

NMCB TWO FOUR DEPLOYMENT COMPLETION REPORT

OPERATION IRAQI FREEDOM 2008-2009



05 March 2009 – 30 September 2009



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I. EXECUTIVE SUMMARY

U.S. Naval Mobile Construction Battalion Two Four (NMCB 24), commanded by Captain Craig Scharton, executed a dynamic and highly successful deployment in support of Operation Iraqi Freedom 09-01 from March to October 2009. *The Double Dozen* ended another chapter of Seabee history, retrograding the Seabees out of Al Anbar Province Iraq, and serving as the last consummate construction battalion to deploy to Iraq under OIF.

In early 2008, NMCB 24 received the warning order for mobilization in support of Operation Iraqi Freedom 09-01, shortly after executing Operation Desert Highway 2008 FTX at Camp Shelby, MS in February and March of 2008.

The official warning order to mobilize was given in late September at the Planning Conference to the Officers in Charge and Key Staff. Another milestone for NMCB 24 at the planning conference was the retirement of the long-standing battalion motto "The Dixie Doers" was retired, and the new motto "The Double Dozen" was born.

FIRST Naval Construction Division (1NCD) required NMCB 24 to deliver a by-name roster (BNR) no later than 25 July 2008 with 498 personnel listed for mobilization. Later in the fall of 2008 NMCB 24 was required to revise the BNR to include an additional 83 PAX, making the total BNR 581, the largest reserve Seabee battalion to deploy to the Iraqi theatre to date. At peak, there were 593 NMCB 24 Seabees in Iraq or Kuwait.

The BNR Manager, CUCM Mark Sharp, mobilized in late April 2008 and the Executive Officer, LCDR David Wilhite, was mobilized early in July of 2008. NMCB 24 mobilized via Port Hueneme, California in three waves starting with Command Element and Key Staff on 01 December 2008, Advanced Party on 08 December 2008, Main Body One (MB1) mobilized on 05 January 2009, and MB2 on 19



January 2009. Other smaller, but still significant, groups mobilized through April of 2009. The Pre-deployment Site Survey (PDSS) was conducted 12-22 January 2009 in Iraq. Due to loss of personnel for various reasons during the mobilization process, replacements were processed through May of 2009. The final number of personnel mobilized was 593, which included 443 from the original BNR in the Al Anbar Province or Kuwait, and 150 for SOF Support in Balad. This included one (1) CM1 Parts Expediter, one (1) 3MC, and one (1) 3MA remaining at Camp Moreell Kuwait. On the ground at Port Hueneme were (5) SELRES and (1) AC HM3 with the Papa Det. The deployed personnel in theatre include (28) ACB1 (AC&RC), (3) AC IDCs, (1) AC Intel Officer, (5) AC RSS Staff, and (1) USMC GySgt.

Per the 22NCR ADORDER 001-09, 15 DEC 2008 , received by NMCB 24 on 13 FEB 2009, Commander Task Group (CTG) 56.2 maintained OPCON of NMCB 24 Main Body and detachments operating within CENTCOM Areas of Operation. Second Marine Logistics Group Forward (2d MLG Fwd) maintained TACON of NMCB 24 Main Body. Special Operations Forces Task Force Commander maintained TACON of NMCB 24 SOF Support detachment. Combined Joint Special Operations Task Force – Arabian Peninsula Commander maintained TACON of NMCB 24 CJSOTF-AP detachment. Third NCR maintained ADCON authority of NMCB 24. NMCB 24 Commanding Officer retained ADCON authority of NMCB 24 detachments. Direct liaison authorization (DIRLAUTH) with gaining and supporting commands was authorized.

The battalion Main Body was located at Camp RJ, Al Asad Air Base Iraq, OPCON to CTG 56.2 headquartered at Camp Moreell, Kuwait. NMCB 24 reported TACON directly to 2d Marine Logistics Group Forward, headquartered in Al Taqaddum, Iraq, who reported to II Marine Expeditionary Force (IMEF) (Forward) as Multi National Force – West (MNF-W). NMCB 24 deployed several Tiger Teams, and successfully completed numerous high profile tasks throughout the MNF-W Area of Operations (AO). These included II MEF construction projects at Rawah, Gannon II, Baharia, Korean Village, Haditha, Baghdadi, Castillo, Lake Thar Thar, Ubaydi, Al Taqaddum and Al Asad.

The battalion maintained three Convoy Security Element (CSE) teams, each composed of five Mine Resistant Ambush Protected (MRAP) vehicles with one MTRV and 23 Seabees. In totally they traveled more than 28,000 tactical miles over-the-road and executed than 100 convoy missions for the 2d MLG Fwd and II MEF FWD from Baghdad to the Syrian border and countless points in between.

Despite operational demands and retrograde operations, as well as unpredictable weather conditions the battalion maintained a genuine focus on safety and completed the deployment with few mishaps.



The Battalion also staffed and operated two special operations construction detachments, Det Whiskey and Det Bravo. These dets were built and organized to support the complex and demanding Special Operations Forces (SOF) missions. Demonstrating the full capability of remote Seabee detachments, Det Whiskey was comprised of 50 Seabees and Det Bravo was comprised of 100 Seabees from NMCB 24, each OPCON to a different Joint Task Force (JTF) or supported commander. Det Whiskey and Det Bravo effectively completed short-fused tasking for their supported commands at multiple locations across Iraq, directly supporting combat operations as well as the training and development of host-nation forces.

II. MOBILIZATION

Pre-Mobilization

NMCB 24's pre-mobilization preparation began with the battalion's participation in Field Training Exercise (FTX) Desert Highway 2008, conducted in February and March of 2008 at Camp Shelby, MS. The field exercise was important in preparing the battalion for the Operation Iraqi Freedom 2009 deployment. Both strengths and shortfalls were observed. The battalion, at the direction of THIRD Naval Construction Regiment, developed a Mobilization Strategic Plan that focused on core competency skills, and the proper and effective utilization of the chain of command, from the Commanding Officer to the most junior member.

The shortfalls observed during FTX were evaluated against NMCB 24's SORTS training readiness, to determine if a direct correlation between formal training and field performance could be identified. While skill attainment could be linked to performance in some areas, no such direct correlation really existed across-the-board. Therefore, the plan to correct NMCB 24's deficiencies was not limited to addressing FTX shortfalls or "making 24 whole" in SORTS training. Rather, it identified four broad areas:

First Strategic Area: Personnel Assignments / Operations

Second Strategic Area: Formal Training Before Mobilization

Third Strategic Area: Unit-Driven Training Before Mobilization

Fourth Strategic Area: Pre-Deployment Training at Port Hueneme, CA

Personnel Assignments / Operations

Critical personnel assignments included the BNR Manager, who reported in April 2008 to solidify and submit the official BNR, and to identify skill sets and potential NMPS problems. Additionally, he contacted previously deployed members still in dwell, to explain dwell time policy, and to implement training/mentoring/administrative guidance to eliminate deficiencies for those members tagged for mobilization. The Executive Officer mobilized early in July of 2008, and the incoming Operations Officer was assigned in July 2008. The mobilized battalion Supply Officer was a medical drop and was replaced by an O5 Supply Corps Officer in February. A new O2 Assistant Supply Officer was also assigned in the Fall of 2008. Two new Civil Engineer Corps junior officers had recently been detailed to the battalion. Two CWOs were assigned, as well as numerous CPO acquisitions and assignments with aligned skill sets. NMCB 24's active duty IT1, and other key enlisted members, worked diligently under the Security Manager, to determine every member's security clearance status, and push security clearance paperwork for every deploying member. The assistant Security Manager, a YNC, attended the Security Manager's course during the Pre-Deployment training period, and a YN1 completed the 800.1 course via NKO prior to deploying OCONUS. Lastly, the battalion ensured that each company and detachment was organized by squads and fire teams, and mandated the exercise of the chain of command through this structure during Pre-Deployment training.

Formal Training before Mobilization

A Mobile Training Team (MTT) from the 20th Seabee Readiness Group (20th SRG) instructed 940.2 Basic Combat Skills (BCS) II training at the battalion's Readiness Support Site (RSS) in November 2008, with 24 personnel attending. This training was intended to address the battalion's deficiencies in the Continuing Actions by Seabees area of the FTX. A Mobile Training Team from the 20th SRG also instructed 942.1 Squad Leader training with 33 personnel attending in November 2008, which was intended to address and mitigate small unit leadership issues from the FTX. CBR Team Training was additionally instructed by a 20th SRG MTT in October 2008, with 14 personnel attending. NMCB 24 actively sought out volunteers to attend training on Active Duty for Training (ADT) orders, and gained numerous rating skills. NMCB 24 utilized FY09 Annual Training funds early in FY09, sending 42 Personnel to Port Hueneme, CA, to attain Mine Resistance Ambush Protected (MRAP) vehicle licenses. These same personnel also attended the classroom portion of Crew-Served Weapons training. Cultural awareness training from a Muslim Kuwaiti, now serving as an Islamic Imam, trained in addressing Western audiences, was conducted at the RSS in August 2008. NMCB 24 also received Cultural Awareness training in Port Hueneme, CA during Pre-Deployment training.



Unit Driven Training before Mobilization

NMCB 24 increased their emphasis on attaining SCWS qualifications. Twelve members earned SCWS qualification prior to deployment. The battalion also conducted SCWS classes and boards each drill weekend during evening hours, and during every major evolution until deployment. At the June/July Weapons Exercise (WEPX) 2008, with the Marine Advisor and SMI instructors in attendance, Fire Team effectiveness was demonstrated. This complemented the weapons qualification with military training, exercise training, leadership, and communications capabilities via Company, Platoon, Squad, and Fire Teams. More than 260 personnel participated and a total of 145 personnel qualified on the M16 rifle, with 82 personnel qualifying on the M9 pistol. More than 270 personnel received familiarization training on the M203 grenade launcher. Classroom training was conducted on Rules of Engagement, Iraqi Culture Awareness, Vehicle Search, Entry Control Point Procedures, Enemy Prisoner of War, Tactical and Defensive Wire, Range Cards, and Alcohol Awareness for all personnel. NMCB 24 hosted an outstanding Prospective Chief Petty Officer Induction training through mandatory participation in leadership courses held at the RSS in September 2008. In Autumn and Winter of 2008, NMCB 24's department heads, key staff, and COC watch standers re-wrote the battalion's TAC SOP to improve deficient areas. This was accomplished using COC watch standing experience as well as implementing key improvements from recent active duty battalion TAC SOPs. NMCB 24 developed and implemented internal Squad Leader and Fire Team Leader training each drill weekend (with enhanced emphasis up to and during deployment). The battalion executed 900 man-days of training and gained 250 pre-mobilization skills, increasing readiness from

59% to 64%. NMCB 24 also hosted a Pre-Deployment Conference in September 2008 and completed presentation briefs and training for the Khaki and Detachment Leadership on Command Climate, Battalion Goals and Objectives, Command Policies. Additionally presented was UCMJ, DRBs, XOIs, Captains Masts, Wills, Powers of Attorney, ESGR/USERRA Legal Rights, Employer Letters, Command Ombudsman Program and Religious Ministry Team. In preparation for NMPS processing, NMCB 24's staff presented the PSD Port Hueneme Pay Brief, Depend Care Plans, DEERS, Member and Family ID Cards, Passports, SGLI, Required Mobilization Documents and the Post 9/11 GI Bill. The BNR manager presented the By-Name-Roster (BNR) Update. The RSS Supervisor presented CACO Procedures. The Training Officer presented a Pre-deployment Training brief. The MWR chief presented deployment MWR. The Operations Department presented Pre-Deployment training Organization at Port Hueneme, Deployment Organization, SWA Laydown, RC Rotation Plan and SORTS. The Supply Department presented (PGI and Berthing). The Communications Department presented EKMS, Security Clearances and JPAS. The training department also covered Pre-Mobilization Training, NKO Requirements, and the Pre-Deployment Training Plan for the Seabee. The Convoy AOIC covered Convoy Operations, TTPs, and ROE/EOF for MNF-W Iraq. The Commanding Officer covered the II MEF Conference Debrief. The Medical Officer covered Medical and Dental, NMPS Processing and Pre-Screening, and Dependent Medical. The Embark Chief also covered embark movements for deployment. NMCB 24 additionally reviewed and revised the battalion's *Welcome Aboard Package* and *Mobilization Guide*, to accelerate new member's understanding of battalion operations, chain-of-command communications, pre-deployment preparation expectations, their individual duties and responsibilities, and the command's expectation of excellence in all that they do. NMCB 24 assigned a Family Readiness Chief Petty Officer, and developed an SOP. They also conducted Family Readiness Discussion Groups at each drill site, during Family Day at the RSS in June, and during September Planning Conference. NMCB additionally incorporated Family Readiness information into the Wellness Council. NMCB 24's emphasis on the Family Readiness Program, directly resulted in NMCB 24 receiving the Fiscal Year 2008 COMNAVRESFOR Family Readiness Award, presented by Vice Admiral Debbink on 13 February 2009 at the Pentagon in Washington D.C.



Pre-Deployment Training at Port Hueneme, CA

The actual movement of NMCB 24 Seabees to Port Hueneme, CA, began on 01 December, 2008, with the mobilization of the Command Element, S3, S3C, S4C, the Embark Chief, and A3. The Advance Party that consisted of the majority of the NMCB

24 Khaki and Convoy Security Element (CSE) Teams and arrived on 08 December 2008 and consisted of approximately 110 PAX reporting to NMPS Port Hueneme. The Main Body (1) group reported to NMPS Port Hueneme on 05 January 2009, consisting of approximately 195 PAX. The Main Body (2) group was processed reported on 15 January, 2009, consisting of approximately 173 PAX. Additional Individual Augment (IA) Seabees were processed through NMPS and gained by the battalion through April of 2009. NMCB 24, at peak population consisted of 599 Seabees with 593 deploying to the Iraqi Theatre.

The initial mobilization phase was conducted at Naval Mobilization Processing Site (NMPS) Port Hueneme, CA. NMPS “gained” all personnel approved for mobilization to active duty with NMCB 24 for the deployment. Once all service members cleared medical, dental, legal and finally cleared NMPS, they were gained by the battalion as approved to deploy to Southwest Asia.

The pre-deployment training period was required for all assigned NMCB 24 personnel, resembling the Seabee Replacement Training, or (SRT). It included individual weapons qualifications on the M16 and M9 Range, Basic Combat Skills 940.1, and CBR skills. After the first two weeks of standard SRT training, members attended additional training based on a battalion-needs assessment that had been performed by the training department. These additional skills increased our training attainment in SORTS, and broadened our skill base for tasks we had expected during the deployment.



The battalion completed numerous Command Post Exercises (CPX) during the Pre-Deployment Training period. The final CPX lasted four hours, involved a full OPORDER and TOA communications in an MGPTS tent COC. White cell events included movement tasking, construction tasking, intelligence reporting, convoy preparations and tracking, water well team tracking, and foot patrol tracking. The CPX emphasized communications with higher, communications with line companies, critical mission decision making, and communication with convoys. In addition, patrol and convoy preparation was exercised.

The culmination of the Pre-Deployment Training was the Final Evaluation Problem (FEP). The Objective of the FEP evolution was to designate NMCB 24 as an Independent Unit Ready for Tasking (IURFT). This would be done by certifying it in all assigned capabilities, less those completed during ULTRA-C (i.e. Operation Desert Highway FTX 2008), or other formal training assessment (i.e. everything contained within the Independent Unit Ready for Tasking Self Assessment document for NMCB 24). The FEP CBCRES Hotwash was completed by 31st SRG and provided to 22nd NCR along as enclosures



to the Ready for Tasking Certification Recommendation Letter for NMCB 24. Following the pre-deployment training, the battalion's training readiness rose to 97% overall, with every SORTS training category rated green. In all, the battalion gained more than 2,600 skills, encompassing more than 9,000 man-days of training. In addition, the battalion gained eleven critical Navy Enlisted Classification (NEC) codes.

The Medical/Dental Department immediately went to work performing examinations in the mobilization process, and treating minor issues to insure the battalion's Seabees were medically and dentally fit for duty. At the same time, the Medical/Dental Department was assisting with Combat Life Savers training for the battalion.

The Supply Department was engaged with the 31st SRG prior to mobilization, and hit the ground running. They provided the required individual supplies and gear for the Seabees, and provided the supplies needed for the Battalion to perform the necessary pre-deployment training. Next they turned to preparing for the deployment supply issues.

During the pre-deployment phase, the Operations Department finalized the Battalion organization adjustments. The companies were task-organized as detachments for the upcoming operations, with members of all ratings from Bravo, Charlie and Alfa. Alfa Company remained a standard mix of EO's and CM's to support the other companies. They were set up to run projects that were weighted towards Alfa skills, such as road improvements and force protection improvements. Although Alfa Company remained organized as more of a standard line company, a number of EO's and CM's from Alfa were assigned to the other task organized companies to give them the full range of skills needed.

NMCB 24's three battalion CSE teams containing 77 personnel, completed training in the following areas: From 05 to 18 October 2008, 42 personnel attended MRAP training given by 31st SRG, and obtained 42 MRAP vehicle licenses. They also attended the classroom portion for training on Crew-Served Weapons. In Pre-Deployment training, starting on 05 DEC 2008, the three CSE teams completed 40 hours of instruction on foot patrolling, and ambush egress near and far. They also completed 200 hours of instruction on convoy security training including: Blocking, Gunner Down, MEDEVAC Procedures, TTP'S, ROE'S, Room Clearing, Call for Fire, IED and UXO Reporting, formal CSE classroom instruction on communications, SERT, 240B and M2 Machine Guns, Blue Force Tracker, and team building.

The unit conducted a focused physical fitness program during Pre-Deployment training Port Hueneme, CA. All deploying members of NMCB 24 were thoroughly briefed on the PRT procedures upon arrival at Port Hueneme. Likewise, all personnel were briefed personally by the Commanding Officer or the Executive Officer as to the command's physical fitness program standards and expectations. The Commanding Officer of NMCB 24 took an active/aggressive role in improving the battalion personnel's physical readiness level. Each company was afforded the time necessary to ensure that each member engaged



in PT a minimum of three days per week and often more. During the mobilization process, NMCB 24 identified members that were in danger of being BCA failures. These individuals were given the opportunity to take part in the Ship-Shape program provided by Naval Base Ventura County (NVBC) MWR. This program is usually conducted as an 8-week program; however, due to time constraints, the program was reduced to a 4-week program, with the personnel meeting for two 1-hour sessions each week. The program was designed to educate personnel in proper nutrition and exercise. During mobilization, members of NMCB 24 were also given an opportunity to participate in the Bee-Fit program instructed by members of the Port NBVC MWR fitness organization. Each company had a designated day to participate in this program once a week. Swim-with-the-Skipper was another PT program that the Commanding Officer has offered to battalion personnel. The CO picked up willing personnel from Bldg. 267 at 0515 on Tuesdays and Thursdays to swim for 30 minutes at the NBVC Aquatic Center. Remedial PRT was instituted in accordance with OPNAVINST 6110.1H. NMCB 24 is took part in the NBVC MWR Bee-Fit program and the Ship-Shape course which assists them in proper nutrition leading to a healthier lifestyle. Page 13s and Letter of Notification were completed and maintained by the member's reporting NOSC's. The Commanding Officer personally requested and reviewed Company PT schedules to ensure each company was scheduling a variety of exercise options, including aerobic and strength training.

Deployment to the Iraqi Theatre

NMCB 24 deployed to SWA, embarking from NAS Point Mugu, CA. At the Point Mugu Theatre, the battalion completed final paperwork, received final briefings and



vaccinations. Upon departure from Point Mugu airfield, the deployment groups had a layover in Leipzig Germany and then it was on to Kuwait. NMCB 24 deployed Green in all SORTS Categories, a first for a reserve Seabee battalion, to Southwest Asia, specifically Iraq, with 593 personnel in total at peak population. Embarkation was executed in four distinct groups: Advanced Party Balad (JBB-AP) of 100 PAX on 02 March 2009 to support the two distinctly different Special Operations Force

Commands at Joint Base Balad, Iraq, Advance Party Al Asad (AA-AP) of 262 PAX on 05 March 2009, Main Body Al Asad (AA-MB) of 144 PAX on 20 March 2009 and Delayed Party Al Asad (AA-DP) of 87 PAX on 22 April 2009. The AA-DP was used to plus-up the Balad detachments and provide troops in support of II Marine Expeditionary Force Forward (II MEF Fwd), and the Second Marine Logistics Group Forward (2d MLG Fwd) in the Al Anbar Province, Iraq. NMCB 24 left six Papa Detachment personnel stateside in Port Hueneme, CA and six personnel at the Readiness Support Site in Huntsville, AL. Arriving at Kuwait City International Airport, NMCB 24 Seabees were bused to Camp Moreell, Kuwait for Reception, Staging, Onward Movement, and Integration (RSO&I). This training lasted 3 days to a week and included additional weapons training and theatre-specific



and situational awareness briefs. The Convoy Security Element (CSE) teams spent an additional week in Camp Morrell to further their unique training.

The Relief in Place (RIP) and turnover with NMCB 27 took place from 11 to 27 March 2009, with an official Transfer of Authority (TOA) from NMCB 27 to NMCB 24 on 28 March. Upon arrival in theatre, NMCB 24 set up initial detachment locations at Al Taqaddum, Baharia, Balad, COP Ubaydi, COP Gannon II, FOB Korean Village, COP Castillo, COP Rawah, and Al Asad Air Base, where the flag was posted. NMCB 24 also had personnel serving in Camp Moreell Kuwait, in support of 3M logistics, and 22 NCR Forward. As a part of the RIP-TOA, the Advance Party personnel, once arriving at their final destinations, performed full inventory by the Supply Department with help from all other departments and companies. A Battalion Equipment Evaluation Program (BEEP) of all equipment, including equipment at remote locations, was also conducted.



The main effort of the battalion, 443 Seabees, was assigned to the Second Marine Expeditionary Force Forward (II MEF Fwd) mission with Alfa, Bravo, Charlie and Headquarters Companies located Al Asad, Iraq. This mission was to support II MEF Fwd in all six areas of operation across the Al Anbar Province. NMCB 24 completed more than 44 projects in the Al Anbar Province, with more than 53,000 man-days of support to the II MEF Fwd warfighters.

NMCB 24 also assigned a Chief Warrant Officer as the Officer in Charge of the Class IV Yard at Al Asad Air Base, Iraq. This was in service to the Second Marine Logistics Group Forward (2d MLG Fwd), II MEF Fwd, along with full accountability of all its assets. He led 15 Battalion personnel and a temporary staff of 70 Navy and Marine Corps personnel to transform the Class IV Yard, with an area of 90 acres, representing 1,842 different line items and 1.4 million inventory items. The team completed a 100% physical inventory, and for the first time in the Class IV Yard's history, was able to identify, consolidate and inventory the material contents of the Class IV Yard. They arranged line items into clearly-defined locations, in order that it could be also be issued in a more efficient manner. The value of the yard was established at approximately \$35 million.



The Medical and Dental Departments to care of NMCB 24's Seabees, and also provided service to other Navy, Marine Corps and Army units that did not have medical coverage within their own units. They also supported the 47th Combat Surgical Hospital (47th CSH).

III. Convoy Security Element

Pre-Deployment

Prior to mobilization, the Convoy Security Element (CSE) teams executed a comprehensive training plan on Basic Combat Skills Level I (BCS I), Squad Leader School, tactical convoy operations, the CSE mission, Improvised Explosive Device (IED) identification, patrolling, and weapons familiarization as part of pre-mobilization requirements. In addition, the CSE's completed Combat Life Saver qualifications, rehearsed immediate action drills, and convoy communications. They also completed their AT requirements, gaining Mine Resistant Ambush Protected (MRAP) driver's training, utilizing FY09 AT funding at Port Hueneme, CA.

Upon mobilization and their arrival to Port Hueneme, the CSE's completed a rigorous training curriculum that included MOUT training, HF/SATCOM Communications, Convoy Operations, SRT, Basic Combat Skills Level I, Calls for Fire and Close Air Support, MEDEVAC Procedures, Downed Gunner Recovery Drills, Vehicle Recovery Operations, Tactical Driving, Electronic Countermeasures, and executed a CSE live-fire FTX at Fort Hunter Liggett, CA.



Deployment

During the deployment, NMCB 24's CSE teams maintained a high operational tempo. They executed 80 convoy missions, traveling more than 33,000 km (20,000 miles) on some of the toughest roads throughout Iraq's Al Anbar Province in support of II MEF. They escorted 700 military vehicles and 2,200 military personnel.



The CSE teams encountered enemy forces in a variety of ways, some direct contact (such as small arms fire) and some indirect (such as IED attacks). The CSE teams were attacked by one IED, one small arms fire incident, four defensive actions, and three escalations of force incidents. In addition, they located two IED's which were subsequently destroyed by EOD teams. There were seven combat action ribbons (CARs) awarded to the personnel that were involved in the IED attack. One member received a CAR for his actions during an enemy small arms fire attack, in which he was able to positively identify a shooter on the ground and returned fire, suppressing the enemy until the convoy pushed to a safe zone. Even though the CSE teams maintained a high operational tempo, they were still able to attain 35 new SCWS qualified members. In addition, the teams completed 15,000 man- hours of sustainment training in enhanced weapons marksmanship, tactical employment of crew serve weapons from vehicles, and EOF procedure exercises. This training greatly improved their ability to operate efficiently and effectively through their deployment.

IV. ADMINISTRATION DEPARTMENT (S1)

Throughout the entire Operation Iraqi Freedom deployment in 2009, *The Double Dozen* Administration Department did not miss a beat, seamlessly transitioning from reserve status to pre-deployment training at Port Hueneme, CA, then on to deployment in Iraq. Their success can be contributed to long hours, dedication, and hard work in preparation for what would be a very demanding deployment. NMCB 24's Administration Department consisted of ten personnel that forward-deployed and five "Papa Detachment" personnel who remained stateside in Port Hueneme, CA, to serve as a homeport liaison and provide administrative support for the battalion. Diligent preparation allowed the Administration Department, consisting of one Administration Officer, one Legalman, three YNC's, five YN's, and five PS's, to efficiently maintain all administrative support, accountability and personnel-related issues for more than 590 Seabees throughout the Iraqi Theatre. The department provided superb support to NMCB 24's Seabees across all dets in Iraq. The Administration team was able to provide excellent service with reduced staffing due the work ethic of the forward-deployed personnel and the "Papa Det's" assistance in Port Hueneme.



Pre-Deployment Responsibilities

Pay Accounts – Upon the reservists' arrival at the NMPS Port Hueneme, the administrative staff transitioned the members from the Reserve Pay system to the Active Duty pay system. This involved establishing more than 590 new active duty pay accounts, as well as screening all personnel for eligibility for Basic Allowance for Housing, Basic Allowance for Subsistence, Family Separation Allowance and special pay entitlements.

Travel Claims – During the pre-deployment homeport period, the administrative staff processed more than 2,000 travel claims to reimburse members for eligible incurred expenses and to distribute per diem allowances.

DTS Accounts – Once transitioned to Active Duty status, members were required to have Defense Travel System (DTS) accounts established by both the RSS Admin Shop and the Papa Det, in order to be able to travel for further assignment on military orders. The administrative staff established more than 590 DTS accounts and processed 593 individual sets of DTS travel orders for the movement of the battalion into the Southwest Asian theatre of operations. NMCB 24 was the largest reserve battalion to deploy to Iraq to date.

Advancement Exams – With the February advancement cycle falling during the battalion’s pre-deployment training period, the administrative staff was responsible for arranging advancement exams for eligible Seabees. This involved screening more than 590 personnel records to determine or verify exam eligibility, as well as coordinating



with 71 Navy Operational Support Centers (NOSC’s) to have advancement exams ordered and forwarded to CBC Port Hueneme. A total of 152 exams were administered. Due to the pending deployment, the exam requirement was waived for exam-eligible First Class Petty Officers. A total of 71 of the 152 eligible sailors advanced off the February exam cycle, including 13 First Class Petty Officers who were selected for Chief Petty Officer.

Battle Jackets – In order to have essential administrative information available while deployed, “battle jackets” were created for each service member and transported into theatre with the battalion. These folders contained a copy of the member’s Page 2, Page 4’s, Page 13’s, mobilization orders, and latest evaluations/fitness reports.

Deployment Responsibilities

Red Cross Messages, Emergency Leave – Throughout the course of the deployment, NMCB 24 members received 30 Red Cross Messages; of these, 20 required Emergency Leave and three hardship demobilizations back to the Continental United States (CONUS). When a situation arose where Emergency Leave was required, the forward deployed administrative staff coordinated with the II MEF Forward and 2d MLG Forward to obtain the necessary theatre-release letter, flight and orders for the member. Meanwhile, the Papa Det staff ensured that the member’s travel arrangements were complete in CONUS and that all appropriate pay/entitlement adjustments related to the Emergency Leave were entered correctly.



Establishing Combat Zone Entitlement / Tax Exclusion – Once the unit forward-deployed into the theatre of operations, the Papa Det staff was responsible for posting the Imminent Danger / Hazardous Fire Pay and Save Pay entitlements, as well as the Federal Tax exclusion to all forward-deployed personnel’s pay accounts.

Medical Demobilizations – Throughout the course of the deployment, six members were demobilized for medical reasons. The forward-deployed administrative staff coordinated with the battalion medical staff and with 2d MLG Fwd to arrange for the members to be released from duty and returned to the United States. The Papa Det staff corresponded with the First Naval Construction Division to have demobilization orders issued and tracked the members’ progress once they arrived in CONUS.

Personnel Accountability – The Administration Staff submitted more than 180 daily Personnel Status (PERSTAT) and Defense Travel Accountability System (DTAS) reports to 2d MLG Forward, 3NCR and 22NCR Forward. These reports detailed the distribution of NMCB 24 personnel at the various detachment sites throughout the Area of Operations (AO).

Awards – The forward-deployed staff processed more than 450 personal achievement awards consisting of 40 Navy and Marine Corps Commendation Medals, 110 Navy and Marine Corps Achievement Medals, two Marine Corps Commendation Certificates, 400



Commanding Officer Letters of Commendation, more than 220 Seabee Combat Warfare Specialists Qualifications and two Fleet Marine Force Warfare Qualifications. They also made copies of the awards for filing in service records and entered the awards into the NDAWS award tracking system. In addition, more than 275 Iraqi Campaign Medals, 200 Armed Forces Reserve Service Medals, and 200 Sea Service Deployment Ribbons were distributed to qualifying Seabees. The Papa Det personnel

ensured that all of these awards were documented in the members' service records.

Pay, Entitlement, Allotment, Various Personnel Issues – Throughout the deployment, numerous issues were encountered with pay, entitlement and tax exemption problems, allotment start/stop requests, and various other service record and personnel matters. Those issues that could not be handled in theatre were forwarded to Papa Det for resolution. Over the course of the six-month deployment, the Papa Det tracked and resolved numerous issues, which often required coordination with the personnel's parent command and NOSC's, the Personnel Support Command, service member's families, NMPS, and PSD Port Hueneme, CA.

Command Career Counseling – NMCB 24 took full advantage of the time spent on active duty to actively pursue retention and career development. While deployed, the command career counselor conducted 175 career development boards, processed more than 16 reenlistments and one extension. The CCC staff also coordinated five CLEP exams, three ASVAB tests, seven members completed a university level Global Terrorism Course. Additionally, three LDO/CWO packages were submitted. The CCC staff, also completed training on the post 9/11 G.I. Bill, Helmets to Hardhats, Troops to Teachers and retirement planning.



Flag Program – The Administration Department was responsible for collecting proceeds, processing certificates, and the tracking flags that were flown over the compound as a part of the Morale, Welfare and Recreation (MWR) fundraising project. More than 1,200 flags were flown, raising greater than \$9,000 that went towards offsetting the cost of the deployment cruise book.

Security Manager – While deployed, security clearances for more than 500 personnel were verified. New applications for security clearances were processed for numerous personnel. Additionally, the security manager worked with the recipients of numerous letters of inquiry from the Department of the Navy Central Adjudication Facility to resolve the underlying issues and proceed with the applications for their security clearances.



Legal Issues – Several disciplinary issues arose during the deployment, all of which were handled with non-judicial punishment. The Legal Department administered seven Captain's Masts, resulting in NJP, eight Executive Officer Inquires, five Command Investigations, 22 Preliminary Investigations, twelve Disciplinary Review Boards, and responded to three Congressional Inquiries.

Post-Deployment Responsibilities

DD214 Forms – The Papa Det personnel were responsible for processing more than 500 total DD214 forms as members were demobilized. This was a monumental task involving verification of each service member's total active duty time, including all past mobilizations, active duty for training (ADT), and annual training (AT) time. In addition, all previous awards had to be verified for accuracy and listed on the form.



Pay Accounts – The Papa Det personnel were responsible for finalizing all pending pay issues and ensuring that all members' active duty pay accounts were deactivated, once they completed their terminal leave and were fully released from active duty.

Continuous Responsibilities

Evaluations and Fitness Reports - E-5 Evaluations and O-2 and O-3 Fitness Reports were completed prior to the battalion's forward-deployment to Southwest Asia. E-1, E-2, E-3, and E-4 Evaluations and E-7, E-8, E-9, and O-5 and O-6 FITREPs were completed while in theatre. Furthermore, Detachment-of-Reporting-Senior fitness reports were completed for all officers. Overall, more than 400 evaluations and fitness reports were processed throughout the course of the battalion's mobilization.

Correspondence - Throughout the duration of the mobilization, a great deal of correspondence was processed by the administrative staff. In preparation for deployment, more than 100 items of serialized correspondence were processed. During deployment, the Papa Det and forward-deployed administrative staff processed a combined total of more than 400 items of serialized correspondence.

V. S2- INTELLIGENCE DEPARTMENT

The Intelligence Department consisted of one Active Duty Intelligence Officer (as the S2), one reserve Construction Mechanic Senior Chief (as the S2C), one reserve Intelligence Specialist First Class (as the S2 LPO) and one reserve Intelligence Specialist Second Class (as an Intel Analyst). The S2 had received prior training in Ground Intelligence and the S2C had previous deployment experience as a CSE team convoy commander.

Deployment Responsibilities

The Intelligence Department was responsible for supporting the battalion in all aspects of its mission. Pre-deployment preparation involved processing Isolated Personnel Reports (ISOPREP) and country threat briefs. Deployed mission support included intelligence preparation of the battlespace, convoy briefs and debriefs, daily battle update briefs, and intelligence updates.



Isolated Personnel Reports

Isolated Personnel Reports (ISOPREP) were created for every deployed member of the battalion, nearly 600 in total. The ISOPREP information was collected, reviewed, and entered into the Department of Defense database following current CENTCOM guidance.

Intelligence Preparation of the Battlespace

Intelligence Preparation of the Battlespace (IPB) was conducted for the country of Iraq, and MNF-W in particular, prior to deployment. Upon arrival in theater, IPBs were produced for all Tiger Team and FOB locations, and for any mission requiring static security. IPBs examined historic activity and long-term trends to determine the enemy's most likely and most dangerous courses of action.



Battle Update Briefs

Battle Update Briefs (BUB) were prepared daily for the command staff briefing. The briefs covered significant events that had occurred in the previous 24 hours, current political and military actions both nationally and globally, and contained analysis on the evolving threat environment within the area of operations. More than 180 BUBs were produced and the intelligence portion of the BUBs was combined with a 30-day history of activity to create an Intelligence Update. The Intelligence Update was disseminated electronically throughout the command, to FOB locations, and to higher and adjacent units.

Convoy Briefings and Debriefings

The S2 Department worked extensively with the intelligence representatives from the individual Convoy Security Elements (CSE) teams. The Intelligence Department was responsible for preparing slides for every convoy mission brief, and they coordinated with the team intelligence representatives to disseminate the needed information. More than 100 convoy briefs were produced for missions covering more than 28,000 miles. Upon returning from missions, team intelligence representatives were debriefed to collect timely and relevant intelligence for further analysis and collection. Critical information obtained in debriefs was then forwarded on to higher and adjacent units.



Mission Support



The Intelligence Department prepared specialized briefings for individual missions when required. Specific focus was given to those missions where the battalion was responsible for static security operations. Support included developing IPBs, collecting imagery, and conducting terrain analysis. One such mission in Al Anbar Province involved an Alternate Supply Route, Wadi Crossing repair project. NMCB 24 was responsible for providing their own static security for

this mission. The intelligence department support of this particular mission was critical to its successful completion without incident.

Coordination

The S2 Department developed contacts at numerous local and CONUS-based organizations. The contacts were used to generate requests for information (RFIs), disseminate intelligence, and establish a better understanding of the common operational picture. Organizations included: 2nd MLG(FWD), II MEF(FWD), 2nd MAW(FWD), RCT-8, RIVRON, Base Command Group, National Ground Intelligence Center, Office of Naval Intelligence, Joint IED Defeat Organization, Counter-IED Task Force Troy, MND-N, and MND-S.

Training

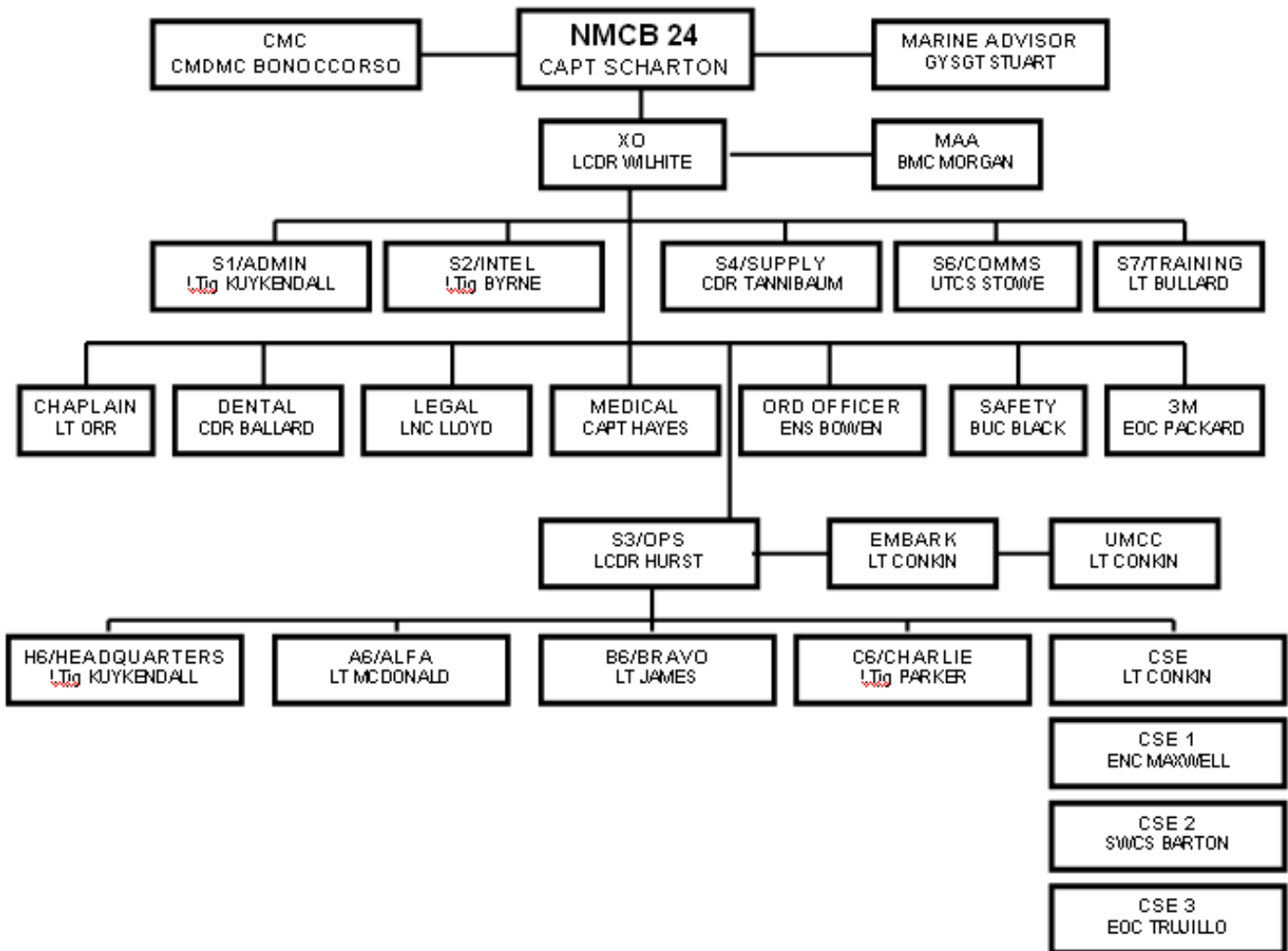
The Intelligence Department Staff received formal training on the MTRV and the MRAP, both used extensively by the CSE teams. They also attended Train-the-Trainer counter-IED training, qualifying them to instruct counter-IED Level II training. The S2 taught informal courses within the department, including ground intelligence, collection management, and briefing preparation.

VI. OPERATIONS DEPARTMENT (S3)

OPERATIONS SUMMARY



Organization Chart



Projects

The project synopses follow with a brief description, scope of work and man-day expenditure/value. Projects are grouped by site.

OPERATIONS

NMCB Two Four's 2009 deployment coincided with the realignment of Coalition Forces out from the outlining COPs and FOBs to the main air bases of Al-Asad, Al Taqaddum and Balad. As soon as the battalion hit the ground, there were over 28 projects that required planning and estimating. The entire Operations staff at all levels was diligent in their efforts in order to get direct-labor Seabees on the project sites putting work in place for the battalion's Supported Command, II MEF Forward in Multi-National Forces – West (MNF-W) Area of Operations and the various Special Operations Task Forces providing Task Force Bravo and Whiskey Tasking. NMCB 24 was tasked to provide three six-gun truck Convoy Security Element (CSE) teams prior to arriving in MNF-W. NMCB 24 executed short-fused, high-priority tasking for all supported commands throughout the deployment including build-outs, expansions, assessments and maintenance of major Forward Operating Base (FOB) projects. NMCB 24 was tasked with the Responsible Drawdown (RDD) of all NMCB 24 TOA items from the outlying COPs and FOBs, including Camp RJ at Al Asad. The Balad detachments were relieved in place with personnel from NMCB 22. All of this work was accomplished in spite of the arduous conditions faced and the brutal heat of the Iraqi summer months.

NMCB 24 was once again deployed to Iraq, Operation Iraqi Freedom IX, with the a bulk of Seabees located at Al Asad, and two dets utilized at Balad, Iraq, in support of II MEF Fwd within MNF-W and Special Operations Forces JTF and CJSOF-AP out of Balad. A small portion of Seabees from Bravo Company were utilized at various FOBs or COPs, including Rawah, Ubaydi, Baharia, Korean Village, and Gannon II to complete maintenance work as required. We also detached two Seabees to Al Taqaddum to be the liaisons with the 2d MLG Fwd and three to Kuwait to assist with administrative tasking and 3M.

NMCB 24 was tasked with maintaining and running three Convoy Security Element (CSE) teams that consisted of six gun trucks each. Overall, all three teams together totaled 70 Seabees. The teams were pre-deployed early to Port Hueneme, CA to ramp up their training prior to arriving in Iraq. The training included a CSE FTX and the battalion's FEP, focused on support for logistic movements and security of convoys. Once in theater, the teams combined together and allowed the battalion increased flexibility to support any mission tasked, whether a few hours on site or to provide direct support as on-site security for a work crew. The main battalion headquarters, located at Al Asad Air Base, directed 24-hour operational support to over 79 convoy missions. These missions escorted 473 pieces of green gear, combined with CSE vehicles to cover 168,921 miles. There were 1,454 PAX transported over 245 convoy legs. There were 18,926 miles which were at night. The battalion also provided three Tactical Movement requests (TMR) for other MNF-W units. They conducted three Main Supply Routes (MSR) roadway repairs. Further, they encountered three IED's with no casualties. Missions included shifting of ground crews at project sites, delivery,

unloading and loading of materials for jobsites, communication assets and mechanical support. Alfa Company responded positively to these especially taxing missions, maintaining gear that was driven in the most extreme heat and weather conditions possible.

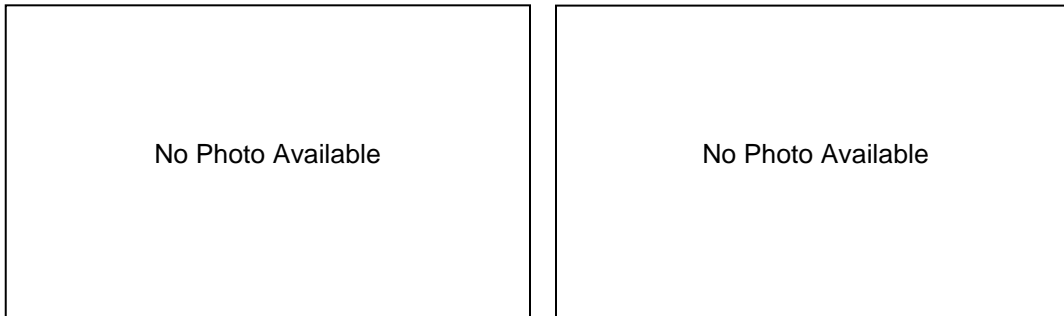
The battalion prepared for deployment to Iraq by stressing the importance of detailed planning and timely communications. This paid dividends throughout the duration of the deployment, as timelines to mobilize and the tasking were very short durations, despite project complexities. Upon arrival into theater, tasking was plentiful; however, the tempo slowly tapered as the mission for NMCB 24 changed from construction to full retrograde. There were 65 projects tasked from II MEF Fwd alone, projects that needed planning and material delivery before work began. The battalion maintained a high operational tempo throughout the whole process. Focus on short-range and long-range planning set NMCB 24 up for success for what has been a very demanding, yet rewarding deployment.

As the deployment progressed, it became apparent that the demand signal from II MEF called for major maintenance and ATRP construction. As FOBs and COPs began to close, shrinking the overall footprint of Coalition Forces, the work lessened. This included completion of 65 FRAGO projects totaling 55,330 man-days valued at \$2,386,800 in material costs. Other work performed, included 22 Commanding Officer Discretionary Projects totaling more than 938 man-days.

The following table provides statistics for each Commanding Officer's Discretionary Projects. Projects of this nature fell under Project IZ9-0104.

Project #	Project Name	Primary Company	Start Date	End Date	Total Material Cost	Mandays at Turnover	NMCB 24 Mandays	Total Project Value
24-001	Naval Spec War – ISF Housing	C	28-Mar-09	4-Apr-09	N/A	0	5	N/A
24-002	Fuel Pod Holders for VMFA-314	C	30-Mar-09	03-Apr-09	N/A	0	20	N/A
24-003	Head Facility at "Dark Tower" TQ	C	18-May-09	13-June-09	N/A	0	125	N/A
24-004	General Whistler Deck	C	28-April-09	29-April-09	N/A	0	10	N/A
24-005	3/3 Detention Center Guard Tower	C	28-Apr-09	07-May-09	N/A	0	42.5	N/A
24-006	MEF COC Shade Structure	C	27-Apr-09	09-May-09	N/A	0	83.75	N/A
24-007	Hospital Walls	C	11-May-09	03-June-09	N/A	0	83.75	N/A
24-008	Gettysburg Gym	B	15-May-09	18-May-09	N/A	0	20	N/A
24-009	Lake Thar Thar Boat Ramp, Part 2	A	03-June-09	13-June-09	N/A	0	135	N/A
24-010	Flag poles at II MEF Campus	C	10-June-09	17-June-09	N/A	0	27	N/A
24-011	TMR Shade Structure	C	16-June-09	23-June-09	N/A	0	33.75	N/A
24-012	Gettysburg Gym	C	26-June-09	09-July-09	N/A	0	45	N/A
24-013	Flag Pole Lights	B	-	-	N/A	0	-	N/A
24-014	PO Weatherization	C	03-July-09	10-July-09	N/A	0	47.5	N/A
24-015	BCG Laundry Facility	C	11-July-09	15-July-09	N/A	0	55	N/A
24-016	Chapel @ Al Asad	C	11-July-09	21-July-09	N/A	0	50	N/A
24-017	MEF COC Wall	C	13-July-09	17-July-09	N/A	0	23.75	N/A
24-018	1/8 Marines Shade Structure	C	15-July-09	22-July-09	N/A	0	46.25	N/A
24-019	Abandoned II MEF Gym Demo	C	18-July-09	20-July-09	N/A	0	6.25	N/A
24-020	Gunners Platforms	A	06-Aug-09	11-Aug-09	N/A	0	31.25	N/A
24-021	Turret Bows	A	06-Aug-09	12-Aug-09	N/A	0	45	N/A
24-022	Camp Fallujah Electrical Upgrades	B	10-Aug-09	13-Aug-09	N/A	0	15	N/A
TOTAL					N/A	0	938.75	N/A

Projects in Support of the II MEF include:



IZ8-0786 Atlantic City By-pass Route Enduring Maintenance

This enduring project was originally assigned to NMCB 27 and was continued by NMCB 24 until the completion of the permanent repairs to the Atlantic City Bridge. The scope of the project included conducting inspections of the by-pass route at an interval of approximately 10 days, but no more than 15 days apart. Also, horizontal maintenance should be performed, as required, along the by-pass route to sustain trafficability. All inspections and maintenance performed were documented via the unit's daily sitrep.

NMCB 24 performed a route assessment on 31 March 2009 and identified a 500 meter area in need of repair. Utilizing the Piledriver CSE team, NMCB 24's Alfa Company personnel completed the necessary repairs from 31 March 2009 to 3 April 2009. The repair team used approximately 66 tons of gravel in completing the repair of the by-pass route.

Further assessments, conducted by the CSE teams, identified no other repair needs along the by-pass route. The final repairs to the bridge were completed on 01 April 2009, making the by-pass repairs no longer necessary. The project was considered completed upon the opening of the bridge.

- Total man-days expended – 20 MD
- Total project cost – N/A



Gannon II Seabee SWA Hut



Seabee refills diesel generator

IZ8-1025 COP Gannon II Life Support

This enduring project was originally assigned to NMCB 27 on 25 August 2008. The original project included providing four to six personnel to support various units located aboard COP Gannon II and their enduring mission. Seabees assigned to the project were to provide electrical, structural and HVAC support in order to maintain the required level of operational integrity and safety at the COP. During the execution of this FRAGO, NMCB 27's responsibilities were extended to the camps at Ubaydi and Rawah. Following turnover, NMCB 24 assumed the responsibilities at each of these FOB's as well.

NMCB 24 provided six personnel at COP Gannon II from 28 March 2009 until 24 April 2009. The number of personnel dropped to four until the closing of the camp on 09 May 2009. The total man-days expended at COP Gannon II by NMCB 24 personnel was 285.

At COP Ubaydi, NMCB provided between five and eight personnel from the TOA through 09 May 2009. In addition to the enduring maintenance and support at the COP, the team provided support on other mission essential projects that took place on the base. The total man-days expended at COP Ubaydi by NMCB 24 personnel was 1,106.

From the TOA to 23 July 2009, NMCB 24 provided five to six personnel in support of the base at COL Rawah. When this base was closed mid-tour, the Seabees located at this location were brought back to Al Asad Air Base and provided support to other projects. The total man-days expended at COL Rawah by NMCB 24 personnel was 833.

The enduring project teams at each of these locations provided necessary, quality-of-life and safety repairs in support of the units about each camp or base. One of the recurring tenants for the Commanding General of the Marine Logistics Group was to "support the war fighters." The enduring support teams of NMCB 24 did just that.

- Total man-days expended – 2,224 MD
- Total project cost – N/A



New Generator to be prepped



New generator installed

IZ9-0098 Combat Out-Post (COP) Haditha

This project was originally issued to NMCB 27 on 24 February 2009. A modified follow-up order was issued on 8 March 2009. The intent of this project was to rework the existing camp at COP Haditha to support the 50 Coalition Forces that would remain to train and support the Iraqi Police. The scope of work included electrical, mechanical, plumbing and HVAC repairs to the eleven existing SWA Huts located on the camp. A gray water tank also needed to be lowered to allow for proper drainage.

The project was assigned to NMCB 24's Bravo Company. Bravo Company assembled an assessment team that went to the site and gathered first hand knowledge of the situation. On 6 April 2009, Bravo Company sent a seven member crew, including two EO's, to the COP to complete the required work. The work was completed on 11 April 2009 and the crew convoyed back to Al Asad Air Base the next day.

A few of the challenges faced during this project included the failure of the communications equipment and the lack of MRAP licenses by the crew members. Additionally, the generator sent to the project site was not evaluated prior to leaving for the project. The generator was eventually repaired and worked for the crew.

- Total man-days expended – 54 MD
- Total project cost – \$37,873 (\$36,055 initial cost plus \$1,818 add-on cost)



Cable raceways installed



Wiring installed to panels

IZ9-0100 MEF Combat Operations Center (COC) Upgrade

NMCB 27 received the original order for this project. However, a modified order was issued and the project was assigned to NMCB 24. The modified order included electrical repairs and the installation of doors for sensitive rooms in the Marine Expeditionary Force COC aboard Al Asad Air Base.

Bravo Company was assigned this project with support from Charlie Company. Work for this project started on 19 March 2009 and was completed on 2 April 2009. Due to the on-going operations in the COC, most of the work had to be completed at night. In addition to the modified work schedule, security clearances and approval of the bill of materials delayed the project. All the issues were resolved and the project was a success.

- Total man-days expended – 19 MD
- Total project cost – \$7,979 (\$6,485 initial cost plus \$1,494 add-on cost)



Recharge is provided to HVAC



Generator emplacement underway



UT's install drain piping



Ablution Unit emplacement underway

IZ9-0102 MEP Repairs COP Baghdadi MiTT

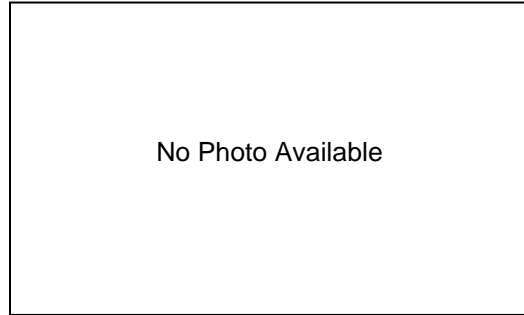
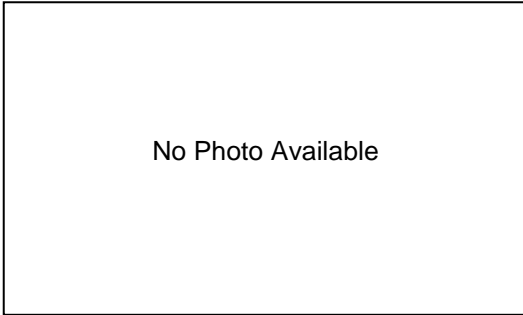
The order for this project was issued on 11 March 2009 to NMCB 27. The project was identified due to the quality of life issues at COP Baghdadi following work that was completed by 9th ESB. The 9th ESB did the initial work, however, they were redeploying and could not complete the warranty work identified at the camp. Work items for this project included:

- Conduct electrical work on 16 structures;
- Replace ablation unit due to structural and MEP failures;
- Repair/replace 31 HVAC units; and
- Repair existing electrical grounding system.

NMCB 24 sent an assessment team to COP Baghdadi on 18 March 2009 to assess the materials needed and the level of effort required to complete the project. A partial project crew of Bravo and Alfa Company personnel was sent to work on site on 6 April 2009. The remainder of the crew arrived on site on 13 April 2009. In addition to the tasked work, the work crew also utilized the battalion crane crew to move two back-up generators from COP Haditha to Baghdadi and moved 20 jersey barriers at COP Baghdadi. The generators were needed to increase the emergency electrical capacity at the COP. The project was completed on 16 April 2009.

This project had several challenges that the crew had to overcome. First, the replacement AB unit had several fixtures in disrepair. This forced the work crew to cannibalize from the old unit to make the new unit functional. Also, the crew discovered that the HVAC coolant lines were metric in size and the flaring tools in the UT kits were SAE. This forced the UT's to manually flare all the fittings as they repaired the units. Each of these challenges was successfully overcome and the project finished within the time scheduled.

- Total man-days expended – 129 MD
- Total project cost – \$48,598 (\$48,093 initial cost plus \$505 add-on cost)



IZ9-0105 ASR Bronze Crater Repair

The short fuse project was assigned to NMCB 27 during the turnover with NMCB 24. In order to maintain an acceptable level of trafficability along the route, an IED crater required immediate repair. Utilizing a right-seat/left-seat opportunity, the two battalions ran a combined convoy, along with Wombat II, an Army convoy team located at Al Asad Air Base.

The convoy travelled from AAAB to the identified location and found that the repairs had already been completed. The Army unit attached to the convoy performed a sweep of the road repair and found no IED's. Following a thorough investigation of the repairs, as well as the immediate area for other damage, the repair team photographed the repaired roadway and returned to base.

- Total man-days expended – N/A
- Total project cost – N/A



MTVR Dump pours dirt for Embankment



Excavator fills HESCOs with gravel

IZ9-0109 Wadi Crossing Approach Repair:

NMCB 24, received a FRAGO on 27 MAR 09, followed by two site assessments, leading to the decision for a self securing project to be implemented. Work started on 11 May 2009 and completed on 15 May 2009. Alfa and Charlie Companies along with one CSE team were assigned and journeyed to the site located off of the ASR where they were to repair the Wadi low water crossing, remove rock debris and erect Hescos. The total crew for this evolution was 55 direct labor on site, with 3 overhead, 1 civilian linguist, 10 vehicles and 8 pieces of CESE. Total excavation for the project was 45,255 CY of native material, 570 CY of delivered rock placed, and 400 LF of 7ft x 5ft Hesco placed. NMCB 24's CSE team performed direct support performing 12 internal 4-man security patrols and 4 external 6-man security patrols in an area approximately 600-800 meters outside the project site perimeter. Night security operations were supplemented by an Infra-Red Boom Camera located on the MRAP COC vehicle. A total of 45 internal patrols and 18 external patrols were conducted over the entire duration of the project. Stone and steel was provided via the Al Asad Class IV Yard. Other supplies required for the project crew's sustainability while living on the project site were drawn from NMCB 24's supply department.

- Total man-days expended – 593 MD
- Total Project Cost - \$57,920.00 (with no add-on BOM's)



Steelworker welds gate at shop



CE installs wiring at breaker panel

IZ9-0110 United Research Services (URS) Incident Response Team (IRT)

NMCB 24 deployed a Charlie Company construction crew to construct a spill containment for two generators and three tanks, connect power to office trailers, install exterior work lights and associated lighting, install fresh, grey, black water tanks and connect power to existing office trailers, and construct one vehicle gate. The project began with Alfa Company providing assistance with grading the site and digging holes for the tanks at the site proposed. Charlie Company constructed spill containments and prefabricated the steel gate assemblies. However, a set back occurred when 2d MLG provided a MOD 1 FRAGO for a scope and location change. New dig permits were required. Both companies reworked the existing site back to its original status and began immediately on the new site. The hole for the waste water tank was slowed by rock encountered. The waste tank was set in place immediately upon completion of the hole. Bravo Company provided all of the utility connections for the project. The job was estimated to be completed with 250 man-days; however, due to complications in scope change and excavating through solid rock material for the tank placement, the man-days rose to 350. All construction materials were provided via the Al Asad Class IV Yard.

- Total man-days expended – 350 MD
- Total Project Cost - \$16,301.23 (with an add-on BOM of \$5,522.89)



Electrical Raceway installed



Air handler install underway



Demo existing walk for new loading pad



Concrete loading pad and A/C installed

IZ9-0111 II MEF Gym Build Out

NMCB 24 received a FRAGO which tasked the battalion to make Bldg 10301A operational for use as a gymnasium. The project site was assessed and the BOM was submitted. Work began shortly with materials stored at Camp RJ, until the BOM could be filled to expedite the project. Charlie and Bravo companies deployed a combined work crew to this project to install one new generator for primary power, install electrical facilities, concrete loading pad, entry pad with handrails and resilient flooring. Overhead lighting was first to be installed followed by work on the main electrical panel, wire raceways, HVAC System and internal switches and receptacles. Work continued until Camp RJ materials ran low. The BOM was then a major hold up since the class IV yard was working to fill BOM's for OEF has priority one. Another delay came when the team discovered that the generator to be tapped for power was owned by G2, whom was not going to allow its use. The owner's representative was notified, who then had approved a MOD for an independent generator be installed for the gym's use. KBR arrived on site to remove debris they owned so that the generator can be installed. Rolled rubberized flooring, electrical work and a spill containment unit were completed along with the generator installation soon after the MOD was implemented. The project was started on 14 APR 2009 and completed on 25 MAY 2009. All construction materials were provided via the Al Asad Class IV Yard.

- Total man-days expended – 194 MD
- Total Project Cost - \$12,631.99 (with one add-on BOM of \$17,494.54)



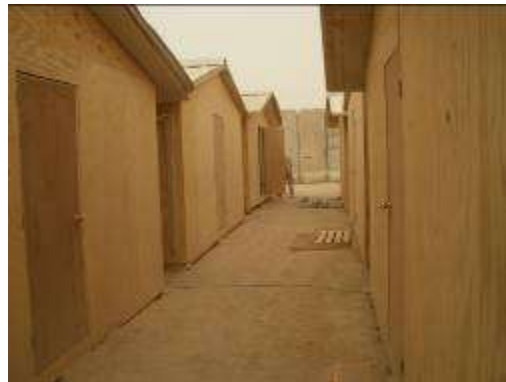
Gusset plate installation occurs



Prefabricated floor framing



HVAC rough-in and stands



SWA Huts nearing completion



Shade netting installed



Seabee surveys the roof work

IZ9-0112 COP Castillo Expansion

Charlie Company was assigned this project with support from Alfa and Bravo Companies. Work for this project was to include constructing 11 SWA Huts, install one shower trailer with fresh and grey water tanks, one landing zone, one galley and perimeter guard posts. The project included assistance from 1/7 Engineer Marines, who started with the SWA Hut construction pending the arrival of NMCB 24 crews. Once on site, NMCB 24 integrated with 1/7 Engineers to complete the prefabrication of wall panels, floor sections, trusses and a guard shack. NMCB 24 delivered with them prefabricated roof and floor trusses. Installation of the trusses and site leveling

was underway. The galley hut was first to be completed, inclusive of utility installation. Bravo Company worked on the utilities for the galley along with power to the guard shacks. During this time, measurements for the LZ and main parking lot area were taken to order material from Class IV. Bravo Company had to plus up their man power to complete all electrical requirements. KBR was tasked with providing the Shower trailer, PVC Piping, one 5,000 gallon water tank and two 2,500 gallon water tanks. The shower trailer was placed by and with equipment from 3/3 Engineers. Alfa Company assisted with excavating for the tanks to be installed and leveling of the site for the trailer to be placed. Once all final connections were made by Bravo Company to the Shower Trailer and final A/C unit checks were completed in the Galley, final turn over took place with 3/3 Engineers. Upon completion of all vertical construction, Alfa Company began building the Landing Zone (LZ) which was 96'x96'. Stabilization of the soil was made possible with the use of 690 bags of Portland cement. Upon completion of the LZ all crews return safely to Al-Asad. The project was started on 21 April 09 and ended on 26 May 09. All construction materials were provided via the Al Asad Class IV Yard. Other supplies required for the project crew's sustainability while living on the project site were drawn from 1/7 Marine and the Tiger Team at Baharia. The average crew size was 14 members.

- Total man-days expended – 431 MD
- Total Project Cost - \$45,245.59 (with no add-on BOM's)



Road assessment underway



Bridge photo assessment

MSR and ASR Road Assessments

NMCB 24 was tasked with provided road assessment teams for one MSR and three ASR (names are classified) to assist US Coalition Forces (CF) in their planning of use for these roadways.

The purpose of the projects were to assess the route for potential IED emplacement locations, capped/uncapped, culverts, trafficability, height and/or weight restrictions and possible by-passes around restricted and populated areas. The assessment teams were a joint effort between NMCB 24's Engineering Aids (EA) and Convoy Security Elements (CSE). The teams would provide the transportation and on-site security for the EA's when disembarked from the vehicle. During the investigation of the suspected hazard the team would document type of surface, width of roadway, length of bridge, structural elements, length of bridge/overpass, height of clearance beneath bridge or overpass, type of bridge, thickness of material between top of culvert to top of road surface and recommend a convoy speed for traveling over the area of concern. The teams recorded all areas of concern, along the aforementioned routes that may hinder any future Coalition Force Movement and Responsible Draw Down (RDD) Convoys. Reports were provided to 2d MLG. The teams covered 1,900 miles of ASR and MSR roadways.

- Total man-days expended – 357 MD
- Total Project Cost - Not Applicable



Backhoe digs foundation pit



Foundation Mat constructed



Seabees pour concrete footing



Completed tower framing

IZ9-0115 JSTARS Tower Construction

Charlie Company was assigned the task of constructing one 50 foot Timber Tower, security fence and to install various electrical and HVAC upgrades to support the relocation of the JSTARS operations from Camp Ripper to 1st Intel Battalion's Headquarters. Prior to erecting the tower, Charlie Company worked with the Engineering Aids and the Engineering Officer in the S3 Operations shops to plan, estimate and design the tower in regards to structural fastening and footing design. The Engineering Aids provided the CAD, soil make and compaction testing, and concrete quality control. NMCB 24 was able to include assistance from the B6, who is a Structural Engineer on his civilian side. Design of the tower was closely coordinate with the G7 Civilian Engineers, who were representatives for JSTARS. Once the design was complete, Charlie Company began the prefabrication of the tower's connector steel plates, wood top platform and ladder components. Foundation excavation began soon after the design and dig permits were complete.

Upon completion of the hole, the aggregate base was placed and the rebar matting was installed. The footing had to be poured in two sections. The first was poured and leveled to provide a pad for the legs of the wood tower to set upon. Once the tower legs were set the second pour commenced. The concrete was provided by the LARA Group, which is a private contractor aboard Al Asad Airbase. The legs of the tower were painted on all sides to 8 inches above the finished grade to provide a moisture barrier for the wood. Vapor barrier mat was placed prior to the pour and aggregate base. During the concrete placement, Charlie Company prefabricated the timber sections that would later form the upper and lower halves of the tower. Once the second tower section was craned and fastened into place the top platform was installed. Ladder installation occurred simultaneously.

The security fencing installation occurred immediately after the tower completion. The security fencing was part of MOD 1 to the initial project scope of work. The fence was to be chain link with barbed wire; however, NMCB 24 could not locate a chain link fence kit of parts, so NMCB 24 built the fence out of materials stored in their yard. The posts were 4inx4inx8ft, the caps with concertina support arms were fabricated in Charlie Companies steel shop and the chain link fence was provided by Class IV. The gate required was fabricated in the steel shop as well. The electrical and HVAC work required under MOD 2 was completed during the fence installation. Upon completion of all tasking NMCB 24's and the II MEF Safety persons felt the tower ladder required a safety cage to avoid personnel falling, while carrying gear up the ladder. The material for the cage was submitted as an additional BOM.

The entire project was started on 09 April 2009 and was completed on 12 June 2009. All construction materials were provided via the Al Asad Class IV Yard.

- Total man-days expended – 448 MD
- Total Project Cost - \$15,619.78
- First add-on BOM at \$2,116.44 for fencing
- Second add-on BOM at \$7,251.70 for electrical
- Third add-on BOM at \$1,082.56 for Steel Safety Cage



Road Construction underway



Work on turn around area continues



Dozer moves earth for roadway



Dozer moves rock at equipment pad

IZ9-0116 Thar Thar Boat Ramp Completion

Alfa Company deployed a project crew to Lake Thar Thar, Iraq to construct a 30ft x 100ft boat launch/recovery ramp and access road for RIVRON 1, Squadron 1, Detachment 1. The ramp will serve as a means to launch Rivron's Small Unit Recon Craft (SURC) at a lake that is experiencing receding water levels, making the existing launch site unusable. The low levels leave the launch assets mired in the soft soil, requiring recovery vehicles to retrieve them resulting in broken equipment.

Upon issuance of the FRAGO the battalion sent out the project crew leader, Engineering Officer and Engineering Aid to assess the project site. Rivron 1, provided the convoy and security assets for this evolution. The information gathered allowed for the engineering officer to design the ramp and the project crew leader to gather CESE and materials.

The work crew was transported to the project site by one CSE Team from NMCB 24, followed up by a resupply of gravel on following days. Rivron 1 was providing direct support security during the entire evolution. The crew consisted of 12 members from NMCB 24 and 22 from Rivron 1.

Construction began with providing grading stakes, which the Engineering Officer and Aid provided. The Engineering Officer staked out the route for the access road as planned. Grading the top layers of earth was first priority to expose the subgrade

material. A good soil sub-base was approximately 5 to 6 feet below finished grade. The road was required to be built up with a mixture of rock and soil. Compaction was provided by the roller. As the roadway was completed the Engineering Aid would perform compaction testing, ensuring the 98% level was being maintained. The ramp location was cut in at a slope leaving a depth of 6ft to allow for the SURC boat to become buoyant. While the ramp construction was underway the work crew graded and placed gravel upon the equipment turn around and staging areas. The rock again was compacted to 98%. RIVRON tested the ramp once complete with three successful launches. In addition, the work crew completed the project a day early, so they graded for two VTOL pads for future use, one adjacent to the ramp and one up near the base camp, after the in-field request from the RIVRON 1, OIC. The entire project was started on 20 April 2009 and was completed on 24 April 2009.

- Total man-days expended – 95 MD
- Total Project Cost - \$8,400.00 (with no add-on BOM's)



Dozer moves earth from Ramp area



Excavator breaks levy at ramp



Excavator loads MTRV Dump



RIVRON Launches Boat on new ramp

RIVRON 2, DET 2 RIP TOA with RIVRON 1, DET 1 on MAY 15, 2009 making them the new unit tasked with controlling Lake Thar Thar. RIVRON 2 called NMCB 24 after visiting what was the ramp constructed earlier by the battalion and found it to be non-existent. On May 18th, 2009 NMCB 24 immediately received a call to come and

repair/rebuild the ramp that was once there. RIVRON was once again unable to deploy their watercraft. Navy Mobile Construction Battalion Two Four, planned for and returned to Lake Thar-Thar to reconstruct the previously built boat ramp and a new vehicle turn-around pad at Lake Thar-Thar, Iraq, for the Navy's Active duty Riverine Boat Squadron, RIVRON 2, Detachment Two, assigned to Navy Expeditionary Combat Command located out of in Al-Taqaddum, Iraq. The previous ramp and turn around, also built by NMCB 24 just weeks earlier, had been demolished by a Private Iraqi Dredging Company and high water levels present from the Lake Thar Thar Dam reopening.

NMCB 24 arrived at Lake Thar-Thar to begin construction on 09 JUN 09 after journeying through the Iraqi Cities of Hit, Ar Ramadi, and Saddamiat Al Thar-Thar. RIVRON TWO was already on site and had security in place. NMCB 24's Alfa Company crew of 12 immediately started to unload the heavy equipment required to complete this tasking. Once unloaded, the crew assembled the berthing tent and unloaded gear and rations necessary to live on site for four days. The Engineering Staff, staked out the location for the turn around pad and ramp. All the while, soil removal took place at the area to be the ramp by use of the excavator allowing the hard soil sub-base to be exposed. The remaining crew members operated the grader, two MTVR dumps, front end loader and dozer to create the vehicle turn-around area using scavenged rock and soil from the remains of the previous turn-around. The excavator was then utilized to place 20 concrete slabs in line creating a hard surface for the vehicles to drive on. The Seabees ensured the stability of the concrete slabs by joining them together with 120 buckets of Pavemend, a concrete product used in rapid road repair projects.

The Seabees worked tirelessly moving approximately 3,000 cubic yards of cut and fill, rock and clay mixes to build a one acre vehicle turn around pad and boat launch ramp in an area that was once a sandy lot.

Completing the project one day short of the four days scheduled left additional time to grade smooth the Iraqi Police Station parking lot adjacent to the Dam as requested by the Iraqi Police Chief via the RIVRON Interpreter on site. Additionally, RIVRON performed a successful launch of three high-speed, 39-foot long, Riverine Patrol Boats (RPB) and one River Assault Boat (RAB).

RIVRON 2, DET 2 ensured that the Seabees were given every opportunity to complete the task at hand by keeping the local Iraqi fisherman and Iraqi Security Force personnel well aware of the project at hand. Both groups, RIVRON 2 and NMCB 24, ended their Mission successfully by returning safely to their home bases in Al-Taqaddum, Iraq and Al-Asad, Iraq. The project started on 09 June 09 and was completed on 12 June 09.

- Total man-days expended – 56 MD
- Total Project Cost - \$2,100.00 (with no add-on BOM's)



Breaker panel tie-in takes place



New Generator with spill containment

IZ9-0127 Al Asad ECP Improvements (Generator)

NMCB 24 deployed a Charlie and Bravo Company work crew to install one new generator for primary power and connect an existing generator as backup at ECP #1 aboard Al Asad Airbase. The work crew of six, a mix of Charlie and Bravo Companies were assembled and mobilized to the site. Charlie prefabricated the spill containment units on Camp RJ prior to transport to the site. Bravo Company prewired the switch panels, all transfer switches, electrical connection and power lines were installed and waiting for the generator set. KBR inspected the generator and containment installation allowing the companies to make the final connections of the fuel lines. The prestart of the generator proved successful and official turn-over to the 1/8 Marines took place. The project started on 23 APR 09 and was completed on 18 May 09. All construction materials were provided via the Al Asad Class IV Yard.

- Total man-days expended – 33 MD
- Total Project Cost - \$23,488.29 (with no add-on BOM's)



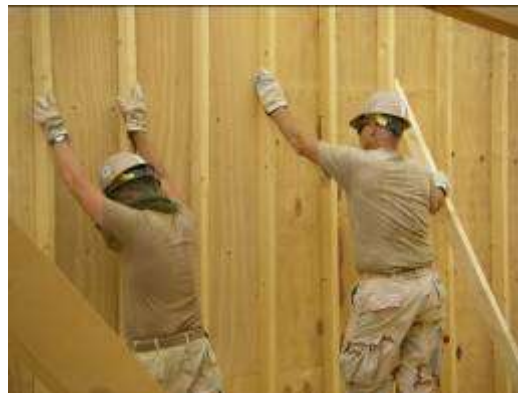
Purlin installation underway



Seabees install trusses



Metal Roof Panel installation



Seabees brace exterior wall

IZ9-0128 COP Ubaydi Expansion

The project assigned was for Bravo Company's camp maintenance "Tiger Team" and Charlie Company to complete 10 Southwest Asia Huts (16'x32') and 1 Davidson Hut (32'x96'). Elements of 2/1 Marine Infantry provided security for the base, during construction operations. SWA Huts 1 thru 5 was completed by the On-Site "Tiger Team". The project OIC then split the work crew into vertical and horizontal teams for SWA Huts 6 thru 10 with the horizontal crew leveling the sites for the huts and moving material into place well ahead of the vertical crew. SWA Hut #10 was to be the galley requiring some extra modifications to allow for food to be served. A Davidson Hut (32' x 96') was to be the gym. The site, piers and decking were completed in 6 days. The piers were leveled with a surveyor's level, as leveling by batter boards and string were ineffective due to the size of the building. Roof trusses were installed by hand and the roof panels placed and capped within two days. Interior sheeting, trim, doors and cipher locks were installed soon after the hut was dried in. The electrical work was going to be completed by the Bravo Company's "Tiger Team"; however, due to multiple maintenance tasks requested by the Camp Commandant, Charlie Company's construction team had to complete the electrical work required. The project started on 27 April 2009 and was completed in 68 days on 03 July 2009, using 10 crew members and 1 overhead. All construction materials were provided via the Al Asad Class IV Yard. Other supplies required for the project crew's sustainability while living on the project site were drawn from NMCB 24's supply department. All construction materials were provided via the Al Asad Class IV Yard.

- Total man-days expended – 1,005 MD
- Total Project Cost - \$241,405.95 (with no add-on BOM's)



Shade shelter framing underway



Ablution Unit being placed



New Generator being installed



Seabee and Iraqi Army Rep survey work

IZ9-0129 Baghdadi Electrical and Trailer Roof

NMCB 24 deployed a Charlie and Bravo Company work crew to install an electrical panel and transfer switch for two 150 KVA generators and emplace a roof above the newly installed shower unit. The main electrical panel bus bar was repaired by Bravo Company after it had melted due to the extreme electrical load on the panel. Bravo also completed the installation of a new breaker panel in the DFAC building, electrical grounding of the fuel farm equipment, troubleshooting HVAC equipment and various electrical circuit upgrades to make all functional again. Charlie Company set out during this time to construct a roof structure over an existing AB Unit. All construction materials were provided via the Al Asad Class IV Yard. The entire project was completed between 19 May 09 and 26 May 09.

- Total man-days expended – 60 MD
- Total Project Cost - \$6,632.94 (with no add-on BOM's)



AC Unit placed



AC Unit prep underway

IZ9-0131 MEF G-2 AC Units

Bravo Company deployed a construction crew to install three 5-ton and two 2-ton AC Split System Units as well as the electrical wiring necessary to tie into the existing electrical system. The assessment was completed soon after the FRAGO came out and the BOM was submitted as soon as possible. The work schedule required the crew to work solely at night to avoid with interfering with the day-time functions of the facility. New electrical circuits were installed and the HVAC units were staged for install. The pre-starts were tested and proved the units to be unusable due to improper storage at the Class IV yard. Bravo then discovered that replacement of the 5 & 2-ton units was not possible with like Units. However, it was assessed that three 4-ton units found to be in working order would be sufficient. Installation occurred and the Team returned to Al-Asad. All construction materials were provided via the Al Asad Class IV Yard. The project occurred between 28 May 09 and 02 June 09.

- Total man-days expended – 16 MD
- Total Project Cost - \$6,103.56 (with no add-on BOM's)



Steelworker cuts steel plates



Prefab wall panel construction underway



Bullet resistant glass install underway



Crows nest loaded for transport to TQ

IZ9-0132 Crows Nest for Al Taqaddum

Charlie Company was assigned the construction of four ECP Crows Nests to upgrade force protection measures aboard Al Taqaddum (TQ). The OPS department worked with the Engineering Aid Shop to print out the standard Crow's Nest design plans from the ABFC. No modifications were required to the base layout. Prefabrication on all four crow's nests started concurrently. Upon completion of the nests, Alfa Company provided the crew to load the nests upon two MTRV tractor trailers for transport to TQ. Once on-site in TQ, Charlie crew members worked with KBR was contacted to assist the team with providing a crane and lifting the nests onto 10 foot tall concrete barriers. During the placement, Bravo and Charlie members worked on generator repairs/placement and spill containments. Charlie members also constructed stairs for each of the nests after their placement. Charlie crew returned to Al Asad first and Bravo returned once they completed the installation of all electrical and A/C Units in the nests. All construction materials were provided via the Al Asad Class IV Yard. The project started on 21 May 09 and was completed on 30 June 09.

- Total man-days expended – 354 MD
- Total Project Cost - \$44,431.44 (with one add-on BOM for \$43,362.10)



Breaker panel grounding rod install

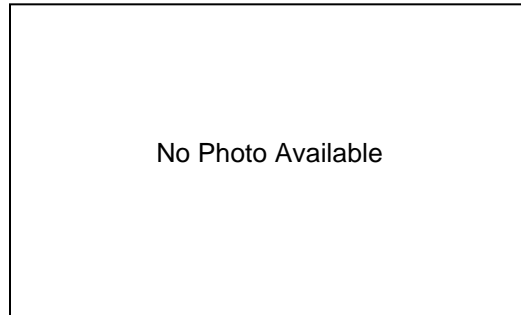
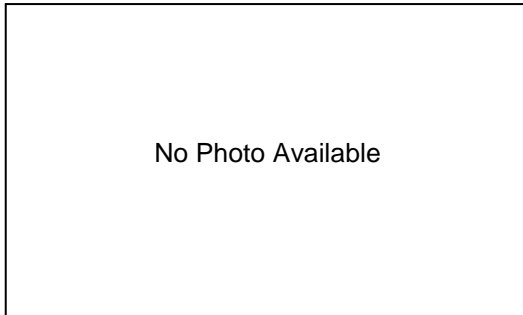


AC Condenser installed

IZ9-0133 Thompson Clinic A/C Unit Installation

Bravo Company was assigned with the assessing and installation of six split-air systems in the Al Asad Base Clinic. During the assessment, Bravo Company determined that the existing electrical system would not meet the demand of the new A/C Units. The conclusion was to provide and install a new 100 KVA generator and sub panel to meet the power requirements and plan for the routing and installation of new electrical circuits. Two 4-ton units were installed in the common area and 2-ton units would meet the requirements of individual spaces. A fuel tank and spill containment area were completed by Charlie Company. Trenching for the piping was completed by Alfa Company. All construction materials were provided via the Al Asad Class IV Yard. The project started on 03 June 09 and was completed on 17 June 09.

- Total man-days expended – 56 MD
- Total Project Cost - \$27,922.64 (with no add-on BOM's)



IZ9-0136 MSR Repairs

Charlie Company deployed a construction crew after being tasked by 2 MLG to repair six road surface craters, stabilize one low water crossing, and remove debris and stabilize 100 feet of slide area on the ASR. The project was divided into three phases: Phase 1 was the crater repair, Phase 2 was the repair of the low water crossing and Phase 3 was the removal of rock slide debris and sloping back the hill parallel to the roadway to prevent future slides.

Phase 1 repair included the infill of the holes with 160 (5-gallon) buckets of Pavemend epoxy compound. Each hole was then marked with red paint to include the Julian date and striping to allow for detection of hole tampering by insurgents. NMCB 24 CSE provided 360 degree security.

Phase 2 Low Water Crossing repair included 60 yards of material removed, compaction of the material underneath the road to stabilize the crossing. The sides of the crossing were sloped and provided with material to prevent further wash out. NMCB 24 CSE provided 360 degree security.

Phase 3 included removing 1,200 cubic yards of loose material from 100 feet of slide area. Material was removed until a stable base was reached. The east and west hills adjacent to the roadway were completed in the same manner. NMCB 24 CSE provided 360 degree security.

All Pavemend material was provided by Camp RJ Class IV. No BOM was required for this material. The project was started on 29 May 09 and ended on 31 May 09.

- Total man-days expended – 38 MD
- Total Project Cost – N/A



ISF learn floor truss prefab



ISF learn floor truss prefab



ISF learn floor truss prefab

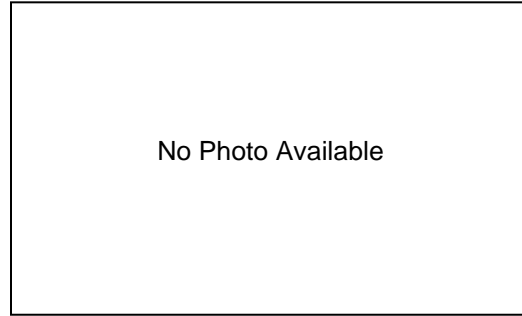
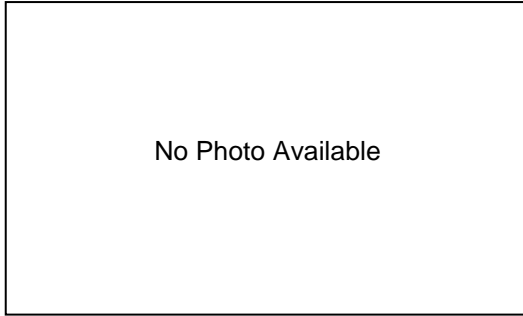


ISF view floor framing procedures

MLG 179-09 Iraqi Security Forces (ISF) Engineer Professionalization

Charlie Company was deployed to provide MiTT 0100 with subject matter experts to train Iraqi Army (IA) personnel in the prefabrication and construction of a typical SWA Hut in IA Camp Fallujah. Training began immediately upon arrival on site. The team taught the IA's how to use templates, cutting pieces for piers, trusses, PPE usage and power tool safety. The team then instructed them on placing the piers which was followed by installing the sheet plywood flooring and then the prefabrication of the walls to be installed. Once the walls were secured in place the trusses were placed. The roof material instruction and installation soon followed. Three SWA Huts were completed before the team departed back to Al Asad. All construction material was provided by the IA unit onboard Camp Fallujah. All Class one was provided by MiTT 0100 onboard Camp Fallujah. The project was started on 15 June 09 and ended on 26 June 09.

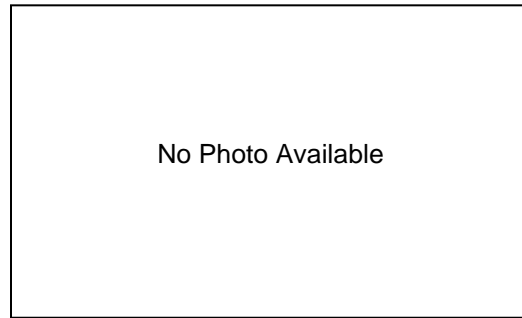
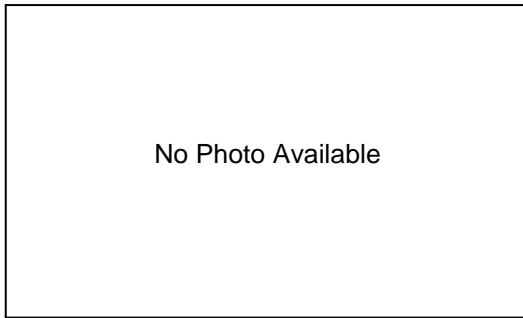
- Total man-days expended – 72 MD
- Total Project Cost – N/A



MLG 182-09 Container Repair Training

Charlie Company was tasked to deploy a crew to attend a ISO Container repair training workshop conducted by 2D Supply Battalion at Al Taqaddum Air Base. The training included two sections, inspection and repair. During their inspection training they worked with an existing container which was reviewed on all six sides for door operation, gasketing defects, lock functionality, dents, tears, punctures and excessive rust. The items of note were then documented as taught during the follow up phases of training. The team then learned the proper and correct way of providing the repairs to the container by way of part replacement or welding of patch panels as required. The containers are then re-inspected. The process continues until the container is fit for shipping and approved by the USCG. The project was started on 21 June 09 and ended on 27 June 09.

- Total man-days expended – 31 MD
- Total Project Cost – N/A



Z9-0140 ATCF HVAC Replacement

NMCB 24 was tasked with this project on 06 June 2009. The work was made necessary due to the lack of organic capability on the part of MNF-W. MNF-W's two Shelterized Technical Control Facilities (STCF), one each at Al Asad Air Base and Ar Ramadi that served as the nucleus for secure and non-secure voice and data communications equipment that required attention. Each STCF was equipped with eight unique mobile facility ECU's, which MNF-W was not able to organically maintain. The lack of preventative and demand maintenance resulted in the failure of several of the units, causing network outages. New units were purchased by the customer to replace the failed units.

Bravo Company planned the work for this project in two phases. The first phase took care of the work on Al Asad Air Base, while the second phase tackled the work at Ar Ramadi. Bravo Company deployed a project crew made up of three UT's to handle the work at Al Asad and, then, at Ar Ramadi. The crew removed and replaced a total of 16 ECU's between the two sites. The project started on 23 June 2009 and ended on 15 July 2009.

- Total man-days expended – 38 MD
- Total project cost – \$345 (with no add-on BOM's)



Door support rail installed



Finished door

IZ9-0141 Generator and Doors for PEB 2

On 05 June 2009, NMCB 24 was tasked with assessing the power generation and installing two new roll-up doors in support of the 69th Transportation Company at PEB #2 aboard Al Asad Air Base. The Pre-engineered building was constructed by the previous battalion, NMCB 27. However, it did not include the installation of the roll-up doors at either end of the building. The power generation assessment included the installation of the required power generation equipment, fuel tank and spill containment.

Following several failed attempts to purchase roll-up doors for the PEB, NMCB 24 personnel designed and constructed two sets of swing doors for either end of the building. The doors and electrical work were completed between 13 June 2009 and 18 July 2009. Additional work accomplished by the project crew included the installation of multiple wall panels on the building.

- Total man-days expended – 268 MD
- Total project cost – \$71,791 (with no add-on BOM's)



Concertina Post installation



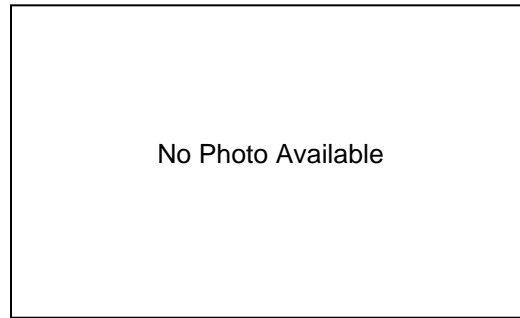
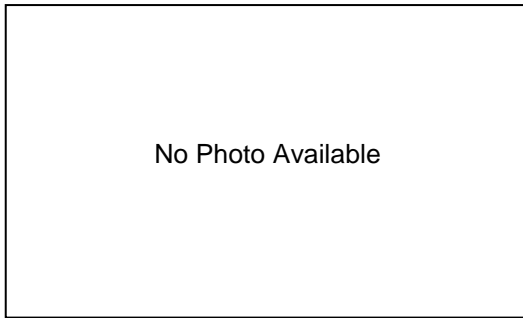
Concertina Wire installation continues

IZ9-0148 Incident Response Team (IRT) Transition Yard (TY)

The Incident Response Team (IRT) Transition Yard (TY) located at Al Asad Air Base consisted of approximately four acres of open land adjacent to the HWTC and the incinerator. The TY was in need of security, consisting of a fence and gate, to prevent vehicles and personnel from illegally dumping materials. The TY received hazardous material that DRMO would not accept, including captured non-US military chemicals like mustard gas, cyanide, chlorine gas, oils and fuels.

NMCB 24 was tasked with this project on 16 June 2009 to install a vehicle entry gate and approximately 1,500 feet of triple-strand concertina wire fence and perform minor grading, as required. The project was assigned to Charlie Company. The prefabrication of the gate started on 17 June 2009, while the on-site work began on 25 June 2009. The crew completed the job on 16 July 2009. The project faced several challenges, including very unpredictable weather and the lack of CESE, both of which delayed the project several times. Overall, the project was a success.

- Total man-days expended – 108 MD
- Total project cost – \$6,962 (with no add-on BOM's)



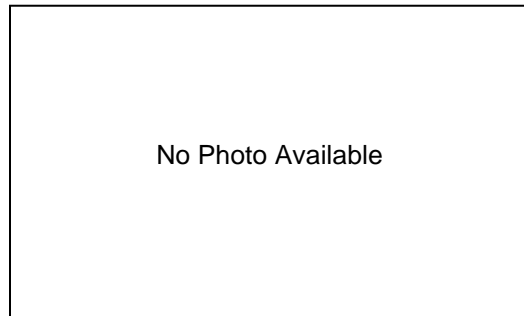
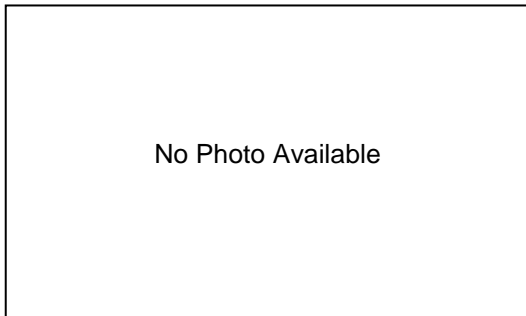
IZ9-0149 Camp Korean Village (CKV) Tactical Control Facility (TCF) HVAC and Power Upgrades

On 19 June 2009, NMCB 24 was tasked with providing MEP support at Camp Korean Village in support of the US Army assuming operational control of CKV and installing a new telecommunications enclave. This project will ease the transition of the camp from the Marines to the Army.

The project was assigned to Bravo Company. Due to the distance from the main body at Al Asad Air Base to the project site, the company leadership decided to employ the CKV camp maintenance team for the project. The project team began work on 03 July 2009. The scope of work performed by the team included installing HVAC units, conducting electrical upgrades and performing other quality of life issues. The team completed the scope of work on 14 July 2009.

The challenges faced during this project included the transportation of material from AAAB to CKV. The lack of material on site caused minor delays until the CSE or CLB7 convoys arrived on site with the needed materials.

- Total man-days expended – 38 MD
- Total project cost – \$6,948 (with no add-on BOM's)



IZ9-0150 Task Force Military Police (TFMP) Point of Entry (POE) Trebil Force Protection

POE Trebil is located in the town of Trebil, Iraq, on the Iraqi-Jordanian border. Based on an assessment by MNF-W Anti-Terrorism/Force Protection (ATFP) personnel, vulnerabilities in force protection were identified at the POE. Due to the weaknesses identified during the assessment, a scope of work was developed to include the construction of a usable by-pass road and the installation of force protection measures.

Upon receipt of the tasking on 20 June 2009, the project was assigned to Alfa Company. An assessment team was sent to the POE to identify the needed equipment and materials. Following the project assessment, a project crew was assembled and convoyed to Trebil. Work on site started on 19 July 2009. The crew moved over 3,500 cubic yards of fill and base material for the by-pass road. Additionally, the crew set and filled 210 meters of HESCO's and dug a fuel spill clean up pit. The project was completed on 29 July 2009.

- Total man-days expended – 175 MD
- Total project cost – \$5,682 (with no add-on BOM's)



Repaired floor at water damaged area



Piping installed at AB Unit

IZ9-0151 Improve Quality of Life (QOL) Conditions at COP Baghdadi

On 27 June 09, NMCB 24 was assigned to provide a maintenance work crew to COP Baghdadi to repair faulty circuit breakers on A/C Units in both work and billeting wooden SWA Huts occupied by a 19 man MiTT Team. In addition, the team is to repair broken piping that continues to leak water causing issues with hygiene and loss of water in the COP's main supply. Bravo Company was immediately assigned this task. The BOM for materials was submitted after the assessment was acquired. It was soon discovered that the Class IV yard had a shortage of 15 A/C Units and 5 cans of R22 refrigerant, leaving the customer to try and acquire these materials from another source. Several of the A/C units could not be replaced or repaired due to the shortage of material. Bravo Company was able to repair 9 A/C Units by recharging each system and/or replacing the capacitors. The water supply issue was resolved by replacing the water pump on the ablution unit which was inoperable with a new one pump system. The piping was patched and the team was awaiting the additional material from Class IV to complete the job. Due to the battalion's stand-down from projects after 1 September 09 and the lack of materials, the user decided to finish the work with a private contractor. The project was started on 20 July 09 and completed on 22 July 09.

- Total man-days expended – 7 MD
- Total project cost – \$9,000.00 (with no add-on BOM's)



A/C Units and Steps installed at SWA Huts



Stair and AC Unit platform



Concertina wire and Gate final install



Dryer piping and power installed

IZ9-0152 Electrical and Force Protection for Camp Hamza

NMCB 24 was tasked with this project on 27 June 2009. The project was assigned to Charlie Company for planning and construction. Aboard Camp Hamza there was a need for electrical, plumbing and force protection upgrades. Many of the required upgrades included quality of life issues at the DFAC and in ablution units.

A site assessment was made by Charlie and Bravo Company CPO's from 28 June 2009 to 02 July 2009. A course of action and project plan was developed from the assessment notes. The Charlie Company work party convoyed to Hamza on 19 July 2009 and their work started on 20 July 2009. The Bravo personnel arrived on 25 July 2009 to begin their work. The work was completed on 30 July 2009 and the entire work crew convoyed back to Al Asad Air Base the next day.

The work crews faced many challenges in this project. First, the initial convoy struck an IED in route to Hamza. Although no one was injured, the entire team needed to see the on-site medical staff for evaluation following the IED blast. The lack of basic repair materials on site caused the project team to improvise. Additionally, the lack of maintenance on any of the facilities at Hamza created a severe state of disrepair. Due to the environmental conditions in this theatre, regular maintenance of equipment and facilities are a must. The project was a success and an example of the valuable skills the Seabees bring to projects.

- Total man-days expended – 241 MD
- Total project cost – \$6,852 (with no add-on BOM's)



AB Unit delivered



Drain piping installed

IZ9-0154 Ablution Unit at Lion's Den

This project was requested in order to provide an area where the visiting local VIP's may observe their traditions and customs prior to meeting MNF-W VIP's. The required scope of work included the emplacing of one ablution unit and connecting it to the base water, sewer and electrical systems. The unit was located within the MEF administration campus aboard Al Asad Air Base.

NMCB 24 received the tasking for this project on 27 June 2009. Since the major task involved utilizing the crane crew, the project was assigned to Alfa Company. Bravo Company provided UT and CE support to the project as well. Work began on the project on 10 July 2009. Low water pressure caused a change in the scope of the project. A 4,000 gallon tank was used instead of the local water line. Although challenged by local factors and constrained time schedule, the team completed the project on time and it was seen as a success.

- Total man-days expended – 26 MD
- Total project cost – \$14,883 (\$13,913 initial cost plus \$970 add-on cost)



T-Wall stands unloaded



Crows Nest unloaded

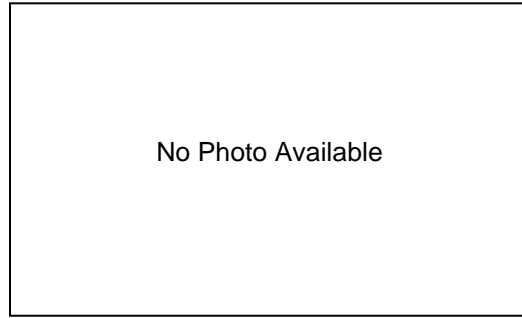
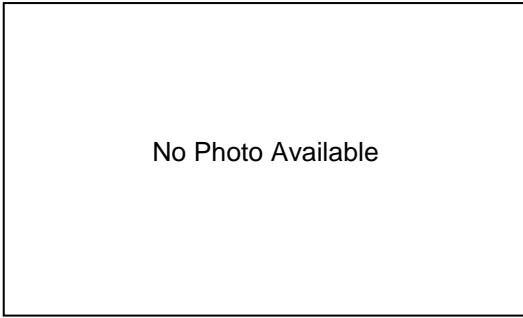
IZ9-0155 TQ Crows Nests

NMCMC 24 was tasked with the construction of five crows' nests to provide over-watch for sentries aboard Camp Taqaddum (TQ) and protection against Personnel Born Improvised Explosive Device (PBIED) and Suicide Vest Born IED (SVBIED) attacks. The tasking order came out on 21 July 2009 and the work was requested to be completed no later than 31 August 2009.

Charlie Company was assigned the construction of five ECP Crows Nests to add to the current upgrade force protection measures aboard Al Taqaddum (TQ). Prefabrication on all five crows nest started immediately using the same plans from the first phase of nest construction at TQ. Upon prefabrication completion of the nests, Alfa Company provided the crew to load the nests upon two MTRV tractor trailers for transport to TQ.

One of the challenges faced during the planning of this project was the customer's request for additional height for the crows' nests. Typically, crows' nests have been set on the ground or on top of concrete barriers no more than eight feet tall. The customer asked for the crows' nests to be raised to a minimum of 20 feet. After explaining that we did not have the assets or the material to meet this requirement, the final decision was to deliver the constructed crows nests to the customer and not to set them on any platform. All of the electrical items and A/C Units were transported in the nests for future install by others. All construction materials were provided via the Al Asad Class IV Yard. The project started on 20 July 09 and was completed on 09 August 09.

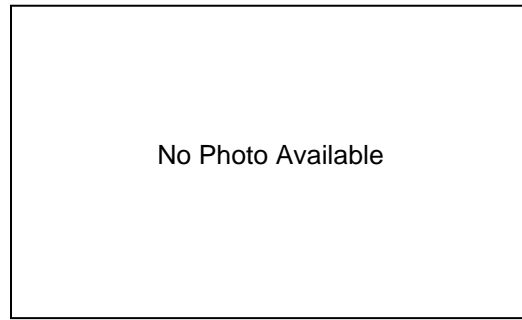
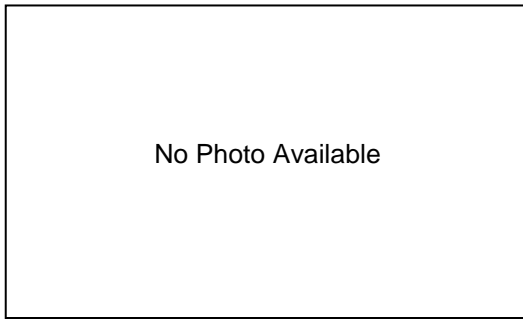
- Total man-days expended – 399 MD
- Total project cost – \$57,200 (with no add-on BOM's)



IZ9-0156 Fallujah MTT Generator Move

Generators aboard Camp Fallujah, for the Military Training Team (MTT), continually overheated causing regular and untimely power outages. NMCB 24 was tasked with assessing the situation and developing a course of action for resolving this problem and to prolong the life of the generators. Bravo Company was assigned the project assessment. It was determined that water was being used in lieu of coolant, oil was draining from a faulty drain valve, JP8 was used in lieu of diesel, the unit is not shaded, no thermostat was present and the fuel pump was leaking in two places. Corrections were presented to the user group which included using coolant in lieu of water, flush the oil to remove build up, add one gallon of transmission oil to 500 gallons of JP8, construct a shade screen over the unit, replace the fuel pump and install an overflow tank for the radiator.

- Total man-days expended – 3 MD
- Total project cost – N/A



IZ9-0158 Combat Outpost (COP) Rawah Anti-Terrorism/Force Protection (ATFP)

COP Rawah was determined to be in need of additional force protection improvements to the existing crows nests around the Helicopter Landing Zone (HLZ). Additionally, 2,000 feet of HESCO's with single-strand concertina wire placed on top and 2,000 feet of triple-strand concertina wire around the HLZ were needed. NMCB 24 was tasked with this project on 22 July 2009.

Charlie Company was assigned to retrofit four existing ECP Crows Nests for use in the upgrade of force protection measures aboard COP Rawah. Prefabrication on all five crow's nest started immediately using the same plans used for the nest construction at Al Taqaddum (TQ). Upon prefabrication completion of the nests, Alfa Company provided the crew to load the nests upon two MTRV tractor trailers for transport to TQ.

Alfa delivered the constructed crows' nests to the customer and set them on heavy timber blocking for future placement by others. All of the electrical items and A/C Units were transported in the nests for future install by others as well. All construction materials were provided via the Al Asad Class IV Yard. The project started on 27 July 09 and was completed on 3 August 09.

- Total man-days expended – 275 MD
- Total project cost – \$35,500 (with no add-on BOM's)



Generator and guard shack completed



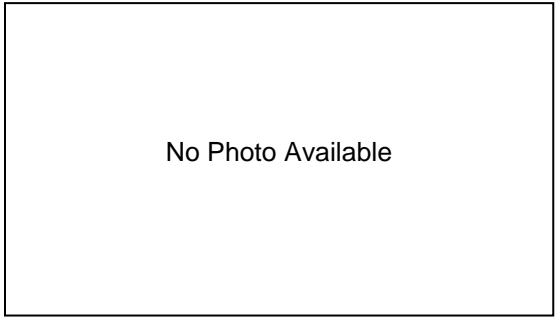
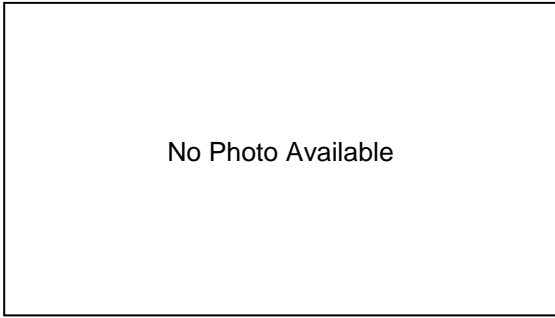
Guard shack, generator and gate

MLG 191-09 Iraqi Army Access to Blacksmith Road Aboard Al Asad

On 27 June 2009, NMCB 24 was tasked with providing construction support along Blacksmith Road in support of the Iraqi Army access project developed by the Al Asad Base Command Group (BCG). Due to force protection measures, the Iraqi Army (IA) travelling aboard Al Asad Air Base (AAAB) needed to be guided by “special escorts” on Blacksmith Road. The changes provided in the BCG’s plan will facilitate IA access to Camp Mejid along Blacksmith Road while ensuring AT/FP requirements exist to sufficiently protect coalition forces aboard AAAB.

The project was assigned to Charlie Company, who was tasked with providing the planning and execution of constructing two guard shacks and steel tube gate arms. Marine 1/8 provided all the specifications for the items required and the locations. Two existing concrete shacks were recommended for relocation but due to the lack of weight handling equipment at NMCB, due to the Responsible Draw Down (RDD) they could not be acquired. So, it was recommended by Marine 1/8 that two existing wood guard shack be relocated instead. Once the shacks were in place, Bravo Company provided Seabees to install generators and HVAC for each shack. Alfa Company was implemental in placement of the shacks and portable toilets. The steel gate arms and spill containments were fabricated and placed during the guard shack installation. The cost of materials for the project was \$0, as no material was procured from the Class IV yard via the WOPR System. The project occurred from 06 July 09 to 18 July 09.

- Total man-days expended – 160 MD
- Total project cost – \$0



22 NCR 001-09-05 NMCB 24 RETROGRADE FROM MNF-W TO CAMP MOREELL, KUWAIT

On 25 July 2009, NMCB 24 was tasked with redeployment to CONUS with no follow on force to assume command of Camp RJ, Al Asad in MNF-W per 1 NCD's direction. NMCB 24 immediately pressed forward with the planning and executing of the Responsible Draw Down Operation allowing for a complete command element turnover with NMCB 22 at Camp Moreell, Kuwait. The turnover was completed and Transfer of Authority was made on 22 September, 2009. NMCB 22 was now tasked to provide Seabees for operational support of Special Operations Force (SOF) at DET Bravo and Whiskey sites at Joint Air Base Balad (JBB). NMCB 24's (JBB) crews and detachment command element will perform a RIP TOA with NMCB 22's counterparts prior to embarking all personnel to Kuwait. Pending the departure of NMCB 24 to Camp Moreell, a full retrograde of all CESE and Non-CESE TOA to Camp Moreell, Kuwait must be complete. Movement of all 263 CESE and 189 Shipping containers were coordinated through NMCB 24 Embark and tracked by UMCC, seamlessly, from MNF-W to Camp Moreell, Kuwait and onward CONUS. Turnover of Camp RJ, Al Asad, Iraq was then completed in stages to the 307th BSB, 1st BCT, 82 Airborne coordinated by the Al Asad Base Command Group (BCG), while JBB performed their turn over to SOF. By 1 September 2009, all Class IV Materials not associated with projects was banded and consolidated on Camp RJ for use by the incoming 82nd Airborne Division. All HAZMAT offload was completed on or before, 1 September 2009 to Al Asad Air base environmental. All on hand theatre provided equipment was turned over prior to 15 September 2009. By 15 September 2009, NMCB 24 was completed with all 2 MLG assigned projects. Immediate transport of all excess project Class IV material not turn over to the 82nd Airborne Division was provided to DRMO within the week to follow. Starting on 24 August 24, 2009, the 82nd Airborne Division's transition team began to work with the OPS Commander on what areas for work space can be acquired early. NMCB 24 provided one SWA Hut immediately for office space. Five additional SWA Huts were provided the following week. While the Army Transitioned in, NMCB 24 pressed forward with punching out their Advanced Party on 3 September 2009 for Kuwait and then proceeded to move the Main Body (MB) out on 24 September 2009. Final turn over to the Army for their Command element and equipment occurred on 15 September 09. The project occurred from 01 September 09 to 28 September 09.

- Total man-days expended – 3,248 MD
- Total project cost – N/A

VII. SUPPLY DEPARTMENT (S4)

Material Liaison Office (MLO)

NMCB 24's MLO Yard was operated in conjunction with the MEF Class IV Yard and was operated by NMCB 24 personnel. Please see the XIX Class IV Yard & MLO Section of the Deployment Completion Report.

Post Office

NMCB 24 began receiving mail on the same day it raised the unit flag and took over authority from the previous battalion. Mail addresses were set up in Port Hueneme prior to deployment for each detachment site. Throughout the deployment, all mail was being sent to Al Asad and rerouted to the various Forward Operating Bases (FOBs) using the S-1 shop's daily roster. This FOB mail was scheduled with embark, and dispatched with the next Convoy Security Element (CSE) team headed to that FOB. CSE Commanders signed chain of custody forms and took custody of the mail until turnover to the ultimate recipient. NMCB 24 processed over 2,100 outgoing letters, 5,500 incoming letters, 5,300 incoming parcels, 450 accountable/insured pieces and forwarded 246 pieces of mail.



Barber

NMCB 24 set up a barber shop building with air conditioning, running water, lights and power outlets to ensure that the facility and all barbers met medical regulations. Unit personnel provided more than 1,100 haircuts during the deployment. This was important due to the long lines at the base barber shops, and saved approximately 975 hours of productive work that would have otherwise been lost. There was no required fee, however, battalion members could make donations. The donations were dedicated to the MWR fund.



Disbursing

NMCB 24 operated disbursing out of PSD Port Hueneme. NMCB 24 Papa Det processed all disbursing needs of a total of 596 Naval Reservists. This staff established and tracked all members' pay accounts, over 700 advance pay and advances, per diem payments, preparation and screening of over 1,200 travel claims, start-up of over 1,000 discretionary and non-discretionary allotments, and updates of over 400 Direct Deposit data calls for information. NMCB 24 audited each reservist's pay account, and ensured that personnel actions and documentation for Hostile Fire/Imminent Danger Pay, Hardship Duty Pay – Location, and Combat Zone Tax Exclusions, Family Separation

Allowance, Clothing Allowance, Basic Allowance for Housing and Cost of Living Allowance for deployed personnel were completed accurately and timely. By providing the proactive liaison between Defense Finance and Accounting Service, Bureau of Personnel, Personnel Support Activity Detachments, Navy Operational Support Centers, Naval Mobilization Processing Site - Port Hueneme, and Gaining Commands, all pay and personnel issues were resolved efficiently. The team's knowledge and understanding of the Defense Joint Military Pay System's Master Military Accounts, Integrated Automated Travel Pay System, Defense Military Pay Office, Navy Standard Integrated Pay System, and the Navy and Marine Corps Mobilization Processing System were invaluable. These meticulous efforts resulted in a 98% validity rate. This impressive statistic is unprecedented for Navy Operational Support Centers and mobilization sites anywhere. In addition, less than 2% of travel claims processed were returned for discrepancies or errors.

Billeting

During the mobilization process and training in Port Hueneme, the Supply Department coordinated all of the berthing, both on and off base. Supply managed the berthing at Al Asad for NMCB 24 personnel. The berthing manager also served as Camp Commandant for a Logistics Support Area (LSA), supporting 1,300 Joint Military and civilian contractor personnel. NMCB 24 also accommodated VIP and visiting convoy teams for transient berthing spaces at Al Asad and Camp Morrell. This management included random quality of life inspections and compliance with base standards.



Seabee Morale

NMCB 24 maintained exercise equipment, a movie in a box, 191 movies on 8 mm cassettes, books, TV's, Play-stations, board games, video games and sporting equipment at no cost. The Seabee MWR Committee organized the sale of cruise books, coins, t-shirts, and flags.

Consumables

Consumables were primarily procured through the United States Marine Corps supply system utilizing the ATLASS computer system. These orders were supported by the SASSY Management Unit (SMU) at Al Taqaddum, Air base, or the Army's Supply Support Activity. Other items were procured through lateral transfers from Combat Logistics Battalion Seven, the Marine Wing Support Squadron, the Marine Warfighter Open Purchase Request Router and the 22th NCR FWD LOGCELL in Kuwait. These sources provided Class I, II, IV and IX supplies.

Central Tool Room (CTR)

NMCB 24 operated the largest Central Tool Room in the Area of Operations. Valued at over \$1M and with over 1,100 line items, these tools provided critical links to the success of the battalion. A 94% average validity rate was maintained throughout the

deployment. During this deployment, NMCB 24 expanded the size of CTR through several sources of Marine Corps and Navy funds. These assets were used to support not only NMCB 24's requirements, but also 14 adjacent units onboard Al Asad Air Base. The entire tool room was packed out for Responsible Drawdown and shipped to Camp Moreell for forwarding to Operation Enduring Freedom in Afghanistan.

Automotive Repair Parts (ARP)

NMCB 24 combined the Automotive Repair Parts inventories of two different detachments, Fallujah and Al Asad, into one central inventory system at Al Asad. This 7,500 line item inventory was sufficient to maintain a 306 vehicle fleet and keep a 97% CESE availability rate throughout most of the deployment. This \$1.9 Million inventory was packed out for Responsible Drawdown and shipped to Camp Moreell for forwarding to Operation Enduring Freedom.

Defense Travel System (DTS)

Defense Travel System (DTS) was handled jointly between the Papa Det in Port Hueneme and the deployed Supply Department. Orders writing was handled by Papa Det personnel, and the Supply Department managed and tracked the \$539,000 budget.

Material Orders

NMCB 24 processed over 1,000 orders for Class I, II, IV and IX through the SMU and SSA.

Container Management

The battalion managed 180 containers at seven different Forward Operating Bases (FOBs). The battalion also tracked 500 containers at the MEF's Class IV yard, which was operated by battalion personnel. This required marking and tracking movement of containers through the Marine Corps' container management system.



Controlled Equipage

Organizational gear turned over from the previous battalion made up the Controlled Equipage (CEIS) inventory. NMCB 24 was responsible for the 71 line items worth \$100,000. The Supply Officer was also the Property Book Officer for Army issued Theater Provided Equipment (TPE) and for the Marine-issued Consolidated Memorandum Receipt (CMR). These property books covered \$5.5 Million in serialized gear, which were turned in or transferred to other units during Responsible Drawdown.

Table of Allowance (TOA)

The Supply Department conducted 100 percent inventory of \$584,000 Table of Allowance (TOA) and retrograded the entire TOA to Camp Moreell, Kuwait. During turnover with the previous unit, the battalion took custody of approximately 41% of an aged, normal TOA for an Air Detachment and Main Body. The TOA at Camp RJ, consisted of portions of several different unit's TOAs, from offloaded Maritime Pre-position Force ships, that had accumulated over time at Al Asad. Through careful inventory and hard work, all items at Camp RJ were identified, consolidated and eventually entered into the RCRP program. NMCB 24 was one of initial battalions to utilize this program in the NCF.

Procurement Capabilities

NMCB 24 successfully managed \$386,000 in requests through ATLASS. In addition, NMCB 24 managed a contract for equipment maintenance valued at \$294,000. The Supply Department Chief completed training, and was appointed as Contracting Officer's Representative for this contract.

Personnel Support Items

Military exchanges were located at Al Asad, Korean Village, Al Taqaddum and Al Qaim. Also available in selected areas throughout the AO were internet cafes, Segovia and ATT phones, and military personnel car sales, for delivery in CONUS.

Contracted Service

KBR provided food service throughout the AO. NMCB 24 assisted with the management of these contractors by providing Culinary Specialists (CS) to the Dining Facilities (DFAC) at Al Asad. The CS's served as the Contracting Officer's Technical Representatives, and were also used to monitor the safe, sanitary preparation of meals and service to Seabees, along with ensuring the security of the food through an audit of the inventory.



KBR was also utilized to provide line haul and Material Handling Equipment (MHE) for the movement of Class IV materials. Portable toilets and trash removal was contracted. Maintenance of the billeting cans and ablution trailers was also contracted.

Safety

The Supply Department conducted daily safety lectures, and ordered an extensive supply of personal protective equipment and specialty protective equipment.

VIII. COMMUNICATIONS DEPARTMENT (S6)

Staff Makeup

Initial makeup of the Communications Platoon prior to deployment was as follows (pre-deployment actual rate): one LTJG, one UTCS, three ITCs, three CE1s, one EO1, one SW1, one BU2, three CE2s, two CM2s, two ET2s and two IT2s. Of this, 13 were Organic and 8 were augment. At the onset of the deployment, during the turnover, a division was made on some of the personnel. The following were shifted as follows- one LTJG to Det OIC, one ITC, one SW1, and three BU2s were shifted to the COC. The only other personnel change during deployment was to demobilize an ET early, to be able to take an Officer Commission that was approved for this year. The only staff to work in their specific rating was the non OF-13 types. The additional staff that were OF-13 type had considerable civilian and military experience and skills combined that were critical to fulfill mission requirements. Some of these strengths were networking, server administration, and software and hardware skills. These brought to the table what was needed to bridge the gap for the difference in rating mixes due to personnel availability.

Pre-mobilization

A considerable amount of reserve time was expended towards obtaining the prerequisite skills for some of the platoon and subsequently the Tactical Communications force-specific type classes. Classes in SATCOM (816.1), BFT (869.1), Field Comm (811.1), Network Essentials (860.1), and HF Operator (814.1) were completed for a total of 480 man-hours of training. These courses were held by the two SRG's supporting NCF Training, the 20th and 31st.

Homeport



During homeport in Port Hueneme, CA, still further training was identified by PISTOL requirements, driving a schedule to obtain what was available prior to step-off, and in two skills after step-off due to course schedules. These personnel were scheduled for the classes and put on either main or delayed party movements. Classes in HF Operator (814.1), HF Maintenance (814.2), Ground Comm repair (815.1), SATCOMM Operator (816.1), Field COMM (811.1), COMM Supervisor (812.1), Comm Staff planning (813.1), Network Essentials (860.1), and Blue Force Tracker (869.1) were completed for a total of 3,040 man-hours of training. The R-76 shop of the 31st SRG provided these classes. In addition, several custom classes were requested that either did not have curriculum or were scheduled at an available time in our homeport cycle. These were graciously

accommodated by ETC Torrey and Brett Chapin of the 31st. Two CPX's were also conducted during homeport to sharpen skills prior to the FEP.

Deployment

Indoctrination was provided at turnover from NMCB 27 in various areas. Learning who provided what support, and where they were located was crucial to getting off to a good start. Many other skills were "learn as you go" due to the newness of the particular item. TOCNET presented one major learning curve as it is only primarily available in theater. This system has many high-tech major components and a unique operating software based operation. There was a Factory Service Representative (FSR) at AL Asad that was fairly familiar with the system, but was not the "Il knowing" resource you would hope for. Some short length classes were provided by them and fully utilized by our staff.

Some of the tasking that was completed by the staff was the installation of eight 360-degree lighting kits which take approximately 80 man-hours per vehicle to install. We also installed six DVE kits which utilized 24 man-hours per vehicle to install. In addition to performing over 362 - 3M checks on gear, we also resolved 120 issues on MRAP's and 955 ADP troubles. Over 570 radios were prepped for vehicles that were extra in CSE missions. We also went through two BFT hard drive updates, of which the second was not carried out due to most of the vehicles departing the area in the drawdown movement.



Systems

The specific types are as follows:

- 1) NIPR LAN
- 2) SIPR LAN
- 3) VHF Nets
- 4) UHF/SATCOM Nets
- 5) HF Nets
- 6) Blue Force Tracker
- 7) CPOF- Command Post Of the Future
- 8) TOCNET- MRAP network
- 9) Iridium Phones
- 10) DVE- Drivers Visual Enhancer
- 11) 360-degree MRAP lighting
- 12) NIPR and SIPR file and print servers
- 13) VOIP Phones
- 14) EKMS

Tasking/Responsibilities

Tasking and responsibilities included the following: Maintenance (physical and software) of all ADP assets, creation and control of user accounts and file access permissions, upgrade push verification, some custom configurations such as specialty software, virus screening of all files moved onto USG network, moving all files from NIPR to SIPR, creation of new server folders and backing up daily/weekly and all user interface issues. Blue Force Tracker trouble-shooting and quarterly updates requiring hard drive removal, replacement and re-initializing. CPOF maintenance and accountability of non-organic assets (all were on loan). TOCNET troubleshooting and repair, from hardware to cables and headsets. Iridium phone records, inventory control and unlocking; Instruction, including how to use. DVE systems, from original installation to troubleshooting, maintenance and repairs. 360-degree lighting systems also from original installation to troubleshooting, maintenance and repairs. File servers, physical and file maintenance, especially the NIPR, due to nearing capacity. Weekly status monitoring was implemented to control space limitations. VOIP phone user interface instruction and accountability. EKMS accountability, continuous inventory cycles, training and reporting. Receipt and distribution of current crypto and load sets, usage and destruction monitoring.



What Worked

Assigning specific personnel with primary areas of responsibility, especially in areas new to everyone. Sub-departments were set up to provide concentrated focus of effort in that area or specialty. An ADP team with a lead tech was set up to create and manage all accounts and assets. Also, a Helpdesk for issues and requests was stood up to respond rapidly to all users. This was done through a generic email address interconnected to the actual personnel assigned individual accounts for constant monitoring, along with a dedicated phone line. Initially there was a backlog due to the large amount of new users and the current state of the network. We took control during the aftermath of a MEF RIP, when the new command was in the process of multiple network revisions and process changes, including USB port locking and Cryptographic Log on. This backlog of work and amount of new changes from the MEF soon stabilized to a manageable level.

CPOF machines were a valuable asset for multifunctional operations. There were three of these machines in use; one in the Intel shop and two in the COC. These machines were on loan to us from the Marines. An additional machine would have made life easier to perform teleconferences, but was unavailable due to item demand.

What Did Not Work

Lack of spare parts for new systems and lack of more thorough training before deployment. Specifically items to support one of our most important focuses of effort, the CSE team and MRAP vehicles. TOCNET systems in this required a huge leap to the top of the learning curve to be able to utilize and maintain. The FSR was also on the learning curve, only ahead of us due to length of exposure. The most trouble with this system was the headsets and associated cables. In most cases, it was felt that these failures were the result of abnormal care in handling. There were some intermittent troubles that were the most difficult to remedy. In most of these cases the method that cleared up the issue was to change out a cable or module until the problem did not reoccur, basically just keep replacing the whole system piece by piece. Additional parts concerns were for the DVE and 360-degree lighting systems. These had just



come in country before our arrival, and were only complete installation kits with no excess parts. We installed many of these kits on vehicles as they were available, whether or not they were CSE team vehicles. All of the kits were not installed due to vehicle availability while some actually had to be utilized for replacement of damaged or defective components. All of the damaged or defective parts were shipped back to NFELC in Port Hueneme for disposition. Another issue due to lack of supporting parts was the amplifiers for the VRC-110. A rash of these VAA-failures caused near-downage of a team for missions, since there were no extra amps to utilize. We also had to spin up a convoy mission solely to get these moved to the FSR located in BIAP for repair. Coordination was made with Harris, the FSR vendor, for turnaround service on these. Tom Laufer from Harris was instrumental in making this happen, and trying to resolve the issue causing this failure in the first place. A specific cause was never identified, but luckily the issue only manifested itself on two occasions.

Retrograde

When the determination was made that the unit would not be replaced, a plan was put together to schedule the redeployment of our assets. Shipping containers were acquired, and a plan for the layout was devised to assure the right amount of space and the capability to launch in stages. Crates were designed for gear and figured into the plan. Special arrangements were made to carry the CCI in an appropriate manner. The remainder of the gear was carried by military convoys other than ours. All gear was shipped to Camp Moreell for storage, until custody turnover could be completed upon arrival of all gear followed by personnel. From there it was to be reutilized by other NCF units elsewhere.

IX. TRAINING DEPARTMENT (S7)

Pre-Deployment Training

Immediately upon completion of NMPS in-processing, battalion personnel began an extensive and intense regimen of pre-deployment training. The length of training varied from 8 to 14 weeks, depending on when the members mobilized. All training was coordinated and scheduled through the THIRTY-FIRST Seabee Readiness Group (31st SRG) based at Naval Base Ventura County (NBVC), Port Hueneme, CA.



All personnel completed Seabee Replacement Training (SRT), consisting of Basic Combat Skills I (940.1), M-16 Rifle Qualification (953.1), and CBR Personal Protection (980.1). As noted in the CSE Section, all CSE team members underwent extensive training unique to their specific mission requirements. Additional training classes were scheduled based upon the battalion's need for certain technical and military skills, in order to be able to deploy fully qualified to conduct all expected missions. A few examples of these courses were as follows:

Selected Pre-Deployment Training Statistics	
Course Description	Skills Obtained
Material Liaison Office (MLO) Operations	6
Heavy Construction I	12
Medium Tactical Vehicle Replacement (MTVR) Maintenance	9
Planning and Estimating	5
Field Communications Operator	20
Blue Force Tracker	32
Squad Leader	17
Officer's and CPO's Combat Skills	29
Water Well Drilling	20
Water Well NEC	2
Troop Housing 16' x 32'	20
Medium Girder Bridge Crew	20
Transportation of Hazardous Materials	8
Construction Safety and Standards NEC	2
Seabee Project Planning	7
Seabee Project Execution	7
Blasting and Quarry Operations Recertification NEC	2
Combat Life Savers Course	103
Radiation Safety Officer	2
Disaster Preparedness Officer	1

During the pre-deployment period, battalion personnel completed 9,649 man-days of formal training courses, resulting in a gain of 3,082 skills. Prior to deployment, NMCB 24's training readiness was at 57%. After completion of all pre-deployment training, the battalion mobilized with 97% readiness, certified by the 31st SRG and the 22nd NCR as an "Independent Unit Ready for Tasking".

Deployment Training

Upon deployment, the training focus shifted to four main areas: Multi-National Force - West (MNF-W) required sustainment training, Petty Officer Leadership training, Seabee Combat Warfare training and 3M Program training.

For the MNF-W sustainment training, requirements were broken down to inside-the-wire and outside-the-wire personnel. The outside-the-wire group was largely made up of CSE personnel. They trained monthly on Weapons Handling, Counter-IED Tactics, Blue-on-Blue/Negligent Discharge Prevention, Driver Training, and First Aid. Bi-weekly training included Rules of Engagement, Escalation of Force, and Defensive Actions. Personnel noted as primarily operating inside the wire received largely the same training, but on a quarterly basis instead of monthly/bi-weekly. In addition to the regularly scheduled sustainment training, there were several other MNF-W training requirements that developed over the course of the deployment, primarily centered on suicide awareness and prevention.



To aid in the professional leadership development of battalion personnel, 15 members were certified as Petty Officer Leadership Course trainers while at Port Hueneme. This became a valuable skill while deployed, due to the large number of Petty Officers advanced as a result of the February advancement cycle. Thirty-one newly-frocked Petty Officer Third Classes went through the Petty Officer Selectee Leadership Course, and 45 new First Classes completed the Petty Officer First Class Selectee Leadership Course.

Medical training also was conducted in theatre, via the Basic Life Support and Combat Life Saver curricula. Basic Life Support (commonly referred to as CPR) training resulted in the acquisition of 168 members receiving American Heart Association BLS certification. In addition, 54 battalion personnel received training and were qualified as Combat Life Savers.

Maintenance and Material Management (3M) Training

NMCB 24 instituted an aggressive 3M training program in order to successfully implement the 3M system for equipment maintenance and management. The key departments that relied on 3M were Alfa Company, the Armory, and Communications. As the 3M system is relatively new to the NCF, most of the initial qualifications that were possessed were largely gained from members with previous fleet experience. However, by the end of the deployment, over 97% of the battalion was qualified in 3M-301, and significant numbers had obtained advanced levels of qualification.



CE1 Cochran - Battalion 3MA

3M Qualifications Statistics				
	Qualifications Prior to Deployment	Qualified During Deployment	Total Qualifications	% Gain
3M 301	104	475	579	557%
3M 302	13	12	25	192%
3M 303	25	38	63	252%
3M 304	5	13	18	360%
3M 305	2	11	13	650%
3M 306	2	11	13	650%
3M 307	2	0	2	0%
TOTAL	153	547	713	350%

Seabee Combat Warfare / Fleet Marine Force

At the beginning of the mobilization, NMCB 24 had 158 total personnel qualified in Seabee Combat Warfare, equating to 26% of battalion members. Over the course of the deployment, a comprehensive SCWS program was conducted in order to ensure that members capitalized on the prime opportunity to achieve this career milestone. Classes were held five nights a week at varying times and locations through most of the deployment to achieve the maximum training possible. The results of this effort resulted in an additional 215 members becoming Seabee Combat Warfare qualified, raising the overall battalion attainment to 63%.



Seabee Combat Warfare Qualification Statistics				
	Qualifications Prior to Deployment	Qualified During Deployment	Total Qualifications	% Gain
Enlisted Seabee Combat Warfare	150	202	352	235%
Officer Seabee Combat Warfare	8	13	21	263%
TOTAL	158	215	373	274%

In addition to the Seabee Combat Warfare program, the Medical and Dental Officers were also afforded the opportunity to take part in the Fleet Marine Force Officer Qualification program. Through training coordinated with II MEF Fwd, classes were provided to help members complete the fundamental and practical applications within the PQS sections. Both members passed the physical fitness requirements, a written test, and an oral board to achieve the qualification.

X. SAFETY DEPARTMENT

NMCB 24 Safety Department's leadership, commitment, oversight and managed inspections were instrumental to the success of NMCB 24's health and safety program. Prior to deployment to OIF IX, the Safety Department ensured select battalion personnel obtained formal classroom training in competent person, scaffolding, fall protection, and other available safety classes from the 31st SRG. The Safety Department also mandated that all battalion personnel complete the Operational Risk



Management (ORM) Fundamentals NKO course. This would ensure that the entire battalion had a basic understanding of risk assessment and how to eliminate potential hazards. The Safety Chief began communicating with NMCB 17's Safety Chief nine months prior to deployment. He then followed that up with NMCB 27's Safety Chief, with whom he eventually turned over in March of 2009. The information he gathered from these sources significantly aided in his preparation, and allowed the focus shift to patterns and

trends of mishaps. This analysis enabled the battalion to pinpoint the trends, and focus on significantly reducing the total number of mishaps. Each major project was required to have a Safety and QC plan completed prior to the start of work. NMCB 24 conducted daily safety inspections, and employed a safety inspector at each detachment location in order to provide the proper oversight and safe working environment for our personnel. Additionally, each company was assigned a safety representative. Each work space also had a certified fire warden.

During the OIF IX deployment, NMCB 24 faced hazards that involved fires, fall protection, respiratory protection, heavy equipment operations, man-lifts, electrical, driving on highways, convoying in hostile enemy territory, and excavations. The leadership was committed to maintaining a safe working environment with daily safety briefs and on-site inspections performed by the safety staff. Regular safety meetings were held at all levels. The Second Marine Expeditionary Force Forward (II MEF Fwd) and Base Command Group (BCG), both located aboard Al Asad Air Base, facilitated a network of safety professionals that met and exchanged ideas and analyzed trends. This group was utilized as a resource by all Multi - National Forces - West (MNF-W) commands. This network produced policies and implemented changes to procedures that better served the overall health and safety. NMCB 24 focused on HAZMAT reduction and mishap prevention. The safety staff worked closely with the command HAZMAT manager to reduce the impact on the environment. NMCB 24 ensured proper spill containment, storage, and disposal of these materials. The safety staff also stressed the emphasis of mishap reduction. People are a product of their environment; the low number of reportable mishaps is a direct result of the non-complacent attitude of NMCB 24 personnel. From the Commanding Officer to the constructionman, safety came first.



XI. 3M (MATERIALS, MAINTENANCE, MANAGEMENT)

During this deployment the battalion's 3MC, EOC Scott Packard, was assigned to the 3M Cell at Camp Moreell, Kuwait. The 3MA, CM1 Joshua Cochran, was assigned to Camp RJ, Al Asad, Iraq, under UIC N69303. The 3M Cell directly managed the



maintenance schedule of approximately \$ 310 million worth of equipment and gear spread over 31 work centers in seven locations, involving five commands. This covered 670 pieces of CESE, approximately 3,000 individual and crew-served weapons, and approximately 675 pieces of COMM gear. The work centers in the UIC performed more than 16,000 PM checks and 500 spot checks per quarter. Additionally, the 3M Cell managed an 8,000 line item database submitting over 2,600 work requests.

Key events on this deployment included the Responsible Drawdown retrograde of the battalion and its entire TOA to Camp Moreell, to be placed into a modified P-25 for shipment to Afghanistan in support of Operation Enduring Freedom for NMCB Two Two.

Initially, 3M qualifications were a major limiting factor due to a small number of 3M qualified personnel. The battalion 3M qualifications continued to increase throughout the deployment. Battalion qualifications are well above the SORTS requirements. The battalion started the deployment process with a mere 105 3M-301 qualifications. Currently the battalion has achieved 579 3M-301 qualifications, as well as 25 3M-302 qualifications, 63 3M-303 qualifications, 18 3M-304 qualifications, 13 3M-305 qualifications and 19 3M-306 qualifications.



XII. DETACHMENT WHISKEY – JOINT BASE BALAD

Detachment Whiskey was organized for tasking during the pre-deployment training period in Port Hueneme, with 55 personnel assigned to provide contingency construction support to the Commander Joint Special Operations Task Force – Arabian Peninsula. Advance Party personnel arrived and immediately began turnover activities. Working turnovers, the detachment immediately was thrust into ongoing and new projects, including construction of a K-Span two-story interior build out, four Davidson Buildings, and a Pre-Engineered Building. The detachment was also responsible for electrical assessments across Iraq, and camp maintenance and minor projects at their main detachment location.

The detachment's first major project was an existing K-Span two-story interior build-out. The K-Span exterior structure, interior structural support, and wood flooring had been previously installed. However, the interior framing, system installation, and finishing was completed by NMCB 24 personnel. The project faced a



very tight timeline. Despite two major floor plan changes during the project, Detachment Whiskey was able to complete the project one day ahead of schedule.

The next major project consisted of four specialized Davidson Buildings. These buildings had specialized functions which required concrete foundations and extensive customization of the buildings. The crew on this project quickly established time-saving factors while ensuring safety. Jigs were constructed to quickly tie rebar matting, and pre-fabricate roof trusses.

The detachment's largest project of the deployment was a 62' x 282', 22 foot-tall Pre-Engineered Building constructed from the ground up. The site for the project was graded, foundations were prepared and placed, and the steel structure was constructed. The detachment's personnel safely performed many hours of work high above the ground to complete the building's roof. After the roof was installed, the interior crews went to work. Interior walls flew up. This complex, large project was a success for the detachment, and it provided an essential facility for the client.



Electrical assessments were a valuable service that the detachment provided. There was a large demand for these services across Iraq, and the detachment filled this demand. Eleven assessments were completed during this deployment; after which a detailed assessment, scope of work and a bill of materials were generated. After the materials were received, detachment Construction Electricians were dispatched to perform the requirements detailed in the scope of work.

In addition to the major projects and assessments, the detachment was also required to perform camp maintenance work, minor projects, and PMS at their headquarters location. The camp maintenance work consisted of ensuring mechanical and electrical systems were operational 24 hours a day. Minor projects involved all ratings within the detachment. Some of the typical minor projects were site grading projects, steel gate construction, force protection projects, and interior build-outs of existing buildings. Other projects included interior electrical renovations and electrical distribution work.

Detachment Whiskey successfully completed its mission located at three major bases and multiple combat outposts across Iraq. Their work totaled \$3.3 million in capitol construction costs. The Embark Department transported personnel on 70 air missions totaling 5,500 miles of air travel. In addition to their extensive tasking, the detachment was able to qualify one Seabee Combat Warfare Officer and 22 Seabee Combat Warfare Specialists. Twelve of the detachment's personnel were promoted, with ten E6 and below advancements and two advancements to E7.



Camp Maintenance



Ballasts replaced in a fluorescent fixture



A receptacle is added

Project Scope: Provide Camp Maintenance and 24/7 emergency on-call services as required to maintain life safety systems and critical facility systems.

Actual Project Start Date: 16MAR09	Total Project MDs planned:	979
Completion date: 15SEP09	Cumulative Project MDs (<i>earned</i>):	979

In addition to the extensive project tasking, Detachment Whiskey Seabees provided camp maintenance support 24 hours a day, 7 days a week at their main headquarters location. This work consisted of life safety maintenance repairs and emergency electrical and HVAC repairs for critical facilities. Det Whiskey performed over 155 service calls that ensured mission critical support was provided to the warfighter. The biggest challenges were the trouble shooting demands and the time critical nature of the problem. The Construction Electricians and the Utilitiesman gained much experience solving the problems associated with camp maintenance. By the end of the deployment, they were able to reduce the number of emergency calls by performing preventative maintenance on the typical problems experienced.

Camp Minor Projects



A trench is dug



Solar lights installed across the camp

Project Scope: Provide SEABEE support for minor projects around the camp.

Actual Project Start Date: 16MAR09	Total Project MDs planned:	322
Completion date: 16SEP09	Cumulative Project MDs (<i>earned</i>):	322

Minor projects were tasked of the detachment at the main headquarters location. Originally, the minor projects at this location were to be extensive. Due to a change in priorities, the amount of work at the headquarters location was reduced so manpower could be utilized on other projects. Twenty-two minor projects were completed while the detachment was in its headquarters location. These projects were wide-ranging and encompassed most of the ratings of the detachment. Some examples of the projects were trench digs for utilities, electrical distribution rework, site grading, and renovations. Some notable projects were the interior electrical and mechanical restoration of existing MWR trailers, and installing solar-powered site lighting throughout the camp. These two projects were a boost to the camp morale and aided in the safety of the camp.

Gym Expansion



Concrete apron placed around building



Interior electrical system roughed in

Project Scope: Construct concrete apron and steel entrance canopies for an existing PEB. Rough-in electrical and mechanical systems.

Actual Project Start Date: 16MAR09

Total Project MDs planned:

326

Completion date: 04AUG09

Cumulative Project MDs (*earned*):

326

Detachment Whiskey was tasked with completing various tasks on an existing PEB. The initial task was pouring and placing a concrete apron around the perimeter of the building. Upon completion of the apron, steel entrance canopies were constructed. Interior framing was completed by others, and then the electrical and HVAC rough in was able to be completed. The biggest challenge of this project was the coordination of the work with other organizations working on the project.

Electrical Assessments and Life Safety Upgrades



An existing panel is rewired correctly



A properly-sized breaker is installed

Project Scope: Provide immediate services to make existing electrical installations safe while an assessment of the entire electrical system can be completed.

Actual Project Start Date: 16MAR09	Total Project MDs planned:	322
Completion date: 16SEP09	Cumulative Project MDs (<i>earned</i>):	322

On a moment's notice, our Construction Electricians were flown to locations where electrical safety concerns had arisen and the safety of occupants was in question. Upon reaching these locations, immediate repairs were made to ensure that the existing installations were as safe as possible with the material available. After making these repairs, a complete assessment of the existing electrical system was made to determine how to properly repair the entire system. Upon returning, the lead electrician created a scope of work and a bill of materials to rectify the problems at the location visited. Eleven assessments were made on Detachment Whiskey's deployment, helping ensure the safety of the war fighter.

Davidson Buildings



Interior of one of the Buildings



Exterior of one of the Buildings

Project Scope: Complete build out of one existing Davidson building and construct four new Davidson buildings.

Actual Project Start Date: 16MAR09	Total Project MDs planned:	1,311
Completion date: 26AUG09	Cumulative Project MDs (<i>earned</i>):	1,311

At one of the detail sites, the detachment erected and completed four new Davidson buildings and finished the build-out of an existing Davidson building. The new Davidson buildings were constructed on concrete pads, and had specialized interior requirements that required additional work for the crew to complete. Two of the buildings were 32' x 90' and two were 32' x 100'. Despite the customization and size of the Davidson buildings, the detachment was able to finish the buildings on schedule. The main challenge facing the project was material delays. However, the materials were procured in time for the project to be completed.

K-Span Buildings



Ceiling installation on the first floor



Second Floor Layout Modification

Project Scope: Complete interior build out of one existing K-Span building for office spaces and general use.

Actual Project Start Date: 16MAR09	Total Project MDs planned:	702
Completion date: 15JUN09	Cumulative Project MDs (<i>earned</i>):	702

Upon arrival, the K-Span project became the priority project. Its exterior structure had been erected prior to the detachment's arrival. Inside, a steel frame had been installed to support a second floor and wood flooring had been installed on both floors. The detachment's scope was to provide a complete interior build-out of both floors. The spaces would primarily be open offices, individual offices, and conference rooms.

The detachment was given less than two months to complete this project. Interior walls were quickly erected and the project started. Sheathing quickly followed the stud wall placements. Then, the Construction Electricians started roughing in the electrical systems, and the Utilitiesman roughed in the mini-split systems. As trim work started on the first floor, framing began on the second floor. Some rework of the existing flooring system was performed. There was concern as to the rigidity of the installation. However, framing, sheathing, and system rough-in was expediently completed. During the framing and sheathing portion of the second floor, two floor-plan changes were incurred. One floor-plan change moved walls and a staircase. Another floor-plan changed the outside wall systems so that more square footage could be obtained, but headspace was reduced because of the curve of the K-Span exterior. While the detachment incurred rework, they immediately made the changes and pushed forward. With trim work completed, the project was turned over to the client.

Challenges in this project were coordinating with the base communications, floor-plan changes by the client, and the HVAC constructability issues. Despite the challenges this project faced, it was completed one day ahead of schedule. The completion of this project gave the client much-needed additional office spaces.

PEB Project



Formwork for Footers Installed



Steel Structure Erected

Project Scope: Complete interior build out of one existing K-Span building for office spaces and general use.

Actual Project Start Date: 22APR09	Total Project MDs planned:	1,996
Completion date: 05OCT09	Cumulative Project MDs (earned):	1,620

A 62' wide by 282' long building with a 25' tall roof built on a new site. The site was graded and footers were dug. With footers in place, the steel structure was erected. As roof panels were installed, the concrete slabs were poured. Upon finishing the concrete slabs, the prefabricated interior walls were placed.

The team pre-fabricated rebar mats and stud walls with sheathing during downtime to improve efficiency when it was time to place these items. The pre-fabrication proved to be time-saving measures as the project progressed. The exterior panels were installed on the building. The interior walls were erected and the interior systems were roughed in and installed. The building was nearly complete upon turnover to the relieving battalion. The only outstanding tasks were finishing work of all tradework.

This project had some major challenges. The PEB kit was lacking many of the pieces and parts necessary to complete it and other materials had to be procured. In general, there were large delays in receiving material and equipment. A crane and crane crew were hard to keep on the job, and adequate lift equipment arrived very late on the jobsite.

XIII. DETACHMENT BRAVO – JOINT BASE BALAD

EXECUTIVE SUMMARY

Detachment Bravo was established to support various types of missions for the Army and Air Force across the area of operations (AO) for the country of Iraq. The detachment was assigned TACON to Special Operations Joint Task Force (JTF). Det BRAVO was comprised entirely of reserve personnel from multiple battalions and the approximate number of personnel assigned was 95; this included all of the Seabee occupational field ratings otherwise known as OF13. It is important to note that numerous NOSC's from across the country were represented, confirming the broad support and resources pooled to complete the mission. The tasking began immediately for the Advance Party Seabees upon their arrival at Joint Base Balad (JBB) on March 8, 2009. After approximately one week of an extensive turnover which included millions of dollars worth of Army and Navy equipment with the departing Task Force, Detachment Bravo hit the ground running and never looked back.

As noted above, NMCB 24 Detachment Bravo relieved Task Force Sierra, which was composed of two reserve Seabee battalions, and one active duty Seabee battalion. The primary reserve Seabee battalion was NMCB 27 as it was their battalion wide-deployment that supplied the leadership and mobilization orders; their flag was positioned at Al Asad. NMCB 23 was tasked with deploying Seabees to augment NMCB 27, and did so in full support to allow NMCB 27 to completely man its mission tasking. The two reserve battalions included NMCB 23 (The Blue and the Grey) which is located at Fort Belvoir, Virginia, and NMCB 27 located out of Brunswick



Maine and known as the "Skibeers". They combined to represent the Navy Reserve Seabees and worked alongside NMCB 7, an active duty battalion who is homeported in Gulfport, Mississippi. The Task Force Sierra mission included operations in both Iraq and Afghanistan. Upon NMCB 24 taking over the JBB mission in support of Special Operations Task Force, Task Force Sierra was disestablished. This represented a major change in the NCF, as this was the first time a war country was manned exclusively by Navy Reserve Seabees. The previous Task Force Sierra Afghan mission was transferred to the active duty battalion deployed to that AO.

Detachment Bravo Seabees were tasked with traditional construction and engineering work both at JBB as well as supporting outlying Forward Operating Bases (FOBs) throughout the country of Iraq. Much of the work included, but was not limited to, the building of numerous SWAHUTS and variants, providing base maintenance support for heating, air conditioning and electrical grid repair and replacement, repairing cipher locks, fixing and repairing leaking roofs, pouring and placing concrete for foundations,



and general site clearing and grubbing. All of these activities required the use of all the resources, including numerous CESE-related equipment and many high-dollar value tools and other pieces of equipment, traditionally used in the building industry. In addition, Seabees completed construction tasks not ordinarily expected, but did so in the tradition of “CAN DO” spirit. Traditionally, Seabees are deployed to contingency areas, and the NMCB 24 Det BRAVO Seabees excelled in this austere work environment.

Electrocution is one of the most significant and dangerous hazards in Iraq. NMCB 24 Detachment Bravo had zero electrocution MISHAPS due to constant awareness, vigilance, ORM planning and safety programs. The Seabees employed a highly effective Lock-out/Tag-out system as a part of their overall safety program. Repairing incorrectly installed grounding conductors, as well as other types of electrical repairs, was the norm for crews at Balad and the FOBs. Another concern was faulty wiring and improper installation, making things difficult to troubleshoot, causing fire hazards. Other fire hazards included replacing iron core ballast with electronic ballast to prevent overheating.

Like many preceding NMCB battalions moving forward in challenging locations throughout the world, the leadership at Det Bravo also faced unique circumstances. Each challenge also proved an opportunity to excel and think outside the proverbial “box”, in order to get the job done in the Seabee tradition. One issue of interest was the fact that the Seabees, from Detachment Bravo were formed together as a unit in late February. Many of the Bees were unfamiliar with each other and their ability as related to construction operations, primarily due to the fact that many of the personnel were from different battalions. A truly unfortunate and abrupt change occurred when the previous Commanding Officer, CDR Gruzsky, was called home due to a serious vehicular accident involving his wife. Fortunately, over time she made a great recovery. As a result of this incident, Captain Scharon, CEC, was selected to take over and provide the direction and guidance required to take a battalion into an environment which would require outstanding leadership.

Another challenge was the unique and different type of operational requirements and commitment needed by many. Often times First Class Petty Officers were in charge of operations that normally would be handled by more senior grade personnel such as Chief Petty Officers. The First Class's put into these positions excelled and provided the required leadership in order to get the job done well, safely, and with an extremely high degree of professionalism; they along with many others



received numerous accolades from the Army. Despite these challenges, and the many others faced throughout the deployment duration, Detachment Bravo Seabees performed as part of the Naval Construction Force with pride and professionalism each and every day.

Some other challenges included:

- Strict requirements for security clearances in key billets.
- The detachment had to make use of a supply system using a combination of Army procedures and personality-driven processes. Dedicated SKs were required to master these systems in a short amount of time.
- Detachment Bravo was OPCON to CTG 56.2, ADCON to the Commanding Officer of NMCB 24 and TACON to the ARMY JTF. The dynamic nature of operational tasking challenged the traditional Seabee way of tracking and completing projects. Priorities of the supported commanders changed on a weekly (sometimes even a daily) basis, and the detachment Operations Department had to be creative and responsive in meeting these priorities. A significant amount of work orders, emergency work, and small projects were completed at remote FOB sites in Iraq. Strong FOB Leading Petty Officers (LPOs) were necessary to provide the leadership and technical oversight required for success.



Some noteworthy events occurred at Detachment Bravo, including one enlisted contract extension, in excess of 30 Seabees boarded and earned the Seabee Combat Warfare device, 20 Seabees were promoted to the next higher pay grade, and numerous Army awards were submitted to well-deserving members. One Seabee was selected for an officer commission and three Seabees were promoted to Chief Petty Officer. Overall, it was a truly successful deployment by all measures and accounts.

It is important to note that the success of the detachment was attributed in part to the outstanding capabilities from all its members, many of whom are professionals in numerous industries in their civilian work. Examples of some the professionals include: professional engineers, attorneys, police officers, facilities managers & engineers, and numerous highly-trained and technical experts from all construction trades. These experienced and dedicated individuals, singularly and collectively, made personal contributions that created an outstanding synergistic team that accomplished a level of effort far beyond the talents of each individual - and as a team made the success of the Seabee mission possible from day one.

OPERATIONS – DETACHMENT BRAVO - JOINT BASE BALAD

The NMCB 24, Det Bravo Operations Department was organized around an Operations Officer, Operations Master Chief, and an Operations Assistant – the Operations Leading Petty Officer. The Ops LPO was responsible for the day-to-day tasking, monitoring, and execution of Seabee labor – he worked in a capacity more typical of an Ops Chief. This included the Operations Department staff working directly with the supported leadership and war fighters on the ground across the SOF AO on a daily basis, to include site visits at FOB's and remote JTF locations.

The Operations Department was a streamlined organization that focused on striking a balance between planning and executing in a highly dynamic critical war fighter environment, with the daily maintenance and trouble call responsibilities – yet never allowing safety or Seabee well-being to be compromised.

The department also organized the daily tasking for the companies, and ran this via daily Ops meetings with the company operations petty officers; this was necessary, and effective, due to the frequent and rapid changes in priorities by the det's JTF "customer". This process also ensured complete coordination



between the Seabees and the JTF, which is a critical relationship.

This created a lean and effective Operations Department that was capable of performing the planning and estimating work when needed, but whose main focus was to provide guidance and quality control on project packages, to verify, submit and track BOM's, to track project status and to maintain battalion performance metrics. This was all in the combined effort to be able to respond to missions and critical needs of the JTF.

The detachment completed a multitude of work projects, from typical SWA Huts, build - outs of existing structures, new camp planning and estimating, new camp construction,

renovations and build-outs, electrical Task Force Safe assistance and compliance projects, concrete placement, critical HVAC response for personnel and equipment, major drainage and excavation projects, engineering configurations, and prime power responsibilities for several camps and FOB's – representing every facet of Seabee ratings, engineering, imagination, and a constant "Can Do" spirit.

The Det BRAVO Operations Department successfully managed over 220 minor projects (those 60 man-days and under), 5,000 camp maintenance & emergency and contingency response work orders, and eight major projects. This outstanding effort left



its mark on the JTF; Det BRAVO was responsible for completing over 10,000 man-days of tasking, capital improvements in excess of \$7 million - \$750,000 of which was mission-critical Rapid Priority contingency improvements, \$3 million in labor savings, and utilization of \$4.5 million in Class IV, all spread out over ten JTF locations in the Iraq AO. Tasking often changed drastically in priority, and in some circumstances were cancelled altogether due to changing operational targets. It was nearly impossible to maintain a consistent

Level I schedule. Therefore, all work for TFS was managed as Level of Effort, with a large portion of the man-day capability dedicated to "minor project" accounts that allowed for execution of short-fused projects (less than 100 MD), as well as routine camp maintenance for some of the sites. Multiple remote FOB (Forward Operating Base) sites were manned by Seabees from NMCB 24 Det BRAVO, JBB (Joint Base Balad) to establish sustained support to Special Operations Joint Task Force (JTF). command and control to the FOB's was established by consistent reporting periods given to each FOB, where they reported daily via phone and email to the Operations Department LPO. In addition, all FOB's provided a list of contacts for the unit the Seabees were supporting and emergency communications could be made through the unit's Tactical Operations Center. All of the FOBs were lead by professional, mature, and motivated First Class Petty Officers; most of the crews were then filled out with several junior Seabees of a select rating mix.

The major focus of work for the Bravo Company on the JTF camp at JBB and the multiple FOB's was routine camp maintenance, emergency camp maintenance, and construction / enhancement projects of less than 60 man-days in duration. An additional Seabee duty on JBB and at all of the FOB's was constant improvement and construction of force protection projects to provide an exponentially increased level of security, safety, and mission capacity. The Bravo Company and FOB crews provided 24-hour services, and combined cleared in excess of 5,000 work and service orders and completed over 220 minor projects. Their perseverance and attention to detail was directly responsible for life and equipment sustainment that provided the JTF with an increased ability to advance and maintain focus on their war fighter responsibilities throughout the JTF AO.

The Operations Department planned and supervised the embark process, which was responsible for transporting via air and ground a remarkable 250 short-tons of cargo and Class IV, 550 personnel – to include 13 VIP’s – all safely and successfully delivered in over 180 Embark missions. Det BRAVO logistics were difficult for all FOB’s, as well as the Seabees located on JBB. The Embark Petty Officer’s effort was exemplary, and Seabee ingenuity and resourcefulness was tested daily. Without fail, Det Bravo Seabees rose to the occasion, using a “Can Do” spirit to get the job done, whether it was unique palletization, weighing, delivering, or last-minute contingency requirements around the clock. Whether pushing out materials for personnel for staged jobs to answer immediate tasking - or making channels and inroads to access Class IV on JBB or at FOB sites - hard work, professionalism and professional relationships created by the Embark personnel paid great dividends.



Travel in the AO (Area of Operations) was extremely difficult; the demanding high tempo of the flight resources coupled with the high need of flight capabilities was challenging at best. Flight cancellations were common due to weather or change of priorities. Availability of materials and having them palletized, crated, and delivered to several different flight pads was a huge obstacle and required the highest degree of dedication and proficiency; despite these hurdles Det Bravo again excelled, becoming known for their ability to move personnel and material utilizing great flexibility and an unsurpassed knowledge of embarkation within the JTF. Det Bravo also dedicated a significant amount of time and Seabee effort in setting up our relief for success. Turnover projects were planned and estimated, and materials were ordered to ensure the next battalion would not fall behind due to the lengthy lag-time to order and receive Class IV materials. In addition, the Operations Department proactively reached out to our relieving battalion to ensure they had the maximum amount of time possible to plan for their deployment. The Operations Shop also lead on the coordination of the incoming battalion’s PDSS; conducted briefings, site tours, and provided a great deal of information for the PDSS team to carry back to their battalion for detailed planning and review of “Best Practices/Lessons Learned”. One of Det Bravo’s exceptional areas, even beyond the above-average across the board work effort, was the ability to respond to short-fused high-priority JTF tasking; in some cases planning, manning, and shipping materials to remote locations within hours of mission assignment. The aggressive and proficient skills of the det’s Leading Petty Officer in the Operations Department was of monumental benefit, and was largely responsible for the tremendous support to Joint Task Force by NMCB 24 Det Bravo. Throughout the deployment, Detachment Bravo met, and more often than not, exceeded the supported command’s desires and requirements at every turn, unequivocally exemplifying consistency, efficiency and construction quality. The superb planning, flexibility, engineering, and construction capabilities provided by NMCB 24 Det Bravo to supported SOF commands continued and greatly advanced the contribution of the Navy Seabees to the JTF, and proved again why the NCF is the contingency construction force of choice for Special Operations Joint Task Force.

PROJECT SUMMARIES

1-BP9-002

Project Scope: Constructed a 32'x80' "Davidson Building" SWA Hut on existing concrete slab. Additionally two mad doors were placed, and one custom-made sliding door was designed and built for a unique "garage" style opening. This building was also unique that the interior was built to a height of 12' instead of 8'. Full electrical and HVAC service provided by Seabees, which included 18 lights, 18 outlets, and 4 A/C split units installed, and fully insulated.

Duration: 28MAR09 – 22APR09

Man-Days Expended: 282

Tasking:

<i>WIP at turnover:</i>	0%
<i>WIP at completion:</i>	100%
<i>MD Tasked/Estimated</i>	282

Material & Labor Cost: \$66,500

Safety Issues: Consideration was given to additional structure height both for indoor and outdoor work; weather was a concern as the det had recently arrived in country and acclimation was still a high concern.

QC Issues: No significant QC issues; QC plans were developed in-house. All electrical work was performed in accordance with NEC standards and safe work practices.

Design Issues: None of concern, but a few worth highlighting – additional interior height, and custom sliding "garage" door. SWA Huts with variations and plans drawn locally by our EA's; thus we derived QC plans from recently completed or existing SWA Hut plans and other existing facilities. The use of NAVFAC ABFC also allowed the detachment to build high-quality and professionally-designed products.

Material Issues: Material stocks needed to be closely monitored by the SKs in order to prevent shortages during deployment.

PROJECT SUMMARIES – CONT'D

2-BP9-003

Project Scope: Placement of over 200 linear feet of “Thermo-Lite” ballistic blast protection wall. This project also required the demolition of more than 225 linear feet of 12’ high “Hesco” barriers totaling over 14,000 cubic feet of removed and reclaimed material.

Duration: 28MAR09 – 10APR09

Man-Days Expended: 121

Tasking:

<i>WIP at turnover:</i>	0%
<i>WIP at completion:</i>	100%
<i>MD Tasked/Estimated</i>	121

Material & Labor Cost: \$91,000

Safety Issues: Exceptionally clean project site was required to eliminate FOD hazards on airfield. Constant communication with Air Ops helped maintain site in accordance with airfield policies and ensure zero mishaps. Project work hours were highly coordinated for safety and Air Ops availability.

QC Issues: QC plans were developed in-house. This project required the detachment to become proficient in the technical aspects and placement of this product new to Seabees. The end result was of the highest quality and a great representation of Seabees overcoming the unknown in a logistically challenging work site.

Design Issues: New product for Seabees. Outstanding effort on making the learning curve non-existent for performance and man-day completion dates.

Material Issues: None.

PROJECT SUMMARIES – CONT'D

3-BP9-004

Project Scope: SWA Hut building “Davidson Building”. Construction of a 32’x80’by 8” concrete pad with turndown footer and steel reinforcing bar and mesh. Follow-on construction of a 32’x80’ SWA Hut building, with multiple doors and a very detailed and extensive interior layout requiring many walls, doors, service areas and closets. This building also received full electrical and HVAC services by the det Seabees, as well as several sidewalks and extensive security gates and preventive measures, and fully insulated. This area also required very extensive ground and drainage preparation, which included prep and placement of 120 linear feet of drainage culvert. This project tasked every Seabee rating, and required a well-coordinated and integrated working relationship between, not only the det Seabees, but several “customer” entities for daily coordination to provide work at building site.

Duration: 11APR09 – 03JUN09

Man-Days Expended: 432

Tasking:

<i>WIP at turnover:</i>	0%
<i>WIP at completion:</i>	100%
<i>MD Tasked/Estimated</i>	432

Material & Labor Cost: \$127,000

Safety Issues: Safety Officer and crew implemented a stringent safety plan to include the procedures for installation of roof trusses, resulting in zero mishaps. Meeting the client’s needs with quick turnaround requirements made it challenging to prepare full safety planes before projects were to be started. Crew leaders had to exercise outstanding leadership with an emphasis on ORM to avoid hazards.

QC Issues: Preparing full scope QC plans on some of the projects was difficult and often not feasible, due to shortened time lines between start and expected occupation of the facilities. QC plans were developed in-house. All electrical work was performed in accordance with NEC standards and safe work practices.

Design Issues: SWA Huts with variations and plans drawn locally by our EA’s; thus we derived QC plans from recently completed or existing SWA Hut plans and other existing facilities, as well as the EA’s technical knowledge and experience.

Material Issues: Many challenges in material transportation, availability, and quality.

PROJECT SUMMARIES – CONT'D

4-SP9-001

Project Scope: Provided construction management, planning, and construction of commercially-purchased training building. The structure was made up of 80% steel, requiring significant skills in welding, steel techniques and applications, as well as heavy steel construction on a concrete slab. At a remote location - provided planned and contingency engineering and construction support as directed by the Task Force, with focus on priority projects which enhance mission effectiveness, life/safety and quality of life.

Duration: 20AUG09 – 10SEP09

Man-Days Expended: 156

Tasking:

<i>WIP at turnover:</i>	0%
<i>WIP at completion:</i>	100%
<i>MD Tasked/Estimated</i>	156

Material & Labor Cost: \$550,000

Safety Issues: None.

QC Issues: This project required det Seabees to become proficient in the technical aspects and placement of this new product to Seabees; the end result is of the highest quality and a great representation of Seabees overcoming the unknown at a logistically-challenging work site. The limited utilization of contractors toward the initial start-up phase prior to Seabee labor added to the challenges faced by the Seabees on site; no significant issues to report.

Design Issues: New product for Seabees; technical manuals and prints had to be obtained and EA's elaborated on and created working prints for the field. Outstanding effort on making the learning curve non-existent for performance and man-day completion dates. The site also required EA layout, ground preparation, and continual adjusting and maximum flexibility.

Material Issues: Many challenges in material and tool transportation and quality.

PROJECT SUMMARIES – CONT'D

5-TP-001

Project Scope: SWA Hut building (Variation). Construction of a 24'x40' SWA Hut type structure on 4x4 piers with floor joist 16" on-center. The SWA Hut was fully insulated and the walls, comprised of plywood sheathing both on the exterior as well as the interior. The roof was plywood sheathed covered by metal roofing. The structure has two double 3'-0" x 6'-8" doors, and full electrical and HVAC service installed by Seabees. This project also required custom wooden structures built into the interior as well as unique wall and door layouts.

Duration: 25JUN09 – 25JUL09

Man-Days Expended: 247

Tasking:

<i>WIP at turnover:</i>	0%
<i>WIP at completion:</i>	100%
<i>MD Tasked/Estimated</i>	247

Material Cost: \$71,500

Safety Issues: Safety Officer and crew implemented a stringent safety plan to include the procedures for installation of roof trusses, resulting in zero mishaps. Meeting the client's needs with quick turn-a-round requirements, made it challenging to prepare full safety plan before projects were to be started. Crew leaders had to exercise outstanding leadership with an emphasis on ORM to avoid hazards.

QC Issues: Preparing a full scope QC plans on some of the projects was difficult and often times not feasible due to shortened timelines between start and expected occupation of the facilities. QC plans were developed in-house. All electrical work was performed in accordance with NEC standards and safe work practices.

Design Issues: SWA Huts with variations and plans drawn locally by our EA's, thus we derived QC plans from recently completed or existing SWA Hut plans and other existing facilities as well as the EA's technical knowledge and experience.

Material Issues: Many challenges in material transportation, availability, and quality.

PROJECT SUMMARIES – CONT'D

6-KP9-001

Project Scope: SWA Hut building (Variation). Construction of a 24'x40' SWA Hut type structure on 4x4 piers with floor joist 16" on-center. The SWA Hut was fully insulated and the walls, comprised of plywood sheathing both on the exterior as well as the interior. The roof was plywood sheathed covered by metal roofing. The structure has two double 3'-0" x 6'-8" doors, and full electrical and HVAC service installed by Seabees. This project also required custom wooden structures built into the interior as well as unique wall and door layouts.

Duration: 06JUL09 – 23JUL09

Man-Days Expended: 247

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked/Estimated	247

Material Cost: \$71,500

Safety Issues: Safety Officer and crew implemented a stringent safety plan to include the procedures for installation of roof trusses, resulting in zero mishaps. Meeting the client's needs with quick turn-a-round requirements, made it challenging to prepare full safety plans before projects were to be started. Crew leaders had to exercise outstanding leadership with an emphasis on ORM to avoid hazards.

QC Issues: Preparing a full scope QC plans on some of the projects was difficult and often times not feasible due to shortened time lines between start and expected occupation of the facilities. QC plans were developed in-house. All electrical work was performed in accordance with NEC standards and safe work practices.

Design Issues: SWA Huts with variations and plans drawn locally by our EA's; thus we derived QC plans from recently completed or existing SWA Hut plans and other existing facilities as well as the EA's technical knowledge and experience.

Material Issues: Many challenges in material transportation, availability, and quality.

PROJECT SUMMARIES – CONT'D

7-KP-002

Project Scope: SWA Hut building (Variation). Construction of a 24'x40' SWA Hut type structure on 4x4 piers with floor joist 16" on-center. The SWA Hut was fully insulated and the walls, comprised of plywood sheathing both on the exterior as well as the interior. The roof was plywood sheathed covered by metal roofing. The structure has two double 3'-0" x 6'-8" doors, and full electrical and HVAC service installed by Seabees. This project also required custom wooden structures built into the interior as well as unique wall and door layouts.

Duration: 20JUL09 – 14AUG09

Man-Days Expended: 247

Tasking:	<i>WIP at turnover:</i>	0%
	<i>WIP at completion:</i>	100%
	<i>MD Tasked/Estimated</i>	247

Material Cost: \$71,400

Safety Issues: Safety Officer and crew implemented a stringent safety plan to include the procedures for installation of roof trusses, resulting in zero mishaps. Meeting the client's needs with quick turn-a-round requirements, made it challenging to prepare full safety plans before projects were to be started. Crew leaders had to exercise outstanding leadership with an emphasis on ORM to avoid hazards.

QC Issues: Preparing a full scope QC plans on some of the projects was difficult and often times not feasible due to shortened time lines between start and expected occupation of the facilities. QC plans were developed in-house. All electrical work was performed in accordance with NEC standards and safe work practices.

Design Issues: SWA Huts with variations and plans drawn locally by our EA's; thus we derived QC plans from recently completed or existing SWA Hut plans and other existing facilities as well as the EA's technical knowledge and experience.

Material Issues: Many challenges in material transportation, availability, and quality.

PROJECT SUMMARIES – CONT'D

8-BP9-005

Project Scope: Placement of concrete pads in flight line area for apron extension. Removed existing earth and rubble from 3937 SF area adjoining area flight line for additional staging and prep area for flight line ops and flight support equipment. Replaced 3937 SF of concrete in several controlled concrete pours. The pads also included steel wire mesh and steel bars drilled into the existing apron to prevent heaving and provide overall area pad integrity and continuity.

Duration: 09JUL09 – 24JUL09

Man-Days Expended: 120

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked/Estimated	120

Material Cost: \$46,000

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

QC Issues: QC plans were developed in-house. Concrete placement was a major challenge due to the hot weather, but overcome by using retardants, conducting small volume pours with no less than 8" slump and scheduling work early in the morning or late evening to avoid the heat. To overcome premature curing, insulated polyethylene sheets were placed over the pour.

Design Issues: Concrete was designed to complement existing pavements and provide proper drainage; entire project coordinated by Ops; - EA's, Charlie Co and Alpha Co's.

Material Issues: None.

PROJECT SUMMARIES – CONT'D

9-KP-003

Project Scope: SWA Hut building (Variation). Construction of a 24'x40' SWA Hut type structure on 4x4 piers with floor joist 16" on-center. The SWA Hut was fully insulated and the walls, comprised of plywood sheathing both on the exterior as well as the interior. The roof was plywood sheathed covered by metal roofing. The structure has two double 3'-0" x 6'-8" doors, and full electrical and HVAC service installed by Seabees. This project also required custom wooden structures built into the interior as well as unique wall and door layouts.

Duration: 30JUL09 – 06AUG09

Man-Days Expended: 60

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked/Estimated:	60

Material Cost: \$45,000

Safety Issues: Safety Officer and crew implemented a stringent safety plan to include the procedures for installation of roof trusses, resulting in zero mishaps. Meeting the client's needs with quick turn-a-round requirements, made it challenging to prepare full safety plans before projects were to be started. Crew leaders had to exercise outstanding leadership with an emphasis on ORM to avoid hazards.

QC Issues: Preparing a full scope QC plans on some of the projects was difficult and often times not feasible due to shortened time lines between start and expected occupation of the facilities. QC plans were developed in-house. All electrical work was performed in accordance with NEC standards and safe work practices.

Design Issues: SWA Huts with variations and plans drawn locally by our EA's; thus we derived QC plans from recently completed or existing SWA Hut plans and other existing facilities as well as the EA's technical knowledge and experience.

Material Issues: Many challenges in material transportation, availability, and quality.

CESE and 3M

Det Bravo ran a very successful CESE management program during the deployment. Alfa Company Det Bravo, directly maintained up to 38 units of Augment CESE and 27 pieces of Client owned equipment. A 40-day maintenance schedule was developed to maintain the Client owned equipment and the 3M system was utilized to maintain NCF equipment. In addition to the CESE and Clients equipment, Alfa designated three mechanics for the maintenance and repair of over 18 generators used for Prime Power backup and as needed requirements.

The average of 95.56% equipment availability was maintained throughout the deployment. This equipment availability rate is a direct reflection of the WCS, RPPO and mechanic's commitment to excellence and determination to use all available resources to keep equipment up and running.

Det Bravo Alfa shop relied heavily on the supported command's logistics re-supply system for ARP support, client-owned gear repair parts, garnering parts from Kuwait, Qatar and CONUS. They ordered and received over 500 parts through the JTF supply system while utilizing 22NCR LOGCELL support for very limited requests. The detachment also utilized ITT and the Caterpillar dealer located on Balad to purchase 130 parts and for specialty repairs and maintenance.

Det. Bravo had the responsibility to manage the 3M Program scheduling for both Seabee detachments on JBB (Det. BRAVO for JTF, and Det. WHISKEY for CJSOTF). Det Bravo did not have the use of Micro-Snap and was required to generate all 2 kilo's in a PDF format, and send to the Logcell located in Camp Morrell. Early in the deployment, the maintenance staff used the recently established program to forecast the parts and consumable materials required for the remainder of the deployment as well as the first of the following deployment.

Overall, a total of 1,226 combined (Bravo and Whiskey Dets) preventive maintenance checks were completed during deployment, resulting in a Recorded Accomplishment Rate (RAR) of 99.8%. Of these checks, 800 were completed in the Maintenance Work Center and 426 were the result of dispatch situational checks. During our tenure, we installed two Force Revisions into the SKED program and updated the Master PM Binders as required. The combined effort of all 3M 306 qualified personnel led the Detachment to a 97% 3M-301 qualification rate.

During the mid-deployment assist visit conducted by the 22nd NCR-Fwd, Det. Bravo maintenance program was given an outstanding review. NMCB 24 will complete the deployment by ensuring that NMCB 22 has everything required to maintain the momentum that the NCF has been able to obtain while supporting the JTF on JBB, to include the outlying FOB's.

Detachment Bravo Alpha Company's tasking included all facets of horizontal ground preparation for numerous projects – SWA Hut construction, concrete placement, drainage and earth moving. Furthermore, they were tasked with coordination and

support of numerous blast wall placements (T-walls), relocations of t-walls, and construction of non-typical blast walls, as well as coordinating and working alongside TCN cranes and crane crews.

Alpha Company played a vital role to camp wide personnel and equipment sustainment; in many instances responding to around the clock fueling of generators, supplying thousands of gallons a fuel to over 12 generators – without incident or delay, as well as maintain daily Alfa Company duties. Furthermore, Alfa Co. managed and conducted the safety critical runway, apron, ramp, and camp wide area street sweeping which necessary to maintain foreign object debris (FOD) to a minimum – this directly mitigated the possibility of interruptions to highly critical twenty-four hour a day flight operations. It is noteworthy that there were zero injuries or instances in related to excess FOD during NMCB 24's tenure.

OVERALL EQUIPMENT POPULATION DET BRAVO AND WHISKEY SEE NOTE 1

	BEEP	APR	MAY	JUN	JUL	AUG	SEP	BEEP
In Service	65	64	65	65	65	65	65	65
Deadline	3	3	2	2	3	3	3	3
Total	68	67	67	67	68	68	68	68

OVERALL AVERAGE AVAILABILITY

SEE NOTE 2

AVERAGE RAR RATIO (DET

Month	
BEEP	97.8
APR	96.44
MAY	96.07
JUN	96.68
JUL	93.29
AUG	94.32
SEP	94.32
BEEP	94.32
Total	95.56

BRAVO/WHISKEY)

Month	RAR	Due	Complete	Opened 2K
April	100%	117	117	23
May	100%	162	162	16
June	100%	194	194	14
July	100%	162	162	8
August	99%	100	99	2
September	100%	65	65	5
Total	99.8	800	799	68

Note 1: Det Bravo also maintained up to 27 pieces of Client owned equipment.

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

XIV. ALFA COMPANY

Pre-Mobilization

In the months prior to mobilization, Alfa Company developed and then pursued an aggressive training program designed to address licensing deficiencies. CESE from the RSS was convoyed to remote detachment sites for licensing and familiarization. This resulted in almost 500 new or renewed licenses on mission-critical equipment.

Pre-Deployment, Port Hueneme

The time in Port Hueneme was spent trying to find a balance between planning/training for deployment and planning/training for the Final Evaluation Problem (FEP), which would take place immediately prior to NMCB 24's deployment in-theatre. Eighty classes were scheduled and allowed Alfa to attain 1,127 identified mission-critical skills. This resulted in 95% deployment-readiness for Alfa Company. Alfa was also able to assemble and train both a full crane crew, as well as a water well team.



Deployment, Al Asad

Alfa Company deployed with 58 Equipment Operators, including two EOCSs and two EOCs, 49 Construction Mechanics (two CMCs), one EQCM, and one officer. Alfa Company started the BEEP with NMCB 27 on March 15 and finished on March 27. Custody of 306 pieces of CESE (valued at \$68 million) was assumed during this period. Exiting the BEEP, availability was at 91%. The BEEP was an arduous process, due to the outgoing battalion sending the majority of their Alfa Company on Advance Party,



including their A6 and many key billets. Having few, if any, Alfa personnel at detachment sites afforded the opportunity to structure and operate Alfa Company in the traditional manner, as outlined in COMFIRSTNCDINST 11200.2. The Maintenance Shop was divided into a Heavy Shop, a Light Shop, and a 5000/Support Shop. 3M strongly influenced NMCB 24's deployment, but no where else was it more prominent than in the maintenance and operation of Alfa's CESE. There were 12,000 checks performed by the CM's while maintaining an impressive 96%

RAR. Alfa Operations consisted of Dispatch/Transportation Supervisor and three task-specific project crews: Horizontal Project Crew, Road Repair Crew, and a Long Haul Crew.

Projects

Alfa was involved in nearly every project conducted by the battalion. Whether moving Class IV, moving personnel and transportation assets, or providing horizontal construction support, Alfa was vital to the construction operations. The crane crew conducted 347 lifts, and lifted over four million pounds.

Cumulative Data for the Deployment

Mileage	257,812
Hours	27,981
Fuel Consumption	81,640 gallons



XV. BRAVO COMPANY

NMCB 24 Bravo Company was responsible for three major taskings during the deployment from March 28, 2009 to September 24, 2009: Camp Maintenance at Camp RJ (Al Asad), Electrical, Plumbing and HVAC project work, and camp maintenance teams (known as Tiger Teams) which were located at five different Forward Operating Bases (FOBs) throughout the Al Anbar Province of Iraq.

Camp RJ Maintenance

Camp RJ Maintenance covered most camp maintenance issues on Camp RJ, Gettysburg LSA, Kinville LSA, and other areas of Al Asad Air Base, Iraq. In addition to repairs, the team was also required for maintaining generators at Camp RJ, which were used to provide 110 volt power to the COC building, as well as a 220 volt generator used as a backup for the base power that supplied electrical power to Camp RJ. During the deployment, the Camp Maintenance Team at Camp RJ performed 436 work orders and earned over 1,100 man-days. This team was instrumental in the retrograde of all Bravo facilities and materials necessary for the departure of the last Seabee battalion out of the Al Anbar Province.



Bravo Project Work

Bravo Company project work consisted of electrical, plumbing and HVAC work primarily in existing structures. Since these projects were mostly retrofitting the existing services in existing structures, the work required experienced CE's and UT's to resolve issues as the project progressed. Bravo Company worked on 19 FRAGO projects and numerous CO Discretionary projects. These projects included the "Super ECP" project at Al Asad Air Base which improved the security of the base. Bravo Company provided support by installing A/C units, electrical, and troubleshot existing bollards which were not working correctly. In total, Bravo Company earned 3,250 man-days of project work during this deployment.



Bravo Tiger Teams

Bravo Company was tasked with manning five camp maintenance teams (Tiger Teams) in various locations throughout the MNF-W Area of Operations. The locations were



COP Gannon II, COP Ubaydi, COP Rawah, COP Korean Village, and COP Baharia. These teams ranged from five to eight persons, providing electrical, plumbing, structural, and HVAC support in order to maintain the required level of operational integrity and safety at each COP.

Gannon II Tiger Team performed camp maintenance at the COP Gannon II from March 2009 to the COP closure in May 2009.

The team managed and maintained the utilities infrastructure of the 55 SWA - HUT camp. The team completed 250 camp maintenance work orders. In addition, the team worked to design and fabricate 60 desks for the Dregea Elementary School Project, resulting in a savings of \$12,000 for the local Iraqi school.

At COP Baharia, the Tiger Team was responsible for life support for 4,000 Marines and 1,200 civilian contractors, while performing operations and maintenance to sustain 650 buildings. During their tenure from March 2009 until the COP's closure in late August 2009, the team completed 348 work orders and 8,560 man-hours of labor. In addition, the team coordinated with the Marines, Iraqi Army, and Iraqi civilian engineers to rebuild and energize three miles of electrical transmission line feeding Camp Fallujah. With limited material and equipment, the team completed 32 electrical/structural upgrades and 30 miscellaneous construction projects in support of numerous II Marine Expeditionary Force Forward units.



From March 2009 until COP Rawah's closure in early August 2009, the Tiger Team performed camp maintenance at that location. The team's effort resulted in completion of 570 man-days of labor in support of II Marine Expeditionary Force Forward units. The team completed such projects as a rewiring of the SYSCON at the COP, providing essential communications. In addition, the team provided maintenance of 11 generators during maintenance contract negotiations, providing power essential to COP operations.

Korean Village Tiger Team was based at COP Korean Village from March 2009 until August 2009. While the team's focus was COP Korean Village, the team also provided support to COPs at Trebil, Waleed, H-3 Airstrip, Border Fort 9, and Rio Lobo. The team provided over 40 base projects for Marine and Army units, improving the health and well



being at COP Korean Village. In addition, the team performed electrical, HVAC, and building upgrades to a building housing the Army's new computer servers. The team completed over 200 work orders for general maintenance and repair around camp during its tenure.

COP Ubaydi was probably the most demanding of the five Tiger Team sites. A small outpost at the beginning of the deployment grew in population by more than double by the time the team left. This imposed a great deal of stress on the COP's infrastructure. During the team's tenure, they installed over 6,500 feet of service cable to feed base power, and maintained 14 large commercial refrigeration trailers and oversized commercial generators, up to 650 KVA rating. The team also installed a 400-amp main distribution service panel and transfer switch to ensure that the new power was delivered to the newly built SWA-huts and ISOs at the COP. The team performed 778 work orders with over 4,000 man-hours of labor.

In total, the five Tiger Teams performed over 2,100 work orders and expended over 3,600 man-days in direct support of numerous II Marine Expeditionary Force Forward units throughout the Al Anbar Province.

XVI. CHARLIE COMPANY

Pre-deployment Responsibilities

Prior to arrival in Port Hueneme, CA, Charlie Company's staff conducted weekly phone conferences to plan and prepare the "Plan for the Seabee" training, and to coordinate the mobilization to Naval Base Ventura County, Port Hueneme. This approach proved very useful for the organizational structure of the company, and to proactively handle any personnel issues that would prevent completion of the mobilization mission. Charlie Company's staff identified areas of concern that would be addressed during the pre-deployment training phase. Charlie Company's Commander and Company Chief arrived on the 5th of December 2008, with the main body mobilizing later, in January 2009. The 19th of January saw nearly the entire company on station. Subsequently, the pre-deployment training consisted of the following:

- Basic Combat Skills I (940.1)
- Personal and crew-served weapons qualifications
- Contingency operations in vertical construction
- Air Detachment training
- CESE licensing and training
- 3M training

The pre-deployment phase training at Port Hueneme resulted in the execution of 2,198 man-days of training for Charlie Company. Also, included in the pre-deployment training, were weapons qualifications for all personnel, regardless of whether or not they were Seabee Combat Warfare Specialist qualified. This training proved challenging, and needed to include an increased availability of key classes. Computer assets and training spaces proved to be a challenge as well for the company, however all pre-deployment training was completed within the deployment timeline. Charlie Company formed the core of the battalion's Air Detachment, and guided the training of this group. The Air Det executed 890 man-days of training, producing a highly-motivated mobile cadre ready for tasking from the battalion.



Deployment

Charlie Company completed 43 construction projects tasked by II MEF Fwd and 2d MLG Fwd, boasting a 100% completion rate. Charlie Company also executed numerous CO and OIC Discretionary projects aboard Al Asad Air Base to support the war-fighter, resulting in 13,500 construction man-days earned. The following list highlights typical project categories completed by Charlie Company:



Crow's Nest Fabrication for Al Taqaddum Air Base

- SWA hut construction
- ECP and force protection improvements
- ECP steel gate fabrication and installations
- Armored crow's nest construction
- Timber tower construction and erection
- Various wooded structure construction
- Wadi crossing repairs and project security
- Site prep and concrete work
- HESCO installation and filling
- Barrier placement
- Ablution unit repairs and installations
- COP expansions and support
- Water and sewer treatment plant operational inspections

After the completion of the project work, Charlie Company assisted in the retrograde of Camp RJ, and returned to Camp Moreell, Kuwait to participate in the Warrior Transition Training program.



II MEF Fwd, JSTAR Timber Tower Erection

XVII. HEADQUARTERS COMPANY

Pre-Deployment

In December 2008, NMCB 24 Headquarters Company was established at Port Hueneme. Headquarters was comprised of the Administration, Intelligence, Operations, Supply, Communications, Training, and Medical Departments, along with armory personnel, watch personnel, the command staff, and each sub-group that did not belong to any of the traditional line companies or CSE.

Deployment

The total population of Headquarters ranged from 120 to 130 personnel throughout the duration of the deployment. The Headquarters Company Commander was LTJG Louis Kuykendall and the Headquarters Company Chief was YNC Jeremy Kirk. Headquarters Company leadership ensured all members met training requirements, and were apprised of command policies throughout the deployment. They provided a structured chain of command consisting of seven platoons that was organized based on department codes, with each department head serving as a platoon commander. The Headquarters Company structure was invaluable for ensuring administrative requirements were met in a timely manner, and for ensuring accountability of its personnel was maintained.



Anti-Terrorism/Force Protection and Quick Reaction Force (ATFP and QRF)



The Headquarters Company Commander was also responsible for meeting Anti-Terrorism and Force Protection requirements while aboard Al Asad Air Base, Iraq. ATFP efforts led to the formation of a 45-man Quick Reaction Force, security improvements at the Seabee compound, Camp R.J., and the completion of a unit protection plan.

Combat Operations Center (COC)

Headquarters was also responsible for the Combat Operations Center. The COC tracked more than 180 convoy movements consisting of 1,200 vehicles and 4,100 passengers, and more than 140 fixed-wing and rotary-wing flights consisting of 450 passengers. The COC also processed thirty American Red Cross Messages.

XVIII. CHAPLAIN – RELIGIOUS MINISTRY TEAM (RMT)

Chaplain Orr and his RMT's support to NMCB 24, in their support to the U.S. Marine Corps war-fighters in the Al Anbar Province of Iraq, provided optimum deployment



readiness to accomplish the mission of Responsible Drawdown through counseling, life skills coaching, and spiritual growth. NMCB 24's Religious Ministry Team provided holistic ministry during the battalion's deployment in OIF IX. The battalion Chaplain and Religious Program Specialist provided religious services at Camp RJ, Memorial Chapel-Al Asad, Camp Korean Village, and Balad. One especially memorable event took place on Easter Sunday when two Seabees were baptized at the Seabee Chapel, Camp RJ. The Joint Military

environment also provided opportunities for the Command Religious Program to provide ministry for the Army and Air Force.

In an effort to take advantage of a unique opportunity, Chaplain Orr and the RMT offered a series of very professional studies on Abraham. This classroom study was a four-week in-depth journey into the life and travels of Abraham, and culminated with a corresponding visit to the oasis onboard Al Asad Air Base. It is local legend that Abraham and his family once rested at the Al Asad oasis during their ancient wanderings. LT Orr requested permission from the base, and scheduled these approved tours to add a dimension of realism to the information covered in the study. These tours were conducted in conjunction with the highly-enlightening study of the father of three religions, namely Judaism, Christianity, and Islam.



Through contact with battalion members, the RMT worked with the Administration Department to provide information regarding several educational opportunities for our members. These included the 9/11 GI Bill, Helmets to Hardhats, and Troops to Teachers programs.

The “United Through Reading” program was also implemented to facilitate battalion members’ contact with family members. The United Through Reading Program helped ease the stress of separation for our families, by having deployed parents read children’s books aloud via DVD for their child to watch at home. It provided a chance to make powerful and lasting connections with their children from afar.



The RMT provided a two-phase Suicide Awareness and Prevention Training, with the goal of offsetting the increasing trend of suicide rates in the Armed Services. The “All Hands” Suicide Awareness and Prevention training was directed by 2d MLG Fwd and II MEF Fwd. The RMT conducted multiple cycles of Phase I and Phase II

level Suicide Awareness and Prevention training, with a 100% completion rate. The RMT facilitated the education of the large population of Seabees at Al Asad and up to fifteen outlying Combat Outposts (COP's), where NMCB 24's Seabees were busy completing contingency construction projects for 2d MLG Fwd and II MEF Fwd war-fighters. Additionally, early in the deployment, the 2d MLG Fwd Commanding General directed that every Marine and Sailor in the command should watch the video "Cover Me". This documentary explored the effects of Combat Operational Stress on our Marines, Sailors, and their families.

The counseling and ministry duties provided by Chaplain Orr often required him to embark on numerous battlefield circulation visits to other bases and outlying COP's. These trips allowed him to minister to the Marines and Sailors at these locations, including such distant places as Korean Village, Al Taqaddum, and Balad. In total, he counseled more than 165 personnel during Operation Iraqi Freedom 2009, and was always the service member's advocate. LT Orr and the RMT also used their valuable personal experience on this deployment to suggest theatre-specific training prior to OCONUS deployment for newly deploying Chaplains and their RP's. This would ensure that the RMT would learn the right skill-set needed to accomplish their missions effectively, as well as help them to develop patience and understanding under stress.



XIX. CLASS IV YARD & MATERIAL LIAISON OFFICE (MLO)

Upon NMCB 24's deployment to OIF in early March of 2009, a detachment of 13 personnel was assigned to the Class IV Yard at Al Asad, Iraq. NMCB 24 successfully managed operations at the 96-acre material laydown facility from 28 March to 25 July 2009. They also supervised up to 70 augment personnel from other Marine Corps and US Navy units who assisted in operations. Although NMCB 27 was in the process of reorganizing the yard, there was no inventory value established, nor any organization to



the layout of the yard. By and large, inventory had been brought over from other Class IV Yards throughout the Al Anbar Area of Operations (AO), and simply dumped at Al Asad. A complete inventory of the Class IV Yard was conducted and a value of \$36 million was established. The inventory was also reorganized, grouping divisions of materials together that subsequently made issuance easier. This greatly increased the efficiency of the Class IV Yard.

Over the course of deployment, the Class IV Yard processed approximately 350 Bills of Material, valued at nearly \$26 million, for Army, Navy and Marine units in Iraq. The detachment also worked until the last possible moment, preparing 430 containers of Class IV material, worth \$28 million, for shipment to OEF along with Responsible Drawdown retrograde of the Class IV Yard itself.

The detachment also conducted ISO Container operations, including inspections, where members of the Class IV Yard staff certified the seaworthy containers. During this operation, non-seaworthy ISO Containers were identified, and a team of Steelworkers attempted to correct the damaged containers.



NMCB 24's MLO Yard was operated in conjunction with the MEF Class IV Yard by NMCB 24 personnel. Of the approximately 350 Bills of Materials, the MLO directed a portion of these BOMs to be specifically drawn, assembled and shipped in support of Second Marine Logistics Group Forward and Second Marine Expeditionary Group Forward Contingency Projects in Al Anbar Province, Iraq.

XX. MEDICAL AND DENTAL

NMCMC 24 deployed in early March to the Al Anbar Province of western Iraq with a battalion strength of approximately 600 Seabees, in support of the Second Marine Expeditionary Force Forward (II MEF Fwd).



In the pre-mobilization phase, a total of 16 department members were identified and given orders, including a Medical Officer (internist), Dental Officer, and 14 HMs, including three Independent Duty Corpsman (IDCs). Proactively assessing medical readiness, the battalion Medical Chief and the active duty staff made site visits at nine battalion NOSCs, a few months prior to mobilization to help identify non-deployable members. They also identified members with dental problems which would prohibit deployment. Coordinating with the Force Dental Officer, the battalion Chief arranged for a dental task force to perform AT at Port Hueneme (the mobilization site) to correct these deficiencies. This resulted in 26 members retained for mobilization. Training of battalion personnel included certification of an additional 50 CLS providers, attaining 200% of the battalion requirement.

A total of 42 Seabees were demobilized at Port Hueneme for a variety of medical issues, despite the aggressive screening program, but the percentage was still lower than the average Seabee battalion. The Medical Officer was consulted in several cases regarding mobilization fitness, and remained engaged in the process. "Field" records were created for all deploying members, and the original records stowed until redeployment. The staff provided 80 patient visits in the BAS at Building 267 at Port Hueneme.

The Medical and Dental Officers, with 8 Corpsmen, participated in a field evaluation exercise prior to deployment at Camp Roberts, managing 35 patient encounters and participating in all aspects of the exercise. Prior to departure to Kuwait, 96% of members were immunized against smallpox, with the balance exempted on medical grounds.

In mid-March the battalion arrived at Al Asad Air Base, and commenced turnover from the preceding battalion. Discrepancies in the AMAL lists and equipment lists were addressed. One such discrepancy was the fact that all the CBR medications were expired. The prior battalion had requested replacement, but this was thrice denied on the basis of the CBR threat level. These medications were maintained in a cold CONEX box until the end of the deployment, when they were destroyed locally.





Turnover of the narcotics stores in the BAS was accomplished with zero discrepancies, and the Narcotic Inventory Board monitored these stocks throughout the deployment. All controlled substances were destroyed locally at the end of deployment, and accountability was confirmed at 100%. Extra dental equipment (which did not constitute a complete ADAL) was completely inventoried, cleaned and stowed for eventual transfer to OEF.

Substantial improvements were made by the medical staff to the BAS at the beginning of the deployment, including the expansion of existing storage space, resealing of the BAS walls to minimize the dust, reorganization of the pharmacy, placement of corkboard and white erasable communication boards, laying down of fire-resistant flooring, replacement of damaged TMPS computers, and stabilization of exam tables in the two treatment bays. Removal of unused dental gear allowed us to open up another space for an examination room. Notably, a discarded tool cart was refurbished, repainted and converted into an emergency resuscitation cart for the BAS.

In theater, the majority of the Medical Department was assigned to Al Asad Air Base. One IDC and two Corpsmen were assigned to an Army Special Forces base to the north, one Corpsman to a forward operating base (FOB) and three to the CSE teams. The medical officer remained aboard Al Asad and additionally supplied support as the sole critical care intensivist and pulmonologist for the Army Combat Surgical Hospital (CSH). He conducted an outpatient pulmonary clinic once weekly, and consulted on inpatient pulmonary cases. A smoking cessation program was developed and implemented on the Seabee camp by the Medical Officer. The IDCs and Medical Officer provided over 950 sick call visits on Al Asad, including over 20 minor surgical procedures. Electronic medical records were maintained in the TMPS system, necessitating training early in the deployment of all medical personnel.



The Dental Officer provided care alongside two other Navy dentists in the Thompson clinic. Due to a shortage of dental technicians, Corpsmen from the BAS were scheduled on a rotational basis to assist the dentist, provided needed manpower while also assuring needed training now that HM and DT rates are merged. The battalion dentist performed 715 evaluations, including 401 T-2 examinations, 175 fillings, 36 tooth extractions and 103 emergent dental problems.

A mass casualty plan was developed for the main Seabee camp, and drills conducted for training. Regular medical training was conducted by the medical officer and training Petty Officer. Nine Corpsmen, the Medical and the Dental officer were certified as BLS instructors, and the Medical Officer and two Corpsmen were ACLS certified at the CSH. The medical department developed a robust training program, resulting in over 200 battalion members certified as BLS providers, and an additional 60 certified as CLS providers. One of the IDCs, with experience as a personal trainer and football coach, served as the Command Fitness Coordinator and developed a diverse and highly-effective fitness program for the command, as well as running the command's Fitness Enhancement Program (FEP). Seabee Combat Warfare training was regularly conducted for the medical staff as well, and the Medical Officer, Dental Officer and seven Corpsmen successfully earned the warfare device. The Medical and Dental Officer also earned the Fleet Marine Force Qualified Officer (FMF) device through the II MEF (fwd).



Eleven members required medical evacuation for higher care. Of these, seven were returned to CONUS for care, and the remainder returned to duty. Six patients were admitted for inpatient care ranging from 24 to 96 hours, and all returned to duty. Two additional cases of kidney stones were admitted to the ER but released to duty within 4 hours.

Prior to redeployment, nearly all members had T-2 exams performed by the Dental Officer. A total of 98 members with outstanding or expiring PHAs had this evaluation performed, even though the requirement had been eliminated, in order to assure ongoing readiness. Immunizations were kept current during the deployment, with 100% routine and theater-specific immunization currency and 95% anthrax currency at the time of redeployment. Redeployment also included a two-week decompression period in Kuwait during which Warrior Transition training was conducted.



XXI. WEAPONS AND ORDNANCE

NMCB 24 deployed with four Gunners Mates and four armory custodians to maintain and support the deployment P-25 Smart Weapons and Night Vision TOA. In addition to



the Smart P-25, the battalion deployed with an additional 90 M16A3 Service Rifles, 30 M4A1 Carbines, and six M2HB Machine Guns. The infantry optical equipment was received in Iraq by transfer from the previous battalion. At the start of the deployment, four Gunners Mates operated two armories; three GM's at the battalion headquarters at Al Asad and one GM at Joint Base Balad. The armories also supported the detachment sites by providing training, maintenance and repair of

weapons, and setting up ranges when possible. The armories also supported three Convoy Security Element (CSE) Teams that were based at Al Asad. The CSE's provided the highest demand for assistance, as they were continually engaged on missions to and from Forward Operating Bases (FOB's). With the turnover of Camp Moreell from NMCB 11 to NMCB 24, three GMs and one custodian assumed the duties and responsibilities for transitioning three units from CONUS to Iraq and Afghanistan. One Armory Officer, one GM, and two custodians were later tasked to retrograde the armory assets from Al Asad to Camp Moreell for forward redeployment to Operation Enduring Freedom in Afghanistan. The armories at all detachments maintained 100% accountability of all ammo, weapons, and NVG's. The armories successfully supported the battalion and all three CSE teams and other tenant commands aboard Al Asad with on-the-spot weapons repairs and maintenance.



The breakout of the weapons distribution is in the table that follows:

WPN TYPE	ASSIGNED TOA	ON HAND	AL ASAD	BALAD	KUWAIT	RSS
WEAPONS						
M9 PISTOL	175	175	112	20	43	0
M16A3 RIFLE	480	480	205	138	137	0
M203 GRENADE LAUNCHER	48	48	48	0	0	0
M500 SHOTGUN	24	24	0	0	24	0
M240B MACHINE GUN	16	16	4	0	12	0
M2HB MACHINE GUN	12	12	6	0	6	0
MK19 GRENADE LAUNCHER	6	6	0	0	6	0
M4A1	190	190	123	13	54	0
AK47 DEMIL	2	2	0	0	0	2
RPG 7 DEMIL	2	2	0	0	0	2
TRIPODS AND MOUNTS						
M122 TRIPOD	16	16	0	0	16	0
M3 TRIPOD	12	12	0	0	12	0
MK93 CRADLE	12	12	6	0	6	0
MK97 CRADLE	16	16	12	0	4	0
MK105 CRADLE	16	16	0	0	16	0
OPTICS						
SU-250	100	100	100	0	0	0
AN/PVS-12A	13	13	13	0	0	0
AN/PVS-20	12	12	12	0	0	0
PALM IR 250	12	12	12	0	0	0
PES-1	12	12	12	0	0	0
ACOG SCOPE	50	50	50	0	0	0
AIM POINT SCOPE	18	18	18	0	0	0
LEUPOLD MARK 4 SCOPE	4	4	4	0	0	0
BINOCULARS	19	19	19	0	0	0
RANGE FINDER	1	1	1	0	0	0
GPS	4	4	4	0	0	0
LENSATIC COMPASS	32	32	28	4	0	0
SUREFIRE HELLFIRE LIGHT	11	7	7	0	0	0
GBD-IIIC	0	0	0	0	0	0
L3	18	18	18	0	0	0

XXII. EMBARKATION – UMCC

Movement Control

Inter-theatre and intra-theatre movement control consisted of the planning, coordination, logistics, administration, tracking, accounting, and overall control of the relocation of personnel, supplies, and equipment. Movement of supplies and equipment was primarily accomplished through convoys, while the movement of personnel was accomplished through fixed-wing or rotary-wing airlift.

Ground Movement Control

The Movement Control meeting was held every day at 1330 hours. Those departments that attended included the S3, S4, S6, CSE and Company Commanders (or their designated representatives). The Current Convoy Tracker (published by Movement Control daily) was discussed, new convoy and personnel movement requirements were identified, and everyone discussed their logistics needs. The Movement Control Officer



generated a Ground Transportation Request (GTR), and sent it up to 2d MLG 96 hours prior to movement. The GTR would include vital information on the convoys to ensure visibility, tracking, and proper air cover would be arranged at the MEF level. Once a GTR had been approved, a “Ground Transportation Order” (GTO) was generated, which provided approval for the convoy mission to roll. Movement Control

would generate a convoy manifest which described the step-off and arrival times of the convoy, information on each person (PAX) riding in the convoy, information on the vehicles being driven, and other essential information to ensure accountability during the mission. Once a convoy was on the road, it could be tracked by the COC watch using Force XXI Battle Command Brigade and Below (FBCB2) (a.k.a. “Blue Force Tracker”) hardware and software. Progress was updated and recorded by the COC watch on the movement control board as the convoy reached certain checkpoints. At times, other unit convoys would travel to the same location that we required. NMCB 24 vehicles would accompany these convoys with another unit providing security escort – called a “Ride/Drive Along”. In these cases, Movement Control would contact the convoy’s parent unit and secure the proper authorization from the host convoy’s command. Administratively, a ride/drive along manifest would have to be generated and submitted that would describe our personnel and equipment and vital tracking information on the convoy that we were to roll with. NMCB 24 would primarily ride along with Combat Logistics Battalion Seven (CLB-7), headquartered at Al Asad, due to their schedule of rolling to the FOBs occupied by NMCB 24.

Air Movement Control

When a requirement was identified and approved by the Operations Department, an “Assault Support Request”, or ASR, was sent from battalion Movement Control to 2d MLG Fwd, who then forwarded the requirement to the MEF. The process of organizing these flights at the MEF-level took at least 96 hours from the time a flight was requested, to the time the personnel got on the bird. All ASRs, flights, estimated and actual departure and arrival times, and other information was tracked through a centralized on-line secure database known as Theater Battle Management Core System (TBMCS). Air movements were then recorded by the COC watch on the movement control board as the mission arrived and departed each destination.



Battalion Movement Control Responsibilities

Movement Control, operating under the Operations Department, performed the following functions:

- Initiated and tracked missions
- Generated and delivered execution orders
- Generated and tracked GTRs and GTOs
- Submitted flight requests
- Checked and forwarded convoy manifests
- Generated historical records of convoy movements

Movement Statistics (through 15 Sep 09)

Ground Movements:

CSE Missions Run:	79
CSE Mission Legs:	245
CSE Cumulative Distance Traveled:	18,926 miles
CSE time on the road	674 hours 46 minutes
Convoy Vehicle-Miles	168,921 miles
Tons of Bulk Materials Hauled (non-TCN):	2,375 tons
Total military vehicles escorted in convoys:	473 vehicles
Number of PAX moved via CSE convoy:	1,454 PAX
Total number of personnel moved in CSE convoys:	1,896 PAX
Ride Along Convoys:	87

Air Movements:

Total Number of Air Movements:	254
Total PAX having flown:	1377

XXIII. LIONESS PROGRAM

The Lioness Program, established in 2004, stations female troops with Marine combat units. The Lioness members therefore play a vital role in security and the fight against terrorism, by searching females and children, since Muslim cultural tradition dictates that men are not permitted to look at nor touch females.

Builder Petty Officer Second Class Kasey Reed and Steelworker Petty Officer Third Class Jody Gorsuch were the first female Seabees of Naval Mobile Construction Battalion 24 to volunteer and complete training for the Lioness Program. Subsequently, Equipment Operator



Petty Officers Second Class Jamie Goins and Michelle Gallion volunteered. Later, Builder Petty Officer Third Class Magan Boyd, Builder Constructionman Laura Geter and Equipment Operator Petty Officer First Class Elizabeth Westphal also completed Lioness Training Program.

NMCB 24's Lioness volunteers participated in a week-long training course instructed by the Marines. The Seabees received classes covering a wide array of topics from Marine combat skills to combat life-saving techniques, and personnel searches to basic Arabic language skills.

They all served with the US Marine Corps at various Forward Operating Bases throughout Al Anbar Province, Iraq.



XXIV – PUBLIC AFFAIRS

The Public Affairs Office consisted of one officer, and one Second Class Petty Officer, a Construction Mechanic. The CM2 had a background in journalism and photography. Toward the end of the deployment, an Equipment Operator First Class joined the department, to assist with the cruise book, having a background in photography and graphic design.



The office was able to send out at least four press releases and photos per month up to the II MEF (Fwd) for approval. Once approved, the press releases were sent on to Seabee Magazine and published on the battalion website. The articles and photos were also sent on to the Digital Video and Imagery Distribution System (DVIDS) server to be picked up by external sources. Over 25 press releases were written, and over 20,000 photos were taken.

The Cruise Book was a large undertaking. A publisher was contacted early on, prior to leaving CONUS. The Cruise Book ended up to be about 200 pages long. Over 500 copies were ordered. A DVD was also included with the book that included more photos and videos that were put together by the PAO staff documenting the entire tour.

The Friends and Family website was updated frequently with pictures, press releases, a monthly letter, 'The Busy Bee', to the families, which informed the families to a degree of what the Seabees were working on and how the morale was, as well as photo posters.

The following accomplishments were made to the public:

- Six Monthly Newsletters
- Over twenty-five articles published
- Sixteen video shout-outs
- Four photo flyers
- Articles published in the Seabee Magazine, Seabee Courier, Lighthouse, and Reserve Force CMDCM Newsletter
- Articles published on more than thirty-five websites



APPENDIX A – LESSONS LEARNED

Pre-Mobilization & Initial Mobilization

1. **Item: Order funding for Pre-deployment Family Readiness Events.**

Recommendation:

Battalions should hold a Pre-deployment Conference and Family Readiness Day. Additionally, paid-order funding should be set aside to allow service members and their families to attend drill for these pre-deployment events. We had many families that could not afford to travel with the member on drill weekends.

Discussion:

NMCB 24 held both a Pre-deployment Conference and a Family Readiness Day, with Mike Abare, NMPS Port Hueneme's Mobilization Manager and the Regional Tri-Care Representative visiting to make several presentations. The Pre-deployment OMBUDSMAN briefs were a huge plus. Family readiness checklists and lectures were also outstanding.

2. **Item: Pre-Deployment Meetings.**

Recommendation:

Monthly pre-deployment meetings should be held between the NOSC staff and the detachment staff.

Discussion:

Monthly pre-deployment meetings were held at some of the NOSCs between the NOSC staff and the detachment staff. This was very beneficial and assisted with a smooth transition from reserve to active status.

3. **Item: Early NOSC Check-In.**

Recommendation:

A directive and notification from the battalion to the NOSC early on about early NOSC check-ins, i.e., leaving two days prior to NMPS check-in should be provided.

Discussion:

Leaving for NMPS the day before and the report date of NMPS check-in should not be allowed.

4. **Item: Command Element & S4 Visit.**

Recommendation:

The battalion Command Element and S4 should make a site visit to NMPS about four to six months before mobilization.

Discussion:

Having the battalion Command Element and S4 visit NMPS about four to six months before mobilization was very beneficial. It allowed the command to prepare for the assets/office space available and determine what needed to be brought/purchased for use in Port Hueneme. It also allows key personnel to meet the people (personnel from 31st SRG) with whom they will be working.

5. **Item: Pre-Mobilization Key Staff Site Visit.**

Recommendation:

Key staff members need to travel to the homeport site 30 to 60 days in advance from AP reporting date. The duration should be for one week.

Discussion:

This would give those members the required time to familiarize themselves with the personnel and the process involved during mobilization. This would result in the BN not having to "learn as we go" during the MOB process.

6. **Item: Command Element and Key Staff Mobilization.**

Recommendation:

A small group, including Command Element and key staff (ten or fewer), should mobilize a week before the Advance Party.

Discussion:

This allows these key personnel to complete their check in process and assist with other logistical issues (such as setting up office space and developing relationships with key personnel on base).

7. **Item: Consistent NOSC Check-Out Lists.**

Recommendation:

NOSC check-out lists should be the same for each NOSC and should be provided to the command.

Discussion:

NOSC check-out lists varied from NOSC to NOSC.

8. **Item: AT Pay Issue.**

Recommendation:

Battalions should limit AT/ADT performed within a month of mobilization.

Discussion:

Members that perform AT/ADT within a month of being activated may have difficulty being paid for the AT once mobilized. This is due to computer and pay processing glitches and not due to human error.

9. **Item: Evaluations.**

Recommendation:

Additional attention should be paid to ensure that members have time to draft their evaluation inputs prior to mobilization if their evaluations are due during mobilization time period.

Discussion:

With the increased op-tempo of the pre-deployment training and deployment, each members needs to take care of personal issues prior to mobilization. Some members were not ready to submit evaluation inputs prior to or around the mobilization time.

10. **Item: NOSC Staff – NMPS Familiarization.**

Recommendation:

Have the mobilization petty officers at the NOSC level sit through a processing cycle at an NMPS site.

Discussion:

There seems to be a misunderstanding at the NOSC level concerning what is required during the NMPS process. This is probably due to the fact that most NOSC personnel are active duty and have not been through a reserve mobilization process. This would help personnel on both ends. The NOSC personnel would understand the process and the NMPS personnel could learn about problems that the NOSC may have during the process as well. **Note: PERS4G, CAPT Geisaka, is addressing the medical issues with all Navy Reserve Regions. They are working on educating the NOSCs on the NMPS requirements and process, and working on consistency of medical checklists.**

11. **Item: Screening the BNR for Personnel - Personal Issues.**

Recommendation:

Battalions should screen the BNR early for personnel that knowingly have personal, family or medical issues that would prevent them from deploying.

Discussion:

NMCB 24's Khaki Community had a meeting and discussed the BNR. At this meeting they scrubbed several personnel that may have had personal issues that would become an issue on the deployment. This was very beneficial to unit readiness.

12. **Item: Deployment Awards Instruction.**

Recommendation:

All deploying battalions should have a Deployment Awards Instruction.

Discussion:

Clear guidance needs to be delineated on the number and criteria of all anticipated deployment awards.

Transportation

13. **Item: Transportation from Airport.**

Recommendation:

NOSCs should provide the battalions earlier access to flight itineraries in order for the battalions to effectively arrange for organic transportation for more of their service members. In addition, it would be beneficial if members could arrive at Port Hueneme at least 24 hours prior to their report date.

Discussion:

The battalion wanted to pick up as many personnel as possible at the airport so members would not have to pay the high transportation costs to get to Port Hueneme (\$65.00 for a shuttle). This would save the Navy money due to the reduced travel claim payout. Many personnel did call the battalion at the time of their arrival (or prior to their arrival) at the airport to ask for transportation. Because the battalion did not know their arrival time, many of them had to wait for hours at the USO until organic battalion transportation arrived. Many of our personnel arrived here during the night prior to their report date. This is very strenuous on the members and they were not as focused as they should have been during their first day of check-in.

14. **Item: Pre-Deployment Transportation.**

Recommendation:

Battalions need to consider sending 20-25 non-deployable personnel either on a staggered schedule or for the duration of the pre-deployment training period.

Discussion:

These members would handle all transportation and other logistic issues. Utilizing service members who are going forward for these purposes drastically impacts training and other functions.

15. **Item: NMPS and Pre-Deployment Transportation.**

Recommendation:

More consideration should be given in regards to the scheduling of vehicles. Assigning a person to have control over all keys to the assigned vehicles, coordinating with the drivers based on schedule, time and distance to berthing areas, training, logistics points, etc. would be beneficial. Additionally, assigning a vehicle to be used solely to transport members to Supply (at least during working hours) would be beneficial. In addition, 31SRG providing more rental vehicles during the check-in process would be beneficial.

Discussion:

Several vehicles were provided to the battalion for use during the check-in process. These vehicles were also made available for transportation to schools in January, as well as for the transportation of Main Body personnel during their check-in process. These vehicles have been a great asset to the battalion. However, there were some personnel flow, schedule and timing/delay issues.

Pre-Deployment NMPS

16. **Item: Cell phone roster for all Khaki.**

Recommendation:

Upon initial mobilization at NMPS, battalions should provide NMPS a detailed cell phone list of all Khaki personnel.

Discussion:

There were numerous instances where NMPS needed to contact certain Khaki personnel, and did not have their cell phone information. They would either have to wait or contact the Command Element to make that connection.

17. **Item: Computer Assets.**

Recommendation:

NMPS should consider adding additional wireless routers.

Discussion:

There are approximately 24 NMCI computers in Building 267 and nine in Building 41. In addition to this, there are around ten DOD non-NMCI computers in the TV room. There are also wireless routers throughout the building for computer personal use. The fact that the computers and routers are here are a big boost to morale. However, the wireless routers are easily overwhelmed by the number of computers attempting to get a signal. One of our major white space training evolutions is 3M training on NKO, and it is difficult for all battalion personnel to complete the training due to this. Note: there were also computer labs at Building 1250 and NOSC Port Hueneme on base.

18. **Item: Pay.**

Recommendation:

Battalion should try to deploy as many members as possible during the very last days of a given month. If this is done, NMPS/PAPA Det should have the time to process the pay in order to be paid on mid-month payday.

Discussion:

The process of checking in at NMPS is as smooth as can be expected. However, a few members have to go almost a month before getting their first paycheck. Some of reasons for these pay issues were created by incorrect enlistment contracts, expired EAOS, and balances due from prior active orders expenses. As another example, the NOSC did not liquidate a member's IDTT orders prior to him reporting to the NMPS. Once the member's RC pay account was closed out and an AC account was established, member IDTT pay will not be received until his RC pay account is reestablished. This is especially troublesome for junior members. If members arrive and begin processing any time after the third or fourth day of the month, they normally do not get paid until the end of that month. This was very difficult to alleviate, and complicated by the Christmas holiday.

19. **Item: Basic Combat Skills Training.**

Recommendation:

Seabee Readiness Group should provide the Classroom Reference Manuals to the battalion personnel, to be distributed to members, prior to mobilization.

Discussion:

The training schedule for Basic Combat Skills I (940.1) has been accelerated from a normal five-day session to a three-day session. This is to facilitate the training of the large number of command members that are mobilized in a short time. By implementing the above recommendation, the detrimental effects of the shorter training time could be minimized.

20. **Item: Off-Base Training and Travel.**

Recommendation:

Battalions need to identify and request additional cost of war (COW) funding to send members to off-base training prior to mobilization.

Discussion:

Mobilizing members need certain training and travel that is not available at NBVC. Examples: PDSS, Anti-Terrorism Officer, Security Manager, C2PC, CPOF, 3M Coordinator, Water Well, SNAP II, Legal Officer, CBOPS, Laser Safety Officer, ADAMS, etc. There was considerable coordination involved in getting all of this training funded and DTS orders cut. It would have been streamlined if all of the off-base training would have been identified and funding was requested in advance of mobilization. Battalions should look at previous battalions historical funding requirements for off-base training and travel. NMCB 24 COW funding requirements were approximately \$75,000.

21. **Item: Uniform Regulations.**

Recommendation:

Members, especially those who have not served on active duty, should be encouraged to review current uniform regulations and these standards should be enforced by the chain of command.

Discussion:

Reservists usually do not get the same training/experience as their active duty counterparts in proper uniform wear.

22. **Item: De-Mobilization of Key Personnel
(Eliminating Single Points of Failure).**

Recommendation:

Regiments/battalions should develop a pool of key position officers and chiefs available and willing to mobilize in the event of a demobilization of an officer or chief in a key position. (Eliminating Single Points of Failure).

Discussion:

During the NMPS check-in process, members are routinely de-mobilized and sent home, usually due to a medical condition. This can create enormous challenges for a Battalion if key members are de-mobilized during this process.

23. **Item: Quarterdeck Watch.**

Recommendation:

Battalions should consider issuing AT/ADT orders (to non-OCONUS deployable personnel) for 15-30 days to stand watches; it would remove some of the burden placed on the advanced party personnel.

Discussion:

Upon arrival, battalion personnel had to immediately assume quarterdeck watch at the NMPS Building 267. This sometimes created a conflict when personnel had to report to briefings/check-in sites.

24. **Item: Advance Party Company Personnel.**

Recommendation:

Battalions should look at the possibility of having at least one officer and two chiefs on the Advance Party from each company. In addition, two to three E-5s and E-6s on the AP would be beneficial.

Discussion:

This would give each company enough personnel to run the company while the other company members complete the check-in process. During Main Body check-in, the arriving CPOs and E-6s were assisting as much as they could. However, it is very difficult for them to do this due to their check-in schedules.

25. **Item: Recall List.**

Recommendation:

Battalions should keep and maintain an updated recall bill during the BNR development and mobilization process. Recall lists should be updated more frequently and provided to all MOB Managers at the NOSC as well as ADMIN/Manpower.

Discussion:

It is essential that the mobilization managers have updated recall bills so that they can stay in contact with their personnel. Keeping these lists as updated as possible is very beneficial and allows for a smoother mobilization.

26. **Item: Government Travel Credit Cards.**

Recommendation:

Ensure all members have a GTCC or have applied for a GTCC prior to their mobilization report date.

Discussion:

This was problematic, as some members needed GTCC for Active duty travel involving DTS orders.

Medical & Dental

27. **Item: Training and Educating NOSC Medical Staff.**

Recommendation:

1st NCD Medical Representatives and Regional Mobilization Officers should consider training and educating NOSC Medical Staff on NCF NMPS requirements and procedures.

Discussion:

If NOSC Medical Staff were educated on NCF NMPS requirements at Gulfport and Port Hueneme, they could be more effective in screening and remediating members' mobilization medical issues.

28. **Item: Medical Records.**

Recommendation:

Service members should make sure that all medical tests are updated and in their medical records and that this happens prior to leaving their NOSCs.

Discussion:

Since individual service members are ultimately responsible for the accuracy of their medical records, they should make sure that all medical tests are updated and in their medical records and ensure this happens prior to leaving their NOSCs. Members have TRICARE benefits available 90 days prior to mobilization. NOSC Medical rep is responsible for informing and assisting each mobilizing member with this entitlement. The key to this is that member updates their DEERS profiles at their NOSCs to reflect mobilization 90 days in advance of mobilizing and publish the 1-800 numbers and Local Tricare Representative information for members' use.

29. **Item: Pre-Screening Medical Records by AC RSS Medical Staff**

Recommendation:

Battalion's need their active duty Medical Staff to prescreen medical records at the NOSCs.

Discussion:

Prescreening medical records by the active duty RSS staff Corpsermen three months prior to the NOCS reporting date was effective for identifying dental Class III and IV personnel proactively. This allowed for adequate time to fix these problems and allow mobilization of many members who would otherwise have been ineligible.

30. **Item: Dental Class Evaluation Issues.**

Recommendation:

NOSCs need to verify and confirm member's Dental Class prior to mobilization.

Discussion:

There were members that the NOSC Dental reviewed and certified as Dental Class I and II, that once the member arrived at Port Hueneme, were actually evaluated as Dental Class III & IV.

31. **Item: Dental Officer AT/ADT Support at the NMPS Site.**

Recommendation:

Battalions not only need to pre-screen dental records, but they also need to communicate Dental Officer support needs at the NMPS site to 1NCD Force Medical.

Discussion:

Communication of needs with the 1NCD Force Dental Officer resulted in the creative solution of mobilizing reserve dentists on AT assigned to Port Hueneme to perform dental repairs which would otherwise have been impossible. This allowed the maximum number of members to go forward. This was a great initiative on the part of 1NCD Dental, Captain Evans to send LCDR David Allen on AT to Port Hueneme in support of NMCB 24s mobilization. NMCB 24 benefited greatly from this and resulted in only (1) one Dental Demobilization.

32. **Item: Instructor Certification of Corpsman.**

Recommendation:

Instructor certification among the Hospital Corpsmen should be maintained at the maximal level to ensure the capacity to train large numbers of CLS certified personnel prior to FTXs and mobilizations.

Discussion:

Early and proactive in-house CLS training resulted in the attainment of a qualification rate of 200% of the battalion requirement. Instructor certification among the Hospital Corpsmen should be maintained at the maximal level to ensure the capacity to train large numbers of CLS certified personnel prior to FTXs and mobilizations.

33. **Item: Civilian Medical Records.**

Recommendation:

ALL civilian medical documentation to be copied into the military medical record needs to be passed by the detachment OICs to the deckplate throughout the year, perhaps on a quarterly basis. It should be accompanied by a reminder of the penalties for misrepresenting one's health status (including omitting medical information in the record) which includes separation and referral for a JAG investigation.

Discussion:

Despite the proactive nature of medical record screening, many members did not have documentation of civilian workups for disqualifying conditions in their records. This complicated the processing of members, and resulted in the demobilization of a few at the NMPS.

34. **Item: Pre-Deployment Medical Checklists.**

Recommendation:

NMPS should develop a standard medical checklist and distribute it to the NOSC's so that service members' appropriate medical issues could be accurately addressed before leaving the NOSC.

Discussion:

It was noted that the NOSC's apparently received different versions of the ECRC checklist, leading to confusion regarding what bloodwork and testing was required. In addition, the standards for disqualification for mobilization apparently were not clearly communicated to the NOSC staff, resulting in many members ultimately demobilizing at NMPS. This problem has been recognized by BUPERS and is being addressed in a revised document clarifying these standards. Note: The Navy Surgeon General, ECRC and PERS 95 are indicating a new checklist is forthcoming.

35. **Item: NOSC Medical and Administration Coordination.**

Recommendation:

Coordination with the NOSC Medical and Admin Departments is essential. The detachments should ensure the IMR reports reflect the RUAD. The battalion's detachments could have a one-day medical readiness stand-down with mobilizing members to help alleviate IMR/MAS code issues.

Discussion:

Admin/manpower may not reflect the proper MAS codes per medical, which caused issues throughout the Detachments. We need to ensure the IMR reports reflect what the RUAD shows. Admin/manpower may not reflect the proper MAS codes per medical, which caused issues throughout the Detachments.

36. **Items: PHA's and EDHA's.**

Recommendation:

Members need to have PHA's and EDHA's completed very early in the process, but no sooner than 60 days prior to mobilization.

Item: Discussion:

Detachments and their personnel should not wait until departure time almost to run these evaluations. MOD 9 mandates PHA's but must be completed within a six-month period; EDHAs need to be completed within a 60-day period.

37. **Item: Small Arms Waiver Process.**

Recommendation:

Battalion members should be identified if having any issues requiring small arms waiver early on. Battalion Corpsman should be able to detect this at the SF93 screening or PHA and review of the medical record performed at the NOSC within six months of reporting to NMPS and review of their medical record. Battalion active duty medical staff performing additional pre-screening should familiarize themselves with the standards, specifically looking for histories of psychiatric diagnosis and treatment, and consult the Battalion Medical Officer when potential small arms waiver candidates are identified. Additionally, a communication mechanism for tracking the status of such waivers from regiment through division and back should be established, such as email notification of receipt and signature release of waiver correspondence to all concerned parties.

Discussion:

Inadequate scrutiny of the records at the NOSC level resulted in a few members receiving mobilization orders before the small arms waiver process was initiated, due to failure to recognize that the member was on a psychotropic medication, despite documentation of this in the record. Lack of familiarity with the standards for mobilization and small arms waiver processing appears to be a problem at the NOSC level. The process is delineated in the Mod-9 to the USCENTCOM Individual Protection and Individual/ Unit Deployment Policy (September 2008). All NOSC's processing reservists should be thoroughly familiar with this document. Corpsmen at the NOSC should be familiar with the above mobilization standards or consult the CENTCOM Surgeon when unsure, as noted in the policy. In at least one case, a member was counseled at the NOSC to stop his medication so that he could deploy; this resulted in his demobilization at NMPS. Had the member remained on the medication, he would have been eligible for a waiver. Small arms waiver request routing was initiated from the command, to the regiment and on to division, in accordance with the existing guidelines. Attempts to determine status led to phone calls to division perceived as skirting the chain of command. The Mod-9 to the Individual Protection and Individual/ Unit Deployment Policy gives an email and DSN address to

contact the CENTCOM Surgeon, but no commercial phone number. The latter should be included, as most physicians mobilizing reservists are civilians making calls from non-DOD phones.

38. **Item: Physical training injury.**

Recommendation:

Closer supervision of the members during PT is advised, including an assessment of physical capabilities, technique in performance of exercise, warm-up and cool-down. Members should be encouraged to initiate a personal fitness program several months in advance of mobilization.

Discussion:

In the homeport phase of deployment an inordinate number of musculoskeletal injuries related to sport or PT activities was observed, especially on the CSE teams. Counseling of PT leaders by the Medical Department regarding types of activities and supervision mitigated the occurrence of additional injuries.

39. **Item: Early Mobilization.**

Recommendation:

Ensure the Medical Chief or Medical Officer is mobilized with the advance party. IDCs and Medical / Dental officers should apply for clinical privileges two weeks prior to arrival for duty to facilitate care and processing of personnel. On redeployment, the Medical Officer and Medical Chief should be sent with the advance party, but retained on active duty in homeport until all remaining members have demobilized, in order to ensure follow-up and assist with referral for further care.

Discussion:

The Medical Chief was mobilized early and maintained close contact with the Medical Officer regarding all issues. This was essential to effectively optimizing the readiness of mobilized reservists, assisting the Branch Medical Clinic with their care, and assuring follow-through with appointments and consultation.

40. **Item: Care coordination and record-keeping**

Recommendation:

The Medical and Dental officer should immediately obtain CSH-based clinical privileges, interface with their Army medical counterparts, and maintain close personal relationships to foster optimal communication.

Discussion:

The rapid turnover of the 345th and 47th CSH with new personnel posed challenges for assuring continuity in consultation. Maintaining a close liaison with the hospital, including regular attendance of CME events, participating in Army medical training and participation as a credentialed provider was essential to our success.

41. **Item: Tracking of MEDEVACs to CONUS.**

Recommendation:

Papa Det needs to be immediately notified of the movement of a member out of theater, preferably before the member has left for CONUS, in order to arrange for orders. Contact information for a Navy/Marine Corps liaison should be provided to Papa Det at the onset of deployment to provide updates, and the Medical Officer should be copied on all emails regarding movement or status of members. MTFs which make arrangements to transfer a patient to another facility should provide the liaison office with a specific name and number of a POC who is receiving that patient for care. Papa Det should notify the member's NOSC in writing that the member has demobilized and specifically needs medical follow-up.

Discussion:

Medical tracking of personnel evacuated to CONUS. This was a very difficult task due to the fact that members needed to flow through an Army/ Air Force MEDEVAC system on to CONUS. In a couple of cases, MEDEVAC orders were delayed, with the result of members having no viable orders for 48 to 72 hours.

42. **Item: Corpsman training.**

Recommendation: Training on basic medical skills must be made a priority of the NOSC medical departments and currency of basic rate-specific certifications must be assured by NOSC CO's. 1 NCD should develop a training program in TMPS for export across the NECC to assure these skills are maintained in deploying officer and enlisted providers.

Discussion: Corpsman training. None of the Corpsmen were trained on the TMPS electronic medical record system prior to arrival in theater. While the goals of training were accomplished, the process of patient care would have been much smoother if the training had occurred in homeport. Several Corpsmen had expired BLS cards. A few Corpsmen required intense remediation of basic medical assessment skills, the result of disuse.

43. **Item: Dental Care.**

Recommendation: Staffing considerations should include the provision of dental-trained Corpsmen to provide support for the dentist. Ensuring an adequate mobile dental kit is essential if multiple FOB visits by the dentist are foreseen.

Discussion: Dental care. Adequate dental support was available in the Thompson Clinic to meet mission requirements, but staffing had to be supplied from the BAS Corpsmen pool. Had mission requirements included coverage of multiple FOBS and required the mobility of the dentist, equipment and staff deficiencies would have had a significant impact on mission completion.

Pre-Deployment Training

44. **Item: Training Plan for Late Arriving Personnel**

Recommendation:

Ensure the battalion and the SRG have a training plan in place, especially the core basics, i.e. SRT, for late-arriving personnel that are unavoidable due to the drawn-out BNR and mobilization process.

Discussion:

Both the battalion and the SRG seemed to have to go to great lengths to develop and implement training schedules for late-arriving personnel. AP/CSE and Main Body One and Two all were on the ground at NMPS by the 2nd week in January. However, the battalion was still receiving personnel mobilizing through NMPS up to the 1st of April.

45. **Item: FEP.**

Recommendation:

Consideration should be given to conducting the FEP during the middle of the mobilization process vice at the end of it.

Discussion:

Members felt that a FEP should be conducted and that it was a valuable training experience. However, consideration should be given to conducting the FEP during the middle of the mobilization process, vice during the end of it. This would give us time to learn from our mistakes and then spend more time preparing for the deployment.

46. **Item: FEP / CPXs.**

Recommendation:

More emphasis should be placed on review of TACSOP and OPORDER as it relates to the Company Commanders. CPXs were executed just focusing on the COC, not the companies on the line. It should be extended to have full functional company CPs. Make sure that the CP boards as shown in the TACSOP are brought and used effectively. More effort needs to be placed on planning contingencies for possible changes in the plan for major evolutions such as FEP; when the plan has a deviation, it delayed and caused major problems.

Discussion:

If we had identified the critical items, and how to deal with the lack of them, we may have been able to eliminate some of the confusion.

47. **Item: SRG Provided SME for Key Departments.**

Recommendation:

The SRG should provide one dedicated-member who is a SME for each of the key departments (Alfa, Training, NMPS, etc). Note: NMPS' SME's are Mike Abare and Dave Crowell. These other members would function in a liaison capacity and should be assigned to the BN for the duration of the homeport.

Discussion:

This could help make the overall process more efficient and should lessen the drain on the mobilizing BN for supporting resources.

48. **Item: FEP – RDE & RFT Certification Process.**

Recommendation:

Ensure the SRG, the ADCON NCR, and the OPCON NCR are all well coordinated about reporting requirements in theater, and have come to a consensus as to the Final Evaluation Problem, the Ready to Deploy / Ready for Tasking Certification Process, and documentation procedures.

Discussion:

The certification process was actually developed via phone conference/VTC meetings involving input from the deploying battalion, the SRG, and the OPCON NCR during the pre-deployment period. It would have been better to have a clear-cut Letter of Instruction to outline the entire process including FEP.

Safety

49. **Item: Safety Devices.**

Recommendation:

Confirm with out-going Safety Officer that tool kits have safety devices in them. Get them reordered if incomplete or worn/damaged.

Discussion:

Safety Petty Officers will ensure that this is a priority on project turnovers in theatre.

50. **Item: Project Safety Coordination.**

Recommendation:

Safety needs to coordinate with operations on upcoming projects in-theatre in the planning stages.

Discussion:

This will allow for any special safety items to be included on the Bill of Materials.

51.

Item: Battalion-Identified Safety Personnel Training.

Recommendation:

Battalion Training Departments, the Operations Department and Company Commanders need to identify Project Safety Petty Officers prior to pre-deployment training to avoid just filling seats with any Seabee that may not serve in the Safety Petty Officer role.

Discussion:

Establish Safety Department relationships early in mobilization with 20th / 31st SRGs. Battalion identified Safety Personnel who will be filling Safety Representative positions need to take as many safety classes as available.

52. **Item: Qualified NEC 6021 Safety Assistant.**

Recommendation:

Have a qualified NEC 6021 for an assistant, E-6 minimum.

Discussion:

Battalion deployments with multiple sites will require more than just one qualified 6021 NEC for adequate safety coverage.

Supply and Logistics

53. **Item: BOQ Berthing Arrangements.**

Recommendation:

Book BOQ rooms at least 30 days past expected deployment dates to account for movement date shifts.

Discussion:

We had many members move from the BOQ to hotels prior to deployment (34 members) for approximately three additional days. The BOQ could not extend any of them due to other bookings. Extended dates would have prevented this problem.

54. **Item: White Hard Hats.**

Recommendation:

All Chiefs and Officers should bring their issued white hard hats to mobilization.

Discussion:

This was due to the limited availability of funds for this item.

55. **Item: Uniforms.**

Recommendation:

Order DUU's/boots as early as possible, and monitor progress of shipments, specifically as soon as members pass NMPS. Cut-off dates should be utilized to know when to go to Plan B (another vendor) without jeopardizing deployment dates.

Discussion:

DUU 's were being issued to personnel up until the actual embark dates due to several reasons, including suppliers and availability, as well as date of order.

56. **Item: Taking possession of Building 267.**

Recommendation:

Ensure all equipment signed for has serial numbers and is inventoried and documented.

Discussion:

We had three X-Box hard drives that disappeared. NMPS did not have the serial numbers documented and we had to purchase three to replace them.

57. **Item: Heeding Advice of the SRG on Logistics Issues.**

Recommendation:

Battalion Supply personnel should heed advice from SRG SMEs on logistics issues.

Discussion:

R71 advised the Supply Department to only request two MREs per Seabee, per day, for the FEP evolution. From historical experiences this calculation was used as the MRE consumption / turn-in rate was realistic. The Supply department insisted on requesting three MREs per Seabee per day. As a result, after the FEP, 7.5 Pallets of MREs were turned back in to the SRG, approximately 300 Cases or 3,600 MREs. The SRG had to request additional COW funding in the amount of \$36,000 to fund this MRE plus-up. Fortunately, the MREs will be used by battalions in future evolutions.

Intelligence

58. **Item: Mobilization of Intelligence Specialists.**

Recommendation:

In the future, the Intelligence personnel must be mobilized earlier, and it should be coordinated with Intelligence-specific training to ensure that they are as skilled as possible before deploying.

Discussion:

The Intelligence Specialists for NMCB 24 were mobilized only about five weeks before departure. To meet minimum deployment certifications, they required three weeks of basic training. With less than two weeks remaining, it was not possible to get them any formal Intelligence-specific training.

59. **Item: Intelligence Representative on PDSS.**

Recommendation:

In the future, Intel should be represented on the PDSS to develop the necessary contacts within the intelligence community prior to deployment.

Discussion:

Having those contacts will increase information flow to the battalion prior to the deployment. This will allow the battalion to train their personnel more appropriately for the constantly-evolving situation.

60. **Item: SRG R2 Department to Support Deploying Units.**

Recommendation:

The SRG require a R2 Department to support training and deploying units.

Discussion:

Throughout the training and workup cycle, the NMCB 24 Intelligence Department relied on personal relationships with Intelligence personnel for assistance in completing mission-essential tasks. Those relationships were entirely dependent on the personnel in the battalion, and whom they had known from previous interactions. If those connections had not been in place, the SRG was not prepared to support the Intelligence Department with its training and mission.

61. **Item: Secure SIPR Location to Work.**

Recommendation:

In the future, every deploying battalion should have control over a secure facility to use as they see fit for training and mission execution.

Discussion:

An essential part of conducting Intelligence Operations is having a secure (i.e. SIPR) location to work. NMCB 24 did not have a secure space that they controlled. As a result, we had to rely on availability, priorities, and clearances as defined by other units to gain access to the facilities needed for training and mission preparation. During the work-up period, working extended hours, weekends, and holidays are standard, but when the battalion is relying on a unit who is not doing work-ups, problems are encountered.

EMBARK

62. **Item: Shipment of Personal Goods.**

Recommendation:

Battalions need to accurately provide FFSC numbers of personnel shipping personal goods.

Discussion:

AP/CSE missed having several personnel fill out their 1299 forms when the Papa Det handed them out two weeks before the pack-out date, and consequently Allied was required to spend more time to process the paperwork and execute the pack-out. The Main Body has placed a sign-up sheet on the quarterdeck five days before the pack-out and the companies collected the 1299s; this seemed to work more effectively and consequently was more efficient for all.

63. **Item: Bag-Drag out of Building 267.**

Recommendation:

Battalions need to execute their Bag-Drag out of the Lounge area on the south end of Building 267.

Discussion:

Personnel do not have to move their bags as far, inclement weather is not an issue, and there is enough room and better control and accountability over personnel versus executing the Bag-Drag on the grinder.

64. **Item: Taking Advantage of Movement Opportunities.**

Recommendation:

Units must take advantage of movement opportunities. Movement requests require at a minimum of 72 hours of de-confliction once submitted.

Discussion:

During the de-confliction process the requests receive a priority for movement. Hesitation leads to lost opportunities, as most units receive the same priorities.

65. **Item: Familiarity with Battalion Operations.**

Recommendation:

UMCC staff must be familiar with battalion operations.

Discussion:

Higher and adjacent commands question battalion movements and off-camp projects for implications to other unit operations.

66. **Item: Networking Recommendation.**

Staff must be willing to contact and develop working relationships with other units.

Discussion: Relationships with other units can foster embark solutions.

CLASS IV YARD

67. **Item: MHE/WHE Licenses.**

Recommendation: Identify the personnel who are going to be assigned to the Class IV Yard, and have them trained and licensed to operate the equipment they will be using before they deploy to theater.

Discussion: Personnel were assigned to the Class IV Yard after arriving in theater, and were not adequately prepared to operate MHE/WHE equipment.

68. **Item: MHE/WHE Equipment Assignment and Construction Mechanic.**

Recommendation: Assign enough dedicated MHE/WHE and a Construction Mechanic to handle the Class IV Yard operations.

Discussion: If the Class IV Yard is going to be busy using MHE, have reliable equipment assigned to the yard. Also, there needs to be CMs assigned to the yard to service the equipment.

69. **Item: Assignment of Rates at the Class IV Yard.**

Recommendation: Depending the size of the yard and the material, there should be at least an experienced PO1 from the BU, CE, SW and UT ratings. There should also be at least one SK1 to process all the required paperwork related to the yard.

Discussion: It was a challenge have the correct rating-mix for certain Class IV Yard tasking as well as support and administrative issues.

70. **Item: Seaworthy Containers at the Class IV Yard:**

Recommendation: If the Class IV Yard has to ship material in seaworthy containers, they should identify staff members to be trained and certified so they can certify ISO Containers as seaworthy, and have these members work in the Class IV Yard. There should also be a team of SWs identified to repair ISO Containers, and sent to the required training and be available to work in the Class IV Yard.

Discussion: There were not adequate seaworthy ISO Containers, nor the personnel trained to repair and/or certify the containers as seaworthy.

ADCON NCR Perspective

71. **Item: Transfer of OPCON.**

Recommendation:

Transfer OPCON of NMCB to gaining SRG at NMPS at the beginning of pre-deployment Training.

Discussion:

NMCB 24 began their mobilization process on 2 December 2008. 31st SRG did not gain OPCON over NMCB 24 until 5 January 2009.

72. **Item: ADCON/OPCON SORTS Reporting.**

Recommendation:

Identify those ADCON duties that should be included in the FRAGO directing OPCON Chop (SORTS reporting).

Discussion:

This was excluded from the FRAGO directing OPCON Chop, i.e. transferring NCR partners with gaining SRG and NCR on SORTS data collection,

analysis, and reporting, but SRG has lead. SORTS reporting responsibility should shift to gaining NCR at OPCON transfer (end of pre-deployment).

73. **Item: Gaining NCR OPORDER/ADORDER**

Recommendation:

Gaining regiment should provide OPORDER/ADORDER along with specific Commander's Intent for pre-deployment training less than 90 days prior to deployment embarkation.

Discussion:

NMCB 24 did not receive the ADORDER from the gaining regiment until mid-February; however, the ADORDER was dated mid-December.

74. **Item: SORTS Report copy-to Chain prior to deployment.**

Recommendation:

120 days prior to pre-deployment, unit SORTS reporting should be copied to gaining SRG and NCR to assist in preparing pre-deployment Commander's guidance/intent and training plan.

Discussion:

The SRG and the Gaining NCR were left totally out of the SORTS loop until the battalion was already well into the pre-deployment training period. Input from the SRG or the Gaining NCR was received too late in the process for the battalion to effectively respond to it.

APPENDIX C – COMMENDATORY CORRESPONDENCE



UNITED STATES MARINE CORPS

MARINE WING SUPPORT SQUADRON 271 (REIN)
MARINE AIR CONTROL GROUP 28 (REIN)
2D MARINE AIRCRAFT WING (FWD)
UNIT 78022
FPO AE 09509-8022

IN 4214 SERIES 7
1650
CO
3 Aug 09

From: Commanding Officer, Marine Wing Support Squadron 271
(Reinforced)
To: EACS(SCW) William R. Morrison, USN, XXX-XX-2986
Subj: LETTER OF APPRECIATION

1. It is with great pleasure that I have this opportunity to recognize your efforts for your technical assistance as the Project Team Leader in accurately calculating distances from the Air Traffic Control (ATC) Tower to identify surface and tower visibility markers for Al Asad Air Base.

2. Your knowledge, expertise, and enthusiasm were key factors in the successful execution of this process. As a result of your efforts, the Marines of the Mission Essential Meteorological and Oceanographic Center (METOC) section were provided with much needed and updated visibility markers that are used to accurately call visibility for Al Asad Air Base. Also, your efforts have increased the safety of flight for all 2d Marine Aircraft Wing (Forward) assets and transient aircrews.

3. Your efforts greatly contributed to the success of the METOC Section of Marine Wing Support Squadron 271 (Reinforced) and did not go unnoticed. Your dedication and enthusiasm is a positive example to all of the Sailors around you. Thank you and Semper Paratus!


P. D. BAKER



UNITED STATES MARINE CORPS

MARINE WING SUPPORT SQUADRON 271 (REIN)
MARINE AIR CONTROL GROUP 28 (REIN)
2D MARINE AIRCRAFT WING (FWD)
UNIT 78022
FPO AE 09509-8022

IN REPLY REFER TO:
1650
CO
3 Aug 09

From: Commanding Officer, Marine Wing Support Squadron 271
(Reinforced)
To: EA3 James N. Fountain II, USN XXX-XX-8814
Subj: LETTER OF APPRECIATION

1. It is with great pleasure that I have this opportunity to recognize your efforts for your technical assistance as the Project Team Leader in accurately calculating distances from the Air Traffic Control (ATC) Tower to identify surface and tower visibility markers for Al Asad Air Base.

2. Your knowledge, expertise, and enthusiasm were key factors in the successful execution of this process. As a result of your efforts, the Marines of the Mission Essential Meteorological and Oceanographic Center (METOC) section were provided with much needed and updated visibility markers that are used to accurately call visibility for Al Asad Air Base. Also, your efforts have increased the safety of flight for all 2d Marine Aircraft Wing (Forward) assets and transient aircrews.

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P. D. BAKER



UNITED STATES MARINE CORPS

MARINE AVIATION LOGISTICS SQUADRON 26 (REIN)
MARINE AIRCRAFT GROUP 26 (REIN)
2D MARINE AIRCRAFT WING (FWD)
3 MARINE EXPEDITIONARY FORCE (FWD)
SIC 01074
FPO AE 09509-7141

IN REPLY REFER TO
1650/3
CO
11 June 09


From: Commanding Officer, Marine Aviation Logistics Squadron 26 (REIN)
To: Utilitesman Second Class Michael W. McCraw XXX XX 7613 USN

Subj: LETTER OF COMMENDATION

1. It is with great pleasure that I commend your performance and efforts while volunteering your personal time assisting the Marine Aviation Logistic Squadron 26 (REIN) Ordnance Department with the construction of a new Aviation Armament Gun Repair Work Center.

2. As part of the continuing retrograde and redeployment effort, the Ordnance Department is deconstructing its Mobile Maintenance Facility complex. However, the Ordnance Department retains its mission to provide continuous, uninterrupted aviation ordnance logistics support to the combat squadrons of Marine Aircraft Group 26 (REIN) aboard Al Asad Air Base as well as two Forward Operating Bases. To meet that requirement Ordnance Department Marines constructed a new Gun Repair Work Center inside an existing structure. While these Marines possessed the necessary carpentry skills to build the facility they lacked the skills of an experienced electrician to complete the project. The Fighting Seabees of Naval Mobile Construction Battalion 24 volunteered your time and skills by installing proper electrical wiring, overhead fluorescent lighting fixtures and three new air conditioning units. Your efforts were instrumental to the successful completion of the project. Your selfless service in support of MALS-26 (REIN) is sincerely appreciated. Your technical proficiency, professionalism, and dedication have had a direct, positive impact on the ability of the Ordnance Department to accomplish their mission.

3. Many thanks for a job well done and Semper Fidelis.



J. H. ADKINS JR.
LtCol USMC
Commanding



UNITED STATES MARINE CORPS

MARINE WING SUPPORT SQUADRON 271 (REIN)
MARINE AIR CONTROL GROUP 28 (REIN)
2D MARINE AIRCRAFT WING (FWD)
UNIT 78022
FPO AE 09509-8022

FM 09509 09509 09
1650
CO
3 Aug 09

From: Commanding Officer, Marine Wing Support Squadron 271
(Reinforced)
To: EACN Michael C. Meacham, USN, XXX-XX-3675
Subj: LETTER OF APPRECIATION

1. It is with great pleasure that I have this opportunity to recognize your efforts for your technical assistance as the Project Team Leader in accurately calculating distances from the Air Traffic Control (ATC) Tower to identify surface and tower visibility markers for Al Asad Air Base.

2. Your knowledge, expertise, and enthusiasm were key factors in the successful execution of this process. As a result of your efforts, the Marines of the Mission Essential Meteorological and Oceanographic Center (METOC) section were provided with much needed and updated visibility markers that are used to accurately call visibility for Al Asad Air Base. Also, your efforts have increased the safety of flight for all 2d Marine Aircraft Wing (Forward) assets and transient aircrews.

3. Your efforts greatly contributed to the success of the METOC Section of Marine Wing Support Squadron 271 (Reinforced) and did not go unnoticed. Your dedication and enthusiasm is a positive example to all of the Sailors around you. Thank you and Semper Paratus!


P. D. BAKER



UNITED STATES MARINE CORPS

MARINE WING SUPPORT SQUADRON 271 (REIN)
MARINE AIR CONTROL GROUP 28 (REIN)
2D MARINE AIRCRAFT WING (FWD)
UNIT 78022
FPO AE 09509-8022

1650
CO
3 Aug 09

From: Commanding Officer, Marine Wing Support Squadron 271
(Reinforced)
To: EA1(SCW) William E. McKenzie, USN, XXX-XX-6429
Subj: LETTER OF APPRECIATION

1. It is with great pleasure that I have this opportunity to recognize your efforts for your technical assistance as the Project Team Leader in accurately calculating distances from the Air Traffic Control (ATC) Tower to identify surface and tower visibility markers for Al Asad Air Base.

2. Your knowledge, expertise, and enthusiasm were key factors in the successful execution of this process. As a result of your efforts, the Marines of the Mission Essential Meteorological and Oceanographic Center (METOC) section were provided with much needed and updated visibility markers that are used to accurately call visibility for Al Asad Air Base. Also, your efforts have increased the safety of flight for all 2d Marine Aircraft Wing (Forward) assets and transient aircrews.

3. Your efforts greatly contributed to the success of the METOC Section of Marine Wing Support Squadron 271 (Reinforced) and did not go unnoticed. Your dedication and enthusiasm is a positive example to all of the Sailors around you. Thank you and Semper Paratus!


P. D. BAKER



UNITED STATES MARINE CORPS

MARINE WING SUPPORT SQUADRON 271 (REIN)

MARINE AIR CONTROL GROUP 28 (REIN)

2D MARINE AIRCRAFT WING (FWD)

UNIT 78022

FPO AE 09509-8022

IN REPLY, REFER TO:

1650

CO

3 Aug 09

From: Commanding Officer, Marine Wing Support Squadron 271
(Reinforced)
To: EACN Clay E. Perry, USN, XXX-XX-9872
Subj: LETTER OF APPRECIATION

1. It is with great pleasure that I have this opportunity to recognize your efforts for your technical assistance as the Project Team Leader in accurately calculating distances from the Air Traffic Control (ATC) Tower to identify surface and tower visibility markers for Al Asad Air Base.

2. Your knowledge, expertise, and enthusiasm were key factors in the successful execution of this process. As a result of your efforts, the Marines of the Mission Essential Meteorological and Oceanographic Center (METOC) section were provided with much needed and updated visibility markers that are used to accurately call visibility for Al Asad Air Base. Also, your efforts have increased the safety of flight for all 2d Marine Aircraft Wing (Forward) assets and transient aircrews.

3. Your efforts greatly contributed to the success of the METOC Section of Marine Wing Support Squadron 271 (Reinforced) and did not go unnoticed. Your dedication and enthusiasm is a positive example to all of the Sailors around you. Thank you and Semper Paratus!

A handwritten signature in black ink, appearing to read "P. D. Baker".

P. D. BAKER



UNITED STATES MARINE CORPS
REGIMENTAL COMBAT TEAM 8
II MARINE EXPEDITIONARY FORCE (FWD)
UNIT 73915
FPO AE 09509-3915

IN REPLY REFER TO:
1650
CO
20 Aug 09

From: Commanding Officer, Regimental Combat Team 8
To: Steelworker Second Class Christopher Robert
Via: Commanding Officer, Company C, Naval Mobile Construction
Battalion 24

Subj: LETTER OF APPRECIATION

1. From 3 August to 10 August 2009, you provided outstanding Seabee support to Regimental Combat Team 8 in support of Operation IRAQI FREEDOM. During this time, you supported the mission by quickly and efficiently mass producing 100 sets of our field expedient designed Gunner's Drop Top systems. This system allows vehicle turret gunner's to rapidly engage enemy threats that are within close proximity of the vehicle. Your contribution to the mission enabled the Regiment to be better equipped and prepared to respond to evolving enemy tactics, techniques, and procedures.

2. Thank you for your contributions in enhancing our ability to accomplish the mission. Your achievement and dedication to duty reflected great credit upon yourself and the Naval Mobile Construction Battalions.


J. K. LOVE
COL USMC



UNITED STATES MARINE CORPS
REGIMENTAL COMBAT TEAM 8
II MARINE EXPEDITIONARY FORCE (FWD)
UNIT 73915
FPO AE 09509-3915

IN REPLY REFER TO:
1650
CO
20 Aug 09

From: Commanding Officer, Regimental Combat Team 8
To: Steelworker Third Class Weston M. Snyder
Via: Commanding Officer, Company C, Naval Mobile Construction
Battalion 24

Subj: LETTER OF APPRECIATION

1. From 3 August to 10 August 2009, you provided outstanding Seabee support to Regimental Combat Team 8 in support of Operation IRAQI FREEDOM. During this time, you supported the mission by quickly and efficiently mass producing 100 sets of our field expedient designed Gunner's Drop Top systems. This system allows vehicle turret gunner's to rapidly engage enemy threats that are within close proximity of the vehicle. Your contribution to the mission enabled the Regiment to be better equipped and prepared to respond to evolving enemy tactics, techniques, and procedures.

2. Thank you for your contributions in enhancing our ability to accomplish the mission. Your achievement and dedication to duty reflected great credit upon yourself and the Naval Mobile Construction Battalions.


J. K. LOVE
COL USMC



UNITED STATES MARINE CORPS
REGIMENTAL COMBAT TEAM 8
II MARINE EXPEDITIONARY FORCE (FWD)
UNIT 73915
FPO AE 09509-3915

IN REPLY REFER TO:
1650
CO
20 Aug 09

From: Commanding Officer, Regimental Combat Team 8
To: Builder First Class Christopher O. Williams
Via: Commanding Officer, Company C, Naval Mobile Construction
Battalion 24

Subj: LETTER OF APPRECIATION

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UNIT 73915
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IN REPLY REFER TO:
1650
CO
20 Aug 09

From: Commanding Officer, Regimental Combat Team 8
To: Steelworker First Class William H. Johnson
Via: Commanding Officer, Company C, Naval Mobile Construction
Battalion 24

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20 Aug 09

From: Commanding Officer, Regimental Combat Team 8
To: Builder Second Class Christopher W. Beeler
Via: Commanding Officer, Company C, Naval Mobile Construction
Battalion 24

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From: Commanding Officer, Regimental Combat Team 8
To: Steelworker First Class Gregg Whitehead
Via: Commanding Officer, Company C, Naval Mobile Construction
Battalion 24

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From: Commanding Officer, Regimental Combat Team 8
To: Builder Second Class John P. Roche
Via: Commanding Officer, Company C, Naval Mobile Construction
Battalion 24

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