
DEPLOYMENT COMPLETION REPORT

2004

NMCB 74

NAVAL MOBILE CONSTRUCTION BATTALION SEVENTY-FOUR

TABLE OF CONTENTS

<u>CHAPTER</u>	<u>TITLE</u>	<u>PAGE</u>
I.	Executive Summary	1
II.	Administration	5
III.	Training / Armory / Communications	9
IV.	Operations.....	12
	i. Detail Rota	
	a. Project Summaries	19
	b. Camp Maintenance	28
	c. OIC Discretionary Projects.....	29
	d. Labor Distribution Summary	30
	ii. Detail Sigonella	
	a. Project Summaries	31
	b. Camp Maintenance	35
	c. OIC Discretionary Projects.....	36
	d. Labor Distribution Summary	37
	iii. Detail Souda Bay	
	a. Project Summaries	39
	b. Camp Maintenance	43
	c. OIC Discretionary Projects.....	44
	d. Labor Distribution Summary	46
	iv. DFT Croatia	
	a. Project Summaries	47

b.	Labor Distribution Summary	52
v.	DFT Ghana	
a.	Project Summaries	53
b.	Labor Distribution Summary	60
V.	Supply / Logistics / Equipment	61
VI.	Appendices	
i.	Lessons Learned	
a.	Detail Rota	68
b.	Detail Sigonella	70
c.	Detail Souda Bay	73
d.	DFT Croatia	75
e.	DFT Ghana	80
ii.	Commendatory Correspondence	
a.	Detail Rota, DFT Ghana, & DFT Croatia	84

CHAPTER I

EXECUTIVE SUMMARY



CHAPTER I

EXECUTIVE SUMMARY

Fearless Seabees of Naval Mobile Construction Battalion (NMCB) SEVENTY-FOUR deployed to Camp Mitchell, Spain from 6 February 2004 and returned to homeport on 15 August 2004. The battalion initially deployed two details in the European theater as well as two Deployments for Training (DFT) to Croatia and Ghana. Throughout the deployment, NMCB SEVENTY-FOUR Seabees provided top-notch support to CNE and encountered numerous challenges providing an excellent environment to train and excel.

Over half of the battalion deployed to Kuwait and Iraq in support of Operation IRAQI FREEDOM II (OIF II). A portion of the OIF II Seabees deployed with the European Advanced Party to Rota for three weeks of training and further movement to Kuwait.

ADMINISTRATIVE

The battalion's Administrative Department did an outstanding job of providing top-notch customer service and support throughout the deployment. They successfully processed 77 transfers and separations, 63 receipts, and 54 reenlistments. In addition, they administered 349 Navy-wide advancement examinations at 9 different locations, corrected over 150 correspondence courses, and prepared over 286 awards. Additionally, 82 Seabees were advanced during the deployment.

TRAINING/READINESS

The battalion performed physical, tactical, and general military training during deployment. Military training was based on practical application of Seabee Combat Warfare (SCW) skills. The curriculum consisted of basic combat skills including land navigation, communications, CBR, first aid, convoys, weapons, patrols, tactics and small unit leadership. Instructors were selected from within the battalion and were SCW qualified subject matter experts

COMMUNICATIONS

The Communications and Information Systems Department contributed to a highly successful deployment by ensuring communications readiness and providing direct communications support to different locations throughout the AOR. The department operated a LAN network at Camp Mitchell consisting of 4 servers and 144 workstations, resulting in efficient computer support with 98% network availability. The department also managed and maintained approximately \$2M in Communications and CCI gear.

OPERATIONS

NMCB SEVENTY-FOUR Operations Department directed the course of the battalion on this diversified deployment. The battalion deployed with Details to Sigonella and Souda Bay, and DFTs to Croatia and Ghana. Detail Rota executed 5,984 mandays of construction, Detail Sigonella executed 2,301 mandays of construction, and Detail Souda Bay executed 1,347 mandays of construction. DFT Croatia and Ghana executed 2,725 and 1,888 mandays, respectively.

SUPPLY/EQUIPMENT

The Supply Department made great strides in improving supply processes, assessing and improving Table of Allowance (TOA) readiness, and supporting numerous Dets and DFT requirements. They processed over 127 Non-operational Ready Supply (NORS) and Anticipated Non-operational Ready Supply (ANORS) requisitions valued at over \$68,430.38. CESE availability was improved from 89% to 93% and the number of deadline pieces of equipment was reduced from 19 to 15.

CHAPTER II

ADMINISTRATION



CHAPTER II

ADMINISTRATION

The Administrative Office prepared 2 MSMs, 29 NCMs, 153 NAMs, 191 FLOCs, and 104 SCW Certificates. In addition to processing 329 official passport applications, 63 receipts, 31 PCS transfers, 46 LIMDU/Separations, 839 TAD orders, 54 reenlistments/extensions, 269 evaluations/FITREPS, 121 Good Conduct awards, and 142 advancements. The Personnel Department prepared 349 exams for candidates that participated in Cycle 183 Navy Wide Advancement Examination and processed over 3500 pay-personnel transactions. The Battalion's highly successful advancement program produced 47 new E4s, 25 E5s, 9 E6s, 11 E7s, and 1 E8. The Professional Development Department conducted over 95 career development boards, guiding the battalion's Seabees on the road to success.

ADMINISTRATION TRACKER

Category	Number
Advancements	93
Emergency Leave	29
Humanitarian Reassignments	0
MEDEVACS	1
Gains/Losses (transfer/separation/new receipt)	157
Losses	0
CO's Mast	13
Awards (except SCWS)	286
Reenlistments	30
Agreement to Extend	24

ADVANCEMENTS

	E1-E3	E4	E5	E6	E7-E9	Total
Time in Rate Eligible	163	150	149	53	57,11,3	586
Participated	N/A	147	149	53	57,11,3	423
Selected	163	47	25	9	11,1,0	245
% Selected	100	32	16.8	17	19,2,0	

MEDICAL

During the 2004 European deployment, NMCB SEVENTY-FOUR Medical Department provided quality medical care in Camp Mitchell and in all other locations throughout the European Theater. Throughout the deployment the hospital corpsmen maintained a constant high state of medical readiness. On detail sites, medical care was provided by on-base medical facilities and coordinated through the battalion's medical staff.

Total seen at Battalion Aid Station	644
Sick-In-Quarters (SIQ) days	35
Immunizations	100
Sanitation Inspections	6
Audiograms	0
Physical Exams	30
MEDEVACs	1

MEDICAL READINESS

	PERCENT of BATTALION						
	FEB	MAR	APR	MAY	JUN	JUL	AUG
HIV	95%	95%	96%	96%	95%	95%	95%
Immunizations	96%	95%	91%	93%	94%	93%	93%
Physicals	97%	96%	94%	94%	94%	92%	92%
Anthrax (≥ 3 shots)	73%	84%	84%	85%	85%	85%	85%
Small Pox	93%	93%	89%	86%	84%	84%	84%

DENTAL

During the 2004 Europe and Southwest Asia Deployment, the Dental Department maintained the Battalion's Dental Readiness at 100%. Dental care was provided directly by the Battalion Dental Officer in Iraq and by the Dental Department LPO in Rota, Spain, via the Rota Naval Dental Clinic. All forward operating units departed homeport with 100% dental readiness, and there were no dental emergencies.

CHAPLAIN

The Chaplain's Office was responsible for the spiritual and emotional well being of the Battalion throughout the deployment. Specific areas of involvement were jobsite visitation, pastoral counseling, worship, Bible study, and community relations. The Battalion Chaplain deployed to OIF II with the main body. In Southwest Asia, the Battalion Chaplain held joint services with 3 other military units. Special focus was paid to post-traumatic stress disorder due to the OPTEMPO and combat action. The detail sites made arrangements with the base chaplains to provide religious support.

Red Cross messages received: 58

Personnel sent on emergency leave: 26

CHAPTER III

TRAINING / ARMORY / COMMUNICATIONS



CHAPTER III

TRAINING / ARMORY

An aggressive and in-depth 2004 European Deployment Training Plan guaranteed that the battalion would be able to sharpen its technical and general military training skills during the European Deployment. Through the efforts of the Training Department and the Chiefs' Mess, all training requirements were met and the first 74 Super Squad Challenge was conducted. The 74 Super Squad Challenge promoted small unit leadership and SCWS training in seven separate competitive field events. Seabee Skills Assessment Program (SSAP) interviews were conducted at the end of the deployment to document skills gained and to assist in identifying individual training requirements for the 2004/2005 homeport training cycle.

TECHNICAL TRAINING

Skills attainment was increased significantly through on-the-job-training (OJT) at project sites and in the shops. Technical classroom training was held throughout the deployment to include: CPR Certification, FY04 GMTs, E5-E7 Leadership Continuum. All ratings were able to experience significant OJT due to the worldwide construction projects and tasking.

COMBAT SKILLS TRAINING

In addition to Seabee Combat Warfare training, the Chiefs' Mess developed the first, 74 Fearless Squad Competition. The concept was based on SCW skills that required demonstrations for PQS sign off. The competition began with the 74 Beaver Run Obstacle course. Other events included field applications of first aid, land navigation, a night vision scavenger hunt, CBR, communications, and erecting a GP medium tent.

During the month of February, 190 Battalion personnel were trained in specific IMEF combat skills prior to their deployment to Iraq in support of OIF II. These skills included convoys with immediate action drills, convoys with improvised explosive devices, military operations in urban terrain, and SASO. Other topics covered during this three-week period were first aid, crew serve weapon team drills, vehicular search, crowd control, land navigation, communication gear, night vision, and rules of engagement.

WEAPONS TRAINING

No crew serve weapons training occurred in Rota since the organic weapons were shipped out to Kuwait prior to main body's arrival. Detail Rota arranged with Naval Station Rota Security to qualify some personnel on their 9mm shooting skills at their small arms range.

GENERAL MILITARY TRAINING

The Battalion dedicated a day every month to COMUSNAVEUR's GMT schedule. The Training Department arranged courses, briefs, workshops, and presentations on the following topics: Prevention of Sexual Assault, Drug and Alcohol Abuse, Host Nation Legal Ramifications, Operational Risk Management, Recreational Safety, Fraternalization, Sexual Transmitted Diseases, Terrorism, Domestic and Family Violence, Sexual Harassment, Equal Opportunity, Suicide Prevention and Awareness, and Navy Traditions.

Other training topics covered during the deployment included 3M, NKO registration & overview, mentorship, financial management, savings and investments, 5 Vector Model, advancement, understanding profile sheets, and computer security.

SEABEE COMBAT WARFARE SPECIALIST (SCWS) TRAINING

The Battalion continued their aggressive SCWS program throughout the deployment. We conducted numerous SCWS training sessions to include daily SCWS workshops. The battalion successfully qualified 153 individuals as Seabee Combat Warfare Specialists during the deployment. Previously SCWS qualified individuals forward-deployed to Iraq in support of Operation IRAQI FREEDOM II were approved to participate in the Fleet Marine Force (FMF) qualification program by IMEF. 10 personnel qualified as FMF during this deployment.

SCWS QUALIFICATION REPORT

	Assigned	Previously Qualified	Qualified on Deployment	Total Qualified
E1 - E6	603	131	144	186
E7 - E9	40	27	3	30
CWO2-O5	22	5	6	11
Total	665	163	153	316
<i>FMF Qualification</i>	<i>0</i>	<i>1</i>	<i>10</i>	<i>11</i>

PHYSICAL TRAINING

Physical training was held three times each week on Monday, Wednesday, and Friday. The semiannual Physical Fitness Assessment was completed in April 04. Below are command summaries for the last two PFA cycles for trend analysis.

FY 2004 PFA RESULTS

CYCLE	# PERSONNEL ONBOARD	# PERSONNEL PARTICIPATED	% PERSONNEL COMPLETE	AVERAGE SCORES			% OUTSTANDING	% EXCELLENT
				CURL UPS	PUSH UPS	RUN/ SWIM		
FALL '03	682	557	82%	79	68	12:06	4%	24%
SPRING '04	332	303	91%	77	67	11:52	7%	26%

COMMUNICATIONS/INFORMATIONS SYSTEMS

During the 2004 Rota Deployment, the Communication and Information Systems Department (ISD) exceeded Regiment's tasking in many areas. Specifically, it made several improvements to the outdated LAN NIPRNET infrastructure.

Communications maintenance was limited in Rota because all but one person deployed to Southwest Asia within the first month of deployment.

ADP

An IT1 remained in Rota to run the network, message traffic, and upgrades throughout deployment. Upgrades, new computers, fiber cable installs, and SIPR install were all projects during this deployment.

The first project was the upgrade of server and computer equipment. A new Primary Domain Controller (PDC), Exchange Server, and 3M server were installed with 1 gigabyte CAT5 connections.

The second project concerned installation of new computer assets including 45 desktops for 3M and general use, 6 desktops in the Cyber Café, and 34 laptops for the Company 6/5s and staff codes.

The third project was the upgrade and installation of fiber and CAT 5 cable runs to expand the connectivity for the 3M program. Dispatch was reconnected after remodeling. Fiber runs for the 5000 Shop, Live Storage, and Crane Shop were completed by end of July 04.

The last project was installing SIPR in the armory vault. A MOU was signed between NCTAMS Rota and 22NCR providing for IT support of the classified LAN. A laptop was procured and setup by NCTAMS Rota. Telephonica installed the main line to the building. Interior cables and the router were purchased from the U.S. and installed by ISD. SIPR access in Camp Mitchell was completed on 13 August 2004.

PUBLIC AFFAIRS

The Public Affairs Office handled all public press releases, photograph submissions, Fleet Hometown News, and PACEN submissions. The Public Affairs staff was also responsible for producing the Battalion Cruise book, photo documentation of command functions, award ceremonies, re-enlistments, project sites, and incident coverage.

SPECIFIC AREAS OF INTEREST

Press Releases:	43
Seabee Courier (CBC Gulfport):	43
News.Navy.mil:	31
Defend America Website:	8
AFN (Video Stories):	10
Unpublished:	2

Photograph Releases:

NMCB SEVENTY-FOUR released over 1181 photographs to the Joint Combat Camera and the 1st MEG. Nine of these pictures were published in ALL HANDS Magazine, 44 on the www.news.navy.mil website, and an unknown amount were used by other Navy publications and civilian outlets.

Cruise book:

PAO produced a hard cover Battalion Cruise book.

CHAPTER IV

OPERATIONS



CHAPTER IV

OPERATIONS

SAFETY

Safety is the number one priority of the Fearless Battalion and is implemented through the incorporation of Operational Risk Management. Safety equipment was procured and used during all operations. There were zero Class A mishaps during this deployment.

The battalion was spread out throughout the European AOR. Detail and DFT sites included Rota, Spain; Souda Bay, Greece; Sigonella, Sicily; Slunj, Croatia; and Accra, Ghana. NMCB 74 European deployment had minimal safety issues and varied with the type of construction performed. They included eye hazards, fall protection, trenches, scaffolding, weather conditions, snakes, insects, traffic flow, and paint fumes. All situations were handled by the use of the project safety plans, careful planning, and the use of ORM. Other issues were off duty sport-related injuries such as twisted ankles and knees and foot injuries. No major mishaps were reported during this deployment. Most of the mishaps were corrected immediately.

NOTE: All mishaps were tracked through NMCB 74 Safety Office in Rota, Spain.

	Homeport-2003				Deployment-2004							Homeport	
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	ANNUAL TOTALS	
LOST WORK CASES ON DUTY	3	0	0	0	1	0	0	0	0	0	0	4	
LIGHT DUTY CASES ON DUTY	3	1	0	0	1	0	5	3	3	3	0	19	
VEHICLE MISHAPS ON DUTY	5	0	0	0	3	6	7	2	1	0	0	24	
NO LOST TIME MISHAPS ON DUTY	22	0	0	0	2	6	19	7	4	2	1	63	
FATALITIES ON DUTY	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL MISHAPS ON DUTY	33	1	0	0	7	12	31	12	8	5	0	110	

LOST WORK CASES OFF DUTY	0	1	1	0	0	0	0	0	0	2	0	4
LIGHT DUTY CASES OFF DUTY	0	1	0	0	1	0	3	2	2	2	1	12
VEHICLE MISHAPS OFF DUTY	0	0	1	0	0	1	0	1	0	0	0	3
NO LOST TIME MISHAPS OFF DUTY	1	0	0	1	4	1	4	1	0	0	0	12
FATALITIES OFF DUTY	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL MISHAPS OFF DUTY	1	2	2	1	5	2	7	4	2	4	1	31

TOTAL MISHAPS	34	3	2	1	12	14	38	16	10	9	1	141
----------------------	----	---	---	---	----	----	----	----	----	---	---	-----

Most Frequent Mishap Types												
Cuts/Lacerations	11	0	0	1	4	2	13	5	1	2	0	39
Bruises/Contusions	2	0	0	0	1	1	4	2	2	0	1	13
Strains/Sprains	7	1	0	0	1	0	12	5	1	1	1	29
Back	0	0	0	0	0	0	0	0	0	0	0	0
Vehicle	5	0	1	0	0	0	0	0	0	0	0	6

	Homeport-2003				Deployment-2004						Homeport	
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	ANNUAL TOTALS
Dislocation/Fractures	2	2	0	0	2	0	1	0	2	6	0	15
Heat	5	0	0	0	0	0	0	0	0	0	0	5
Dehydration	5	0	0	0	0	0	0	1	0	0	0	6
Burn	2	0	1	0	0	3	0	1	0	0	0	7
Total	39	3	2	1	8	6	30	14	6	9	2	120

PT Related Injuries (included in above numbers)												
Bruises	0	0	0	0	0	0	1	0	1	0	0	2
Strains	0	1	0	0	0	1	1	0	0	1	0	4
Back	0	0	0	0	0	0	0	0	0	0	0	0
Fractures	0	0	0	0	0	0	0	0	0	1	0	1

Most Frequent Body Part Injured												
Head/Face	3	0	1	0	3	2	4	2	2	1	1	19
Neck	0	0	0	0	0	0	1	0	0	0	0	1
Shoulder	1	0	0	0	0	0	0	1	0	0	0	2
Chest/Ribs	0	0	0	0	0	1	0	0	0	0	0	1
Back	0	0	0	0	0	0	1	1	0	0	0	2
Arms	1	0	0	0	0	0	0	0	1	0	0	2
Hands	8	1	0	0	3	4	16	4	2	3	0	41
Legs	4	0	0	0	1	0	3	1	0	2	0	11
Ankle	4	0	1	0	0	0	5	2	0	2	0	14
Feet	2	0	1	0	1	0	0	1	0	1	1	7

OPERATIONS SUMMARY

NMCB 74's 2004 deployment started with project sites across Europe. Details and DFTs, composed of 329 personnel, were located in Rota, Spain; Sigonella, Italy; Souda Bay, Greece; Slunj, Croatia; and Accra, Ghana. 335 personnel deployed to Kuwait and Iraq in support of OIF II. The Air Detachment and MPF Offload Team departed for Kuwait as the Advanced Party. The remaining personnel left from Rota in February.

Detail Rota quickly started on the Rota tasking, which included restarting the Camp Mitchell Command and Control (C2) Facility after a year of dormancy. The Marine Corps Security Force Obstacle Course, Security Lighting (Phase 9), Fuel Skimmer Shed, and BOQ 39 Parking Lot were completed during the deployment. The Hospital PEB, Critical Maintenance Facility (BLDG 555) Renovation, Hospital Irrigation System, and Soccer Field/Running Track were started and turned over to NMCB 4, along with the C2 Facility.

Detail Sigonella completed the MWR Softball Lighting and Head Facility renovation and started the NAS II Perimeter Security Fence. Detail Souda Bay finished the MOGAS Station and Emergency Generators Installation, and started the GSE/T-line Renovation. Each Detail site conducted various OIC Discretionary and projects throughout their communities.

Deployments for Training in Croatia and Ghana deployed their advance parties directly from Gulfport. Delayed parties left from Rota once their TOAs and materials arrived in country. DFT Croatia started and finished construction on Barracks #8 and #9, Latrine Facility, Waterline, and Training Range Road Repair. DFT Ghana started and completed construction on the K-Span Storage Facility, HAASTO Medical Facility, Aircraft Apron, Modular ISO Dormitories, and Shiite Neighborhood Pavilion.

Project #	Project Title	Total Project MD	Total Project Material Cost	MD Tasked	Tasked %	Final WIP	MD Expended by Prior NMCBs	MD Expended This Deployment
SP0-SPN	Spanish Beaches	172	\$0	172	100	100 %	0	172
SP4-809	MCSF O-Course	307	\$52,427	184	40-100%	100%	123	184
SP0-855	C2 Facility	5882	\$423,899	1000	47-65%	66%	2800	1066
SP1-806	Hospital Irrigation	323	\$67,629	205	41-100%	99%	81	339
SP1-805	BLDG 555	860	\$226,060	601	69-100%	96%	205	533
SP3-805	Alfa Dispatch	262	\$13,699	136	48-100%	100%	126	136
SP2-812	Hospital PEB	1046	\$215,253	770	0-74%	53%	0	533
SP3-802	Security Lighting	55	\$8,942	55	0-100%	100%	55	55
SI0-825	Sports Field Lighting and Head	3000	\$289,184	458	85-100%	100%	2542	458
SI0-826	Perimeter Fence	5899	\$464,400	1100	5-23%	25%	305	1172
CR7-807	GSE/T-Line	718	\$57,700	312	0-36%	42%	0	305
CR2-869	Emergency Generators	133	\$310,369	16	88-100%	100%	110	16
CR4-891	MOGAS Station	1982	\$238,300	306	85-100%	100%	1677	306

EMBARKATION

The embarkation staff deployed over 650 personnel to Rota, Spain and Kuwait City, Kuwait from Gulfport, MS. Upon arrival in Rota, the staff redeployed Detail Sigonella, Detail Souda Bay, DFT Ghana and DFT Croatia. Several weeks after arriving, NMCB 74 Embark personnel redeployed another 380 personnel, including troops from NMCB 1, to Kuwait City, Kuwait. This was accomplished from both Rota NS and Moron AB, Spain via two Boeing 757s and an USAF C-17 aircraft. Spanish laws preventing military convoys over Spanish highways hindered the movement of US weapons. To overcome this problem, the embark staff organized assistance from Base Operations by flying crew served weapons and small arms on a C-12 to Moron AB. The following evening a convoy of 9 vehicles, 22 Detail Rota personnel and 141 personnel moving to Kuwait moved out to Moron AB, 90 miles to the north to join the weapons on a 757. In April the Embark staff was again tasked with the movement of communications equipment, 782 gear, CBR suits, office supplies and small arms on a C-17 from Moron AB. Over the course of the deployment, the embark staff mobilized numerous shipments to each of our forward deployed locations from both Rota NS and Moron AB. During the shipping of two D-8 dozers from Sigonella, Sicily; the Embark staff created load plans for C-5 and C-17 aircraft. In addition to supporting the movement of troops and supplies, NMCB 74 Embark staff brought the new TC-AIMS II program and suite of computers on-line and established deployment echelons including all weapons and CESE for Camp Mitchell. Through the course of six months, Embark personnel drove in excess of 6,000 miles transporting personnel to air terminals at Rota Naval Station, Jerez, and Sevilla International airports and Moron Air Base as they in and out processed the battalion.

Table: Flight Information from Gulfport to Rota and Kuwait

Departure Date	Type of Aircraft	# of Pax	Equip/Pallet	Weight	Route
6 Feb 04	B747	256	0	0	Gulfport to Rota
11 Feb 04	C141	142	0	0	Gulfport to Rota
16 Feb 04	C141	143	0	0	Gulfport to Rota
6 Mar 04	DC10	146	0	0	Gulfport to Kuwait
TOTAL		687	0	0	

Table: Flight Information for redeployed personnel from Rota to Kuwait, Iraq, and Dets

Departure Date	Type of Aircraft	# of Pax	Equip / Pallet	Route
7 Feb 04	C130	30	N/A	Rota to Souda Bay to Sigonella
7 Feb 04	C130	20	N/A	
6 Mar 04	B757	141		Moron AB to Kuwait
7 Mar 04	C17	102	4 / 25,000 lbs	Rota to Kuwait
9 Mar 04	B757	137		Rota to Kuwait
5 Apr 04	C5	0	1 / 5,000 lbs	Moron AB to Balad AB, Iraq
TOTAL		430		

DETAIL ROTA

PROJECT SUMMARIES





LEFT: Restart of project with the excavation around exterior of foundation.

BOTTOM: First floor block and stairwell complete.



COMMAND AND CONTROL FACILITY SP0-855

Project Data

Project Scope: Construct a 5,000 SF NMCB command and control facility at Camp Mitchell to include CMU block walls and all interior finishes.

	Personnel:	12
Duration:	February 2002 – February 2005	
Mandays Expended:	Previous Battalions:	2800
	NMCB 74:	1066
Tasking:	WIP at Turnover:	47%
	WIP at Completion:	66%
	MD Tasked to NMCB 74:	1,000
	Total Project MD:	5,882
Material Cost:	\$423,899	
Cost Savings:	\$2,059,051	
Significant Safety Issues:	Working from scaffolding to place block presented challenges due to the fall protection requirements.	
Significant QC Issues:	Extended delays in obtaining approved door and windows specifications led to problems in planning rough openings, impacting the schedule.	
Significant Design Issues:	Design change from tilt up concrete walls to CMU block required re-excavation for footer and scab wall placements. Addition of exterior fire escape stairwell required changes to interior floor plan to meet fire codes, impacting the schedule.	
Significant Material Issues:	As project approached MILCON limits, efficiency in the ordering of materials became vital. Design changes and specification approval delays made this difficult.	



LEFT: Project at turnover.
 BOTTOM: Main hallway with installation of floor tile and drop ceiling.



RENOVATE BUILDING 555 SP1-805

Project Data

Project Scope: Renovate the interior of the building to include construction of new block offices and bathroom facilities. Elements of work include installation of new HVAC, plumbing, electrical, fire alarm and suppression system, and bulletproof glass window with pass through tray.

	Personnel:	11
Duration:	September 2002 – October 2004	
Mandays Expended:	NMCB 26	589
	NMCB 1	703
	NMCB 74	533
Tasking:	WIP at Turnover:	69%
	WIP at Completion:	96%
	MD Tasked to NMCB 74:	603
	Total Project MD:	1896
Material Cost:	\$226,060	
Cost Savings:	\$663,600	
Significant Safety Issues:	Working on the edge of the mezzanine to lay block presented challenges due to the fall protection requirements. Local contractors working in the same area would at times use electrical construction practices that were questionable.	
Significant QC Issues:	Application of stucco proved to be the most difficult and time-consuming construction activity, considering the requirements for high quality finish work.	
Significant Design Issues:	Design changes led to a fire suppression line being moved in such a way as to interfere with project completion. More coordination should be focused in the DCD approval process.	
Significant Material Issues:	N/A	



LEFT: Ball valve and solenoid valve to connect to existing sprinkler system
 BOTTOM: 3” main line running around hospital.



HOSPITAL IRRIGATION SYSTEM SP1-806

Project Data

Project Scope: Install 3” main and standard sprinkler system throughout NAVHOSP Rota grounds.

	Personnel:	5
Duration:	January – September 2004	
Mandays Expended:	NMCB 1	81
	NMCB 74	339
Tasking:	WIP at Turnover:	40%
	WIP at Completion:	99%
	MD Tasked to NMCB 74:	205
	Total Project MD:	286
Material Cost:	\$67,629	
Cost Savings:	\$100,100	
Significant Safety Issues:	Open trenches must be marked to ensure hospital personnel safety.	
Significant QC Issues:	New waterline needed to be pressure tested prior to final tie-in to ensure scheduled water outage was minimized.	
Significant Design Issues:	Numerous existing utilities were not marked during the initial location process.	
Significant Material Issues:	The original BM, which was submitted and approved using standard U.S. pipe specifications, contained wrong quantities. Subsequent add-on BMs were submitted for procurement from a U.S. source causing even further material delays.	



LEFT: INITIAL PROJECT SITE BEFORE CONSTRUCTION.
 BOTTOM: Steel structure and site of PEB at turnover.



CONSTRUCT HOSPITAL PEB WAREHOUSE

SP2-812

Project Data

Project Scope: Install PEB for hospital storage. Interior work includes electrical distribution and one partition fence.

	Personnel:	8-20
Duration:	June – October 2004	
Mandays Expended:	NMCB 74	533
Tasking:	WIP at Turnover:	0%
	WIP at Completion:	53%
	MD Tasked to NMCB 74:	770
	Total Project MD:	1047
Material Cost:	\$215,253	
Cost Savings:	\$366,450	
Significant Safety Issues:	Working around heavy equipment and crane operations.	
Significant QC Issues:	Ensure that data used when measuring compaction reflects the actual material used.	
Significant Design Issues:	None.	
Significant Material Issues:	Electrical materials delivered from the US took a significant amount of time due to the long wait time for space available shipment from FISC Norfolk.	



LEFT: Before; conditions after clear and grub.
 BELOW: Completed course.



MCSF OBSTACLE COURSE SP4-809

Project Data

Project Scope: Remove existing obstacle course and install new course at a different location.

	Personnel:	5
Duration:	January – May 2004	
Mandays Expended:	NMCB 1	123
	NMCB 74	307
Tasking:	WIP at Turnover:	40%
	WIP at Completion:	100%
	MD Tasked to NMCB 74:	184
	Total Project MD:	307
Material Cost:	\$52,427	
Cost Savings:	\$108,150	
Significant Safety Issues:	Ensure bucket truck operator wears fall protection.	
Significant QC Issues:	Remove major knots from roll over obstacles. Place rubber mats under more dangerous obstacles.	
Significant Design Issues:	Prints provided were designed by a Lance Corporal in 1994. No construction or USMC training specifications were provided.	
Significant Material Issues:	Materials previously purchased by Public Works did not meet the design. Overage was not accounted for in the materials provided. Crew had to rely on excess telephone poles from PW to complete the project.	



LEFT: Project at turnover.
 BOTTOM: Project near completion.



ALFA DISPATCH RENOVATION SP3-805

Project Data

Project Scope: Renovate Alfa Dispatch space to include the installation of computer connectivity, drywall installation, vinyl floor tile, doors and trim, and A/C units.

	Personnel:	3-5
Duration:	November 2003 - April 2004	
Mandays Expended:	NMCB 1	126
	NMCB 74	136
Tasking:	WIP at Turnover:	48%
	WIP at Completion:	100%
	MD Tasked to NMCB 74:	136
	Total Project MD:	262
Material Cost:	\$13,699	
Cost Savings:	\$91,000	
Significant Safety Issues:	None.	
Significant QC Issues:	None.	
Significant Design Issues:	None.	
Significant Material Issue:	Material ordered through MCD but received and stored through MLO caused some confusion.	



LEFT: Chipiona Beach, before reclamation (high tide).
 BOTTOM: Chipiona Beach, after reclamation (low tide).



SPANISH BEACH RESTORATION PROJECT SP0-SPN

Project Data

Project Scope: Reclaim sand and recondition four local beaches in preparation for the upcoming tourist season. Grade approximately 14,000,000 square feet of beaches by cutting high areas and using sand to fill in low-lying areas. Beaches included San Lucar, Chipiona, Rota and El Puerto.

	Personnel:	6
Duration:	May – June 2004	
Mandays Expended:	NMCB 74	172
Tasking:	WIP at Turnover:	0%
	WIP at Completion:	100%
	MD Tasked to NMCB 74:	172
	Total Project MD:	172
Material Cost:	\$0	
Cost Savings:	\$52,500	
Significant Safety Issues:	Crew worked 15-hour days. Hours were dependant on tidal schedule, and work was completed only at slacking and low tides. Local populace continually tried to access and use the beach during equipment operations. A spotter was required at all times.	
Significant QC Issues:	None.	
Significant Design Issues:	None.	
Significant Material Issue:	Meeting local restrictions for transporting fuel to and from the project sites. The commencement of beach work was delayed until fuel funds were received from the local communities.	



LEFT: Light # 5 during operational test.
 BELOW: View of lights surrounding power plant.



SECURITY LIGHTING, PHASE 5 SP3-802

Project Data

Project Scope: Install five 20' force protection security light poles along the south perimeter of the security fence and roadway leading into the NAVSTA power plant facility.

	Personnel:	5
Duration:	9 – 22 July 2004	
Mandays Expended:	NMCB 74	55
Tasking:	WIP at Completion:	100%
	MD Tasked to NMCB 74:	55
	Total Project MD:	55
Material Cost:	\$8,942	
Cost Savings:	\$19,250	
Significant Safety Issues:	Ensure excavated material from electrical conduit trench was set back far enough from opening as to not increase trench depth to an unsafe height.	
Significant QC Issues:	All light poles are plumb and facing the proper direction.	
Significant Design Issues:	PWD awarded special projects to local contractors that included the Seabee work in Phases 4 and 6. Phase 9 obstructed the forward range marker for the NAVSTA Rota port entrance. Consequently, these three phases were cancelled. Only 90 of 250 MD earned since the other three phases were suspended.	
Significant Material Issues	Materials from the prime vendor took over five months to arrive from FISC Norfolk.	

CAMP MAINTENANCE SP0-300

CAMP MAINTENANCE	MANDAYS TASKED	MANDAYS EXPENDED
ESA / Work orders	540	858
Preventive Maintenance	90	180
Specific Projects (MCD)	270	295
Fiber Optic Communications line (App. 1000 Ft. PVC and EMT Conduit for 3m)		165
Install barracks exhaust fans (Install 17 roof mount exhaust fans)		39
Replace and upgrade exterior camp lighting (Replace 123 HPS with Metal Halide)		23
Barracks A/C maintenance (Reinsulated supp/ Ret lines and change filter.)		53
Build weapons boxes (12 boxes for crew serve OIF2 weapons.)		8
Hose bib replacement (Replace Hose bibs in all BEQ laundry facilities)		4
Paint Charlie Co. Spaces		3
Rehab Charlie Co. head (New toilets, Partitions, Tile and paint)		0
TOTAL MANDAYS		1,333



Open trench for LAN cable



Completed LAN cable run



Hand hole placement



Replace and upgrade camp exterior



Wall Pack Lighting

OIC DISCRETIONARY SP0-500

PROJECT LISTING

MANDAYS EXPENDED

Camp Colon Nature Trail	21
Golf Course Tee Box and Driving Range Pads	75
MCSF Obstacle Course Site Drainage	54
Rota Beach Reclamation	60
Fuel Skimmer Shed Punch List	50
BOQ 39 Punch List	20
MWR Bowling Alley Monitor Installation	30
TOTAL MANDAYS	310



Finish Sheet metal at Fuel Skimmer Shed



Repair Light Pole at BOQ 39



Tee Box Pads for Golf Course



Driving Range Pad at Golf Course

Labor Distribution Summary DETAIL ROTA

Month	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Jul 04	Aug 04	Total	% Total
Direct Labor MDs	197	737	944	827	735	1098	170	4708	60%
Indirect Labor MDs ¹	143	330	331	326	445	436	77	2088	26%
Readiness/Training	57	230	211	181	167	256	0	1102	14%
Total MDs Exp	397	1297	1486	1334	1347	1790	247	7898	100%
# Total Personnel	187	190	187	194	195	193	282	204	
# Direct Labor	43	41	64	63	58	63	110	63	
# Workdays	11	24	23	22	23	25	2	130	
% Direct Labor²	23%	22%	34%	32%	30%	33%	39%	31%	
Ideal Capability³	532	1107	1656	1559	1501	1772	248	8375	
Availability Factor⁴	48%	87%	70%	65%	60%	76%	69%	69%	

NOTES:

1. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.
2. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)
3. MD Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (1.125) x 1
4. AF (Efficiency Factor) = (Total Direct Labor Mandays for period)/(MD Capability)

Total Direct Labor Mandays for period is sum of Direct Labor Mandays and Readiness/Training Mandays.

DETAIL SIGONELLA

PROJECT SUMMARIES





LEFT: Construction of Head Facility.
 BOTTOM: Completed Recreation Facility.



SPORTS FIELD LIGHTING AND HEAD SI0-825

Project Data

Project Scope: Construct a CMU-block restroom and storage facility with an Italian-style clay and concrete roof system. Construct a softball field with drainage swales, catch basins, outfield fence, and a detention pond. Excavate and construct 1,100 FT of concrete retaining wall. Install 12 concrete pads for gazebos. Place a lava stone sidewalk and curbing to tennis courts and picnic areas. Grade and construct 3/8-mile running trail. Install eight-25m light towers with fixtures and twelve-8m light poles with fixtures.

DL Personnel: 9-15

Duration: May 2002 – June 2004

Mandays Expended: 458

Tasking:

WIP at Turnover:	85%
WIP at Completion:	100%
MD Tasked to NMCB 74:	458
Total Project MD:	3,000

Material Cost: \$305,000 (estimated)

Cost Savings: \$1,009,750

Significant Safety Issues: Heavy equipment working in the area.

Significant QC Issues: Received the project with 300 mandays of rework.

Significant Design Issues: Drainage and softball lighting were found to be inadequate during construction.

Significant Material Issues: Many common items take longer to procure than expected in Italy.



LEFT: Wall west of Galley Gate in February.
 BOTTOM: Section six of wall west of gate.



REPAIR PERIMETER FENCE SI0-826

Project Data

Project Scope: Replace existing perimeter fence with new security wall. Work process requires the installation of a temporary fence, followed by the demolition of the existing fence, and construction of new wall. The new wall is constructed with the placement of a 10cm thick leveling pad, followed by the placement of a reinforced 30cm by 180cm footer, concrete wall, and chain link. The chain link is topped with double barb arms supporting 6 strands of barbed and concertina wire. The project is divided into 8 sections and totals approximately 1700m.

DL Personnel: 9 - 14

Duration: April 2003 – August 2007

Mandays Expended: 980

Tasking:

WIP at Turnover:	5%
WIP at Completion:	24%
MD Tasked to NMCB 74:	1,113
Total Project MD:	5,900

Material Cost: \$514,769

Cost Savings: \$379,400

Significant Safety Issues: Working in close proximity of high-speed road.

Significant QC Issues: All welds must be cleaned and painted with galvanized paint. Contract calls for exposed concrete finish.

Significant Design Issues: Culvert along west side of wall was not easily constructed as originally designed. Galley Gate was replaced by a separate contract that required considerable changes to the wall in that area.

Significant Material Issues: Materials bought in CONUS need to be prioritized correctly to ensure prompt delivery to overseas sites and procured well ahead of schedule.



LEFT: SW3 fabricates armor plating.
BELOW: a D-8 Bulldozer is being loaded onto a C-5 Galaxy.



UP ARMOR AND EMBARK D8s

FRAGORDER

Project Data

Project Scope: Outfit for shipment two Caterpillar D-8 Bulldozers currently located at Naval Air Station Sigonella, which will be flown via Military Airlift, for assignment to the First Marine Expeditionary Force Engineer Group (I MEG). The Bulldozers will be retrofitted with armament to protect the operator. Armament will be removable in nature to provide ease of transportation and simplified assembly once in theater. Personnel worked long hours designing and fabricating the armor for the two Caterpillar D-8 Bulldozers to complete tasking within the allotted time period in support of Operation IRAQI FREEDOM II. Embarkation of the dozers went fairly smooth working with the Naval Air Station Sigonella Air Cargo and C-5 flight crews.

Personnel: 4 – 8 personnel

Duration: April – May 2004

MD Expended: 45

Tasking:	WIP at turnover:	N/A
	WIP at deployment completion:	100%
	MD tasked:	45
	Total Project MD:	45

Material Cost: \$5,813

Cost Savings: \$10,500

Significant Safety Issues: Moving heavy plate steel from the ground onto the D8s.

Significant QC Issues: Armor must protect operator from small arms fire from all directions while allowing the operator to continue to work.

Significant Design Issues: Last minute decisions on armor design, material selection, and addition of doors.

Significant Material Issues: Steel specifications for sheets were difficult to translate or understand.

CAMP MAINTENANCE SI0-300

PROJECT LISTING	MANDAYS EXPENDED
ESA / Work Orders	15
Repair exterior floodlights in Camp	7
Paint interior main offices	35
Repair plumbing BLDG 712	8
Repair plumbing BLDG 705	5
Repair plumbing MLO/Supply Warehouse	6
Minor electrical repairs around camp	10
Repair bathroom wall BLDG 712	6
Replace ceiling tiles BLDG 712	8
TOTAL MANDAYS	100



UTCN paints conference room.



CE3 checks an electrical panel in MLO.

OIC DISCRETIONARY SI0-500

PROJECT LISTING	MANDAYS EXPENDED
Fabricate Up-Armor and Embark Two D-8 Dozers	45
Erect shade gazebos at MWR complex	31
Grade Italian Soccer Field	3
Roll High School Sports Field	2
Erect shade gazebo Augusta Bay	13
Un-tasked work required at land annex	56
TOTAL MANDAYS	150



Italian Soccer Field



MWR Gazebos



Up-Armor D8

Labor Distribution Summary DETAIL SIGONELLA

Month	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Total	% Total
Direct Labor MDs	150	327	313	299	313	243	42	1687	69%
Indirect Labor MDs ¹	26	57	55	52	55	150	15	410	17%
Readiness/Training	19	68	68	72	77	55	5	364	15%
Total MDs Exp	195	452	436	423	445	448	62	2461	100%
# Total Personnel	30	30	29	29	29	29	20	28	
# Direct Labor	18	18	17	17	17	17	11	16	
# Workdays	12	25	25	23	25	25	5	140	
% Direct Labor²	60%	60%	59%	59%	59%	59%	55%	59%	
Ideal Capability³	243	506	478	440	478	478	62	2685	
Availability Factor⁴	70%	78%	80%	84%	82%	62%	76%	76%	

NOTES:

5. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.
6. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)
7. MD Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (1.125) x 1
8. AF (Efficiency Factor) = (Total Direct Labor Mandays for period)/(MD Capability)

Total Direct Labor Mandays for the period is sum of Direct Labor Mandays and Readiness/Training Mandays

DETAIL

SOUDA BAY

PROJECT SUMMARIES





LEFT: MORGAS station at turnover.
 BOTTOM: MORGAS station at completion.



CONSTRUCT MORGAS STATION CR4-891

Project Data

Project Scope: NMCB SEVENTY-FOUR was tasked with the completion of this 800 square feet of office space, fuels lab, and storage area. Improper material and poor compaction of backfill around tanks lead to the complete removal of the tanks and fill material. Replace and compact 360CD of select fill and replace 622CD of crushed washed stone around tanks.

Personnel:	8	
Duration:	February – April 2004	
Man-days Expended:	NMCB 74	306
	Cumulative	1982
Tasking:	WIP at turnover:	85%
	WIP at completion:	100%
	MD Tasked to NMCB:	306
	Total Project MD:	1982
Material Cost:	\$238,300	
Cost Savings:	\$693,700	
Significant Safety Issues:	None	
Significant QC Issues:	None	
Significant Design Issues:	Difficult to account for undocumented field changes, verbal changes, and rough sketches by ROICC CONREP.	
Significant Material Issues:	Crush stone was expensive and could only be supplied by one vendor.	



LEFT: Generators at turnover.
 BOTTOM: Generator at completion.



INSTALL EMERGENCY GENERATORS CR2-869

Project Data

Project Scope: NMCB SEVENTY-FOUR was tasked with the installation of two 300KW Caterpillar Generators and switchgears to enhance emergency back-up power for NSA.

Personnel:	3	
Duration:	February 2004	
Mandays Expended:	NMCB 74:	16
Tasking:	WIP at turnover:	87%
	WIP at completion:	100%
	MD Tasked to NMCB:	16
	Total Project MD:	126

Material Cost: \$310,369

Cost Savings: \$70,482

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: Generators were sent back to Gulfport from Athens, instead of directly to Souda Bay.



LEFT: GSE/T-Line at the beginning of construction.
 BOTTOM: Project at turnover, 52% complete.

RENOVATE GSE/T-LINE SHOPS

CR7-807

Project Data

Project Scope: NMCB SEVENTY-FOUR was tasked with the renovation of the Ground Support Equipment (GSE) Offices. Demo existing shops and ladder wells in place. Construct two new shops with roll up doors, new ladder wells, and office spaces on second deck, to include installation of HVAC.

Personnel: 7

Duration: March – November 2004

Mandays Expended: NMCB 74: 305

Tasking: WIP at turnover: 58%
 WIP at completion: 58%
 MD Tasked to NMCB: 376
 Total Project MD: 718

Material Cost: \$57,700

Cost Savings: \$251,300

Significant Safety Issues: Working from scaffolding.

Significant QC Issues: Ensuring that the anchor bolts were in the proper location.

Significant Design Issues: None.

Significant Material Issues: Electrical equipment and doors/windows.

CAMP MAINTENANCE PROJECT LISTING:

ESA: RESPOND TO SERVICE CALLS AS NEEDED	21
SJO: CLEAN AND MAINTAIN HEATING AND AC FILTERS	20
MCD: REPLACEMENT OF USED FURNITURE	18
PAINT AND REPAIR 26 ROOMS IN SEABEE BARRACKS	41
TOTAL MANDAYS:	100



Above: Replacement of furniture BEQ
Below: Repair of damaged cabinet



**OIC DISCRETIONARY
PROJECT LISTING:**

501	PLACE LARGE ROCK AS RIP RAP AT MARATHI PIER	40
502	CONSTRUCT ARRESTING GEAR FACILITY	33
503	REMOVE/RE-INSTALL MEZZANINE DECK	20
504	INSTALLATION OF WOOD BED FOR SUPPLY'S TRUCK	7
TOTAL MANDAYS:		100



CRO-501 PLACEMENT OF RIP RAP



CRO-502 CONSTRUCT ARRESTING GEAR



CRO-503 REMOVE/RE-INSTALL



CRO-504 REPLACEMENT OF TRUCK

**LABOR DISTRIBUTION SUMMARY
DETAIL SOUDA BAY**

Month	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Total	% Total
Direct Labor MDs	19	177	205	224	171	184	54	1034	51%
Indirect Labor MDs ¹	30	132	126	132	126	108	58	712	35%
Readiness/Training	8	56	53	79	53	50	0	299	15%
Total MDs Exp	57	365	384	435	350	342	112	2045	100%
# Total Personnel	20	20	20	20	20	19	19	20	
# Direct Labor	10	10	10	10	10	10	10	10	
# Workdays	11	24	23	21	23	24	8	134	
% Direct Labor²	50%	50%	50%	50%	50%	53%	53%	51%	
Ideal Capability³	124	270	259	236	259	270	90	1508	
Availability Factor⁴	22%	86%	100%	128%	87%	87%	60%	88%	

NOTES:

9. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.

10. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)

11. MD Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (1.125) x 1

12. AF (Efficiency Factor) = (Total Direct Labor Mandays for period)/(MD Capability)

Total Direct Labor Mandays for period is sum of Direct Labor Mandays and Readiness/Training Mandays.

DEPLOYMENT FOR TRAINING CROATIA

PROJECT SUMMARIES





LEFT: Barracks at turnover
BELOW: Barracks at completion



RENOVATE BARRACKS #8 and #9 FRLS-74

Project Data

Project Scope: Install interior framing for walls and ceiling. Install rigid board insulation and gypsum board. Prepare all surfaces, both walls and ceiling, for painting. Paint all interior surfaces. Prepare openings for and install eleven windows and five doors. Install radiators and copper piping for hot water heating system. Install new 50-amp panel box and all interior electrical to include lights, receptacles, and smoke detectors. Replace damaged or missing quarter log on the exterior of the building.

DL Personnel: 6-12

Duration: February – April 2004

Mandays Expended: 390

Tasking:	WIP at Turnover:	0%
	WIP at Completion:	100%
	MD Tasked to NMCB 74:	390
	Total Project MD:	390

Material Cost: \$ 44,303

Cost Avoidance: \$ 136,500

Significant Safety Issues: Cold weather and slippery conditions.

Significant QC Issues: A minimum constant temperature of 40 degrees Fahrenheit was required to apply both the joint compound and paint. This was achieved by renting a forced air heater from a local vendor.

Significant Design Issues: The design called for six ceiling fans to be installed. Due to the low height of the existing ceiling joist these were deleted from the scope of work.

Significant Material Issues: Some material provided by the contractor did not meet project specifications and this forced DFT supply personnel to make numerous trips to change out material.



LEFT: Latrine site at turnover
 BOTTOM: Front of Latrine at completion



CONSTRUCT LATRINE FACILITY FRLS-74A

Project Data

Project Scope:

Construct a 20' x 100' wood framed structure on a multi layered concrete foundation slab. Bring to grade and compact project site. Excavate footings, chase ways and slab. Install under slab utilities to include water, sewage and electrical runs. Place concrete for footings, chase ways and slab. Fabricate and erect wood framed walls and roofing members. Install exterior sheathing for walls and roof. Install rigid insulation in walls and ceiling. Hang gypsum board on walls and prep for paint. Install a 50-amp panel box and interior electrical to include light fixtures, waterproof receptacles, smoke detectors, and fire alarms. Install 22 shower units, 22 sinks, 14 toilets and 8 urinals.

Personnel:	21-27								
Duration:	February – April 2004								
Man-days Expended:	887								
Tasking:	<table border="0" style="margin-left: 20px;"> <tr> <td>WIP at Turnover:</td> <td>0%</td> </tr> <tr> <td>WIP at Completion:</td> <td>100%</td> </tr> <tr> <td>MD Tasked to NMCB 74:</td> <td>528</td> </tr> <tr> <td>Total Project MD:</td> <td>887</td> </tr> </table>	WIP at Turnover:	0%	WIP at Completion:	100%	MD Tasked to NMCB 74:	528	Total Project MD:	887
WIP at Turnover:	0%								
WIP at Completion:	100%								
MD Tasked to NMCB 74:	528								
Total Project MD:	887								
Material Cost:	\$134,368								
Cost Savings:	\$310,450								
Significant Safety Issues:	Cold weather/ rainy conditions								
Significant QC Issues:	The design changed once the DFT was on deck. This forced crews to develop new QC/Safety plans as well as re-plan and estimate the whole project to ensure the project packages reflected all changes.								
Significant Design Issues:	The original design called for a reinforced slab on spread footings. The new design added heating and electrical chase ways and a complicated, multi-layered slab.								
Significant Material Issues:	Materials were sole sourced and the contractor could not keep up with material delivery requirements. On numerous occasions, the contractor did not have the material on hand required by the contract.								



LEFT: Road at the start of the exercise
 BOTTOM: Road at completion



IMPROVE TANK ROAD ADRIATIC PHIBLEX 04-2

Project Data

Project Scope: Repair 8.7 kilometers of unimproved road to include the following: widen all areas to a minimum of 6 meters, place select fill over the entire distance at a thickness of 35 centimeters, grade and compact to the contour of existing terrain, and install 24 meters of concrete culverts to establish drainage.

Personnel: 17

Duration: April – June 2004

Man days Expended: 702

Tasking:

WIP at turnover:	0%
WIP at Completion:	100%
MD Tasked to NMCB 74:	702
Total Project MD:	1,973

Material Cost: None (gravel provided by Host Nation)

Cost Savings: \$245,700

Significant Safety Issues: Unaccounted land mines were in the area. Narrow roads provided for a congested worksite for heavy equipment traveling to and from the base quarry.

Significant QC Issues: Language barriers between nations on crews challenged QC staff to ensure the highest quality was being put in place.

Significant Design Issues: None.

Significant Material Issues: None.



LEFT: Beginning of water line from the river.
 BOTTOM: Seabees work along side SEEBRIG Nations



WATER LINE PROJECT ADRIATIC PHIBLEX 04-2

Project Data

Project Scope: Install approximately 10.4 km of water main piping system from Slunj to Furjan, Croatia. The finished product will provide water service to the towns of Popovac, Lumbardenic, Ladevac, Polje and Furjan. Connect to existing water distribution system at a nearby hilltop. Excavate to a depth of no greater than 1.5 meters. Place bedding sand to a depth of 35 centimeters and compact. Install piping system and test all connections. Place a layer of top sand at a depth of 50 centimeters and back fill with excavated material.

Personnel: 17

Duration: April 2004 –June 2004

Man days Expended: 746

Tasking:	WIP at turnover:	0%
	WIP at Completion:	100%
	MD Tasked to NMCB 74:	746
	Total Project MD:	3,420

Material Cost: \$250,000

Cost Savings: \$261,100

Significant Safety Issues: Roads were often very narrow for heavy equipment. Continual hydration during hot, dry weather was a constant concern with all personnel.

Significant QC Issues: Quality of bedding and top sand was not consistent.

Significant Design Issues: None.

Significant Material Issues: All materials supplied by the host nation.

LABOR DISTRIBUTION SUMMARY DFT CROATIA

Month	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Total	% Total
Direct Labor MDs	400	1,128	756	965	668	3917	75%
Indirect Labor MDs ¹	132	297	216	312	216	1173	23%
Readiness/Training	18	46	15	11	0	90	2%
Total MDs Exp	550	1471	987	1288	884	5180	100%
# Total Personnel	42	42	43	43	40	42	
# Direct Labor	31	31	31	33	33	32	
# Workdays	12	27	18	26	18	101	
% Direct Labor²	74%	74%	72%	72%	82%	76%	
Ideal Capability³	419	941	627	965	668	3620	
Availability Factor⁴	95%	119%*	120%*	100%	100%	111%	

NOTES:

13. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.

14. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)

15. MD Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (1.125) x 1

16. AF (Efficiency Factor) = (Total Direct Labor Mandays for period)/(MD Capability)

Total Direct Labor Mandays for period is sum of Direct Labor Mandays and Readiness/Training Mandays.

DEPLOYMENT FOR TRAINING

GHANA

PROJECT SUMMARIES





place

BOTTOM: Completed KSPAN structure



CONSTRUCT KSPAN STRUCTURE JFOL Phase I

Project Data

Project Scope: Place 350 lineal feet of angle-iron foundation piers and rails. Form and install 13,000 square feet of steel KSPAN panels. Place 170 CD of concrete foundation and a 50' x 100' slab on grade. Install all electrical wiring, outlets, panels, and lighting. Install two personnel and two roll-up doors. Install perforated pipe rainwater drainage system around building perimeter.

DL Personnel: 11

Duration: February – April 2004

Mandays Expended: 549

Tasking:	WIP at Turnover:	0%
	WIP at Completion:	100%
	MD Tasked to NMCB 74:	549
	Total Project MD:	549

Material Costs: \$210,438

Cost Avoidance: \$192,150

Significant Safety Issues: Heat-related casualties, fall protection, and crane safety

Significant QC Issues: Maintaining straight and level formwork using cheap local lumber was a significant challenge. Most cases were corrected prior to concrete placement using additional “dead-man” bracing or splicing in new sections of form. Other parts required chipping away and covering with stucco.

Significant Design Issues: Based on the plans that were available, the construction of this KSPAN structure was different from the way Seabees are taught. The connection at the base of the KSPAN was not encased in concrete, in order to better withstand inclement weather conditions. Additionally, the drawings were for the construction of an Automatic Building Machine 120-model building that has a different panel cross-section from Rota’s organic ABM 240.

Significant Material Issues: Unreliable delivery of inconsistent or poor quality concrete. On several occasions, a secondary vendor had to be called in at the last minute to replace our primary concrete vendor. The secondary vendor had better quality, but costs were significantly higher.



LEFT: 66 individual foundation piers for modular units

BOTTOM: Completed 64-man dormitory facility



INSTALL 64-MAN DORMITORY FACILITY JFOL Phase II

Project Data

Project Scope: Place 66 concrete foundation piers for ten 40' ISO container modular dormitory units. Install perforated pipe rainwater drainage system around building perimeter.

DL Personnel:	8	
Duration:	May – June 2004	
Mandays Expended:	160	
Tasking:	WIP at Turnover:	0%
	WIP at Completion:	100%
	MD Tasked to NMCB 74:	160
	Total Project MD:	160
Material Costs:	\$240,960	
Cost Avoidance:	\$56,000	

Significant Safety Issues: Heat-related casualties, tripping hazards, crane safety

Significant QC Issues: Short periods of heavy rain would manipulate foundation pier forms already in place. Crew was required to re-inspect and re-shoot elevations after rain periods and prior to installation to ensure a level surface for the installation of the modular units.

Significant Design Issues: Original foundation pier detail required modifications by the vendor to provide enough support in the event that a second level of units are stacked above the existing units.

Significant Material Issues: Unreliable delivery of inconsistent or poor quality concrete. On several occasions, a secondary vendor had to be called in at the last minute to replace our primary concrete vendor. The secondary vendor had better quality, but costs were significantly higher.



LEFT: Excavated section of parking apron
 BOTTOM: Completed section of parking apron being put to use



REPAIR AIRCRAFT PARKING APRON Phase I, Ghana Air Force Base

Project Data

Project Scope: Excavate a 30' x 60' x 330' section of dilapidated and insufficient aircraft parking apron. Rebuild section to withstand aircraft weight of a C-17.

DL Personnel:	2	
Duration:	March – April 2004	
Mandays Expended:	100	
Tasking:	WIP at Turnover:	0%
	WIP at Completion:	100%
	MD Tasked to NMCB 74:	100
	Total Project MD:	100
Material Costs:	\$72,868	
Cost Avoidance:	\$35,000	

Significant Safety Issues: Hearing protection, general equipment operation safety and awareness

Significant QC Issues: Short periods of heavy rain combined with poor quality fill material required some material to be removed, air dried, and then re-compacted in place.

Significant Design Issues: None.

Significant Material Issues: The base coarse material delivered to the project did not have fine aggregates needed to reach necessary compaction. A second vendor was needed to replace it with better quality fill material.



LEFT: Footprint of building graded to elevation
 BOTTOM: Completed Haatso Medical Clinic



CONSTRUCT MEDICAL CLINIC Haatso, Accra

Project Data

Project Scope

Grub and clear a one-acre lot. Place a 50' x 60' reinforced concrete wall foundation and slab on grade. Place exterior and interior CMU-block walls. Construct and place wooden roof trusses. Apply stucco finish to exterior and interior walls. Install all exterior and interior doors, windows, and hardware. Install all electrical wiring, power outlets, switches, light fixtures, fans, and electrical panels. Install air conditioning units and a diesel powered generator.

DL Personnel:	17								
Duration:	March – June 2004								
Mandays Expended:	979								
Tasking:	<table> <tr> <td>WIP at Turnover:</td> <td>0%</td> </tr> <tr> <td>WIP at Completion:</td> <td>100%</td> </tr> <tr> <td>MD Tasked to NMCB 74:</td> <td>979</td> </tr> <tr> <td>Total Project MD:</td> <td>979</td> </tr> </table>	WIP at Turnover:	0%	WIP at Completion:	100%	MD Tasked to NMCB 74:	979	Total Project MD:	979
WIP at Turnover:	0%								
WIP at Completion:	100%								
MD Tasked to NMCB 74:	979								
Total Project MD:	979								

Material Costs: \$150,943

Cost Avoidance: \$342,650

Significant Safety Issues: Proper hydration, fall protection, lime burns from concrete

Significant QC Issues: Inconsistencies of CMU blocks made laying straight runs difficult. The HN troops proved to be extremely proficient at applying stucco over CMU walls and compensated for all material discrepancies.

Significant Design Issues: Available prints lacked specific information regarding finish work. A visit by EUCOM project engineers provided the project supervisor the opportunity to review and make field changes to any structural and finish details questions on the drawings.

Significant Material Issues: The vendor that supplied the concrete for this project also agreed to custom make U.S. standard CMU block. The result was a mix-match of different sizes and compressive strengths depending on batch delivered.



LEFT: New soccer goal net and graded soccer field
 BOTTOM: Children playing on new swing



IMPROVE SOCCER FIELD/ INSTALL PLAYGROUND EQUIPMENT Mamobi, Accra

Project Data

Project Scope: Repair a soccer field with poor drainage by grading the area to drain to one end. Install a swing, a merry-go-round, a slide, and a seesaw. Replace two tattered soccer goal nets with brand new ones.

DL Personnel: 5

Duration: May – June 2004

Mandays Expended: 38

Tasking:	WIP at Turnover:	0%
	WIP at Completion:	100%
	MD Tasked to NMCB 74:	38
	Total Project MD:	38

Material Costs: \$1,146

Cost Avoidance: \$13,300

Significant Safety Issues: Working with heavy machinery in a congested public area.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: The playground equipment, although constructed of steel, was not sturdy enough to withstand the volume of neighborhood children that would play on it everyday. A plastic or PVC playground set ordered from the U.S. would have been more prudent.



LEFT: Pre-construction site condition
 BOTTOM: Tasked 50% completion of Nima Community Center



CONSTRUCT CONCRETE SLAB FOR COMMUNITY CENTER Nima, Accra

Project Data

Project Scope: Construct a 34' x 64' general-purpose community center pavilion in a crowded, underdeveloped Muslim neighborhood. Due to time constraints of the project, Fearless Seabees were only tasked with completing the excavation, and placement of the concrete slab, and any stub-outs for column reinforcement. Additionally, DFT Ghana purchased the remaining materials and supplies needed for the Muslim community to begin the installation of columns and a sloped aluminum roof structure.

DL Personnel:	8	
Duration:	7 – 13 June 2004	
Mandays Expended:	62	
Tasking:	WIP at Turnover:	0%
	WIP at Completion:	*50%
	MD Tasked to NMCB 74:	62
	Total Project MD:	62
Material Costs:	\$17,288	
Cost Avoidance:	\$21,700	

Significant Safety Issues: Proper hydration, lime burns from concrete

Significant QC Issues: None.

Significant Design Issues: As a late addition to the DFT's HCA tasking, there was no official scope of work nor detailed drawings for the project. The design concept was based off of conversations with the Muslim Community Imam and the Ghanaian Military Muslim Liaison.

Significant Material Issues: In addition to the materials procured by NMCB 74, the Muslim community already had a decent stockpile of materials on hand to begin remaining portion of work.

*HCA funding guidelines required that 50% of the WIP be completed by Seabees.

LABOR DISTRIBUTION SUMMARY DFT GHANA

Month	Mar 04	Apr 04	May 04	Jun 04	Total	% Total
Direct Labor MDs	764	775	756	390	2685	90%
Indirect Labor MDs ¹	35	52	52	28	167	6%
Readiness/Training	30	31	30	30	121	4%
Total MDs Exp	829	858	838	448	2973	100%
# Total Personnel	41	41	40	40	41	
# Direct Labor	31	31	30	30	31	
# Workdays	27	26	26	14	93	
% Direct Labor²	76%	76%	75%	75%	75%	
Ideal Capability³	942	907	878	473	3198	
Availability Factor⁴	84%	89%	90%	89%	88%	

NOTES:

17. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.

18. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)

19. MD Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (1.125) x 1

20. AF (Efficiency Factor) = (Total Direct Labor Mandays for period)/(MD Capability)

Total Direct Labor Mandays for period is sum of Direct Labor Mandays and Readiness/Training Mandays

CHAPTER V

SUPPLY / LOGISTICS / EQUIPMENT



CHAPTER FIVE

SUPPLY / LOGISTICS / EQUIPMENT

The European deployment held countless challenges and milestones for the Fearless Supply Department. The Supply Department sent and/or supported three Detail and two DFT deployment sites. The Camp Mitchell Supply Department operated most of the deployment with minimum personnel. The Material Liaison Office staging areas and Central Tool Room were also operated with minimal personnel and the toolkits and shelf tools were maintained. The Automotive Repair Parts inventory was kept virtually untouched. All camp facilities and stores were turned over in great shape ensuring the success of the incoming battalion.

SUPPORT SERVICES

FOOD SERVICE

Food Service Operations in Camp Mitchell were diverse and challenging during the Rota Deployment. First, the Galley was effected by the departure of Main body personnel in support of Operation Iraqi Freedom II, but even with just the minimal personnel food quality was never effected. The mid-deployment review was conducted by the 22NCR with outstanding results, the galley was found to be operating at a very high level in all areas.

During the Deployment the Camp galley expended \$450K for subsistence and served over 25K meals. Fourteen civilian workers augmented the military galley staff reducing the requirement for battalion companies to provide direct labor personnel for Food Service Attendants (FSAs) and afforded the Mess Management Specialists an invaluable leadership experience in a civilian and military work environment.

Food acquisition was achieved through the Prime Vendor, Ebrex. This included ordering and receiving stock and resulted in maximized efficiency. It also expanded the food choices available, allowing extensive healthy selections for each meal.

The galley was turned over to NMCB 4 without discrepancies. The inventory validity during the deployment was raised from 45% to 99%. Due to the Wardroom renovations, the Chiefs Mess was temporarily converted into a Khaki Mess and Wardroom operations were shut down for most of the deployment. The wardroom reopened with minimum operations, subsisting out of the main galley while the kitchen area is finished.

BILLETING

NMCB 74 was assigned BLDGs 77-79, 1.2M dollars of new furniture was installed in the rooms, and this greatly improved the quality of life for the residents. Battalion Barracks Petty Officers were assigned as building managers and did an outstanding job of overseeing the furniture installation as well as ensuring that the rooms were kept clean.

DISBURSING

The Disbursing Office processed over \$750K in deployment per diem to mainbody and detail personnel and processed 1000 travel claims. All disbursing services were provided from Camp Mitchell.

POSTAL

The Camp Mitchell post office processed over 400 pounds of mail monthly. Full postal services including stamps, package shipping, and Express Mail services were offered at the Camp postal office.

BARBERSHOP

The barbershop provided full barber services to all battalion personnel. Over 900 haircuts were given during this deployment.

MATERIAL LIAISON OFFICE (MLO)

The MLO staff provided support for all projects including receiving and storing and tracking over \$1.8M of construction materials and services to 6 main body project sites. This was accomplished while also tracking 2 European det sites (Sigonella and Souda Bay) for a grand total at just over \$4.4 Million dollars. The MLO staff also provided limited Planning and Estimating assistance to the operations department for up coming projects valued at over \$1.5 Million Dollars. The number one priority during the deployment was to ensure that all the financial records and material inventories were in accordance with 1NCD instructions. At turnover time the inventory validity was at 100% and all financial records were up to date.

Naval Station Rota Supply Department contributed significantly to the overall success of this deployment by assisting with local purchases and contracts with local vendors. By using Spanish nationals as contracting officers, the language barrier was eliminated which resulted in improved delivery times of high priority construction materials.

CENTRAL TOOL ROOM (CTR)

CTR managed all hand and power tools, tradesman's toolkits and scheduled preventative maintenance. There was no work stoppage from to lack of tools due to the dedicated customer-service-oriented CTR staff. Inventory at the beginning of deployment was at 54% validity. The CTR staff worked hard during the deployment with the inventory ensuring a validity of 99% at turnover time.

AUTOMOTIVE REPAIR PARTS (ARP)

ARP inventory consisted of 27,000 line items worth \$2.25M. With only 1 Storekeeper, the turnover inventory validity was 95%. During deployment, the 3M program was implemented at Camp Mitchell. Despite the initial flaws of any new software implementation, the ARP inventory validity was maintained at 90%.

UNIFORM ISSUE/ INFANTRY GEAR

Personal Infantry gear was issued to battalion personnel prior to deployment. The Supply Department was tasked on completing an inventory of all 782 gear available in Camp Mitchell. The inventory and rearrangement of the warehouse was completed successfully in less than 2

months. NMCB 4 has been tasked to determine the quantity on hand to keep on Camp Mitchell and remove the excess gear as required either to DRMO or back to Gulfport.

TABLE OF ALLOWANCE

The TOA on Camp Mitchell is in great condition due to the fact that is less than 2 years old. Random inventories were conducted throughout deployment in order to maintain 100% validity. All TOA items that were required to be added into the 3M program were completed. Ghana and Croatia DFTs were outfitted with TOA items from Camp Mitchell.

CAMP FINANCIALS AND SUPPLY OFFICE

The Supply Department processed 151 NORs and 12 ANORs requisitions valued in excess of \$57,225.29 and \$2,738.14, respectively. Another significant accomplishment this deployment was the aggressive validation and overall reduction of outstanding requirements including NORs/ANORs by 63%. Provided outstanding logistical support to the SWA Det totaling more than 20 triwallls of supplies required for operation in a combat zone. This included everything from pens, papers, printer's cartridges, uniform items and other consumables as requested. Through the deployment the financial office processed more than 1500 requisitions totaling over \$350K of consumables, parts and services for the camp. The SK's processed daily over 25 incoming and outgoing shipments for the camp and all detachment sites.

EQUIPMENT

The CESE Maintenance program was incredibly successful this deployment. Specific accomplishments include raising availability from 87% to 93% and reducing the deadline number of pieces from 19 to 15. All BEEP and ESS tasks were completed.

EQUIPMENT POPULATION

Vehicles	BEEP	Mar 04	Apr 04	May 04	Jun 04	Jul 04	BEEP
In Service	160	121	126	126	132	128	124
In Preservation	145	184	192	192	186	179	179
Total	305	305	318	318	318	307	304

PM & INTERIM REPAIR ERO SUMMARY

Month	04 Repairs	Type 01	Type 02	Type 03	Total	PM:INT Ratio
BEEP	16	25	3	1	45	3:1
Mar 04	22	65	22	0	109	10:1
Apr 04	21	0	0	0	21	4:1
Total	59	90	25	1	175	17:3

RAR SUMMARY

Month	Required Checks	Checks Perform	RAR	Opened 2k
May 04	455	455	100%	116
Jun 04	700	698	99.7	72
Jul 04	941	935	99.4	81

Total	2096	2088	99.6	296
-------	------	------	------	-----

EQUIPMENT AVAILABILITY STATUS

Deadline	BEEP	Mar 04	Apr 04	May 04	Jun 04	Jul 04	BEEP
Auto	2	2	2	5	5	1	2
Construction	6	6	4	7	11	14	15
MHE/WHE	2	1	2	1	1	1	0
Total Deadline	10	9	8	13	17	17	20
% Availability	96%	96%	95%	93%	92%	92%	91%

3M

Camp Mitchell became the third Main Body site to undergo the implementation of the 3M systems. The installation provided many unique challenges to the Battalion. Immediately upon arrival to the camp in early February, preparations were commenced to support this process in late March. New computers were distributed and brought on line throughout the camp. Additional network LAN drops were installed in the 5000 Shop, Dispatch, Crane Shop, and Live Storage to support maintenance tracking and parts support.

With the assistance of Naval Facilities Expeditionary Logistics Center (NFELC) and Space and Naval Warfare Systems Command (SPAWAR), a total of 56 MicroSNAP and 43 Sked 3.1 workstations were brought online with new servers to support these programs. Additionally 13 work centers to support the 3M maintenance programs were created utilizing Camp Mitchell's Force Revision and the data from previous installs in Camp Covington, Guam and Camp Shields, Okinawa. The install team, Battalion 3M Coordinator, and 3M Assistant Coordinator created Cycle, Quarterly, and Weekly maintenance schedules for each of the work centers. 22NCR reviewed and approved these schedules. These schedules created a long-term maintenance plan not only for NMCB 74, but also every other battalion that will deploy to Camp Mitchell in the next 5 years.

RADWEB (a Web Portal Creation and Information System) accounts were created for Camp Mitchell enabling the exchange of Continuous System Modeling Program (CSMP) data, Configuration Changes, new APL data, and Supply and Logistics with higher headquarters. This information is regularly processed through information up-line procedures and Automated Shore Interface (ASI) downloads. These processes were executed by the 3M, S4, and S6 departments every 1-2 weeks at a minimum, depending on the size of the ASI files. A total of 10 successful ASI processes were conducted during this deployment.

3M training was conducted weekly for individuals lacking 301 Maintenance Man qualifications. With 3M completely implemented, it was essential to provide familiarization to all personnel. 100% of personnel assigned to Detail Rota achieved the 301 Maintenance Man qualification. This was essential to the operation of the camp due to the limited number of people assigned to this location. Alfa Company in particular did an outstanding job staying on top of maintenance requirements and achieved outstanding RAR reporting every week despite their minimal manpower.

The deployment wrapped up with a very successful BEEP. New ground was broken with the Regiment's first BEEP conducted under their new 1NCD instruction that incorporated 3M into the turnover process. NMCB 74 and Camp Mitchell's 3M program received high praises and compliments upon completion of the turnover out-brief.

APPENDICES



APPENDIX I

LESSONS LEARNED

DETAIL ROTA

1. **KEYWORD: SUPPLY**
 - a. **ITEM: MATERIAL PROCUREMENT**
 - b. **DISCUSSION:** US standard parts are intermixed with metric throughout NAVSTA Rota. When repairs are necessary, American standard parts must be ordered from the States to make repairs. In many cases English units are available in Spain. However inside diameter is used for piping, vice the US standard of outside diameter. Most utilities on NAVSTA are US standard sizes, therefore requiring the long-lead time for ordering.
 - c. **RECOMMENDATION:** Purchase all materials from local vendors in metric sizes. If US standard is required, allow long lead-time for purchase from the states.

2. **KEYWORD: SUPPLY**
 - a. **ITEM: TRANSPORTATION**
 - b. **DISCUSSION:** Few vehicles are approved for off-base use and are shared among several work centers. This sharing adds considerable lead-time to supply tasks such as attaining quotes and picking up material. NAVSTA Rota also requires vehicles leaving the base to have EU license plates and preferably not painted white.
 - c. **RECOMMENDATION:** Provide non-white augment vehicles with off-base license plates.

3. **KEYWORD: SUPPLY**
 - a. **ITEM: COMMUNICATION**
 - b. **DISCUSSION:** The expeditor has not been the primary interface with local suppliers. There are several parties within and outside of Camp Mitchell that are involved in material procurement that causes confusion.
 - c. **RECOMMENDATION:** Battalion supply at Camp Mitchell should be single point of contact for both MLO and Camp Maintenance requirements.

4. **KEYWORD: OPERATIONS**
 - a. **ITEM: ROICC INTERFACE**
 - b. **DISCUSSION:** ROICC provides an invaluable knowledge of quality assurance to Seabee projects. Sporadic involvement during the initial phases of construction has led to some rework.
 - c. **RECOMMENDATION:** Invite ROICC to key initial phase inspections, particularly for those construction activities that will affect aesthetics. Ensure all critical initial inspections are agreed upon prior to the start of construction. Request a QA plan from ROICC at the PRECON. Installing sample sections of a particular activity works only if ROICC is timely on their approval.

5. **KEYWORD: COMMAND CAREER COUNSELOR**
 - a. **ITEM: PREDEPLOYMENT PLANNING**

- b. **DISCUSSION:** Two key aspects of predeployment preparations were not completed prior to leaving Gulfport. First, DET/DFT Career Information Package were not completed and distributed to the DET/DFT OIC/AOIC/CC. Second, DET/DFT Career Counselors or points of contacts were not established. The lack of these two items resulted in several unnecessary communications with the DET/DFT's and short fused submissions of retention related requests. With out a single point of contact with the DET/DFT sites, communications were sporadic and came from multiple people resulting in multiple and sometimes contradictory communications on the same subject.
 - c. **RECOMMENDATION:** Prior to deployment, prepare a Career Information Package for each DET/DFT site consisting of forms, instructions, career information, Link/Perspective Magazine, etc. Establish a single point of contact or DET/DFT Career Counselor. Additionally, ensure the CCC briefs this information at the OIC Academy prior to deployment. Training will ensure OICs and AOICs will understand what is in the package and can answer basic career information questions.

- 6. **KEYWORD: 3M**
 - a. **ITEM: SPACES AND PHONE CONNECTIVITY**
 - b. **DISCUSSION:** The 3M office is currently operating from the Training Office. While this is adequate in the short term, the influx of greater numbers in the relieving battalion will ultimately lead the office to be overcrowded. No DSN-capable phone is available to call back to NFELC and Regiment to discuss daily 3M issues.
 - c. **RECOMMENDATION:** Set up and provide assets for an independent 3M office for the 3MC and 3M Assistant. Ensure DSN access is installed so as to provide reach-back capability.

- 7. **KEYWORD: 3M**
 - a. **ITEM: HOMEPORT TRAINING**
 - b. **DISCUSSION:** Few individuals had basic 3M System knowledge prior to arriving to Camp Mitchell and after the installation of 3M. This was due to the battalion undergoing a vigorous and shortened homeport training schedule. The deployment to Iraq also imposed more important training ahead of 3M. A great deal of 301 and 303 training was conducted in the first two months of the Rota deployment to meet 3M requirements and implementation.
 - c. **RECOMMENDATION:** Train as many people as possible during homeport. Ensure they have the correct training in relation to their position.

- 8. **KEYWORD: 3M**
 - a. **ITEM: INSTALLATION AND ASSIST VISITS**
 - b. **DISCUSSION:** Tempo of the 3M install was very vigorous. Most of the time devoted by the install team was confined to programming of computers and setting up work centers. Software problems surfaced during normal operations after the install team departed Rota. For example, MicroSNAP files that were needed to operate were found to be incomplete or corrupted. Eventually the database was emailed to SPARWAR for troubleshooting and correction.

- c. RECOMMENDATION: Recommend install team, specifically the program experts, remain on site to ensure no problems are discovered during operation that may impact the functional capabilities of the system.
9. KEYWORD: OPERATIONS
- a. ITEM: CRANE OPERATIONS
 - b. DISCUSSION: The crane crew was established and trained in homeport but none of the crewmembers were licensed on either the 35-ton lattice or the 40-ton hydraulic Link Belt cranes. The battalion had two personnel on Detail Rota with four years of hydraulic crane experience but little lattice boom experience. NMCB 74 relied upon NMCB 1 to operationally test the two cranes in order to acquire the licenses for the lattice boom cranes. No one on site had any training or possessed a license for the 40-ton hydraulic so licensing was difficult. Per NAVFAC P-307, a performance test shall be conducted using personnel licensed, trained, and experienced on the specific crane being licensed. Therefore, licensing will prove to be a continual problem due to the CESE makeup on each deployment site being different.
 - c. RECOMMENDATION: NCTC schools should provide the training and also license the crane crew, when appropriate, prior to deployment. This ensures that they can prepare for any audit and perform any certifications as required during their deployment immediately upon arrival.
10. KEYWORD: OPERATIONS
- a. ITEM: CRANE OPERATIONS
 - b. DISCUSSION: Upon arrival it was discovered that the responsibility for the annual inspections of crane rigging gear was transferred to NAVSTA PW. Due to a shortage of personnel, PW had a difficult time meeting the battalion's time requirements. The battalion was left with minimal gear to perform lifts and crane certifications.
 - c. RECOMMENDATION: Recover all gear from PW and continue to do inspections in-house.
11. KEYWORD: CESE
- a. ITEM: USE OF CESE AFTER HOURS AND FOR MWR
 - b. DISCUSSION: Due to base force protection efforts, use of government vehicles off base is very limited. NAVSTA Rota CO's policy does not allow their use for trips to the NEX or other outlets. By 1NCD instruction personnel are not allowed to purchase or rent long-term vehicles for use during deployment.
 - c. RECOMMENDATION: Continue to utilize a buses for trips around base. Request authorization to purchase vehicles for the Wardroom, CPO mess, and First Class Association. Maintain vehicles in the Camp Czar's name or in the groups name.

DETAIL SIGONELLA

12. KEYWORD: OPERATIONS
- a. ITEM: DETAIL PERSONNEL ASSIGNMENTS
 - b. DISCUSSION: Due to the battalion's involvement in Operations IRAQI FREEDOM II and the late arrival of the OPORDER, several people on details were assigned with

- rotation dates occurring during deployment. TAP class was required by those transferring, causing impacts to production on projects. Short-timer attitudes were a challenge.
- c. RECOMMENDATION: Assignments to details and deployments for training should include verification of PRDs and EAOS.
13. KEYWORD: OPERATIONS
- a. ITEM: PROJECT ASSIGNMENT
 - b. DISCUSSION: One month prior to the start of deployment, the on-site battalion explained a project that required punch list items for completion. Upon arriving onsite, over 458 mandays of work were discovered. The detail was manned for the single project originally tasked. This substantially reduced the Detail's efficiency to complete the original tasking. The Detail was forced to re-structure and conduct Planning and Estimating for this unexpected project upon arrival.
 - c. RECOMMENDATION: Ensure close coordination between the on-site battalion, incumbent battalion, and R3 staff. Ensure predeployment visits include a review of projects planned to be completed prior to arrival, for rework and warranty purposes.
14. KEYWORD: OPERATIONS
- a. ITEM: LABOR DISTRIBUTION
 - b. DISCUSSION: Due to the decreased number of CESE pieces on site, only one First Class Petty Officer from Alfa Company is required, preferably a CM.
 - c. RECOMMENDATION: It would be better to have an experienced EO2 for Alfa Company Operations plus one other EO. Both should be counted as indirect labor and designated to run Dispatch, Collateral, License Examiner, and Yard Boss. Three or more EOs should be designated as project support, as the projects require.
15. KEYWORD: OPERATIONS
- a. ITEM: EMBARKATION
 - b. DISCUSSION: The Caterpillar D-8 Bulldozer up-armor and embarkation went smoothly from receipt of the FRAGO to the C-5 departure.
 - c. RECOMMENDATION: Using experienced mechanics to load and deliver D-8s proved to be a good decision. This prevented a loss of labor for the Dets. Also, using the mechanics to help with fabricating armor and building pallets minimized impact to the Detail's projects. The uparmoring would have been improved with armor plans/specifications and designated operators from the beginning.
16. KEYWORD: OPERATIONS
- a. ITEM: ITALIAN FORMS
 - b. DISCUSSION: A local new form system was introduced at the beginning of deployment that proved to be more time efficient and cost effective than the typical plywood and 2" X 4" method used in the U.S. An initial course of instruction was necessary to using the Italian forms.
 - c. RECOMMENDATION: Liaison with the experienced local employees at PW to learn local construction methods and techniques for the Italian forms.

17. KEYWORD: OPERATIONS
 - a. ITEM: CBCM PROGRAM
 - b. DISCUSSION: CBCM has several “bugs” that make it difficult to use. The program will not allow changes after the initial project schedule has been established. Project planning is constantly evolving and changes become necessary.
 - c. RECOMMENDATION: Ensure that all project supervisors and crew leaders attend the Project Management/Execution SCBT class in homeport. All battalions should be given the newest and approved version of this program as soon as it is available. Ensure the same version is used in main body and other detail sites.

18. KEYWORD: OPERATIONS
 - a. ITEM: ROICC CONSTRUCTION REPRESENTATIVE
 - b. DISCUSSION: It is imperative to develop a relationship with the Construction Representative (CONREP) and communicate with them on a regular basis. Many problems were encountered during the close out of a turnover project that could have been avoided had this relationship been present from the start.
 - c. RECOMMENDATION: Establish weekly meetings to discuss project issues and proper site inspections to review WIP with the CONREP. Both PW and ROICC representatives should be at this meeting.

19. KEYWORD: ADMINISTRATIVE
 - a. ITEM: KEY BILLET TRAINING
 - b. DISCUSSION: The Detail was manned with ‘unskilled’ individuals for key billets, due to tasking for OIF II. CTR, for example, was manned with an individual who had not been officially trained. He did an outstanding job, but did not know Regimental requirements for that position.
 - c. RECOMMENDATION: Ensure trained individuals are put in key Detail billets.

20. KEYWORD: ADMINISTRATIVE
 - a. ITEM: LETTERS OF DESIGNATION
 - b. DISCUSSION: It was unknown until the Regiment Supply Inspection that each Detail required a letter of designation from the CO for ANORS/NORS.
 - c. RECOMMENDATION: As soon as Details/DFTs/Air Dets are manned, issue a list of letters of designation required for each person, and who is to receive the designation.

21. KEYWORD: ADMINISTRATIVE
 - a. ITEM: BATTALION TURN-OVER
 - b. DISCUSSION: The previous battalion’s MAV inspection reports were not included in the turn over. Therefore, some previous discrepancies were not discovered or corrected before the next battalion’s inspection.
 - c. RECOMMENDATION: Pass down all inspection results with the incoming battalion in all areas especially Safety, Operations, Alfa Company, and Supply. The MAV should be a part of the turnover so the discrepancies are noted as well as the progress recorded.

22. **KEYWORD: SUPPLY**
- a. **ITEM: PROJECT MATERIALS**
 - b. **DISCUSSION:** The Detail had to order a lot of material for Project SIO-826 upon arrival. Materials take a long time to procure in Sigonella locally, and CONUS. The project schedule required readjustment to allow for late materials to be installed at a future date.
 - c. **RECOMMENDATION:** The ensure a successful deployment for the incoming Battalion, the outgoing Battalion must order all materials required for the first two months of deployment.
23. **KEYWORD: SUPPLY**
- a. **ITEM: MLO**
 - b. **DISCUSSION:** Detail crews had a hard time using proper procedures for ordering, procuring, and storing of project materials. Crew Leaders and Project Supervisors are aware of the proper procedures and operations when handling MLO issues.
 - c. **RECOMMENDATION:** Ensure Operations, Project Supervisors, and Crew Leaders are familiar with the Crew Leader's Handbook on ordering materials and on Supply's SOP. Emphasize that proper planning is crucial for smooth transactions between ordering, receiving, and issuing material.
24. **KEYWORD: SUPPLY**
- a. **ITEM: PROCUREMENT OF PROJECT MATERIAL**
 - b. **DISCUSSION:** Material procurement was a challenge due to inexperience of the expediter. Local purchases were delayed because of other commitments of the expediter. Some purchases were not correct due to lack of knowledge.
 - c. **RECOMMENDATION:** When preparing a bill of material, material take off, or a reorder, provide a detailed, comprehensive description of the required item. Provide samples or pictures, if possible. When the purchase is being made ensure that the part numbers and item description match those on the DD1348.
25. **KEYWORD: QUALITY CONTROL**
- a. **ITEM: CONCRETE**
 - b. **DISCUSSION:** Delivery and consistency of slump tests was a constant problem. Concrete was often delivered late and at a slump lower than ordered. Delayed concrete product shipments further impacted construction activities.
 - c. **RECOMMENDATION:** Ensure contract or purchase order is written to hold vendor is responsible for practices that result in an unsatisfactory product. Also enforce a concrete quality control program to ensure the specific mix will comply with project specifications.

DET SOUDA BAY

26. **KEYWORD: ENGINEERING**
- a. **ITEM: REDLINE PRINTS**
 - b. **DISCUSSION:** During projects that last multiple years (conception to completion), many design changes occur from the original purpose and location. Location changes

- many times do not include new site-adapt plans. Undocumented changes lead to confusion and misunderstandings that ultimately result in project delays.
- c. SOLUTION: On turnover projects, provide accurate as-built/redline drawings and design history, if needed. Ensure all changes are documented and stored in the project package.
27. KEYWORD: SOUDA BAY EQUIPMENT
- a. ITEM: CESE AVAILABILITY
 - b. DISCUSSION: The Detail does not have sufficient equipment resources to support specialized project tasking. Often projects are delayed due to the frequent breaking of antiquated equipment. If an outside contract is required for activities, such as excavation, the Detail must accommodate the contractor's schedule.
 - c. SOLUTION: Provide more versatile and newer CESE to Detail Souda Bay.
28. KEYWORD: MLO
- a. ITEM: MLO/MATERIAL ORDER AND ISSUE
 - b. DISCUSSION: Crossing fiscal years creates numerous problems for projects waiting on materials. Re-validating BMs numerous times is time consuming and causes delays in material procurement.
 - c. SOLUTION: Place orders for materials listed on the 30/60/90 day lists and revalidate the BM at the 60-day window. If a projects 60 day window is going to fall in the last one or two months of a fiscal year, revalidate BM immediately and get materials on order.
29. KEYWORD: QC
- a. ITEM: CONCRETE AND SOILS TESTING
 - b. DISCUSSION: Currently all concrete break test have to be sent out to a local contractor at Details Souda Bay and Sigonella that may take up to three days to receive results. Compaction testing is also difficult to coordinate through contract. Both Souda Bay and Sigonella Nuclear Desometers were in Gulfport for testing and calibrating. Souda Bay has no contractor on the island that has the capability of conducting a nuclear densometer test. Sigonella has to contract out this portion of QC. Sand cone tests are the only organic option.
 - c. SOLUTION: Watch the calibration periodicity on the nuclear densometers and ensure they are sent back to Gulfport at the most opportune time. Augment each site with a soils lab kit.
30. KEYWORD: PROJECT SPECIFICATIONS
- a. ITEM: SPECIALTY ITEMS (DOORS AND WINDOWS)
 - b. DISCUSSION: A project requiring specially constructed products must have adequate specifications. Time was lost when trying to obtain clarification as to what was required.
 - c. SOLUTION: Ensure specifications are sufficient to do a proper purchase request.
31. KEYWORD: SUPPLY/MLO
- a. ITEM: CONCRETE REQUESTS

- b. **DISCUSSION:** Short fused concrete requests do not allow MLO sufficient time to make necessary arrangements. The provider in Souda Bay has limited assets.
- c. **SOLUTION:** Plan work properly. Use two-week schedules and level III to make proper arrangements for items such as concrete and pump trucks.

32. **KEYWORD:** MLO

- a. **ITEM:** MATERIAL PROCUREMENT
- b. **DISCUSSION:** Being unfamiliar with construction nomenclature, terminology, and material procurement poses certain challenges. When requests are received with vague line item descriptions this causes unnecessary delays in ordering material.
- c. **SOLUTION:** All material requests should be submitted with accurate descriptions, forwarded through the proper chain of command, and reviewed carefully by both QC and OPS. This will greatly reduce the need for clarification, and therefore speed up the process of procurement.

33. **KEYWORD:** SUPPLY

- a. **ITEM:** OPTAR
- b. **DISCUSSION:** OPTAR funding, whether camp maintenance or project, often is not released in a timely manner as to be available at the turn of the quarter or FY. Unforeseen delays in funding often result in unnecessary construction and maintenance delays.
- c. **SOLUTION:** Funding for project material such as concrete and pump trucks should be obligated prior to the FY or quarter transition. Additionally, camp maintenance materials such as filters, light bulbs, and ballasts should be ordered in advance in sufficient quantities as to always have on hand.

DFT CROATIA

34. **KEYWORD:** QUALITY CONTROL

- a. **ITEM:** TESTING TOOLS AND EQUIPMENT
- b. **DISCUSSION:** In the course of construction activities, many quality control tests became necessary to continue with the next phase of work. Generally due to funding restrictions, the host nation was unable to support or provide these tests.
- c. **RECOMMENDATION:** Deploy fully self-sufficient for QC testing. Bring all compaction, concrete, geotechnical, and utility pressure test materials and equipment, if available.

35. **KEYWORD:** OPERATIONS

- a. **ITEM:** CONSTRUCTION WORK SCHEDULING
- b. **DISCUSSION:** It was difficult and time consuming to initiate new construction with earthwork requirements (placing large amounts of backfill or increasing site elevations). Due to excessive snowfall, the DFT lost one of two months available for construction (with a hard deadline) in unsuccessful attempts to prepare the site for the placement of the foundation concrete.
- c. **RECOMMENDATIONS:** Do not schedule construction projects with earthwork requirements during months that have excessive snowfall.

36. KEYWORD: TRAINING

- a. ITEM: IMPLEMENTATION OF A TRAINING PROGRAM
- b. DISCUSSION: DFT First Class Petty Officers implemented SCWS, In Rate, and professional training plans developed prior to deployment. Due to the DFT being at a remote location this was a very effective means of producing higher quality Seabees, setting troops up for future successes, and managing the small amount of off time available.
- c. RECOMMENDATION: Develop training plans before troops arrive in country and designate strong Petty Officers to implement them in programs that troops will benefit from.

37. KEYWORD: CESE

- a. ITEM: RENTAL VEHICLES FUEL TYPE
- b. DISCUSSION: Vehicles rented for Inland Transportation (IT) purposes during operations in/around the Eugen Kvaternik Training Area must use diesel fuel. Renting a command/OIC vehicle is advisable for mobility purposes but only diesel fuel is readily available at the base. This is the preferred method of fuel acquisition, as MOD reimbursement through the Embassy is the only feasible means to expend government funds for fuel. Further, the process is already in place at the base, Embassy, and MOD.
- c. RECOMMENDATION: Rent only vehicles with diesel fuel requirements and utilize the existing process with the base for diesel fuel acquisition.

38. KEYWORD: SUPPLY

- a. ITEM: SUITABLE GALLEY MEALS
- b. DISCUSSION: Meal quality and quantity provided through the base galley were inadequate for troops engaged in heavy labor. Breakfast (both phases) and weekend dinners (Phase I only) were particularly inadequate. This was the top morale issue for entire DFT duration. Almost all troops ate MREs and/or in town by the ribbon cutting.
- c. RECOMMENDATIONS: The best option is to push the upper US leadership – Naval Attache, NAVEUR, EUCOM – to correspond with upper leadership within the MOD as to exactly what will be offered during the exercise. The amount of calories to be provided seems to be the metric to measure. Ensure warm meals are provided. Attempt to have daily eggs (omelettes and scrambled eggs, not hard boiled), cooked meats (not packaged), and amounts of food beyond the traditional European “café and pastry” breakfast. As a second option, bring a Culinary Specialist (CS) with equipment to prepare meals for personnel. Political or other sensitivities will likely preclude this option. Additionally, a higher per diem rate would have alleviated most of the food problems by being able to purchase food locally.

39. KEYWORD: SUPPLY

- a. ITEM: COLD WEATHER GEAR
- b. DISCUSSION: A required cold weather gear list was sent to Rota one month prior to the AP’s arrival in Rota. Upon arrival, the AP discovered that approval from higher authority was required and that the requirements list had not gone past the supply

- office of the supporting unit. This hindered the pack out operations in preparation for embarkation from Rota.
- c. RECOMMENDATION: Supporting units should be aware of all requirements for issuing gear. Have all required approvals in writing prior to AP arrival at POE.
40. KEYWORD: SUPPLY
- a. ITEM: CLASS IV MATERIALS
 - b. DISCUSSION: The Bill of Materials (BM) used in the Class IV solicitation must be generated by the personnel who will execute the construction. This will help in identifying the correct materials and quantities in the contract for the designated construction project. Throughout construction execution some materials were not received in adequate quantities, some critical materials were not included in the contract, and inherent waste material was not accounted or planned for.
 - c. RECOMMENDATION: For contract solicitation purposes, utilize the BM generated by the planning crew who will execute the construction. This will prove more accurate and effective as it takes into account work methods and other factors that an outside entity cannot account for.
41. KEYWORD: SUPPLY
- a. ITEM: TAX EXCLUSION
 - b. DISCUSSION: DFT personnel were limited in ability to purchase Class IV, consumables, and ARP material. The credit card would have been utilized more, but selected companies would not exclude the tax without a letter from the Ministry of Defense or equally high authority. Due to our lack of “diplomatic status” in Croatia, the DFT also could not fall under the Embassy’s tax umbrella.
 - c. RECOMMENDATION: Either a letter from the Ministry of Defense should be issued to the DFT’s credit cardholder when they arrive in country or a blanket tax payment authorization should be issued to the credit card approving officer (DFT OIC).
42. KEYWORD: SUPPLY
- a. ITEM: DFT PERSONNEL DEPLOYMENT FUNDING
 - b. DISCUSSION: Prior to initial deployment from homeport, it was recommended to deploy DFT personnel straight from Gulfport to the exercise location in Croatia to maintain transatlantic travel status and avoid issues with excess baggage. However, both DFTs’ personnel deployed with the battalion AP to Rota, Spain. An embark staff was deployed separately for the DFT and the AP was not needed for assistance. Personnel deployed one week later from Rota to Croatia on in-theater travel status. Due to this in-theater status, excess baggage costs totaled \$15,000 and total movement cost from Rota totaled \$65,000.
 - c. RECOMMENDATION: Deploy personnel, when practical, straight from homeport to the DFT location if the DFT begins at the start of deployment. Excess baggage costs can likely be avoided.
43. KEYWORD: SUPPLY
- a. ITEM: LAUNDRY BAGS

- b. **DISCUSSION:** Laundry on Croatian military installations is completed in bulk. All laundry is picked up at one time and brought back all together on the designated date. Laundry could only be tracked if each individual had their own laundry bag with a name or other identifying mark. The laundry service often ripped bags and laundry became mixed together. The laundry system also returned all white clothing in other than their original white color.
 - c. **RECOMMENDATION:** Ensure each troop deploys with an individual laundry bag and bring extra bags as a DFT. Also, bring the least amount of white clothing necessary.
44. **KEYWORD: COMMUNICATIONS/ADP**
- a. **ITEM: HANDHELD ICOM RADIOS**
 - b. **DISCUSSION:** The use of handheld radios (ICOMs) for short-range communications among equipment operators, crew leaders, equipment support personnel, and program managers was very effective. Constant communication was the key to success and the handheld radios allowed personnel to more effectively level resources and maximize their use at the project and task force levels. This was a very cheap solution to preempt a potentially significant problem.
 - c. **RECOMMENDATION:** Acquire a number of ICOMs for any similar exercise where secure communications are not required. Each deployed mainbody location should stock ICOMs for its own operations and DFTs.
45. **KEYWORD: COMMUNICATIONS/ADP**
- a. **ITEM: LANGUAGE BARRIERS**
 - b. **DISCUSSION:** DFT personnel frequently experienced language difficulties ensuring that the proper Class IV materials, procured through contract, were those actually required for project execution.
 - c. **RECOMMENDATION:** Ensure a Croatian-speaking translator with construction experience is available.
46. **KEYWORD: COMMUNICATIONS/ADP**
- a. **ITEM: CLASS IV CONTRACTS**
 - b. **DISCUSSION:** Contracts should be completed during or prior to the FPC. Bills of Material need to be sent to MOD with enough time to be translated and provided to potential bidders. Time was critical and time was not available to wait for quotations and negotiations to be completed properly prior to the start of work.
 - c. **RECOMMENDATION:** Contracts should be in place before DFT arrival to ensure proper material selection and delivery timeframes are accomplished.
47. **KEYWORD: MEDICAL/DENTAL**
- a. **ITEM: AMMAL CONSUMMABLES**
 - b. **DISCUSSION:** The AMMAL consumables did not arrive on a timely basis. When they did arrive, only 60% of items were present and several critical items were missing including oxygen bottles and narcotic medications. These items had to be sourced through alternate means.

- c. RECOMMENDATION: Ensure critical medical consumables are purchased, tracked and delivered prior to beginning the operation that may require increasing the delivery time or expediting the shipment. Although forecasting or expediting may result in some additional costs, medical consumables must be handled as mission critical items.
48. KEYWORD: EMBARK
- a. ITEM: EMBARKATION
 - b. DISCUSSION: Upon arrival to POE it was discovered that a diplomatic clearance was needed for the contracted shipping vessel to enter the port. This caused the departure of the vessel to be delayed.
 - c. RECOMMENDATION: The shipping company who was awarded the contract should be aware and or know the requirements for entry into the different ports. They should also be the ones who attain all needed requirements. Coordinate with MTMC at each planning conference and ensure all requirements are met prior to shipment.
49. KEYWORD: EMBARK
- a. ITEM: PORT CLEARANCES REQUIRED FOR SHIP ARRIVAL IN PORT OF DEBARKATION
 - b. DISCUSSION: The port in Rota is a military port and requires “diplomatic clearance” to moor there. Military Transportation Management Command (MTMC) did not acquire such clearance for vessels arriving in Rota for DFT Croatia or DFT Ghana. Consequently, schedules were impacted.
 - c. RECOMMENDATION: Follow up with appropriate NCR and MTMC to ensure all necessary clearances are obtained for port entry at all ports of interest.
50. KEYWORD: EMBARK
- a. ITEM: OFFLOAD OF CESE FROM SHIP
 - b. DISCUSSION: Following many days at sea, especially aboard a vessel with equipment on a deck exposed to the elements, some equipment required repairs and attention before it could be convoyed to the exercise location. All tools were locked inside of ISO containers in their kits. Time restraints did not permit pulling tools to make repairs, which required two large pieces of CESE to be left overnight in a secure area of the port. The mechanics’ tools were pulled from kits the following day and a separate convoy was organized to repair and retrieve equipment.
 - c. RECOMMENDATION: Maintenance truck should be outfitted with tools for offload repairs prior to debarkation.
51. KEYWORD: EMBARK
- a. ITEM: FUEL LEVEL IN CESE
 - b. DISCUSSION: CESE did not leave POD with sufficient fuel to convoy to the DFT location. DFT personnel expended personal funds to purchase fuel and be reimbursed through DFT OPTAR.
 - c. RECOMMENDATION: Determine convoy distances at POD and POE and ensure all rolling stock have adequate fuel to transit the total distance required.

52. KEYWORD: EMBARK

- a. ITEM: CRANE OPERATIONS
- b. DISCUSSION: During on-load operations in Rota, some CESE was damaged from improperly placed lifting slings. The crane contractor did not have the proper gear to lift the CESE and place it aboard the vessel.
- c. RECOMMENDATION: Prior to initiation of on-load operations, contractor should send a representative to evaluate the CESE to ensure provision of proper slings and gear at the pier.

53. KEYWORD: EMBARK

- a. ITEM: CERTIFICATION OF LIFTING GEAR
- b. DISCUSSION: Prior to commencing lifting operations DFT personnel discovered that the lifting gear lacked certification tags. A visual inspection confirmed that a majority of the gear had physical defects that could have caused damage to government equipment.
- c. RECOMMENDATION: All supporting contractors should adhere to the 29CFR 1926 and the Department of the Navy's crane program. Further, a representative from the supporting base (host command) should conduct a visual inspection of the contractor's equipment and supplies prior to approval for use with US assets.

DFT GHANA

54. KEYWORD: ADMINISTRATION

- a. ITEM: DIPLOMATIC CLEARANCE FOR COMMERCIAL VESSEL IN FOREIGN MILITARY PORT
- b. DISCUSSION: Due to the wartime priority on all MSC assets, SDDC was forced to contract a commercial vessel for the DFT's pack out from Rota, Spain. Normally when an MSC vessel is lined up, the Spanish military has no issues with allowing the U.S. military vessel to berth in Naval Base Rota. In this case, the vessel was commercially contracted and required a signed diplomatic clearance letter from the Spanish Ministry of Defense prior to pulling into port.
- c. RECOMMENDATION: If the plan is to upload DFT cargo onto a commercial vessel in on foreign military port, verify with that base's port authority to ensure that the vessel is cleared in advance. This should be coordinated through that country's U.S. Embassy's Office of Defense Cooperation (ODC) by SDDC.

55. KEYWORD: ADMINISTRATION

- a. ITEM: MOU BETWEEN US AND HOST NATION
- b. DISCUSSION: During both the middle and final planning conferences in Ghana, the topic came up of having a signed MOU from the Ghana Armed Forces (GAF) allowing the U.S. to conduct the exercise on Ghana military property. Upon the pre-advanced party's arrival in Ghana, the MOU was still not prepared. Without this MOU, Seabees would not be able to execute their mission or receive project materials and cargo on GAF premises. Last-minute efforts were made by the DFT AOIC and the GAF Airbase Commodore to have the MOU approved through the GAF Chief of Staff Office, granting U.S. Navy Seabees access to the project/camp site on base with minimal delay.

- c. RECOMMENDATION: All mission critical agreements between the two nations of any deployment should always be finalized before forces are deployed. The U.S. Embassy's ODC are the action agent for this MOU since they liaison directly with the host nation's defense department.

56. KEYWORD: ADMINISTRATION

- a. ITEM: DUTY EXEMPTION AND CUSTOMS CLEARANCE IN HOST NATION
- b. DISCUSSION: A major detail on the cargo's Bill of Lading (BL) was overlooked due to the last minute procurement of the contracted commercial vessel. The DFT's cargo was consigned to the U.S. Navy for receipt on the Ghana end. The Ghana port authority would only grant the cargo to be released and exempt from additional duties and customs clearances if the BL stated the consignee as the U.S. Embassy vice the U.S. Navy. This one detail prolonged the clearance process with additional paper work which would have otherwise been avoided had the BL been consigned to the U.S. Embassy.
- c. RECOMMENDATION: All personnel involved in moving troops, CESE and other mission critical equipment should know well before hand what is required to get the DFT's cargo into country. One valuable resource for this information is the U.S. Embassy's shipping department. Procedures for clearing U.S. military cargo on commercial vessels are different from clearing MSC shipments and are usually linked to the U.S. Embassy in country. The U.S. Embassy's shipping department can help you to find out more about these and any other particulars pertaining to clearing your cargo from duties and customs without any last minute surprises.

57. KEYWORD: ADMINISTRATION

- a. ITEM: ANTIMALARIAL MEDICATION COMPLIANCE
- b. DISCUSSION: Doxycycline was the prescribed antimalarial prophylaxis for this DFT. This medication requires daily dosage compliance in order to be effective in a high malaria-risk area. After redeploying out of the area, it is important to enforce this daily medication regimen for a 30-day period. The first 14 days of this 30-day period requires an additional daily dosage of a second medication, Primaquine. Some of the side effects associated with Doxycycline combined with the discipline required to make this drug often results in low compliance.
- c. RECOMMENDATION: The period after leaving the malaria-risk area is when personnel are most susceptible to the illness because traces of the virus may still be in the blood and can intensify if medication is prematurely stopped. Mefloquin is an alternative antimalarial prophylaxis that is just as effective and only requires a dosage once every seven days. It is slightly more expensive, but because it is taken once a week, its consumption is a lot easier to monitor.

58. KEYWORD: SUPPLY

- a. ITEM: PROJECT MATERIAL AND SERVICES PROCUREMENT IN COUNTRY
- b. DISCUSSION: The DFT faced three key issues in regard to material and services procurement in Ghana: (1) It did not have a designated U.S. Military qualified contracting or acquisitions officer in country, (2) it lacked a full time expeditor, and (3) it did not have the convenience of using the government IMPAC card due to high

- incidences of credit card fraud. As a consolation, the U.S. Embassy's procurement department in Ghana played the critical role of material procurement and contracting agent for the DFT. Under this arrangement, all payments to local vendors were made via cashier's check. The duties of an expeditor was shared between the AOIC, the project supervisor, and a junior Storekeeper new to the Seabees. Payments to local vendors were often overshadowed and delayed by other priority Embassy commitments requiring the DFT's three-man team to continually follow up with the Embassy's procurement department to keep the material flowing to the jobsite.
- c. RECOMMENDATION: Ensure that a full time expeditor is assigned to the DFT to track material delivery and vendor payments.

59. KEYWORD: SUPPLY

- a. ITEM: APPROVED FOOD SOURCES IN COUNTRY
- b. DISCUSSION: Fresh food purchased on the local market not only costs less to the U.S government, but also when properly prepared and monitored can be a huge morale boost to the troops. Unfortunately the long-lead time required to have a local source approved usually results in MREs and UGRs.
- c. RECOMMENDATION: Finding approved food sources in country should be among the top priorities when conducting the Initial Planning Conference. Once sources are established, a list of these sources should be documented and made available for use by subsequent U.S. Military units that conduct exercises in that country. Even if these sources are outdated this information is a good starting point.

60. KEYWORD: SUPPLY

- a. ITEM: MEDICAL TOA
- b. DISCUSSION: Two months prior to the pack out of Camp Mitchell, Spain, a list of required medical items was sent to the occupying battalion in Camp Mitchell with assurance that the requested items were available in the medical TOA. Upon the DFT's arrival in Spain, a significant amount of medical items were discovered missing. Items had to be borrowed from the occupying battalion and the Rota Naval Base's medical clinic to back fill the voids.
- c. RECOMMENDATION: Constant follow-up and double checks must be made with the occupying battalion inventorying the medical TOA. A senior medical representative from the deploying battalion should make the pre-deployment site visit and conduct an "eyes-on" inventory of the medical TOA to ensure that all DFTs and DETs deploy with sufficient medical supplies. If at that time, it is discovered that key items are missing, an exact list of items can be compiled, ordered, and delivered in time for the DFTs and DETs to pack up and deploy.

61. KEYWORD: OPERATIONS

- a. ITEM: SUPPLEMENTARY EQUIPMENT FOR ABM
- b. DISCUSSION: The standard spool set up that holds the roll of steel for the ABM does not sufficiently provide the proper tension on the roll of steel for it to properly feed through the machine. Additionally, when the roll would expand too much, the angle of approach of the steel going into the machine was too steep making it difficult for the ABM to pull the steel through.

- c. RECOMMENDATION: CMs that went through the KSPAN course in homeport recall using an expanding spool that would adjust to inside diameter of the roll of steel as it expanded to keep tension on the roll. In Ghana, the local ABM rental company devised a stand-alone spool stand that could be set back about 5' further back. This allowed the steel to be fed into the ABM at a more flat angle, making it easier for the machine to accept it.

62. KEYWORD: TRAINING

- a. ITEM: AUTOMATIC BUILDING MACHINE
- b. DISCUSSION: During homeport training, the DFT's CMs crew went through a KSPAN class that involved very little interaction and hands-on troubleshooting with the structures most critical component, the ABM. The maintenance and readjustment of this machine is the most critical part of the operation. Once in a real world situation, the DFT encountered numerous problems that involved the fine-tuning of the rollers that pull and form the extruded steel panels. The CMs had to call back to both the training regiment in homeport and the ABM manufacturer, MIC industries, directly for technical support.
- c. RECOMMENDATION: If constructing KSPAN structures is going to become a regular part of our repertoire, we really need to provide more in depth training in the area of troubleshooting and adjusting this very finicky machine. During the homeport training phase, arrangements should be made to have MIC Industries ABM technicians teach trouble shooting courses that focus on the operation and tuning of this machined.

APPENDIX II

COMMENDATORY COMMENTS

DETAIL ROTA, DFT GHANA, DFT CROATIA

P 021040Z AUG 04
COMUSNAVEUR LONDON UK
TO NMCB SEVEN FOUR
INFO COMSIXTHFLT
COMLANTFLT NORFOLK VA
COMPACFLT PEARL HARBOR HI
COMNAVFACENGCOM WASHINGTON DC
COM TWO TWO NCR
COMFIRSTNCD LITTLE CREEK VA
COMUSNAVEUR LONDON UK

UNCLAS

MSGID/GENADMIN/COMUSNAVEUR 00//

SUBJ//BRAVO ZULU//

RMKS/1. TO LCDR KLIEM AND YOUR NMCB 74 TEAM. AS YOU PREPARE TO REDEPLOY TO CONUS, VADM ULRICH JOINS ME IN CONGRATULATING YOU AND YOUR TEAM ON A JOB WELL DONE ON YOUR RECENT DEPLOYMENT TO THE EUCOM AOR. YOUR EXCEPTIONAL SUPPORT SAVED OVER 4.2 MILLION DOLLARS IN LABOR COSTS BY YOUR 12,400 MAN-DAYS THAT YOUR UNIT COMPLETED.

2. YOUR WORK AT OUR ENDURING BASES AND THE MISSIONS ACCOMPLISHED DURING YOUR DEPLOYED FOR TRAINING EVENTS IN CROATIA AND GHANA ARE CRITICAL TO EUCOM'S FORWARD PRESENCE, ENGAGEMENT, AND CONFLICT PREVENTION STRATEGIES. YOU HAVE PROVIDED A CLEAR DEMONSTRATION THAT THE FORWARDED DEPLOYED NAVY TEAM IS IDEALLY SUITED AND READY TO RESPOND QUICKLY TO REAL WORLD EVENTS.

3. AS YOU DEPART TO TAKE ON YOUR NEXT CHALLENGE, TAKE PRIDE IN YOUR ACCOMPLISHMENTS AND THE LASTING POSITIVE IMPACT YOU MADE DURING THE PAST SIX MONTHS. THE SEABEE "CAN DO" SPIRIT WAS DISPLAYED THROUGHOUT YOUR OUTSTANDING DEPLOYMENT. YOU SERVED WITH DISTINCTION AND LIVED UP TO YOUR MOTTO OF THE "FIGHTING SEABEES".

4. CONGRATULATIONS ON A JOB WELL DONE. ADM GROG JOHNSON SENDS.//

BT

#8114

NNNN

~~~~~  
R 091703Z AUG 04

FM COMFIRSTNCD LITTLE CREEK VA  
TO NMCB SEVEN FOUR  
INFO CNO WASHINGTON DC  
CDR USJFCOM NORFOLK VA  
CDR USJFCOM NORFOLK VA  
CDR USCENTCOM MACDILL AFB FL  
CDR USCENTCOM MACDILL AFB FL  
HQ USEUCOM VAIHINGEN GE  
COMFLTFORCOM NORFOLK VA  
COMUSNAVEUR LONDON UK  
COMUSNAVCENT  
COMUSNAVSO  
COMUSNAVSO  
COMUSMARCENT



COMUSMARCENT  
COMMARFORLANT  
I MEF HQ GROUP  
I MEF HQ GROUP FWD  
COMSIXTHFLT  
COMNAVFACENGCOM WASHINGTON DC  
COMFIRSTNCD LITTLE CREEK VA  
CTF 68  
FIRST NCD FORWARD PEARL HARBOR HI  
CBC GULFPORT MS  
NFELC PORT HUENEME CA  
TWO ZERO SEABEE READINESS GROUP GULFPORT MS  
THREE ONE SEABEE READINESS GROUP PORT HUENEME CA  
COM TWO TWO NCR  
COM THREE ZERO NCR  
COM THREE ZERO NCR DET PORT HUENEME CA

UNCLAS //N03590//

MSGID/GENADMIN/COMFIRSTNCD/-/AUG//

SUBJ/SEABEE DEPLOYMENT BRAVO ZULU//

RMKS/1. CONGRATULATIONS TO THE "FEARLESS" SEABEES OF NAVAL MOBILE CONSTRUCTION BATTALION SEVENTY-FOUR AS YOU COMPLETE YET ANOTHER HISTORIC DEPLOYMENT. YOU PERFORMED FLAWLESSLY AS YOU CONDUCTED CONTINGENCY OPERATIONS, COMPLETED VITAL CONSTRUCTION PROJECTS, AND IMPROVED READINESS, WORKING CONDITIONS AND QUALITY OF LIFE AT LOCATIONS AROUND THE GLOBE.

2. RE-COCKING AFTER YOUR FIRST OEF/OIF DEPLOYMENT, YOU REJOINED I MEF IN THE HIGHLY CONTESTED SUNNI TRIANGLE IN WESTERN IRAQ. ALTHOUGH THE PLAN WAS TO BEGIN CIVIL-MILITARY CONSTRUCTION PROJECTS, YOU WERE CALLED ON TO CONSTRUCT BERMS, BUNKERS, ENTRY CONTROL POINTS AND MANY OTHER ESSENTIAL FORCE PROTECTION FACILITIES. IN AND AROUND FALLUJAH, YOU BUILT AND FOUGHT DURING SOME OF THE MOST DEADLY AND DANGEROUS BATTLES OF THE WAR. AFTER YOU HELPED TO CONTAIN THE UNREST IN THE AREA, YOU COMPLETED NUMEROUS COALITION FORCE INFRASTRUCTURE PROJECTS, SUCH AS THE RECONSTRUCTION OF THE AREA'S SURGICAL FACILITY AND THE RENOVATION OF I MEF'S TACTICAL OPERATIONS CENTER. ADDITIONALLY, YOU AGGRESSIVELY BEGAN THE IRAQ CONSTRUCTION APPRENTICESHIP PROGRAM (ICAP). YOU WERE ALSO CALLED ON TO OPERATE, MAINTAIN AND MANAGE CAMP MOREELL IN KUWAIT. WITH A KEEN FOCUS ON READINESS AND SUPPORT, THE CAMP WAS KEY TO LOGISTIC SUPPORT AND TACTICAL TRAINING PREPARATION FOR FORWARDED DEPLOYED SEABEES. YOUR ABILITY TO BUILD AND TO FIGHT GREATLY IMPROVED THE READINESS AND QUALITY OF SERVICE FOR SAILORS AND MARINES OPERATING THROUGHOUT WESTERN IRAQ. YOUR TENACIOUS DEDICATION AND FOCUS ON MISSION ACCOMPLISHMENT WAS TRULY IMPRESSIVE, AND SET THE STANDARD FOR FUTURE MISSIONS.

3. IN ROTA, YOU TACKLED SEVERAL CHALLENGING CONSTRUCTION READINESS TRAINING PROJECTS, WHICH INCLUDED CAMP MITCHELL'S ADMINISTRATION FACILITY AND ROTA'S HOSPITAL PEB. YOU ALSO DEPLOYED EUROPEAN DETAILS TO SIGONELLA ITALY AND SOUDA BAY, GREECE, WHERE MOTIVATED SEABEES ACCOMPLISHED HIGH-QUALITY CONSTRUCTION TASKING, AND BROUGHT FURTHER CREDIT TO THE NAVAL CONSTRUCTION FORCE.

4. DESPITE THE GEOGRAPHIC CHALLENGES OF GLOBAL OPERATIONS, YOU SKILLFULLY PARTICIPATED IN TWO IMPORTANT JOINT EXERCISES. DEPLOYED IN SUPPORT OF THE WEST AFRICA TRAINING CRUISE (WATC) IN GHANA, SEABEES WORKED TIRELESSLY TO IMPROVE LIVING CONDITIONS AND THE QUALITY OF LIFE WITH THE CONSTRUCTION OF DORMITORIES, A MEDICAL CLINIC AND A PLAYGROUND WITH SOCCER FIELD. WATC GHANA EXERCISE CONSTRUCTION ALSO INCLUDED A K-SPAN WAREHOUSE AND C-130 PARKING APRON IMPROVEMENTS. WHILE DEPLOYED TO CROATIA, YOUR DET WORKED CLOSELY WITH OTHER MILITARY FORCES AND HOST NATION PERSONNEL TO COMPLETE THE INSTALLATION OF OVER 6 MILES OF WATER MAIN PIPING. THE DET ALSO COMPLETED HEAD FACILITIES

AND OVER 5 MILES OF ROADWAY IMPROVEMENTS. BOTH DETS WERE SUPERB EXAMPLES OF TENACIOUS

DEDICATION AND CAN DO SEABEE SPIRIT.

5. YOU ARE ALL OUTSTANDING SEABEES. YOU PERFORMED SUPERBLY AS YOU DEMONSTRATED IMPRESSIVE CONSTRUCTION AND TACTICAL EXPERTISE AROUND THE WORLD. YOUR "FEARLESS" CAN DO SPIRIT HAS LEFT A POSITIVE, LASTING IMPACT AND HAS SIGNIFICANTLY ADDED TO THE HISTORIC ACHIEVEMENTS OF THE SEABEES AND THE NAVY AND MARINE CORPS TEAM. I COMMEND YOU FOR A JOB WELL DONE. ENJOY A WELL-DESERVED HOMECOMING WITH FAMILY AND FRIENDS. THANKS FOR YOUR PROFESSIONALISM AND DEDICATED SERVICE. AND MOST OF ALL, THANKS FOR BEING SEABEES. RADM KUBIC SENDS.//

BT

#0457

NNNN

RAAUZYUW RUCOMFB0018 2390920-UUUU-RHFJSAX.

R 261019Z AUG 04

FROM NAS SIGONELLA IT

TO NMCB SEVEN FOUR

INFO COM NAVFAC WASHINGTON DC

CNRE LONDON UK

CNE NAPLES IT

COMFIRSTNCD LITTLE CREEK VA

COM TWO TWO NCR

COM SEABEE READINESS GROUP LANT

ROUTINE

UNCLAS //N 1000//

SUBJ/BRAVO ZULU//

RMKS/1. GREAT WORK SEABEES OF NMCB SEVEN FOUR DET SIGONELLA!

2. IT WAS AN ABSOLUTE PLEASURE TO HAVE A DETAIL FROM NAVY MOBILE CONSTRUCTION BATTALION SEVEN FOUR AT NAS SIGONELLA. YOUR PROFESSIONALISM, EXPERTISE, AND PRIDE IN CRAFTSMANSHIP HAVE LEFT A LASTING IMPRESSION. IT WAS CLEAR FROM DAY ONE THAT NMCB SEVEN FOUR DET SIGONELLA WAS MADE UP OF HIGH CALIBER CRAFTSMEN AND TECHNICIANS WHO ARE THE BEST AT WHAT THEY DO.

3. YOUR QUALITY WORK SURPASSED THE STANDARD OF EXCELLENCE SET BY OTHERS BEFORE YOU. WITH LESS THAN 60 PERCENT OF THE TYPICAL LOADING FOR DIRECT LABOR PERSONNEL, YOU COMPLETED THE NAS I BASEBALL FIELD LIGHTING PROJECT AND MADE SIGNIFICANT PROGRESS ON THE NAS II PERIMETER FENCE PROJECT.

4. THE NAS I BALL FIELD LIGHTING PROJECT IS A TESTAMENT TO THE SUPERIOR QUALITY OF YOUR WORK. THANKS TO YOUR EFFORTS, NAS SIGONELLA HAS A PREMIER SPORTS AND RECREATION AREA. ADDITIONALLY, A SIGNIFICANT PORTION OF THE NAS II FENCELINE WAS COMPLETED WHILE WORKING AROUND TWO OTHER CONTRACTORS IN THE AREA.

5. YOUR SEABEES WERE OUTSTANDING, PROFESSIONAL AMBASSADORS FOR THE NAVAL CONSTRUCTION BATTALION COMMUNITY. YOU HAD ZERO DISCIPLINARY PROBLEMS, ZERO ALCOHOL INCIDENTS, AND ZERO COMPLAINTS FROM MY BASE PERSONNEL. THEY MADE A SIGNIFICANT CONTRIBUTION TO THE BASE COMMUNITY THROUGH VOLUNTEER ACTIVITIES AND THE INTRAMURAL SPORTS PROGRAMS.

6. THE ENTIRE NAS SIGONELLA COMMUNITY JOINS ME IN THANKING YOU FOR YOUR SERVICE AND SACRIFICE. BRAVO ZULU!!!

7. CAPT STUYVESANT SENDS.//

BT