	10 personnel	
Duration:	15 February 2006 – 1 March 2006	
Mandays Expended:	NMCB SEVEN:	41
	Cumulative:	520
Tasking:	WIP at turnover:	89%
	WIP at completion:	100%
	Tasked MD:	41
	Total Project MD:	520
Material Cost:	\$205,000	
Cost Savings:	\$182,000	

Significant Issues: Precast footers not set plumb and square requiring rework. High winds would prevent work aloft.

Safety: Safety issues involved overhead work, falling hazards, and dropping tools or material. No mishaps had been sustained during this project. Fall protection equipment was insufficient for personnel needed to accomplish work.

Quality Control: Ensured nuts were properly torqued when erecting the steel. Ensured electrical Panels were properly grounded. Ensured sealing strips on roof panels were properly placed to prevent leaks. Electrical supplies were substandard.



**USO TENT WALL
KA5-357**

NMCB SEVEN was tasked to provide interior room improvements for the USO tent in Camp Al Ali Salem.

Scope: Construct interior metal stud walls for an office and boot room. Cover all walls with ¼” plywood and carpet (carpet was additional scope added). Relocate existing electrical, fire alarm systems and installed ECU service vent cover.

Personnel:	6 personnel
Duration:	15 February 2006 – 09 March 2006
Mandays Expended:	NMCB SEVEN: 74 Cumulative: 171
Tasking:	WIP at turnover: 88% WIP at completion: 100% Tasked MD: 74 Total Project MD: 171
Material Cost:	\$1,182
Cost Savings:	\$59,850

Significant Issues: This job initially consisted of just installing the wooden walls. Seabees performed additional carpeting, painting of the interior, and completing the finish work, as per customer request.

Safety: Personnel were required to wear gloves when working with the contact cement, which slowed the work process. Adequate ventilation was required while working with the cement to avoid burning of the eyes and lungs.

Quality Control: Electrical supplies were substandard fro this project.



**BRICK PAVERS
CV6-008**

NMCB SEVEN was tasked to install brick pavers for base improvements.

Scope: Install brick pavers on the entrance way at 21 different locations around the Camp including concrete tent pads, community buildings and community RLB entrances.

Personnel:	6 personnel
Duration:	23 February 2006 – 12 April 2006
Mandays Expended:	NMCB SEVEN: 225 Cumulative: 225
Tasking:	WIP at turnover: 0% WIP at completion: 100% Tasked MD: 225 Total Project MD: 225
Material Cost:	\$5,000
Cost Savings:	\$78,750

Significant Issues: Heat and sandstorms caused delays. Project was delayed until the bricks arrived on site.

Safety: The project Safety supervisor ensured that all personnel were properly hydrated to prevent heat injuries.

Quality Control: No design was provided. Seabees used common construction practices to provide the best quality product with materials on hand



REMOVE/RE-ASSEMBLE BILLETING TRAILERS, LSA KA6-090

NMCB Seven was tasked to provide construction assistance in billeting trailer’s removal and relocation.

Scope: Remove any material that would facilitate relocating trailer to new location. Following relocation of trailers to new ITAOC area LSA Ali Al-Salem, re-install the walkways, flooring, casing, thresholds, and other items removed. Fabricate and replace any items which may have been damaged during disassembly or relocation. Refurbish trailer based on reasonable customer needs and floor plan. Install any metal flashing and roof sections required, and caulk seams as required. Re-install the wooden porch assembly at the entrance location to the trailers.

Personnel:	6 personnel	
Duration:	24 April 2006 – 05 May 2006	
Mandays Expended:	NMCB SEVEN:	100
	Cumulative:	100
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	Tasked MD:	100
	Total Project MD:	100
Material Cost:	\$989	
Cost Savings:	\$35,000	

Significant Issues: Constant changes in scope from the customer slowed the construction schedule.

Safety: The crew applied all required safety measure especially for the electrical shock due to the extensive electrical work. Construction signs were placed to prevent unauthorized personnel from entering the site.

Quality Control: Checked roof section for possible leaks. Reseal seams as necessary. Materials were substandard. Wood was especially poor quality and not dimensionally square.



**AAFES WATER SUPPLY
CV6-050**

NMCB SEVEN was tasked to install water supply/grey water collection tank for AAFES.

Scope: Install a centralized water supply/grey water collection tank with sufficient capacity for six AAFES vendors.

Personnel:	6 personnel
Duration:	27 February 2006 – 05 May 2006
Mandays Expended:	NMCB SEVEN: 254 Cumulative: 254
Tasking:	WIP at turnover: 0% WIP at completion: 100% Tasked MD: 254 Total Project MD: 254
Material Cost:	\$8,000
Cost Savings:	\$88,900

Significant Issues: Lack of funding created material shortfalls and construction delays.

Safety: Job required a deep pit to place the grey water tank, which required shoring and opening the pit to ensure proper safety margins to reduce soil collapse risks.

Quality Control: Completion date was delayed due to unforeseen soil conditions, mainly hard rock, which was encountered while excavating for tanks.



CONNECT TRAILERS AT OLD PAD 6 CV6-096

NMCB SEVEN was tasked to provide support in the piping connection of shower, latrine, and laundry trailers on base.

Scope: Reconnect 2 shower / latrine trailers, 1 shower trailer, and a laundry trailer to the recently rejuvenated evaporation bed located near the Command Cell Trailers on Camp Virginia.

- Personnel:** 6 personnel
- Duration:** 27 March 2006- 26 April 2006
- Mandays Expended:** NMCB SEVEN: 133
Cumulative: 133
- Tasking:** WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 133
Total Project MD: 133
- Material Cost:** \$5,000
Cost Savings: \$46,550

Significant Issues: The PVC pipe was brittle and shattered easily. Tanks were not designed to be placed underground and damaged easily, causing one to collapse and subsequently had to be replaced. Thunderstorm filled excavations with runoff requiring re-excavation and placement of the tank.

Safety: Safety practices were applied during excavation around the black water tank holes.

Quality Control: No specifications or drawings were given for this project.



**ARMY MOTOR POOL
CV6-027**

NMCB SEVEN was tasked to provide grading and leveling of the Motor Pool on the camp.

Scope: Improve existing Army Motor Pools 1-8.

Personnel: 6 personnel

Duration: 23 February 2006 – 5 June 2006

Mandays Expended: NMCB SEVEN: 190
Cumulative: 190

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 190
Total Project MD: 190

Material Cost: \$365,000

Cost Savings: \$66,500

Significant Issues: Scope of work had to be changed due to lack of funding.

Safety: The working schedule was adjusted to minimize heat exposure and prevent heat injuries. Construction signs were placed to prevent unauthorized vehicle access to the site.

Quality Control: None.



TRAILER REHAB KA6-006

NMCB SEVEN was tasked to provide interior and exterior repairs and upgrade of existing RLB trailers on base in Camp ALI AL SALEM.

Scope: Provide interior and exterior structural repairs to the trailer.

Personnel: 6 personnel

Duration: 27 February 2006 – 22 May 2006

Mandays Expended: NMCB SEVEN: 280
Cumulative: 280

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 280
Total Project MD: 280

Material Cost: \$7,941

Cost Savings: \$98,000

Significant Issues: Initial quality of trailers was very poor requiring more preparatory work than initially planned.

Safety: The Safety project supervisor ensured that all personnel took the required safety measures. Construction signs were used to keep other personnel away from the site.

Quality Control: No prints, plans or specifications were available for this project.



**CLOSING CAMP VICTORY
CV6-081**

NMCB SEVEN was tasked to provide ground work for the closure of Camp Victory

Scope: Level and rough grade demolished Camp Victory site to blend in with natural terrain features.

Personnel: 8 personnel

Duration: 13 March 2006 – 30 June 2006

Mandays Expended: NMCB SEVEN: 364
Cumulative: 364

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 394
Total Project MD: 394

Material Cost: \$390,000

Cost Savings: \$127,400

Significant Issues: Exterior berm removal was deleted from the original scope of work, reducing the number of mandays to complete the mission. Contracted equipment was substandard requiring frequent maintenance to be performed by the contractor. Undersized excavator routinely overheated causing delays to the project.

Safety: The Safety project supervisor ensured that all personnel took the required safety measures. Construction signs were placed to keep other personnel away from the construction work.

Quality Control: None.



COMMAND CELL ENTRANCE WAY IMPROVEMENTS CV6-112

NMCB SEVEN was tasked to perform brick work at the Command Cell's entrance way.

Scope: Install brick pavers at Command Cell entrance way.

Personnel: 6 personnel

Duration: 24 April 2006 – 15 May 2006

Mandays Expended: NMCB SEVEN: 67
Cumulative: 67

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 67
Total Project MD: 67

Material Cost: \$1,000
Cost Savings: \$23,450

Significant Issues. The work progress was hampered due to the extreme hot weather condition and the frequent need of our personnel to hydrate.

Safety: The Safety project supervisor ensured that all personnel were properly hydrated to avoid heat injuries.

Quality Control: None.



**APOD SUNSHADE, CAMP ALI AL SALEM
KA6-095**

NMCB SEVEN was tasked to erect a sunshade for the ECP at Life Support Area (LSA).

Scope: Work includes: Inventory of salvaged sunshade, determine condition of parts, develop BOM for missing and or damaged parts, prepare the site by removing loose, windblown materials, and erect a sunshade.

Personnel: 6 personnel

Duration: 17 April 2006 – 25 May 2006

Mandays Expended: NMCB SEVEN: 143
Cumulative: 143

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 143
Total Project MD: 143

Material Cost: \$6,238
Cost Savings: \$50,050

Significant Issues: Roofing materials had to be re-ordered due to the wind damage, causing delays to the work schedule. Crews were exposed to hot weather condition, and materials often became too hot.

Safety: The Safety project supervisor ensured that all personnel took the required safety measures and were properly hydrated to avoid heat injuries.

Quality Control: No specifications or plans were available for the re-assembly. There were numerous parts missing when the building was disassembled, causing mismatched parts to be used.



**AMMO HANDLING AREA LIGHTING
CV6-013**

NMCB SEVEN was tasked to install twelve pre-cast lighting poles for Ammo Handling Area (AHA) area.

Scope: Design layout for 12 light poles and bases in ammo handling area. Install wires, lights, and conduit underground to the panel box.

Personnel:	6 personnel
Duration:	17 April 2006 – 27 June 2006
Mandays Expended:	NMCB SEVEN: 266 Cumulative: 266
Tasking:	WIP at turnover: 0% WIP at completion: 100% Tasked MD: 266 Total Project MD: 266
Material Cost:	\$77,800
Cost Savings:	\$93,100

Significant Issues: Several scope changes by customer entailing rework due to changes in power requirements.

Safety: Safety project supervisor ensured that all personnel took the required safety measures including using a fall protection device while using the manlifts.

Quality Control: No specifications or plans which had to be generated on site by CEs and EAs on project. Most of the materials were not to US specifications, thus causing crews to adapt to European standards.



REASSEMBLE MOTOR POOL TRAILER KA6-122

NMCB SEVEN was tasked to provide interior and exterior repair to the Motor Pool trailer.

Scope: Refurbish trailer based on reasonable customer needs and floor plan. Provide minor interior and exterior structural repairs and upgrades to the trailers.

Personnel:	6 personnel
Duration:	17 April 2006 – 27 June 2006
Mandays Expended:	NMCB SEVEN: 135 Cumulative: 135
Tasking:	WIP at turnover: 0% WIP at completion: 100% Tasked MD: 135 Total Project MD: 135
Material Cost:	\$4,325
Cost Savings:	\$47,250

Significant Issues: Initial quality of trailers was very poor requiring more preparatory work than initially planned.

Safety: The Safety project supervisor ensured that all personnel took the required safety measures and were properly hydrated to avoid heat injuries. All personnel were required to wear gloves while handling sheet metal siding to prevent laceration.

Quality Control: No prints or specifications were available.



CONEX LAY DOWN YARD CV6-058

NMCB SEVEN was tasked to upgrade the ground condition of the conex lay down area.

Scope: Grade and clear 200m x 400m conex lay down area.

Personnel: 10 personnel

Duration: 23 May 2006 – 30 June 2006

Mandays Expended: NMCB SEVEN: 108
Cumulative: 108

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 108
Total Project MD: 108

Material Cost: \$0
Cost Savings: \$37,800

Significant Issues: Once the project was complete a test was conducted with a TEREX (material handling equipment) and the soils were determined to be unsuitable for the mission. The scope was changed to prove a gravel and gatch roadway for the TEREX to travel on.

Safety: Due to noise hazard operating all earth moving CESE personnel were required to wear a hearing protection.

Quality Control: None.



SHOWER TRAILER PHASE IV CV6-121

NMCB SEVEN was tasked to install and connect refurbished shower trailers.

Scope: The project includes excavation, trenching and piping installation for the shower trailers.

Personnel: 8 personnel

Duration: 17 May 2006 – 15 July 2006

Mandays Expended: NMCB SEVEN: 270
Cumulative: 270

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 265
Total Project MD: 265

Material Cost: \$23,000

Cost Savings: \$94,500

Significant Issues: Funding and material availability caused major delays. Extended exposure to sunlight made pipes extremely brittle and hard to work with.

Safety: Ensured personnel were aware of hazards and safety precautions due to the open trenches and amount of construction equipment being operated on site.

Quality Control: Poor quality of fittings made water-tight connections difficult causing rework. Ensured pipes had been properly stored and tanks had been properly cleaned and tested prior to use.



**COMMAND CELL OFFICE SPACES
CV6-072**

NMCB SEVEN was tasked to construct a new sports lounge for the base.

Scope: Prepare and install foundation for sports lounge, to be located behind Command Cell. Design/ build floor plan for new office space keeping modularity of building in mind. Finish floor height to match Command Cell finished floor height. Cover walkway between buildings with access and steps to ground level.

Personnel:	8 personnel	
Duration:	27 February 2006 – 30 May 2006	
Mandays Expended:	NMCB SEVEN:	191
	Cumulative:	191
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	Tasked MD:	218
	Total Project MD:	218
Material Cost:	\$30,000	
Cost Savings:	\$66,850	

Significant Issues: The project was cancelled due to inadequate funding by the customer. Seabees constructed the wood frame structure prior to cancellation.

Safety: The Safety project supervisor ensured that all personnel took the required safety measures and were properly hydrated to avoid heat injuries.

Quality Control: No plans or specifications were available for this project.



CAMP MOREELL PERIMETER FENCE KU5-830

NMCB SEVEN was task to install perimeter fencing at Camp Moreell to increase Force Protection and safety of personnel.

Scope: Auger holes and install fence posts in concrete around 4,520' perimeter of Camp Moreell. Install hardware and chain link fabric, then top fence with 6 strands of barbed wire and one coil of concertina.

Personnel:	12 personnel
Duration:	1 June 2006 – 12 August 2006
Mandays Expended:	NMCB SEVEN: 367 Cumulative: 367
Tasking:	WIP at turnover: 0% WIP at completion: 38% Tasked MD: 500 Total Project MD: 500
Material Cost:	\$34,405
Cost Savings:	\$128,450

Significant Issues: Initial holes revealed the need for a wet compaction in some areas prior to auguring post holes. Unexpected subsurface conditions caused an increase in site work. Contractor could not provide a reliable delivery schedule which created excessive down-time waiting for deliveries.

Safety: Night work required light plants for lighting area of work and personnel had reflective vests or belts on. Ensured holes were covered during non working period.

Quality Control: Ensured that EA's place offsets at the proper locations.



**ENTRY CONTROL POINT PARKING LOT
CV6-168**

NMCB SEVEN was tasked to grade and clear 200m x 400m area for a future Entry Control Point Convoy Parking Lot.

Scope: Bring area to planned grade and compact existing material to create a staging area for convoys at the proposed Entry Control Point. Cut drainage swale between parking area and conex lay-down yard.

Personnel:	10 personnel
Duration:	26 June 2006 – 1 August 2006
Mandays Expended:	NMCB SEVEN: 292 Cumulative: 292
Tasking:	WIP at turnover: 0% WIP at completion: 100% Tasked MD: 292 Total Project MD: 292
Material Cost:	\$0
Cost Savings:	\$102,200

Significant Issues: Dust raised by operations severely restricted visibility and slowed operations.

Safety: Safety project supervisor ensured that all personnel had reflective vests or belts on and double hearing protection was worn while working on earth moving CESE.

Quality Control: Ensured Parking Lot has 0.5% slope and swale had 0.5% slope over 1600 ft.



CAMP MOREELL ALFA LOADING RAMPS KU5-835

NMCB SEVEN was tasked to construct two vehicle loading ramps at Camp Moreell to replace contingency vehicle ramp.

Scope: Excavate, form and lay rebar for ramp footers. Build side-wall forms and pour concrete. After cure time has elapsed, fill exterior wall with gatch-gravel mix and wet compact to local standards. Build slab form and pour cover slab. Ensure that all concrete meets specs and is properly cured.

Personnel:	12 personnel
Duration:	6 June 2006 – 12 August 2006
Mandays Expended:	NMCB SEVEN: 322 Cumulative: 322
Tasking:	WIP at turnover: 0% WIP at completion: 92% Tasked MD: 350 Total Project MD: 350
Material Cost:	\$33,039
Cost Savings:	\$113,050

Significant Issues: Tie rods were not available locally. Crew improvised a substitute that worked extremely well, but took longer to install than expected

Safety: Night work required light plants for lighting area of work and personnel had reflective vests or belts on. Due to the close proximity of troops arriving/departing the AOR via the APOD, site cleanliness and security was paramount.

Quality Control: Forms had to be plumb and strong enough to accept hydrostatic load of wet concrete delivered through a pump truck.



**90TH HEADQUARTERS BUILDING, ALI AL SALEM
KA6-111**

NMCB SEVEN was tasked to move and renovate a trailer to a new location.

Scope: Relocation of Trailers to be performed by LSA Staff. Walls will require support prior to loading. Following relocation of trailers to LSA Ali Al-Salem, re-install the walkways, flooring, casing, thresholds, and other items removed. Fabricate and replace any items which may have been damaged during disassembly. Re-install the metal flashing and roof sections, and caulk seams as required. Perform a leak test on the roof sections with water to check for possible leaks. Reseal seams as necessary. Re-furbish interior per approved drawings.

Personnel:	15 personnel
Duration:	7 July 2006 – 14 August 2006
Mandays Expended:	NMCB SEVEN: 69 Cumulative: 69
Tasking:	WIP at turnover: 0% WIP at completion: 14% Tasked MD: 400 Total Project MD: 400
Material Cost:	\$4,709
Cost Savings:	\$24,150

Significant Issues: Due to extremely long delays in material delivery, no other work has been performed than placing the trailer.

Safety: Night work required light plants for the work area. Safety project supervisor ensured all personnel took safety measures. All personnel had reflective vests or belts on while working at the jobsite, and construction signs were used to keep other personnel from the site.

Quality Control: Ensured piers were correctly placed and built to specifications.



MWR LIBRARY BUILDING, ALI AL SALEM KA6-084

NMCB SEVEN was tasked to move, reconnect and renovate 4 trailers to a new location.

Scope: Relocation of Trailers to be performed by LSA Staff. Following relocation of trailers to LSA Ali Al-Salem, re-install the walkways, flooring, casing, thresholds, and other items removed. Fabricate and replace any items which may have been damaged during disassembly. Re-install the metal flashing and roof sections, and caulk seams as required. Perform a leak test on the roof sections with water to check for possible leaks. Reseal seams as necessary. Re-furbish interior per approved drawings.

Personnel:	15 personnel	
Duration:	12 July 2006 – 14 August 2006	
Mandays Expended:	NMCB SEVEN:	146
	Cumulative:	146
Tasking:	WIP at turnover:	0%
	WIP at completion:	14%
	Tasked MD:	300
	Total Project MD:	300
Material Cost:	\$19,815	
Cost Savings:	\$51,100	

Significant Issues: Extremely long delays in material delivery. Originally these trailers were shower trailers, and now they are being set up as a library. These trailers were never intended to have their walls removed, creating unique and a challenging project.

Safety: Night work required light plants for the work area. Safety project supervisor ensured all personnel took safety measures. All personnel had reflective vests or belts on while working at the jobsite, and construction signs were used to keep other personnel from the site.

Quality Control: Provided adequate supports to the roof when interior walls were removed.



DETAIL CAMP MOREELL PROJECT SUMMARIES



Camp Moreell is a U.S. Naval Base in Kuwait and serves as the hub for all NCF movement and logistics within CENTCOM AOR. It provides training and familiarization such as Seabee Specific Task Tailored (S2T2) Training to NCF personnel heading into Iraq and Afghanistan.

ADMINISTRATION: The Detail arrived in Camp Moreell on 27FEB06 with the exception of two Chief Petty Officers who were sent ahead to start an early turnover. The det was augmented by 25 RC Seabees from NMCB TWENTY FIVE who were OPCON to the Det OIC. Det Moreell was OPCON to 22nd NCR (FWD) and remained ADCON to NMCB SEVEN.

Detail OIC has the overall responsibility for the det's administrative requirements including written and oral communications, project documentation, Host Nation liaison work, and personnel issues. 22 Advancement Exams were administered during the deployment that covered 5 First Class exams, 10 Second Class exams, and 7 Third Class exams. The Detail also issued weekly SITREPs to NMCB SEVEN Mainbody in Camp Arifjan, Kuwait. The Det remained ADCON of NMCB SEVEN. All personnel redeployed back to Gulfport, MS by 22AUG06.

TRAINING AND READINESS: Training of Detail personnel was conducted on a continuous basis. GMTs were held bi-monthly for two hours where personnel went through the required US Navy GMTs. The training included financial management, General Order 1B, advancement test result instructions, safety lectures, sexual harassment, equal opportunity and others.

The det conducted SCWs training 5 nights a week. The training included site visits to different locations including the flight line and APOD to walk into C-130s and look at the pallets being built, the Armory and Weapons Area to become familiar with the weapons, and the Alfa yards to get exposed to different types of CESE and containers. These efforts resulted in 7 of our Seabees getting qualified.

OPERATIONS: Camp Moreell Operations are a little bit different from the normal deployment site operations due to its unique roles and missions. This is accomplished through Embarkation Operations, Training Operations, Logistics Cell Operations, and berthing.

Embarkation Operations are continuous at Camp Moreell. As the embark hub in Kuwait for all Seabee movements the Detail has moved personnel from ten different Battalions, three Regiments, and 1NCD. This effort was improved by rewriting the 1NCD policy/desktop guide on inter-theater airlift into and within CENTCOM, thus placing the NCF into the compliance with standard force flow TTPs and eliminating costly empty plane seats.

Due to the change and the previous lack of knowledge about the intricacies of the Single Ticket Exchange program the Detail corrected over 20 Time Phased Force and Deployment Data (TPFDD) flight schedules to ensure proper dwell time in Kuwait, thereby supporting standard NCF policy in regards to S2T2 and Warrior transition training period.

Camp Moreell embarked personnel from NMCB's ONE, FOUR, THREE, FIVE, SEVEN, TWENTY TWO, TWENTY FIVE, EIGHTEEN, FORTY, and ONE THIRTY THREE, along with 9th NCR, 22nd NCR, 30th NCR, and 1NCD. This incorporated essential oversight and planning for the embarkation of over 4,000 transient personnel movements with over 400 tracked movement authorizations, 626,200 lbs and 58,200 cubic feet of cargo moved (not including baggage), and over 400 completed missions.

The Detail was also intimately involved with S2T2 and re-writing the range and training procedures to make them safer and more effective. S2T2 is the Seabee version of in country training. It includes briefs on current Rules of Force and Rules of Engagement, up to date intelligence briefs, issue of gear (Outer Tactical Vest (OTV), sleeping bags, Individual First Aid Kit (IFAK), and if required weapons, range time for all personnel to BZO their weapon, enhanced marksmanship training, and acclimatization time.

Convoy Security Element (CSE) training was conducted at Camp Moreell. This involved facilitating the withdrawal of an active CSE from Iraq to come to Camp Moreell and train the new inbound unit's teams in the tactics and techniques required for their specific AOR. Camp Moreell also provided the essential live fire training with movement not allowed in the states as well as practice convoys in a permissive environment.

Warrior Transition is another essential topic taught at Camp Moreell. Through use of the battalion Chaplain and medical personnel Camp Moreell acted as a facilitator for classes involving financial planning, stopping spousal abuse, signs and symptoms of Post Traumatic Stress Disorder (PTSD), Post Deployment Health Assessments (PDHA), as well as counseling locations for those in need of help.

SUPPLY & LOGISTICS: The Logistics Cell issued over 2,200 Seabees Interceptor Outer Tactical Vests (OTV) and other gear needed before heading into theatre. It also received, inventoried, cleaned, and staged gear from over 2,200 personnel heading back to CONUS. In addition, the Logistics Cell provided significant support in the form of OTVs, MREs and other essential equipment to NAVCENT Details in Kuwait in their effort to push forward over 2,000 Individual Augmentees (IA). Material support was also provided for the camps throughout Kuwait to include Camp Arifjan, Camp Virginia, and Camp Buehring.

Over time, large piles of scrap wood and scrap metal had accumulated in the MLO yard, Charlie yard, and the HWMMV Up Armor yard. Detail Camp Moreell picked and cleaned up more than 77,300 pounds of metal and 130,000 pounds of wood.

During this deployment different contracts were established to include three 1 Mkwatt generators for one year from Caterpillar, eight vehicles through the end of the 2006 fiscal year from Budget Rental Car, as well as future services for one year of dumpster and trash pick-ups. In addition, negotiations were established with Transportation Motor Pool at Camp Arifjan to acquire eight new vehicles at the beginning of the 2007 fiscal year. The ability to use 1MEF funds through M94460 DODACC at the Area Support Group-Kuwait was reestablished with the understanding that these funds would only be used to purchase materials directly related to support of the war effort. An account was established with SSSC which resulted in the camp obtaining \$1,000 for the purchase of consumable items.

Food Services/Berthing: Food service was provided by the local Camp Dining Facility (DFAC). Personnel were berthed in South West Asia huts (SWAHUTS) that were on board Camp Moreell. Each SWAHUT held 6 permanent party personnel with their own mattresses, bed frame and wall locker. Transient personnel were berthed in SWAHUTS as well, 14 personnel were placed in each SWAHUT with cots and 16 personnel in SWAHUT with bunk beds. The bunk beds were an improvement brought in by the Detail personnel to both improve the quality of accommodations for transients as well as increasing the number of transient berths available. Office space was in either converted SWAHUTS or in re-conditioned trailers.

MLO/CTR: Camp Moreell had four separate CTRs, each with its own inventory and procedures. The det's CTR clerk consolidated all tools, created 1250's for check outs, and maintained all tools in accordance with the Seabee Supply Manual Instructions. PMSRs were created for every project along with six part folders to track all BM's, MTOs, financial transactions, and materials received. Materials were properly segregated by project and material types. A wall to wall inventory was completed on CTR, CSR, MLO, 782 gear and CONEX boxes, and spaces were reorganized and marked with location numbers.

EQUIPMENT MANAGEMENT: The Detail took accountability for 242 units of CESE, of which 70% was code A5, 20% code A2, 5% Code F (DRMO/repairable), and 5% code S (DRMO/scrap). At turnover 10% random sampling was conducted, which resulted in 30% validity with a cost estimate of \$24,000. As of the end of July, 100% inventories had been completed and 83% validity had been achieved. This is a drastic increase considering the original 10% validity.

Camp Moreell has received 67 units of CESE and COSAL for 110 units of CESE for the "Capability Set" of equipment. All the Unit Listing items were sorted by ECC and NSN, then separated and inventoried for future use.

During the deployment the det was able to send 16 units of CESE to DRMO for disposal along with over 20,000 pounds of scrap metal. These units of CESE had been sitting on the Deadline for over a year at the time of arrival, and our Seabees succeeded in disposing of them in an expedient manner.

The Detail has shipped over 72 pieces of CESE in support of GWOT and OIF. Each piece was sent with a complete allowance of ARP as well as tech publications of relevance. 21 units of CESE were shipped to CONUS for use in future training during homeport and to fully assist CSE and other training that the SRGs will be completing. This additional capability will enable multiple CSE teams to be trained simultaneously and would prevent past issues in regards to lack of proper CESE.

Camp Moreell also assisted the other Kuwait Detail sites by loaning 13 pieces of CESE out to increase their work efficiency. Alfa Operations provided valuable equipment operations support to other commands including the Air Force, Army, Navy Customs Detail, and the Australian Force Level Logistics Asset Detail. This process created exceptional relationships with neighboring commands which will continue to reap dividends long after this battalion has rotated back to homeport.

MEDICAL: Camp Moreell maintained a Regimental Aid Station during the deployment. It was manned by one HM1 Independent Duty Corpsman who handled sick calls as well as coordinating movement of personnel to and from medical appointments and consultations at Camp Arifjan and within Kuwait City for specialist.

CAMP MOREELL PROJECT SUMMARIES							
Project	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays expended by prior NMCB	Mandays Expended this Deployment
SWM-600	250	\$0	250	0-100%	65%	0	186
SWM-700	150	\$0	150	0-100%	100%	0	207
KU5-830	350	\$0	350	0-100%	28%	0	97
KU5-835	370	\$0	370	0-100%	13%	0	48
SWM-8	250	\$100	250	0-100%	100%	0	405
SWM FPR FORCE PROTECTION	1296	\$0	1296	0-100%	100%	0	1374
DETAIL MOREELL TOTAL	3713	\$40,600	3713	N/A	N/A	0	2317

LABOR DISTRIBUTION

	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	%Total
Direct Labor MDs	748	603	710	705	535	525	3826	39%
Indirect Labor MDs	448	1008	1540	1080	1012	630	5718	58%
Readiness / Training MDs	44	65	96	60	62	64	391	4%
Total MDs Expended	1240	1676	2346	1845	1609	1219	9935	100%
# Personnel	65	65	72	68	67	67		
# Direct Labor	32	23	28	34	34	34		
# Workdays	24	24	24	23	23	17	135	
% Direct Labor	49%	35%	39%	50%	51%	51%	49%	
Ideal MD Capability	864	621	756	879	879	650	4650	
Actual Availability Factor	92%	108%	107%	87%	68%	91%	92%	

Note: % DL = (Direct Labor Personnel)/(Total Personnel)
 Ideal MD Capability = # Direct Labor x # Workdays x 1.2
 Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability

OIC DISCRETIONARY

PROJECT LISTING	MANDAYS
Replacement Smoke Pit	18
Library Shelves	8
Entry Control Point Update	20
Heat condition flag pole	4
Transient Battalion Spaces Upgrades	26
Bollard installation	5
Trailer movement and placement	38
TOTAL MANDAYS EXPENDED	138
TOTAL MANDAYS TASKED	100

CAMP MAINTENANCE

PROJECT LISTING	MANDAYS
Standing Job Orders	292
Emergency Service Action	380
Specific Job Order	133
MCD: NAVCENT- Upgrades	25
MCD: Facilities Upgrade- Camp Moreell	140
MCD: NIPR/SIPR/DSN Upgrade Project	90
MCD: Repair Embark Storage shed	55
MCD: Security upgrades at the Armory	26
TOTAL MANDAYS EXPENDED	1371
TOTAL MANDAYS TASKED	744



FORCE PROTECTION SWM-FPR

NMCB SEVEN was tasked to provide Force Protection for Camp Moreell.

Scope: Maintain Force Protection and security on and around Camp Moreell. Conducted ID checks, vehicle inspections, roving patrols, and other duties to keep Camp Moreell Secure.

- Personnel:** 8 personnel
- Duration:** 15 February 2006 to 14 August 2006
- Mandays Expended:**

NMCB SEVEN:	1374
Cumulative:	1374
- Tasking:**

WIP at turnover:	0%
WIP at completion:	100%
Tasked MD:	1296
Total Project MD:	1296
- Material Cost:** None.
- Cost Savings:** \$380,100

Significant Issues: Multiple suspected IEDs and SVIEDs at adjacent units led to raising FPCON to Charlie on multiple occasions. Personnel were rotated on a 45 day rotation to maintain situational alertness.

Safety: Personnel maintained weapons discipline at all times. OTVs and Kevlar's were worn during appropriate FPCON. Personnel maintained the buddy system at all times.

Quality Control: None.



CAMP MAINTENANCE SWM-300

NMCB SEVEN was tasked with the upkeep and Maintenance of Camp Moreell.

Scope: Maintain and repair Camp Moreell.

Personnel: 12 personnel

Duration: 15 February 2006 to 14 August 2006

Mandays Expended: NMCB SEVEN: 1371
Cumulative: 1371

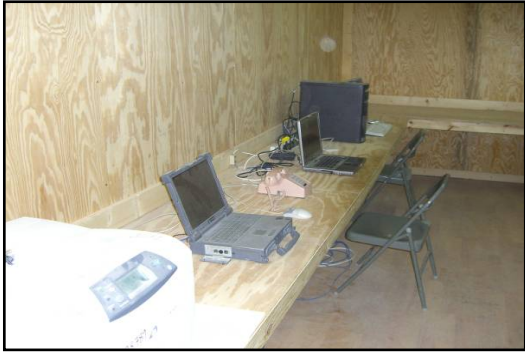
Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 744
Total Project MD: 744

Material Cost: \$40,000
Cost Savings: \$399,350

Significant Issues: No PM checks were done for months prior to arrival.

Safety: Personnel were constantly aware of electrical hazards as well as maintaining a safety awareness on all jobs from ESA to MCD.

Quality Control: None.



**OIC DISCRETIONARY
SWM-500**

NMCB SEVEN was tasked to provide support to OIC Discretionary work.

Scope: Complete projects determined by the Detail OIC for the betterment of the camp.

Personnel: 2 to 4 personnel

Duration: 15 February 2006 to 14 August 2006

Mandays Expended: NMCB SEVEN: 138
Cumulative: 138

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

Material Cost: \$500
Cost Savings: \$35,000

Significant Issues: None.

Safety: None.

Quality Control: None.



TASKED BY 22ND NCR SWM-8

NMCB SEVEN was tasked to support 22nd NCR assigned tasking including weapon's training.

Scope: Complete tasking as assigned by 22nd NCR (FWD) OIC.

Personnel: 2-40 personnel

Duration: 15 February 2006 to 14 August 2006

Mandays Expended: NMCB SEVEN: 405
Cumulative: 405

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

Material Cost: \$100
Cost Savings: \$141,750

Significant Issues: Four years of scrap materials were collected and discarded. This was over 150,000 lbs of trash and took more than eleven filled 40' open top conex boxes to get rid of.

Safety: Personnel maintained safety awareness. Safety briefings were given on the specific issues for each task.

Quality Control: None.



DETAIL HOA PROJECT SUMMARIES



On December 12, 2002, Combined Joint Task Force-Horn of Africa was established to oversee operations in support of the global war on terrorism in the Horn of Africa region. Its mission is focused on detecting, disrupting, and ultimately defeating transnational terrorist groups operating in the region – denying safe havens, external support, and material assistance for terrorist activity. CJTF-HOA is comprised of Soldiers, Marines, Sailors, Airmen, civilians and Coalition Forces. Its AOR includes Kenya, Ethiopia, Eritrea, Uganda, Yemen, Sudan, Djibouti, Tanzania, and Seychelles, Africa. Camp Lemonier has been established as the CJTF-HOA's Headquarters, located in the small country of Djibouti.

ADMINISTRATION: The responsibility for overall completion of administrative tasks belonged to the Detail OIC, including written and oral communication, project documentation, Host Nation liaison work, and personnel issues. 36 Advancement Exams were administered during the deployment resulting in an astonishing 47% advancement rate. Commander, CJTF HOA, through the J-34 department assumed OPCON for the det, while ADCON remained with NMCB SEVEN.

TRAINING: Training days were conducted to provide a broad range of General Military Training, including mandatory annual topics, 3M courses, and a wide variety of Seabee Combat topics. Seabee Combat Warfare classes were administered six times a week after working hours, which resulted in 24 personnel achieving the qualification. Physical training was conducted three times per week on Mondays, Wednesdays and Fridays. Overall, the Detail completed 731 mandays of training.

OPERATIONS: Embark consisted of Advance Party and Mainbody. Fifty Seabees departed from Gulfport, Mississippi, on 08FEB06 via military contracted civilian aircraft to Camp Moreell, Kuwait before boarding military aircraft and arriving in Djibouti, Africa on 15FEB06. The remaining 30 Seabees followed as part of the Mainbody, took the same route on 18FEB06 and arrived on 22FEB06.

Detail HOA completed assigned construction projects and tasking for two separate and distinct organizations, MARCENT and NAVCENT. Upon arrival of all our personnel, coordination for redeployment of a 20-person water well team to Ethiopia and a 10-person crew to Tadjoura, Djibouti commenced. An advanced party of 4 personnel was flown to Camp Hurso, Ethiopia via C130 to conduct a Relief-in-Place (RIP) of the Water Well equipment and TOA. 4 Seabees conducted vehicle repairs and convoy preparation for movement to future well sites in Jijiga, Ethiopia. The remaining personnel from the Water Well Team convoyed to COL Hurso, Ethiopia from Camp Lemonier, Djibouti. The 10-vehicle convoy traveled primarily over under developed roads for a distance of approximately 250 miles. From COL Hurso, the Team convoyed 14 hours to an area 20 kilometers south of the city of Jijiga establishing a base camp, and to drill and develop 5 fresh water wells in and around the city of Jijiga, Ethiopia. With all 5 assigned wells complete, the Water Well team prepared the equipment and TOA for retrograde back to Camp Lemonier via military convoy. The Water Well Team were met at the border by a Detail HOA Escort Convoy from Camp Lemonier to escort back to the camp.

All construction projects on Camp Lemonier were completed under the cognizance of the Public Works Officer. All construction projects outside of Camp Lemonier were completed under the cognizance of the CJTF-HOA.

NMCB SEVEN received three projects as part of the turn over. The first was the MWR SWAHUT, which involved the construction of two 20' x 40' SWAHUT with wood framed walls, fabricated trusses, painted textured drywall interior finish, and corrugated sheet metal for the roof and walls. Electrical and communications were contracted through KBR via the Public Works Department. NMCB SEVEN took the project over at 49% with the exterior roof and siding, all insulation and drywall, and vinyl floor tile and trim to complete. The project was completed 2 days ahead of schedule. The second turn over project was the Green Beans Coffee Shop. The scope of work consisted of a 20' x 40' SWAHUT with a 10' x 40' lean to roof system, wood framed walls, fabricated trusses, painted textured drywall interior finish, and corrugated sheet metal for the roof and walls. All electrical and communications were

contracted through KBR via the Public Works Department. NMCB SEVEN took the project over at 58% with the exterior roof and siding, all insulation and drywall, and vinyl floor tile and trim to complete.

This project greatly improved the quality of life for the service members assigned in Camp Lemonier. The third and final turnover project was the Tadjoura School Dormitory Project located at a remote location in northern Djibouti, Africa. This project involved the erection of one 160' x 22' and two 48' x 16' pre-engineered buildings donated by USAID with interior electrical, 8 toilets, 8 showers, 6 sinks and two cistern towers with water tanks to supply potable water to the building. NMCB SEVEN took this project over at 64% with the all electrical and plumbing to be completed. The facility will house and support the children of Tadjoura and was completed 8 days ahead of schedule

From 27MAR06 to 08APR06, a crew was sent to the Joint Special Operating Forces (JSOF) Compound to replace wooden doors in the SOCCE Shoot House. The project consisted of building over 40 Doors from $\frac{3}{4}$ " plywood and 2" x 4" lumber with replaceable locksets and knobs. The doors were designed with a scabbed middle to be blown inward using Detonation Cord and non-mission capable composite explosives and then re-constructed. This project enabled the SOF personnel to train Yemeni Counter Terrorism Units in door breaching and room clearing.

From 13APR06 to 17JUN06, 4 Seabees were sent to COL Bilate, Ethiopia to perform contingency construction for Special Forces Unit 326. Movement was made via C-130 aircraft with all passengers, tools and construction material. Construction included a 12' x 12' Forward Medical Aid Station, a 30' range tower, the renovation of the Tactical Operations Center and training center in use by US Special Forces and Ethiopian Counter Terrorism Units and installed a 200 meter security fence around the compound. After the completion of all assigned tasking, the crew retrograded back to Camp Lemonier via C-130 airlift with all passengers and tools on 17JUN06.

The Public Works Office tasked NMCB SEVEN with two horizontal projects. The first one was the improvement of the drainage and water runoff from Camp Lemonier and the second was the new Main Supply Access Road for the expansion area. Over a period of 7 months, the Camp's run-off was being dumped into two extremely large stagnant retention ponds which were posing a public health concern. Furthermore, PWO expected the land lease to be signed in a matter of weeks and needed the retention ponds removed from the new expansion area. The project consisted of a one-mile canal system designed to redirect the water in the retention ponds to the edge of the new lease area in order to make the area suitable for construction and to relieve unsanitary conditions. At the completion of the Drainage Project, the new MSR road began. The Detail was also tasked with the construction of a new MSR around the newly signed lease area. Work consisted of cutting a 1.5-mile road through desert scrub and vegetation and placing compacted select fill. V-ditches were also integrated in to the new road in order to relieve standing water after running of the road itself. This new main supply road allowed the Djiboutian population as well as the French Armed Services to continue to access the area and support future construction operations in the new expansion area.

Construction began on the OSP Communications SWAHUT project in March, which consisted of a 20' x 40' wood framed building, gable framed roof, with corrugated metal exterior finish. Interior was vinyl-tiled floor, drywall with painted texture and wood trimmed baseboards. With the camp's population nearing maximum capacity, this structure enabled the communications contractor to improve internet and telecommunications connectivity to the Camp and Contingency Operations Locations spread throughout the Horn of Africa.

The Detail started another SWAHUT project for the KBR Transportation Heavy Shop. This new building

consisted of a 20' x 80' wood framed building, gable framed roof, with corrugated metal exterior finish. Interior was painted drywall and a vinyl tile floor. With increased missions in the AOR, this project directly impacted productivity and readiness for airlift support.

The highly anticipated humanitarian mission to construct the Dikhil School Dormitory project in the remote location of Western Djibouti was started. This project mirrored the previously completed Tadjoura School Dormitory Project, and involved the erection of one 160' x 22' and two 48' x 16' pre-engineered buildings donated by USAID with interior electrical, 8 toilets, 8 showers, 6 sinks and two cistern towers with water tanks to supply potable water to the building. This project was completed one month ahead of schedule and would benefit the local children of Dikhil to raise educational awareness and win hearts and minds.

Another tasking was the S6 Help Desk Expansion project. The scope included rehabilitation of an existing loading bay into a new office space for the S6 Helpdesk personnel; expanding customer service capabilities. The crew jackhammered an existing concrete loading ramp, placed a concrete cap and constructed wood walls attached to the existing CMU walls. Vinyl tile and trim were installed along with a new counter to conduct person-to-person customer service.

The Detail began construction of two vital Joint Operational Center (JOC) Expansion projects in mid June. The J2X JOC SWAHUT consisted of a 20' x 40' wood framed building, gable framed roof, with corrugated metal exterior finish. The Country Clearance Officers workspace involved a wooden addition between the two existing buildings of the JOC, interior drywall and electrical outlets and lights. These newly constructed buildings and additions provided vital work space for CJTF-HOA personnel currently residing in an already crowded area.

Retrograde was accomplished via an Advance Party. Mainbody remained on site to perform turnover of barracks, office spaces, tools, and supply documentation and to conduct BEEP of CESE. 80 Seabees returned to homeport with all accompanying baggage via two military and two commercial flights by 22AUG06.

SUPPLY & LOGISTICS: Table of Allowance (TOA) and augment tool kits were received from NMCB THREE. Fuels for projects onboard Camp Lemonier were supplied at no expense to the Detail, as well as on remote sites within Djibouti, provided that the fuel was convoyed from the Camp to the sites. All fuel for remote project sites outside of Djibouti were funded by the det's Operating Funds and purchased through local vendors in the project area. The Detail turned over the Detail's TOA weapons from NMCB THREE. Weapons obtained during turnover were stored in the NAVCENT armory for the duration of the deployment and controlled by the U.S. Marine Corps.

Food Services/Berthing: Food Service onboard Camp Lemonier was provided by NAVCENT. Bottled drinking water was contracted through KBR and funded by NAVCENT. For projects at remote location sites, food was supplied by the NAVCENT Supply Department. On Camp Lemonier all meals were served in the Bob Hope Dining Facility operated by KBR contracting. Midnight rations were available for night shift personnel. When deployed to a remote location, all food was provided by MARCENT/NAVCENT, and a Culinary Specialist (CS) was assigned by the Det. NMCB SEVEN personnel were berthed in Temper Tents. Berthing at forward deployed sites throughout HOA depended upon the situation and site location. Most personnel deployed down range were berthed in Temper Tents in an expeditionary base camp set up by the Seabee Project Crew. When deployed to any of the COL's they were berthed in modified Temper Tents with wood structures and floors.

MLO/CTR: 94 tool kits were turned over upon arrival at the Camp. Required materials and tools were ordered by CJTF-HOA J4 Department through local contractor and stored at the camp. Augment materials, including fill and course aggregate were purchased locally using CJTF-HOA or NAVCENT project funds.

EQUIPMENT MANAGEMENT: Upon arriving to the Detail site, the Detail received 73 pieces CESE, turned over in 4 separate locations throughout the Horn of Africa. 10 pieces of CESE were assigned to the small project site in COL Manda Bay, Kenya for completion of the Special Operations Boat Ramp by NMCB THREE. 21 pieces were assigned to the Water Well team in Hurso, Ethiopia for Water Well Operations. 5 pieces were assigned to the Project Crew in Tadjoura, Djibouti for the Humanitarian Service School Dormitory Project. The remaining 37 pieces of equipment were located in the Detail Alfa Yard onboard Camp Lemonier, Djibouti. Since arriving to the AOR, the Detail requested and received via strategic airlift, 6 additional pieces of CESE to include two 15-ton tractors, one 5-ton tractor and three lowboys bringing the total number of equipment assigned to Detail HOA to 78. Initially, repair parts were purchased and routed through the Battalion's Detail site in Rota, Spain. On 01JUL06, NAVCENT officially took command of Camp Lemonier from MARCENT, establishing it's own UIC and allowing parts to be shipped directly to the Detail. NMCB SEVEN assumed financial responsibility for repairs and upkeep of CESE during the duration of the deployment through the Battalion's Mainbody in Arifjan. Detail HOA established and implemented the 3M program, and continuously worked through challenges within the system.

MEDICAL: Pre-Deployment Medical Planning was based on information from CDC, WHO, and NEPMU for Region Specific Medical Threats, as well as guidance obtained during the Battalion's PDSS. Detail personnel were medically screened using the Pre-Deployment Health Assessment tool. Required immunizations, screenings, and laboratory testing were performed through the duration of deployment. CLS personnel were designated. CLS training and trained on STD Awareness/Prevention, Water and Food Borne Disease Prevention, Environmental/Heat Injuries, and Habitability and Hygiene. Skeleton medical records were prepared and deployed with the det. The CJTF-HOA Surgeon Cell provided Epidemiology, Medical Intelligence, Environmental and Preventative Medicine support. No serious illnesses or injuries were encountered during the deployment.

DETAIL HOA PROJECT SUMMARIES

PROJECTS	Total Project Mandays	Total Project Material	Mandays Tasked	Tasked %	Final WIP	Mandays expended by prior NMCB	Mandays Expended this Deployment
		Cost					
HOA-801	216	\$65,000	73	53-100	100%	116	73
HOA-802	246	\$70,000	102	49-100	100%	122	102
HOA-503	672	\$150,000	250	64-100	100%	432	145
ET-06-09-2	2142	\$500,000	2142	0-100	100%	0	2139
DJ05-044	290	\$54,000	290	0-100	100%	0	283
DJ05-015	349	\$63,000	349	0-100	100%	0	332
HOA-506	307	\$80,000	307	0-100	100%	0	305
HOA-504	54	\$4,000	54	0-100	100%	0	61
HOA-603	1042	\$150,000	1042	0-100	100%	0	1011
HOA-507	55	\$3,500	55	0-100	100%	0	39
HOA-511	49	\$75,100	49	0-100	100%	0	45
HOA-019	300	\$10,000	200	0-100	100%	0	295
HOA-519	196	\$63,000	196	0-100	100%	0	193
HOA-520	63	\$5,000	63	0-100	100%	0	55
DJ0-700	267	0	267	0-100	100%	0	267
DJ0-600	238	\$0	238	0-100	100%	0	331
HOA-510	110	\$0	110	0-100	100%	0	135
DJO-FPR	281	\$0	0	0-100	100%	0	281
DETAIL HOA TOTAL	6877	\$1,157,600	5787	N/A	N/A	670	6092

LABOR DISTRIBUTION

	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	TOTAL	%Total
Direct Labor MDs	414	1138	1119	1084	1155	1193	270	6373	52%
Indirect Labor MDs	209	1063	822	945	948	948	218	5153	42%
Readiness / Training MDs	34	80	112	188	124	139	54	731	6%
Total MDs Expended	657	2281	2053	2217	2227	2280	542	12257	
# Personnel	80	80	80	79	79	79	79		
# Direct Labor	48	48	48	48	48	48	48		
# Workdays	10	24	24	24	24	23	7	132	
% Direct Labor	60%	60%	60%	61%	61%	61%	61%	60%	
Ideal MD Capability	540	1296	1296	1296	1296	1242	378	7128	
Actual Availability Factor	83%	94%	95%	98%	99%	107%	86%	95%	

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

PROJECT LISTING	MANDAYS
NONE	0
TOTAL MANDAYS EXPENDED	0
TOTAL MANDAYS TASKED	0

CAMP MAINTENANCE

PROJECT LISTING	MANDAYS
Various small construction projects throughout Camp Lemonier	125
Various construction of ceremonial items and awards	90
Arrival and Departure Airfield Control Group Support	66
TOTAL MANDAYS EXPENDED	281
TOTAL MANDAYS TASKED	375



**GREEN BEANS COFFEE SHOP
HOA-801**

NMCB SEVEN was tasked with completing construction of a Coffee Shop operated by Green Beans on Camp Lemonier, Djibouti, Africa.

Scope: Construct a 20' x 40' wood framed building, gable frame roof, with corrugated metal exterior finish. Interior consists of drywall with painted textured finish and vinyl tile floor. Attach a 12' x 14' "L" shaped stained deck around the building.

Personnel:	4 personnel
Duration:	23 February 2006 – 30 March 2006
Mandays Expended:	NMCB SEVEN: 73 Cumulative: 216
Tasking:	WIP at turnover: 53% WIP at completion: 100% Tasked MD: 73 Total Project MD: 216
Material Cost:	\$65,000
Cost Savings:	\$75,600

Significant Issues: Shed building was not structurally sound at turnover. Removal and replacement of lean to had to be accomplished. Project schedule had to be organized around ITT communications and KBR electricians.

Safety: With temperatures averaging over 100 degrees Fahrenheit, the personnel were required to take all required safety measures to avoid heat injuries.

Quality Control: Substandard material hampered quality finish of drywall and paint.



**MWR SWAHUTS
HOA-802**

NMCB SEVEN was tasked with completing construction of two SWAHUTS for MWR of Camp Lemonier assigned personnel in Djibouti, Africa.

Scope: Construct two 20' x 40' wood framed buildings, gable frame roof, with corrugated metal exterior finish. Interior consists of drywall with painted textured finish and vinyl tile floor.

Personnel:	6 personnel
Duration:	23 February 2006 – 1 April 2006
Mandays Expended:	NMCB SEVEN: 102 Cumulative: 224
Tasking:	WIP at turnover: 49% WIP at completion: 100% Tasked MD: 102 Total Project MD: 246
Material Cost:	\$70,000
Cost Savings:	\$78,400

Significant Issues: Metal corrugated roof sheathing was not installed square to the building at turnover. Removal and replacement of metal roof sheathing had to be accomplished. Project schedule had to be organized around ITT communications and KBR electricians.

Safety: With temperatures averaging over 100 degrees Fahrenheit, the personnel were required to take all required safety measures to avoid heat injuries.

Quality Control: Substandard material hampered quality finish of drywall and paint.



TADJOURA SCHOOL DORMITORY AND BATHROOMS HOA-503

NMCB SEVEN was tasked with the construction of three pre-engineered buildings to house and support the children of Tadjoura, Djibouti.

Scope: In coordination with local contractor that places the slab, construct three pre-engineered buildings at existing school facility. Buildings include one 160' x 22' pre-engineered male/female berthing with dining building and one each 48' x 160' male and female bathroom buildings. Scope also includes installation of under slab and under ground utilities to support 8 showers, 8 toilets and 7 sinks, septic system and water cisterns, electrical lights and power in all three buildings and complete exterior and interior finish.

- Personnel:** 10 personnel
- Duration:** 27 March 2006 – 07 April 2006
- Mandays Expended:**

NMCB SEVEN:	145
Cumulative:	577
- Tasking:**

WIP at turnover:	64%
WIP at completion:	100%
Tasked MD:	250
Total Project MD:	672
- Material Cost:** \$150,000
- Cost Savings:** \$201,950

Significant Issues: Project was in a remote location in Djibouti, Africa. Long convoys impeded the resupply of food, water and material.

Safety: Force Protection was essential for safe and productive work.

Quality Control: Substandard material hampered quality of plumbing and electrical. Plumbing fixtures on hand were a mixture of Standard vs. Metric sizes.



WATER WELL OPERATIONS ET-06-09-2

NMCB SEVEN was tasked to provide water wells in the remote area of Jijiga, Ethiopia. The wells will supply greatly needed fresh water to local residents in this austere and drought stricken area of Africa.

Scope: Set up and establish a base camp to support 35 total personnel and to drill and develop 5 fresh water wells in and around the City of Jijiga, Ethiopia with expected drilling depth of approximately 300 to 600 feet.

Personnel:	17 personnel
Duration:	27 March 2006 – 01 June 2006
Mandays Expended:	NMCB SEVEN: 2139 Cumulative: 2139
Tasking:	WIP at turnover: 0% WIP at completion: 100% Tasked MD: 2142 Total Project MD: 2142
Material Cost:	\$500,000
Cost Savings:	\$748,650

Significant Issues: Due to its remote site location, re-supply of water, food, and materials was difficult. Air support via CH-53 or C-130 was the most viable option, but was not always available.

Safety: Force Protection was essential for safe and productive work.

Quality Control: Plumbing fixtures on hand were a mixture of Standard vs. Metric sizes.



OSP SWAHUT DJ05-044

NMCB SEVEN was tasked with construction of a 20' x 40' SWAHUT for the OSP ITT Communications contractor on Camp Lemonier

Scope: Construct a 20' x 40' wood framed building, gable-framed roof, with corrugated metal exterior finish. Interior consists of textured painted drywall and vinyl floor tile.

Personnel:	4 personnel
Duration:	27 March 2006 – 8 July 2006
Mandays Expended:	NMCB SEVEN: 283 Cumulative: 283
Tasking:	WIP at turnover: 0% WIP at completion: 100% Tasked MD: 290 Total Project MD: 290
Material Cost:	\$54,000
Cost Savings:	\$101,500

Significant Issues: Project schedule had to be organized around ITT communications, contractor's electricians and H-VAC Shop. Exterior siding had to be shipped by sea freight from Dubai. When exterior siding was finally received at the Djibouti Port, proper paperwork from the vendor was not attached resulting in a 2-week project completion delay.

Safety: With temperatures averaging over 100 degrees Fahrenheit, the personnel were required to take safety measures to avoid heat injuries.

Quality Control: Substandard material hampered quality finish of drywall and paint.



TRANSPORTATION DEPARTMENT SWAHUT DJ05-015

NMCB SEVEN was tasked with construction of a 20' x 80' SWAHUT for the KBR Transportation Department on Camp Lemonier.

Scope: Construct a 20' x 80' wood framed building, gable-framed roof, with corrugated metal exterior finish. Interior consists of textured painted drywall and vinyl floor tile.

- Personnel:** 5 personnel
- Duration:** 11 April 2006 – 8 July 2006
- Mandays Expended:** NMCB SEVEN: 332
Cumulative: 332
- Tasking:** WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 349
Total Project MD: 349
- Material Cost:** \$63,000
- Cost Savings:** \$122,150

Significant Issues: Project schedule had to be organized around ITT communications, KBR, electricians, and H-VAC Shop. Exterior siding had to be shipped in by sea freight from Dubai. When exterior siding was finally received at the Djibouti Port, proper paperwork from the vendor was not included resulting in a 2-week project completion delay.

Safety: With temperatures averaging over 100 degrees Fahrenheit, the personnel were required to take all required safety measures to avoid heat injuries.

Quality Control: Substandard material hampered quality finish of drywall and paint. Building located next to airfield caused cracking of drywall joints due to extreme vibrations.



CONTINGENCY OPERATIONS LOCATION SUPPORT HOA-506

NMCB SEVEN was tasked to perform contingency construction for Special Forces Unit 326.

Scope: Provide engineering and construction support for Contingency Operations Location Bilate, Ethiopia. Work consists of a wood frame expansion of the Tactical Operations Center. Dig and place fence poles for eight-foot high, chain link fence with razor wire for perimeter protection. Construct a wood structure for Forward Medical Aid Station. Construct a 30-foot observation tower and a 20 foot Runway Air Traffic Control Tower.

- Personnel:** 4 personnel
- Duration:** 13 April 2006 – 08 June 2006
- Mandays Expended:** NMCB SEVEN: 305
Cumulative: 305
- Tasking:** WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 307
Total Project MD: 307
- Material Cost:** \$80,000
- Cost Savings:** \$106,750

Significant Issues: Due to its remote site location, re-supply of water, food, and materials was difficult. Air support via CH-53 or C-130 was the most viable option, but was not always approved.

Safety: Force Protection was essential for safe and productive work.

Quality Control: Lack of earth moving equipment made site leveling and grading for the towers difficult.



EMERGENCY MEDICAL FACILITY CASUALTY COLLECTION POINT PADS HOA-504

NMCB SEVEN was tasked with excavating and placing concrete pads for a casualty collection point for the Emergency Medical Facility onboard Camp Lemonier.

Scope: Construct a 25' x 30' x 6" thick concrete pad for a casualty collection point and ambulance parking area at the Camp Lemonier Emergency Medical Facility.

Personnel: 4 personnel

Duration: 17 April 2006 – 03 May 2006

Mandays Expended: NMCB SEVEN: 61
Cumulative: 61

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 54
Total Project MD: 54

Material Cost: \$4,000
Cost Savings: \$21,350

Significant Issues: Concrete procured through local vendor was often delayed and not reliable for service.

Safety: Avoided concrete exposure to prevent from possible lime burn.

Quality Control: High temperatures made concrete cure fast. Slump of concrete was not IAW what was ordered, increasing the possibility of cracks and blemishes.



DIKHIL SCHOOL DORMITORY AND BATHROOMS HOA-603

NMCB SEVEN was tasked with completing construction of three pre-engineered buildings for humanitarian service to house and support the children of Dikhil, Djibouti.

Scope: Construct three pre-engineered buildings at existing school facility. Buildings include one 160' x 22' pre-engineered male/female berthing with dining building and one each 48' x 16' male and female bathroom buildings. Install under slab and underground utilities to support 8 showers, 8 toilets and 7 sinks, septic system, water cisterns, and electrical lights and power in all three buildings.

Personnel:	12 personnel
Duration:	18 April 2006 – 15 July 2006
Mandays Expended:	NMCB SEVEN: 1011 Cumulative: 1011
Tasking:	WIP at turnover: 0% WIP at completion: 100% Tasked MD: 1042 Total Project MD: 1042
Material Cost:	\$150,000
Cost Savings:	\$353,850

Significant Issues: Re-supply of water, food, and materials was difficult due to the remote site location.

Safety: Force Protection was essential for safe and productive work.

Quality Control: Substandard material hampered quality of plumbing and electrical. Plumbing fixtures on hand were a mixture of Standard vs. Metric sizes.



CAMP DRAINAGE IMPROVEMENTS HOA-507

NMCB SEVEN was tasked with providing construction support to Camp Lemonier drainage run off of grey water.

Scope: Improve drainage run off for Camp Lemonier. Excavate three 1-mile long canals with proper elevation to drain existing grey water lakes, while creating more efficient run off, to alleviate standing water.

Personnel: 3 personnel

Duration: 11 May 2006 – 26 May 2006

Mandays Expended: NMCB SEVEN: 39
Cumulative: 39

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 55
Total Project MD: 55

Material Cost: \$3,500
Cost Savings: \$13,250

Significant Issues: Force Protection was increased due to local hostile activities in the area, thus slowing down construction work.

Safety: Roll over prevention was key in safely excavating canals and filling in existing run off lakes due to saturated soil and loose banks.

Quality Control: Elevation of canals had to be exact for proper drainage and run off. Some areas had to be constructed with berms placed at the sides of canal due to higher elevation.



MAIN SUPPLY ROUTE EXPANSION HOA-511

NMCB SEVEN was tasked with providing construction for a new main supply route for Camp Lemonier's base expansion area.

Scope: Expand existing road from Camp Lemonier Entry Control Point to provide new Main Supply Route for upcoming Base expansion. Construct 1.5 miles of 6" gravel base 30-foot wide road.

Personnel: 4 personnel

Duration: 26 May 2006 – 17 June 2006

Mandays Expended: NMCB SEVEN: 45
Cumulative: 45

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 49
Total Project MD: 49

Material Cost: \$75,100

Cost Savings: \$15,750

Significant Issues: Force Protection was increased due to local hostile activities in the area, thus slowing the construction work.

Safety: Roll over prevention was key in safely trenching V-ditches on both sides of the road for water run off.

Quality Control: Proper crowning and compaction of road was essential in water run off and suitability of heavy equipment trucks, for future resupply route.



S-6 HELP DESK EXPANSION HOA-019

NMCB SEVEN was tasked with construction support of the S-6 Help Desk, to improve customer service and timely response, to communication and computer problems, for personnel assigned to Camp Lemonier and CJTF-HOA.

Scope: Construct new office space for S-6 Help Desk personnel in existing loading bay. Remove existing concrete loading ramp and pour concrete cap. Construct and install wood, gypsum walls, and ceiling to existing CMU walls.

Personnel: 5 personnel

Duration: 26 May 2006 – 15 July 2006

Mandays Expended: NMCB SEVEN: 295
Cumulative: 295

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

Material Cost: \$10,000
Cost Savings: \$103,250

Significant Issues: Project schedule had to be organized around the ITT communications and contractor's electrician.

Safety: With temperatures averaging over 100 degrees Fahrenheit, the personnel were required to take all required safety measures to avoid heat injuries.

Quality Control: Substandard material hampered quality finish of drywall and paint.



JOINT OPERATIONS CENTER SWAHUT HOA-519

NMCB SEVEN was tasked with construction of a SWAHUT for the Joint Operations Center to house the J-2X Personnel assigned to CJTF-HOA.

Scope: Construct a 20' x 40' wood framed building, gable roof, with corrugated metal exterior finish. Interior consists of drywall with painted textured finish and vinyl floor tile.

Personnel: 6 personnel

Duration: 19 June 2006 – 15 July 2006

Mandays Expended:	NMCB SEVEN:	193
	Cumulative:	193

Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	Tasked MD:	196
	Total Project MD:	196

Material Cost: \$63,000

Cost Savings: \$67,550

Significant Issues: Project schedule required organization and coordination with the ITT communications, contractors, and H-VAC Shop.

Safety: With temperatures averaging over 100 degrees Fahrenheit, the personnel were required to take all required safety measures to avoid heat injuries.

Quality Control: Substandard material hampered quality finish of drywall and paint.



JOINT OPERATIONS CENTER EXPANSION HOA-520

NMCB SEVEN was tasked with construction of an expansion area of the Joint Operations Center to house the Country Clearance Officers assigned to CJTF-HOA.

Scope: Expand Joint Operations Center to house Country Clearance officers. Construction consists of additional 17' x 7' office space with drywall and vinyl flooring. Cut and install new doors in existing walls for entry points to existing office and JOC Floor.

Personnel: 3 personnel

Duration: 20 June 2006 – 11 July 2006

Mandays Expended: NMCB SEVEN: 55
Cumulative: 55

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 63
Total Project MD: 63

Material Cost: \$5,000

Cost Savings: \$19,250

Significant Issues: Project schedule had to be organized and coordinated with the ITT communications, contractors, and H-VAC Shop.

Safety: With temperatures averaging over 100 degrees Fahrenheit, the personnel were required to take all required safety measures to avoid heat injuries.

Quality Control: Substandard material hampered quality finish of drywall and paint.



**DETAIL ANDROS
PROJECT SUMMARIES**



The Detail site is located in Andros Island, Bahamas. The site is commonly known as the Atlantic Underwater Testing and Evaluation Center (AUTEK) and hosts to numerous U.S. and allied navy units, contractors, as well as research scientists who use AUTEK's ranges to conduct testing and evaluation of various weapons systems and other underwater electronics.

ADMINISTRATION: The responsibility for overall completion of administrative tasks belonged to the Detail OIC and AOIC, including written and oral communications, project documentation, and personnel items. 10 Advancement Exams were administered during the deployment that included 2 First Class exams, 3 Second Class exams, and 5 Third Class exams. The Detail issued weekly SITREP to NMCB SEVEN Mainbody in Camp Arifjan, Kuwait. OPCON and ADCON remained with NMCB SEVEN throughout the deployment.

TRAINING/READINESS: The Detail's training plan mirrored the mainbody's. Required safety and military training was conducted including operational risk management (ORM) and Navy GMT's. Over the course of the deployment eight full days were set aside for Navy GMTs. Physical training was held three times weekly. Overall, the detail completed 371 mandays of training.

OPERATIONS: Detail tasking included the construction of CBH-14, a 65' by 185' concrete block housing unit used to house the permanent party personnel on board. It consisted of 10- one bedroom units with kitchen, living room, bathroom, laundry, closet, and exterior storage room. Electrical, Mechanical, Telephone Rooms were also provided with two 400 gallon hot water tanks, power distribution panels, and telephone junction box. During the operations material deliveries by the vendors were often delayed affecting the construction completion date.

The school roof project was added to the detail's tasking due to the severe insect infestation and water damage. This project had a time constraint requiring the construction to be completed during the school's 45 day summer break. The scope of work consisted of removing 16,500 square feet of roofing material and roof sheathing, soffit, fascia, trim, and gutters. New venting, hurricane straps, blocking, and removal and repair of all insect and water damaged structural members were completed prior to installing new sheathing, shingles, vents, gutters, soffit, fascia, and trim. The school serves grades K-12 for dependents stationed on the island. In addition, the detail completed numerous small OIC Discretionary projects highlighted by the renovation of an old storage building into a single sailor lounge.

SUPPLY & LOGISTICS: PWD at AUTEK provided fuel for the duration of the deployment at no expense to project or operating funds. Project materials were funded NUWC via the CSC corporation. The Detail deployed without TOA weapons and ammunition. Detail personnel deployed with a 30-day supply of personal demand items. Items were replenished locally at the AUTEK retail store.

Food Services/Berthing: Food service was obtained via the M & O contractor at AUTEK. Berthing was provided by AUTEK. Funding for these services was handled directly with NUWC and the 22nd NCR.

MLO/CTR: Upon arrival at AUTEK the Detail received 30 tool kits. These kits were maintained in accordance with the Seabee Supply Manual. Any augment tools required were obtained via loan from the AUTEK tool. All materials were customer supplied. All materials required were ordered and delivered via barge by the M & O contractor. Many delays were encountered due to barge schedule, vendor error, and improper storage of material. The Detail addressed these shortfalls by obtaining climate controlled warehouse space, establishing a single source document for tracking of materials and their priority and established and maintained contacts at the port of embarkation for vendor deliveries.

EQUIPMENT MANAGEMENT: Upon arrival, the detail received 12 pieces of CESE to be maintained for the duration of the deployment. One piece of CESE was sent to DRMO and another piece was received from Construction Battalion Maintenance Unit (CBMU) 202. Any repair parts were purchased through the battalion in Camp Arifjan. NMCB SEVEN assumed financial responsibility for repairs and upkeep of CESE for the duration of the deployment through Mainbody at Camp Arifjan.

MEDICAL: The Detail deployed with skeleton medical records and received medical attention through an Independent Duty Corpsman (IDC) assigned to AUTEK. Any medical treatment beyond the IDC's capability was obtained via the VA hospital in West Palm Beach. During deployment, heat stress and dehydration were of primary concerns, thus there was an ample supply of water available at the project sites to combat dehydration. The detail sent four personnel to the VA hospital for injuries ranging from appendicitis to Burger's disease.

ANDROS PROJECTS							
Project	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays expended by prior NMCB	Mandays Expended this Deployment
AD5-830	3746	\$360,000	1420	54-100	100%	2166	1340
AD6-833	398	\$63,369	398	0-100	100%	0	412
ADO-700	50	0	50	0-100	100%	0	50
DETAIL ANDROS TOTAL	4,194	\$423,000	1,868	N/A	N/A	2,166	1,802

LABOR DISTRIBUTION

	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	TOTAL	%Total
Direct Labor MDs	268	174	227	277	354	474	179	1953	49%
Indirect Labor MDs	100	180	165	180	165	129	88	1007	59%
Readiness / Training MDs	26	58	38	81	70	86	12	371	4%
Total MDs Expended	394	412	430	538	589	689	279	3331	
# Personnel	31	33	33	33	33	32	32		
# Direct Labor	14	14	15	15	21	21	21		
# Workdays	15	22	22	21	21	21	11	133	
% Direct Labor	42%	42%	42%	45%	45%	44%	44%	51%	
Ideal MD Capability	236	347	371	354	496	496	260	2560	
Actual Availability Factor	124%	67%	71%	101%	85%	112%	73%	90%	

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

PROJECT LISTING	MANDAYS
Single Sailor Lounge	50
Various Projects	50
TOTAL MANDAYS EXPENDED	100
TOTAL MANDAYS TASKED	100

CAMP MAINTENANCE

PROJECT LISTING	MANDAYS
Various Camp improvements	51
TOTAL MANDAYS EXPENDED	51
TOTAL MANDAYS TASKED	50



**CONSTRUCT CONCRETE BLOCK HOUSING-14 (CBH-14)
AD5-830**

NMCB SEVEN was tasked to construct 10-one bedroom housing units for the permanent party personnel assigned to AUTEK.

SCOPE: Construct a single story CMU block building, to include structural finish work, mechanical finish work, electrical finish work, and side walk installation.

PERSONNEL:	14 personnel
DURATION:	15 February 2006 – 09 August 2006
MANDAYS EXPENDED:	NMCB SEVEN: 1340 Cumulative: 3506
TASKING:	WIP at turnover: 54% WIP at completion: 92% Tasked MD: 1420 Total Project MD: 3746
MATERIAL COST:	\$360,000
COST SAVINGS:	\$1,227,100

SIGNIFICANT ISSUES: Material ordering, shipping, and receiving were often delayed.

SAFETY: Stucco mixing personnel were required to wear rubber gloves and other required PPE to prevent lime burn. Construction hazard precautions were taken resulting in zero jobsite injuries.

QUALITY CONTROL: The corrosive climate on Andros and the lack of climate controlled storage had a detrimental effect on project materials.



**REPLACE SCHOOL ROOF
AD6-833**

NMCB SEVEN was tasked to replace roof for grades K-12 .

SCOPE: The removal of all roofing components, asphalt shingles, felt paper, plywood, roof vents, soffits, fascia board, attic batt insulation, eave drips and guttering system for replacement.

PERSONNEL:	8 personnel
DURATION:	08 June 2006- 15 July 2006
MANDAYS EXPENDED:	NMCB SEVEN: 412 Cumulative: 412
TASKING:	WIP at turnover: 0% WIP at completion: 100% Tasked MD: 398 Total Project MD: 398
MATERIAL COST:	\$63,369
COST SAVINGS:	\$144,200

SIGNIFICANT ISSUES: An unforeseen condition was encountered during construction, extending the scope of the project.

SAFETY: Crew installed walking planks for fall protection while working on the ceiling.

QUALITY CONTROL: Blocks, clips and straps were installed to prevent damage from hurricane. Ensured all repairs to structural members were in compliance with the manufacturer's design and were approved by the facility engineers.

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DETAIL ROTA PROJECT SUMMARIES



Naval Station Rota, located near the Strait of Gibraltar, provides support to both U.S. SIXTH Fleet units in the Mediterranean and to U.S. Air Force Air Mobility Command units transiting into or through the theater. The base also provides Quality of Life support to Moron Air Base, Amphibious Readiness Groups (ARG), NATO headquarters in Madrid, and the Military Sealift Command's Maritime Propositioning Squadron. The U.S. Navy has the responsibility for maintaining the station's infrastructure, including a 670-acre airfield, three active piers, 426 facilities and family housing units.

ADMINISTRATION: Commander, NAVCENT, through the N4 department assumed OPCON for the Detail, while ADCON remained with NMCB SEVEN. The responsibility for overall completion of administrative tasks belonged to the Detail OIC. The administrative work included written and oral communication, project documentation, Host Nation liaison work, and personnel issues. 17 Advancement Exams were administered during the deployment: 5 First Class exams, 7 Second Class exams, and 5 Third Class exams. The Detail issued weekly SITREPs to NMCB SEVEN Mainbody in Kuwait.

TRAINING AND READINESS: The Detail's training plan was similar to the Mainbody. Formal training was conducted to provide a broad range of General Military Training as well as an emphasis on safety training and a wide variety of Seabee Combat topics. Eleven full days were set aside for Navy GMTs, and Physical fitness training was conducted three times per week.

OPERATIONS: Embark consisted of a Mainbody movement. Thirty Seabees deployed from Gulfport Mississippi, on 15FEB06 via Military air to Rota, Spain. Upon arrival, 14 Seabees, including the OIC began preparing for the deployment to Sao Tome, Africa to perform a Deployment for Training (DFT) exercise. With consolidation of tools and equipment completed, the detail left for Sao Tome on 24FEB06 via The USS Emory S. Land along with three 20' containers.

The USS Emory S. Land anchored in Sao Tome on 10MAR06. The Bivouac area was set-up and completed at the Voice of America compound. The detail was tasked to renovate a community gymnasium and work with local military engineers. This project provided the community a much needed upgrade to their gym facility. Over 400 man-days of construction was invested to replace over 1,000 wooden gym floor tiles, install 29 interior/exterior doors, cut and replace over 600 glass louvers, replace 140 window screens, demolish over 2,500 square feet of ceramic wall tile, install 13 toilets, 2 urinals, 6 sinks, 32 ceiling lights, sanded and finished over 7,600 square feet of gym and balcony floors, and painted over 23, 800 square feet of interior/exterior walls and ceilings. Personnel and three 20' containers embarked back on board the USS Emory S. Land on 12APR06. Retrograde was completed 10May06 back in Rota, Spain.

While in Rota, the detail performed a wall to wall inventory of CTR/MLO and configured the DFT warehouse. Also, the det provided logistic support to the battalion by shipping TOA items to different det sites. In addition, at the OIC's discretion, a ramp project was performed. Construction consisted of placing 15' x 11' concrete ramp and guardrails. This enabled forklift movements in and out of the warehouse safely and easily.

Retrograde was accomplished via a Mainbody that remained on site to perform turnover of barracks, office spaces, tools, and supply documentation, as well as to conduct BEEP of CESE. 32 Seabees returned to homeport with all accompanying baggage via Military Air by 22AUG06.

The deployment enabled Seabees to gain valuable experience planning projects and developing new construction techniques. Detail Rota allowed NMCB SEVEN to practice their ability to task-tailor a team of Seabees to match the work requirement, deploy the team via Naval Ship to a remote location, work with local military engineers, forge 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 Sao Tome civilian communities were provided with much needed upgrade gym facility.

SUPPLY & LOGISTICS: A contract with Voice of America was established to provide fuel for the duration of the DFT. The Detail deployed with TOA weapons and ammunition from CBC, Gulfport, MS. Once DFT returned to Rota, Spain weapons were shipped back to CBC, Gulfport, MS. Weapons obtained from mainbody were stored in Camp Mitchell's Armory for the duration of the deployment. Detail personnel deployed with a 30-day supply of personal demand items.

Food Services/Berthing: Food service in Sao Tome was provided by NMCB SEVEN's Culinary Specialist (CS). UGR's and MRE's were purchased from CNE-C6F. Potable water was contracted through Voice of America in Sao Tome and bottled water was purchased for the jobsite via CNE-C6F. For the duration of the deployment, Naval Station Rota Bldg 350, served as the headquarters for the Detail. The members of the Detail were billeted at Barracks Bldg 1774 and 1779 while onboard Naval Station Rota. When forward deployed the DFT was billeted in General Purpose Medium Tents, at the Voice of America Compound Sao Tome, consisting of 3 General Purpose Medium Tents, 2 for living quarters and 1 for dry storage. Community head and shower were provided by the Voice of America compound including a lounge with TV and Internet access.

MLO/CTR: The Detail performed a wall to wall inventory of CTR/MLO to insure validity and accountability of warehouse stock in Camp Mitchel. This efforts enabled the det to coordinate and execute the formidable task of moving the Table of Allowance (TOA) from Camp Mitchell to different det sites. Class IV materials were purchased locally through local contractor.

EQUIPMENT: The det received and maintained 62 pieces of CESE during the deployment. Repair parts were acquired through the battalion in Kuwait. NMCB SEVEN assumed financial responsibility for repairs and upkeep of CESE during the duration of the deployment through Mainbody Kuwait.

MEDICAL: The Detail deployed with medical records and received medical attention through Naval Station Rota's medical facilities. One Preventive Medicine Technician (PMT) provided medical services for DFT Sao Tome and one Hospitalman Second Class deployed with the DFT for the duration of the exercise.

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. A case of Malaria was encountered during the deployment.

ROTA PROJECTS							
Project	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays expended by prior NMCB	Mandays Expended this Deployment
SP0-600	444	N/A	460	0-100	100%	0	444
DFT SAO TOME	962	\$150,000	962	0-100	100%	0	947
DETAIL ROTA TOTAL	444	\$150,000	1391	N/A	N/A	0	1391

LABOR DISTRIBUTION

	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	TOTAL	%Total
Direct Labor MDs	30	443	485	455	294	271	4	1982	49%
Indirect Labor MDs	69	176	168	184	168	168	54	987	47%
Readiness / Training MDs	4	12	12	17	22	19	0	86	5%
Total MDs Expended	103	631	665	656	484	458	58	3055	
# Personnel	31	33	33	33	33	32	32	20	
# Direct Labor	4	19	23	27	15	15	4		
# Workdays	8	24	24	22	24	23	7	133	
% Direct Labor	13%	45%	55%	45%	45%	47%	13%	38%	
Ideal MD Capability	36	513	621	668	405	388	31	0	
Actual Availability Factor	94%	88%	80%	70%	78%	75%	13%	71%	

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

PROJECT LISINTG	MANDAYS
PWD Support	50
TOTAL MANDAYS EXPENDED	50
TOTAL MANDAYS TASKED	50

CAMP MAINTENANCE

PROJECT LISTING	MANDAYS
Preventive Maintenance	
Emergency Service Work	
Camp Beautification	
TOTAL MANDAYS EXPENDED	541
TOTAL MANDAYS TASKED	500



RENOVATION GYMNASIUM DFT (SAO TOME)

NMCB SEVEN was tasked to renovate the gymnasium and work with a local contractor paid for through CNE-C6F for material support and logistics requirements.

Scope: Renovate gymnasium, stage, and balcony to include roof leaks, windows, doors, lights, heads, locker rooms, and floors.

Personnel: 13 personnel

Duration: 10 March 2006 – 12 April 2006

Mandays Expended: NMCB SEVEN: 947
Cumulative: 947

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 962
Total Project MD: 962

Material Cost: \$150,000
Cost Savings: \$331,450

Significant Issues: Shortage of Class IV material on island was a constant concern.

Safety: Sao Tome military security was provided on the jobsite after working hours to provide 24/7-jobsite security.

Quality Control: None.



TOA REMOVAL AND EXERCISE SUPPORT SPO-600

NMCB SEVEN was tasked with TOA removal, shipment, and exercise support.

Scope: Receive, inventory, and ship TOA to Mainbody and all Detail sites. Support the embarkation of DFT's launched from Rota.

Personnel: 6 personnel

Duration: 21 February 2006 – 15 August 2006

Mandays Expended: NMCB SEVEN: 444
Cumulative: 444

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 435
Total Project MD: 435

Material Cost: None.
Cost Savings: \$155,400

Significant Issues: None.

Safety: None.

Quality Control: None.

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DETAIL GUANTANAMO PROJECT SUMMARIES



U.S. Naval Base Guantanamo Bay is the oldest U.S. base overseas and the only one in a communist country. Located in the Oriente Province on the southeast corner of Cuba, the Base is about 400 air miles from Miami, Florida. It serves as the cornerstone of U.S. Military operations in the Caribbean Theater providing logistics support to both U.S. Navy and Coast Guard vessels and aircraft. NAVBASE GTMO also supports the assigned Joint Task Force Guantanamo. From its strategic location, GTMO carries out these missions, and continues to demonstrate a strong U.S. presence within the country of CUBA.

ADMINISTRATION: Detail Guantanamo deployed in two phases, 02FEB06 and 10FEB06, to NAVSTA GTMO with OIC, AOIC, and 23 Petty Officers and Non-Petty Officers. On 06AUG06, 14 Seabees redeployed to homeport, leaving behind 11 Seabees to complete turnover of tools, CESE, and office spaces to the incoming Battalion (NMCB FIVE). All personnel redeployed back to homeport via commercial air by 22AUG06, completing the Detail GTMO deployment.

with one Senior Chief Petty Officer as the Officer in Charge (OIC), one First Class Petty Officer as the Assistant Officer in Charge (AOIC), and 23 Petty Officers and Non-Petty Officers. On 04AUG06, 14 Seabees redeployed to homeport, leaving behind 11 as a Delayed Party to complete turnover of tools, CESE, and office spaces to the incoming Battalion (NMCB FIVE). The Delayed Party redeployed via commercial air on 11AUG06, completing the DET GTMO deployment.

NAVSTA GTMO bldg 2154 served as the headquarters for the Detail. The responsibility for overall completion of administrative tasks belonged to the Detail OIC. The administrative work included written and oral communication, project documentation, and personnel items. 13 advancement exams were administered during the deployment: 4 First Class exams, 6 Second Class exams, and 3 Third Class exams. The Detail issued bi-weekly SITREP to NMCB SEVEN, Main-body, Kuwait.

TRAINING AND READINESS: Training was conducted similar to the Mainbody. Physical training was conducted three times per week. Training days were conducted to provide a broad range of General Military Training, including mandatory annual topics, monthly safety topics, 3M courses and a wide variety of Seabee Combat topics. Throughout the deployment twelve full days were set-aside for Navy GMTs. Over 60 Seabee Combat Warfare classes were administered after working hours throughout the week, which resulted in 1 re-qualification and 11 new qualifications and an overall 92% qualification percentage for the Detail, greatly enhancing the warfare capabilities of the battalion. Both 3M 302 and 3M 303 classes were given, resulting in 20 new 302 qualified personnel and 4 new 303 qualified personnel, putting every troop on the Detail at or about the level of 3M necessary for their pay-grade.

OPERATIONS: NMCB SEVEN was tasked to construct a refueling pier and a Heavy Timber steel reinforced bridge for U.S. Naval Station Guantanamo Bay, Cuba. The det completed the construction of the pier on the Leeward Side of the Naval Station. Construction consisted of 108 wooden piles driven that included structural support members, fender piles, and Dolphin piles along with 1600 square feet of Heavy Timber decking. Electrical work consisted of 180LF of PVC and rigid conduit for the marine lighting. Contractors worked side by side with our Seabees operating the barge-based crane for the project. The pier provides much needed fueling station for all Navy and Coast Guard ships stationed and ported in Guantanamo Bay.

The construction of the River Bridge consisted of leveling and grading a staging area for all steel fabrication needed for the bridge as well as building up the foundation on both sides of the GTMO River, to include driving steel sheet piles for the abutments. The bridge spans over 225 feet and greatly improve the reaction time of the Marine Security Force Company there. Our personnel roughly completed 35% of this project. In addition, the Detail was also tasked by the 22nd NCR with repairing and maintaining 34 miles of fence line roads on and around the Naval Station to improve the road condition, quality of life, and reaction time for the Security Force.

The Detail completed 339 mandays of OIC Discretionary work, which entailed three projects to support Joint Task Force and Public Works Department at the Naval Station. Projects consisted of a Joint Task Force Motor Pool, a Joint Task Force Parking Lot, which greatly improved operations and morale of personnel assigned to the command. The completion of the Deer Point pool provided improved MWR facilities for military and civilian personnel on base.

Retrograde was accomplished immediately before redeployment. Mainbody Party remained on site to perform turnover of barracks, office spaces, tools, and supply documentation, and to conduct BEEP of CESE.

This deployment enabled Seabees to gain valuable experience in construction techniques and skills. The Detail also gained valuable skills in command and control and interacting with Joint Military Forces.

SUPPLY & LOGISTICS: The Detail deployed to Naval Station Guantanamo Bay, Cuba and received the required TOA and augmented tool kits from NCBC, Gulfport, MS. Tools that were unavailable from NCBC were purchased with project funds. Naval Station Guantanamo Bay, Cuba provided fuel for the duration of the deployment at no expense to project or operating funds. The fill material was provided by the Quarry operations conducted by the Detail. The Detail deployed without TOA weapons and ammunition.

Food Services/Berthing: The Naval Station Galley provided breakfast, lunch and dinner. Personnel were berthed at the Marine Hill Barracks Bldg 1676 while onboard NAVSTA GTMO.

MLO/CTR: 40 tool kits were turned over upon arrival at the det site. These tool kits were maintained in accordance with the Seabee Supply manual. All augment tools are provided by the 22nd NCR, or the Public Works Department. All Materials required were ordered and delivered via barge, which arrived bi-monthly from Jacksonville Florida.

EQUIPMENT MANAGEMENT: The Detail received and maintained 42 pieces of CESE. Any repair parts were to be purchased through the 22nd NCR. All crane construction equipments for the pier and bridge projects were provided at the sites. 22nd NCR assumed financial responsibility for repairs and upkeep of CESE during the duration of the deployment.

MEDICAL: The Detail deployed with skeleton medical records and received medical attention through the Naval Station Hospital. During deployment, heat stress and dehydration were the primary concerns. An ample supply of bottled drinking water was available at the project site and compound to combat dehydration. No serious illnesses or injuries were encountered during the deployment.

GUANTANAMO PROJECTS							
Project	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays expended by prior NMCB	Mandays Expended this Deployment
GBO-867	842	\$200,026	391	56-100	100%	451	391
GBO-400	64	N/A	64	0-100	100%	0	81
GB2-827	221	\$0	221	0-100	100%	0	279
GB2-882	1795	\$0	554	5-35	35%	102	479
GBO-700	75	\$0	75	0-100	100%	0	75
DETAIL GTMO TOTAL	2997	\$200,026	1305	N/A	N/A	451	1305

LABOR DISTRIBUTION

	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	TOTAL	%Total
Direct Labor MDs	117	323	318	342	242	378	47	1767	54%
Indirect Labor MDs	109	228	198	228	218	208	30	1219	37%
Readiness / Training MDs	22	44	44	66	44	44	0	264	9%
Total MDs Expended	248	595	560	636	504	630	77	3250	100%
# Personnel	25	25	25	25	25	25	25		
# Direct Labor	14	14	14	14	14	14	14		
# Workdays	6	22	22	21	22	23	3	119	
% Direct Labor	56%	56%	56%	56%	56%	56%	56%	65%	
Ideal MD Capability	95	347	347	331	347	362	47	1874	
Actual Availability Factor	147%	106%	104%	123%	83%	116%	99%	130%	

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

PROJECT LISTING	MANDAYS
JTF Motor Pool	24
JTF Parking Lot	109
Deer Point Pool	206
TOTAL MANDAYS EXPENDED	339
TOTAL MANDAYS TASKED	339

CAMP MAINTENANCE

PROJECT LISTING	MANDAYS
War board for MCSFCO	10
Oxygen tank rack for JTF	5
Training Classroom	42
Compound Parking Lines	26
Control Inspections Repairs	40
TOTAL MANDAYS EXPENDED	123
TOTAL MANDAYS TASKED	123



**REFUELING PIER QUEBEC
GB0-867**

NMCB SEVEN was tasked to construct a pier and work with a local contractor for crane support and logistics requirements.

Scope: Construct a 250 linear foot heavy timber pier for refueling on Leeward side of Naval Station Guantanamo Bay, Cuba. The Pier includes Marine lighting poles and five sets of Dolphins Piles. Mechanical work is contracted through Public Works.

Personnel:	7 personnel
Duration:	15 February 2006 – 05 June 2006
Mandays Earned:	NMCB SEVEN: 391 Cumulative: 842
Tasking:	WIP at turnover: 56% WIP at completion: 100% Tasked MD: 391 Total Project MD: 842
Material Cost:	\$200,226
Cost Savings:	\$294,700

Significant Issues: Crane operations were seriously impacted by continuous mechanical failures.

Safety: The Safety project supervisor ensured that standard operating procedure was applied while operating a crane.

Quality Control: Ensured that all heavy timber was installed level and plumb while being placed by the crane.



GTMO RIVER PROJECT GB2-882

NMCB SEVEN was tasked to construct a new 225 foot of steel bridge for the Marine Security Force Company.

Scope: The project consisted of constructing a new structural steel bridge with timber decking and steel sheet piling bulkheads, with timber protection, and re-grading and paving of existing asphalt areas.

- Personnel:** 7 personnel
- Duration:** 15 February 2006 – 11 August 2006
- Mandays Earned:**

NMCB SEVEN:	479
Cumulative:	581
- Tasking:**

WIP at turnover:	5%
WIP at completion:	35%
Tasked MD:	554
Total Project MD:	1795
- Material Cost:** None.
- Cost Savings:** 230,350

Significant Issues: Crane operations were seriously impacted by continuous mechanical failures.

Safety: Safety work supervisor ensured that all personnel followed the required safety procedure, While operating the crane all areas in and around its swing radius were roped off to prevent injury.

Quality Control: Ensuring that all heavy timber was installed level and plumb while being placed by the crane.



CRUSHER AND QUARRY OPERATIONS GBO-400

NMCB SEVEN was tasked to maintain on-going quarry operations.

Scope: Produce raw materials for Detail projects.

- Personnel:** 2 personnel
- Duration:** 15 February 2006 – 11 August 2006
- Mandays Earned:** NMCB SEVEN: 81
Cumulative: 81
- Tasking:** WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 64
Total Project MD: 64
- Material Cost:** None.
- Cost Savings:** \$28,350

Significant Issues: The Crusher has been non-operational since 17APR06. This will become an issue for future Details. Public Works is responsible for maintenance and repairs on the crusher. They are currently discussing either repairing the crusher or replacing it. The crusher is a 1970 model and replacement parts are hard to find.

Safety: None.

Quality Control: None.



**REPAIR PERIMETER ROAD
GB2-827**

NMCB SEVEN was tasked to provide road construction and repair for the Marine Security Force.

Scope: Provide road construction and repair to Force Security on and around the perimeter of the Naval base, Guantanamo Bay.

- Personnel:** 4 personnel
- Duration:** 15 February 2006 – 11 August 2006
- Mandays Earned:** NMCB SEVEN: 279
Cumulative: 279
- Tasking:** WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 221
Total Project MD: 221
- Material Cost:** None.
- Cost Savings:** \$97,350

Significant Issues: Work had to be redone due to recurring damage created by heavy rainfall.

Safety: Ensured that all personnel were aware of the road hazards while road repair was being performed.

Quality Control: With significant rainfall the fill and gravel were not sufficient to repair roads in certain areas. These areas were on hillsides and low-lying areas and needed to have asphalt placed to prevent water erosion.

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DETAIL BAHRAIN PROJECT SUMMARIES



Naval Support Activity (NSA) Bahrain, located in Manama, Bahrain covers the busiest 60 acres in the world. The mission of NSA Bahrain's is to support NAVCENT and U.S. Fifth Fleet (COMFIFTHFLT) and provide services and support to ships at sea, remote sites throughout the region, and military and civilian personnel living in Bahrain. NSA is currently undergoing a new construction and renovation project that will greatly increase facilities and services

ADMINISTRATION: For the duration of the deployment, NSA Bahrain Bldg 278 served as the headquarters for the Detail. The Det OIC was responsible for overall completion of administrative tasks including written and oral communications, project documentation, Host Nation liaison work, and personnel items. 13 Advancement Exams were administered during the deployment: 3 First Class exams, 8 Second Class exams, and 2 Third Class exams. The Detail issued weekly SITREPs to NMCB SEVEN at the Mainbody in Camp Arifjan, Kuwait. Commander, NAVCENT, through the N4 department assumed OPCON for the Detail, while ADCON remained with NMCB SEVEN.

TRAINING AND READINESS: The Detail executed their training similar to the Mainbody site. Eleven full days of Navy GMT training were conducted to provide our Sailors a broad range of military knowledge in an effort to improve their career and personal lives. Physical training was also conducted three times per week in Bahrain to maintain the personnel's physical fitness. The Detail held SCWs training three times per week, resulted in 7 personnel achieving the qualification. Overall, the Detail completed 185 mandays of training.

OPERATIONS: The Detail completed the renovations of Oil Platforms in Iraq and the Naval Institute Facility in Kazakhstan. Seabees deployed from Gulfport, Mississippi, on 07FEB06 via commercial air to Camp Moreell, Kuwait before boarding military aircraft to Bahrain. 8 Seabees followed as part of the Mainbody, taking the same route on 15FEB06. 17 Seabees began preparing for deployment to Kazakhstan upon arriving at NSA Bahrain. However, while waiting for logistical and administrative requirements to be completed, the Detail was suddenly tasked with making repairs and renovations to the Iraqi oil platforms, KOOT and ABOT. 8 personnel with tools and materials were immediately embarked VIA CH-53 helicopters to the platform job sites.

The Oil Platform project consisted of two taskings. Firstly, the Al Basr Oil Terminal (ABOT), was a turnover project near completion. ABOT tasking was completed from 16FEB06-21MAR06. Scope of work included demolishing an existing lounge and replacing it with a new two story structure with a lounge, storage area, lighting system and new sink.

Secondly, the Kwor Al Amaya Oil Terminal (KAAOT), was smaller in scope and completed from 05MAR06-15MAR06. Construction work consisted of demolishing and re-constructing a roof with slope and weather seal above the lounge, constructing a new wooden floor, and installing a drop ceiling with new electrical system. All construction materials and supplies had to be delivered by ship through its scheduled resupply of materials trips. Force protection was provided by a Mobile Security Team Detail for both platforms.

After the consolidation of tools and equipment was completed, and travel details finalized with Military Air Command (MAC) travel Det Bahrain prepared to embark to Aktau, Kazakhstan. The project in Kazakhstan started on 16APR06. The det was tasked to renovate the Kazakhstan Naval Institute that consisted of demolishing 26 rooms; replacing carpets in the offices and classrooms; installing new floor tile in scullery and bathroom, plumbing fixtures, windows, and doors and lights; and repairing the existing terrazzo floor. This site is being used as the training facility for the Kazakhstan Naval Officers, and the construction greatly improved the quality of life for their Military and Naval students at the institution.

Retrograde was accomplished via an Advanced Party and Mainbody Party. 3 personnel remained on site to perform turnover of barracks, office spaces, tools, and supply documentation and to conduct

BEEP of CESE. 20 Seabees returned to homeport with all accompanying baggage via two commercial flights by 22AUG06.

Our Seabees executed command and control and gained construction skills and techniques throughout the deployment.

SUPPLY & LOGISTICS: PWD at NSA Bahrain provided fuel for the duration of the deployment at no expense. Augment materials were purchased locally. Weapons obtained during turnover were transferred to Mainbody during the deployment. Detail personnel deployed with a supply of personal demand items. Personal items were replenished locally at the NSA ship's store or local stores in Kazakhstan.

Food Services/Berthing: Food service in Bahrain was provided by NAVCENT and drinking water was contracted through Tylos in Bahrain. In Kazakhstan, food was contracted through the hotel for two meals daily (breakfast and dinner) and an MRE for lunch. Our Seabees were berthed at the Transient Quarters. When forward deployed, the crew was berthed in a local hotel that met Force Protection requirements.

MLO/CTR: The Detail received 26 tool kits upon arrival at NSA Bahrain. These kits were maintained in accordance with the Seabee Supply Manual. Any augment tools required for projects were purchased by NAVCENT. All materials were supplied by the customer. Procurement and delivery of required materials were accomplished by the contractor.

EQUIPMENT: The Detail received and maintained 16 pieces of CESE. Any repair parts were to be purchased locally or ordered through the battalion in Kuwait. NMCB SEVEN assumed financial responsibility for repairs and upkeep of CESE during the duration of the deployment through Mainbody in Kuwait.

MEDICAL: The Detail deployed with skeleton medical records and received medical attention through NSA and local medical facilities in Bahrain and Kazakhstan, for the duration of the deployment.

BAHRAIN PROJECTS							
Project	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays expended by prior NMCB	Mandays Expended this Deployment
SW6-801	150	N/A	125	16-100%	100%	25	125
SW6-803	1669	\$600,000	1669	0-100%	100%	0	1716
SW6-802	250	\$0	250	0-66%	66%	0	165
SW0-700	37	\$0	37	0-100%	100%	0	19
SW0-600	30	\$0	30	0-10%0	100%	0	26
BAHRAIN TOTAL	1938	\$600,000	1913	N/A	N/A	25	2,051

LABOR DISTRIBUTION

	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	TOTAL	%Total
Direct Labor MDs	66	272	275	543	525	472	0	2153	74%
Indirect Labor MDs	34	115	149	75	71	71	40	555	19%
Readiness / Training MDs	8	65	39	10	4	14	45	185	7%
Total MDs Expended	108	452	463	628	600	557	85	2893	100%
# Personnel	20	20	20	20	20	20	20	20	
# Direct Labor	14	14	14	15	15	15	15		
# Workdays	6	22	23	26	25	25	6	133	
% Direct Labor	70%	70%	70%	70%	70%	70%	70%	70%	
Ideal MD Capability	95	347	362	439	421	421	90	0	
Actual Availability Factor	78%	97%	87%	125%	125%	115%	50%	97%	

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

PROJECT LISINTG	MANDAYS
PWD mezzanine	46
Special Boat Unit tension membrane structure	44
Q-Ship	12
TOTAL MANDAYS EXPENDED	102
TOTAL MANDAYS TASKED	140



KAZAKHSTAN NAVAL INSTITUTE SW6-803

NMCB SEVEN was tasked to perform interior and exterior renovations to the Kazakhstan Naval Institute and work with a local contractor for material support.

Scope: Demolish rooms 101 through 129; provide various block wall construction; repair and install various wall finishes; install 34 windows, 28 doors, 90 lights; repair plumbing and install fixtures; repair existing terrazzo floor; install new floor tile in scullery and bathroom; and install new carpet in office and classrooms.

Personnel:	17 personnel	
Duration:	14 April 2006 – 28 July 2006	
Mandays Expended:	NMCB SEVEN:	1716
	Cumulative:	1716
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	Tasked MD:	1669
	Total Project MD:	1669
Material Cost:	\$600,000	
Cost Savings:	\$600,600	

Significant Issues: Payment for contractors and vendors was often delayed due to the long routing process.

Safety: Crew was required to wear civilian clothing for Force Protection issue.

Quality Control: None.



**ABOT/KOOT OIL PLATFORMS
SW6-801**

NMCB SEVEN was tasked to demolish the existing lounge and replace with new two story structure for lounge and storage area.

Scope: Work included demolition of existing lounge and replacing with new two story structure for lounge and storage area, installing lights and receptacles in both spaces, removing existing sink in kitchen area, and replacing Air Toilet.

- Personnel:** 8 personnel
- Duration:** 16 February 2006- 21 March 2006
- Mandays Expended:** NMCB SEVEN: 125
Cumulative: 150
- Tasking:** WIP at turnover: 16%
WIP at completion: 100%
Tasked MD: 125
Total Project MD: 125
- Material Cost:** None.
- Cost Savings:** \$52,500

Significant Issues: Materials had to be coordinated through the re-supply movements, which only operated on limited days.

Safety: None.

Quality Control: Materials had to be hoisted up from the ship to the platform as part of the delivery.



DETAIL HONDURAS PROJECT SUMMARIES



U. S. Naval Mobile Construction Battalion (NMCB) SEVEN was tasked to participate in an Air Force-led (SOUTHAF) Joint Task Force (JTF) consisting of active and reserve Navy, Air Force, Army and Marine Corps personnel. As a part of continuous U.S. Southern Command (SOUTHCOM) exercises, JTF New Horizon's 2006 – "Asegurar el Futuro – Securing the Future" was tasked to establish a base camp, construct four schools, one medical clinic, as well as provide humanitarian medical and veterinarian services at several different locations on the north coast of Honduras.

ADMINISTRATION: NMCB SEVEN advanced party of 4 personnel arrived in country on 18JAN06. The remaining Mainbody of 13 personnel arrived on 12FEB06. As an augment unit to the JTF, NMCB SEVEN remained under ADCON of NMCB SEVEN.

TRAINING AND READINESS: The Detail conducted SCWs training 2 nights a week. Each section in the study guide was covered sequentially and individual study sessions were provided by SCW qualified personnel, which resulted in 2 personnel achieving this qualification. PT was part of the daily routine and conducted three times a week. PT normal schedules started with calisthenics and followed by cardiovascular training. The FEP Program was conducted two times a week for the duration of the DFT. The Physical Fitness Assessment (PFA) was conducted in May with no PFT failures.

OPERATIONS: As part of DFT, NMCB SEVEN was tasked to construct a 2-room school and provide new electrical system and latrines with water and leach field for the schoolhouse in the town of El Pino, located approximately 10 miles West of La Ceiba. During Operations, rain and high winds were an almost daily concern that required careful planning and attention to the task at hand. In spite of unexpected weather delays, the facility was completed within budget and ahead of schedule. The project was completed on 09MAY06 and DFT personnel were redeployed at other locations upon completion of the assigned tasking.

Embarkation for NMCB SEVEN personnel was coordinated thru the NMCB Supply Department with funding and assistance from the 22nd NCR. Embarkation of DFT containers from CBC Gulfport, to SPOE and SPOD was coordinated thru NMCB SEVEN supply department, embark department, 22nd NCR and CBC Gulfport shipping department. Debarkation of DFT containers from base camp to SPOE and SPOD were coordinated thru JTF and SOUTHAF embark personnel. All embark and debark evolutions proceeded smoothly, but required constant attention, coordination, and follow-up.

SUPPLY & LOGISTICS: Weapons, ammunition, and POL's were provided by the JTF. Multiple vendors were used in some cases due to the large quantity of materials and small construction market in La Ceiba. Personal items were purchased at AAFES or in town as required.

Food Services/Berthing: All meals were supplied entirely by the JTF. UGR's were provided for breakfast and dinner and MRE's for lunch. Lunch at the jobsite could be purchased from the local's at a small cost to the individual and several restaurants were available out in town.

MLO/CTR: All construction materials were funded by the JTF and procured locally including repair parts.

EQUIPMENT: All required CESE was either rented from the local Caterpillar dealership or borrowed from the Marines. Several pieces of equipment were utilized during the construction project including: graders, rollers, dumps, backhoe, mini excavators and loaders. No maintenance or repairs were performed during this exercise.

MEDICAL: DFT Honduras deployed without a corpsman or medical personnel. An AF IDC and local hospital provided all medical care for DFT personnel. There was a US Military medical facility located in Soto Cano Air Base in Tegucigalpa. All construction sites were provided with a corpsman from the JTF. Each construction site had a designated LZ for JTF Blackhawks in order to maintain CASEVAC capabilities as required.



SCHOOL CONSTRUCTION

NMCB SEVEN was tasked to participate in a Joint Task Force Exercise to support U.S. Southern Command (SOUTHCOM), New Horizon's 2006 exercise.

Scope: Construct a 2-room school and provide new electrical system including new latrines with water well (to be provided by a private contractor) and leach field.

Personnel: 16 personnel

Duration: 15 February 2006- 09 May 2006

Mandays Expended:	NMCB SEVEN:	1170
	Cumulative:	1170

Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	Tasked MD:	1170
	Total Project MD:	1170

Material Cost: \$110,00

Cost Savings: 49,500

Significant Issues: The quality of construction materials was substandard and the materials were of limited quantity. The local supplier could not keep up with the material demands, which required the materials to be purchased from different sources, thus slowing the construction progress.

Safety: The proper use of scaffolding was always a concern. Personnel ensured that it was properly setup and inspected daily. PPE was used to prevent the exposure of skin from mortar, during the placement of CMU blocks, in order to avoid getting lime burns.

Quality Control: With this exercise being a joint exercise, construction methodology varied as well as the specific quality control requirements between the Army and the Navy. Our personnel ensured that the general quality control specifications were applied.

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DETAIL CAMP BUCCA PROJECT SUMMARIES



U.S. Naval Mobile Construction Battalion (NMCB) SEVEN was tasked with providing a Detail of 25 personnel to work along side the contractor and assist at a rapid pace in the construction of detainee compounds located at Camp Bucca, Iraq.

ADMINISTRATION: The Detail was composed of 25 enlisted personnel from NMCB SEVEN with a Senior Chief as the Officer in Charge. The Detail lost no personnel during the mission.

OPERATIONS: The Detail was initially tasked to rapidly construct 1 compound of 32 SWAHUTS consisting of concrete pads, electrical system and HVAC units. Due to the surge capacity of detainees it was later determined that further camp expansion was needed and the construction of more compounds was necessary to accommodate the influx. Therefore, the scope of work was modified to construct 2 more compounds increasing the total number of SWAHUTS to 96. The project was completed on 02JUL06.

On 06JUL06 2 personnel were dispatched on a convoy to escort all tools stored in the Tri-con box back to Camp Virginia. On 08JUL06 the Detail redeployed to their original camps via rotary wing aircraft with final retrograde completed at Camp Virginia, Kuwait.

Camp Bucca's threat level condition during deployment was high, but received no indirect fire or hostile acts. Force Protection assessment in the camp was not required as U.S. Security Forces provided the camp security 24 hours a day.

SUPPLY & LOGISTICS: All project materials were procured through contractors in Kuwait and Iraq. Each member deployed with personal demand items and was allowed to purchase MWR items from the AAFES located at Camp Bucca.

The Detail deployed with 24 M-16's, 1 M-9's, 4320 rounds of 5.56 mm ball, and 45 rounds of 9 mm ball. The ammo was not stored as it was the camp's policy to have weapons and ammo on person at all times. All ammunition was fully accounted for and returned to Camp Virginia, Kuwait upon the detail's return.

Food Services/Berthing: All meals were provided via contracted food services at Camp Bucca. Water and ice were supplied by KBR from the job site. Our Seabees were situated in temper tents at first and eventually moved into trailers. The average occupancy was 9 per tent and 4 personnel per trailer.

MLO/CTR: The Detail deployed with all required TOA items and tool kits from Camp Virginia and Camp Arifjan in Kuwait. Tri-con conex box was used for tools and delivered to Camp Bucca via convoy on 08MAY06.

EQUIPMENT MANAGEMENT: The Detail deployed with no CESE.

MEDICAL: The Detail deployed with no Corpsman for medical care. All medical support was provided by Troop Medical Clinic in Camp Bucca, and our personnel carried all the required medications with them including Doxycycline, sunscreen, and insect repellent. Bottled water was provided by Camp Bucca.



CAMP BUCCA THEATER INTERNMENT FACILITY EXPANSION

NMCB SEVEN was tasked with providing construction support in order to expand detainee compound.

Scope: Work includes placing 20' by 40' concrete pads, prefabricating trusses and walls, erecting buildings with insulation and interior sheeting, roughing in all electrical work, and assisting with installation of HVAC units as required for 96 SWAHUTS.

Personnel: 25 personnel

Duration: 06 May 2006- 02 July 2006

Mandays Expended: NMCB SEVEN: 1275
Cumulative: 1275

Tasking: WIP at turnover: 0%
WIP at completion: 100%
Tasked MD: 1275
Total Project MD: 1275

Material Cost: None.

Cost Savings: \$446,250

Significant Issues: KBR contractor was not familiar with Seabee construction methods and material requirements, and could not keep up with the material demands. Materials were often delayed due to difficulties in crossing the Iraq-Kuwait border.

Safety: Camp Bucca's threat level condition during deployment was high, but received no threat. U.S. Security Forces provided the Force Protection Security.

Quality Control: None

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SUPPLY & LOGISTIC



AUTOMOTIVE REPAIR PARTS (ARP)

158





SUPPLY & LOGISTICS

OUTLET: Tasking for the ARP personnel during this deployment was substantial. Receiving and collecting the ROTA TOA was an on going task throughout the deployment. ARP personnel established the Camp Arifjan ARP yard and proceeded to perform the necessary steps to complete the implementation of the Coordinated Seabee Allowance List (COSAL) data base for MICRO SNAP II. ARP personnel successfully identified and properly stored more than \$70K of unidentified CESE repair parts and tires ensuring maximum availability of critical repair assets, while continuing to provide logistic support for 12 globally deployed Details. The ARP personnel aggressively met the challenge and successfully provided the logistic support in addition to completing a manual wall-to-wall inventory of the TOA ARP. The data generated from the manual inventory, which included over 9,000 Stock Record Cards (SRC), provided key data necessary for spreadsheets required by SPAWAR to facilitate the implementation of the V69407 MICRO SNAP II COSAL data base. SPAWAR is compiling the software for the new data base and once completed will be imported to establish an up to date baseline for V69407. The challenges associated with standing up the new UIC included operating the ARP outlet via manual records for stock inventory accuracy during the deployment. Issues, receipts, and re-orders of all repair part requisitions were generated electronically but manually tracked for inventory. Once the new data base is implemented with the up to date COSAL configuration, a Global Re-order Review will be conducted to complete the establishment of the V69407 UIC MICRO SNAP II program. The improvements to Camp Arifjan ARP have been significant and lasting in nature, and ultimately allowed the battalion to maintain a superior level of mission readiness.

STOCK CONTROL OFFICE: Establishing an operational UIC, improving Detail logistical support, and direct turnover delivery time were the key goals for the deployment. By standing up the UIC the delivery methods and times were significantly improved with average delivery time reduction from 70



to 18 days. The S4 processed 6,300 requisitions through the supply system, 64 open purchases, and expedited 274 Not Operationally Ready Supply and Anticipated Not Operationally Ready Supply Requisitions (NORS/ANORS). The financial Storekeeper meticulously managed the Battalion's OPTAR in addition to both Camp Mitchell and Camp Arifjan OPTARS valued in excess of \$2.7M. Establishing Camp Arifjan as a new deployment site involved the establishment of a Government Purchase Card program that included setting up all appropriate financial management programs. Having the newly established UIC significantly improved the Supply Department's ability to provide logistic support for the multiple Detail

sites and accurately identified true "Cost of War" expenditures.

Significant manpower was dedicated in supporting of the wall-to-wall inventories of retrograde of the camp's TOA assets. The process of conducting an unprecedented field retrograde was a huge accomplishment for the Battalion. Several thousand man hours were expended conducting a 100% inventory of 188 containers of TOA assets. The end result of the inventories provided a real assessment of the TOA's inventory validity. All assembly shortages were identified and forwarded for retrograde considerations. The completion of this monumental tasking left a better organized and accurately accounted for TOA asset capable of supporting contingency mission tasking.

782/CBR: The improvement of the 782 gear storage and inventory was a primary goal for the Supply Department during this deployment. All materials were received from ROTA in an unmarked and inventoried condition. The entire 782/CBR TOA assets had to be removed and separated, and then inventoried and repackaged allowing critical shortfalls to be identified and corrected, as well as ensuring the Battalion remained fully mission capable. Over the course of the deployment, the 782/CBR assets were completely retrofitted including sorting, inventorying, and building of new storage boxes, resulting in better stowing of materials and having an accurate inventory. In addition, 2



SUPPLY & LOGISTICS

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. Moreover, 100% exchange of the CBR canisters was completed to ensure that the TOA contained no faulty or questionable LOT numbered canister.

BARBER SHOP: Supply Department, along with some of our crew from Charlie Company, built Camp Arifjan's first Navy Barber shop. A Ship's Serviceman Seaman manned the Barber Shop in Mainbody providing outstanding customer service with military regulation haircuts. The barbershop provided service for over 475 Seabees and multiple other military branches of services assigned to Camp Arifjan. Performing over 2100 outstanding regulation haircuts this deployment ensured Battalion personnel maintain a clean cut professional appearance, while saving over \$11K 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 the world. The MLO staff turned the yard into a secure and operational MLO facility capable of maintaining accountability and quality control of all project materials. MLO staff managed, tracked and issued several million dollars of materials and tools supporting multiple contingency projects in the AOR and sustaining the high operational tempo of the Battalion. While working side by side with the Quality Control and Operations Departments, MLO balanced all bills of materials lists for all the projects and identified identical excess items in stock resulting in significant savings and reducing delivery times for critical path materials. In addition, MLO's excellent tracking system allowed for 100% accountability with only limited work stoppage for projects.



MLO dealt with over 18 civilian vendors ensuring fair pricing, superb quality of materials, and quick deliveries. The diligent work and astute financial tracking of the MLO staff contributed to the clearing of \$5.6M of overdue vendor payments dating back more than 10 months. Rectifying of these outstanding invoices helped to foster a cooperative and priority relationship with vendors in addition to saving governmental funds due to late fees and interest accrument on the overdue invoices. Additional financial savings were accomplished through drawing material from Camp Arifjan DRMO facility. Grade "A" Lumber and other construction material valued in excess of \$250,000 was drawn to support both camp maintenance and contingency construction projects. The MLO staff's hard work has produced a fully operational and organized MLO operation capable of supporting future Battalion's mission tasking.

FOOD SERVICE: The majority of the Food service was provided via contract dining facilities (DFAC's). The highly skilled Culinary Specialist in the Battalion actively sought out other avenues to make their contributions to the Battalion's deployment success. The CS's were dispersed out to Details sites to provide critical supply support to the Battalion. Additionally, several key positions in the Master at Arms (MAA) force and the Unit Movement control Center (UMCC) were filled with the help of the CS's. The UMCC completed multiple convoys throughout the Kuwait AOR and the MAA group was



SUPPLY & LOGISTICS

instrumental in ensuring good order and discipline were enforced Battalion wide. The "Can Do" attitude was never more prevalent than with the Magnificent SEVEN's Culinary Specialist.

DISBURSING: Over the last six months NMCB SEVEN Disbursing Office was operated in a split operation concept. Utilizing the PAPA Detail in Gulfport, MS deployment per diem travel claims were centrally collected from the thirteen Detail sites and processed. Support was enhanced by local representatives at each Detail location allowing an optimum level of customer service for all. Disbursing flawlessly tracked and liquidated over 4,000 Temporary Duty and 120 Permanent Duty Travel claims worth over \$1,000,000. The Military Pay department ran exceptionally smoothly, utilizing the Navy Standard Integrated Personnel System (NSIPS), which reduced the error rate by 10 percent. 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.

TRAVEL: Maintaining, tracking and processing of the Battalion's globally deployed personnel, the travel clerks have accurately tracked and processed over 2000 sets of orders and amendments supporting the dynamic tasking for this deployment. In addition to the deployment orders, they have issued and processed more than 40 sets of Emergency orders ensuring rapid action and support. Accurate tracking and timely processing of over \$1,000,000 of travel obligations have ensured precise accounting of the Battalions travel OPTAR. Timely responses to the dynamic schedule of the battalion ensured maximum operational readiness and mission accomplishment.

POST OFFICE: Postal Operations truly excelled over the course of deployment. The Postal Clerks worked diligently to get mail service to all of the twelve Detail sites with as quick of delivery time as possible. The advance planning and continual monitoring of the mail delivery service maintained an outstanding level of customer service throughout the deployment. 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 contributed to battalion morale.





SUPPLY & LOGISTICS

EQUIPMENT POPULATION

	BEEP	FEB	MAR	APR	MAY	JUN	JUL	AUG
In Service	484	476	415	407	376	377	377	378
IEM	0	8	69	75	75	74	74	73
Total	484	484	484	482	451	451	451	451

RAR REPORT SUMMARY

Month	SKED Checks	Checks Completed	RAR	Spot Checks	UNSAT Checks	Partial Checks	ACF	PPR
Feb	366	366	100%	29	0	0	100%	100%
Mar	458	457	99.7%	45	0	0	100%	99.7%
Apr	743	739	99.4%	100	0	0	100%	99.4%
May	819	815	99.7%	107	0	0	100%	99.7%
Jun	829	815	98.3%	88	0	0	100%	98.3%
Jul	1189	1189	100%	78	0	0	100%	100%

EQUIPMENT AVAILABILITY STATUS

	BEEP	FEB	MAR	APR	MAY	JUN	JUL	AUG
Auto	9	10	8	4	5	8	8	9
Construction	24	24	16	16	14	16	16	17
MHE	3	3	3	3	4	4	4	4
Support Equip	10	12	11	10	7	8	8	8
Total	46	49	38	33	30	36	36	34
Total Equip. in Service	438	435	446	449	421	415	415	415
% Availability	87%	87%	90%	91%	92%	92%	92%	92%

LESSONS LEARNED



1. **KEYWORD: ADMINISTRATION**
 - A. **ITEM:** Army Awards for Reserve Battalion Personnel
 - B. **DISCUSSION:** ASG-KU requires 90 days to process Army Awards for tenant commands. That is, all submissions must be to ASG-KU prior to 90 days from the Awards Ceremony date. Additionally, Commander, ASG-KU desires to present all Army Awards in person, which stresses the importance of submission timelines. The Reserve Battalion ADCON to NMCB SEVEN (NMCB TWENTY ONE) was already halfway through the 180 day deployment upon NMCB SEVEN's arrival in ASG-KU AOR and no awards were submitted for their personnel. This meant the 90 day submission deadline had already passed.
 - C. **RECOMMENDATION:** Outgoing Battalion to which Reserve ADH attached OPCON should require submissions of awards prior to arrival of incoming Battalion to meet the deadlines of ASG-KU.

2. **KEYWORD: ADMINISTRATION**
 - A. **ITEM:** Corresponding with the U.S. Army
 - B. **DISCUSSION:** Local U.S. Army Commands are difficult when liaising with correspondence, in that only a specific format will be received for miscellaneous Standard Naval Letters. The Naval Correspondence Manual is open to interpretation on some items; however, very specific with most content of a Naval Letter on official letterhead. Army correspondence, although similar in content, is not at all similar to the structure of a naval letter. Additionally, Army does not accept "By direction" authority, as several letters require specific rank and title designation of the signing authority.
 - C. **RECOMMENDATION:** NAVCENT and CFLCC sign Memorandum of Agreement for expectations of Sister Service Correspondence.

3. **KEYWORD: ENGINEERING**
 - A. **ITEM:** Topographic Surveys
 - B. **DISCUSSION:** Drainage projects at the camps in Kuwait utilized topographic surveys. A total station can make this much more accurate, and a data collector would speed the turn around time of hard copy results.
 - C. **RECOMMENDATION:** Obtain a working total station, preferably with a data collector. If possible, set control points around the different zones, allowing elevations to be placed on the same drawing and be applicable to each other.

4. **KEYWORD: OPERATIONS**
 - A. **ITEM:** Project Specifications
 - B. **DISCUSSION:** Project packages routinely lack a section for specifications.
 - C. **RECOMMENDATION:** Obtain the Kuwaiti specifications book from OPS.

5. **KEYWORD: OPERATIONS**
 - A. **ITEM:** Laboratory Compaction Analysis
 - B. **DISCUSSION:** When performing the lab compaction analysis using the 6" CBR mold with the spacer disk, the spacer disk on hand is only 2", not 2.46" as the MO-330 calls for.
 - C. **RECOMMENDATION:** Adjust the volume of the mold (line 10 on form DD 1210) to 0.082.

6. **KEYWORD: OPERATIONS**
 - A. **ITEM:** In-Place Density Test
 - B. **DISCUSSION:** Density tests depend upon the soil type being tested. In this area, gatch is typical used for foundations. However, what is referred to as gatch is really a mixture of gatch and gravel.

- C. RECOMMENDATION:** When an in-place density test is required, make sure to ask what the gatch/gravel mix is. Many call their fill "gatch", however, one man's "Gatch" may be another man's "gatch with 25% gravel" etc. So make sure your soils techs, are sure what the jobsites are putting in the ground.
- 7. KEYWORD: OPERATIONS**
- A. ITEM:** Networking
- B. DISCUSSION:** Networking with the other commands in the area is essential. CFLCC C-7 has a lot of Air Force senior personnel working in their spaces and they are a valuable resource for surveying of any kind. The Army Corps of Engineers have experienced resources that have proven to be very valuable. FET South is a good resource because they have or will be able to obtain any kind of prints and specs for the ongoing projects.
- C. RECOMMENDATION:** Establishing Communication early with the above group is essential.
- 8. KEYWORD: OERATIONS**
- A. ITEM:** Trimble 5700 series GPS Survey Unit
- B. DISCUSSION:** Prior to deployment, it would be very beneficial if someone in your engineering department learned how to use a Trimble 5700 series GPS Survey unit. There have been issues trying to get it to work properly in Camp Arifjan and we have been unable to find anyone in the area that is able to give us instruction on how to use it. We have found various pieces of literature dictating use and care of the equipment, but still not sure if we are working it properly. The GPS unit that we borrowed from the Air Force (Trimble 5800 Series) has been invaluable in completing numerous topographic surveys around Camp Arifjan. Having a good working knowledge of Terramodel will also be needed.
- C. RECOMMENDATION:** Research the Trimble 5700 GPS Survey unit and Terramodel before arriving.
- 9. KEYWORD: OPERATIONS**
- A. ITEM:** Survey Bench Marks
- B. DISCUSSION:** There are few if any bench marks set up around base to aid in surveying.
- C. RECOMMENDATION:** When/if possible, use the GPS unit to place temporary bench marks around base. This will be a huge help when doing surveys, and tying drainage projects together.
- 10. KEYWORD: OPERATIONS**
- A. ITEM:** More Design Type Work
- B. DISCUSSION:** Engineering LPO/LCPO should have a good working relationship with the S3E. The battalion has done a lot more design than is usual on most deployments. The S3E will be called on to research and design anything from cold form steel stress designs to hydrology analysis of up coming projects. The EA's have assisted in this design and research. The tech library has been updated to an extent, but it may be necessary to obtain more reference materials throughout the deployment.
- C. RECOMMENDATION:** The S3E should have a civil engineering design experience, particularly with concrete and foundation design. It is recommended to bring a concrete design text book, foundation design book, hydrology manual, hydrologic design manual, and the codes for ACI's concrete design, cold formed steel design, and ASCE's building design on deployment.
- 11. KEYWORD: TRAINING**
- A. ITEM:** Taking people out of PISTOL
- B. DISCUSSION:** At one point during the deployment we requested to remove a Seabee from PISTOL because he went on terminal leave, but we were still responsible for him. As a

result some of our reporting numbers were skewed, resulting in a lot of extra effort to figure out real numbers.

C. RECOMMENDATION: Don not remove personnel from PISTOL until they are no longer a responsibility of the command.

12. KEYWORD: SAFETY

A. ITEM: PPE

B. DISCUSSION: PPE was not available to workers upon arrival at the different bases through out Kuwait and HOA.

C. RECOMMENDATION: The Safety COSAL should be modified and updated to include all necessary PPE requirements.

13. KEYWORD: SAFETY

ITEM: Project Tasking

DISCUSSION: Scope of work was not detailed enough to identify any safety issues or concerns prior to deployment.

RECOMMENDATION: Acquire scopes of work for major projects prior to deployment in order to identify any special Safety requirements.

14. KEYWORD: CHAPLAIN

A. ITEM: Divine Worship

B. DISCUSSION: ASG-Kuwait, Religious Services are plentiful. Seabees posted in Kuwait at: Camp Arifjan, Camp Buehring, Camp Virginia, and Camp Morrell and KNB are able to easily avail themselves to worship services, bible studies, religious study, meditation, music programs as well as a whole host of other religious and MWR programs including limited off post travel.

C. RECOMMENDATION: In the ARMY CONTEXT, that is Kuwait, Seabee Chaplains must educate the Coalition Forces Land Component Command (CFLCC) and Area Support Group (ASG-Kuwait) Chaplains in Kuwait on one's primary duties and responsibilities to one's Battalion. Specifically, Seabee Chaplains are operational and this means they are with and travel to the Detail sites where their Seabees are working around the world. This means, we can help with watch bills and preaching occasionally but, we must remain flexible and able to move out with or to the various locations of our Seabees. It is important to be a team player with the many Army Chaplains. Kuwait is very much an Army environment, presently. It is important to go to the camps where our Seabees are for counseling and ministry of presence.

15. KEYWORD: CHAPLAIN

A. ITEM: Navy Underway Program – UNITED THROUGH READING

B. DISCUSSION: This program is a vital link that keeps Seabees connected to families. The Camp Arifjan facility has 3500 books and a Canon DC-10 Camera with tripod. In HOA, at the Seabee quarterdeck is another Canon DC-10 Camera with tripod and 650 books.

C. RECOMMENDATION: Do everything you can to make the program vibrant. As with Lay leaders, designate a UTR coordinator for each det. Be sure to stand the program up and then get out to Detail sites of your Seabees and get them recording. Inform your Seabees that the camera requires mini-dvds and the bring 2 of them with them on deployment. Seabees need not bring books as part of the "pack of book" program. Consider approaching your MWR section about securing more mini-dvds before arriving. The cost for this media is half as much in the U.S.(\$7.00 for each here) as it is here. Camp Arifjan has free services in Zone 6 that uses VCR tapes at no cost.

DETAIL CAMP BUEHRING

1. **KEYWORD: SUPPLY**
 - A. **ITEM:** High usage items
 - B. **DISCUSSION:** Shortage of high usage items in stock on Detail shelves. These are items such as green hard hats, hard hat guts, toner cartridges, trash bags, assorted size boots, 36" plotter paper, and copy paper.
 - C. **RECOMMENDATION:** Recommend the low limit on these items be identified or raised to avoid future deficiencies.

2. **KEYWORD: SUPPLY**
 - A. **ITEM:** Credit card holders in Arifjan
 - B. **DISCUSSION:** The credit card holder at main-body transferring half way through the deployment. If the member transfers during deployment it takes several days to put someone else in place. This slows down the turn around time on supply items and can impact the outlying dets.
 - C. **RECOMMENDATION:** Secure and approve more than one government purchase card holder.

3. **KEYWORD: SUPPLY**
 - A. **ITEM:** Tool kit inventories
 - B. **DISCUSSION:** It is vital that all project supervisors assure that there is 100% tool accountability. Tool kit inventories should be turned in at least three days prior to the first and the fifteenth. If this is not enforced, proper paperwork for broken tools will fall behind. This will delay getting the tools ordered in a timely fashion, which will cause project delays.
 - C. **RECOMMENDATION:** Maintain a proactive tool kit inventory program with spot checks, follow-up and surprise inspections on project sites. This will insure a better tool accountability program for the Detail.

4. **KEYWORD: EQUIPMENT**
 - A. **ITEM:** Loaning equipment to other services
 - B. **DISCUSSION:** On several occasions, we have loaned Army personnel different pieces of CESE from our TOA and 75% of the time the equipment is returned with broken windows, bent or broken components, body damage and assorted other problems. They seem to show disregard for the equipment and proper operating procedures.
 - C. **RECOMMENDATION:** Prohibit other branches from checking out our mission critical CESE, due to the obvious lack of training, and make sure to fill out form DD-200.

5. **KEYWORD: EQUIPMENT**
 - A. **ITEM:** Limited communication with Contracting Officer & Lease Company
 - B. **DISCUSSION:** Whenever there is an issue with leased equipment, it is often difficult to report, follow up, and close issues with the Contracting Officer. Email is not often responded to, and phone contact is difficult to achieve with the Contracting Officer. There were several instances where it was learned from word of mouth that there were newly leased pieces of equipment on project sites. Often, the equipment was discovered only after it was reported inoperable. There are times when critical equipment is down and direct communication with the lease company is needed, and unavailable. As with any communication chain, information is lost between every set of hands it passes through.
 - C. **RECOMMENDATION:** Establish immediately an SOP to contact the Contracting Officer, or Rental Company, and develop better communications and business practices.

6. **KEYWORD: SUPPLY**
 - A. **ITEM:** Contractors delinquent in equipment repairs

- B. DISCUSSION:** There have been several instances with equipment being down for weeks, or more, with no attempted repairs by the contractor. This leads our field crew to make emergency repairs for mission accomplishment. We had limited parts support, such as batteries, fittings, and hoses. The result is that we performed repairs to equipment that we are paying to have serviced.
- C. RECOMMENDATION:** Maintain a more aggressive position regarding follow-up and status reports regarding repairs.
7. **KEYWORD: SUPPLY**
- A. ITEM:** Tracking leased equipment
- B. DISCUSSION:** Be aware of the status of all leased equipment at all times. Good communication with Field Crew is crucial, since they are actually at the job sites on a daily basis. It is critical to know what pieces of equipment are arriving at job sites, when the contracts expire, and from whom they are leased.
- C. RECOMMENDATION:** Communicate with the Contracting Officer on a regular basis and be vigilant in requesting information. Don't leave the entire burden on the Field Crew. Visit the projects, and see the equipment first hand.
8. **KEYWORD: SUPPLY**
- A. ITEM:** Site Supervisors not in contact with COR in reports of equipment failures
- B. DISCUSSION:** Frequently, reports of equipment failures were delayed by many days after the equipment failed.
- C. RECOMMENDATION:** Let Ops and all project supervisors know that informing COR is mandatory with problems that occur with any leased equipment. Ensure phone numbers are distributed.
9. **KEYWORD: OPERATIONS**
- A. ITEM:** Service Receipts
- B. DISCUSSION:** When the rental company services equipment, there was often no record of the service. The same applied to repairs completed, thus making equipment history jackets inaccurate.
- C. RECOMMENDATION:** Ensure Field Crew and Project Supervisors ask for receipts for service/repairs whenever possible. Maintain those records past the termination of the contract.
10. **KEYWORD: CESE**
- A. ITEM:** Weekly and Monthly CESE reports
- B. DISCUSSION:** Set up a standard SOP for all the information that goes on the CESE reports so there is no miscommunication on the information and format. Make sure that you have an up to date Tab A with all the attachments listed.
- C. RECOMMENDATION:** Coordinate with Main Body and request a format copy of the CESE reports. Also, establish and maintain a reporting interval with mainbody.
11. **KEYWORD: CESE**
- A. ITEM:** CESE assigned to deployment site
- B. DISCUSSION:** All CESE needs to be off the projects and in the yard for the BEEP so Cost Control can get a handle on what the equipment looks like. Also communicate more with the project leaders on the equipment required to fulfill their mission.
- C. RECOMMENDATION:** Coordinate with Operations and Project Supervisors before the BEEP to allow project leaders enough time to plan for the down time of not having equipment.
12. **KEYWORD: EQUIPMENT**
- A. ITEM:** Flow of Equipment for Dispatch and Maintenance Shops

- B. DISCUSSION:** Due to the lack of communication with dispatch and the maintenance shop, there was equipment that was unaccounted. At times, equipment came out of the shop, the dispatcher was unaware of the status.
- C. RECOMMENDATION:** Set up a meeting with all of Alfa Co. and establish an SOP on how the flow of equipment will be tracked coming from dispatch to the shops and back again. Make sure all parties are fully aware of the SOP. Train a primary and secondary person who are able to complete every job in Alfa CO.
- 13. KEYWORD: OPERATIONS**
- A. ITEM:** 3M and Micro Snap
- B. DISCUSSION:** Not knowing what equipment and coverage is needed before you arrive at the Detail Site made it hard to plan a maintenance schedule.
- C. RECOMMENDATION:** Get in contact with the Battalion that is at the Detail Site to send an up to date list of CESE. Coordinate with the 3MC on Micro Snap issues in homeport and verify the user names and password are correct.
- 14. KEYWORD: SUPPLY**
- A. ITEM:** Tool Room Facility
- B. DISCUSSION:** A 40 foot conex box is not adequate space for a Tool Room facility. when summer temperatures soar well above 100 F, the container become unsafe and dangerously hot.
- C. RECOMMENDATION:** Build a larger, more permanent Tool Room facility.
- 15. KEYWORD: SUPPLY**
- A. ITEM:** Inventory sheets
- B. DISCUSSION:** There have been many changes to the tool sets in the last 6 years. It is important to have a current version of the tool box inventory to report the kit's content accurately.
- C. RECOMMENDATION:** Supply department should standardize the inventory throughout the battalion.
- 16. KEYWORD: OPERATIONS**
- A. ITEM:** Training of junior mechanics
- B. DISCUSSION:** Midway through the deployment, it was discovered that junior troops were causing inventory errors, through misidentification of basic hand tools. Misunderstanding basic differences such as 12 pt. vs. 6 pt. hand tools, hammer weight identification, and tools which should be repaired or surveyed is critical in implementing tool control programs and safe operation of such tools.
- C. RECOMMENDATION:** Junior mechanics should be involved thoroughly in the turnover process, or soon after turnover occurs, in regularly scheduled inventories to flatten their learning curve and become more meticulous.
- 17. KEYWORD: SUPPLY**
- A. ITEM:** Parts references, detailed pass-down of parts research
- B. DISCUSSION:** When an RPPO is without a complete COSAL and has CESE without tech/parts manuals it is very hard to find parts. Even common parts to keep the piece in good working order are almost impossible to locate because of the age of the equipment. Many hours were spent in reverse engineering, locating websites, e-mailing vendors, and calling, to locate part numbers.
- C. RECOMMENDATION:** Record researched part numbers, ensure part numbers are entered into the system, and pass information to relieving battalions.

18. **KEYWORD: OPERATIONS**
- A. **ITEM:** Inadequate work facilities
 - B. **DISCUSSION:** Since Camp Buehring is a Detail site for future deployments, Alfa Company work spaces need to be improved such as creating more permanent offices and enclosed garages with better lighting.
 - C. **RECOMMENDATION:** Place concrete pads and construct improved facilities. More permanent offices and enclosed shops with better lighting will increase productivity and reduce negative effects on equipment.
19. **KEYWORD: OPERATIONS**
- A. **ITEM:** Verifications of the amount, type and quality of materials received on the jobsite.
 - B. **DISCUSSION:** There was a lack of equipment and personnel to make qualitative and quantitative verifications on site.
 - C. **RECOMMENDATION:** For asphalt, ensure the contractor provides a mix design and the Marshall value for compaction. For quantitatively, weigh the trucks empty and full. For gatch quality, obtain the percentage of the gradation curve for the material and perform an in field sieve analysis for verification.
20. **KEYWORD: EQUIPMENT**
- A. **ITEM:** Engineering tools and equipment on the Jobsite.
 - B. **DISCUSSION:** The equipment we had to work with was insufficient. We had an auto level, a Global Preposition System (GPS), and a sand cone kit for compaction. Most equipment was borrowed from other units in our AOR.
 - C. **RECOMMENDATION:** On the pre-deployment visit inquire about the type of calibrated engineering equipment available for turnover. Each Detail site needs a kit 87 and ARSO to accept the nuclear dosimeter. Also, allow for fluid transfer of equipment within the battalion to Detail sites in need. Some Detail sites had equipment that could have been employed at other sites but rendered no support. EA's should attend GPS class as needed.
21. **KEYWORD: SUPPLY**
- A. **ITEM:** Supply
 - B. **DISCUSSION:** Order processing is very slow. It's difficult to maintain sufficient ADP stock.
 - C. **RECOMMENDATION:** Order supplies well in advance and keep quantities of items in stock.
22. **KEYWORD: SUPPLY**
- A. **ITEM:** Procurement of Safety equipment.
 - B. **DISCUSSION:** From the Detail standpoint, it is understandable that logistics in the South West Asia AOR is challenging at best. However, the procurement of required safety equipment is a priority one commitment to our troops. Purchasing of this equipment was delayed due to funding challenges. Once funding was available, there were purchasing requirements and training that had to be met as well. These unforeseen requirements hampered the entire process, from start to finish.
 - C. **RECOMMENDATION:** Identification of these training requirements should be recognized and addressed early in homeport. This will ensure that compliance, can and will be met early in the deployment, resulting in all deficiencies during the deployment being met and rectified in a timely manner.
23. **KEYWORD: SAFETY**
- A. **ITEM:** Branch safety program differences
 - B. **DISCUSSION:** All branches of DOD have a different view on safety regulations and program management. It has been challenging to bounce back and forth between Army and Navy program requirements. Since both branches look at safety from a different view point, it

has made following guidelines difficult at times. Though safety is always a priority, it is governed and managed very differently by the services.

C. RECOMMENDATION: Conduct familiarization training on branch differences and their respective governing and management regulations and publications. This will enable Detail representatives have an up front understanding of how to structure and manage a safety program that will encompass all the members from both branches, ensuring that all safety representatives fully understand the guidelines to manage their prospective programs.

24. KEYWORD: OPERATIONS

A. ITEM: Concrete Cylinders

B. DISCUSSION: Due to logistics and funding, concrete cylinders were hard to acquire.

RECOMMENDATION: Have each project that requires concrete psi testing include concrete sleeves on the BOM.

25. KEYWORD: OPERATIONS

A. ITEM: Concrete compression test done in Camp Arifjan

B. DISCUSSION: There is only one machine to break concrete cylinders in the AOR.

C. RECOMMENDATION: Have new machines purchased for the Mainbody site to ensure accurate testing.

26. KEYWORD: SUPPLY

A. ITEM: Location of projects to vendor.

B. DISCUSSION: Long transportation time can effect delivery time and material quality.

C. RECOMMENDATION: Due to the long transportation time of asphalt and the fact that asphalt vendors have inferior dump trucks for transportation, as a result there must be quality control personnel to closely monitor time and temperatures.

27. KEYWORD: CBCM

A. ITEM: CBCM Construction Management not suitable for joint operations.

B. DISCUSSION: The 63rd CSE (Army) with whom we worked had neither skilled personnel nor experience utilizing the program. They used Microsoft Project. CBCM 7.1 program did not work properly on networked computers and the det had to resort to a stand alone terminal which was used exclusively for CBCM.

C. RECOMMENDATION: Microsoft Project may have to be used in joint construction.

28. KEYWORD: SUPPLY

A. ITEM: Material delays

B. DISCUSSION: The procurement of project materials has been a continuous challenge throughout the deployment. There are two challenges. First, project BOM's must be very specific and in metric units so that the local vendors can bid / order the correct parts. Second, the material which is initially delivered is more often than not incorrect, even when adequate detail is provided.

C. RECOMMENDATION: Ensure project supervisors who P&E the projects are aware of the local requirements with materials. Create a lessons learned exclusively for this process (i.e. wire only comes in 300 foot lengths here, otherwise there is a 50 day wait time). Ensure material delivery milestones must be incorporated into the initial Level III so everyone understands the impact of material delays on the project.

DETAIL CAMP VIRGINIA

1. KEYWORD: EQUIPMENT

A. ITEM: Environmental factors.

- B. DISCUSSION:** Extreme heat and dusty conditions contributed to clogged air, oil and fuel filters.
- C. RECOMMENDATION:** Inspect and clean more frequently than current schedule.
2. **KEYWORD: 3M**
- A. ITEM:** 3M Pre-start Procedures
- B. DISCUSSION:** There was confusion among some of the equipment operators regarding correct pre-start procedures using the 3M manual. This was especially true with forklifts.
- C. RECOMMENDATION:** When conducting pre-starts on equipment be sure to check the 43p. Read all necessary MRC cards and insure each procedure is followed. Pay particular attention to forklifts; typically pre-starts are designated as an "R-1" check. That is not the case in regards too forklifts. An "R" check on forklifts is a hydraulic filter change. The pre-start check is a "Q" check. Be sure all operators are aware.
3. **KEYWORD: EQUIPMENT**
- A. ITEM:** MTRV Dump Truck Lubrication
- B. DISCUSSION:** Bed hoist pivot points on MTRV dump-truck will cause unsafe condition if not properly lubricated.
- C. RECOMMENDATION:** When conducting pre-starts or preventive maintenance on MTRV DUMPS make sure to raise the bed following all safety precautions, secure the bed and insure all lube points are maintained.
4. **KEYWORD: EQUIPMENT**
- A. ITEM:** Leased vehicle maintenance schedules
- B. DISCUSSION:** If the leased vehicles that are scheduled for maintenance are not turned in to TMP (leasing office, Camp Buehring) on the prescribed date and time, they will hold the vehicle for a period of not less then 14 days and you will not receive a temporary replacement. Once the holding period is complete then they will begin the maintenance on that vehicle.
- C. RECOMMENDATION:** Monitor leased equipment and non-tactical vehicle maintenance schedule and don't try to postpone work.
5. **KEYWORD: SUPPLY**
- A. ITEM:** Fuel point access cards
- B. DISCUSSION:** Lost fuel cards are reported as soon as possible to TMP. There will be a \$60 charge for this service and some delay for delivery of the card.
- C. RECOMMENDATION:** Accountability of these cards is vital.
6. **KEYWORD: SUPPLY**
- A. ITEM:** Lack of ARP Support
- B. DISCUSSION:** Parts and materials coming from the states are packaged on gross content pallets. This process has many orders for shipping placed on one pallet and shipped to the unit with the largest amount on the pallet. After that unit receives the shipment they remove their items and are supposed to inform the unit with the next largest number of items that the container is at their location and must be picked up. At that point, that unit will have to go and get their items. Needless to say this does not happen often. Often times our items were sent to other units and we were unaware that our items were in country.
- C. RECOMMENDATION:** Unfortunately, there is no quick fix for this problem. The best that can be done is too keep a close eye on all items ordered for your Department and insure supply keeps track of all shipments.
7. **KEYWORD: SUPPLY**
- A. ITEM:** Purchases from local vendors.

- B. DISCUSSION:** When making purchases for items with local vendors, you will have to go to the Kuwaiti check point (directions in dispatch office) to pick up materials or supplies. Not all local vendors are allowed onto Camp.
- C. RECOMMENDATION:** Obtain all the information necessary and contact supply for funding. Develop or get at turnover the list of vendors that the Camp has dealt with and are approved.
8. **KEYWORD: SUPPLY**
- A. ITEM:** 220v vs. 110v Power: Generators and Tools
- B. DISCUSSION:** All Detail TOA generators and power tools are 110v whereas most European countries are 220v. When operating in a contingency outside the USA, our TOA is incompatible because it is outfitted for 110v. 220v tools, cords and converters can be purchased locally, however, 220v GFCI can not.
- C. RECOMMENDATION:** Detail needs to have 110 and 220v capability, both from power generators and tool usage. Converters and 220v GFCI protection should be added.
9. **KEYWORD: SUPPLY**
- A. ITEM:** Materials
- B. DISCUSSION:** Material availability was a major stumbling block. It took over a month to receive materials after the BOM was submitted to the FET.
- C. RECOMMENDATION:** Request materials as far in advance as possible; 30-day list may easily become a 60-day list. Allow up to three weeks or better before for delivery.
10. **KEYWORD: SUPPLY**
- A. ITEM:** Material Acquisition
- B. DISCUSSION:** Material nomenclature is different between Kuwait and USA standards. At times we received material different than what we requested due to different nomenclature and construction standards.
- C. RECOMMENDATION:** We found it useful to make trips to Kuwait City vendor to discuss and view materials which we thought might get confused for something else. In place is an example board of UT/CE parts that are used regularly.
11. **KEYWORD: SUPPLY**
- A. ITEM:** Tools
- B. DISCUSSION:** By having our own funding for the TOA tools at the detail site would allow us to have our unsafe, broken or lost tools replaced with a new one in about a week utilizing the local supply system.
- C. RECOMMENDATION:** Have the detail Supply Officer and Expeditor assigned a credit card with funding and an account set-up for purchasing tools.
12. **KEYWORD: CBCM**
- A. ITEM:** CBCM Construction Management program not effective.
- B. DISCUSSION:** There seemed to be a general lack of proficiency at all levels of management in operating the CBCM 7.0 program.
- C. 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, and prior to deployments. Make it part of the homeport training plan.
13. **KEYWORD: OPERATIONS**
- A. ITEM:** Blue Prints and Specifications.
- B. DISCUSSION:** Non existent, 85% of all projects had no blue prints or specifications. Most projects were designed and specifications researched by the Battalion. Numerous RFI's were generated because of lack of prints and specifications.

C. RECOMMENDATION: FET North develops all prints and specifications before mission directive is passed to Battalion.

14. KEYWORD: OPERATIONS

A. ITEM: Camp involvement

B. Discussion: Attending all camp meetings and functions is invaluable. The term 'Drug Deal' constitutes a way of life here. Often you do not have the supplies or means to obtain something and an adjacent unit will have it. A deal can be worked out for anything from a pencil to CESE. The small things you do to 'hook' someone up can mean the world to them. It is those small things we do that will assist us in accomplishing our mission.

C. RECOMMENDATION: Don't under estimate the power of dialogue and relationships on the Camp.

DETAIL CAMP MOREELL

1. KEYWORD: EQUIPMENT

A. ITEM: ALFA Company Operations- Manning Vs Convoy movements

B. DISCUSSION: With the equipment operator manning (6 EOs) as low as it is at Camp Moreell, Convoys deplete all man power from Alfa Company. This includes properly licensed mechanics. A four vehicle convoy with one lead and three trucks takes 8 personnel to complete, thus stopping all other operations for the duration of the convoy operations.

C. RECOMMENDATION: To alleviate this you can do a Transportation Movement Request (TMR). This is coordinated through the embark staff. The Embark Staff will need height, width, length and weight, which usually can all be taken from the vehicle data plate. Embark can request as many trucks and the type of trucks needed for each movement. This will be either highboy trailers without ramps or lowboy trailers with ramps. You can even request lowboys with working winches or request crane support through the same request channel.

2. KEYWORD: CESE

A. ITEM: Incoming and outgoing CESE and personnel assets.

B. DESCRIPTION: Camp Moreell is a major equipment and personnel hub for this AOR. Every Seabee and a majority of CESE going into the IZ are shipped to Camp Moreell. Equipment can arrive in every conceivable condition code and often without any supporting documents, such as history jackets or 1149's.

C. RECOMMENDATION: Since equipment can arrive in any given shape, and without any supporting documents, it still has to be accepted. A thorough examination of all equipment received must be accomplished, repaired in the maintenance shop and either prepared for shipment to commands in Iraq or placed in the Warehouse Equipment program. If proper paperwork is missing 1342's are required to be done, complete with creating a new history Jacket.

3. KEYWORD: SUPPLY

A. ITEM: Dealing with DRMO when disposing of gear and equipment.

B. DESCRIPTION: DRMO has very specific requirements for disposal of certain types of equipment and gear. It is best to make a liaison with DRMO on Camp Arifjan as soon as possible after arriving on site during the turnover process. During the summer months, convoys to DRMO should be planned as early in the day as possible.

C. RECOMMENDATION: Double check all POLs, HAZMAT, batteries, etc when turning in DRMO equipment. Construction Equipment must be drained of all POLs and batteries must be removed. Schedule your appointment for early morning (0800). This way, you do not place your troops in a dangerous position by having them drive back during the hottest part of the

day. Always take a cooler full of bottled water on ice in each vehicle of the convoy to prevent heat casualties.

4. KEYWORD: OPERATIONS

A. ITEM: Prioritizing workload and scheduling tasking.

B. DESCRIPTION: Priorities are constantly shifting and "hot" tasks can come about without warning. Breakdowns come at all times of the day or night and that can not slow down normal Alfa Company activities.

C. RECOMMENDATION: Never put off tasking for a rainy day around here, it may be a while before you can get back to it. Set priorities first of course, but don't procrastinate, or it will come back and bite you in the end. Create a schedule of what you determine that you need to accomplish, estimate the manpower required to complete each task, determine how long it will take to accomplish the tasks, but take "reactionary" operations into consideration when planning. This is equally important with both Maintenance and Operations.

5. KEYWORD: OPERATIONS

A. ITEM: High temperatures

B. DISCUSSION: Due to the high temperatures of the summer it will make it difficult to run the entire camp on one generator.

C. RECOMMENDATION: The generators and the main feed panels need to be upgraded due to load increase in camp. We negotiated a contract. (Presently we are on an extension with the Caterpillar Company.)

6. KEYWORD: OPERATIONS

A. ITEM: Lift Station

B. DISCUSSION: After a Sand Storm, the Lift Station's Control panel has to be inspected and cleaned due to way the building is constructed and its location. 2 brand new Shredder Pumps were installed 17JUN06. A new feed cable was run to the building on 14JUN06.

C. RECOMMENDATION: Construct new building to shield pumps and panels.

7. KEYWORD: OPERATIONS

A. ITEM: Surge

B. DISCUSSION: Expect a high increase in trouble calls with the heads and the berthing hooch's as the camps' population increases

C. RECOMMENDATION: Maintain a quality PM schedule.

8. KEYWORD: OPERATIONS

A. ITEM: Sealing Cracks in Living Quarters

B. DISCUSSION: The amount of dust that gets blown around here, especially in July and August, wreaks havoc on the upkeep and cleanliness of all spaces.

C. RECOMMENDATION: Sealing cracks with a silicone sealant as well as trimming out with strips of plywood to seal cracks is a simple solution.

9. KEYWORD: CBCM

A. ITEM: CBCM

B. DISCUSSION: Currently we have very few computers with properly installed, and updated CBCM programs.

C. RECOMMENDATION: Have as many computers as possible installed with CBCM program.

10. KEYWORD: MEDICAL

A. ITEM: Repair/Relocation Medical

B. DISCUSSION: The current medical building has no sink to wash provider's hands in between patients or for patient's use if needed. The building is also not sealed off for the dust to come in. Dust comes in through ceiling and flooring.

C. RECOMMENDATION: A MCD was created to change out the current window style AC units for split units as well as the addition of linoleum floor and high gloss paint to enable sanitization. Cracks are to be filled and caulked with a silicone based caulk and cover strips will be emplaced over joints.

11. KEYWORD: MEDICAL

A. ITEM: Medical Transportation

B. DISCUSSION: The medical department vehicle (space gear) was in poor shape to handle weekly hospital runs and operate as a first response vehicle. The air conditioning does not work properly and would not be able to sustain high velocity wind on the highway.

C. RECOMMENDATION: Ensure that the medical department has a reliable vehicle that meets all routine and emergent needs. Medical was given access to the 22nd NCR staff vehicles for use on three days a week.

12. KEYWORD: MEDICAL

A. ITEM: Bed Bugs

B. DISCUSSION: During the first part of the deployment two SWAHUTS in the camp were infested with bed bugs C-6 and A-9. Small problems were encountered in the process of eradicating the bed bugs. Part of the problem is that the pest department in the AOR is run by civilian contractor. Since Camp Moreell is not part of ASG-Kuwait, civilian contractor would not do the job because we are not part of their contract.

C. RECOMMENDATION: No open food allowed in hooch's, ensure personnel are doing laundry on a regular basis, and make sure personnel are cleaning sheets on a regular basis.

13. KEYWORD: COMMS

A. ITEM: SIPR

B. DISCUSSION: This is a very important circuit to keep up and running at all times. Classified communications and documents are processed on this circuit. It is difficult to obtain immediate Air Force assistance at any time and SIPR is no different. ISD are still the custodians for this system at the Camp, although this could possibly change in the next year. The Air Force owns and maintains this system and does site visits from time to time in order to verify that all security measures are being properly observed. You must call the Air Force help desk to report any problems with the SIPR system. They will in turn take your information over the phone and then give you a ticket number. It takes the trouble desk and the Air Force days if not weeks to fix a problem. This is very unworkable and painful.

C. RECOMMENDATION: ISD check back daily for the status as to when the Air Force is coming down to look at the system plus, recommend submitting an Air Force 3215 work request which is recorded in their SCRAPS system. This is a tracking system on all work requests submitted to the Air Force for action. This way there is a form attached to your shop trouble ticket and when the upper chain needs to get involved, they will be able to get a copy of all this paper work required for backup.

14. KEYWORD: COMMS

A. ITEM: Network

B. DISCUSSION: There is no comprehensive lay out of the network, hubs, switches, communications gear, or formal schematic interconnected up to the Rock. This makes it hard to trouble shoot connection issues as well as hard to maintain adequate speed on the computer assets that are farther from the microwave tower.

C. RECOMMENDATION: With the help of layouts, you can decrease the time it takes to trouble shoot network errors by knowing exactly where the problem lies, rather than going from trailer to trailer to see if that is where the problem lies.

15. KEYWORD: SUPPLY

A. ITEM: Accountability

B. DISCUSSION: In our ASP we had over 150,000 loose rounds that were thrown in to ammunition cans. After units came back from Iraq or wherever they were coming from they simply emptied their magazines into ammo cans. Now there are over 150,000 rounds that can not be reissued due to the fact that they do not have a LOT # assigned to them and no way of telling what box they came from. So we continue the grueling task of transporting all the ammo to Camp Arifjan to be sorted and then reclassified so that it can be re-issued at some point.

C. RECOMMENDATION: Hold units more accountable for their duties and responsibilities.

DETAIL HOA

1. KEYWORD: COMMS

A. ITEM: Limited communication with remote Detail sites

B. Discussion: Remote Detail sites often have limited communications. Mission Commander will usually have an Iridium and limited J-6 HF assets for communicated with the JOC.

C. RECOMMENDATION: Outfit the most remote Detail site with an INMARSAT. Organic HF assets can be employed at remote sites for communications with Detail HOA in Camp Lemonier. Frequencies must be requested from CENTCOM.

2. KEYWORD: COMMS

A. ITEM: Frequencies

B. DISCUSSION: The process for requesting frequencies is very timely.

C. RECOMMENDATION: Make sure that you request frequencies at least two months in advance to make sure you have frequencies in time.

3. KEYWORD: SUPPLY

A. ITEM: Repair parts

B. DISCUSSION: ARP delivery is sporadic at best. Critical item delivery can take up a considerable amount of time, necessitating the use of other sources.

C. RECOMMENDATION: Both the CAT dealership in Djibouti and KBR on Camp Lemonier will assist the Detail in making temporary adjustments to account for a delay in repair part delivery. It is absolutely necessary to establish a good working relationship with both entities at the beginning of deployment.

4. KEYWORD: OPERATIONS

A. ITEM: Convoys in the AOR

B. DISCUSSION: Both the condition of the roads and the driving abilities of local drivers create a dangerous atmosphere for convoys. There are very few paved roads in the AOR, and most convoys will occur through remote sites that are difficult to reach.

C. RECOMMENDATION: Convoy's must be planned well in advance. The convoy commander should have a detailed checklist that must be followed. Before each convoy, a detailed brief must be given. Once on the road, loads must be checked constantly. Additionally, all SUV tires must be visually inspected at every checkpoint.

5. **KEYWORD: OPERATIONS**
 - A. **ITEM:** Hydraulic hoses
 - B. **DISCUSSION:** Hoses constantly deteriorate due to extremely high temperatures. Currently, the Detail does not have a fitting crimper big enough to make hydraulic hoses.
 - C. **RECOMMENDATION:** The Detail should have a fitting crimper on hand. There are other sources in Djibouti city with the necessary resources on hand. However, it will be costly and times consuming to have the local vendors fabricate the necessary hoses.

6. **KEYWORD: SUPPLY**

ITEM: Micro Snap

DISCUSSION: Access and availability will be required for the use of Micro Snap. People should be trained and qualified for this job.

RECOMMENDATION: It was discovered that the earlier you log on the better your chances are of getting through. You may consider setting one day a week for the RPPO to miss quarters and get a jump on ordering parts. The more people familiar with this job the easier the entire system will move.

7. **KEYWORD: EQUIPMENT**
 - A. **ITEM:** Maintenance
 - B. **DISCUSSION:** Due to the extreme heat, batteries and exposed hoses were prematurely wearing out or going bad. Keep a close eye on exposed materials to the sun.
 - C. **RECOMMENDATION:** Have a very proactive cycle program, ensuring proper pre-starts and operation of equipment. Be sure all leavers and pedals move freely before starting.

8. **KEYWORD: SUPPLY**
 - A. **ITEM:** Tires
 - B. **DISCUSSION:** Due to poor road conditions and extreme heat in the AOR, tires will prematurely deteriorate.
 - C. **RECOMMENDATION:** It is absolutely essential to keep a large stock of tires in the Alfa yard.

9. **KEYWORD: OPERATIONS**
 - A. **ITEM:** Embark
 - B. **DISCUSSION:** Tcaims or Alps are not used on Camp Lemonier. They use a different program, however, the A/DACG crew has been very helpful in shipping or receiving (pallet building and Hazdecs).
 - C. **RECOMMENDATION:** A/DACG will support all Air Movement down range. A good working relationship with A/DACG must be established at the beginning of the deployment.

10. **KEYWORD: ADMINISTRATION**
 - A. **ITEM:** JOC access
 - B. **DISCUSSION:** Every E-6 and above should have access to the JOC, allowing them to check in and out their mission cards. The more people with access the easier it will be on the MACO person. Without the JOC badge, you will have to be escorted in and out.
 - C. **RECOMMENDATION:** Obtain JOC badges for all E6 and above early in the deployment.

11. **KEYWORD: OPERATIONS**
 - A. **ITEM:** Prioritization of missions
 - B. **DISCUSSION:** Water well missions in HOA are high priority missions, but do not get the required support from the JTF to keep them going. There were numerous times when mission critical supplies did not make it to the water well site because the pallet positions were bumped for other missions.

- C. RECOMMENDATION:** Leaders must have dedicated Detail embark personnel on Camp Lemonier to ensure logistics are delivered to missions down range. A dedicated pallet position on every HOA FLEX needs to be established to ensure the timely re-supply for all dets down-range.
- 12. KEYWORD: OPERATIONS**
- A. ITEM:** JTF turnover
- B. DISCUSSION:** Expect a turnover to occur at least once during the deployment with the JTF. It is common that the incoming party will not get all the information they need about missions down range. This causes a delay in mission support such as logistical re-supply.
- C. RECOMMENDATION:** Keep in constant communication with the JTF and find out when they will be turning over. Keep accurate records of all communications and on-going missions with the JTF. It will often be necessary to back-fill the on-coming person in the JTF due to poor turnover with his relief.
- 13. KEYWORD: OPERATIONS**
- A. ITEM:** Water Well TOA identification
- B. DISCUSSION:** Once down range, surplus materials are stored away in containers on base and requested by the well drillers as needed. If the personnel do not have an understanding of the drilling materials, then the wrong materials will get sent down range.
- C. RECOMMENDATION:** Leave someone behind who has knowledge and understanding of the water well TOA and drilling materials. This will help reduce confusion and reduce downtime.
- 14. KEYWORD: SUPPLY**
- A. ITEM:** Ordering parts through the stock system
- B. DISCUSSION:** Many of the parts for the ITWD have an Ingersoll-Rand part number and are not listed in the stock system. These parts must be open purchased which takes several weeks or even months to arrive.
- C. RECOMMENDATION:** Have direct communication with the supplier of parts for the ITWD.
- 15. KEYWORD: ARMORY**
- A. ITEM:** Armory
- B. DISCUSSION:** The weapons are kept at the armory. The hours of operation are from 0730 – 1900 Monday - Thursday and 1200-1900 Friday and Sunday (half days for this camp). The armory is very helpful. The USMC runs the armory and helps to ensure the weapons get cleaned properly however they do not provide cleaning gear.
- C. RECOMMENDATION:** As best as possible, give 24-hour notice to the armory about weapon draws. Ensure that an adequate supply of cleaning gear is on-hand with the Det.
- 16. KEYWORD: AMMUNITION**
- A. ITEM:** Ammunition
- B. DISCUSSION:** ASP (Blaha) is 15 minutes away and operated by KBR. The hours of operation are from 0730 – 1900 Monday - Thursday and 1200-1900 Friday and Sunday (half days for this camp). J-4 (Army) does all paper work and tracking of ammo.
- C. RECOMMENDATION:** Due to the hours of operation it is best to store your ammo for convoys in the safe located in the NMCB Ops tent. Projects (down range) must pull from Blaha 24 hours ahead of schedule prior to departure.
- 17. KEYWORD: SUPPLY**
- A. ITEM:** Local building supplies

- B. DISCUSSION:** Local materials in this AOR are not of U. S. quality. For example, the lumber is warped and the paint quality is very poor. The screws heads snap off and nails bend very easily. All of materials are metric here and the quality is not equivalent to U.S. standards or measurements. KBR can be helpful with some tools and material. The local temperatures will degrade the quality of construction material such as wood and paint.
- C. RECOMMENDATION:** Remember most of your material is metric. For example, our standard 4' x 8' plywood is actually smaller locally. Keep this in mind and know how to convert from English to metric. If at all possible, store material under shade.
- 18. KEYWORD: TRAINING**
- A. ITEM:** Range Safety Officer
- B. DISCUSSION:** Ranges were very difficult to set up. Requests were submitted on several occasions and were disapproved.
- C. RECOMMENDATION:** Be proactive in getting all ranges set up early in the deployment, prior to sending missions outside the wire.
- 19. KEYWORD: OPERATIONS**
- A. ITEM:** Heat
- B. DISCUSSION:** Keep a close eye on everyone working in the shop areas. The average temperature of tools in the sun is about 130 Degrees, and inside the containers are about 115 Degrees.
- C. RECOMMENDATION:** Try to provide work/ mechanic gloves and have several pairs of coveralls on hand.
- 20. KEYWORD: SUPPLY**
- A. ITEM:** Respirator Fit Testing
- B. DISCUSSION:** There are two org boxes full of 7700 series respirators on hand that will be turned over. Fit testing will be necessary for the incoming Detail.
- C. RECOMMENDATION:** Bring someone who is qualified to do fit testing for the 7700 series because they will be needed during the deployment.
- 21. KEYWORD: SUPPLY**
- A. ITEM:** CTR
- B. DISCUSSION:** It is very helpful to have at least one CM rating working in CTR to help with the PM checks and tool inventories.
- C. RECOMMENDATION:** Have at least one CM rating working in CTR.
- 22. KEYWORD: SUPPLY**
- A. ITEM:** Shipping and Receiving
- B. DISCUSSION:** All storage containers should be properly marked and frequently inventoried.
- C. RECOMMENDATION:** Label every container with the contents it contains and keep a detailed file in the supply office of the inventory in the containers. Ensure all spreadsheets are updated daily with all items that are added or removed.
- 23. KEYWORD: SUPPLY**
- A. ITEM:** Local Vendors
- B. DISCUSSION:** Local vendors are not familiar with our construction methods and material requirements.
- C. RECOMMENDATION:** Get out and meet with the local vendors to give explanations on what materials you need to purchase. Provide pictures to the vendors and specific details to help explain what items you need to purchase.

24. **KEYWORD: SUPPLY**
- A. **ITEM:** Accounting
 - B. **DISCUSSION:** The leading storekeeper needs to get an outline of expected expenses for projects, TAD and consumable budget to get a description of where the money is and where it is expected to be for the future months.
 - C. **RECOMMENDATION:** The Detail Supply Shop must be proactive in finding out the exact funding source for all projects. The CJTF Comptroller will often charge projects to the Det's Consumable OPTAR. It is the responsibility of the Detail to ensure that the correct line of accounting is used. Any personnel who withdraw cash (outside the SK rate) must sit down with the Detail SK's before departure and immediately upon return from downrange for a quick audit before paperwork gets turned into contracting.

DETAIL ANDROS

1. **KEYWORD: SUPPLY**
- A. **ITEM:** Government Travel Cards
 - B. **DISCUSSION:** Andros Island had extremely limited medical facilities. When the need arose i.e. appendicitis etc. for a higher level of care, services must be sought out in West Palm Beach. Only a couple of Detail Personnel had government travel cards. Cards were requested just prior to deploying but got lost in the mail.
 - C. **RECOMMENDATION:** Identify personnel in homeport to order cards ahead of time to deploy. OIC can lock them up until needed.
2. **KEYWORD: SUPPLY**
- A. **ITEM:** Supply System
 - B. **Discussion:** Current system had repair parts and tool kit replacements being entered in the system from Mainbody and being "J" coded for Andros. This system has resulted in all items ordered being sent to the wrong detail site and in general took too long.
 - C. **RECOMMENDATION:** Mainbody holds the funds and they should retain the entering responsibility. Additional oversight and tracking at main body would help.
3. **KEYWORD: SUPPLY**
- A. **ITEM:** OPTAR
 - B. **DISCUSSION:** Detail SK maintained an OPTAR for minor consumables. There was a limited outlet for using these funds, but there were limitless outlets that could charge the detail's funding without their knowledge. Any outlet such as shipping, receiving and the tool crib could charge via the AUTEK comptroller our funds.
 - C. **RECOMMENDATION:** This was looked at by the 22nd NCR during its MAV. Until it can be formalized in the MOU, the Detail needs to make personal contact with the outlets and ensure they inform the detail as to the date and amount of the charge as well as the reason. Detail SK needs to check the status of the OPTAR often.
4. **KEYWORD: CESE**
- A. **ITEM:** CESE
 - B. **DISCUSSION:** The sea side environment in Andros was very caustic and abusive to the CESE. Corrosion control was a daily battle. Spray paint was in short supply and of limited effectiveness.
 - C. **RECOMMENDATION:** Fund sandblasting and repainting of equipment.
5. **KEYWORD: SUPPLY**
- A. **ITEM:** CTR

B. DISCUSSION: Most of the TOA was left over from closing Camp Moscrip. While portions of the shelf and kits were in great condition, another portion was on its last legs with insufficient quantity. The base tool crib had a number of tools for loan but charged the detail for their use.

C. RECOMMENDATION: Request additional funding to purchase critical need items. Some items can also be requested from Camp Covington's shelf items.

6. KEYWORD: SUPPLY

A. ITEM: Material Pipeline

B. DISCUSSION: Historically, Andros Island has had a lot of material problems. With the cookie cutter CBH buildings the Bill of material is generated by the customer without SEABEE input and without comparison to the last building constructed. The detail does not see the Bill of Materials until they are already placed on order. This allows for material being short and overage. AUTECH's purchasing system is cumbersome with numerous hands in the pot. A key shortfall in this is when the material is delivered to Port Canaveral for shipment on the weekly barge. A number of times the material delivered by the vendor is similar but not correct or is of poor quality. There is only a rudimentary check of the bill of lading stateside. Once on the island the material passes thru a number of hands before MLO receives it. The storage of material on the island is based upon available space and is not sufficient to prevent deterioration of the material.

C. RECOMMENDATION: Since the customer generates and purchases the material there is not much can be done except constantly review the Bill of Materials daily and with a fine tooth comb. Detail MLO personnel need to be vigilant in spotting defects and erroneous deliveries. In conjunction with NUWC, the M & O contractor, we have developed a single document material tracking system. The detail needs to keep up with it. We have arranged for a climate controlled warehouse to prevent the decay issues. Vigilance is the key.

7. KEYWORD: OPERATIONS

A. ITEM: Reservists

B. DISCUSSION: A number of reservists were ordered to Andros for their two-week AT. There was a difficult learning curve trying to get the reserve centers to understand how the shuttle flight and BEQ reservation process worked. This resulted in a lot of extra work for the AUTECH travel coordinator.

C. RECOMMENDATION: Reserve NMCB sending personnel to Andros should have a single point of contact. That person should ensure that the AUTECH travel coordinator is used for all personnel. Do not try to book your own flight.

DETAIL ROTA

1. KEYWORD: EQUIPMENT

A. ITEM: MTRV Wrecker

B. DISCUSSION: Detail did not have a qualified MTRV wrecker operator and was unable to use the crane during our PMS checks.

C. RECOMMENDATION: Have two qualified personnel onsite to run this piece of equipment if you need more classes in homeport to fill these billets than we need to do so.

2. KEYWORD: SUPPLY

A. ITEM: Credit Card

B. DISCUSSION: Detail did not receive a credit card until fourth month of deployment.

- C. RECOMMENDATION:** Credit must be requested ahead of time and you must have it prior to deployment to avoid delays from ordering materials.
3. **KEYWORD: ADMINISTRATION**
- A. ITEM:** Passports (Sao Tome)
- B. DISCUSSION:** Detail had problems getting into some countries without passports causing delays. Some of the Seabees deployed without passports and didn't receive them till after mission was accomplished.
- C. RECOMMENDATION:** Ensure personnel get passport early in homeport and acquire it before deployment.
4. **KEYWORD: SUPPLY**
- A. ITEM:** Class IV material (Sao Tome)
- B. DISCUSSION:** Class IV materials were purchased locally through contractors and often not delivered on time causing delay.
- C. RECOMMENDATION:** Perform PDSS prior to deployment to purchase material locally or through contractor ahead of time.

DETAIL GUANTANAMO

1. **KEYWORD: SUPPLY**
- A. ITEM:** Credit Card
- B. DISCUSSION:** Detail does not have control of the consumable or HAZMAT OPTAR. The Detail SK must track down the PWD cardholder for all purchases. This creates delays for needed materials and supplies.
- C. RECOMMENDATION:** The independent SK for the Detail site should be an authorized credit card holder and the OIC or AOIC the approving authority should be analyzed. This will enable the detail SK to control and expedite open purchase requirements.
2. **KEYWORD: EQUIPMENT**
- A. ITEM:** Crane Operations
- B. DISCUSSION:** The cranes that are being utilized for driving sheet piles and center piles have had a steady track record of mechanical failures. Mechanics are usually on site by the next morning to correct the problem, however if a part needs to be replaced it must be sent here from the states by barge. This creates significant delays to production for the project.
- C. RECOMMENDATION:** The maintenance program for the cranes needs to be thoroughly reviewed to ensure that the maintenance department has parts available to limit the amount of time the crane is non-operational.
3. **KEYWORD: SUPPLY**
- A. ITEM:** Material and Parts
- B. Discussion:** Arrival times of material and parts, once ordered, takes a minimum of 4-6 weeks. For the projects, this causes major delays in production and priorities of work.
- C. RECOMMENDATION:** It would be more suitable for the parts and material to come via mail service, instead of barge. When a new project comes on line, it would be faster and more accurate to procure material and parts at CBC and once 100% load items on plane and fly down all at one time. This would ensure that all project material and parts would be on hand. There also should be Battalion expeditor for Detail's GTMO and Andros, who would ensure material and parts were ordered and shipped for the Battalion.

4. **KEYWORD: CESE**
 - A. **ITEM:** Material Movement
 - B. **DISCUSSION:** All materials required to construct the bridge exceed the abilities of our CESE trailers and needed to be transported to Leeward side by the Self Help Department. Scheduling the use of a trailer to transport the materials created serious delays in moving materials to the site.
 - C. **RECOMMENDATION:** Future projects needing use of the same trailers, should make arrangements with Self Help in the planning phase and not the execution phase.

DETAIL BAHRAIN

1. **KEYWORD: SUPPLY**
 - A. **ITEM:** Lack of ARP Support.
 - B. **DISCUSSION:** The current deficiencies in ARP were fairly significant compared to the COSAL listing. This is because 51 pieces of CESE had custody transferred to the 22nd NCR and their ARP listing was transferred with them.
 - C. **RECOMMENDATION:** Maintain current ARP levels and ensure that a complete collateral/ARP allowance accompanies each replacement piece of CESE.
2. **KEYWORD: SUPPLY**
 - A. **ITEM:** Tool Kit Accountability.
 - B. **DISCUSSION:** There were extensive augmented tools from Guam that belong to the NCF and tools that have been purchased by NAVCENT. Purchase request was handled through NAVCENT supply while items receipt was performed by the Detail SK. This process created difficulties in tracking the materials that have been ordered or received. The problem continued until both ordering and receiving tasks have been assigned to Detail SK.
 - C. **RECOMMENDATION:** Specialized construction tools ordered by NAVCENT must remain separate during inventory so as not to account them towards the NCF Augment tools from Guam. Provide a spreadsheet of tools and other specialty items purchased by NAVCENT to support the Det that can be updated regularly (monthly). NAVCENT should maintain a copy this spreadsheet and update it with tools that they order once they have been notified that the tools were received.
3. **KEYWORD: SUPPLY**
 - A. **ITEM:** Procurement of metric tools
 - B. **DISCUSSION:** The kits located in Bahrain have the Standard English unit tapes and rods. Most prints and material requirements are in Metric unit, therefore a lot of conversions are necessary to complete elevations and measuring.
 - C. **RECOMMENDATION:** Replace existing tape measures and elevation rods with metric unit devices so that the crew can accomplish tasks without conversions.
4. **KEYWORD: CESE**
 - A. **ITEM:** Construction Mechanic Manning
 - B. **DISCUSSION:** The DETAIL site had 16 pieces of Civil Engineer Support Equipment. We arrived here with 6 CM's. With the amount of equipment here the amount of mechanics that were brought was excessive. A Second Class knowledgeable in the repair of electrical system, repairing of hydraulic rams, and the administrative side of 3M program would have been equal to the tasking, along with a Third Class completing 3M checks and making needed repairs. Tech library, 3M Clerk, DTO and ARP skills should be obtained in homeport.

- C. RECOMMENDATION:** Decrease the CM manning to two (2). Ensuring 1- PO2 & 1- PO3. This manning should change as the amount of CESE changes accordingly.
5. **KEYWORD: SUPPLY**
- A. ITEM:** Credit Card
- B. DISCUSSION:** All open purchase requests have to be submitted to NAVCENT for approval. From there it goes to the COMPTROLLER to get a line of accounting and 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 and everything could be controlled under one area. There would be a less likely chance of any of the paperwork getting lost due to miscommunication.
- C. RECOMMENDATION:** Detail SK needs to have his/her own credit card to make purchases.
6. **KEYWORD: SUPPLY**
- A. ITEM:** Lack of SNAP II specific training for SK's
- B. DISCUSSION:** The training of the SK's during homeport was useful, but not sufficient enough to properly prepare the SK's for the Deployment operations. Valuable time can be lost 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 of knowledge is best gained in advanced training courses.
- C. RECOMMENDATION:** Get additional training for SK's prior to Deployment. Do not send junior SK's who do not have a practical knowledge of SNAP II.
7. **KEYWORD: OPERATIONS**
- A. ITEM:** Lack of Pre-deployment visits by key supply personnel
- B. DISCUSSION:** The opportunity to better prepare for the deployment was not achieved due to the failure to conduct pre-deployment site visit by S4/S4A/S4C. Specific items of interest could have been disclosed or observed during the visit, which could have given valuable insight to homeport preparation efforts. Additionally, the specific variations between supply operations of the 30NCR and the 22NCR could have been better communicated.
- C. RECOMMENDATION:** Perform Pre-deployment site visit to include a brief by the respective controlling NCR.

DETAIL KAZAKHSTAN

1. **KEYWORD: OPERATIONS**
- A. ITEM:** Too many changes to the project
- B. DISCUSSION:** The original plan for construction would have been almost impossible to complete. Design discrepancies were so extensive that original design had to be reclassified from minor renovations to major renovations.
- C. RECOMMENDATION:** Adequate time must be allocated for required planning. Site visits should be done with construction personnel experienced in renovations.
2. **KEYWORD: OPERATIONS**
- A. ITEM:** Contract Bill of Materials was too vague and incomplete
- B. DISCUSSION:** The contracted Bill of Materials was not available until arrival on site and few items were defined adequately enough to eliminate questions on what was to be received. Bill of Materials did not include all required materials and missing the right quantity.
- C. RECOMMENDATION:** Adequate time must be allocated for required planning. Site visits should be performed by personnel with experienced in construction renovations. The

interpreter must bring someone with construction knowledge during discussions and during the development of Bill of Materials.

3. KEYWORD: OPERATIONS

A. ITEM: Working in uniforms or civilian attire

B. DISCUSSION: Uniform policy must be established well in advance. If the deployment area is in a region that is unsettled or undetermined by U.S. military presence, then civilian clothes should be authorized. Seabees do not deploy with adequate civilian clothing for construction and are not paid or reimbursed for civilian clothes.

C. RECOMMENDATION: Uniform policy should be established ahead so Seabees can be well prepared to bring extra civilian clothes

4. KEYWORD: OPERATIONS

A. ITEM: Properly manned Detail

B. DISCUSSION: Detail Bahrain was manned with the understanding that there would be 50 pieces of CESE to maintain in Bahrain with a five-month minor rehab project in Kazakhstan. The project turned out to be a major one that required three months to complete and more personnel. The Detail struggled to support this project, which was isolated and under extreme time constraints.

C. RECOMMENDATION: NMCB needs to know well in advance the project tasking to identify the required number of the personnel. Detail Bahrain needs to be manned with more experienced personnel who can work independently due to the nature of tasking being received from NAVCENT.

5. KEYWORD: SUPPLY

A. ITEM: All electrical tools are rendered almost useless

B. DISCUSSION: Electrical tools in the TOA are 120V 60HZ and could not operate correctly without a properly sized generator. The electrical power in the region is 240V 50HZ and transformers could only adjust the voltage and not the cycles. Electrical plugs and outlets were different in designs, therefore cords must be altered to match with local design.

C. RECOMMENDATION: All electrical tools should be replaced with local purchased 240V 50HZ. A supply of all plugs and receptacles should be purchased and stored for deployment for quick use. List to include three prong, two prong skinny wide, and two prong fat short.

6. KEYWORD: SUPPLY

A. ITEM: TOA tools and kits inadequate

B. DISCUSSION: Local construction materials and application were not compatible with our TOA tool kits. Local materials were made of metric design. Except for multi functional tools, i.e., handsaws and adjustable wrenches, our tools were useless.

C. RECOMMENDATION: All non-multi functional tools need to be replaced with metric tools to be compatible with the local requirement. TOA kits should be either set aside for a major contingency or shipped back to their TOA manager. CM's metric kit was a lifesaver.

7. KEYWORD: SUPPLY

A. ITEM: Security of tools and materials

B. DISCUSSION: Security of tools and materials were of high importance in this country. The manning of the Detail, quantity of work being performed, and project location did not permit the ability to have an established security watch to man the tool room.

C. RECOMMENDATION: Containers are required to store resources. ISU 90's work well and consideration should be given to configure containers for better tool storage. Combination locks are essential so all members can access into the containers without using any keys.

8. **KEYWORD: SUPPLY**
 - A. **ITEM:** Payments delays for vendors and interpreter
 - B. **DISCUSSION:** Procedures for payment of vendors were not completely established. AED would not make payment until all the paperwork had been completed. The payment took at least six weeks after construction. The money had to process through numerous countries before getting to Kazakhstan. Interpreter was not paid for three months.
 - C. **RECOMMENDATION:** Adequate time for planning needs to be provided. All contracts and payment requirements need to be developed and signed at the earliest possible time.

9. **KEYWORD: OPERATIONS**
 - A. **ITEM:** Customs, Immigrations, and Sanitary departments
 - B. **DISCUSSION:** Customs delayed the release of items brought into the country. All items required to be tested by the Sanitary Department. MRE's and water were tested numerous times. All items were not officially released until three weeks after arrival.
 - C. **RECOMMENDATION:** Adequate time for planning needs to be provided. U.S. Embassy needs to be more involved and take a more active role in the initial execution.

10. **KEYWORD: ADMINISTRATION**
 - A. **ITEM:** Passports and Visa
 - B. **DISCUSSION:** Embassy personnel took Passports back to Almaty for Visa extensions because the initial request was not approved. U.S. military personnel were in the country without Passports in hand for more than a month.
 - C. **RECOMMENDATION:** Adequate time for planning needs to be provided. Request early extension permit, and U.S. Embassy needs to be more involved and take a more active role in the initial execution and follow on items.

11. **KEYWORD: ADMINISTRATION**
 - A. **ITEM:** SOFA and security issues
 - B. **DISCUSSION:** There is no SOFA agreement between Kazakhstan and the U.S. NCIS did not discuss the situation with the local police until Seabees were in country for two months.
 - C. **RECOMMENDATION:** Adequate time for planning needs to be provided. U.S. Embassy needs to be more involved and take a more active role in the initial execution and follow on items.

12. **KEYWORD: COMMS**
 - A. **ITEM:** Communications
 - B. **DISCUSSION:** Cell phone communication to Bahrain was adequate but communications to Battalion in Kuwait was extremely difficult. Electronic communications was of basic email with dial up connection. High speed Internet was too expensive to use as per contract with hotel. Downloading of attachments to send or retrieve was slow and required too much time. Communications with family in the U.S. was expensive and limited.
 - C. **RECOMMENDATION:** All battalion correspondence needs to be filtered through one POC in Bahrain who has unlimited Internet access. Email to the Detail should have no attachments and wording should be brief and straight to the point. Required reports leaving the Detail should be word documents only and photos should be delivered by visitors. Proper per diem should be authorized for required communications.

DETAIL HONDURAS

1. **KEYWORD: OPERATIONS**
 - A. **ITEM:** SUPPLY

B. DISCUSSION: During the evolution (especially at the beginning) the finance person was occupied with other TF bills and contracts and was not focused on purchasing for the mission (the engineering projects). This led to numerous construction delays and setbacks that eventually delayed the construction projects.

C. RECOMMENDATION: The engineering department should have a separate finance personnel responsible for HCA and ERC funds. This would allow the engineering department to be focused on purchasing materials in the critical early stages of construction.

DETAIL CAMP BUCCA

1. **KEYWORD: SUPPLY**

A. ITEM: Material Delivery

B. DISCUSSION: Border crossing made it difficult for Kuwaiti contractors to deliver materials to Camp Bucca which created delay for their deliveries.

C. RECOMMENDATION: Perform Pre-deployment Site Visit (PDSS) to ensure all required materials are available or procured ahead of time.

2. **KEYWORD: OPERATIONS**

A. ITEM: Tasking

B. DISCUSSION: KBR acted as the Prime contractor and headed the work efforts, resulting in conflicts between our Seabees and their workers. It was discovered early on that the TCN workers hired by KBR were not proficient in construction work and needed constant supervision. This put us in a tough spot as they would not work without KBR staff on site. This was more problematic towards the end.

C. RECOMMENDATION: Seabees need to be the prime and take the lead on overseeing the project.

3. **KEYWORD: OPERATIONS**

A. ITEM: Planning

B. DISCUSSION: The Detail was not heavily involved in the planning process. Tools were brought that were not needed and left items behind that could have made our job easier.

C. RECOMMENDATION: PDSS must be completed prior to actual work with at least one member of the Detail to be on the list, if time and the mission permits.