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SEVENTY FOUR

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Encl: (1) NMCB 74 Deployment Completion Report

1. Enclosure (1) is forwarded per reference (a).
2. Per reference (b) through (d), NMCB 74 deployed to Ar Ramadi, Iraq in support of CENTCOM from 15 OCT 2006 to 27 APR 2007. NMCB 74 deployed substantially sized Details to Guam in support of PACOM and undisclosed locations as part of Task Force Sierra to Southwest Asia in support of USSOCOM. Additional Details locations included Al Taqaddum, Iraq; Whidbey Island, San Nicolas Island and several Individual Augmentee assignments.

C. S. PRATHER

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DEPLOYMENT COMPLETION REPORT



Detail Guam



Main Body - Iraq
Ar Ramadi



Task Force Sierra – Iraq
Main Body



Detail Whidbey Island



Task Force Sierra – Iraq
Detail One



Detail San Nicolas Island



Task Force Sierra - Afghanistan
Detail Two



Iraq
Detail Al Taqaddum



Task Force Sierra
Detail X-Ray

OCTOBER 2006 – APRIL 2007

**U.S. NAVAL MOBILE CONSTRUCTION BATTALION
SEVENTY-FOUR**

“FEARLESS”

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CHAPTER I

EXECUTIVE SUMMARY



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CHAPTER I

EXECUTIVE SUMMARY

Naval Mobile Construction Battalion SEVENTY-FOUR “Fearless” deployed to Southwest Asia (SWA) and Guam on 30 September 2006 and returned to Homeport on 27 April 2007. The 2006/07 Deployment lay down plan provided for an unprecedented opportunity to demonstrate the value of the Naval Construction Force and the Seabees. The command’s ability to successfully meet mission requirements in a timely fashion, helped establish a solid “Can Do” reputation among Battle Space commanders in Iraq and Navy leadership in Guam.

The Battalion deployed to two primary mission support sites in Iraq and a third to Guam. These three main hubs included the placement of the Commanding Officer at Camp Ar Ramadi, the Operations Officer at Logistics Support Area (LSA) Anaconda, and the Executive Officer in Guam. From these locations, the Battalion supported six outlying Details. NMCB 74 maintained Details in Al Taqaddum, Camp Liberty (Area IV), Bagram, Whidbey Island, and San Nicolas Island. In January 2007, the Battalion also deployed a 40 pax Detachment to an undisclosed location within CENTCOM in support of a classified client. By the end of deployment, the Battalion had personnel assigned to three COCOMs in locations ranging from Iraq to the West Coast of the United States.

The distribution of personnel over the course of the deployment was as varied as the geographical locations to which the Battalion was assigned. The command had approximately 450 personnel engaged in combat support operations throughout Iraq and Afghanistan. Approximately 320 of these personnel were assigned to the Multi National Forces – West (MNF-W) AOR in Al Anbar, Iraq. The remaining 130 personnel along with an augment of 100 Seabees from NMCB18 formed Task Force Sierra (TFS) and were assigned to various CENTCOM locations supporting SOCOM. The PACOM support site employed the bulk of remaining personnel. Their mission focused on Commander Naval Installation (CNI) shore infrastructure projects in Guam, Whidbey Island and San Nicolas Island.

Supplemental personnel assignment requirements were substantial during this deployment. The Battalion assigned a total of 18 Seabees to external billets. These Seabees performed a wide range of functions in a diverse set of assignments. The Battalion supported four Individual Augmentee (IA) billets. A CE2 was assigned to CENTCOM Headquarters at MacDill AFB, FL. A BU1 and a BU2 were assigned to Multi-National Corps – Iraq and a BU1 to Coalition Forces Commander – Afghanistan. The command also provided one CM2 to 22 NCR FWD in Camp Moreell, one CM2 to 30 NCR in Port Hueneme, and an SK2 to the 3/30NCR Logistics Cell in Al Taqaddum. The MEF contingent also provided 2 x SW2, 1 X BU2, 1 X BU3, 1 X UT3, 1x CE3, and 1 X BUCN to the 3/30NCR Class IV yards in Al Taqaddum and Ar Ramadi. The Battalion actively supported the Coalition’s Military Transition Program through participation in the Seabee Military Transition Team initiative. The command assigned 1 x BU2, 1 x CE2, 1 x UT3, and 1 x SW3 to the teams.

Throughout the 2006/07 Deployment, the men and women of NMCB 74 provided high quality, cost effective, and strategic construction and contingency support to U.S. Central, Pacific, and Special Operations Commands in a timely manner. The “Fearless” Battalion was tested in an unprecedented way by maintaining superior Command and Control across several geographical regions. The Seabees of NMCB 74 demonstrated unparalleled levels of professionalism, tactical proficiency and interoperability. The deployment was a resounding success.

ADMINISTRATION

The SWA/Guam deployment fully tested the Battalion’s Administrative Department. Each of the primary sites was staffed with capable Personnel Specialists (PS) and Yeomen (YN). The Guam office served as the hub of command administrative activity and was co-located with the Executive Officer. The Administrative Officer (S1) was located in Ar Ramadi. The combined staffs prepared over 1,500 administrative actions.

The Personnel Division administered 343 Navy Advancement Exams for FY 2007 Testing Cycle. This resulted in 113 promotions for an overall advancement rate of 33%. 31 personnel were automatically deemed board eligible for the CPO Selection Board Cycle 194.

The Command Retention program did not miss a beat while deployed. The Battalion exceeded retention goals for 1st and 2nd Term and Career reenlistments. The Command has met all the parameters for the CNO Retention Excellence Award for FY2007.

TRAINING/READINESS

The Training Department implemented a comprehensive plan that covered physical, tactical, general military, and theater specific sustainment training. A total **4,539** mandays were earned for Training on this deployment. A strong Homeport training program yielded outstanding results in the field and proved to be critical on many occasions. Several opportunities for military training were provided on deployment and centered on the practical application of the Seabee Combat Warfare (SCW) skills program. In SWA, the Battalion effectively integrated SCWS skills into everyday operations. In Guam, the Battalion tested Staff Planning and SCWS knowledge by conducting a five day Field Exercise. Small arms weapons qualifications were held in each AOR. Weapons familiarization ranges were executed on a monthly basis in the SWA AOR. A total of **136** personnel qualified on the M16 and **71** personnel on the M9.

The Homeport Training Plan yielded a 93% Unit Attainment rating for deployment. This level of attainment was clearly a contributing factor in the ability of the Battalion to accomplish its mission in each of its AORs. The Seabee Skills Assessment (SSA) program was used to maintain skill level proficiency. It also served as the basis for developing a variety of in-rate training classes. 317 SSA interviews and 341 mandays, of Rating Skills training were accomplished.

COMMUNICATIONS

The Communications Department was successful in managing resources and operational support in two very distinct AOs. Their focus in SWA ranged from tactical operations to interior camp support. Personnel assigned to Detail Guam worked on a variety of issues that included FEX support and the repair and upgrade of the Camp Covington LAN.

Upon arrival in Ar Ramadi, it was discovered that the existing communications infrastructure was lacking and not capable of supporting tactical or day- to- day operations. Deficiencies included an inferior LAN, tactical radio inventory, both secure and non-secure telephones, and other critical modes of communication necessary to prosecute convoy and construction operations “outside of the wire.” Department personnel immediately performed an assessment and began collecting the resources necessary to get the Battalion up and functional. Utilizing resources from the TOA and leveraging assistance from adjacent units, the staff assembled a communications platform from which operations could be supported.

In Guam, the Communications team took on another set of challenges. Aside from the usual accountability and maintenance functions associated with peacetime operations, the Department had to work through a series of computer network deficiencies on Camp Covington. The staff at the Guam location did an outstanding job of working with the Camp Czar, the local NMCI staff, and NAVFAC to correct on-going connectivity problems. Additionally, they expertly supported a five-day FEX enabling increased readiness across the detail and in particular the Guam Air Detachment.

OPERATIONS

The Battalion’s Operations Department developed and implemented an aggressive execution strategy covering operations in SWA and Guam. Seabees from NMCB 74 were involved in a wide range of activities from Construction Readiness Training in Guam to Combat Support Operations in Iraq and Afghanistan. The Battalion was engaged in the support of kinetic tactical operations in Iraq for MNF-W and components of SOCOM. Supporting functions included Convoy Security Team operations, Engineering Assessment and Design, Contingency Construction, Construction Equipment Support Services and Maintenance, Logistics Support, and Camp Maintenance.

Guam operations were conducted utilizing standard Seabee peacetime standard operating procedures. The Guam team focused on Construction Readiness Training (CRT) through the tasking of two technically challenging efforts in the Laundry Facility and Orote Point Mechanic Shop projects. They focused on quality workmanship and successfully erected overhead formwork structures and related concrete placements. The Operations staff did a magnificent job of completing a baseline review of both projects including material validation, budget analysis, and constructability reviews.

Operations in SWA required ingenuity, flexibility, and vigilance. On several occasions, the men and women of “Fearless 74” found themselves working in a dynamic environment that required creativity and an ability to develop engineering solutions on the spot. From utility and life support installation at Combat Outposts to Enduring Facility design and construction

on Forward Operating Bases (FOB), the effort and accomplishments were tremendous. At every opportunity the “Fearless” Seabees proved to Battlespace Commanders and adjacent units why Seabees are in the fight. The ability to bring relevant engineering and construction skills to the field allowed tactical commanders the freedom to conduct counter-insurgency operations from remote locations. NCF construction standards and procedures made the difference in every project executed. The command reaffirmed that proper project planning, resource management, and Quality Control standards have a home in combat contingency operations. Utilizing a formalized planning and briefing protocol, the Battalion successfully completed all of their tasking in a high combat risk environment with top quality workmanship and zero serious safety mishaps.

In SWA, **48** projects were completed “outside of the wire” for a total of **8,827** mandays. NMCB 74 personnel participated in five major offensive operations in the Ar Ramadi AO. Contact with the enemy was sporadic but characterized by small arms fire (SAF), rocket propelled grenade (RPG) and indirect fire (IDF) attacks. The Convoy Security Teams (CST) safely completed 205 escort missions. They experienced three IED strikes, 16 SAF engagements, identified eight IEDs for disposal, and 18 Defensive Actions (DA).

A total of 19,688 mandays of construction were executed in the MNF-W AOR, 5,681 mandays in the Guam AOR, and 17,627 mandays in the Task Force Sierra AOR. Notable operational achievements included the completion of the runway at Al Taqaddum, 205 Convoy Escort missions, **99** Logistics Support Convoys (Rockhound) the Laundry Facility in Guam, and a set of Airfield Taxiways and Parking Aprons for SOCOM.

SUPPLY/EQUIPMENT

The “Fearless” Supply Department tackled the 2006/07 Deployment with enthusiasm and professionalism. They successfully supported 12 deployed locations throughout the PACOM, CENTCOM, and SOCOM AORs. New operational benchmarks were set for NCF logistics support at the Battalion and Regimental levels. The travel office was recognized for its efforts as the first Battalion to implement the new Defense Travel System within the NCF.

Alfa Company executed equipment support operations at each of the Battalion’s deployed locations. “Centers of Gravity” were located in Ar Ramadi, Al Taqaddum, TFS, and Guam. The A6 was located in Ar Ramadi; the A6A deployed to Guam. Activities included maintenance, heavy equipment support, cranes, logistics convoys, and quarry operations. The various crane teams conducted 1,950 crane lifts this deployment, with most of them in a high-risk combat environment. The Battalion maintained accountability and oversight of 686 pieces of Civil Engineer Support Equipment (CESE). The Battalion maintained an average availability rate of 85% at Main Body Ar Ramadi, 92% at Detail Guam, and 96% for Task Force Sierra. A complete Battalion Equipment Evaluation Program (BEEP) was completed at each deployed location.

CHAPTER II

ADMINISTRATION



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CHAPTER II

ADMINISTRATION

The NMCB 74 Administrative Department did an outstanding job supporting the Battalion across its deployed AORs. Each deployment site was staffed with capable Personnel Specialists (PS) and Yeoman (YN). The Guam office served as the center of the Administrative Department and coordinated with the other deployment sites to ensure continuity and consistency. The combined administrative staff prepared:

- 9 Joint Service Commendation Medals
- 19 Joint Service Achievement Medals
- 10 Navy Commendation Medals
- 97 Navy Achievement Medals
- 1 Army Commendation Medals
- 12 Army Achievement Medals
- 165 Flag Letters of Commendation
- 1 Purple Heart
- 8 Combat Action Ribbons
- 33 Good Conduct Medals
- 149 Seabee Combat Warfare qualifications
- 18 Seabee Combat Warfare requalifications
- 12 Fleet Marine Forces qualifications

Additionally, the staff processed:

- 19 No-Cost TAD orders
- 70 Security Clearance packages
- 12 Non-Disclosure Agreement forms
- 200 Regular/ Transfer/ Special Evaluations and Fitness reports
- 49 Transfer packages
- 100 Passport applications
- 8,700 Pay transactions
- 7 Reenlistments
- 2 Extensions were processed and completed

The Personnel Department prepared 343 exams for the 192 Navy Wide Advancement Examination Cycle. The hard work and dedication of our Seabees resulted in 113 promotions for an advancement rate of 33%. To date, 343 advancement exams have been ordered for the 194 cycle. The exams will be completed upon return to homeport in May 2007. 31 personnel were automatically deemed board eligible based upon their deployed status to CENTCOM AOR for the CPO Selection Board Cycle 194.

The Battalion exceeded Navy retention goals for 1st Term, 2nd Term and Career reenlistments. As a result, the Battalion received the Retention Excellence Award FY07 and qualified for the Retention Honor Roll for both the 1st and 2nd Quarters of FY07.

Advancements	113
Emergency Leave	5
Humanitarian Reassignments	1
MEDEVAC	11
Gains/Losses (Transfer/Separation/New Receipt)	47
Losses	48
CO's Mast	11
Awards (Excluding SCWS)	314
Reenlistments	11
Agreement to Extend	20

Table 1 – Administration Tracker



Fig. 1 – Seabee receives Seabee Combat Warfare pin.

ADVANCEMENTS

Oct-06	E1 - E3	E4	E5	E6	E7	E8	E9	Total
Time in Rate Eligible	15	84	120	57	0	0	0	276
Participated	-	84	120	57	0	0	0	261
Selected	-	53	36	8	6	8	2	103
% Selected	-	63%	30%	14%	#DIV/0!	#DIV/0!	#DIV/0!	33%
% Selected Navy wide	-	36%	19%	12%	0%	0%	0%	9%

Table 2 – Advancement Summary



Fig. 2 – Seabee is frocked in Guam.



Fig. 3 – Seabee receives Joint Service Achievement Medal.

RETENTION

Zone	Eligible	Not Eligible	Reenlisted	Rate	Navy Goal
A	18	4	11	61%	50%
B	8	2	8	100%	60%
C	5	0	5	100%	80%
D	1	0	1	100%	-

Attrite	Average Non-EASO Inventory	Attrition Rate	Navy Goal
8	383	5%	<6.2%

Table 3 – Battalion Retention Summary



Fig. 4 – TFS Administrative Department.



Fig. 5 – Guam Administrative Department.

MEDICAL

Throughout the SWA/Guam Deployment, the Medical Department consistently provided the highest level of medical care to NMCB 74. Despite the challenges related to communication, scarcity of supplies, and arduous conditions; they were able to treat their patients, provide superior care, and maintain a constant high state of medical readiness. The Staff was able to pave the way for future Seabee Battalions to function properly with the establishment of

medical facilities at each of the Command's respective sites. They demonstrated to Coalition Forces that Seabees "Can Do" both construction and medical care.

MEF

When the Medical Staff arrived in SWA, they found the medical spaces to be lacking in supplies and adequate infrastructure. Initially, the medical facilities did not include a viable BAS. True to the Seabee spirit, sleeves were rolled up and the staff set to the task of establishing the necessary facilities. The Medical Staff constructed shelving, desks, and rooms. They scrubbed the facility from top to bottom. Painted the inside of the newly renovated structure, effectively turning a simple, rodent infested SWA hut into a fully functional facility in which to house a new Level 1 BAS. With no Authorized Medical Allowance List (AMAL) on hand and no Class VIII (8) supply system established, they worked tirelessly to establish ways to obtain the much-needed supplies through adjacent Army and Marine Corps units.

The situation in Al Taqaddum, was more challenging than in Ar Ramadi. A single Corpsman arrived to find no AMAL or supplies at the Detail site. He created a medical office and obtained the needed supplies to provide the necessary medical care. His efforts ensured excellent quality care to personnel at that location.



Fig. 6 – Medical Staff tend to an Iraqi child.



Fig. 7 – Medical Officer checks on a patient's status.

Throughout Deployment, the Medical Department was exposed to many combat casualties. The Medical Department staff consistently and aggressively engaged the challenge of caring of wounded personnel from other commands. From December 2006 to April 2007, they participated in eight mass casualty events with Charlie Medical Company in Ramadi and one with the Shock/ Surgical Trauma Platoon in Al Taqaddum. The cumulative total of patients treated during these events was 280, resulting in over 230 man-hours of service. They provided lifesaving and stabilizing medical treatment to dozens of Coalition Forces, Iraqi Police, Iraqi Army personnel, and Iraqi nationals affected by combat related violence.

The Command's Corpsmen routinely accompanied Seabees on missions outside the wire. Each of the Convoy Security Teams (CST) were provided an organic corpsman. They

provided expert medical care and spearheaded the Fleet Marine Forces (FMF) program for each of their respective teams.

During Deployment the Battalion initiated 11 MEDEVACs. Only one of these was due to combat related injuries, all others were a result of Disease Non-Battle Injuries (DNBI). The Medical staff effectively tracked all movements for the duration of their transit.

GUAM

The Medical Staff in Guam, supported by Naval Hospital Guam and the COMNAVMAR Branch Medical Clinic, provided superb medical treatment for Camp Covington, Guam. The Medical Staff earned a C-1 status for all evaluation criteria during the 30th NCR Medical Department’s Operational Readiness Inspection (ORI). Training was provided on Tactical Combat Casualty Care, MEDEVAC procedures, Litter Bearing procedures, First-Aid and CPR. Detail Whidbey Island and Detail San Nicolas Island received medical care at their local branch medical facilities.

TFS

The Task Force Sierra Medical Staff was tasked with the maintenance of general health and welfare of the Seabees assigned to three Detail sites and ten Forward Operating Bases (FOB). They coordinated medical requirements with two Battalion headquarters, 22 NCR, and the Joint Task Force headquarters. The staff facilitated the efficient completion of all re-deployment requirements, augmented local Joint Service FOB Clinics, and provided medical care to Seabees and members of the Joint Task Force. They were instrumental in the acquisition, shipping, and inventory of medical supplies for multiple FOBs. They tracked the movements of seven MEDEVAC’d Seabees to higher levels of definitive care. The Corpsmen volunteered off-duty hours to support construction mission requirements by working concrete placements, SWA hut construction, and camp maintenance projects.

	GUAM	MEF	TFS	Total
Total Seen at BAS	413	360	550	1323
SIQ days	36	44	36	116
Immunizations	183	40	188	411
Sanitation Inspections	27	0	27	54
Audio Grams	0	0	0	0
Periodic Health Assessments	36	0	0	36
MEDEVAC's	0	6	5	11

Table 4 – Medical Tracker

Battalion Medical Readiness	OCT	NOV	DEC	JAN	FEB	MAR	APR
HIV	99%	89%	96%	96%	97%	98%	98%
Immunizations	98%	97%	96%	95%	95%	95%	95%
PHA	93%	91%	91%	97%	89%	84%	84%
Anthrax	-	-	-	-	-	-	-
Smallpox	87%	87%	87%	87%	86%	86%	86%

Table 5 – Medical Readiness Summary

DENTAL

NMCB 74 deployed all Dental staff to support Detail Guam. During the 2006/2007 deployment, the Department maintained Class I / II readiness at 85%. The Battalion departed homeport with an Operational Dental Readiness (ODR) of 99%. In December, the Dental Department underwent a Force Medical Inspection as part of the Operational Readiness Inspection (ORI). The Dental Department received a rating of C1 “Fully Ready” across all categories.

Dental Care was provided directly by the Battalion Dental Officer in Guam and by local Naval Dental Clinics located at each Detail site. Emergency dental care was provided to Seabees by adjacent units within the CENTCOM AOR. Due to operational requirements and shortages of dental inventory, routine dental care did not occur for personnel deployed to SWA. All Seabees deploying to SWA received a thorough evaluation and examination prior to departure.

Two dental emergencies occurred during the deployment. The Port Hueneme Dental Clinic provided treatment for a Seabee deployed to San Nicolas Island and an adjacent Army dental facility provided treatment for another Seabee in SWA. Both Seabees were treated and returned to a full duty status.



Fig. 8 – Dental Officer at work.



Fig. 9 – Dental Clinic – Guam.

CHAPLAIN

The Command Religious Ministry Team (RMT) was responsible for the spiritual and emotional well being of the Battalion throughout the deployment. Specific areas of ministry were jobsite visitation, pastoral counseling, worship, Bible study, and convoy prayers. The Battalion Chaplain deployed to Ar Ramadi, Iraq making several visits to other detail sites within the AOR. Religious support for Battalion Detail sites was arranged locally and provided by resident base chaplains. The Battalion’s Religious Program Specialists (RP) were deployed to Ar Ramadi and Guam for the duration of the Deployment.

With Ar Ramadi being a new primary deployment site for Seabees, the RMT established a 700-volume library. The maintenance and administration of this library was a turnover item for follow-on battalions. The RMT directed the Battalion’s United Through Reading (UTR)

Program and introduced and assisted in managing a base-wide UTR Program for all military personnel at Ar Ramadi.



Fig. 10 – Command Chaplain holds Bible study in Ar Ramadi.



Fig. 11 – Command Chaplain leads CST in a prayer prior to their mission.

Red Cross messages received: 21

PUBLIC AFFAIRS

The Public Affairs staff began the Deployment with three goals: 1) Elevate the value of the Seabees and the Naval Construction Force; 2) Promote and enhance a positive Command Culture; and 3) Influence Navy Policy and Funding as it applies to the NCF. To meet these goals they enlisted the aid of the Khaki leadership to provide positive stories from their respective Detail sites. The articles were to be written primarily for one of three audiences: the Seabee and family, the NCF Community, or the greater Navy Community. A total of 82 article submissions were made to various publications including the Seabee Courier, Sun Herald, Seabee Magazine, Seabee Bi-Weekly, Navy Times, Marine Corps Times and Navy Newsstand.

The Public Affairs staff handled all press releases and photograph submissions. They were responsible for producing the Battalion Cruise book, photo documentation of Command functions, award ceremonies, re-enlistments, project sites, and incident coverage.

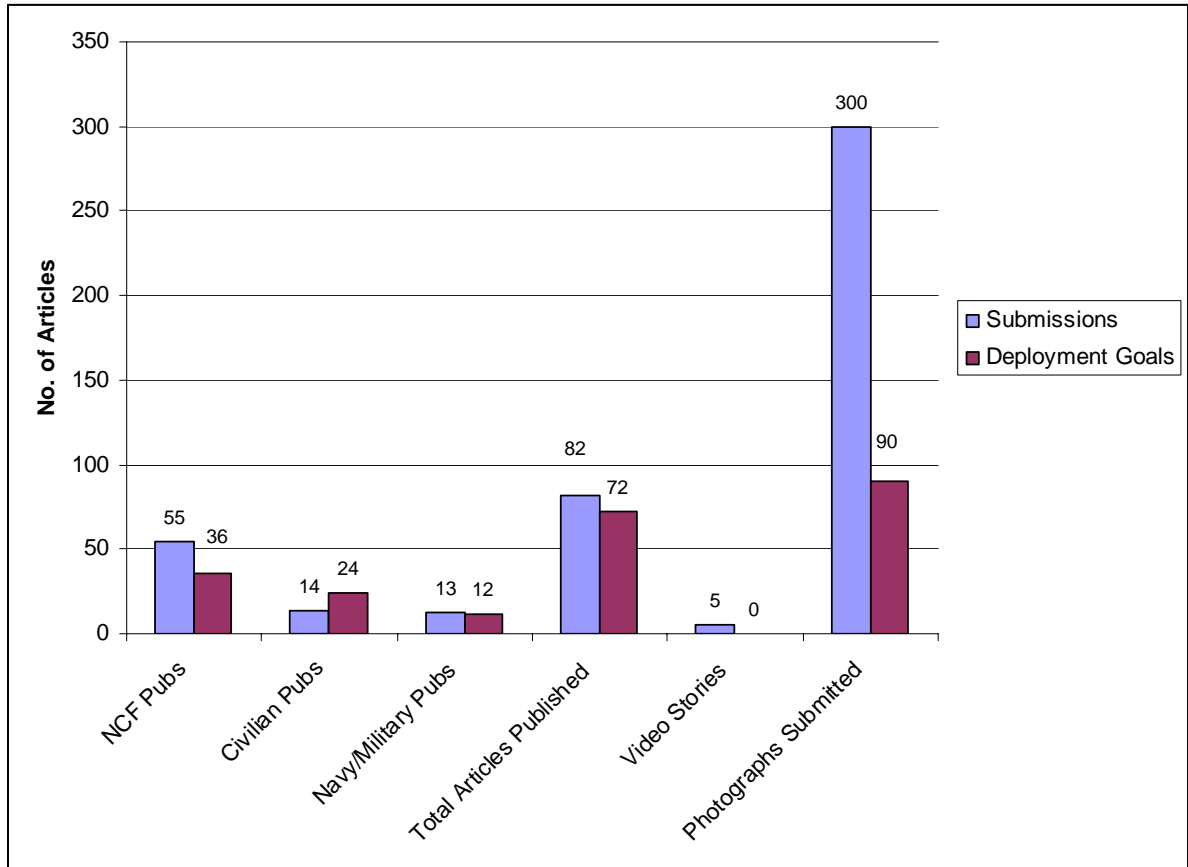


Table 6 – Public Affairs Submission Summary

Photograph Releases:

NMCB 74 released over 300 photographs to various mediums including the Joint Combat Camera, Navy Newsstand, Seabee Magazine, Seabee Courier and All Hands Magazine.

Cruise book:

PAO produced a hard cover Battalion Cruise book with 140+ pages.

CHAPTER III

TRAINING / COMMUNICATIONS / INTELLIGENCE



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CHAPTER III

TRAINING / COMMUNICATIONS / INTELLIGENCE

The Deployment Training Plan was innovative and aggressive. Training was scheduled on the deployment calendar and was held bi-weekly. It facilitated the continuous development and improvement of technical and general military training skills. The Training Department's efforts supported a high operations tempo across the Battalion's AO. Through creative planning and resource allocation, the Training Department was able to meet all pre-deployment goals by maintaining deployable and return unit attainment rates of 93% and 86%, respectively.



Fig. 12 – Seabees receive redeployment training in Guam.



Fig. 13 – Seabees perform Pre-Combat Inspections prior to departure on missions at TFS Detail TWO.

While in homeport, NMCB 74 prepared to deploy to three separate primary locations. The success of the 2006/2007 Deployment was heavily linked to the extensive technical and military training provided during the previous Homeport. Officers and Enlisted personnel attended 130 classes totaling 20,000 mandays of training. This included the establishment of two Water Well Teams, three Convoy Security Teams (CST), and qualifications for an additional 48 personnel in crew serve weapons. The Department conducted training on 14 GMT Topics, a week long Squad Leader Competition, and supported training requirements for three Air Det Homeport deployments in addition to the Battalion FEX.

During the SAT Phase, two Air Dets Deployed For Training (DFT) to develop and improve small unit military and technical skills. Movements to Camp Lejuene, NC and Camp Shelby, MS allowed Air Det personnel to operate independently of the Battalion and execute construction tasking as required. Both Air Dets conducted OJT in construction operations and military tactics. This proved to be an outstanding opportunity for the further development of Crew and Fireteam leaders. Furthermore, these personnel received supplemental training in CMU construction, patrols, communications, convoy operations, and small unit leadership.

The Deployed Training Plan also concentrated on Small Unit Leadership, safety, tactical awareness, and accountability. Personnel were consistently challenged physically and

mentally to maintain peak performance. The overall training theme for deployment was to provide comprehensive, meaningful training for each Seabee in order to develop battlefield proficiency, personnel development, and technical skill growth.

TECHNICAL TRAINING

Skills attainment was increased significantly through on-the-job-training (OJT) at project sites and in the shops. Seabee Skills Assessment (SSA) interviews were conducted at all locations. The SSA interviews identified individual training requirements for the 2007/2008 homeport training cycle. Courses not normally offered through traditional training during the homeport were examined and evaluated during the deployment. Alfa Company conducted training and SSAs on augment ditchers and crushers. Each Company conducted interviews and awarded skills as prescribed by the P-1105. The SSAs enhanced mission readiness and provided increased flexibility allowing the Command to accomplish its mission. The SSAs will benefit the Battalion and carry over into homeport. In total, 317 SSAs interviews were conducted resulting in 150 technical skills awarded and 341 mandays of in-rate skills training.

COMBAT SKILLS TRAINING

SWA

Upon arrival at Camp Moreell, the Command executed an internally driven RSO&I Training Plan designed to prepare for combat operations in the CENTCOM AOR. Battalion personnel received general military training in 21 topics including cultural awareness, customs, religion, the physical environment of Iraq, and media awareness. Topics were designed to familiarize Seabees on situations they were likely to face while deployed to Iraq. Personnel received additional training in combat stress, combat lifesaver, and Rules of Engagement.

All Seabees deployed to the SWA AOR were required to attend a monthly weapons range shoot. Dedicated Training days were scheduled twice a month and covered GMT and AOR-specific sustainment training. These topics included Improvised Explosive Device (IED) familiarization, First-Aid, Sniper training, ORM, and Rules of Engagement. Seabees were trained on Enemy Tactics Techniques and Procedures (TTP). Plans and Training requirements evolved with the changing conditions of the battlefield. The CSTs developed a monthly, training program to review and discuss TTPs and conduct live fire ranges. The Combat Logistics Regiment-15 (CLR-15) of the 1st Marine Logistics Group (1 MLG) provided 24 members of the CST with instruction on HMMWV Emergency Egress Training (HEET).

GUAM

The NMCB 74 Detail Guam was tasked with 1,395 mandays of training, a deployed field exercise, and conducting a small arms range. Training Days featured a variety of subjects but were primarily geared towards military skill topics.



Fig. 14 – Field Exercise in Guam.



Fig. 15 – Seabees set-up a security perimeter.

In conjunction with the Deployed Training Plan, Detail Guam completed a five-day field exercise on 12-16 February 2007. The Detail completed a formal Mount-Out, block training, a CPX, and various tactical scenarios throughout the exercise. The MOCC was stood up and mounted-out eight pieces of CESE. The following day, AIRDET personnel conducted a security sweep of the FEX site. Once camp set up had been completed, a full day of block training and a CPX were conducted. This event was designed to provide refresher training on the skills necessary for the successful completion of the tactical portion of the exercise. During the exercise, the Detail underwent bunker and CBR drills, experienced small arms fire by a simulated enemy, and executed a Final Protective Fire. Heavy emphasis was placed throughout the exercise on small unit leadership, accountability, and safety.

Weapons qualifications were conducted for 188 Seabees on a 25-yd range. Seabees expended 6,960 rounds of 5.56mm and 2,000 rounds of 9mm ammunition. 144 Seabees qualified with their TOA weapon; 22 qualifying Sharpshooter and 18 qualifying Expert. During the 30 NCR ORI, the armory staff received an excellent rating. Personnel completed 100% of maintenance related deficiencies on weapons; bringing the Armory to 100% capability. The staff was commended for their professionalism and the noted improvements made since turnover.

WEAPONS TRAINING

Every Seabee deployed to the CENTCOM AOR was required to have monthly training on their TOA weapon. The courses of fire varied for each Detail site, but minimally consisted of BZO, combat shooting techniques and a qualifying course of fire. The Battalion Military Advisor instructed Seabees in the Combat Shooting Techniques course of fire. Detail Guam utilized the Master at Arms NEC 0812 to conduct qualifying ranges.

Detail Guam conducted small arms ranges with support from the COMNAVMAR Security Department. They provided two Range Safety Officers for each qualification event. A total of 156 Seabees qualified with their TOA weapon. Overall, Seabees expended 2,000 rounds of 9mm ball ammo and 6,960 rounds of 5.56mm ball ammo.

Main Body Ar Ramadi conducted 9 sustainment ranges over the course of the deployment. The Battalion Military Advisor coordinated all range events. Overall, Seabees expended 2,499 rounds of 9mm ball ammo, 17,746 rounds of 5.56mm ball ammo, 2,200 rounds of 7.62 ball ammo, and 1,300 rounds of 50cal ammo.



Fig. 16 – Seabees conduct monthly weapon training.



Fig. 17 – TFS Det ONE conducts weapons training.

Task Force Sierra conducted multiple small arms ranges at each of their Detail sites. The Task Force was provided with rounds from their client and utilized Battalion Range Safety Officer's at each range event. Each Seabee was given the opportunity to qualify on the 9mm. Over the course of deployment, the Task Force qualified 51 additional personnel on the 9mm. Overall, Seabees expended 3,500 rounds of 9mm ball ammo and 760 rounds of 5.56mm ammo.

GENERAL MILITARY TRAINING

All FY-06 mandated GMT was accomplished before deployment. 635 Seabees completed AT Level 1 Awareness, Level B – Code of Conduct, Information Assurance Awareness, three Operational Risk Management (ORM) courses, and Trafficking in Persons Awareness courses using Navy Knowledge Online (NKO). Newly reported Seabees received GMT from the Homeport Liaison Chief prior to movement to their assigned Detail location.

Deployment GMT courses were taught bi-monthly on scheduled training days. All personnel received instruction in ORM, Sexual Health Education, Equal Opportunity, Sexual Harassment, and Financial Management. Additional training was conducted on theater specific topics including OPSEC, Anti-Terrorism, IED, Vehicle Borne Improvised Explosive Device (VBIED), EOF/ROE, Core Values, and Sniper Awareness. NMCB 74 expended over 1,625 mandays completing FY-07 Training requirements.

SEABEE COMBAT WARFARE (SCW) TRAINING

The Battalion maintained an aggressive SCWS program throughout the deployment. SCWS training classes were held at a minimum of three times each week after normal working hours. NMCB 18 personnel attached to Task Force Sierra participated in the SCWS qualifications program. The Battalion successfully qualified 149 individuals as Seabee

Combat Warfare Specialists for this deployment. Additionally, 18 individuals were requalified.



Fig. 18 – A newly qualified Seabee Combat Warrior.



Fig. 19 – Seabee receives Seabee Combat Warfare designation.

Personnel deployed in support of the MNF-W mission were eligible to participate in the Fleet Marine Forces (FMF) qualifications program. The qualification required Seabees to complete the required Personnel Qualifications Standard (PQS), a written test, and an Oral Board. The PQS was divided into two parts. The first required Seabees to familiarize themselves with various components of MEF operations by actively participating at the watch station for the activity. The second part required Seabees to pass a U.S. Marine Corps Physical Fitness Test. Seabees were challenged to, at a minimum, complete 3 pull-ups, run 3-miles in under 30 minutes, and complete a 6-mile ruck-sack march. The final oral examination was administered by U.S. Navy FMF qualified personnel with a Marine Corps Officer or Master Chief Petty Officer assigned to the qualifying unit as the chairman. In total, 12 NMCB 74 personnel earned the qualification of Fleet Marine Forces.

SCW	Assigned	Previously Qualified	Qualified on Deployment	Total Qualified
E1-E6	639	116	159	275
E7-E9	41	28	2	30
CWO2-O5	24	9	6	15
Totals	704	153	167	320
FMF Qualification	0	0	12	12

MEF	Assigned	Previously Qualified	Qualified on Deployment	Total Qualified
E1-E6	231	47	93	140
E7-E9	15	10	0	10
CWO2-O5	11	3	4	7
Totals	257	60	97	157

GUAM	Assigned	Previously Qualified	Qualified on Deployment	Total Qualified
E1-E6	202	20	26	46
E7-E9	16	8	2	10
CWO2-O5	7	2	2	4
Totals	225	30	30	60

TFS (74)	Assigned	Previously Qualified	Qualified on Deployment	Total Qualified
E1-E6	113	28	24	52
E7-E9	4	4	0	4
CWO2-O5	5	3	0	3
Totals	122	35	24	59

TFS (18)	Assigned	Previously Qualified	Qualified on Deployment	Total Qualified
E1-E6	93	21	16	37
E7-E9	6	6	0	6
CWO2-O5	1	1	0	1
Totals	100	28	16	44

Table 7 – SCWS Qualification Summary

PHYSICAL TRAINING

The physical fitness program evolved and improved throughout the deployed period. The Battalion conducted physical training three times a week and the Fitness Enhancement Program (FEP) twice a week. Command personnel increased their stamina in push-ups, crunches and run time by utilizing a comprehensive card program. Starting at the lowest card (#1) and building up to the highest of six cards; Seabees gradually improved their overall fitness level. By card (#6) the Battalion averaged 100 push-ups, 120 crunches and a 2-mile run. The 2006 Homeport period ended with the Fall Physical Fitness Assessment resulting with a good high average for the Battalion with 95% participation. The Battalion conducted a deployed Spring PFA with an average score of Good High.



Fig. 20 – Seabee sprints to the finish during spring PFA.

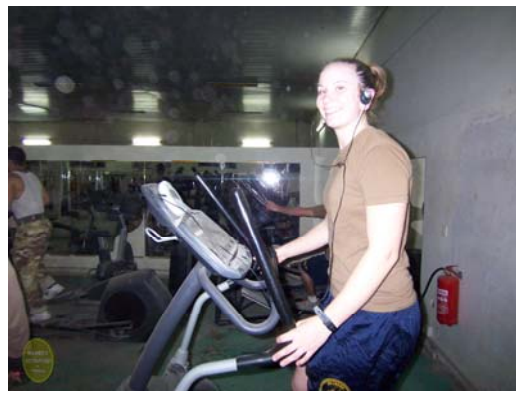


Fig. 21 – Seabees maintain physical training during deployment.

COMMUNICATIONS/INFORMATION SYSTEMS

Communications systems in Ar Ramadi were noticeably deficient upon arrival. The 2nd Brigade Combat Team, 1st Armored Division (1/1 AD) was in the process of completing a communications commercialization project. These upgrades provided dramatic improvements in phones, computers, and Internet (NIPR and SIPR) accessibility. Upgrades to the physical infrastructure included the installation of a 1 GB Network Portal and 100 pairs of phone cable. The Battalion's Information Systems Department (ISD) installed DSN phones in the COC workspaces and provided the Command with two morale lines on the quarterdeck.

The ISD followed standard communications security procedures and conducted monthly Controlled Cryptographic Items (CCI) inventories. They also maintained 100% accountability of all NCF communications assets at Ar Ramadi, Al Taqaddum, and for the two CSTs. The Department enhanced real-time visibility on communications gear readiness with the NCR by maintaining and updating an online inventory database.

The ISD for Detail Guam ensured that communications were maintained during the Field Exercises. They established two VHF circuits and one HF circuit. Post Fex, the ISD completed the required maintenance on field communications gear prior to placing it into Intermediate Maintenance (IM) status. Guam personnel played a significant role in maintaining and repairing the Camp Covington LAN.

ADP

Upon completion of the 1/1 AD upgrades, the Command's Information Systems Technicians (IST) rewired the COC building with new DSN, Voice Over Internet Protocol (VOIP), NIPR and SIPR networks. They also installed the new Command Post Of the Future (CPOF) allowing up-to-date Intelligence analysis, and web conferencing. The ISTs installed and configured 50 new DELL laptop workstations for personnel in Ar Ramadi and Al Taqaddum. All Dolce laptops were returned to 3 NCR for retrograde.

COMMUNICATIONS

The Communications Department was responsible for maintaining two VHF networks and one SATCOM network. They coordinated with adjacent Army and Marine Corps units to monitor VHF networks while NMCB 74 escorted convoys were executed. The Communications Department was also responsible for monitoring three additional VHF networks used to provide support for convoys and project crews operating outside of the wire. They upgraded the AN/UYK-128 (Blue Force Tracker) from the vehicle to the COC laptop version with minimal down time. They installed four AS-3900 antennas to MTRV tractors and dumps. This provided a dramatic improvement in communications with security elements while crews were engaged in construction activities at the FOBs.



Fig. 22 – Communications and data networks in Ar Ramadi.



Fig. 23 – Seabee monitors Force Protection nets.

INTELLIGENCE

The Intelligence Department has been a vital part of the SWA deployment. They provided in-depth analysis for convoys, and construction projects outside of the wire. Intelligence was collected and compiled into daily situational updates for Command staff. The Intelligence Department provided the Battalion with SIGEVENT analysis, Imagery utilization, Tactical Reporting (TACREP) receipt, Spot Reporting (SPOTREP) receipt and After Action analysis. They increased the arsenal of situational awareness to Seabees performing construction in the MNF-W AOR.

The Intelligence Department used the latest imagery to provide crews with information on their working conditions. This allowed them to refine their planning process for accommodation of nearby buildings, road width, debris, roadblocks, and avenues of approach. All information was compiled into a brief presented to all personnel working on the project. This process was constantly refined and by the end of the Deployment was utilized as a key component of every operation involving troops outside the wire.

	OCT	NOV	DEC	JAN	FEB	MAR	APR	TOTAL
CST Briefs	22	37	37	31	36	57	20	240
CST Debriefs	22	37	37	31	36	57	20	240
Project Briefs	-	12	8	5	7	15	5	52
Project Debriefs	-	26	37	35	14	15	5	132
Staff Briefs	1	4	4	7	4	4	2	26

Table 8 – Intelligence Tracker

CHAPTER IV

SAFETY



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CHAPTER IV

SAFETY

NMCB 74 implemented a comprehensive Occupational Safety and Health (OSH) program while deployed. A culture of Safety permeated every operation and exercise conducted. Every member of the Battalion was trained in Operational Risk Management (ORM) and expected to incorporate the related 5-Step Process into their daily activities, both on and off duty.



Fig. 24 – TFS Safety Officer reviews daily safety lectures for a project site.

The Battalion Safety Office verified the implementation of the OSH program at all Detail locations. Inspections were held daily on all jobsites by the assigned Detail Safety Officers. Monthly topics were provided to each Detail location by the Battalion Safety Office. All Detail locations conducted monthly OSH Council and Committee meetings. The intent of the meetings was to address program improvement, mishap trend and prevention, compliance issues, and hazard abatement. The Detail Safety Officers tracked mishaps at their site and ensured that assessments, investigation, and reports were made to the Safety Office. The Safety Officer received monthly reports from all Detail sites and maintained the Unit Monthly Mishap Summary Report. There were no Class A or Class B mishaps during the 2006/07 SWA/Guam Deployment.

	DEPLOYMENT 2006/2007							
ON-DUTY	OCT	NOV	DEC	JAN	FEB	MAR	APR*	TOTAL
LOST TIME CASE ON DUTY	3	3	0	2	0	1	0	9
NUMBER OF LOST WORK DAYS (TOTAL)	2	7	0	19	0	14	0	42
NO LOST TIME MISHAPS ON DUTY	11	30	25	16	14	10	0	106
NEAR MISSES ON DUTY	0	0	2	1	0	0	0	3
FATALITIES ON DUTY	0	0	0	0	0	0	0	0
TOTAL MISHAPS ON DUTY	14	33	25	18	14	11	0	115
								0
OFF-DUTY	OCT	NOV	DEC	JAN	FEB	MAR	APR*	TOTAL
LOST TIME CASE OFF DUTY	0	1	0	2	1	0	0	4
NUMBER OF LOST WORK DAYS (TOTAL)	0	1	0	2	1	0	0	4
NEAR MISSES OFF DUTY	0	0	0	0	0	0	0	0
NO LOST TIME MISHAPS OFF DUTY	3	3	3	2	0	1	0	12
FATALITIES OFF DUTY	0	0	0	0	0	0	0	0
TOTAL MISHAPS OFF DUTY	3	4	3	4	1	1	0	16
TOTAL MISHAPS	17	37	28	22	15	12	0	131
MISHAP SEVERITY CLASSIFICATION	OCT	NOV	DEC	JAN	FEB	MAR	APR*	TOTAL
CLASS "A" MISHAP	0	0	0	0	0	0	0	0
CLASS "B" MISHAP	0	0	0	0	0	0	0	0
CLASS "C" MISHAP	2	4	0	5	1	1	0	13
CLASS "D" MISHAP	15	33	28	17	14	11	0	118
TOTAL MISHAPS	17	37	28	22	15	12	0	131
Most Frequent Mishap Injury Types	OCT	NOV	DEC	JAN	FEB	MAR	APR*	TOTAL
Abrasions	0	3	2	0	1	0	0	6
Back	1	5	1	2	0	1	0	10
Bruise	1	2	6	1	2	1	0	13
Burns	1	1	0	0	0	0	0	2
Cuts/Laceration	1	11	9	6	8	4	0	39
Electrical Shock	0	0	0	0	0	0	0	0
Eye	1	2	1	1	0	0	0	5
First Aid Case	11	27	22	18	10	8	0	96
Fracture/Dislocation	1	4	0	1	0	2	0	8
Illness	2	0	0	0	0	0	0	2
Rupture/Tear of Tendons	0	0	0	2	0	0	0	2
Strain/Sprains	4	16	4	11	4	2	0	41
Negligent Discharge	0	0	0	0	0	0	0	0
VEHICLE MISHAPS ON DUTY	1	2	6	1	1	2	0	13
VEHICLE MISHAPS OFF DUTY	0	0	0	0	0	0	0	0
PT Related Injuries	OCT	NOV	DEC	JAN	FEB	MAR	APR*	TOTAL
Bruises	0	1	1	0	1	0	0	3
Strain/Sprains	2	5	1	2	1	1	0	12
Back	0	0	0	0	0	0	0	0
Fractures	0	0	0	0	0	1	0	1
Total Mishaps PT Related	2	6	2	2	2	2	0	16

* - Data through 09 April 2007/

Table 9 – Deployment Safety Mishap Summary



CHAPTER V

OPERATIONS



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CHAPTER V

OPERATIONS

The SWA/Guam Deployment was characterized by a diverse set of taskings located throughout the PACOM and CENTCOM AORs. NMCB 74 was tasked with a variety of missions ranging from Construction Readiness Training to combat contingency support. These tasks included Quarry Operations, Logistics Support Convoys, Convoy Security Teams, Cranes, Runway Repairs, SERT, Mass Casualty, Contingency Construction, Camp Maintenance, and many other Seabee centric tasks. By the end of the deployment, 638 Seabees were deployed to 10 Detail and Detachment sites. Deployed sites included Ar Ramadi, Guam, San Nicolas Island, Whidbey Island, Al Taqaddum, Al Asad, Baghdad, Balad, and Afghanistan. Additionally, 18 personnel were provided in support of Individual Augments (IA) to Afghanistan, Baghdad International “Green” Zone, Kuwait and various other Regimental functions. Command personnel deployed on 180-day TAD orders as early as September 2006 with the last Seabee returning home in April 2007.



Fig. 25 – Seabee investigates work site at a Combat Outpost in Ar Ramadi.

MEF OPERATIONS SUMMARY

The MEF contingent began operations during turnover at each of its locations. Project support included COP design and construction, SWA hut construction, crane operations, logistics movement, and convoy security operations. A total of 7 FRAGOs were received and executed resulting in the completion of 57 projects and 19,688 mandays expended.

Throughout December 2006 and January 2007, the Battalion played a critical role in Operation SQUEEZE PLAY. The operation focused on the elimination of Anti-Iraqi Forces (AIF) in Al Anbar province and Ar Ramadi proper. Various Combat Outposts (COPs) and Patrol Bases (PBs) were constructed and provided secure launch pads from which coalition counter insurgency operations could take place. The Battalion executed six projects at PB Firecracker, COP Qatana, Patrol Base T2, COP Julayba, COP Sofia Nova, and COP Apple.

A significant contribution to Operation SQUEEZE PLAY was the development of up-armored fighting positions, called “Crow’s Nests”. The “Crow’s Nest” provides soldiers protection from the enemy while maximizing observation and geometry of fire. NMCB 74 personnel provided the design and construction of over 45 “Crow’s Nests.” The fighting positions are 10 ft x 10 ft timber framed construction with 1/2–inch diamond plate steel, sandbag cavity perimeter, overhead pre-detonation roofing, and ballistic glass. They weighed over 7,000 lbs and required crane support to place. NMCB 74 provided mission essential support with the only operational crane in the AO. Additionally, NMCB 74 provided critical life-support equipment to include generators, A/C units, lighting, and associated electrical components.



Fig. 26 – “Crow’s Nest” under construction.



Fig. 27 – Crane is used to off-load a trailer.

The Battalion was also integral to the success of Operations MURFREESBOROUGH, CALL TO FREEDOM, OKINAWA, and 5 KILO. In conjunction with these operations, they executed construction and life-support tasking at COP Ma’laab, PB Hill Street, COP Remagen, Observation Post (OP) Blood, TCP Vice Grip, OP Central, OP Graves, OP South Central, OP Spartan, JSS Iskan, OP North, and OP Racetrack. The reconstruction of the Ta’meem Cell Phone Tower was another critical accomplishment. Insurgents had previously attacked it and rendered it useless. Completion of this structure provided a major boost to community relations, the reestablishment of reliable communications, and the reintroduction of Iraqi Police across the city. On a larger scale, actions like this enabled the Battlespace Commander to partner with local tribes to gather and act on gathered intelligence.

The production and procurement of concrete proved to be a major challenge in SWA. Concrete production capabilities were severely limited in Ramadi due to the absence of contractors and raw materials. Battalion personnel utilized various methods to complete concrete placements including the use of individual bags of Readmix concrete. On average, it took 42 bags of Readmix concrete to produce one cubic yard of concrete. The crews improvised and used wheelbarrows and buckets for small placements. For larger projects, they used the Cretemobile. However, the crew observed excessive separation between the cement and the aggregate. In an attempt to correct this problem, they began using an 11S mixer. At peak production, the crews produced up to 11 cubic feet per batch and seven cubic yards per day. As concrete demands increased, a small transit mixer known as a “Cretepuppy”, was acquired from 3 NCR. This piece of equipment allowed for the production of three cubic yards of concrete per batch and up to 20 cubic yards a day.

Camp maintenance activities in Ar Ramadi were shared with Kellogg-Brown-Root (KBR) and included electrical and plumbing work. KBR was contracted to perform the majority of the camp maintenance work in Ar Ramadi. However, Battalion personnel found themselves correcting several Emergency Service Work orders. Initial inspections revealed several hazardous electrical conditions and broken water lines. A number of specific projects (MCDs) were needed to transform the existing workspaces from a Detail to a Main Body site. The Battalion HQ building received several functional upgrades to the Quarterdeck, communications system, COC, and various other offices. The BAS was renovated, the Chaplain's office was constructed inside of a SWA hut, and Alfa and Delta Company office and shop spaces were improved.

Delta Company completed an assortment of electrical and mechanical trouble calls. Camp maintenance personnel were utilized to install and repair life support throughout the AO. The Battalion executed six water main repair projects in Ar Ramadi as well as ten electrical repair projects throughout AO Topeka. Additionally, they completed several high visibility projects at Ar Ramadi. These projects included a movie theater, a gym, and multiple upgrades to the MWR facilities.

Beginning in January 2007, the Command provided personnel for the Seabee Military Training Team (SMTT). The mission of the SMTT was to provide OF-13 construction skills training to Iraqi Army engineers. The training focused on developing camp maintenance functions and construction skills. The SMTT was originally based out of Camp Habanniyah, but later transferred to FOB Blue Diamond in Ar Ramadi.

Detail Al Taqaddum's primary focus was the completion of project IZ5-242 Runway Repair. This project was the MNF-W overall #2 priority project within the AOR. The project consisted of the replacement of 3,965 cubic meters of concrete runway damaged during the original Gulf War by coalition bombing. Detail personnel expended 2,593 mandays of work-in-place and completed the project 30 days ahead of schedule. The Detail assisted Marine Wing Service Support 373 (MWSS 373) with spawling and cracking repairs to other areas of the runway. The Detail's tasking also included Camp Maintenance functions at Camp Habbaniyah, COP OK Corral, OP Mohammed, OP Kilo, and other OP's in the Al Taqaddum AOR. The Detail provided direct labor training support to the American Military Training Team (MTT) and Police Training Team (PTT) programs. Their efforts provided Iraqi Army personnel and civilians with critical construction skills required to promote the rebuilding of Iraq.



Fig. 28– C-130 flies over runway at Al Taqaddum.

Ar Ramadi

Project #	Project Title	Total Project MD	Total Project Material Cost (\$)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
OPORDER	Class IV Yard Support	754	\$6,543,879	754	0-100%	100%	754
OPORDER	CST	7,101	-	7,101	0-100%	100%	7,101
OPORDER	Green Gear Support	267	-	267	0-100%	100%	267
OPORDER	MSR/ASR Repair	246	\$31,735	246	0-100%	100%	246
IZ6-341	Patrol Base Firecracker, Phase I.	590	\$203,631	590	0-100%	100%	590
IZ6-344	SWA Hut City #2	1,954	\$748,690	1,154	0-100%	100%	1,154
IZ6-354	Class IV Pole Barn – Ar Ramadi	157	\$18,044	157	0-100%	100%	157
IZ6-369	Hunter Installation Pad	96	\$10,987	96	0-100%	100%	96
IZ6-0763	Water Well	134	\$46,900	134	0-100%	100%	134
IZ6-810	Hurricane Point SWA Huts	497	\$345,043	389	30-100%	100%	389
IZ6-818	Ogden Gate Construction	108	\$148,535	108	0-100%	100%	108
IZ6-819	MILVAN Laydown Yard	327	\$100,088	327	0-100%	100%	327
IZ6-821	Iraqi Police Station #6 Temporary Berthing	18	\$7,856	18	0-100%	100%	18
IZ6-828	Camp Corregidor Expansion Assessment	12	-	12	0-100%	100%	12
IZ7-0004	Outpost Hotel and Outpost Horea Structural Assessment	24	-	24	0-100%	100%	24
IZ7-0013	Camp Maintenance at Corregidor	1,054	\$127,061	1,054	0-100%	100%	791
IZ7-0036	Gov't Center Electrical	18	\$49,700	18	0-100%	100%	18
IZ7-0054	Zangora Iraqi Police Station	18	\$21,235	18	0-100%	100%	18
IZ7-0061	Bronze/Uranium Split Observation Post	120	\$121,127	120	0-100%	100%	120
IZ7-0072	Patrol Base Firecracker, Phase II.	63	\$371,812	63	0-100%	100%	63
IZ7-0088	Gov't Center Iraqi Police Station	235	\$316,149	235	0-100%	100%	235
IZ7-0090	Gov't Center Barracks Upgrades	101	\$78,687	101	0-100%	100%	101
IZ7-0103	Combat Outpost Steel Electrical	6	\$10,627	6	0-100%	100%	6
IZ7-0105	Combat Outpost Qatana	525	\$837,982	525	0-100%	100%	525
IZ7-0109	Observation Post #1 Shower Trailer	95	\$59,499	95	0-100%	100%	95
IZ7-0112	Outpost 546/638 Living Containers	12	\$34,305	12	0-100%	100%	12
IZ7-0113	Observation Post Viking	21	\$24,750	21	0-100%	100%	21
IZ7-0126	Patrol Base T2	35	\$44,720	35	0-100%	100%	35
IZ7-0127	Combat Outpost Sufia North (Apple)	128	\$165,306	128	0-100%	100%	128
IZ7-0131	Armory	242	\$54,101	242	0-100%	100%	242
IZ7-0147	Combat Outpost DFAC Hardening	257	\$89,009	257	0-100%	100%	257
IZ7-0148	Fabricate Eight Crow's Nests	130	\$114,208	130	0-100%	100%	130
IZ7-0161	Combat Outpost Julayba	128	\$219,581	128	0-100%	100%	128
IZ7-0172	Main Street Water Main Assessment	20	\$150	20	0-100%	100%	20
IZ7-0175	Combat Outpost Qatana Trafficability	22	-	22	0-100%	100%	22
IZ7-0176	Al Huriya Generator Hook-up	2	\$200	2	0-100%	100%	2
IZ7-0184	Outpost 293 Generator Repair	2	\$200	2	0-100%	100%	2
IZ7-0188	Patrol Base Firecracker Electrical	11	\$14,879	11	0-100%	100%	11
IZ7-0190	Patrol Base 296 (Ma'laab)	130	\$170,042	130	0-100%	100%	130
IZ7-0205	Gov't Center Support	8	\$5,189	8	0-100%	100%	8
IZ7-0207	Combat Outpost Remagen Rebuild	6	\$200	6	0-100%	100%	6
IZ7-0212	Corregidor Barracks Conversion	180	\$29,145	180	0-80%	80%	150

IZ7-0224	Ta'meem Iraqi Police Station Upgrades	4	\$2,424	3	0-75%	75%	3
IZ7-0235	Entry Control Point South Living Containers	47	\$20,292	47	0-100%	100%	47
IZ7-0250	1/6 Marines Shower Trailer Installs	32	\$3,188	32	0-100%	100%	32
IZ7-0267	Crows Nests & ISO Containers for 1-3 ID Military Operations	922	\$771,085	426	0-46%	46%	426
IZ7-0268	Combat Outpost North	85	\$72,163	85	0-100%	100%	85
IZ7-0269	Combat Outpost Racetrack	85	\$60,056	85	0-100%	100%	85
IZ7-0296	Ramadi Bradley Uparmor Facility Maintenance Pit	58	\$14,000	58	0-100%	100%	58
IZ7-0314	Joint Security Station Al Iskan	85	\$124,877	51	0-60%	60%	51
IZ7-0315	2/5 Marines Observation Posts	110	\$103,043	66	0-60%	60%	66
IZ7-1004	Iraqi Emergency Reaction Unit Security Station	20	\$57,367	20	0-100%	100%	20
R101-07	Seabee Military Training Team	211	\$10,014	211	0-100%	100%	211
	Minor Projects	447	\$562,506	434	0-100%	100%	434
TOTAL		17,960	\$12,966,267	16,464	-	-	15,737

Table 10 – Main Body Ar Ramadi Project Summary

Al Taqaddum

Project #	Project Title	Total Project MD	Total Project Material Cost (\$)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
IZ5-242	Runway Repair	21,217	-	2,862	21-30%	30%	2,593
IZ6-232	Construct Clamshell	183	-	73	61-100%	100%	73
IZ7-0003	Combat Outpost Kilo Culvert	34	\$360,835	34	0-100%	100%	46
IZ7-0034	Horseshoe Electrical Upgrades	128	\$16,052	128	0-100%	100%	82
IZ7-0036	Alamo Assessment and Upgrades	118	-	118	0-100%	100%	118
IZ7-0044	BCT Stadium Roof	37	\$3,312	37	0-100%	100%	32
IZ7-0056	Shower Trailer Refurbishment ASP-102	30	\$17,101	30	0-100%	100%	20
IZ7-0138	MITT Berthing Upgrades	20	\$2,574	20	0-100%	100%	11
IZ7-0140	Iraqi Police Station Generator Installation	22	\$17,741	22	0-100%	100%	14
IZ7-0164	V-22 Expansion	374	-	374	0-100%	100%	274
IZ7-0167	Outpost Mohammed Culvert Crossing	78	-	78	0-100%	100%	78
IZ7-0221	Combat Outpost OK Corral Electrical Upgrades	44	\$8,894	44	0-100%	100%	24
IZ7-0222	Combat Outpost OK Corral ISO Berthing	21	\$27,891	11	0-100%	100%	11
IZ7-0230	Outpost Cubs Mobility & Combat Outposts	76	\$150	76	0-100%	100%	70
IZ7-0245	553-573 Gravel Spread	7	\$1,765	7	0-100%	100%	5
IZ7-0234	Outpost Dunlap Electrical Upgrade	349	\$611,728	349	0-100%	100%	321
IZ7-0253	System III Phase I (Taxiway Repair)	218	-	218	0-100%	100%	179
	Minor Projects	218	-	218	0-100%	100%	179
TOTAL		22,956	\$1,068,043	4,481			3,951

Table 11 – Detail Al Taqaddum Project Summary

Convoy Security Teams (CSTs)

NMCB 74 trained two CSTs (Footspade and Stinger) for mission requirements in the MNF-W AOR. Each team consisted of twenty-four personnel with an additional three Seabees rotating on a bi-weekly basis. Upon arrival to the AOR, the CSTs deployed to Camp Fallujah for advanced training in IED recognition, Tactical Training Protocols (TTP), and equipment turnover. Collectively, the teams completed a total of 205 security missions. They provided security to logistical convoys involving contracted Third Country Nationals (TCN), Seabee Class IV (Green Gear), Security (MILOPS), and Other Coalition Forces (OCF).



Fig. 29 – Up-armored CST MTVR with “Albany” roller.



Fig. 30 – CST member mans the M-240B.

The CSTs conducted Left Seat/Right Seat (LS/RS) turnover training with the outgoing Battalion. This would prove invaluable on future missions. In December 2006, while conducting a tactical escort between Al Taqaddum and Ar Ramadi, Stinger was attacked by an IED. The device was buried inside of a crater in the road. As the convoy passed over the crater, the IED detonated underneath the right front tire of the first vehicle in the convoy. The passenger side door and front tire were severely damaged and rendered inoperable. The tire was quickly re-inflated and the mission continued without any further incident. Personnel in the vehicle experienced minor auditory injuries but were otherwise unharmed.

A week later while escorting a Road Repair Crew, Footspade detonated an IED with their Albany roller. The IED had been buried 25-meters in front of an Iraqi Military Security checkpoint. The IED detonated underneath the right side of the roller. The MTVR received four flat tires, a destroyed shock assembly, and smashed six of twelve headlamps. There were no injuries to report and the mission was completed with no further incidence.

Early in the Deployment it became evident that the bulk of the mission tasking for the CSTs would not be located at Ar Ramadi. To provide maintenance on equipment and ensure that team members received access to personnel services, an aggressive plan was developed to requiring each team to stop at Ar Ramadi every three weeks. These operational breaks became known as “Pit-stops.” The minimum requirement for a “Pit-stop” was three to four days in Ar Ramadi without a mission. The intent of the “Pit-stop” was to allow the teams an opportunity to interact with the “Battalion Family”, receive sustainment training, and thwart

tendencies towards complacency. Each “Pit-stop” included a short construction project, a review of TTP’s, readiness training (i.e. range, cultural briefs, etc.), an intelligence briefing with the Battalion S2, and time with the Battalion leadership.

To further counteract complacency, a questionnaire drawing on input from the Convoy Commanders and Senior Command staff was developed. This document identified nine behavioral characteristics associated with complacency. The paper suggested changes to the operational patterns of the CSTs. In addition to this initial paper, each CST member was afforded the opportunity on a monthly basis to evaluate current TTPs, training methods and overall mission execution.

To promote and maintain the overall health of each CST member, a rotation plan was developed. This plan allowed each team to rotate in new personnel, while providing a needed break for the existing members. The plan provided depth of training in the event a member needed to be replaced.

The 3rd NCR provided a range of equipment upgrades in support of the CST. In January 2007, in an effort to improve IED detection, Footspade and Stinger received “Panama City Roller” attachments for their MTVRs. Other equipment upgrades included the installation of two Hunter Electronic Counter Measure (ECM) systems and “Albany” rollers earlier in deployment. The two CSTs encountered three IED strikes, detected eight IEDs, experienced 16 Small Arms Fire (SAF) attacks, and had 18 Defensive Actions (DA). There were no significant injuries to personnel. A total of **XX** Combat Action Ribbons were awarded for their efforts.

STINGER	OCT	NOV	DEC	JAN	FEB	MAR	APR	TOTAL
Total Missions	11	17	20	18	19	16	4	105
TCN Missions	2	10	11	5	7	11	1	47
MILOPS Missions	2	1	3	7	3	1	0	17
Green Missions	7	6	6	6	9	4	2	40
OCF Missions	0	0	0	0	0	0	1	1
Total KM Traveled	1,436	3,352	2,803	3,589	2,480	3,279	756	17,695

Table 12 – Stinger Mission Summary

FOOTSPADE	OCT	NOV	DEC	JAN	FEB	MAR	APR	TOTAL
Total Missions	11	20	17	14	20	12	6	100
TCN Missions	6	13	6	8	2	3	4	42
MILOPS Missions	0	1	4	1	2	0	0	8
Green Missions	5	6	6	4	16	9	2	48
OCF Missions	0	0	1	1	0	0	0	2
Total KM Traveled	1,211	2,162	1,744	3,097	2,035	2,238	1,126	13,613

Table 13 – Footspade Mission Summary

Stinger / Footspade	OCT		NOV		DEC		JAN		FEB		MAR		APR		Total
SAF	0	0	3	1	1	2	3	0	4	1	1	0	0	0	16
IED Detected	0	1	0	2	0	2	0	1	0	2	0	0	0	0	8
IED Strike	0	0	0	0	1	1	0	0	1	0	0	0	0	0	3
DA	0	0	2	1	2	2	0	5	1	4	1	0	0	0	18
Total Activity														45	

Table 14 – Convoy Security Team Action Summary

Rockhound

The Rockhound mission was an NCR tasked logistical support operation designed to provide MNF-W forces with select fill and aggregate for construction operations. A unit requesting support typically would provide convoy security for the Rockhound team. The team was normally tasked with delivering materials to an assigned mission location. Gravel and fill was acquired from local borrow pits and then loaded into dumps and transported as required.

NMCB 74 provided XX personnel OPCON to the 3rd NCR for the Rockhound mission. The team was a joint venture involving personnel from NMCB 74, NMCB 18, NMCB 28, and 3 NCR. They employed eight 20 Ton NCF tractors and eight, leased, 32 cubic yard, end-dump trailers. They successfully delivered over 25,000 cubic yards of gravel and fill materials in support of Combat Out Posts (COP), Observation Posts (OP), Iraqi Police Stations, MSR/ASR Access Control Points, and FOBs throughout Al Anbar province. They traveled over 8,000 kilometers on deployment.



Fig. 31 – Rockhounds off-load aggregate.



Fig. 32 – Rockhound truck is loaded for delivery.

	OCT	NOV	DEC	JAN	FEB	MAR	APR	TOTAL
No. of Missions	13	20	19	23	14	10	0	99
KM Traveled	650	1,228	1,875	2,820	759	851	0	8,183
CD Transported	2,430	2,680	7,410	9,620	3,530	2,100	0	27,770

Table 15 – Rockhound Mission Summary

Engineering Support - MEF

Throughout the SWA deployment, the Battalion Engineering Shop and its Engineering Aides (EA) were responsible for a variety of tasking. Their efforts supported internal Battalion mission requirements, Army Engineering units, and Other Coalition Forces – Iraq (OCF-I). They performed ten topographic surveys covering 60 acres of terrain, three complete soil analysis tests, three percolation tests, a Dual Cone Penetration (DCP) test, generated detailed drawings for eight projects, a hydrological survey and created six Battalion signs.

The EAs performed a detailed site survey and road layout for the 16th and 321st Army Engineering Battalions. They conducted a survey for an 8,300 ft roadway including a 120 ft bridge. Earning 56 mandays, they facilitated the construction of a critical transportation corridor for armored vehicles. A total of 116 mandays of engineering support was provided for combat operations at COPs and OPs in the MNF-W AOR.



Fig. 33 – Seabee provides engineering support.

They completed a mission essential topographical survey and layout for an HLZ that supported Special Operations Forces (SOF) and mission requirements for OCF-I. Additionally, the EAs played a critical role in completing a SF FOB site plan and subsequently provided them with a complete survey for future construction planning and design.

GUAM OPERATIONS SUMMARY

NMCB 74's Detail Guam immediately began construction on two major projects, GM1-875 Laundry Facility and GM2-852 Orote Point Mechanic Shop. These projects totaled over 8,000 MD's and \$1.5M. Detail Whidbey Island was tasked with the completion of three flight line, pre-engineered buildings. In addition to their formal tasking, the Whidbey Island Detail spearheaded the retrograde of NCF assets; providing accountability of all equipment prior to the closing of their site. All assets were returned to 30 NCR in Port Hueneme. Detail San Nicolas Island made great strides in the establishment of their new site. Their tasking included the construction of a 3,500 SF Heavy Equipment Storage Facility and island-wide Road Maintenance.



Fig. 34 – Seabees tie steel for overhead placement in Guam.



Fig. 35 - Seabee constructs a door.

By the end of deployment, Detail Guam had completed three construction projects and earned 5,681 mandays of work-in-place in support of the PACOM AOR.

Project #	Project Title	Total Project MD	Total Project Material Cost (\$)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
GM1-875	Laundry Facility	4,011	\$742,633	1,891	74-100%	100%	2,838
GM2-852	Orote Point Mechanic Shop	2,726	\$722,191	1,111	54-80%	72%	703
GM7-410	Orote Point Mineral Products	400	\$0	400	0-100%	100%	400
GM7-411	Corrosion Control, Orote Point	200	\$0	250	0-100%	100%	250
GM7-412	Orote Point Maintenance	250	\$0	200	0-100%	100%	235
TOTAL		7,587	\$1,464,824	3,852			4,426

Table 16 – Detail Guam Project Summary

Project #	Project Title	Total Project MD	Total Project Material Cost (\$)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
W12-811	Flightline Admin BLDGS	1,116	\$237,607	495	45-100%	100%	745
TOTAL		1,116	237,607	495			745

Table 17 – Detail Whidbey Island Project Summary

Project #	Project Title	Total Project MD	Total Project Material Cost (\$)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
SN6-800	Heavy Equipment Storage	992	\$359,316	400	0-8%	35%	218
SN6-801	Road Maintenance	1,261	\$350,000	200	0-25%	34%	292
TOTAL		2,253	709,316	600			510

Table 18 – Detail San Nicolas Island Project Summary

TASK FORCE SIERRA OPERATIONS SUMMARY

NMCB 74's Task Force Sierra (TFS) Detachment was deployed to SWA in support of USSOCOM. Task Force Sierra Seabees deployed to two sites in the Iraq AOR, one to Afghanistan, and one undisclosed location in CENTCOM AOR. A total of 18 specific projects were completed amounting to 17,627 mandays of earned work-in-place.

Task Force Sierra - Main Body's primary mission was the placement of more than 150,000 SF of concrete for a \$2.8M airfield project. NMCB 74 Seabees along with an attached component of NMCB 18 personnel worked together to overcome concrete mix design, material shortages, and weather restrictions. The Detachment accomplished its required tasking and set in motion process innovations for future Seabee units. The project is scheduled for completion in September 2009.

Detachment personnel played an integral role in camp support for USSOCOM. They provided contingency support through Camp Maintenance, and Task Force Minor projects (100 MD or less) to several Forward Operating Bases (FOB) within the AOR. The "Fearless" Seabees completed over 1,800 Trouble Calls, 2,399 mandays of Camp Maintenance, and 2,357 mandays of Task Force Minor projects. Task Force Minor projects encompassed a broad spectrum of projects. Two projects of particular note were the completion of a 100% upgrade of electrical distribution systems for a Joint Operations Center and the design/build of a 1,200 ft Unmanned Aerial Vehicle (UAV) runway. FOB Support accounted for one-third of the tasked man-days for Task Force Sierra and included the construction of SWA Huts, ECP upgrades, multiple HLZs, and two new Tactical Operations Centers. Detachment personnel successfully demonstrated interoperability and met every requirement for their clients.

Task Force Sierra - DET ONE was tasked with providing contingency construction support to the Combined Joint Special Operations Task Force - Arabian Peninsula (CJSOTF-AP). They were tasked with the completion of a new 8,400 SF dining facility consisting of 831 mandays of construction. This project included the construction of two hand washing areas, a food preparation station and a trash collection point. The facility was completed three weeks ahead of schedule. DET ONE was also tasked with several Task Force Minor projects. These smaller contingency projects consisted of road maintenance, force protection upgrades, Iraqi Army engineers training, and electrical upgrades at OPs.



Fig. 36 – Seabee setting forms for concrete placement at DET-ONE.



Fig. 37 – Seabees place concrete on airfield at TFS Main Body.

A large portion of the DET ONE tasking was the construction of a series of small arms ranges. Their tasking included two 50-meter pistol ranges, two 100-meter ranges, a 400-meter range, a 600-meter range, and a sniper range. This project was accomplished by stacking three levels of Hesco barriers and compacting an earthen berm around the base at each location. The ranges will provide marksmanship and basic weapons training for Iraqi Army personnel. The Detail completed four SWA huts, an Oil Change facility and numerous other minor projects under 100 mandays in duration.

Task Force Sierra - DET TWO completed five major projects and provided contingency construction support to seven FOBs. The Detail was tasked with the construction of two K-Spans, two two-storied wood structures, and a sprung structure. Additional tasking included Camp Maintenance support throughout the Task Force's AOR. The first K-Span project was a 110 ft x 60 ft structure that included the placement of end-walls, under slab utilities, and a 6,600 SF concrete floor slab. The second K-Span project was a 60 ft x 90 ft structure constructed over an existing concrete slab. DET TWO received support midway through deployment from NMCB 3. They assisted with the construction of a second K-Span. Changing client mission priorities shifted construction responsibilities over to NMCB 3. The project was turned-over at 64% completion.

DET TWO work at FOBs was a critical accomplishment during this deployment. They provided life sustaining construction and maintenance in several remote locations. Examples of which included: Quality Assurance, block and mortar construction, wooden build-outs, laundry facilities, ground preparation, and renovations to various existing structures.

Task Force Sierra - Main Body

Project #	Project Title	Total Project MD	Total Project Material Cost (\$)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
XA4-900	Airfield Concrete	9,450	\$2,800,000	942	54-70%	75%	942
XA7-501	Minor Projects	1,509	0	1,509	0-100%	100%	1,509
XA7-502	Minor Projects II	848	0	848	0-100%	100%	848
XA7-510	Super SWA Huts	1,280	0	1,074	0-84%	84%	1,074
XA7-617	Planning and Estimating	181	0	181	0-100%	100%	181
XA7-911	Mission Support Site	3,195	0	3,195	0-100%	100%	3,195
XA7-915	FOB Support	633	0	633	0-100%	100%	633
XA7-916	Embark Support	124	0	124	0-100%	100%	124
XA7-917	FOB Support II	350	0	350	0-100%	100%	350
TOTAL		17,570	\$2,800,000	8,856			8,856

Table 19 – Task Force Sierra Project Summary

Project #	Project Title	Total Project MD	Total Project Material Cost (\$)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
XC6-910	Oil Change Facility	131	\$0	35	74-100%	100%	100
XC6-918	Joint DFAC	1,150	\$0	931	19-100%	100%	1,070
XC7-500	Minor Projects	1,404	\$0	1,404	0-100%	100%	1,534
XC7-916	Building Remodels	158	\$0	158	0-100%	100%	183
XC7-917	Iraqi Special Operations Forces Range	830	\$0	830	0-100%	55%	449
XC7-919	Super SWA Hut	342	\$0	342	0-100%	100%	135
XC7-920	Super SWA Hut	165	\$0	165	0-100%	100%	123
XC7-921	Building 25 Additions	332	\$0	332	0-100%	100%	441
XC7-922	Vehicle Maintenance PEB	852	\$0	315	0-37%	37%	169
XC7-923	Berthing SWA Hut	382	\$0	382	0-100%	100%	259
XC7-924	TF SWA Hut	124	\$0	124	0-100%	100%	84
TOTAL		5,870	\$0	5,018			4,547

Table 20 – Task Force Sierra Project Summary

Task Force Sierra - DET TWO

Project #	Project Title	Total Project MD	Total Project Material Cost (\$)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
XD6-914	K-Span #8	650	\$73,118	331	50-100%	100	319
XD6-916	Wood Structure #10	471	\$96,836	206	59-100%	100	321
XD7-200	Planning & Design	125	N/A	125	0-100%	100	125
XD7-900	FOB Support	1060	N/A	1060	0-100%	100	1,060
XD7-902	Wood Structure #11	981	\$550,000	981	0-100%	100	1,000
XD7-903	K-Span #9	308	\$85,000	196	0-64%	64	100
XD7-904	Sprung Structure	350	\$617,398	350	0-100%	100	356
TOTAL		3,945	\$1,422,352	3,249			3,281

Table 21 – Task Force Sierra Project Summary

Task Force Sierra - DET X-RAY

Project #	Project Title	Total Project MD	Total Project Material Cost (\$)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
	Construct 2 Metal Structures (UBM)	943	\$2,200,000	943	0-100%	100%	943
TOTAL		943	\$2,200,000	943			943

Table 22 – Task Force Sierra Project Summary

EMBARKATION

In September 2006, four personnel were deployed for Pre-AP turnover at TFS. They arrived prior to the departure of NMCB 25 and NMCB 40. In October 2006, the Embark staff deployed 638 personnel to missions in support of PACOM and CENTCOM AORs. An additional four personnel were assigned as Individual Augments (IA) to CENTCOM subordinate commands.

Within a week of the arrival in Camp Moreell, the Embark Staff redeployed both MEF and TFS personnel to their respective deployment sites. NMCB 74 personnel were deployed to Al Taqaddum (TQ), Ar Ramadi (AR), Balad, Baghdad, and Bagram. Convoy Security Teams were deployed to Al Fallujah for turnover with NMCB 40. Additional movements were required to embark MEF personnel from TQ to AR. These final movements were accomplished in phases via rotary-wing aircraft.



Fig. 38– CH-46 lands at Ar Ramadi HLZ.



Fig. 39– UH-60.

In April 2007, NMCB 74 retrograded all personnel from their deployed locations to Camp Moreell. Detail Guam personnel were transported in a single Time Phased Force Deployment Data (TPFDD) supported movement to the point of debarkation in Gulfport, MS. 638 MEF and TFS personnel were returned to Gulfport, MS via TPFDD. All NMCB 74 personnel were returned to Homeport by 27 April 2007.

MEF

Local personnel movements within MNF-W were accomplished using convoy support provided by Battalion adjacent units, CSTs and Logistics Support Convoys. Rotary-Wing flights were used for movements between AR and TQ. Mission requirements dictated the employment of Seabees outside of the wire; thereby necessitating the use of multiple modes of ground transportation to accomplish the mission. Unit Movement Control Center (UMCC) coordinated with 2nd Marine Air Wing (2 MAW) for all rotary-wing movement requirements in the MEF AOR. Rotary-Wing movements were accomplished by using CH-46s and CH-53s. In total, 662 missions were accomplished moving 2,303 personnel during the deployment.

TFS

TFS frequently moved personnel within theater to meet mission requirements. All Intra-theater personnel movements were conducted via Fixed or Rotary-Wing aircraft. Movements were accomplished using client provided transportation; “Space-A” Catfish Air (U.S. Army Ring-Route) or Channel (Fixed-Wing) flights. To offset frequent communications challenges, the TFS Embark staff developed an internal manifest form and movement tracking board. These tools ensured better accountability of personnel and facilitated the

accurate tracking of flight availability. In total, 247 missions were accomplished moving 1,026 personnel during the deployment.

Depature Date	Aircraft	PAX	Pallet	Weight	Mission	Route
30-Sep-06	757	65	6,470	22,334	TFS	GLPT to Camp Moreell
30-Sep-06	RCH 760	166	1,787	56,958	MEF	GLPT to Camp Moreell
6-Oct-06	Commercial	30	1,000	-	GUAM	GLPT to WI, SNI
6-Oct-06	MD 11	64	300	20,135	TFS	GLPT to Camp Moreell
6-Oct-06	MD 1011	108	300	19,710	MEF	GLPT to Camp Moreell
6-Oct-06	Commercial	205	6,000	-	GUAM	GLPT to Guam
TOTAL		638	15,857	119,137		

Table 23 – Flight Information: Gulfport to Guam & SWA

Intra-Theater Movement - MEF

	OCT	NOV	DEC	JAN	FEB	MAR	APR	TOTAL
Total Missions	184	62	59	99	89	103	66	662
Fixed Wing Missions	32	4	13	53	21	22	11	156
Rotary Missions	152	58	46	46	68	81	55	506
Total PAX	875	198	122	216	230	244	418	2,303

Table 24 – Intra-Theater Movement - MEF

Intra-Theater Movement - TSF

	OCT	NOV	DEC	JAN	FEB	MAR	APR	TOTAL
Total Missions	70	36	31	35	24	23	28	247
Fixed Wing Missions	23	7	5	14	5	9	14	77
Rotary Missions	47	29	26	21	19	14	14	170
Total PAX	405	93	64	61	52	214	137	1,026
Short Tons of Cargo	33	7	3	3	2	10	8	66

Table 25 – Intra-Theater Movement -TFS

Depature Date	Aircraft	PAX	Pallet	Weight	Mission	Route
					TFS	Camp Moreell to GLPT
					MEF	Camp Moreell to GLPT
					GUAM	WI, SNI to GLPT
					TFS	Camp Moreell to GLPT
					MEF	Camp Moreell to GLPT
					GUAM	Guam to GLPT
TOTAL		0	0	0		

Table 26 – Flight Information: Guam & SWA to Gulfport

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MAIN BODY AR RAMADI

PROJECT SUMMARIES



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Lumber being cut to fulfill a project BOM.



Class IV staged for SWA hut construction.

CLASS IV YARD SUPPORT OPORDER

Project Data

Project Scope: Provide Class IV support for mission tasking in Ar Ramadi.

Personnel:

Duration: October 2006 – April 2007

Mandays Expended:

Previous Battalions:	N/A
NMCB 74:	754

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	754
Total Project MD:	754

Material Cost: \$ 6,543,879

Cost Savings: \$ 263,900

Significant Safety Issues: Ensure personnel wear proper PPE when working with power tools.

Significant QC Issues: Provide inspections on shop equipment to ensure within design tolerance parameters.

Significant Design Issues: None.

Significant Material Issues: None.



HMMWV with “Panama City” roller attached.



Night driving using NVGs.

CST OPORDER

Project Data

Project Scope: Provide tactical logistic convoy support to MNF-W and NCR missions.

Personnel: 48

Duration: October 2006 – April 2007

Mandays Expended:

Previous Battalions:	N/A
NMCB 74:	7,101

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	7,101
Total Project MD:	7,101

Material Cost: \$ N/A

Cost Savings: \$ 2,485,350

Significant Safety Issues: Poor visibility, high speed, SAF, IED, and snipers. Both CSTs received SAF and were attacked by IEDs. The armor and TTPs developed and employed limited the impact of these threats.

Significant QC Issues: Ensure that vehicles receive prestarts and operational maintenance. Verify each team member is equipped with PPE prior to stepping-off on mission.

Significant Design Issues: Albany roller system required a significant amount of maintenance. The Panama City rollers were designed with a smaller tire, making them more suitable for the pothole-riddled roads of Iraq.

Significant Material Issues: None.



Class IV loaded on an MTRV awaiting convoy movement.



“Crow’s Nest” loaded for delivery to project location.

GREEN GEAR SUPPORT OPORDER

Project Data

Project Scope: Provide logistic convoy support for Class IV material and NCF gear.

Personnel:	6	
Duration:	October 2006 – April 2007	
Mandays Expended:	Previous Battalions:	N/A
	NMCB 74:	267
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74:	267
	Total Project MD:	267
Material Cost:	\$ N/A	
Cost Savings:	\$ 93,450	

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None.

Significant Material Issues: None.



Seabee makes repairs to damaged roadways on camp.



Seabees make repairs to roadway damaged on camp.

MSR/ASR REPAIR OPORDER

Project Data

Project Scope: Repair damage to MSRs/ASRs for Coalition Forces in MNF-W.

Personnel: 8

Duration: October 2006 – April 2007

Mandays Expended: Previous Battalions: N/A
NMCB 74: 246

Tasking: WIP at Turnover: 0%
WIP at Deployment Completion: 100%
MD Tasked to NMCB 74: 246
Total Project MD: 246

Material Cost: \$ 31,735

Cost Savings: \$ 86,100

Significant Safety Issues: Ensure crewmembers secure working area of oncoming traffic.

Significant QC Issues: The Cretemobile was initially used to mix redi-mix concrete, which was the only concrete source available in Ramadi. The equipment caused significant segregation of the cement from the aggregate, reducing the quality of the produced product. Use of an 11S and a Cretepuppy resolved this QC issue.

Significant Design Issues: None

Significant Material Issues: None



Seabees frames a wall at PB Firecracker.



Night crane operations.

PATROL BASE FIRECRACKER, PHASE I IZ6-341

Project Data

Project Scope: Complete necessary construction in support of force protection and life support improvements at PB Firecracker.

Personnel: 17

Duration: October 2006 – November 2006

Mandays Expended:

Previous Battalions:	0
NMCB 74:	590

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	590
Total Project MD:	590

Material Cost: \$ 203,631

Cost Savings: \$ 206,500

Significant Safety Issues: Establish a passive barrier plan for rooftop work. Ensure PPE with security teams in place while crews are working.

Significant QC Issues: Installed wiring, light fixtures, outlets and A/C- heat units. All electrical connections were tested and checked prior to charging the system, generators were op-checked prior to departure from the FOB, and connections and grounding was verified prior to operation.

Significant Design Issues: None.

Significant Material Issues: Quality of lumber was subpar. Compensation had to be made for warped and twisted structural members and plywood.



Constructing the deck of a SWA hut.



Elevation of Row 8 under construction.

SWA HUT CITY #2 IZ6-344

Project Data

Project Scope: Construct forty SWA huts for camp life support.

Personnel: 17

Duration: August 2006 – January 2007

Mandays Expended:

Previous Battalions:	800
NMCB 74:	1,154

Tasking:

WIP at Turnover:	26 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	1,154
Total Project MD:	1,954

Material Cost: \$ 748,690

Cost Savings: \$ 683,900

Significant Safety Issues: Tripping hazards from extension cord usage. Verify electrical tools are in proper working order.

Significant QC Issues: Checked doorways and decks for square by pulling diagonals and used a level to determine plumb. Verified survey layout notes for accuracy and ensured stakes were clearly marked.

Significant Design Issues: None.

Significant Material Issues: Quality of lumber was subpar. Compensation had to be made for warped and twisted structural members and plywood.



Front elevation of the completed Pole Barn.



Side profile of the finished project.

CLASS IV POLE BARN – AR RAMADI IZ6-354

Project Data

Project Scope: Construct a 32'x64' Pole Barn at the Class IV yard in Ar Ramadi.

Personnel: 6

Duration: October 2006 – November 2006

Mandays Expended:

Previous Battalions:	0
NMCB 74:	157

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	157
Total Project MD:	157

Material Cost: \$ 18,044

Cost Savings: \$ 54,950

Significant Safety Issues: Scaffolding plan and lanyards.

Significant QC Issues: Used the Auto-level to ensure that the foundation was level and ensured the building was square by pulling diagonals.

Significant Design Issues: None

Significant Material Issues: Quality of lumber was subpar. Compensation had to be made for warped and twisted structural members and plywood.



Concrete placement using the Cretemobile.



Completed pad with ramps constructed.

HUNTER INSTALLATION PAD IZ6-369

Project Data

Project Scope: Construct a 15'X30' Concrete Pad for Installation of Hunter ECM Systems.

Personnel: 8

Duration: October 2006

Mandays Expended:

Previous Battalions:	0
NMCB 74:	96

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	96
Total Project MD:	96

Material Cost: \$ 10,987

Cost Savings: \$ 33,600

Significant Safety Issues: Ensure crews have adequate number of concrete boots.

Significant QC Issues: Read-mix concrete tended to segregate cement and aggregate when using the Cretemobile.

Significant Design Issues: None

Significant Material Issues: Read-mix concrete was utilized due to a lack of concrete production capability on Ar Ramadi.



Excavating retention pond for Water Well operations.



Water Well in operation.

WATER WELL IZ6-0763

Project Data

Project Scope: Attach four Water Well personnel to NMCB 18 to supplement Water Well drilling operations at COP Rawah.

Personnel:	4	
Duration:	December 2007 – January 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	134
Tasking:	WIP at Turnover:	0 %
	WIP at Deployment Completion:	100 %
	MD Tasked to NMCB 74:	134
	Total Project MD:	134
Material Cost:	\$ 46,900	
Cost Savings:	\$ 64,050	

Significant Safety Issues: Working around heavy machinery, ensure all personnel wear proper PPE for mission operations. Ensure all personnel know how to disengage drill bit incase of insurgent activity.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.



Exterior view of finished project.



Interior of a finished SWA Hut.

HURRICANE POINT SWA HUTS IZ6-810

Project Data

Project Scope: Construct eight SWA Huts at Hurricane Point to support ongoing operations in Ar Ramadi.

Personnel: 12

Duration: October 2006

Mandays Expended:	Previous Battalions:	108
	NMCB 74:	389

Tasking:	WIP at Turnover:	30 %
	WIP at Deployment Completion:	100 %
	MD Tasked to NMCB 74:	389
	Total Project MD:	497

Material Cost: \$ 345,043

Cost Savings: \$ 173,950

Significant Safety Issues: Implementation of fall protection plan.

Significant QC Issues: Ensure proper installation of electrical wiring and outlets in accordance with NEC.

Significant Design Issues: None

Significant Material Issues: Quality of lumber was subpar. Compensation had to be made for warped and twisted structural members and plywood.



Mixing Quickrete using the 11s mixer.



Completed roadway looking SE.

OGDEN GATE CONSTRUCTION IZ6-818

Project Data

Project Scope: Excavate and place concrete for an approach to Ogden Gate.

Personnel: 7

Duration: October 2006 – November 2006

Mandays Expended:

Previous Battalions:	0
NMCB 74:	108

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	108
Total Project MD:	108

Material Cost: \$148,535

Cost Savings: \$ 37,800

Significant Safety Issues: Ensure crewmembers wear all protective gear to avoid exposure SAF.

Significant QC Issues: Ensured site was level prior to concrete placement.

Significant Design Issues: None.

Significant Material Issues: No Readi-mix concrete was available. Crew mixed over 1,500, 110 lb bags of Quickrete in order to complete the concrete placements.



Grading operations on Phase II.



Completed laydown area.

MILVAN LAYDOWN YARD IZ6-819

Project Data

Project Scope: Construct a 500'x800' laydown pad with retention ponds.

Personnel: 5

Duration: October 2006 – January 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	327

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	327
Total Project MD:	327

Material Cost: \$ 100,088

Cost Savings: \$ 114,450

Significant Safety Issues: Ensure ground guides are visible and used for all equipment movement.

Significant QC Issues: Continuous site and grading surveys were required for proper drainage of the site. Ensure site area remains free of vehicle traffic and parking.

Significant Design Issues: None

Significant Material Issues: Gravel was not available when site preparation was complete. Additional grading work was required due to vehicles parking on the completed areas during the delay. Initial delivery was only 1/3 of the required amount.



Completed installation of the new generator located next to the old generator.



Final connections to the new generator.

IRAQI POLICE STATION #6 TEMPORARY BERTHING IZ6-821

Project Data

Project Scope: Install electrical distribution to two berthing ISO containers at IP #6.

Personnel:	2	
Duration:	November 2006	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	18
Tasking:	WIP at Turnover:	0 %
	WIP at Deployment Completion:	100 %
	MD Tasked to NMCB 74:	18
	Total Project MD:	18
Material Cost:	\$ 7,856	
Cost Savings:	\$ 6,300	

Significant Safety Issues: Security was provided by TF 2-37, with IPs manning the ECP.

Significant QC Issues: Original wiring from Iraqi Engineers required extensive rework on site.

Significant Design Issues: None.

Significant Material Issues: None.



Building and roadway at the proposed site.



Condition of an existing structure.

CAMP CORREGIDOR EXPANSION ASSESSMENT IZ6-828

Project Data

Project Scope: Perform assessment of expansion of Camp Corregidor.

Personnel: 1

Duration: November 2006

Mandays Expended:

Previous Battalions:	0
NMCB 74:	12

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	12
Total Project MD:	12

Material Cost: \$ 0

Cost Savings: \$ 4,200

Significant Safety Issues: Most of the structures were in disrepair, and they would cause substantial risk to Coalition Forces if occupied. Recommendation was to demolish existing buildings and build hardened structures in their place.

Significant QC Issues: None.

Significant Design Issues: Assessment concluded the target buildings were not suitable for habitation by Coalition Forces. Recommended pursuit of alternate facilities.

Significant Material Issues: None.



Structural failure at OP Horea. Member being held up by sandbags.



Damage to the structure at OP Hotel. First deck being supported by T-walls.

OUTPOST HOTEL AND OUTPOST HOREA STRUCTURAL ASSESSMENTS IZ7-0004

Project Data

Project Scope: Assess structural damage and provide recommendations for life support improvements to OP Hotel and OP Horea.

Personnel:	8	
Duration:	October 2006	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	24
Tasking:	WIP at Turnover:	0 %
	WIP at Deployment Completion:	100 %
	MD Tasked to NMCB 74:	24
	Total Project MD:	24
Material Cost:	\$ 0	
Cost Savings:	\$ 8,400	

Significant Safety Issues: Multiple structural members were damaged at both OPs. Recommendation was to abandon OP Hotel and find a suitable alternate building and to replace the damaged structural members at OP Horea.

Significant QC Issues: Structural integrity of the existing facility.

Significant Design Issues: A shoring plan was developed and submitted to address the structural issues at both OPs.

Significant Material Issues: None.



Installation of a 1" waterline to the barracks.



Renovated shower facility.

CAMP MAINTENANCE AT CORREGIDOR IZ7-0013

Project Data

Project Scope: Provide Camp Maintenance support to critical life infrastructure at Camp Corregidor and Combat Outpost.

Personnel:	7	
Duration:	October 2006 – April 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	1,054
Tasking:	WIP at Turnover:	0 %
	WIP at Deployment Completion:	100 %
	MD Tasked to NMCB 74:	1,054
	Total Project MD:	1,054
Material Cost:	\$ 127,061	
Cost Savings:	\$ 368,900	

Significant Safety Issues: Personnel shall wear proper PPE for the job.

Significant QC Issues: The electrical upgrades were extensive and required numerous testing of connections and wire runs to ensure proper grounding. Load calculations were performed ensuring no generators would be overloaded.

Significant Design Issues: None.

Significant Material Issues: Material issues constantly arose due to the process of all Class IV material being issued from the TQ yard and the required coordination of transportation from there to Camp Corregidor.



Installation of a circuit to one of the guard posts.

GOV'T CENTER ELECTRICAL IZ7-0036

Project Data

Project Scope: Provide electrical service to five guard posts at the Ramadi Government Center for thermal imaging equipment.

Personnel:	3	
Duration:	March 2007 – April 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	18
Tasking:	WIP at Turnover:	0 %
	WIP at Deployment Completion:	100 %
	MD Tasked to NMCB 74:	18
	Total Project MD:	18
Material Cost:	\$ 49,700	
Cost Savings:	\$ 6,300	

Significant Safety Issues: Work was performed during hours off darkness due to the sniper threat in the area.

Significant QC Issues: Ensured proper installation of electrical panel in accordance with NEC codes.

Significant Design Issues: None.

Significant Material Issues: None.



Splicing wires to complete electrical connections.



Completed installation of berthing units.

ZANGORA IRAQI POLICE STATION IZ7-0054

Project Data

Project Scope: Install life support to include electrical and A/C units to three trailers at Zangora IP Station.

Personnel:	2	
Duration:	March 2007 – April 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	18
Tasking:	WIP at Turnover:	0 %
	WIP at Deployment Completion:	100 %
	MD Tasked to NMCB 74:	18
	Total Project MD:	18
Material Cost:	\$ 21,235	
Cost Savings:	\$ 6,300	

Significant Safety Issues: Security was provided by TF 2-37, with IPs manning the ECP.

Significant QC Issues: Original wiring from Iraqi Engineers required extensive rework on site.

Significant Design Issues: None.

Significant Material Issues: None.



Construction of the HESCO structure.



Completed Outpost structure.

BRONZE/URANIUM SPLIT OBSERVATION POST IZ7-0061

Project Data

Project Scope: Construct berthing facilities with overhead protection, heat and air conditioning in order to upgrade life support for personnel at B/U Split OP.

Personnel:	14	
Duration:	November 2006	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	120
Tasking:	WIP at Turnover:	0 %
	WIP at Deployment Completion:	100 %
	MD Tasked to NMCB 74:	120
	Total Project MD:	120
Material Cost:	\$121,127	
Cost Savings:	\$ 42,000	

Significant Safety Issues: Roof supports adequate to support load of roof. Establish perimeter security while working.

Significant QC Issues: Ensured sand bags were interlocked for strength in hardening of roof.

Significant Design Issues: The HESCO structure did not provide enough shear strength or vertical support. Additional columns were necessary in the middle of the structure to keep the overhead protection from sagging.

Significant Material Issues: Quality of lumber was subpar. Compensation had to be made for warped and twisted structural members and plywood.



Installation of the electrical wiring.



Installed A/C unit.

PATROL BASE FIRECRACKER, PHASE II. IZ7-0072

Project Data

Project Scope: Complete electrical construction for the third deck at PB Firecracker.

Personnel: 8

Duration: November 2006 – November 2006

Mandays Expended:

Previous Battalions:	0
NMCB 74:	63

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	63
Total Project MD:	63

Material Cost: \$ 371,812

Cost Savings: \$ 22,050

Significant Safety Issues: Crew received IDF while conducting electrical installation. Attack resulted in one casualty, who was medevaced from the site.

Significant QC Issues: Ensure load calculations are completed for additional electrical fixtures. Ensure generator is capable of providing the required output.

Significant Design Issues: None.

Significant Material Issues: Availability of approved 4mm wire caused delays in the execution of the project.



Installation of a window A/C unit and sandbags.



Completed room after installation.

GOV'T CENTER IRAQI POLICE STATION IZ7-0088

Project Data

Project Scope: Force protection, electrical, and life support repairs/upgrades to Ar Ramadi IP HQ.

Personnel: 8

Duration: November 2006 – December 2006

Mandays Expended:

Previous Battalions:	0
NMCB 74:	235

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	235
Total Project MD:	235

Material Cost: \$ 316,149

Cost Savings: \$ 82,250

Significant Safety Issues: None

Significant QC Issues: Ensure fuel line connections are tight, with no leaks. All electrical connections are checked for potential shorts prior to charging the system

Significant Design Issues: None.

Significant Material Issues: Initial 500 gal fuel tank had leaks in the seams and required replacement.



Seabee threads water pipe for installation.



Completed installation of water pump.

GOV'T CENTER BARRACKS UPGRADES IZ7-0090

Project Data

Project Scope: Upgrade Force Protection, electrical distribution system, and plumbing for PTT barracks.

Personnel: 8

Duration: December 2006

Mandays Expended:

Previous Battalions:	0
NMCB 74:	101

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	101
Total Project MD:	101

Material Cost: \$78,687

Cost Savings: \$ 35,350

Significant Safety Issues: Exposure to direct fire from insurgents.

Significant QC Issues: Ensure all plumbing joints have no leaks and there is adequate pressure for bathroom fixtures. Ensure power distribution system is properly grounded

Significant Design Issues: None.

Significant Material Issues: Properly-sized plumbing material was not available. The crew redesigned the plumbing system in order to use the existing materials.



Testing a circuit.



Completed repairs to generator.

COMBAT OUTPOST STEEL ELECTRICAL IZ7-0103

Project Data

Project Scope: Troubleshoot and repair the generator at COP Steel.

Personnel: 2

Duration: January 2007

Mandays Expended: Previous Battalions: 0
NMCB 74: 6

Tasking: WIP at Turnover: 0 %
WIP at Deployment Completion: 100 %
MD Tasked to NMCB 74: 6
Total Project MD: 6

Material Cost: \$ 10,627

Cost Savings: \$ 2,100

Significant Safety Issues: Improperly grounded wiring by others posed a safety threat. The issue was remedied by the electricians on site.

Significant QC Issues: Generator had multiple wires hooked up from non-authorized sources.

Significant Design Issues: None.

Significant Material Issues: None.



Completed "Crow's Nest" in pre-fab yard.



A/C installation on the COP.

COMBAT OUTPOST QATANA IZ7-0105

Project Data

Project Scope: Construct life support and force protection measures at COP Qatana.

Personnel: 19

Duration: December 2006 – January 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	525

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	525
Total Project MD:	525

Material Cost: \$ 837,982

Cost Savings: \$ 183,750

Significant Safety Issues: Intense insurgent activity in the area resulted in a high probability of IDF attacks.

Significant QC Issues: Backup generator could not be started on site. A successful pre-start was conducted on the FOB prior to delivery to the COP. CM sent to repair generator on site.

Significant Design Issues: None.

Significant Material Issues: HMMWV up-armor material used in place of steel plate, due to the lack of material availability.



Crane lowers shower trailer into position.



Shower trailer with force protection.

OBSERVATION POST #1 SHOWER TRAILER IZ7-0109

Project Data

Project Scope: Install 20' shower/head combination trailer and force protection at OP#1. Project includes installation of leach field septic system with water storage tanks and pump. Provide electrical distribution upgrades as required.

Personnel:	9	
Duration:	January 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	95
Tasking:	WIP at Turnover:	0 %
	WIP at Deployment Completion:	100 %
	MD Tasked to NMCB 74:	95
	Total Project MD:	95
Material Cost:	\$ 59,499	
Cost Savings:	\$ 33,250	

Significant Safety Issues: Crane safety, rooftop work.

Significant QC Issues: Conduct site survey and percolation test for functionality of leach field. Perform water pressure test for hot/cold water lines. Ensure proper installation and operation of water heater units. Verify slope for drainage system.

Significant Design Issues: Concrete pad for shower trailer was not level, adjustments were made. Leach field required relocating to ensure proper percolation.

Significant Material Issues: Project delayed for KBR completion of shower trailer refurbishing.



Installed A/C unit.



Lighting installed inside an ISO berthing unit.

OUTPOSTS 546/638 LIVING CONTAINERS IZ7-0112

Project Data

Project Scope: Installation of life support to berthing ISO containers at OP 546 and OP 638.

Personnel: 2

Duration: January 2007

Mandays Expended: Previous Battalions: 0
NMCB 74: 12

Tasking: WIP at Turnover: 0 %
WIP at Deployment Completion: 100 %
MD Tasked to NMCB 74: 12
Total Project MD: 12

Material Cost: \$ 34,305

Cost Savings: \$ 4,200

Significant Safety Issues: Electrical shock hazards, ensured lock-out procedures were followed.

Significant QC Issues: Ensured proper installation and connections for split A/C units.

Significant Design Issues: None.

Significant Material Issues: Electrical BOM was not available in Ramadi. Main shortages were wire, breakers, and electrical panels.



Seabee moves culvert piping into position.



Completed culvert crossing.

OBSERVATION POST VIKING IZ7-0113

Project Data

Project Scope: Remove the existing bridge structure; design and install a new culvert crossing at OP Viking,

Personnel: 7

Duration: January 2007

Mandays Expended: Previous Battalions: 0
NMCB 74: 21

Tasking: WIP at Turnover: 0 %
WIP at Deployment Completion: 100 %
MD Tasked to NMCB 74: 21
Total Project MD: 21

Material Cost: \$ 24,750

Cost Savings: \$ 17,850

Significant Safety Issues: Risk of personnel falling into the canal necessitated the installation of a static line downstream prior to conducting operations.

Significant QC Issues: An adjacent unit took pictures of the culvert crossing in February to verify that it was holding with no visible signs of degradation.

Significant Design Issues: None.

Significant Material Issues: Materials were taken by the convoy out to the site. Gravel support was provided by Rockhound.



Operational check of an installed A/C unit.



Lighting installed in the main facility.

PATROL BASE T2 IZ7-0126

Project Data

Project Scope: Construct life support and force protection measures at PB T2 in Ta'meem.

Personnel: 3

Duration: January 2007

Mandays Expended: Previous Battalions: 0
NMCB 74: 35

Tasking: WIP at Turnover: 0 %
WIP at Deployment Completion: 100 %
MD Tasked to NMCB 74: 35
Total Project MD: 35

Material Cost: \$ 44,720

Cost Savings: \$ 12,250

Significant Safety Issues: The life support crew received IDF during the electrical installation. The attack resulted in minor damage to the exterior of the facility with no casualties.

Significant QC Issues: Ensure electrical installations are made in accordance with NEC code.

Significant Design Issues: None.

Significant Material Issues: None.



Seabee installs lighting at COP.



Force protection installed at the COP.

COMBAT OUTPOST SUFIA NORTH (APPLE) IZ7-0127

Project Data

Project Scope: Construct four “Crow’s Nests” and three four-hole burn-outs. Install new water storage tank and pump. Provide electrical distribution system upgrades for COP.

Personnel:	13								
Duration:	January 2007 – January 2007								
Mandays Expended:	<table> <tr> <td>Previous Battalions:</td> <td>0</td> </tr> <tr> <td>NMCB 74:</td> <td>128</td> </tr> </table>	Previous Battalions:	0	NMCB 74:	128				
Previous Battalions:	0								
NMCB 74:	128								
Tasking:	<table> <tr> <td>WIP at Turnover:</td> <td>0 %</td> </tr> <tr> <td>WIP at Deployment Completion:</td> <td>100 %</td> </tr> <tr> <td>MD Tasked to NMCB 74:</td> <td>128</td> </tr> <tr> <td>Total Project MD:</td> <td>128</td> </tr> </table>	WIP at Turnover:	0 %	WIP at Deployment Completion:	100 %	MD Tasked to NMCB 74:	128	Total Project MD:	128
WIP at Turnover:	0 %								
WIP at Deployment Completion:	100 %								
MD Tasked to NMCB 74:	128								
Total Project MD:	128								
Material Cost:	\$ 165,306								
Cost Savings:	\$ 44,800								

Significant Safety Issues: The 40-T crane was shot during transport to the site. A new 25-T crane from the 16EN was used to set the “Crow’s Nests” on site.

Significant QC Issues: Ensured all pipe joints were tight and secure with no leaks. Ensured pump was operational prior to departure from FOB.

Significant Design Issues: MILVAN living containers had to be modified to meet the site specific mission requirements.

Significant Material Issues: None.



Filling of HESCO barriers.



Completed Armory facility.

ARMORY IZ7-0131

Project Data

Project Scope: Construct a 5,900 SF permanent hardened armory facility.

Personnel: 13

Duration: January 2007 – January 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	242

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	242
Total Project MD:	242

Material Cost: \$ 54,101

Cost Savings: \$ 84,700

Significant Safety Issues: Ground guides were used to prevent vehicle accidents.

Significant QC Issues: Ensured all MILVAN containers had proper grounding requirements. Verified proper elevations and grading prior to construction.

Significant Design Issues: Proposed site was in a low lying area causing flooding during rainy periods. Site was raised three feet with selected fill to minimize flooding potential.

Significant Material Issues: Two different Hesco brands provided with differing height dimensions.



Seabees demolish existing facility.



Completed framing of the pre-detonation layer.

COMBAT OUTPOST DFAC HARDENING IZ7-0147

Project Data

Project Scope: Provide overhead protection and structure hardening of 110'x 50' facility.

Personnel: 11

Duration: January 2007 – March 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	257

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	257
Total Project MD:	257

Material Cost: \$ 89,009

Cost Savings: \$ 89,950

Significant Safety Issues: Ensure personnel maintain and use PPE during demolition phase.

Significant QC Issues: Proper layout and placement of load bearing members. Ensure the “Cup” of the lumber was upward and adequate nailing of structural framing members.

Significant Design Issues: Structural integrity of load bearing walls was a concern due to poor foundation support. Foundation was enhanced to support weight of overhead protection.

Significant Material Issues: Material delays resulted from transportation from TQ to Corregidor, extended the completion date by two weeks.



Framing for the ballistic glass.



Completed "Crow's Nests" awaiting installation at COPs.

FABRICATE EIGHT CROW'S NESTS IZ7-0148

Project Data

Project Scope: Construct eight "Crow's Nests" on FOB for rapid deployment and use at critical combat locations.

Personnel: 6

Duration: January 2007 – March 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	130

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	130
Total Project MD:	130

Material Cost: \$ 114,208

Cost Savings: \$52,500

Significant Safety Issues: Eye protection and gloves while constructing "Crow's Nests".

Significant QC Issues: Verify all corners were plumb, tight, and secure to withstand RPG attack and sandbag placement. Perform additional hardening to account for combat off-loading of "Crow's Nests".

Significant Design Issues: "Crow's Nests" were required to be modified for each client's desired application, i.e. Door locations, glass heights, crew-serve weapon usage and trap door for raised placement.

Significant Material Issues: Oxygen, steel plate and ballistic glass availability created delays.



Removal of the bars around a window to allow installation of an A/C unit.



Installation of an electrical panel.

PATROL BASE HILL STREET IZ7-0151

Project Data

Project Scope: Construct life support and force protection measures at PB Hill Street.

Personnel: 13

Duration: March 2007 – March 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	89

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	89
Total Project MD:	89

Material Cost: \$ 32,102

Cost Savings: \$ 31,150

Significant Safety Issues: Placement of the crow's nests was delayed due to the initial route being unsafe for a lowboy or the dismantled crane to transverse. The operation continued upon the completion of a bridge and road repairs completed by the 321st EN.

Significant QC Issues: Ensured electrical components were installed in accordance with NEC code.

Significant Design Issues: None.

Significant Material Issues: Materials were not available to complete the requested crow's nests in the required timeframe. Three crow's nests from TQ constructed by the 9th ESB were used instead.



Seabees install ballistic glass for “Crow’s Nest”.



Installation of the facility’s breaker panel.

COMBAT OUTPOST JULAYBA IZ7-0161

Project Data

Project Scope: Construct four “Crow’s Nests” and three four-hole burn-outs. Upgrade electrical distribution system for the COP. Provide Force Protection hardening for facility.

Personnel:	13								
Duration:	January 2007								
Mandays Expended:	<table> <tr> <td>Previous Battalions:</td> <td>0</td> </tr> <tr> <td>NMCB 74:</td> <td>128</td> </tr> </table>	Previous Battalions:	0	NMCB 74:	128				
Previous Battalions:	0								
NMCB 74:	128								
Tasking:	<table> <tr> <td>WIP at Turnover:</td> <td>0 %</td> </tr> <tr> <td>WIP at Deployment Completion:</td> <td>100 %</td> </tr> <tr> <td>MD Tasked to NMCB 74:</td> <td>128</td> </tr> <tr> <td>Total Project MD:</td> <td>128</td> </tr> </table>	WIP at Turnover:	0 %	WIP at Deployment Completion:	100 %	MD Tasked to NMCB 74:	128	Total Project MD:	128
WIP at Turnover:	0 %								
WIP at Deployment Completion:	100 %								
MD Tasked to NMCB 74:	128								
Total Project MD:	128								
Material Cost:	\$ 219,581								
Cost Savings:	\$ 44,800								

Significant Safety Issues: The fuel tank for the generator received damage from a mortar. A new tank was transported to the site and installed.

Significant QC Issues: Ensure all cut edges are inboard and factory edges outboard on steel sheets. Proper installation of electrical connections at circuit panels and grounding.

Significant Design Issues: None.

Significant Material Issues: Acquisition of steel sheets and ballistic rated glass for Force Protection upgrades.



Flooded out Main Street prior to repairs.



Gluing a joint on a valve prior to completing the pipe connection.

MAIN STREET WATER MAIN ASSESSMENT IZ7-0172

Project Data

Project Scope: Make expedient repairs to water main and backfill to the existing grade.

Personnel:	6	
Duration:	February 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	20
Tasking:	WIP at Turnover:	0 %
	WIP at Deployment Completion:	100 %
	MD Tasked to NMCB 74:	20
	Total Project MD:	20
Material Cost:	\$ 150	
Cost Savings:	\$ 7,000	

Significant Safety Issues: Water break was located on Main Street outside COP Iron which had significant potential for sniper activity.

Significant QC Issues: Repairs were made in an expedient manner due to the need to restore trafficability to the route and the threat of enemy activity in the area.

Significant Design Issues: None.

Significant Material Issues: None.



Flooding at COP Qatana prior to fill and walkways being placed.



Construction of one of the walkways in the Delta Company yard.

COMBAT OUTPOST QATANA TRAFFICABILITY IZ7-0175

Project Data

Project Scope: Place 2,500 CZ of gravel and 600 LF of walkways at COP Qatana.

Personnel: 6

Duration: March 2007 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	22

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	22
Total Project MD:	22

Material Cost: \$ 0

Cost Savings: \$ 7,700

Significant Safety Issues: Sniper fire and IDF were reported multiple times IVO the COP during operations.

Significant QC Issues: Due to its location and the threat of sniper fire and IDF, no EAs were used on the project to establish benchmarks and elevations.

Significant Design Issues: Location of COP Qatana was in the lowest elevation in the immediate vicinity.

Significant Material Issues: Gravel was unavailable in Class IV, but was supplied by 1/6 Marines.



Filling the generator with fuel before op-checking it.



Installing the grounding rod for the generator.

AL HURIYA GENERATOR HOOK-UP IZ7-0176

Project Data

Project Scope: Install life support to ISO berthing units at Al Huriya IP Station.

Personnel: 2

Duration: February 2007 – February 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	2

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	2
Total Project MD:	2

Material Cost: \$ 200

Cost Savings: \$ 700

Significant Safety Issues: Electrical shock hazards.

Significant QC Issues: Electrical installed by Iraqi Army engineers had to be inspected and op-tested to eliminate any potential issues.

Significant Design Issues: None.

Significant Material Issues: None.



Electrical installation of a switch.



Making the final electrical connections inside a berthing area.

OUTPOST 293 GENERATOR REPAIR IZ7-0184

Project Data

Project Scope: Troubleshoot and repair the generator and electrical at OP 293.

Personnel: 2

Duration: March 2007 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	2

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	2
Total Project MD:	2

Material Cost: \$ 200

Cost Savings: \$ 200

Significant Safety Issues: Electrical shock hazards.

Significant QC Issues: Electrical installed by Iraqi Army engineers had to be inspected and op-tested to eliminate any potential issues.

Significant Design Issues: None.

Significant Material Issues: None.



Completed A/C unit installed with force protection.



Installation of an electrical panel on site.

PATROL BASE FIRECRACKER ELECTRICAL IZ7-0188

Project Data

Project Scope: Provide life support to 1/6 Marines at pb Firecracker.

Personnel:

Duration: March 2007 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	11

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	11
Total Project MD:	11

Material Cost: \$ 14,879

Cost Savings: \$ 3,850

Significant Safety Issues: Electrical shock hazards. Ensure lock-out procedures followed to mitigate risk.

Significant QC Issues: Proper installation of electrical components in accordance with NEC code.

Significant Design Issues: None.

Significant Material Issues: The project was delayed approximately one week due to a shortage of electrical materials including wire, breakers, and panel boxes.



Seabees rip plywood for floor decking.



Installation of the facility's breaker panel.

PATROL BASE 296 (MA'LAAB) IZ7-0190

Project Data

Project Scope: Construct and install four "Crow's Nests". Upgrade electrical distribution system for two story building of 20 rooms.

Personnel: 15

Duration: March 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	130

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	130
Total Project MD:	130

Material Cost: \$170,042

Cost Savings: \$ 45,500

Significant Safety Issues: Electrical shock hazard, power tools, and IDF.

Significant QC Issues: Lumber was severely twisted and warped, creating many framing challenges; crew ensured that the "bows" in the lumber were placed in the same direction to prevent a wavy appearance.

Significant Design Issues: None.

Significant Material Issues: Project delayed awaiting delivery of Class IV materials. Availability of 1/2 – inch steel plating.



Installation of A/C units by the contractor.



Installed electrical panel by the contractor.

GOV'T CENTER SUPPORT IZ7-0205

Project Data

Project Scope: Provide SME and BOM support and supervision to the Iraqi civilian construction project at the Ramadi Gov't Center.

Personnel:	1	
Duration:	January 2007 – March 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	8
Tasking:	WIP at Turnover:	0 %
	WIP at Deployment Completion:	100 %
	MD Tasked to NMCB 74:	8
	Total Project MD:	8
Material Cost:	\$ 5,189	
Cost Savings:	\$ 2,800	

Significant Safety Issues: QC and Safety was performed by the civilian contractor.

Significant QC Issues: Overall quality was excellent, particularly considering the lack of tools and equipment available to the contractor. Seabees ensured Iraqi contractors followed proper electrical installation procedures.

Significant Design Issues: None.

Significant Material Issues: The civilian contractor could not source several line items such as redi-mix concrete from his BOM for the project. These shortfalls were ordered and delivered through Class IV.



Installation of wiring by Army engineers.



Completed generator installation.

COMBAT OUTPOST REMAGEN REBUILD IZ7-207

Project Data

Project Scope: Provide SME support for life support installations at COP Remagen.

Personnel: 2

Duration: March 2007 – March 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	6

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	6
Total Project MD:	6

Material Cost: \$ 200

Cost Savings: \$ 2,100

Significant Safety Issues: Safety oversight was provided by Army engineers.

Significant QC Issues: SME provided QC services to work installed by the C/9th EN. No discrepancies were noted.

Significant Design Issues: None.

Significant Material Issues: The execution of this project was delayed due to a lack of electrical materials including the generator and wiring.



Installation of one of the posts for the overhead protection.



Completed berthing area with overhead protection in place.

CORREGIDOR BARRACKS CONVERSION IZ7-0212

Project Data

Project Scope: Provide a hardened controlled berthing area complete with necessary support upgrades.

Personnel:	7	
Duration:	March 2007 – April 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	150
Tasking:	WIP at Turnover:	0 %
	WIP at Deployment Completion:	80 %
	MD Tasked to NMCB 74:	180
	Total Project MD:	180
Material Cost:	\$ 29,145	
Cost Savings:	\$ 45,500	

Significant Safety Issues: Proper eye and hearing protection while working with pneumatic nail gun.

Significant QC Issues: Lumber was severely twisted and warped, creating many framing challenges; crew ensured that the “bows” in the lumber were placed in the same direction to prevent a wavy appearance.

Significant Design Issues: None.

Significant Material Issues: Project delayed awaiting delivery of Class IV materials, particularly lumber. Doors were delivered with pre-drilled holes for doorknobs requiring 2 ½” offsets. The only available doorknobs had offsets of 2 3/8”. New doorknobs were ordered and installed upon arrival.



Securing plywood to a wall frame.



Completed wall section.

TA'MEEM IRAQI POLICE STATION UPGRADES IZ7-0224

Project Data

Project Scope: Install exterior wall and repair water main break at the Ta'meem IP Station.

Personnel: 2

Duration: March 2007 – April 2007

Mandays Expended: Previous Battalions: 0
NMCB 74: 3

Tasking: WIP at Turnover: 0 %
WIP at Deployment Completion: 75 %
MD Tasked to NMCB 74: 3
Total Project MD: 4

Material Cost: \$ 2,424

Cost Savings: \$ 1,050

Significant Safety Issues: Sniper fire and IDF.

Significant QC Issues: Ensured all new walls were plumb and level.

Significant Design Issues: None.

Significant Material Issues: Repair parts for the waterline did not arrive before the Battalion left, making this a turnover project.



Pre-fabricated pre-detonation roof section at Delta Co. fabrication yard.



Installed ISO berthing units before the pre-detonation roofs are installed.

ENTRY CONTROL POINT SOUTH LIVING CONTAINERS IZ7-0235

Project Data

Project Scope: Construct and install three ISO berthing containers with overhead protection at ECP South.

Personnel: 6

Duration: March 2007

Mandays Expended: Previous Battalions: 0
NMCB 74: 47

Tasking: WIP at Turnover: 0 %
WIP at Deployment Completion: 100 %
MD Tasked to NMCB 74: 47
Total Project MD: 47

Material Cost: \$ 20,292

Cost Savings: \$ 16,450

Significant Safety Issues: Crane lifts of the containers were conducted at night due to the threat of sniper fire.

Significant QC Issues: Soil compaction prior to setting of ISO containers.

Significant Design Issues: The containers were initially planned to be placed by forklift. However, site conditions required the use of a crane to emplace the ISOs.

Significant Material Issues: None.



Water storage tank and shower trailer at the Gov't Center.



Installation of a sump pump for a gray water tank.

1/6 MARINES SHOWER TRAILER INSTALLS IZ7-0250

Project Data

Project Scope: Complete electrical and mechanical connections to four shower trailers provided by others at ECP North, 17th Street Security Station, Gov't Center, and OP Hawk.

Personnel:

Duration: March 2007 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	32

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	32
Total Project MD:	32

Material Cost: \$ 3,188

Cost Savings: \$ 11,200

Significant Safety Issues: Sniper fire and IDF.

Significant QC Issues: The first three water pumps were installed with the wiring backwards, requiring rewiring.

Significant Design Issues: None.

Significant Material Issues: None.



Construction of a pre-detonation roof for an ISO berthing container.



A "Crow's Nest" loaded for delivery to the Forward Operating Base.

CROW'S NESTS & ISO CONTAINERS FOR 1-3 ID MILITARY OPERATIONS IZ7-0267

Project Data

Project Scope: Construct 20 "Crow's Nests" and 20 ISO berthing containers for future 1-3 ID operations.

Personnel:	12	
Duration:	March 2007 – April 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	426
Tasking:	WIP at Turnover:	0 %
	WIP at Deployment Completion:	46 %
	MD Tasked to NMCB 74:	426
	Total Project MD:	922
Material Cost:	\$ 771,085	
Cost Savings:	\$ 169,750	

Significant Safety Issues: Eye and hearing protection used while operating pneumatic nail gun.

Significant QC Issues: Lumber was severely twisted and warped, creating many framing challenges; crew ensured that the "bows" in the lumber were placed in the same direction to prevent a wavy appearance.

Significant Design Issues: None.

Significant Material Issues: Project delayed awaiting delivery of Class IV materials, particularly steel and ballistic glass. ISO containers were not available through NCR's Class IV yard, but were supplied by the customer.



Prefabrication of decking for a “Crow’s Nests” in Ar Ramadi.



Seabee provides electrical support to COP North.

COMBAT OUTPOST NORTH IZ7-0268

Project Data

Project Scope: Construct life support and force protection measures at OP North.

Personnel: 12

Duration: March 2007 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	85

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	85
Total Project MD:	85

Material Cost: \$ 72,163

Cost Savings: \$ 29,750

Significant Safety Issues: Ensure all personnel departing for OP perform PCI. All personnel worked in PPE.

Significant QC Issues: Perform work in accordance with applicable codes and regulations.

Significant Design Issues: None.

Significant Material Issues: Life support BOM was delayed due to priority missions in support of operations in other AOs.



Operational check of an installed A/C unit.



Installation of a lighting circuit on site.

COMBAT OUTPOST RACETRACK IZ7-0269

Project Data

Project Scope: Construct life support and Force Protection measures at COP Racetrack.

Personnel: 12

Duration: March 2007 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	85

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	85
Total Project MD:	85

Material Cost: \$ 60,056

Cost Savings: \$ 29,750

Significant Safety Issues: Electrical shock hazards, sniper fire and IDF.

Significant QC Issues: Proper installation of electrical components in accordance with NEC code.

Significant Design Issues: None.

Significant Material Issues: Life support BOM was delayed due to priority missions in support of operations in other AOs.



Saw cutting the existing pad in preparation for the steel maintenance pit.



Completed maintenance pit with concrete bond beam placed.

RAMADI BRADLEY UPARMOR FACILITY MAINTENANCE PIT IZ7-0296

Project Data

Project Scope: Installation of a maintenance pit to up-armor Bradley Fighting Vehicles in Ramadi.

Personnel: 4

Duration: March 2007 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	58

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	58
Total Project MD:	58

Material Cost: \$ 14,000

Cost Savings: \$ 20,300

Significant Safety Issues: Eye and hearing protection while operating concrete saw.

Significant QC Issues: Proximity of the water table to the excavation depth, water infiltration into the maintenance pit required drain lines at exact slopes.

Significant Design Issues: A FAR was submitted and approved to delete the ramp and drainage under the tank due to constructability issues.

Significant Material Issues: The project execution was delayed due to the late delivery of the steel tank provided by the customer and the installation of the maintenance sprung structure installed by a separate contractor.



Installation of steel plating on a “Crow’s Nest” in the Delta Co. fabrication yard.



Completed “Crow’s Nests” ready for installation.

JOINT SECURITY STATION AL ISKAN IZ7-0314

Project Data

Project Scope: Construct life support and force protection measures at JSS Al Iskan.

Personnel: 12

Duration: March 2007 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	51

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	60 %
MD Tasked to NMCB 74:	51
Total Project MD:	85

Material Cost: \$ 124,877

Cost Savings: \$ 17,850

Significant Safety Issues: Crane operations were conducted at night due to the sniper threat.

Significant QC Issues: Proper installation of ballistic glass in accordance with manufacture recommendations.

Significant Design Issues: None.

Significant Material Issues: Life support BOM was delayed due to priority missions in support of operations in other AOs.



Installing ballistic glass on a “Crow’s Nest.”



Seabee puts the final touches on one of the “Crow’s Nests.”

2/5 MARINES OBSERVATION POSTS IZ7-0315

Project Data

Project Scope: Construct life support and force protection measures at two OPs for 2/5 Marines.

Personnel: 8

Duration: March 2007 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	66

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	60 %
MD Tasked to NMCB 74:	66
Total Project MD:	110

Material Cost: \$ 103,043

Cost Savings: \$ 23,100

Significant Safety Issues: Hearing and eye protection while operating pneumatic nail guns.

Significant QC Issues: Proper installation of ballistic glass in accordance with manufacture recommendations.

Significant Design Issues: None.

Significant Material Issues: Life support BOM was delayed due to priority missions in support of operations in other AOs.



Installation of the pre-fabricated wall section.



Completing the roof panel installation.

IRAQI EMERGENCY REACTION UNIT SECURITY STATION IZ7-1040

Project Data

Project Scope: Provide SME and BOM support to construct two SWA huts at the ERU Security Station.

Personnel:

Duration: February 2007 – February 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	20

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	20
Total Project MD:	20

Material Cost: \$ 57,367

Cost Savings: \$ 7,000

Significant Safety Issues: Sniper fire and IDF.

Significant QC Issues: Work was conducted in conjunction with the C/9th EN. Additional QC was needed to ensure a quality end-product.

Significant Design Issues: None.

Significant Material Issues: None.



An Iraqi engineer assists with installing of cables for the Habbaniyah ECP.



Iraqi welder under instruction.

SEABEE MILITARY TRAINING TEAM R101-07

Project Data

Project Scope: Provide training to Iraqi Army engineers to support transition on Camp Habbaniyah and FOB Blue Diamond.

Personnel: 4

Duration: October 2006 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	211

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	211
Total Project MD:	211

Material Cost: \$ 10,014

Cost Savings: \$ 73,850

Significant Safety Issues: VBIED's – there were several attacks in the local area and one VBIED which contained Chlorine, and upon detonation produced toxic Chlorine Gas.

Significant QC Issues: Ensure training conforms to NCF construction guidelines. Utilize BU3 & 2 manuals for instructions on basic framing techniques.

Significant Design Issues: None.

Significant Material Issues: None.



Electrical upgrade trenching operations.



Install temporary UAV runway.

MINOR PROJECTS

Project Data

Project Scope: Provide various expeditionary construction support for projects less than 100 MD in duration.

Personnel:	Various	
Duration:	October 2006 – April 2007	
Mandays Expended:	Previous Battalions:	N/A
	NMCB 74:	434
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74:	434
	Total Project MD:	447
Material Cost:	\$ 562,506	
Cost Savings:	\$ 293,650	

Significant Safety Issues: None.

Significant QC Issues: Ensure generator was OP-tested prior to departure from site. Verify all connections prior to charging the system. Verify all elevations of formwork, dead-men and kickers were in place, and all rebar was spaced and placed in accordance with plans and specifications.

Significant Design Issues: None.

Significant Material Issues: Availability of proper sized rebar. Sub-par construction materials.



CEs install electric service to a berthing container.



Repair an office space.

CAMP MAINTENANCE OPORDER

CAMP MAINTENANCE	MANDAYS TASKED	MANDAYS EXPENDED	PERCENT OF TOTAL
ESA / Work orders	67	67	14%
Preventive Maintenance	0	0	0%
Specific Projects (MCD)	394	394	86%
TOTAL MANDAYS	461	461	100.0%
SPECIFIC PROJECT (MCD)			TOTAL PER MD
Delta Company Office/Shops Upgrades			80
Chaplain's Office/Berthing Upgrades			39
BAS Upgrades			42
Supply Upgrades			28
Alfa Company Dispatch Upgrades			24
Paint and Hang Battalion Signs			20
Paint Wall in COC			4
MA Office Upgrades			4
Construct False Wall in COC			2
Motor Pool Mud Removal			14
Camp Organization			125
Multimedia Installation for COC, Conference Room, Training Room			12
TOTAL MCD MANDAYS			394



Monthly marksmanship training on the Ar Ramadi range.



EOD provides training to Seabees on IED Identification.

DIRECT LABOR TRAINING OPORDER

Project Data

Project Scope: Direct Labor allocation for general military training and physical readiness. Training included EOF, ROE, IED, weapons marksmanship, and PT.

Personnel:	118	
Duration:	October 2006 – April 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	1,527
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74:	1,527
	Total Project MD:	1,527
Material Cost:	\$ N/A	
Cost Savings:	\$ N/A	

Significant Safety Issues: Ensure personnel receive training on support vehicles (i.e. Polaris, forklifts).

Significant QC Issues: None

Significant Design Issues: None.

Significant Material Issues: None.



Construction of the temporary armory.



Completed gym with weight machines.

**CO DISCRETIONARY
IZ7-0084**

PROJECT NUMBER	DESCRIPTION	MANDAYS
AR-001	Temporary Armory	72
AR-002	Theater	42
AR-003	Gym	30
AR-004	Sidewalks/Concrete Pad	16
AR-005	Alfa Company Roof	
TOTAL OIC/CO DISCRETIONARY MANDAYS		160

Total Cost \$ 56,000

**LABOR DISTRIBUTION SUMMARY
MAIN BODY AR RAMADI**

Month	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	Total	% Total
Direct Labor MDs ¹	2,121	3,251	3,467	3,099	3,139	2,660	1,006	18,743	54%
OIC Discretionary ¹	72	42	30	30	0	27	27	228	1%
Camp Maintenance ¹	21	11	10	36	0	75	15	168	0%
Indirect Labor MDs ²	1,040	2,084	2,185	2,597	2,405	2,693	866	13,870	40%
Readiness/Training	137	251	318	259	270	270	22	1,527	4%
Total MDs Exp	3,391	5,639	6,010	6,021	5,814	5,725	1,936	34,536	100%
# Total Personnel	200	202	198	212	212	210	208	206	
# Direct Labor	121	118	115	117	117	115	113	117	
# Workdays	13	24.5	26	27	25	28	9	153	
% Direct Labor³	61%	58%	58%	55%	55%	55%	54%	57%	
Ideal Capability⁴	1,770	3,252	3,364	3,554	3,291	3,623	1,144	19,997	
Availability Factor⁵	133%	109%	114%	96%	104%	84%	94%	103%	

NOTES:

1. Direct Labor MDs are mandays expended not earned.
2. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.
3. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)
4. Ideal Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (ME)
5. AF = (Direct Labor Mandays + OIC Discretionary + Camp Maintenance + Readiness/Training)/(MD Capability)

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DETAIL AL TAQADDUM

PROJECT SUMMARIES



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Seabees place and finish concrete on runway.



Concrete placement on runway.

RUNWAY REPAIR IZ5-242

Project Data

Project Scope: Repair the taxiway and runways at the Al Taqaddum airfield.

Personnel: 36

Duration: October 2006 – April 2007

Mandays Expended:

Previous Battalions:	3,607
NMCB 74:	2,593

Tasking:

WIP at Turnover:	21%
WIP at Deployment Completion:	30%
MDs Tasked to NMCB 74:	2,862
Total Project MD:	21,217

Material Cost: N/A

Cost Savings: \$ 907,550

Significant Safety Issues: Open holes on runway created hazard for vehicle operations. Working around flight operations of fixed wing and rotary aircraft day and night.

Significant QC Issues: Failed sub-base in many locations, multiple layers of concrete.

Significant Design Issues: None.

Significant Material Issues: Material shortages: Tracking of BOM's submitted from March until arrival in October was inexistence. Batch Plant Contractor continued to delay due to lack of on-hand materials. Augment equipment purchased by customer funding lacked parts support and documentation.



Crew preparing to stretch fabric through rails.



Clamshell completed with ends closed.

CONSTRUCT CLAMSHELL IZ6-232

Project Data

Project Scope: Construct clamshell building for CLR 15.

Personnel: 3

Duration: March 2006 - November 2006

Mandays Expended:

Previous Battalions:	110
NMCB 74:	73

Tasking:

WIP at Turnover:	61%
WIP at Deployment Completion:	100%
MDs Tasked to NMCB 74:	73
Total Project MD:	183

Material Cost: N/A

Cost Savings: \$ 25,550

Significant Safety Issues: Partnered with KBR for manlift support due to lack of organic capability.

Significant QC Issues: Length of the cables and location of the motor caused cable to “bind” on pulley. This caused the motor to burnout after several bird nesting actions.

Significant Design Issues: New design for stringing fabric through binded on itself, requiring each segment to be hand stretched using a manlift.

Significant Material Issues: Customer provided Generator failed causing one week delay for BOD.



Excavation for culvert.



Culvert placed in trench.

COMBAT OUTPOST KILO CULVERT IZ7-0003

Project Data

Project Scope: Install culvert for roadway bypass at COP Kilo.

Personnel: 4

Duration: October 2006

Mandays Expended:

Previous Battalions:	0
NMCB 74:	46

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MDs Tasked to NMCB 74	34
Total Project MD:	34

Material Cost: \$ 360,835

Cost Savings: \$ 16,100

Significant Safety Issues: Safety concerns associated with working in an area that was subject to IDF and coordinated attacks.

Significant QC Issues: Ensuring that proper sub-base was placed and compacted in order to support culvert.

Significant Design Issues: Designs are fabricated by crews. Flexibility is required for timely execution with substitutes available in Class IV Yard.

Significant Material Issues: Fill obtained by creating local borrow pit.



Crew Leader preparing to remove old panel box.



Completed rewiring of lighting in hallway.

HORSESHOE ELECTRICAL UPGRADE IZ7-0034

Project Data

Project Scope: Repair or replace all electrical wiring, outlets, and fixtures in existing facility.

Personnel: 3

Duration: December 2006

Mandays Expended:

Previous Battalions:	0
NMCB 74:	82

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MDs Tasked to NMCB 74:	128
Total Project MD:	128

Material Cost: \$ 16,052

Cost Savings: \$ 28,700

Significant Safety Issues: Security concerns of working with IAs on FOB Habbaniyah.

Significant QC Issues: Lack of pictures showing the resistance to ground reading. Inferior quality of material issued.

Significant Design Issues: None.

Significant Material Issues: Over 500 feet of wire received was not usable.



Completed installation of A/C unit in barracks.



Shower trailer in place and operational.

ALAMO ASSESMENT AND UPGRADES IZ7-0036

Project Data

Project Scope: Provide necessary upgrades and support to life support and infrastructure at Camp Habbaniyah. Relocate shower trailer and connect with black and grey water tanks. Install generator and provide electrical upgrades.

Personnel:	3	
Duration:	December 2006	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	118
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MDs Tasked to NMCB 74	118
	Total Project MD:	118
Material Cost:	N/A	
Cost Savings:	\$ 41,300	

Significant Safety Issues: Security concerns of working with IAs on Camp Habbaniyah.

Significant QC Issues: Ensure proper instructions given to TCN crane operators on the desired location and positioning of trailer prior to crane lift.

Significant Design Issues: None.

Significant Material Issues: Crew needed additional cable clips as well as quickcrete.



Photo of project site prior to construction.



Completed project.

BCT STADIUM ROOF IZ7-0044

Project Data

Project Scope: Install corrugated roofing panels over bleachers.

Personnel: 4

Duration: November 2006

Mandays Expended:

Previous Battalions:	0
NMCB 74:	32

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MDs Tasked to NMCB 74	37
Total Project MD:	37

Material Cost: \$ 3,312

Cost Savings: \$ 11,200

Significant Safety Issues: Working with Iraqi Nationals on Camp Habbaniya posed security issues. Special consideration was given to ensure proper PPE for working on roof.

Significant QC Issues: None.

Significant Design Issues: Pre existing framework.

Significant Material Issues: None reported.



Missing water heater.



Newly installed water heater.

SHOWER TRAILER REFURBISHMENT ASP-102 IZ7-0056

Project Data

Project Scope: Upgrade Install water heater and install western style toilet for ASP 102.

Personnel: 3

Duration: December 2006

Mandays Expended:

Previous Battalions:	0
NMCB 74:	20

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MDs Tasked to NMCB 74	30
Total Project MD:	30

Material Cost: \$ 17,101

Cost Savings: \$ 7,000

Significant Safety Issues: Safety concerns associated with working on an Iraqi Camp base in an area that is subject to IDF and coordinate attacks.

Significant QC Issues: Ensuring that all circuits and fixtures were properly grounded, use of three wire system on a two wire appliance.

Significant Design Issues: Designs are fabricated by crews. Flexibility is required for timely execution with substitutes available in Class IV Yard.

Significant Material Issues: Quality and availability of materials issued from Class IV yards. Class IV Yard sources substitutes when possible, but often requires redesign in order to compensate.



MITT berthing



Installed ECU unit in MITT berthing.

MITT BERTHING UPGRADES IZ7-0138

Project Data

Project Scope: Install wiring and Split Unit AC heaters in MITT berthing.

Personnel: 4

Duration: December 2006

Mandays Expended: Previous Battalions: 0
NMCB 74: 11

Tasking: WIP at Turnover: 0%
WIP at Deployment Completion: 100%
MDs Tasked to NMCB 74: 20
Total Project MD: 20

Material Cost: \$ 2,574

Cost Savings: \$ 3,850

Significant Safety Issues: Security concerns with work being done in IA camp at Camp Habbaniyah.

Significant QC Issues: Ensure all fittings on AC are properly connected and electrical connections were made by a qualified electrician.

Significant Design Issues: None.

Significant Material Issues: Storage and handling of ECU units causing refrigerant to leak out of 2 of the 4 units creating re-work which was completed by the IA and SMTT.



IRAQI POLICE STATION GENERATOR INSTALLATION IZ7-0140

Project Data

Project Scope: Install Generators for District and Cooley IP stations.

Personnel: 3

Duration: January 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	14

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MDs Tasked to NMCB 74	22
Total Project MD:	22

Material Cost: \$ 17,741

Cost Savings: \$ 4,900

Significant Safety Issues: Security concerns with work being done off the camp in the city of Habbaniyah.

Significant QC Issues: There were no manufacturer's schematics showing resistance to ground readings.

Significant Design Issues: None.

Significant Material Issues: None.



Completed V22 expansion of SW side of Kilo taxiway.



Grading the earth subbase in preparation for forming and concrete placement.

V-22 EXPANSION

IZ7-0164

Project Data

Project Scope: Enlarge Kilo Taxiway for V-22 fueling.

Personnel: 36

Duration: January 2007 – February 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	274

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MDs Tasked to NMCB 74:	374
Total Project MD:	374

Material Cost: N/A

Cost Savings: \$ 130,900

Significant Safety Issues: Open holes on Kilo Taxiway in area of work, not observing ground guide rules, crowded worksite.

Significant QC Issues: Use of sealant that meets heat tolerances from V-22

Significant Design Issues: Utilized thickened edge pad in order to prevent V-22 pad from shifting away from taxiway.

Significant Material Issues: Additional D S Brown sealant required to complete sealing of expansion joints. Stop work for two weeks due to timeliness of concrete contract.



Placement of one pipe after breaching the previous crossing.



Completed roadway with eight culverts in place.

OUTPOST MOHAMMED CULVERT CROSSING IZ7-0167

Project Data

Project Scope: Construct a culvert crossing outside of OP Mohammed.

Personnel: 10

Duration: February 2007 – March 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	78

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	78
Total Project MD:	78

Material Cost: N/A

Cost Savings: \$ 27,300

Significant Safety Issues: Vehicle operation in a tactical environment. Heavy equipment on an unstable sub-base.

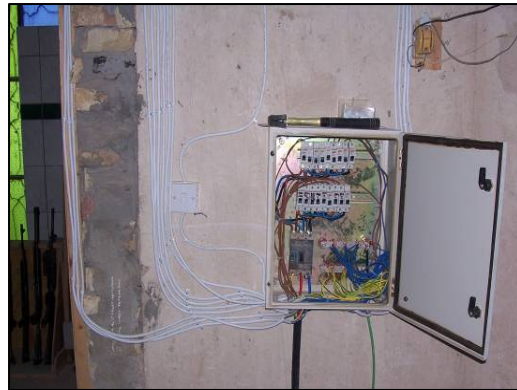
Significant QC Issues: Elevation of culverts was difficult to maintain constant due to the fast-flowing water.

Significant Design Issues: Initial design only included three culverts, which were not adequate to handle the flow rate of the canal. The final design included eight culverts with beveled edges to reduce turbulence.

Significant Material Issues: Gravel support from Rockhound was unavailable due to operational commitments. Local contractors were paid to supply truckloads of various materials to make up the shortfall.



Original Electrical at COP OK Corral.



Upgraded Electrical at COP OK Corral.

COMBAT OUTPOST OK CORRAL ELECTRICAL UPGRADE IZ7-0221

Project Data

Project Scope: Upgrade electrical in COC and Marine House berthing at COP OK Corral.

Personnel:	5	
Duration:	March 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	24
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MDs Tasked to NMCB 74	44
	Total Project MD:	44
Material Cost:	\$ 8,894	
Cost Savings:	\$ 8,400	

Significant Safety Issues: Safety concerns associated with working on an Iraqi Army base in an area that is subject to IDF and coordinate attacks.

Significant QC Issues: Ensuring that all circuits and fixtures were properly grounded, and that there was an ability to isolate commercial power from the generators.

Significant Design Issues: Designs are fabricated by crews. Flexibility is required for timely execution with substitutes available in Class IV Yard.

Significant Material Issues: Electrical cable and fixtures has been unusable at times. Class IV Yard sources substitutes when possible, but often requires redesign in order to compensate.



Site prior to construction.



ISO Berthing containers set in place.

COMBAT OUTPOST OK CORRAL ISO BERTHING IZ7-0222

Project Data

Project Scope: Install ISO berthing containers at COP OK Corral.

Personnel: 5

Duration: March 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	11

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MDs Tasked to NMCB 74	21
Total Project MD:	21

Material Cost: \$ 27,891

Cost Savings: \$ 3,850

Significant Safety Issues: Safety concerns associated with working on an Iraqi Army base in an area that was subject to IDF and coordinate attacks.

Significant QC Issues: ISO Berthing containers were pre-fabricated by 9th ESB and checked by Battalion QC staff for proper installation of AC units and electrical, fixtures outlets.

Significant Design Issues: Designs were fabricated by crews. Flexibility was required for timely execution with substitutes available in Class IV Yard.

Significant Material Issues: Lumber and plywood has been severely weathered causing water damage and at times resulted in warping of interior, exterior walls. Electrical cable and Redi-mix has been unusable at times. Class IV Yard sources substitutes when possible, but often requires redesign in order to compensate.



Removing ruts from OP Cubs parking area.



Completed gravel work at OP 573

**OUTPOST CUBS MOBILITY AND COMBAT OUTPOSTS
553-573 GRAVEL SPREAD
IZ7-0230 & IZ7-0245**

Project Data

Project Scope: Grade access roads and parking areas at 3 different OPs and COPs

Personnel:	6	
Duration:	March 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	70
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MDs Tasked to NMCB 74	76
	Total Project MD:	76
Material Cost:	\$ 150	
Cost Savings:	\$ 24,500	

Significant Safety Issues: Security concerns with work being done at OPs and COPs along ASR.

Significant QC Issues: Ensured proper slope and grading for drainage control.

Significant Design Issues: Customer had originally requested that rock be spread on the sloped access road for COP Cubs due to lack of traction by placing rock. Recommendation to customer was accepted.

Significant Material Issues: None.



Original Electrical at OP Dunlap.



Upgraded Electrical at OP Dunlap.

OUTPOST DUNLAP ELECTRICAL UPGRADE IZ7-0234

Project Data

Project Scope: Upgrade electrical in COC and Marine berthing area OP Dunlap.

Personnel: 5

Duration: March 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	5

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MDs Tasked to NMCB 74	7
Total Project MD:	7

Material Cost: \$ 1,765

Cost Savings: \$ 1,750

Significant Safety Issues: Safety concerns associated with working on an Iraqi Army base in an area that is subject to IDF and coordinate attacks.

Significant QC Issues: Ensuring that all circuits and fixtures were properly grounded, and that there was an ability to isolate commercial power from the generators.

Significant Design Issues: Designs are fabricated by crews. Flexibility is required for timely execution with substitutes available in Class IV Yard.

Significant Material Issues: Electrical cable and fixtures has been unusable at times. Class IV Yard sources substitutes when possible, but often requires redesign in order to compensate.



View at Truck Stop area on Kilo.



Taxiway Kilo and Delta intersection.

**SYSTEM III PHASE I (TAXIWAY REPAIR)
IZ7-0253**

Project Data

Project Scope: Repair of Taxiways on Al Taqaddum Airfield.

Personnel:	30	
Duration:	March 2007 - April 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	321
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MDs Tasked to NMCB 74	349
	Total Project MD:	349
Material Cost:	\$ 611,728	
Cost Savings:	\$ 112,350	

Significant Safety Issues: Safety concerns associated with work near aircraft and the occurrence of IDF.

Significant QC Issues: Ensuring that concrete meets the design strength parameters.

Significant Design Issues: In areas of brittle concrete, British undercuts must replace dowels due to loss of integrity when drilling.

Significant Material Issues: Availability of dowels and concrete.



Crew placing forms for IED Trainer Road.



Class IV Yard Pole Barn completed.

MINOR PROJECTS

Project Data

Project Scope: Provide various expeditionary construction support with projects less than 100 MD in duration.

Personnel: 4

Duration: October 2006 – April 2007

Mandays Expended: Previous Battalions: 0
NMCB 74: 924

Tasking: WIP at Turnover: 0%
WIP at Deployment Completion: 100%
MDs Tasked to NMCB 74: 924
Total Project MD: 924

Material Cost: N/A

Cost Savings: \$ 323,400

Significant Safety Issues: Fall protection is not built into designs, mitigated by tall ladders until scaffolding was received halfway through deployment.

Significant QC Issues: Structures being refurbished often are found to be out of square due to being moved by crane, warped lumber in construction and inconsistent lumber sizing. A Meggar was unavailable for grounding rod QC tests until two months into deployment.

Significant Design Issues: Designs are fabricated by crews. Flexibility is required for timely execution with substitutes available in Class IV Yard.

Significant Material Issues: Material has been stockpiled and weathered in the open air Class IV Yard causing better than half of the lumber to be warped. Seabees developed an innovative use of ratchet straps to hold the lumber in place until secured. Electrical cable and Readi-mix has been unusable at times. Class IV Yard sources substitutes when possible, but often requires redesign in order to compensate.



Seabee changing light bulb in Camp Maintenance Shop.



Seabee constructing boxes for TOA weapons shipment.

CAMP MAINTENANCE

CAMP MAINTENANCE	MANDAYS TASKED	MANDAYS EXPENDED	PERCENT OF TOTAL
ESA / Work orders	0	0	0%
Preventive Maintenance	248	248	56%
Specific Projects (MCD)	197	197	44%
TOTAL MANDAYS	445	445	100.0%
SPECIFIC PROJECT (MCD)			TOTAL PER MD
Repair/replace ALFA Co generators. Rewire tents and maint bunkers			10
Minor construction for MWR. Shelves, bookcases phone center			75
Construction of HAZMAT storage facility			15
Installed air compressor at ALFA Co			8
Berthing upgrades / repairs			22
Environmental enclosure for concrete cylinder bath			9
Seabee Memorial Garden			5
Constructed new laundry bins and cover			15
Armory upgrades			12
Placing additional Hesco barriers			8
Gravel walkways			8
Construction of signs			10
TOTAL MCD MANDAYS			445



Equipment Operators improve perimeter road berm to cover and conceal runners from Camp Habbaniyah.



Completed sidewalk for Surgical Trauma Platoon between infirmary and shower/head trailers for patients with wheel chairs and crutches.

OIC DISCRETIONARY

IZ7-0030

PROJECT NUMBER	DESCRIPTION	MANDAYS
IZ7-0030	LOG COM	22
IZ7-0030	BERM PROJECT	89
IZ7-0030	CAMP MAINT SWA HUT	52
IZ7-0030	PRP WASH RACK	42
IZ7-0030	SSTP SIDEWALK	36
IZ7-0030	ARMY GAZEBO AND DECK	57
TOTAL OIC/CO DISCRETIONARY MANDAYS		298

**LABOR DISTRIBUTION SUMMARY
DETAIL AL TAQADDUM**

Month	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	Total	% Total
Direct Labor MDs ¹	406	1,106	1,309	1,116	939	652	0	5,528	66%
OIC Discretionary ¹	0	23	20	95	112	50	0	300	4%
Camp Maintenance ¹	131	88	28	57	81	553	0	938	11%
Indirect Labor MDs ²	80	164	298	379	183	89	0	1,193	14%
Readiness/Training	36	3	135	174	33	40	0	421	5%
Total MDs Exp	653	1,384	1,790	1,821	1,348	1,384	0	8,380	100%
# Total Personnel	57	62	74	88	90	88	88	78	
# Direct Labor	40	50	55	56	56	51	52	51	
# Workdays	13	25	25	26	23	27	5	144	
% Direct Labor³	70%	81%	74%	64%	62%	58%	59%	66%	
Ideal Capability⁴	650	1,563	1,719	1,820	1,610	1,721	325	9,408	
Availability Factor⁵	88%	78%	87%	79%	72%	75%	0%	76%	

NOTES:

1. Direct Labor MDs are mandays expended not earned.
2. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.
3. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)
4. Ideal Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (ME)
5. AF = (Direct Labor Mandays + OIC Discretionary + Camp Maintenance + Readiness/Training)/(MD Capability)

DETAIL GUAM

PROJECT SUMMARIES



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Seabees hanging lighting inside facility.



Laundry Facility with paint in progress.

CONSTRUCT LAUNDRY FACILITY GM1-875

Project Data

Project Scope: Construct Laundry facility to include electrical and plumbing utilities, dryers, washers, site excavation, CMU walls, and overhead concrete placement.

Personnel:	22	
Duration:	October 2006 – April 2007	
Mandays Expended:	Previous Battalions:	3,993
	NMCB 74:	2,866
Tasking:	WIP at Turnover:	72%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74	1,892
	Total Project MD:	5,885
Material Cost:	\$ 2,059,750	
Cost Savings:	\$ 1,003,100	

Significant Safety Issues: The appropriate fall protection measures needed to be put in place during forming of the roof, painting, and applying the elastomeric roof coating.

Significant QC Issues: All formwork for the cast-in-place roof was hard carded and inspected by a professional engineer for accuracy and strength prior to placement.

Significant Design Issues: The original cable sizes are unable to handle the current electrical load. The engineer has adjusted the design to required sizes. The transformer that is in place is 4W on the primary side and only a 3W will work on Guam.

Significant Material Issues: All materials for the project have been purchased.



Mixing Mortar for CMU block.



Orote Point Mechanic Shop.

OROTE POINT MECHANIC SHOP GM2-852

Project Data

Project Scope: Construct 40' x 80' CMU Mechanic Shop consisting of two roll up bay doors, one office, head facility, tool room, parts room, and a steel worker shop.

Personnel:	14								
Duration:	October 2006 – April 2007								
Mandays Expended:	<table> <tr> <td>Previous Battalions:</td> <td>1,403</td> </tr> <tr> <td>NMCB 74:</td> <td>677</td> </tr> </table>	Previous Battalions:	1,403	NMCB 74:	677				
Previous Battalions:	1,403								
NMCB 74:	677								
Tasking:	<table> <tr> <td>WIP at Turnover:</td> <td>57%</td> </tr> <tr> <td>WIP at Deployment Completion:</td> <td>72%</td> </tr> <tr> <td>MD Tasked to NMCB 74:</td> <td>1,111</td> </tr> <tr> <td>Total Project MD:</td> <td>2,990</td> </tr> </table>	WIP at Turnover:	57%	WIP at Deployment Completion:	72%	MD Tasked to NMCB 74:	1,111	Total Project MD:	2,990
WIP at Turnover:	57%								
WIP at Deployment Completion:	72%								
MD Tasked to NMCB 74:	1,111								
Total Project MD:	2,990								
Material Cost:	\$ 1,046,500								
Cost Savings:	\$ 236,950								

Significant Safety Issues: Work at high elevations must be carefully monitored. All scaffolding is inspected daily by a competent person and tied off when appropriate. All toe rails, midrails and top rails must be in place at all times.

Significant QC Issues: The current layout of the sewer line requires a slope of 1:34. This slope, however, is not possible due to existing utility lines along the route of the proposed sewer line. An RFI has been submitted to the ROICC to determine how to proceed. The solution will be an additional cost to the project that was not originally anticipated. Permission has been received from ROICC to descope the head facility.

Significant Design Issues: None.

Significant Material Issues: None.



AIRDET performs a security sweep of the FOB.



Manning the ECP in MOPP 4.

DIRECT LABOR TRAINING GM7-610

Project Data

Project Scope: Direct labor training allocation for general military training and physical readiness training.

Personnel:	48	
Duration:	October 2006 – April 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	1,122
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74	1,122
	Total Project MD:	1,122
Material Cost:	N/A	
Cost Savings:	N/A	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None

Significant Material Issues: None



The rock crusher in action.



Rock dump with 3/4" minus.

OROTE POINT MINERAL PRODUCTS GM7-410

Project Data

Project Scope: Generate stockpiles of 6,000 tons of 3/4" minus, 3,000 tons of 2 1/2" minus, and 1,500 tons of washed sand. Additionally, stockpile enough blast rubble aggregate for NMCB FOUR's 45-day material requirement.

Personnel:	10								
Duration:	October 2006 – April 2007								
Mandays Expended:	<table> <tr> <td>Previous Battalions:</td> <td>0</td> </tr> <tr> <td>NMCB 74:</td> <td>400</td> </tr> </table>	Previous Battalions:	0	NMCB 74:	400				
Previous Battalions:	0								
NMCB 74:	400								
Tasking:	<table> <tr> <td>WIP at Turnover:</td> <td>0%</td> </tr> <tr> <td>WIP at Deployment Completion:</td> <td>100%</td> </tr> <tr> <td>MD Tasked to NMCB 74</td> <td>400</td> </tr> <tr> <td>Total Project MD:</td> <td>400</td> </tr> </table>	WIP at Turnover:	0%	WIP at Deployment Completion:	100%	MD Tasked to NMCB 74	400	Total Project MD:	400
WIP at Turnover:	0%								
WIP at Deployment Completion:	100%								
MD Tasked to NMCB 74	400								
Total Project MD:	400								
Material Cost:	N/A								
Cost Savings:	\$ 140,000								

Significant Safety Issues: Orote Point Quarry Safety SOP must be followed at all times. This includes PPE and fall protection on the benches.

Significant QC Issues: None.

Significant Design Issues: None

Significant Material Issues: The wash plant contractor has not completed the replacement of the electrical system. Completion is not anticipated by submission of this report, answer will not be known in time to complete our tasking to produce 1,500 tons of washed sand.



The crusher with new stairs.



A new coat of paint on water distribution point.

OROTE POINT CORROSION CONTROL GM7-411

Project Data

Project Scope: Scraping, painting and rust proofing quarry equipment.

Personnel: 3

Duration: October 2006 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	200

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74	200
Total Project MD:	200

Material Cost: N/A

Cost Savings: \$ 70,000

Significant Safety Issues: Proper PPE must be used.

Significant QC Issues: Proper paint coverage to prevent corrosion.

Significant Design Issues: None

Significant Material Issues: None



Cleaning up the quarry roads.



Cleaning up the quarry at Orote Point.

OROTE POINT MAINTENANCE GM7-412

Project Data

Project Scope: Scraping, painting and rust proofing quarry equipment.

Personnel: 4

Duration: October 2006 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	250

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74	250
Total Project MD:	250

Material Cost: N/A

Cost Savings: \$ 87,550

Significant Safety Issues: Ensure that a backing guide or backing horn are in use when operating heavy equipment. SOP must be followed when working on the quarry benched.

Significant QC Issues: Proper inspection of equipment maintenance.

Significant Design Issues: None

Significant Material Issues: None



EA's performing slump test.



Seabees laying block.

CAMP MAINTENANCE GM7-310

Project Data

Project Scope: Upgrade and maintain the camp facilities at Camp Covington, Guam.

Personnel: 7

Duration: October 2006 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	1,281

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74	1,281
Total Project MD:	1,281

Material Cost: N/A

Cost Savings: \$ 448,350

Significant Safety Issues: A separate safety plan was required for each major MCD.

Significant QC Issues: During construction of the Dumpster Enclosures it was ensured that the block was plumb and level.

Significant Design Issues: None

Significant Material Issues: None



Sand Volleyball Court at Polaris Point.



New exercise equipment at Polaris Point.

OIC DISCRETIONARY GM7-510

Project Data

Project Scope: Projects performed to support local commands.

Personnel:	7	
Duration:	October 2006 – April 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	250
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74	250
	Total Project MD:	250
Material Cost:	N/A	
Cost Savings:	\$ 87,500	

Significant Safety Issues: A separate safety plan was required for each project.

Significant QC Issues: During construction of the volleyball court, it was ensured that enough sand was available to make the surface level.

Significant Design Issues: None

Significant Material Issues: None



Inspection of TOA prior to using it at FEX.



TOA staged in the warehouse at Guam.

TOA TESTING GM7-412

Project Data

Project Scope: Test TOA as required by 30th NCR TOA Readiness Officer. Replace TOA items identified and ordered prior to your deployment.

Personnel:	4	
Duration:	October 2006 – April 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	75
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74	75
	Total Project MD:	75
Material Cost:	N/A	
Cost Savings:	N/A	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None

Significant Material Issues: None

**LABOR DISTRIBUTION SUMMARY
DETAIL GUAM**

Month	Oct-06	Nov-06	Dec-06	Jan-07⁶	Feb-07⁶	Mar-07⁶	Apr-07⁶	Total	% Total
Direct Labor MDs ¹	467	930	998	831	591	1,104	438	5,359	48%
OIC Discretionary ¹	21	55	55	0	0	22	0	152	1%
Camp Maintenance ¹	172	390	347	147	62	121	21	1,259	11%
Indirect Labor MDs ²	216	591	823	606	382	548	150	3,316	30%
Readiness/Training	171	226	233	139	109	84	3	964	9%
Total MDs Exp	1,047	2,192	2,455	1,723	1,144	1,878	612	11,051	100%
# Total Personnel	206	212	209	190	188	194	193	199	
# Direct Labor	76	76	76	48	48	48	48	60	
# Workdays	12	23	23	23	15	24	7	127	
% Direct Labor³	37%	36%	36%	25%	26%	25%	25%	30%	
Ideal Capability³	1,026	1,967	1,967	1,242	810	1,296	378	8,685	
Availability Factor⁵	81%	81%	83%	90%	94%	103%	122%	89%	

NOTES:

1. Direct Labor MDs are mandays expended not earned.
2. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.
3. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)
4. Ideal Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (ME)
5. AF = (Direct Labor Mandays + OIC Discretionary + Camp Maintenance + Readiness/Training)/(MD Capability)
6. Relocated XX Direct Labor personnel to Task Force Sierra - DET X-Ray in support of new mission requirement.

DETAIL

WHIDBEY ISLAND

PROJECT SUMMARIES



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Seabees attach siding to exterior of PEB.



Completed PEB #1 & #2.

FLIGHT LINE ADMIN BLDG REPLACEMENT PHASE III WI2-811

Project Data

Project Scope: Construct three 20' by 48' Pre-Engineered Buildings. Interior finishes consist of metal stud framing material, gypsum wallboard and electrical lighting and outlets with CAT 3/5 cables.

Personnel: 9

Duration: October 2006 – April 2007

Mandays Expended:

Previous Battalions:	408
NMCB 74:	738

Tasking:

WIP at Turnover:	39 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	736
Total Project MD:	1,166

Material Cost: \$ 226,771

Cost Savings: \$ 401,100

Significant Safety Issues: Personnel operating vehicles on the flight line. Weather was a continuous factor that shut the project down due to high winds and constant rain. Light plants had to be clear with flight operations and face away from the runway as to not interfere with the aircraft.

Significant QC Issues: Existing stem wall varied off level up to 1.5 inches. Manhole links for the communication lines were continually full of water. Doors that were ordered accepted ¼ inch of trim and had to be trimmed out with steel trim.

Significant Design Issues: The location of the third PEB moved from the fuels depot to Hangar 12, final approval came in December.

Significant Material Issues: Materials were difficult to order through SAIC. The quoting process took a minimum of two weeks. The Detail made the contacts and submitted three quotes per item to speed up the process.



Seabees position sandbags to reinforce levee.



Skagit Valley Sand Levee re-enforcement.

CAMP MAINTENANCE WI7-310

CAMP MAINTENANCE	MANDAYS TASKED	MANDAYS EXPENDED	PERCENT OF TOTAL
ESA / Work orders	0	0	0%
Preventive Maintenance	0	0	0%
Specific Projects (MCD)	100	100	100%
TOTAL MANDAYS	100	100	100.0%
SPECIFIC PROJECT (MCD)			TOTAL PER MD
Improvements at Detail Spaces			3
Sandbags at Skagit River			21
Supply/CTR Reorganization and Improvements			12
Builder Shop Electrical Repairs			4
Office Liquidation (Office Document Destruction)			8
CTR Electrical Tool Repair			2
Service Sink Repairs at VP69			4
CTR Pack-up			14
ALFA Company Pack-up			4
CTR Pack-up			5
CTR Pack-up			4
Office Pack-up			7
Office Pack-up			12
TOTAL MCD MANDAYS			100



Re-roofed Cabin on Whidbey Island.



Oak Baptism cover for Naval Air Station
Whidbey Island Chapel.

OIC DISCRETIONARY

XI7-510

PROJECT NUMBER	DESCRIPTION	MANDAYS
WI7-510 OIC 1	LOAD AND HAUL 300CD OF SOIL	16
WI7-510 OIC 2	AIR WING HANGAR RECYCLING	4
WI7-510 OIC 3	CONEX BOX	3
WI7-510 OIC 4	SOCCER FIELD SURVEY	3
WI7-510 OIC 5	CONDUCT REPAIRS TO SPACES	6
WI7-510 OIC 6	DRMO CESE PREPAND TRANSPORT	4
WI7-510 OIC 7	SUPPLY CONSOLIDATION AND PACKUP	18
WI7-510 OIC 8	VAQ TRAINING PLATFORM	2
WI7-510 OIC 9	BAPTISM TANK COVER PROJECT	9
WI7-510 OIC 10	CABIN ROOF REPLACEMENT	6
WI7-510 OIC 11	WOOD WALK BRIDGE FOR NASWI	6
WI7-510 OIC 12	CITY PARK BALL FIELDS	23
TOTAL OIC DISCRETIONARY MANDAYS		100

**LABOR DISTRIBUTION SUMMARY
DETAIL WHIDBEY ISLAND**

Month	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	Total	% Total
Direct Labor MDs ¹	43	94	109	128	159	159	19	711	54%
OIC Discretionary ¹	0	20	6	30	0	29	15	100	8%
Camp Maintenance ¹	3	33	12	20	12	16	4	100	8%
Indirect Labor MDs ²	34	64	57	42	38	41	8	284	22%
Readiness/Training	37	19	17	16	12	14	4	119	9%
Total MDs Exp	117	230	201	236	221	259	50	1,314	100%
# Total Personnel	15	15	16	16	16	16	16	16	
# Direct Labor	8	8	9	9	9	9	9	9	
# Workdays	13	24	24	25	22	25	5	138	
% Direct Labor³	53%	53%	56%	56%	56%	56%	56%	55%	
Ideal Capability⁴	117	216	243	253	223	253	51	1,356	
Availability Factor⁵	71%	77%	59%	77%	82%	86%	83%	76%	

NOTES:

1. Direct Labor MDs are mandays expended not earned.
2. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.
3. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)
4. Ideal Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (ME)
5. AF = (Direct Labor Mandays + OIC Discretionary + Camp Maintenance + Readiness/Training)/(MD Capability)

DETAIL

SAN NICOLAS ISLAND

PROJECT SUMMARIES



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Grade beams and Backfill completed.



Backfill placed.

HEAVY EQUIPMENT STORAGE SN6-800

Project Data

Project Scope: Construct 40 x 88 ft PEB.

Personnel: 4

Duration: Jan 2006 – Dec 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	235

Tasking:

WIP at Turnover:	35%
WIP at Deployment Completion:	35%
MD Tasked to NMCB 74:	160
Total Project MD:	992

Material Cost: \$359,316

Cost Savings: \$ 82,250

Significant Safety Issues: PPE shall be used by all personnel when working around concrete.

Significant QC Issues: Ensure concrete arrives at desired strength and slump prior to placement.

Significant Design Issues: None

Significant Material Issues: Public Work's concrete mixer will be utilized for concrete placement.



View of East NAVFAC Rd, east end.



View of East NAVFAC Rd, west end.

ROAD MAINTENANCE SN6-801

Project Data

Project Scope: Maintenance and repair of East NAVFAC, West NAVFAC, and Red-eye roads. Roads are used for movement of ordinance.

Personnel:	4	
Duration:	Dec 2006 – Feb 2008	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	292
Tasking:	WIP at Turnover:	34%
	WIP at Deployment Completion:	34 %
	MD Tasked to NMCB 74:	300
	Total Project MD:	1,261
Material Cost:	\$15,000	
Cost Savings:	\$ 102,200	

Significant Safety Issues: Backing guides used at all times.

Significant QC Issues: Ensure grading elevations are within customer desired tolerances.

Significant Design Issues: None

Significant Material Issues: Awaiting delivery dates on soil tack or delivery system. Have verified the quantity of soil tack needed for East NAVFAC. Plans call for four coats of soil tack on the road at 3,000 gal per coat, a total of 12,000 gal for East NAVFAC road.



Exterior of Detail Office Space.



Interior of Detail Office Space.

CAMP MAINTENANCE SN7-310

CAMP MAINTENANCE	MANDAYS TASKED	MANDAYS EXPENDED	PERCENT OF TOTAL
ESA / Work orders	0	0	0.0%
Preventive Maintenance	0	0	0.0%
Specific Projects (MCD)	150	150	100.0%
TOTAL MANDAYS	150	150	100.0%
SPECIFIC PROJECT (MCD)			TOTAL PER MCD
Building Sign			2
Painting Of Exterior of Building			20
Wind Break At Front Entrance			11
Painting And Carpet Of Interior Spaces			28
Acoustical Ceiling Tile			8
Construction Of MLO Area			3
Construction Of Det Parking Area			5
Fence Expansion			4
Grout Exterior Hanger Foundation			14
CTR/MLO Shelves			15
Bathroom Renovation			6
Construction of shelves and inventory of warehouse 149			34
TOTAL MCD MANDAYS			150



Completed concrete patio at the Islander Club.



Completed Paint Ball Field.

**OIC DISCRETIONARY
SN7-510**

PROJECT NUMBER	DESCRIPTION	MANDAYS
SN7-500	Hot Tub Demo	2
SN7-501	Air Terminal Cabinet	3
SN7-502	Galley Sign Repair	0.75
SN7-503	Building 1003 Shelving System	26
SN7-504	Supply Building Ceiling Repairs	4.25
SN7-505	Construct Volleyball Court	20
SN7-506	ROICC Door Repairs	1
SN7-507	Construct Paintball Arena	21
SN7-508	Admin Building Bollard Removal	5
SN7-509	Parade Field Bollard Removal	16
SN7-510	Rehab Baseball Field	6
SN7-511	Air Terminal Wall/Door Repairs	3
SN7-512	Air Traffic Control Tower Wall Repairs	4
SN7-513	Road Repair	2
SN7-514	OSHA Repairs To Fire Department Bld.	15
SN7-515	Building 150 Concrete Demo	4
SN7-518	Building 137 Demo	18
SN7-519	Bollard Placement	6
SN7-522	Fence Demo At Softball Field	10
SN7-524	Construct Shelf for Building N149	5
SN7-528	Base Club Concrete Patio	30
SN7-530	Fuel Farm Parking Apron	9
SN7-533	Building 191 Curb	24
SN7-534	Rock crusher Entrance Concrete Pads	36
SN7-535	Block wall for range	5
TOTAL OIC/CO DISCRETIONARY MANDAYS		276

**LABOR DISTRIBUTION SUMMARY
DETAIL SAN NICOLAS ISLAND**

Month	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	Total	% Total
Direct Labor MDs ¹	0	0	80	142	149	156	6	533	42%
OIC Discretionary ¹	40	155	75	0	6	0	0	276	22%
Camp Maintenance ¹	60	27	29	6	9	16	3	150	12%
Indirect Labor MDs ²	0	0	0	43	41	44	3	131	10%
Readiness/Training	17	23	36	28	19	41	2	166	13%
Total MDs Exp	117	205	220	219	224	257	14	1,256	100%
# Total Personnel	15	15	15	15	15	15	15	15	
# Direct Labor	8	8	8	8	8	8	8	8	
# Workdays	12	23	23	23	21	24	2	128	
% Direct Labor³	53%	53%	53%	53%	53%	53%	53%	53%	
Ideal Capability⁴	120	230	230	230	210	240	20	1,280	
Availability Factor⁵	98%	89%	96%	77%	87%	89%	55%	88%	

NOTES:

1. Direct Labor MDs are mandays expended not earned.
2. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.
3. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)
4. Ideal Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (ME)
5. AF = (Direct Labor Mandays + OIC Discretionary + Camp Maintenance + Readiness/Training)/(MD Capability)

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TASK FORCE SIERRA - MAIN BODY

PROJECT SUMMARIES



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Seabees place a section of concrete pad.



Overhead view of airfield concrete pads.

AIRFIELD CONCRETE XA4-900

Project Data

Project Scope: Excavate, grade, and place 8” lifts of 674,681 SF of airfield taxiway aprons. Place approximately 17,500 CY of 6,000 PSI concrete with a broom finish.

Personnel:	6	
Duration:	October 2006 – April 2007	
Mandays Expended:	Previous Battalions:	2,425
	NMCB 74:	942
Tasking:	WIP at Turnover:	54%
	WIP at Deployment Completion:	70%
	MD Tasked to NMCB 74:	942
	Total Project MD:	9,450
Material Cost:	\$ 2,800,000	
Cost Savings:	\$ 329,700	

Significant Safety Issues: Ensure personnel are wearing proper PPE to protect against lime burns.

Significant QC Issues: Due to the concrete additive, “Rheobold”, measures were taken to ensure the concrete did not crack during the curing time. Each pad was soaked prior to covering it with plastic during curing. Additionally, a high slump of 8”-9” was used to allow time to work the placed concrete.

Significant Design Issues: None.

Significant Material Issues: Gravel deliveries provided multiple delays to concrete deliveries.



Seabees install AM2 matting for runway.



Install temporary UAV runway.

TASK FORCE MINOR XA7-501

Project Data

Project Scope: Provide various expeditionary construction support with projects less than 100 MD in duration.

Personnel: 8

Duration: October 2006 – February 2007

Mandays Expended:

Previous Battalions:	N/A
NMCB 74:	1,509

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	1,509
Total Project MD:	1,509

Material Cost: N/A

Cost Savings: \$528,150

Significant Safety Issues: Ensure crews utilize proper lifting techniques. Safety procedures for working on or around an active runway.

Significant QC Issues: Ensure proper set-up and controls are in place for power outage to minimize outage duration.

Significant Design Issues: Short fused requests usually required on the spot design decisions from Operations.

Significant Material Issues: None.



Backfilling fiber optic trenches.



Trenching for new fiber optic installation.

TASK FORCE MINOR II XA7-502

Project Data

Project Scope: Provide various expeditionary construction support with projects less than 100 MD in duration.

Personnel: 8

Duration: February 2007 – April 2007

Mandays Expended:

Previous Battalions:	N/A
NMCB 74:	848

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	848
Total Project MD:	848

Material Cost: N/A

Cost Savings: \$296,800

Significant Safety Issues: Airfield operations required Seabees to work without hardhats.

Significant QC Issues: Utilize dig permits to verify utility locations.

Significant Design Issues: Short fused requests usually required on the spot design decisions from Operations.

Significant Material Issues: None.



Seabees wire up circuit panel for SWA hut.



SWA Huts under construction.

SUPER SWA HUTS XA7-510

Project Data

Project Scope: Construct four new 120' x 32' wooden buildings with a 4' deck around the perimeter to serve as the new Seabee berthing spaces. Project includes installation of shower and head trailers with new electric and utilities runs.

Personnel:	8	
Duration:	January 2007 – April 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	1,074
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	84%
	MD Tasked to NMCB 74:	1,074
	Total Project MD:	1,280
Material Cost:	N/A	
Cost Savings:	\$375,900	

Significant Safety Issues: Ensure personnel working aloft are utilizing lanyard and harness system for fall protection.

Significant QC Issues: Proper labeling of all wiring within the electrical panel boxes.

Significant Design Issues: None.

Significant Material Issues: Procurement of latrine trailers and furnishings dependent on local contracting agent.



Engineering assessment for an upcoming project.



C Co. planning for emerging projects.

PLANNING AND ESTIMATING XA7-617

Project Data

Project Scope: Plan and estimate various emerging projects greater than 100 MD.

Personnel: 2

Duration: October 2006 – April 2007

Mandays Expended:	Previous Battalions:	0
	NMCB 74:	181

Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74:	181
	Total Project MD:	181

Material Cost: N/A

Cost Savings: N/A

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.



Fiber optic trenching operations.



SWA hut construction in progress.

MISSION SUPPORT SITE XA7-911

Project Data

Project Scope: Provide contingency construction support for various projects. No further information available due to OPSEC.

Personnel: 22

Duration: October 2006 – April 2007

Mandays Expended: Previous Battalions: UNKNOWN
NMCB 74: 3,195

Tasking: WIP at Turnover: 0%
WIP at Deployment Completion: 100%
MD Tasked to NMCB 74: 3,195
Total Project MD: 3,195

Material Cost: Unavailable due to OPSEC.

Cost Savings: \$1,118,250

Significant Safety Issues: Ensure ground guides are utilized and unnecessary personnel are kept out of the area of work.

Significant QC Issues: Ensure accurate grounding of all electrical equipment to within 25 ohms.

Significant Design Issues: None.

Significant Material Issues: Delays occur in material delivery for various projects.



Pallet building and staging for outstation support.



Grading operations to level area for new HESCO barriers.

FORWARD OPERATING BASE SUPPORT XA7-915

Project Data

Project Scope: Provide general construction, camp maintenance, embark support, and engineering site assessment to Forward Operating Bases throughout Iraq AOR. No further information available due to OPSEC.

Personnel: 8

Duration: October 200 – January 2007

Mandays Expended:

Previous Battalions:	N/A
NMCB 74:	633

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	633
Total Project MD:	633

Material Cost: N/A

Cost Savings: \$221,550

Significant Safety Issues: Ensure personnel maintain situational awareness for IDF/SAF. Ground guides will be utilized around all personnel traffic areas.

Significant QC Issues: Adherence to all standard construction practices

Significant Design Issues: None.

Significant Material Issues: None.



Seabee prepares manifests for personnel movements.



Material movement for staging to FOB locations.

EMBARK SUPPORT XA7-916

Project Data

Project Scope: Embark personnel and material to Forward Operating Bases throughout the Iraq AOR.

Personnel: 2

Duration: October 2006 – April 2007

Mandays Expended:

Previous Battalions:	N/A
NMCB 74:	124

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	124
Total Project MD:	124

Material Cost: N/A

Cost Savings: N/A

Significant Safety Issues: Ensure Equipment Operators are licensed on equipment.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.



Electrical wiring for new POD trailer.



Sheathing roof of new SWA hut.

FORWARD OPERATING BASE SUPPORT II XA7-917

Project Data

Project Scope: Provided general construction, camp maintenance, embark support, and engineering site assessment to Forward Operating Bases throughout Iraq AOR.

Personnel: 8

Duration: February 2007 – April 2007

Mandays Expended:

Previous Battalions:	N/A
NMCB 74:	350

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	350
Total Project MD:	350

Material Cost: N/A

Cost Savings: \$122,500

Significant Safety Issues: Ensure personnel have fall protection in place. Utilize lockout/tagout for all electrical work effort.

Significant QC Issues: Adherence to U.S. electrical codes.

Significant Design Issues: None.

Significant Material Issues: None.



Low voltage breaker and cable repair.



Electrical panel and bus installation.

**CAMP MAINTENANCE
XA7-301**

CAMP MAINTENANCE	MANDAYS TASKED	MANDAYS EXPENDED	PERCENT OF TOTAL
ESA / Work orders	1,357	1,357	57%
Preventive Maintenance	825	825	34%
Specific Projects (MCD)	217	217	9%
TOTAL MANDAYS	2,399	2,399	100.0%
SPECIFIC PROJECT (MCD)			TOTAL PER MD
Construct Blowout			5
Tactical Gear Storage			4
Tactical Gear Storage			4
Supply Main Electrical Power to Trailers			16
Exterior Building Lighting			10
Fiber Optic Run for Trailers			12
New Metal Form for Manhole Covers			16
Lumber Rack			4
Steel Rack			4
Manhole Covers			7
Fabricate 3x3x3 Hinged Box with Lid			8
Install Chain Link Fence for Storage			13
Replace Door and Frame for Wooden Building			5
Build Metal Shed to House Two Incinerators			4
Install Conduit for Fiber Optic Line and Electrical Line			22
Install Conduit for Fiber Optic Line and Electrical Line			6
Two Cattle Grates			4
Overhead Fiber Optic Run			4
Replaced Door Jam/Door/Lockset/Trimmed			2
Built/Installed Shelves			3
HVAC Removal and Installation			4
Cut and Install Steel Road Plates			4
Installed Four New Thermostats			2
Fabricated Tie-Downs from Plate Steel with Chains			4
Fabricated and Installed a Manhole Cover			5

Replace Water and Sewer Line	6
Build Desk	3
Repaired Roofs with Sheet Metal Under Ridge Caps	4
Fabricated and Installed a Steel Satellite Platform	7
Installed a Water and Sewer Line for a Sink	6
Installed New Wire for 3 Exhaust Fans	5
Fabricated/Installed Welded Angle Iron Cleats for Road Ditch Covers	10
Fabricated New Steel HVAC Stand	4
TOTAL MCD MANDAYS	217



Seabees train on their TOA weapons.



Seabees gain weapons familiarization on the 9mm.

DIRECT LABOR TRAINING XA7-601

Project Data

Project Scope: Provide general military and site-specific training for direct labor personnel.

Personnel: 67

Duration: October 2006 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	454

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	454
Total Project MD:	454

Material Cost: N/A

Cost Savings: N/A

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

**LABOR DISTRIBUTION SUMMARY
TASK FORCE SIERRA - MAIN BODY**

Month	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	Total	% Total
Direct Labor MDs ¹	359	1,547	2,020	1,404	1,695	1,385	446	8,856	76%
OIC Discretionary ¹	0	0	0	0	0	0	0	0	0%
Camp Maintenance ¹	151	392	525	401	297	460	173	2,399	20%
Indirect Labor MDs ²	0	0	0	0	0	0	0	0	0%
Readiness/Training	61	178	58	9	36	112	0	454	4%
Total MDs Exp	571	2,117	2,603	1,814	2,028	1,957	619	11,709	100%
# Total Personnel	124	111	105	105	105	105	116	110	
# Direct Labor	79	69	65	67	67	67	67	69	
# Workdays	13	24	24	24	24	24	6	139	
% Direct Labor³	64%	62%	62%	64%	64%	64%	58%	62%	
Ideal Capability⁴	1,284	2,070	1,950	2,010	2,010	2,010	503	11,836	
Availability Factor⁵	44%	102%	133%	90%	101%	97%	123%	99%	

NOTES:

1. Direct Labor MDs are mandays expended not earned.
2. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.
3. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)
4. Ideal Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (ME)
5. AF = (Direct Labor Mandays + OIC Discretionary + Camp Maintenance + Readiness/Training)/(MD Capability)

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TASK FORCE SIERRA – DETAIL ONE

PROJECT SUMMARIES



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Steel members being lifted into place.



Project complete.

Oil Change Facility XC6-910

Project Data

Project Scope: Construct a facility for oil changes and servicing vehicles.

Personnel: 4

Duration: November 2006 – January 2007

Mandays Expended:

Previous Battalions:	96
NMCB 74:	35

Tasking:

WIP at Turnover:	74%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	35
Total Project MD:	131

Material Cost: N/A

Cost Savings: \$33,600

Significant Safety Issues: Placing of overhead steel members.

Significant QC Issues: Ensure anchor bolts match structure layout.

Significant Design Issues: None.

Significant Material Issues: The availability of materials to complete the job.



Seabee removing floor tile.



Completed project.

RENOVATE BUILDINGS 25, 26, AND 27 XC7-916

Project Data

Project Scope: Remodel of various head facilities in Buildings 25, 26, and 27.

Personnel: 4

Duration: January 2007 - March 2007

Mandays Expended:

Previous Battalions:	N/A
NMCB 74:	189

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	158
Total Project MD:	158

Material Cost: N/A

Cost Savings: \$55,300

Significant Safety Issues: Proper PPE should be worn when removing tiles.

Significant QC Issues: Ensure tiles are in straight lines.

Significant Design Issues: None.

Significant Material Issues: The availability of materials to complete the job.



Seabee places non-shrink grout beneath column.



Completed project.

JOINT DFAC XC6-918

Project Data

Project Scope: Construct an 8,400 square foot dining facility with two hand washing areas, a kitchen, and a trash collection area.

Personnel:	5	
Duration:	August 2006 – March 2007	
Mandays Expended:	Previous Battalions:	254
	NMCB 74:	1070
Tasking:	WIP at Turnover:	19%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74:	896
	Total Project MD:	1,150
Material Cost:	N/A	
Cost Savings:	\$402,500	

Significant Safety Issues: Over head falling objects.

Significant QC Issues: Concrete finishing

Significant Design Issues: None.

Significant Material Issues: Constant delays in arrival of materials from the vendor.



Seabees keep drainage ditch clear of debris.



Road repairs at DET-ONE.

TASK FORCE MINOR XC7-500

Project Data

Project Scope: Various emergent requirements that do not exceed 100 mandays in duration.

Personnel: 5

Duration: October 2006 – April 2007

Mandays Expended:

Previous Battalions:	N/A
NMCB 74:	1,404

Tasking:

WIP at Turnover:	0%
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	1,404
Total Project MD:	1,534

Material Cost: N/A

Cost Savings: \$536,900

Significant Safety Issues: Ensure that crewmembers are wearing proper PPE.

Significant QC Issues: Adherence to Navy standard building construction practices

Significant Design Issues: None.

Significant Material Issues: None.



Seabees fill Hesco barriers.



An earthen berm is pushed up around Hesco barriers.

IRAQI SPECIAL OPERATIONS FORCES RANGE CONSTRUCTION XC7-917

Project Data

Project Scope: Utilizing 42,000 CY of fill and 2,500 HESCO barriers, extend two existing 100 meter rifle ranges to 400 and 600 meters respectively. Additionally, construct two, 50 meter pistol ranges.

Personnel:	6	
Duration:	November 2006 – May 2007	
Mandays Expended:	Previous Battalions:	N/A
	NMCB 74:	449
Tasking:	WIP at Turnover:	54%
	WIP at Deployment Completion:	54%
	MD Tasked to NMCB 74:	761
	Total Project MD:	830
Material Cost:	N/A	
Cost Savings:	\$157,150	

Significant Safety Issues: Force Protection. Crewmembers had to wear OTV and carry weapons at all times.

Significant QC Issues: Equipment availability.

Significant Design Issues: None.

Significant Material Issues: Availability of HESCO barriers.



Seabee prefabricates trusses.



Completed SWA hut.

30' X 60' SWA Hut XC7-919

Project Data

Project Scope: Construct a 30' X 60' SWA Hut for berthing with 12 rooms and doors opening to outside.

Personnel:	4	
Duration:	November 2006 – December 2006	
Mandays Expended:	Previous Battalions:	N/A
	NMCB 74:	342
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74:	342
	Total Project MD:	342
Material Cost:	N/A	
Cost Savings:	\$119,700	

Significant Safety Issues: Fall protection.

Significant QC Issues: Ensure that building is square and plumb.

Significant Design Issues: None.

Significant Material Issues: None.



Floor joists are set on SWA hut.



Completed SWA hut.

24' X 48' SWA Hut XC7-920

Project Data

Project Scope: Construct a 24' X 48' SWA Hut, open bay, for overflow berthing and briefing room.

Personnel: 4

Duration: November 2006 – January 2007

Mandays Expended: Previous Battalions: N/A
NMCB 74: 165

Tasking: WIP at Turnover: 0%
WIP at Deployment Completion: 100%
MD Tasked to NMCB 74: 165
Total Project MD: 165

Material Cost: N/A

Cost Savings: \$578,000

Significant Safety Issues: Fall protection.

Significant QC Issues: Ensure that building square and plumb.

Significant Design Issues: None.

Significant Material Issues: None.



Seabee welds steel roof.



Completed project.

BUILDING 25 ADDITIONS XC7-921

Project Data

Project Scope: Construct two 17' X 42' single-story additions onto Building 25 barracks, providing 1,428 SF of berthing space. Structure is CMU block walls, concrete floor slab, and a plywood built-up roof.

Personnel:	4	
Duration:	November 2006 – March 2007	
Mandays Expended:	Previous Battalions:	N/A
	NMCB 74:	332
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74:	332
	Total Project MD:	332
Material Cost:	N/A	
Cost Savings:	\$116,200	

Significant Safety Issues: Ensure that all crewmembers are wearing proper PPE.

Significant QC Issues: Ensure that CMU block are plumb and level.

Significant Design Issues: None.

Significant Material Issues: None.



Breaking ground on footers.



Crew finishes concrete grade beams.

VEHICLE MAINTENANCE FACILITY PEB XC7-922

Project Data

Project Scope: Construct a pre-engineered building which will provide 6,000 SF of shop space for maintenance and repair work on vehicles and equipment.

Personnel:	5	
Duration:	January 2007 – June 2007	
Mandays Expended:	Previous Battalions:	N/A
	NMCB 74:	319
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	39%
	MD Tasked to NMCB 74:	472
	Total Project MD:	852
Material Cost:	N/A	
Cost Savings:	\$300,000	

Significant Safety Issues: All crewmembers shall wear proper PPE.

Significant QC Issues: Ensure proper anchor bolt placement. Steel members are placed square and in accordance with the plans and specs.

Significant Design Issues: Discrepancies exist between manufacture design and NAVFAC foundation design prints.

Significant Material Issues: None.



Builders cutting access hole into ceiling.



Completed SWA hut.

30' X 100' SWA Hut XC7-923

Project Data

Project Scope: Construct a 30' X 100' SWA Hut for berthing with 14 rooms opening to a center hallway.

Personnel:	4	
Duration:	December 2006 – February 2007	
Mandays Expended:	Previous Battalions:	N/A
	NMCB 74:	381
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74:	381
	Total Project MD:	381
Material Cost:	N/A	
Cost Savings:	\$134,000	

Significant Safety Issues: Fall protection and PPI.

Significant QC Issues: Ensure building is plumb and square.

Significant Design Issues: None.

Significant Material Issues: None.



EAs set piers to grade.



Completed SWA hut.

24' X 48' SWA Hut XC7-924

Project Data

Project Scope: Construct a 24' X 48' open bay SWA Hut.

Personnel: 4

Duration: January 2007 – February 2007

Mandays Expended: Previous Battalions: N/A
NMCB 74: 124

Tasking: WIP at Turnover: 0%
WIP at Deployment Completion: 100%
MD Tasked to NMCB 74: 124
Total Project MD: 124

Material Cost: N/A

Cost Savings: \$44,000

Significant Safety Issues: Fall protection, proper PPE for work being performed.

Significant QC Issues: Nails placed at six-inch intervals for trim work to reduce delamination and buckling of plywood.

Significant Design Issues: None.

Significant Material Issues: None.



Steelworker places a bead of rod on a steel member.



Seabee fixes a guardrail.

**CAMP MAINTENANCE
XC7-300**

CAMP MAINTENANCE	MANDAYS TASKED	MANDAYS EXPENDED	PERCENT OF TOTAL
ESA / Work orders	926	926	100 %
Preventive Maintenance	0	0	0 %
Specific Projects (MCD)	0	0	0 %
TOTAL MANDAYS	926	926	100.0%
SPECIFIC PROJECT (MCD)			TOTAL PER MD
No MCDs, all Camp Maintenance accomplished through ESAs.			
TOTAL MANDAYS			926

**LABOR DISTRIBUTION SUMMARY
TASK FORCE SIERRA – DETAIL ONE**

Month	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	Total	% Total
Direct Labor MDs ¹	421	944	1,221	809	1,034	591	126	5,146	68%
OIC Discretionary ¹	0	0	0	0	0	0	0	0	0%
Camp Maintenance ¹	80	166	167	104	98	263	26	904	12%
Indirect Labor MDs ²	77	153	153	153	153	153	39	881	12%
Readiness/Training	56	112	160	108	102	113	24	675	9%
Total MDs Exp	634	1,375	1,701	1,174	1,387	1,120	215	7,606	100%
# Total Personnel	55	55	55	55	55	55	55	55	
# Direct Labor	45	45	45	45	45	45	45	45	
# Workdays	12	24	24	24	24	24	6	138	
% Direct Labor³	82%	82%	82%	82%	82%	82%	82%	82%	
Ideal Capability⁴	675	1,350	1,350	1,350	1,350	1,350	338	7,763	
Availability Factor⁵	83%	91%	115%	76%	91%	72%	52%	87%	

NOTES:

1. Direct Labor MDs are mandays expended not earned.
2. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.
3. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)
4. Ideal Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (ME)
5. AF = (Direct Labor Mandays + OIC Discretionary + Camp Maintenance + Readiness/Training)/(MD Capability)

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TASK FORCE SIERRA – DETAIL TWO

PROJECT SUMMARIES



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Seabee cuts wood for trimwork.



Completed structure.

WOOD STRUCTURE # 10 XD6-914

Project Data

Project Scope: Construct Two Story 10,000 square foot wood structure.

Personnel: 10

Duration: October 2006 – November 2006

Mandays Expended:

Previous Battalions:	0
NMCB 74:	319

Tasking:

WIP at Turnover:	50 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	331
Total Project MD:	650

Material Cost: \$73,118

Cost Savings: \$115,850

Significant Safety Issues: Fall protection when installing roof system.

Significant QC Issues: Proper fabrication of roof trusses.

Significant Design Issues: None.

Significant Material Issues: None.



Inside view of roll-up door mechanism.



Completed K-Span structure.

**K-SPAN # 8
XD6-916**

Project Data

Project Scope: Construct a 110' x 60' K-Span including a concrete slab and foundation.

Personnel: 8

Duration: October 2006 – November 2006

Mandays Expended:

Previous Battalions:	253
NMCB 74:	321

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	206
Total Project MD:	471

Material Cost: \$96,836

Cost Savings: \$72,100

Significant Safety Issues: Fall protection while installing end walls.

Significant QC Issues: Concrete strength and placement within specifications.

Significant Design Issues: None.

Significant Material Issues: None.



Seabee frames walls for laundry facility.



Seabee cuts wood for tent base.

FOB SUPPORT XD7-900

Project Data

Project Scope: Direct Labor allocation work of various types executed at Forward Operating Bases.

Personnel:	Varies	
Duration:	October 2006 – April 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	1,060
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74:	1,060
	Total Project MD:	1,060
Material Cost:	N/A	
Cost Savings:	\$282,800	

Significant Safety Issues: Safety considerations for executing expedient contingency construction.

Significant QC Issues: On-site design of contingency projects within proper construction standards.

Significant Design Issues: None.

Significant Material Issues: None.



Seabee lays CMU block.



Interior hallway of Wood Structure #11 completed.

WOOD STRUCTURE # 11 XD7-902

Project Data

Project Scope: Construct two story 10,500 SF wood and block structure.

Personnel: 12

Duration: December 2006 – March 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	1,000

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	981
Total Project MD:	981

Material Cost: \$550,000

Cost Savings: \$278,250

Significant Safety Issues: Fall protection for construction of second deck.

Significant QC Issues: Correct welding of support system.

Significant Design Issues: None.

Significant Material Issues: Delays due to material getting bumped from CONUS airlift.



Seabees form K-Span metal with an ABM.



K-Span Arches erected and seamed.

K-SPAN # 9 XD7-903

Project Data

Project Scope: Construct a 90' x 60' K-Span structure on existing concrete slab.

Personnel: 3

Duration: February 2007 – March 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	100

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	64 %
MD Tasked to NMCB 74:	196
Total Project MD:	308

Material Cost: \$85,000.00

Cost Savings: \$11,550.00

Significant Safety Issues: Communications issues between Local Nationals and Seabees, provided challenges to safe working conditions when moving and seaming arches.

Significant QC Issues: Proper arch curvature and size for panels.

Significant Design Issues: None.

Significant Material Issues: None.



Seabee finishes door installation.



Completed Sprung Structure.

SPRUNG STRUCTURE XD7-904

Project Data

Project Scope: Construct a 110'X150' Sprung Structure.

Personnel: 10

Duration: November 2006 – January 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	356

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100 %
MD Tasked to NMCB 74:	349
Total Project MD:	349

Material Cost: \$617,398.00

Cost Savings: \$122,150.00

Significant Safety Issues: Overhead work, and heavy equipment.

Significant QC Issues: Tightening the fabric to correct tension.

Significant Design Issues: None.

Significant Material Issues: None.



Seabees excavate for a septic tank.



Seabee makes repairs to facilities.

**CAMP MAINTENANCE
XD7-300**

CAMP MAINTENANCE	MANDAYS TASKED	MANDAYS EXPENDED	PERCENT OF TOTAL
ESA / Work orders	470	470	100%
Preventive Maintenance	0	0	0%
Specific Projects (MCD)	0	0	100%
TOTAL MANDAYS	470	470	100.0%
SPECIFIC PROJECT (MCD)			TOTAL PER MD
No MCDs, all Camp Maintenance accomplished through ESAs.			
TOTAL MANDAYS			470



Seabees from DET-TWO conduct bunker drills.



DET-TWO listens to training topic.

DIRECT LABOR TRAINING XD7-400

Project Data

Project Scope: Direct Labor allocation for general military training and physical readiness.

Personnel:	36	
Duration:	October 2006 – April 2007	
Mandays Expended:	Previous Battalions:	0
	NMCB 74:	225
Tasking:	WIP at Turnover:	0%
	WIP at Deployment Completion:	100%
	MD Tasked to NMCB 74:	225
	Total Project MD:	225
Material Cost:	N/A	
Cost Savings:	N/A	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.



Seabee prepares to router a door.



Seabees lay floor matting.

**OIC DISCRETIONARY
XD7-500**

PROJECT NUMBER	DESCRIPTION	MANDAYS
XD7-501	VIP BERTHING	50
XD7-502	SUPERBEE HUT RENOVATION	10
XD7-503	ELEVATED FLOOR	6
XD7-504	ECP RENOVATION	7
XD7-505	INSTALL FLOOR MATTING	20
XD7-506	CAMP SITEWORK	210
XD7-507	BUILD PLATFORM	15
XD7-508	STRADEX RETROFIT	50
XD7-509	AWNING FOR BUILDING	15
XD7-510	A-RAMP BUILD OUT	50
XD7-511	B-HUT RENOVATION	117
XD7-512	CAMP IMPROVEMENT	100
TOTAL OIC DISCRETIONARY MANDAYS		650

LABOR DISTRIBUTION SUMMARY
TASK FORCE SIERRA – DETAIL TWO

Month	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	Total	% Total
Direct Labor MDs ¹	244	565	586	579	636	557	55	3,222	69%
OIC Discretionary ¹	44	16	6	37	120	123	10	356	8%
Camp Maintenance ¹	56	88	68	50	70	66	17	415	9%
Indirect Labor MDs ²	66	72	93	91	90	45	15	472	10%
Readiness/Training	62	11	28	35	45	25	0	206	4%
Total MDs Exp	472	752	781	792	961	816	97	4,671	100%
# Total Personnel	36	36	36	36	36	35	29	35	
# Direct Labor	31	31	31	31	31	30	24	30	
# Workdays	17	21	22	20	21	23	9	133	
% Direct Labor ³	86%	86%	86%	86%	86%	86%	83%	86%	
Ideal Capability ⁴	659	814	853	775	814	863	270	5,046	
Availability Factor ⁵	62%	84%	81%	90%	107%	89%	30%	83%	

NOTES:

1. Direct Labor MDs are mandays expended not earned.
2. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.
3. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)
4. Ideal Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (ME)
5. AF = (Direct Labor Mandays + OIC Discretionary + Camp Maintenance + Readiness/Training)/(MD Capability)

TASK FORCE SIERRA – DETAIL X-RAY

PROJECT SUMMARIES



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Seabee sets clamps on metal for K-Span.



Seabee bends K-Span reinforcement into place.

CONSTRUCT (2) METAL STRUCTURES (UBM)

Project Data

Project Scope: Construct two (2) 140' x 100' K-SPAN structures utilizing the Ultimate Building Machine.

Personnel: 25

Duration: February 2007 – April 2007

Mandays Expended:

Previous Battalions:	0
NMCB 74:	943

Tasking:

WIP at Turnover:	0 %
WIP at Deployment Completion:	100%
MD Tasked to NMCB 74:	943
Total Project MD:	943

Material Cost: \$2,200,000

Cost Savings:

Significant Safety Issues: Ensured personnel had proper training on UBM prior to it being used.

Significant QC Issues: Consistent settings on UBM.

Significant Design Issues: Numerous changes in the design of the interior work will significantly affect the next Detail assigned to the project. Our verbal tasking was only to complete the shell of the buildings, so the design changes did not affect our work.

Significant Material Issues: Not enough steel was originally procured to complete both structures. Detail forced to halt major work on project for 14 days while steel was in customer shipping channels.



Seabee provides repairs to HVAC.



Seabees provide Camp Maintenance support.

CAMP MAINTENANCE

CAMP MAINTENANCE	MANDAYS TASKED	MANDAYS EXPENDED	PERCENT OF TOTAL
ESA / Work orders	315	315	100%
Preventive Maintenance	0	0	0%
Specific Projects (MCD)	0	0	0%
TOTAL MANDAYS	315	315	100.0%
SPECIFIC PROJECT (MCD)			TOTAL PER MD
No MCDs, all Camp Maintenance accomplished through ESAs.			
TOTAL MCD MANDAYS			315

No Photo available due to OPSEC.

No Photo available due to OPSEC.

OIC DISCRETIONARY

PROJECT NUMBER	DESCRIPTION	MANDAYS
X-RAY OIC 001	Construct 4000 sq ft Storage Facility	115
X-RAY OIC 002	Construct 640 sq ft Storage Facility	92
TOTAL OIC DISCRETIONARY MANDAYS		207

**LABOR DISTRIBUTION SUMMARY
TASK FORCE SIERRA – DETAIL X-RAY**

Month	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	Total	% Total
Direct Labor MDs ¹	-	-	-	0	343	485	115	943	64%
OIC Discretionary ¹	-	-	-	0	0	207	0	207	14%
Camp Maintenance ¹	-	-	-	0	118	197	0	315	22%
Indirect Labor MDs ²	-	-	-	0	0	0	0	0	0%
Readiness/Training	-	-	-	0	0	0	0	0	0%
Total MDs Exp	0	0	0	0	461	889	115	1,465	100%
# Total Personnel	-	-	-	25	25	25	25	25	
# Direct Labor	-	-	-	23	23	23	23	23	
# Workdays	-	-	-	0	17	31	4	52	
% Direct Labor³	0%	0%	0%	0%	92%	92%	92%	92%	
Ideal Capability⁴	0	0	0	0	489	891	115	1,495	
Availability Factor⁵	0%	0%	0%	0%	94%	100%	100%	98%	

NOTES:

1. Direct Labor MDs are mandays expended not earned.
2. Indirect Labor MDs are mandays spent on indirect activities by DL personnel.
3. % Direct Labor = (#Total Direct Labor for period)/(#Total Personnel)
4. Ideal Capability = (# Direct Labor personnel for period) x (# Workdays for period) x (ME)
5. AF = (Direct Labor Mandays + OIC Discretionary + Camp Maintenance + Readiness/Training)/(MD Capability)

CHAPTER VI

SUPPLY / LOGISTICS / EQUIPMENT



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CHAPTER VI

SUPPLY / LOGISTICS / EQUIPMENT

The “Fearless” Supply Department tackled the 2006/2007 Deployment with enthusiasm and professionalism. They overcame numerous communications challenges to successfully support personnel located at 10 deployed locations throughout the CENTCOM and PACOM AORs. New operational benchmarks were set for NCF logistics support at the Battalion and Regimental level. The travel office was recognized for its efforts as the first Battalion to implement the new Defense Travel System within the NCF.



Fig. 40 – Seabee conducts inventory on new smart TOA.

SUPPORT SERVICES

FOOD SERVICE

The Camp Covington Galley Staff was responsible for providing food service support for all deployed battalion personnel during the 2006/2007 Guam deployment. The Culinary Specialists (CS) received, stowed, and issued over \$900K worth of provisions to the General Mess. They prepared and served 600 daily meals for over 200 camp personnel. NMCB 74 personnel worked with 1 NCD Camp staff and civilian contractors, to replace and upgrade 15 pieces of galley equipment facilitating the implementation of the phased life-cycle replacement program. They worked diligently to correct discrepancies noted in the 30 NCR Operational Readiness Inspection, including proper inventory control and administrative procedures. A subsistence item accountability rate of over 98% was achieved by following a strict inventory program that accounted for 100% of food items per month. This was accomplished by conducting 25% weekly spot inventories and an end of month wall-to-wall inventory. Physical improvements were made to the galley dining areas by replacing carpet and chair covers on the mess decks.



Fig. 41 – Culinary Specialists serve meals at Camp Covington.

BILLETING

NMCB 74 Detail Guam occupied a total of 255 rooms in the Camp Covington Bachelor Enlisted Quarters. Buildings 580 and 581 were renovated while NMCB 74 was deployed, leaving three buildings for occupation. Upgrades to the renovated barracks included new carpet, paint, and furniture. A major quality of life and beautification plan was implemented that included new landscaping around all barracks buildings and the phased replacement of all barracks lounge furniture.

Personnel assigned to the MEF contingent were berthed in SWA huts at all locations. The CS's took the initiative and ensured that over 200 new mattresses and bunks were ordered, received, and placed within 45 days of arrival. They were also responsible for more than 150 trouble calls and maintaining all smoke detection and fire equipment for the Command's 40 SWA huts. The three Seabee CS crew was responsible for renovating and maintaining the morale phone center, gym, theater and game room. Their contributions improved the overall living conditions, increased morale, and reduced maintenance costs.



Fig. 42 – Al Taqaddum berthing.



Fig. 43– SWA huts at TFS Main Body.

DISBURSING

The Disbursing Office coordinated pay issues and processed over 130 Hurricane Katrina overpayment documents. The Disbursing staff was responsible for ensuring SWA personnel received the correct contingency related entitlements, processed 4,500 pay documents including starting and stopping all entitlements for the entire 694 member Battalion. While coordinating directly through PSD Gulfport, the Disbursing staff was responsible for ensuring that all Katrina overpayments were 100% accounted for across the Command. Using IATS, over 50 PCS travel claims and 100 TAD orders were audited and reconciled through DTS.

POSTAL

The Camp Ar Ramadi Postal Clerk handled over 4,200 lbs of mail for battalion personnel. She assisted the camp postal staff with sorting and processing over four million pounds of mail. The Guam Postal operation processed incoming and outgoing mail from Guam. They averaged 770 pounds of mail per month, and \$800.00 per month in business transactions. They successfully coordinated with various military postal activities to improve mail transit times to Guam.



Fig. 44 – Post Office Staff.

BARBERSHOP

There were no functional Barber facilities in Ar Ramadi. The CS's took the initiative to learn basic barbering skills and provided over 70 haircuts monthly. The "CS" Barbershop provided full barber services to Battalion personnel. TFS received Barbershop services from a reserve Equipment Operator assigned to NMCB 18. She provided more than 1,100 haircuts to Seabees and Task Force personnel. The Camp Covington Barbershop was manned by two SHs, averaging 70 haircuts per week to personnel.



Fig. 45 – Seabee receives haircut in Ar Ramadi.



Fig. 46 – SH provides haircut to fellow Seabee.

TRAVEL

Detail Guam took the lead in implementing the Defense Travel System (DTS) by arranging travel for personnel at all Detail sites. They established 28 new DTS accounts and expended a total of \$559K on TAD travel (\$31K on Detail swings, \$513K per diem, \$4K Medical Travel, \$2K Training Travel and \$9K Emergency Leave). Using the DTS web-based program, the Battalion Store Keeper's (SK) processed ten TAD and Emergency Leave requests.

MATERIAL LIAISON OFFICE (MLO)

The Guam MLO Staff conducted a validation inventory of all on-site project materials. Materials were organized and identified by project to provide for better accounting practices. As a result of the inventory, a Water Well completion kit and an MR shop kit were identified having been previously tagged as excess. They were responsible for providing current and future project tasking support for Class IV materials valued at over \$3.17M. The Department established a goal of 100% material inventory validity. They accomplished this by conducting two wall-to-wall inventories, SRC battery checks and Project Material Planning and Tracking Program updates. 30 NCR recognized the Staff for their accomplishments during the ORI, noting the precedent they had set for future Battalion Class IV evaluations. Outstanding support was provided throughout deployment to active projects, MCD's and Civic Action Team Detachments through the identification and utilization of 223 line items of excess materials. This resulted in \$11K savings to the Navy.



Fig. 47 – Class IV yard at Ar Ramadi.

In Ar Ramadi and Al Taqaddum, the MLO Staff issued 572 line items of Class IV materials worth over \$1.12M. \$87K of excess shelf items were identified and inventoried for future project usage utilizing the Defense Reutilization program. The staff managed a budget of \$2.2M for five tasked and future projects. The MLO Staff cleared \$24K of back-logged payments.

CENTRAL TOOL ROOM (CTR)

The Guam CTR identified and noted 467 deficiencies to the Camp TOA inventory listing. To prevent future accounting problems, they implemented a comprehensive SPOT check program for all tool kits. This allowed for the tracking of 129 kits and provided their disposition and location. An average inventory validity and tool availability rates of 97% and 95% was maintained over the course of the deployment. In total 1,060 line items of tools were issued.

The Guam staff established a technical library and history jacket for all gas-powered tools. The library included service manuals, owner operator manuals, and applicable Preventative Maintenance (PM) publications. The Gas-Powered Tool Shop was responsible for repairing 28 pieces of broken equipment and completed over 220 Equipment Repair Orders. Additionally, they implemented a new PM program for 544 electrical power tools and 80 power tools.



Fig. 48 – SK inventories the CTR at TFS Main Body.

The SWA CTRs located in both Ar Ramadi and Al Taqaddum were established, inventoried, and ready to issue tools within five days of arrival in theater. They maintained an inventory of 1,112 line items valued at over \$74,000. Tools and collateral equipment were provided on an as-needed basis to meet internal Battalion mission requirements and to support minor construction efforts. In addition to tools, both SWA CTRs were responsible for issuing and supplying Battalion CSTs with flight suits, spotlights, batteries, chemical lights, and cold weather gear.

AUTOMOTIVE REPAIR PARTS (ARP)

In Guam, the Supply Department increased Automotive Repair Parts (ARP) overall effectiveness by 10%. They increased Selective Item Management (SIM) stock inventory validity from 84% to 94% with a non-SIM increase from 88% to 96%.

At the beginning of deployment, the Supply SWA contingent received eight ISO containers of ARP assets, valued at \$650K. They accomplished the task of inventorying and validating the ARP within 30 days. They successfully established an electronic inventory for all TOA, CTR, and ARP line items, including the compilation of Stock Record Cards (SRC) for more than 5,400 line items. Working closely with NFELC, they were able to identify shortages and receive funding to order all missing items.

UNIFORM ISSUE/ INFANTRY GEAR

The Guam detachment outfitted 195 personnel with field gear for the Battalion's Field Exercise (FEX). Another \$19K of additional assets were acquired to support supplemental training requirements.

TABLE OF ALLOWANCE

The Detail Guam Supply Department oversaw the replacement of \$42K of expired TOA assets. They prepared 186 ISO containers for equipment retrograde to Port Hueneme. \$200K of dispositioned CESE was sent to DRMO, clearing a backlog of materials from Bldg 3000. In total, they disposed of 92,000 lbs of TOA, scrap metal, and dispositioned pieces of CESE.

The SWA Supply Department received 17 ISO containers of "Smart" TOA. A complete inventory for 5,000 lines of the new TOA was conducted. All shortages were identified and communicated to NFELC. In less than 25 days, the new TOA was ready for issue.

CAMP FINANCIALS AND SUPPLY OFFICE

Camp Covington maintained a camp budget of \$740K with zero accounting errors. They processed in excess of 25 NORs/ANORs valued at \$30K. They maintained \$90K of service contracts in support of Camp Covington operations. Utilizing the GCPC credit card program, 208 credit card purchases were made totaling \$97K.

The SWA contingent processed 216 NORs/ANORS requisitions in excess of \$90K. An additional 2,991 requisitions valued at \$948,639.35 were filled. They worked with the 3rd NCR Logistics Cell to issue \$40K of cold weather gear to the CSTs, and other Battalion personnel. They renovated a vacant SWA hut for use as an office and storeroom.



Fig. 49 – Supply Department.



Fig. 50 – Guam SK cleans gear after FEX.

EQUIPMENT

Alfa Company maintained 686 pieces of Civil Engineer Support Equipment (CESE) spread across the Battalion’s deployment locations. The Battalion successfully completed the Battalion Equipment Evaluation Programs (BEEP) with the 30th NCR, 3rd NCR and 22nd NCR. Detail Guam conducted Alfa Operations using the 3-M Maintenance program, while operations in SWA were conducted under the 40-day Preventative Maintenance (PM) Cycle.

MEF

Alfa Company began turnover immediately upon arrival in Ar Ramadi. A “BEEP” was conducted for 136 pieces of CESE. After completion of the BEEP, company personnel constructed six lightweight maintenance tents. These were necessary to conduct maintenance and shelter personnel from the elements. A complete COSAL and maintenance manual library were established. A HAZMAT storage facility was constructed to properly store, handle, and dispose of hazardous materials. Alfa Company personnel assumed the added task of “up-arming” five pieces of critical CESE, including a track loader, D7 dozer, Front-end Loader, and 40T Link Belt crane. Alfa Company issued 212 light and heavy licenses over the course of the deployment.

Alfa Company was tasked with providing support to Battalion operations. The Battalion’s Crane Crew completed 1,950 crane lifts for COPs, OPs, and Joint Command Centers (JCC) around Ramadi. Their primary tasking was the placement of “Crow’s Nests” on rooftops. These structures provided upgraded fighting position for Coalition Forces operating in Central Ramadi.

While conducting crane operations at PB Firecracker, the crew was lifting a Bobcat onto the roof when they came under SAF. The crane operator quickly reacted and lowered his load to the roof. Subsequent SAF damaged the wire rope rendering it beyond safe using standards. The crane crew immediately notified 1/6 Marines to send replacement wire for the 40-ton hydraulic crane. The crew reeved the cable and continued operations. Upon return to Ar Ramadi, Alfa Company conducted a complete inspection of the crane including a Load Test Certification.



Fig. 51– Excavating at OP Viking.



Fig. 52 – Rigging for a crane lift.

At COP Qatana Alfa Company received tasking to place 225 T-barriers to upgrade Force Protection. For twelve days, the crane crew conducted day and night crane operations to establish the exterior perimeter of the COP. The ten personnel endured SAF and IDF while working in arduous conditions. Their efforts provided Coalition Forces with a fortified position from which to launch operations.

Detail Al Taqaddum received 105 pieces of CESE from NMCB 40. They were able to reduce the Deadline equipment status by 30%, thus increasing availability to 88%. The Construction Mechanics (CM) established a Tire Shop and Hose Fabrication Facility to service Battalion equipment. The tool room was organized and inventoried ensuring 100% accountability of NCF assets. They installed twelve “Red Dot” A/C units along with hydraulic “Wet” kits and “up-arming” of 20-ton tractor trailers for the Rockhound mission.

TQ Alfa Company Operations issued 113 light and 85 heavy licenses. CB-60 cards were created for all collateral equipment increasing accountability by 40%. Equipment Operators (EO) supported the critical runway project working 12-hr shifts for a period of three months to ensure a project completion.

Ar Ramadi

Vehicles	BEEP	OCT	NOV	DEC	JAN	FEB	MAR	BEEP
In Service	123	135	130	130	131	137	117	117
In IEM	0	0	0	0	0	0	0	0
TOTAL	123	135	130	130	131	137	117	117

Table 27 – Main Body Ar Ramadi Equipment Population

Deadline	BEEP	OCT	NOV	DEC	JAN	FEB	MAR	BEEP
Auto	0	0	0	0	0	0	0	0
Construction	2	3	1	3	10	6	1	1
MHE/WHE	3	3	3	3	2	2	3	3
Total Deadline	5	5	4	6	12	0	4	4
% Availability	71	72	88	87	85	91	93	93

Table 28 – Main Body Ar Ramadi Equipment Availability

Type of Missions	OCT	NOV	DEC	JAN	FEB	MAR	APR	TOTAL
MILOPS	4	1	2	4	1	9	4	25
FOB Support	0	5	4	1	15	13	3	41
Crane Lifts	320	62	220	68	363	667	250	1,950

Table 29 – Main Body Ar Ramadi Crane Operations Summary

Al Taqaddum

Vehicles	BEEP	OCT	NOV	DEC	JAN	FEB	MAR	BEEP
In Service	101	105	105	104	106	102	103	103
In IEM	0	0	0	0	0	0	0	0
TOTAL	101	105	105	104	106	102	103	103

Table 30 – Detail Al Taqaddum Equipment Population

Deadline	BEEP	OCT	NOV	DEC	JAN	FEB	MAR	BEEP
Auto	0	0	0	0	0	0	0	0
Construction	5	6	6	7	7	6	5	5
MHE/WHE	0	0	1	0	0	0	0	0
Total Deadline	5	6	7	7	7	0	5	5
% Availability	90	90	86	88	92	93	93	93

Table 31 – Detail Al Taqaddum Equipment Availability

GUAM

Guam Alfa Company maintenance had some significant accomplishments, including the redistribution of Inactive Equipment Maintenance (IEM) and active assets in order to improve the overall CESE readiness of the Battalion. Alfa Company was extremely proactive and partnered with 30th NCR in the replacement of over 30 units of outdated CESE. They were highly successful in the establishment of Detail San Nicolas equipment TOA and repair parts. This was a new site but by deployment's end, they had received over 20 pieces of CESE. Alfa Company also played a key role in closing Detail Whidbey Island, disposing of the tools, Automotive Repair Parts and sending 29 units of CESE to DRMO, Port Hueneme, and CBMU-303. Finally, they painstakingly validated the OMMS, MOSS and SKED databases to the TAB A at the main body site. This will contribute to better equipment management practices and logistic support in the future. Most noteworthy, NMCB 74 Detail Guam brought MOSS from a non-operational program to a fully

functioning dispatch program. During both the ORI and the EDR, our Alfa Company received many accolades from Regimental staff.

Guam’s Alfa Company played a leading role in the Detail’s successful completion tasking. The crowning achievement for Alfa Company was the progress made at the Orote Point Quarry. Many obstacles were overcome in order to sustain regular operations and complete mission tasking. The quarry crew diligently worked to keep the aging equipment in top working order. They also coordinated the scheduling of contractors requiring access to the equipment in order to install necessary MSHA safety upgrades. The quarry crew contributed over 850 mandays to the operational effort, which included the production of over 10k tons of aggregate and nine blasts. There were also a number of improvements made to the facilities and the quarry itself.



Fig. 53 – Detail Whidbey Island clears an area for future projects.



Fig. 54 – A retch moves a CONNEX box in Guam.

Even though Detail Guam’s Alfa Company was not tasked with a formal project, they kept busy contributing to various OIC discretionary jobs and conducted 14 crane lifts. The OIC discretionary projects entailed a wide variety of work ranging from sand volleyball courts to clearing and grubbing a future roadway. Alfa Company also contributed many hours to the other two main projects here on Guam. They provided critical support to both the laundry facility and the Orote Point mechanic shop. This support ranged from installing a transformer to simple earthwork on various sites.

Vehicles	BEEP	OCT	NOV	DEC	JAN	FEB	MAR	BEEP
In Service	93	93	112	113	124	125	116	116
In IEM	267	267	269	249	249	247	259	259
TOTAL	360	360	381	362	373	372	375	375

Table 32 – Guam Equipment Population

Deadline	BEEP	OCT	NOV	DEC	JAN	FEB	MAR	BEEP
Auto	0	0	0	0	1	1	2	2
Construction	10	9	17	14	11	11	15	15
MHE/WHE	3	3	2	1	2	2	2	2
Total Deadline	13	12	19	15	14	14	19	19
% Availability	96	94	89	93	93	92	89	89

Table 33 – Guam Equipment Availability

	BEEP	OCT	NOV	DEC	JAN	FEB	MAR	BEEP
Required Checks	-	312	500	506	572	318	514	-
Checks Completed	-	312	500	506	572	310	514	-
RAR	-	100	100	100	100	100	100	-
Outstanding 2Ks	94	97	176	85	100	93	122	122

Table 34 – Guam 3M Summary

Whidbey Island

Vehicles	BEEP	OCT	NOV	DEC	JAN	FEB	MAR	BEEP
In Service	29	29	29	26	24	15	4	4
In IEM	0	0	0	0	0	0	0	0
TOTAL	29	29	29	26	24	15	4	4

Table 35 – Whidbey Island Equipment Population

Deadline	BEEP	OCT	NOV	DEC	JAN	FEB	MAR	BEEP
Auto	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0
MHE/WHE	1	1	0	0	0	0	0	0
Total Deadline	1	1	0	0	0	0	0	0
% Availability	93	93	100	100	96	97	100	100

Table 36 – Whidbey Island Equipment Availability

San Nicolas Island

Vehicles	BEEP	OCT	NOV	DEC	JAN	FEB	MAR	BEEP
In Service	3	3	13	19	19	19	21	21
In IEM	0	0	0	0	0	0	0	0
TOTAL	3	3	13	19	19	19	21	21

Table 37 – San Nicolas Island Equipment Population

Deadline	BEEP	OCT	NOV	DEC	JAN	FEB	MAR	BEEP
Auto	0	0	0	0	0	0	0	0
Construction	0	0	0	3	0	0	0	0
MHE/WHE	0	0	0	0	0	0	0	0
Total Deadline	0	0	0	3	0	0	0	0
% Availability	100	100	100	88	89	100	100	100

Table 38 – San Nicolas Island Equipment Availability

TFS

TFS personnel conducted a BEEP for 67 pieces of CESE. TFS Alfa Company reorganized the tool room and developed a revised storage and inventory process for augment tools. A complete reestablishment of the Hazmat storage facility and Hazmat procedures was accomplished for the Task Force. The CMs completed required ASI's for all CESE,

achieving an average 98% availability over the course of deployment. TFS Alfa Company



Operations issued 200 light and heavy licenses

Fig. 55– Alfa Company provides grader operations.

Fig. 56 – Construction Mechanics perform repairs on motor grader.

Alfa Company assisted in the execution of 34 projects. Crews replaced 3,950 LF of HESCO barriers using Wisconsin, Philadelphia and Arizona type barriers improving Force Protection for Task Force personnel. Equipment Operators provided rough and finish grading for a 327,000 SF of aircraft parking apron and 69,324 SF for a runway. Alfa Company continuously conducted sweeper operations three or more times weekly to ensure the aircraft parking aprons, taxiways and camp roads were free of foreign debris. They dispensed over 500,000 gallons of fuel for generators powering mission essential operations.

Vehicles	BEEP	OCT	NOV	DEC	JAN	FEB	MAR	BEEP
In Service	67	67	67	67	67	67	66	66
In IEM	0	0	0	0	0	0	0	0
TOTAL	67	67	67	67	67	67	66	66

Table 39 – Task Force Sierra Equipment Population

Deadline	BEEP	OCT	NOV	DEC	JAN	FEB	MAR	BEEP
Auto	0	0	0	0	0	0	0	0
Construction	2	3	3	5	6	0	2	2
MHE/WHE	0	0	0	0	0	0	0	0
Total Deadline	2	3	3	5	6	0	2	2
% Availability	98	95	95	92	91	98	98	98

Table 40 – Task Force Sierra Equipment Availability

CHAPTER VII

APPENDICES



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APPENDIX I

LESSONS LEARNED

MAIN BODY AR RAMADI

1. KEYWORD: EMBARK

a) ITEM: BATTALION MOVEMENT

b) DISCUSSION: From the initial loading of the buses to the arrival of the Battalion in country, accountability was very difficult due to the organization of the Battalion during the movement.

c) RECOMMENDATIONS: Instead of organizing the troops alphabetically, everyone should adhere to their company organization throughout the movement of the Battalion starting with lockdown in the theatre. This will allow small-unit leadership to take charge and be responsible for their troops.

2. KEYWORD: SUPPLY

a) ITEM: CLASS IV PERSONNEL ARRIVAL

b) DISCUSSION: 4 of the 5 personnel assigned to the Class IV yard in Ar Ramadi arrived in country via Main Body. Because of NMCB 40's departing schedule, the Class IV yard was manned with only 3 personnel (two 3rd NCR and one NMCB 74) for one week.

c) RECOMMENDATIONS: Because we do not control other Battalion's movement schedules, all Class IV personnel should arrive via Advanced Party to ensure gaps in yard manning are avoided.

3. KEYWORD: SUPPLY

a) ITEM: CLASS IV STRATIS SOFTWARE

b) DISCUSSION: STRATIS is the inventory management software used by the Class IV yards in country. No training was provided for this software prior to arrival in country. This slowed the learning curve required to operate efficiently in the yard.

c) RECOMMENDATIONS: Provide Class IV personnel with training on STRATIS software while still in homeport.

4. KEYWORD: SUPPLY

a) ITEM: CLASS IV PERSONNEL LICENSES

b) DISCUSSION: Some of the personnel assigned to the Class IV yard did not have HMMWV or forklift licenses. This limited what tasks each Seabee could perform in the yard. The individuals with licenses became primarily equipment operators instead of everyone sharing the MHE burden.

c) RECOMMENDATIONS: Ensure each Seabee assigned to the Class IV yard have at a minimum a HMMVW and 4K forklift license. This could be adjusted based on what equipment is available at the respected yard the Battalion will deploy to.

5. KEYWORD: EMBARK

a) ITEM: ASRs

b) DISCUSSION: In regards to ASRs, once manifested don't try to move the PAX sooner via Space-A or any other method. This will mess with the overall plan. Stick with the

original plan. If you absolutely can't stick to the plan, contact higher ASAP so that they can correct the ASR.

c) RECOMMENDATIONS: Always keep higher informed.

6. KEYWORD: EMBARK

a) ITEM: Flights

b) DISCUSSION: Flights come and go. Always have a follow-on plan. Flights are never guaranteed, even when off the ground. Weather and mechanical failure may prevent landing where you want. Be prepared to pick up PAX that have been returned to the aerial port of embarkation (APOE).

c) RECOMMENDATIONS: All PAX should carry a Travel Smart Card whenever they depart the base. This will provide them with the contact numbers for every base where Seabees are stationed. The COC's and UMCC's can help. PAX should always call back to NMCB 74's COC when they've landed.

7. KEYWORD: EMBARK

a) ITEM: Visibility on Inter-theatre Travel

b) DISCUSSION: Theater has many independent parties trying to accomplish the same thing. UMCC must never assume that everyone has the same information. For example, the NCR in Iraq has no visibility on fixed wing flights from CM and CM has no visibility on ASRs within Iraq.

c) RECOMMENDATIONS: Keep persistent contact. UMCC should do their best to call ahead or behind to make sure everyone has the same schedule/information.

8. KEYWORD: EMBARK

a) ITEM: Archiving Records

b) DISCUSSION: Don't destroy old files or completed manifests. You will use them over and over again for future reference. Also, don't rush those "last second" changes. You may not remember what you did or why you did it when you want to reference historical data. Also, they will be needed for the DCR at the end of deployment. If you don't keep them life will be rough.

c) RECOMMENDATIONS: Keep good files that are filed correctly. Invest the time up front. If you fear your filing system has been ruined, then plan every two weeks to review your files and get them back on track.

9. KEYWORD: COMMUNICATIONS

a) ITEM: Communicating Throughout Theatre

b) DISCUSSION: Spreading the Embark team throughout theatre will make communicating movements across unsecured lines difficult. Embark will have to pass quantities of secret information across un-secure lines, especially flight times and number of PAX.

c) RECOMMENDATIONS: Develop brevity codes or some other means to communicate effectively over unsecured lines. This must be done before deployment in preparation of being split up when leaving Kuwait.

10. KEYWORD: COMMUNICATIONS

a) ITEM: Networking

b) DISCUSSION: Potentially anyone can be of help, but often it is not known.

c) RECOMMENDATIONS: Network at every opportunity.

11. KEYWORD: EMBARK

- a) ITEM: Fight Schedules
- b) DISCUSSION: 90% of the information required to schedule flights and convoys comes from the MEF web page. No schedules are ever final.
- c) RECOMMENDATIONS: Invest the time upfront to explore the MNF-W web page. Visit it multiple times every day.

12. KEYWORD: OPERATIONS

- a) ITEM: CST Turnover
- b) DISCUSSION: The Company OIC and Convoy Commanders don't have enough opportunities to effectively communicate. The time will not be there later when turnover is complete and the CSTs are busy on the road. They keep overnight hours and spend most of their time at locations other than CR.
- c) RECOMMENDATIONS: The OIC and CST's should not be split up during turnover. They must be given as much time together up front as possible.

13. KEYWORD: OPERATIONS

- a) ITEM: CST Support
- b) DISCUSSION: CST's and PAX enroute often require help in regards to berthing, computer access, message delivery, and other issues.
- c) RECOMMENDATIONS: The entire Battalion should be available to serve all CST's and visitors. These individuals are away from their home camp and need all of the support they can get.

14. KEYWORD: EMBARK

- a) ITEM: Ride Along Manifests
- b) DISCUSSION: Ride-Along manifests do not always get published.
- c) RECOMMENDATIONS: Drive the point home early that no one leaves the wire unless they have a Ride Along manifest sent to higher. UMCC must continually follow-up and reaffirm this position. Your working hours will often be atypical. Get sleep whenever you can and cherish it. The COC will catch the bad stuff for all of your mistakes. Keep a good report and make sure you take care of business correctly the first time.

15. KEYWORD: OPERATIONS

- a) ITEM: Convoy Spin-up
- b) DISCUSSION: Convoy step-off time is most directly impacted by the time it takes to spin up. Unwarranted fluctuations to the time line can greatly push-out the step off time.
- c) RECOMMENDATIONS: Resist the temptation to change the preparation timeline whenever possible.

16. KEYWORD: OPERATIONS

- a) ITEM: Resources for CST's
- b) DISCUSSION: CST's are very taxing on the Battalion, so much more than just the DL bodies. Because of their schedule they can't work during the day. As they are usually rolling on missions or planning and collecting Intel, other groups within the Battalion are necessary to help with maintenance, installs, and the like. The two hardest hit groups are Alfa Company and Comm.

c) **RECOMMENDATIONS:** The entire Battalion must be kept abreast of CST's activities. If they do not understand why then great care must be taken to help them understand their critical role.

17. KEYWORD: OPERATIONS

a) **ITEM:** CST Rotation Plan

b) **DISCUSSION:** It would be a struggle to expect a CST to operate the entire deployment with only one roster. Personnel will burn out and can become complacent.

c) **RECOMMENDATIONS:** Develop a rotation cycle before deployment to ensure the readiness of other personnel that can be swapped into the team to allow for some needed down time.

18. KEYWORD: OPERATIONS

a) **ITEM:** Managing the CST's from Ar Ramadi

b) **DISCUSSION:** A challenging position because the CST's are always on the road. The other bases have better support facilities and typically receive supplies before Ar Ramadi. They are major hubs in the supply route. Most major installs such as armor happen at Al Fallujah.

c) **RECOMMENDATIONS:** Whenever possible CST's must take advantage of their location while at other bases. They can stock up on certain consumables such as glow sticks much more easily.

19. KEYWORD: COMMUNICATION

a) **ITEM:** ECM's and Communications

b) **DISCUSSION:** Perhaps the CST's biggest issue on the road. Communications will be lost on occasion. The biggest reason is due to the size of TCN convoys. Also affecting communications is the positioning of antennas and grounding. The current TTP for vehicles that have lost communication is to have the vehicle that has lost communications move up into the closest vehicle's ECM coverage range.

c) **RECOMMENDATIONS:** Develop and keep a strong relationship with the EWO community, especially your assigned EWO. Whenever possible have Communications and EWO's work together to minimize the interruption of Communications because of the ECM.

20. KEYWORD: COMMUNICATION

a) **ITEM:** Communication Assets

b) **DISCUSSION:** All communications, to include telephone, email, fax, or regular mail, is slow, and often unreliable (in the case of telecommunications). Communication cables and wires are exposed and often poorly placed, making them susceptible to frequent disruption by personnel and equipment. Printer/ fax units are in poor repair and do not work properly. Outgoing regular mail is shipped periodically and only when a shipping container is filled to capacity.

c) **RECOMMENDATIONS:** Many difficulties in communications are a product of geographical location and a reflection of the harsh conditions here in Iraq. Therefore, some of these problems are unavoidable and plans prior to deployment must encompass these difficulties. Elements of the Command deployed elsewhere must remain flexible to allow for delayed transmission of reports or postponed phonecon's because of communication unavailability's. Some communications hardware should be more properly situated (i.e. wires and cables) to ensure fewer disruptions.

21. KEYWORD: SUPPLY

a) ITEM: Medical Supplies

b) DISCUSSION: Few medical supplies were on-hand in Ar Ramadi at the time of our turnover with NMCB FORTY. This is a reflection of a detachment site being turned over to a main body site. Previous Seabee Battalions were situated in Al Fallujah and Al Asad, and the corresponding TOA's remain at those sites. Supplies can be ordered through MEDLOG at Al Taqaddum, but the lines of accounting remain disputed between our supply department and 3 NCR.

c) RECOMMENDATIONS: Discussions need to continue between 1 NCD, NMCB 74 and 3 NCR to establish lines of accounting for medical supply order or 3 NCR needs to transfer the existing AMAL from Al Fallujah to Ar Ramadi.

22. KEYWORD: MEDICAL

a) ITEM: Patient Tracking

b) DISCUSSION: Should casualties occur while a unit is deployed in Iraq, the Medical Department staff must be able to effectively track the casualty as he/she is moved throughout the different facilities in the echelons of care?

c) RECOMMENDATIONS: It is imperative that the medical staff establishes communications with the different echelon facilities in the CENTCOM Theater as well as EUCOM Theater to be able to track patients. Of particular use, future medical personnel should register with Landstuhl Regional Medical Center to gain access to the Joint Patient Tracking System, a continuously updated online database that allows providers to track patients worldwide.

23. KEYWORD: MEDICAL

a) ITEM: Rapport with adjacent medical units

b) DISCUSSION: There are several medical/ mental healthcare units located at Ar Ramadi that can provide valuable assistance if needed. Most notably is Charlie Medical Company, which treats all major traumas in the area, but also has physical therapy, Pharmacy, Surgeons, Psychiatry, limited lab, and X-ray capabilities. There is also a combat stress Psychiatry team close to our HQ building on base. The staffs of both Charlie Medical Company and the Combat Stress Team are very accommodating and eager to provide assistance.

c) RECOMMENDATIONS: Establish rapport among the medical assets on base early in deployment. This will pay dividends throughout deployment. In addition, involve the medical staff in patient care at the other facilities. The opportunities to be involved in advanced trauma cases and mass casualties are abundant and are a great opportunities to learn advanced medical skills.

24. KEYWORD: TRAINING

a) ITEM: Homeport Training

b) DISCUSSION: COC, UMCC, and Intel personnel did not all receive training with essential programs such as BFT, Falcon View, and C2PC. Only a limited number of classes were given in homeport, and not all the personnel currently using the programs were sent to the training.

c) RECOMMENDATIONS: Personnel requiring this training should be identified early in the homeport training cycle. Additional classes should be scheduled to ensure the proper level of training is conducted prior to entry into theater.

25. KEYWORD: OPERATIONS

- a) ITEM: Key Billets
- b) DISCUSSION: Training for job assignments while in homeport should reflect what we would be doing on deployment.
- c) RECOMMENDATIONS: Key billets should be addressed early in homeport to receive the training that will be needed for a successful deployment.

26. KEYWORD: OPERATIONS

- a) ITEM: Turnover
- b) DISCUSSION: This deployment's turnover had an extra dimension added to it as the CST's, UMCC, Intel, and Armory turned over at CF while everyone else turned over in AR. Mission readiness was negatively impacted when these operations moved north to AR.
- c) RECOMMENDATIONS: The operations turned over in CF should have been turned over in AR. This would have allowed Intel and the Armory a true sense of how to deal with the assets they would use in their daily jobs. CF was stacked with everything needed to properly perform these functions. If this situation were to happen again then mission readiness would be better maintained if assets were moved prior to turnover.

27. KEYWORD: OPERATIONS

- a) ITEM: Weapons/NVG Turnover
- b) DISCUSSION: The weapons and NVG assets turnover was very disorganized, mainly due to the CST teams still had gear out and assets were scattered throughout the theatre.
- c) RECOMMENDATIONS: Five days before the arrival of the advanced party all CST missions need to stop for the turn in of equipment. This would ensure that all equipment is accounted for and would give the Armory personnel enough time to prepare for the turnover.

28. KEYWORD: OPERATIONS

- a) ITEM: Turnover Projects
- b) DISCUSSION: Extremely limited information was available on turnover projects and anticipated future operations prior to turnover. Several projects were under various phases when turnover started, necessitating crisis action planning to execute. Additional information and planning time would have negated the need for short-fused planning and would have allowed for a better embarkation plan for movement of the right people into theater at the appropriate time.
- c) RECOMMENDATIONS: Forward all project packages for turnover projects to the relieving Battalion to include FRAGOs, Level II/III, BOMs, SOW, and confirmation briefs. This will allow appropriate level of planning to take place prior to setting foot on site.

29. KEYWORD: COMMUNICATIONS

- a) ITEM: Communications During Turnover
- b) DISCUSSION: Communications for Battalion personnel during turnover are extremely challenging. Once in Kuwait, the communication assets are limited to one shared computer room with NIPR access. SIPR is not available. Once in country, accounts have to be established at each location.
- c) RECOMMENDATIONS: Establish SIPR connectivity in Kuwait for transiting personnel. During the PDSS, submit account registration forms for all khaki who will be

operating at each site. This will reduce the time necessary to set up the accounts and increase communication across the board.

30. KEYWORD: SAFETY

a) ITEM: PROJECT SAFETY PLAN

b) DISCUSSION: If your organizational chart has you in charge of safety programs that are being run in more than one Detachment site while on deployment, you should ensure you know exactly how the programs is being run by the appointed safety representatives from each Detachment site.

c) RECOMMENDATIONS: Ensure that prior to departing homeport appoint personnel that are both qualified and dedicated to ensuring that the safety program will be ran like it should. Establish good communication between yourself and all Detachment representatives. Ensure you talk to the chain of command about scheduling periodic site visits if you feel that is needed to ensure the program is being run properly.

31. KEYWORD: SAFETY

a) ITEM: NEGLIGENT MISHAPS

b) DISCUSSION: Safety awareness among the troops should be priority number one especially in a contingency environment. Troops need to be aware and should know of the serious risks involved with the work elements that they do on a daily basis that will in time cause serious injuries or even death.

c) RECOMMENDATIONS: INTRUSIVE LEADERSHIP. Company safety reps should ensure that a solid safety plan is implemented for all workspaces, to include all work elements and the hazards involved with each work element, and also the control measures that it will take to eliminate these potential hazards within their prescribed workspaces. Ensure daily safety lectures include the work element for that particular day.

32. KEYWORD: MEDICAL

a) ITEM: MEDICAL RECORDS

b) DISCUSSION: Throughout the course of deployment, a number of troops will inevitably be moved from one detail site to another. If the troop has any medical issue requiring MEDEVAC, they need to have their medical record available. When a patient is MEDEVAC'd in country, they will often times pass through a number of different facilities run by various branches of the military. This often creates some amount of confusion that could be lessened by having the patient's medical record accompany him/her. The record is also necessary to prove history of vaccinations and past medical history if they need to move outside of the country.

c) RECOMMENDATIONS: It is imperative that when troops are moved, they hand carry their shadow medical record with them and deliver it to the SMDR of their destination.

33. KEYWORD: MEDICAL

a) ITEM: MEDICAL SUPPLIES

b) DISCUSSION: Supplies are consistently difficult to obtain from I MEDLOG. This is largely because we do not have a "RUC" number registered to us that is used to order supplies through their system. As an alternate plan, we acquire supplies by "piggybacking" our order onto the Charlie-MED company's orders. This works well for us, but both I MEDLOG and Charlie-MED will turnover prior to the next Battalion's arrival. It is likely

that II MEDLOG will utilize the same system in the future, thereby requiring a “RUC” number.

c) **RECOMMENDATIONS:** After arriving in country, contact MEDLOG in Al Taqaddum and establish a “RUC” number for the Battalion. This number is used when ordering supplies through the MEDLOG “T-CAM” system.

34. KEYWORD: SUPPLY

a) **ITEM: TRAVEL ITEMS**

b) **DISCUSSION:** During your deployment to SWA, you will undoubtedly travel around the country for one reason or another. Keep in mind that traveling in Iraq has its own challenges. Do not pack any items that you can do without for the duration of your trip. Often, you may have to walk long distances through the desert just to get to the LZ—carrying your luggage, with weapon, ammo, OTV, Kevlar, etc... The helicopters cannot accommodate many bags and the flight crew has no problem telling you that a piece of luggage cannot accompany you because it is too heavy.

c) **RECOMMENDATIONS:** Pack your bags wisely and keep “nice-to-have’s” to a minimum. Mailing items prior to leaving CONUS is another idea to save needed space.

35. KEYWORD: TRAINING

a) **ITEM: PT**

b) **DISCUSSION:** Battalions typically do not have organized PT sessions while on a SWA deployment. Everyone is expected to PT on their own, and very few people actually stick to a regimented program. Thus, the overall physical health and readiness of the Battalion decreases.

c) **RECOMMENDATIONS:** Ensure the daily routine incorporates three days of PT so everyone will keep up their physical readiness.

DETAIL GUAM

1. KEYWORD: ADMINISTRATION

a) **ITEM: EMAIL ACCOUNT SET-UP**

b) **DISCUSSION:** It took approximately one week to have required email accounts established to allow for mission completion after arriving in Guam.

c) **RECOMMENDATION:** Add required personnel to the advanced email account required list provided to the battalion being relieved. The Battalion being relieved can establish all required accounts prior to the relieving battalion arriving in Guam, allowing for no disruption in ability to accomplish mission.

2. KEYWORD: ADMINISTRATION

a) **ITEM: S1 PERSONNEL DOWNLOADING MESSAGE TRAFFIC DUE TO SHORTAGE OF ET/IT PERSONNEL.**

b) **DISCUSSION:** S1 personnel are required to download and release message traffic using Gateguard. In homeport, this duty was completed exclusively by ETs/ITs, requiring training of all S1 personnel once deployed.

c) **RECOMMENDATION:** Train S1 personnel on the use of Gateguard/message dissemination prior to leaving homeport.

3. KEYWORD: ADMINISTRATION

a) ITEM: PASSPORTS AND SECURITY CLEARANCES

b) DISCUSSION: Not all battalion personnel obtained a passport or completed the process to apply for a security clearance prior to the Battalion deploying. Due to the time differences it is difficult to obtain required information and documentation needed to obtain a passport or security clearance while deployed.

c) RECOMMENDATION: Ensure all personnel have obtained a passport and applied for a security clearance prior to deploying.

4. KEYWORD: OPERATIONS

a) ITEM: SITE APPROVALS

b) DISCUSSION: Not all tasked projects had site approvals prior to our arrival.

c) RECOMMENDATION: Ensure all start up projects have an approved site approval during PDSS.

5. KEYWORD: OPERATIONS

a) ITEM: PRIME VENDOR PROCUREMENT SYSTEM

b) DISCUSSION: Prime Vendor is used to procure project materials. The MLO staff had little experience with this system.

c) RECOMMENDATION: Provide training to MLO staff prior to deployment to ensure familiarity with system. Provide access to the incoming Battalion's MLO staff to start tracking materials early and help become familiar with the system.

6. KEYWORD: OPERATIONS

a) ITEM: CONTRACTOR REPAIRS

b) DISCUSSION: There is a great deal of contract work happening throughout the camp that is affecting multiple spaces at once.

c) RECOMMENDATION: Meet with the ROICC during the PDSS to discuss any repair contracts awarded for execution during the deployment.

7. KEYWORD: OPERATIONS

a) ITEM: SCAFFOLDING USED AS LIGHT SHORING

b) DISCUSSION: At both the Laundry Facility and Mechanic Shop we are using scaffolding as light shoring for the roof forms. This is something new that no one on either of the project crews have used before.

c) RECOMMENDATIONS: Obtain specifications for scaffolding, or any new item, during PDSS to help ensure proper implementation of products.

8. KEYWORD: OPERATIONS

a) ITEM: LONG LEAD ITEMS

b) DISCUSSION: There were a few long lead items that had not arrived for tasked projects.

c) RECOMMENDATION: Upon receipt of tasking, long lead items need to be tracked closely to ensure they are delivered at the appropriate time.

9. KEYWORD: DISBURSING

a) ITEM: DEFENSE TRAVEL SYSTEM

b) DISCUSSION: No formal training was given to personnel prior to deployment regarding DTS, how it works and what is expected of individuals. With poor Internet connectivity

available in the desert, much of the DTS work had to be preformed by the travel clerk in Guam, creating a full time position.

c) RECOMMENDATION: Conduct a DTS training session prior to departure to ensure that all personnel understand DTS and expectations of individuals regarding travel. Additionally, have someone designated as the DTS clerk without a lot of other duties.

10. KEYWORD: DISBURSING

a) ITEM: TRAVEL FUNDS

b) DISCUSSION: No centralized billing account was set up prior to departure in anticipation for large moves of personnel or poor connectivity at certain locations.

c) RECOMMENDATION: Set up a centralized billing account for travel prior to departure for deployment.

11. KEYWORD: SUPPLY

a) ITEM: DUUS

b) DISCUSSION: Only personnel deploying to SWA received DUU's. However, there was a possibility that personnel from Guam would redeploy, needing all the same uniforms and gear that those originally deployed to SWA were issued. The availability in Guam for the proper items is limited and shipping time was often excessive.

c) RECOMMENDATION: If at all possible, attempt to get DUU's and associated gear for all battalion personnel prior to deployment. If redeployment occurs, everyone will be fully ready without a logistical delay.

12. KEYWORD: COMMUNICATIONS

a) ITEM: LOCAL ISD TECHNICAL SUPPORT

b) DISCUSSION: Local Technical support for ISD is limited due to Base communications being unfamiliar with the layout of the Camp's network.

c) RECOMMENDATION: Ensure the existing local ISD Tech is a part of turnover to ensure continuity in service.

13. KEYWORD: COMMUNICATIONS

a) ITEM: NETWORK MIGRATION

b) DISCUSSION: A network migration was conducted with short notice causing substantial downtime to the network.

c) RECOMMENDATION: Establish early and effective communications with the 30th and 1NCD ISD offices to ensure there is a good plan in place prior to evolutions of this type.

14. KEYWORD: BRAVO COMPANY

a) ITEM: UNSCHEDULED POWER OUTAGES

b) DISCUSSION: Unscheduled power outages are frequent on Camp and have damaged numerous computers.

c) RECOMMENDATION: Ensure Smart UPS are installed and working on critical network resources (servers) and line conditioners/UPS for workstations. Encourage users to backup their work frequently.

15. KEYWORD: TRAINING

a) ITEM: FIBER OPTICS TRAINING COURSE

b) DISCUSSION: ISD personnel were not sufficiently trained on fiber optics.

c) RECOMMENDATION: Ensure fiber-optics training course (online, CBT or Navy training course) is provided and completed for ISD representatives.

16. KEYWORD: COMMUNICATIONS

a) ITEM: PROPER CLEARANCE FOR CCI GEAR.

b) DISCUSSION: Some personnel did not obtain proper clearances before deploying hampering their ability to handle CCI gear.

c) RECOMMENDATION: Ensure that all personnel required to handle CCI gear have proper clearance before deployment.

17. KEYWORD: TRAINING

a) ITEM: ESTABLISH AND TRAIN S7 STAFF

b) DISCUSSION: S7 Staff needs to understand the capabilities of all web based programs used to conduct training operations – i.e. PISTOL, NTMPS, FLT MPS, CANTRAC. and establish accounts prior to deploying.

c) RECOMMENDATION: Seek training opportunities with the SRG and develop a relationship early. Communicate future needs and start planning the next homeport period prior to departing on deployment. Meet with SRG counterparts and exchange contact information.

18. KEYWORD: TRAINING

a) ITEM: PDSS/ADVANCE PARTY

b) DISCUSSION: S7/S7C and or Staff have many contacts and moving parts outside the Training Office. A FEX requirement as well as Ammo and Range will require a face to face turnover to alleviate many unknowns for the Battalion while on deployment.

c) RECOMMENDATION: Ensure your PDSS personnel meet with training reps to obtain critical information and send your S7/S7C over AP to conduct an effective turnover in order for the Battalion to be efficient in its future deployment tasking.

19. KEYWORD: TRAINING

a) ITEM: DETAIL DEPLOYED TRAINING PLAN

b) DISCUSSION: Each Detail did not have a training plan developed prior to deployment.

c) RECOMMENDATION: Need to develop training plans for each Detail prior to deployment, with a master plan held by the S7 shop. Contact incumbent Detail in order to gauge availability of resources – e.g. small arms ranges, classrooms, instructors, and leadership courses.

20. KEYWORD: CRANE

a) ITEM: CRANE ANNUAL VERIFICATION REPORT

b) DISCUSSION: Obtain a current inventory of weapons held by UIC. The armory is a UIC on its own and the relieving Battalion maintains custody once 1149s are properly filled out and sent to Crane.

c) RECOMMENDATION: Ensure a valid up to date inventory is completed prior to deploying by verifying Crane UIC inventory. It is imperative that all 1149s used to transfer hand-to-hand custody are sent immediately to Crane. This can be done electronically.

21. KEYWORD: ARMORY

a) ITEM: HOMEPORT WEAPONS BAY

b) DISCUSSION: Obtain a current inventory of weapons held by UIC. If taking weapons from the SRG Armory, plan the issuing of weapons early on and rehearse each step including the proper administration of paperwork.

c) RECOMMENDATION: Identify personnel and weapons that will be issued for the deployment prior to departing. Recommend this evolution is rehearsed two weeks prior to issuing. Prepare documentation a week prior to issue and identify who will maintain the master list of weapons for the Battalion. This person will be accountable for all weapons that fall under their UIC. This person must be aware of what weapons the Battalion will fall into, weapons taken out of the SRG's Armory as well as the weapons taken over in Guam. Ensure a valid, up to date inventory is completed prior to deploying. This is done by receiving and verifying the Crane UIC inventory. A plan to check out weapons early and stow the weapons in a trailer a day or two prior to departure is highly recommended. Do whatever it takes to make absolutely sure everything is correct prior to departure.

22. KEYWORD: ARMORY

a) ITEM: WEAPONS CLEANING

b) DISCUSSION: A full TOA of weapons is assigned to the Guam Armory. We have approximately 200 personnel available for monthly weapons cleaning.

c) RECOMMENDATION: Develop a strategic plan to clean each weapon, once a month.

23. KEYWORD: TRAINING

a) ITEM: TRAINING FACILITY USE

b) DISCUSSION: The COMNAVMAR Theater charges for use (rent). The initial island indoctrination and training brief can be held at the base theater, however; this will cost the Battalion \$15 an hour.

c) RECOMMENDATION: The Chapel is an alternative to avoid costs.

24. KEYWORD: DISBURSING

a) ITEM: FLIGHT MANIFESTS

b) DISCUSSION: Disbursing was not given the final flight manifest prior to departure for special pay purposes. It was provided after the travel was complete.

c) RECOMMENDATION: Ensure Disbursing is given an accurate flight manifests at departure to ensure timely payment of authorized entitlements.

25. KEYWORD: POSTAL SERVICES

a) ITEM: MAIL

b) DISCUSSION: Some detail troops utilized the Detail Guam address instead of using the address associated with their Detail. This slowed down the mail delivery for these personnel.

c) RECOMMENDATION: Have each battalion member utilize the appropriate address for the site they are deployed to.

26. KEYWORD: FOOD SERVICES

a) ITEM: IMPLEMENTATION OF GALLEY MENU

b) **DISCUSSION:** Implementation of the relieving battalion's galley menu was delayed due to a lack of communication with the battalion being relieved regarding ordering needed stores.

c) **RECOMMENDATION:** Submit planned menu in sufficient time to allow battalion being relieved enough time to order required stores to support the new menu.

27. **KEYWORD: DISBURSING**

a) **ITEM: KEY BILLET TRAINING**

b) **DISCUSSION:** Due to the required disbursement of the Battalion's personnel after homeport technical training phase, depth of trained personnel for key billets was not available.

c) **RECOMMENDATION:** Train beyond the normal amount of personnel required for each key billet to allow for depth and assignment flexibility.

28. **KEYWORD: ALFA COMPANY**

a) **ITEM: ALFA COMPANY MAINTENANCE**

b) **DISCUSSION:** The master collateral list, Tab A, shortage list, RPPO log, and CSMP were not reviewed prior to arrival in Guam.

c) **RECOMMENDATION:** Work with the battalion being relieved to review the master collateral list, Tab A, shortage list, RPPO log and CSMP a month prior deployment to help expedite the BEEP.

29. **KEYWORD: ALFA COMPANY**

a) **ITEM: GOVERNMENT PURCHASE CARD FOR PARTS EXPEDITOR**

b) **DISCUSSION:** Expeditors were unable to order/purchase parts upon arrival until the process of authorization to use a government credit card was completed.

c) **RECOMMENDATION:** Work with Camp Czar prior to deployment to complete the government credit card issuance process for parts expeditors.

30. **KEYWORD: ALFA COMPANY**

a) **ITEM: 3M ACCOUNTS**

b) **DISCUSSION:** Many people did not have SKED and MOSS accounts prior to deployment.

c) **RECOMMENDATION:** Ensure SKED and MOSS accounts are established prior to deployment.

31. **KEYWORD: ALFA COMPANY**

a) **ITEM: LICENSE FOLDERS**

b) **DISCUSSION:** Det license folders were turned over to the Details after Detail organization gear had been shipped, resulting in the requirement to forward the folders.

c) **RECOMMENDATION:** Turnover license folders to Details prior to shipment of Detail organization gear.

32. **KEYWORD: ALFA COMPANY**

a) **ITEM: GSA VEHICLES**

b) **DISCUSSION:** There are GSA vehicles for use by the Battalion in Guam.

c) **RECOMMENDATION:** Check on status of GSA vehicle availability/use prior to deployment to support development of vehicle assignment plan.

33. KEYWORD: ALFA COMPANY

a) ITEM: CRUSHER MECHANICS

b) DISCUSSION: Crusher mechanics did not have experience on crusher maintenance and repair prior to deployment.

c) RECOMMENDATION: Get crusher mechanics as much training on crusher maintenance and repair prior to deployment to include a possible period of TAD to a crusher site during homeport.

34. KEYWORD: ALFA COMPANY

a) ITEM: QUARRY

b) DISCUSSION: Not all sizes of required PPE for Quarry operations were available at turnover.

c) RECOMMENDATIONS: Provide the Battalion being relieved with the sizes for wet weather gear.

35. KEYWORD: ALFA COMPANY

a) ITEM: INVENTORY OF MATERIALS

b) DISCUSSION: During turnover inexperienced personnel conducted material inventories resulting in wrong type materials being counted as proper type.

c) RECOMMENDATION: Ensure personnel are knowledgeable on the type of materials they are inventorying.

36. KEYWORD: BRAVO COMPANY

a) ITEM: BARRACKS PHONE/CABLE TV/INTERNET COSTS

b) DISCUSSION: Guam is a US territory therefore AFN is not allowed. Local phone and cable companies do provide services on camp. The costs for these services are high.

c) RECOMMENDATION: Request an up to date price listing from the Battalion being relieved two months prior to deployment so personnel have time to save should they choose to purchase any of the available services.

37. KEYWORD: BRAVO COMPANY

a) ITEM: UNSCHEDULED POWER OUTAGES

b) DISCUSSION: Unscheduled power outages happen frequently which requires the use of Camp generators.

c) RECOMMENDATION: Ensure key personnel deploying to Guam are trained on operation and maintenance of generators.

DETAIL WHIDBEY ISLAND

1. KEYWORD: SUPPLY

a) ITEM: Supply

b) DISCUSSION: SAIC requested clarification on numerous items ordered.

c) RECOMMENDATION: When using prime vendors, ensure that material ordered has all specs prior to sending it in for price quotes to minimize response time. Although all of the information from supply books were sent in with a picture to SAIC, many of the items came

back with a need for more information. If possible get the SKU number and the price to speed up the process.

2. KEYWORD: PROJECT PLANNING

- a) ITEM: 30/60/90
- b) DISCUSSION: All RFQ's were in SAIC system, but they were not pushed through.
- c) RECOMMENDATION: Ensure that SAIC orders for your 30/60/90 are being quoted and tracked for receipt.

2. KEYWORD: CESE

- a) ITEM: Fuel for CESE
- b) DISCUSSION: The fuel was being purchased with project funds prior to our arrival.
- c) RECOMMENDATION: Ensure that the fuel is in the budget prior to deploying. The request should be sent to main body site and attached to their operating funds.

TASK FORCE SIERRA - MAIN BODY

1. KEYWORD: ADMINISTRATION

- a) ITEM: PERSONALITY
- b) DISCUSSION: Your #1 key to success will be personality. This is a highly diverse group of personnel to be working with, unlike any you may have worked with in the past. They have a very different style from the NCF, working religiously in the reactive vice the proactive, due to the ever-changing contingency environment.
- c) RECOMMENDATIONS: Be prepared to be flexible to the day-to-day changes in the priorities of work.

2. KEYWORD: ADMINISTRATION

- a) ITEM: ADCON/OPCON
- b) DISCUSSION: Due to the merger of the two Battalions for this Task Force, all of the ADCON and OPCON issues were not initially resolved prior to stepping off.
- c) RECOMMENDATION: Key issues that need to be discussed include: vehicle licensing programs, SCWS, Captain's Mast, DOR's, VIP visiting procedures, evaluations, awards, pay issues, and advancement/frocking.

3. KEYWORD: RESERVES

- a) ITEM: RESERVE COMPONENT CAPABILITIES
- b) DISCUSSION: Understanding the capabilities of your reserve personnel is required to distribute personnel throughout the AOR.
- c) RECOMMENDATIONS: Have the reserve Battalion provide a list of additional capabilities that each member of TFS can provide (i.e. an SW2 that is also a journeyman electrician).

4. KEYWORD: OPERATIONS

- a) ITEM: ADDITIONAL KHAKI RESPONSIBILITIES
- b) DISCUSSION: A strong khaki is required at a southern FOB location. We currently have a LTJG filling that role as Site Supervisor as well as a Chief with good working

knowledge of both horizontal and vertical construction as the Assistant Site Supervisor. They will be supervising approximately 25 personnel and \$4M worth of construction efforts.

c) RECOMMENDATIONS: Whichever Officer is performing the role as S3A, can also provide this role as Site Supervisor.

5. KEYWORD: OPERATIONS

a) ITEM: ENLISTED RELATIONSHIPS

b) DISCUSSION: Within this organization, the enlisted to enlisted relationship is extremely important and should not be over looked. Most personnel on this base will go directly to your S3C for all construction related efforts.

c) RECOMMENDATIONS: The OIC should develop a strong working relationship with the J4 and the J4 Engineer who control the priorities of work for the Seabees. This relationship is needed to understand all of the priorities and forecasting the workload for future operations.

6. KEYWORD: OPERATIONS

a) ITEM: FORCE PROTECTION REQUIREMENTS

b) DISCUSSION: One of the unanticipated priorities that fall into this detachment is force protection responsibility. Everyday there will be at a minimum 3-4 personnel required to stand force protection, escorting contractor vehicles through the compound for various projects.

c) RECOMMENDATIONS: Ensure you include this requirement within your tasking as it was not stated prior to our arrival. The J4 Engineer will provide you nightly with the next day's responsibilities. No QRF requirements currently exist at any location.

7. KEYWORD: PROHIBITED ITEMS

a) ITEM: CAMERAS AND CELL PHONES

b) DISCUSSION: Cameras and cell phones are not allowed on this compound and an inspection prior will save you the pain upon arrival into theatre.

c) RECOMMENDATIONS: Hold a pre-deployment seabag inspection. Ensure you stress this requirement to your troops. An amnesty period upon arrival is also a suggestion as some may still end up bringing either phones or cameras. A pass is required from the J2 in order to be able to take pictures on the compound and all pictures must be screened by the J2 prior to release.

8. KEYWORD: EMBARK

a) ITEM: PRE-AP PERSONNEL

b) DISCUSSION: Upon hitting the ground at this location, there will be multiple moving parts during the turnover, to include the immediate movement of personnel to multiple FOB locations.

c) RECOMMENDATION: Essential key billets that will be filled by active duty personnel, to include, OIC, AOIC, S3C, Embark, and A6 should arrive on site at the same time or prior to the arrival of any of the reserve component Battalion. This will ensure proper turnover is accomplished in these key areas. Additionally, this ensures these personnel are fully aware of the movement of all personnel within theater to the different FOB locations, which will happen almost immediately upon arrival.

9. KEYWORD: RESERVES

a) ITEM: RATING KNOWLEDGE

b) DISCUSSION: Reserve component provides a wide variety as well as an extensive working knowledge of rates that you would not expect (i.e. CM performing as a CE, SW performing as a UT, etc.).

c) RECOMMENDATIONS: Breakdown all rates to ensure you understand rating knowledge and capabilities. This will be key when assigning personnel to different FOB's.

10. KEYWORD: OPERATIONS

a) ITEM: FLEXIBILITY

b) DISCUSSION: The day to day varying needs of our customer demands that personnel leave on short notice to FOB locations for short periods.

c) RECOMMENDATIONS: Ensure your personnel are prepared to work independently for short durations.

11. KEYWORD: SUPPLY

a) ITEM: ORG SUPPLIES

b) DISCUSSION: We brought all of the supplies with thought we would need for a six-month deployment, but upon arrival realized all supplies are provided by the customer or easily ordered if missing.

c) RECOMMENDATIONS: No need to bring much for supplies in org box. There are plenty here and rather easily ordered/obtained.

12. KEYWORD: SUPPLY

a) ITEM: FLAG CERTIFICATES

b) DISCUSSION: Seabees on the Main Body compound take care of the flag. Flags can be purchased either through the exchange or through the customer, and can be flown on whatever day each Seabee would like. When each flag is flown an associated certificate is accompanied, signed by the Main Body OIC.

c) RECOMMENDATIONS: Buy some good quality stock paper to print the numerous flag certificates on as souvenirs for all the troops.

13. KEYWORD: COMMUNICATIONS

a) ITEM: HANDHELD RADIOS

b) DISCUSSION: We are currently using an older handheld radio system.

c) RECOMMENDATIONS: We are currently working to get newer radios (i.e. XTS 5000); however, any units that you could bring on your own from your TOA would assist in this matter.

14. KEYWORD: COMMUNICATIONS

a) ITEM: NETWORK CLASS

b) DISCUSSION: The ET/IT at this location is an independent worker, which will be heavily relied upon to know, understand, and correct all deficiencies with the computer and phone systems.

c) RECOMMENDATIONS: Attend network training school or attend classes prior to arrival.

15. KEYWORD: COMMUNICATIONS

- a) ITEM: CABLE LABELING
- b) DISCUSSION: Due to changes during turnover, we had to shift offices and many stations were moved to new locations. This took longer than expected due to the cable labeling currently in place.
- c) RECOMMENDATIONS: Ensure all future cables placed are labeled correctly.

16. KEYWORD: COMMUNICATIONS

- a) ITEM: DUST CONTROL
- b) DISCUSSION: The amount of dust at this location is boundless.
- c) RECOMMENDATIONS: Set-up and maintain a monthly computer cleaning schedule.

17. KEYWORD: MEDICAL

- a) ITEM: MEDICAL READINESS
- b) DISCUSSION: Prior to deployment, medical screening was accomplished and some shots were issued and some were to be issued in country, but this did not happen.
- c) RECOMMENDATIONS: Ensure all pre-deployment medical readiness requirements are completed and entered in medical record prior to deployment.

18. KEYWORD: MEDICAL

- a) ITEM: MEDICAL READINESS
- b) DISCUSSION: There is difficulty in providing the multiple medical requirements across the AOR.
- c) RECOMMENDATIONS: Project out 6 months for any critical medical readiness requirements. Provide by name spreadsheet and requirements prior to step off.

19. KEYWORD: MEDICAL

- a) ITEM: MEDICAL RECORDS
- b) DISCUSSION: Medical records carried by some individuals did not have complete information from actual medical records.
- c) RECOMMENDATIONS: Deployment records with copies of only critical data (I.E. standard of care forms, shot records etc.) be created and sent in place of actual health record.

20. KEYWORD: MEDICAL

- a) ITEM: CHRONIC MEDICAL ISSUES
- b) DISCUSSION: Arriving without complete medical records, complete medical histories were not known for all personnel.
- c) RECOMMENDATIONS: Chronic medical issues with potential for further aggravation should be considered in position assignment and identified to medical personnel prior to step off.

21. KEYWORD: MEDICAL

- a) ITEM: PRESCRIPTIONS
- b) DISCUSSION: Due to limited medical facilities at FOBs, personnel are not able to receive fills for their medical prescription needs.
- c) RECOMMENDATIONS: Member should have at least a 90-day supply of daily medications, especially ones that are not common or need to be ordered. Homeport medical personnel should verify this.

22. KEYWORD: MEDICAL

- a) ITEM: FEMALE ORAL CONTRACEPTIVES
- b) DISCUSSION: Consider this the same as prescriptions.
- c) RECOMMENDATIONS: Female members on oral contraceptives should carry as much of a supply as possible. There are a number of types and brands with different formulations. Not all are common or readily available in theater.

23. KEYWORD: MEDICAL

- a) ITEM: FAMILY MEDICAL ISSUES
- b) DISCUSSION: Prior to our deployment, all family members with serious medical issues were not completely identified.
- c) RECOMMENDATIONS: Family members with potential serious illness should be identified to chain of command.

24. KEYWORD: MEDICAL

- a) ITEM: MAIN BODY CORPSMAN
- b) DISCUSSION: Currently there is one Air Force Independent Duty Medical technician to the clinic. There are two physicians assigned to another facility providing consultation on an as needed basis.
- c) RECOMMENDATIONS: Provide one experienced Hospital Corpsman to augment clinic staff. Duties include providing sick call to all OCF forces, maintaining reportable morbidity/mortality data on Seabee task force members. Providing first aid training as needed, conducting health and welfare inspections. Individual should be familiar with a variety of medical supplies and ordering. This clinic provides all logistical supplies for the outlining task force outposts. Act as a liaison between the LSA theater hospital and sick/injured members of the task force. Clinic is a 24 hour operation so; the Corpsman will split the day with the Air Force IDMT.

25. KEYWORD: MEDICAL

- a) ITEM: FOB CORPSMAN
- b) DISCUSSION: Due to the limited capabilities of medical response at some FOB locations, an HM was unanticipated at a large FOB location.
- c) RECOMMENDATIONS: Provide one HM with EMT capabilities to this sight. There is no actual provider at this location. The local base clinic is over twenty minutes away and has limited capabilities. Duties include providing sick call to all OCF forces at this FOB and maintaining reportable morbidity/mortality data on Seabee task force members. Providing first aid training as needed and conducting health and welfare inspections. Individual should be familiar with a variety of medical supplies and ordering. This HM should also make regular visits to check on Seabee personnel at other local sites. These sites are more conveniently located to the LSA clinic, but an administrative member is usually assigned to triage the members. The IDC would be able to ensure those members are receiving adequate care.

26. KEYWORD: SAFETY

- a) ITEM: HARD HATS
- b) DISCUSSION: Bringing enough hard hats as well as Battalion and rank stickers.

c) RECOMMENDATIONS: Ensure Supply packs extra protective headgear for deployment (Enlisted, Officer, and Visitors). Include plenty of stickers for hardhats.

27. KEYWORD: SAFETY

a) ITEM: DUST MASK (N95)

b) DISCUSSION: Extreme amount of dust for all Equipment Operators working in the field.

c) RECOMMENDATIONS: Ensure you pack extra (N95) dust masks for Equipment Operators working in the field.

28. KEYWORD: SAFETY

a) ITEM: HELICOPTER SAFETY

b) DISCUSSION: Due to the amount of movement of personnel throughout the AOR by helicopter, all personnel should be briefed on all aspects of helicopter safety prior to arrival in theater.

c) RECOMMENDATIONS: Upon arrival, a briefing from the J4 on helicopter safety (approaching, working on or around, departing, etc.) would benefit the safety of all hands. There are too many moving parts on the HLZ, and safety is critical, due to Seabees being unaware of all of the dangers and requirements associated with the helicopters.

29. KEYWORD: QUALITY CONTROL

a) ITEM: MATERIAL QUALITY

b) DISCUSSION: Materials received from “in-town” vendors are not the best quality.

c) RECOMMENDATIONS: Flexibility and engineering expertise will be a key component to quality control.

30. KEYWORD: EMBARK

a) ITEM: TRACKING PERSONNEL

b) DISCUSSION: Difficult to track personnel once they have left your location due to lack of communication assets. Accurate accountability of personnel and equipment is essential at all times; this alone is the biggest obstacle we have.

c) RECOMMENDATIONS: More emphasis has to be placed on maintaining contact with the POO location. Members need to be aware that they are responsible for their own accountability back to the COC upon arrival at any FOB location.

31. KEYWORD: EMBARK

a) ITEM: EMBARK/BACKUP

b) DISCUSSION: Embark requires long hours and constant checking and re-checking, requiring more than one person trained, to include flight line training.

RECOMMENDATIONS: Two personnel should be completely trained in all aspects of local embark procedures.

32. KEYWORD: EMBARK

a) ITEM: TURNOVER

b) DISCUSSION: Embark requires knowing the entire key embark personnel at all AOR's.

c) RECOMMENDATIONS: Embark should complete a good turnover by reaching all key players before finishing turnover.

33. KEYWORD: ALFA COMPANY

- a) ITEM: BEEP
- b) DISCUSSION: A6 and A4 must be present for the BEEP due to the interaction with the multiple customers and personnel.
- c) RECOMMENDATIONS: Do not send reserve component without a qualified active duty component.

34. KEYWORD: ALFA COMPANY

- a) ITEM: DESIGNATION LETTERS
- b) DISCUSSION: Early contact from the out-going battalion to the in-coming battalion, ideally, one month prior.
- c) RECOMMENDATIONS: This will disclose what positions need to be manned and what Designation Letters need to be acquired.

35. KEYWORD: ALFA COMPANY

- a) ITEM: CTR MECHANIC
- b) DISCUSSION: Incoming Battalion, prior to stepping off from homeport, identify who will be the CTR mechanic.
- c) RECOMMENDATIONS: This should be an experienced mechanic with a good working knowledge of small engine operations/repair.

36. KEYWORD: ALFA COMPANY

- a) ITEM: LICENSES
- b) DISCUSSION: Upon hitting the ground with any personnel, a close look at your licenses for personnel arriving AP is a must.
- c) RECOMMENDATIONS: The fuel truck, field truck, 4K, and 12K are a bare minimum of required licenses for your first wave of incoming personnel. Operations at the time of arrival may necessitate utilizing unqualified personnel for mandatory fueling operations.

37. KEYWORD: ALFA COMPANY

- a) ITEM: LICENSES
- b) DISCUSSION: Who will qualify your personnel on licenses upon hitting the ground became an issue due to the different Battalion ADCON issues.
- c) RECOMMENDATION: Provide one personnel from each Battalion to act as the License Examiners to relieve the problem of attaining licenses for personnel from each Battalion.

38. KEYWORD: BRAVO COMPANY

- a) ITEM: CAMP MAINTENANCE STAFF
- b) DISCUSSION: Main Body is moving into a larger role in the Camp Maintenance area for this compound.
- c) RECOMMENDATIONS: Ensure sufficient personnel are properly trained in the Camp Maintenance Staff class to ensure continuation of the NCF Camp Maintenance program. B6 and B3 are key billets that will ensure a productive flow occurs throughout Bravo Company, these must be two of your strongest. Camp Maintenance is only going to grow in the future, and their NCF experience as well as technical experience is linked to your success.

39. KEYWORD: BRAVO COMPANY

- a) ITEM: CUSTOMER NEEDS

- b) DISCUSSION: Many different customers located in one small compound with ever expanding needs.
- c) RECOMMENDATIONS: Ensure you spend specific time with each to understand the varying needs. Additionally, ensure you understand the camp layout and the flow of work throughout, with the adjusted work schedule for the customer. Ensure turnover with associated counterparts is monitored to meet all necessary areas of responsibility.

40. KEYWORD: BRAVO COMPANY

- a) ITEM: CONTRACTORS
- b) DISCUSSION: Allow sufficient time is to meet with all contractors.
- c) RECOMMENDATIONS: Understanding the work ethic and developing a strong relationship with the contractors is necessary to successfully getting the projects accomplished in the condensed work schedule due to time, needs, and materials.

41. KEYWORD: BRAVO COMPANY

- a) ITEM: CAMP MAINTENANCE OPERATIONS
- b) DISCUSSION: Camp Maintenance is a 24/7 operation, especially with the working hours of our customer.
- c) RECOMMENDATIONS: Ensure you identify your night crew in advance. We currently have a SW2 working as an all around technician capable in all rates and a UT2 who doubles as an electrician and utilitiesman. The size of this crew may grow in the future as Camp Maintenance responsibilities grow for this location.

42. KEYWORD: CHARLIE COMPANY

- a) ITEM: PLANNING AND ESTIMATING
- b) DISCUSSION: Upon arrival at all sites, no project packages were turned over.
- c) RECOMMENDATIONS: All efforts are being made to produce project packages for any project greater than 100MD. This requires an extreme level of effort in conjunction with the continuation of all projects.

43. KEYWORD: CHARLIE COMPANY

- a) ITEM: CONCRETE
- b) DISCUSSION: Information regarding outstanding concrete in Airfield Concrete MILCON.
- c) RECOMMENDATIONS: Ensure you understand how much concrete remains in the to-date log for the MILCON project.

44. KEYWORD: ENGINEERING

- a) ITEM: ENGINEERING AIDE EQUIPMENT
- b) DISCUSSION: The Engineering Aide assigned to Main Body needs to be highly experienced in all aspects of equipment required for any project.
- c) RECOMMENDATIONS: Required capabilities include: Total Station operation, AutoCAD, and Visio.

45. KEYWORD: ENGINEERING

- a) ITEM: ENGINEERING AIDES
- b) DISCUSSION: Due to the many projects occurring at the different FOB locations, there will be multiple requirements for EA's at one time.

c) **RECOMMENDATIONS:** A junior EA is needed to ensure continuation of EA work at the Main Body location should the senior EA be tasked with visiting a FOB. Additionally, the secondary EA will also be used for the many additional responsibilities required from the shop, to include: time cards, SITREP's, and maintaining utility As-Builts.

46. **KEYWORD: ENGINEERING**

a) **ITEM: EQUIPMENT CALIBRATION**

b) **DISCUSSION:** There is a great deal of difficulty in re-calibrating the equipment once you are in theater.

c) **RECOMMENDATIONS:** Ensure any equipment brought into theater is fully calibrated prior to departure.

47. **KEYWORD: ENGINEERING**

a) **ITEM: CONTRACTOR INTERACTION**

b) **DISCUSSION:** Due to some of the language barriers that exist between the Seabees and the on-base contractors, it was in our best interest to learn some key phrases in order to provide a better interface.

c) **RECOMMENDATIONS:** The senior EA and the C3 will interface extensively with the on-base contractors. Learning key phrases in Turkish and Arabic will greatly assist in these efforts.

48. **KEYWORD: COMSEC**

a) **ITEM: RETROGRADE OF COMSEC EQUIPMENT**

b) **DISCUSSION:** Due to the nature of the mission, it is no longer necessary for the Task Force to maintain the level of communications equipment that it has in custody.

c) **RECOMMENDATIONS:** Retrograde the DET ONE communications equipment to Main Body, consolidate and inventory. Unnecessary equipment should then be turned over to the Regiment.

TASK FORCE SIERRA – DETAIL ONE

1. **KEYWORD: ADMINISTRATION**

a) **ITEM: MAIL**

b) **DISCUSSION:** Mail clerk needs to have a complete turnover to ensure that the mail is not delayed.

c) **RECOMMENDATIONS:** Designate a mail clerk before leaving for Iraq. Have the clerk on the first group of individuals arriving on site.

2. **KEYWORD: ADMINISTRATION**

a) **ITEM: ADMIN SUPPLIES**

b) **DISCUSSION:** Lack of administrative supplies proved difficult to replenish.

c) **RECOMMENDATIONS:** Administrative supplies for the arriving DET needs to be adequate for at least one month of operation. Coordination between the outgoing and incoming DET needs to be accomplished before the RIP. Either the outgoing DET needs to have enough supplies on hand or the new DET will bring them. This situation is in contrast to the Main body situation. Different clients - different funding streams.

3. KEYWORD: EMBARK

a) ITEM: EMBARK

b) DISCUSSION: Embark needs to have a turnover with complete information and contacts to be able to move troops from one sight to another. Embark in Iraq is different then anywhere else. You cannot get this specific training in homeport.

c) RECOMMENDATIONS: Designate a embark PO before leaving for Iraq. Have them on the first group of individuals arriving on site. Ideally this person would be on the admin staff, as they require constant access to the SIPR machine and DSN phone.

4. KEYWORD: BRAVO COMPANY

a) ITEM: ELECTRICAL CONNECTIONS

b) DISCUSSION: All electrical connections (on power tools, and extension cords) required upgrading to have the correct connections.

c) RECOMMENDATIONS: Ensure that incoming personnel have knowledge of 220V and 50Hz.

5. KEYWORD: BRAVO COMPANY

a) ITEM: CAMP MAINTENANCE

b) DISCUSSION: KBR handles camp maintenance that includes repairs on the physical trailer, and other fixtures in the camp. Randy Foust is the point of contact for KBR.

c) RECOMMENDATIONS: N/A

6. KEYWORD: BRAVO COMPANY

a) ITEM: FIRE EXTINGUISHERS

b) DESCRIPTION: Fire extinguishers can be refilled in the Fire House #1

c) RECOMMENDATIONS: N/A

7. KEYWORD: ALFA COMPANY

a) ITEM: WASH RACK

b) DESCRIPTION: We are responsible for filling our own wash rack. The water point located on site can be used.

c) RECOMMENDATIONS: N/A

8. KEYWORD: ADMINISTRATION

a) ITEM: TRASH

b) DESCRIPTION: On base there is a Camp trash that is open from 0900-1500 and will accept most materials (no tires or hazmat)

c) RECOMMENDATIONS: N/A

9. KEYWORD: TRAINING

a) ITEM: RIP

b) DESCRIPTION: Full training of the SK's needs to be accomplished, before arriving on site.

c) RECOMMENDATIONS: Establish communication with outgoing command for proper pre-deployment homeport training.

10. KEYWORD: OPERATIONS

a) ITEM: PROJECT DELAYS

- b) DESCRIPTION: There exists the common delays for construction projects as in the US, but they are often exaggerated in this environment. Weather, lack of supplies, and equipment are frequent. Enemy activity can also hamper activities.
- c) RECOMMENDATIONS: Always have a back up plan in place, and stay flexible.

11. KEYWORD: OPERATIONS

- a) ITEM: LACK OF FUNDING
- b) DESCRIPTION: It is common to have lack of funds, causing a shortage of materials and equipment.
- c) RECOMMENDATIONS: Network with your neighbors, and they will help you in your hour of need. Make contacts with units that have supplies and equipment that you need. Don't be afraid to help them out with small items. Be professional and friendly with all units, even if they can't help you out. Remember, just because it is not a "tasked" doesn't mean you can't do it. Ensure your OPS chief is aware of everything, and sets limits.

12. KEYWORD: ALFA COMPANY

- a) ITEM: ALFA MANNING
- b) DESCRIPTION: Properly man your key Alfa positions such as the 2, 4 & 6.
- c) RECOMMENDATIONS: Ensure they all are adequately trained and very familiar with the Redbook.

TASK FORCE SIERRA – DETAIL TWO

1. KEYWORD: ADMINISTRATION

- a) ITEM: DEPLOYMENT ORDERS
- b) DISCUSSION: We were manifested for the deployment without individual deployment orders. This caused issues with moving around theater on Air Force flights, as they typically need two copies of theatre orders to manifest a flight.
- c) RECOMMENDATIONS: Ensure that all individuals in the battalion have deployment orders. Even if they are going to a site like Guam, it will make things much easier if they need to move to another location during the deployment.

2. KEYWORD: ADMINISTRATION

- a) ITEM: PASSPORTS
- b) DISCUSSION: We were required to have a passport before getting on the plane, but many troops had not received their passport when we left for deployment. With the current deployment environment, all troops should have a passport, so that it does not become a limiting factor for planning. It is not good when the correct skill set can't be sent to a job due to not having a passport.
- c) RECOMMENDATIONS: All troops, checking into the Command should be required to get a government passport as part of indoctrination.

3. KEYWORD: ADMINISTRATION

- a) ITEM: SECURITY CLEARANCE
- b) DISCUSSION: Some personnel were required to have a security clearance before getting on the plane, so those not needing one did not apply for one. With the current deployment environment, all troops should have a security clearance, if possible, so that it does not

become a limiting factor for planning. It is not good when the correct skill set can't be sent to a job due to not having a security clearance.

c) **RECOMMENDATIONS:** All troops checking into the Command should be required to apply for a Secret security clearance as part of indoctrination.

4. KEYWORD: ADMINISTRATION

a) **ITEM:** RESERVIST RECORDS

b) **DISCUSSION:** The reservist personnel brought deployment records that were incomplete or had out date data. They did not have the member's previous evals in them, which caused problems and delays during eval time.

c) **RECOMMENDATIONS:** Reservist service members deploying as OPCON to an active NMCB should ensure that they have a deployment personnel folder with important information like recent evals included to bring with them.

5. KEYWORD: EMBARK

a) **ITEM:** DEPLOYMENT & TURNOVER (EMBARK)

b) **DISCUSSION:** The reservist NMCB had a ULN taking all Afghanistan DET personnel with their main body to final destination in Iraq. The DET personnel could not break away from the main body in Kuwait or the Air Force would have dropped the whole unit from the aircraft manifest. This caused a problem with turnover and the alignment of the key billets with the unit in country. By the time the reservists got back to Kuwait and on to Afghanistan, the outbound reservists had already reached Kuwait, which caused a loss of on-site turnover for the DET and a slower learning curve.

c) **RECOMMENDATIONS:** When departing homeport, only manifest entire NMCB as far as Kuwait. From there, each smaller group such as main body and Dets can be punched out to their final destination with a little coordination from the regiment.

6. KEYWORD: SUPPLY

a) **ITEM:** COLD WEATHER CONDITIONS

b) **DISCUSSION:** During the winter months, the job sites of Afghanistan are extremely cold. We had heard by word of mouth to get warm weather boots, but this is an opportunity to put it on record for future units. The boots bought were Benneville 880 ST (black only) at www.bennvilleshoe.com. We also found some insulated, desert colored, Matterhorn boots with Kevlar toe at www.shoestoboot.com.

c) **RECOMMENDATIONS:** Add the cold weather boots to the supply list for troops traveling to Afghanistan over the winter period.

APPENDIX II

MEDIA COVERAGE

NMCB 74 Holds Pre-Deployment Fair

by MC2 Gregory Juday

Released 09 SEP – Seabee Courier

Gulfport, MS – NMCB 74 ensures troop and family readiness with pre-deployment fair.

FSG and Ombudsman Leadership Provide Support

by MC2 Gregory Juday

Released 09 SEP – Seabee Courier

Gulfport, MS – Recognition of our Homeport FSG Leadership and Ombudsman.

NMCB 74's Chief Deluca Serves as Homeport Liaison Chief

by MC2 Gregory Juday

Released 09 SEP – Seabee Courier

Gulfport, MS – Recognition of our Homeport Liaison Chief.

NMCB 74's Air Det Conducts Training for Deployment at Camp Lejuene

by MC2 Gregory Juday

Released 21 SEP – Seabee Courier, Camp Lejuene News

Gulfport, MS – Air Det engages in several projects and evolutions with Marines to prepare for upcoming deployment

NMCB 74 Prepares to Deploy

by MC2 Gregory Juday

Released 02 OCT – Seabee Quarterly

Gulfport, MS – Preparations from a Pre-Deployment Fair to Bag Drag.

NMCB 74 Stands Firm with Battalion Motto, “One Command, One Team, One Family, Period”

by MC2 Gregory Juday

Released 12 OCT – Seabee Courier

Ar Ramadi, Iraq – NMCB 74 conducts turnover at three primary sites including Guam, Ramadi and at an undisclosed location.

Saluting Our Veterans: Seabee Helps Shattered People in Pakistan; Now She Serves in Iraq

by Bill Hess

Released 12 OCT – Seabee Courier, Sierra Vista Herald Chinfo

Sierra Vista, AZ – Hometown news story about SW2 Jennifer Sizemore who went with our Air Det last year to provide Pakistan Earthquake relief and is now serving in Iraq.

NMCB 74 Assists in Flood Protection

by SW1 Donald Farwell

Released 19 OCT – Seabee Courier, Whidbey Island News

Whidbey Island, WA – Seabees assist in placing sandbags to reinforce the levee that protects the Water Treatment Facility from the Skagit River

Seabees of NMCB 74 Gains Valuable Knowledge Through IED Training

by MC2 Gregory Juday

Released 19 OCT – Seabee Courier

Ar Ramadi, Iraq – USMC 1st EOD provides IED training for Seabees in Ramadi.

NMCB 74 Lives Up to the Title of Fearless

by MC2 Gregory Juday

Released 19 OCT – Seabee Courier

Ar Ramadi, Iraq – Members of NMCB 74 strengthens defenses and improves living conditions for Soldiers at COP Firecracker.

NMCB 74 Stands Up San Nicholas Island Det

by MC2 Kimberly Williams

Released 1 NOV – Seabee Courier, Naval Base Ventura News

San Nicholas, CA – Seabees arrive at San Nicholas Island to conduct road repairs, assemble pre-engineered buildings and provide general camp maintenance.

NMCB 74 Goes the Extra Mile

by LT Susanne Wienrich

Released 2 NOV – Seabee Courier

Camp Covington, Guam – Members of NMCB 74 participates in annual 5K run with 175 Seabees participating and finishing 2nd and 3rd.

Seabees Complete New Maintenance Shop For Marines

by LT Craig Clutts

Released – 8 NOV – Seabee Courier

Al Taqaddum, Iraq – Seabees from NMCB 74 completed a new maintenance shop for the Marines of Combat Logistics Regiment 15 to be used for the repair of heavy equipment.

Joint Firefighter Team Runs Drill with NMCB 74

by MC2 Gregory Juday

Released 16 NOV – Seabee Courier

Ar Ramadi, Iraq – NMCB 74 cooperates with Camp Ramadi's Fire Department in a search and rescue drill at 74's Headquarters Building.

Seabees Keep it Smooth on Al Taqaddum Airstrip

by MC1 Martin Wright

Released 16 NOV – Seabee Courier

Al Taqaddum, Iraq – NMCB 74 assumes project from NMCB 18 making major runway repairs.

Turnout God for NMCB 74 Spouses at First Fall Craft Fair

by PSC Vincent DeLuca

Released 7 DEC – Seabee Courier

Gulfport, MS – Spouses host craft fair featuring a variety of handmade items.

NMCB 74 Gives Thanks in Guam

by ENS Steven Kirby

Released 7 DEC – Seabee Courier

Camp Covington, Guam – Officers and Chiefs served up a wonderful Thanksgiving meal for NMCB 74's enlisted personnel. The meal was prepared by 74's Culinary Specialists.

NMCB 74 “Empowers” Iraqi Police

by MC2 Gregory Juday

Released 7 DEC – Seabee Courier, Navy Newsstand, Seabee Magazine, Naval Reservist

Ar Ramadi, Iraq – Seabees enhance living and working conditions for the Iraqi Police with electrical and other improvements.

Local Seabee Builds in Sunni Triangle

by Eric Bradley

Released 13 DEC – Cincinnati Community News

Cincinnati, OH – Hometown story about a local High School graduate, BU3 Krissy Greenert, serving in Iraq.

Band Of Builders

by Navy/Marine Corps Times Staff Writers

Released 15 DEC

Ar Ramadi, Iraq – Details the significant contribution Seabees are making in the War on Terrorism.

Family Support Groups Share Thanksgiving Dinner

by PSC Vincent DeLuca

Released 21 DEC – Seabee Courier

Gulfport, MS – FSG members from NMCB 74 and NMCB 1 join together to celebrate Thanksgiving while spouses are deployed

NAVFAC Pacific Visits Camp Covington

by LT Matthew Baird

Released 21 DEC – Seabee Courier

Camp Covington, Guam – Rear Admiral Mossey visits our Seabees at Camp Covington

Fearless Christmas Greetings from Around the World

by EA3 Adu Arana

Released 21 DEC – Seabee Courier

Ar Ramadi, Iraq – How our Seabees plan to celebrate Christmas with Groups photos from all six detail sites displaying one word each of the phrase “Merry Christmas and a Happy New Year.”

NMCB 74 Raises Quality of Life for Soldiers and Marines

by MC2 Gregory Juday

Released 11 JAN – Seabee Courier, Fleet Hometown News

Ar Ramadi, Iraq – NMCB 74 sets up new detail at Camp Corregidore.

Wounded Seabee Recovers in Gulfport

by LCDR Kyra Hawn

Released 11 JAN – Seabee Courier, Navy Newsstand, Sun Herald

Gulfport, MS – Chief William Bell returns home after receiving injuries while serving in Iraq.

NMCB 74 Places Concrete for Orote Point Mechanics Shop

by RP1 Chad Robinson

Released 11 JAN – Seabee Courier

Camp Covington, Guam – The placing of concrete completes a major step in the construction of the new building.

74's Det Whidbey Island Adopts a Family for the Holidays

by SW1 Donald Farwell

Released 11 JAN – Seabee Courier

Whidbey Island, WA – Members of NMCB 74's Whidbey Island Det provide Christmas for a family of five in local area.

NMCB 74's Det Guam Celebrates Christmas in Style with a Feast

by ENS Steven Kirby

Released 11 JAN – Seabee Courier

Camp Covington, Guam - Officers and Chiefs served up a wonderful Christmas meal for NMCB 74's enlisted personnel. The meal was prepared by 74's Culinary Specialists.

NMCB 74 Builds Bridges in Time of War

by MC2 Gregory Juday

Released 25 JAN – Seabee Courier, Seabee Bi-Weekly, Seabee Magazine, Naval Reservist

Ar Ramadi, Iraq – Seabees install a canal crossing at OP Viking.

NMCB 74's Det Guam Passes Operational Readiness Inspection

by RP1 Chad Robinson

Released 25 JAN – Seabee Courier

Camp Covington, Guam – Det Guam passes the first ORI conducted in several years with flying colors.

Seabees in Afghanistan Start the New Year with an Old Tradition

by EA2 Patrick Russell

Released 8 FEB – Seabee Courier

Afghanistan – Seabees continually strive to produce quality work while also focusing on improving their skills.

Alfa Company Makes the Grade

by EO2 Steven Barczak

Released 8 FEB

Ar Ramadi, Iraq – Alfa Company completed a project consisting of filling, cutting, and grading 14,814 cubic yards of earth to create a MILVAN Container Lay Down staging area.

Convoy Security Teams Pair Teamwork with their “Can Do” Spirit

by MC2 Gregory Juday

Released 22 FEB – Seabee Courier

Ar Ramadi, Iraq – CSTs safely complete of 90 mission escorting over 1900 TCNs.

NMCB 74’s Commanding Officer Makes a Det Swing to Guam

by CWO2 Bill McDermott

Released 22 FEB – Seabee Courier

Camp Covington, Guam – CO visits Guam to see first hand how his troops are supporting the Fleet with various concrete construction projects and quarry operations on the island.

NMCB 74 is Currently Deployed at Several Sites Around the World

by MC2 Gregory Juday

Released 22 FEB – Seabee Quarterly

Ar Ramadi, Iraq – Details current progress of NMCB 74 det sites.

Valentine’s Makeovers Lift Spirits for 74 Spouses

by Jamie Pappas

Released 22 FEB – Seabee Courier, Sun Herald

Gulfport, MS – Local Spa offers makeovers for 74 spouses followed by photos to be sent to their deployed husbands.

NMCB 74 Completes Pour for New Guam Laundry Facility

by LTjg Ben Waite

Released 22 FEB – Seabee Courier, Pacific Navigator

Camp Covington, Guam – Seabees complete an overhead pour for the roof of a new laundry facility to serve thousands of sailors in Guam

Fearless 74 Conducts Field Exercise in Guam

by Theresa Dezelle

Released 29 FEB – Seabee Courier, Pacific Navigator

Camp Covington, Guam – NMCB 74 goes to the field to improve fighting and building skills.

Rear Admiral Shear Visits Troops in Ramadi

by MC2 Gregory Juday

Released 8 MAR – Seabee Courier

Ar Ramadi, Iraq – Admiral Shear shows support by visiting Seabees in Iraq

NMCB 74’s Medical Team Assists with Mass Casualty

by LT James Harrison

Released 8 MAR – Seabee Courier, Navy Medicine

Ar Ramadi, Iraq – Several members of 74’s medical team help treat 58 Iraqi civilian casualties of an IED.

NMCB 74 Improves Safety for Troops

by MC2 Gregory Juday

Released 8 MAR – Seabee Courier

Al Taqqadum, Iraq – Seabees at Al Taqqadum Airfield completes repairs to a major runway allowing more troops and supplies to be transported by air instead of ground convoys.

1NCD Visits Seabees in Ramadi

by MC2 Gregory Juday

Released 15 MAR – Seabee Courier

Ar Ramadi, Iraq – Rear Admiral Phillips visits with Seabees of NMCB 74.

Captain Gregory Impressed with NMCB 74

by MC2 Gregory Juday

Released 15 MAR – Seabee Courier

Ar Ramadi, Iraq – Commander 30th NCR says she is impressed with NMCB 74's achievements in both Guam and Iraq.

Aspiring for Success

by MC2 Gregory Juday

Released 28 March – Seabee Courier, Seabee Magazine, Navy Newsstand

Ar Ramadi – HM1 Hawkins completes fourth warfare qualification.

APPENDIX III

CHRONOLOGY OF SIGNIFICANT EVENTS

September 2006

30 SEP

- MEF & TFS AP departs for CENTCOM AOR.

October 2006

01 OCT

- MEF & TFS AP arrives at Camp Moreell, Kuwait.

10 OCT

- Turnover with NMCB 18 completed at Detail Al Taqaddum.
- BEEP with NMCB 40 completed. All CESE has been signed over and turnover is complete.

13 OCT

- A successful turnover blast was conducted with both NMCB 40 and 74 present at Guam.

14 OCT

- BEEP completed in Guam.

15 OCT

- S3 assumes TFS CDR position.

19 OCT

- CST Footspade locates an IED. EOD notified for disposal.

20 OCT

- IDF incident at Al Fallujah. 100% accountability of Rockhound personnel.
- IDF incident at Al Taqaddum. Two rounds impacted between runways. 100% accountability of all personnel and equipment.
- Guam Alfa Company received four new MTVR Tractors from Oshkosh, WI.

26 OCT

- Guam Alfa company received an additional 10 MTVR tractors.

28 OCT

- Two long-bed MTVRs were sent from NMCB 18 in Al Asad as augment to NMCB 74 CSTs.

29 OCT

- Crane operations at PB Firecracker received SAF. Crane sustained damage to its cable. New cable and cable cutters were sent to the site within 20 minutes of request. Repairs took 3 hours to complete. The crane continued the mission after repairs were made. No further impact to mission anticipated.

November 2006

02 NOV

- One emulsion injectors for MSR/ASR transferred from Al Taqaddum to Ar Ramadi.

06 NOV

- S3 to Afghanistan for Detail visit.

08 NOV

- Rockhound receives “Wheel Well” kits for tractor trailers. Kit consists of ¼” steel plates that mount on the back half of the front wells to protect the cab and transmission access cover inside the cab.

09 NOV

- CST Footspade locates IED. EOD notified for disposal.

10 NOV

- Three personnel sent to PB Firecracker to conduct emergency repairs/replacement of generator after IDF attack. All personnel returned to Ar Ramadi.

13 NOV

- S3 departs Kuwait for detail visit in Guam.

14 NOV

- RDML Mossey visits Camp Covington.

16 NOV

- Two personnel sent to PB Firecracker in support of mission tasking.

17 NOV

- One Seabee sent to PB Firecracker to deliver repair parts.

18 NOV

- Tasking complete at PB Firecracker. All personnel returned to Ar Ramadi.

19 NOV

- S3 & S4 arrive at Guam for Detail visit.

20 NOV

- Eight rounds of IDF received at Al Taqaddum. The first round lands 100 m S/SE of Phase II worksite. The rest followed suit along a S/SE direction away from the

airfield. The second round struck the closest, but the third event was actually seen by the crew. All personnel and equipment are accounted for with no damage or injury.

21 NOV

- Personnel sent to Ogden Gate for mission tasking.

22 NOV

- CST Stinger tasked with escort mission to Camp Moreell.
- Near miss safety incident at Al Taqaddum Runway.

24 NOV

- Personnel sent to B/U Split for mission tasking.
- Personnel sent to Camp Corregidor for mission tasking.

27 NOV

- CST Stinger returned from escort mission to Camp Moreell.
- Two personnel sent to IHP#6 for mission tasking.

28 NOV

- RDML Leidig, COMNAVMAR, visits the Laundry Facility, Orote Point Mechanic Shop, and Quarry.

29 NOV

- Tasking at B/U Split completed. All personnel returned to Ar Ramadi.
- Four personnel sent to Gov't Center for mission tasking.

December 2006

01 DEC

- CST Stinger hit by an IED. Minor damage to equipment, no injuries to personnel.
- CST Footspade receives "Albany" rollers.
- Guam conducts blast operations.

02 DEC

- Five personnel sent to Camp Habbaniyah for Alamo, ASP 102, and Horseshoe projects.

03 DEC

- Thirteen personnel sent to Gov't Center for mission tasking.
- CST Stinger receives "Albany" rollers.

04 DEC

- Eleven personnel sent to PB Firecracker for mission tasking.

05 DEC

- IDF attacked occurred at PB Firecracker. NMCB 74 received one casualty (OIC - WIA). Member MEDEVAC'd to LSA Anaconda.

07 DEC

- Alfa Co. MAV debrief completed at Detail Al Taqaddum.

08 DEC

- Tasking at Camp Habbaniyah completed. All personnel returned to Al Taqaddum.
- LT Bedard, BUCS Romine arrived to evaluate operations as part of the Operation Readiness Inspection in Guam.

09 DEC

- CST Footspade hit by an IED and coordinated SAF attack. Minor damage to equipment, no injuries to personnel.

15 DEC

- The 30th NCR arrived for the Operational Readiness Inspection in Guam.
- RADM Bullard, Commander, NECC, visited the Laundry Facility, Mech Shop and Orote Point Quarry in Guam.

18 DEC

- Four personnel sent to Al Asad for movement to Rawah in support of NMCB 18 Water Well operations.
- CST Footspade hit by an IED. Minor damage to equipment, no injuries to personnel.

20 DEC

- Personnel sent to COP Iron to for mission tasking of Mainstreet waterline repair.

21 DEC

- Four personnel sent to Rawah for Water Well operations.

22 DEC

- CNO visit on to Detail Al Taqaddum. All hands call was conducted, and two Seabees had lunch with the CNO and MCPON.

23 DEC

- Two personnel sent to COP Qatana for emergency waterline repair.

24 DEC

- Thirteen personnel sent to COP Qatana for emergency waterline repair, D9 operations, and T-wall installation.
- Tasking at Camp Habbaniyah completed. All personnel returned to Al Taqaddum.

27 DEC

- Tasking at Gov't Center completed. All personnel returned to Ar Ramadi.

January 2007

03 JAN

- CO and CMDCM depart for Guam detail visit.
- S3 assumes acting SWA CO.

04 JAN

- Four sent to Camp Habbaniyah as part of the SMTT.

05 JAN

- Eight personnel sent to COP Ta'Meem for LSA support and crane operations.
- PB T2 had an IED identified in the wall of one of the buildings. IED was detonated in place by EOD.

06 JAN

- Tasking continues at PB T2. C/9th took three casualties due to IDF, resulting in the suspension of outside operations.

07 JAN

- PB T2 execution complete.
- Tasking at COP Qatana completed. All personnel returned to Ar Ramadi.
- CO, CMC, and A4 visit Detail Guam.

09 JAN

- Three personnel sent to Gov't Center to replace leaking fuel tank. All personnel returned to Ar Ramadi.

10 JAN

- CST Footspade locates an IED. EOD notified for disposal.

12 JAN

- TQ FEL involved in an accident on the runway. No injuries.

15 JAN

- Ten personnel sent to COP Apple for LSA construction and crane operations.
- Crane engaged by SAF during movement. Crane received three rounds to the boom and one to the hydraulic fluid cooler. The crane will return the night of 14JAN, and an assessment will be made during first light. Support requested from 16EN crane in case NMCB crane is not immediately repairable.

16 JAN

- CO and CMDCM return to SWA from Guam detail visit.

17 JAN

- Rockhound mission cancelled night of 16JAN. Mission was scheduled to retrieve Tractor Trailer left behind after run to OP#3. CESE was left on site after several attempts by 509th using an M88 failed. Overwatch provided by 509th was engaged by insurgents and the tractor was hit during the attack, resulting in an explosion. The tractor was on fire for several hours, but the extent of the damage to the trailer is unknown.
- Three personnel sent to Horseshoe in Habbaniyah for IP Station Generator Repairs.

19 JAN

- RADM Shear and 3 NCR visit Ar Ramadi.
- Authorization given by Navy Crane Center to use damaged crane at its full lifting capacity once the hydraulic oil cooler has been repaired. A visual inspection will be performed daily on the damaged area to ensure no cracks form or propagate.

20 JAN

- CST Footspade receive “Hunter” ECM system.

22 JAN

- The Assistant Secretary of the Navy for Installations and Environment The Honorable B. J. Penn attended breakfast in the Camp Covington Galley.

26 JAN

- Eleven personnel sent to COP Julayba for mission tasking.
- Tasking for Water Well operations in Rawah completed. All personnel returned to Ar Ramadi.
- Guam conducts blast operations.

28 JAN

- Nine personnel sent to OP#1 for mission tasking.

29 JAN

- Two personnel sent to COP Qatana for mission tasking.
- Footspade conducts mission from Al Fallujah to Korean Village.

30 JAN

- Tasking at COP Julayba completed. All personnel returned to Ar Ramadi.

31 JAN

- Two personnel sent to Al Asad for repairs to crane and tracked loader oil coolers.

February 2007

02 FEB

- Three personnel sent to Al Fallujah for tasking at OP Mohammed.

03 FEB

- CAPT Oderstoll and CMCMD Howk visit Detail Guam.
- S3 and CMDCM depart for Afghanistan and TFS site visits.

04 FEB

- CST Footspade locates an IED. EOD notified for disposal.

05 FEB

- Eight personnel sent to Al Fallujah for tasking at OP Mohammed.
- Four personnel sent to COP Qatana for gravel runs.
- LT Lukich and BUCS Romine from 30th NCR visit Detail Guam.

07 FEB

- Twelve personnel sent to Combat Outpost for DFAC project.

09 FEB

- Guam conducts blast operations.

10 FEB

- Eight personnel on a Green Gear run with Stinger.
- Four personnel sent to COP Iron for the Mainstreet Waterline repair. Main Street waterline repairs completed. All personnel returned to Ar Ramadi.
- Five personnel sent to 17th Street Security Station for electrical work.

12 FEB

- CST Footspade locates an IED. EOD notified for disposal.
- CST Stinger receives "Hunter" ECM system.
- Detail Guam conducted a deployed FEX onboard Naval Base Guam.

15 FEB

- Tasking at OP Mohammed completed. All personnel returned to Al Fallujah.

16 FEB

- Six personnel sent to OP Firecracker for electrical installation.

17 FEB

- Four personnel sent COP Qatana for crane operations.
- Tasking at PB Firecracker completed. All personnel returned to Ar Ramadi.

18 FEB

- Detail Al Taqaddum completes concrete placements for the V22 pad.

20 FEB

- CO and CMDCM visit Detail Guam.

23 FEB

- Guam conducts blast operations.

26 FEB

- NMCB 4 conducts PDSS at Detail Guam.

March 2007

4 MAR

- Ten personnel sent to OP Mohammed for mission tasking.

5 MAR

- Four personnel sent to FOB Blue Diamond as part of the SMTT.

6 MAR

- Four personnel sent to OP Ma'laab for mission tasking.

9 MAR

- Guam conducts blast operations.

10 MAR

- Five personnel sent to COP OK Corral for mission tasking.
- Four personnel sent to OP Racetrack for mission tasking.
- Nine personnel sent to PB Hill Street for mission tasking.

11 MAR

- Life support tasking at PB Hill Street completed.
- Personnel sent to OP Racetrack to conduct crane operations. Crew placed two "Crow's Nests" and lifting associated sandbags.

12 MAR

- Ten personnel sent to COP Ma'laab.

13 MAR

- The 40-T crane received damage after the lifting eyes from one of the T-walls broke off. The T-wall struck the ground then hit the crane deck. Minor damaged was caused to the deck, a dent on the outrigger and locking pin, and a cracked sight glass on the hydraulic oil cooler. A thorough inspection is in progress to determine if any additional damage was done to the crane. One cable will be replaced due to the shock load on the crane, and the deck was repaired. ECD for the inspection and recertification is 15MAR.

14 MAR

- Tasking at OP Mohammed completed. All personnel returned to Al Fallujah.

15 MAR

- Crane recertified mission capable.
- Armory shooting incident. No further details are provided due to ongoing investigation.

16 MAR

- Four personnel sent to PB Hill Street conducting crane operations. All personnel returned to Ar Ramadi.
- RADM Phillips and CMDCM Major visit Detail Guam.

17 MAR

- Four personnel sent to OP North conducting crane operations. All personnel returned to Ar Ramadi.
- Tasking at OP Dunlap completed. All personnel returned to Al Taqaddum.
- Personnel sent to PB Hill Street to conduct crane operations. Project complete. All personnel returned to Ar Ramadi.
- RADM Phillips is guest speaker for Seabee Ball in Guam.

18 MAR

- Four personnel sent to OP North to conduct crane operations. Crew place three crow's nests. All personnel returned to Ar Ramadi.
- Four personnel sent to 17th Street Security Station to provide life-support operations for 1/6 MAR.
- TFS RIP begins between NMCB 18 & 28.
- CO and CMDCM depart for Guam.
- S3 assumes SWA CO.

19 MAR

- Tasking at COP Ma'laab completed. All personnel returned to Ar Ramadi.
- NMCB 18 departs theater.

20 MAR

- Tasking at Combat Outpost DFAC completed. All personnel returned to Ar Ramadi.

23 MAR

- Guam conducts blast operations.

24 MAR

- Seven personnel sent to install three living containers at ECP South.
- NMCB 4 TFS Pre-AP arrives in theater.

25 MAR

- Six personnel sent to provide life-support operations and SME for the Gov't Center.
- Tasking at ECP South completed. All personnel returned to Ar Ramadi.

28 MAR

- CO and CMDCM return to SWA.

30 MAR

- Guam conducts blast operations.

April

04 APR

- NMCB 4 TFS AP arrives in theater.

09 APR

- Guam conducts blast operations.

11 APR

- TOA occurs in Guam.

12 APR

- TOA occurs at TFS.
- Detail Guam departs for homeport.

13 APR

- NMCB 74 AP departs SWA.

15 APR

- TOA occurs at Ar Ramadi.

23 APR

- NMCB 74 DP departs SWA.

APPENDIX IV

COMMENDATORY CORRESPONDENCE

1. Letter from Rear Admiral Leidig, COMNAVMAR.
2. Letter from Captain Gregory, 30 NCR.
3. Email from Captain Gregory, 30 NCR, regarding success of ORI.
4. Email from Captain Gregory, 30 NCR, regarding visit of the Honorable B. J. Penn.
5. Email from Colonel Charlton, 1st BCT, 3ID.
6. Email from Commander Smith, PWO Whidbey Island.

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Letter (1):



Commander, U.S. Naval Forces Marianas

2 March 2007

Tim
~~Dear Commander Dewitt,~~

Thanks for inviting Meg and I to your wardroom for wine night. We had a great time.

I really enjoyed having dinner with you and the other members of the NMCB 74 wardroom. The company and the food was fantastic. Please extend my special thanks to CS2 Reuben Cepeda, CS3 Ashley Hoskins and CS3 Frederick Lewis for the exceptional meal.

Again, many thanks for a most enjoyable evening. Keep charging!

Sincerely,

Thanks!

C. J. LEIDIG
Rear Admiral, U. S. Navy

LCDR Timothy Dewitt
Executive Officer
NMCB 74
Camp Covington
Santa Rita, Guam 96915

Letter (2):



3 January 07

LCDR DEWITT
XO NMCB 74
UNIT 60253
FPO AA 34099-5021

~~LCDR Dewitt,~~ *Tim*

I wish to extend my personal thanks to you for your hospitality provided by you. The professionalism of your Seabees was impressive. Your unit is definitely prepared for the challenges ahead and I am confident you will meet them head on.

Thank you once again for the positive efforts shown and a great visit.

Sincerely,

K.L. GREGORY
Captain, Civil Engineer Corps, U.S. Navy
Commander
THIRTIETH Naval Construction Regiment

*Tim -
you guys are doing a
great job. Master Chief Holdren & I appreciate
all the efforts & leadership of you & your staff.
Thanks very much -*

Email (3):

From: Gregory, Katherine L CAPT 30NCR [mailto: katherine.gregory@navy.mil]
Sent: Sunday, December 17, 2006 11:53 PM
To: Prather Cmdr Craig S (NMCB-74 Commanding Officer)
Cc: Moore Rodney LCDR; Holdcraft, Michael E CMDCM 30NCR, R0: DewittTJ@ncf.navy.mil
Subject: NMCB 74 ORI

Skipper,

I wanted to pass on to you my appreciation and a BZ for the work your troops are doing on Guam. As I explained to your staff, the ORI is intended to be a somewhat rigorous and frank assessment of a battalion's work and processes at that point in time. I don't expect, and would be suspicious of, any ORI that reported all great or poor results -- if ORI's are to be of value, they should tell both the battalion and the Regiment a number of things that each need to adjust as well as point out areas of strength. From this ORI, we learned a lot about 30NCR as well as NMCB 74. Your battalion is doing very, very well, and I was very pleased with what I saw.

I was especially pleased with:

- Overall troop attitude and focus. I talked to about 100 troops and every single Seabee was positive, understood what his role was in the battalion, knew where he and 74 were headed, and seemed tied into the command's and RADM Phillips' focus. This is about the best I've seen in any battalion, and I'm very impressed.
- Leadership. I was pleased at the level to which your petty officers are stepping up to the plate in running large programs and managing issues. NMCB 74 seems to truly understand and live small unit leadership.
- Project management. Your entire ops and project crews' chains of command have done a great job of pushing complete project knowledge through the whole crew. Every crew on the projects knew what needed to be done -- today and tomorrow, as well as next week and next month. You've done an outstanding job in this area.

There are also three specific areas in which you need a little adjustment:

- 3M. We didn't inspect 3M as a specific program, but observed how you're managing 3M in the CESE and comms areas. I think you need a little more attention there. The up and down lifting is happening (fairly well) in most instances. However, the sense we received through talking at the petty officer level to both Alfa Co and the comms staff is that they don't always understand the "why" of the program, which leads to improper action being taken when issues arise. I know we (the NCF) do a poor job of managing a consistent program globally, and our homeport process doesn't optimally prepare any battalion to run 3M while deployed (if in fact they even do it). I don't think you're in serious harms way here, but I would like some increased focus and khaki involvement.
- Career Development. I know you are awaiting your new NCC and your PS1 is doing a GREAT job. However, he needs some help, especially in conducting CDB's. I know the XO is taking this for action and I suspect the correction has already been made.
- Galley operations. Because we have stretched your battalion so thin this deployment, you don't have the luxury of manning Guam (or anywhere) with a lot of experience and support. I appreciate and understand this very well. However, you need some increased focus on the Guam galley. The people you have are doing a great job, but in some cases they don't know what they don't know -- specifically, what they need to do to maintain good galley accountability. This is a high risk area as the mistakes have big financial (and highly visible) impacts. I would like to help you in this area (and any others) if you need any support. We're prepared to send some people from 30NCR or another NMCB to work w/ your staff if you desire -- just let me know what you want us to do. I don't feel this is due to a lapse on the S4A's part -- he appears to be doing a very good job given his level of training and the resources he has available. I am, however, disappointed that your S4 did not catch this during his recent det swing, and would like you to discuss that with him.

I also want to point out the superstars that specifically stood out during our trip:

E02 Cruz, PS1 Forester, BUC Lopez, YNC Norton, EAC Paras, CE1Gerdon, SW1 Edwards, SKC Moore, SK1 Mears, BU2 Ridley

I also want to commend your XO. I've seen a lot of XO's in my time and he really stands out as one of the best. I was impressed with his sense of perspective, depth of knowledge, and attention to detail. He also did a great job (as did the crews) during RADM Bullard's visit to the projects and quarry. He's doing a great job leading your troops on Guam.

We provided your Guam team a hard copy of the report, and will work with them to get the issues we identified resolved. I want to repeat that I will send any resources you desire to Guam to help with anything you want -- just let me know what you need when. I would also like to talk to you sometime this week (week of 18 Dec) -- please let me know the best time/number at which to call you. It's all low side stuff.

Again, it was a great ORI and I appreciate the outstanding support we received from every person in your battalion. Many thanks and please pass on to your staff a big thanks and well done from everyone at 30NCR.

V/r,
KLG

Email (4):

-----Original Message-----

From: Gregory, Katherine L CAPT 30NCR

[mailto:katherine.gregory@navy.mil]

Sent: Thursday, January 25, 2007 11:51 PM

To: Dewitt, Timothy J

Cc: Craig Prather; Moore, Rod M CDR; Beck, John D; Broome, Fred R CDR
22NCR ,CSO -062005; Holdcraft, Michael E CMDCM 30NCR, R0; Montgomery,
Shane MCC COMPACFLT; Moore, Rod M CDR; Probst, Hans CAPT (7NCR); Cook,
Stephen M CDR CSO 7NCR
Subject: RE: The Honorable B.J. Penn visits Camp Covington

XO -

Great job! The article is wonderful and it looks like you guys really
excelled on this visit, as usual. I'll pass your report on to RADM

Phillips et al, who will be very pleased with this news.

Thanks a lot, we're all tremendously proud of what everyone in 74 doing.

Please pass my appreciation on to your battalion for a great job.

V/r,

KLG

-----Original Message-----

From: Dewitt, Timothy J [mailto:dewittj@ncf.navy.mil]

Sent: Wednesday, January 24, 2007 19:42

To: Gregory, Katherine L CAPT 30NCR

Cc: Craig Prather; Moore, Rod M CDR; Beck, John D; Broome, Fred R CDR
22NCR ,CSO -062005; Holdcraft, Michael E CMDCM 30NCR, R0
Subject: The Honorable B.J. Penn visits Camp Covington

Commodore Gregory,

Thank you Ma'am, the brief was quite useful. Mr. Penn's visit went very
well. Our Seabees were professional and asked some good
questions...mainly dealing with the build up for the Marines. No issues
or action items. The Secretary did mention that he is learning more
about the Seabees and our capabilities everyday and is impressed with
what we have to offer.

RDML Leidig, Maj. General Bice(Ret), and a number of O6's were also in
attendance for the breakfast. Attached is an article from the Pacific
Navigator covering the visit.

V/R

XO

Email (5):

From: Charleton, COL John (3ID 1 BCT CDR)
Sent: Monday, April 09 2007 7:59 AM
To: Prather, Craig CDR NMCB 74
Subject: RE: NMCB 74 Brief Summary of Accomplishments

Craig – your sailors have done an amazing job and we couldn't have accomplished our mission without the dedication, professionalism and hard work by your Seabees. Your team is the master of JSS construction and set the standard for all of Iraq. You also greatly increased the quality of life here on Camp Ramadi ... something that was long overdue. When are you actually rotating out? I would like to come by and say thanks to you and your team. V/R, COL Charlton.

Rock of the Marne!

John W. Charlton
Colonel, Infantry
Commander 1st BCT, 3ID

Email (6):

From: Smith, Scott G. CDR (NAVFAC NW)
Sent: Friday, April 13, 2007 11:36
To: Prather, Craig CDR NMCB 74
Subject: BZ to NMCB 74 Det

Craig,

The Whidbey Det led by SW1 (SCW) Farwell did an outstanding job! The 3 flightline PEB's are needed by deploying EA-6B and P-3 squadrons. The last PEB - constructed in record time - will be used by the EA-18G team (Whidbey squadrons begin the 18G transition this year). This project was briefed to ADM Roughead and RADM Cellon during their visits.

Additionally, the Det completed discretionary work at the Chapel and Community and assisted in the sandbagging ops during a Nov flood event - the Base CO recognized the Det for this effort.

Hope everything went well in Iraq.

Take care,

vr

Scott G. Smith, P.E.
CDR, CEC, USN
Public Works Officer, NAS Whidbey Island