

NMCB TWO SIX

FY 04 Executive Summary Report

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CHAPTER ONE

EXECUTIVE SUMMARY

The officers and enlisted personnel of NMCB TWO SIX demonstrated unparalleled resoluteness in the fulfillment of assigned FY 04 tasks. Whether from the perspective of operations, training, or safety, this has been the best year in the storied history of the battalion that packs a punch!

With characteristic Seabee alacrity, NMCB TWO SIX did not waver before challenges posed by post-deployment unit reconstitution, drastic swings in annual training funds availability, and an unusually dynamic operational environment. To the contrary, NMCB TWO SIX flourished and achieved more than the assigned construction tasking and simultaneously improved SORTS readiness. Highlights of the FY 04 program are provided below:

ADMINISTRATION

- Processed and submitted 593 high quality Evaluations and Fitness Reports on time
- Presented over 100 personnel awards and commendations
- Planned and executed eight personnel retirement ceremonies including attendant awards, certificates and gifts.
- Updated 20 NMCB TWO SIX instructions
- Transitioned administrative procedures and databases to the NMCI network for optimum accessibility

TRAINING

- NMCB TWO SIX was the first in the 7 NCR to move “from red to blue.”
- Improved battalion-wide skill attainment by 33 percent, from 58% to 77% overall, the best in 7 NCR!
- Conducted three small arms qualification exercises that garnered over 600 TOA weapons skills
- Planned and executed three Mobile Training Team (MTT) evolutions dedicated to Basic Combat Skills (Level II) and gleaned 120 new skills
- Conducted MTT sessions for Personal CBR Protection and CBR Team Training through which 60 new skills were documented
- Executed 2800 MD of training!

OPERATIONS

- Only one lost-time injury.
- Fulfilled 107% of assigned DFT/exercise and augmentation support. All were completed within budget!

- Approximately 3,500 man-days (MD) of construction support delivered to the fleet, other US military services, and multi-national forces (NATO and Partnership for Peace).
- Planned and managed the deployment of over 130 Seabees from NMCB TWO SIX and NMCB TWO ONE to Andros Island within 120 days of simultaneously rotating key staff positions, assimilating three new detachments added as a result of NCF reorganization, and returning from deployment (in SEP 03).
- After NMCB TWO THREE was mobilized, quickly developed a plan to fill the resultant gap in man-day capability necessary to complete DFT - Germany. In total, NMCB TWO SIX executed 127% of the 630 assigned MD and completed this highly visible NATO program. All on time!

SUPPLY

- Reduced GTCC delinquency by 81%. Placed innovative card management processes in place to minimize future delinquency.
- Managed the installation and successful testing of 71 Navy and Marine Corps Intranet (NMCI) workstations, servers, printers and related infrastructure at the NMCB TWO SIX Ready Support Site (RSS).
- Initiated and managed the delivery of NMCI accounts for all staff members.
- Obligated 100% of Battalion OPTAR and met every FY 04 financial objective.
- Prepared and served over 1000 hot meals at Battalion weapon qualification evolutions

NMCB TWO SIX performance has garnered consistently positive feedback from customers at all work sites. In summary, NMCB TWO SIX made a global contribution to the Navy and DoD missions by supporting highly visible multinational exercises and programs that spanned the globe: from Eastern Europe (Croatia and Estonia), Western Europe (Germany); the to the Far East (Guam). We also contributed to NCF readiness through improved skills attainment and the application of lessons learned.

CHAPTER TWO

ADMINISTRATION

The administration department quickly recovered from the effects of the Battalion's mobilization in 2003. Upon return from mobilization the Battalion's records were inventoried and brought current.

The Battalion RSS computer network was incorporated into the NMCI network in MAY 04. Much of the databases and administration history has been recreated and completely reorganized. This has effectively allowed the administration department to establish NMCB TWO SIX's first electronic administration system to support battalion staff and personnel. This has also greatly enhanced the Battalion's computer assets, allowing several administrative personnel to work simultaneously in transitioning to the NMCI network. Before, NMCI, there were only two networked computers at the RSS.

The most significant effort was put forth correcting E-6 evaluations submitted from the 2002 cycle. Each evaluation was scrubbed to ensure the entire group was accepted and to avoid delay of promotion packages to the CPO selection board.

Currently, NMCB TWO SIX has 78 open billets. Having recently filled our vacant Chaplain's position, only one key billet, Medical Officer, is vacant. Candidates are being aggressively solicited in the MC community. Likewise, Battalion leaders are taking aggressive steps to fill key vacancies by improving working relationships with Reserve Center Commanding Officers and local recruiters. At the NRC level, IAP personnel meeting minimum requirements are being identified and moved to fill NMCB TWO SIX vacancies.

In JUL 04, NMCB TWO SIX retired three Master Chiefs and four Chiefs. Combined, they represented over 200 hundred years of service to the U. S. Navy.

Awards

	NAM	Navy Comm	MSM	MOVSM	Other
# Awarded	17	7	1	3	73

Advancement

	E123	E4	E5	E6	E7	E8
TIR	39	168	99	71		
Participated	20	121	82	62	N/A	N/A
Selected	9	4	3	7	1	2
% Selected	45	3	4	11	-	-
Navy Wide % Selected	68	9	5	-	-	-

Retention

	Eligible	Reenlist	NMCB 26 Goal	NMCB 26 Result
1 st Term	8	2	50%	25%
2 nd Term	16	11	75%	69%
Career	16	12	80%	75%

Retention was not significantly impacted as a result of NMCB TWO SIX's FY 03 mobilization. Overall, NMCB TWO SIX lost only 55 personnel (8% of battalion strength) in FY 04 to the normal sources of attrition, i.e., IRR, unsatisfactory drill performance, and transfers to other services.

CHAPTER THREE

TRAINING

The Battalion was in the T-Year of the four-year cycle, with an emphasis on improving training readiness. The unit began the year tracking at 58% overall and finished the year at 77% overall, the highest in the 7th Regiment. This significant achievement was the result of focused training in critical skill deficiencies and a comprehensive review, update, and validation of the PISTOL training database. NMCB TWO SIX planned and executed several noteworthy training evolutions in FY 04 and generated significant improvement to our skills base. Examples include: three small arms qualification exercises that garnered over 600 TOA weapons skills; three Mobile Training Team (MTT) evolutions dedicated to Basic Combat Skills (BCS) Level II that generated approximately 120 new skills; and MTT sessions for Personal CBR Protection and CBR Team Training through which 60 new skills were documented. In addition, Detachment Seabee Military Instructors (SMI) conducted BCS I and Personal CBR Protection training from which the Battalion garnered hundreds of new and refreshed skills.

In the field of Technical Training, the Battalion utilized 149 Specialized Construction Battalion Training (SCBT) quotas, 44 CB-VET quotas, and 20 quotas in support of other training such as NAVLEAD for a total of 2,800 Mandays of training. Under the CB-VET program, NMCB TWO SIX led the 7th Regiment with 41 new graduates (61% of the Regimental total) and achieved an unprecedented 93% show rate for assigned quotas.

In May, the Battalion commissioned the reserve NCF's first FATS trainer facility. This new state-of-the-art-training center includes a multimedia classroom, mobile armory and communications suites, and shop spaces to perform non-depot maintenance. NMCB TWO SIX wasted no time in employing our new capability, having used it as our training hub during MTT training for skill attainment.

The Battalion also posted impressive results during the Spring PFA Cycle. The unit achieved over 80% participation with 20% scoring excellent or higher and a less than 5% failure rate. This represented an 11% improvement from FY 03.

Over the course of the year, the unit supported two Kennel Bear exercises providing skilled communicators and supported the 7th NCR during the FY04 Field Exercise at Camp Shelby. The members gained valuable skills and the FEX allowed 20 personnel to complete their SCWS program requirements. In addition, six junior officers completed their initial training program requirements.

Statistical Summary:

Number of training quotas allocated during FY	153
Number of training quotas utilized	149 (includes 31 for MTT)
Number of C-school quotas utilized	3
% SSA readiness at end of training cycle	73
% attainment of team skills (RRR, CBR, CSW, etc.) at end of training cycle	CSW – 60% RRR – 57% CBR – 75%
% qualified on individual TOA weapon at end of training cycle	90%
Number of training mandays tasked (T or M years only)	200 (only 153 SCBT quotas granted)
Number of training mandays expended (T or M years only)	149
Number of AT personnel tasked in T or M year training	184
Number of AT personnel participating in tasked T or M year training	149
Number of AT personnel participating in other training (not tasked training) – Kennel Bear, FEX	35
Number of CBVET personnel assigned at start of FY	154
Number of CBVET personnel assigned and end of FY	171
Number of FY AT formal schools requested	47
Number of FY AT formal schools successfully completed	44
Number of CBVETs completing program to date	41
% scoring Outstanding on last PFA cycle	4
% scoring Excellent on last PFA cycle	16
% scoring Good on last PFA cycle	58
% scoring Satisfactory on last PFA cycle	11
% scoring less than Satisfactory on last PFA cycle	5

SCWS QUALIFICATION REPORT

Personnel Assigned	Previously SCW Qualified	Number SCW Qualified in FY 04	Total SCW Qualified Personnel On Board	Number Enrolled in Program
672	220	21	241	332

CHAPTER FOUR

OPERATIONS

NMCB TWO SIX planned and executed six deployments-for-training (DFT) and augmentation projects in FY 04. Assigned projects were technically and geographically diverse and represented the bulk of the 7 NCR burden. Despite these and other challenges, each resulted in quality construction and high degrees of customer satisfaction and supported multinational and American forces. In toto, NMCB TWO SIX delivered 3486 man-days of work in place (WIP) in Estonia, Croatia, Germany, North America, the Bahamas, and Guam. More detailed information regarding the FY 04 safety program, project execution, and labor distribution is provided below.

SAFETY SUMMARY

	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Total
Fatalities	0	0	0	0	0
Lost Days	0	0	5	0	5
Lost Days Cases	0	0	1	0	1
Light Duty Days	0	0	0	0	0
Light Duty Cases	0	0	0	0	0
First Aid Mishaps	0	0	0	0	0
Govt Vehicle Mishaps	0	0	0	0	0
Total Mishaps:	0	0	1	0	1
Govt Vehicle Repair Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

ON-DUTY MISHAPS

	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Total
First Aid Mishaps	0	0	0	0	0
Light Duty Cases	0	0	0	0	0
Light Duty Days	0	0	0	0	0
Lost Work Day Cases	0	0	1	0	1
Lost Work Days	0	0	0	0	0
Fatalities	0	0	0	0	0

One member fell from a vehicle while on duty and serving on Annual Training in Gulfport, MS. His injuries were limited to a broken wrist. The member was issued a notice of eligibility (NOE) for medical support related to his injuries and has since returned to duty. The Battalion staff will continue to track his progress until all medical and administrative issues are resolved.

There were no reportable off-duty mishaps.

OPERATIONS SUMMARY

Project #	Title	Total Project MD	Total Project Matl Cost	MD Tasked	Tasked %	Final WIP	MD By Previous NMCBs	MD This Deployment
EX4-971	Kennel Bear - Guam	225	*	252	NA	225	NA	225
EX4-973	DFT Germany	630	*	630	NA	799	NA	799
EX4-972	Adriatic Phiblex 04	600	*	600	NA	600	NA	600
TR4-401	Sharp Wedge FY 04	60	*	60	NA	144	NA	144
EX4-994	MEDCUER/RESCUER 04	328	*	328	NA	328	NA	328
AG4-971	CBH 12/13 ISO 22 NCR	1390	*	1390	NA	1390	NA	1390
	Total:	3233	\$0.00	3260		3486		3486

** Level of Effort Project. Materials provided by customer.*

**NMCB TWO SIX
FY 04
PROJECT SUMMARIES**

KENNEL BEAR – GUAM EX4-971



NMCB TWO SIX personnel assemble antennae farms (l) and established communication networks using the full range of TOA communications gear (r).

Eighteen NMCB TWO SIX personnel provided expert communications support to NMCB ONE during OPERATION KENNEL BEAR in Guam. The customer was delighted with the professionalism and dedication of our Seabees!

Project Data

Project Scope: Provided level of effort communications support to NMCB ONE during Operation Kennel Bear in Guam. Included provision of round the clock Command Operations Center (COC) communication supervisors and support staff during simulated field operations. Also included communication equipment maintenance, transportation, troubleshooting, and retrograde.

Personnel:	Two detachments of nine and 10 personnel respectively.	
Duration:	One seventeen-day detachment in DEC 03, one fourteen-day detachment in JUL 04.	
Mandays Expended:	225	
Tasking:	WIP at turnover:	NA
	WIP at deployment completion:	90%
	MD Tasked:	256 (Level of Effort)
	Cumulative:	225
Material Cost:	NA	
Cost Savings:	NA	
Safety Issues:	None	
QC Issues:	None	
Design Issues:	None	
Material Issues:	None	

DFT – GERMANY EX4-973



NMCB 26 provided a range of support at NATO's school in Oberammergau, Germany. Construction of handicapped ramps and a new facilities entrance (pictured above) are representative of the project.

NMCB TWO SIX served as lead Battalion and was tasked with 50% of the 1260 manday requirement for this technically diverse and challenging program. As the project progressed, it became clear that NMCB TWO THREE would be unable to fulfill their half of the manday requirement due to battalion deployment. NMCB TWO SIX stepped up to the challenge and provided 169 MD (27%) more than tasked. As a result, the project was completed on time and within the budgeted MD tasking. Moreover, the customer is delighted with the finished products.

"...of the battalions that have deployed here in the last three years, NMCB 26, hands down, outperformed them all... ... I want NMCB 26 back next year..."

(Deputy Director of Engineering – NATO School, Oberammergau, Germany)

Project Data

Project Scope: Provided level of effort construction support to various facilities in Oberammergau, Germany in support of the NATO School. Program highlights includes:

- Installation of decorative wood façade on a concrete barrier (22 linear meters).
- Renovation of several spaces, windows and doors at the NATO recreation facility.
- Construction of a gravel walkway for K-9 sentries and military police.
- Installation of wood perimeter fencing and placement of gravel fill in various parking lots
- Renovation of a sentry station, including dewatering and sump preparation
- Various others ranging from the construction of handicapped ramp to replacement of drain grates for improved parking lot drainage.

Personnel:	One hundred fourteen NMCB TWO SIX & TWO THREE personnel spread over seven detachments.	
Duration:	Seven fourteen-day detachments (MAY 04 – AUG 04).	
Mandays Expended:	799 (NMCB TWO SIX)	
	352 (NMCB TWO THREE)	
	1151 (Total)	
Tasking:	WIP at turnover:	NA
	WIP at deployment completion:	91% (Total)
		127% (NMCB 26)
		56% (NMCB 23)
	MD Tasked:	1260 (630 @ from NMCB 26/23, LOE)
	Cumulative:	1151
Material Cost:	NA – Material provided by customer.	
Cost Savings:	NA	
Safety Issues:	None	
QC Issues:	None	
Design Issues:	None	
Material Issues:	None	

ADRIATIC PHIBLEX 04 EX4-972



Barracks #8 before and after renovation – Seven detachments of NMCB TWO SIX personnel performed a full range of renovation services in support of Adriatic PHIBLEX 04, a multinational exercise held in Croatia.

Through the provision of expert construction and management services, NMCB TWO SIX fulfilled a key role in the successful completion of this highly visible multi-national program. Along with other participating units, the performance and contribution of NMCB TWO SIX personnel was noted by the Croatian Army Chief of Staff, numerous Croatian cabinet ministers, and the Commander, 1 NCD (at the ribbon cutting ceremony). Support requirements ranged from renovation of two barracks to placement of a potable water line. Along with personnel from eight countries, NMCB TWO SIX personnel overcame inclement weather and myriad technical and logistical challenges to help bring this program to an extremely successful conclusion.

*“... your (NMCB TWO SIX) Seabees have been great... “
(from OIC, DFT Croatia – Adriatic PHIBLEX)*

Project Data

Project Scope: Provided level of effort skilled construction and management services towards renovation of Barracks #8 and #9 and construction of a new shower/ head facility. Included framing, drywall placement and finishing, textured ceilings, window installation/repair, roof tiling and painting. Also, provided horizontal construction support towards the completion of 1400 meters of road improvements and installation of 8600 meters of potable water line.

Personnel:	Fifty one ≤ E-6 and four CPO personnel over seven detachments.	
Duration:	Four seventeen-day and three fourteen-day detachments (FEB 04 – MAY 04).	
Mandays Expended:	600	
Tasking:	WIP at turnover:	NA
	WIP at deployment completion:	100%
	MD Tasked:	600
	Cumulative:	600
Material Cost:	NA	
Cost Savings:	NA	
Safety Issues:	None	
QC Issues:	None	
Design Issues:	None	
Material Issues:	None	

SHARP WEDGE FY 04 TR4-401

Twelve NMCB TWO SIX personnel provided communications support to 7 NCR during OPERATION SHARP WEDGE 04 at Fort Shelby, MS.

Project Data

Project Scope: Provided level of effort communications support to 7 NCR during Operation Sharp Wedge at Fort Shelby, MS. Included provision of round-the-clock Command Operations Center (COC) support staff during simulated field operations. Also included communication equipment maintenance, transportation, troubleshooting, and retrograde.

Personnel:	Five communications personnel.
Duration:	MAY 04
Mandays Expended:	144
Tasking:	WIP at turnover: NA
	WIP at deployment completion: 240%
	MD Tasked: 060
	Cumulative: 144
Material Cost:	NA
Cost Savings:	NA
Safety Issues:	None
QC Issues:	None
Design Issues:	None
Material Issues:	None

MEDCUER/RESCUER 04 EX4-994



NMCB 26 renovated 80 lm of corridor & two stairwells in an Elementary school located in Tapa, Estonia. The project was performed under the auspices of the Partnership-for-Peace.

Through the delivery of expert construction and management services, NMCB TWO SIX brought significant improvements to the learning environment of Russian elementary school children in Tapa, Estonia. This highly visible and time constrained project was logistically and technically challenging and required close coordination with the American Embassy in Estonia, other US services in Estonia, Estonian Military Attaches, Tapa school administrators, and local construction contractors and equipment providers. The American Charge D'affaires (the Acting Ambassador) and senior military personnel from the Estonian Defense Force demonstrated their profound appreciation at the ribbon cutting ceremony. A true example of "Seabee magic."

"The excellent work done by the Seabees of NMCB 26 at the school will be remembered by the citizens and children of Tapa for a long time to come."

(from Mark Pakala, Charge D' affaires, US Embassy)

Project Data

Project Scope: Provided level of effort construction support to improve a Russian elementary school in Tapa Estonia. Included full spectrum of renovation services for facility main corridors. Specifically, replacement of drywall, windows, sub-floor, floor tile, and light fixtures, and installation of a new suspended drywall ceiling. Also included preparatory work related to additional windows replacement (to be performed by local contractor).

Personnel:	26 personnel spread over three detachments.
Duration:	Three fourteen-day detachments (JUL 04 – AUG 04).
Mandays Expended:	328
Tasking:	WIP at turnover: NA WIP at deployment completion: 100%
	MD Tasked: 328
	Cumulative: 328
Material Cost:	Level of effort project. Materials provided by host nation.
Cost Savings:	NA
Safety Issues:	None
QC Issues:	None
Design Issues:	Design provided by customer very late. Not fatal, but complicated planning process.
Material Issues:	None

CONSTRUCT CBH 12 & 13 ISO 22 NCR AG4-971



NMCB 26 and 21 personnel provided construction and management services support towards the construction of CBH 12 and 13 on Andros Island, Bahamas.

Project Data

Project Scope: Provided level of effort construction support towards the completion of CBH 12 & 13 on Andros Island, Bahamas. Included framing, drywall, sub-floor, floor tile, windows and roofing materials installation.

Personnel: 133 personnel from NMCB TWO SIX and TWO ONE spread over six detachments. Various assignment durations up to 29 days.
Duration: Six seventeen-day detachments (OCT 03 – JAN 04).
Mandays Expended: 1390 (NMCB TWO SIX)
0610 (NMCB TWO ONE)
2000 (Total)
Tasking: WIP at turnover: NA
WIP at deployment completion: 100%
MD Tasked: 2000 MD
Cumulative: 2000 MD
Material Cost: Materials provided by the customer.
Cost Savings: NA
Safety Issues: None
QC Issues: None
Design Issues: None
Material Issues: None

“...The NMCB TWO SIX ‘Bees were outstanding! They were highly motivated, and they brought a lot of "know-how" to the site. Thank you very much for sending them down here...” (from OIC, DFT Andros)

CHAPTER FIVE

SUPPLY/LOGISTICS

The NMCB TWO SIX Supply Department procured over \$40K in initial issue and replacement uniforms through the KYLOC system for new affiliates and incumbent personnel. Orders from 13 detachment sites were funneled through the ADSK at the RSS for approval.

The Supply Department achieved all FY 04 funds expenditure objectives, including a 100% obligation rate on the Battalion OPTAR.

Only three minor discrepancies were noted on the GCPC desk audit. All issues have been resolved, and measures put in place to ensure no repeat discrepancies.

Aggressive management of the GTCC program resulted in the settlement or closure of over 60 delinquent accounts. Delinquency timeframes and total dollar figures have been reduced by 81%, from 16 to three accounts over 90 days overdue. All delinquent accounts have payment plans in effect. Card control measures have also been implemented by the Battalion and respective NRC to minimize the number and duration of future GTCC delinquencies.

All battalion members have been retrieved from the 22nd NCR hierarchy into the appropriate NRC hierarchy.

Supported three field-training and weapons qualification evolutions in FY 04. Included field messing support and serving over 1000 hot meals and 800 Meals, Ready-to-Eat (MRE). Also accounted for 100% of materials, weapons, and equipment used to support the aforementioned.

Developed plans to receive, store and distribute 200 complete sets of 782 gear at the RSS.

Supply department spearheaded the installation of 71 NMCI workstations and attendant printers and servers at the RSS, coordinating with the contractor throughout the entire process.

Completed wall-to-wall inventories for ARP, 782 gear, safety COSAL and TOA kits. All inventory anomalies were documented on forms 1250.

EQUIPMENT

Alfa Company currently has thirteen (13) pieces of Civil Engineer Support Equipment and utilizes three (3) GSA vehicles. The CESE include a stake truck, two (2) dump trucks, a field service truck, a truck tractor, a semi tractor (lowboy),

two (2) fork trucks, a road grader, a front-end loader, a road roller vibrator, a tractor crawler, and a backhoe. The GSA vehicles include two (2) crew cab pickups and a passenger van. All CESE are in working order and have been kept on the regular PM cycle. None are currently deadlined.

Alfa Company planned and executed three successful convoy training evolutions between the RSS and training ranges (Camp Grayling, MI; Ft Custer, MI; and Camp Atturbury, IA). The convoys provided support to weapons qualifications and 940.1 and 940.2 training evolutions. All convoys were completed successfully and provided valuable training in planning, preparation, and execution of domestic convoy operations.

Below are three (3) tables summarizing CESE maintenance and availability for FY04:

EQUIPMENT POPULATION

Vehicles	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04
In Service	12	12	13	13	13	13	13	12	12	13	13	13
In Preservation	1	1	0	0	0	0	0	1	1	0	0	0
Total	13	13	13	13	13	13	13	13	13	13	13	13

PM & INTERIM REPAIR ERO SUMMARY

Month	Repairs	Type A	Type B	Type C	Total	PM:INT Ratio
Oct-03	2	1	0	2	5	1.5 to 1
Nov-03	0	5	0	0	5	No Interims
Dec-03	0	0	0	1	1	No Interims
Jan-04	0	0	0	1	1	No Interims
Feb-04	1	3	1	1	6	5 to 1
Mar-04	0	1	0	0	1	No Interims
Apr-04	1	0	2	0	3	2 to 1
May-04	1	0	0	2	3	2 to 1
Jun-04	0	1	0	3	4	No Interims
Jul-04	1	2	1	0	4	3 to 1
Aug-04	1	1	1	0	3	2 to 1
Sep-04	1	1	0	1	3	2 to 1
Total	8	15	5	11	39	3.9 to 1

EQUIPMENT AVAILABILITY STATUS

	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04
<u>On Deadline</u>												
Auto	1	1	0	0	0	0	0	1	1	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0	0	0
MHE	0	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	0	0	0	0	0	1	1	0	0	0
Total EQ in Service	12	12	13	13	13	13	13	12	12	13	13	13
% Availability	87%	93%	93%	93%	87%	93%	93%	87%	87%	93%	93%	93%

APPENDIX ONE

LESSONS LEARNED IN FY 04

1. ANNUAL TRAINING ORDERS: Under (former) battalion guidelines, there was no policy to quickly modify orders or travel arrangements when operational requirements dictated a change to the time or place of members' AT performance. On two occasions, members traveled to cancelled OCONUS project sites because: a.) Their orders and travel arrangements had not been cancelled in NROWS and b.) They had not received word that the battalion's tasking had changed.

RECOMMENDATION: NMCB TWO SIX has initiated three policy changes to preclude recurrence of the aforementioned issue: a.) Detachment Officers in Charge (DET OIC) will immediately initiate modifications to orders and travel arrangements as required to achieve consistency with battalion plans (this may necessitate DET OIC being designated as CO/TO in NROWS); b.) The cognizant DET OIC will confirm for the S-3 department that each affected member has acknowledged required changes to orders and/or travel plans; and c.) Each member will be provided with a contact list for easy reference and to facilitate communication up the chain of command.

2. DEMOBILIZATION RECONSTITUTION: The 7 NCR OORDER tasked NMCB TWO SIX to initiate AG4-971 (Construct CBH 12 & 13 ISO 22NCR) in early OCT 04. Battalion reconstitution after rotation home from Rota, Spain significantly complicated the project management process. Most project planning was performed in AUG/SEP 04, while the operations staff was deeply engaged in planning the rotation home of battalion personnel. Although the risk of such an assignment was acknowledged, neither 7 NCR nor NMCB TWO SIX could have predicted the number and degree to which numerous NMCB TWO SIX personnel would be unwilling to return to drill status so soon after returning home. From the perspective of battalion leaders, there was minimal leverage to induce participation.

RECOMMENDATION: Assign projects to recently deployed battalions no sooner than three months after rotation home.

3. DYNAMICS OF OPERATIONAL TASKING: Throughout FY 04, available AT funding per member varied from 29 days to 17 to 14 days (OCONUS projects). NMCB TWO SIX Manday capabilities varied commensurately. Likewise, individual project tasking, in terms of required man-days, varied unpredictably and by as much as 50%. Collectively, these issues

rendered generally accepted project management practices less effective. Early planning and scheduling of project detachments was routinely interrupted and complicated. Orders applications were often rejected due to (recently) modified COMNAVRESFOR guidance related to AT funds availability. In some cases, approved orders were canceled to comply with the new guidance. Each instance required the battalion staff to repeat the entire planning process, rebuild project assignments and detachments per the new funding profile, and subsequently contact individual members to reapply for orders in consonance with the new plan. The burden on the DET OIC was significant, time consuming, and sometimes hopelessly complex. Finally, two projects were significantly de-scoped at very late stages. For example, the first EX4-994 (MEDCUER/RESCUER 04) detachment was cancelled one week before personnel were scheduled to travel to Estonia. The cancellation was due to foreseeable international agreement issues (article 97), known to the supported command, but not communicated to NMCB TWO SIX.

RECOMMENDATION: Base unit MD capability on minimal expectations of AT funding availability, i.e., 12 and 14-day orders for CONUS and OCONUS orders respectively. Further, identify elements of project risk and establish “drop dead” dates for resolution.