



United States Marine Corps

USMC Installations Strategic Plan



January 2012

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United States Marine Corps Installations Strategic Plan



Marine Corps installations are key national defense assets which offer a unique combination of ocean, coastal, riverine, inland, and airspace training areas. This makes them essential components in the foundation of our national defense as they directly support the combat readiness of Marine Corps Operating Forces. Our installations have entered an era of rapid change and face the very significant challenge to provide high quality base support, meet stringent federal mandates to reduce energy and water consumption, mitigate environmental concerns, and improve sustainability, while facing austerity in personnel and fiscal resources. Additionally, our installations face threats to their long-term operational viability from incompatible development near critical training ranges and maneuver areas.

This Strategic Plan establishes the course of action by which Marine Corps Installations Command (MCICOM) will meet these challenges and provide exemplary installation support into the future. It sets the course for transformation and improvement of every aspect to installation operations. It identifies the strategic priorities for improving installation support. It directs the continuous improvement of installation operations by applying the best available planning management practices. It is an overarching plan supported by a comprehensive set of subordinate plans which will be actively implemented to support accomplishment of our strategic goals.

The primary goal in the formation of the Marine Corps Installations Command is to enhance installation support of the Marine Corps warfighting mission. This is accomplished by continuing to strengthen the bond with the Operating Forces and more closely linking installation support to the operational and training requirements of Marine Expeditionary Forces, Training and Education Command, and our tenant organizations. We continuously assess the quality of installation support and monitor the overall viability of installation support. Additionally, we align the capacity we possess against the highest priorities of the operating and training commands to guarantee the best use of available resources. Finally, we provide the most cost effective and consistent installations services to the greatest forces, our Marines and their families.

This is the guide which all Marine Corps Installations will follow. This plan outlines the way we support the combat readiness of the Marine Corps while meeting the requirement for sustainability and affordability as well as maximize our Facilities Sustainment Restoration and Modernization.

The strategy is to ensure the long-term viability of critical training and maneuver areas through strong partnerships with surrounding communities, local, and state governments, through sharing resources, providing mutual support, and joint land use master planning. I solicit the enthusiastic support and dedicated commitment from personnel at all levels in MCICOM to accomplish the goals contained in this plan. By focusing the efforts of the entire MCICOM organization in a spirit of teamwork and common purpose, we will meet the challenges that lie ahead.


Major General J. A. Kessler
Commander

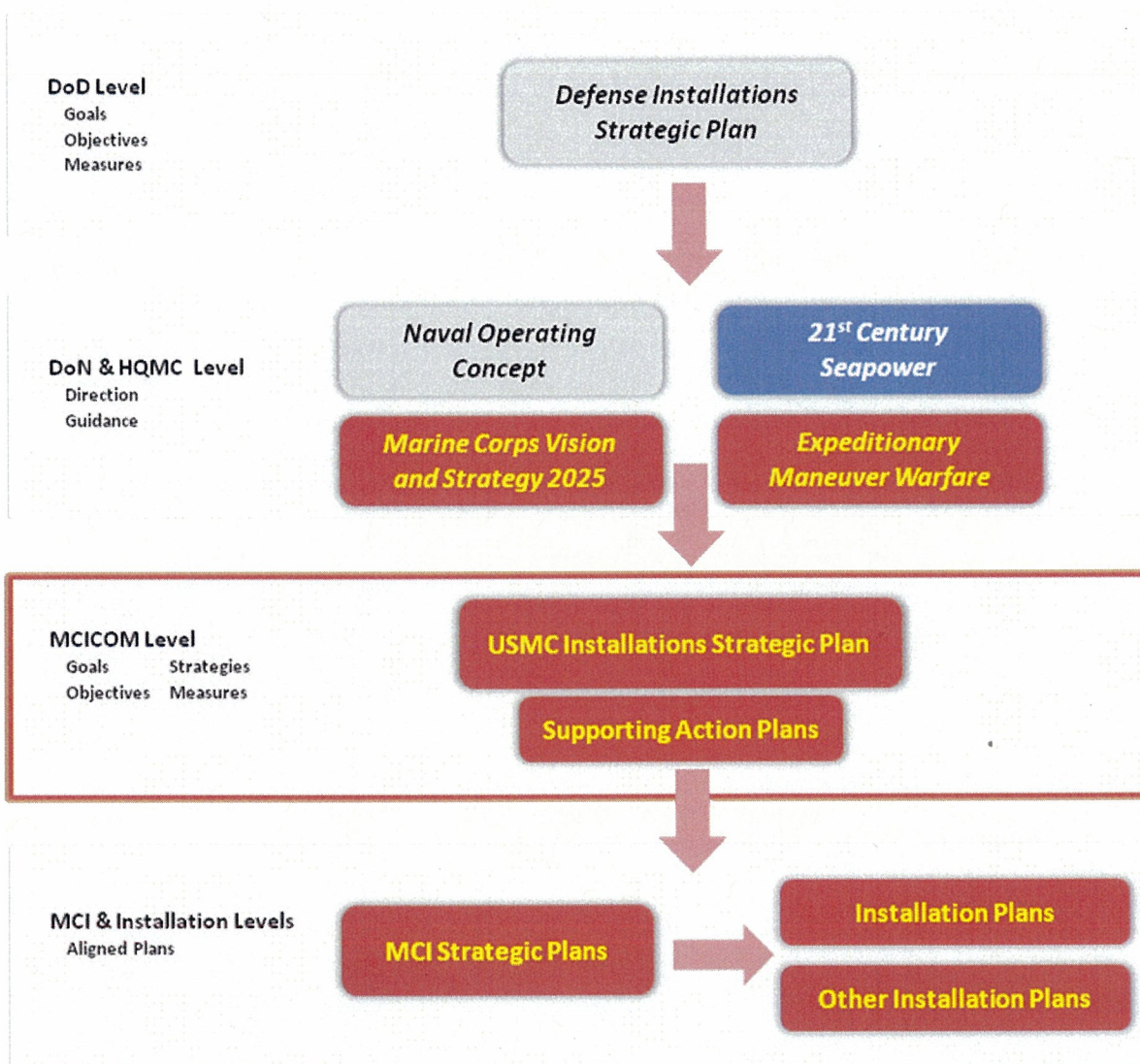
Marine Corps Installations Command



United States Marine Corps Installations Strategic Plan

Strategic Plan

Strategic planning is different from traditional long-range planning because it focuses on the enhanced future state of the organization rather than simply projecting the present state. Therefore, strategic planning is effective during periods of rapid change because it is tied to the future and focuses on positive change. While a strategic plan is often viewed as creating change, its actual purpose is to create stability during periods of rapid external change by providing a common future vision, constancy of purpose, and organizational focus. A strategic plan resolves the big issues facing the organization so the people can get on with the details.





United States Marine Corps Installations Strategic Plan

Marine Corps Installations Command

Mission

As the single authority for all Marine Corps installations matters, MCICOM exercises command and control of regional installation commands, establishes policy, exercises oversight, and prioritizes resources in order to optimize installation support to the Operating Forces, tenant commands, Marines, and family members.

Vision

All Marine Corps installations consistently provide high quality and affordable support that is directly linked to the requirements of Marine Corps Operating Forces, individual Marines, and family members. Marine Corps installations provide a significant and measurable contribution to the combat readiness of the Marine Corps.

Marine Corps installations directly support Marine Corps Operating Forces, individual Marines, and family members. They are essential components in the foundation of national defense as they are the force projection platforms that support training, sustainment, mobilization, deployment, embarkation, redeployment, reconstitution, and force protection. However, our installations face the most significant challenges in their history including increasing mission scope and complexity, declining resources, and growing threats to their long-term viability. The most pressing mission challenge is to maintain high quality installation support despite resource constraints.

Marine Corps bases and stations are a critical component of the Supporting Establishment that constitutes the MAGTF's "fifth element." They are irreplaceable national assets. They are fundamental to combat readiness providing essential training and supporting the launch, sustainment, and reconstitution of Marine operating forces. They are also integral to the quality of life of Marines, Sailors, and their families. The ability to train as a MAGTF is a fundamental requirement of readiness and a primary role for installations. Our ability to train together gives us the ability to effectively aggregate into a collective whole when needed in complex expeditionary operations. We will work to assure unimpeded access to our ranges, airspace, and training areas to support this expeditionary readiness. This initiative will focus on individual and unit training and include naval expeditionary considerations.

This will be accomplished through encroachment control using federal, state, and local governmental and nongovernmental partnerships to reduce incompatible urban growth near our installations. Also, the Marine Corps will remain responsible stewards of the natural and cultural resources aboard our installations through positive and effective environmental management. Our bases will follow best practices to ensure effectiveness and efficiency. To this end, energy conservation will be a matter of focus to reflect innovative Marine Corps environmental stewardship. (Marine Corps Vision & Strategy 2025)



United States Marine Corps
Installations Strategic Plan

Marine Corps Installations Command (MCICOM) provides a single point of focus to address these critical mission and quality of life challenges. As the single authority for Marine Corps installations matters, MCICOM conducts the command and staff actions required to accomplish its assigned mission to provide Marine Corps Operating Forces the highest possible levels of installation services and support to help maintain the warfighting readiness of the Marine Corps and quality of life.

MCICOM as the single authority at the Service level for installation matters is expected to increase the effectiveness of installation management and operations by clarifying command lines of authority and responsibility, standardizing installation functions, and ensuring installation support is directly linked to the requirements and capabilities of warfighting tenant organizations.

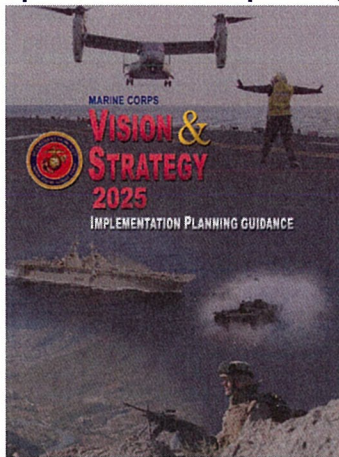
MCICOM consists of a Command Element, three subordinate regional commands; Marine Corps Installations East (MCIEAST), Marine Corps Installations West (MCIWEST), and Marine Corps Installations Pacific (MCIPAC); and the subordinate installations in each MCI region .



United States Marine Corps Installations Strategic Plan

Part I - Overview of Mission, Roles, and Organizational Structure

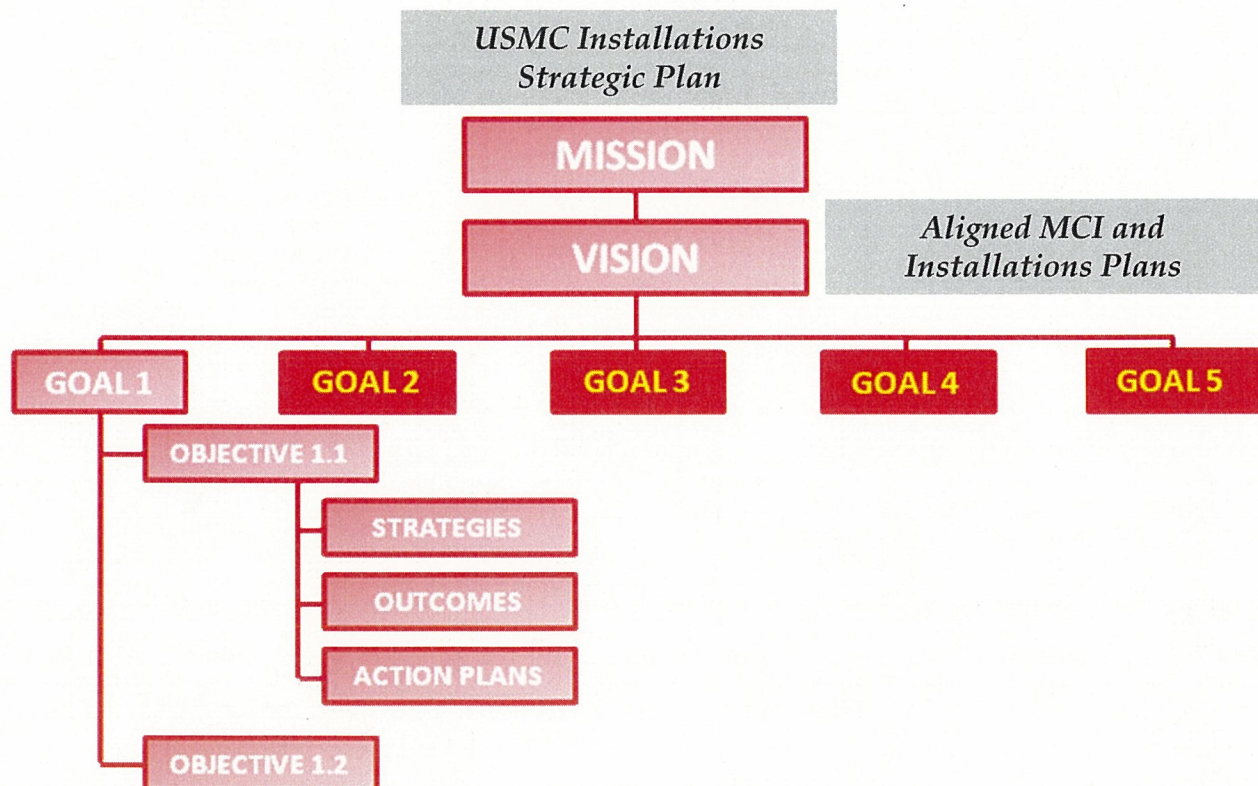
The fundamental aim of the MCICOM Strategic Plan is to enhance installation support of the Marine Corps' warfighting readiness. This plan provides necessary guidance to subordinate commands. It outlines the way in which MCICOM will continue to strengthen the partnership with the Operating Forces and more closely link installation support to the requirements of the MEFs and tenant organizations at all Marine Corps installations. Focusing installation support on the priorities of the Operating Forces will ensure effective support for the warfighting mission as well



as the best use of all available resources. To be successful, warfighting excellence must be supported with well-managed installation operations which are both effective and efficient. This Plan accomplishes this by mandating high performance goals and affordability in all installation operations.

This Plan seeks to ensure the future viability of all Marine Corps installations as highly capable training and force projection platforms for the Operating Forces. It addresses threats to the long-term viability of installations such as encroachment, aging infrastructure, declining resources, environmental restrictions, and increased energy costs with a multi-faceted approach. This includes best planning and management practices, land use and facilities master planning, range modernization program, natural and cultural resources planning, energy management, and partnerships with surrounding communities.

Plan Framework





United States Marine Corps Installations Strategic Plan

Part II - USMC Installations Strategic Goals and Objectives

USMC Installations Strategic Goals

**Enhance
Installation
Support of
Warfighting
Readiness**

**Ensure
Long-Term
Viability
of all
Installations**

**Provide High
Quality,
Sustainable &
Affordable
Installation
Support**

**Optimize
Workforce
Excellence**

**Promote
Critical
Partnerships**

Supporting Marine Corps Readiness



The Strategic Plan expands the scope and detail of previous USMC installation strategic plans. The five strategic goal areas in this plan encompass numerous issues critical to the successful long-term mission performance of Marine Corps installations. The greater depth of detail in this plan results from specific objectives which include strategies, outcomes, and supporting plans that facilitate accomplishment of each objective.

This Plan provides an overall strategic management structure for MCICOM that engages all levels of the organization, to include the MCIs and installations. It shall be utilized to fully integrate planning and implementation of the strategies set forth in this document. It provides the basis for development of aligned strategic plans by each MCI and shall be used for the development of the MCIs Campaign Plans. A progressive reporting structure will monitor and manage implementation of each strategic objective across the entire installation enterprise. This will engage all installations in a common purpose and focused effort on the most important issues.



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Goal 1: Enhance Installation Support of Warfighting Readiness



The primary goal for MCICOM is to enhance installation support of the Marine Corps' warfighting readiness. This will be accomplished by more closely linking installation support to the operational requirements of MEF and tenant organizations, establishing feedback systems to provide continuous assessment of support, and participate as a key stakeholder in the improvement of the formal installation readiness reporting system to monitor the overall viability of installation support. MCICOM will also

establish close working relationships with all Marine Corps and other Defense organizations that support, have a stake in, or establish policy governing effective installation operations and capabilities.

Objective 1.1: Link installation support directly to the requirements of MEF and other tenants

Focusing installation support on the priorities of the Operating Forces will ensure effective support of the warfighting mission and the best use of available resources.

Strategies:

- Assess resource capabilities to perform Mission Essential Tasks and related Marine Corps Tasks and standards
- Establish a standard, formal process for all installations to obtain continuous feedback on base support from MEF and other tenants and then rapidly respond
- Establish close working relationship with all Marine Corps and other Defense organizations that support, or have a stake in effective installation operations

Outcome: Installation support, to include prioritization and resourcing, are tied to established service levels in support of Installation MEF/Tenants.

Supporting Action Plans:

- MCICOM Customer Support Management Plan



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Objective 1.2: Ensure effective installation support through the installation readiness reporting program

The Marine Corps installation readiness reporting system includes the Defense Readiness Reporting System and other tools to maintain the mission capability and effectiveness of Marine Corps installations despite resource constraints.

Strategies

- Use the Defense Readiness Reporting System (DRRS) installations mission essential tasks (METs)
- Incorporate compatible aspects of DoD standards
- Use outcome-focused performance measures for USMC base operations
- Use best practices and tools to improve readiness ratings at all installations

Outcome: Installation support is provided in order to improve capabilities and readiness of operating forces and tenants. Deficiencies or gaps are identified and prioritized for resolution.

Supporting Action Plans:

- MCICOM Installation Readiness Reporting Plan

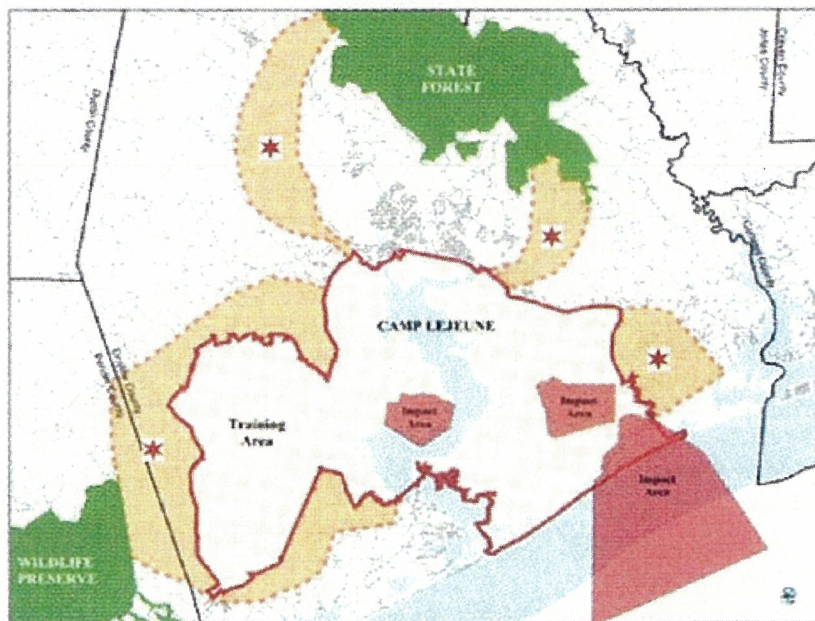




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Goal 2: Ensure the Long-Term Viability of All Installations

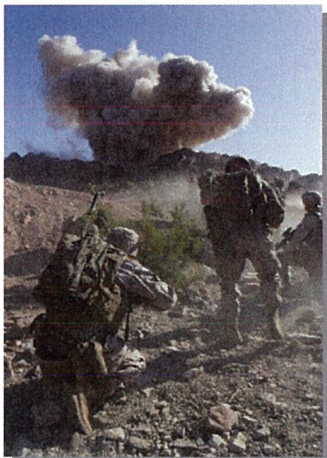
A fundamental goal of Marine Corps Installations Command is to ensure the future viability of all



★ Potential Compatible Use Zones
and Nature Corridors

Marine Corps installations as training and force projection platforms for the Operating Forces. However, there are numerous threats to the long-term viability of installations: sustaining aging infrastructure and providing effective training and range support despite declining financial resources; incompatible development and encroachment by surrounding communities; maintaining quality of life while addressing issues such as increased security, traffic congestion, and expectations for ever improving housing; and maintaining community support while addressing the interests of local communities. Effectively addressing this wide range of issues requires a multi-faceted approach supported by several key objectives.

Objective 2.1: Support combat readiness by providing the training support to meet the requirements of the Operating Forces



Comprehensive and realistic combat training is recognized as a key factor in the combat power of U.S. military forces. Training support is a top mission priority for Marine Corps installations. MCICOM will closely coordinate with Marine Forces Command, Marine Forces Pacific, Marine Corps Combat Development Command, and Marine Corps Training and Education Command on training support requirements and the planning and development of training facilities and ranges at installations.

Strategies:

- Align training ranges and facilities with current and emerging MEF, MARFOR, TECOM, and NAVAIR training requirements
- Support development and implementation of comprehensive range modernization plans for all installations
- Support full utilization of technology to maximize live and virtual training support capabilities



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- Identify, manage, and mitigate environmental risks, impacts, and restrictions through development and implementation of the Integrated Natural and Cultural Resources Management Plans for all installations

Outcome: Marine Corps installations provide a comprehensive array of modern training ranges and facilities that are capable of delivering sustained training support that meets the readiness requirements of the Operating Forces.

Supporting Action Plans:

- USMC Range Development and Modernization Plan



Objective 2.2: Support Combat Readiness by Strengthening Mobilization and Deployment Support



Rapid global and homeland deployment is a key to the long-term relevancy of U.S. Marine forces. The transportation and deployment support provided by USMC installations directly affects the combat readiness and deployment requirements of the Operating Forces and is one of the most important aspects of base support.

Strategies:

- Develop a MCICOM Mobilization and Deployment Infrastructure Support (MDIS) Plan to meet surge capacity and intermodal transportation requirements
- Assess current and future transportation and heavy lift support requirements and capabilities for USMC installations
- Seek Joint funding for deployment infrastructure projects
- Use advancing technologies to enhance base traffic management and freight transportation functions



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Outcome: Marine Corps installations will provide transportation and deployment support meeting the requirements and needs of the operating forces.

Supporting Action Plans:

- MCICOM Mobilization and Deployment Infrastructure Support Plan

Objective 2.3: Support readiness by configuring installation assets to meet the requirements of the Operating Forces



To effectively support warfighting readiness, installation assets must be configured and managed to align with and directly support the facilities, basing, and training requirements of the Operating Forces and other tenant organizations/commands.

Strategies:

- Closely link installations to the Operating Forces with an effective basing strategy
- Locate installations to support maximum integration of MAGTF elements
- Provide installations with the capacity to support day-to-day missions and surge capacity to support mobilization and contingency operations
- Use automated facilities master planning
- Develop and deploy standardized Installation Geographical Information and Services at all installations to support effective installation and asset management
- Eliminate excess and obsolete facilities inventories to reduce costs
- Provide adequate family housing, unaccompanied personnel housing, and transient housing
- Develop and implement MILCON strategies to fill critical infrastructure gaps
- Provide timely and cost effective facilities maintenance services
- Provide modern, reliable, and secure telecommunications infrastructure and support
- Promote maximum utilization of family housing, unaccompanied personnel housing, and transient housing
- Identify surplus facilities to be used to meet new requirements, converted for other uses, or demolish
- Use the Facilities Sustainment, Restoration and Modernization (FSRM) plan and develop priorities within FSRM

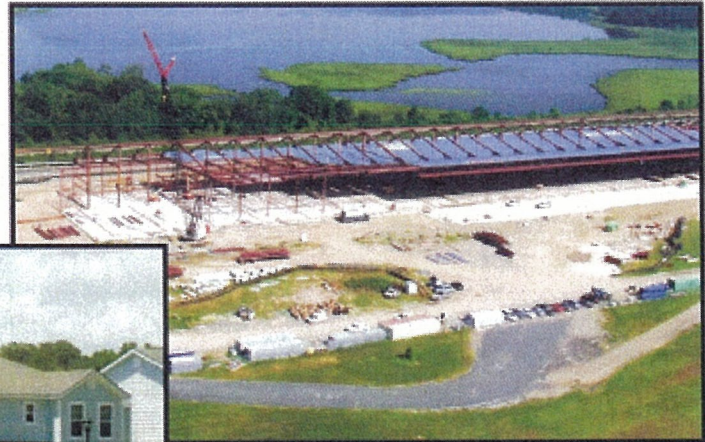


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Outcome: Marine Corps installations provide modern and cost effective infrastructure to meet all operational requirements and provide a superior quality of life.

Supporting Action Plans:

- Installation Master Plan
- MCICOM Base Telecommunications Infrastructure (BTI) Master Plan
- MCICOM Data Management Plan



Objective 2.4: Sustain installation readiness and long-term viability by effectively managing environmental and natural resources

The long-term viability of Marine Corps installations depends on effectively balancing the training support mission with the need to protect and maintain natural resources and the environment.

Strategies:

- Use Integrated Natural and Cultural Resources Management plans at all installations to protect the environment and reduce restrictions on military land use
- Maintain local and regional conservation partnerships to establish natural buffer areas for installations
- Use the Environmental Management System (EMS)
- Implement Pollution Prevention Plans at all installations
- Adopt a standard automated Hazardous Material/Hazardous Waste Management System that interfaces with Marine Corps procurement and contracting systems
- Reduce solid and hazardous waste disposal requirements
- Maintain and protect archaeological, historical, and cultural heritage sites



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- Ensure compliance with all air, land, and water environmental requirements
- Ensure sustainability by reviewing potential environmental impacts on all projects



Outcome:

Marine Corps installation staffs are national leaders in effectively managing natural and cultural resources and the environment while providing highly effective training support to the Operating Forces.

Supporting Action Plans:

- MCICOM Environmental Management System
- Integrated Natural and Cultural Resources Management Plan
- Pollution Prevention Plan

Objective 2.5: Provide Effective Installation Protection

Providing effective installation protection is essential to maintaining the mission capability, operational readiness, and quality of life of Marine Corps organizations, personnel, and families.

Strategies:

- Coordinate Mission Assurance-related programs across the supporting establishment by working within the Marine Corps Mission Assurance-Enterprise Road Map
- Prioritize and develop procedures to implement effective installation protection programs
- Adopt an integrated, comprehensive “all hazards” approach to hazard identification, hazard mitigation, emergency response, and recovery
- Consolidate required assessments to meet DoD standards and provide commanders with a comprehensive picture of risks present at installations



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- Implement effective emergency management and response communications, mass notification and warning, and Common Operational Picture (COP) technologies to support Installation Protection programs per SECDEF mandates



- Coordinate planning with tenant units for all Mission Assurance-related programs
- Conduct coordinated all-hazards training and exercises across Mission Assurance-related programs
- Ensure current physical security technology and security requirements are incorporated into all new contracts, where appropriate
- Coordinate installation support of Homeland Defense with MARFORNORTH
- Foster and expand joint public safety operations and training with surrounding communities



- Continuously improve first response capabilities at installations emphasizing Chemical, Biological, Radiological, Nuclear, High Yield Explosive (CBRNE) and Hazardous Material (HAZMAT) capabilities
- Preserve operational capability by identifying and controlling Environmental, Safety, and Occupational Health (ESOH) risks
- Reduce workplace accidents and Workers Compensation costs
- Implement a MCICOM Integrated ESOH Program



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Outcome:

Marine Corps installations meet DoD standards for all Mission Assurance-related programs, effectively manage ESOH risks, and provide a high level of security and emergency services which support operational readiness.



Supporting Action Plans:

- Marine Corps Mission Assurance-Enterprise Roadmap
- MCICOM Integrated ESOH Program Plan

Objective 2.6: Guard Against Encroachment

Coordinate all functional elements of installations, ranges, and training area management to provide for our bases' and stations' long term viability and ability to support realistic training. Encroachment control describes both current mitigation efforts underway as well as planned prevention efforts to be taken between local, regional, and national public and private entities involved.

Strategies:

- Use the MCICOM Encroachment Control Plan
- Pursue Encroachment Partnering opportunities with local, state, non-governmental organizations, and interested citizens to optimize land use
- Protect land from development incompatible with military requirements
- Proactively engage federal, state and local governments to protect against loss of assets and flexibility due to encroachment
- Reduce the impact of operations and training on local communities

Outcome: Beneficial partnerships with surrounding and regional communities, local and state governments, and foreign host nations to ensure current and future operational capability of Marine Corps installations, stations, and ranges.

Supporting Action Plans:

- MCICOM Encroachment Control Plan
- MCICOM Joint Land Use (JLUS) Plan



Goal 3: Provide High Quality, Sustainable, and Affordable Installation Support

MCICOM faces a strategic imperative to provide continued levels of support to Marine Corps warfighters while confronting significant resource constraints. This mandates high performance and affordability in all installation operations.

The Marine Corps is a combat force, not a business. To be successful, however, we need to support warfighting excellence with well managed operations that are both effective and efficient. (MARINE CORPS ORDER 5220.12)

Installations provide a wide array of support operations and services. These range from facility maintenance to range management to force protection to recreation services. Modernizing and standardizing these efforts require a large, ongoing, and intentional effort by MCICOM. To be successful, warfighting excellence must be supported by lean, agile, and standardized support operations allowing installations to respond quickly to MEF operational requirements while maintaining a high quality of life for Marines and their families, all with reduced financial resources.

Objective 3.1: Continuously improve the performance of installation operations by applying the best available practices

A key aspect of the MCICOM installation management strategy is to use modern tools and best practices to enhance the readiness of Marine Corps by continually working to improve the speed, quality, and affordability of supporting installation operations.

Strategies:

- Standardize governance and procedures replicating best practices across all installations
- Replicate best practices across all USMC installations
- Review installation transformation goals and measure their performance
- Use performance tools and methodology to improve installation operations

Outcome: The use of modern management tools and best practices are totally focused on strategic and customer priorities and continuously improves the performance of installation support functions.

Supporting Action Plans:

- Management Practices Plan
- MCICOM Cost Management Plan
- MCICOM Customer Support Management Plan

Objective 3.2: Continually reduce operating costs while ensuring installation mission capabilities are not sacrificed

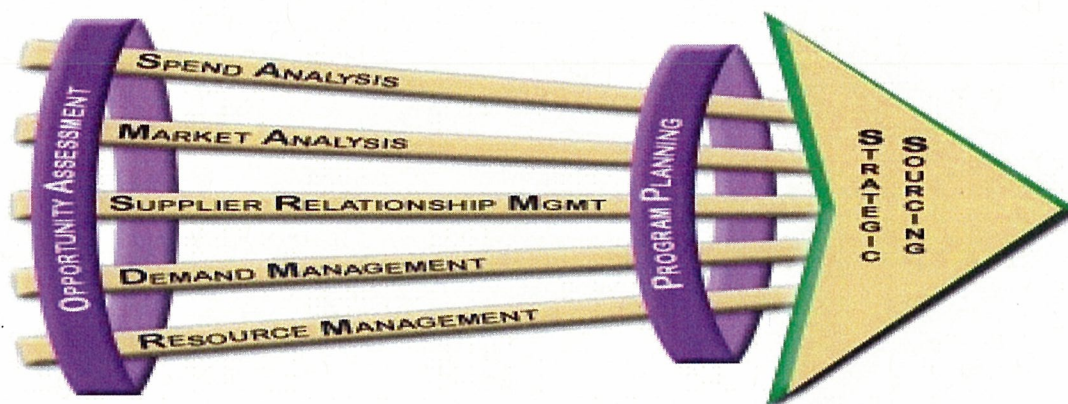


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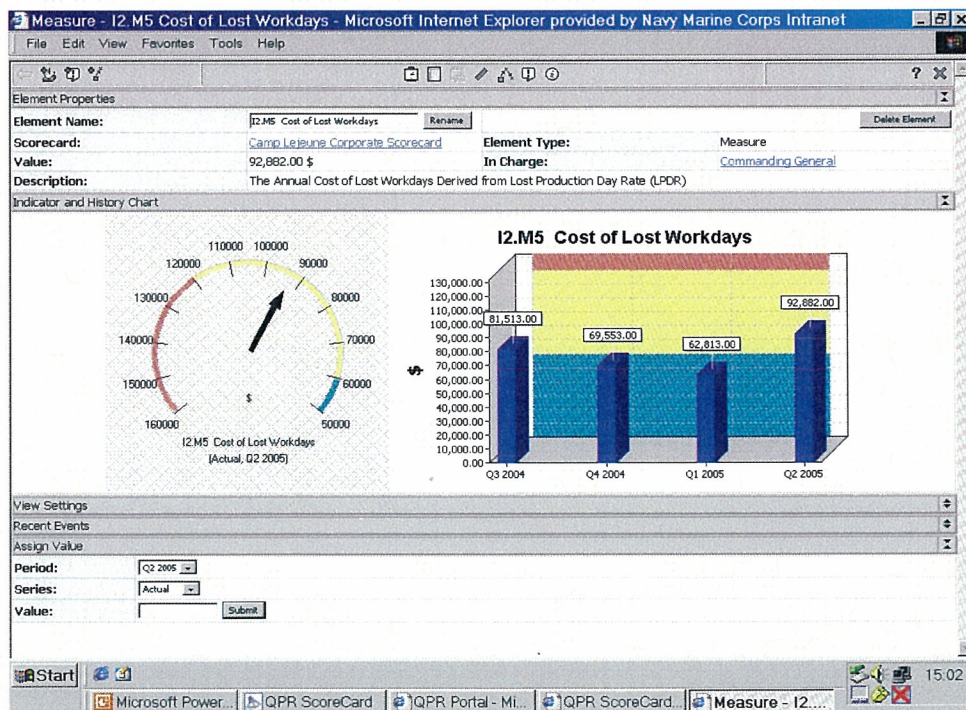
To meet reductions in future budgets, a realignment of resources is necessary. Maintaining high quality bases for the Operating Forces requires adoption of leading edge cost management practices while continually monitoring the provision of critical support.

Strategies:

- Prioritize installation service levels based on criticality to MEF/Tenant mission support
- Use standard cost and performance goals for key installation functions
- Use effective manpower, financial, and infrastructure resource planning models
- Reduce overhead and non-value added functions and costs



- Use strategic sourcing to leverage MCICOM enterprise-wide buying power
- Monitor and manage timely execution of funds
- Standardize, to the maximum extent possible, the structure and staffing levels for MCICOM regions and installations
- Use internal management controls to improve the integrity and functioning of critical processes





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- Reduce lost-time accidents and Workers Compensation costs
- Institutionalize the use of effective capacity and asset management techniques at all installations
- Use Regional Master Plans and Facility Utilization Assessments to minimize new construction
- Eliminate excess facilities or infrastructure
- Support a clean financial audit opinion

Outcome: All Marine Corps installations consistently provide affordable, high quality support that meets the key requirements of tenant organizations.

Supporting Action Plans:

- Installation Readiness Reporting Plan
- MCICOM Cost Management Plan
- MCICOM Strategic Sourcing Action Plan
- MCICOM Customer Support Management Plan

Objective 3.3: Advance Energy Initiatives to reduce the cost of operating installations

Implementing energy and water management initiatives will ensure a secure, reliable, and affordable energy and water supply to support operating forces and their families; reduce lifecycle operating costs of Marine Corps installations and manage future commodity price volatility; and support our Nation's efforts to reduce greenhouse gas emissions and environmental impacts, reduce dependence on foreign oil, and promote conservation of water supplies.

Strategies:

- Instill awareness and accountability for energy, fuel, and water usage in all installation users
- Measure and improve energy & water performance
- Transition energy efficiency from discretionary to mandatory in planning, decisions, and actions
- Quickly and proactively adopting new technologies
- Maintain energy security

Outcome: Energy and water resources provided at a level necessary to support the operational requirement to sustain and enhance the combat readiness of the Marine Corps. Operational readiness, quality of life, and safety shall not be compromised to achieve energy and water efficiencies; however, these should not be viewed as incompatible goals. The energy efficient operation of assets will be consistent with mission requirements. Prudent energy and water management will be part of operational procedures, planning criteria, and scheduling. Energy efficiency and sound energy and water management will be the standard for all installation and operational units.

Supporting Action Plans:

- USMC Energy Strategy



Goal 4: Optimize Workforce Excellence

The Marine Corps has a dedicated and very experienced installations workforce with extensive skills in all aspects of installation operations. Several factors affect the quality and productivity of a workforce: positive culture and morale, individual job skills, effective work processes, effective skill training, teamwork and cooperation, quality of facilities and tools, communication and knowledge sharing, performance incentives, and good leadership. Also, during this period of rapid change, there is a need for effective transition planning and enhanced change management skills. All of these factors must be addressed to maintain a high performing workforce.

Objective 4.1: Develop a Trained and Capable Customer-Oriented Workforce

Identify the requirements for the installations workforce and provide skill training to maintain the workforce capability despite turnover and organizational change.



Strategies:

- Use the comprehensive MCICOM Installation Workforce Training and Development Plan
- Create Individual Development Plans (IDP) for each installation employee
- Implement the MCICOM Human Resources Management Plan

Outcome: A highly skilled and productive workforce.

Supporting Action Plans:

- MCICOM Human Resources Management Plan
- MCICOM Installation Workforce Training and Development Plan

Objective 4.2: Create a Climate for Action

Link the individual job goals to the goals of the organization, supporting and rewarding the use of best practices which are essential to maintaining a high performing workforce.

Strategies:

- Define and focus all workforce activity on mission priorities
- Link the job goals of each employee to the strategic and operational goals of the organization
- Reward superior performance through incentives and awards



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Outcome: The work of every member of the USMC installations workforce is focused on mission priorities. All members actively participate in the continuous improvement of work processes through the application of best practices.

Supporting Action Plans:

- MCICOM Human Resources Management Plan
- MCICOM Installation Workforce Training and Development Plan

Objective 4.3: Create a Positive Employee Climate

Promote effective communication and relationship building between all levels of the organization to maintain a supportive and satisfying work environment.

Strategies:

- Conduct annual climate workforce surveys
- Act on all issues identified in the annual workforce climate survey
- Implement the MCICOM Installation Workforce Communication Plan
- Use Marine Corps Leadership Principles and Traits
- Maintain a workplace that is free from discrimination in any of its policies, procedures and practices

Outcome: The morale of the Marine Corps Installations Command workforce is consistently high and continuous communication between all levels of the MCICOM organization contributes to a high degree of loyalty and commitment to the mission and goals of the organization.

Supporting Action Plans:

- MCICOM Human Resources Management Plan





Goal 5: Promote Critical Partnerships

Community support for the Defense mission is essential to the operational capability of Marine Corps installations. Partnerships with surrounding communities, state and local governments, and foreign host nations to promote the numerous areas of mutual interest are essential to sustaining the mission capability of our installations.

Objective 5.1: Continually Work to Enhance Community Support for the Defense Mission

Communicating effectively with communities and governmental entities to foster continuing support for the Marine Corps mission will leverage areas of mutual benefit.

Strategies:

- Use the MCICOM Community Relations and Communication Plan
- Use an annual Community Key Audience Survey to continually improve relations
- Foster and expand installation/community public safety and mutual aid operations
- Develop information programs to promote public support of the Defense mission
- Maintain a wide range of community relations events and programs
- Reduce the negative impact of operations and training on local communities
- Support the access of local businesses to Department of Defense business opportunities
- Use learned best practices of communities/municipalities
- Use shared services and resources

Outcome: The current and future operational capability of Marine Corps installations is assured by strong, mutually beneficial partnerships with surrounding communities, state and local governments, and foreign host nations.

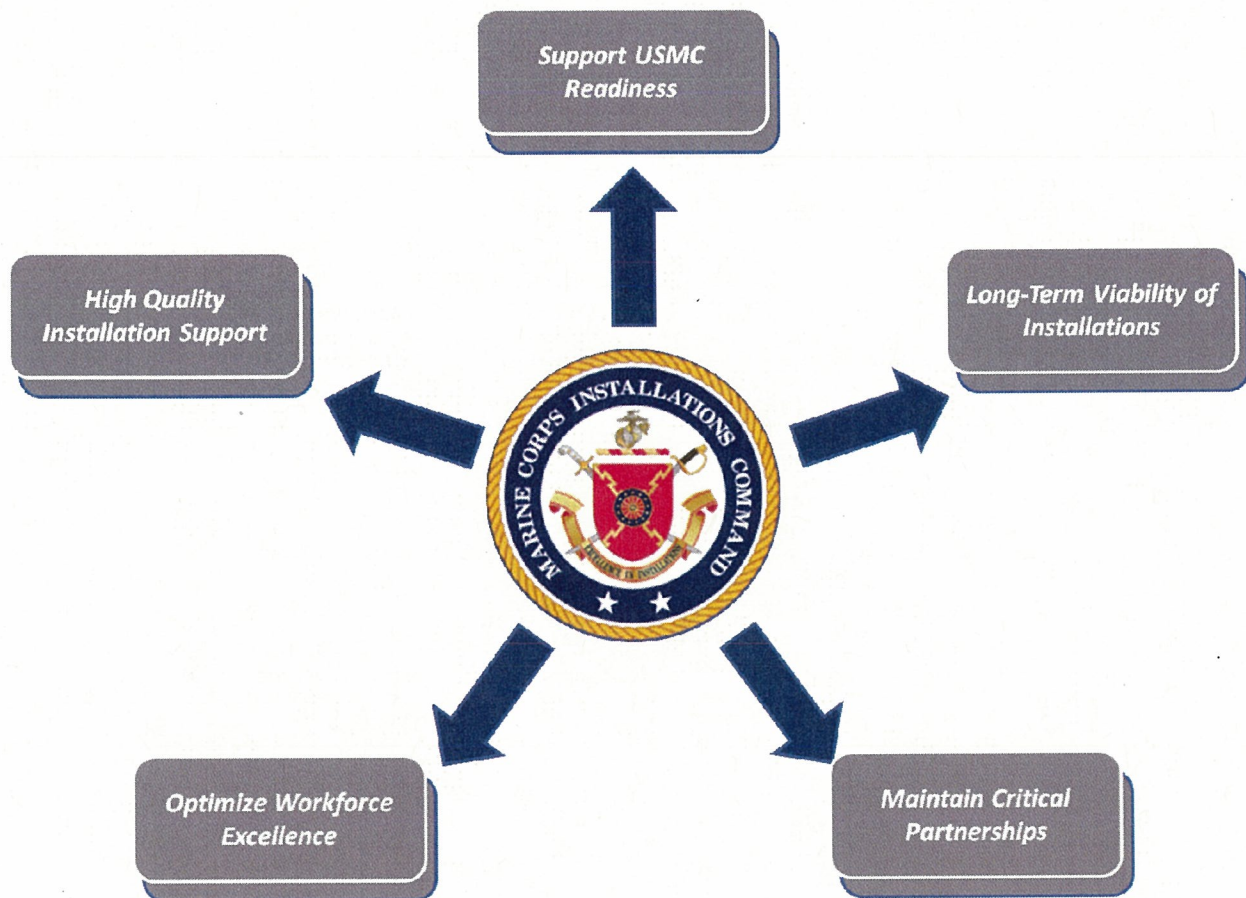
Supporting Action Plans:

- MCICOM Strategic Communication Plan
- MCICOM Community Partnership Plan



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Part III Achieving Success



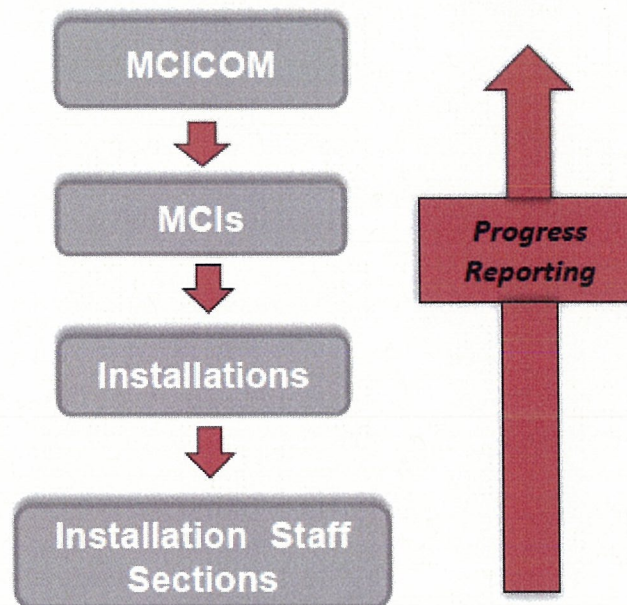
This Strategic Plan outlines the way MCICOM will support the combat readiness of the Marine Corps with consistently high quality installation support while meeting the requirement for sustainability and affordability. This plan addresses the strategic mission issues facing Marine Corps installations and will guide the USMC Installations Campaign Plan that provides additional implementation detail for each strategic goal and objective. This approach supports the focused and rapid action required to successfully meet the critical challenges and strategic priorities facing our installations. This Plan is aligned with DoD, DoN and Marine Corps strategic guidance and specifically addresses the key issues facing Marine Corps installations.

Strategic Progress Reporting

Each of the MCICOM strategic goals align with the appropriate perspective of the strategic plan. A progress reporting structure will monitor implementation of each strategic objective across the entire installations enterprise.



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Part IV Way Ahead

To meet the ever changing warfighting landscape and maintain our role as the *Nations' Expeditionary Force in Readiness*, Marine Corps installations must continue to be flexible and responsive.

Our installation assets must support this environment. MCICOM will meet the most significant challenges through the development of a comprehensive Campaign Plan. This plan will go in depth on Strategic Resourcing, Implementation Metrics, Gap Analysis, Strategic Laydown, and Political Capital. The Campaign Plan will include actions and metrics to implement and achieve the goals and objectives of this Strategic Plan. Each regional installation command will publish a Strategic Campaign Plan.

MCICOM is committed to comprehensive asset management framework to enhance overall sustainability and support of the Marine Corps mission.



Appendix A - Supporting Plans and Systems

Management Practices Plan. A key aspect of the MCICOM installation management strategy is use of modern business tools and best practices to continually improve the speed, quality, and affordability of installation operations. This plan establishes standard operational performance targets for key installation functions and then utilizes analysis and benchmarking to identify best business practices and replicate and standardize those practices at all installations. Central to this plan is use of Continuous Process Improvement (CPI) tools. Significant cost and productivity gains are produced with CPI, so it is an essential part of the MCICOM strategy to ensure high performance and affordability in all installation operations. The plan standardizes and focuses the mission of installation Business Performance Offices (BPOs) and the MCICOM and MCI BPOs to support and coordinate the replication of best practices and the application of CPI tools and techniques. (OPR; G-5)

Environmental Management System (EMS). The Marine Corps EMS provides a systematic approach to integrating environmental considerations into mission decisions and operations. It also institutionalizes continuous improvement of environmental management and reduction of risks through effective planning and preventive and corrective actions. (OPR; GF)

Installations Master Plan. Every installation is required to maintain a Facilities Master Plan that identifies the facilities needed to support installation and tenant mission requirements. Facilities master planning for Marine Corps installations is a collaborative effort between installations and the Naval Facilities Engineering Command. (OPR; GF)

Installation Readiness Reporting Plan. Establishing a Marine Corps installation readiness reporting system is critical to maintaining the mission capability and effectiveness of Marine Corps installations. This plan addresses the development of common installation service metrics and standards and readiness metrics and reporting for Marine Corps installations. It provides for linkage of key installation support functions with MEF support requirements and alignment of USMC installation readiness reporting with the Defense Readiness Reporting System (DRRS). (OPR; G-5)

Installation Workforce Training and Development Plan. Identifying the core competencies for the installations workforce and providing skill training is essential for maintaining workforce capability despite turnover and organizational change. This plan addresses the identification of the core competencies required for the USMC installation workforce, development of a comprehensive installation workforce development and training program, and development of Individual Development Plans (IDP) for every installation employee. (OPR; G-1)

Integrated Environmental Safety and Occupational Health (ESOH) Program Plan. Preserving operational capability by identifying and controlling environmental, safety, and occupational health (ESOH) risks is a critical aspect of effective installation operations. This plan establishes workplace accident reduction and Workers Compensation cost reduction targets for all installations and outlines a fully integrated and comprehensive approach to workplace safety and occupational health. (OPR; GF)

Integrated Natural and Cultural Resources Management Plan. All installations are required to develop Integrated Natural and Cultural Resources Management Plans to sustain



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installation military readiness while maintaining environmental integrity. Maintaining ecosystem integrity promotes effective overall stewardship by protecting the natural and cultural environment, ensuring sustainable use of the installation, balancing environmental protection with the training support mission, and minimizing management costs and effort. (OPR; GF)

Marine Corps Mission Assurance-Enterprise Roadmap This Roadmap reinforces the integration of essential activities through focused headquarters Protection advocacy and supporting Mission Assurance processes to better achieve the holistic protection end state, mindset, and capabilities critical to our sustained ability to execute the National Military Strategy. It provides the guiding vision, goals, and objectives necessary to appropriately plan and execute Protection-focused programs and capabilities for our Service using a mission assurance approach. (OPR; G-3)

MCICOM Base Telecommunications Infrastructure (BTI) Master Plan: Every Marine Corps installation has a significant investment in telecommunication cable and data network distribution systems supporting hundreds of Automated Information Systems (AISs). This infrastructure is critical to Command and Control (C2) and directly supports the functioning of combat forces on Marine Corps Bases. The continual advancement in technology, coupled with high costs to modify, challenges our ability to sustain and adequately update this infrastructure. Organizations (local and enterprise) have independently leveraged this infrastructure to fill gaps or increase capability. Consequently, many of these initiatives are not aligned with our service infrastructure. This lack of alignment potentially leads to duplicative efforts, inadequate life cycle support plans, hidden costs, low return on investment, lack of standardization, ineffective delivery of service, infrastructure capacity limitations, and the introduction of security risks. This master plan will establish telecommunication capacity goals, identify telecommunication capacity deficiencies, develop a transition plan to support BTI improvements, and direct the implementation of the plan. (OPR; G-6)

MCICOM Strategic Communication Plan. All MCIs and installations currently engage in some level of strategic communications with surrounding communities to maintain good relations and continuing community support. This plan outlines a focused and standardized approach to strategic communication between installations and surrounding communities and State and local governmental entities. It provides key messages regarding the Marine Corps mission, message maps that can be used by MCI and installation personnel to formulate local communication content and address common issues and questions in a standard and uniform manner. It also outlines the use of a standard Community Key Audience Survey to periodically measure the level of community support and identify issues and problems that require mitigation action. (OPR; PAO)

MCICOM Community Partnership Plan. Community support of the Marine Corps mission is critical to the long-term viability of our installations. This plan outlines the approach for promoting various partnerships with surrounding communities, state and local governments, and foreign host nations in areas of mutual interest in order to sustain the mission capability of USMC installations as force projection platforms. (OPR; G-7)

MCICOM Cost Management Plan. Operating in an era of austerity while maintaining high quality installation support to the Operating Forces requires leading edge cost management practices. This plan details the implementation of the numerous aspects of the MCICOM cost management strategy including prioritizing installation functions based on criticality to mission support; establishing standard cost performance targets for installation functions; effective resource planning and capacity and asset management; monitoring and reducing overhead and non-value added functions and costs; reducing energy consumption; and using strategic sourcing to leverage MCICOM enterprise-wide buying power to obtain goods and services at lower costs. (OPR; G-8)



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MCICOM Customer Support Management Plan. This plan addresses the actions required to more closely link installation support to the operational requirements of MEF tenant organizations, obtain key base support requirements/service levels from MEFs/tenants, and establish a “customer relationship management” feedback system to provide continuous assessment of support from tenants and then rapidly respond to problems or emerging requirements. (OPR; G-3)

MCICOM Data Management Plan. This plan provides guidance in standardizing and streamlining operational processes with the objective of efficient, effective automated data exchanges. A specific goal is to eliminate waste as it relates to time, money, and resources by zeroing in on unneeded data, redundant efforts, and inefficient processes. This Plan also provides a future vision and roadmap for the associated management of data capabilities. Additionally, this Data Management Plan serves as both a communications mechanism and a strategic planning tool, providing the I&E Community with a detailed process flow of the road ahead. (OPR; G-6)

MCICOM Encroachment Control Plan. This plan addresses several major aspects of encroachment control using federal, state and local government, and nongovernmental partnerships to reduce incompatible urban growth near our installations. (OPR; G-7)

MCICOM Human Resource Management Plan. This plan addresses several major aspects of effective workforce management including a standard organization and position grading structure for all MCICOM installations, position management standards, performance incentives, workforce communication, and use of an Employee Climate Survey to measure employee satisfaction and identify issues that may require mitigation. (OPR; G-1)

MCICOM Joint Land Use (JLUS) Plan. JLUS Plans are used by installations and nearby communities to preserve long-term land use compatibility; protect mutual safety, welfare, and quality of life, and maintain the mission capability of the installation. This plan outlines the MCICOM policy and approach for JLUS plans at Marine Corps installations. (OPR; G-7)

MCICOM Mobilization and Deployment Infrastructure Support (MDIS) Plans. The transportation and deployment support provided by USMC installations directly affects the combat readiness and deployment capability of the Operating Forces. This plan addresses this very important aspect of base support and how installations will meet surge capacity and intermodal transportation requirements. It includes periodic studies by USTRANSCOM to assess current and future transportation and heavy lift support requirements and capabilities for USMC installations and the use of advancing technologies to enhance base traffic management and freight transportation. (OPR; G-3)

Pollution Prevention Plan. Numerous Federal laws and regulations impose requirements for prevention of pollution by DoD organizations. All installations are required to develop Pollution Prevention Plans with three main components to reduce the quantity of toxic and hazardous chemicals and materials acquired, used, or disposed of through efficient material management; increase the diversion of solid waste; and maintain a cost-effective, on-site waste prevention and recycling program/facility. (OPR; GF)

Strategic Sourcing Action Plan. Strategic Sourcing involves the leveraging of a large organization’s buying power to obtain goods and services at better terms and conditions over the life cycle of those goods and services. It is a systematic process that incorporates Enterprise Spend Analysis, Market Analysis, Supplier Relations Development, Demand Management, and Resource Management into the sourcing process. This plan outlines the approach for applying strategic sourcing across the USMC installations enterprise, forming strategic sourcing



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commodity teams for installation-specific commodities, and coordinating with the Marine Corps, DoD, and Federal governance structure for strategic procurement initiatives. (OPR; G-5)

USMC Range Development and Modernization Plan. Comprehensive and realistic combat training is recognized as a key factor in the combat power of U.S. military forces and training support is a top priority for Marine Corps installations. MCICOM will closely coordinate with Marine Forces Command, Marine Forces Pacific, Marine Corps Combat Development Command, and Marine Corps Training and Education Command on training support requirements and the planning and development of training facilities and ranges at installations. (OPR; G-3)

USMC Energy Strategy. Reduction in the use of energy and the increase of renewable energy is a top priority for Marine Corps installations. MCICOM will closely coordinate with Marine Forces Command, Marine Forces Pacific, Marine Corps Combat Development Command, and Marine Corps Training and Education Command on requirements and the planning and development of energy efficient facilities at installations. (OPR; GF)



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