

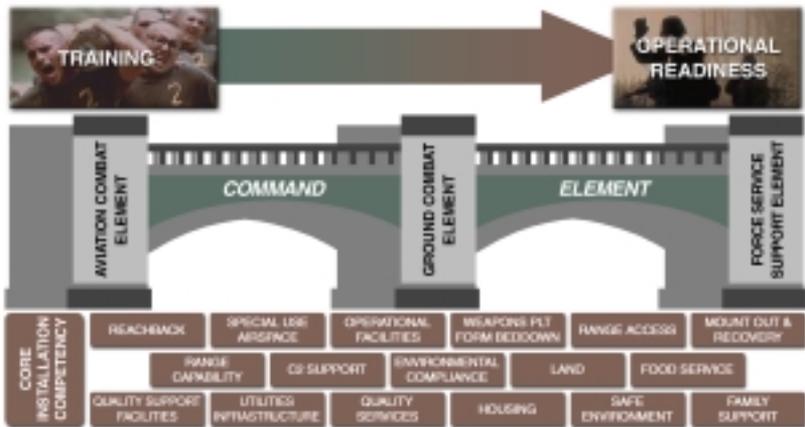


Marine Corps Installations Strategic Plan



***"Bases and stations are
the fifth element of the MAGTF"***

Installations - The Fifth Element ...



The Fifth Element and the Operating Forces are vitally linked providing the foundation that supports the MAGTF, from training through Operational Readiness to Deployment to Reconstitution

Department of the Navy
Headquarters United States Marine Corps
Washington, DC 20380-1775

28 June 2004

Installations 2020 (I2020) was published in April 2001 to provide a common vision for our bases and stations to keep pace with force modernization and changing operational requirements outlined in *Marine Corps Strategy 21*. This *Installations Strategic Plan* serves as the next level of direction, providing a six-year road map, working toward achieving the *Installations 2020 vision*.

Marine Corps bases and stations are the “fifth element” of the Marine Air Ground Task Forces (MAGTFs) because of their close and critical link to the operating forces. Installations must transition in step with the warfighters’ changing requirements. By diligently pursuing the enclosed installation goals, strategies, measures, and performance targets, our bases and stations will be poised to meet the needs of the warfighter in the 21st century. Each installation has latitude in finding the best method to achieve the desired end state, but must look beyond its own fence line to balance installation centric decisions with those that support future Marine Corps global strategy.

I challenge our facility management professionals to refer to this plan and its guiding principles often when making decisions on infrastructure investments to ensure they truly support operational force capability requirements. With a concerted effort, we can all assure our bases and stations are positioned to meet not only future operational demands of concepts such as Seabasing, but also the quality of life deserved by our Marines and family members.



Lieutenant General Richard L. Kelly
Deputy Commandant, Installations and Logistics
HQMC

2020 is the lens through which Marine Corps Leadership will evaluate resource decisions to make the 5th Element vision a reality.

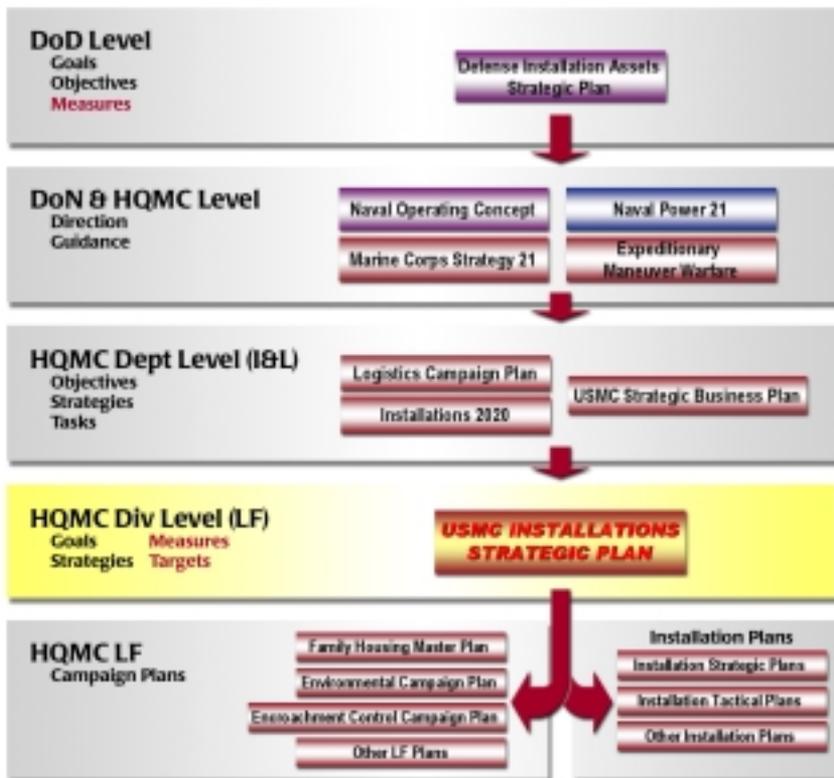


The Installation Strategic Plan provides the framework for implementing this vision.

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USMC Installations Strategic Guidance Hierarchy



This representation of the USMC installations strategic guidance hierarchy shows the linkage provided by the USMC Installations Strategic Plan between HQMC level plans, program campaign plans, and intermediate command and installation level plans, using a *measured and monitored approach* to achieve the objectives of the Installations 2020 vision. It also illustrates the relationship with Defense level installation guidance and support of broader business and logistics reform initiatives.

Introduction

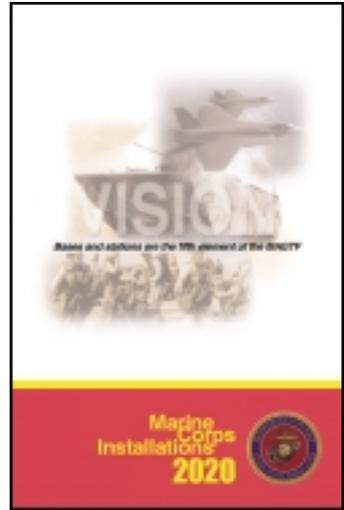
In 2020...

Marine Corps Installations provide a high-quality training environment and are recognized as directly supporting "Total Force Readiness."

Commanders in the operating forces understand the vital role installations play in training the force, launching and recovering the force, providing reachback to our deployed forces, instilling and maintaining the Marine Corps core values, and providing for our Marines and their families.

...the Corps[has] invested to keep installation infrastructure in pace with Operating Force mission requirements to ensure an equitable balance between training and quality of life.

Marine Corps Installations 2020 vision



This USMC Installations Strategic Plan has been established to help Marine Corps installations achieve the I2020 vision. The plan is based on the core competencies, which link installations to the Operating Forces, and their direct relation to the pillars of Installations 2020. The plan recognizes and incorporates our direct and vital link as the 5th element of the MAGTF while also supporting the broader business and logistics reform initiatives and DoD level strategies.

The plan is focused on providing critical installation support to Marine Operating Forces -- a combined arms force that fights from land to air to sea, from blue waters to littorals and

beyond. Therefore, the goals within this plan apply to supporting three-dimensional air, land, and sea MAGTF requirements at the installation level. Future iterations will include incorporating and adapting to Sea-Basing and Joint-Basing support requirements as they become better defined.

The goals, strategies, measures and performance targets serve to:

- (1) articulate the link between Installations and Operating Forces and the Installation Advocate's role;*
- (2) provide investment emphases and justification for resource decisions in order to achieve targets set forth within the plan;*
- (3) identify areas of critical interest and set priorities for installation requirements;*
- (4) provide a framework for policies and programs;*
- (5) address tools needed to meet targets;*
- (6) monitor progress towards achieving the I2020 vision;*
- (7) link with other strategic documents including OSD's Installation Assets Strategic Plan; and*
- (8) address contingency planning and consequence management.*

Headquarters Marine Corps Facilities and Services Division program specific Campaign Plans will provide program and installation managers with more specific guidance to achieve the goals of the plan. As always, achievement towards the goals will be dependent on the success of obtaining the necessary resources.

Figure 1 shows the relationships between fifth element core competencies and Installations 2020 pillars.

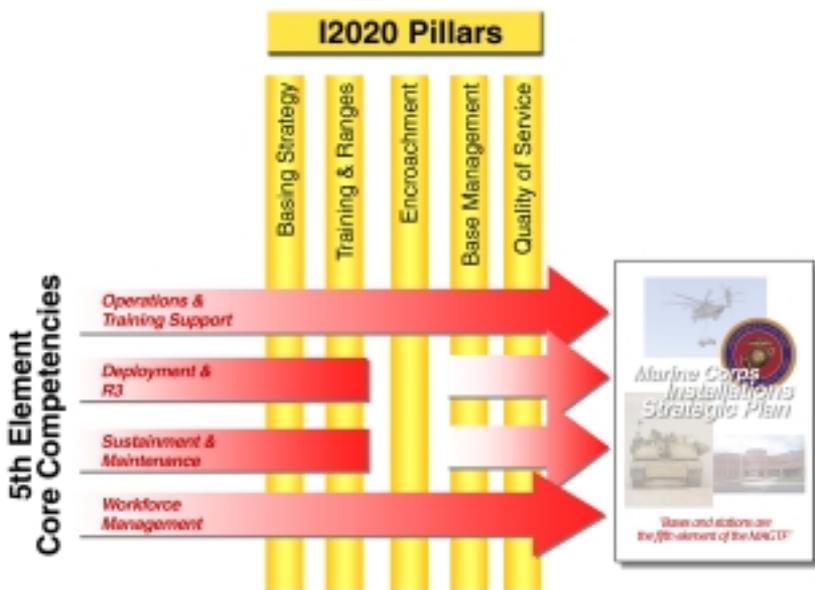


Figure 1

Installation Core Competencies Defined

Operations and Training Support

Provide MAGTF, tenant, and joint Operations and Training with adequate and unencumbered maneuver space and live fire ranges to support weapons and tactics, techniques and procedures (TTPs) of today and tomorrow.

Deployment and R3

Provide rapid and efficient Deployment and Redeployment/Regeneration/Reconstitution of Forces (R3) through access to adequate Air Ports of Embarkation (APOE), Sea Ports of Embarkation (SPOE), robust lines of communication, reachback, and sustainment to enable force projection.

Sustainment and Maintenance

Provide MAGTF and tenant Sustainment and Maintenance with adequate facilities and services that are flexible, safe, and clean to meet training, mission, mobilization, force protection, and surge requirements.

Workforce Management

Ensure our workforce of Total Force Marines and Civilian Marines is equipped, fully trained, and capable of completing the Mission.

The following guiding principles serve as the foundation for all goals and strategies within this plan. The content of this plan, and all HQMC(I&L/LF) guidance, is purposely aligned with these principles.

Installations/5th Element Guiding Principles

- ★ Sustain the Foundation of Combat Readiness
- ★ Support Operating Forces First and Always
- ★ Instill and Reflect the Marine Corps Ethos
- ★ Focus on Innovation and the Future



Core Competency Goals

Operations and Training Support

- Goal 1** Support Current and Future Training Requirements
- Goal 2** Guard Against Encroachment

Deployment and R3

- Goal 3** Meet Surge Capacity Requirements
- Goal 4** Meet Intermodal Transportation Requirements

Sustainment and Maintenance

- Goal 5** Provide Cost Effective, Quality Facilities of the Appropriate Size and Location for Support of Training and the Mission
- Goal 6** Provide Cost Effective, Quality Services in Support of Training and the Mission
- Goal 7** Provide Force Protection

Workforce Management

- Goal 8** Define, Shape and Train the Installation Management Civilian Workforce

Goal 1

Support Current and Future Training Requirements



Installations serve as a realistic operation and training platform, providing varied and realistic landscapes, air space, and sea access, suitable to fulfill Title 10 responsibilities.

Strategy 1.1: Develop Compatible Land Use Plans covering lands within and surrounding our installations and ranges to support current and future range requirements as established by TECOM and the installations.

Measure 1.1.1: % Integrated Natural Resources Management Plans completed and implemented

Target: 100% by 2005

Measure 1.1.2: % Range Environmental Vulnerability Assessments completed

Target: 100% by 2008

Measure 1.1.3: % Real Estate Site Assessments completed

Target: 100% by 2008

Operations & Training Support

Goal 2

Guard Against Encroachment



Coordinate all functional elements of installations, range, 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.

Strategy 2.1: Pursue Encroachment Partnering opportunities with State, non-governmental organizations, and interested citizens to optimize land use and to protect land from development incompatible with military requirements.

Measure 2.1.1: % of installations with ranges that have protocols in place to determine encroachment effects on ability to use land for military readiness activities

Target: 100% by 2009

Measure 2.1.2: # of installations with Conservation Forums in place

Target: 8 by 2006

Goal 3

Meet Surge Capacity Requirements



Ensure appropriate facilities and service support during surge requirements for both exit and re-entry.

Strategy 3.1: Complete mobilization plans at installation and regional levels including adequate surge capability.

Measure 3.1.1: % of installations with complete mobilization plans

Target: 100% by 2009

Deployment & R3

Goal 4

Meet Intermodal Transportation Requirements



Ensure appropriate agreements are in place and/or available when requirements for multiple modes of transportation arise.

Strategy 4.1: Pursue partnering with state and local governments and commercial entities to ensure road, rail, air, and river access to APOE and SPOE.

Measure 4.1.1: % of installations whose operational units' access to road, rail, air, and sea meets all Joint and Marine Corps operational plan requirements

Target: 100% by 2009

Goal 5

Provide Cost Effective, Quality Facilities of the Appropriate Size and Location for Support of Training and the Mission



Ensure the war-fighter has the optimal infrastructure to support training, mission deployment, and reconstitution of forces by leveraging information technology, and employing efficient and effective facility management programs that justify and champion requirements.

Strategy 5.1: Maintain an IT leveraged, robust, and integrated asset management capability to accurately define, site, justify, and maintain and protect infrastructure requirements and personnel.

Measure 5.1.1: % of installations with up to date approved Master Plans

Target: 100% by 2009

Measure 5.1.2: % installations using GIS systems compliant with data and systems standards

Target: 100% by 2005

Measure 5.1.3: % Active Duty installations using USMCMAX

Target: 100% by 2005

Sustainment & Maintenance

Strategy 5.2: Restore and maintain overall USMC investment in real estate assets to meet mission.

Measure 5.2.1: % of facilities inspected IAW NAVFAC Manual MO322

Target: 100% by 2008

Measure 5.2.2: % of facilities categories with CORRS ratings C2 or better

Target: 100% by 2010

Measure 5.2.3: current recap rate

Target: not to exceed 67 years by 2008

Measure 5.2.4: % of Sustainment Model funding executed on sustainment

Target: 100% beginning in 2007

Strategy 5.3: Eliminate excess costly, over aged infrastructure.

Measure 5.3.1: % reduction of SF of inadequate facilities due to physical condition

Target: 10% reduction of inadequate SF every year

Measure 5.3.2: # of backlogged demolition projects

Target: 0 by 2005

Strategy 5.4: Provide adequate bachelor housing for permanent party enlisted Marines.

Measure 5.4.1: # of inadequate (ganghead) barracks spaces

Target: 0 by 2005

Measure 5.4.2: % of Marines adequately housed in two-man-per-living –space assignment standard bachelor housing

Target: 100% by 2012

Goal 6

Provide Cost Effective, Quality Services in Support of Training and the Mission



Ensure the war-fighter has the optimal Base Operating Support (BOS) services to support training, mission deployment, and reconstitution of forces by leveraging information technology, and employing best value management systems that justify and champion requirements.

Strategy 6.1: Maximize use of best value methods to satisfy installation services requirements.

Measure 6.1.1: % utilities systems of US Active Bases competed for Utilities Privatization

Target: 100% by 2005

Measure 6.1.2: % GME fleet evaluated for leasing

Target: 100% by 2006

Measure 6.1.3: Validation of GME inventory size

Target: 100% by 2007

Measure 6.1.4: % of alternative fuel use requirements met for alternative fuel vehicles

Target: 100% by 2008

Measure 6.1.5: % food service Acceptable Quality Level (AQL) met

Target: 100% by 2008

Strategy 6.2: Provide adequate family housing services.

Measure 6.2.1: # of inadequate or substandard government owned homes

Target: 0 by 2007

Measure 6.2.2: # of deficit of homes

Target: 0 by 2010

Measure 6.2.3: % of families adequately housed

Target: 100% by 2010

Strategy 6.3: Meet energy reduction goals.

Measure 6.3.1: % reduction in MBTU/KSF (from 1985 baseline)

Target: Non-Industrial: 30% by 2005, 35% by 2010

Industrial: 20% by 2005, 25% by 2010

Strategy 6.4: Promote effective and efficient environmental management.

Measure 6.4.1: % of installations with implemented Environmental Management Systems

Target: 100% by Dec 2005

Measure 6.4.2: % class 0 and 1 funded

Target: 100% beginning in 2004

Measure 6.4.3: % Site Investigations for Munitions Response Sites completed

Target: 100% by 2011

Measure 6.4.4: % previous Environmental Compliance Evaluation findings resolved

Target: 100% by 2005

Measure 6.4.5: # installations on significant non-compliance list

Target: 0 by 2005

Strategy 6.5: Promote effective and efficient facilities protection and emergency response management.

Measure 6.5.1: % of fire departments completing all hazard risk and response coverage assessments

Target: 100% by 2006

Measure 6.5.2: % of fire departments providing advance life support emergency medical services and ambulance transport

Target: 100% by 2008

Goal 7

Provide Force Protection



Installations foster the essential link between bases and community and maintain accessibility through powerful, flexible, protection resources and measures.

Strategy 7.1: Maintain Critical Infrastructure Protection (CIP) Plan, balancing access and security.

Measure 7.1.1: % of installations CIP plans implemented

Target: 100% by 2006

Measure 7.1.2: % of installations with plans developed to mitigate vulnerabilities identified in Joint or Naval installation vulnerability assessments

Target: 100% by 2006

Measure 7.1.3: % mission critical and high occupancy assets that meet AT/FP criteria

Target: 100% by 2009

Goal 8

Define, Shape, and Train the Installation Management Civilian Workforce



Investing in the professional growth and development of Civilian Marines to manage the infrastructure and services needed to support the warfighter.

As defined by the Defense Acquisition University, "the facilities engineering career field encompasses a variety of professional individuals with diverse skills focused on the design, construction, and lifecycle maintenance of military installations, facilities, civil works projects, airfields, roadways, and ocean facilities. It involves all

facets of life-cycle management from planning through disposal, including design, construction, environmental protection, base operations and support, housing, real estate, and real property maintenance. "

Workforce Management

Strategy 8.1: Identify core civilian professional requirements and develop a Facilities and Environmental Management Community of Interest plan to develop leadership and technical installation management skills.

Measure 8.1.1: % of installations with a Facilities and Environmental Management Community of Interest plan

Target: 100% by 2005

Measure 8.1.2: % of Facilities and Environmental Management Community of Interest civilian staff meeting requirements

Target: 100% by 2007

Operations & Training Support



Deployment & RB

Sustainment & Maintenance



Workforce Management

- Sustain the Foundation of Combat Readiness***
 - Support Operating Forces First and Always***
 - Instill and Reflect the Marine Corps Ethos***
 - Focus on Innovation and the Future***