U.S. Naval Mobile Construction Battalion "Magnificent" SEVEN

Deployment Completion Report

16 October 2008 - 15 March 2009

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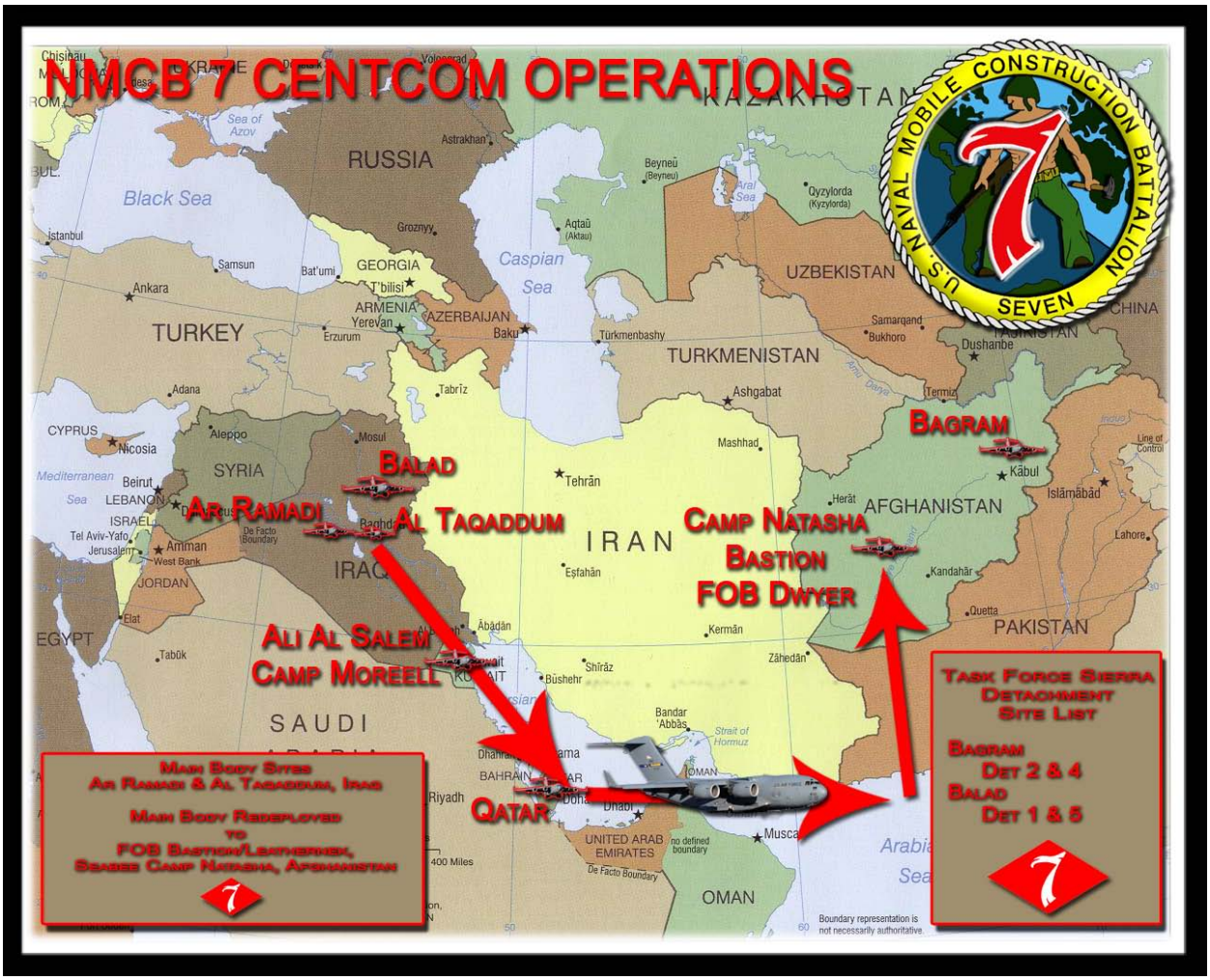
EXECUTIVE SUMMARY



"MAGNIFICENT SEVEN"

INTRODUCTION

U.S. Naval Mobile Construction Battalion SEVEN (NMCB SEVEN) has completed one of the most complex and challenging deployments in its history. In it, the members of NMCB SEVEN demonstrated their ability to accomplish a rapidly evolving mission while maintaining command and control and simultaneously executing construction operations in a hostile contingency environment. Never before has a Naval Construction Force unit simultaneously closed out operations in one war zone while embarking the entire material resources of a battalion by land, air, and sea to another. Not only is such a movement unprecedented in its nature, it was also unmatched in its speed and in the circumstances under which it was accomplished. Fewer than 40 days after receiving the order in Iraq, NMCB SEVEN dismantled the facilities and equipment that had been accumulated by a dozen battalions over the course of five years. NMCB SEVEN then successfully prepared, prioritized, and flew 142 pieces of CESE (Civil Engineer Support Equipment) and 1180 short tons of material out of Iraq and into Southern Afghanistan with few resources, limited guidance, and no break in construction tasking. They were given a "Message to Garcia," and they delivered it. During this extraordinary six-month deployment, NMCB SEVEN completed 23,718 man-days of work, construction with a U.S. equivalent value of over $17 million, and saved the government an estimated $3.8 million while simultaneously managing more than $100 million in civilian construction contracts. Even given the uncertainties and stresses of a wartime deployment, NMCB SEVEN's exceptional dedication to its personnel and their welfare can be seen in the back-to-back quarterly retention excellence awards presented to NMCB SEVEN while deployed. Above all, NMCB SEVEN lived up to its moniker as a "mobile" construction battalion as well as the Seabee motto "We Build, We Fight" in its exceptional performance as a representative of the U.S. military's premier construction force.

OPERATION IRAQI FREEDOM (OIF) II

I. MAIN BODY AR RAMADI, DETACHMENT AL TAQADDUM: MNF- WEST

NMCB SEVEN officially raised its standard over Camp Ramadi on October 16, 2008, launching the battalion's six month CENTCOM deployment in support of the Marine Air Ground Task Force (MAGTF) in Al Anbar Province, Iraq. Their departure three months later marked the end of five years of continuous Seabee presence in Multi National Forces – West (MNF-W) Area of Operations (AO). In addition to their wide array of construction tasking, Camp Ramadi's 283 member main body served as the command and control hub for all NMCB SEVEN operations supporting the MAGTF in Iraq. NMCB SEVEN provided quality engineering support for Camp Ar Ramadi, Camp Al Taqaddum (TQ), Camp Baharia, and numerous other combat outposts, points of entry, and patrol bases. During their short tenure at Camp Ramadi, the Seabees of NMCB SEVEN completed 13,124 mandays of labor on twelve projects, greatly enhancing both anti-terrorism/force protection (ATFP) capabilities and quality of life for U.S. service members, Iraqi Military, and Iraqi Police forces.

Since the Al Taqaddum (TQ) base was first occupied by coalition forces, Seabees have helped to maintain and improve Camp Taqaddum to the benefit of all tenants. NMCB SEVEN continued this support for the initial half of their CENTCOM deployment. Most importantly, TQ was the logistical hub and launch pad for NMCB SEVEN after the order to retrograde and redeploy was issued. This was a new mission to provide engineering support for combat operations in

southern Afghanistan. While at TQ, the 103-man detachment completed 1,877 mandays of work across seven projects on multiple bases in the first ten weeks including BP Karbala and Camp Baharia. All told, these projects were worth $525 thousand in materials.

While engaged with priority construction tasking, Detachment Al Taqaddum also hosted the Battalion's Convoy Security Element (CSE). TQ supported two CSE teams by providing routine and emergency maintenance on the vehicles, armory support, and sensitive communication equipment support.

Beginning with the closeout of Camp Ramadi and the "lift and shift" from Iraq to Afghanistan, TQ became the nucleus of the NCF mount out operations between MNF-W and RC-South. The detachment pushed out 245 pieces of CESE, most of which traveled by air in what was, again, the largest air embarkation in NCF history.

All in all, the Seabees of Camp Taqaddum carried out their duties safely, timely, and to the highest standards of excellence and quality. In the process, they supported the service members from all the U.S. Armed Forces and its Coalition partners.

II. COMBINED JOINT SPECIAL OPERATOIN TASK FORCE (CJSOTF-AP), IRAQ

Though originally only tasked with the direct support of two Forward Operating Bases (FOBs), NMCB SEVEN's mission in support of Task Force Sierra in Iraq grew to include the support of three different commands at eleven different locations, often with little or no notice prior to tasking. While much of the specific work at the FOB locations is classified and cannot be listed in this medium, it can be disclosed that these Seabees completed 6,000 mandays of work and that among the work undertaken by these Seabees was the construction of four SWA Huts, a retention pond, 7,000 linear feet of Hesco barriers, one pre-engineered building, fifteen acres of leveling and compaction, electrical upgrades, ECP upgrades, as well as the employment of maintenance teams at ten different locations responsible for electrical, mechanical, and structural upgrades and projects, more than 300 camp maintenance trouble calls, range support projects, and numerous other minor efforts. Upon NMCB Seven's departure CJSOTF-AP's commanding officer made it clear that the work performed by NMCB SEVEN had well exceeded all expectations for its time in country and greatly enhanced the ability of task force elements to meet their operational commitments. The expansion of duties to additional sites, the Seabees' willingness and ability to adapt to ever changing tasking, the quality and speed of the work, and the "CAN DO" attitude of those involved surpassed all expectations.

CONVOY SECURITY ELEMENT

NMCB SEVEN's Convoy Security Element was an essential component of the CENTCOM deployment. Comprised of three teams, the CSE conducted missions in a variety of supporting roles covering more than 13,000 miles of hostile roadway in western Iraq. While working in support of Movement Control Center Iraq, the teams safely transported 1,731 contracted trailers bearing 17,000 tons of subsistence items and construction materials between Al Asad, Baghdad International Airport, Fallujah, and TQ. These logistical convoys provided food and supplies to coalition forces throughout Al Anbar Province allowing for sustained

operations in MNF-W. The teams also supported battalion construction operations by transporting personnel and equipment to project sites and maintaining static security. One of the many high priority missions undertaken by CSE was Operation Road Warrior. CSE was tasked to haul nineteen KBR tractor trailers containing ammunition and ordnance from Ramadi to Sahl Sinjar Airfield in North Western Iraq. This mission involved traversing more than six hundred miles of unsecured roadway over the course of twelve days and was essential to establishing the Airfield as a functional FOB. Another notable mission was the Anbar Operations Center Life Support Area at Camp Blue Diamond. CSE provided static security for the project, thereby enabling ground forces to complete construction tasking. CSE also supported all line haul retrograde operations from Ar Ramadi to TQ in support of the Battalion's redeployment from Iraq to Afghanistan. In 128 missions total, CSE safely escorted more than 1,400 personnel and 500 units of CESE in support of NMCB SEVEN and Multi-National Forces West, Iraq.

FACILITY CLOSE OUT AND REDEPLOYMENT

Rumors of redeployment had been circulating since the Battalion first arrived in Iraq, but it was more than two months before it was confirmed that movement would take place, and more time still before the destination was clear. Finally, in December 2008, NMCB SEVEN was officially given the daunting task of moving an entire Battalion Table of Allowance (TOA) from the MNF-W battle space in the Iraqi area of operations (AOR) to FOB Bastion, located in Helmand Province near the heart of Taliban operations in RC-South. Utilizing the most air assets any Battalion has ever used during peacetime or war, NMCB SEVEN moved more than 2130 short tons of CESE, 170 pallets, and 370 personnel in a period of forty days. Furthermore, NMCB SEVEN prepared more than 1180 short tons of CESE and equipment through a Sea Echelon movement assisted by convoys through Iraq, Pakistan, and Afghanistan. Through careful planning and expert logistical organization, the Embarkation Staff was able to excel in this unprecedented undertaking.

NMCB SEVEN was given minimal planning time for a movement of this magnitude and, upon order, immediately began preparing the 142 pieces of CESE that would eventually be loaded onto one of 82 sorties flown on the C-17 airframe. The Battalion conducted 24-hour operations to ensure every piece was flight-ready and documented with Hazardous Declarations (HAZDEC), Transportation Control and Movement Documents (TCMD), and Radio Frequency Identification (RFID) Tags. Crews worked day and night weighing and marking all CESE and pallets before sending them off to the Joint Air and Cargo Operations Terminal (JACOT) to go through Joint Inspection. A Seabee crew was assigned to JACOT twenty-four hours a day and worked hand in hand with their Air Force counterparts finalizing priority chalks well in advance of airlift availability windows. All issues were readily handled and the joint venture proved to be beneficial for both parties.

NMCB SEVEN expeditiously sent a crew of four to Qatar to serve as an on-load and off-load preparation party (OPP). These embark support personnel arrived with the first flights out of Al Taqaddum and ensured a smooth transition for more than 30 future sorties passing through Qatar in addition to reporting on the status of CESE and equipment flow through the base. Keeping strict accountability of material and equipment was their principal focus. The OPP's liaison and continuous determination radically accelerated our embark efforts in pushing all passengers, material, and equipment destined for military airlift into Bastion, Afghanistan.

Even while the Air Echelon was moving at full tilt, NMCB SEVEN personnel were also preparing the 86 pieces of CESE and thirty-eight 20 foot ISO containers that comprised the Sea Echelon. NMCB SEVEN personnel packed, loaded, inventoried, and staged all equipment and ensured that it was ready for transport. Working in tandem with their Army and Coast Guard counterparts, NMCB SEVEN completed the preparations efficiently and effectively.

NMCB SEVEN's performance over the entire course of the redeployment operation was nothing short of spectacular and earned them high accolades from all quarters, including directly from the CENTCOM N4. Undaunted by the arduous task presented to them, NMCB SEVEN superbly executed their mission and set the gold standard for Battalion movements from one theater to another.

OPERATION ENDURING FREEDOM (OEF)

I. COMBINED JOINT SPECIAL OPERATIONS TASK FORCE – AFGHANISTAN (CJSOTF-A)

NMCB SEVEN has time and again demonstrated its ability to execute quality construction and provide advanced logistical support in an elastic environment. Its mission in support of CJSOTF-A was no exception. NMCB SEVEN personnel deployed to twelve locations and supplied resources to eleven others spread throughout Afghanistan. Integrated with active duty and reserve service members, NMCB SEVEN was able to make effective use of the advantages of both components to better serve the Joint Task Force (JTF). With its main logistical footprint in Bagram Air Field (BAF), and a permanent presence at six other FOBs, main construction efforts consisted of K-Spans, B-Huts, and remodeling of sensitive, mission critical facilities. The Seabees' efforts were crucial to the JTF, providing them with the dexterity to move seamlessly throughout the AOR and carry out their part of Operation Enduring Freedom.

At BAF, much of the effort was geared towards upgrades of sensitive areas and camp maintenance; however, the main foci were material acquisition and embarkation of personnel and cargo for Seabees in support of the outlying FOBs. This was an extraordinary task involving an estimated $2.6 million in material costs, 580 personnel movements, and nearly 350 cargo movements by rotary wing, fixed wing, and ground convoy.

Projects at the FOBs were no less demanding; Seabees constructed twenty tent bases, a 60' x 90' Maintenance K-Span for ground maintenance, electrical wiring and HVAC for a 5,000 square foot gym, vehicle maintenance tent base, camp walkways, guard shacks, eight 30' x 80' Mini Berthing K-Spans, laundry facilities, and a 1,024 square foot dog kennel.

At all locations and all times, the Seabees of NMCB SEVEN were invaluable to the joint warfighters of Afghanistan because of their unique ability to work in sensitive areas that contractors could not access. Furthermore, the high quality construction they provided under austere conditions, and often with less than desirable materials, provided the warriors of CJSOTF-A with warm, dry, and secure places to maintain command and control, plan, and rest. Their work had a dramatic impact not only on the operational capabilities, but also the quality of life, and force protection for Sailors, Soldiers, Marines and Airmen assigned to the JTF.

II. MAIN BODY IN SUPPORT OF RC-SOUTH

As U.S. forces began to shift focus from Iraq back to Afghanistan it fell on NMCB SEVEN to begin laying the infrastructural bedrock necessary to meet its own needs along with the demands generated by the redeployment of tens of thousands of Soldiers, Sailors, Marines, and Airmen to the region. Given the scale and speed to execution required by this realignment, NMCB SEVEN had to hit the ground running in Afghanistan with one foot still in Iraq: mount out, embarkation, offload, surveying, camp design, construction of facilities and fortifications, earthwork, and security operations were all occurring simultaneously. Even with all the logistical and communications challenges inherent in a mission of this magnitude, NMCB SEVEN was able to effectively maintain and track the movement of nearly three hundred vehicles spread out over an area the size of Europe in addition to establishing the supply networks needed to procure the vast quantity of materials necessary for construction.

The logistical and engineering abilities of NMCB SEVEN were immediately put to the test by the construction of FOB Tombstone II, later renamed by MARCENT to FOB Leatherneck, a 437 acre plot of land that would become the home of an entire Marine Expeditionary Brigade; nearly 20,000 troops in all. The overall project scope included five miles of perimeter berm, seventeen perimeter security towers, nearly 10 miles of interior roads, the FOB ECP, storage facilities for 5.4 million gallons of fuel, two helicopter landing zones (HLZ), headquarter buildings for the MEB, its subordinate commands, and building the Seabee supply, CESE, and construction material yards, as well as grading the entire site and providing perimeter security for the project itself (in total, more than $15-20 million in new construction) all fell under the purview of fewer than 400 Seabees. The Seabees of NMCB SEVEN completed initial site layout and perimeter expansion with limited designs and knowledge of the Joint Facilities Utilization Board (JFUB) process. The phased construction of the perimeter security included a series of interior berms in order to allow for secured contractor work on site preparation and construction. Despite the size of the project, ever changing designs, an aggressive timeline, and the fact that construction involved the third complete relocation of NMCB SEVEN in two months, the battalion never failed to meet a deadline.

While the construction of FOB Leatherneck was the most demanding project assigned to NMCB SEVEN upon their arrival in RC-South, it was not the only one, as construction slated for Patrol Base Dwyer was of a similar scope. This construction effort contained many logistical challenges. The site was more than one hundred kilometers from the nearest resupply point and was itself completely unimproved and possessed limited life support and security.

Since this would be the first of many Seabee deployments to the area, NMCB SEVEN had to conduct basic planning for all those that would come after them. Aside from the obvious need to construct operational facilities, every element of the battalion had to create from scratch the relationships, procedures, and practices that would enable the success of their successors. Once redeployed to Afghanistan, CSE developed and established the Standard Operating Procedure for future NCF convoy operations throughout Afghanistan. The communications department ordered and established their own Rugged Deployable Satellite Communication System (RD-Sat), making FOB Leatherneck the only location in the world where Seabees organically maintain their own

telephone, radio, and network communications ability. The Intelligence Department began a partnership with the British Royal Marines, sharing manpower and information to the benefit of both forces. Elements of Alfa Company contributed personnel and CESE to augment USMC convoys to remote bases. The Supply Department provided personnel to support multinational forces in an effort to establish favorable working relationships with NATO units in the area.

Through all these tasks and the myriad of others involved in changing the global footprint of U.S. forces, the members of NMCB SEVEN demonstrated extraordinary zeal for their work and skill in its execution. “Impressive” does not begin to describe their achievement.

CONCLUSION

NMCB SEVEN has completed a remarkable deployment. First, the finishing touches on priority construction tasking and its engineering impact for Multi National Forces – West, left a lasting impression and proud Naval Construction Force legacy for combatant commanders and coalition forces alike in Iraq. NMCB SEVEN quickly, upon execution to retrograde and redeploy, professionally closed out two NMCB occupied camps at Ar Ramadi and Al Taqaddum, returning property and permanent facilities with pride and in quality fashion. By single-handedly carrying out the realignment and redistribution of NCF assets in the Middle East, NMCB SEVEN has laid the essential groundwork for the U.S. Military as a whole to do the same. This massive “lift and shift” of materials and manpower was part of the first stage in a dramatic reorganization of U.S. foreign policy and would have been greatly delayed without the efforts of this one Battalion of Seabees. Soon after the Battalion’s initial buildup in Bastion, NMCB SEVEN rapidly assaulted the necessary construction of not only the expansion of Tombstone II (future FOB Leatherneck and home of 20,000 Marines), but established a NCF footprint and base of operations at Camp Natasha, the home for Battalions deployed to RC-South. By consistently doing more with less under such unique circumstances, NMCB SEVEN has provided a great service to men and women in all branches of the military and earned its place in the annals of Naval History.

Chapter II

ADMINISTRATIVE

"MAGNIFICENT SEVEN"

AMINISTRATION DEPARTMENT

Throughout the entire 2008-2009 CENTCOM deployment, the Magnificent SEVEN Administration Department faced many challenges ranging from manning shortfalls to the largest Battalion redeployment from Iraq to Afghanistan. The success was due in most part to long hours, flexibility, and hard work in preparation for what would be a very demanding deployment across several areas of operations (AO).

Relentless preparation for deployment prior to departing simultaneous with a mandatory hurricane evacuation order issued for Gulfport, MS, enabled the Administration Department, consisting of five Yeoman and one Personnel Specialist, to efficiently maintain all administrative support and personnel related requirements for more than 590 Seabees throughout the Middle East. The department provided magnificent support to NMCB SEVEN Seabees across all Dets in Iraq, Afghanistan, and Kuwait. The Main Body Administration Department was responsible for keeping track of a multitude of correspondence, generating and processing numerous concurrent reports, ensuring the proper handling of emergency and contingency travel requirements, processing and mailing over 300 Enlisted Evaluations and Officer Fitreps as well as providing tremendous administrative support for over 220 end of deployment awards. Personnel support provided guidance and support for 21 transfers and separations, 60 gains and 75 promotions.

They also conducted a pay and entitlements audit of the entire Battalion identifying and correcting minor discrepancies. The department provided Educational Service support to the Seabees attached to the Battalion with the coordination of over 276 March 2009 Navy-Wide Advancement Examinations and did so with poise and magnificent attention to detail.

SEPTEMBER 2008 EXAM CYCLE 200 ADVANCEMENTS			
E4	E5	E6	TOTAL
26	13	7	46
55.3%	9.8%	22.6	29.2%

The administrative team overcame major manning obstacles including the unexpected loss of the departments only Chief Petty Officer two days prior to deployment and a two month reassignment of the Administration Officer. The administration officer assigned as a replacement stepped up and handled not only the Administration Officer duties, but also assisted the Bravo Company Commander during this timeframe. The administration team provided quality customer service to the men and women of NMCB SEVEN and served critical augmented billets throughout the Battalion. Augment assignments included Senior Administrative Assistant for Detachment Al Taqaddum, Senior Administrative Assistant for Task Force Sierra Main Body, and watch standing assistance for Task Force Main Body during four months of this contingency deployment.

With the support of an exceptionally motivated Career Counselor, NMCB SEVEN had an astonishing retention rate. More than 70 Seabees decided to *Stay Navy,* to take the Oath of Enlistment once again, and to continue their volunteer service to our great country.

		AT EAOS	Before EAOS	Ineligible Losses Before EAOS RE-4	Other	Reenl	Reenl Rate	Att
A	0-6 YEARS	62	2	2	0	56	90.3%	1.7%
B	6-10 YEARS	7	0	0	0	6	85.70%	0%
C	10-14 YEARS	4	0	0	0	4	100%	0%
D	14-19 YEARS	3	0	0	0	3	100%	0%
E	20+ YEARS	3	0	0	0	1	33.3%	0%
Total		79	2	2	0	70	94% (Minus Zone E)	1.7%

Note:
Retention Rate: Combines reenlistment and Attrition Rate.
Attrition Rate: Measures loss behavior prior to end of service obligation.
Reenlistment Rate = Reenlistments divide @EAOS plus before EAOS.
Retention Rate = Reenlistments divided @ EAOS.
Attrition Rate = Before EAOS divide @ EAOS plus before EAOS.

The deployment served as the catalyst for the implementation of many new programs that not only improved the Administration Department, but the Battalion as a whole. Despite the arduous conditions, long hours, strenuous environments, two Battalion moves to include a move from Iraq to Afghanistan, the Administration Department made sure that excellent customer service was the highest priority from start to finish. They provided answers to questions ranging from pay issues to security clearance eligibility. The diligence and hard work ethic of the entire Administration Department directly contributed to the overall success of this deployment.

INTEL

This deployment marks the first time that NMCB SEVEN deployed with the support of professional Intelligence Specialists. This facilitated a more comprehensive and efficient intelligence operation than have been possible in the past. During Battalion operations in support of OIF II, the S2 shop was able to produce more than 200 convoy briefs, a dozen project threat assessments, and numerous improvements to procedures outside the wire that significantly lowered the risks faced by our Seabees. Following redeployment to ATO, S2 spent a great deal of time and resources cultivating a relationship with British intelligence personnel in the hopes that crosspollination would benefit parties in both camps. The fruits of this relationship can be seen in the successful execution of the movement to and construction at Forward Operating Base (FOB) Dwyer. Intelligence personnel were an integral part of planning and preparations for the mission to Dwyer, which included coordination with artillery assets, the tasking of national intelligence assets to produce imagery, and a 115km trek through hostile, open terrain previously untraveled by U.S. forces. Ultimately, the addition of intelligence support from the broader Navy and its integration into the Battalion proved to be invaluable to Seabee operations in the CENTCOM AO.

MEDICAL

During our 2008-2009 CENTCOM deployment, NMCB SEVEN's Medical Department continued to provide quality medical care to all members of the Battalion. The medical staff worked hard to keep readiness above 96%, 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 had corpsmen assigned to each of the three Convoy Security Element (CSE) teams, as well as two corpsman located in Al Taqaddum and one corpsman located in Balad. Two additional corpsman were sent to Bagram, Afghanistan, in support of Operation Enduring Freedom with Task Force Sierra. This proved instrumental to our operational successes in two separate theaters and beneficial to the medical department as a whole. This deployment was truly an educational, varied, and memorable experience for our medical staff.

STATISTICS:

NMCB SEVEN MB: Camp Ar Ramadi
Total # of patients seen: 180
Immunizations: 220

NMCB SEVEN Detachment: Camp Al Taqaddum
Total # of patients seen: 90
Immunizations: 150

PREVENTIVE MEDICINE:

With the assistance of MEDLOG in Al Taqaddum, NMCB SEVEN was able to obtain smallpox and anthrax immunizations. Using these immunizations, the medical staff administered a minimum of three anthrax vaccinations for all personnel in country. Weekly berthing inspections were also performed ensuring clean living standards. Prior to departure from Iraq/Afghanistan, the medical department achieved 100% completion of the Post Deployment Heath Assessment (PDHA) surveys. The medical department successfully initiated and managed multiple wellness programs such as tobacco cessation, cholesterol management, and women's wellness.

DENTAL

Upon arrival with the advance party to Camp Ar Ramadi, the NMCB SEVEN Medical Department staff began a very thorough turnover process with our NMCB THREE counterparts. Turnover was professional and completed in two days, focusing on operational checks of equipment and 100% inventory. Unfortunately, due the extreme environmental conditions experienced in Iraq and much of the Middle East, the dental clinic was in dire need of a thorough cleaning and re-organization before patient care could commence. Expired consumables were discarded, and inoperable equipment was sent to DRMO. A cache of dental equipment discovered in a medical ISO container was inventoried and used to supplement the dental clinic.

2008-2009 CEMTCOM DEPLOYMENT DENTAL IMPACT (PATIENT DISTRIBUTION)				
Navy	Army	TCN/CIV	USMC	Total Patients
57	47	76	139	319

Operating out of a hardened facility adjacent to Ramadi Surgical, the dental clinic was fully equipped with an ADAL, which included 2 treatment chairs, autoclave sterilization, digital x-ray, and the Dental Field Treatment and Operating System (DeFTOS).

The NMCB SEVEN Dental Team traveled initially to TQ in order to inventory their ADAL that would ultimately redeploy and be shipped to Afghanistan. An LTI performed on the ADAL revealed many deficiencies that fortunately were soon corrected by MEDLOG. The ADAL was then palletized and made ready for redeployment by air to Afghanistan.

NMCB SEVEN deployed at 98% Operational Dental Readiness (ODR). Annual exams were performed on personnel prior to deployment in order to minimize any decrease in dental readiness. The X2 maxim in NMCB SEVEN is, "Dental Readiness is Mission Readiness." New joins were examined upon checking onboard the Command. NMCB SEVEN Dental Department was the sole dental provider at Camp Ramadi, offering primarily urgent dental care for over 4,500 USA, USMC (and interpreters), and Third Country National (TCN) civilians. The department saw more than 319 patients, and performed over 53 tooth extractions, 8 root canals, and MEDEVAC'd one patient.

DENTAL IMPACT (PROCEDURE DISTRIBUTION)					
CLEANINGS	SICK CALLS	FILLINGS	TOOTH EXTRACTIONS	PULPECTOMIES	OTHERS
5	127	45	53	8	39

Battalion dental readiness remains at over 98%. During the Battalion retrograde to TQ and subsequent redeployment to ATO, the dental department conducted the necessary equipment maintenance, supply inventory and re-stock, and upheld general clinic cleanliness standards in preparation for the seamless turnover with our Marine CLB 5 counterparts at Ar Ramadi.

Prior to NMCB SEVEN's departure from Ramadi, the Dental Department ensured that it would leave a lasting legacy for US forces stationed there. A brand new dental chair was procured and transported to Ramadi's Dental Clinic utilizing NMCB SEVEN's line hauling assets. The chair was positioned in the clinic and preparations for proper installation of power, compressor air, and water supply were put in place. Utilization of a fully functional dental chair allowed Ramadi Dental Clinic to realize its full operational potential for the first time.

The move to Afghanistan was fast paced and all ADAL items were received and staged. Shelves and desks were constructed and placed in our Alaskan tent facility in preparation for NMCB 5's Dental team arrival. All power requirements were routed to the tent to ensure expedient delivery of Dental Care.

RELIGIOUS MINISTRY TEAM (RMT)

The Religious Ministry Team (RMT) was deployed with NMCB SEVEN Main Body at Camp Ramadi Al Anbar Province, Iraq. During the 2008-2009 CENTCOM deployment, the RMT maintained the Seabee Library and administered the United Through Reading (UTR) Program, recording over 150 books for children at home in the States. The RMT also coordinated a project to send book readings and Christmas songs to St. Jude's Children's Hospital and New Orleans Children's Hospital in December. RMT traveled extensively throughout Iraq by convoy and helicopter to reach Battalion personnel at Forward Operating Bases and various work sites. These visits included Al Taqaddum, Baharia, Balad, and Tikrit where counseling, religious ministries, and UTR were offered.

The Chaplain also partnered with MNF-West Chaplains at the Ramadi Memorial Chapel to support and minister to personnel of all military branches at Camp Ramadi, preaching and leading Communion and other worship frequently throughout the deployment period. Additional highlights at Memorial Chapel include 3 baptisms of NMCB SEVEN service members. A Wednesday evening Bible Study was also offered at Seabee Village at Camp Ramadi. The majority of the Chaplain's ministry was in pastoral care and counseling, including extensive individual counseling, guidance for the preparation of 3 HUMS packages that were approved by NAVPERS, suicide prevention classes for groups of various sizes, and Warrior Transition (including Combat Operational Stress information) for the entire Battalion at Camp Moreell at the end of deployment.

PUBLIC AFFAIRS OFFICE (PAO)

The Public Affairs Department of NMCB SEVEN had a superb deployment putting pictures, words, and a voice to all the "Magnificent" accomplishments the battalion has achieved during the 2008-2009 deployment. From newsletters and video footage intended for friend and family members back home to articles specifically distributed to pass the news outside of the Naval Construction Force, the Public Affairs Department covered it all and did an outstanding job.

Five (5) issues of the Battalion newsletter, Magnificent Moments, were published throughout our CENTCOM deployment. Each issue focused on a particular topic ranging from promotions, to safety, to our historic movement from the Iraq Theater of Operation to Afghanistan Theater of Operation. Input was received from the Public Affairs Representative from every company, department, detachment, and special staff code, making it truly a comprehensive voice of the battalion. In addition to covering news for the "home-front," Public Affairs captured and prepared one-hundred and fifty (150) video shout-outs from service members to send back to their friends and family members at home during the Christmas holiday season.

II - ADMINISTRATIVE

NMCB SEVEN published eighty-five (85) photographs during the deployment, capturing the entire gamut of battalion operations. From patients in the dental chair to passengers on C-17 seats, from water-well drilling to dozers pushing out berms, the Public Affairs staff was there when it happened and captured the moment. Photos were released and found in numerous media forms; newspapers, various internet sites, magazines, the Battalion newsletter, etc. In addition, Public Affairs captured more than 5,600 photos of battalion events and supported various awards, ceremonies, promotions with 200 photographs.

Eight (8) external articles and sixty-six (66) articles were released covering news, actions, and events through the deployment. Many times, the stories were published and utilized in tandem with the photographs taken. Publication was also seen in print, internet, and video coverage.

NMCB SEVEN completed the deployment cruise book and ran a tremendous sales campaign, selling 150 copies. The 160 page book was created from scratch and encompasses the previous homeport cycle working its way to the return of the last passenger from our CENTCOM deployment. Making permanent the photos and memories of this deployment, the cruise book is a product Seabees will be able to cherish forever!

Chapter III

TRAINING / ARMORY / COMMUNICATIONS / 3M / SAFETY

"MAGNIFICENT SEVEN"

TRAINING

The training staff executed an aggressive training plan tailored for the 2008-2009 CENTCOM deployment. The Training Department conducted Reception, Staging, Onward Movement, and Integration (RSO&I), monthly/quarterly reoccurring Multi National Forces – West (MNF-W) sustainment training, and Seabee Combat Warfare Specialist (SCWS) training.

En route to deployment locations, the Training Department coordinated RSO&I at Camp Moreell, Kuwait, for all detachments, details, and main body. All personnel deploying to CENTCOM participated in this three-day event for training and to pick up sapi plates and other last-minute military supplies needed for deployment. Training consisted of Intel briefs, in-country briefs, rules of engagement, weapons handling, medical training, and marksmanship. Late arrivals and new gains had this event coordinated by the 3M Cell in Camp Moreell.

The Training Staff effectively balanced the training requirements for personnel who operated outside the wire and those whose mission required them to spend a majority of their deployment inside operating bases. NMCB SEVEN implemented and completed the required MNF-W's sustainment training in a manner that achieved all the required training objectives without negatively impacting construction operations. MNF-W sustainment training requirement focused on the following areas: Weapons Handling and Marksmanship, Rules of Engagement (ROE) and Law of Armed Conflict (LOAC), Defensive Actions and Escalation of Force (EOF), Counter-Improvised Explosive Device (C-IED), Driver Training, First Aid, and Entry Control Point (ECP) & Vehicle Checks Point (VCP). The Convoy Security Element (CSE) maintained their tactical edge by continuously training on a weekly, monthly, and quarterly basis. CSE executed all the MNF-W monthly outside the wire training sustainment requirements. During their maintenance periods, ample time was allocated to incorporate additional training topics that included convoy safety, crew served weapons ranges, immediate action drills, COC exercises, GMTs, and SCWS training.

MONTHLY TRAINING MANDAYS:

	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
MNF-W/ RC-South	134	358	343	522	358	179	1894
TFS	425	850	850	850	850	425	4250

WEAPONS TRAINING

NMCB SEVEN maintained an aggressive weapons training program while on deployment. Personnel were taken to Camp Ar Ramadi Range or to the Joe Foss Range at Camp Al Taqaddum to BZO their weapons and participate in a modified marksmanship training course, created by the Battalion Military Advisor. Individuals were issued 60 rounds per person for this training and the course of fire utilized

multiple silhouette targets at ranges between 50 and 300 meters. During this course of fire the shooters were able to hone their skills in the standing, kneeling, and prone positions.

The weapons sustainment training ensured that our fundamental combat skills for weapons handling and marksmanship did not degrade. In addition, the three CSE teams conducted monthly weapons sustainment training for both crew serve and personal TOA weapons.

TECHNICAL TRAINING

The very high OPTEMPO resulted in very robust on-the-job training (OJT) opportunities across the battalion. Seabee Skills Assessment (SSA) interviews were put into the training plan to capture these skills.

PHYSICAL TRAINING

Due to safety concerns and operational commitments, personnel deployed to Iraq and TFS conducted mandatory physical training three times per week on their own, supervised at the small unit level. Monthly body composition assessments and mock 1.5 mile runs were conducted to ensure members stayed within Navy Standards. If members were out of standards or nearly so they were placed in the Fitness Enhancement Program FEP. FEP was conducted five days a week from Monday through Friday and focused on cardio, weight, core strength, and circuit training. The command PFA Fall cycle was held in September with the following results: Outstanding 9.4%, Excellent 32.6%, Good 49.0%, Satisfactory 6.3%, Failure 1.7% and Medically Waived 1.0%.

SEABEE COMBAT WARFARE SPECIALIST (SCW) TRAINING

The Battalion instituted an aggressive program and conducted after hours SCWS training simultaneously across seven deployment locations, covering all topics of the SCWS Program. Involved leadership and aggressive training resulted in successfully qualifying 95 junior enlisted personnel and 16 chiefs and officers during the deployment.

SCWS QUALIFICATION REPORT

	Enrolled	Previously Qualified	Qualified on Deployment	Total Qualified
E1 – E6	437	158	95	253
E7 – E9	37	26	6	32
O1 – O5	28	8	10	18

Training was implemented to aid Battalion personnel assigned to the MNF-W area of operations in obtaining the Fleet Marine Force (FMF) qualification. During the deployment 6 FMF pins were awarded.

COMMUNICATIONS

The NMCB SEVEN Communications Department arrived in Iraq to begin turnover with NMCB THREE on 01 October 2008. NMCB SEVEN received a partial TOA (Table of Allowance), large portions of which were old and needed work to become functional. Upon completion of Information Services Department (ISD) turnover, the communications shop began a thorough reorganization of working spaces. The ISD spaces onboard Camp Ramadi were rearranged and cleaned in order to facilitate better customer service and security of all Controlled Cryptographic Items (CCI). The CCI cage was placed on the back wall so customers could not see the equipment nor interfere with routine inventories. The overall objective was to keep a high degree of mandated security for all communications while providing second to none customer service in both Ar Ramadi and Al Taqaddum.

TACTICAL COMMUNICATIONS

With NMCB SEVEN at the helm, all inoperative radios and associated equipment were quickly identified, inventoried, and transferred to 1 NCR Communications Department custody for the purposes of retrograde and DRMO. 3M was performed on all appropriate communications gear in Camp Ramadi. The Combat Operations Center maintained Net Control for the Battalion Tactical Net, and all required nets were guarded appropriately. VHF nets were not used very often to communicate with CSE, but the Battalion Tactical Net was effectively employed to communicate with projects on base, between the berms, and with the weapons range. Two of the three convoy security element teams had ISD personnel attached to them. Green gear vehicles that traveled with CSE for various projects were also given radio support for internal VHF communications. Detachment Al Taqaddum was a major hub for MRAPs in MNF-W. BFT (Blue Force Tracker) proved to be the most reliable means of communication with CSE and remote projects, given its long range UHF satellite capability, ease of use, and ability to send text messages. EKMS issuance and accountability occurred with Task Force Ramadi (TFR) J6. ISD was responsible for obtaining cryptographic fills on a regular basis and having the DTDs audited at the beginning of each month with two Staff Sergeants, who were the J6 EKMS Managers.

AUTOMATED DATA PROCESSING

As turnover was conducted, all ADP assets were identified, inventoried, and conditions recorded. Equipment that was severely damaged or inoperable was quickly identified for DRMO processing. Once all the battalion personnel were established in their respective office and administrative facilities, the ISD department reviewed each space to improve network efficiency and reliability. Several new NIPR and SIPR drops were added as well as a DSN and SVOIP lines in conference areas, allowing morning staff updates depth and breath spanning over three different geographic areas (Ramadi, Taqaddum, and Balad). While in Iraq, the ISD shop completed over 400 trouble calls, ranging from system outages to creating Microsoft Outlook PST files.

3M CELL

During this CENTCOM deployment, the NMCB SEVEN 3MC was assigned to support the 3M Cell in Camp Moreell, Kuwait, under UIC N69303.

The 3M Cell directly managed the maintenance schedule for more than $150M worth of gear spread over 27 work centers in seven locations involving four commands. The work centers in the UIC performed over 15,739 checks and 235 spot checks from October 2008 through February 2009. Additionally, the 3M Cell submitted 4,493 work requests (2K), 136 configurations changes (CKs), and processed 9 Automated Shore Interfaces which included over 39,900 records. The 3M Cell installed two force revisions (FR 4-08 and FR 1-09), all of which were instrumental in supporting and updating a 12,000 line item database.

NMCB SEVEN's 3M team assisted NMCB FOUR by submitting all Up-line reports and Technical Feedback Reports for NMCB FOUR's entire deployment. NMCB SEVEN helped her sister battalion due to NMCB FOUR's connectivity issues with RADweb in Arifjan. Therefore, the Magnificent SEVEN submitted 6 ASI Up-line reports and over 70 Category B Feedback reports for NMCB FOUR, documenting the transfer of CESE from its 3-M Work centers to 1NCD under the N69303 UIC in Afghanistan. This effort greatly contributed to NMCB FOUR's mission success.

Other key events during this deployment include NMCB SEVEN's 3M team assisting NMCB THREE's stand up of 2 new work centers; CS11, and WG22 (1NCR Communications and Weapons Work centers). By 15 DEC 08, 1NCR, TQ, and Ramadi Work centers were put into IEM Status-I for remobilization to FOB Tombstone II in Afghanistan for future operations. During this transition, over 50 CKs were processed by the 3M Cell transferring equipment from TQ and Ramadi work centers to NMCB 27 at Al Asad. This endeavor greatly ensured the proper upkeep and management of the Micro Snap Data base System.

The Battalion's 3M qualifications continued to increase throughout the deployment at all Detachment Sites. Listed below are the Command's most current qualifications:

3M QUALIFICATION	Quals as of 15-Sep-08	Percentage	New Quals during Deployment	Quals as of 01-Dec-08	Percentage
301 Maintenance. Person	501	90%	+ 23	524	93%
302 Repair parts Petty Officer	136	24%	+ 15	151	29%
303 Work Center Supervisor (WCS)	126	23%	+ 41	167	29%
304 Division Officer	65	12%	+ 2	68	12%
305 Department Maintenance and Material Management 3-M Assistant	61	11%	+ 1	63	11%
306 Department Head	53	10%	+ 4	59	11%

- The MANDATORY percentage range for Battalion 301 “Maintenance Person” is between 90% and 95%.

SAFETY DEPARTMENT

In homeport, the command set its deployment goals to be ZERO Class “A” and “B” as well as ZERO Lost Time Mishaps. Prior to deploying, the Safety Office with the assistance from the command Safety Petty Officers identified numerous key hazard areas using the ORM (Operational Risk Management) process. These safety areas of concern include: electrical hazards, fire hazards, power tool usage, vehicle and equipment use and movements, personnel protective equipment utilization and many others. Training was conducted for all hands during the final pre-deployment GMT evolution in homeport as an avenue to increase awareness across the Battalion, inculcating a culture of safety. Additionally, NMCB SEVEN safety by direction of the Commanding Officer developed a PQS sign-off package for all operators of pneumatic power tools. This ensured a detailed training curriculum for all users. The results were impressive. This battalion has ZERO pneumatic tool user injuries during the course of the deployment. Although time-limited on Safety Plan development for construction projects prior to deployment, the Magnificent SEVEN quickly ramped up and met the challenge head on. Initial project planning was fast paced, but very thorough. Each mission from line haul to construction tasking required a detailed concept of operations including a very specific safety plan that harnessed the ORM process and risk assessment matrix for each individual activity. The company and detachment leaders with the assistance of assigned Safety Petty Officers developed well thought-out Safety Plans to ensure all recognizable hazards were either eliminated or mitigated to the lowest possible levels. Daily safety inspections were conducted for all projects and a safety inspector/manager at each detachment location oversaw and ensured a safe working environment for all personnel. The Safety Office completed an analysis of the last 3 CENTCOM deployments from different battalions, noting the injury and illness trends that occurred during the months of October through March in order to prevent identifiable patterns.

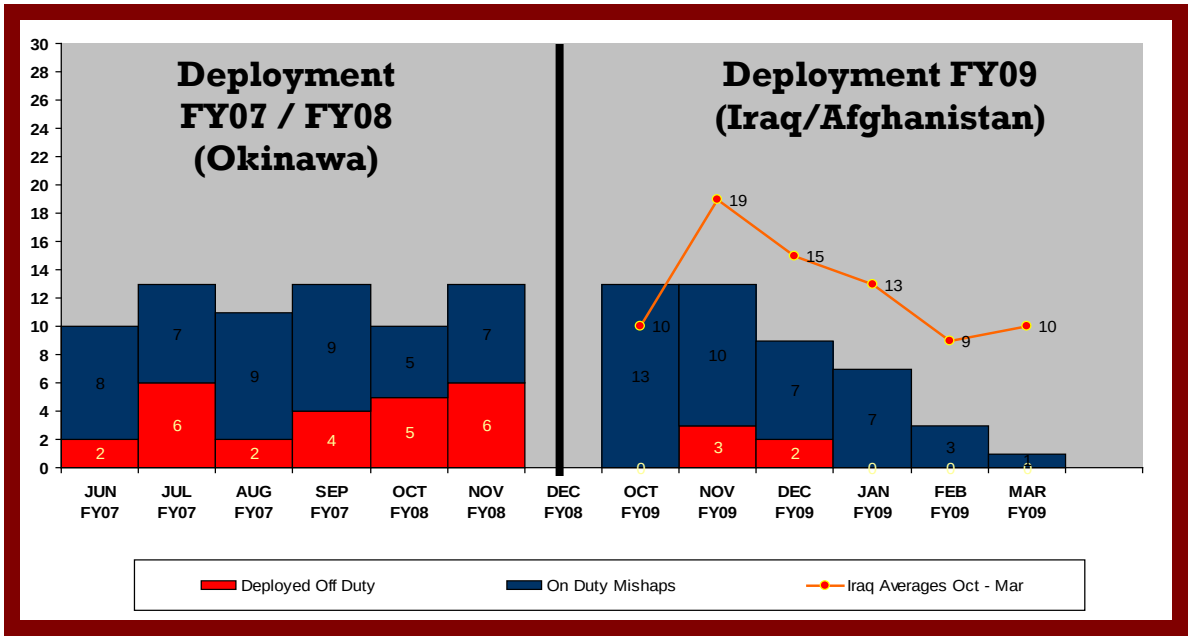
NMCB SEVEN remained focused and vigilant towards a culture of safety even after some "bumps in the road." Mishap rates in the first month were higher than anticipated; therefore, the command regrouped and came up with some innovated ways to curb future mishaps. The Commanding Officer and the Safety Chief assembled and developed the Commanding Officer's new Safety and Health Policy. The new policy covered a very robust recognition and disciplinary program. The recognition portion actively seeks those individuals preventing safety mishaps by the enforcement and execution of standard safety practices among fellow Seabees. Recognition and appreciation include certificates, positive counseling, LOC, FLOC, NAMs, "Safe Seabee of the Month," and special incentives including mini safety stickers for hardhats, special meals, company/project crew picnics, car washes performed by Khaki including the CO, safety coins, parking privileges in homeport, sleepers, and the always welcome 96 Hour Liberty. Recognitions can be awarded by multiple levels of the chain of command ranging from fire team leaders to the CO. Disciplinary actions simply hold personnel and leaders accountable for unacceptable behaviors and or actions. Punishments awarded included mandatory safety presentations among fellow Seabees, essays, EMI, etc.

Although safety has always been a collateral duty for a Petty Officer on a project or in a company, the leadership of NMCB SEVEN felt convinced that increased oversight was necessary to best protect the troops. Therefore, the command modified its policy declaring that the Safety PO was now a primary duty, and who ever was assigned to this position, whether on a project or company level, will strictly perform supervision and the enforcement of safety policies. This change immediately produced positive results. Mishap rates decreased and the culture of safety truly spread like wildfire. Based on common mishap occurrences, the safety department generated "Best-Practice Procedures" that focused on proper techniques and safety requirements for various tasks including concrete placement.

NMCB SEVEN assumed the challenging task of packing out and transporting Camp Ramadi and Det TQ equipment, tools, materials, CESE, containers, etc. from Iraqi Theater of Operations to Afghanistan Theater of Operations. This monumental battalion movement by air is the largest in NCF history. For this evolution, the Command Safety Committee gathered and developed an extremely detailed Safety Plan with ORM as its foundation. The entire embarkation process was a well oiled machine despite possible risks at every turn. During this evolution, NMCB SEVEN experienced one mishap, which is extraordinarily low for an evolution of this magnitude. None the less, the magnificent leadership of SEVEN was engaged along side all safety representatives. The troops worked long hours and tough shifts; however, a focus on safety was always maintained and compliancy quickly terminated.

Upon arrival to Afghanistan, NMCB SEVEN expedited the development of safety plans for the newly tasked projects. The Battalion setup and established new birthing facilities, office facilities, supply yard, prefab yards, and the Alfa Yard (to include shops) all with necessary safety standards in place at both Camp Bastion II and then again when the Battalion migrated to FOB

Tombstone II. The safety standards were strictly enforced and held high. Focusing on the normal rise of mishaps that usually occur towards the end of deployment, also known as the bell curve, NMCB SEVEN leadership stayed well involved pushing for the utmost safe environments for each troop. Our leaders ensured that attention to safety did not slip and was maintained during the last hard push on operations. Each troop and deck plate leader continued to use the ORM process prior to the start of all tasks. PPE use was no exception. Overall, this deployment was a great success! Even with the high OPTEMPO in tasking, we achieved our deployment goal of ZERO Class "A" or "B" mishaps. We did, however, have 6 Class "C" mishaps and 38 "1NCD" mishaps. Even so, we turned the historic bathtub curve of high mishaps rates at the beginning and end of deployment into a ski slope curve finishing very safe. The following shows those mishaps broken out:



Monthly Mishap Summary Unit: NMCB 7 UIC: 55117 Deployment FY2009							
ON DUTY	DEPLOYMENT						ANNUAL TOTALS
	OCT	NOV	DEC	JAN	FEB	MAR	
LOST TIME CASE ON DUTY	0	1	2	3	0	1	7
NUMBER OF LOST WORK DAYS (Total)	0	3	3	9	0	1	16
NO LOST TIME MISHAPS ON DUTY	13	9	5	4	3	0	34
NEAR MISSES ON DUTY	1	0	0	0	0	0	1
FATALITIES ON DUTY	0	0	0	0	0	0	0
TOTAL MISHAPS ON DUTY	13	10	7	7	3	1	41
OFF DUTY	DEPLOYMENT						ANNUAL TOTALS
	OCT	NOV	DEC	JAN	FEB	MAR	
LOST TIME CASE OFF DUTY	0	0	0	0	0	0	0
NUMBER OF LOST WORK DAYS (Total)	0	0	0	0	0	0	0
NEAR MISSES OFF DUTY	0	0	0	0	0	0	0
NO LOST TIME MISHAPS OFF DUTY	0	3	2	0	0	0	5
FATALITIES OFF DUTY	0	0	0	0	0	0	0
TOTAL MISHAPS OFF DUTY	0	3	2	0	0	0	5
TOTAL MISHAPS	13	13	9	7	3	1	46
MISHAP SEVERITY CLASSIFICATION	DEPLOYMENT						ANNUAL TOTALS
	OCT	NOV	DEC	JAN	FEB	MAR	
CLASS "A" MISHAP	0	0	0	0	0	0	0
CLASS "B" MISHAP	0	0	0	0	0	0	0
CLASS "C" MISHAP	0	1	2	3	0	1	7
CLASS "D" MISHAP	13	12	7	4	3	0	39
TOTAL MISHAPS	13	13	9	7	3	1	46
Most Frequent Mishap Injury Types	DEPLOYMENT						ANNUAL TOTALS
	OCT	NOV	DEC	JAN	FEB	MAR	
Bruise	1	2	0	2	0	0	5
Burns	0	1	0	1	2	0	4
Chemicals	1	0	0	0	0	0	1
Cuts/Laceration	6	4	4	3	0	1	18
Dislocations	0	1	0	0	0	0	1
Eye	0	0	1	0	0	0	1
First Aid Case	1	3	3	0	1	0	8
Strain/Sprains	2	2	1	1	0	0	6
Vehicle GOV	1	0	0	0	0	0	1
VEHICLE MISHAPS ON DUTY W/O INJURIES	1	0	0	0	0	0	1
PT Related Injuries	DEPLOYMENT						ANNUAL TOTALS
	OCT	NOV	DEC	JAN	FEB	MAR	
Sprains	0	0	0	1	0	0	1
Total Mishap PT Related	0	1	1	2	0	0	4

Chapter IV:
OPERATION IRAQI FREEDOM
Main Body: Camp Ar Ramadi
PROJECT SUMMARIES

"MAGNIFICENT SEVEN"

CAMP AR RAMADI

NMCB SEVEN officially raised its standard over Camp Ramadi on October 16, 2008, launching the battalion's six month CENTCOM Deployment. Their departure three months later marked the end of five years of continuous Seabee presence in Al Anbar Province, Iraq. In addition to their wide array of construction tasking, Camp Ramadi's 283 member detachment served as the command and control hub for all NMCB SEVEN operations supporting the MAGTF in Iraq. Within the Multi National Forces – West (MNF-W) area of operations, NMCB SEVEN provided quality engineering support for Camp Ramadi, Camp Taqaddum (TQ), and Camp Baharia as well as more remote outposts including Camp Korean Village, Combat Outpost (COP) Rutbah, and Observation Posts Omar, Waleed, Akashat, and Trebil. In their short time stationed at Camp Ramadi, the Seabees of NMCB SEVEN completed 13,000 mandays of labor over twelve projects, greatly enhancing both anti-terrorism/force protection (ATFP) capabilities and quality of life for U.S. service members, Iraqi military, and Iraqi Police forces.

On the camp itself, NMCB SEVEN was tasked with several robust ATFP projects. The Ramadi perimeter road improvement project provided several advancements to camp security including the installation of 500' of concrete barricades, 750 LF of 11' tall Hescos, one crow's nest tower on hardstand platform, and the repair of 3000 meters of perimeter road in support of Task Force (TF) 1-125. The most challenging mission consisted of a series of improvements made outside the northern Entry Control Point (ECP). This project necessitated large scale joint coordination with TF 1-125 for project requirements, 2/9 Marines for project security, the local Explosive Ordinance Disposal unit, dog handling units, Marine convoy security, and Iraqi police checkpoint security. All told, 800' of Jersey Barriers and two large concrete median pads were placed to create a truly formidable deterrent for insurgents intending to place IEDs near the road crossing or otherwise attack the camp's main ECP.

NMCB SEVEN also played a large role in improving the quality of life for U.S. service members throughout the AO. At COP Rutbah, Seabees constructed thirteen SWA Huts and a Hesco IDF protection installation plus the power grid and other electrical work to support them. A project that began as a series of electrical upgrades at OP Omar eventually expanded into the replacement of the outpost's entire electrical infrastructure, significantly contributed to the safety of the local Marines and the reliability of their equipment. Finally, in the largest project launched from Camp Ramadi, NMCB SEVEN completed a major hydro engineering mission on Camp Baharia. The timing of the project's completion was crucial to overall operations in the area as it coincided with the closure of Camp Fallujah and

its turnover to the Iraqi Military. A seventeen member team drilled a 600' well to supply the four thousand Marines who would occupy the installation with a badly needed alternate source of water.

Major operations at Camp Ar Ramadi were cut short when, in December 2008, NMCB SEVEN was tasked with planning and executing the retrograde of its assets from all across MNF-W into TQ for redeployment to Regional Command South (RC-South) in Afghanistan. The scale of this movement was completely without equal in the entire history of the NCF. It required the largest air delivery of tools, CESE, construction materials, and equipage undertaken by any Battalion of Seabees. All CESE, mission urgent materials, and supply containers were line hauled into TQ for airlift preparation. Even given a movement of this size, NMCB SEVEN's speed and efficiency enabled them to completely close out their facilities and operations on Camp Ar Ramadi by 03 January 2009.

IV – MAIN BODY CAMP AR RAMADI

Main body – Camp Ar Ramadi Projects:

I MEF Projects	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	WIP%	Mandays Expended
IZ8-0994 Assessment and Repairs of Ramadi Perimeter Roads	50	$148,500.00	50	100%	100%	50
IZ8-0990 COP Rutbah Expansion	450	$265,520.53	450	100%	100%	450
IZ8-0916 Trooper Gate MSR Mobile Median Concrete Pads	451	$42,244.54	451	100%	100%	451
IZ8-1028 OP Omar Electrical Upgrades	250	$131,096.70	250	100%	100%	250
IZ8-1015 JCC District HQ Electrical Upgrades	175	$50,463.17	175	100%	100%	175
IZ9-0031 Operation Road Warrior	135	N/A	135	100%	100%	135
IZ9-09B6 AOC: Advisor Team LSA MOD 2 (OIC)	250	$576,568.79	250	100%	100%	250
IZ9-0042 AOC Advisor Team LSA	200	$107,549.96	200	100%	100%	200
IZ9-0043 COP Blue Diamond T-Walls	54	$43,200.00	54	100%	100%	54
IZ8-1030 Shark Base Access Gate	195	$417,219.42	195	100%	100%	195
OIC: Ramadi SWA Huts	225	$48,461.00	225	100%	100%	225
IZ9-0022 Water Well Camp Baharia	670	$25,000.00	670	100%	100%	670
TOTALS:	**3,105**	**$1,855,824.11**	**3,105**	**N/A**	**N/A**	**3,105**

NMCB SEVEN Deployment Level 1 (ITO and ATO)

SEABEE LEVEL I

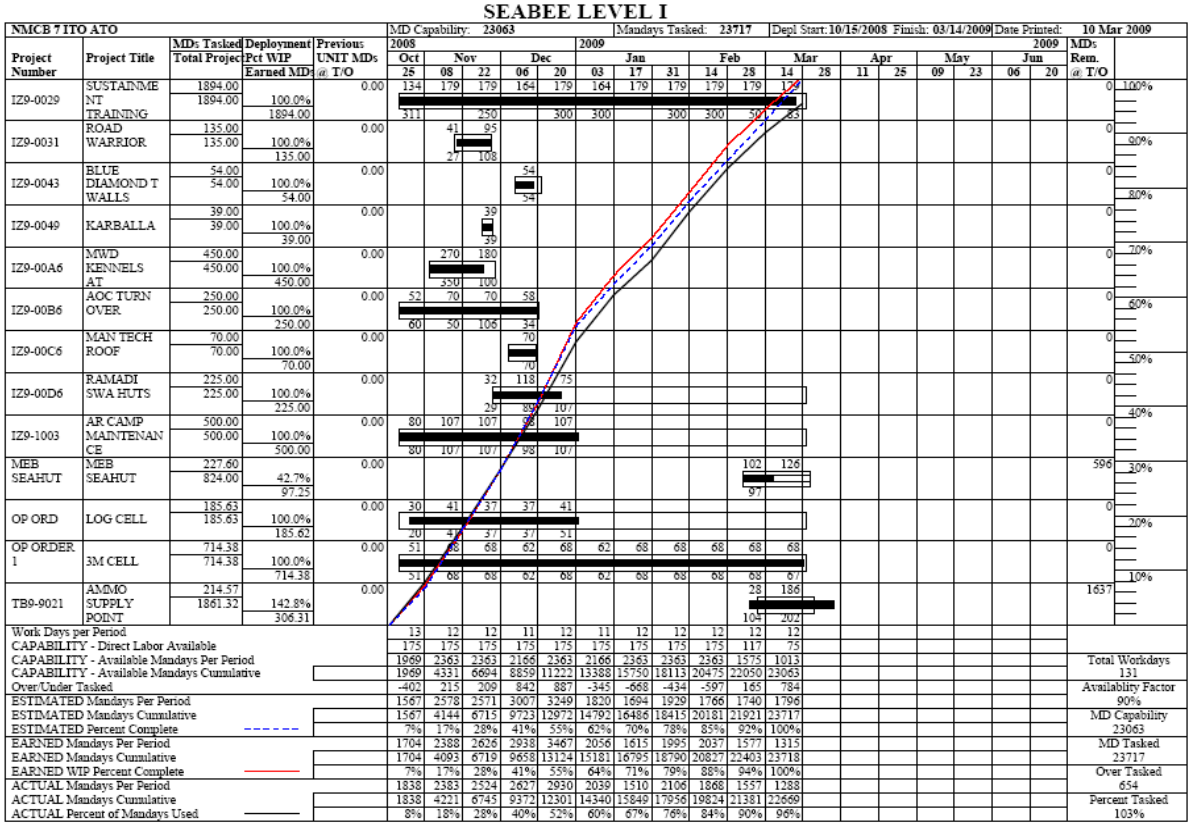
NMCB 7 ITO ATO					MD Capability: 23063					Mandays Tasked: 23717					Depl Start: 10/15/2008 Finish: 03/14/2009										Date Printed: 10 Mar 2009	
Project Number	Project Title	MDs Tasked Total Project	Deployment Pct WIP Earned MDs	Previous UNIT MDs @ T/O	2008 Oct 25	Nov 08	Nov 22	Dec 06	Dec 20	2009 Jan 03	Jan 17	Jan 31	Feb 14	Feb 28	Mar 14	Mar 28	Apr 11	Apr 25	May 09	May 23	Jun 06	Jun 20	2009 MDs Rem. @ T/O	
UNIT Summary	NMCB 7 ITO ATO	23716.81 26062.82	100.0% 23718.40	0.00	1567 1704	2578 2388	2571 2626	3007 2938	3249 3467	1820 2056	1694 1615	1929 1995	1766 2037	1740 1577	1708 1315							2336	100%
ATO-0004	ENGINEERING EX CONT	686.25 686.25	100.0% 686.25	0.00						11 11	135 135	135 135	135 135	135 138	135 132							0	90%
ATO-0010	ATO PROJECT SECURITY	2200.50 2200.50	100.0% 2200.50	0.00						208 208	500 500	680 680	435 435	189 208	189 170							0	80%
ATO-0011	NATASHA BUILD	300.00 300.00	100.0% 300.00	0.00									43 52	129 188	129 60							0	
ATO-002	ATO CAMP MAINT	519.00 519.00	100.0% 519.00	0.00						68 62	90 138	90 104	90 100	90 58	90 54							0	70%
ATO-003	ATO DFAC SUPPORT	21.26 21.26	100.0% 21.26	0.00										9 9	12 12							0	60%
ATO-004	ATO-CSE	935.55 935.55	100.0% 935.55	0.00							113 113	312 312	340 340	170 170								0	50%
ATO-005	ATO OIC DISC	751.00 751.00	100.0% 751.00	0.00						98 77	131 76	131 290	131 128	131 68	131 112							0	
ATO-008	DWYER	326.03 326.02	100.0% 326.02	0.00										156 156	170 170							0	40%
ATO-009	DWYER SECURITY	483.00 483.00	100.0% 483.00	0.00										231 231	252 252							0	30%
ITO-0001	CSE	4095.00 4095.00	100.0% 4095.00	0.00	658 658	878 878	878 878	804 804	878 877													0	20%
ITO-0002	CLASS IV	378.00 378.00	100.0% 378.00	0.00	61 61	81 81	81 81	74 74	81 81													0	10%
ITO-001	DFAC SUPPORT ITO	126.00 126.00	100.0% 126.00	0.00	20 20	27 27	27 27	25 25	27 27													0	
Work Days per Period					13	12	12	11	12	11	12	12	12	12	12								
CAPABILITY - Direct Labor Available					175	175	175	175	175	175	175	175	175	117	75								
CAPABILITY - Available Mandays Per Period					1969	2363	2363	2166	2363	2166	2363	2363	2363	1575	1013							Total Workdays	
CAPABILITY - Available Mandays Cumulative					1969	4331	6694	8859	11222	13388	15750	18113	20475	22050	23063							131	
Over/Under Tasked					-402	215	209	842	887	-345	-668	-434	-597	165	784							Availablity Factor	
ESTIMATED Mandays Per Period					1567	2578	2571	3007	3249	1820	1694	1929	1766	1740	1796							90%	
ESTIMATED Mandays Cumulative					1567	4144	6715	9723	12972	14792	16486	18415	20181	21921	23717							MD Capability	
ESTIMATED Percent Complete					7%	17%	28%	41%	55%	62%	70%	78%	85%	92%	100%							23063	
EARNED Mandays Per Period					1704	2388	2626	2938	3467	2056	1615	1995	2037	1577	1315							MD Tasked	
EARNED Mandays Cumulative					1704	4093	6719	9658	13124	15181	16795	18790	20827	22403	23718							23717	
EARNED WIP Percent Complete					7%	17%	28%	41%	55%	64%	71%	79%	88%	94%	100%							Over Tasked	
ACTUAL Mandays Per Period					1838	2383	2524	2627	2930	2039	1510	2106	1868	1557	1288							654	
ACTUAL Mandays Cumulative					1838	4221	6745	9372	12301	14340	15849	17956	19824	21381	22669							Percent Tasked	
ACTUAL Percent of Mandays Used					8%	18%	28%	40%	52%	60%	67%	76%	84%	90%	96%							103%	

SEABEE LEVEL I

NMCB 7 ITO ATO					MD Capability: 23063					Mandays Tasked: 23717					Depl Start: 10/15/2008 Finish: 03/14/2009										Date Printed: 10 Mar 2009	
Project Number	Project Title	MDs Tasked Total Project	Deployment Pct WIP Earned MDs	Previous UNIT MDs @ T/O	2008 Oct 25	Nov 08	Nov 22	Dec 06	Dec 20	2009 Jan 03	Jan 17	Jan 31	Feb 14	Feb 28	Mar 14	Mar 28	Apr 11	Apr 25	May 09	May 23	Jun 06	Jun 20	2009 MDs Rem. @ T/O	
IZ8-0094	AOC PHASE II	200.00 200.00	100.0% 200.00	0.00			25 45	23 137	25 18	21	25	23	25	23									0	100%
IZ8-0916	TROOPER GATE	451.00 451.00	100.0% 451.00	0.00	104 104	208 208	139 139															0	90%
IZ8-0935	ECP 2 TQ	368.00 368.00	100.0% 368.00	0.00	82 16	164 88	123 199	65														0	80%
IZ8-0990	BP EL DORADO BILLETING	449.55 449.55	100.0% 449.55	0.00	131 137	174 251	145 81															0	
IZ8-0994	PERIMETER ROAD	50.00 50.00	100.0% 50.00	0.00	50 50																	0	70%
IZ8-1008	BAHARIA GATE	75.00 75.00	100.0% 75.00	0.00	56 75	19																0	60%
IZ8-1015	JCC ELECTRICAL	175.00 175.00	100.0% 175.00	0.00			75 75	100 100														0	50%
IZ8-1028	OP OMAR	250.00 250.00	96.0% 240.00	0.00	17 20	200 180	33 40															0	
IZ8-1030	SHARK BASE ROAD PREP	194.38 194.38	100.0% 194.38	0.00			46 18	148 116	62													0	40%
IZ9-000X	ENGINEERING EXODUS	2703.38 2703.38	100.0% 2703.37	0.00				541 541	1081 1081	991 1081	90											0	30%
IZ9-0015	TQ CAMP MAINT	250.00 250.00	100.0% 250.00	0.00	40 40	54 54	54 54	49 49	54 54													0	20%
IZ9-0018	TQ CLASS IV RETRO	877.50 877.50	100.0% 877.50	0.00			101 101	371 372	405 405													0	10%
IZ9-0022	BAHARIA WATER WELL	669.38 669.38	100.0% 669.37	0.00			38 38	210 210	230 230	191 191												0	
Work Days per Period					13	12	12	11	12	11	12	12	12	12	12								
CAPABILITY - Direct Labor Available					175	175	175	175	175	175	175	175	175	117	75								
CAPABILITY - Available Mandays Per Period					1969	2363	2363	2166	2363	2166	2363	2363	2363	1575	1013							Total Workdays	
CAPABILITY - Available Mandays Cumulative					1969	4331	6694	8859	11222	13388	15750	18113	20475	22050	23063							131	
Over/Under Tasked					-402	215	209	842	887	-345	-668	-434	-597	165	784							Availablity Factor	
ESTIMATED Mandays Per Period					1567	2578	2571	3007	3249	1820	1694	1929	1766	1740	1796							90%	
ESTIMATED Mandays Cumulative					1567	4144	6715	9723	12972	14792	16486	18415	20181	21921	23717							MD Capability	
ESTIMATED Percent Complete					7%	17%	28%	41%	55%	62%	70%	78%	85%	92%	100%							23063	
EARNED Mandays Per Period					1704	2388	2626	2938	3467	2056	1615	1995	2037	1577	1315							MD Tasked	
EARNED Mandays Cumulative					1704	4093	6719	9658	13124	15181	16795	18790	20827	22403	23718							23717	
EARNED WIP Percent Complete					7%	17%	28%	41%	55%	64%	71%	79%	88%	94%	100%							Over Tasked	
ACTUAL Mandays Per Period					1838	2383	2524	2627	2930	2039	1510	2106	1868	1557	1288							654	
ACTUAL Mandays Cumulative					1838	4221	6745	9372	12301	14340	15849	17956	19824	21381	22669							Percent Tasked	
ACTUAL Percent of Mandays Used					8%	18%	28%	40%	52%	60%	67%	76%	84%	90%	96%							103%	

IV – MAIN BODY CAMP AR RAMADI

SEABEE LEVEL I



NMCB 7 ITO ATO					MD Capability: 23063						Mandays Tasked: 23717						Depl Start: 10/15/2008 Finish: 03/14/2009												Date Printed: 10 Mar 2009	
		MDs Tasked	Deployment	Previous	2008						2009																		2009	MDs
Project Number	Project Title	Total Project	Pct WIP	UNIT MDs	Oct		Nov		Dec		Jan			Feb		Mar		Apr		May		Jun		Rem.	
			Earned MDs	@ T/O	25	08	22	06	20	03	17	31	14	28	14	28	11	25	09	23	06	20	@ T/O	
IZ9-0029	SUSTAINMENT TRAINING	1894.00	100.0%	0.00	134	179	179	164	179	164	179	179	179	179	124								0	100%
		1894.00	1894.00		311		250		300	300		300	300	300	83									
IZ9-0031	ROAD WARRIOR	135.00	100.0%	0.00		41	95																0	
		135.00	135.00			27	108																	90%
IZ9-0043	BLUE DIAMOND TWALLS	54.00	100.0%	0.00				54															0	
		54.00	54.00					54																80%
IZ9-0049	KARBALLA	39.00	100.0%	0.00			39																0	
		39.00	39.00				39																	
IZ9-00A6	MWD KENNELS AT	450.00	100.0%	0.00		270	180																0	70%
		450.00	450.00			350	100																	
IZ9-00B6	AOC TURNOVER	250.00	100.0%	0.00	52	70	70	58															0	60%
		250.00	250.00		60	50	106	34																
IZ9-00C6	MAN TECH ROOF	70.00	100.0%	0.00				70															0	
		70.00	70.00					70																50%
IZ9-00D6	RAMADI SWA HUTS	225.00	100.0%	0.00			32	118	75														0	
		225.00	225.00				29	89	107															40%
IZ9-1003	AR CAMP MAINTENANCE	500.00	100.0%	0.00	80	107	107	98	107														0	
		500.00	500.00		80	107	107	98	107															
MEB SEAHUT	MEB SEAHUT	227.60	42.7%	0.00										102	126								596	30%
		824.00	97.25											97										
OP ORD	LOG CELL	185.63	100.0%	0.00	30	41	37	37	41														0	
		185.63	185.62		30	41	37	37	51															20%
OP ORDER 1	3M CELL	714.38	100.0%	0.00	51	68	68	62	68	62	68	68	68	68	68								0	
		714.38	714.38		51	68	68	62	68	62	68	68	68	68	67									10%
TB9-9021	AMMO SUPPLY POINT	214.57	142.8%	0.00										28	186								1637	
		1861.32	306.31											104	202									
Work Days per Period					13	12	12	11	12	11	12	12	12	12	12									
CAPABILITY - Direct Labor Available					175	175	175	175	175	175	175	175	175	117	75									
CAPABILITY - Available Mandays Per Period					1969	2363	2363	2166	2363	2166	2363	2363	2363	1575	1013								Total Workdays	
CAPABILITY - Available Mandays Cumulative					1969	4331	6694	8859	11222	13388	15750	18113	20475	22050	23063								131	
Over/Under Tasked					-402	215	209	842	887	-345	-668	-434	-597	165	784								Availablity Factor	
ESTIMATED Mandays Per Period					1567	2578	2571	3007	3249	1820	1694	1929	1766	1740	1796								90%	
ESTIMATED Mandays Cumulative					1567	4144	6715	9723	12972	14792	16486	18415	20181	21921	23717								MD Capability	
ESTIMATED Percent Complete					7%	17%	28%	41%	55%	62%	70%	78%	85%	92%	100%								23063	
EARNED Mandays Per Period					1704	2388	2626	2938	3467	2056	1615	1995	2037	1577	1315								MD Tasked	
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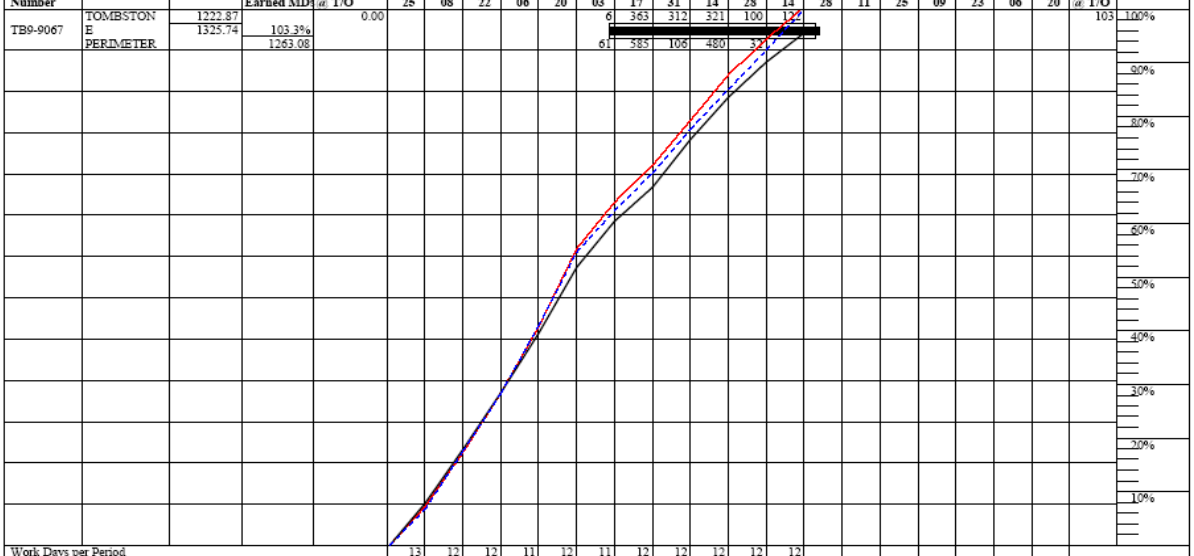
EARNED WIP Percent Complete					7%	17%	28%	41%	55%	64%	71%	79%	88%	94%	100%								Over Tasked	
ACTUAL Mandays Per Period					1838	2383	2524	2627	2930	2039	1510	2106	1868	1557	1288								654	
ACTUAL Mandays Cumulative					1838	4221	6745	9372	12301	14340	15849	17956	19824	21381	22669								Percent Tasked	
ACTUAL Percent of Mandays Used					8%	18%	28%	40%	52%	60%	67%	76%	84%	90%	96%								103%	

SEABEE LEVEL I



NMCB 7 ITO ATO					MD Capability: 23063						Mandays Tasked: 23717						Depl Start: 10/15/2008 Finish: 03/14/2009												Date Printed: 10 Mar 2009	
		MDs Tasked	Deployment	Previous	2008						2009																		2009	MDs
Project Number	Project Title	Total Project	Pct WIP	UNIT MDs	Oct		Nov		Dec		Jan			Feb		Mar		Apr		May		Jun		Rem.	
			Earned MDs	@ T/O	25	08	22	06	20	03	17	31	14	28	14	28	11	25	09	23	06	20	@ T/O	
TB9-9067	TOMBSTONE PERIMETER	1222.87	103.3%	0.00						6	363	312	321	100	122								103	100%
		1325.74	1263.08							61	585	106	480	32										
																								90%
																								80%
																								70%
																								60%
																								50%
																								40%
																								30%
																								20%
																								10%
Work Days per Period					13	12	12	11	12	11	12	12	12	12	12									
CAPABILITY - Direct Labor Available					175	175	175	175	175	175	175	175	175	117	75									
CAPABILITY - Available Mandays Per Period					1969	2363	2363	2166	2363	2166	2363	2363	2363	1575	1013								Total Workdays	
CAPABILITY - Available Mandays Cumulative					1969	4331	6694	8859	11222	13388	15750	18113	20475	22050	23063								131	
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ESTIMATED Mandays Per Period					1567	2578	2571	3007	3249	1820	1694	1929	1766	1740	1796								90%	
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ACTUAL Percent of Mandays Used					8%	18%	28%	40%	52%	60%	67%	76%	84%	90%	96%								103%	

Example of road conditions

Repaired section of road

IZ8-0994
ASSESSMENT AND REPAIR OF RAMADI PERIMETER ROAD

Project Scope: Rearranged 500' of concrete barricades, installed 750 LF of 11' tall HESCO's, installed a crow's nest tower on hardstand platform with associated access hardstand road, and widened 800' of Route Lakers to three lanes.

Personnel:	6 Seabees	
Duration:	15 October 2008 - 22 October 2008	
Mandays Expended:	NMCB SEVEN:	50
	Cumulative:	50
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	50
Material Cost:	$148,500.00	
Cost Avoidance:	$ 8,250.00	

Significant Safety Issues: Working along outer perimeter fence along an elevated berm with significant exposure to unsecured areas outside Camp Ramadi. Operating and working in close proximity to heavy equipment, sometimes along the edge of the berm.

Significant QC Issues: Due to size of potholes, significant fill was required. The poor road conditions required significant re-grading and compacting to achieve crown. Placing and compacting fill along shoulders of berms was challenging, and performed with an elephant foot. Placing fill in potholes and wash-outs under concertina wire did not allow much compaction; however, it alleviated berm erosion.

Significant Design Issues: Initially, there was no consistent understanding of the scope of work between the Battalion and the Ar Ramadi Mayor Cell. The entire road was in need; supply of fill allowed repair of full road length.

Significant Material Issues: Fill was high quality and allowed consistent integration with road upon compaction and grading, however, it was relatively scarce. Gravel met the needs of the original scope, but was barely adequate to cover entire road length when used conservatively.

PB El Dorado/ COP Rutbah

SWA Hut Project Site

IZ8-0990
COP RUTBAH EXPANSION

Project Scope: Construct 13 SWA Huts for billeting. Install A/C units, electrical lighting, and outlets, set and fill 1,100' of HESCO barriers for force protection, setup separate power grid and generator that provides future expansion capability. Repair roof on MWR/COC building and Class I storage facilities.

Personnel:	18 Seabees	
Duration:	16 October 2008 – 15 November 2008	
Mandays Expended:	NMCB SEVEN:	450
	Cumulative:	450
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	450
Material Cost:	$265,520.53	
Cost Avoidance:	$ 67,500.00	

Significant Safety Issues: Standard vigilance for proper PPE utilization, lock out/ tag out procedures for electrical work, and safe controlled environment during CESE operations for site prep and HESCO construction (ground guide usage).

Significant QC Issues: Prefab structures inspected to specifications. Proper HESCO placement on straight rows.

Significant Design Issues: None. Standard 16' X 32' SWA Hut.

Significant Material Issues: Originally short of required number of HESCO barriers. Worked supply channels with local Marines in camp and with fellow NMCB SEVEN Seabees in Korean Village, preventing project delay while additional HESCO barriers and electric terminal lugs arrived from Camp Ramadi.

Pad 1 complete

Pad 2 complete

IZ8-0916
TROOPER GATE MSR MOBILE MEDIAN CONCRETE PADS

Project Scope: Prepare site and place 380 cubic meters of reinforced concrete in two separate pads between Trooper Gate and MSR Mobile for vehicular crossing. Place 600' of Jersey barriers between pads and 100' past each end.

Personnel:	21 Seabees	
Duration:	20 October 2008 – 13 November 2008	
Mandays Expended:	NMCB SEVEN:	451
	Cumulative:	451
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	451
Material Cost:	$42,244.54	
Cost Avoidance:	$67,650.00	

Significant Safety Issues: Crew operated in an area vulnerable to small arms fire, mortar attack, and possible VBIED's. Crews wore combat protective gear at all times. Site security was provided by Iraqi Police and US Marines. Concrete had a high lime concentration inflicting burns on exposed skin.

Significant QC Issues: The concrete trucks had inconsistent water content within mix at delivery. All concrete from each truck had inconsistent slumps within them.

Significant Design Issues: The original design required bollards between two concrete pads and 100 feet past each end. Due to increased demilitarization of coalition areas within MNF-W, jersey barriers became more readily available within the AO for ATFP reutilization. A FAR was submitted and approved to use jersey barriers instead of bollards to reduce project duration, increase efficiency, and reduce costs.

Significant Material Issues: The contract for concrete stated two pump truck deliveries remaining. If the contract was extended to four uses, the concrete placement would have been checker board pattern vice monolithic.

OP Omar facility

New MDP and transfer switch

IZ8-1028
OP OMAR ELECTRICAL UPGRADES

Project Scope: Repair or replace existing electrical infrastructure and components for OP Omar in order to eliminate all life and safety hazards. Upgrades include the installation of new lighting, receptacles, sub panels, a main distribution panel, transfer switch, all associated wiring, and the repair or replacement of existing A/C units.

Personnel:	13 Seabees	
Duration:	27 October 2008 – 13 November 2008	
Mandays Expended:	NMCB SEVEN:	250
	Cumulative:	250
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	250
Material Cost:	$131,096.70	
Cost Avoidance:	$ 37,500.00	

Significant Safety Issues: Crew operated in an area that was vulnerable to small arms fire and mortar attack. Leaders ensured that combat protective gear was worn whenever outside the perimeter of the OP and when work was performed above the height of interior HESCO barriers.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: The upgrade included the installation of two 500KVA generators. The generator delivery to the customer did not take place prior to completion of Seabee project. As per recommended course of action, installation reflects the use of existing generators with the ability to transfer power to the new generators upon arrival. Instructions provided by NMCB to customer.

JCC District HQ Facility

New sub panel

IZ8-1015
JCC DISTRICT HQ ELECTRICAL UPGRADES

Project Scope: Repair or replace existing electrical infrastructure and components at JCC District HQ in order to eliminate all life and safety hazards and to begin the separation of the power distribution between CF and IP forces. Upgrades include the installation of new lighting, receptacles, sub panels, a main panel, and all associated wiring.

Personnel:	11 Seabees	
Duration:	17 November 2008 – 27 November 2008	
Mandays Expended:	NMCB SEVEN:	175
	Cumulative:	175
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	175
Material Cost:	$50,463.17	
Cost Avoidance:	$26,250.00	

Significant Safety Issues: Crew operated in an area with numerous electrical hazards. Leaders ensured proper testing and securing of faulty circuits were completed before repairing/replacing of electrical components began.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

CSE Team MRAP

MTVR Tractor and Trailer

IZ9-0031
OPERATION ROAD WARRIOR

Project Scope: Convoy from Ramadi to Camp Korean Village. Using Lowboy trailers, NMCB SEVEN transport two HMMT Refueler trucks and one Tram to Sahl Sinjar Airfield, returning to home base once delivery completed. NMCB SEVEN CSE team "Concrete" provided the escort for five tractor-trailers, a MTVR wrecker, and eighteen KBR tractor-trailers that joined the convoy at Al Asad for additional mission tasking.

Personnel:	12 Seabees	
Duration:	6 November 2008 - 17 November 2008	
Mandays Expended:	NMCB SEVEN:	135
	Cumulative:	135
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	135
Material Cost:	$ 0.00	
Cost Avoidance:	$20,100.00	

Significant Safety Issues: Mission involved night convoy operations for most of the mission; the inherent risks of convoys were present and personnel were required to adjust sleeping patterns to remain alert over multiple nights. Once the KBR vehicles joined the convoy, it was more of a challenge to keep the vehicles together, properly spaced, and communications flowing throughout the length of the convoy. Portions of the route were unfamiliar to the team, and there was little information regarding road conditions for the final leg of the convoy, requiring extra caution. No mishaps occurred during the mission.

Significant QC Issues: Proper procedures for loading, securing, and transporting cargo were verified, including re-checking load security at each convoy stop. Changing tires and repairing or towing vehicles were key mechanical quality control issues.

Significant Design Issues: None.

Significant Material Issues: None.

Completed SWA Huts

Installed AB Trailers

IZ9-00B6 (OIC DISCRETIONARY)
ANBAR OPERATIONS COMMAND: ADVISOR TEAM LSA MOD 2

Project Scope: Construct a 25 Pad LSA aboard FOB Falcon with a T-wall perimeter to include (3) SWA Huts for berthing, (2) SWA huts for the COC and Conf Room, DFAC, Gym, Laundry, (1) SWA Hut for BAS / Conference Galley, and (1) SWA Hut for Laundry / Supply. Install AC / heat units and standard electrical components in all SWA Huts. Install (1) combination shower / ablution trailer with black water, gray water, and water tanks. Install (2) 200KVA generators and (2) 2000 gallon fuel tanks.

Personnel:	13 Seabees
Duration:	18 August 2008 – 31 October 2008
Mandays Expended:	NMCB SEVEN: 250 Cumulative: 250
Tasking:	WIP at turnover: 0% WIP at completion: 100% Tasked to NMCB SEVEN: 250
Material Cost:	$576,568.79
Cost Avoidance:	$ 92,610.00

Significant Safety Issues: Adequate hydration along with work rest cycles, safety awareness, and the use of proper PPE were all enforced. TPI was used at all times on site due to distribution of personnel and location of project. Crewmembers routinely checked in with crew leader before moving on to next location for work.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: Project received Class IV materials from Al Asad, Al Taqaddum, and Ar Ramadi. Some replacement parts were ordered to complete work i.e. AB units.

AOC Advisor Team LSA Facility

SWA Huts

IZ8-0094
AOC ADVISOR TEAM LSA

Project Scope: Provide repairs to existing facilities including repairing leaks in SWA Huts, repairing an existing shower, labeling circuit breakers, recharging AC units, repairing existing exhaust fans, and repairing existing lighting. Tasking also includes the construction of a new drainage system for COP Blue Diamond, installing new lighting and associated wiring to T-wall perimeter, replacing existing generators with two new correctly sized generators, and the placement of T-wall barriers around the generator and fuel tank area.

Personnel:	12 Seabees	
Duration:	17 November 2008 – 05 December 2008	
Mandays Expended:	NMCB SEVEN:	200
	Cumulative:	200
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	200
Material Cost:	$107,549.96	
Cost Avoidance:	$ 42,000.00	

Significant Safety Issues: Crew utilized all required PPE during construction and had a dedicated project safety supervisor who conducted safety briefs twice daily.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

COP Blue Diamond T Walls

Loading T Walls for Placement

IZ9-0043
COP BLUE DIAMOND T WALLS

Project Scope: Install 50 T-Wall barriers around compound within COP Blue Diamond.

Personnel:	6 Seabees	
Duration:	17 November 2008 – 04 December 2008	
Mandays Expended:	NMCB SEVEN:	54
	Cumulative:	54
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	54
Material Cost:	$43,200.00	
Cost Avoidance:	$11,340.00	

Significant Safety Issues: Crew utilized all required PPE during construction and had a dedicated project safety supervisor who conducted safety briefs twice daily. The crew was required to discuss hazards and mitigation prior to each phase of work. The crew was also sure to use tag lines and watch for pinch points during placement of T-Wall barriers. The only issue with safety was inadequate lighting hooks on numerous T-Wall barriers.

Significant QC Issues: Ensured that T-Wall barriers were aligned and placed properly.

Significant Design Issues: None.

Significant Material Issues: None.

Geotextile fabric placement

New culvert and road elevation

IZ8-1030
SHARK BASE ACCESS GATE

Project Scope: Determine the best location and construct a new roadway connecting the northeast section of Camp Ramadi to Shark Base. Scope included clearing and grubbing of designated area, removal of trees and brush to clear fields of fire, construction of a new roadway 560' in length consisting of a new base course with geotextile fabric and a 12" thick wearing surface of gravel mixed with 20% soil. Additional scope corrected drainage problems with a new culvert; place 50 T-wall security barriers adjacent to the roadway on the South side, breach a wall into Shark Base for the new access road, and install a new guard tower.

Personnel:	8 Seabees	
Duration:	20 November 2008- 14 December 08	
Mandays Expended:	NMCB SEVEN:	195
	Cumulative:	195
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	195
Material Cost:	$417,219.42	
Cost Avoidance:	$ 33,600.00	

Significant Safety Issues: Primary effort involved heavy equipment operations, including work around drainage ditches and standing water. New culvert required excavation properly sloped to prevent collapse.

Significant QC Issues: Due to select fill delivery problems, fill was taken from surrounding areas to build up the new roadway base.

Significant Design Issues: The original design required revision due to site drainage and other considerations; updated drawings were not available with precise roadway location thus requiring independent survey and in house decisions on exact design.

Significant Material Issues: Fill and gravel delivery was late due to overall demand and availability in the AO; this shifted some priorities of work.

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Constructed SWAHUT

SWAHUT Interior

IZ9-00D6 (OIC DISCRETIONARY)
AR RAMADI SWAHUTS

Project Scope: Construct three standard 16' x 32' SWA Huts on Camp Ar Ramadi. Two SWA Huts built for the Army Motor T and one more on signal hill for 9th Communications Battalion. Construction also included the installation of interior partition walls, lights, receptacles, and the installation of HVAC units.

Personnel:	10 Seabees	
Duration:	26 November 2008 – 18 December 2008	
Mandays Expended:	NMCB SEVEN:	225
	Cumulative:	225
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	225
Material Cost:	$48,461.00	
Cost Avoidance:	$26,250.00	

Significant Safety Issues: Crew utilized all required PPE during construction and had a dedicated project safety supervisor who conducted safety briefs twice daily.

Significant QC Issues: The less experienced crew working on the first SWA Huts spent some extra time learning and being trained on SWA Hut construction leading to initial QC concerns and some rework.

Significant Design Issues: None.

Significant Material Issues: None.

Drilling for water

Air developing the Well

IZ9-0022
WATER WELL AT CAMP BAHARIA

Project Scope: Drill one water well in order to help re-supply the lake located on Camp Baharia and supplement Pump House Barney efforts. The well will not be drilled any closer than 200 ft and must be 50 ft deeper than lake bottom. This is a time critical project due to the closure of Camp Fallujah and the increase of Marine personnel on Camp Baharia (4000+).

Personnel:	17 Seabees	
Duration:	29 November 2008 – 02 January2009	
Mandays Expended:	NMCB SEVEN:	669
	Cumulative:	669
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	669
Material Cost:	$25,000.00	
Cost Avoidance:	$69,360.00	

Significant Safety Issues: None.

Significant QC Issues: Have a qualified driller from the water well team participate on a site survey in order to provide insight and expertise on well location. Hydrologic survey data also highly recommended before project launch.

Significant Design Issues: None.

Significant Material Issues: None.

Detachment Al Taqaddum
PROJECT SUMMARIES

"*MAGNIFICENT SEVEN*"

CAMP AL TAQADDUM

Since the initiation of Operation Iraqi Freedom, Seabees have maintained and taken care of Camp Al Taqaddum in MNF-W Area of Operations (AO). NMCB SEVEN continued this support for the initial half of deployment, however by mid December, the Battalion shifted focus and used Camp Al Taqaddum as a springboard into its new mission role for supporting US and Coalition Forces in RC-South Area of Operations Afghanistan. Al Taqaddum was a strategically advantageous location due to its airfield operations and logistical capabilities. In the first 10 weeks of deployment, the 103-man detachment completed 1,877 mandays of construction using $456,889.98 in materials and $271,200 in labor across seven projects of high importance to combatant commanders. Several of the projects were completed at Camp Baharia including a ten foot steel drop arm gate, a thirty foot steel swing arm gate, and a ten room concrete dog kennel.

The largest project in scope for the detachment was the overhaul of an eight acre ECP (entry control point) using up-armored equipment. The project included the realignment and resurfacing of roads, leveling and clearing of land alongside ECP access ways to create clear fields of fire, and the installation of numerous Jersey Barriers linked with steel cable for strict vehicular passage. The project also demanded the construction of two crow's nests, one elevated as a tower on a steel truss base for greater observation and to provide highly dependable protection.

The most time critical project was a combat outpost (COP) at a critical intersection near Karbala, Iraq. The detachment mounted a crew within 48-hours upon receipt of their execution order and convoyed to the project site using NMCB SEVEN CSE (Convoy Security Element) protection. During the night convoy, one MRAP (Mine Resistant Armor Protected) gun truck punctured its oil pan in the middle of a crowded Iraqi town. Defining the resourcefulness of the Seabees, one NMCB SEVEN Equipment Operator hastily patched the MRAP's oil pan with a combat lifesaver bag, enabling the convoy to continue with its mission. Once on site, the 15-man crew used organic assets for site security until relieved by US Marines. With security posted, Seabees from Detachment Al Taqaddum rapidly began construction of the platoon-sized patrol base. Karbala serves as a vital check point for patrolling and detouring insurgent movement in and around central Al Anbar Province, especially during heavy civilian traveling periods on religious holidays. The 39 manday project scope included a perimeter berm, the installation of guard shacks, and an ECP with serpentine berm.

While project crews engaged in MNF-W priority construction, the detachment also hosted two NMCB SEVEN CSE teams and their fleet of CAT I and CAT II MRAP's. This support function included berthing for personnel in addition to the vital routine and emergency maintenance on vehicles, armory support for TOA (Table of Allowance) small arms and crew serve weapons, ammunition issuing and storage, pyrotechnics, defensive lasers and optics, and sensitive communication equipment support.

Detachment Al Taqaddum magnificently supported the Class IV yard serving the eastern region of MNF-W. By November, the detachment served as the primary support force in relocating the Class IV Yard to Camp Adder, Iraq. This endeavor included the inventorying, packaging, and loading of 1,014 trucks to include the following: 94 trucks of ISO containers loaded with hardware, plumbing,

and electrical parts, 85 trucks of electrical wire and wire rope, 275 trucks of lumber, 70 trucks of steel pipes and beams, 60 trucks of water tanks, 85 trucks of concrete barriers and bunkers, 50 trucks of prefab units, 250 trucks of HESCO's, and 45 trucks of miscellaneous items ranging from roofing material to generators. The magnitude of this relocation and the dedication of NMCB SEVEN's Seabees harkens back to the Stevedore Seabees of World War II. Their perseverance and attention to detail accelerated a laborious assignment and greatly supported 1NCR (First Naval Construction Regiment) retrograde efforts.

The detachment also serviced and maintained 185 pieces of CESE (Civil Engineer Support Equipment). This fleet of equipment valued at over $55M and was maintained by Alfa Company at a 93% availability rate. As described, the equipment was well utilized, traveling over 50,000 miles in the month of November alone. The detachment also maintained 208 pieces of sensitive communication equipment valued at $2,471,170, an armory of 635 items valued at over $3.7M, and 36 tools kits valued at $140K.

Following the initial ten weeks of deployment, Detachment Al Taqaddum became the central hub for mounting out the entire battalion from MNF-W to RC-South. This retrograde and redeployment evolution terminated the Seabee operational influence in both Camps Ar Ramadi and Al Taqaddum in Al Anbar Province, Iraq. The detachment pushed out 245 pieces of CESE, most of which traveled by airlift utilizing both military and contract air power. The Battalion redeployment is one of the biggest embarkation evolutions in NCF (Naval Construction Force) history. This embarkation proved to be a critical test of human willpower and equipment. Logistical chains were tested and refined to ensure that both equipment and materials were accurately inventoried, packaged, and secured properly for transport by air, land, and sea.

The Seabees of Camp Taqaddum executed all of their projects and missions safely, timely, and with the highest of quality. They concluded their stay at Camp Al Taqaddum with a world class embarkation evolution that received accolades up and down the chain of command and at the CENTCOM level. In the process, NMCB SEVEN Detachment Al Taqaddum supported the US Marines, Army, and Air Force as well as fellow sailors in RIVRON 1 and at the base medical office. They completed a truly joint assignment in a dangerous area utilizing all of the critical skills that Seabees train for in an environment the Seabees were founded for.

IV – DETACHMENT AL TAQADDUM

Detail Al Taqaddum Projects:

I MEF Projects	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	WIP%	Mandays Expended
IZ8-0935 ECP#2 Improvements	368	$395,624.42	368	100%	100%	368
IZ8-1008 Vehicle Barrier at Baharia ECP	75	$4,786.00	75	100%	100%	75
IZ9-00A6 MWD Kennels at Camp Baharia (OIC)	450	$29,241.63	450	100%	100%	450
IZ9-0015 Lakeside BAS Berthing Wall (OIC)	15	$4,787.00	15	100%	100%	15
IZ9-0018 Relocation of TQ Class IV Yard	876	N/A	876	100%	100%	876
IZ9-0049 BP Karbala	39	$19,000.00	39	100%	100%	39
IZ9-0054 Vehicle Barrier at Camp Baharia East ECP	54	$3,447.93	54	100%	100%	54
TOTALS:	**1,877**	**$456,886.98**	**1,877**	**N/A**	**N/A**	**1,877**

ECP complete

Jersey Barrier placement

IZ8-0935
ECP #2 IMPROVEMENTS

Project Scope: Build a new incoming TCN/DOD lane from the RELOC facility to the military inbound lane. Level all ground within the two inbound lanes and the "D" shaped area to improve fields of fire. Install a new crow's nest for checkpoint Alfa and install a crow's nest with attached tower section on checkpoint Bravo. Install and connect all related electrical and mechanical hardware to the two crow's nests. Install Jersey barriers to allow proper traffic flow.

Personnel:	7 Seabees	
Duration:	20 October 2008 – 30 November 2008	
Man-days Expended:	NMCB SEVEN:	368
	Cumulative:	368
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	368
Material Cost:	$395,624.42	
Cost Avoidance:	$ 59,400.00	

Significant Safety Issues: Equipment operations were conducted in dusty conditions, reinforcing the need for ground guides while pushing the berms down and leveling the "D" shape area between Military and TCN inbound lane.

Significant QC Issues: ¾" minus limestone fill was not of proper durability for long term sustainment of heavy traffic flow on the TCN inbound lane.

Significant Design Issues: Customer requested HESCO barriers in lieu of Jersey barriers on the outside of the TCN inbound lane.

Significant Material Issues: Delays in obtaining the Blackwater fill from Camp Habbaniyah caused the new TCN road construction to be delayed slightly. Cable clamps size ¾" were ordered but were delayed in shipment. 1" clamps from the Class IV yard were used instead.

Gate during fabrication

Installed Gate

IZ8-1008
VEHICLE BARRIER AT BAHARIA ECP

Project Scope: Construct a drop-arm barrier at the South ECP to Camp Baharia with a threshold stopping capability of 10,000 lbs traveling at 15 mph.

Personnel:	4 Seabees	
Duration:	20 October 2008 – 25 October 2008	
Mandays Expended:	NMCB SEVEN:	75
	Cumulative:	75
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	75
Material Cost:	$ 4,786.00	
Cost Avoidance:	$14,100.00	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: Initially the gate was difficult to close from the vertical position. An adjustable stop was fabricated to make closing the gate easier.

Significant Material Issues: None.

Finished Concrete Pad

Completed Structure

IZ9-00A6 (OIC DISCRETIONARY)
MWD KENNELS AT CAMP BAHARIA

Project Scope: Construct a SWA Hut structure with 5' high concrete walls. The kennel will be complete with ten concrete kennels measuring 5'x 5'6", including four lights and two A/C split units. This is a time critical project due to the closure of Camp Fallujah.

Personnel:	18 Seabees	
Duration:	29 October 2008 – 15 November 2008	
Mandays Expended:	NMCB SEVEN:	450
	Cumulative:	450
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	450
Material Cost:	$115,907.44	
Cost Avoidance:	$67,350.00	

Significant Safety Issues: None.

Significant QC Issues: To have a more weatherproof transition from the 5' concrete wall to the 3' wood framed knee wall, an "L" type flashing should be installed between the two walls to help prevent standing water accumulation. Alternatively, the wooden wall could have been placed flush with the concrete wall on the outside with a plywood overhang.

Significant Design Issues: Upon finding that 8" x 8" x 16" masonry block was not available in country, the design for 8" thick concrete walls should have been reduced to 4" to save on material costs for the customer.

Significant Material Issues: None.

Partition section complete

Wall partition with access door

IZ9-0015
LAKESIDE BAS BERTHING WALL

Project Scope: Remove two 10’ x 10’ walls and construct a new 35’ x 14’ wall with two doors. Relocate four light fixtures.

Personnel:	3 Seabees	
Duration:	29 October 2008 – 3 November 2008	
Man-days Expended:	NMCB SEVEN:	15
	Cumulative:	15
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	15
Material Cost:	$4,787.00	
Cost Avoidance:	$2,250.00	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

IV – DETACHMENT AL TAQADDUM

IZ9-0018
RELOCATION OF TQ CLASS IV YARD

Project Scope: Relocate the Class IV Yard on Camp Al Taqaddum to MNF-S. Inventory all items in the yard. Build boxes for materials and load connex boxes for shipment.

Personnel:	16 Seabees	
Duration:	17 November 2008 – 26 December 2008	
Man-days Expended:	NMCB SEVEN:	878
	Cumulative:	878
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	878
Material Cost:	$ 0.00	
Cost Avoidance:	$114,000.00	

Significant Safety Issues: Very busy yard with many personnel and pieces of equipment moving in many different directions. The yard foreman is key to command and control for safety.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

NO PHOTOS AVAILABLE

NO PHOTOS AVAILABLE

IZ9-0049
BP KARBALA

Project Scope: Construct a platoon-sized patrol base in vicinity of the Karbala Cement Factory.

Personnel:	15 Seabees	
Duration:	16 November 2008 – 18 November 2008	
Mandays Expended:	NMCB SEVEN:	39
	Cumulative:	39
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	39
Material Cost:	$19,000.00	
Cost Avoidance:	$ 6,000.00	

Significant Safety Issues: Night convoy operations and security procedures. Proper use of Kevlar, MTVs, other PPE during construction.

Significant QC Issues: Prefabricated guard shacks were not hardened. They were set into the berm to provide protection, but hardened guard shacks should be obtained for similar missions in the future.

Significant Design Issues: Serpentine berm at the ECP was specified to be 4’ in height, but after construction was completed, the platoon noticed that a person from the outside could see into the base easily at certain angles. In the future, an 8’ berm should be used in front of the opening.

Significant Material Issues: None.

ECP

Installed swing arm gate

IZ9-0054
VEHICLE BARRIER AT BAHARIA EAST ECP

Project Scope: Includes the construction of seven 6" x 8' steel bollards used in the support of a 26' swing arm gate constructed of 4" steel pipe cut in 10' intervals and connected together with 4 ½" sleeves. Each bollard will be core filled with concrete for extra strength and stability. Site work will include the excavation of six 22" x 4' holes for the placement of bollards, the placement of over 6 CY of concrete, and the final installation of the swing arm gate.

Personnel:	7 Seabees	
Duration:	11 December 08 – 19 December 08	
Man-days Expended:	NMCB SEVEN:	54
	Cumulative:	54
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	54
Material Cost:	$3,447.93	
Cost Avoidance:	$8,100.00	

Significant Safety Issues: Project site was located at the East Entry Control Point requiring MTV/Kevlar and security coordination with the Marines posted at the gate. Equipment entering gate during project operations.

Significant QC Issues: All rebar cages were tied together and all bollards were checked for plumb before concrete was placed.

Significant Design Issues: No significant design issues were encountered. Design was based off experience and design issues on previous gate project.

Significant Material Issues: Procurement of SCH 80, 4" OD steel pipe was difficult to attain from Class IV Yard at Camp Al Taqaddum; material was substituted with SCH 40, 4" OD steel pipe to keep project on schedule.

Detail Korean Village

PROJECT SUMMARIES

"MAGNIFICENT SEVEN"

CAMP KOREAN VILLAGE

NMCB SEVEN Detail Korean Village took the reins from NMCB THREE and served as only the second active duty Seabee unit operating out of Camp Korean Village. The team set the stage for a successful deployment marked by their "Can Do" spirit displaying flexibility, creativity, and resourcefulness in execution of their tasks.

From Camp Korean Village (CKV), the team deployed to seven forward operating bases throughout Area of Operation (AO) West Iraq, extending from Patrol base (PB) Rio Lobo to Port of Entry (POE) Trebil, Iraq, along the Jordan and Saudi Arabia borders. Detail KV corrected over 110 safety hazards and completed over 50 life-support projects improving the quality of life for many US Marine, Special Warfare, and Coalition Forces.

The Magnificent Seabees from NMCB SEVEN provided a very large public works function while forward deployed at Camp Korean Village. They constructed nine wooden doors for CKV Operations Building in addition to the upkeep of five permanent structures and numerous SWA Hut facilities. Detail KV also supported the construction of nine target stands in support of CKV Firing Range, meeting the heavy sustainment training demand and operational tempo for the Marines. The team constructed stairs for CKV guard stations ensuring safe access for Marine personnel providing perimeter watch. They installed and repaired five generators in support of Navy Special Warfare, the U.S. Army, and the U.S. Marine Corps ensuring minimum mission-essential equipment downtime and continued operational capability. The team constructed plywood decking for various facilities, improving work area efficiency and safety. Additionally, Detail KV replaced or repaired a multitude of finished electrical and environmental control units (ECU's) for over ten buildings, ten tents, and five SWA Huts. This customer service greatly improved the quality of life for both transient and permanent CKV personnel and VIPs.

In PB Rio Lobo, the damage sustained to a shower trailer (in excess of 160K) was quite substantial, but the Seabee team accepted the challenge. The trailer was struck by a vehicle, listing to one side while water escaped its ruptured storage tank. The water washed away much of the ground from underneath the trailer causing an unbalance and an identifiable safety concern. The Seabee builders quickly went in and stabilized the structure while one Utilitiesman made all necessary repairs to the damaged plumbing. The construction electrician cleaned and rewired the power panel in preparation for trailer to generator re-connection.

The Detail KV teamwork on Command Outpost (COP) Waleed consisted of the structural completion, the electrical repairs, and the essential upgrades to two dilapidated trailer structures serving as the Operations Center and berthing space for one Mobile Training Team (MTT). The Seabees ascertained the structural deficiencies of the trailer and repaired the heavily damaged walls and decking for added structural support. They installed new electrical distribution cables and replaced the existing power panel board, ten (10) electric light fixtures, twenty (20) power receptacles, and one thousand (1,000) feet of electrical wiring. In addition, the team installed three (3) ECU’s for climate control. Several safety discrepancies caused by unsafe wiring and temporary splices on existing buildings around base were quickly identified and repaired. Detail KV also conducted plumbing repairs on a water pump line servicing a shower trailer. The existing damage and the poorly constructed water pump lines were removed and new lines installed. Installation included isolation valves to the main water tank and the upgrade of pumps to ensure better water system isolation for routine maintenance and trouble shooting. The

enhancements greatly reduced future difficulties for overall system repair. For COP Waleed, the work provided by Detail KV enhanced the quality of life for all those stationed there.

A team of five Seabees went to complete force protection and quality of life improvement projects at POE Trebil. The force protection project included the power connections of several Marine guard towers. The Seabee team also made repairs to their water supply pump with minimum down time.

The Seabees improved the quality of life for 160 Marines stationed at COP Akashat by installing a new 80-gallon water heater and complete shower/lavatory system including fixtures to service ten shower stalls and three lavatories. Electrical power cables were rerouted to ensure safer and better living conditions for the Akashat Marines. Repairs were also made to a mission-essential generator and to two HMMWV's.

The team came to the rescue again when Border Fort Nine (BF-9) requested much needed plumbing and electrical repairs. The Seabees conducted repairs to their leaky shower trailer drains, replacing much of the system located underneath the trailer. They also repaired the leaking fixtures to two lavatories within the same trailer. The Seabee electrician corrected electrical hazards in BF-9's MWR/Galley trailer. The trailer's unlabeled circuit breakers were identified while haphazardly installed circuits throughout the trailer were consolidated and then rewired properly. Additionally, the team made wooden racks for the BF-9 Marines' weapons as well as repairs on a malfunctioning gas-operated water pump and pressure washer.

Overall, the team completed 858 man days of enduring life support for nearly 4,000 troops in AO West Iraq. Their hard work and diligence made an impact on Coalition Forces as well as our Iraqi Army counterparts in the western areas of MNF-W. Without a doubt, NMCB SEVEN Detail KV left a "CAN DO" legacy that will make an impact for years to come.

Trebil Guard Tower

Trebil Guard Tower

IZ8-1007
POE TREBIL IMPROVEMENTS

Project Scope: Install electrical assets for guard towers.

Personnel:	Five (5) Seabees	
Duration:	Two (2) Days	
Mandays Expended:	NMCB SEVEN:	11
	Cumulative:	11
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	11
Material Cost:	$ 703.36	
Cost Avoidance:	$1200.00	

Significant Safety Issues: Seabees ensured all power was disconnected prior to and during the cable pull from the electrical power supply panel to the guard towers. Care was taken to ensure all lines coming into the tower were not energized while the connections were being made. Proper Personal Protective Equipment was used throughout the installation.

Significant QC Issues: The Seabees ensured all connections were made from PLACEHOLDER.

Significant Design Issues: None.

Significant Material Issues: None.

Decking construction

Completed structure

IZ8-1007
COP WALEED IMPROVEMENTS

Project Scope: Construct AFN Gear Storage Shelter.

Personnel:	Four (4) Seabees	
Duration:	Four (4) days	
Mandays Expended:	NMCB SEVEN:	12
	Cumulative:	12
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	24
Material Cost:	$6,438.65	
Cost Avoidance:	$4,038.65	

Significant Safety Issues: No significant safety issues. Construction as typical of projects executed throughout deployment. Crews did have fall protection plan in place during roofing operation.

Significant QC Issues: Some lumber used was of poor quality and hard to work with at times. It was ensured that electrical assets were replaced with new appliances as per National Electrician's Code. The new fixtures were surface-mounted and any wall-mounted wiring was strapped down and out of the way.

Significant Design Issues: No significant design issues were encountered during this project. However, crew substituted 4" X 4" lumber with 6" X 6" lumber for posts with no impact to structural integrity.

Significant Material Issues: All material drawn from Seabee yard in CKV. No other significant Material Issues.

Proposed site for SWA Hut

Completed structure

IZ8-1007
CAMP KOREAN VILLAGE IMPROVEMENTS

Project Scope: SWA Hut Construction.

Personnel:	Five (5) Seabees	
Duration:	Six (6) days	
Mandays Expended:	NMCB SEVEN:	31
	Cumulative:	31
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	31
Material Cost:	$ 9,453.58	
Cost Avoidance:	$ 4,953.58	

Significant Safety Issues: Care was taken to ensure all the tools used in the project were in good working condition. Overhead fall and trip hazards on-site were minimal. Proper Personal Protective Equipment, including hearing and eye protection were worn to minimize the possibility of injuries.

Significant QC Issues: Walls and trusses were prefabricated prior to arrival at the work site. Measurements for the SWA Hut were made based on PLACEHOLDER.

Significant Design Issues: Six by six (6” X 6”) timber was substituted for four by four (4” X 4”) lumbers for the floor posts with no impact to structural integrity.

Significant Material Issues: This project depleted much of the materials in the Material Liaison Office (MLO) yard. Re-supply was needed immediately for any future SWA Hut construction.

Convoy Security Element

"MAGNIFICENT SEVEN"

CSE

Naval Mobile Construction Battalion SEVEN embarked three Convoy Security Teams comprised of 64 personnel. The entire team deployed with the advance party on September 28, 2008 to begin Reception, Staging, Onward Movement and Integration (RSO&I) at Camp Moreell in Kuwait. This period of instruction was intended to prepare all personnel reporting to Iraq with theater specific training. The teams had a streamlined training plan, RSO&I, gear issue, and assumed point being the first motivated group from NMCB SEVEN to push northward into Iraq followed by the rest of the Advanced Party.

Once RSO&I was completed, each team began left seat/right seat training with NMCB THREE. The advisors from NMCB THREE were responsible for providing NMCB SEVEN with the latest tactics, techniques, and procedures (TTPs), route guidance, test and evaluation of SEVEN's CSE readiness levels, and the general rules of the road in AL Anbar Province, Iraq. The hands-on training received was extremely valuable and should remain a standard practice and an integral part of every convoy security team turnover between battalions. Upon completion of three months of operations in MNF-West, NMCB SEVEN redeployed to Afghanistan to begin tasking in support of Operation Enduring Freedom. NMCB SEVEN was the first NCF unit to begin convoy missions in the Afghanistan Theater of Operations. This transition brought about several changes to TTPs that were practiced while deployed to Iraq. Intelligence gathering and interviews with US Marine and NATO forces shed light on expectations and lessons learned with regards to RC-South convoy operations.

Though originally tasked with maintaining and running three convoy security escort teams, CSE was reduced to one active element prior to redeployment. The extra members were either absorbed back into line companies or kept as static security personnel for project sites. The CSE commander and his senior leadership rapidly responded to their changing requirements and began making amendments to the SOPs, TTPs, and the overall CSE training regimen in order to better adapt to their new operational environment. As daunting as this high paced, ever changing environment appeared to be, the leadership of NMCB SEVEN's CSE completed it magnificently and without hesitation.

One of the many accomplishments of the CSE this deployment was Operation Road Warrior. Team Concrete spent three weeks in the western part of Al Anbar province providing security for eight green gear vehicles as well as 19 KBR trucks while covering over 1300 miles of roadway. Team Blackrock spent several weeks escorting our construction crews out to Camp Blue Diamond providing static security while crew members worked on the facilities being built for Coalition Force Transition Teams. This was truly a historic moment in Seabee operations in the Middle East.

Due to the high operational tempo, monthly sustainment training was streamlined and shaped to accommodate CSE's demanding schedule. Training topics included: Rules of Engagement, Escalation of Force, Counter IED training, convoy safety, crew serve/small arms weapons ranges and immediate action drills. If a convoy team did not have a mission, they were conducting maintenance, training, and preparing for the next mission.

IV – CONVOY SECURITY ELEMENT

During the deployment, teams experienced light enemy encounters. There were three improvised explosive device (IED) attacks on our convoys, four reports of small arms fire, and one escalation of force incident. The attacks reported only minor damages to equipment and no personnel were injured.

NMCB SEVEN convoy security teams had a "Magnificent" deployment. The teams displayed exceptional poise and unmatched determination to accomplish many challenging missions in the face of danger and multiple obstacles. Their ability to change gears and successfully operate in both Iraq and Afghanistan theaters of operation is a true testament to their enduring drive and "Can Do" attitude.

CONVOY SECURITY ELEMENT

Mission Scope: Three Convoy Security Teams that perform well-executed convoy missions in support of battalion missions and logistics support for Multi-National Forces West, Iraq, and CJTF-101 in Afghanistan.

Personnel:	64	
Duration:	September 2008 – March 2009	
Mandays Expended:	NMCB Seven:	5,031
Tasking:	MD Tasked to NMCB Seven:	5,031
	Total Mission MD:	5,031
Material Cost:	N/A	
Cost Savings:	N/A	

Significant Issues: The Battalion's limited operational control of the CSE posed some issues. On this CENTCOM deployment, NMCB SEVEN had complete operational control over only one team out of three commissioned. As a result, much of the unit's time was spent carrying out "outside" tasking given by higher organizations. With the high operational tempo, every mission was critical to NMCB SEVEN operations and whenever a team was taken away to support other missions in MNF-W, it impacted battalion mobility and subsequently its ability to accomplish missions in the most desirable timeframe.

MISSION SUMMARY

MISSION LISTING PER CONVOY TEAM

	MISSION	MILES
BR 14	34	3,118
CH 22	39	4,755
CO 22	55	5,615
TOTAL MISSIONS ASSIGNED	**128**	
TOTAL MILES TRAVELED		**13,488**

CONVOYS

MISSIONS: **128**
Perform safely executed convoys that escorts materials such as CESE, class IV, gravel, sand, mail, internal supplies, food, and personnel.
TOTAL MANDAYS EXPENDED **5,031**

Team Breakout

- Blackrock
  - Miles **3118**
  - Hours **155**
  - TCNs **0**
  - Green Gear **134**
  - PAX **409**
- Chisel
  - Miles **4755**
  - Hours **254**
  - TCNs **1273**
  - Green Gear **13**
  - PAX **67**
- Concrete
  - Miles **5615**
  - Hours **251**
  - TCNs **458**
  - Green Gear **220**
  - PAX **814**

Embarkation

“MAGNIFICENT SEVEN”

EMBARK

In December 2008, Naval Mobile Construction Battalion SEVEN (NMCB 7) was given the daunting task of moving an entire Battalion Table of Allowance (TOA) from the Iraqi area of operations (AOR) in Multi-National Forces West (MNF-West) into Bastion, located in the Helmand province of southern Afghanistan. Utilizing the most air assets any Battalion has ever used during peace or wartime operations, NMCB SEVEN moved more than 2130 short tons of Civil Engineer Support Equipment (CESE), 170 pallets, and 370 personnel. Furthermore, NMCB SEVEN prepared more than 1180 short tons of CESE and equipment through a sea echelon movement assisted by convoys through Iraq, Pakistan, and Afghanistan. Through careful planning, logistics, and organization, the Embarkation Staff executed a magnificent redeployment.

NMCB SEVEN was given minimal planning time for a movement of this magnitude and, upon order, immediately began preparing the 142 pieces of CESE that would eventually be loaded onto one of the 82 sorties flown on the C-17 airframes. The Battalion conducted 24-hour operations to ensure every piece was flight-ready and documented with Hazardous Declarations (HAZDEC), Transportation Control and Movement Documents (TCMD), and Radio Frequency Identification (RFID) Tags. Crews worked day and night weighing and marking all CESE and pallets before sending them off to the Joint Air and Cargo Operations Terminal (JACOT) to go through Joint Inspection. A Seabee crew was assigned at JACOT for 24-hour operations to work hand in hand with our Air Force counterparts. All issues were readily handled and the partnership proved to be beneficial for both parties.

NMCB SEVEN sent a crew of 4 to Qatar to serve as an on-load and off-load party (OPP). These embark support personnel arrived with the first flights that flew out and ensured the more than 30 future sorties through Qatar would have a smooth transition. They also served as a communications link and were able to report the CESE and equipment flow through the base to Battalion keeping accountability as a prime focus.

As the Air Echelon was running in full gear, NMCB SEVEN personnel were preparing and staging the Sea Echelon pieces comprised of 86 pieces of CESE and thirty-eight 20 foot ISO containers. NMCB SEVEN personnel packed, loaded, inventoried, and staged all the equipment and ensured it was ready for movement. Working in tandem with Army and Coast Guard counterparts, NMCB SEVEN completed the preparations efficiently and effectively.

NMCB SEVEN's mission accomplishment with the redeployment in an expeditionary environment is nothing less than spectacular. With little concern for the arduousness of the task at hand, NMCB SEVEN performed superbly and set the gold standard for Battalion movements from one theater to another. Once again the men and women of NMCB 7 have proven their mettle, upheld the highest standard of Battalion tradition, and ***Succeeded Magnificently***!

Chapter V:
OPERATION ENDURING FREEDOM

"MAGNIFICENT SEVEN"

FOB TOMBSTONE II (Future FOB Leatherneck)

As NMCB SEVEN executed their "lift and shift" strategy from ITO to ATO, the environment that awaited this Battalion was uncertain and in some respects, austere. The current political climate and military refocus promulgated a mass redeployment of U.S. forces to Afghanistan, but the lack of adequate infrastructure and facility support for additional U.S. and coalition combat forces necessitated the demand for both footprint expansion and the solicitation of engineering units to execute construction. NMCB SEVEN was called to act and focused its engineering capabilities to RC-South, establishing the Naval Construction Force footprint in Helmand Province, Afghanistan. NMCB SEVEN executed this directive heavily spread out over several countries and engaged simultaneously in embarkation operations, camp facility closeouts in Iraq, and the finalization of high priority MNF-W construction tasking.

As the Battalion landed in Bastion, the leadership quickly and aggressively sought courses of action and support to resolve issues concerning berthing, meals, TOA reconstitution lay down areas, Alfa yard operations, and container placement while at the same time establishing lasting partnerships with U.S. Marines, British Royal Marines, other NATO Allies, and both British and U.S. contractors stationed on Bastion I and II. Aside from the obvious need to construct operational facilities, every element of the battalion had to create from scratch the relationships, procedures, and practices that would enable the success of their successors. Once redeployed to Afghanistan, CSE developed and established the Standard Operating Procedure for future NCF convoy operations throughout Afghanistan. The communications department ordered and established their own Rugged Deployable Satellite Communication System (RD-Sat), making FOB Tombstone II the only location in the world where Seabees organically maintain their own telephone, radio, and network communications ability. The Intelligence Department began a partnership with the British Royal Marines, sharing manpower and information to the benefit of both forces. Elements of Alfa Company contributed personnel and CESE to augment USMC convoys to remote bases. The Supply Department provided personnel to support multinational forces in an effort to establish favorable working relationships with other units in the area.

CAMP MAINTENANCE

Upon redeployment to ATO, Air Detachment erected tents at Little Natasha to support berthing and operations for Battalion personnel. A power generation grid was established to include 1-100KW and 2-60KW generators and associated wiring to all berthing tents and the Tactical Operations Center (TOC). Implementation of a Camp Maintenance program with a trouble desk to except trouble calls and work requests was established. Standing job orders included camp cleanup twice a day, tightening of all tent ropes, and a 24-hour generator watch.

Camp Maintenance completed numerous work requests to include: the flag pole installation, building partition walls in the TOC and all company spaces, 30 fire extinguisher boxes, numerous desks and

stools to furnish all company spaces, a back door, wall partitions and shelving units in the BAS, shelving units for ARP storage, weapons storage racks and clearing barrels for the Armory, and the installation of a platform for barber shop operations. While stationed at "Little Natasha," Bravo Company completed many OIC discretionary projects to promote thanks and gratitude to coalition partners including: several tent build outs for CLB-3 including Senior Enlisted and VIP berthing, TOC electrical improvement for 3/8 Marines, chapel upgrades, Class I yard construction, and the wall partition, floor installation, and merchandise shelving for the AAFES Exchange on Bastion II.

When the order was given to start building Camp Natasha on Tombstone II, Camp Maintenance personnel erected the Base-X tent for the TOC. Generators, ECU's, power, and lighting circuits were installed to support Battalion Operations. Eight Alaskan shelters were taken down at Little Natasha and setup at Camp Natasha for the Command/VIP Suite and company spaces. Once the shelters were erected, Bravo Company set generators, ran power distribution, installed lighting and electrical outlets, and outfitted work spaces with desks and chairs. Bravo Company continued to conduct a 24-hour generator watch for all the generators providing power to those facilities. A 24-hour trouble desk was established and quickly began receiving and completing trouble calls and work requests.

OPERATIONS

The logistical and engineering capabilities of NMCB SEVEN were immediately challenged by the construction of FOB Tombstone II, a 437 acre plot of land that would become the home of an entire Marine Expeditionary Brigade; nearly 20,000 troops in all. In this one project, the tasking demanded the construction of five miles of perimeter berm, seventeen perimeter security towers, nearly 10 miles of interior roads, the FOB ECP, storage facilities for 5.4 million gallons of fuel, two helicopter landing zones (HLZ), headquarter buildings for the MEB, its subordinate commands, and building the Seabee supply, CESE, and construction material yards, as well as grading the entire site and providing perimeter security for the project itself. The overall scope was a joint undertaking by both troop and contracted labor, but NMCB SEVEN paved the way by establishing the necessary force protection measures to ensure security of both military and civilian alike inside TSII. The phased construction approach of the perimeter security included a series of interior berms in order to provide contractor protection as the building of Harvest Falcon LSA 1 was underway. Additional tasking included a high priority FASP (field ammunition supply point) that required nearly 2 miles of 7' berm with triple strand concertina wire on top, six crow's nest towers for security over watch, and an access road. With additional combat ground and aviation forces in route to Bastion, the ammunition and ordnance transport from Kuwait was aggressively approaching. Due to the elevation requirements for the FASP, Alfa Company executed a major horizontal tasking, clearing out reinforced concert rubble and leveling hills and other undulations, bringing the site to proper grade.

FOB DWYER

While the construction of FOB Tombstone II was the most demanding project assigned to NMCB SEVEN upon their arrival in RC-South, it was not the only one, as construction slated for FOB Dwyer was of a similar scope. This construction effort contained many logistical challenges. The site was more than one hundred kilometers from the nearest resupply point and was itself completely unimproved and possessed limited life support and security. Since this would be the first of many Seabee deployments to the area, NMCB SEVEN had to conduct basic planning for all those that would come after them. Naval Mobile Construction Battalion SEVEN deployed a detachment of 37 personnel including one military advisor to FOB Dwyer to begin construction operations in support of the Dwyer Expansion Project. The Detail deployed six personnel in an advanced party to make preparations for the remaining personnel who would be moving to the site via a combined joint Royal Marine Commando, Seabee, and Redhorse logistical convoy. The journey took twelve hours over unforgiving terrain. The Detail arrived at FOB Dwyer on 18 February 2009 to find sparse amenities and few creature comforts, but that did not stop them from beginning work on tasked projects including the construction of 18 crow's nest towers, 19,676 linear feet of perimeter berm, and site prep for a 20M sq ft LSA site.

QC / ENGINEERING

NMCB SEVEN Quality Control and Engineering Department was heavily utilized in the Afghanistan Theatre of Operations. The department deployed a team of three Engineering Aides with the Air Detachment to conduct the initial site layout for Tombstone II. The survey team completed the layout of approximately 3.75 miles of perimeter berm to include the hasty survey and construction of 1.25 miles of temporary inner berm to facilitate contractor build out of life support facilities. The Engineering Department completed numerous Field Adjustment Requests (FAR) throughout the construction. Most notably was the field design of the guard post construction. Due to material and tool shortfalls, the provided design was not constructible. The Engineering team utilized the materials available to provide a design alternative for the construction of 17 guard posts.

The Quality Control team was very active during the initial construction as well. The QC team provided daily support to a myriad of construction projects with limited designs and materials available. The team ensured the proper completion of initial tasking and provided technical support to work crews during construction. After the completion of the perimeter expansion, the Quality Control and Engineering Department completed the design and site layout for the Naval Mobile Construction Battalion work areas "Camp Natasha." The site will be the future laydown area for many Battalions to come.

The Quality Control and Engineering Department continued to press ahead towards turnover. The survey teams were again critical to the completion of additional project tasking. The team was utilized in the initial construction effort at FOB Dwyer. Due to multiple survey requirements, only one Engineering Aide was sent with the Dwyer Detail. This was no small task as the scope of work was very similar to the FOB Tombstone II expansion and the designs available were limited. Concurrently, the Engineering Aides completed the site layout and elevations for the Bastion I Field Ammunition Supply Point (FASP). The FASP was approximately 1.8 miles of

perimeter berm and guard posts. The Battalion utilized organic security forces to complete the survey which was located outside the wire. The terrain and dust storms proved to be difficult obstacles for this short fused requirement, but the Seabees of the Engineering Department excelled “Magnificently.”

Throughout the movement and initial construction in Afghanistan, the Quality Control and Engineering Department provided outstanding engineering and technical support to the project crews. The teamwork and daily project involvement helped to ensure the initial construction efforts were completed with outstanding quality and timeliness. Remarkably, the Quality Control inspectors and Engineering Aides of NMCB SEVEN overcame changing requirements and priorities with limited designs; truly proving that Seabees “Can Do.”

SUPPLY / LOGISTICS

The Supply Department was a vital component in the retrograde of 140 20 foot ISO containers consisting of 10 thousand pieces of gear and equipment from Ar Ramadi and Al Taqaddum, Iraq, to Afghanistan expeditiously. During the retrograde process, the Supply Department personnel assisted in the inventory, management, and accountability process to include 140 containers (38 by air alone), 170 pallets of gear consisting of 4,500 line items of repair parts, consumables, and 2,097 line items of CTR. The Supply Department also inventoried and accounted for 1.8 million dollars of controlled equipment such as Consolidate Material Receipt (CMR) and Theatre Provided Equipment (TPE). As material and Battalion gear arrived in Bastion, major reconstitution efforts were commenced by the supply department to accurately inventory and assess the condition of all items received for current use and for future NMCBs. Supply quickly had to adapt and overcome a totally different and unique system for parts requisition and supply chains in the Afghanistan Theater of Operations. A Material Liaison Officer was quickly assigned who monitored the acquisition, shipment process, and receipt of much needed Class IV material for JFUB construction tasking. Materials came from supply yards from Kandahar and Bagram via civilian contracted trucking. Lumber and other class IV was essential and transported by all means necessary. NMCB SEVEN took advantage of British contracted air assets to fly materials to FOB Dwyer via heavy lift rotary wing. For the over 87 million in troop and contractor funding for all of Camp Leatherneck, NMCB SEVEN became a pseudo mayor cell before a designated organization arrived to assume the role. Contracting Officer Representatives (CORs) were established within the khaki leadership to administer and manage contracts for LOGCAP, Harvest Falcon, and RCC. Contracts ranged from basic services including waste, water, food, and tent camp facility construction to port-o-johns, gravel, and T-barriers. Gravel for site and lay down yard preparation and T-barriers for force protection from indirect fire were also vital for the establishment of the NMCB LSA and Camp Natasha area.

NMCB SEVEN opened a MINI-Exchange with $40,000 of merchandise on Tombstone II in February 2009. This mini-exchange carries much Class VI such as toiletries, heath and beauty aids, chips, batteries and other consumables. It was a great success and a moral booster for 500 U.S., NATO, military and contractor personnel. Food service support at Camp Bastion,

Tombstone II, and other details spread throughout the region was provided by civilian contractors. Consequently, the Battalion's Culinary Specialists utilized their skills and expertise by assisting in the British galley at Camp Bastion II, providing 486,000 meals at the cookhouse in 52 days. NMCB SEVEN has opened its gym, consisting of treadmills, elliptical machines, bikes, and free weights. A full-service post office in Camp Bastion is available for payment and processing of outgoing mail. The NMCB SEVEN barber shop offered superior service to main body personnel, with 254 haircuts performed throughout the duration of the Afghanistan deployment. This was a vital asset to the battalion in Afghanistan where the barber access was limited.

COMMUNICATIONS

TACTICAL COMMUNICATIONS

In Afghanistan, the Communications Department quickly and efficiently established VHF Line of sight communications with the static, project security groups. The comms team also led the coordination of reloading all Blue Force trackers and Electronic countermeasure equipment in vehicles. All vehicles were updated and full mission ready to start missions prior to leaving Camp Natasha, keeping full accountability of all equipment, all the time.

AUTOMATED DATA PROCESSING

The most challenging IT portion of the deployment came when the Battalion packed up and redeployed to Afghanistan. The entire S6 Department was brought back together to make the transition to Afghanistan possible. A team of seven communication personnel built a communications network from the ground up.

They quickly and professionally setup multiple file servers, E-mail exchange servers, reloaded over 125 computers, and established 5 servers with proper operating systems to meet the standards of Naval Construction Force Automated Data Processing needs. They installed over 15,000 feet of CAT5 cable, 8 DSN lines, and programmed 13 switches. They did all of this with little to no organic assets of their own. The deployment and arrival of the rugged deployable satellite communications system (RD-SAT) with all associated equipment brought with it the needed and vital equipment to succeed. The NMCB SEVEN ISD team became the first NCF group to provide tactical and strategic communications organically in a real world wartime environment. They provided quality network connectivity and reliable service to the NMCB SEVEN Commanding Officer and staff to successfully accomplish the NCF mission.

CONCLUSION

NMCB SEVEN has completed a magnificent deployment. By single-handedly carrying out the realignment and redistribution of NCF assets in CENTCOM, NMCB SEVEN has laid the essential groundwork for the follow on Battalions. This massive “lift and shift” of materials and manpower was part of the first stage in a dramatic reorganization of U.S. foreign policy and would have been greatly delayed without the efforts of NMCB SEVEN. After our initial buildup in Bastion, NMCB SEVEN rapidly assaulted the necessary construction of not only the expansion of future Camp Leatherneck and home of 20,000 Marines, but established a NCF footprint and base of operations at Camp Natasha, the future home for Battalions deployed to RC-South. A stage has been set with unprecedented accomplishment.

CSE

Naval Mobile Construction Battalion SEVEN embarked one Convoy Security Team comprised of 28 personnel. The entire team deployed with the Air Det on December 31, 2009, to begin preparations for future convoys in Afghanistan. The team had a streamlined training plan that included theater specific training such as IED awareness, close air support, JTAC, medevac, and ride alongs with units already established in theater.

Once training was complete, the team began making preparations for its first convoy. The trip was a 160 mile round trip to a forward operating base to support and begin construction on a new and larger forward operating base in support of future activity.

CONVOY SECURITY ELEMENT

Mission Scope: One Convoy Security Team that performed well-executed convoy missions in support of battalion missions for CJTF-101 in Afghanistan.

Personnel:	28	
Duration:	December 2008 – March 2009	
Mandays Expended:	NMCB Seven:	936
Tasking:	MD Tasked to NMCB Seven:	936
	Total Mission MD:	936
Material Cost:	N/A	
Cost Savings:	N/A	

Significant Issues: Being new to the theater constricts the Battalions ability to execute convoys. Although the team had additional training, the NCF must make contact and get support in the area for JTAC, Route clearance, EOD, and Close Air Support. In the meantime, Battalions must make contact and execute joint convoys with the British and U.S. Marines for AO familiarity, convoy lessons learned, and gain mutual support.

V – OEF: MAIN BODY CAMP NATASHA

MISSION SUMMARY

MISSION LISTING PER CONVOY TEAM

	MISSION	MILES
CHISEL 28	**2**	**320**
TOTAL MISSIONS ASSIGNED	**2**	
TOTAL MILES TRAVELED		**320**

CONVOYS

MISSIONS: **2**
Perform safely executed convoys that escorts materials such as CESE, class IV, gravel, sand, mail, internal supplies, food, and personnel.
TOTAL MANDAYS EXPENDED **936**

Team Breakout

- Chisel
  - Miles **320**
  - Hours **48**
  - TCNs **0**
  - Green Gear **18**
  - PAX **40**

NMCB SEVEN MB ATO Redeployment Level I:

SEABEE LEVEL I

NMCB 7 ITO ATO					MD Capability: 23063					Mandays Tasked: 23717					Depl Start: 10/15/2008 Finish: 03/14/2009										Date Printed: 10 Mar 2009
Project Number	Project Title	MDs Tasked Total Project	Deployment Pct WIP Earned MDs	Previous UNIT MDs @ T/O	2008 Oct 25	08	Nov 22	06	Dec 20	2009 03	Jan 17	31	Feb 14	28	Mar 14	28	Apr 11	25	May 09	23	Jun 06	20	2009 MDs Rem. @ T/O	
UNIT Summary	NMCB 7 ITO ATO	23716.81 26062.82	100.0% 23718.40	0.00	1567 1704	2578 2388	2571 2626	3007 2938	3249 3467	1820 2056	1694 1615	1929 1995	1766 2037	1740 1577	1796 1315								2336	100%
ATO-0004	ENGINEERING EX CONT	686.25 686.25	100.0% 686.25	0.00						11 11	135 135	135 135	135 135	135 138	135 132								0	90%
ATO-0010	ATO PROJECT SECURITY	2200.50 2200.50	100.0% 2200.50	0.00						208 208	500 500	680 680	435 435	189 208	189 170								0	80%
ATO-0011	NATASHA BUILD	300.00 300.00	100.0% 300.00	0.00									43 52	129 188	129 60								0	
ATO-002	ATO CAMP MAINT	519.00 519.00	100.0% 519.00	0.00						68 62	90 138	90 104	90 100	90 58	90 54								0	70%
ATO-003	ATO DFAC SUPPORT	21.26 21.26	100.0% 21.26	0.00										9 9	12 12								0	60%
ATO-004	ATO-CSE	935.55 935.55	100.0% 935.55	0.00							113 113	312 312	340 340	170 170									0	50%
ATO-005	ATO OIC DISC	751.00 751.00	100.0% 751.00	0.00						98 77	131 76	131 290	131 128	131 68	131 112								0	40%
ATO-008	DWYER	326.03 326.02	100.0% 326.02	0.00										156 156	170 170								0	
ATO-009	DWYER SECURITY	483.00 483.00	100.0% 483.00	0.00										231 231	252 252								0	30%
ITO-0001	CSE	4095.00 4095.00	100.0% 4095.00	0.00	658 658	878 878	878 878	804 804	878 877														0	20%
ITO-0002	CLASS IV	378.00 378.00	100.0% 378.00	0.00	61 61	81 81	81 81	74 74	81 81														0	10%
ITO-001	DFAC SUPPORT ITO	126.00 126.00	100.0% 126.00	0.00	20 20	27 27	27 27	25 25	27 27														0	
Work Days per Period					13	12	12	11	12	11	12	12	12	12	12									
CAPABILITY - Direct Labor Available					175	175	175	175	175	175	175	175	175	117	75									
CAPABILITY - Available Mandays Per Period					1969	2363	2363	2166	2363	2166	2363	2363	2363	1575	1013								Total Workdays	
CAPABILITY - Available Mandays Cumulative					1969	4331	6694	8859	11222	13388	15750	18113	20475	22050	23063								131	
Over/Under Tasked					-402	215	209	842	887	-345	-668	-434	-597	165	784								Availablity Factor	
ESTIMATED Mandays Per Period					1567	2578	2571	3007	3249	1820	1694	1929	1766	1740	1796								90%	
ESTIMATED Mandays Cumulative					1567	4144	6715	9723	12972	14792	16486	18415	20181	21921	23717								MD Capability	
ESTIMATED Percent Complete					7%	17%	28%	41%	55%	62%	70%	78%	85%	92%	100%								23063	
EARNED Mandays Per Period					1704	2388	2626	2938	3467	2056	1615	1995	2037	1577	1315								MD Tasked	
EARNED Mandays Cumulative					1704	4093	6719	9658	13124	15181	16795	18790	20827	22403	23718								23717	
EARNED WIP Percent Complete					7%	17%	28%	41%	55%	64%	71%	79%	88%	94%	100%								Over Tasked	
ACTUAL Mandays Per Period					1838	2383	2524	2627	2930	2039	1510	2106	1868	1557	1288								654	
ACTUAL Mandays Cumulative					1838	4221	6745	9372	12301	14340	15849	17956	19824	21381	22669								Percent Tasked	
ACTUAL Percent of Mandays Used					8%	18%	28%	40%	52%	60%	67%	76%	84%	90%	96%								103%	

SEABEE LEVEL I

NMCB 7 ITO ATO					MD Capability: 23063					Mandays Tasked: 23717					Depl Start: 10/15/2008 Finish: 03/14/2009										Date Printed: 10 Mar 2009
Project Number	Project Title	MDs Tasked Total Project	Deployment Pct WIP Earned MDs	Previous UNIT MDs @ T/O	2008 Oct 25	08	Nov 22	06	Dec 20	2009 03	Jan 17	31	Feb 14	28	Mar 14	28	Apr 11	25	May 09	23	Jun 06	20	2009 MDs Rem. @ T/O	
IZ9-0029	SUSTAINMENT TRAINING	1894.00 1894.00	100.0% 1894.00	0.00	134 311	179	179	164 250	179 300	164 300	179	179 300	179 300	179 50	179 85								0	100%
IZ9-0031	ROAD WARRIOR	135.00 135.00	100.0% 135.00	0.00		41 27	95 108																0	90%
IZ9-0043	BLUE DIAMOND T WALLS	54.00 54.00	100.0% 54.00	0.00				54 54															0	80%
IZ9-0049	KARBALLA	39.00 39.00	100.0% 39.00	0.00			39 39																0	
IZ9-00A6	MWD KENNELS AT	450.00 450.00	100.0% 450.00	0.00		270 350	180 100																0	70%
IZ9-00B6	AOC TURN OVER	250.00 250.00	100.0% 250.00	0.00	52 60	70 50	70 106	58 34															0	60%
IZ9-00C6	MAN TECH ROOF	70.00 70.00	100.0% 70.00	0.00				70 70															0	50%
IZ9-00D6	RAMADI SWA HUTS	225.00 225.00	100.0% 225.00	0.00			32 29	118 89	75 107														0	
IZ9-1003	AR CAMP MAINTENANCE	500.00 500.00	100.0% 500.00	0.00	80 80	107 107	107 107	98 107	107														0	40%
MEB SEAHUT	MEB SEAHUT	227.60 824.00	42.7% 97.25	0.00										102 97	126								596	30%
OP ORD	LOG CELL	185.63 185.63	100.0% 185.62	0.00	30 20	41 41	37 37	37 37	41 51														0	20%
OP ORDER 1	3M CELL	714.38 714.38	100.0% 714.38	0.00	51 51	68 68	68 68	62 62	68 68	62 62	68 68	68 68	68 68	68 68	68 67								0	10%
TB9-9021	AMMO SUPPLY POINT	214.57 1861.32	142.8% 306.31	0.00										28 104	186 202								1637	
Work Days per Period					13	12	12	11	12	11	12	12	12	12	12									
CAPABILITY - Direct Labor Available					175	175	175	175	175	175	175	175	175	117	75									
CAPABILITY - Available Mandays Per Period					1969	2363	2363	2166	2363	2166	2363	2363	2363	1575	1013								Total Workdays	
CAPABILITY - Available Mandays Cumulative					1969	4331	6694	8859	11222	13388	15750	18113	20475	22050	23063								131	
Over/Under Tasked					-402	215	209	842	887	-345	-668	-434	-597	165	784								Availablity Factor	
ESTIMATED Mandays Per Period					1567	2578	2571	3007	3249	1820	1694	1929	1766	1740	1796								90%	
ESTIMATED Mandays Cumulative					1567	4144	6715	9723	12972	14792	16486	18415	20181	21921	23717								MD Capability	
ESTIMATED Percent Complete					7%	17%	28%	41%	55%	62%	70%	78%	85%	92%	100%								23063	
EARNED Mandays Per Period					1704	2388	2626	2938	3467	2056	1615	1995	2037	1577	1315								MD Tasked	
EARNED Mandays Cumulative					1704	4093	6719	9658	13124	15181	16795	18790	20827	22403	23718								23717	
EARNED WIP Percent Complete					7%	17%	28%	41%	55%	64%	71%	79%	88%	94%	100%								Over Tasked	
ACTUAL Mandays Per Period					1838	2383	2524	2627	2930	2039	1510	2106	1868	1557	1288								654	
ACTUAL Mandays Cumulative					1838	4221	6745	9372	12301	14340	15849	17956	19824	21381	22669								Percent Tasked	
ACTUAL Percent of Mandays Used					8%	18%	28%	40%	52%	60%	67%	76%	84%	90%	96%								103%	

V – OEF: MAIN BODY CAMP NATASHA

SEABEE LEVEL I

NMCB 7 ITO ATO					MD Capability: 23063						Mandays Tasked: 23717						Depl Start: 10/15/2008 Finish: 03/14/2009						Date Printed: 10 Mar 2009	
Project Number	Project Title	MDs Tasked Total Project	Deployment Pct WIP Earned MDs	Previous UNIT MDs @ T/O	2008 Oct 25	Nov 08	Nov 22	Dec 06	Dec 20	2009 Jan 03	Jan 17	Jan 31	Feb 14	Feb 28	Mar 14	Mar 28	Apr 11	Apr 25	May 09	May 23	Jun 06	Jun 20	2009 MDs Rem. @ T/O	
TB9-9067	TOMBSTONE PERIMETER	1222.87 1325.74	103.3% 1263.08	0.00						6 61	363 585	312 106	321 480	100 321	12								103	100%
																								90%
																								80%
																								70%
																								60%
																								50%
																								40%
																								30%
																								20%
																								10%
Work Days per Period					13	12	12	11	12	11	12	12	12	12	12									
CAPABILITY - Direct Labor Available					175	175	175	175	175	175	175	175	175	117	75									
CAPABILITY - Available Mandays Per Period					1969	2363	2363	2166	2363	2166	2363	2363	2363	1575	1013								Total Workdays 131	
CAPABILITY - Available Mandays Cumulative					1969	4331	6694	8859	11222	13388	15750	18113	20475	22050	23063								Availability Factor 90%	
Over/Under Tasked					-402	215	209	842	887	-345	-668	-434	-597	165	784									
ESTIMATED Mandays Per Period					1567	2578	2571	3007	3249	1820	1694	1929	1766	1740	1796								MD Capability 23063	
ESTIMATED Mandays Cumulative					1567	4144	6715	9723	12972	14792	16486	18415	20181	21921	23717									
ESTIMATED Percent Complete					7%	17%	28%	41%	55%	62%	70%	78%	85%	92%	100%								MD Tasked 23717	
EARNED Mandays Per Period					1704	2388	2626	2938	3467	2056	1615	1995	2037	1577	1315									
EARNED Mandays Cumulative					1704	4093	6719	9658	13124	15181	16795	18790	20827	22403	23718								Over Tasked 654	
EARNED WIP Percent Complete					7%	17%	28%	41%	55%	64%	71%	79%	88%	94%	100%									
ACTUAL Mandays Per Period					1838	2383	2524	2627	2930	2039	1510	2106	1868	1557	1288									
ACTUAL Mandays Cumulative					1838	4221	6745	9372	12301	14340	15849	17956	19824	21381	22669								Percent Tasked 103%	
ACTUAL Percent of Mandays Used					8%	18%	28%	40%	52%	60%	67%	76%	84%	90%	96%									

Pushing the north berm

Placing Hescos for the temporary ECP

TB9-9067 TOMBSTONE II SITEWORK

Project Scope: Complete force protection requirements for FOB Tombstone II. Place 1,400 LF of double 7' Hesco barriers with a single 4' stacked Hesco barrier segment on top, 18,494 LF of 7' berm with single strand concertina wire, seventeen (17) raised crow's nests, a hasty Hesco ECP ,and grading of 278,162 SY in order to prepare and protect military tenants and contractor personnel constructing FOB Leatherneck (previously named Tombstone II).

Personnel:	20 Seabees	
Duration:	26 December 2008 - 27 February 2009	
Mandays Expended:	NMCB SEVEN:	1263
	Cumulative:	1263
Tasking:	WIP at turnover:	0%
	WIP at completion:	103.3%
	MD Tasked to NMCB SEVEN:	1223
Material Cost:	$1,314,682.11	
Cost Avoidance:	$ 151,560.00	

Significant Safety Issues: Primary efforts involved heavy earthmoving equipment operations, including work building berms and filling hescos. High winds created dust storms that obstructed operators' views of the project and caused temporarily shut down operations.

Significant QC Issues: Due to inaccuracies between surveys and inconsistent grid coordinates between contractor and military designs, the berm alignment was initially off. However, the error was quickly adjusted after verifying the appropriate benchmarks. Compaction on top of the berm was difficult to achieve with only dozers and bucket loaders, therefore, excavators were used to compact and level the soil.

Significant Design Issues: The original design required a shallow sloping berm and a wide walkway on top. The design was changed to make the sides steeper and harder to climb up and the walkway was narrowed. The Crow's nests were given a staircase instead of a ladder and were built on a Hesco platform instead of wooden stilts to increase safety.

Significant Material Issues: Initial supply of concertina wire was not sufficient to meet perimeter security needs. Sufficient wire was delivered towards the end of the project. Gravel delivery was late due to overall demand and availability in the area, shifting some priorities of work but not impacting the overall project schedule.

550 Pre-fabricated footers palletized

121 Pre-fabricated Trusses stacked and braced

J09-415 MEB HEADQUARTERS FACILITY

Project Scope: Construct a 50' x 240' wood framed structure to include 33 office spaces with 41 split AC/heating units along with receptacles and fluorescent lighting.

Personnel:	13	
Duration:	20 February 2009 - 13 March 2009	
Mandays Expended:	NMCB SEVEN:	97
	Cumulative:	97
Tasking:	WIP at turnover:	0%
	WIP at completion:	42.7%
	MD Tasked to NMCB SEVEN:	228
Material Cost:	$1,198,538.00	
Cost Avoidance:	$ 14,550.00	

Significant Safety Issues: All operators are qualified and have completed pneumatic nail gun PQS.

Significant QC Issues: Truss template constructed and checked by QC before construction. All gussets were cut and placed with a five nail staggered pattern on each splice.

Significant Design Issues: None.

Significant Material Issues: None.

FOB DWYER

Project Scope: Begin construction on perimeter berm (19,676 linear ft) and 18 crow's nest towers for the FOB Dwyer Expansion project.

Personnel:	20	
Duration:	18 February 2009 - 13 March 2009	
Mandays Expended:	NMCB SEVEN:	326
	Cumulative:	326
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB SEVEN:	326
Material Cost:	N/A	
Cost Avoidance:	N/A	

Significant Safety Issues: Safety briefs given daily in order to provide situational awareness to all personnel on the construction site.

Significant QC Issues: Ensure berm was constructed in a straight line while adhering to the specifications of a 7' height, a 2' flat top, and a 2:1 slope.

Significant Design Issues: None.

Significant Material Issues: None.

TB9-9021 FIELD AMMUNITION SUPPLY POINT

Project Scope: Construct a seven-foot high berm, four foot wide on top around perimeter. Place triple strand concertina wire on top of level berms. Level and grade entire site in sections one through nine. Set and fill Hesco's for crow's nest towers; place crow's nests. Place and fill "C" shaped unit hescos for ammunition containers. Rough cut ditches for roads, rough grade for roads, and lay 4" sub-course and 6" base course.

Personnel:	7 Seabees	
Duration:	10 February 2008 – 13 March 2009	
Mandays Expended:	NMCB SEVEN:	307
	Cumulative:	307
Tasking:	WIP at turnover:	0%
	WIP at completion:	142.8%
	MD Tasked to NMCB SEVEN:	215
Material Cost:	$2,400,000.00	
Cost Avoidance:	$ 46,050.00	

Significant Safety Issues: Site was outside the wire, unprotected by berms or wire, and within view of civilian traffic on Hwy 1 and adjacent unimproved roads, requiring security vehicles to maintain a project site standoff from traffic. Multiple pieces of heavy equipment operated in close proximity to each other and to wire crew members on foot.

Significant QC Issues: Elevations and lines throughout the site were not finalized as the design was 35% completed, and it was still necessary to maintain proper berm lines and elevations. Hescos and crows nests required a level and properly staked area for proper placement, and alignment and elevation was ensured as each level was placed.

Significant Design Issues: The design was 35% complete when work began, and elevations and lines were approximate, and NMCB 7's engineering shop staked the site based upon these and sound engineering judgment. The customer was not aware of the amount of work required to cut, fill, level, and grade the entire site, and questions arose as to whether completion per original specifications or rapid completion was more desirable to the customer.

Significant Material Issues: None.

Chapter VI:

TASK FORCE SIERRA

Deployment Completion Report

"MAGNIFICENT SEVEN"

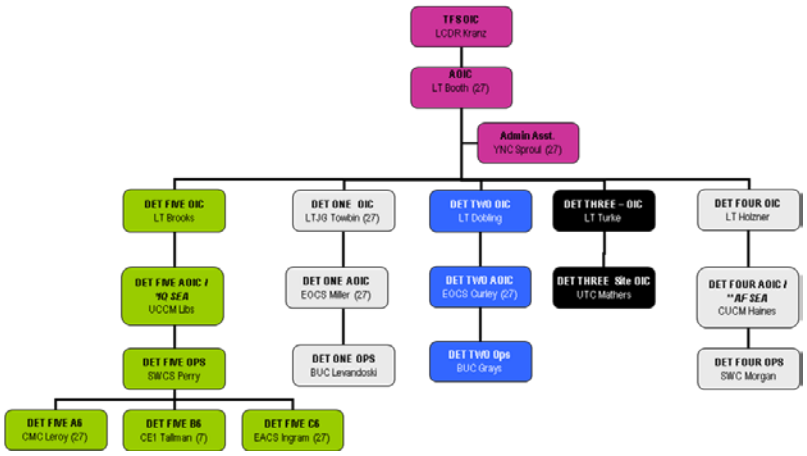
VI – TASK FORCE SIERRA

Task Force Sierra Executive Summary

Task Force Sierra (TFS) was established in 2005 to consolidate Naval Construction Force support missions for Special Operations Forces (SOF) across Iraq and Afghanistan under one operational commander. Historically, TFS was supported with integrated detachments sourced by active duty Naval Mobile Construction Battalions (NMCBs) and augmented by reserve personnel. After the realignment of Navy Expeditionary Combat Command (NECC) units in theater under NAVCENT's CTF-56 in January 2009, TFS effectively ceased to exist in an operational sense. The Iraq detachments fell under CTG 56.2 and the Afghanistan detachments fell under CTG 56.8. NMCB SEVEN was the last battalion to support the TFS construct.

Magnificent SEVEN was tasked with supporting five independent detachments under TFS. The largest of the TFS detachments, Det Main Body (MB), directly supported the Iraq elements of TF-714 from Joint Base Balad as well as other outlying Forward Operating Bases (FOBs), in addition to providing CESE and 3M support across TFS. Det ONE provided support to Combined Joint Special Operations Task Force – Arabian Peninsula (CJSOTF-AP) based primarily out of Joint Base Balad and a few outlying FOBs. Det TWO supported the Afghan elements of TF-714 from Bagram and various FOBs across Afghanistan. Det THREE supported other government agencies at an undisclosed location, and Det FOUR supported CJSOTF-Afghanistan from Bagram and various FOB sites.

TFS Org Chart



One of the key challenges faced by TFS leadership was the active-reserve integration within Det MB, Det ONE, and Det TWO. For this deployment, NMCB SEVEN was augmented with 100 reserve Seabees from the Air Detachment of NMCB TWO THREE (The Blue and the Grey) out of Fort Belvoir, Virginia. These reservists were initially chopped over to NMCB TWO SEVEN (The Skibees) out of Brunswick, Maine, for mobilization and training in Gulfport and officially became part of TFS when NMCB SEVEN reorganized on 13 August 2008. The three Commanding Officers developed a Memorandum of Agreement (MOA) to streamline the myriad administrative and logistical issues involved in bringing together 300 Seabees from three different units.

Despite the administrative challenges of AC/RC integration, the reserve component brought capabilities to TFS that enhanced the predominately active duty force. The rolls of the NMCB TWO SEVEN augment included five master electricians, four general contractors, a registered architect, a licensed professional engineer, 2 facility engineers, and four construction inspectors. Another key to the success of TFS was an inclusive pre-deployment site survey (PDSS) in July, which included the TFS Officer-in-Charge, Assistant OIC, and at least one representative from

each of the Dets (with the exception of Det 3). The PDSS and the highly effective communication between counterparts that followed over the next two months were vital to the smooth and seamless turnover with NMCB THREE.
There were several challenges unique to TFS that were faced across all detachments. Foremost among these were:

- Strict requirements for security clearances in key billets and often across the entire detachment. The supported commands often had different requirements for clearances; some would accept command-granted interim SECRET clearances while others would not.
- Each detachment had to make use of highly unfamiliar supply systems using a combination of Army procedures and personality-driven processes. Strong (and relatively senior) SKs were required to master these systems in a short amount of time.
- Differing priorities for materials and movement assets between detachments in the same physical location. For example, Det ONE supporting CJSOTF-AP with access to limited air assets and slower material requisition vice Det MB supporting TF-714 with high priority access to organic air assets and quick material requisition.
- Technically, TFS was OPCON to the supporting NCR and TACON to the supported commanders; however, all tasking was received directly from the supported commands. The highly dynamic nature of operational tasking challenged the traditional Seabee way of tracking and completing projects. Priorities of the supported commanders changed on a weekly (sometimes even a daily) basis and the detachment OICs and Operations Chiefs had to be creative and responsive in meeting these priorities.
- Over 50% of TFS tasking was completed on remote FOB sites in Iraq and Afghanistan. Strong FOB Leading Petty Officers (LPOs) were necessary to provide leadership and technical oversight at each FOB.

The integration of active and reserve Seabees made the turnover process more challenging as well. Essentially TFS had two separate Advance Party (AP) and two separate Delayed Party (DP) movements – one set for NMCB TWO SEVEN and another for NMCB SEVEN. NMCB TWO SEVEN relieved NMCB SEVENTEEN personnel in September, and NMCB SEVEN arrived in October to relieve NMCB THREE, with the official RIP/TOA taking place on 16 October.

Between 16 October 2008 and 01 Mar 2009, TFS completed 28,863 mandays of construction and camp maintenance support to supported commands; involving transport of over 1,320 PAX in 465 air movements. Projects included 15 K-spans, 13 SWA huts, 26 B-huts, over 1,600 cubic meters of concrete. Over 3,850 trouble calls were completed across all detachments with an estimated labor savings of $2,497,000.

In addition, TFS completed 34 projects and 45 minor projects with an estimated material value of over $5,598,000 and an estimated labor savings of $5,887,000. TFS reenlisted 20 Seabees in the field and pinned 61 new Seabee Combat Warfare devices.

TASK FORCE SIERRA

CTG 56.2: DETACHMENT MAIN BODY PROJECT SUMMARIES

"MAGNIFICENT SEVEN"

TASK FORCE SIERRA

MAIN BODY

PROJECT SUMMARIES

TFS DETACHMENT MAIN BODY

Task Force Sierra Detachment Main Body (Det MB) has proven to be a true demonstration of Seabee ingenuity, flexibility, creativity, and resourcefulness. Seabees were deployed to nine separate Forward Operating Bases throughout the Iraqi Theater of Operations providing the Joint Task Force with effective and efficient contingency engineering support and construction throughout 74,000 square miles of Iraqi battle space. By executing over 350 personnel and cargo movements and supporting untold emergent project directives that had a positive, direct impact on the Global War on Terrorism, Det MB never missed a movement or a construction deadline. Throughout the deployment, Det MB met the supported command's desires and requirements at every turn, exemplifying consistency, efficiency, and construction quality.

In Balad, Det MB constructed numerous projects while providing around-the-clock facilities maintenance to over 112,000 square feet of operational, administrative and berthing spaces; responding to over 3,153 trouble calls. Det MB placed over 1,200 cubic meters of concrete pavement, constructing fixed and rotary wing aircraft maintenance support areas, parking aprons and concrete slabs for follow-on wood and steel framed facilities construction. The Detachment also supported blast wall placement and relocation, and the complete re-design of the JTF's main Entry Control Point, providing critical force protection improvements to the high traffic areas on Camp Fernandez Long Plank (CFLP). Det MB constructed a 2,000 square foot CSS Air Terminal Facility, which greatly improved safety and increased the staging capacity and also constructed a 30' x 80' SWA Hut. This facility included a roof extension over an exterior covered storage area, storage room, four administrative offices and one services counter area. Det MB constructed a two-story 850 square foot Tactical Operation Center (TOC) which supports the operations of the Task Force Unmanned Aerial Vehicles (UAV). The facility was designed and constructed to support roof installation of critical communication equipment. Det MB supported the Army's sole JTF Prime Power representative providing fuel and comprehensive maintenance to onsite generators ranging in size from 700KW to 1.2 MW, which provided over 57 MW of emergency power to the 10-acre JTF footprint. In addition, Det MB provided generator maintenance and repair at five Forward Operating Base locations.

At FOB 1, a team of four Seabees provided planning, engineering, and construction support of minor projects as directed by the Task Force J4 Engineer. They mainly focused on high priority projects that enhanced mission effectiveness, life/safety improvements and quality of life; responding to over 556 trouble calls. The rapid response to supported command requirements for construction tasking and maintenance added over 2,600 square feet of administrative, berthing, and operational support facilities for the Task Force.

At FOB 08, the Seabees also provided planning and full spectrum engineering / design of minor projects and provided construction support as directed by the Task Force J4. They completed 387 Emergency Service Work camp maintenance calls for electrical, plumbing, and carpentry

deficiencies while completing various projects including construction of a 45' x 45' Tactical Operation Center (TOC).

At FOB 12, the Seabees supported the planning and construction of a complete JTF Forward Operating Base. A four-person team maintained and repaired $1.3M worth of HVAC equipment, plumbing, and electrical grid systems. The crew responded to over 430 trouble calls, ensuring that all administrative, berthing, and operational facilities were 100% prepared for combat operations at all times. The team added 8,100 square feet of administrative, berthing, and operational support facilities for the Joint Task Force. The team deployed to a remote operating base where they assembled 720 pieces of DURAMAT to construct a mission essential expeditionary airfield in support of combat operations and enhancing mission capabilities.

At FOB 13, a team of five Seabees provided planning, engineering, and construction support of minor projects as directed by the Task Force J4 Engineer, with a focus on high priority projects that enhanced mission effectiveness, life/safety improvements and quality of life. They completed 387 trouble calls for electrical, plumbing and carpentry work, and added over 10,300 square feet of administrative, berthing, and operational support facilities for the Joint Task Force.

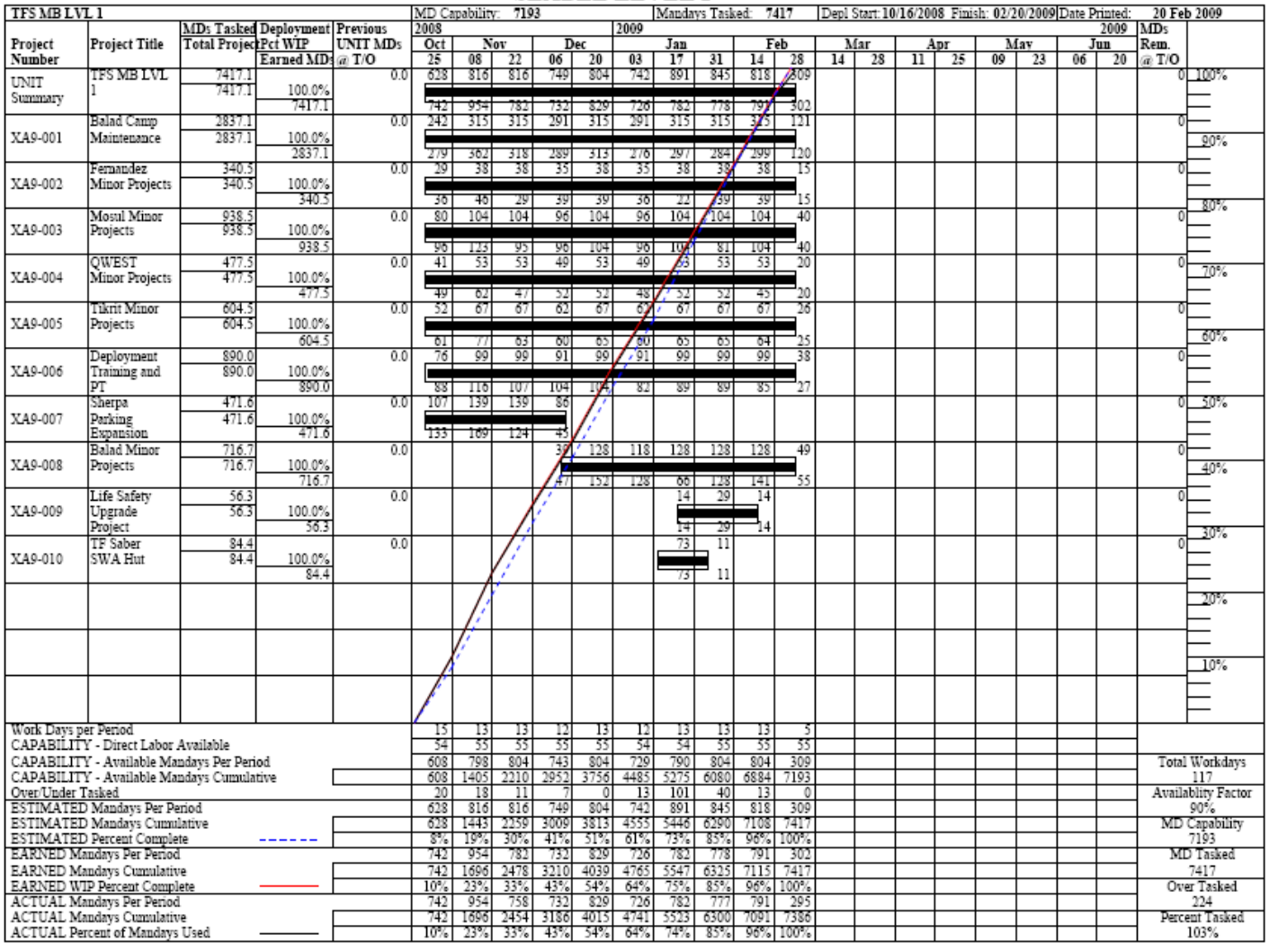
VI - TFS DETACHMENT MAIN BODY PROJECT SUMMARIES

TFS CTG.56.2: DETACHMENT MAIN BODY Projects

TFS Projects	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	WIP%	Mandays Expended
XA9-001 BALAD CAMP MAINTENANCE	2,837	N/A	2,837	100%	100%	2,837
XA9-002 FERNANDEZ CAMP MAINTENENCE	341	N/A	341	100%	100%	341
XA9-003 MOSUL CAMP MAINTENENCE	939	N/A	939	100%	100%	939
XA9-004 QWEST CAMP MAINTENANCE	478	N/A	478	100%	100%	478
XA9-005 TIKRIT CAMP MAINTENANCE	605	N/A	605	100%	100%	605
TRAINING	890	N/A	890	100%	100%	890
SHERPA PARKING EXPANSION	471	$225,000	471	100%	100%	471
BALAD MINOR PROJECTS	716	N/A	716	100%	100%	716
LIFE SAFETY UPGRADES	56	N/A	56	100%	100%	56
TASK FORCE SABER SWA HUT	84	$71,000	84	100%	100%	84
TOTALS:	**7,417**	**$296,000**	**7,417**	**N/A**	**N/A**	**7,417**

VI - TFS DETACHMENT MAIN BODY PROJECT SUMMARIES

SEABEE LEVEL I



TFS MB LVL 1 | MD Capability: 7193 | Mandays Tasked: 7417 | Depl Start: 10/16/2008 Finish: 02/20/2009 | Date Printed: 20 Feb 2009

Project Number	Project Title	MDs Tasked Total Project	Deployment Pct WIP Earned MDs	Previous UNIT MDs @ T/O	2008 Oct 25	Nov 08	Nov 22	Dec 06	Dec 20	2009 Jan 03	Jan 17	Jan 31	Feb 14	Feb 28	Mar 14	Mar 28	Apr 11	Apr 25	May 09	May 23	Jun 06	2009 Jun 20	MDs Rem. @ T/O
UNIT Summary	TFS MB LVL 1	7417.1 7417.1	100.0% 7417.1	0.0	628 742	816 954	816 782	749 732	804 829	742 726	891 782	845 778	818 791	809 302									0
XA9-001	Balad Camp Maintenance	2837.1 2837.1	100.0% 2837.1	0.0	242 279	315 362	315 318	291 289	315 315	291 276	315 297	315 284	315 299	121 120									0
XA9-002	Fernandez Minor Projects	340.5 340.5	100.0% 340.5	0.0	29 36	38 46	38 29	35 39	38 39	35 36	38 22	38 39	38 39	15 15									0
XA9-003	Mosul Minor Projects	938.5 938.5	100.0% 938.5	0.0	80 96	104 123	104 95	96 96	104 104	96 96	104 100	104 81	104 104	40 40									0
XA9-004	QWEST Minor Projects	477.5 477.5	100.0% 477.5	0.0	41 49	53 62	53 47	49 52	53 52	49 48	53 52	53 52	53 45	20 20									0
XA9-005	Tikrit Minor Projects	604.5 604.5	100.0% 604.5	0.0	52 61	67 77	67 63	62 60	67 63	62 60	67 65	67 65	67 64	26 25									0
XA9-006	Deployment Training and PT	890.0 890.0	100.0% 890.0	0.0	76 88	99 116	99 107	91 104	99 104	91 82	99 89	99 89	99 85	38 27									0
XA9-007	Sherpa Parking Expansion	471.6 471.6	100.0% 471.6	0.0	107 133	139 169	139 124	86 45															0
XA9-008	Balad Minor Projects	716.7 716.7	100.0% 716.7	0.0				39 47	128 152	118 128	128 66	128 128	128 141	49 55									0
XA9-009	Life Safety Upgrade Project	56.3 56.3	100.0% 56.3	0.0							14 14	29 29	14 14										0
XA9-010	TF Saber SWA Hut	84.4 84.4	100.0% 84.4	0.0							73 73	11 11											0
Work Days per Period					15	13	13	12	13	12	13	13	13	5									
CAPABILITY - Direct Labor Available					54	55	55	55	55	54	54	55	55	55									
CAPABILITY - Available Mandays Per Period					608	798	804	743	804	729	790	804	804	309									Total Workdays 117
CAPABILITY - Available Mandays Cumulative					608	1405	2210	2952	3756	4485	5275	6080	6884	7193									Availability Factor 90%
Over/Under Tasked					20	18	11	7	0	13	101	40	13	0									MD Capability 7193
ESTIMATED Mandays Per Period					628	816	816	749	804	742	891	845	818	309									MD Tasked 7417
ESTIMATED Mandays Cumulative					628	1443	2259	3009	3813	4555	5446	6290	7108	7417									Over Tasked 224
ESTIMATED Percent Complete					8%	19%	30%	41%	51%	61%	73%	85%	96%	100%									Percent Tasked 103%
EARNED Mandays Per Period					742	954	782	732	829	726	782	778	791	302									
EARNED Mandays Cumulative					742	1696	2478	3210	4039	4765	5547	6325	7115	7417									
EARNED WIP Percent Complete					10%	23%	33%	43%	54%	64%	75%	85%	96%	100%									
ACTUAL Mandays Per Period					742	954	758	732	829	726	782	777	791	295									
ACTUAL Mandays Cumulative					742	1696	2454	3186	4015	4741	5523	6300	7091	7386									
ACTUAL Percent of Mandays Used					10%	23%	33%	43%	54%	64%	74%	85%	96%	100%									

Frame 1 Page 1

PROJECT XA9-001
BALAD CAMP MAINTENANCE

Project Scope: Operate and provide 24/7 routine and emergency trouble call support desk and provide continuous camp maintenance support to operational, administrative, power grid, berthing, dining health, hygiene facilities, and office working areas. Manage and complete trouble calls to include electrical, HVAC, plumbing, minor construction, requests, and repairs.

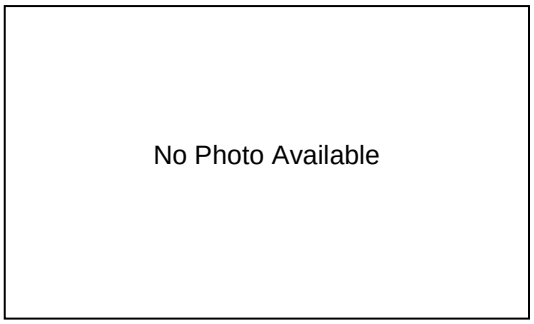
Personnel:	Average of 23	
Duration:	16 October 2008 - 01 March 2009	
Mandays Expended:		2,837
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	2,837
	Total Project MD:	2,837
Material Cost:	N/A	
Cost Avoidance:	$992,950	

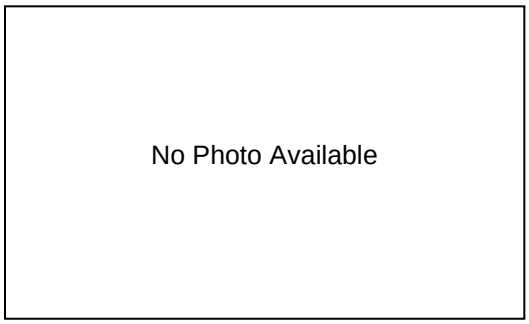
Significant Safety Issues: Electrocution is the most significant safety risk encountered in Iraq construction and maintenance efforts. We had zero electrocution MISHAPS due to constant awareness, ORM planning and safety programs. The Seabees employed a strong Lock-out/Tag –out program as a part of a comprehensive safety program. Repairing improperly installed grounding conductors was a main focus area for the crews at Balad and the FOBs. Another concern was faulty wiring and improper installation making things difficult to troubleshoot causing fire hazards. Other fire hazards included replacing iron core ballast with electronic ballast to prevent overheating.

Significant QC Issues: No significant QC issues. All electrical work was performed in accordance with NEC standards and safe work practices.

Significant Design Issues: None.

Significant Material Issues: Material stocks are closely monitored to prevent shortages during deployment. Keep a heads up on material getting low due to the amount of time it takes to replenish supplies.





PROJECT XA9-002
FOB FERNANDEZ

Project Scope: Provide planning and design of minor construction projects less than 100 mandays. Provide contingency engineering and construction support as directed by the Task Force J4 Engineer with focus on priority projects which enhance mission effectiveness, life/safety, and quality of life.

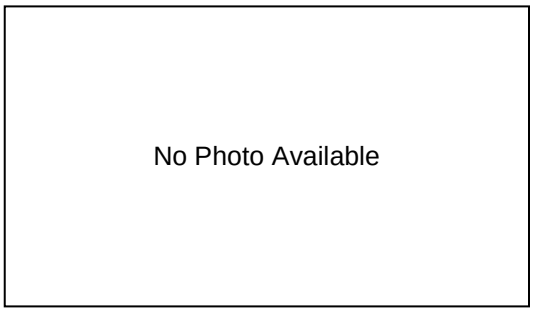
Personnel:	Average of 8	
Duration:	16 October 2008 – 01 March 2009	
Mandays Expended:		341
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	341
	Total Project MD:	341
Material Cost:	N/A	
Cost Avoidance:	$119,350	

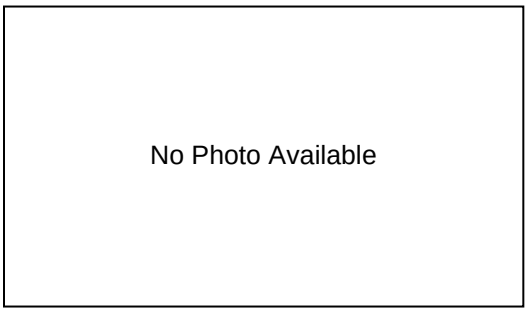
Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.





PROJECT XA9-003
FOB MOSUL

Project Scope: Provide planning and design of minor construction projects less than 100 mandays. Provide contingency engineering and construction support as directed by the Task Force J4 Engineer with focus on priority projects which enhance mission effectiveness, life/safety, and quality of life.

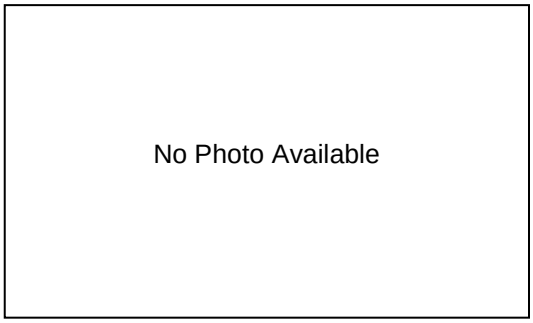
Personnel:	Average of 8	
Duration:	16 October 2008 – 01 March 2009	
Mandays Expended:		939
Tasking:	WIP at turnover	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	939
	Total Project MD:	939
Material Cost:	N/A	
Cost Avoidance:	$328,650	

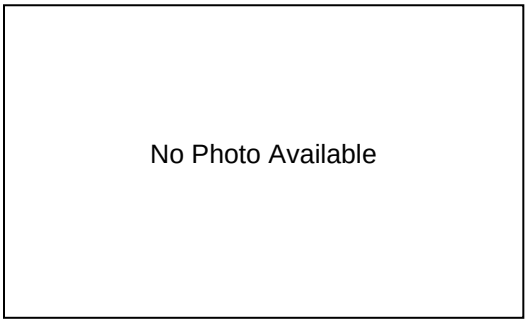
Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.





PROJECT XA9-004
FOB QWEST

Project Scope: Provide planning and design of minor construction projects less than 100 mandays. Provide contingency engineering and construction support as directed by the Task Force J4 Engineer with focus on priority projects which enhance mission effectiveness, life/safety, and quality of life.

Personnel: Average of 4

Duration: 16 October 2008 – 01 March 2009

Mandays Expended: 478

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 7:	478
Total Project MD:	478

Material Cost: N/A
Cost Avoidance: $167,300

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

No Photo Available	No Photo Available

PROJECT XA9-005
FOB TIKRIT

Project Scope: Provide planning and design of minor construction projects less than 100 mandays. Provide contingency engineering and construction support as directed by the Task Force J4 Engineer with focus on priority projects which enhance mission effectiveness, life/safety, and quality of life.

Personnel: Average of 5

Duration: 16 October 2008 – 01 March 2009

Mandays Expended: 605

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 7:	605
Total Project MD:	605

Material Cost: N/A
Cost Avoidance: $211,750

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

PROJECT XA9-007
SHERPA PARKING AREA EXPANSION

Project Scope: Removal of existing AM-2 matting. Excavation of 850 cubic meters of fill, placement of forms, fabrication of a reinforcing steel mat, and place 850 cubic meters of concrete to expand the existing flight line parking by 33,000 sq ft.

Personnel:	Average of 9	
Duration:	16 October 2008 – 02 December 2008	
Mandays Expended:		471
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	471
	Total Project MD:	471
Material Cost:	$225,000	
Cost Avoidance:	$164,850	

Significant Safety Issues: Exceptionally clean project site was required to eliminate FOD hazards on airfield. Constant communication with Air Ops helped maintain site in accordance with airfield policies and ensure zero mishaps.

Significant QC Issues: QC plans were developed in-house. Concrete placement was a major challenge due to the hot weather, but overcome by using retardants, conducting night-time pours and accepting no less than 8" slump. To overcome premature curing, insulated polyethylene sheets were placed over the pour.

Significant Design Issues: Designs for all airfield pavement projects were derived from the American Concrete Pavement Association's "Airfield Joints, Jointing Arrangements and Steel" manual and experience from past concrete projects in Iraq. Concrete was designed to complement existing pavements and provide proper drainage.

Significant Material Issues: None.

VI - TFS DETACHMENT MAIN BODY PROJECT SUMMARIES

PROJECT XA9-008
BALAD MINOR PROJECTS

Project Scope: Provide planning, design, and construction for minor projects less than 100 Mandays. Provide full spectrum engineering and construction support as directed by the Task forces J4 Engineer with focus on priority projects which enhance the mission effectiveness, life/safety, and quality of life.

Personnel:	Average of 23	
Duration:	03 December 2008 - 20 February 2009	
Mandays Expended:		716
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	716
	Total Project MD:	716
Material cost:	N/A	
Cost Avoidance:	$250,600	

Significant Safety Issues: Meeting the client's needs on short-fused projects made it challenging to prepare full safety planes before projects were to be started. Crew leaders had to be extra diligent in rapid planning and constant communication with crew to avoid hazards.

Significant QC Issues: Preparing a full spectrum QC plans on many of the Task Force's projects was not feasible due to shortened time lines between start and expected occupation of the facilities. Concrete required in depth QC planning and the supported command could not be happier with the quality of work provided.

Significant design issues: Most projects were SWA Huts variations or existing building additions, thus we derived QC plans from recently completed or existing SWA Hut plans and other existing facilities. The use of NAVFAC reach back also allowed the Detachment to build professionally designed products.

Significant Material Issues: None.

PROJECT XA9-009
LIFE SAFETY UPGRADE PROJECT

Project Scope: Provide Life Safety upgrades to the Seabee Camp consisting of placing spacers in between the fixtures and the structure and replacing the iron core ballasts with electronic ballasts.

Personnel:	Average of 8	
Duration:	12 January 2008 – 07 February 2009	
Mandays Expended:		56
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	56
	Total Project MD:	56
Material Cost:	N/A	
Cost Avoidance:	$19,600	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

PROJECT XA9-010
TF Saber SWA Hut

Project Scope: Construction of a 50' x 100' x 6" deep concrete pad with steel reinforcing. Follow on construction of a 30' x 80' SWA Hut facility to include a roof extension for exterior covered storage area for tires. Building included storage room, four administrative offices, and one services counter area.

Personnel:	Average of 5	
Duration:	05 January 2009 – 20 January 2009	
Mandays Expended:		84
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	84
	Total Project MD:	84
Material Cost:	$71,000	
Cost Avoidance:	$29,400	

Significant Safety Issues: Safety Officer and crew developed and implemented a stringent safety plan to include the use of the 7-11k Sky Trak forklift to install the roof trusses resulting in zero mishaps.

Significant QC Issues: None. QC plans were developed in-house.

Significant Design Issues: None.

Significant Material Issues: None.

TASK FORCE SIERRA

DETACHMENT ONE

PROJECT SUMMARIES

TFS DETACHMENT ONE

Task Force Sierra (TFS) Detachment ONE (Det 1) exceeded the supported command's expectations, providing quality infrastructure and construction in support of the war fighter. Det 1 offered the Joint Task Force distinct capabilities which employed all Seabee ratings at eleven Forward Operating Bases (FOB) in Iraq, including new construction, maintenance and life safety assessments. Seabees completed engineering surveys, repaired infrastructure, performed life/safety upgrades to electrical systems, constructed SWA huts, finished concrete and erected a Pre Engineered building for the Joint Task Force. All of the quality Seabee work that was put in place by TFS Det 1 enhanced the quality of life, mission readiness, and life safety for the entire Joint Task Force.

TFS Det 1 constructed new berthing and operational spaces ranging from SWA huts to entire FOB layouts. Det 1 provided numerous types of construction for the JTF including steel erection, SWA huts (wood frame construction), and concrete finish work. Aside from camp facilities, infrastructure improvements also included gravel roads, grading, site preparation, foundation work and concrete vaults for new power distribution. The Det also cut and filled retention ponds, storm water channels, and conduits. New force protection projects included HESCO barrier installation, steel fabricated gates, fencing, concertina wire, hydraulic automated barriers, and new ECP construction.

Det 1 maintained and improved facilities throughout the AO. Electrical system diagnostics and repair were the highest priority of the JTF for maintenance efforts. Projects ranged from entire distribution installations from a medium/high voltage transformer to replacing feeder cables. Work was conducted on mission critical systems and was coordinated closely to minimize operational impacts. Quality power to communication systems was an important part of the work provided to the Joint Task Force. To do this, Det 1 focused on installation, maintenance, and repair of UPS (Uninterruptible Power Sources), transformers, inverters, rectifiers, automatic transfer switches, frequency converters, and common interrupting devices. This work involved all Seabee trades. Routine maintenance and repair of HVAC equipment was continuous throughout the year. Seabees repaired water drainage systems, refurbished containerized housing units and numerous other small jobs to keep critical Joint Task Force facilities running without interruption.

VI - TFS DETACHMENT ONE PROJECT SUMMARIES

Det 1 performed several assessments and life safety repairs throughout the AO. Assessment packages consisted of Scopes of Work (SOW), estimates and Bills of Material (BOM) for Joint Task Force priority consideration. These proposed projects varied from structural shoring and load-bearing member rehabilitation to power sharing plans and potable water storage systems. Electrical systems and fire hazards were critical safety concerns and prompted many trouble calls. Improper grounding was the primary cause of the majority of electrical issues including incomplete fault paths and non-continuous grounding conductors. Other major code violations involved grounding of equipment including water heaters, metallic water pipes, and metal structures as well as the absence of GFCI (Ground Fault Circuit Interrupters). The main source of fire hazards were improperly installed lighting fixtures, or fixtures installed near combustible materials without separation or insulation. Another source of fire hazards were current carrying conductors that were improperly secured.

VI - TFS DETACHMENT ONE PROJECT SUMMARIES

TFS CTG 56.2: DETACHMENT ONE Projects

TFS Projects	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	WIP%	Mandays Expended
XB8-340 FOB SPEICHER	241	$62,200	241	100%	100%	241
XB9-010 CAMP SYVERSON MINOR PROJECTS	591	N/A	591	100%	100%	591
XB9-020 SYVERSON CAMP MAINTENANCE	629	N/A	629	100%	100%	629
XB9-030 TRAINING	571	N/A	571	100%	100%	571
XB9-040 PLANNING AND ESTIMATING	213	N/A	213	100%	100%	213
XB9-050 GAZEBO AT USO	56	N/A	56	100%	100%	56
XB9-060 ECP UPGRADE	142	$3,800	142	100%	100%	142
XB9-070 TENT CITY 100	1,679	$548,000	1,679	100%	100%	1,679
XB8-015 CAMP SYVERSON GYM EXPANSION	822	$504,979	822	100%	100%	822
XB9-080 COP HEIDER	35	N/A	35	100%	100%	35
XB9-090 BASRAH PALACE COMPLEX	90	$258,560	90	100%	100%	90
XB9-100 MOSUL CHU REPAIRS	32	N/A	32	100%	100%	32
XB9-105 COP NIMR	14	N/A	14	100%	100%	14
XB9-110 CAMP JUSTICE	178	$56,430	178	100%	100%	178
TOTALS:	**5,293**	**$1,433,969**	**5,293**	**N/A**	**N/A**	**5,293**

VI - TFS DETACHMENT ONE PROJECT SUMMARIES

SEABEE LEVEL I

TFS DET 1 | MD Capability: 5130 | Mandays Tasked: 5293 | Depl Start: 10/16/2008 Finish: 02/23/2009 | Date Printed: 25 Feb 2009

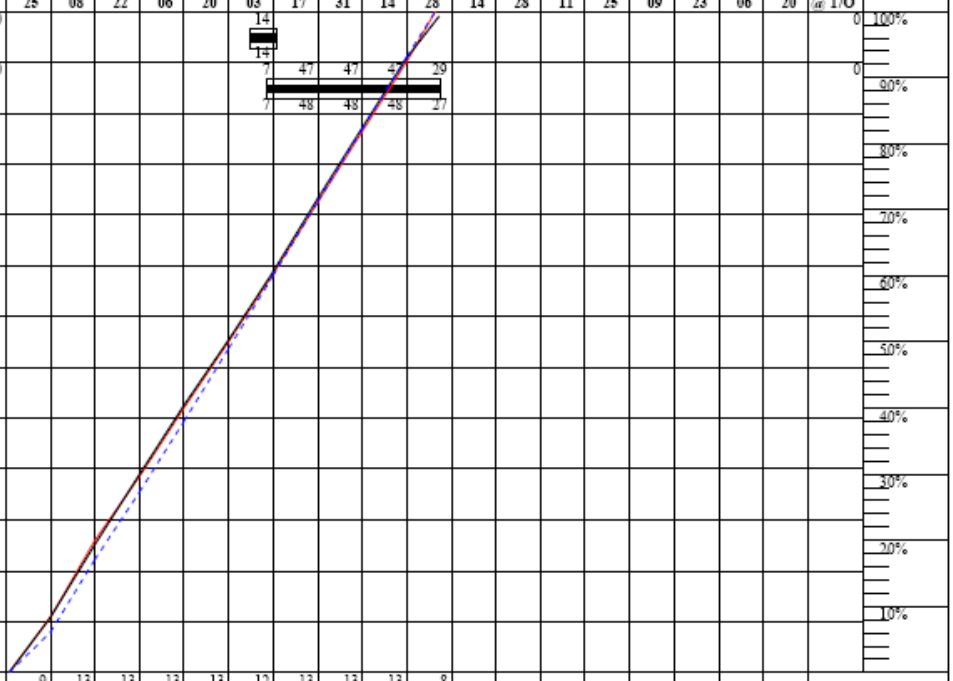
Project Number	Project Title	MDs Tasked / Total Project	Deployment / Pct WIP / Earned MDs	Previous UNIT MDs @ T/O	2008 Oct 25	Nov 08	Nov 22	Dec 06	Dec 20	2009 Jan 03	Jan 17	Jan 31	Feb 14	Feb 28	Mar 14	Mar 28	Apr 11	Apr 25	May 09	May 23	Jun 06	Jun 20	2009 MDs Rem. @ T/O
UNIT Summary	TFS DET 1	5293.5 / 5293.5	100.0% / 5293.5	0.0	321 / 441	581 / 616	544 / 514	565 / 546	585 / 536	582 / 539	592 / 576	582 / 564	582 / 565	578 / 397									0
XB8-340	FOB Speicher	240.5 / 240.5	100.0% / 240.5	0.0	144 / 151	96 / 90																	0
XB9-010	Camp Syverson Minor Projects	591.4 / 591.4	100.0% / 591.4	0.0	44 / 137	64 / 87	64 / 73	64 / 38	64 / 41	59 / 38	64 / 41	64 / 41	64 / 41	39 / 56									0
XB9-020	Syverson Camp Maintenance	629.2 / 629.3	100.0% / 629.2	0.0	47 / 46	68 / 67	68 / 67	68 / 67	68 / 67	63 / 62	68 / 67	68 / 67	68 / 67	42 / 53									0
XB9-030	Training and PT	570.6 / 570.6	100.0% / 570.6	0.0	43 / 63	62 / 43	62 / 62	62 / 62	62 / 62	57 / 57	62 / 62	62 / 62	62 / 62	38 / 35									0
XB9-040	Planning and Estimating	213.3 / 213.3	100.0% / 213.3	0.0	16 / 18	23 / 46	23 / 25	23 / 25	23 / 4	21 / 7	23 / 25	23 / 25	23 / 25	14 / 14									0
XB9-050	Gazebo at USO	57.4 / 57.4	100.0% / 57.4	0.0	17 / 18	40 / 39																	0
XB9-060	ECP Upgrade	142.0 / 142.0	100.0% / 142.0	0.0	9 / 8	115 / 134	18																0
XB9-070	Tent City 100	1679.0 / 1679.0	100.0% / 1679.0	0.0		112 / 111	208 / 206	208 / 206	208 / 206	192 / 190	208 / 206	208 / 206	208 / 206	128 / 144									0
XB8-015	Camp Syverson Gym Expansion	821.6 / 821.5	100.0% / 821.5	0.0			102 / 82	110 / 117	110 / 107	102 / 98	110 / 117	110 / 110	110 / 117	68 / 67									0
XB9-080	COP Heider	35.0 / 35.0	100.0% / 35.0	0.0				30 / 30	5 / 5														0
XB9-090	Basrah Palace Complex	90.0 / 90.0	100.0% / 90.0	0.0					45 / 45	45 / 45													0
XB9-100	Mosul CHU Repairs	32.2 / 32.2	100.0% / 32.2	0.0						22 / 22	10 / 10												0
Work Days per Period					9	13	13	13	13	12	13	13	13	8									
CAPABILITY - Direct Labor Available					38	38	38	38	38	38	38	38	38	38									
CAPABILITY - Available Mandays Per Period					385	556	556	556	556	513	556	556	556	342									Total Workdays 120
CAPABILITY - Available Mandays Cumulative					385	941	1496	2052	2608	3121	3677	4232	4788	5130									
Over/Under Tasked					-64	25	-11	9	29	69	36	27	27	16									Availablity Factor 90%
ESTIMATED Mandays Per Period					321	581	544	565	585	582	592	582	582	358									
ESTIMATED Mandays Cumulative					321	902	1446	2011	2596	3178	3770	4353	4935	5293									MD Capability 5130
ESTIMATED Percent Complete	------				6%	17%	27%	38%	49%	60%	71%	82%	93%	100%									
EARNED Mandays Per Period					441	616	514	546	536	539	576	564	565	397									MD Tasked 5293
EARNED Mandays Cumulative					441	1057	1570	2116	2652	3191	3767	4331	4896	5293									
EARNED WIP Percent Complete	———				8%	20%	30%	40%	50%	60%	71%	82%	92%	100%									Over Tasked 163
ACTUAL Mandays Per Period					441	583	565	551	525	545	587	564	565	330									
ACTUAL Mandays Cumulative					441	1024	1589	2140	2665	3209	3796	4361	4926	5256									Percent Tasked 103%
ACTUAL Percent of Mandays Used	———				8%	19%	30%	40%	50%	61%	72%	82%	93%	99%									

Frame 1 Page 1

VI - TFS DETACHMENT ONE PROJECT SUMMARIES

SEABEE LEVEL I

TFS DET 1					MD Capability: 5130						Mandays Tasked: 5293				Depl Start: 10/16/2008 Finish: 02/23/2009								Date Printed: 25 Feb 2009
Project Number	Project Title	MDs Tasked Total Project	Deployment Pct WIP Earned MDs	Previous UNIT MDs @ T/O	2008 Oct 25	Nov 08	Nov 22	Dec 06	Dec 20	2009 Jan 03	Jan 17	Jan 31	Feb 14	Feb 28	Mar 14	Mar 28	Apr 11	Apr 25	May 09	May 23	Jun 06	Jun 20	2009 MDs Rem. @ T/O
XB9-105	COP NIMR	13.5 13.5	100.0% 13.5	0.0						14 14													0
XB9-110	CAMP JUSTICE	177.9 177.9	100.0% 177.9	0.0						7 7	47 48	47 48	47 48	29 27									0
Work Days per Period					9	13	13	13	13	12	13	13	13	8									
CAPABILITY - Direct Labor Available					38	38	38	38	38	38	38	38	38	38									
CAPABILITY - Available Mandays Per Period					385	556	556	556	556	513	556	556	556	342									Total Workdays 120
CAPABILITY - Available Mandays Cumulative					385	941	1496	2052	2608	3121	3677	4232	4788	5130									
Over/Under Tasked					-64	25	-11	9	29	69	36	27	27	16									Availability Factor 90%
ESTIMATED Mandays Per Period					321	581	544	565	585	582	592	582	582	358									
ESTIMATED Mandays Cumulative					321	902	1446	2011	2596	3178	3770	4353	4935	5293									MD Capability 5130
ESTIMATED Percent Complete					6%	17%	27%	38%	49%	60%	71%	82%	93%	100%									
EARNED Mandays Per Period					441	616	514	546	536	539	576	564	565	397									MD Tasked 5293
EARNED Mandays Cumulative					441	1057	1570	2116	2652	3191	3767	4331	4896	5293									
EARNED WIP Percent Complete					8%	20%	30%	40%	50%	60%	71%	82%	92%	100%									Over Tasked 163
ACTUAL Mandays Per Period					441	583	565	551	525	545	587	564	565	330									
ACTUAL Mandays Cumulative					441	1024	1589	2140	2665	3209	3796	4361	4926	5256									Percent Tasked 103%
ACTUAL Percent of Mandays Used					8%	19%	30%	40%	50%	61%	72%	82%	93%	99%									



Frame 1 Page 2

XB8-340
FOB Speicher

Project Scope: Construct 115 acre FOB. Prepare earth to construct facilities compound complete with access roads and berthing.

Personnel:	16	
Duration:	16 October 2008 – 01 November 2008	
Mandays Expended:		241
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	241
	Total Project MD:	241
Material Cost:	$62,200	
Cost Avoidance:	$84,350	

Significant Safety Issues: The most significant safety issue was the dust storms and being able to see clearly. Members operating heavy equipment or driving vehicles on job site had ground guides at all times or stopped worked completely until dust storm had passed.

Significant QC Issues: Waiting for customer to decide the priority of work.

Significant Design Issues: None.

Significant Material Issues: None.

XB9-010
Camp Syverson Minor Projects

Project Scope: Repair and upgrade facilities as needed for Camp Syverson.

Personnel: 3

Duration: 16 October 2008 – 01 March 2009

Mandays Expended: 591

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 7:	591
Total Project MD:	591

Material Cost: N/A
Cost Avoidance: $206,850

Significant Safety Issues: Cutting lumber using power miter box saw. Ensured all personnel were wearing eye, hearing, and hand protection while operating saw and handling lumber. Placing concrete for foundations and CHU blocks. Ensured all personnel were wearing eye, face, and hand protection while placing and finishing concrete.

Significant QC Issues: Ensure that material used is of quality product. Form work to be within 1/8 inch. Properly installing cipher locks.

Significant Design Issues: None.

Significant Material Issues: Quality of lumber was poor overall with cracks and twists. Concrete had significant amounts of lime.

XB9-020
Syverson Camp Maintenance

Project Scope: Camp maintenance minor projects submitted to support and improve the overall safety and morale of personnel at Camp Syverson.

Personnel:	5	
Duration:	16 October 2008 – 01 March 2009	
Mandays Expended:		629
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	629
	Total Project MD:	629
Material Cost:	N/A	
Cost Avoidance:	$220,150	

Significant Safety Issues: The lack of proper grounding. Incorrect sizing of conductor which causes fires. Properly marking of electrical wired buried. Proper training of junior personnel on power distribution.

Significant QC Issues: Buying cheaper material to save money.

Significant Design Issues: No thought process for future projects.

Significant Material Issues: Material not showing up in time to complete projects.

XB9-050
Gazebo at USO

Project Scope: Construct 20' x 20' Gazebo for Joint Base Balad USO, with full wrap around benches and picnic table.

Personnel:	4	
Duration:	23 October 2008 – 07 November 2008	
Mandays Expended:		56
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	56
	Total Project MD:	56
Material Cost:	N/A	
Cost Avoidance:	$19,600	

Significant Safety Issues: Cutting lumber using power miter box saw. Ensured all personnel were wearing eye, hearing, and hand protection while operating saw and handling lumber. Falling off ladder while installing roof members. Crew members while on a ladder had somebody at the bottom of ladder to keep it stabilized to prevent ladder from falling over.

Significant QC Issues: All support bracing was cut at proper angle and installed at proper location +/- 1/4 inch. Floor joist spaced properly within 1/8 inch. Ensured all benches are at proper sitting height and level.

Significant Design Issues: The solar lights were made to be portable so the interior rebar system was welded together with a set of rebar handles that were set 4 inches above the surface of the concrete.

Significant Material Issues: Material was donated for project. Quality of lumber was poor overall with cracks and twists.

XB9-060
ECP Upgrade

Project Scope: Cut and excavate road to upgrade current electrical into ECP guard shack and guard tower.

Personnel:	6	
Duration:	25 October 2008 – 10 November 2008	
Mandays Expended:		142
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	142
	Total Project MD:	142
Material Cost:	$3,800	
Cost Avoidance:	$49,700	

Significant Safety Issues: Working in manhole. Ensured gas free engineer cleared safe area before personnel allowed in space. Concrete lime burns. All proper PPE being worn during concrete placement. Electrical shock hazards. Proper lock out / tag out procedures followed to ensure no power was on during the installation of new wire.

Significant QC Issues: Power line buried to proper depth before back fill and compaction. Proper size electrical wire used for load requirements.

Significant Design Issues: None.

Significant Material Issues: None.

XB9-070
Tent City 100

Project Scope: Construct 115 acre FOB to include troop housing, underground utilities, and power distribution.

Personnel:	19	
Duration:	01 November 2008 – 01 March 2009	
Mandays Expended:		1,679
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	1,679
	Total Project MD:	1,679
Material Cost:	$548,000	
Cost Avoidance:	$587,650	

Significant Safety Issues: Concrete lime burns. Project safety supervisor will ensure crew has gloves, gortex, eye, and face protection during placement of concrete. Overhead work with heavy equipment. Installing roof trusses with equipment using proper ground guides and only essential personnel allowed in work area during lifting operations.

Significant QC Issues: Proper wire connections being made with correct material. All electrical work was inspected by project QC, FET, and KBR before power was supplied to any of the buildings that are being built. These QC checks are required to ensure all codes are met with no issues.

Significant Design Issues: None.

Significant Material Issues: All Class IV being order takes from 3-4 months before arrived onsite.

XB8-015
Camp Syverson Gym Expansion

Project Scope: Construct a 50'x 90' PEB, to include concrete foundation, tie into existing electrical power, and interior finish work.

Personnel: 8

Duration: 10 November 2008 – 01 March 2009

Mandays Expended: 822

Tasking:

WIP at turnover:	0%
WIP at completion:	70%
MD Tasked to NMCB 7:	822
Total Project MD:	TBD

Material Cost: $504,979
Cost Avoidance: $287,700

Significant Safety Issues: Concrete lime burns. Project safety supervisor will ensure crew has gloves, gortex, eye, and face protection during placement of concrete. Use of scissor lift while erecting building and installing wall panels. All crew members while in lift will have proper safety harness on at all times and use gloves while handling steel members.

Significant QC Issues: Ensure proper J-Bolt alignment and height before foundation concrete was placed. All vertical members plumb and side panels square before final installation.

Significant Material Issues: Missing material to finish exterior and interior. Working issue with engineers to resolve material problems. Major project delay.

No Photo Available	No Photo Available

XB9-080
COP Heider

Project Scope: Re-hab two Container Housing Units to include total re-wire and repair damaged walls, ceiling, and structural support members during shipment.

Personnel: 2

Duration: 24 November 2008 – 08 December 2008

Mandays Expended: 35

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 7:	35
Total Project MD:	35

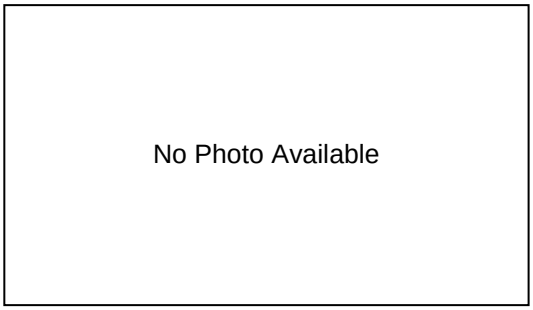
Material Cost: N/A
Cost Avoidance: $12,250

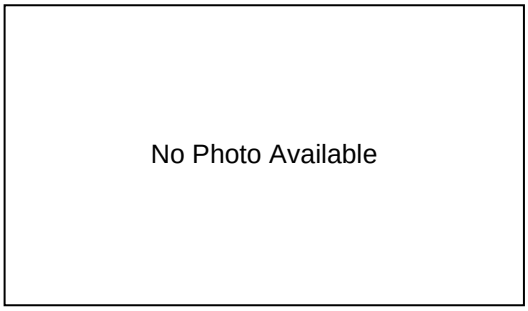
Significant Safety Issues: None.

Significant QC Issues: Straighten out structural support members to ensure CHU is structurally safe.

Significant Design Issues: None.

Significant Material Issues: Use what material was onsite and make brackets to hold wall sections together.





XB9-090
Basrah Palace Complex

Project Scope: Install two 400kva generators, transfer switches, sub panels, and interior wiring for Palace power generation. Reinforce windows and doors with plywood, cipher locks, and sandbags to meet Force Protection requirements.

Personnel:	4	
Duration:	11 December 2008 - 31 December 2008	
Mandays Expended:		90
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	90
	Total Project MD:	90
Material Cost:	$258,560	
Cost Avoidance:	$31,500	

Significant Safety Issues: Proper Lock out / Tag out procedures followed while installing new electrical wire to Palace. Use gloves, eye protection, hearing protection, and proper PPE during all phases of construction.

Significant QC Issues: None.

Significant Material Issues: Use what Class IV was onsite. Seabee's did not order Class IV for this project. Minor delays.

XB9-100
Mosul CHU Repairs

Project Scope: Rehab two Container Housing Units to include total re-wire and repair damaged walls, ceiling, and structural support members.

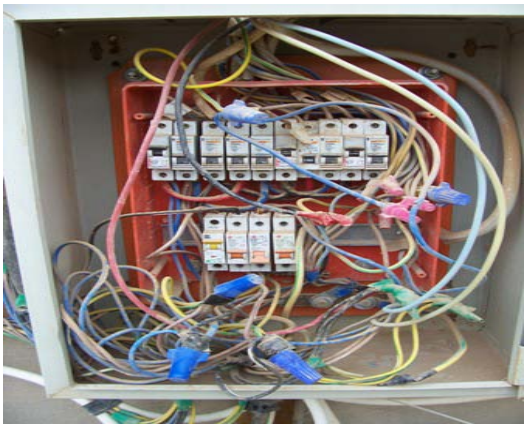
Personnel:	2	
Duration:	24 December 2008 - 07 January 2009	
Mandays Expended:		32
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	32
	Total Project MD:	32
Material Cost:	N/A	
Cost Avoidance:	$11,200	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: Use whatever material was available onsite.



XB9-105
COP NIMR

Project Scope: Emergency Task Force Safe electrical repair. Personnel getting shocked leaving shower unit.

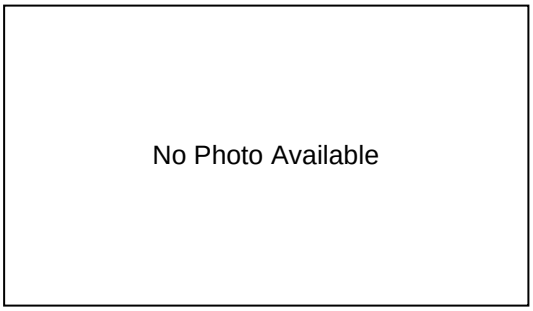
Personnel:	2	
Duration:	27 December 2008 - 03 January 2009	
Mandays Expended:		14
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	14
	Total Project MD:	14
Material Cost:	N/A	
Cost Avoidance:	$4,900	

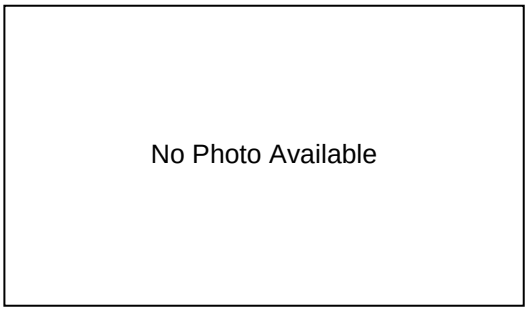
Significant Safety Issues: Worked directly with Task Force Safe personnel to re-solve shocking hazard in shower CHU. Use proper PPE when around electrical hazards to ensure minimal risk is taken.

Significant QC Issues: Followed Task Force Safe Guidelines for safe electrical installation.

Significant Design Issues: None.

Significant Material Issues: None.





XB9-110
Camp Justice

Project Scope: Electrical upgrades in 10 building to include lights, switches, receptacles, panel boxes, and tie into main power source.

Personnel: 3

Duration: 02 January 2009 - 28 February 2009

Mandays Expended: 178

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 7:	178
Total Project MD:	178

Material Cost: $56,430
Cost Avoidance: $62,300

Significant Safety Issues: None.

Significant QC Issues: Ensure proper gauge wire used to support load requirements for customer.

Significant Design Issues: None.

Significant Material Issues: Damaged and wrong material delivered. Minor delay in starting project.

TASK FORCE SIERRA DET ONE

Balad, Iraq (March 2009) The integrated team of Task Force Sierra Detachment One exceeded expectations and successfully accomplished the various construction missions tasked by CJSOTF-AP. Seabees from Naval Mobile Construction Battalion SEVEN (NMCB) 7 and NMCB 23, on a six-month deployment to Iraq in support of construction operations to improve Special Forces Group Camps. (U.S. Army photo by Combat Camera).

TASK FORCE SIERRA

DETACHMENT THREE

PROJECT SUMMARIES

TFS DETACHMENT THREE

Task Force Sierra Detachment THREE (Det 3) deployed 15 Seabees to a remote location, supported a high profile Other Government Agency (OGA), and provided high quality contingency construction support, greatly enhancing the supported command's ability to win the Global War on Terrorism.

Det 3's mission and location were classified and no specific details of the tasking were provided prior to deployment. Project tasking encompassed a variety of construction skills including rough and finish electrical, interior and exterior rigid duct work, industrial-sized HVAC systems, compressed air systems, concrete slabs and foundations, insulation, encapsulation, wood-frame construction, overhead door installation, structural steel framed doors, and K-span structures.

Upon arrival at the site, the Detachment completed a brief turnover and then turned to the task at hand. Det 3 conducted a 100% inventory of all 48 NCF tool kits, CTR tools, and the supported command owned tool trailer. Construction was picked up where the previous Battalion had left off on Structure 2. Concrete operations were limited due to the available production capacity. While awaiting larger mixers for concrete operations, Det 3 installed the final pick of a 90' x 140' K-span structure to complete a massive steel door frame. Repair parts and a high volume concrete mixer arrived in time to complete the 200 cubic yard foundation. Once the foundation was in place the 120' x 26' steel frame and doors were assembled and installed. The larger concrete mixers again came in handy for the 217 cubic yard floor slab in Structure 1. Again the last pick had to be fabricated and installed in order to attach the building to the door frame. Structures 3 and 4 were 40' x 40' K-spans that were partially completed upon arrival. Det 3 completed the floor slabs, encapsulated the insulation, and installed two overhead doors and two pedestrian doors.

During the deployment, Det 3 completed five K-span structures complete with sub-systems including: batching, mixing, forming, and placing more than 550 cubic yards of concrete, assembling and installing 1,830 linear feet of K-span steel, 10 pedestrian doors, eight exterior wind breaks, four 20 ton HVAC units, two overhead doors, insulating and encapsulating 4,300 square feet of steel, and one 400 amp service disconnect. Beyond the tasked projects, the Detachment was able to complete a 25' x 25' refueling pad and a wood framed 30' x 42' maintenance shop.

Det 3 utilized the ingenuity and "Can Do" spirit of all of its members and completed all of the structures to the highest quality standards more than doubling the operational capacity of the supported command, and made a significant contribution to winning the Global War on Terrorism.

VI - TFS DETACHMENT THREE PROJECT SUMMARIES

TFS CTG 56.2: DETACHMENT THREE Projects

TFS Projects	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	WIP%	Mandays Expended
XD9-001 CONSTRUCT HANGER STRUCTURE 2	1,573	N/A	328	20%	100%	332
XD9-002 CONSTRUCT HANGER 1	1,539	N/A	765	50%	100%	731
XD9-003 CONSTRUCT STRUCTURES 3 AND 4	851	N/A	217	25%	100%	117
XD9-100 TRAINING	152	N/A	152	N/A	100%	152
XD9-200 CAMP MAINTENANCE	100	N/A	100	100%	196%	196
XD9-300 OIC DISCRETIONARY	50	N/A	50	100%	100%	51
XD9-400 EMBARK	40	N/A	40	N/A	N/A	13
TOTALS:	**4,305**	**N/A**	**1,652**	**N/A**	**N/A**	**1,592**

*****SEABEE LEVEL I CHART NOT AVAILABLE FOR DETACHMENT THREE*****

No Photo Available	No Photo Available

XD9-001
Construct K-span Structure 2

Project Scope: Completion of a 140' x 90' K-span structure including a 120' x 26' door, four pedestrian doors with windbreaks, HVAC system, compressed air system, and AM2 matting floor.

Personnel: 15

Duration: October 2008 – December 2008

Mandays Expended: 332

Tasking:

WIP at turnover:	80%
WIP at completion:	100%
MD Tasked to NMCB 7:	328
Total Project MD:	1,573

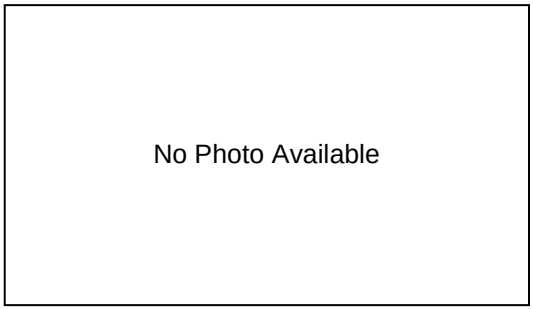
Material Cost: Not available
Cost Avoidance: $116,200

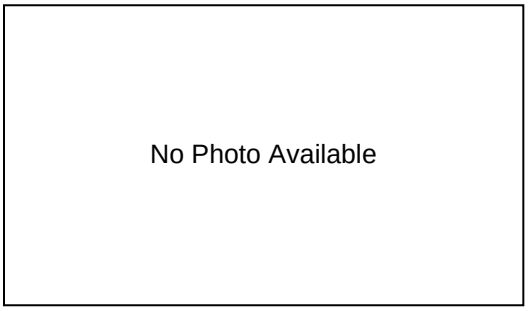
Significant Safety Issues: Significant concerns were working on top of the door truss, placing the final UBM pick with the crane and heat related injuries. Fall protection was worn for all work 6' or above. The final pick had to be placed between the existing building, the door frame, and adjacent buildings. For the next structure, we placed the pick before the door frame was in place.

Significant QC Issues: The raw materials for concrete were of inferior quality. The aggregate size had to be monitored while batching and placing. The union of the building and the door frame had to be sealed with custom flashing and continuously monitored to ensure it maintained a watertight connection.

Significant Design Issues: The door design was for a different building and did not match the existing conditions.

Significant Material Issues: The panels that covered the door frame were damaged during ground shipping. The appearance of the panels was approved by the supported command. Experienced slight delay in project completion as a result of the door motors being late to arrive.





XD9-002
Construct Structure 1

Project Scope: Completion of a 140' x 90' K-span structure including a 120' x 26' door, four pedestrian doors with windbreaks, HVAC system, compressed air system, and concrete floor slab.

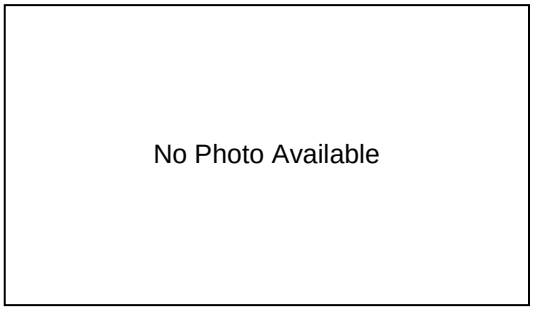
Personnel:	15	
Duration:	October 2008 – February 2009	
Mandays Expended:		731
Tasking:	WIP at turnover:	50%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	765
	Total Project MD:	1,539
Material Cost:	Not available	
Cost Avoidance:	$255,850	

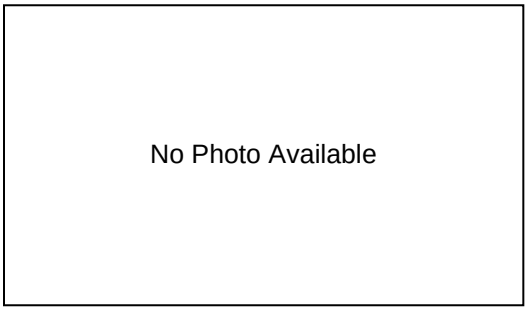
Significant Safety Issues: Significant concerns were working on top of the door truss and placing the final UBM pick with the crane. Fall protection was worn for all work 6' or above.

Significant QC Issues: The raw materials for concrete were of inferior quality. The aggregate size had to be monitored while batching and placing. The union of the building and the door frame had to be sealed with custom flashing and continuously monitored to ensure it maintained a watertight connection.

Significant Design Issues: The door design was for a different building and did not match the existing conditions.

Significant Material Issues: The panels that covered the door frame were damaged during ground shipping. The appearance of the panels was approved by the supported command.





XD9-003
Construct Structures 3 and 4

Project Scope: Construct two 40' x 40' double radius UBM structures. Complete with 8" concrete floor, 10' x 10' roll-up doors, and pedestrian doors.

Personnel:	6	
Duration:	January 2009 – February 2009	
Mandays Expended:		117
Tasking:	WIP at turnover:	75%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	217
	Total Project MD:	851
Material Cost:	Not available	
Cost Avoidance:	$40,950	

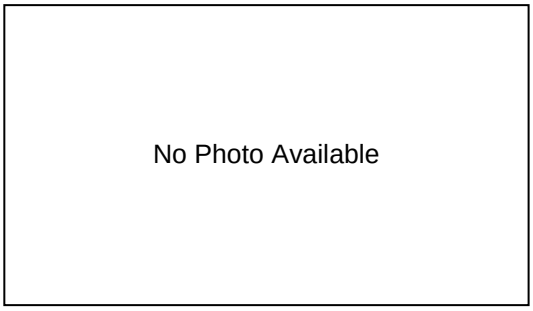
Significant Safety Issues: None.

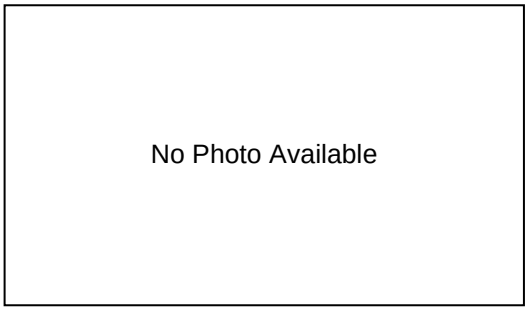
Significant QC Issues: The frame for the overhead door had to be plumb and level to ensure proper operation of the door.

Significant Design Issues: None. The project was started by NMCB 4.

Significant Material Issues: None.

VI - TFS DETACHMENT THREE PROJECT SUMMARIES





XD9-200
Camp Maintenance

Project Scope: A total of four minor projects were completed: a concrete refueling pad, numerous 220V single phase outlet installations, AM2 matting repair, and 1,200 square foot wood frame UBM maintenance area.

Personnel:	15	
Duration:	October 2008 – February 2009	
Mandays Expended:		196
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	100
	Total Project MD:	100
Material Cost:	Not available	
Cost Avoidance:	$56,700	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

TASK FORCE SIERRA

CTG 56.8: DETACHMENT TWO PROJECT SUMMARIES

"MAGNIFICENT SEVEN"

TFS DETACHMENT TWO

Task Force Sierra Detachment TWO (Det 2) demonstrated the Seabees' ability to execute construction tasking and provide logistical support for a Joint Task Force (JTF) in a dynamic operating environment. Personnel deployed to twelve locations and supplied resources to more than eleven outstations throughout Afghanistan. Det 2 was comprised of 46 active duty Seabees and 21 reserve Seabees. With a logistical footprint at Bagram Air Field and a permanent presence at six Forward Operating Bases (FOBs), main construction efforts consisted of K-Spans, B-Huts, and remodeling of sensitive, mission critical facilities. The Seabees' were crucial to the JTF, allowing them the flexibility to move seamlessly throughout the Area of Operations (AOR) to execute their role in Operation Enduring Freedom.

At the main operating site, Bagram Air Field (BAF), the focus of construction was on Task Force Minor projects. With an average of seven Seabees as direct labor, minor projects included construction of a satellite platform, remodeling a tool shed into an office building, four additional VIP rooms, reconfiguring six B-huts for berthing, installing a custom made false floor for a computer room, building a new steelworker and builder shop, and constructing a mezzanine for a pole barn. Det 2 completed 356 trouble calls including installation of HVAC units, repair of cipher locks, and building shelves and desks for secure areas. The main effort at Bagram was to support material deliveries and personnel rotations at permanent FOB sites.

At FOB 3, an average of sixteen Seabees executed minor projects including a weapons cleaning building, a 1,200 square foot airfield pad, HVAC upgrades at the Joint Operations Center (JOC), berthing modifications. Major projects included construction of twenty tents with bases, a 60' x 90' Maintenance K-Span, installation of all electrical and HVAC systems for a 5,000 square foot gym, and a dog kennel.

At FOB 12, an average of thirteen Seabees constructed eight 30' x 80' berthing K-Spans to replace an existing tent city, providing extra billeting and flexibility for the supported command.

At FOB 4, an average of seven Seabees completed minor projects ranging from eleven interior tent build outs for overflow berthing, and the insulation of 32 tents as well as building five B-Huts in support of a flight line maintenance project.

At FOB 6, an average of seven Seabees completed a 1,024 square foot B-Hut, two tent bases, and an antenna platform.

At FOB 14, an average of four Seabees constructed a laundry facility and installed all electrical and plumbing for a brick and mortar building.

At all locations, the construction completed by the Seabees directly impacted the operational capability of the joint war fighter.

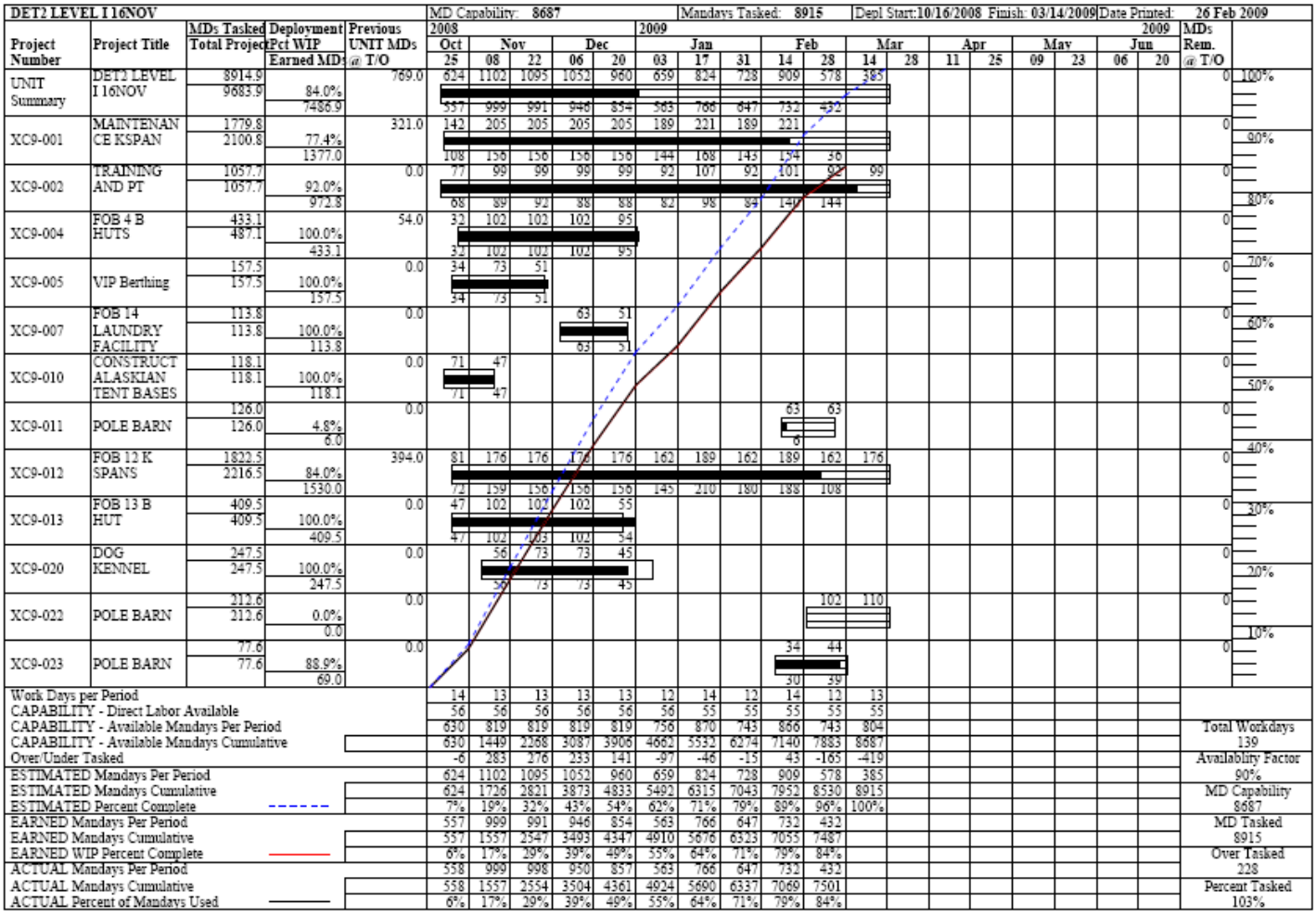
VI - TFS DETACHMENT TWO PROJECT SUMMARIES

TFS CTG.56.2: DETACHMENT TWO Projects

TFS Projects	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	WIP%	Mandays Expended
XC9-001 MAINTENANCE K-SPAN	2,101	$160,000	1,780	85%	77%	1,377
XC9-002 TRAINING	1,058	N/A	1,058	92%	92%	973
XC9-004 FOB 4 B-HUTS	487	$135,000	433	100%	100%	433
XC9-005 VIP BERTHING	157	$84,000	157	100%	100%	157
XC9-007 FOB 14 LAUNDRY	114	$32,860	114	100%	100%	114
XC9-010 CONSTRUCT ALASKAN TENT BASES	118	$111,000	118	100%	100%	118
XC9-011 POLE BARN ONE	126	N/A	126	5%	5%	6
XC9-012 FOB 12 K-SPANS	2,217	$480,000	1,822	82%	84%	1,530
XC9-013 FOB 13 B-HUT	409	$240,000	409	100%	100%	409
XC9-020 DOG KENNEL	247	$240,000	247	100%	100%	247
XC9-022 POLE BARN TWO	213	N/A	213	0%	0%	0
XC9-023 POLE BARN THREE	78	$40,000	78	100%	89%	69
XC9-030 PLANNING AND ESTIMATING	810	N/A	810	100%	90%	723
XC9-040 FOB 6 ANTENNA PLATFORM	24	$20,000	24	100%	100%	24
XC9-050 CAMP MAINTENANCE	1,525	$815,600	1,525	100%	86%	1,306
TOTALS:	**9,684**	**$2,358,460**	**8,914**	**N/A**	**N/A**	**7,486**

VI - TFS DETACHMENT TWO PROJECT SUMMARIES

SEABEE LEVEL I



DET2 LEVEL I 16NOV					MD Capability: 8687								Mandays Tasked: 8915		Depl Start:10/16/2008 Finish: 03/14/2009						Date Printed: 26 Feb 2009	
Project Number	Project Title	MDs Tasked Total Project	Deployment Pct WIP Earned MDs	Previous UNIT MDs @ T/O	2008 Oct 25	Nov 08	Nov 22	Dec 06	Dec 20	2009 Jan 03	Jan 17	Jan 31	Feb 14	Feb 28	Mar 14	Mar 28	Apr 11	Apr 25	May 09	May 23	Jun 06	Jun 20	MDs Rem. @ T/O
UNIT Summary	DET2 LEVEL I 16NOV	8914.9 9683.9	84.0% 7486.9	769.0	624 557	1102 999	1095 991	1052 946	960 854	659 585	824 766	728 647	909 732	578 432	385								0
XC9-001	MAINTENANCE KSPAN	1779.8 2100.8	77.4% 1377.0	321.0	142 108	205 156	205 156	205 156	205 156	189 144	221 168	189 143	221 174	36									0
XC9-002	TRAINING AND PT	1057.7 1057.7	92.0% 972.8	0.0	77 68	99 89	99 92	99 88	99 88	92 82	107 98	92 84	101 140	92 144	99								0
XC9-004	FOB 4 B HUTS	433.1 487.1	100.0% 433.1	54.0	32 32	102 102	102 102	102 102	95 95														0
XC9-005	VIP Berthing	157.5 157.5	100.0% 157.5	0.0	34 34	73 73	51 51																0
XC9-007	FOB 14 LAUNDRY FACILITY	113.8 113.8	100.0% 113.8	0.0				63 63	51 51														0
XC9-010	CONSTRUCT ALASKIAN TENT BASES	118.1 118.1	100.0% 118.1	0.0	71 71	47 47																	0
XC9-011	POLE BARN	126.0 126.0	4.8% 6.0	0.0									63 6	63									0
XC9-012	FOB 12 K SPANS	1822.5 2216.5	84.0% 1530.0	394.0	81 72	176 159	176 156	176 156	176 156	162 145	189 210	162 180	189 188	162 108	176								0
XC9-013	FOB 13 B HUT	409.5 409.5	100.0% 409.5	0.0	47 47	102 102	102 103	102 102	55 54														0
XC9-020	DOG KENNEL	247.5 247.5	100.0% 247.5	0.0		56 56	73 73	73 73	45 45														0
XC9-022	POLE BARN	212.6 212.6	0.0% 0.0	0.0										102	110								0
XC9-023	POLE BARN	77.6 77.6	88.9% 69.0	0.0									34 30	44 39									0
Work Days per Period					14	13	13	13	13	12	14	12	14	12	13								
CAPABILITY - Direct Labor Available					56	56	56	56	56	56	55	55	55	55	55								
CAPABILITY - Available Mandays Per Period					630	819	819	819	819	756	870	743	866	743	804								Total Workdays 139
CAPABILITY - Available Mandays Cumulative					630	1449	2268	3087	3906	4662	5532	6274	7140	7883	8687								Availablity Factor 90%
Over/Under Tasked					-6	283	276	233	141	-97	-46	-15	43	-165	-419								
ESTIMATED Mandays Per Period					624	1102	1095	1052	960	659	824	728	909	578	385								MD Capability 8687
ESTIMATED Mandays Cumulative					624	1726	2821	3873	4833	5492	6315	7043	7952	8530	8915								
ESTIMATED Percent Complete					7%	19%	32%	43%	54%	62%	71%	79%	89%	96%	100%								MD Tasked 8915
EARNED Mandays Per Period					557	999	991	946	854	563	766	647	732	432									
EARNED Mandays Cumulative					557	1557	2547	3493	4347	4910	5676	6323	7055	7487									Over Tasked 228
EARNED WIP Percent Complete					6%	17%	29%	39%	49%	55%	64%	71%	79%	84%									
ACTUAL Mandays Per Period					558	999	998	950	857	563	766	647	732	432									Percent Tasked 103%
ACTUAL Mandays Cumulative					558	1557	2554	3504	4361	4924	5690	6337	7069	7501									
ACTUAL Percent of Mandays Used					6%	17%	29%	39%	49%	55%	64%	71%	79%	84%									

Frame 1 Page 1

XC9-001
Maintenance K-Span

Project Scope: Construct a 55' x 90' K-Span to include foundation, steel erection, insulation, and interior build-out for ground maintenance capabilities.

Personnel: 15

Duration: May 2008 – October 2008

Mandays Expended: 1,377

Tasking:

WIP at turnover:	15%
WIP at completion:	77%
MD Tasked to NMCB 7:	1,780
Total Project MD:	2,101

Material Cost: $160,000
Cost Avoidance: $481,950

Significant Safety Issues: Overhead hazards due to crane operations presented the most significant safety risk. Proper PPE and a crane safety and fall protection plan were implemented. Properly fitted respirators were necessary to apply foam insulation.

Significant QC Issues: The most significant quality issue was using the proper steel to comply with design, ASTM and AISI standards.

Significant Design Issues: MIC Industries provided the design for the K-Span and NAVFAC provided the foundation design.

Significant Material Issues: The proper steel, 5-ton HVAC system, and Tiger Foam insulation were all long lead items. All materials arrived on site and there were no material delays, however, proper planning was necessary for the future projects to remain on schedule.

XC9-004
Build Six B-Huts

Project Scope: Construct six 16' x 32' B-Huts to be used for air support. Work includes insulation, electrical, and HVAC installation.

Personnel:	7	
Duration:	August 2008 – December 2008	
Mandays Expended:		433
Tasking:	WIP at turnover:	12%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	433
	Total Project MD:	487
Material Cost:	$135,000	
Cost Avoidance:	$170,450	

Significant Safety Issues: Overhead work on trusses.

Significant QC Issues: The most significant quality issues occurred from using local materials that were not square or plumb, causing the crew to perform work-arounds to level and align walls and decks.

Significant Design Issues: Standard B-hut design was used. No significant design issues.

Significant Material Issues: Materials were readily available, however, local plywood and lumber was utilized, which presented quality issues.

No Photo Available	No Photo Available

XC9-005
VIP BERTHING

Project Scope: Construct a wooden 350 square foot berthing facility for VIPs. Construction includes all electrical, plumbing, and HAVC.

Personnel: 5

Duration: October 2008 – November 2008

Mandays Expended: 157

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 7:	157
Total Project MD:	157

Material Cost: $84,000
Cost Avoidance: $54,950

Significant Safety Issues: No significant issues.

Significant QC Issues: A learning curve when working with local national plumbing.

Significant Design Issues: No significant issues.

Significant Material Issues: Special noise dampening materials were ordered from the states.

XC9-007
FOB 14 Laundry Facility

Project Scope: Construct a 16' x 16' B-Hut outfitted with 6 washers and dryers for a camp laundry facility. Work includes electrical, HVAC, and plumbing installation.

Personnel:	5	
Duration:	November 2008 – December 2008	
Mandays Expended:		114
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	114
	Total Project MD:	114
Material Cost:	$32,860	
Cost Avoidance:	$39,900	

Significant Safety Issues: The most significant safety issue was the use of power tools as well as eye, hearing, and overhead hazards. Proper PPE was used at all times.

Significant QC Issues: The most significant quality issues occurred from using local materials that were not square or plumb, causing the crew to perform work-arounds to level and align walls and decks.

Significant Design Issues: Plumbing was installed according to KBR standards, as they would take over the operations and maintenance of the facility.

Significant Material Issues: None.

No Photo Available	No Photo Available

XC9-010
Alaskan Tent Bases

Project Scope: Construct twenty Alaskan tent bases including tent erection for surge billeting.

Personnel: 7

Duration: October 2008 – November 2009

Mandays Expended: 118

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 7:	118
Total Project MD:	118

Material Cost: $111,000
Cost Avoidance: $41,300

Significant Safety Issues: The most significant safety issue was the use of power tools as well as eye and hearing hazards. Proper PPE was used at all times.

Significant QC Issues: No significant quality issues.

Significant Design Issues: No significant design issues.

Significant Material Issues: Local Class IV could not provide enough lumber, so purchased materials from local vendors, decreasing the quality of lumber.

XC9-012
FOB 12 K-Spans

Project Scope: Construct twelve 30' x 80' berthing K-Spans to include wooden decking steel erection, insulation, electrical, HVAC, and interior build out.

Personnel:	11	
Duration:	August 2008 – March 2009	
Mandays Expended:		1,530
Tasking:	WIP at turnover:	17%
	WIP at completion:	84%
	MD Tasked to NMCB 7:	1,822
	Total Project MD:	2,217
Material Cost:	$480,000	
Cost Avoidance:	$535,500	

Significant Safety Issues: The most significant safety concern was with equipment operations, particular using the 10K to lift the picks. Proper ground guides were utilized at all times.

Significant QC Issues: The most significant quality issue was using the proper steel to comply with design, ASTM, and AISI standards.

Significant Design Issues: The design was based on a MIC Industry standard K-Span design. No significant design issues.

Significant Material Issues: The 5-ton HVAC system and Tiger Foam insulation procured from the US, and electrical components procured from the local Class IV were all long lead items. Electrical items from Class IV created small material delays.

XC9-013
FOB 13 B-Hut

Project Scope: Construct a 32' x 64' B-hut to include fabrication of wooden decking and installation of HVAC, electrical and insulation for operational spaces.

Personnel:	7	
Duration:	October 2008 - December 2008	
Mandays Expended:		409
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	409
	Total Project MD:	409
Material Cost:	$240,000	
Cost Avoidance:	$143,150	

Significant Safety Issues: Overhead work on trusses.

Significant QC Issues: The most significant quality issues occurred from using local materials that were not square or plumb, causing the crew to perform work-arounds to level and align walls and decks.

Significant Design Issues: Standard B-Hut design was used. No significant design issues.

Significant Material Issues: Materials were readily available, however, local plywood and lumber was utilized, which presented quality issues.

XC9-020
Dog Kennel

Project Scope: Construct a 1,024 square foot dog kennel to include installation of HVAC, electrical, and insulation.

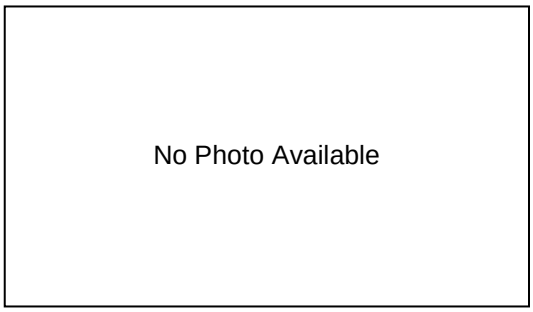
Personnel:	7	
Duration:	October 2008 - December 2008	
Mandays Expended:		247
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	247
	Total Project MD:	247
Material Cost:	$240,000	
Cost Avoidance:	$86,450	

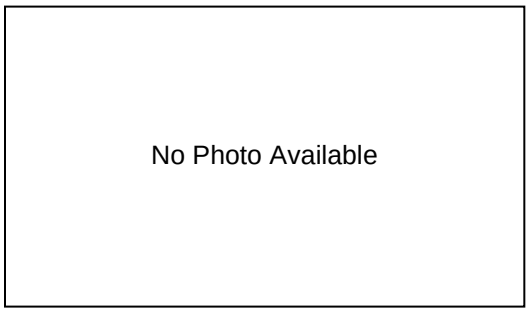
Significant Safety Issues: Overhead work on trusses.

Significant QC Issues: The most significant quality issues occurred from using local materials that were not square or plumb, causing the crew to perform work-arounds to level and align walls and decks.

Significant Design Issues: Standard B-hut design was used. No significant design issues.

Significant Material Issues: Materials were readily available, however, local plywood and lumber was utilized, which presented quality issues.





XC9-023
Pole Barn

Project Scope: Construct a 124’ x 30’ Pole Barn.

Personnel:	3	
Duration:	February 2009 – March 2009	
Mandays Expended:		69
Tasking:	WIP at turnover:	89%
	MD Tasked to NMCB 7:	78
	Total Project MD:	78
Material Cost:	$40,000	
Cost Avoidance:	$15,750	

Significant Safety Issues: Overhead truss work.

Significant QC Issues: Locally placed concrete.

Significant Design Issues: None.

Significant Material Issues: None.

No Photo Available	No Photo Available

XC9-040
Antenna Platform

Project Scope: Construct a 20' x 12' antenna platform.

Personnel: 8

Duration: 15 November 2008 – 18 November 2008

Mandays Expended: 24

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 7:	24
Total Project MD:	24

Material Cost: $20,000
Cost Avoidance: $8,400

Significant Safety Issues: Overhead work platform.

Significant QC Issues: The most significant quality issues occurred from using local materials that were not square or plumb, causing the crew to perform work-arounds to level the platform.

Significant Design Issues: None.

Significant Material Issues: Steelworkers had to fabricate metal plates for bracing.

VI - TFS DETACHMENT TWO PROJECT SUMMARIES

New Steelworker Shop

Camp Gravel Spreading

Concrete Pad Placement

Safety Barrier Wall

XC9-050
Camp Maintenance

Project Scope:	Detachment Two completed 356 camp maintenance trouble calls as well as numerous minor projects including life safety/electrical upgrades, HVAC, elevated flooring, concrete slab.	
Duration:	October 2008 - December 2008	
Mandays Expended:		1,306
Tasking:	WIP at turnover:	0%
	WIP at completion:	86%
	MD Tasked to NMCB 7:	1,525
	Total Project MD:	1,525
Material Cost:	$815,600	
Cost Avoidance:	$457,100	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

TASK FORCE SIERRA

CTG 56.8: DETACHMENT FOUR PROJECT SUMMARIES

"MAGNIFICENT SEVEN"

TFS DETACHMENT FOUR

Task Force Sierra Det FOUR (Det 4) has consistently demonstrated flexibility, creativity, and resourcefulness. Seabees were deployed to eight different locations in Afghanistan in support of a Joint Task Force (JTF).

The JTF's operational focus centered on supporting Forward Operating Base (FOB) missions, however, during this deployment, Det 4 was asked to complete a significant number of facility improvement projects in support of the relocation of JTF Headquarters at Bagram Air Field (BAF). The relocation effort involved a variety of major and minor projects which provided excellent construction opportunities. These projects allowed Seabees opportunities to sharpen their in-rate skills and included large-scale concrete work, interior finishing, site work, underground electrical and utilities installation, and light frame construction.

The most rewarding projects executed by Det 4 were the construction of Fire Base Delaram and the Fallen Comrade Memorial at Camp Vance. Fire Base Delaram is an outlying FOB built from the ground up by Det 4, involving the construction of 16 18' X 32' B-Huts for berthing and two 18' X 64' Super B-Huts used for Medical/MWR and a Tactical Operations Center complete with electrical and HVAC. Despite numerous issues involving material quality and delays, Det 4 Seabees completed 98% of the project before the end of deployment, demonstrating their 'Can Do' spirit proudly and further strengthening the Seabees' legacy in contingency operations. The Fallen Comrade Memorial is a tribute to those who have made the ultimate sacrifice in the line of duty while serving the JTF.

In addition to projects at Bagram and construction of new FOBs, survey teams were deployed to several existing FOBs throughout Afghanistan to conduct electrical assessments and provide minor construction support. Project scopes were developed during the visits, then planned, estimated, and submitted to the J7 staff for future project execution.

The Material Liaison Office (MLO) storage yard at Det 4 was aggressively overhauled during the deployment, resulting in better organization and a smaller footprint. The MLO staff created an extensive inventory of excess material, offering the supported command more versatility in resourcing short-fused projects across the AO. Approximately 250 tons of excess material was identified as damaged and out of date and properly disposed at DRMO. MLO excess inventory updates were provided to the Det 4 Operations Chief and the JTF weekly to ensure minimal material delays and maximum use of on-hand materials. Due to greater accountability of project materials, work stoppages were reduced considerably.

In addition to the projects listed above, Det 4 successfully managed several projects in conjunction with TCN's and international contracting firms. These projects succeeded in no small part due to the effective communication and collaboration with the Joint Task Force and the contractors.

VI - TFS DETACHMENT FOUR PROJECT SUMMARIES

TFS CTG 56.8: DETACHMENT FOUR Projects

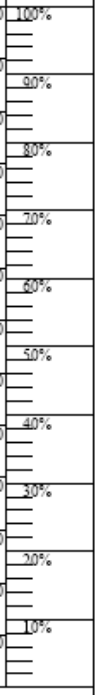
TFS Projects	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	WIP%	Mandays Expended
AF7-914 MEMORIAL	638	$100,000	581	90%	100%	581
AF7-918 DVQ BERTHING	429	$65,000	414	97%	36%	148
AF7-923 K-SPAN GYM	251	$5,000	21	8%	100%	21
AF7-925 K-SPAN ELECTRICAL	318	$10,000	88	28%	100%	88
AF8-015 MONSTER GARAGE	280	$17,000	50	18%	100%	50
AF8-020 INTERIM DFAC	1,408	$650,000	811	58%	100%	811
AF8-459 BRICK/MORTAR HEAD FACILITY	157	$30,000	147	94%	100%	147
AF8-926 FLUOR RENOVATIONS	143	$5,000	143	100%	100%	143
XE9-001 OIC DISCRETIONARY	911	N/A	911	100%	72%	651
XE9-002 TRAINING	1,431	N/A	1,431	100%	78%	1,115
XE9-003 PLANNING AND ESTIMATING	402	N/A	402	100%	49%	197
XE9-004 CAMP MAINTENANCE	469	N/A	469	100%	58%	272
XE9-005 FOB DELARAM	1,735	$413,000	1,735	100%	98%	1,701
XE9-006 FOB SUPPORT	47	N/A	47	100%	100%	47
XE9-007 FOB MOREHEAD	131	$20,000	131	100%	100%	131
XE9-008 AUTO BODY SHOP	165	$20,000	165	100%	87%	143
XE9-009 FOB TYCZ	28	$10,150	28	100%	100%	28
XE9-010 CAMP NORTH VANCE	122	$7,000	122	100%	100%	122
XE9-011 FOB MEZ	1,485	$10,000	285	20%	100%	285
XE9-012 FOB NUNEZ	236	$100,000	236	100%	100%	236
XE9-013 FOB QALAT	225	$78,000	225	100%	62%	140
XE9-014 FOB FARAH	18	$10,000	18	100%	100%	18
TOTALS:	**11,029**	**$1,550,150**	**8,460**	**N/A**	**N/A**	**7,075**

VI - TFS DETACHMENT FOUR PROJECT SUMMARIES

SEABEE LEVEL I

TFS DET 4 LV 1 | MD Capability: 7426 | Mandays Tasked: 8460 | Depl Start: 10/16/2008 Finish: 03/14/2009 | Date Printed: 25 Feb 2009

Project Number	Project Title	MDs Tasked / Total Project	Deployment / Pct WIP / Earned MDs	Previous UNIT MDs @ T/O	2008 Oct 25	Nov 08	Nov 22	Dec 06	Dec 20	2009 Jan 03	Jan 17	Jan 31	Feb 14	Feb 28	Mar 14	Mar 28	Apr 11	Apr 25	May 09	May 23	Jun 06	Jun 20	2009 MDs Rem. @ T/O
UNIT Summary	TFS DET 4 LV 1	8459.6 / 11029.6	83.6% / 7075.2	2570.0	544 / 597	784 / 780	846 / 776	998 / 795	902 / 785	650 / 696	696 / 789	673 / 718	1074 / 803	698 / 339	595								0
AF7-914	Construct Memorial	581.6 / 637.6	100.0% / 581.6	56.0		59 / 59	59 / 58	117 / 68	99 / 74	158 / 174	51 / 66	/ 40	41 / 43										0
AF7-918	CONSTRUCT DVQ BERTHING	414.0 / 429.0	35.9% / 148.5	15.0		18 / 19	60 / 59	6 / 4	24	/ 60	/ 7		110 /	95	102								0
AF7-923	K-SPAN GYM	21.0 / 251.5	100.0% / 21.0	230.5	21 / 21																		0
AF7-925	SPG KSPN ELECTRICAL	87.8 / 318.3	100.0% / 87.7	230.5	34 / 35	41 / 45	14 / 11																0
AF8-015	MONSTER GARAGE	49.5 / 280.5	100.0% / 49.5	231.0	23 / 22	27 / 27																	0
AF8-020	CONSTRUCT INTERIM DFAC	811.1 / 1408.1	100.0% / 811.1	597.0	135 / 155	176 / 195	176 / 146	135 / 115	141 / 185	49 / 19													0
AF8-459	BRICK AND MORTAR HEAD	147.4 / 157.4	100.0% / 147.4	10.0	68 / 74	80 / 74																	0
AF8-926	FLUOR RENOVATIO N	142.9 / 142.9	100.0% / 142.9	0.0		50 / 56	93 / 87																0
XE9-001	OIC DISCRETION ARY	911.3 / 911.3	71.4% / 650.6	0.0	70 / 79	88 / 85	45 / 42	47 / 39	41 / 108	86 / 121	126 / 102	106 / 68	158 /	146									0
XE9-002	TRAINING AND PT	1431.0 / 1431.0	77.9% / 1115.5	0.0	111 / 111	128 / 128	73 / 68	137 / 141	96 / 90	68 / 84	134 / 169	68 / 74	79 / 120	231 / 130	307								0
XE9-003	PLANNING AND ESTIMATIN	401.6 / 401.6	49.0% / 197.0	0.0	34 / 32	46 / 40	44 / 24	44 /	44 / 40	41 / 39	47 /	41 /	47 / 22	17 /									0
XE9-004	CAMP MAINTENAN CE	469.1 / 469.1	58.0% / 272.0	0.0	34 / 35	44 / 45	44 / 45	44 /	44 /	41 /	47 /	41 /	47 / 58	41 / 92	44								0
Work Days per Period					14	13	13	13	13	12	14	12	14	12	13								
CAPABILITY - Direct Labor Available					53	53	53	53	52	51	53	52	52	36	14								
CAPABILITY - Available Mandays Per Period					596	775	775	775	764	689	833	708	819	488	205								Total Workdays 139
CAPABILITY - Available Mandays Cumulative					596	1371	2147	2922	3686	4374	5207	5914	6733	7221	7426								Availablity Factor 90%
Over/Under Tasked					-52	9	71	223	138	-39	-136	-35	255	209	390								MD Capability 7426
ESTIMATED Mandays Per Period					544	784	846	998	902	650	696	673	1074	698	595								MD Tasked 8460
ESTIMATED Mandays Cumulative					544	1328	2174	3172	4074	4724	5420	6093	7167	7865	8460								Over Tasked 1034
ESTIMATED Percent Complete					6%	16%	26%	37%	48%	56%	64%	72%	85%	93%	100%								Percent Tasked 114%
EARNED Mandays Per Period					597	780	776	795	783	696	789	718	803	339									
EARNED Mandays Cumulative					597	1377	2153	2948	3731	4427	5216	5934	6737	7075									
EARNED WIP Percent Complete					7%	16%	25%	35%	44%	52%	62%	70%	80%	84%									
ACTUAL Mandays Per Period					597	780	776	795	792	690	789	718	803	339									
ACTUAL Mandays Cumulative					597	1377	2153	2947	3740	4430	5219	5937	6740	7079									
ACTUAL Percent of Mandays Used					7%	16%	25%	35%	44%	52%	62%	70%	80%	84%									



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VI - TFS DETACHMENT FOUR PROJECT SUMMARIES

SEABEE LEVEL I

TFS DET 4 LV 1 | MD Capability: 7426 | Mandays Tasked: 8460 | Depl Start: 10/16/2008 Finish: 03/14/2009 | Date Printed: 25 Feb 2009

Project Number	Project Title	MDs Tasked Total Project	Deployment Pct WIP Earned MDs	Previous UNIT MDs @ T/O	2008 Oct 25	Nov 08	Nov 22	Dec 06	Dec 20	2009 Jan 03	Jan 17	Jan 31	Feb 14	Feb 28	Mar 14	Mar 28	Apr 11	Apr 25	May 09	May 23	Jun 06	Jun 20	2009 MDs Rem. @ T/O
XE9-005	FOB DELARAM	1734.8 1734.8	98.1% 1701.7	0.0			145 162	205 207	237 218	189 189	231 526	212 288	378 275	60 39	29								0
XE9-006	FOB SUPPORT VARIOUS	47.3 47.3	100.0% 47.2	0.0	16 37	32 11																	0
XE9-007	ELECTRICAL INSTALLATI ON FOB	130.5 130.5	100.0% 130.5	0.0			36 29	59 59	36 17			2	22										0
XE9-008	AUTO BODY SHOP ELECTRICAL	165.4 165.4	86.5% 143.0	0.0							27 28	81 87	57 28										0
XE9-009	FOB TYCZ	28.1 28.1	100.0% 28.1	0.0								12 11	16 17										0
XE9-010	NORTH CAMP VANCE	121.5 121.5	100.0% 121.5	0.0			14 7	88 85	20 30														0
XE9-011	FINISH ELECTRICIA L FOB MEZ	284.6 1484.6	100.0% 284.6	1200.0			45 32	117 117	114 125	9 10													0
XE9-012	FOB NUNEZ	236.3 236.3	100.0% 236.3	0.0							34 34	73 73	79 105	51 27									0
XE9-013	CONSTRUCT FOB QALAT	225.0 225.0	62.0% 139.5	0.0								41 41	63 48	59 51	63								0
XE9-014	FOB FARAH	18.0 18.0	100.0% 18.0	0.0					7 7	11 11													0

Work Days per Period		14	13	13	13	13	12	14	12	14	12	13										
CAPABILITY - Direct Labor Available		53	53	53	53	52	51	53	52	52	35	14										
CAPABILITY - Available Mandays Per Period		596	775	775	775	764	689	833	708	819	488	205										
CAPABILITY - Available Mandays Cumulative		596	1371	2147	2922	3686	4374	5207	5914	6733	7221	7426										
Over/Under Tasked		-52	9	71	223	138	-39	-136	-35	255	209	390										
ESTIMATED Mandays Per Period		544	784	846	998	902	650	696	673	1074	698	595										
ESTIMATED Mandays Cumulative		544	1328	2174	3172	4074	4724	5420	6093	7167	7865	8460										
ESTIMATED Percent Complete		6%	16%	26%	37%	48%	56%	64%	72%	85%	93%	100%										
EARNED Mandays Per Period		597	780	776	795	783	696	789	718	803	339											
EARNED Mandays Cumulative		597	1377	2153	2948	3731	4427	5216	5934	6737	7075											
EARNED WIP Percent Complete		7%	16%	25%	35%	44%	52%	62%	70%	80%	84%											
ACTUAL Mandays Per Period		597	780	776	795	792	690	789	718	803	339											
ACTUAL Mandays Cumulative		597	1377	2153	2947	3740	4430	5219	5937	6740	7079											
ACTUAL Percent of Mandays Used		7%	16%	25%	35%	44%	52%	62%	70%	80%	84%											

Total Workdays
139
Availablity Factor
90%
MD Capability
7426
MD Tasked
8460
Over Tasked
1034
Percent Tasked
114%

Frame 1 Page 2

AF7-914
CONSTRUCT MEMORIAL

Project Scope: Backfill, compact, and grade 125' x 55' area in Camp Vance for construction of the Memorial. Fabricate and install 300' of wooden formwork, install 750' of #3 RST, 11 flagpoles, six floodlights, place 84CM of concrete, and 3,000 sf of sod grass seed.

Personnel: 6

Duration: October 2008 – February 2009

Mandays Expended: 581

Tasking:

WIP at turnover:	10%
WIP at completion:	100%
MD Tasked to NMCB 7:	581
Total Project MD:	638

Material Cost: $100,000
Cost Avoidance: $203,350

Significant Safety Issues: None.

Significant QC Issues: Concrete hard cards completed 24 hours prior to all concrete placement.

Significant Design Issues: Plans completed by Detachment EA IAW customer's requirements.

Significant Material Issues: None.

AF7-918
CONSTRUCT DVQ BERTHING

Project Scope: Complete Brick and Mortar Berthing area build out. Project consists of bringing ground to proper elevation, framing of four partition walls using wood studs and gypsum board, installing all underground utilities, finish plumbing consisting of seven sinks and hot/cold water lines. Install all rough and finish electrical including 200A panel, surface mounted conduit, all lighting fixtures and outlets. Local Contractor will be erecting exterior walls.

Personnel:	6	
Duration:	November 2008 – March 2009	
Mandays Expended:		148
Tasking:	WIP at turnover:	3%
	WIP at completion:	36%
	MD Tasked to NMCB 7:	414
	Total Project MD:	429
Material Cost:	$65,000	
Cost Avoidance:	$51,800	

Significant Safety Issues: Heavy equipment operation. Crew assigned one person to one piece of CESE for the entirety of the project.

Significant QC Issues: QC staff ensured 1/4” of slope per foot on drain lines.

Significant Design Issues: None.

Significant Material Issues: None.

AF7-923
K-SPAN GYM

Project Scope: Installing receptacles, overhead lights, external lighting, exit lights, and rubber gym flooring.

Personnel: 4

Duration: October 2008

Mandays Expended: 21

Tasking:

WIP at turnover:	92%
WIP at completion:	100%
MD Tasked to NMCB 7:	21
Total Project MD:	251

Material Cost: $5,000
Cost Avoidance: $7,350

Significant Safety Issues: None.

Significant QC Issues: Ensure all electrical work meets National Electrical Code.

Significant Design Issues: Electrical re-work required from overloading of circuits. Electrical Plan completed without complete knowledge of Gym Equipment Electrical requirements.

Significant Material Issues: None.

AF7-925
SPG K-SPAN ELECTRICAL

Project Scope: Install two 5-ton A/C units with duct work and run power to a hydraulic vehicle lift.

Personnel: 3

Duration: October 2008 – November 2008

Mandays Expended: 88

Tasking:

WIP at turnover:	72%
WIP at completion:	100%
MD Tasked to NMCB 7:	88
Total Project MD:	318

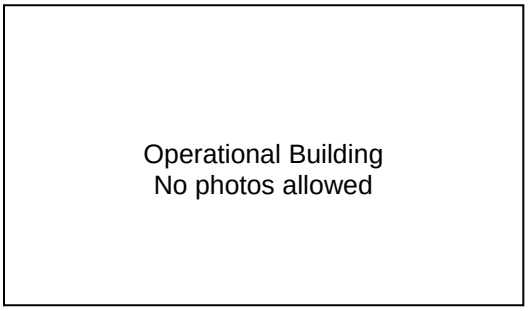
Material Cost: $10,000
Cost Avoidance: $30,800

Significant Safety Issues: Electrical wiring was performed by a trained crew using correct lock out/tag out procedures.

Significant QC Issues: Customer inspected structure and all electrical fixtures and wiring. All were fully functional. Detachment QC was responsible for ensuring and performing quality inspections throughout the duration of the project.

Significant Design Issues: None.

Significant Material Issues: None.



AF8-015
MONSTER GARAGE

Project Scope: Finish conduit and wiring for 230v air compressor. Install 230v air compressor and all remaining fittings to 8 air hoses.

Personnel:	4	
Duration:	October 2008 - November 2008	
Mandays Expended:		50
Tasking:	WIP at turnover:	82%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	50
	Total Project MD:	280
Material Cost:	$17,000	
Cost Avoidance:	$17,500	

Significant Safety Issues: None.

Significant QC Issues: The most significant quality issues occurred from using local materials that were not square or plumb.

Significant Design Issues: No significant design issues.

Significant Material Issues: Slow procurement of critical materials delayed production, unavailability of 2” x 4” stick lumber.

AF8-020
CONSTRUCT INTERIM DFAC

Project Scope: Demo interior of existing Pre-engineered berthing and construct an interim DFAC capable of serving 900 meals daily. Remove existing plumbing, electrical, HVAC and interior walls. Install 6000 sf of drywall, 3500 sf of vinyl flooring. Install water supply lines for 10 sinks, 2 icemakers, 2 juice machines, and 1 coffee maker. Install all DWV to support all sinks, and 2 floor drains. Excavate and install a grease trap and wastewater holding tank. Install 40' x 40' x 6" thick concrete pad for Large Reefer Unit.

Personnel:	12	
Duration:	October 2008 - December 2008	
Mandays Expended:		811
Tasking:	WIP at turnover:	42%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	811
	Total Project MD:	1,408
Material Cost:	$650,000	
Cost Avoidance:	$283,850	

Significant Safety Issues: None.

Significant QC Issues: The crew leader conducted inspection of work activities. QC was able to inspect daily, enabling greater quality assurance.

Significant Design Issues: Insufficient amount of door trim was ordered and hand made trim was necessary to finish 16 doors.

Significant Material Issues: Inefficient procurement of materials delayed production.

AF8-459
CONSTRUCT BRICK AND MORTAR HEAD FACILITY

Project Scope: Install all rough in plumbing for 11 sinks, 8 toilets, 2 urinals, 12 shower stalls, and connect to gray and black water tanks.

Personnel:	7	
Duration:	October 2008 – November 2008	
Mandays Expended:		147
Tasking:	WIP at turnover:	6%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	147
	Total Project MD:	157
Material Cost:	$30,000	
Cost Avoidance:	$51,450	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Material Issues: None.

AF8-926
FLUOR ELECTRICAL RENOVATION

Project Scope: Convert three Admin buildings from 220v generator power to 110v shore power. Replace three electrical panels, 20 light fixtures, and 40 duplex outlets, and 10 Chigo Units from 220v to 110v.

Personnel:	4	
Duration:	October 2008 – November 2008	
Mandays Expended:		143
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	143
	Total Project MD:	143
Material Cost:	$5,000	
Cost Avoidance:	$50,050	

Significant Safety Issues: Electrical Safety. Proper PPE and use of lock out/tag out procedures, as well as two person integrity was kept at all times.

Significant QC Issues: Ensure all construction meets National Building Code and National Electric Code requirements, ensuring 12 gauge wire, 20 amp breakers, and 225-250 amp main panels were used.

Significant Design Issues: Design was completed by contractor. No significant issues.

Significant Material Issues: None.

XE9-001
OIC DISCRETIONARY

Project Scope: Crew completed numerous jobs including concrete dumpster pads, pole barn roof demo, 2 B-Hut interior build outs, gravel placement, MLO yard move, and AMC lay-down area. Total of 10 projects completed, each under 100 MDs.

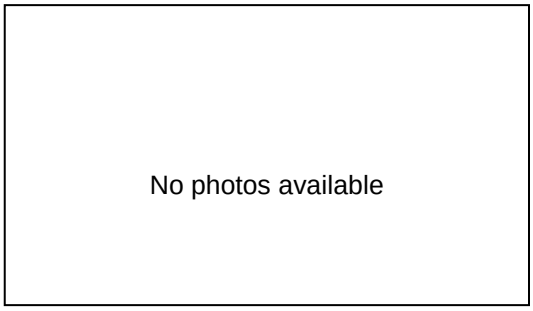
Personnel:	Varied with job scope	
Duration:	October 2008 – March 2009	
Mandays Expended:		651
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	911
	Total Project MD:	911
Material Cost:	N/A	
Cost Avoidance:	$227,850	

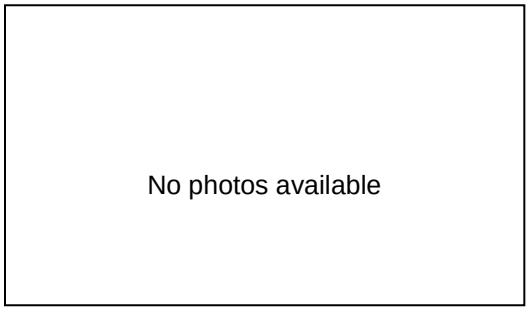
Significant Safety Issues: None.

Significant QC Issues: Det QC provided guidance on all OIC projects.

Significant Design Issues: None.

Significant Material Issues: None.





XE9-004
CAMP MAINTENANCE

Project Scope: Provide continuous maintenance support to operational, administrative, power grid, berthing, health and hygiene and common working areas. Complete minor construction projects and trouble calls to include electrical, HVAC, and plumbing. Completed 50 service calls and the rehab of one RLB building, converting all rooms into three person berthing areas.

Personnel:	3	
Duration:	October 2008 – March 2009	
Mandays Expended:		272
Tasking:	WIP at turnover:	0%
	WIP at completion:	5%
	MD Tasked to NMCB 7:	469
	Total Project MD:	469
Material Cost:	N/A	
Cost Avoidance:	$95,200	

Significant Safety Issues: None.

Significant QC Issues: Det QC and job supervisors conducted QC checks on crews.

Significant Design Issues: None.

Significant Material Issues: None.

XE9-005
FOB DELARAM

Project Scope: Construct two 18' x 64' and sixteen 18' x 32' B-Huts. Install all exterior, interior electrical, and HVAC. Place 800' of HESCO barriers for force protection. Install three Latrine, Sink, and Shower (LSS) units for camp personnel.

Personnel:	26	
Duration:	November 2008 – March 2009	
Mandays Expended:		1,701
Tasking:	WIP at turnover:	0%
	WIP at completion:	98%
	MD Tasked to NMCB 7:	1,735
	Total Project MD:	1,735
Material Cost:	$413,000	
Cost Avoidance:	$595,350	

Significant Safety Issues: Ladder Safety and Fall Protection while on roof.

Significant QC Issues: The most significant quality issues occurred from using local materials that were not square or plumb.

Significant Design Issues: Standard B-hut design was used. No significant design issues.

Significant Material Issues: Slow procurement and poor quality of critical materials delayed production severely.

XE9-006
FOB SUPPORT VARIOUS

Project Scope: Travel to various remote sites to perform specific general engineering site assessments.

Personnel:	6	
Duration:	October 2008 – November 2008	
Mandays Expended:		47
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	47
	Total Project MD:	47
Material Cost:	$0	
Cost Avoidance:	$16,450	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

No photos available	No photos available

XE9-007
ELECTRICAL INSTALLATION ON FOB MOREHEAD

Project Scope: Install rough and finish electrical in 3 B-huts and two story operations building, consisting of 60 light fixtures, 70 duplex 220v and 100v outlets and all associated conduit.

Personnel: 4

Duration: November 2008 – December 2008

Mandays Expended: 131

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 7:	131
Total Project MD:	131

Material Cost: $20,000
Cost Avoidance: $45,850

Significant Safety Issues: Electrical Safety. Proper PPE and use of lock out/tag out procedures, as well as two-person integrity was kept at all times.

Significant QC Issues: Ensure all construction meets National Building Code and National Electric Code requirements, ensuring 12 gauge wire, 20 amp breakers, and 225-250 amp main panels were used.

Significant Design Issues: Design was completed by contractor. No significant issues.

Significant Material Issues: None.

XE9-008
AUTO BODY SHOP ELECTRICAL INSTALLATION

Project Scope: Install all electrical for new Auto Body Shop. Work includes installation of 225a Main panel, 800' of 3/4" and 1/2" EMT conduit, 31 light fixtures, 40 duplex outlets, and two 5 ton HVAC units.

Personnel:	5	
Duration:	January 2009 – February 2009	
Mandays Expended:		143
Tasking:	WIP at turnover:	0%
	WIP at completion:	87%
	MD Tasked to NMCB 7:	165
	Total Project MD:	165
Material Cost:	$20,000	
Cost Avoidance:	$50,050	

Significant Safety Issues: Electrical Safety. Proper PPE and use of lock out/tag out procedures, as well as two person integrity was kept at all times. Scaffold Safety and Fall Protection.

Significant QC Issues: Ensure all construction meets National Building Code and National Electric Code requirements, ensuring 12 gauge wire, 20 amp breakers, and 225-250 amp main panels were used.

Significant Design Issues: Electrical upgrades required due to unknown electrical load requirements during planning phase.

Significant Material Issues: None.

No photos available	No photos available

XE9-009
FOB TYCZ

Project Scope: Install all electrical for one Brick and Mortar Head Facility. Crew will install 225A panel, all lights, outlets, and conduit in facility. Crew will be installing main power from generator to Head Facility as well.

Personnel: 2

Duration: January 2009 – February 2009

Mandays Expended: 28

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 7:	28
Total Project MD:	28

Material Cost: $10,150
Cost Avoidance: $9,800

Significant Safety Issues: Electrical Safety. Proper PPE and use of lock out/tag out procedures, as well as two person integrity was kept at all times.

Significant QC Issues: Ensure all construction meets National Building Code and National Electric Code requirements, ensuring 12 gauge wire, 20 amp breakers, and 225-250 amp main panels were used.

Significant Design Issues: None.

Significant Material Issues: None.

XE9-010
NORTH CAMP VANCE STORAGE PAD

Project Scope: Haul, backfill, and compact 1147CM of fill for 80' x 180' container storage pad on the East side of Camp Vance.

Personnel:	6	
Duration:	November 2008 – December 2008	
Mandays Expended:		122
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	122
	Total Project MD:	122
Material Cost:	$7,000	
Cost Avoidance:	$42,700	

Significant Safety Issues: Heavy equipment operation and ground guides.

Significant QC Issues: None.

Significant Design Issues: NMCB Seven designed project IAW customer request.

Significant Material Issues: None.

No Photo Available	No Photo Available

XE9-011
FINISH ELECTRICAL FOB MEZ

Project Scope: Install rough electrical in 10 B-Huts, consisting of 40 2' x 4' light fixtures, 50 duplex outlets and HVAC. Complete finish electrical in 30 B-huts. Complete various repairs to B-huts.

Personnel: 8

Duration: November 2008 – December 2008

Mandays Expended: 285

Tasking:

WIP at turnover:	80%
WIP at completion:	100%
MD Tasked to NMCB 7:	285
Total Project MD:	1,485

Material Cost: $10,000
Cost Avoidance: $99,750

Significant Safety Issues: Electrical Safety. Proper PPE and use of lock out/tag out procedures, as well as two person integrity was kept at all times.

Significant QC Issues: Ensure all construction meets National Building Code and National Electric Code requirements, ensuring 12 gauge wire, 20 amp breakers, and 225-250 amp main panels were used.

Significant Design Issues: None.

Significant Material Issues: None.

No Photo Available	No Photo Available

XE9-012
CONSTRUCT FOB NUNEZ

Project Scope: Seabees on site to receive Class IV materials and layout FOB. Phase I consists of installing 790' of HESCO barriers, four guard towers, three 16' x 32' B-huts, five wooden tent floors, and two LSS (Latrine, Shower, and Sink) units. Seabees will train, supervise, and QC work by Local Contractor

Personnel:	5	
Duration:	January 2009 – March 2009	
Mandays Expended:		236
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 7:	236
	Total Project MD:	236
Material Cost:	$100,000	
Cost Avoidance:	$82,600	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: Ensure camp layout meets customers' needs and Force Protection Requirements.

Significant Material Issues: None.

No Photo Available	No Photo Available

XE9-013
CONSTRUCT FOB QALAT

Project Scope: Seabees on site to train, supervise, and QC Local National Contractor in the installation of 1800 Linear Feet of HESCO barriers. Seabees are responsible for the receipt and inventory of all Class IV materials. First Phase includes FOB layout and installation of HESCO barriers. Construction of 17 B-Huts may be tasked to NMCB 5.

Personnel:	3	
Duration:	January 2009 – March 2009	
Mandays Expended:		140
Tasking:	WIP at turnover:	0%
	WIP at completion:	62%
	MD Tasked to NMCB 7:	225
	Total Project MD:	225
Material Cost:	$78,000	
Cost Avoidance:	$49,000	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: Ensure camp layout meets customers' needs and Force Protection Requirements.

Significant Material Issues: None.

No Photo Available	No Photo Available

XE9-014
INSTALL ELECTRICAL AND PLUMBING FOB FARAH

Project Scope: Install all rough and finish plumbing to Critical Care Facility and two berthing B-Huts for 10 sinks, two hot water heaters, two 5 ton HVAC units, and 4 Chigo Split A/C units.

Personnel: 2

Duration: December 2008 – January 2009

Mandays Expended: 18

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 7:	18
Total Project MD:	18

Material Cost: $10,000
Cost Avoidance: $6,300

Significant Safety Issues: Electrical Safety. Ensure two-person integrity at all times on project site.

Significant QC Issues: All work completed IAW National Electric Code and International Plumbing Code.

Significant Design Issues: None.

Significant Material Issues: None.

Chapter VII

SUPPLY / LOGISTICS / EQUIPMENT

“MAGNIFICENT SEVEN”

SUPPLY

CENTRAL TOOL ROOM (CTR)

The Central Tool Room (CTR) took custody of 58 total tool kits, with 11 kits allocated for Alfa Company and 47 kits allocated for Delta Company in Ar Ramadi. Following ARP validation during turnover with NMCB THREE, baseline accountability for all tools and tool kits was heavily emphasized and enforced within CTR. S4, S4C, and the CTR Leading Petty Officer conducted inventories of all tool kits, documenting discrepancies as appropriate, and reordering the necessary items to bring each kit back to full strength. Proper accountability procedures were established and documentation for tool issue and return made mandatory. Crew leaders were responsible for the return of kits and weekly inventory execution. All instances were properly documented including if tools were not returned, lost, or damaged due to negligence. Across the Battalion at every location, the procedures were instituted, uniformed, and enforced.

To meet guidance from 1 NCR, 13 additional tool kits were ordered, bringing the total number to 71. The CTR Lead Petty Officer provided daily oversight and assistance in the organization and storage of over 300 shelf tools within the Delta Company shop, thereby ensuring overall accountability. The CTR custodian devoted numerous hours establishing signature cards and stock record files to ensure accountability was established, maintained, and properly documented for transfer of authority to subsequent battalions. Weekly spot inventory procedures were also instituted to ensure adherence to the established accountability standards.

CENTRAL STOREROOM (CSR)

The CSR custodian handled the ordering, receipt, stowing, and daily issue of consumable materials by managing a warehouse and four ISO containers of consumable material valued at over $96,000. The custodian conducted a wall-to-wall inventory upon turnover with NMCB THREE, effectively establishing baseline accountability, and appropriately annotating overall inventory for future reference and update. Based on trend analysis for demand of consumables, the CSR custodian was able to establish high and low limit indicators to ensure proper quantities were ready for issue and that reorders were performed in a timely manner.

Requisitions for CSR stock were sent to the LOGCELL in Al Taqaddum for technical editing and final approval, requisitioning via the Supply Management Unit (SMU), and shipment to the customer. Two NMCB SEVEN personnel were assigned to the LOGCELL in Al Taqaddum for the purposes of receiving and expediting items both for NMCB SEVEN and also for other units throughout the theater requiring SMU material receipt and shipment. In receiving over 10 tri-walls of DTO material and stock items from the Requesting Unit Code (RUC) line each week, the CSR custodian expertly maintained a rate of zero discrepancies throughout the deployment.

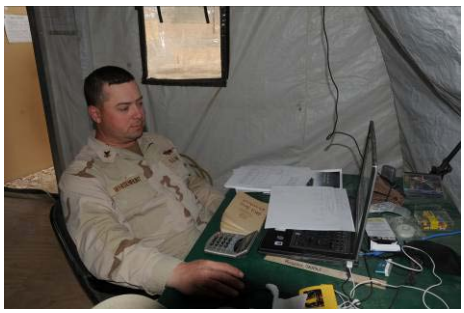


TABLE OF ALLOWANCE (T0A)

The TOA custodian managed the proper issue and upkeep of over 318 line items in 17 TOA containers, valued at over $873K. The items maintained by the custodian were issued in support of four details and six

project sites, with reorders performed in a timely manner to ensure future availability as required. The TOA maintained by the main body site was not complete, as addressed with the R4 of 1 NCR. A baseline inventory of the entire Battalion TOA maintained on site was performed and sent to 1 NCR R4 and R4C as a means of obtaining accountability data and determining the actual overall quantities of TOA items maintained by all units within the AO.
During December 2008 Operational Readiness Inspection (ORI), the TOA portion of supply received a mark of excellent.

AUTOMOTIVE REPAIR PARTS (ARP)

A set of inventory procedures were put in place to account for the ARP parts housed in Ar Ramadi. Detachment Al Taqaddum also maintained ARP items on site and implemented the same procedures. Following turnover, the ARP custodian and Supply Officer conducted a wall-to-wall inventory during the first month of the deployment and conducted bi-weekly spot inventories throughout the remainder of the deployment. Once the baseline accountability was established, the inventory of over 5,980 line items, valued at $561,67365. Inventory validation was 98% accurate due to the aggressive and robust spot inventory checks of the dedicated storekeeping team. These efforts were recognized during the December 2008 Operational Readiness Inspection where the ARP outlet was commended for its inventory validation, documentation, and maintenance of outstanding accountability.

All requisitions that were COSAL supported were ordered for ARP stock and given to ALFA with each 1250-1 submitted. This in turn allowed 3M data to be captured for future ARP inventory stock levels. The impact was immediate, with ARP stock reorder experiencing a 50% increase in weekly orders.

Most requisitions from the Supply Management Unit (SMU) were received within 7-14 days, while requisitions filled in CONUS had longer lead times, some in excess of 30 days. In working vigilantly with Alfa Company, proper forecasting of future maintenance requirements was documented and the Supply Department was then able to order the necessary repair parts and stock them in ARP for immediate issue.

NORS and ANORS items with long lead times in the supply system, in excess of 50 days, were researched and procured via Open Purchase by the 1NCR credit card holder in Kuwait. This was essential in ensuring minimal downtime for construction equipment. Weekly Alfa / Supply meetings were conducted to guarantee synergy between the organizations so required parts were available. Timely and accurate processing was Supply's standing order. The support of all CESE equipment in the AOR had to be proactive in order to ensure seamless operation throughout deployment.

FINANCIAL

The Financial Work Center managed the NMCB SEVEN Homeport OPTAR, totaling $210K. The primary areas of concern were effectively allocating the entire OPTAR as well as managing the closeout of FY08 and FY09 startup. The team focused heavily on ensuring compliance with the new Government-wide Commercial Purchase Card (GCPC) instruction issued by 1NCD just prior to the deployment. The tasking included submission of the DD Form 577 for the Approving Official, ensuring all credit cardholders had current designation letters on file, completion of all applicable training requirements in a timely manner, adherence to

strict screening of sources of supply, and the maintenance of documentation for purchases and receipts as applicable.

The Level 5 APC Hierarchy Validation Check Sheet was completed with signatures annotated for the Agency Program Coordinator (APC). The semi-annual GCPC review was also conducted and results forwarded accordingly. The battalion's travel budget, under CG08, was $404K; limited to utilization while deployed in support of Operation Iraqi Freedom. The battalion was given a separate line of accounting that was used to fund monthly per diem payments to over 400 members and to provide travel to CONUS for those members scheduled to execute PCS orders prior to the end of deployment. The success of this effort was due to having a small detachment of personnel in Kuwait who received and processed all persons entering/exiting theater. DTS personnel in Ramadi to schedule flights, correct per diem deficiencies, and make necessary updates to member profiles was an invaluable resource considering the limited recourses available.

There were no theater budgets to maintain since all of the purchases made in support of the battalion were handled by the Logistics Cells in either Al Taqaddum or Kuwait, using Global War on Terrorism GWOT funds. Similar procedures were utilized at the NMCB SEVEN detail sites, with some sites using the U.S. Army supply system to procure general-use and repair part items. Use of the battalion's GCPC was limited.

Supply personnel were also assigned outside of the main body site and performed in the roles outlined below.

DISBURSING

The Disbursing staff's main focus was processing monthly per diem entitlements, DTS vouchers, and pay check documents for over 380 members of the command.

POSTAL SERVICES/BARBERSHOP

The battalion's Post Office served as the central hub for delivery operations of incoming priority and letter mail, processing over 25 tons of mail for NMCB SEVEN main body in Ar Ramadi and each of the smaller, more remote detachment sites deployed throughout the theater. Each company designated mail orderlies for the handling and easy distribution of the mail throughout the battalion. For the detail sites, addresses were added to the mail routing instruction to facilitate delivery and prevent any undue delay in delivery of items to personnel. For personnel at project sites, mail delivery was typically done via Assault Support Request (ASR) or via convoy.

A full-service post office in Camp Ramadi was available for payment and processing of outgoing mail. All letter-class mail weighing less than 13 oz was offered for delivery to the final destination free of charge. For Task Force Sierra Details, military post office service was also available to meet their needs.

The NMCB SEVEN barbershop offered superior service to main body personnel, with over 575 haircuts performed throughout the duration of the deployment. An Exchange Barbershop was also available within close proximity of the battalion's workspaces, however, the affordability and unrivaled customer service of the battalion's barbershop reigned supreme; it was the place to visit for a quality haircut.

VII – SUPPLY/LOGISTICS/EQUIPMENT

BERTHING

The billeting staff accommodated over 370 main body personnel, including 19 Chiefs, 1 GySgt and 21 Officers. In addition, all of the NMCB SEVEN convoy security element teams, containing up to 62 personnel, were afforded suitable accommodations in any of the five Southwest Asia (SWA) huts designated for transient personnel, typically with limited advanced notice. Task Force Ramadi, a joint command that had Camp Mayor responsibilities during NMCB SEVEN's tenure, assigned berthing for the battalion. Fifty structures were assigned for use by the battalion. The spaces were 16' x 32' open-bay living quarters, which averaged six beds each, for a total capacity of up to 300 personnel. The Battalion Officers, Chief Petty Officers, and females were each assigned berthing consistent with their peers with the remaining thirty SWA huts split between Alfa, Delta, and Headquarters Companies. Similar berthing layouts were utilized at the detail sites inhabited by NMCB SEVEN personnel. The billeting staff also maintained two VIP berthing quarters, with four beds total. VIP personnel from other commands were housed, with over 80 guests accommodated throughout the deployment including the Commodore of 1NCR.

Camp maintenance was provided by CS personnel, which corrected over 50 berthing material deficiencies. Detail Al Taqaddum utilized a combination of concrete structures and SWA huts for living. As the hub for any incoming NCF air travelers, Detail TQ had the opportunity to host numerous VIPs in their outstanding quarters.

FOOD SERVICES

Food service support at Camp Ramadi and the other Dets spread throughout the region was provided by civilian contractors. Consequently, the battalion's Culinary Specialists utilized their skills and expertise in a variety of projects throughout the AO. Several CS personnel provided on-site support to services such as berthing, MWR support, gym maintenance, and operated a battalion theater furnished with video games and satellite television.

NMCB SEVEN's CS's also provided over 2,000 hours of watch standing support to the Ramadi Galley. This was accomplished by their assistance in the personnel accountability for over 4,000 personnel per meal daily.

Further operating outside of their traditional role, CS personnel also provided support in the supply yard during the retrograde to ATO. All of the battalion's CS personnel expertly demonstrated their "Can-Do" attitude that is ever prevalent throughout the battalion.

RETROGRADE TO ATO

The Supply Department was a vital component in planning and coordinating the expeditious retrograde of over 140 20' ISO containers consisting of over 10 thousand pieces of gear and equipment from Ar Ramadi and Al Taqaddum, Iraq. Supply was a driving force and a key component for cargo liaison, ensuring that all cargo and containers were properly organized, secured and certified for shipment, tracked via RFID tag, and prepared for flights from Iraq. S4 and staff implemented a fast but very thorough inventory system for all containers, crates, pallets, and tri-wall containers for both air and sea delivery. Supply also assumed a substantial role in

the shutdown of both Seabee Camps, ending over five years of NCF operational impact and history in MNF-W and Al Anbar Province, Iraq.

During the retrograde process, the Supply Department personnel inventoried and maintained an accurate accountability process to include over 140 containers and 127 463L pallets containing over 4,500 line items of repair parts, consumables, and over 2,500 line items of CTR. Supply also inventoried and accounted for $1.8M worth of Consolidate Material Receipt (CMR) equipment and prepared it for turnover to theater commanders. Additionally, the Supply Department facilitated the turnover of SWA Hut Village in Ramadi and Engineering Village in Al Taqaddum, Iraq. This evolution had to be accomplished on a tight schedule since other Marine commands were flooding in to stake their claim in "Hotel Ramadi." The NMCB SEVEN Supply Department functioned magnificently within a very dynamic, contingency environment. They deftly navigated through tough logistical challenges and achieved great success during this deployment.

EQUIPMENT MANAGEMENT

NMCB SEVEN ran a very successful Civil Engineer Support Equipment (CESE) management program during the deployment, managing a total of 426 pieces of CESE throughout the CENTCOM AOR. The program averaged an equipment availability of 90% in hostile desert environments while operating at an unprecedented operational tempo. Over 300 of these pieces were split between the Ar Ramadi and Al Taqaddum, Iraq, in the MEF AOR, most of which were relocated to Bastion, Afghanistan, as a part of the massive redeployment to the Afghanistan theater of operations. 100 pieces of CESE were augment units assigned to Task Force Sierra and split between five sites in Iraq and Afghanistan. Task Force Sierra maintained an average availability of 94% over the duration of the deployment.

MEF Alfa Companies in Ramadi and Al Taqaddum played a tremendous part in the Battalion's redeployment from Iraq in support of the MEF to Afghanistan in support of Combined Joint Task Force 101. Following the embarkation of the Battalion, Alfa Company mechanics and equipment operators prepared 245 pieces of CESE for air or sea shipment, and 100 pieces were flown during a one month period from late December through late January. The mount-out evolution involved completing numerous minor repairs to heavily used CESE, conducting wash-rack operations, CESE reductions, weighing and balancing, mobile loading, and collateral equipment accountability. Other operations continued throughout this period, including the Shark Base project in Ramadi, a Water Well mission in Baharia, and convoying personnel and gear from Ramadi to stage in Al Taqaddum. This challenged the mechanics to support competing priorities, and to prepare CESE returning from projects or convoys for shipment at a moments notice. The challenge was met, as 100% of CESE was available to fly on time due to their efforts; in fact, CESE was turned away from the Al Taqaddum Joint Air Cargo Operations Terminal, as airlift capability fell well behind demand.

In addition to the shipment of CESE, 59 pieces were sent to DRMO, turned in to 22NCR, transferred to other units, or returned to the Army or Marines. The Alfa shops and yards in Ar

Ramadi and Al Taqaddum required decommissioning and transfer back to their respective bases. In addition to the shipment or retrograde of CESE, gear from the mechanic and machinist shops were consolidated and organized for shipment. Hazardous Material and Waste was transferred to other units or turned in to base Hazardous Disposal Centers, and temporary shop facilities were also taken down and packed for future use. Both yards were successfully returned to the base in clean and safe conditions.

As the relocation to Afghanistan began, the Battalion Air Detachment went forward to Bastion, and Alfa types composing over 30% of Air Det worked tirelessly to offload the equipment and supplies quickly and safely at the Bastion Airfield, sometimes making on the spot repairs to get the equipment off the tarmac. 134 pieces of CESE were received this way, and 11 pieces were received from contracted, Afghani convoys, known as "jingle trucks." Another 80 pieces from Iraq were transported to the Port of Kuwait to be shipped by sea after NMCB 7 departed.

One key to overall maintenance success was the ability to procure parts from adjacent units when availability was otherwise scarce. The availability of CESE suffered early in the deployment as the tasking ramped up quickly with a focus outside of Ar Ramadi and Al Taqaddum at several remote forward operating bases where Alfa Company personnel prepped 38 pieces of CESE to be used on six combat outpost expansion projects throughout Al Anbar Province in Iraq. In many cases, the FOB detachment employed one Construction Mechanic, who succeeded in keeping CESE operational by any means necessary until mission accomplished. The number of interim repairs peaked as the equipment was retrograded back to its original site, and the availability then increased considerably as the Battalion prepared for redeployment. Alfa ensured that heavily used or damaged pieces were brought in for corrective maintenance 'just in time' for their planned shipment to Afghanistan.

As pieces arrived in Bastion, they were immediately fueled and put to work, and to meet force protection requirements, Alfa Company operated earth moving equipment 24 hours a day for over six weeks. This operational tempo provided a unique challenge for the maintenance shop, particularly due to the shipping schedules and unavailability of many of supply's repair parts. The mechanics again brokered deals and tapped the goodwill of adjacent forces.

Another key to the maintenance program was the successful utilization of the Machinist Repair trailer at the main body site in Ar Ramadi. During the course of the MEF deployment, the trailer was used to manufacture parts to repair 29 pieces of equipment. This enabled the mechanics to make critical repairs without having to wait for parts to arrive and get the equipment off deadline status and back on the project sites. The most notable success was the manufacture and repair of parts in the Water Well Rig top head assembly, which was discovered to be damaged during operational checks for a mission, and some of the machined-as-ordered parts had very long lead times. The Machinist Repair shop manufactured several complex pieces, including a $1600 Wash-pipe hold-down nut, to make the rig operational and punch the team out to the project with minimal delay, leading to the first successful NCF drilling project in the AO. Without the skillful employment by a talented Machinist Repairman and supporting Construction Mechanics of this asset, NMCB SEVEN would not have been able to accomplish this highly valued project and many other tasks.

NMCB SEVEN managed a successful crane program out of Camp Ramadi. The crane team supported three projects, relocating 40 T-walls barriers, and supported several other lifts. Over the duration of the deployment, 63 separate lifts were completed. In addition to providing direct support, the crane crew identified a previously damaged outrigger

support, and sought expert guidance from the manufacturer and Crane Center who determined suitability for continued use.

Alfa Company at Detail Al Taqaddum had an added responsibility for the Naval Construction Force. That maintenance staff was responsible for the receipt and onward shipment of all equipment supporting the NECC units operating in Iraq. During NMCB SEVEN's deployment, 105 pieces of CESE were accepted and transferred.

As the Battalion's lift and shift to Afghanistan progressed and the former Iraq Alfa Companies were formed into one in Bastion, the maintenance demand and shop space requirements rapidly increased. Though the British lay down site at Bastion I was temporary, equipment management programs were created immediately. In a 150' by 250' space shared with the Class IV yard, Alfa Company was able to effectively maintain and dispatch the equipment. The 3M program operated out of a CONEX box using stand-alone computers, with power supplied by a JERRV. New 3M work centers were soon established. CESE that had in some cases been placed in in-active Equipment Maintenance status rapidly returned to the weekly Preventative Maintenance schedule. As the Battalion relocated to its permanent home at Camp Natasha on Tombstone II, the shops and CESE were moved again to an area adjacent to the final location, which was still under construction. As deployment came to an end, the fourth relocation of the shops in a three month period occurred, this time to the final location under a Big Top tent with a gravel and AM2 matting deck and with tents and CONEX boxes for the other shops in close proximity. All facilities primarily constructed by Alfa Company. Despite the unsettled nature of the shops and heavy horizontal construction tasking, Alfa Company maintained a 90% availability factor in Bastion.

Task Force Sierra ran a very successful CESE management program during the deployment. Across the five details, SEVEN maintained 100 pieces of augment CESE, averaging an availability of 94% across Iraq and Afghanistan. This high availability is a direct reflection of the mechanics' commitment to excellence and determination to use all available resources to keep equipment up and running.

The 3M program in Iraq and Afghanistan operated as prescribed overcoming the challenges of relocations and poor connectivity in Bastion. Overall, a total of 3663 Preventive Maintenance checks were completed during deployment, resulting in a Recorded Accomplishment Rate (RAR) of 99%.

The CENTCOM deployment centered on a massive redeployment and numerous highly valued horizontal construction projects, all supported by Alfa Company. The goal throughout deployment was to maintain vehicles in a safe manner, ensuring the highest reliability and operational capability, and to put NMCB FIVE in the best position possible at the new deployment site. Concerted efforts to properly conduct maintenance, account for all equipment and material, and establish new facilities resulted in Magnificent Success for NMCB SEVEN's Alfa Dogs, and NMCB FIVE will proudly continue these programs at the NCF's new bastion in Bastion, Afghanistan – Camp Natasha.

VII – SUPPLY/LOGISTICS/EQUIPMENT

OVERALL EQUIPMENT POPULATION

Vehicles	BEEP	OCT	NOV	DEC	JAN	FEB	BEEP
In service	371	417	377	307	340	347	347
In Preservation	8	9	19	38	5	0	0
Total	379	426	396	344	345	347	347

OVERALL AVERAGE AVAILABILITY

Month	
BEEP	87%
OCT	87%
NOV	91%
DEC	90%
JAN	93%
FEB	92%
BEEP	92%
Total	90%

EQUIPMENT POPULATION (AR RAMADI)

Vehicles	BEEP	OCT	NOV	DEC	JAN
In service	121	123	94	63	38
In Preservation	8	9	19	38	5
Total	129	132	113	101	33

AVERAGE RAR RATIO (AR RAMADI)

Month	RAR	Due	Complete	Opened 2K
OCTOBER	94%	726	680	414
NOVEMBER	99%	547	546	317
DECEMBER	100%	313	313	230
JANUARY	N/A	0	0	12
Total	96%	1273	1226	973

VII – SUPPLY/LOGISTICS/EQUIPMENT

EQUIPMENT AVAILABILITY STATUS (AR RAMADI)

Month	BEEP	OCT	NOV	DEC	JAN
Total On Deadline	7	2	2	4	1
Total Equip. in Service	121	123	94	63	38
Availability Based only on Deadlined Equipment[1]	94%	98%	98%	94%	97%
% Availability[2]	87%	89%	89%	89%	96%

EQUIPMENT POPULATION (AL TAQADDUM)

Vehicles[3]	BEEP	OCT	NOV	DEC	JAN	FEB[3]	BEEP[3]
In service	150	185	183	142	149	104	104
In Preservation	0	0	0	0	0	0	0
Total	150	185	183	142	149	104	104

AVERAGE RAR RATIO (AL TAQADDUM)

Month	RAR	Due	Complete	Opened 2K
OCTOBER	100%	691	691	154
NOVEMBER	100%	638	638	66
DECEMBER	100%	589	589	194
JANUARY	N/A			114
FEBRUARY	N/A			51
Total	100%	1918	1918	579

EQUIPMENT AVAILABILITY STATUS (AL TAQADDUM)

Month	BEEP	OCT	NOV	DEC	JAN	FEB[3]	BEEP[3]
Total On Deadline[3]	9	6	4	9	10	10	10
Total Equip. in Service[3]	150	179	179	133	149	104	102
Availability Based only on Deadlined Equipment[1]	94%	96%	96%	93%	93%	90%	90%
% Availability[2]	84%	84%	91%	89%	90%	90%	90%

EQUIPMENT POPULATION (BASTION)

Vehicles	JAN	FEB	BEEP
In service	96	143	145
In Preservation	0	0	0
Total	96	143	145

VII – SUPPLY/LOGISTICS/EQUIPMENT

AVERAGE RAR RATIO (BASTION)

Month	RAR	Due	Complete	Opened 2K
JANUARY	100%	25	25	32
FEBRUARY	100.00%	446	446	304
BEEP	100.00%	230	230	175
Total	100.00%	701	701	511

EQUIPMENT AVAILABILITY STATUS (BASTION)

Month	JAN	FEB	BEEP
Total On Deadline	3	7	3
Total Equip. in Service	96	143	145
Availability Based only on Deadlined Equipment[1]	97%	95%	98%
% Availability[2]	90%	90%	93%

Note 1: Availability based only on deadlined equipment, without consideration of other non-available equipment, is provided for reference. This statistic was used for previous Deployment Completion Reports and was the basis for Task Force Sierra's monthly CESE reports.

Note 2: Availability as reported on the monthly CESE reports to 22NCR/1NCR was based on a calculation that included deadlined equipment, equipment in a shop status, and equipment with an open hard card.

Note 3: CESE not yet received in Bastion is all listed under Al Taqaddum, and includes pieces in Kuwait awaiting shipment via sealift, pieces pending transfer (including 7 out of the 10 deadline pieces), and frustrated pieces in Qatar.

EQUIPMENT POPULATION (TASK FORCE SIERRA)

Vehicles	BEEP	OCT	NOV	DEC	JAN	FEB	BEEP
In service	100	100	99	98	100	100	100
In Preservation	0	0	0	0	0	0	0
Total	100	100	99	98	100	100	100

EQUIPMENT AVAILABILITY STATUS (TASK FORCE SIERRA)

Month	BEEP	OCT	NOV	DEC	JAN	FEB	BEEP
Total On Deadline	5	6	6	6	5	4	4
Total Equip. in Service	95	95	93	92	95	96	96
% Availability[4]	95%	94%	93%	93%	95%	96%	96%

Note 4: TFS calculated and reported availability based on equipment in deadline status without consideration of equipment in a shop status.

APPENDIX I

LESSONS LEARNED / BEST PRACTICES

"MAGNIFICNENT SEVEN"

MNF-W IRAQ/ RC-SOUTH AFGHANISTAN
NMCB-7
2008/2009 DEPLOYMENT LESSONS LEARNED / BEST PRACTICES

STAFF CODES
X – CODES
DEPARTMENTS / SPECIAL PROGRAMS
MAIN BODY: LINE COMPANIES
DETACHMENT AL TAQADDUM
DETAIL KOREAN VILLAGE
CSE

STAFF CODES

S1 - ADMIN/PERSONNEL

1. ITEM: **Admin/Personnel Manning**

DISCUSSION: With the implementation of the new smart battalion, the admin/personnel manning was reduced by more than 50%. The department struggled to meet the administrative demand and in some cases, the workload increased due to the remote locations of the battalion detachments. Additionally, the operations department needs to review the detachment manning including your YN's and PS's rates. It was hard to believe that the administrative workload on each DET site was significant enough to rate the use of a quality PS or YN that would better serve the main body requirements. The flag represents the launch pad for all administrative action, the Commanding Officer demands quality production.

RECOMMENDATION: Having the correct billet structure in the appropriate locations is something that needs to be recognized and always sought to perfect. Discontinue the use of admin/personnel at Det sites because of the work load generated out of the Main Body and Homeport Liaison site. Homeport companies utilize OF-13 ratings for company clerks. Do the same during deployment for small detachments. Recommend that during the next deployment, a senior administrative representative stay with the homeport liaison to ensure that all pay and reporting procedures are met and accomplished prior to the processing and subsequent forward deployment of new Battalion personnel. Better liaison between the battalion and the homeport PSD is paramount.

2. ITEM: **Clearance Adjudication**

DISCUSSION: Many of our personnel assigned to specific DET organizations had to obtain a secret clearance. The current supported command in theater will dictate what clearances are acceptable. In most cases, the battalion was required to have adjudicated clearances and completed investigations; however, interim clearances have been accepted on a case by case basis. But these interim clearances have created issues. While two of the interims were being investigated, indebtedness issues were identified and the personnel risked having their clearance pulled. This deployment for main body alone proved how mobility is still a well tested and essential operational capability for the NCF. People must be able to move inter and intra theater to meet customer demand.

RECOMMENDATION: Start the clearance process as early as possible and continue follow-up to ensure that investigations are getting complete; it takes months at times to get through the clearance process. When moving forward, ensure that the leadership has a current copy of clearance list. Second, establish a battalion check in process that mandates the completion and submission of SF 86 questionnaires.

3. ITEM: **Limited System Access**

DISCUSSION: There was limited bandwidth/internet connectivity to access the necessary web sites including Master Military Pay Account and NSIPS. Having limited access to necessary websites crippled the production of the Administration Department.

RECOMMENDATION: Know the capabilities at the deployment, create rollback plans, back up electronic filing, identify material and operational shortfalls during PDSS, and always plan accordingly, especially for the unexpected.

S2 – INTELLIGENCE

1. ITEM: **Integrating Intel into Operational Planning**

DISCUSSION: Organic intelligence assets are still new to the Seabees, one important issue this deployment was determining how Intelligence personnel fit into the planning process and what they need to succeed.

RECOMMENDATION: Three things are essential to effective operation of the Intelligence Department: a dedicated space to work with SIPR and NIPR access, effective communication and dialogue with the Operations Department, and freedom of movement. The first two are self explanatory; the last refers to the freedom to spend as much time as necessary visiting other Intel shops and the unfettered ability to visit regimental counterparts and to travel on convoys or to project sites outside the wire. These conditions are not difficult to meet but once met, they can immeasurably enhance the department's ability to support the battalion.

S3 – OPERATIONS

1. ITEM: **JFUB Construction**

DISCUSSION: The JFUB construction process often mixes troop labor and contractor labor for the total completion of a project. For Tombstone II, initially contractor and troop labor was responsible for separate areas of interior surveying and elevations. Additional requirements caused troop labor to be directed elsewhere and all surveying was turned over to the contractor. The turnover of surveying went smoothly because of a solid working relationship with the contractor.

RECOMMENDATION: Ensure that there are open lines of communication between contractor and the government on all mixed construction efforts. The contractor can be awarded troop labor projects or responsibilities at any given time so proper documentation is essential.

2. ITEM: **Initial Operational Capability (IOC) Construction**

DISCUSSION: IOC construction was completed from 35% to 65% designs. The proper documentation (RFI/FAR) is critical to maintaining complete project packages. Design changes are rarely disapproved and the construction often leads the design.

RECOMMENDATION: Ensure that all major design changes are approved and documented. Minor design changes that facilitate the initial construction effort and maintain the functionality of the intended design changes can be followed by paperwork. These design changes are often driven by material availability and site conditions not identified in initial planning. Communication with higher regarding RFIs/FARs is critical during hasty construction.

3. ITEM: **GPS Provided Coordinates**

DISCUSSION: The Air Detachment survey team fell in on inaccurate GPS coordinates provided by another unit to layout the initial site. The coordinates were then used as benchmarks by the contractor and later necessitated the berm line to be adjusted approximately 100m to match the intended layout.

RECOMMENDATION: Ensure early validation of coordinates prior to construction. If not available prior to construction, validate coordinates as soon as contractor is available. The early identification of discrepancies will reduce the amount of work necessary to correct errors.

4. ITEM: **Command Operations Center Manning**

DISCUSSION: COC: Initial staffing in the COC was set at four Officers of the Watch (WO), 4 Petty officers of the watch (POOW), and four Messengers of the Watch (MOW). The POOW and MOW personnel were to stand watch for six (6) hours and still be utilized by their respective company's. Since there would be too much turnover and important items would more than likely be lost in translation, the actual manning settled out as one Senior Watch officer (SWO), 1 WO (during a brief time, 2), and 3 POOWs. All WO's had other jobs in addition to their 12 hour daily watch schedule. The POOWs were pulled in and out of the COC throughout deployment to meet other operational demands. Furthermore, because manning was so tight, watchstanders did not have the opportunity to participate in ½ days off or other rest opportunities afforded to the rest of the Battalion.

RECOMMENDATION: Maintain at least 3 WO and 3 POOW on the daily schedule at all times. Also recommend rotating watch standers (especially POOW) out of the COC at regular intervals so that they have an opportunity to experience more of deployment and to prevent burnout.

5. ITEM: **Command Operations Center Reporting**

DISCUSSION: Ambiguity about the reporting schedule and COC relationship to required reports can lead to problems communicating with higher.

RECOMMENDATION: Clearly delineate who is responsible for what reports from the beginning of deployment and make sure there is a clearly understood schedule and that the WO's relationship to ensuring timely reporting is clearly understood.

6. ITEM: **Contracting Officer Representative (COR) Training**

DISCUSSION: There are three required training courses to complete upon being selected as the COR, most of which are available online. However, there are very frequent connection issues with the internet, and very limited computer resources available.

RECOMMENDATION: Member should be designated as COR prior to deployment and once designated can either attend the four day sit in course through the Defense Acquisition University, or do the 8 hour Online Course through the DAU Website BEFORE deploying to the AOR. Schedules for the sit in course and registration for the online course can be found on the website. Members also must complete the NKO "Trafficking in Persons" training, as well as "Ethics Training." All online courses should be completed before deploying to ensure completion. Members should maintain a hard copy and electronic copy of their certificates, as they will have

to provide them to the QAR to be used in issuance of their official Designation Letters from the ACO.

7. ITEM: **COR Communications**

DISCUSSION: Communications between the COR, Contractor, Government Quality Assurance Representative (QAR), and Administrative Contracting Officer (ACO) are critical to ensure information, questions, concerns, and reports of deficiency are able to flow back and forth. Limited computer access and network connectivity adversely impact this process.

RECOMMENDATION: Provide the Lead COR with a cellular phone with capabilities to call the parties involved, as some have a State-side phone number. This allows the parties to be able to communicate with each other directly, especially in case of emergency when there is no connectivity via email. This also ensures that contact is always available when needed for any disputes, questions, or concerns.

8. ITEM: **COR Communications (Supplemental)**

DISCUSSION: Due to the size of the site and the various tasks in progress, trying to locate either a COR or a Contractor sometimes became very difficult as they were all walking around the site(s) looking for each other. This became an issue when trying to report issues for Operations and Maintenance (O&M), as well as asking questions of the contractor.

RECOMMENDATION: Designate an office for the COR(s) to work out of. This will enable the contractor to be able to locate the COR to inform them of any issues that may affect the site (ex: water outage, power outage, delays, etc.). This provides a central location to be able to meet, as well as being able to set up a time for the contractor to come and check in with the COR(s) for any updates. The COR(s) are required to perform Audits on services, maintain a COR File which creates a history jacket for the camp with trouble calls, and maintain an updated copy of the Contract/PWS with Appendixes. This office will need NIPR access to be able to forward audits to the QAR, ACO, and DCMA. This also provides another means of communication to the parties involved.

9. ITEM: **COR Transportation**

DISCUSSION: Trying to meet with the QAR, ACO, or the Contractors was a very difficult task due to the lack of assets for transportation to their offices at Tombstone I. With the contractor moving around between other sites within the base, checking the status of those projects will become even more difficult, especially if there are questions and answers being passed back and forth.

RECOMMENDATION: Provide vehicle access to the COR to ensure that they can meet with official parties involved in meetings, or to travel to/from the different sites. This vehicle doesn't have to be specifically assigned to the COR(s), but will need to be available when needed to attend meetings, or to perform various audits throughout the week.

10. ITEM: **COR Records Maintenance and Documentation**

DISCUSSION: One of the COR's most important tasks is maintaining accurate and detailed documentation of what the contractor has been doing, delays, problems, changes in Contract/PWS, audits, designation letters, course certificates, and notes from meetings. Due to very limited availability of office materials, the CORs had to work out of notebooks.

RECOMMENDATION: Develop a COR Binder, as well as an electronic log to keep accurate and detailed information on contractor performance, delays, etc. This also will provide a smoother turnover for the relieving unit, and will provide data for any protests or questions that the Contractor, QAR, or ACO may have.

11. ITEM: **COR Contractor Responsibilities**

DISCUSSION: Once NMCB SEVEN moved into the Harvest Falcon facilities on Tombstone II, there was a lot of ambiguity about what the Contractor was to provide and what the Battalion is still responsible for. Going to the contractor to ask is not always the best option as they might see it as an opportunity to perform more work not in the contract, which will cause a possible increase in contract cost, which is ONLY authorized by the ACO!

RECOMMENDATION: Always have an updated hard copy of the Contract/PWS including all Appendixes printed out and accessible to the COR. COR(s) should ensure they have a thorough understanding of its contents as well as the authority that it grants them. If the COR(s) create or authorize any changes to the Contract/PWS which cause dedication of more funding to the contractor, then the COR is held personably responsible for that decision, and could be held liable to pay for that modification out of pocket, and could potentially lose their career! If the COR ever has any doubts as to whether they are allowed to make a decision on something, they should wait on the decision and ask their QAR. Additionally, COR(s) should continue to perform online training through Defense Acquisition University to further enhance their understanding of their job as the COR. Many people will only have the knowledge and understanding of what the first course (CLC 106) provided, and will have little to no actual experience walking into the job.

S4 – SUPPLY

1. ITEM: **Uniforms**

DISCUSSION: Due to the arduous conditions and extreme cold environment of Afghanistan and parts of Iraq, ECW (Extreme Cold Weather) gear was a hot procurement and a necessity for this deployment. This gear was not available at local depots; therefore, ECW gear had to be open purchased from a commercial retailer. There was an extremely long processing period before the battalion started receiving ECW gear. The wait time was approximately 90 days before gear arrived in theater. This obstacle had to be negotiated because the mission had to continue. Additionally, instances where personnel assigned to project sites ripped or tore their uniforms, resulting in an inability to sufficiently repair those items. We did not have patch kits available; therefore as a result, replacement uniform items had to be shipped to the detachment site when and if the uniforms were available. On numerous occasions, we had to search out other units in the ATO to procure those requirements. The timeline to receive uniform replacements generally took over 15-20 days if sent by 20th SRG. Many of the uniform items were not carried in the Supply Management Unit (SMU) and thus had to be requested from the 20th SRG or another battalion in theater.

RECOMMENDATION: Coordinate with the 20th SRG for the shipment of sufficient uniform items prior to deploying; having additional uniforms available for issuance at the worksites and coveralls to help mitigate some of the wear and tear on the DCU's. For ECW gear, coordinate closely with 20th SRG, who coordinates closely with the supplying retailer.

2. ITEM: **Boots**

DISCUSSION: Due to the harsh work environment while on projects and inclement weather conditions, individuals required extreme cold weather boots. The requirement was submitted for procurement 30-45 days before deployment; however, the boots were not received for 120 days from the time of order.

RECOMMENDATION: Coordinate with the SRG for the shipment of sufficient boots prior to deploying and establish close coordination directly with the supplier to ensure emergent requirements are met.

3. ITEM: **Gear For Life Issues**

DISCUSSION: Several instances were noted where personnel arrived in theater without all of the required gear as outlined on the packing list supplied by the homeport liaison. In theater, the Supply department only carried a small selection of items, with many of the essentials not carried or unavailable from the SMU.

RECOMMENDATION: Either the homeport liaison or a designated representative should conduct a thorough inventory of the gear packed by the member to ensure all of the essential items are included prior to departing homeport.

4. ITEM: **CBR Gear**

DISCUSSION: Several personnel arrived in country without gas masks, which resulted in additional coordination with the homeport liaison and 20th SRG to get gas masks shipped to ITO. We also had instances where individuals were measured for CBR gear but arrived in country without their required gear. This resulted in the battalion not deploying with 100% CBR on hand or in route.

RECOMMENDATION: During the CBR refresh, either the homeport liaison or a designated representative should conduct a thorough inventory of the gear packed by the member to ensure all of the essential items are included prior to departing homeport.

5. ITEM: **Repair Parts**

DISCUSSION: Several instances were noted where items requested by ALFA Company had long lead times, either because the items were unavailable through the SMU or open purchases required an exceptionally long time to get the items shipped from CONUS to theater.

RECOMMENDATION: The company should thoroughly forecast maintenance requirements to account for long lead time and provide the requirements to the Supply department in a timely manner for processing.

6. ITEM: **Driver Qualifications**

DISCUSSION: There were a limited number of personnel within the department who had licenses to operate various CESE maintained by Alfa company in support of Supply requirements (i.e., RUC line movements, container inventories, etc.).

RECOMMENDATION: Ensure that all members of the deployment obtain at least the minimum license requirements while in homeport to alleviate the necessity of relying on one or two individuals in the department for assistance.

7. ITEM: **DTS**

DISCUSSION: Many individuals who reported to the battalion did not have Defense Travel System (DTS) accounts established. This reality required the SK back in homeport to establish those individuals' accounts for them and input their deployment travel orders, in addition to their other assigned duties and responsibilities.

RECOMMENDATION: All members should have DTS accounts established prior to departing homeport. This process should be part of the initial deployment checklist to ensure no one is deprived of receiving their designated entitlements.

8. ITEM: **Financials**

DISCUSSION: Due to poor internet connectivity, it was impossible for the Financial Storekeeper to access Citrix. This caused a delay in processing reports and a total reliance on the 20th SRG for report submission.

RECOMMENDATION: For Iraq and Afghanistan theatre of operations, the OPTAR should be kept on a stand alone computer. This prevents the need to access the internet with the exception of transmitting the required reports.

9. ITEM: **Communications**

DISCUSSION: Communication with higher was fragmented in large part to being located in a very remote area. This caused information to be passed that was incomplete and made it difficult to establish processes once on the ground in Afghanistan, locate key personnel, and expedite material.

RECOMMENDATION: Prior to any movement, establish logistical processes and key points of contact.

10. ITEM: **DODAAC**

DISCUSSION: In order to requisition material from the Army's SSA, a DODAAC had to be setup. The process to set up this account was not identified in advance. How the account was to be funded and what classes of materials that were authorized for procurement was not clearly communicated. This caused numerous suspense documents and delays in material ordering.

RECOMMENDATION: Establish a clear delineation of duties. There needs to be one voice that speaks to process and reporting procedures. The establishment of how parts are ordered through other services should be setup in advance of the Battalion arriving on station. A transferable account should be established to avoid cancellations and delays upon relief.

11. ITEM: **Flow of Requisitions and Location of MICROSNAP**

DISCUSSION: All requisitions were sent off to locations different than the requesting activity was located. This caused a significant delay in processing requests and abnormal delays in receiving status updates. In the case of repair parts, the requisition was sent to 2 different areas without communicating the requirement to all parties.

RECCOMMENDATION: The activity requesting the material should handle the document from cradle to grave. The requisitioning and expediting of the material is most effective when the individual tracking the part has a vested interest in its receipt.

12. ITEM: **Open Purchase Requests and Follow Ups**

DISCUSSION: The process to open purchase material was broken in Iraq. The battalion did not have a purchase card tied to COW (Cost of War) funds and was totally dependent on one individual in another part of the country to procure and expedite parts. This individual was the single card holder in support of 3 units. The parts requested were many times critical and because there was only one card holder, critical requests were delayed in being purchased.

RECOMMENDATION: Attach LOA to the battalion credit cards to purchase critical non standard requirements.

13. ITEM: **LOGCELL**

DISCUSSION: The Log cell was in the wrong location. There was very limited ability for the Log cell in TQ to acquire any part that was not on the shelf. The process required stateside contact of inventory managers on inadequate DSN lines with a 7 hour time difference. Often times, there was an inability to talk directly to individuals and emails were lost due to poor connectivity. The means of transporting parts that were received in TQ became cumbersome in that few flights went to AR.

RECOMMENDATION: Establish a stateside log cell that is dedicated to the battalion. Provide the log cell with credit cards and a FEDEX account. Establish a FEDEX or DHL account at the point of delivery and have dedicated expeditors to ensure the battalion's requirements are getting the proper attention. Having the expeditors stateside gives them access to all of the large manufacturers. The DHL or FEDEX accounts will ensure the ability to track the material and provide delivery in less than 7 days.

14. ITEM: **MLO Available Materials List**

DISCUSSION: After arriving in Afghanistan, we originally submitted BOMs based off of a list that did not contain the items available.

RECOMMENDATION: Ensure that you have the most up to date lists of items that you can order from the local Class IV yards. Kandahar will be your primary source of supply due to distance. Also ensure that you have the proper format for BOM's used by higher.

15. ITEM: **JFUB Tasking Matching BOMs**

DISCUSSION: The approval board compares your material request to the JFUB.

RECOMMENDATION: Bounce the materials you are requesting off of the JFUB to make sure it is within the cost and scope of the JFUB. If there are large differences, change it or convey the reason for the difference.

16. ITEM: **Ordering Items not Available from the Class IV Yards**

DISCUSSION: The PR&C process is the primary means for getting material not located at the Class IV yards or available through the BOM process, however, the PR&C process can take from 10-60 days.

RECOMMENDATION: It would be ideal to establish a way to open purchase materials.

17. ITEM: **Cell Phones**

DISCUSSION: The use of cell phones was not as effective as expected in the execution of our mission. Often the cell towers were down and there were no direct communications with necessary parties. The use of AWCC sim cards were a great improvement over the Roshan cards, however, they were still inadequate for what was required.

RECOMMENDATION: Establish a land line network. Communication being a key element in the logistic process, it is vital that a viable communication network be established to effectively acquire, track, and expedite critical materials to support the mission.

18. ITEM: **Imprest Fund AAFES**

DISCUSSION: The mini AAFES was a great morale booster, however, it was under funded which caused frequent trips to KAF for store resupply.

RECOMMENDATION: Put in the request to increase the funds to 50k.

19. ITEM: **ADP**

DISCUSSION: All ADP regardless of the price or item requested must be reviewed by a procurement board. This significantly impacted the battalion's ability to purchase ordinary items to support the mission. Items such as CD/RW discs become a major purchase.

RECOMMENDATION: The regiment should maintain a consumable credit card and support the battalion's consumable requests. Utilizing the army system was cumbersome and caused significant delays.

20. ITEM: **Storage**

DISCUSSION: The move from ITO to ATO resulted in a net loss of empty ISO containers which were to be transported. This reality significantly reduced our storage capability. Items that would normally be housed in secure areas were packed in tri-walls. As a result, we had to attempt the purchase of additional containers for secure storage.

RECOMMENDATION: Fly in ISO empty containers for storage.

21. ITEM: **Citrix**

DISCUSSION: The Micro Snap program is now online. The bandwidth in this theatre of operation is inadequate to meet the requirement to properly administer an OPTAR. The connectivity is spotty and restricted at most times.

RECOMMENDATION: For this theatre, a stand alone computer would work best.

22. ITEM: **Uniforms**

DISCUSSION: This area is incredibly difficult to get anything in country. It is a very dirty environment and uniforms wear out quickly.

RECOMMENDATION: Bring two additional uniforms to replace damaged uniforms and/or issue coverall to personnel that primarily work outside.

23. ITEM: **Repair Parts Requisitioning**

DISCUSSION: It was very difficult to acquire repair parts or current status in a timely manner to adequately support the mission.

RECOMMENDATION: The battalion should have a credit card with LOA for COW (Cost of War) funding established. This would allow the battalion to expeditiously acquire any non stock repair parts open purchase or items with long lead times and track its progress through the process which would minimize operational impact.

24. ITEM: **NATO Culinary Procedures**

DISCUSSION: The Culinary Specialist personnel were required to modify their traditional standards to adapt to a different working environment in the British galley.

RECOMMENDATION: Have indoctrination or training for the U.S. Culinary Specialist personnel prior to working in NATO dining facilities to eliminate confusion concerning local customs, procedures, and standard requirements.

S6 – COMMUNICATONS

1. ITEM: **RDSAT Training**

DISCUSSION: RDSAT training is not part of the FRTP process and is hard to accommodate if not properly planned due to class duration.

RECOMMENDATION: Make RDSAT a part of the FRTP training pipeline. Ensure battalions have adequate time to use during homeport to hone skills on erecting the system and ensuring all systems are operational.

2. ITEM: **IT Network Skills**

DISCUSSION: IT refresher training is limited to 4 classes and nearly no daily interaction with equipment.

RECOMMENDATION: Have IT's in battalion's work for local Network Operations Centers. The daily working environment will keep IT's up to date on ever changing technology.

3. ITEM: **ADP Replacement Lifecycle**

DISCUSSION: Harsh CENTCOM environments create more than normal wear and tear on ADP equipment.

RECOMMENDATION: Have the NCF look at ADP TOA and put into place a life cycle replacement program to ensure equipment is up to date and replaced. A replacement cycle of every 2 years will give the necessary replacement and proper command and control capabilities to NCF units.

4. ITEM: **ET/IT Manning Levels**

DISCUSSION: The current op-tempo and advancement of the NCF to a more network centric war fighting capability has taxed manning in the battalions.

RECOMMENDATION: Submit justifications of returning manning of IT's and ET's to 5 per rate in each battalion. The manning is needed to meet the need of sending specialized communicators on the Combat Security Element, Air Dets, and multiple teams.

5. ITEM: **BGAN and INMARSAT Funding**

DISCUSSION: Limited funding for BGAN and INMARSAT limits detachment sites ability to send photo situation reports.

RECOMMENDATION: With current op-tempo of NCF personnel and the ability of today's technology to have a quick and easy reach back capability in remote areas of the world, it is essential to establish a funding program or line to support BGAN or INMARSAT operations. Commanding Officers rely more on the ability to communicate via networks and use strategic reach back capabilities to enhance overall command and control.

S7 – TRAINING/ARMORY

1. ITEM: **NEC 0812 (Small Arms Marksmanship Instructor (SAMI)) and skill 0969.3 (Crew Served Weapons Instructor (CSWI))**

DISCUSSION: OPNAVINST 3591.1E, Small Arms Training and Qualification, requires that all Navy weapons ranges have a Range Safety Officer with the 0812 NEC or equivalent for small arms and a qualified CSWI for crew-served weapons ranges. IAW with COMFIRSTNCD 3502.2 Naval Construction Force Training Requirements, an NMCB is required to have (1) SAMI (NEC 0812) and is not required to have any CSWI's. NMCB SEVEN deployed with (2) qualified SAMI's; one went to the Task Force Sierra Detachment Main Body and one went to Multi-National Forces West (MNF-W) Ar Ramadi. NMCB SEVEN also had a qualified CSWI and received permission from 20SRG to utilize our Military Advisor as a CSWI; both of these personnel were at Ar Ramadi. MNF-W required monthly and quarterly sustainment marksmanship training. Because we had only one SAMI in the area and both CSWI's were in Ar

Ramadi, they had to travel between Ar Ramadi and Al Taqaddum to administer ranges in both locations.

RECOMMENDATION: Train in depth, if possible deploy to this AO with a minimum of (2) Small Arms Range Instructors and (2) Crew Served Weapons Instructors.

2. ITEM: **Timing of the Readiness and Training Conference (RTC)**

DISCUSSION: The RTC is usually held at the mid-point of deployment in order to allow the battalion time to develop the homeport training plan; however, due to operational commitments, NMCB SEVEN requested the RTC be delayed to allow the prospective Training Officer and Operations Officer to attend. The prospective Training Officer and the Operations Officer were not to attend because of continued high operational tempo. This put the RTC less than 30 days before Advanced Party movement home, which did not allow the Training Department or the prospective Company Chiefs to put together complete training plans for the entire homeport period. The individual training plans were complete up to the Field Training Exercise.

RECOMMENDATION: If the RTC must be pushed to the right, keep it no less than 45-60 days from redeployment.

3. ITEM: **Battalion Homeport Organizations**

DISCUSSION: Battalion Homeport organizations are required in order to develop individual training plans, so they must be ready at the conclusion of the RTC in order to allow the Training Department sufficient time to enter all personnel into PISTOL classes. Battalion organizations must be developed by Operations to ensure mission requirements are met, and then they must be chopped by the prospective Company Chiefs to allow them to ensure the right personnel are in the right job. Because there are so many people in a Battalion and there are many organizations and sub-organizations that must be de-conflicted, the organization development process is iterative and plenty of time should be given to it.

RECOMMENDATION: Operations needs to provide the initial organizations no later than 90 days before redeployment.

4. ITEM: **Connectivity to internet affect on access to PISTOL**

DISCUSSION: The Training Department is very much tied to PISTOL to ensure that readiness reports are updated, to develop the Commander's Assessment of Readiness and Training, and to put together the homeport Training Plan and individual training plans. Additionally, PISTOL takes more bandwidth than normal internet browsing or email; therefore, the Training Department must be put in a deployment location that has good connectivity. Ar Ramadi had minimally acceptable connectivity. Task Force Sierra Detachment Main Body had minimally acceptable connectivity, but the location also had a SPAWAR internet café with CAC readers that could be used to supplement the Detachment network computers.

RECOMMENDATION: Put the Training Department in the deployment location with the best connectivity possible.

X – CODES

X2 – DENTAL

1. ITEM: **ADAL**

DISCUSSION: There were several maintenance issues with the ADAL and, in general, it did not provide sufficient lighting to create a proper working environment.

RECOMMENDATION: Ensure LTI's are performed on ADAL by designated dental teams and procure a battery operated head mounted dental light prior to deployment.

2. ITEM: **Records**

DISCUSSION: During preparations for deployment, there was some question about whether bringing dental records on deployment was worth the extra weight.

RECOMMENDATION: Bring full dental records on deployment, they proved to be a valuable resource and bringing them eliminated the need to combine official records with deployment records upon return to homeport, thereby, saving a great amount of labor.

X4 – BATTALION SURGEON

1. ITEM: **Immunizations**

DISCUSSION: Immunizations may or may not be available in theater at the times and in the quantities needed.

RECOMMENDATION: Make sure all vaccinations are performed prior to entering country and project deficiencies for personnel while on deployment.

2. ITEM: **Malaria**

DISCUSSION: Malaria is still somewhat common in Afghanistan.

RECOMMENDATION: Ensure that your personnel have at least a 30-60 day supply of Doxycycline prior to arriving in theater. If possible, bring enough to cover the entire deployment.

3. ITEM: **Medication and Class 8 Resupply**

DISCUSSION: MEDLOG is located in Kandahar, so resupply will take ample time.

RECOMMENDATION: Plan in advance for medications or other supplies that are in high demand. Order them frequently and allow for long lead time.

4. ITEM: **Mass Casualty Plan and Drills**

DISCUSSION: Mass casualty events are a real possibility in Afghanistan.

RECOMMENDATION: Continue to coordinate regular meetings with British Medical Personnel and ensure that everyone knows the plan and is ready to execute immediately. Test

communications with key players regularly. Ensure that ambulance is operational and ready to transport patients if necessary.

5. ITEM: **Bastion Medical Facilities**

DISCUSSION: At present, Seabees on Camp Bastion do not have sufficient medical facilities to meet all of their potential needs.

RECOMMENDATION: Continue to foster excellent relations with the British. They have great resources that Seabees will need and can use if a professional and respectful relationship persists.

6. ITEM: **Galley, Berthing, and Water Sanitation**

DISCUSSION: In a contingency environment, illness is endemic.

RECOMMENDATION: Work with contractors to ensure that the health and safety of the Seabees is always the number one priority. Give recommendations and ensure that contractors support proper sanitation standards.

7. ITEM: **Corpsman Watch**

DISCUSSION: given the work schedule, minor emergencies can arise at all hours of the day and night.

RECOMMENDATION: keep a duty corpsman in the BAS to take care of any issues that may emerge. Duty corpsman can contact the duty provider when necessary.

SAFETY

1. ITEM: **Training**

DISCUSSION: Homeport safety schools do not provide enough training for the number of project sites tasked.

RECOMMENDATION: Where possible, the relieving Battalion should coordinate with Regiment and the outgoing Battalion to gain an accurate picture of deployment work loads. This will allow Battalions to better prepare for amount of personnel required to be trained while in homeport when actions can still be made to correct this issue.

2. ITEM: **Material Safety Issues**

DISCUSSION: There were multiple short fused FRAGOs issued throughout deployment concerning electrical safety. Some of these conflicted with each other.

RECOMMENDATION: Safety issues concerning life and limb need to be evaluated in accordance with a long term plan. Long term planning would allow the class IV yards to order the correct materials so projects could receive safer, better quality materials. This would eliminate the need for rework to correct issues as well.

3. ITEM: **Safety Reporting**

DISCUSSION: Too many people wanting instant reports and feedback for their specific purposes, causes tunnel vision and compartmentalization of data.

RECOMMENDATION: Streamline reporting procedures; NCF assets in theater need to establish theater mishap, fire, and accident reporting requirements and follow them.

3M

1. ITEM: **Weekly 3M Reports Submission**

DISCUSSION: DETs were required to provide the 3M Cell with weekly reports on time for a Wednesday submission to 1NCD. Due to connectivity issues, it was not always possible to collect the reports on Wednesday and transmit the report to Division that same day.

RECOMMENDATION: Require all reports be submitted to the 3M Cell no later than Saturday to allow time for changes, corrections, questions, or to guard against network issues preventing timely submissions.

2. ITEM: **Dummy Rounds for Weapons Checks**

DISCUSSION: There was a shortage of dummy rounds available in theater to accomplish weekly weapons checks on the M16s and M2s.

RECOMMENDATION: Prior to deployment, ensure that the armory obtains dummy rounds or at a minimum, secures a supply of them in theater.

3. ITEM: **Removable Media on Government Computers**

DISCUSSION: Current security restrictions forbid the use of thumb drives or external hard drives with government computers.

RECOMMENDATION: Secure a large quantity of rewritable CDs prior to deployment to facilitate data storage and file transfer between computers or departments and to forward to Camp Moreell.

Urinalysis Coordinator

1. ITEM: **Urinalysis Supplies**

DISCUSSION: There is a shortage of supplies available in theater to conduct testing.

RECOMMENDATION: Ensure that the program coordinator brings as much material as possible and submit resupply requests early to allow for long lead time.

Main Body

ALFA COMPANY

1. ITEM: **CESE Redeployment**

DISCUSSION: The BPT order for redeployment from ITO was given early, but guidance on what would be done with CESE varied due to changes or lack of information regarding future location and mission. Based on initial guidance, plans and preparations, the order was given to retrograde, DRMO, and ship and/or convoy CESE to Kuwait for a future redeployment. The beginning stages of that plan were implemented. Initial direction changed to planning and executing a direct redeployment of most CESE to ATO via air and/or sealifts in support of the main body changing theaters, including moving most of the CESE located in Ramadi to Al Taqaddum. This required rapid adjustments, changed the necessity of keeping certain pieces, and necessitated requesting permission to maintain custody of some theater-provided equipment not owned by the NCF. The ATO redeployment planning also became a massive air embark evolution whereas the retrograde to Kuwait had been a ground transportation plan.

RECOMMENDATION: While a redeployment of this magnitude is unlikely to occur again in the very near future, preparation and flexibility are critical. All Alfa khaki must know the CESE Tab A and Tab B very well, including vehicle condition, location, owner, and current user (on loan to NCR or another unit?). This facilitates quick modifications or creation of new plans. Preparing for every scenario may not be possible when encountering a redeployment, but the more options explored, the more easily adjustments may be made. Understanding the inter- and intra-theater movement and lift capabilities is also key, as Alfa will play a heavy role in Embark's TPFDD development.

2. ITEM: **Time-Phased Force Deployment Data**

DISCUSSION: Due to the scope and short-fused nature of redeployment and to take advantage of airlift opportunities, a rapid TPFDD development and submission was critical. While Embark and OPS led this evolution, Alfa played a key role as the owners of the largest cube and weight of Battalion gear to be moved as well as the supporting company of Battalion ground movement. It was necessary for Alfa Company to develop the CESE portion and have influence for much of the TPFDD based on a number of factors such as CESE required to transport personnel and the number of containers from Ramadi to Al Taqaddum (departure airfield). Alfa Company continued construction, convoy, and movement operations at both bases while providing the capability to support operations and transportation at the new deployment site. Alfa also needed to supply CESE dimensions and weight for TPFFD development.

RECOMMENDATION: A3, 4, 5, and 6 must plan the CESE portion of a TPFDD based on operational requirements, Supply's and other departments' movement needs, and Embark's guidance. Plans must be flexible, as other factors such as airlift availability and UMCC TPFDD submission requirements will cause them to change. Let the CESE requirements at the departure and arrival points be the driving factors to every extent possible, and use critical path planning to ensure you don't have shortfalls as the Battalion begins to leave the departure site and that you do possess complementary and task-tailored pieces at the arrival site. Understand certain large pieces may require different methods of transportation and take longer to arrive. Have dimensions and weights available early, so gathering them won't be a concern during the planning and submission time-crunch.

3. ITEM: **Ownership of CMR and TPE equipment**

DISCUSSION: During turnover, a locally generated excel list of CMR and TPE equipment was used for accountability. After turnover, a list from the theater CMR and TPE managers required verification. This evolution found that the lists did not match, indicating that some of the gear reported as CMR or TPE was inaccurate. This had further impact when redeployment occurred, as permission to keep the gear or requirements to turn it in varied for CMR and TPE depending upon ownership.

RECOMMENDATION: Use the theater manager's master list during turnover. Keep an updated list locally, and communicate with higher as any of the equipment changes.

4. ITEM: **BEEP**

DISCUSSION: The A6, A4, A3, and 3M coordinator must be present for the BEEP.

RECOMMENDATION: Ensure that the personnel designated in these and most other key billet positions are Advanced Party personnel. These personnel should have been active participants in a BEEP within the last two years and should be knowledgeable of all the BEEP requirements.

DISCUSSION: The outgoing battalion needs to ensure that sufficient CMs are present for BEEP.

RECOMMENDATION: If possible, ensure that most of the outgoing battalion CMs remain onboard to support the BEEP, complete needed repairs, and give detailed equipment turnover.

5. ITEM: **Machine Shop**

DISCUSSION: Given the harsh conditions, corrective maintenance is often required; sometimes requiring parts that otherwise may not fail or be stocked. An experienced Machine Repairman can produce and repair many parts that may otherwise involve long lead times due to supply system and uniqueness of parts.

RECOMMENDATION: Ensure the machinist gets varied, hands-on training in homeport, and has some assistance from skilled Construction Mechanics who have experience. Provide a fully outfitted machine shop if possible.

6. ITEM: **Parts Acquisition**

DISCUSSION: The supply system is slower in both Iraq and Afghanistan, and parts that are not normally stocked in ARP or the Navy Supply System will be required for some of the CESE. The supporting Regiment is establishing Blanket Purchase Agreements with some vendors in Afghanistan, and exploring other streamlined acquisition processes, but these are not yet tested.

RECOMMENDATION: Identify required parts as quickly as possible, providing Supply with vendors and quotes, and allow these quicker methods to be utilized. Order extra parts if there is much of a chance of recurrence of the problem on like pieces of CESE. Interface with Battalion and Regimental Supply departments as much as possible to assist them in meeting part requirements and to encourage use of any better methods.

7. ITEM: **Licenses**

DISCUSSION: Requirements for licenses include large numbers of qualified operators for MRAP/JERRVs in support of convoy operations, and heavy horizontal equipment licenses

including dumps, excavators, loaders, dozers, scrapers, and graders. It is unclear yet how much line-haul will be required in ATO, but in ITO this was a large mission that may grow in ATO due to increased numbers of FOBs, therefore, many MTVR Tractor and Cargo licenses are also required.

RECOMMENDATION: Train deep on licenses, including non-Alfa types, and get training licenses established early, as many projects lend themselves well to training hours. Though files are cumbersome, recommend bring hard-copies of license records with you, unless your electronic records are extensive.

8. ITEM: **40-Ton Crane**

DISCUSSION: The Grove 40-Ton up-armored crane was used infrequently, primarily to place T-walls in ITO and ATO. There is a 30-Ton rough terrain crane that is being up-armored in Kuwait for use in theater. While crane work was not extensive, due to increased numbers of FOBs and the planned return of a roadable 30-ton crane, demand may increase.

RECOMMENDATION: An experienced crane crew that trained together in homeport is recommended, and license training may have to be held during turnover depending upon whether the incoming Battalion has licensed 40-ton operators. The incoming Battalion's S3 or CO may wish to approve their personnel getting licensed by the outgoing license examiner, so brief them in advance.

9. ITEM: **Rough Terrain Cargo Handler (RTCH)**

DISCUSSION: A Kalmar RTCH will arrive in ATO from ITO. This piece was invaluable to handle 20-foot ISO containers, and with possible FOB and Water Well missions, it will continue to be heavily used. It is also valuable to support other units where directed, and many will be moving into ATO.

RECOMMENDATION: As this particular RTCH is unavailable in homeport, the incoming Battalion may have no licensed operators, so prepare to have one or two experienced operators trained on this piece by the out-going Battalion until they become sufficiently experienced to license their personnel. The incoming Battalion's S3 or CO may wish to approve their personnel getting licensed by the outgoing license examiner, so brief them in advance.

10. ITEM: **Transportation Movement Requests (TMR)**

DISCUSSION: Intra-theater ground movement of CESE or containers is available using TMR requests, and Army units will move your gear between existing U.S. installations. This can reduce the need for a convoy strictly to relocate material or CESE unrelated to other missions. This method was used to retrograde gear to Kuwait and to turn gear in to DRMO in Al Asad. The request is submitted through Embark to higher and then to the Theater Movement Control Center, and it can takes up to 30 days for the gear to be picked up.

RECOMMENDATION: Use this method when you have the time necessary to wait for pick-up and delivery and if there is no other mission-related reason for the Battalion to convoy the gear.

11. ITEM: **Horizontal Construction Tasking**

DISCUSSION: Projects at the FOBs in ATO consist largely of site and road grading and development, berm and Hesco construction, and other related tasks. Planning and estimating these projects will likely be required. Fill and gravel will be available sporadically.

RECOMMENDATION: License operators and train mechanics accordingly. Develop and hone planning and estimating skills in homeport training where possible. Begin project planning to make your own fill and prioritize gravel use on projects carefully as final quantities may be unknown.

BRAVO COMPANY

1. ITEM: **ATO Power Generation**

DISCUSSION: While establishing the initial camp with the Air Detachment, power generation quickly became an issue. Having only one 30KW MEPS generator and one 450KW 220/440V generator, supporting 120/208V powered equipment was impossible. Half of the acquired ECU's which accompanied the Alaskan Shelters required 110/208V power, while the other half required 220/440V power. Arrangements with adjacent units provided the necessary resources to mitigate the power issues.

RECOMMENDATION: Maintain a diverse power generation program capable of supporting 110/208V as well as 220/440V equipment. Ensure to maintain a contingent supply of associated wire and devices to support both types of power demands.

2. ITEM: **ATO Contractual Issues**

DISCUSSION: Moving in to a new Camp still under construction created numerous problems in regards to customer/contractor responsibilities. Short falls in contract start-ups left many items for the Seabees to negotiate.

RECOMMENDATION: Know what the contracts state, specifically regarding the who, what, and when. Be sure to know exactly what the contractor is responsible for and what the Seabees are responsible for. Ensure Camp Maintenance is staffed and equipped to handle functions such as camp clean up, maintenance on generators, and trouble call type items.

3. ITEM: **ATO Relationships**

DISCUSSION: Moving to a new AOR brings with it many challenges. There will always be a need to reach out to other Services or Forces for support and direction.

RECOMMENDATION: Establish good relationships with other units in the AOR. Trading labor or equipment resources for support in areas where assistance is necessary can prove to be an invaluable tool.

4. ITEM: **Air Detachment Travel Through Qatar**

DISCUSSION: Although, not strictly an issue related to Bravo Company some of our personnel had problems going through customs in Qatar on their way to ATO. Qatar is very strict on transport of weapons and pornography. Magazines such as "Muscle and Fitness", "Maxim," and

any others that show large amounts of skin are considered pornography. Customs also reserves the right to open laptops and search for photos and movies that they deem immoral.

RECOMMENDATION: If obvious violations such as magazines and knives are kept out of carry-on luggage there are usually few problems. As a precaution, it is best to ensure none of those items are present. In considering electronic files, it is a good precaution to pull questionable files off of the computer and store them on a hard drive kept separate from the laptop. In all cases prior to travel through Qatar, call the PAX terminal there to obtain information on all regulations and potential problems.

CHARLIE COMPANY

1. ITEM: **Materials Acquisition**

DISCUSSION: The BOM requirements for the ATO AOR were significantly different from those in Iraq. The acquisition of the materials for projects was delayed due to a trial and error approach. Also, basic material such as standard lumber sizes, plywood and nails are available in KAF while more unique or specialized materials like specific window types, spray foam, specific colors of paint take a longer time to arrive.

RECOMMENDATION: Ensure the procurement process is well understood during the turnover process and train your P&E staff on the correct procedures to enhance the ability to acquire material. Identify long lead items early and plan ahead to obtain some excess of high use, high commodity items.

2. ITEM: **Skills and Training**

DISCUSSION: The current construction in this AOR consists mainly of FOB construction and Force Protection. The skills required consist mostly of ABFC skills such as Crow's Nest construction and SWA Huts.

RECOMMENDATION: Ensure Charlie Company contains members familiar with the construction of ABFC items. Any training that can be accomplished on SWA Huts prior to deployment should be pursued.

3. ITEM: **Licenses**

DISCUSSION: Transportation assets for project crews are limited to tactical vehicles such as JERRV's, HMMWV's, and MTVR's for project execution. When pushing out to project sites, drivers can be limited by the shear amount of Alfa work in the AOR which limits your ability to move in an efficient manner.

RECOMMENDATION: Charlie Company personnel should pursue licenses on the aforementioned vehicles aggressively. The optimal condition would be to have enough licenses for each crew to have a licensed driver, especially on the MTVR.

4. ITEM: **Pneumatic Nail Gun Safety and Training**

DISCUSSION: Pneumatic Nail Guns pose a high risk to untrained/unqualified personnel.

RECOMMENDATION: Ensure training is performed on the safe and proper usage of pneumatic nail guns. A pneumatic nail gun PQS/JQR should be established and a license should be required for all members requiring their use.

5. ITEM: **Planning and Estimating**

DISCUSSION: Requirement for smaller project packages typically only consist of CBCM Level of Effort (LOE) and minimal project packages. Utilizing LOE on all projects has diminished the Seabees ability to properly plan for projects. While the execution of the projects continues, P&E skills are deteriorating.

RECOMMENDATION: Use LOE for your smaller projects but whenever possible, utilize detailed project packages. While this is a contingency environment and adequate planning time is not always available due to the supported commands' operational requirements, it is essential to exercise the P&E skills.

DETACHMENT AL TAQADDUM

1. ITEM: **Armory Manning and Berthing**

DISCUSSION: As with NMCB 3, DET TQ's armory was manned by one GM with a BUCN assistant. With two convoy teams running day and night and 103 camp personnel, the GM was working excessive hours.

RECOMMENDATION: For other DETs, assign two GM's where the DET is supporting the bulk of the CSE force.

2. ITEM: **IT Hardware**

DISCUSSION: The DET lacked enough SIPR computers and particularly scanners. This resulted in delays pushing through information from the sections on SIPR and particularly scanning 3M, comms, and armory checks.

RECOMMENDATION: Have at least two scanners for a large DET and twelve SIPR drops.

DET KOREAN VILLAGE

1. ITEM: **BEEP**

DISCUSSION: A CM must be present during the BEEP evolution for all CESE located at Korean Village. There is currently two pieces of CESE (4K Forklift (1), MTVR (1)).

RECOMMENDATION: Battalion personnel of all sorts should have actively participated in at least one BEEP within the last two years; therefore, most Seabees should be knowledgeable of all mandatory BEEP requirements. If possible, ensure that resource leveling is not hampered by losses during major skill intensive endeavors like the BEEP. Make sure most of the outgoing battalion CMs remains onboard to support the BEEP and complete needed repairs, especially at remote Det locations.

2. ITEM: **Small Engine Mechanic**

DISCUSSION: The Detail requires an experienced small engine mechanic. He/she will be called upon to maintain and repair small engines, both onsite and out at various FOB locations. This person will also need to keep a parts inventory on hand for small engines, etc.

RECOMMENDATION: If Alfa Company cannot provide an experienced small engine repair mechanic to facilitate this enduring mission requirement, then CTR will likely be the fall back plan to providing at least one person with experience in this area. Cross training is well accepted and a well-rounded Seabee is priceless. Also, a person who has experience with ATV engine maintenance is priceless because DET Korean Village heavily utilized a JD Gator for transportation.

3. ITEM: **Staff**

DISCUSSION: Maintenance work is a huge requirement and a vital necessity in this austere AO. DET KV was the first on call for emergency utility repairs and routine maintenance requests. The supported commanders depend on the Seabees for emergency repairs throughout MNF-W Iraq, especially when high operational temp missions are being conducted. The OIC should be a knowledgeable CPO, well versed in maintenance procedures and public works. He/she will be dealing with senior enlisted and officers on a daily basis. This individual needs to be a pro-active, self-starter who is able to think on his/her feet and determined to provide quality customer service to the war fighter.

RECOMMENDATION: Det OIC and AOIC are key billets that will ensure a productive flow occurs throughout the deployment AO; these individuals must be two of your strongest troops. The Enduring Mission is only going to grow in the future, and their NCF experience as well as technical experience will be linked to your success. In addition, at least three experienced electricians are required to support both the mission here in Korean Village and up to seven outstations at any one time. You will need personnel familiar with working on split unit ACs.

4. ITEM: **Forward Operating Bases (FOB)**

DISCUSSION: Proper planning and manning are essential for these missions. You will be stretched thin at times with work going on at multiple FOBs simultaneously.

RECOMMENDATION: When possible, and depending on the complexity of the project, it is always a good idea to send a member in advance of launching your build crew, to get a better understanding of the project (site assessment). This person can then return to Korean Village after having laid “eyes on target” and better prepare the OIC for crew make-up, tools gathering, and material acquisition to send forward.

CONVOY SECURITY ELEMENT

NOTE: Although some lessons are particular to MNF-W Iraq, they can still be useful for ATO.

1. ITEM: **Cross Training**

DISCUSSION: During homeport, cross training was preached over and over again by the regimental instructors. All of our teams crossed trained in every way to ensure all personnel knew every position in the vehicle. Once we arrived in theater, teams had to reorganize personnel due to crew served weapons qualification expirations. This unfortunate reality put personnel on teams without proper EOF training, which we practiced routinely during homeport training.

RECOMMENDATION: If cross training is unacceptable, ensure that during homeport that the CSE team has a separate crew served class and qualifying ranges in order to keep the personnel who were trained on CSE classes during homeport throughout deployment.

2. ITEM: **CSE Vehicles (Turnover)**

DISCUSSION: Upon arrival at TQ, the vehicles were in poor condition and were in need of major maintenance resulting in several vehicle turnovers hindering the team's operational readiness while missions were ongoing.

RECOMMENDATION: Prior to the incoming battalion's arrival, ensure there are at least four days of maintenance so all vehicle maintenance and repairs are current for all equipment to include communication gear, collateral, and weapons systems. Proper paperwork must be completed on any lost or broken items in order to have a smooth transition with the incoming battalion.

3. ITEM: **Down Time**

DISCUSSION: Although this has not been an issue, down time is very important in ensuring your teams are leaving the wire with all of the proper maintenance complete on their vehicles.

RECOMMENDATION: Maintain good communications with the battalion's UMCC in order to ensure the teams are afforded the time they need to conduct regular maintenance on all of their equipment including communications gear and weapons.

4. ITEM: **Points of Contact**

DISCUSSION: During turnover the battalion was stacked with missions and had no time to find the locations of or meet and greet with people they would need to know, i.e. Force Protection, Harris Corp, Blue Force Tracker, EWO, etc.

RECOMMENDATION: As mentioned above, the four days during turnover should also be time to take counterparts around and show them the places they need to take equipment to for repairs and maintenance.

5. ITEM: **Weapons Training**

DISCUSSION: In Iraq, there was no place to fire weapons from a moving truck. Here at Bastion, the range is open to this.

RECOMMENDATION: Have the Military Advisor assist in setting up the range to practice firing from a moving truck. Ensure this has been exercised monthly.

6. ITEM: **Cargo**

DISCUSSION: Terrain here in ATO is much rougher than ITO; cargo **WILL** shift during transport.

RECOMMENDATION: Ensure that your convoy completes short security halts periodically in order to check shifting of loads.

7. ITEM: **Dusty Conditions**

DISCUSSION: Windshield Wipers.

RECOMMENDATION: If you leave the wire without functional windshield wipers, you will be sorry!

**********END**********

TASK FORCE SIERRA
NMCB-7 / NMCB-27
2008/2009 DEPLOYMENT
LESSONS LEARNED / BEST PRACTICES

DET MAIN BODY (MB)
DET ONE
DET TWO
DET THREE
DET FOUR

TASK FORCE SIERRA – DET MB

ALFA COMPANY

1, ITEM: **3M Implementation**

DISCUSSION: 3M implementation is complete here. Work centers are established for Armory and Alfa Company Dispatch and Maintenance Shop. TFS MB supports 3M for Detachment One also.

RECOMMENDATION: Ensure that you have adequate 301/303/306 qualified personnel to run the 3M program on site.

2. ITEM: **BEEP**

DISCUSSION: The A6 and A4 must be present for the BEEP.

RECOMMENDATION: Ensure that the personnel designated as the A6 and A4 are Advanced Party personnel. These personnel should have been active participants in a BEEP within the last two years and should be knowledgeable of all the BEEP requirements.

DISCUSSION: The outgoing battalion needs to ensure that sufficient CMs are present for BEEP.

RECOMMENDATION: If possible, ensure that most of the outgoing battalion CMs remain onboard to support the BEEP and complete needed repairs.

3. ITEM: **CTR/Small Engine Mechanic**

DISCUSSION: The Detachment requires an experienced small engine mechanic. He/she will be called upon to maintain and repair small engines, both on site and out at FOBs. Parts are bought and paid for by the customer and ordered through reach back (explained in supply). We also keep a parts inventory on hand for small engines.

RECOMMENDATION: Usually, if the AC cannot provide an experienced small engine repair mechanic, the RC has at least one person with experience in this area. The CTR Mechanic will be responsible for approx. 60 pieces of small engine equipment. It would be helpful if they have experience with ATV's as we have four Polaris rangers and three JD Gators. *Recommend this as a discussion topic between the AC and RC battalions prior to deployment.*

4. ITEM: **Generator Mechanic**

DISCUSSION: The Detachment is responsible for the maintenance and repair of the camp's main generators. These are large generators (Caterpillar) that range from 800 kw to 1.2 Mw that normal homeport training does not cover.

RECOMMENDATION: Identify and train a person responsible for troubleshooting and maintaining large generators. This would be best filled by a RC Seabee that is a heavy equipment mechanic on the civilian side. They will be working on large V-12 Cat engines that use electronic engine management and electronic engine safety controls. These skills are not available as training through the NCF. He/she will be on call 24/7 and working for Prime Power and Alfa Company. Self motivation is mandatory. Be sure to get a list of generators operated at the various sites during the PDSS. The generator mechanic will also be responsible for his own

service parts inventory and ordering of required parts. As the generators will be their prime concern, they can also be used as shop mechanics as mission dictates.

5. ITEM: **Licenses**

DISCUSSION: The fuel truck, field truck, forklift (4K, 12K, 11K Skytrak), tractor/trailer, wheeled FEL and JLG man lifts are a bare minimum of required licenses for your AP personnel. The 25T wrecker has been useful as we have towed vehicles for the other TF units. Operations at the time of arrival necessitate qualified personnel for mandatory fueling operations. Another mission critical is the operation of a Tymco street sweeper for aircraft apron sweeping operations. This training will be done at turnover.

RECOMMENDATION: Take a close look at your licenses for personnel arriving AP. Ensure your personnel have licenses because it is a working turnover.

6. ITEM: **License Examiner**

DISCUSSION: Identify who the license examiner(s) will be at each site and have both battalions agree prior to deployment if there will be one examiner to represent both battalions. If licenses are issued to all personnel by only the AC battalion, they will be good for Iraq and Afghanistan, but they will not be valid for the RC personnel when they return to the US.

RECOMMENDATION: Compile all license paperwork in homeport, assign a license examiner/representative appointed by the CO for each, site and bring all required documentation with you. Have a separate license examiner for each battalion.

7. ITEM: **HAZMAT/HAZWASTE**

DISCUSSION: The HAZMAT/HAZWASTE PO is responsible for maintaining the HAZMAT/HAZWASTE area not only for the detail but the entire Task Force. This position requires a letter of designation from the Detachment OIC, which in turn enables this person to get on a signature card allowing them to dispose of HAZWASTE. Our generator crew generates most of the waste oil as the large generators hold 85 to 90 gallons of oil.

RECOMMENDATION: Place a very organized and responsible person in this position. Ensure that they have had the HAZMAT/HAZWASTE training while in homeport or at least have the current skill.

8. ITEM: **RPPO**

DISCUSSION: This position works a little differently than a normal deployment RPPO/DTO. Our CESE is supported by the Client and repair parts are ordered through an Army Motor Pool. This person is also the POC for ordering parts for Det One.

RECOMMENDATION: You will need a person that has good management and people skills. He will be a liaison with the Army motor pool for parts orders. We will provide an SOP at turnover.

9. ITEM**: ALFA 6 POSITION**

DISCUSSION: TFS is responsible for the management of 102 pieces of NCF CESE and 26 pieces of client owned equipment. The 102 pieces of CESE are scattered throughout Iraq and Afghanistan at different FOB locations.

RECOMMENDATION: This position should be filled with a CM or EO Chief who is a responsible manager of people and must be able to network with other services and ranks for operational support as most of the ARP will be coming from other branches of military service.

10. ITEM: **ALFA 4 POSITION**

DISCUSSION: Will be responsible for collection and compiling of weekly and monthly CESE reports from all outlying detachments. The A4 also serves as the Work Center Supervisor for Alfa Co. Main Body, Main Body Armory and the 3M Coordinator for Detachment MB.

RECOMMENDATION: This position should be filled by an Active Duty CM who is well versed in the 3M program and is 3M/306 qualified.

11. ITEM: **ALFA 3 POSITION**

DISCUSSION: Will be responsible for all the equipment assigned to the Task Force Main Body and will be the Alfa Co. Project Supervisor. He will also be responsible for the training of the Equipment Operators in Alfa Co.

RECOMMENDATION: This position has been filled in the past with a Reserve Component member who has worked as a project supervisor in the civilian world as many of his day to day operations are non-traditional NCF projects. He will have to liaison with TCN and civilian contractors and direct multiple projects on a daily basis.

12. ITEM: **GENERATOR FUEL CREW**

DISCUSSION: Generator refueling is one of the most critical operations assigned to the Task Force. The Fuel Crew is also responsible for keeping enough on hand to support Task Force equipment and other branches of service with equipment that cannot leave the camp to be refueled.

RECOMMENDATION: Assign one EO and one CM to be on the fuel crew. While the EO refuels the generator, the CM gives it a quick check over and reports any minor problems back to the generator mechanics which in turn prevents them from turning into major issues.

13. ITEM: **FLIGHT LINE APRON SWEEPING CREW**

DISCUSSION: Sweeping crew has the daily responsibility of keeping the flight line apron clean of all foreign objects and debris that can be picked up by the aircraft. It is also their responsibility to sweep the roads leading to the flight line to remove heavy road dirt and stones that get tracked onto the apron.

RECOMMENDATION: Make sure these operators are very responsible as the two street sweepers are in use every day. Good preventative maintenance and daily inspections and cleaning are required for these two pieces of equipment. Operators must be aware of all obstacles on the flight apron that can damage the sweeper heads and brooms. Turn around on parts for this equipment is one to two months, so treat them with respect as they are a better alternative to a broom, shovel, and wheelbarrow.

14. ITEM: **OTHER ALPHA COMPANY COLLATERAL DUTIES**

DISCUSSION: Dispatch, Yard Boss, Collateral Equipment Custodian, Force Protection, tool room, tire shop and hose shop.

RECOMMENDATION: The Dispatcher can also be the Yard Boss and Collateral Equipment Custodian. The tool room, tire shop and hose shop can be maintained by one mechanic as they will be the ones using them the most. Alfa Co. also provides Force Protection for all Task Force projects. Items such as cranes, concrete and stone delivery trucks are brought in by private contractors and need to be escorted onto the camp, to the projects and then back off camp.

BRAVO COMPANY

1. ITEM: **Camp Maintenance Staff**

DISCUSSION: Camp Maintenance work is huge in this compound. We are the first on call for emergency utility repairs and routine maintenance calls. The supported command depends on the Seabees for emergency repairs to the Joint Operations Center, especially when missions are being conducted. The supported command agrees that there is not a more important mission on the camp. The CM Officer should be a knowledgeable CPO or a very strong PO1, well versed in Camp Maintenance procedures. He/she will be dealing with senior enlisted and officers on a daily basis. This person needs to be a pro-active self-starter who is able to think on his/her feet.

RECOMMENDATION: Ensure sufficient personnel are properly trained in the 'Camp Maintenance Staff' class to ensure continuation of the NCF Camp Maintenance program. Det B6 and B3 are key billets that will ensure a productive flow occurs throughout Bravo Company; these must be two of your strongest troops. Camp Maintenance is only going to grow in the future, and their NCF experience as well as technical experience will be linked to your success. In addition, at least 16 experienced electricians are required to support both the mission here in Balad and up to seven outstations at any one time. You will need personnel familiar with working on split unit ACs as well as power distribution systems, including frequency converters.

2. ITEM: **Camp Maintenance Operations**

DISCUSSION: Camp Maintenance is a 24/7 operation. Our supported command works primarily nights.

RECOMMENDATION: Your Camp Maintenance crew will work around the clock. Recommend you ensure that you have at least three strong individuals capable of working with limited supervision to run the three shifts you will require to operate a 24/7 CM crew. You will also have to man a 24 hour trouble desk. Highly recommend that you identify non-skilled individuals to operate the trouble desk. You will not want to place CE's nor UT's on the trouble desk phone, these ratings are in too short a supply and high demand, therefore, it best to place non-skilled workers on the trouble desk phone watch. Material could be a problem, so you need to identify long lead items immediately, and place on reach-back. It could take 30-90 days to receive some items.

3. ITEM: **Power Outages**

DISCUSSION: After a power outage Bravo Company has less than **30 minutes** to restore power. There are also several critical areas that need to be checked first, prior to other areas. These areas are critical to the camp and base ops.

RECOMMENDATION: Send prime power personnel to switch over power as soon as power is down. Work closely with the J4 Generator Technician to ensure that all CE's know what to do when the power goes down. You need to do practice runs with your crew and the J4 Shop to ensure everyone is on the same sheet of music, PRIOR to your first power outage, so that everyone is ready. Freq converters need to be turned on/off also. For scheduled power outages, provide advance notice to affected customers. Remember, without power, the mission cannot be completed.

4. ITEM: **Rain and Flooding**

DISCUSSION: During the winter months when it rains, it usually floods. You need to be ready prior to the arrival of rain.

RECOMMENDATION: Need to have a plan in place for who does what, when, where, how many, once the rainy season arrives. Bravo Company needs to do a 'dry-run' with the J4 Generator Tech and all of the Bravo and Alfa types for what to do when the power goes down on base. We have less than 30 minutes to get power up and running, and if the base happens to lose power at 0300 in the morning, and it is raining and no visibility, you run the risk of not being able to meet this timeline. If you do not meet this timeline, then the Seabees have failed. This is critical! Our #1 mission on Camp! Alfa Company also needs to work hand-in-hand with Bravo Company to ensure that generators are fueled and properly maintained. Sometimes the power might be off for 2-3 days, which means making sure none of the generators run out of fuel. Plan Ahead! Do not wait until it is a real life situation. Same goes for flooding on base. OPS needs to have a plan for removing standing water from critical areas, i.e., around generators, sensitive buildings, berthing areas, etc… J4 will usually let you know what areas we need to be working on first. Even though there is a storm drain in a low lying area, it does not necessarily mean that storm drain is clear and working. Lots of them are not operational.

5. ITEM: **Comm Gear**

DISCUSSION: During routine and emergency work, Bravo Company needs a way to be able to communicate with each other and other components of the TF. Without a means of communication especially during power outages, critical facilities and equipment may not be restored within required timelines. This is essential to maintaining consistent power and being able to react quickly to emergencies.

RECOMMENDATION: Ensure that all members of Bravo Company are properly trained in the use of the radios and the need to coordinate with J2 for crypto fills.

6. ITEM: **A/C PM Schedule**

DISCUSSION: During summer months, keep an eye on high power factors with additional A/C usage constantly running.

RECOMMENDATION: Bravo Company needs to PM A/C units at a minimum once a month, highly recommended more frequently. Proper preventative maintenance extends the life of the

split units and fewer units fail. It is critical that A/C is restored quickly to departments and facilities with sensitive communication and electronics equipment.

CHARLIE COMPANY

1. ITEM: **Planning and Estimating**

DISCUSSION: 22NCR currently requires using CBCM Level of Effort (LOE) and completing packages for projects over 100 MDs. Utilizing LOE on all projects has diminished the Seabees ability to properly plan for projects. While the execution of the projects continues, P&E skills are deteriorating.

RECOMMENDATION: Use LOE for your smaller projects but whenever possible, utilize detailed project packages. While this is a contingency environment and adequate planning time is not always available due to the supported commands' operational requirements, it is essential to exercise the P&E skills.

2. ITEM: **Concrete**

DISCUSSION: Understand the placement procedures and major player involvement in concrete placements. There will be concrete work during the deployment so having more than one well trained crew is essential.

RECOMMENDATION: Train troops on large power screeds and other large flatwork tools. Crews need to understand how to work concrete with super plasticizer in the mixture as well.

3. ITEM: **Forward Operating Bases (FOB) Work**

DISCUSSION: Proper planning and manning are essential for these missions. You will be stretched thin at times with work going on at multiple FOBs simultaneously. Ensure that any and all tools being shipped to FOB's are captured on a DA 2062 form and the FOB POIC who will use those tools at the FOB signs the DA 2062. This is the only way to release your primary hand receipt holder of liability for those tools that are shipped to FOBs.

RECOMMENDATION: When possible, and depending on the complexity of the project, it is always a good idea to send a member in advance of launching your build crew to get a better understanding of the project. This person can then return to Balad after having laid "eyes on target" and better prepare the OPS Chief for crew make-up, tools and materials to send forward.

ADMIN

1. ITEM: **Adjudicated Clearances**

DISCUSSION: All personnel assigned to the Task Force need to have an Adjudicated Secret clearance. The current supported command here in Balad will dictate IF they will accept an interim clearance or not. NMCB SEVEN was required to have adjudicated clearances and completed investigations, however interim clearances have been accepted on a case by case basis, but these clearances have created some issues. While two of the interims were being investigated, indebtedness issues were identified and the personnel risked having their clearances pulled.

RECOMMENDATION: Start the clearance process as early as possible and continue follow-up to ensure that investigations are getting completed; it takes months at times to get through the clearance process. When moving forward, ensure that the leadership has a current copy of the clearance list. Work daily with your S1 shop and ensure that JPAS clearly indicates where each of your personnel is in the clearance process. If DONCAF has issued an Interim Secret, you'll usually get your member a badge here. If they have only a command granted interim, the Task Force will generally not grant them a badge, and therefore, they cannot come to this Detachment. NMCB SEVEN will work your clearance issues with the J1 here and provide you a status as you lead up to deployment. We had many instances where our S1 read one thing in JPAS and the Task Force read another. This was due to the fact that our S1 had a level 5 JPAS access and the Task Force had a lower level. Highly recommend you bring the JPAS print out on deployment which shows each of your members has at least been granted a DONCAF Interim Secret.

2. ITEM: **Designation Letters**

DISCUSSION: The supported Command does not require any particular Letters of Designation (LOD) from the battalion.

RECOMMENDATION: NMCB 7 will provide a listing of the LOD that our Commanding Officer required. Recommend that the incoming Battalion remember to include key RNMCB personnel in their LOD listing and have the new Commanding Officer sign LODs for those RNMCB personnel attached to your Detachment who will require them.

3. ITEM: **Yeoman Support**

DISCUSSION: We have two YN's attached here, a YNC and YNSA. They are augmented by an IT1, CS3 and CECN. The YNC handled all eval and fitrep coordination and administrative work across the entire Task Force. The IT1 maintains TF comms w/Air Force and serves as LPO for the QD Watch. They also man the MIRC Chat 24/7 and are our defacto Q-Deck watch force.

RECOMMENDATION: Bring an experienced reserve and active YN. This will allow you to have administrative expertise on both AC and RC issues. The YN's are very busy here and they are fully employed. DO NOT bring a YNSA right out of 'A' School. There is too much to be done for OJT. Our MOA between NMCB-7 and NMCB-27 stated that RC evals will be completed by RC. This is highly recommended as RC will dictate how they want their evals done. AC will provide write-up for input on every RC eval.

4. ITEM: **Evals and Access to Navy Databases**

DISCUSSION: The pace here is hectic and the admin shop should be prepared to hit the ground running. Any work leftover from CONUS impairs the ability of the shop to fully embrace the needs of the TF. Slow internet connections and the time differential make it difficult to get documents from CONUS quickly.

RECOMMENDATIONS: Complete any evals that can be completed prior to mobilization especially for reserve personnel. While in homeport, the admin staff should obtain access to NTMPS, FLTMPS, NEASOS, and JPAS so they can do their own research and/or obtain info on personnel.

5. ITEM: **Finances**

DISCUSSION: Some personnel ran out of cash and were not in a position to easily obtain more money. There were also many issues concerning active and reserve pay and GTCC delinquency.

RECOMMENDATION; All personnel should have a checking account and be encouraged to make use of the Eagle Cash Program which allows a member to pull money directly from their checking accounts. They can also bring checks to cash at the cashier window at the PX. ATM cards are of no use here although the PX does recognize the Military Star Card. Currently, $20.00 in cash may be given back with a Debit card purchase. It takes approximately three months for members' pay to stabilize. Personnel should deposit extra money into their accounts to help offset financial difficulties while pay issues are resolved. Also, GTCC cards will not work once member has deployed and is no longer in a "travel" status.

OPERATIONS

1. ITEM: **Recommended rating structure to complete tasking**

DISCUSSION: Due to current operations at Balad and four (4) FOB's it is important to have the correct numbers and personnel in all ratings. Currently the detail is operating efficiently with 11 personnel assigned as OH, 26 personnel assigned as IL and 54 personnel assigned as DL. Current operations and considerations for manpower include:

Alfa Company:
Daily fueling operations, daily sweeping operations, generator maintenance at Balad and five FOB locations and project support at Balad and four (4) FOB locations.
Bravo Company:
Camp maintenance, emergency response to power outages, repair and maintenance to Balad power and generator power distribution systems and project support at Balad and four (4) FOB locations. The Builder shop, Steel shop, projects support at Balad and four (4) FOB support locations.
Charlie Company: All other builders and Steelworkers are assigned to projects aboard Balad.

RECOMMENDATION:

- Minimize the number of Alfa types if possible as there is very limited horizontal construction at this site.
- The Camp Maintenance team operates 24-7. The work requests are mostly electrical, HVAC and cipher lock replacement or repairs. I recommend that you allocate 24 personnel consisting of an even split of UT and CE. Two BU should be assigned to Bravo Company on a full time basis to assist with builder related trouble calls. The camp maintenance team supports electrical and HVAC portions of the tasked projects at Balad as well. **Highly recommend you bring a State Department trained Locksmith to this location. Cipher lock work is extensive.** Lastly, recommend you place two non-skilled workers to handle the trouble desk. This frees up CE's and UT's to work in the field vice having to field trouble calls.
- Each of the four FOB locations where Seabees are forward deployed will require one skilled BU, UT, and CE who are able to operate independently. This will eat up four BU's, CE's and four UT's right off the bat.
- The balance of our personnel is assigned to Charlie Company. The steel shop requires four SW's and it is recommended you ensure that at least two are extremely skilled in their rate. We have placed four (4) BU's in the wood shop and have ensured that two are extremely

skilled in their rate. Develop teams equally with skilled builders to support projects on Balad at FOB locations.

- All assigned personnel need to be flexible in that it is not unusual to have an SW perform the work of a UT, an EO perform the work of BU and so on (cross rate training).

2. ITEM: **Personality**

DISCUSSION: One of your keys to success will be personality. This is a highly diverse group of personnel that the Seabees support, unlike any you may have worked with in the past. They have a very different style from the NCF, working religiously in the reactive vice the proactive, due to the ever-changing contingency environment.

RECOMMENDATION: Be prepared to be flexible to the day-to-day changes in the priorities of work. Don't have a hard expectation that every mission will be able to be planned to the level that we in the NCF are accustomed. The mission is very fluid, and the priorities change rapidly.

3. ITEM: **Reserve Component Capabilities**

DISCUSSION: Reserve component provides a wide variety of skills as well as an extensive working knowledge of rates that you would not expect (i.e. CM performing as a CE, SW performing as a UT, etc.). Understanding the capabilities of your Reserve personnel is required to distribute personnel throughout the AOR.

RECOMMENDATION: Have the reserve Battalion provide a list of additional capabilities that each member of TFS can provide (i.e. an SW2 that is also a journeyman electrician). Perform SSA interviews.

4. ITEM: **Additional Khaki Responsibilities**

DISCUSSION: Khakis need to bring a flexible understanding of and ability to design. It is common to be called upon to fly to FOB locations and come up with "the plan" (engineering assessment).

RECOMMENDATION: Have Khaki refresh their design and engineering skills as well as become aware of possible avenues of reach-back for designs (i.e. NAVFAC). If at all possible, recommend you deploy with at least one EA who is extremely knowledgeable in AUTOCAD.

5. ITEM: **Relationships w/ J4 Staff**

DISCUSSION: Within this organization, the relationship between the Ops Chief and the J4 Engineer will make or break your success. During your 6+ months, you will work through three turnovers of Task Force personnel (they work on 90 day rotations), each with a different J4 and different personality. Most have been here multiple times in various positions and they have very different personalities.

RECOMMENDATION: The OIC/OPS Chief should develop a strong working relationship with the J4 and the J4 Engineer who control the priorities of work for the Seabees. This relationship is needed to understand all of the priorities and to forecast the workload for future operations. Additionally, since most personnel on this camp will go directly to your Operations Chief for all construction related efforts, make sure that there is a good relationship between the OIC and Ops Chief. If you deploy with an OPS Chief that fails to keep the OIC informed, this could create

problems. Also, it is absolutely imperative that your OPS Chief is able to work with diverse groups and act a mediator and team builder.

6. ITEM: **Force Protection Requirements**

DISCUSSION: One of the unanticipated priorities that falls into this detachment is force protection responsibility. Almost weekly there will be a minimum of 1-2 personnel required to stand force protection watches here and there, escorting contractor vehicles through the compound for various Seabee projects. This is only the case for Seabee projects; Seabees are not asked to watch other unit's contractors or escort janitorial personnel. This falls on the assigned FORCE PRO Company.

RECOMMENDATION: Ensure you include this requirement within your tasking. The J4 Engineer will provide you nightly with the next day's responsibilities. No QRF or CSW emplacement requirements currently exist at any location.

7. ITEM: **Cameras and Cell Phones**

DISCUSSION: Cameras and cell phones are not allowed on this compound and an inspection prior (i.e. Kuwait) will save you the pain upon arrival into theater. A pass is required from the J2 in order to be able to take pictures on the compound and all pictures must be screened by the J2 prior to release. This goes for Photo SITREP Photos as well. Many times, we have been unable to provide a Photo SITREP that actually had photos because the picture taking policy varies by FOB location. Some are very strict, some are not, some are just lazy and won't allow picture taking because they do not want to hassle with releasing the photos. Balad is easy; the FOB's are mixed bag. Personal cameras and personal photo taking are ABSOLUTELY PROHIBITED!!

RECOMMENDATION: Hold a pre-deployment Seabag inspection. Ensure you stress this restriction to your troops. An amnesty period upon arrival is also a suggestion as some may still end up bringing either phones or cameras. If personnel are caught taking pictures without J2 authorization, they will be removed from the TF IMMEDIATELY!

8. ITEM: **Pre-AP Personnel**

DISCUSSION: Due to operational requirements, immediate movement of RC and AC personnel to multiple FOB locations will be required. This is just the nature of the mission. In fact, when the RC arrives, they will immediately fly to FOB's to cover the outgoing RC personnel. This creates problems in that once the AC leadership arrives, they have personnel conducting business at FOBs that they have never seen or met.

RECOMMENDATION: In order to ensure that the proper skills and personnel are kept on site and/or moved to outlying sites, constant communications must be maintained between all units. Additionally, essential key billets to include the OIC, Operations Chief, and A6 should arrive on site at the same time or prior to the arrival of any of the reserve component battalion. This will ensure proper turnover is accomplished in these key areas. IT IS HIGHLY RECOMMENDED THAT IF THE OPERATIONS CHIEF WILL BE AN AC SEABEE, THEY ARRIVE TWO-WEEKS IN ADVANCE OF THE AC AP. A solid turnover from OPS Chief to OPS Chief will make or break your first month of deployment, and getting off to a bad start here may be difficult to recover from; it has happened in the past. Also, the OIC should arrange for a FOB swing very early in the deployment to get to know his RC Seabees and assess if the FOBs are operating IAW the Battalion's Rules, Regulations and SOPs.

9. ITEM: **Armory Personnel**

DISCUSSION: Bring at least one GM, and one who can operate independently.

RECOMMENDATION: Assign an AC and RC GM to TFS MB to prevent the need to use direct labor bodies to operate your armory. We have a RC GM2 and an AC GM2. The Armory must be manned 24/7.

10. ITEM: **Helicopter Safety**

DISCUSSION: Due to the amount of movement of personnel throughout the AOR by helicopter, all personnel should be briefed on all aspects of helicopter safety prior to arrival in theater. Typical rotary wing platforms used are UH-60 Blackhawks and CH-47 Chinooks.

RECOMMENDATION: Upon arrival, a briefing from the J4 on helicopter safety (approaching, working on or around, departing, etc.) would benefit the safety of all hands. There are too many moving parts on the HLZ and safety is critical due to Seabees being unaware of all of the dangers and requirements associated with the helicopters. The Detail Embark Petty Officer will provide this briefing to newly reporting personnel. The detail has lanyards available for checkout from the Detail Supply.

11. ITEM: **Material Quality**

DISCUSSION: Materials received from the local economy are not the best quality.

RECOMMENDATION: Flexibility and engineering expertise will be a key component to quality control. It is possible to make do with some sub-standard materials, but quality installations are imperative.

12. ITEM: **Engineering Aid Equipment**

DISCUSSION: The Engineering Aid assigned to TFS Main Body needs to be highly experienced in all aspects of survey equipment.

RECOMMENDATION: Required capabilities include: Total Station operation, AutoCAD, and Visio. Ensure proper training is conducted in homeport.

13. ITEM: **Engineering Aids**

DISCUSSION: Due to the many projects occurring at the different FOB locations, there will be multiple requirements for EA's at one time and you will possibly have to launch EA's to FOB's for short term surveying.

RECOMMENDATION: Assign an E5 and E6 EA to this Detail to ensure continuation of EA work at the Main Body location should the senior EA be tasked with visiting a FOB. Both your EA's will have to be top notch and independent operators.

14. ITEM: **NAVFAC Engineering Support**

DISCUSSION: The supported command is responsible for providing designs and engineering support. However, due to time constraints and changing requirements, many basic projects are designed by Seabees. Usually that is not a problem, however when there are engineering

challenges (wide spans, large loads, etc.), NAVFAC Contingency engineers have been very responsive and supportive.

RECOMMENDATION: Utilize NAVFAC contingency engineers via the 22NCR Fwd Operations Officer for challenging designs to provide best quality product to the customer. Keep Task Force Sierra Commander informed of all requests for reach back support.

EMBARK

1. ITEM: **Embark - Tracking Personnel**

DISCUSSION: It is difficult to track personnel once they leave Main Body due to lack of communication assets at the FOBs. Accurate accountability of personnel and equipment is essential at all times. Your Embarkation Petty Officer will track all these movements and the OPS Chief conducts daily call-ins with all FOB POICs.

RECOMMENDATION: Emphasize maintaining contact with the FOBs. Members need to be aware that they are responsible for their own accountability back to Main Body upon arrival at any FOB location. Require the mission leader to conduct a 5-paragraph order for every movement and ensure every FOB POIC departs with the Battalion's CCIRs and understands when to notify the chain of command of a CCIR event. We have had none to date, but it could happen. We have made an attempt to establish SIPR E-mail accounts at every FOB site for the Seabee POIC at each location. By the time you arrive, we should have accounts to transfer over to your FOB POIC's.

2. ITEM: **Embark Petty Officer and Embark Backup**

DISCUSSION: The Embark Petty Officer job is ABSOLUTELY a full time position and should be held by a very strong EO1. The position requires long hours and constant checking and re-checking of flights both intra and out of theater. Highly recommend that in addition to your Embark PO, you train a relief that can fill in when your primary is in the rack. The Embark PO works nights as that is when EVERYTHING in this task force moves. Train someone as an alternate, so someone can fill in during times when the Embark PO is not available.

RECOMMENDATION: Two personnel should be completely trained in all aspects of local embark procedures.

3. ITEM: **Embark - Turnover**

DISCUSSION: Embark requires knowing the all key embark personnel within the AOR, both Task Force and the AC, RC and NCR Embark personnel. The need to have pallet building and CESE weighing/marking experience is mandatory.

RECOMMENDATION: While the key embark personnel at the other sites will be your own battalion personnel in some cases, ensure that all of these people sit down and meet with the 22NCR Embark personnel at Camp Moreell on the way into theater. They will get to know the Task Force Embark Reps soon enough during turnover.

SUPPLY

1. ITEM: **Army Hand Receipts**

DISCUSSION: The great majority of the tools that Seabees use at Detail Mainbody are purchased by the task force. Many of these tools are accounted for on an Army hand receipt. The Officer in Charge will sign over all tools on the Army hand receipt at turnover. Because of the dynamic mission of this Task Force, Seabees and tools will constantly be moving from Balad to out stations. These tools must be properly transferred between sub-hand receipts. All tools ordered by the Seabees are paid for by the Army. When these tools arrive, there is no rhyme or reason to what is added to your hand receipt and what is not. Many times identical tools that are a part of the master hand receipt have come in, but not been added. Conversely, many times tools that we have on the shelf that have never been on hand receipt will come in and be added.

RECOMMENDATION: Absolutely do not deploy to this detail site without an exceptional MLO/CTR custodian and SK to run the supply functions. These two billets are intertwined and require superb personnel who understand accountability and teamwork to keep the $2.4M in hand receipts.

2. ITEM: **Administrative Supplies**

DISCUSSION: Admin supplies are provided by the supported command and can be quickly procured when running low. The outgoing battalion should be sure to order an ample supply prior to turnover.

RECOMMENDATION: No need to bring any supplies in your org box. There is plenty here and rather easily ordered/obtained.

3. ITEM: **Hard Hats and Rank Insignias**

DISCUSSION: There is no supply of Navy uniform insignia on the base and a limited supply of hardhats.

RECOMMENDATION: Ensure Supply packs extra rank insignias for advancements. We will turnover current hard hats and stock extra. This includes hard hat safety stickers, safety stickers for hard hats and soft cover/collar devices for advancements. Also recommend you bring a roll of the reflective tape for the hard hats. We'll turnover what we have, but it goes fast as hard hats take a beating out here and we constantly have to replace reflective tape and name tapes. We do have a label maker here for name tapes and that will be turned over. OBTAIN CHIN STRAPS for airfield work.

4. ITEM: **Required Safety Gear for Helo Transport**

DISCUSSION: All personnel are required to wear rigger's belts, lanyards, and D-rings for helo movements to FOBs.

RECOMMENDATIONS: We have this gear in supply and it will be turned over on the Army hand receipt. Again, make sure it is the right type of rigger's belt that you can hook a lanyard to.

SAFETY

1. ITEM: **Safety Representatives.**

DISCUSSION: Project Safety Supervisors, Hazmat Management and Shop Safety Supervisors.

RECOMMENDATION: Due to the amount of Forward Operating Base support operations that are conducted out of this site, recommend having ten safety trained personnel for projects at the FOBs and the Mainbody site and five for the shops would be very helpful. Projects at the FOBs come up very quickly and there is really no time to conduct detailed safety plans. Having competent people assigned to these FOBs is paramount to ensure a strong safety program. Hazmat here is getting better, we have done a lot with this program, having at least four personnel with 1211.1 would greatly benefit the ability to run this program the way it is intended.

2. ITEM: **Fire Warden**

DISCUSSION: Ensure your Fire Warden has a strong knowledge of fire awareness.

RECOMMENDATION: This place is a tinder box waiting for a spark to ignite it. Have someone that is trained in PKP and ABC fire extinguishers and how to inspect them. Fire fighting training would be an area to pulse your reserve counterparts on and see if there any fire fighters. If not, you will want to ensure that this program is taken very seriously. It is very important to have operable fire extinguishers should the need to use them arise.

3. ITEM: **Electrical Awareness**

DISCUSSION: Having a capable Construction Electrician involved with the Safety Program

RECOMMENDATION: The amount of electrical work on generators and power plants that we do here is extensive. Also in theatre there have been deaths to personnel due to electrical shock in shower and latrine trailers. We have not had any of these incidents here or on our FOBs. We have inspected the facilities and continue to do so. Contractors typically install these units and we need to ensure that our Seabees's and our customers are safe when they use them.

4. ITEM: **Planning**

DISCUSSION: There is insufficient time to plan projects.

RECOMMENDATION: It is difficult to forecast where the next project will take place and to what area you will be asked to deploy Seabees. Having a good ORM plan to send along with your people and a general project package with all the necessary info has made things a little easier. The customer wants work done; the last thing they think about is Safety. Our people need to be trained to think through proper ORM and make safety calls at FOBs and take action in a safe manner.

COMM

1. ITEM: **IT Representative**

DISCUSSION: There is IT support from the supported command for phones and LAN, however, reaction time can be slow and it helps to have an individual that can speak the IT language. There have been numerous times where repairs have been needed to the computer and phone systems in camp.

RECOMMENDATION: An IT is not necessarily required but an IT knowledgeable individual to work log on requests and network repairs is useful. It would be a collateral job.

2. ITEM: **Dust Control for IT Equipment**

DISCUSSION: The amount of dust in theater is boundless. Regular maintenance of the IT assets is essential.

RECOMMENDATIONS: Set-up and maintain a monthly computer cleaning schedule.

MEDICAL

1. ITEM: **Corpsman Assignment**

DISCUSSION: Most details have deployed with (2) HM's in the past. It is important to understand that these are your personnel, but will support the entire task force working out of the task force BAS. The Corpsman assigned here receives superb training that they would not normally get during a regular deployment to a Battalion Mainbody site. These Corpsman will support the clinic 24/7 working a 12 hour shift.

RECOMMENDATION: Recommend that your detail deploy with two HM's.

2. ITEM: **Medical Readiness (Reserve Battalion)**

DISCUSSION: Prior to deployment, medical screening was accomplished. Some shots were issued in homeport and some were to be in issued in country.

RECOMMENDATION: Ensure all pre-deployment medical readiness requirements are completed and entered in the member's medical record prior to deployment. Active Battalion needs to coordinate requirements with Reserve Battalion in homeport to ensure shot and medical records are up to date.

3. ITEM: **Medical Readiness**

DISCUSSION: There is difficulty in providing the multiple medical requirements across the AOR.

RECOMMENDATION: Project out six months for any critical medical readiness requirements. Develop a spreadsheet by name with all requirements identified prior to step off.

4. ITEM: **Medical Records (Reserve Battalion)**

DISCUSSION: Medical records carried by some individuals did not have complete information from actual medical records. Without medical records, complete medical histories were not known for all personnel.

RECOMMENDATION: Deployment records with copies of critical data (i.e. standard of care forms, shot records, etc.) should be created for all personnel and sent in place of actual health records. Chronic medical issues with potential for further aggravation should be considered in position assignment and identified to medical personnel prior to step off. Ensure close coordination between Active and Reserve Battalions in homeport

5. ITEM: **Prescriptions**

DISCUSSION: Due to limited medical facilities at FOBs, personnel are not able to receive refills for their medical prescriptions.

RECOMMENDATION: Member should have at least a 90-day supply of daily medications, especially ones that are not common or need to be ordered. Homeport medical personnel need to verify this prior to step-off.

6. ITEM: **Family Medical Issues/Emergency Leave**

DISCUSSION: Emergency Leave is difficult to execute, especially for personnel pushed out to FOBs.

RECOMMENDATION: Family members with serious medical issues, including pregnancy, should be identified in homeport. Make sure personnel keep the chain of command informed if conditions begin to deteriorate. These factors should be taken into consideration when manning Dets and sending personnel out to FOBs.

7. ITEM: **Main Body Corpsman**

DISCUSSION: HM provide your personnel with immediate care. Duties include providing sick call to all camp forces, maintaining reportable morbidity/mortality data on Seabee task force members, providing first aid training as needed, and conducting health and welfare inspections. This clinic provides all logistical supplies to the FOBs. It acts as a liaison between the main base hospital and sick/injured members of the task force. The Clinic is a 24-hour operation so the Corpsman will split the night shift with TF medical staff. The Corpsman will also be responsible for maintaining medical records.

RECOMMENDATION: Provide one experienced Hospital Corpsman to augment the clinic staff. Individual should be familiar with a variety of medical supplies and ordering. If possible, provide a second corpsman that can alternate out, so that one person is not on duty from 2100 to 0900 for six months. When not working at the clinic, the second corpsman can go out to the FOBs, visit other Dets to update records and ensure medical readiness, or work at the main base (LSA Anaconda) hospital.

AOIC

1. ITEM: **Mortar Attacks**

DISCUSSION: Identify what to do, when to do it for IDF attacks and siren alarms on Camp.

RECOMMENDATION: Ensure that everyone, especially the Watches/Duty Section and Quarterdeck understand what each alarm means, and what to do. Learn the rules and ensure everyone knows what to do, where to go, whom to notify when the alarm sounds to avoid confusion.

2. ITEM: **Awards**

DISCUSSION: A majority of our Awards out here can be awarded through the J4 and J1. The vast majority of Awards do not have to go through NMCB Chain of Command.

RECOMMENDATION: Begin your Awards Board early, no later than at the 90 day mark. Some Awards can take up to 90 days. Start documenting what your troops are doing from Day 1.

3. ITEM: **Barber**

DISCUSSION: The Barber Shop is usually crowded, taking anywhere from 1-2 hours per person.

RECOMMENDATION: Get your folks trained prior to deploying, and get them through Medical as soon as you arrive in camp. Majority of the haircuts should be done on camp. .

ITEM: **VIP Visits**

DISCUSSION: We have a very demanding customer, and a lot of visitors that want to see what we do, and how we're doing during the course of the deployment.

RECOMMENDATION: Need to keep these down to a minimum. Our customer does not want visitors coming through without a 'Need-to-Know' basis, period! But, if you absolutely have to come here, then try to consolidate the visit with someone else who absolutely has to visit.

4. ITEM: **Customer Service**

DISCUSSION: We are open 24/7.

RECOMMENDATION: Explain to all of your troops that we are on call 24/7, everybody! If something needs to be done, then we will take care of it. We will not tell our customers that we will get to it first thing in the morning because it is past our 'quitting' time. Bottom line, we stay open whenever they need us.

OIC

1. ITEM: **Communication and Working Relationships**

DISCUSSION: Communication with the Supported Command and the FOBs is the key to success

RECOMMENDATION: During turnover, quickly establish communications and a strong working relationship with the Supported Command (J4 & J4 Engineer) and the FOBs (POICs & J4 Engineer Reps) to ensure that you have visibility on operations, future projects and tasking, and daily issues. Time invested up front learning the organization, supported missions, and business practices will increase your effectiveness and efficiency. There are a large number of players that expect you to respond and support their needs immediately. In addition, ensure that you conduct daily meetings via phone with each FOB POIC to keep abreast of the current project progress, daily issues, and shortfalls. Daily written reports were also implemented and proved successful in documenting progress and issues.

TASK FORCE SIERRA – DET ONE

ALFA

1. ITEM: **BEEP**

DISCUSSION: DET ONE has a CM1 who is the A4 working for the A6 at Det Five for support and CESE reports. Some reports and inspection had to be redone.

RECOMMENDATION: Ensure senior Alfa representation has been an active participant in a BEEP within the last two years and is knowledgeable of all the requirements. The Det 1 CM1 should be in contact with the Det 5 A6 and WCS in Gulfport before deployment.

DISCUSSION: Collateral equipment for much of the CESE is not complete.

RECOMMENDATION: Keep on record proper documentation that stipulates what is permissible to be without and what must be augmented. This should be a part of the letters of custody transfer.

2. ITEM: **OLD CESE**

DISCUSSION: We have old equipment and challenges in ARP procurement.

RECOMMENDATION: Make sure that CM has patience in working with old equipment. Perform regular maintenance to be able to stay at mission capable status. Work with 22NCR FWD to establish relationships with R43 staff and also explore resources on Balad to expedite parts requests. If equipment is unworkable or will take too long to procure parts and repair, order the parts but turn to the J7 and J4 to get equipment assigned to the detachment by the Army.

ADMIN

1. ITEM: **Security Clearances**

DISCUSSION: The minimum level of clearance required is “Interim Secret with an open investigation.” Merely submitting the paperwork for a clearance and having the battalion security manager assign an interim secret clearance is not enough to avoid future concerns. Reservists should also have a clearance package submitted completely to their NOSC before receiving their orders.

RECOMMENDATION: All security clearance paperwork should be submitted no later than 6 months prior to deployment for both active duty and reserve personnel. This will provide enough time for any discrepancies in the background investigations to be either cleared up or the personnel replaced.

2. ITEM: **Evaluations**

DISCUSSION: Know who will be the senior rater for each detachment prior to deployment. Know which members are due for evaluations and track inputs and rough drafts.

RECOMMENDATION: Prepare your rough drafts early, with members being deployed to FOB’s you need to make sure and have all input data together from each member. Have your senior

rater for each Detail determined before deployment this will make sure that the proper routing of evaluations for signatures can be completed and mailed in a timely manner. BRING COPY OF LAST EVALS for every member.

DISCUSSION: Evaluations often come back poorly written because RC and AC are away from those individuals in the Battalion who routinely write them.

RECOMMENDATION: Become familiar with NAVFIT 98. Read the Instructions and one of the numerous "cheat sheet" publications on good evaluation writing.

3. ITEM: **Awards**

DISCUSSION: Gather the proper documentation for the writing of Joint or Army Service awards.

RECOMMENDATION: Each post commander has his or her own set of Standard Operating Procedures for writing awards. Mid-way through deployment the Detail should begin gathering all necessary data for award recommendations. Gather the SOP's from the supported command and follow their recommendations. Hold an awards board with the senior personnel of the detail to determine what each member should receive and then generate the necessary documentation. You may need to project future project data to complete end of tour awards.

4. ITEM: **Seabee Combat Warfare**

DISCUSSION: Determine requirements for holding training and qualifications board as not all battalions have the same program.

RECOMMENDATION: Both Active and Reserve Detail Members should try and work together before deployment to make sure each units qualification programs are relatively the same so that similar training and qualification boards can be held with more efficiency and without disruption to the overall training of Detail personnel. A tracking chart will maintain progress and keep information current for projecting SCWs attainment.

5. ITEM: **Training**

DISCUSSION: Fiscal year training completion, training jackets and license jackets are necessary to properly document classes attended or for verification.

RECOMMENDATION: Recommend that the Reserve component make sure that they bring a DOR or Training Jacket to include copies of their license jackets. Purpose of this is to properly document training completed during deployment or verify qualifications of individuals.

OPERATIONS

1. ITEM: **Supported Command Needs**

DISCUSSION: Turn over for the supported command is every 7 months. Each Special Forces Group has their own project priorities. Each J7 (engineer) also has a different style of running things.

RECOMMENDATION: Ensure that each member is flexible on changing project priorities. The OIC and Ops Chief should also be flexible and be able establish good professional relationship with the supported command. Keep in mind, the J7 will probably know less about the projects

than the detachment staff. They are one small part of the total portfolio he/she manages. The detachment is in effect, just another contractor to the J7. It is often expedient to listen closely to the needs of the client and provide a workable solution or course of action. The J7 shop is not manned or prepared to give detailed instruction, vague concepts are the best that will be forthcoming. Work with the reality of the situation not how it should be.

2. ITEM: **Cameras and Cell Phones**

DISCUSSION: Luckily for DET ONE, we are allowed to use digital cameras.

RECOMMENDATION: Bring your digital cameras that can be used for project photos also. There are only three provided by the supported command and there are numerous FOBs that you may end up supporting. You will need this for your photo sitreps and other reports.

3. ITEM: **Pre-AP Personnel**

DISCUSSION: Due to the operational requirements, immediate movement of RC and AC personnel to multiple FOB locations will be required.

RECOMMENDATION: In order to ensure that the proper skills and personnel are kept on site and/or moved to outlying sites, constant communications must be maintained between all units. Additionally, essential key billets to include the OIC, Operations Chief, and A6 should arrive on site at the same time or prior to the arrival of any of the reserve component Battalion. This will ensure proper turnover is accomplished in these key areas. If possible recommend that RC and AC are assigned as soon as they are mobilized and integrated into the AC with synchronized deployment schedules. This will eliminate the unnecessary 4 tiers of deployment and simplify many other aspects from integration to administration.

4. ITEM: **Flexibility**

DISCUSSION: The day to day varying needs of the supported command demands that personnel leave on short notice to FOB locations for short periods.

RECOMMENDATION: Ensure your personnel are prepared to work independently for short durations. Have a standard pack list and procedure folder that is handed out to each. Stress with equal weight items that are not required or have been found to be a hindrance.

5. ITEM: **Helicopter Safety**

DISCUSSION: Due to the amount of movement of personnel throughout the AOR by helicopter, all personnel should be briefed on all aspects of helicopter safety prior to arrival in theater. Typical rotary wing platforms used are UH-60 Blackhawks and CH-47 Chinooks.

RECOMMENDATION: Upon arrival, a briefing on helicopter safety (approaching, working on or around, departing, etc.) would benefit the safety of all hands. There are too many moving parts on the HLZ and safety is critical due to Seabees being unaware of all of the dangers and requirements associated with the helicopters. Order as much lanyards if you can.

6. ITEM: **Material Quality/Procurement/Shipment**

DISCUSSION: Materials received from "in-town" vendors are not the best quality. It is also difficult to order Class IV materials. The Army supply department is not used to ordering this type. There are also other sources in the LSA, but if you're E5 and below, you will not get the attention from the Army. Materials can be stolen when it is convoyed to the FOB. Transporting the materials to FOBs is through a contractor, KBR. Depending on the distance, they do not go straight to the destination. Materials can get stolen on a checkpoint and to prevent this we have been putting materials in a 40' milvan.

RECOMMENDATION: Bring an SK1 with you knowledgeable in KYLOC who has the communication skills to work with the Army. Be prepared to put extra time securing materials into a milvan so that it does not get stolen. Also, be prepared to pack materials and/or tools on a 463L pallet for air movements. Spray paint all materials with destination and custodian very conspicuously. Try to work with the J4 to get a line card from the suppliers he/she buys from so projects can be designed around what is available instead of trying to procure materials that are not available or difficult to obtain. Work within the Army system of procurement; develop a relationship with the J4 NCO – this is critical.

7. ITEM: **European Electrical and Mechanical Standards**

DISCUSSION: There is no standard for Iraqi construction, the International Code Standards have been tentatively adopted for 230/400 V system and metric sizing.

RECOMMENDATION: Familiarize personnel with European electrical and mechanical standards. CE's should be trained on European power, balancing phases and most importantly grounding and how it works. The Det will need to bring copies of British standard, National Electrical Code, International electric code, wiring conversion charts and listings of NSN's for electrical material that a layman can understand with pictures if possible. All CE's MUST have: Proximity tester, Volt -Ohm- Meter, Megger, Continuity tester, and Amprobe. Also, CE's need to be able to identify Life safety issues that affect this country and how to address them. Have wire gauge ampacity cards printed for field use.

8. ITEM: **License Examiner & 3M**

DISCUSSION: Ensure that all RC personnel have their license records accompany them on deployment. This would alleviate the time of having to redo hours and requirements in order to obtain licenses member states they already have, but no record to back it up. Also, ensure ALL members are 3M qualified before deploying.

RECOMMENDATION: Assign a member from AC/RC to pack and control license records until turned over to AC/RC license examiner on site, or whoever is assigned as DET License Examiner. Also, have training update and send a printed copy of 3M qualification pistol list along with a copy of completed 3M PQS per member.

9. ITEM: **Embark**

DISCUSSION: Embark PO needs to have a working knowledge of Excel, along with good administrative skills. Most embark skills learned in homeport are obsolete when deployed out here because it's Army logistics. Once embark PO takes over it is imperative to get access to sites for tracking TMRs, TCNs, AMRs, ASRs, etc. Establishing contacts with J1, J2, J4, and J6 is a must.

RECOMMENDATION: A proper turnover with AP personnel will make this possible. It is important to start sending email traffic immediately with other FOBs and air terminals in Iraq to notify of a change in personnel and email addresses. DET 1 works constantly with KBR for crane and RTCH movement as well as all the different air asset wings (Catfish, Sherpa, PAX, and CJSOAC), so personal conduct, appearance, and good communication skills are a top priority. Be patient. There will be flights that will be cancelled due to special force's mission priority and bad weather.

SUPPLY

1. ITEM: **3 Day Pack**

DISCUSSION: Due to the constant movements, a quality three day pack or equivalent is required. Troops will need to pack this full of clothing and gear on a regular basis and strap everything tight.

RECOMMENDATION: Provide a good quality 3 day pack to all frequent travelers to include direct labor, khaki, and key billets.

2. ITEM: **Org Supplies**

DISCUSSION: Admin supplies are provided by the supported command and can be quickly procured when running low. The outgoing battalion should be sure to order an ample supply prior to turnover.

3. RECOMMENDATION: No need to bring much for supplies in org box. There is plenty here and rather easily ordered/obtained.

4. ITEM: **Hard Hats and Rank Insignias**

DISCUSSION: There is no supply of Navy uniform insignia on the base and limited supply of hardhats.

RECOMMENDATION: Ensure Supply packs extra rank insignias for advancements and SCWS also. Do not forget your hard hats. BUY CHIN STRAPS FOR AIRFIELD WORK.

5. ITEM: **Required Safety Gear for Helo Transport**

DISCUSSION: All personnel are required to wear rigger's belts, lanyards, and D-rings for helo movements to FOBs. There is a small supply in camp but not an adequate amount for all personnel.

RECOMMENDATIONS: Issue this gear to everyone in Homeport. Make sure it is the right type of rigger's belt that you can hook a lanyard to. Or, coordinate with the existing detachment to transfer custody.

6. ITEM: **Materials**

DISCUSSION: Lumber, electrical supplies and the majority of all materials are extremely hard to acquire.

RECOMMENDATION: Materials should be stockpiled and constantly reordered so that incoming battalions will not experience work stoppages. A proper inventory has been established of frequently ordered items. The in-coming detachment needs to get a handle on this immediately and engage the J4 so shortfalls aren't encountered.

7. ITEM: **Tools**

DISCUSSION: The majority of detail projects are on FOBs, causing tool accountability to become an issue. Logbook system is inadequate.

RECOMMENDATION: Require all personnel to fill out 1250s to checkout tools. Limit the number of personnel with tool checkout authority. Keep individual folder for each person with 1250s for all tools they have checked out.

8. ITEM: **Training**

DISCUSSION: Three months into deployment MLO/CTR personnel still trying to learn their jobs.

RECOMMENDATION: Identify MLO/CTR personnel as early in homeport as possible and begin training. Have at least one person with prior MLO/CTR experience. It would also be helpful if at least one person is a builder. This person should be motivated and not a holding place for a first class that isn't fit for anything else.

MEDICAL

1. ITEM: **Urinalysis**

DISCUSSION: We have integrated urinalysis program with Det MB and it is working out well.

RECOMMENDATION: Train and appoint a urinalysis coordinator to serve as back up and assistance for Det MB.

2. ITEM: **Corpsman Support**

DISCUSSION: You do not need a corpsman with DET ONE, if there are two at Det MB. Corpsman can be stationed at the Det MB/JTF BAS and help all Seabees. All our records are kept there and any SIQ personnel go there.

RECOMMENDATION: Coordinate with Det MB to ensure adequate support for all Balad Seabees. Det 1 has its own BAS next to the MWR.

SAFETY/HAZMAT

1. ITEM: **Hazmat**

DISCUSSION: We had to re-establish the program.

RECOMMENDATION: Have all methods of material disposal and storage contracts in place prior to turn-over, prior units should have all avenues already established to prevent over stock of HAZWASTE or useless materials. Have an Authorized Use List (AUL) established for area of operations.

2. ITEM: **Safety**

DISCUSSION: Some safety recommendations below.

RECOMMENDATION: Establish a set Safety organization and ensure all key billet personnel are trained properly to conduct jobsite inspections both on Balad and forward operating bases alike. Ensure that reserve personnel are trained to the same level as active to promote a smoother operating and flexible environment. This will also ensure everyone is trained on the same level. Perform and log all inspections of safety equipment on site to track use and damage, for replacement and damage prevention. Ensure that all work to be done on FOBs has been evaluated by a seasoned professional prior to start of work and that all required safety equipment and the proper materials are on site prior to commencement of scheduled work. The FOBs are dangerous areas both because of the enemy outside the wire and also due to the sub-standard construction practices used by the Iraqis in all. This will help ensure that the many life safety issues we are having are drastically reduced. Have a safety plan at the jobsite, not just in the project package. All crew members need to know this.

TASK FORCE SIERRA – DET TWO

1. ITEM: **MHE**

DISCUSSION: You will primarily use three pieces of MHE: 10k extend a boom, 6k Manitou, and bobcats.

RECOMMENDATION: The NCF does not typically use these pieces of MHE, so set up training in homeport to get licenses. You will need at least 5 people licensed on each piece of equipment.

2. ITEM: **K-Span Training**

DISCUSSION: K span projects will always be part of the tasking here and so will the maintenance of the ABM and UBM machines.

RECOMMENDATION: Train as many people as possible on K-Spans and designate an appropriate-sized K-Span crew prior to deploying. Ensure you train at least three personnel in the maintenance and repair of the ABM and UBM.

3. ITEM: **CBCM**

DISCUSSION: You will be using CBCM 7.2. The only person using CBCM will be your ops chief or someone they designate to do your CBCM. There are not enough assets at the outstations for anyone else to use CBCM.

RECOMMENDATION: Train two people in depth on CBCM. Recommend one of them being your EA.

4. ITEM: **Early Integration**

DISCUSSION: Due to late assignment of personnel and development of the organization, there was not a lot of opportunity to work together as active duty and reservists prior to the departure of the reservists. Therefore, it seemed like we were always playing catch-up and learning how to work together/ developing leadership positions during the early months of deployment, vice in homeport.

RECOMMENDATION: Identify organizations of integrated details early on and train, PT, plan, and work together at least two months prior to the reservists leaving.

5. ITEM: **Clearance Issues**

DISCUSSION: You need Interim Secret at a minimum for everyone.

RECOMMENDATION: Make sure both the active and reserve side have the proper clearances. Make sure you are reading JPAS correctly. Even if your Seabee has a “secret” clearance, the command needs to give them “secret” access.

TASK FORCE SIERRA – DET 3

ALFA

1. ITEM: **Generator Mechanic**

DISCUSSION: Det is not responsible for the maintenance and repair of the main generators that power the camp, but any assistance is always greatly appreciated. Due to the extreme climate, the base generators as well as the job site generators consistently have trouble operating.

RECOMMENDATION: Identify and train a person responsible for troubleshooting and maintaining large and small generators.

2. ITEM: **Licenses**

DISCUSSION: Chances are that you will only have one license examiner but there is high demand to have the few non-Alfa types operating equipment.

RECOMMENDATION: Attempt to get as many personnel licensed in loaders, dump trucks and excavators prior to arriving to ensure you have depth in licenses. Training hours can be completed at the site.

3. ITEM: **Crane crew**

DISCUSSION: The Battalion must identify crane crew personnel early so they have the opportunity to complete/train towards production lifts and gel as a small unit team. An experienced crane operator and mechanic are critical to success.

RECOMMENDATION: Crane training and operations should be completed together as a crane team possibly at NCTC with qualified instructors and their designated crane supervisor.

BRAVO

1. ITEM: **Supported Command Needs**

DISCUSSION: In such a remote location everyone must help out in order to get the job done.

RECOMMENDATION: Keep in mind the overall mission and do as much as possible to assist supported command without hindering your own schedule. The more you give, the more you receive.

CHARLIE

1. ITEM: **Concrete**

DISCUSSION: We batch our own concrete using a transit concrete mixer and local raw materials.

RECOMMENDATION: Crews need to understand mix design, production and quality control.

ADMIN

1. ITEM: **Adjudicated Clearances**

DISCUSSION: All personnel assigned to Det 3 had to have an adjudicated Secret clearance.

RECOMMENDATION: Start the clearance process as early as possible and continue follow-up to ensure that investigations are getting complete; it takes months at times to get through the clearance process. When moving forward, ensure that the leadership has current copy of clearance list.

2. ITEM: **CAC Reader**

DISCUSSION: Many Navy websites require CAC readers in order to sign in and receive the services provided by the site. There are no CAC readers available at this site.

RECOMMENDATION: Bring a CAC reader and the required installation CD with you to the site.

OPERATIONS

1. ITEM: **Personality**

DISCUSSION: One of the keys to success is personality and getting along with the other personnel at the site. This is a highly diverse group of personnel to be working with, unlike any you may have worked with in the past. They have a very different style from the NCF, working religiously in the reactive vice the proactive, due to the ever-changing contingency environment.

RECOMMENDATION: Be prepared to be flexible to the day-to-day changes in the priorities of work.

2. ITEM: **Additional Khaki Responsibilities**

DISCUSSION: Khakis need to bring a flexible understanding of and ability to design. It is common to be called upon to “make it work”.

RECOMMENDATION: Have Khaki refresh their design and engineering skills as well as develop possible avenues of reach-back for designs (i.e. NAVFAC).

3. ITEM: **Cameras and Cell Phones**

DISCUSSION: Cameras and cell phones are not allowed on this compound and an inspection prior (i.e. Camp Moreell) will save you the pain upon arrival into theater.

RECOMMENDATION: Hold a pre-deployment seabag inspection. Ensure you stress this restriction to your troops. An amnesty period upon arrival is also a suggestion as some may still end up bringing either phones or cameras.

4. ITEM: **Material Quality**

DISCUSSION: Materials received from “in-town” vendors are not the best quality.

RECOMMENDATION: Flexibility and engineering expertise will be a key component to quality control.

5. ITEM: **Electricians**

DESCRIPTION: There is always a high demand for electricians to rewire poor electrical installation.

RECOMMENDATION: Make sure you have personnel familiar with 220V / 50Hz systems that can do expedient repairs.

6. ITEM: **HVAC Experience**

DESCRIPTION: There is a demand for HVAC experience, especially during the summer months.

RECOMMENDATION: Be sure to have as much HVAC experience on your staff as you can, including any with large industrial size units.

7. ITEM: **Steelworkers**

DISCUSSION: The ability to make structural and non-structural is paramount at this site due to the amount of steel going into the structures and the need for a “make things work” attitude.

RECOMMENDATION: Ensure you have at least one excellent welder that has a good work ethic along with one other person that can perform non-structural welds.

8. ITEM: **Reporting Requirements**

DISCUSSION: The Supported Command has stringent requirements regarding OPSEC and there is no SIPR available at the site so reporting requirements will differ at this location.

RECOMMENDATION: Coordinate with the chain of command within and outside of your battalion to determine what reports will be allowed to be sent and which are required.

9. ITEM: **Report Formats**

DISCUSSION: The proper format for reports is critical to make it as easy as possible for the chain of command to interpret data and exercise command and control.

RECOMMENDATION: Develop report formats prior to leaving homeport and have the electronic versions given to the leadership of the Dets to ensure a smooth transition at the deployment sites.

SUPPLY

1. ITEM: **Org Supplies**

DISCUSSION: Admin supplies are provided by the supported command. The outgoing battalion should be sure to order an ample supply prior to turnover.

RECOMMENDATION: No need to bring much for supplies in org box. There is plenty here and rather easily ordered/obtained.

2. ITEM: **Long Lead Materials**

DISCUSSION: Materials that can't be purchased locally, can take up to 2-3 months for turn around.

RECOMMENDATION: Submit BM to the on site construction manager for a fluid process.

COMM

1. ITEM: **Iridium Phones**

DISCUSSION: We currently have two, Iridium SAT Phones that are used as a back-up to the supported command provided VOIP phones. The batteries frequently need recharging due to use.

RECOMMENDATION: If possible bring an addition phone, with additional batteries. And furthermore if possible bring an external antenna to allow the phone to be used indoors.

2. ITEM: **SIPR**

DISCUSSION: No SIPR available.

RECOMMENDATION: Explain this thoroughly to chain of command and have them understand that in some instances your hands are tied.

MEDICAL

1. ITEM: **Medical Readiness**

DISCUSSION: Medical assets are very limited. MedEvac takes at a minimum four hours.

RECOMMENDATION: Safety is paramount. For other medical needs project out 6 months for any critical medical readiness requirements. Develop a spreadsheet by name with all requirements identified prior to step off.

2. ITEM: **Prescriptions**

DISCUSSION: Due to limited medical facilities, personnel are not able to receive refills for their medical prescription needs.

RECOMMENDATION: Member should have at least a 180-day supply of daily medications, especially ones that are not common or need to be ordered. Homeport medical personnel need to verify this prior to step-off.

3. ITEM: **Family Medical Issues/Emergency Leave**

DISCUSSION: Emergency Leave is difficult to execute.

RECOMMENDATION: Family members with serious medical issues, including pregnancy, should be identified in homeport. Make sure personnel keep the chain of command informed if conditions begin to deteriorate. These factors should be taken into consideration when manning Dets.

TASK FORCE SIERRA – DET 4

1. ITEM: **Flexibility**

DISCUSSION: The Supported Command chain of command and leadership style is very different than a typical NMCB. Understanding how the Supported Command conducts day to day business has been an exhausting leadership challenge. When priorities of work change, we have to be ready to support the supported command's request regardless of differences in leadership styles. Supported command has struggled with providing information used for planning, estimating, and resourcing FOB work.

RECOMMENDATION: Be prepared for sudden changes in work priorities on a daily to weekly basis. Remaining flexible as well as ample and constant communication with the supported command work is a necessity. Keep them in the loop on progress, materials, and problems that may arise during construction. COMMUNICATE!

2. ITEM: **Engineering and Planning**

DISCUSSION: On the spot engineering and planning is common in this AO. Quickly adapting to partial or non-existent prints and specs will be occurring frequently. It is common to be called upon to fly to a FOB, make a hasty assessment, and come up with a plan to execute a project.

RECOMMENDATION: Ensure a knowledgeable and creative EA is available to create AutoCAD drawings as both concepts for understanding the mission and for execution of the project. Measurements, rough drawings, photographs and rough customer requirements are all that are available to plan with. Also, bring a CBCM expert. CBCM is operated on a stand-alone computer and constant changes will confuse a novice CBCM user.

3. ITEM: **Working Turnover**

DISCUSSION: Due to operational commitments, immediate turnover of projects is imperative. It is difficult to accomplish work on projects, conduct inventories, and turnover all support elements in the short period of time during battalion detachment turnover. There is a lot of work to do, both at BAF and at the scattered forward operating bases. The supported command cannot afford a stop-work turnover. However, some work loss is unavoidable during the turnover process.

RECOMMENDATION: Outgoing battalion should have the upcoming projects planned, materials ordered and, if possible, materials on hand. Outgoing battalion must give the incoming battalion a thorough understanding of how the project materials are ordered and acquired. Incoming battalion should make every effort to understand as much about the projects as possible prior to arriving. Incoming battalion should bring an advanced party large enough to support all active projects.

4. ITEM: **Material Quality**

DISCUSSION: It has been extremely difficult to obtain quality material from local vendors. On several occasions a local vendor has been contracted to deliver material and it is either wrong or sub-standard.

RECOMMENDATION: Document, inventory and photograph all material deliveries and inform supported command of all discrepancies. Do not discard incorrect or sub-standard material. The supported command will contact the contracted vendor and make them aware of the problem. The vendor will be afforded the opportunity to correct the problem.

5. ITEM: **Embark/Personnel Admin**

DISCUSSION: It is difficult to track personnel while in transit to Forward Operating Bases. Once they arrive at their final destination, communication is established by cell phone, DSN if available, or e-mail. Accurate accountability of personnel and equipment is essential at all times. Several cell phones were provided by the Supported Command for Seabees to use at FOB locations. Cell phones are not always reliable. E-mail is a secondary means of communication at FOB's and has been reliable. DSN service is not always available. Admin requirements are extremely difficult to accomplish from FOB's as well.

RECOMMENDATION: Identify Petty Officers that may be small team leaders and hold a "FOB Team Leader" academy to familiarize them with basic personnel admin requirements, CCIR's, etc. Emphasize maintaining contact with the project supervisors. Members need to be aware that they are responsible for their own accountability back to Det HQ upon arrival at any FOB location. Require the mission leader to conduct a 5-paragraph order (SMEAC) for every movement and ensure the leader has all contact numbers, e-mail addresses and CCIRs.

6. ITEM: **3M Implementation**

DISCUSSION: 3M implementation has been established in the Armory, Dispatch and Alfa Mechanics.

RECOMMENDATION: Ensure the Det has enough 301/303/305/306 qualified personnel to run the 3M program on site. A well experienced CM1 or CM2 will be extremely helpful with 3M procedures and reporting. Ensure familiarization with the new NECC 4790.1(a) requirements.

7. ITEM: **Quality Control - General**

DISCUSSION: BAF is an enduring base. Anything built here, and at the Forward Operating Bases, will be here for years to come. The QC program needs to be on the projects day in and day out. An experienced QC Rep with an eye for details is extremely helpful, if not vital. Significant difficulty will be prevented during the course of the deployment if the QC program is operating efficiently.

RECOMMENDATION: Detachment Quality Control and Operations should ensure that the supervisors and crew leaders are familiar with the requirements and schedules of sub-contractors. Be firm with job supervisors on QC expectations, standards. and requirements. Become familiar with the project before starting work. Make sure CTR has the tools and equipment necessary to complete the job. Make sure MLO and/or the base CL IV yard have the material to complete the tasking. Check the previous battalion's work and use results as a reference. Brief crews on the expectations and requirements before starting work. Check on projects continually throughout the day and at different times.

8. ITEM: **Locally Purchased Material**

DISCUSSION: Once crews are given a project to plan and estimate, ensure you play a role in assisting them in the P&E process (this can only benefit you). A decline in the skills of proper

planning and estimating and construction management has been noted. This is attributed to the Seabees growing role in the Global War on Terrorism. All too often an inexperienced Seabee will be given a project without the knowledge and experience to P&E that project and generate it on paper, including the bill of material. If a project is planned and estimated accurately and the BM is provided to the customer well in advance of the project start date, it is more likely that quality materials will be provided. If materials are overlooked, an add-on BM will be submitted. This usually doesn't happen until a critical point and the material is needed ASAP. It has been observed that if something is needed badly, it will be provided badly or not at all.

RECOMMENDATION: Constant and effective planning is key! Ensure crews always know what's coming with respect to material needs and coordination with outside parties. Ensure everything is on the BM the first time so there is no need to do an add-on BM. Providing guidance to the job supervisor, crew leader, and the crew members gets everybody involved in what needs to be done and everyone is on the same page from day one.

9. ITEM: **Rework**

DISCUSSION: During the initial days on Bagram, the work may seem a bit light, but once settled, personnel will be going to FOBs and there will be plenty of work. The correct mix of experience and trades at all sites will be the foundation for success. This comes with knowing your personnel and their limitations. If too many inexperienced Seabees are left back in BAF, many more mistakes will be made. It becomes overwhelming for QC to be on several jobsites several times a day just to make sure the inexperienced Seabees don't make mistakes.

RECOMMENDATION: Make every effort to assess detachment personnel skills and experience in homeport so personnel swaps or additional training can be conducted. Ensure a QC reviews skills and experience as well, to ensure appropriate attention is focused on the personnel with the least skill and/or experience. Remember these are young junior Seabees with very little construction experience who want to be trained on the proper techniques of construction and how it should be done. Encourage your Seabees to ask questions and don't embarrass them. They will gratefully appreciate the guidance you give them.

10. ITEM: **Customer Requests for Additional Work and Design Changes during Construction**.

DISCUSSION: Often the supported command requests additional work to be completed after the project has started. This begins a chain reaction of events. When the project is being completed using minimal or non-existent designs, the impact of small changes or additions may not be immediately evident. We are here to serve the supported command, so if the changes can be incorporated, it is within their authority to request them, but the details of the change, including delays and additional material needs need to be quickly communicated. This is a critical stage when QC must be paying attention.

RECOMMENDATION: Ensure PRIOR to planning and estimating, that the supported command and the Det personnel thoroughly discuss the proposed project scope of work and site conditions, and ask lots of questions. Prior to submitting the BM, review it with the customer to make sure no last minute changes have been made that you don't know about. Ensure the supported command completely understands the delays or additional costs involved with changes or scope increases.

11. ITEM: **Proper Rating Mixture**

DISCUSSION: Electricians are in high demand within the entire AOR. Electricians are needed daily to upgrade poor electrical systems and only U.S. electricians are allowed to do any electrical wiring. NMCB Three brought 16 CEs in Det 4 and all were actively engaged daily. NMCB Seven has seven CEs in Det 4, which has resulted in our CEs being stretched very thin across the AOR and on many occasions without a CE to support projects on Bagram. Strong working knowledge of both110v / 60Hz and 220v / 50Hz is required.

RECOMMENDATION: Bring a very seasoned CE1 or CE2 to lead and train the junior electricians. Bring three to four CE2s who are able to work independently, run a crew, and employ the Seabee "Can Do" motto at remote Fire Bases with other less experienced junior electricians and less than desirable materials.

**********END**********

APPENDIX II

COMMENDATORY CORRESPONDENCE / PRESS RELEASES

"MAGNIFICNENT SEVEN"

From:	Anderson Maj Neil G (G-4 Logistics Advisor)
Sent:	Friday, December 05, 2008 2:36 AM
To:	Brown LCDR James (NMCB 7 Operations Officer)
Cc:	Orellana LtCol Rene A (Operation Officer); Corbett Col Arthur J (AOC); Nash Capt John M (G-2 Advisor); Payne GySgt Anthony S (ACE MALS-16 AVI); Muller SSgt, Brian T (AAOC EKMS)
Subject:	[U] BOD AOC/PEPL Murthi (UNCLASSIFIED)
Categories:	UNCLASSIFIED
Classification Classification:	UNCLASSIFIED

Classification: **UNCLASSIFIED**

Caveats: NONE

Classification: UNCLASSIFIED

Jim,

Your Seabees left here a short time ago and in my estimation, they are the cream of the crop. I have signed the required documents to end their presence here and I wanted to take a minute to identify to you, what a tremendous job they did. The attention to detail that was paid to the nuances left behind by other crews from other units on the punch list was, simply put, outstanding. Their collective efforts towards the accomplishment of the PEPL projects was over the top. Both are accomplished and complete.

Your men and women of NMCB-7 worked together as a team with a common goal. Watching them work, and at times working right along side of them, was something to behold. Their leader, Chief Thomas, was a master orchestrator of their efforts. No minutes were wasted with Seabess lounging around waiting for the next task. They were a cohesive unit, working towards the end state, together.
My unit here at the AOC is pleased with the results of their efforts.

Please pass on to Seabees such as:
PO Woodlee
Fabianna (sp?)
PO Kochs
Thompson
PO Gonzales
BU3 Haidara (congrats on her crow!!)
CE3 Huff (congrats on his crow!!)
UT1 Kristek
PO Thonnesan (sp?)
Havran (sp?)
Fairley
Ellis
Stewart

And many others I cannot remember and for that I am sorry, that our Life Support Area (LSA) is a much better place thanks to them. I am at a loss for the correct way to write what the Navy rates and letters are that identify their actual skills. For this I also apologize. Please correct me when speaking their names, and if you know a name that was here, that I failed to remember, please include that person as if I had done so myself.

Thanks for allocating such incredibly valuable resources to us for our sake.

Maj Andy Anderson
Anbar Operations Command
Logistics Officer/Advisor
3440-493

Classification: UNCLASSIFIED

Classification: **UNCLASSIFIED**

From:	Corbett Col Arthur J (AOC)
Sent:	Friday, December 05, 2008 3:33 AM
To:	Welsh Col James L (COS)
Cc:	Orellana LtCol Rene A (Operation Officer); Nash Capt John M (G-2 Advisor); Payne GySgt Anthony S (ACE MALS-16 AVI); Muller SSgt, Brian T (AAOC EKMS); Anderson Maj Neil G (G-4 Logistics Advisor); Brown LCDR James (NMCB 7 Operations Officer); Ruark BGen Robert R (TQ 1ST MLG CG); Ayala BGen. Juan G (Commanding General); Mills MajGen Richard P (GCE); Kelly MajGen John F (CG); Hearnsberger Col Brian J (MNF-W G7 Engineer); NMCB 7 OFFICERS
Subject:	RE: [U] BOD AOC/PEPL Murthi (UNCLASSIFIED)
Categories:	UNCLASSIFIED
Classification Classification:	UNCLASSIFIED

Classification: UNCLASSIFIED

Jim,

As detailed below by Maj Anderson, the Seabees of NMCB-7 did a superlative job in constructing our new LSA here at Blue Diamond. They picked up an incomplete project and made the necessary corrections and additional work to ensure the job was done right. They encountered some unique challenges in terms of drainage and parts availability, but adapted and overcame all obstacles. Their initiative, innovation and Can Do attitude are reflected in a very safe and secure forward LSA that will serve Marines until our time here is done. The strong reputation Seabees enjoy is well earned and I greatly appreciate all their efforts and those of the MNF-W G-7 that made it happen.
V/R

Art Corbett

Classification: UNCLASSIFIED

From: Guillemette BUC Brian (NMCB 7 Operations Chief)
Sent: Thursday, December 11, 2008 12:17 AM
To: Brown LCDR James (NMCB 7 Operations Officer)
Subject: FW:

Categories: CONFIDENTIAL, UNCLASSIFIED
Titus Classification: UNCLASSIFIED

Sir,

BZ for KV folks.

VR,

BUC(SCW) Brian M. Guillemette
NMCB-7 Operations Chief
DSN 344-0944
SVOIP 696-5147
"Knowledge Unshared is Knowledge Lost"

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-----Original Message-----
From: Benton CEC Larry W (KV NMCB-7 OIC)
Sent: Thursday, December 11, 2008 10:45 AM
To: Guillemette BUC Brian (NMCB 7 Operations Chief)
Subject: FW:

Classification: UNCLASSIFIED

Brian,

Passing on the BZ we got from Waleed.

Larry

V/r,
CEC(SCW) Larry W. Benton
NMCB SEVEN
OIC Detail Korean Village
Al Rutbah, Al Anbar Province, Iraq
DSN: 318-3415-043
SVOIP: 696-3849
NIPR: larry.benton@kv.mnf-wiraq.usmc.mil
SIPR: larry.benton@kv.mnf-wiraq.usmc.smil.mil

-----Original Message-----
From: Cedillo GySgt Mark (AAMNF BTT 5/2 BORDER TEAM CHIEF)
Sent: Thursday, December 11, 2008 9:49 AM
To: Benton CEC Larry W (KV NMCB-7 OIC)
Subject: RE:

Classification: UNCLASSIFIED

Larry,

We appreciate your persistence to continue taking care of us forgotten ones out here. If

NMCB 7 Redeploys to, Focuses on Afghanistan Operations

Story Number: NNS090212-23
Release Date: 2/12/2009 4:09:00 PM
! Top Story

By Mass Communication Specialist 2nd Class (SCW) Michael B. Lavender

HELMAND PROVINCE, Afghanistan (NNS) -- Seabees assigned to Naval Mobile Construction Battalion (NMCB) 7 have redeployed from Iraq to Afghanistan.

The move repositioned the battalion to build bases for additional U.S. forces already flowing into southern Afghanistan to reinforce the NATO-led International Security Assistance Force (ISAF).

"Our engineering services are needed here in Helmand Province, Afghanistan to construct a number of new forward operating bases (FOB) in support of the much publicized 20,000-plus troop surge into southern Afghanistan," said Navy Lt. Cmdr. James Brown, NMCB 7's operations officer. "We had a very important mission in Iraq supporting the First Marine Expeditionary Force, but there was a larger demand signal here in Afghanistan. Our unique capabilities to not only build, but to build in hostile areas, and defend ourselves and the new areas we create made Seabees the logical and necessary choice."

View All Photos

090128-N-1120L-113 HELMAND PROVINCE, Afghanistan (Jan. 28, 2009) Seabees assigned to Naval Mobile Construction Battalion (NMCB) 7 depart an Air Force C-17 aircraft following its arrival at a forward operating base. NMCB-7 is deployed to Afghanistan to provide contingency construction support to Alliance forces supporting NATO International Security Assistance Forces. (U.S. Navy photo by Mass Communication Specialist 2nd Class Michael B. Lavender/Released)

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The movement included the embarkation of troops and equipment necessary to ensure mission success.

"The effort needed to airlift an entire Seabee Battalion's armored construction equipment in less than 40 days would be a tremendous accomplishment for any unit," said Brown.

"Recognizing the extreme importance of the mission and aggressive surge timeline, NMCB 7 successfully rose to an even higher challenge. For the first 30 days we were simultaneously embarking ourselves out of Iraq and into Afghanistan, constructing a new 430-acre FOB, and providing security for five-miles of site perimeter."

While deployed to Afghanistan, NMCB 7 will be part of ISAF, working with other U.S. Armed Forces and NATO allies, including British, Danish and Dutch forces.

"The first real evidence of the U.S.'s surge into Southern Afghanistan became apparent when the Seabees arrived," said British Royal Navy Lt. Cmdr. John Bawer, deputy chief of staff, Bastion for Supply, Logistics and Real Life Support.

"The U.S. Marines arrived first but the Seabees are what really captured our attention. We describe them as the 'enablers to the enablers.' In the [United Kingdom], we have nothing like them. The Seabees are a self contained unit who not just arrived, but asked not 'what the base could do for us' but rather 'what can we do for you?' Their efforts greatly impressed us as they were eager to help with an amazing attitude to back it."

While NMCB 7's main effort focused on quickly building the necessary force protection emplacements for the FOB the battalion will occupy, some Seabees focused on providing service to the U.K.-run base and other deployed units.

"The battalion of Seabees assisted with cooking meals and with dental work as well as some construction work," said Bawer. "They came in with great numbers, yet the impact to our base was minimal as they were so eager to help. We're very big about the Seabees, as they are personnel who can take charge of a project and ensure it is completed. The British can learn a lot from this cooperative effort and we have so far. It's been a great experience thus far. We in the [United Kingdom] like to align with U.S. forces when we go forward in countries and the Seabees of NMCB 7 are a great example of why we do."

Some of the projects being undertaken by NMCB 7 include perimeter berm construction, conducting security, construction of perimeter security towers, grading the entire site, building nearly 10 miles of interior roads, constructing fuel storage areas, constructing helicopter landing zones and other infrastructure for various coalition forces.

Additionally, NMCB 7 accepted the challenge and surpassed the expectations not posed to many Seabee battalions.

"Our most recent redeployment evolution proved that our deployment success was not just a luck or chance," said Brown. "In fact, it showed us that we were well-prepared by the 20th Seabee Readiness Group embark staff. NMCBs, by doctrine, can deploy an air detachment of 89 personnel within 48 hours of notification. When the battalion deploys an air detachment…the entire battalion contributes to the effort. In this case, we had less than a full battalion, worked in a semi-austere contingency environment, and moved a great deal more equipment. We also had to compete for air lift with other services that were also in the process of redeployment. We trained very hard in embarkation last homeport and it was a magnificent success!"

NMCB 7 will continue the remainder of its deployment in Afghanistan, providing contingency construction support to allied forces in support of NATO ISAF.

For more news from Naval Mobile Construction Battalion 7, visit www.navy.mil/local/nmcb7/.

Sailors Help Shipmates' Naturalization Dreams Come True
Story Number: NNS081118-08
Release Date: 11/18/2008 5:55:00 AM

By Mass Communication Specialist 2nd Class (SCW) Michael B. Lavender, Naval Mobile Construction Battalion 7 Public Affairs

AR RAMADI, Iraq (NNS) -- For many Sailors, the road to becoming a naturalized U.S. citizen begins with their military service; along the road, Sailors have resources available to facilitate the naturalization process.

Commands' immigration officers, like Ship Serviceman 3rd Class Sohail Aziz of Naval Mobile Construction Battalion (NMCB) 7, can help their shipmates through the journey.

"As the immigration affairs officer, it's my responsibility to assist service members in becoming nationalized citizens," said Aziz. "Initially, a lot of the people I assist have many questions about the whole process. Part of the job is not only directing them to what forms they need to fill out, but giving them a breakdown of the process from a first-hand perspective."

Becoming a U.S. citizen is a lengthy process, taking a minimum of a year from the beginning of the process to the final ceremony.

"Applicants in the military have to complete one year's service before they become eligible to apply for citizenship," explained Aziz. "The forms are among the hardest thing to complete because they can be confusing."

To apply for citizenship, the applicant must complete the N-400 (Application for Citizenship), N-426 (Military Certification) and the N-325B (Biographical Information).

"After the applicant fills out the forms, I review them and correct them as needed to ensure the service member's application is not delayed," said Aziz. "I also assist them in getting the photographs and fingerprints completed before assembling the package to send to the Homeland Immigration and Naturalization Office. The process from that point takes normally three to four months, though if the application has errors, it can take up to six months."

Following submission, an immigration officer reviews the file and may call the applicant periodically to follow up. An interview is then set-up for the applicant, who is informed through a letter or a phone call.

"The interview is fairly simple," said Aziz. "Part of it includes being asked 10 questions about U.S. history. After the applicant passes the interview, it can be a month or two before they are called before a judge and naturalized."

There are general requirements and qualifications that must be met in order to be naturalized. Some of these include demonstrating that the applicant has good moral character, knowledge of the English language, knowledge of U.S. government and history and then demonstrating an attachment to the United States by taking an oath of allegiance to the U.S. Constitution.
"Being a member of the military, you can be waived from certain requirements," said

Aziz. "These are outlined in certain sections of the Immigration and Nationality Act."

Aziz, formerly an Afghanistan native, became a U.S. citizen in 2006 after going through the naturalization process following a year of military service.

"Having experienced the process, I have a more intimate understanding of what needs to be done and how to avoid delays of the application," said Aziz. "The point is to help people, something I've enjoyed doing since high school. I love helping people achieve a goal, whether it is an educational, religious or naturalization aspiration. I love doing this job because it allows me to do something I have always enjoyed doing."

Aziz has assisted more than 12 Seabees from NMCB 7 and is currently helping three Seabees serving in Iraq with the process.

"It's challenging and rewarding to me," said Aziz. "I became a citizen to have a better future for myself, have a better job and to ensure future generations of my family have the same privilege. Helping others who desire the same is all the reward I need because they'll be afforded the same chances, rights and privileges I now have."

For more news from Naval Mobile Construction Battalion, 7, visit www.navy.mil/local/nmcb7.

Reading Program Unites Seabees in Iraq with Families
Story Number: NNS081109-02
Release Date: 11/9/2008 6:48:00 AM

By Mass Communication Specialist 2nd Class (SCW) Michael B. Lavender, Naval Mobile Construction Battalion 7 Public Affairs

AR RAMADI, Iraq (NNS) -- The United Through Reading (UTR) Program started up for Naval Mobile Construction Battalion (NMCB) 7 Seabees following their initial foray into U.S. Forces Central Command area of responsibility.

"A lot of this program was already in place because the previous battalion had an excellent program," said Religious Programs Specialist (RP) 2nd Class Michael Pornovets, NMCB 7's UTR Program coordinator. "A lot of the resources were available including additional books and DVDs sent by the national office."

UTR helps service members who are deployed stay connected their children or loved ones by allowing them to record themselves reading a favorite children's book, greeting or other message onto a mini-DVD for the recipient back home to view whenever convenient.

"It's like writing a letter, except it's a video," explained Pornovets. "The beauty of the program is that it gives a child the chance to see their mother and father on a regular basis instead of reading just a letter or an e-mail. Pictures and letters go a long way, but being able to watch a video is a farther stretch to help keep families connected.

"It's not just about reading, but a way to communicate with loved ones, a way to say 'I love you' that can be watched over and over again."

UTR begins with the service member going to the chaplain's office and setting up a time to do the recording.

"The process is easier than people believe," said Pornovets. "There is no cost for it except the postage to mail it home. If the member wants to read a particular book, they can bring it with them if we don't already have it. Once they have a book, we set up the video camera on the tripod and let them record up to 30 minutes of video. They can start with a greeting, read and then close it out. How can you beat that?"

"I think people really underestimate the impact this program makes," said Lt. Daniel Curtis, NMCB 7's command chaplain. "One of the great things about this whole program is that it doesn't have to be just for children. You can read or send a video greeting to anyone of any age. People can be creative on who they record messages to."

Additionally, the families have the option to record the child watching their deployed parent to send back to the service member through the same program.

"If the service member or family wants to, they can set it up easily," said Pornovets. "All they have to do is coordinate it through the homeport UTR coordinator and set up a time. It's not just a one-way form of communication."

"UTR is another form of communication that is a vital lifeline to our families back

home," said Command Master Chief Peter Grundy. "We're out to build bridges, not walls when it comes to communication. Regardless of where we are sent, we need to utilize any form of communication we can to keep our families connected."

The first person to partake in the program for NMCB 7's deployment to Iraq and Afghanistan recorded a video of herself reading the children's book "Corduroy" to her two children.

"It was really fun to do, and I enjoyed the experience," said Engineering Aide Constructionman Kristen King, a NMCB 7 Seabee. "This is my first deployment away from my children, and it's been hard because here we don't have the convenient resources to talk to or see my kids like in homeport. The UTR Program really helped me because now my children can watch mommy read 'nite-nite' stories on DVD any time.

"Any parents who are kept away from their children for extended periods of time on deployments should definitely take advantage of this program to stay connected and involved with their kids even if they are half the world away."

NMCB 7 On Station to Support Coalition Forces in Iraq

Story Number: NNS081023-14
Release Date: 10/23/2008 6:26:00 AM

By Mass Communication Specialist 2nd Class (SCW) Michael B. Lavender, Naval Mobile Construction Battalion 7 Public Affairs

AR RAMADI, Iraq (NNS) -- Naval Mobile Construction Battalion (NMCB) 7 relieved NMCB 3 at a brief ceremony held Oct. 16.

The transfer of authority (TOA) ceremony marked the end of NMCB 3's six-month deployment to Iraq and Afghanistan and the start of NMCB 7's deployment.

Commander, 1st Naval Construction Regiment, Capt. Jim Schroeder presided over the TOA at the battalion's main body site in al-Anbar province, Iraq's most Western province.

NMCB 3 has marked a standard for the region, conducting projects both on and off their bases to improve quality of life for coalition forces.

Schroeder spoke about the merits of NMCB 3 and the hard work they accomplished through their deployment.

"There are lots of challenges ahead," said Schroeder. "We're looking at what we can do for the future. As the Iraqis look at where they are placing their forces, we will support construction for our military transition teams so they can support the Iraqi security forces."

081006-N-1120L-016 AL ANBAR PROVINCE, Iraq (Oct. 6, 2008) Equipment Operator 2nd Class Gerald Flint, right, and Equipment Operator Constructionman Apprentice Toriano Frick, assigned to Naval Mobile Construction Battalion (NMCB) 7, conduct equipment checks on an excavator during the battalion equipment evaluation program. NMCB-7 is deployed to the Middle East to provide construction support to Coalition Forces supporting Operations Enduring and Iraqi Freedom. (U.S. Navy photo by Mass Communication Specialist 2nd Class Michael B. Lavender/Released)

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"We are looking towards the future," continued Schroeder. "We're looking forward to meeting the challenges ahead by working with you. Hoorah Seabees!"

The Seabees of NMCB 3 hauled down their colors followed by NMCB 7 Seabees raising theirs. Once NMCB 7's colors were hoisted into the air and NMCB 3's colors were posted, the ceremony concluded and the transfer was complete.

NMCB 7's Commanding Officer, Cmdr. John Adametz, spoke about the challenges ahead for NMCB 7 while also thanking NMCB 3 for all their hard work.

"Thank you so much for all the hard work you have done to ensure this transition went as smoothly as possible," said Adametz. "To the Seabees of NMCB 7, it's time to go to work. We've trained hard [in] homeport to prepare us for the challenges ahead. Our main goal is to stay safe and succeed magnificently."

NMCB 7, based out of Naval Construction Battalion Center Gulfport, Miss., will spend the next few months in Iraq, Afghanistan and Kuwait providing engineering support for coalition forces in support of Operations Iraqi and Enduring Freedom.

For more news from Naval Mobile Construction Battalion, 7, visit www.navy.mil/local/nmcb7.

Sailors in Iraq Celebrate Navy's Birthday with Fellow Service Members
Story Number: NNS081014-10
Release Date: 10/14/2008 11:53:00 PM

By Mass Communication Specialist 2nd Class (SCW) Michael B. Lavender, Naval Mobile Construction Battalion 7 Public Affairs

AR RAMADI, Iraq (NNS) -- Sailors currently serving in units supporting coalition forces in Iraq celebrated the Navy's 233rd birthday Oct. 13 with members of the Army, Air Force and Marine Corps, all wearing uniforms saying "U.S. Navy."

"This was the first time I've seen this ceremony," said Hospital Corpsman Jonathan Weston, a field corpsman assigned to 2nd Battalion, 11th Marines. "I've been in for two-and-a-half years, and this has definitely been a memorable experience especially for those of us who've never seen or attended a Navy birthday party.

"It's nice to see all the different service[s wearing] uniforms that say 'U.S. Navy.' To me, it's a unique experience that I'll never forget."

Sailors here are assigned to either Task Force Ramadi or Navy, Army or U.S. Marine Corps units. All of them support coalition forces in some way.

Sailors' roles in these units range from providing medical and religious support to providing public affairs support.

"We're away from the fleet," said Weston. "In the fleet, these ceremonies are larger and probably far grander. It's the fact that we're here in Iraq, alongside fellow Sailors from Army, Navy and Marine Corps units, that makes this so special. I think this small ceremony means just as much as any larger celebration in the fleet."

To commemorate this occasion, a ceremony was held that included a narration of the history of the U.S. Navy.

"On this 233rd birthday of the United States Navy, you should take unique pride in knowing that your service and your sacrifice continue to do honor to a great nation," said Navy Capt. Stephen Schrader, Task Force Ramadi's director of quality assurance to the Sailors from various commands. "Two hundred thirty-three years of excellence, honor and service to this world is certainly an amazing accomplishment. America, our friends and allies around the world respect and appreciate your commitment."

The conclusion to the ceremony, following tradition, was the cutting of the cake with the guest of honor and the oldest and youngest Sailors sharing the first slice.

"This ceremony was very inspiring to me," said Equipment Operator 2nd Class Adam Faber, a Seabee assigned to NMCB 7's Alpha Company. "I've been in for a few years now, and this was the first Navy birthday celebration I've been to. It was a great ceremony and enforced the traditions the Navy was founded upon."

NMCB 7 Seabees Deploy to Support Operations Iraqi and Enduring Freedom

Story Number: NNS081004-17
Release Date: 10/4/2008 8:47:00 PM

By Mass Communication Specialist 2nd Class (SCW) Michael B. Lavender, Naval Mobile Construction Battalion 7 Public Affairs

AL ANBAR PROVINCE, Iraq (NNS) -- Seabees assigned to Naval Mobile Construction Battalion (NMCB) 7 deployed Sept. 28 to U.S. Forces Central Command to carry out construction operations in support of Operations Enduring and Iraqi Freedom.

The battalion will be deployed to various locations throughout the Middle East, including Iraq and Afghanistan.

"We will provide contingency construction to our supported commands within our assigned areas of responsibilities," said Lt. Aaron Allison, NMCB 7's assistant operations officer. "Our primary goal is to support the warfighter in this theater of operations with quality and timely construction."

The battalion will have seven detachment sites, each tailored and equipped with the personnel needed to do the jobs correctly.

"We deal with projects of various levels of intensity and detail," explained Allison. "Some of our projects include quality of life improvements for military personnel of all U.S. branches while other projects focus on the identified base requirements supporting coalition forces."

NMCB 7 will conduct construction operations with several projects per detachment site, most of which will be completed prior to their return home.

080928-N-1120L-130 GULFPORT, Miss. (Sept. 28, 2008) Seabees assigned to Naval Mobile Construction Battalion (NMCB) 7 board their aircraft to deploy to locations throughout the Middle East. NMCB-7 is deployed to provide construction support to U.S. Forces Central Command supporting Operations Iraqi and Enduring Freedom. (U.S. Navy photo by Mass Communication Specialist 2nd Class Michael B. Lavender/Released)

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"We are striving to complete all our projects safely and efficiently to uphold our status as the premier engineering force among the U.S. armed forces," said Allison. "We also want to uphold the 'Magnificent' reputation of NMCB 7's history as a hard-charging and professional Seabee battalion."

The Seabees are expecting to work closely with coalition forces while deployed, bringing improvements to both established bases and forward operations bases as needed.

"This is a true test of our abilities as far as task tailoring project requirements, the mobilization of personnel and equipment assets to various job sites, and operations throughout an extensive geographical area," said Allison. "Essentially, our battalion is spread across two combat theaters: Iraq and Afghanistan. All operations face difficulties at times, but our extensive training executed during a demanding homeport cycle and field training exercise has proven our readiness to face future challenges this deployment, and to overcome them both safely and successfully."

NMCB 7 has prepared for the U.S. CENTCOM deployment since the beginning of their homeport nine months prior.

"There was an ample amount of training to prepare us for this deployment," said Construction Electrician 3rd Class (SCW) Steve Lockman, a NMCB 7 Seabee. "I know that our convoy security elements did a lot of training throughout homeport and just prior to leaving. Additionally, everyone in the command got the training they needed to complete their specific mission. There was a lot of in-rate training on top of the tactical training to help prepare us for the demands of a project site."

For more news from Naval Mobile Construction Battalion 7 visit www.navy.mil/local/nmcb7/