



STRATEGIC PLAN 2040



**MARINE CORPS INSTALLATIONS EAST —
MARINE CORPS BASE CAMP LEJEUNE**

MAY 2017

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MESSAGE FROM THE COMMANDER



Marine Corps Installations East-Marine Corps Base Camp Lejeune (MCIEAST-MCB CAMLEJ) was designated a singular command on 3 April, 2012. It is the Supporting Establishment component and critical platform for the Operating Force's to generate combat readiness, project power, reconstitute, and to provide quality of life; it is a warfighting enabler. This strategic plan details how MCIEAST-MCB CAMLEJ will evolve and employ strategy to advance its long-term viability and resilience through economic, innovative, sustainable, and intelligent infrastructure, facilities and services that are aligned to Operating Force and Tenant Command Joint and Expeditionary Warfare requirements, and to military personnel and their families. MCIEAST-MCB CAMLEJ will maintain strong and active partnerships with surrounding communities to address economic goals, the sharing of natural resources and common services, and to mitigate areas of concern.

The United States faces a period of complex geopolitical, economic, and national security challenges with internal and external competition for resources. Simultaneously, there will be rapid advances in technology that will impact all aspects of society. Enabling Operating Forces will continue as the top priority for MCIEAST-MCB CAMLEJ as they support the National Military Strategy in this environment. The focus of our efforts will be to enhance and facilitate our tenants' ability to organize, train, equip, deploy, and reach back to meet the demands of the future operating environment.

This Strategic Plan defines our path to operate smartly, leveraging state-of-the-art technology and knowledge intensive business practices to attain self-sustaining, right sized Supporting Establishment services that will directly contribute to enhanced force readiness, increased combat effectiveness, and resilience. We will challenge the status quo by creating an environment where creativity and innovation flourishes, by being laser focused on the mission, and by being early adopters of emerging and advancing concepts and technologies.

I challenge each member of our MCIEAST-MCB CAMLEJ team to personally commit to lean forward and execute the policies that support our core competencies and maintain the highest level of optimized support to enable our Operating Forces, Tenant Commands, and Training Activities.

A handwritten signature in black ink, appearing to read 'T.D. Weidley'.

T.D. Weidley
Brigadier General, U.S. Marine Corps
Commanding General

Marine Corps Installations East – Marine Corps Base Camp Lejeune

INTRODUCTION

MCIEAST-MCB CAMLEJ consists of a Headquarters located at Marine Corps Base Camp Lejeune in Jacksonville, NC and six subordinate Installations: (1) Marine Corps Base (MCB) Camp Lejeune, (2) Marine Corps Air Station (MCAS) New River, (3) MCAS Cherry Point, (4) MCAS Beaufort, (5) Marine Corps Support Facility (MCSF) Blount Island, and (6) Marine Corps Logistics Base (MCLB) Albany. The Region's installation assets and training resources under the command and management of MCIEAST-MCB CAMLEJ are immense:

- \$22 billion Plant Replacement Value
- 172,000 acres of land mass
- 7,254 square miles of training airspace
- 9,400 buildings and facilities
- 105 ranges and 98 training areas encompassing 100,000 acres
- 68 miles of railroad track
- 690 miles of roadway
- Total Marine Corps Force Served
 - 57,425 Active Duty
 - 60,232 Dependents
 - 14,818 Civilians
 - 99,347 Retirees

MCIEAST-MCB CAMLEJ installations are irreplaceable national assets and critical components of the Marine Corps' Supporting Establishment. They are fundamental to combat readiness, power projection, and sustainment, enabling essential training, staging, deployment, reach back, and reconstitution of the Operating Forces.

MISSION STATEMENT

MCIEAST-MCB CAMLEJ directly enables the generation of readiness and combat power through the command and control of assigned Marine Corps Installations in order to advance economic, innovative, and sustainable ranges, infrastructure, facilities, and services that are aligned to Operating Force and Tenant Command Joint and Expeditionary Warfare requirements, and to military personnel and their families.

VISION STATEMENT

Marine Corps Installations East establishes and maintains the Gold Standard for Regional Installation Commands across the Department of Defense (DoD). Excellence in every facet of the Installation sphere is the norm, leveraging technology, urban community advancements, interconnectedness, and a workforce characterized by professionalism, intellect, leadership, innovation, and grit. **Our Installations will be self-sustaining, impenetrable enclaves where Marine Corps forces live, train, project, and are sustained, and where our families can thrive.** Long term resilience and viability is achieved by cross-domain redundancy; multi-functional protection for installation property and personnel that is fully aware, networked, and self-monitoring; and by the application of information technology, analytics, and systems thinking to our core competencies of:

- Enabling Modern Warfighting and Power Projection
- Cybernated Infrastructure and Installation Management
- Synthesized Installation Communications and Information Services in both the physical and cyber domains
- Advanced Protection and Resiliency of our Installations and our People
- Optimized Financial Management, Accountability, and Auditability
- Energy Production, Efficiency, and Security
- Visionary Environmental Superintendence
- Life Support Generation

The focus of our efforts will be on smart, artificial intelligence (AI) partnered execution of our core competencies, including enabling modern warfighting through networked live, virtual, and constructive training and education, resetting our necessary infrastructure with self-healing industrial materials, and creating cost avoidance and hyper-efficiencies in order to position the Marine Corps for long-term sustainability at the Installation level. We will optimize our core competencies and, most importantly, the policies that enable them.

Enabling Operational Forces (OPFOR) will continue as the top priority for MCIEAST. Subordinate installations will facilitate and enable the combat readiness and mission accomplishment of the commands and organizations located aboard their respective installations by providing training facilities and training space that meets current and emerging mission-related requirements. These state-of-the-art ranges and training facilities will support an array of multi-domain operations, and be utilized by the Marine Corps, the Joint Force, interagency partners, and our allies.

The Region will maintain a system of technology enabled services designed to optimize installation performance around a highly skilled, innovative, right-sized workforce executing knowledge intensive business practices, with information technology and structured problem solving as key enablers. A majority of our civilian workforce will work in a fully virtual, telepresence model, which will reduce our footprint significantly and enable cost and

infrastructure savings. Work will no longer be a place you go to, but rather a task to be performed. Technology will underpin everything we do, and will continue to disrupt existing business practices, replacing large portions of the human installation workforce with artificial intelligence systems, robots, drones, and avatars. At the same time, technological advances will create new job opportunities in IT, cybersecurity, and areas we have not yet envisioned.

MCIEAST will posture its installations to meet future strategic environment challenges by providing guidance and direction, enabling planning, identifying revolutionary sustainability solutions, supporting the development of public and private relationships, advocating for scarce resources, and leading the transition to smart, integrated problem solving. These functions will be enabled by automation, robotics, and algorithmic-based artificial intelligence.

MCIEAST will be comprised of resilient installations investing in the production and storage of food (genetically modified crops/synthetic meat/etc.) and purified water, secure energy sources, and clean air necessary for those that live and work on the installations and local community. We will advance our ethos in the areas of water conservation, elimination of food waste, and restoration of installation vegetation and trees with those that produce the most oxygen.

Advancements in the medical sphere will drive preventive care responsibility into Marine Corps battalion-level formations, and reduce the footprint for permanent medical facilities. Prevention maintains primacy in our focus through full awareness of our individual health information in real time using biosensors and smart watch technologies synchronized with electronic health records, in order to predict future health problems and tailor remedies to an individual's DNA. Genome mapping will allow for personalized medicines to be produced at the unit level; 3D-printed replacement organs as well as robotic staff and networked avatar doctors/surgeons will be commonplace in our permanent and expeditionary medical facilities.

The Command will maintain strong and active partnerships with surrounding communities to address economic goals, the sharing of natural resources and common services/capabilities, and to mitigate areas of concern while preserving the long-term operational viability of the installations. This includes real-time, automated, continuous master planning in addition to land use partnerships with surrounding communities as well as federal, multi-state, state, regional, and local entities, to ensure compatible land development with unimpeded military access to all training areas, venues, ranges, sea and airspace, and cyber ranges.

MCIEAST, in partnership with the local experience economy, will provide a quality of life that offers the best possible services/experiences on and off-base for those who live, work, and train on our installations. Modern, leading edge technology facilities and housing; the

highest level of technology enabled community safety and security; model readiness-linked family support programs, and a wide array of Marine Corps Community Services (MCCS) for active, reserve, and retired military and civilian Marine members, will all directly contribute to enhanced force readiness, increased combat effectiveness, and improved morale, retention, and resilience.

CURRENT SITUATION

Continuing threats and low level conflicts over the next 20 years will increase the strategic importance for projecting Marine Air-Ground Task Force military power. MCIEAST-MCB CAMLEJ's priority is to provide the training and deployment platform required by the OPFORs even as budgets and resources make major acquisitions and improvements more challenging.

The increased strategic importance of MCIEAST-MCB CAMLEJ installations will also draw the interest of our adversaries, particularly those positioning themselves to conduct cyber-attacks to disrupt services, corrupt or steal information, interfere with command and control, and/or conduct physical attacks. These threats, among others, will also require greater support to and cooperation with, civil authorities to protect the force and families, secure critical installation services, support homeland defense, and assist with disaster relief.

Greater requirements will be placed on MCIEAST-MCB CAMLEJ, as our installations will base more autonomous aircraft and vehicles, and our ranges, simulation facilities, and associated airspace will enable more realistic and dynamic military training. As weapon systems develop greater capabilities, these requirements will only increase, even as civilian population growth and other encroachments threaten how Marines train to fight.

SITUATION ANALYSIS

This Strategic Plan outlines how we will develop our installation, programs, concepts, capabilities, and personnel to enable Operating Force combat readiness, combat effectiveness, and the ability to project power through 2040.

Strategic Environment

Globalization, diffusion of technology, and demographic shifts are the key factors of today's strategic environment characterized by uncertainty, complexity, and rapid change, which requires persistent engagement. There is no indication the future operating environment will be any less complex than today¹. To prepare for the future, MCIEAST-MCB CAMLEJ must continue to re-shape our installations to enable the dynamic operational requirements of the OPFORs and Logistics Commands with training support opportunities, deployment support, family services, and high-condition infrastructure.

There are several challenges MCIEAST-MCB CAMLEJ must face while moving towards 2040:

1. **Population Increases** across the eastern United States continues and presents encroachment issues to MCIEAST-MCB CAMLEJ. MCIEAST-MCB CAMLEJ must

¹ CMC Planning Guidance

protect our ability to enable OPFOR training requirements as weapon systems advance and training areas become impacted by encroachment.

2. **Global Climate Change** will directly affect global temperatures, and sea levels, and will strain natural resources, threaten military ranges, and produce coastal flooding. These effects will require greater support to and cooperation with, civil authorities.
3. **Strategic Resource Competition** will affect water, energy, food, and other strategic supplies and services. Consequently, our water, energy, and waste management utilities must become more productive, efficient, and resilient as civilian population growth will require greater quantities of these resources/services from outside our fence lines.
4. **Technological Innovation and Diffusion** will create dynamic requirements and capabilities to capture, curate, manage, and process information. As these requirements shape our information technology systems and how we manage information, communicate, and command and control our installations, we must guard against data overload and network attack. While these requirements and capabilities will present unprecedented opportunities for sustaining our support services, reliance upon them will also create operational vulnerabilities, and during a period of declining budgets, will increase our information technology procurement requirements.
5. **National Security Requirements** will require more interagency information sharing and command engagement with DoD and civil partners to secure our installations. Our adversaries will likely use irregular means and transnational coalitions to deceive us and disrupt, deny, destroy, or degrade our capabilities.

MCIEAST-MCB CAMLEJ Warfighting Functions:

Figure 1 provides the mapping of how MCIEAST-MCB CAMLEJ/installations directly align to the six warfighting functions.

Warfighting Function	Impact on MCIEAST-MCB CAMLEJ LOE	
	Impact?	Description
Maneuver	✓	Maneuver space to train (ground, air, sea, cyber)
Intelligence	✓	Maneuver space, electromagnetic spectrum, secure communication facilities and information technology required to train
Fires	✓	Training ranges and airspace provide the necessary battlespace for the effective use of fires.
Logistics	✓	Movement of Warfighting personnel and materials, as well as their families, are all coordinated/executed through installation staff. Installations are power projection platforms.
Command & Control	✓	USMC installations enable Combatant/MEF Commanders to support forces operating and communicating at global distances, deploying and maneuvering independently on multiple lines of operation from multiple points of origin
Force Protection	✓	Installations provide protection to personnel, equipment, and critical infrastructure.

Figure 1: Warfighting Functions Alignment to MCIEAST-MCB CAMLEJ

Planning Assumptions

The demand for combat-ready Marines will increase as Combatant Commanders seek high quality, individual Marines and the unique capabilities of the Marine Air-Ground Task Force. An increase in the strategic importance of the Marine Expeditionary Force will increase the strategic importance of our installations and will draw the interest of our adversaries. Next generation technology and information capabilities will also present new security vulnerabilities. Weapon system capabilities will continue to expand lethality and employment ranges and will challenge the ability of our ranges and training spaces to meet the OPFOR requirements.

Fiscal resources are a significant factor in our ability to plan for the execution of our mission, and will be influenced by cyclical variations in the DoD budget and allocation of funds through the command structure. Similarly, manpower levels, both military and civilian, have historically and will continue to fluctuate based on authorized levels. We must account for constrained levels of fiscal and manpower resources in order to ensure our planning leads to feasible and attainable results over time. We will prioritize resources toward power and communications infrastructure as key enablers of installation resiliency in the future.

Natural resource limitations will present challenges in meeting natural resource requirements and further drive us towards innovative natural resource conservation and renewable energy strategies that will lead to self-sustaining installations.

Military Construction (MILCON) will maximize natural resource's positive impact on energy requirements and usage.

Revolutionary, next generation information technology will reform and revolutionize how we execute our mission and core competencies, and will be leveraged to mitigate risk across the full range of installation functions. There will be an increased presence of AI and virtual technology in training and work spaces, and our facilities. As AI evolves and advances, it will drive a fundamental transition in how we operate.

FRAMEWORK

This Strategic Plan outlines how we will develop our installation programs, concepts, capabilities, platforms, and personnel to enable our tenant Operating Force and Logistic Command's readiness and effectiveness through 2040.

Our strategic plan, combined with our campaign plan and supporting action plans, is organized around a framework that includes a mission statement, command-wide vision for the next two decades, strategic goals, tactical objectives, mission essential tasks, core competencies and measureable performance objectives for achieving the vision. MCIEAST-MCB CAMLEJ Strategic Plan 2040 is aligned with the goals set forth in the MCICOM Strategic Vision 2030 as shown in Figure 2.

The MCICOM Strategic Vision 2030 is aligned with the goals set forth in the National Security Strategy, National Defense Strategy, National Military Strategy, the Secretary of

Defense (SECDEF) Strategic Planning Guidance, Defense Installations Strategic Plan (DISP), Department of the Navy (DoN) Strategic Planning Documents, as well as the Marine Corps Vision and Strategy 2025, Marine Corps Operating Concept How the Expeditionary Forces Operates in the 21st Century, Marine Corps Service Campaign plan, and CMC Planning Guidance.

MCICOM Level

- Lines of Effort
- Objectives
 - Strategies
 - Desired Outcome
 - Supporting Action Plans

MCIEAST Region Level

- Lines of Effort
- Objectives
 - Strategies
 - Desired Outcome
 - Supporting Action Plans

Installations Level

- Lines of Effort
- Objectives
 - Strategies
 - Desired Outcome
 - Supporting Action Plans

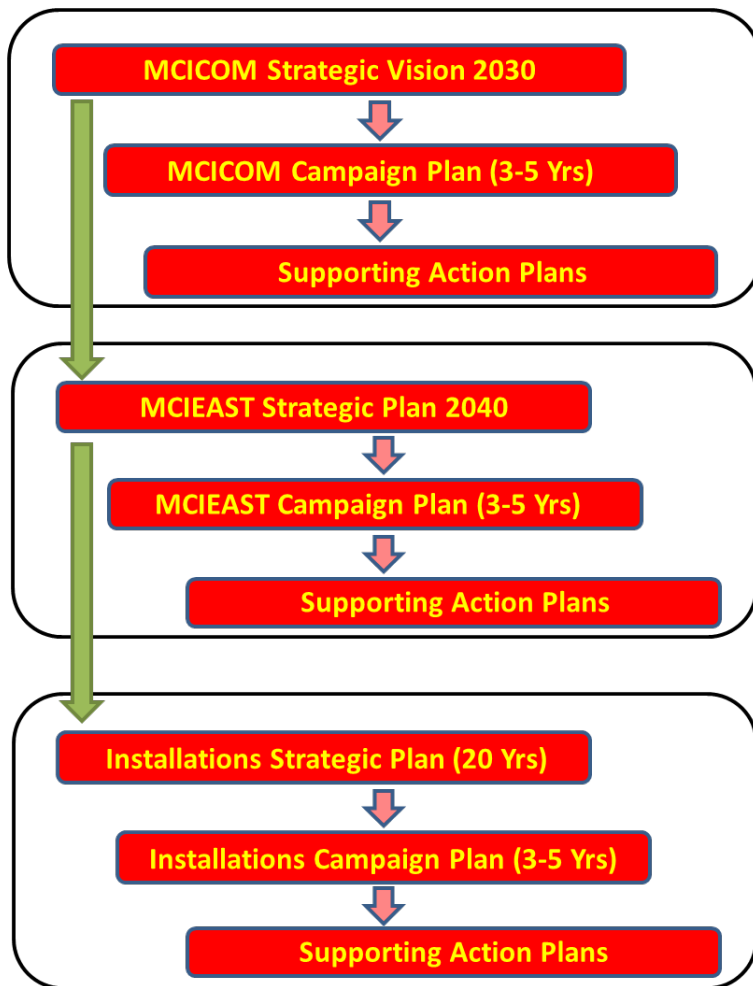


Figure 2: MCIEAST-MCB CAMLEJ Strategic Plan 2040 Framework/Alignment

The focus of effort for this Strategic Plan is to ensure the future resiliency and viability of MCIEAST-MCB CAMLEJ Installations as highly capable training and force projection platforms enabling the Operating Forces and Logistics Commands. With a multi-faceted approach, it addresses our current mission essential tasks and core competencies, the Infrastructure Reset Strategy, an ever-growing array of National Defense challenges, the increased strategic importance of our installations, and the need to evolve on-pace with the Operating Force and Logistics Command’s expanding training and execution requirements.

Figure 3 shows how this command priority and focus of effort was used as the basis for the development of our Core Competencies and Lines of Effort (LOEs).

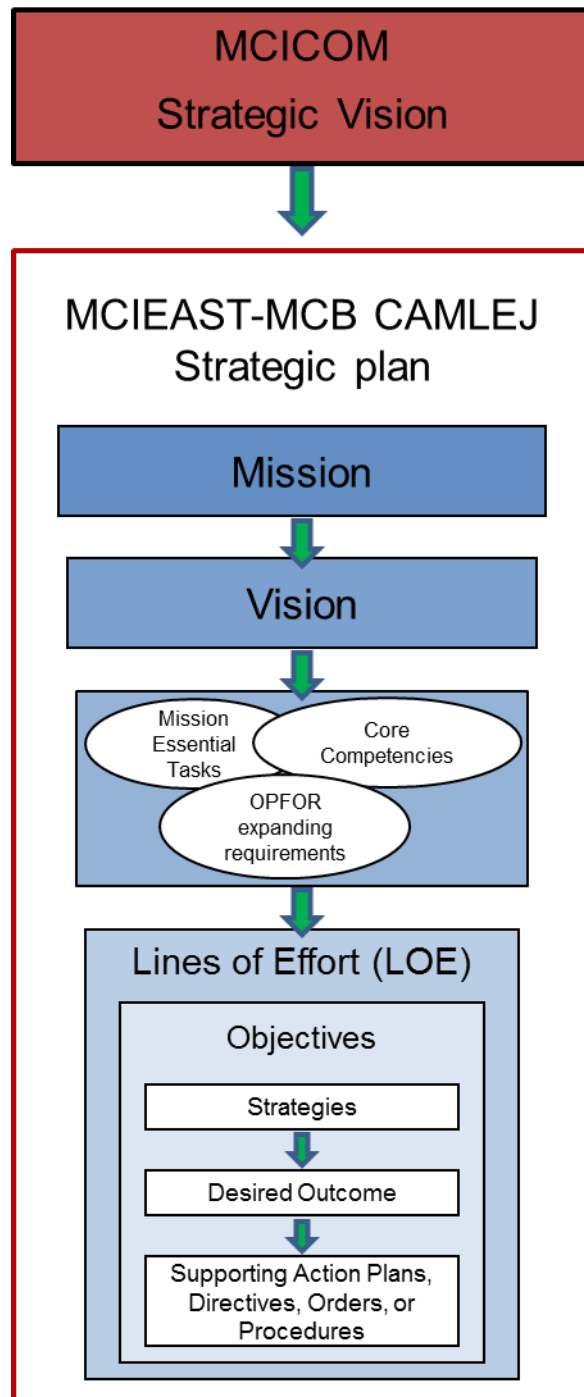


Figure 3: MCIEAST-MCB CAMLEJ Strategic Plan 2040 Organization

MCIEAST-MCB CAMLEJ CORE COMPETENCIES

Core Competencies are our defined strengths, which provide a foundation from which the Command can grow, seize new opportunities, and deliver value to our Tenant Commands. The MCIEAST-MCB CAMLEJ Core Competencies are characterized by advanced information technology, analytics, and systems thinking, and are the areas which MCIEAST-MCB CAMLEJ must focus on to ensure the overall effectiveness of the Command to meet our mission essential tasks of today and tomorrow. The Core Competencies affect all of the Strategic Plan 2040 Lines of Effort (LOEs).

Core Competencies:

- Enabling Modern Warfighting and Power Projection
- Cybernated Infrastructure and Installation Management
- Energy Production, Efficiency, and Security
- Visionary Environmental Management/Superintendence
- Optimized Financial Management, Accountability, and Auditability
- Synthesized Installation Communications and Information Services in both the physical and cyber domains
- Advance Protection and Resiliency of our Installations and our People
- Live Support Generation

Enabling Modern Warfighting and Power Projection

Enabling Modern Warfighting refers to MCIEAST-MCB CAMLEJ's top priority of providing state of the art training facilities and training space that meets current and emerging mission-related warfighting requirements of Joint and Expeditionary Forces, and supports an array of multi-domain operations. The ability to project MAGTF power from our installations via ground, air, sea, or rail must remain paramount.

Cybernated Infrastructure and Installation Management

Cybernated Installation Management refers to MCIEAST-MCB CAMLEJ's technology enabled command and control of the key installation capabilities and processes necessary to optimize installation support to the operating forces, logistic commands, other supporting establishment and tenant commands, Marines, Sailors, and family members. Our infrastructure must be linked by automated technology to operate efficiently, reduce life-cycle costs, and extend service life.

Energy Production, Efficiency, and Security

Energy Production, Efficiency and Security refers to MCIEAST-MCB CAMLEJ's commitment to installation resiliency – that is, each installation's ability to operate seamlessly, securely, and autonomously without reliance on energy sources from off the installation. Characteristics include improving the energy sustainability and efficiency, increasing procurement and use of diverse and alternative energy sources, securing the energy

ecosystem, investing in energy storage technologies, and advancing energy ethos initiatives.

Visionary Environmental Management

Visionary Environmental Management refers to MCIEAST-MCB CAMLEJ's creative, innovative, and synergistic command and control of environmental and natural resources programs necessary to comply with local, state and federal guidelines as well as environmental and land use requirements; protect human health, public safety, and the environment; and to enhance and sustain mission readiness.

Optimized Financial Management, Accountability, and Auditability

Optimized Financial Management, Accountability, and Auditability refers to MCIEAST-MCB CAMLEJ's duty to serve in the public trust through proper management control of all financial management activities linked to mission requirements and comply with all applicable policies, requirements, principles, standards, procedures, and business practices. It is the most efficient use of financial resources, accepting the responsibility for proper use of those resources, and having the ability to document the proper execution of those resources.

Synthesized Installation Communications and Information Services

Installation Communications and Information Services must be combined into a coherent whole, defined by modern technological resources, assets, services, and processes that are required to achieve and sustain decision and execution superiority, and to share information and knowledge across the Marine Corps and with mission partners.

Advanced Protection and Resiliency of our Installations and People

Installation Protection refers to MCIEAST-MCB CAMLEJ's implementation of innovative, cutting-edge mission assurance programs and capabilities at all levels of command to protect personnel; provide the highest level of technology-enabled community safety; and sustain risk management protection-related programs to adequately protect our installations, facilities, equipment, information systems, critical assets, and other supporting critical infrastructure. Resources and efforts will be focused on full-domain protection, including threat vectors from the sea, air, ground, subsurface, and cyber approaches.

Life Support Generation

Life Support Generation encompasses the pursuit of resiliency within the basic fundamental needs to sustain life. Installations will endeavor and invest in production and storage of potable water and food. We will advance our ethos in the areas of water conservation, elimination of food waste, and restoration of installation vegetation and trees with those that produce the most oxygen.

MCIEAST-MCB CAMLEJ STRATEGIC GOALS/LINES OF EFFORT (LOEs)

This Strategic Plan aligns the energy of our Core Competencies to four integrated, mutually supporting Strategic Goals/LOEs, in order to meet our mission essential tasks while advancing toward the Vision. LOEs focus our work to establishing conditions that move us in the direction of our vision, while simultaneously providing us a means to evaluate our progress. This section further develops the LOEs in order to define our installation programs, concepts, capabilities, platforms, and personnel to enable our Corps' combat readiness and combat effectiveness through 2040. Office of principle responsibility (OPR) for LOE assessment will be identified in the follow-on Campaign Plan.

Lines of Effort:

- **LOE 1: Combat Readiness Generation**

- Objective 1.1: Link installation training and operations support directly to OPFORs and other tenant requirements
- Objective 1.2: Ensure effective installation support through Installation Readiness Reporting Systems
- Objective 1.3: Provide training support to meet Operating Force combat readiness
- Objective 1.4: Support readiness by configuring installation assets to meet the reset requirements of the Operating Forces
- Objective 1.5: Continually control and maximize the effectiveness of training and operations operating costs while ensuring installation mission capabilities are not sacrificed
- Objective 1.6: Provide programs for active, reserve, and retired military and civilian members that will directly contribute to enhancing force readiness

- **LOE 2: Provide Multi-Modal Power Projection**

- Objective 2.1: Provide quality, modernized IT infrastructure and services with enhanced network performance to efficiently support the Operating Forces
- Objective 2.2: Support combat readiness by meeting logistical requirements and strengthening mobilization and deployment support
- Objective 2.3: Continually control and maximize the effectiveness of logistics operating costs while ensuring required capabilities are not sacrificed

- **LOE 3: Advancing Installation Resiliency**

- Objective 3.1: Guard against encroachment
- Objective 3.2: Promote critical partnerships
- Objective 3.3: Continually work to enhance community support for the defense mission

- Objective 3.4: Continuously improve the performance of installation operations by applying the best available practices
 - Objective 3.5: Continually control and maximize the effectiveness of operating costs while ensuring installation mission capabilities are not sacrificed
 - Objective 3.6: Sustain installation readiness and long-term viability by proactively protecting the environment and effectively managing natural resources
 - Objective 3.7: Provide effective installation protection
 - Objective 3.8: Establish a resilient cybersecurity posture to provide secure and reliable IT services in the face of a capable cyber adversary
 - Objective 3.9: Continually control and maximize the effectiveness of IT operating costs while ensuring installation mission capabilities are not sacrificed
 - Objective 3.10: Provide effective core safety services
 - Objective 3.11: Continually control and maximize the effectiveness of safety and security operating costs while ensuring installation mission capabilities are not sacrificed
 - Objective 3.12: Advance natural resource initiatives to reduce the cost of operating installations
 - Objective 3.13: Provide programs for active, reserve, and retired military and civilian members that will directly contribute to enhancing morale, retention, and resilience
 - Objective 3.14: Provide the most effective and efficient administrative services while maximizing on streamlined processes and procedures and, deriving full advantage of technology and automation
 - Objective 3.15: Continually control and maximize the effectiveness of operating costs while ensuring MCCS capabilities are not sacrificed
- **LOE 4: Enhance Our Human Capital, Aligned with Resources and the Mission**
 - Objective 4.1: Train and maintain a capable customer orientated workforce
 - Objective 4.2: Creating and maintaining the right-sized workforce to ensure effective operating cost
 - Objective 4.3: Create and maintain a climate for action
 - Objective 4.4: Create and maintain a positive work climate

LOE 1: Combat Readiness Generation

MCIEAST-MCB CAMLEJs primary LOE is to enable Marine Corps OPFORs combat readiness generation. This will be accomplished by closely linking installation support to II Marine Expeditionary Force (II MEF) and other tenant organization training and operational requirements; and continuously assessing installation functions that support their combat readiness generation. The key enablers: funding, manpower, training ranges and facilities, and deployment support directly impact combat readiness and have the highest priority for sustainment and future development.

Objective 1.1: Link installation training and operations support directly to OPFORs and other tenant requirements

Focus installation training and operations support on OPFORs and other tenant organization current and emerging requirements using the best available resources. Installations will facilitate and enable combat readiness of OPFORs by providing state of the art ranges and training facilities to support an array of multi-domain operations, utilized by the Marine Corps, the Joint Force, our interagency partners, and our allies.

Strategies:

- Assess capabilities and resources required to perform Mission Essential Tasks (METs) supporting Marine Corps Tasks List capabilities
- Establish a standard, formal process for all installations to assess II MEF and other tenant organization support and respond accordingly
- Establish close working relationships with agencies and organizations that support or have other interests in installation training and operations support
- Continue training area development to meet individual, collective, and combined arms/live-fire mission essential tasks/maneuver and joint/combined training opportunities. Align training range and facilities usage with current and emerging requirements
- Utilize technology to enhance live and virtual training capabilities
- Identify funding requirements to enhance training areas/facilities, range sustainment, and development
- Provide a full range of support for the accountability of General Equipment, Collateral Equipment and Personnel Support Equipment requirements
- Provide oversight of Defense Logistics Agency Prime Vendor contract for fuels

Desired Outcome:

MCIEAST-MCB CAMLEJ training areas and ranges provide effective and realistic training to Marines, Sailors, and joint/NATO forces. MCIEAST-MCB CAMLEJ Installations provide high quality training environments with air-ground integrated maneuver areas, live-fire ranges, full frequency spectrum electronic warfare systems and radars, weather reporting stations, targeting systems simulators, special use airspace, and range instrumentation

systems that are linked to a simulation center providing pre-exercise gaming, exercise monitoring, and post-exercise analysis.

Supporting Action Plans, Directives, Orders or Procedures:

- MCIEAST-MCB CAMLEJ Range Modernization Strategic Plan (G-3/5)
- MCIEAST-MCB CAMLEJ Regional Airspace Plan (RAP) (G-3/5)
- MCIEAST-MCB CAMLEJ Integrated Natural Resource Management Plan (INRMP) (G-F)

Objective 1.2: Ensure effective installation support through Installation Readiness Reporting Systems

Marine Corps installation readiness reporting is via the Defense Readiness Reporting System (DRRS) which identifies: issues, impact, risk, mitigation and solutions resulting from resource constraints that affect the mission capability and effectiveness of Marine Corps installations.

Strategies:

- Use the DRRS installation METS to determine effectiveness
- Use outcome-focused installation performance measures and prioritize requirements to mitigate deficiencies
- Utilize Defense Property Accountability System for the measurement of property accountability standards and lifecycle management of General Equipment assets
- Incorporate compatible aspects of Department of Defense (DoD) standards

Desired Outcome:

Installation training and operations support efficiently and effectively meet II MEF and other tenant organization operational readiness requirements and promotes their warfighting capabilities. Deficiencies, gaps, and resource constraints are identified and prioritized for resolution.

Supporting Action Plans, Directives, Orders, or Procedures:

- Marine Corps Installations Command (MCICOM) Installation Readiness Reporting Plan (G-3/5)
- Marine Corps Order (MCO) 3000.13, Marine Corps Readiness Reporting Standard Operating Procedure (G-3/5)
- Department of Defense Instruction 5000.64, Accountability and Management of DoD Equipment and Other Accountable Property(G-4)
- Secretary of the Navy Instruction 7320.10A, Department of the Navy Personal Property Policies and Procedures(G-4)
- MCIEAST Order 4400.1, Standing Operating Procedures for Management and Reconciliation of Garrison Property Custodian Asset Reports(G-4)

Objective 1.3: Provide training support to meet Operating Force combat readiness

Comprehensive and realistic combat training is recognized as a key factor in developing and maintaining the combat power of the Marine Corps. MCIEAST-MCB CAMLEJ will closely coordinate with MCICOM and II MEF to meet Operating Force readiness requirements and plan the development and sustainment of training facilities, military ranges, and training areas (TAs). Requirements for emerging/evolving technology across the full spectrum of tactical systems will be linked throughout all planning venues and documents, and addressed in all modernization and sustainment initiatives.

Strategies:

- Develop, update, transform and align Range Training Areas (RTAs) and training facilities to meet MEF and other tenant organization METs and other readiness requirements
- Define training space requirements in the Range Modernization Strategic Plan and Regional Airspace Plan.
- Support TECOM military range modernization
- Support TECOM live-fire and maneuver and virtual training support initiatives
- Develop and implement Integrated Natural and Cultural Resources Management
- Plans to identify, manage, and mitigate and minimize environmental risks, impacts, and restrictions
- Support joint training and increase the use of technology to enhance training capabilities
- Implement master planning efforts to transform RTAs and training facilities within the region and ensure unimpeded access to all ranges, airspace, and training areas
- Form partnerships at the federal, regional, state, multi-county and local installation-community levels as well as programs that support compatible land and resource use
- Support medical combat training

Desired Outcome:

MCIEAST–MCB CAMLEJ provides a comprehensive and unimpeded array of realistic RTAs facilities to support joint and USMC training in current Individual Training Standards and Mission Essential Task Lists associated with integrated, combined arms, and force-on-force training. The regional training venues employ a cost-effective mix of the latest technologies and network information environments essential to provide training support for the operating forces supporting both virtual and live training. A full spectrum of air-ground integrated maneuver ranges, live-fire ranges, electronic warfare systems and radars, weather reporting stations, targeting systems, simulators, and range instrumentation systems are linked to a simulation center that provides pre-exercise gaming and post-exercise analysis.

Supporting Action Plans, Directives, Orders, or Procedures:

- MCIEAST-MCB CAMLEJ Range Modernization Strategic Plan (G-3/5)
- Joint Land Use Study (G-7)
- Regional IT Strategic Plan (G-6)
- MCB CAMLEJ Base Master Plan (G-F)
- MCIEAST-MCB CAMLEJ MCO 3550.10 (G-F)
- Integrated Natural Resources Management Plan (INRMP) (G-F)
- MCIEAST-MCB CAMLEJ Integrated Cultural Resource Management Plan (ICRMP) (G-F)
- Range Complex Management Plan (RCMP) (G-F)

Objective 1.4: Support readiness by configuring installation assets to meet the reset 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 installation to the Operating Forces with an effective basing strategy
- Develop installation master plan to facilitate integration of MAGTF Command Elements for enhanced coordinated planning.
- Provide installation with the capacity to support day-to-day missions and surge capacity to support mobilization and contingency operations
- Develop and deploy standardized Installation Geographical Information and Services at installation to support effective installation and asset management
- Provide timely and cost effective facilities maintenance services
- Provide modern, reliable, and secure telecommunications infrastructure and support
- Sustain facilities at a minimum condition rating of Q2 or “good” condition
- Transforming the method by which the installation provide non-tactical vehicle mobility
- Identify all customer requirements, align to appropriate functions, and cost each accordingly
- Utilize, maintain, and automate the installation facility master planning
- Pursue facility improvement, replacement, and expansion through Facilities Sustainment, Restoration, and Modernization (FSRM) and Military Construction (MILCON) project submission to fill critical infrastructure gaps and eliminate obsolete facilities
- Provide and promote maximum utilization of adequate family, unaccompanied personnel, and transient housing
- Provide and promote maximum utilization of quality of life facilities (e.g., fitness centers, recreational facilities, etc.)
- Provide timely and cost effective facilities maintenance services
- Provide all water/wastewater/electrical, HVAC, and telecom infrastructure requirements in the safest and most economical and sustainable means

- Develop an installation energy strategy that addresses mission capability, energy ethos, energy information, energy efficiency, renewable energy and alternative fuels, and energy resiliency and security
- Continually monitor the readiness of all critical systems and equipment, employing industrial control systems where applicable
- Exploit leading edge technologies in all future opportunities to modernize facilities and housing

Desired Outcome:

Long term viability and resiliency of our infrastructure will be achieved by cross-domain, redundant multi-functional protection for infrastructure that is fully aware, networked, and self-monitoring. MCIEAST–MCB CAMLEJ allocates resources to installation functions based on strategic priorities balanced against operational requirements. Requirements are accurately defined and linked to plans that make the most effective and efficient use of resources. MCIEAST–MCB CAMLEJ continues refinement of installation functions with the goal of eliminating excessive redundancy, providing for economy of scale, establishing core competencies, and determining resource requirements at a given risk level. Working closely with the local communities the Installation will become self-sustaining environments.

Supporting Action Plans, Directives, Orders, or Procedures:

- MCB CAMLEJ Base Master Plan (G-F)
- Regional IT Strategic Plan (G-6)
- MCIEAST Energy and Water Strategy (G-F).
- MCB CAMLEJ Maximum Utilization and Demolition (MUD) Plan (G-F)
- Continuous Process Improvement Policy Letter 13-12 (G-8 (BPO))

Objective 1.5: Continually control and maximize the effectiveness of training and operations operating costs while ensuring installation mission capabilities are not sacrificed

Maintaining high quality installations for supporting the OPFORs requires adoption of leading edge financial management practices while continually monitoring the provision of critical support. Business processes, analyzed in the context of the customer's highest priorities, should yield the desired increases to quality while adhering to budgetary constraints.

Strategies:

- Host Standing Committee on Training Management (SCTM) working group with Operational Forces to identify and develop innovative solutions to optimize training and operations within budgetary constraints
- Monitor financial transactions and seek opportunities to reduce expenditures in high cost areas
- Continuously review core mission and divest non-essential or redundant functions

- Pursue contracts and modify existing contracts exploiting buying power and best business practices for procurement of support/operational items and subsistence, and employ strategic sourcing, where feasible
- Modernize logistics operations emphasizing distribution, inventory management, and asset accountability
- Use benchmarking and implement best practices within the Marine Corps, other services, and public and private sector
- Conduct a top-down troop-to-task analysis of all MCIEAST-MCB CAMLEJ table of organization billets and workload to reduce inefficiencies, redundancies, and unnecessary billets in an effort to manage payroll expenditures
- Regularly review the organizational structure to ensure personnel, skill sets, and functions are optimized to provide the highest level of priority support to the customer

Desired Outcome:

MCIEAST-MCB CAMLEJ, through its business practices, is postured to provide best possible stewardship of public funds. Using leading edge management tools and systems to improve processes and create cost efficiencies. Strategic and operational performance management systems are institutionalized and ensure highly effective support, the accomplishment of long-term strategic goals, and the viability of installation operations into the future.

Supporting Action Plans, Directives, Orders, or Procedures:

- Conduct of Strategic Workforce Planning (G-1)

Objective 1.6 Provide programs for active, reserve, and retired military and civilian members that will directly contribute to enhancing force readiness.

Focus MCCS programs and services on making significant lasting contributions to combat readiness through the personal and family readiness of Marines and their families. Promote the physical and mental well-being of all members of the Marine Corps. Promote esprit de corps among active duty members, a strong sense of military community, and a beneficial quality of life.

Strategies:

- Manage the breadth, scope, and vitality of MCCS in concert with Manpower and Reserve Affairs, HQMC (MR/MF) via their long-term business development plans to ensure maximum support and service delivery in anticipation of diminishing resources.
- Develop and maintain technology solutions to enhance Post Exchange and commissary delivery programs.
- Measure the contributions to psychological and social well-being via metrics provided by Marine and Family Programs (M&FP) managers (including the full scope of Behavioral Health, Family Care, Marine Corps Family Team Building, Personal & Professional Development, and Semper Fit programs).

- Develop purpose-driven marketing campaigns to enhance accessibility of MCCS programs and services via the web and social media, including enhancements to online registration and reservations processes, online payment activities, and web-based podcasts and other digital M&FP training/classroom media.
- Continue to develop partnerships with service providers in the surrounding community to expand or enhance the full range of MCCS services, including but not limited to business franchise agreements, public-private ventures, and mutual support agreements in the arenas of behavioral health, social services, youth sports, and medium- to large-scale entertainment events.
- Provide a full range of Garrison Retail Supply Chain support.

Desired Outcome:

MCCS will generate adequate nonappropriated fund (NAF) dividends to maintain required capital investments in NAF equipment and fixtures and meet funding metrics as directed by DODI 1015.10. Further, statistics compiled over time will reveal a decrease in reportable incidents across the spectrum of behavioral health and social services issues, quantifying the preventive benefits of the entire scope of Marine and family programs and services.

Supporting Action Plans, Directives, Orders, or Procedures:

- DoDI 1015.10 Military Morale, Welfare and Recreation (MWR) Programs (MCCS)
- DoDI 1015.15 Establishment Management and Control of Non-appropriated Fund Instrumentalities and Financial Management of Supporting Resources (MCCS)
- MCO P1700.27B MCCS Policy Manual (MCCS)
- MCO 1700.29 Semper Fit Fitness and Health Promotion Policy (MCCS)
- MCO 1700.30 MCCS Business Operations Manual (MCCS)
- MCO 1754.9A Unit, Personal and Family Readiness Program (UPFRP) (MCCS)
- MCO 7300.21B Marine Corps Financial Management Standard Operating Procedures Manual (MCCS)
- Campaign Plan 2016-2021, Business and Support Services Division (MR), Headquarters, U.S. Marine Corps. (MCCS)
- Campaign Plan FY2012, Marine and Family Programs Division, Headquarters, U.S. Marine Corps. (MCCS)

LOE 2: Provide Multi-modal Power Projection

A fundamental effort of MCIEAST-MCB CAMLEJ is to ensure all MCIEAST installations are highly capable force projection platforms. It is strategically imperative to provide high levels of support to Marine Corps warfighters while mobilizing, deploying, and redeploying. This will require a robust transportation, mobility, embark/debark port capacity, and information technology network to provide a comprehensive array of support operations and services. A modern, reliable, and secure command and control systems infrastructure will facilitate technology-enabled deployment/re-deployment and reach back services designed to enhance power projection.

Objective 2.1: Provide quality, modernized IT infrastructure and services with enhanced network performance to efficiently support operating forces.

Provide optimized network and critical IT resource services to support OPFOR readiness and the supporting establishment. Implement technologies to consolidate and unify IT and communications resources.

Strategies:

- Modernize logistics operations emphasizing distribution, inventory management, and asset accountability.
- Use the Marine Corps Enterprise Government Owned/Government Operated/Contractor Supported network to provide “state-of-the-art” IT infrastructure.
- Regularly review of the organizational structure to ensure personnel, skill sets, and functions are optimized to provide the highest level of priority support to the customer.
- Improve the Information Technology (IT) infrastructure and deploy unified communications capabilities throughout the region to support warfighter readiness.
- Virtualize MCIEAST-MCB CAMLEJ servers and server-based systems/applications per Department of Navy (DON) Information Management (IM)/IT/Cyberspace Strategic Objectives

Desired Outcome:

A robust, cost effective IT network utilized to support state-of-the-art IT solutions that provide maximum productivity and improved installation management effectiveness. Strategic and operational performance management systems are institutionalized and ensure highly effective support, the accomplishment of long-term strategic goals, and the viability of installation operations that enhance modern warfighting.

Supporting Action Plans, Directives, Orders, or Procedures:

- Regional IT Strategic Plan (G-6)

Objective 2.2: Support combat readiness by meeting logistical requirements and strengthening Mobilization and Deployment Support

Ongoing logistical support is critical to supporting and sustaining combat readiness of the operational forces. 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 installation support.

Strategies:

- Enhance continual logistic support to ensure future operational requirements of operational forces are met.
- Develop a MCIEAST-MCB CAMLEJ Mobilization and Deployment Infrastructure Support (MDIS) Plan to meet surge capacity and intermodal transportation requirements.
- Coordinate and partner with other DoD elements, higher headquarters, state authorities, and OPFORs to assess current and future heavy lift transportation requirements and capabilities.
- Use advancing technologies to enhance base traffic management and freight transportation functions such as state of the art logistics tracking technology.
- Conduct a mobilization, deployment support, and sustainment logistics technology assessment to determine where information technology can enhance support.
- Continuously evaluated and upgraded critical rail, port, airfield, base marshaling, and transportation infrastructure to support current and emerging support requirements of II MEF, MARSOC, and other tenant units.

Desired Outcome:

Marine Corps Base Camp Lejeune will provide and optimize sustainment, mobilization and deployment logistical support to meet the needs of the Operating Forces and Combatant Commanders per the OPLANS/CONPLANS. Continuous planning and coordination with II MEF, MARSOC, and other joint/NATO commands ensures mobilization and deployment support plans reflect all critical requirements and provide sufficient surge and sustainment capacity to meet contingencies.

Supporting Action Plans, Directives, Orders, or Procedures:

- MCIEAST-MCB CAMLEJ Mobilization and Deployment Infrastructure Support (MDIS) Plan (G-F)
- MCO 5220.12 Continuous Process Improvement Program (G-8 (BPO))

Objective 2.3: Continually control and maximize the effectiveness of logistics operating costs while ensuring required capabilities are not sacrificed

Today's future fiscal environment combined with the high cost of logistics it is more imperative than ever to adopt leading edge financial management practices to continually

monitor the provision of critical logistic support. Conservation of energies and natural resources is also critical in cost reduction and long term utilization.

Strategies:

- Maintain a minimal non-tactical vehicle (NTV) fleet by transforming the method by which the Installation provide NTV mobility
- Conduct activity-based costing to identify logistics costs and development budgets
- Leverage telematics data to improve operator behavior and save costs
- Continue green initiatives to reduce greenhouse gas emissions and byproducts that are environmentally damaging
- Only resource overhead for essential base functions, other functions are outsourced on a “fee for service” basis.
- Provide overall visibility and subsequent accountability of General Equipment

Desired Outcome:

To conduct and meet the logistical requirements of the operational forces, tenant units and supporting establishments effectively and efficiently, using the minimal amount of resources. Marine Corps installations will have accurate logistics operating budgets based on analytical review that reduces unnecessary and wasteful spending on logistics operations.

Supporting Action Plans, Directives, Orders, or Procedures:

- Logistics Operating Budget (G-4)

LOE 3: Advancing Installation Resiliency

Installation Resiliency is essential to ensuring that our Installations remain capable of combat generation and power projection. These capabilities are preserved by providing state-of-the-art facilities, ensuring the safety and security of infrastructure and personnel, being good stewards of our natural resources and environment, and working in partnership with our local communities. This will require a multi-faceted approach of infrastructure reset, modernization, and sustainment force protection and engaged communication with service members, families and communities. Resiliency leads to independent, self-sustaining installation capabilities to include food production and reduction of food waste, water access and conservation, pollution prevention, and maximizing resources that have a positive impact on the environment.

Objective 3.1: Guard Against Encroachment

Coordinate all functional elements of installations, ranges, and training area management to provide for our installations' 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 among national, regional, state, multi-county and local public and private entities involved.

Strategies:

- Execute the MCIEAST-MCB CAMLEJ Regional and Installation Encroachment Control Plans that include identification of encroachment impacts and mitigation strategies
- Pursue Encroachment Partnering opportunities with local, multi-county, state, and regional and federal, governmental and non-governmental organizations, and interested citizens to minimize incompatible land, sea, air, and frequency spectrum use to promote compatible growth, enhance the community, and protect the training mission of MCIEAST-MCB CAMLEJ installations
- Protect land and marine areas from development that is incompatible with military requirements
- Proactively engage federal, state, and local governments to protect against loss of assets and flexibility due to encroachment both near installations as well as in the "away" space
- Reduce the impact of operations and training on local communities
- Incorporate new doctrine, weapon systems, technologies, and platforms into encroachment control planning and compatible resource use programs
- Monitor pending legislation and regulations and also monitor media on items effecting encroachment and compatible resource use. Inform and educate decision-makers on impacts of actions on USMC operations, training, and quality of life
- Implement 'buy local' programs (e.g., food and bio based energy and fuel).that help keep lands in compatible use and reduce the risk of fragmentation. Explore and utilize other public and private programs and processes that add value to land while ensuring compatible resource use

- Develop and keep current Military Mission Footprints (MMFs) for use in leveraging other partners funds and expertise
- Develop processes, procedures, models and tools that reduce time and improve efficiency for executing landowner agreements

Desired Outcome:

MCIEAST-MCB CAMLEJ will provide the operating forces and other tenant commands with the highest quality service and support to meet present and future joint and expeditionary warfare training and readiness requirements. MCIEAST-MCB CAMLEJ will develop a framework to promote and sustain collaborative planning and implement plans that guard against encroachment and incompatible development. This framework will include partnerships with many stakeholders who can assist with meeting this objective and have a vested interest in doing so. By implementing plans that guard against encroachment, MCIEAST-MCB CAMLEJ and regional installations will enable unimpeded access to operational ranges while ensuring transportation, maintenance, and logistical support is timely and efficient.

Supporting Action Plans, Directives, Orders, or Procedures:

- MCIEAST Strategic Engagement Plan (G-7)
- MCIEAST Regional Encroachment Control Plans (RECP) (G-7)
- Encroachment Control Plans (ECP) for MCB CAMLEJ and MCAS New River (G-7)
- Joint Land Use Study (G-7)
- Marine Corps Encroachment Control Order (G-7)
- Marine Corps Partnership Program (G-7)
- Sentinel Landscapes Guide Training Manual, MOU, and Maps (G-7)
- Military Mission Footprint (G-7)
- REPI and REPI Challenge Guides (G-7)
- MCIEAST-MCB CAMLEJ Integrated Natural Resources Management Plan (INRMP) (G-F)
- MCIEAST-MCB CAMLEJ Integrated Cultural Resources Management Plan (ICRMP) (G-F)
- MCIEAST-MCB CAMLEJ Range Modernization Strategic Plan (G-3/5)
- MCICOM-MCB CAMLEJ Regional Airspace Plan (G-3/5)
- MCB CAMLEJ Base Master Plan (G-F)
- Regional IT Strategic Plan (G-6)

Objective 3.2: 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, as well as regional planning bodies to promote compatible land, air, sea and frequency spectrum use in a manner that strengthens USMC and community/government relationships are essential to sustaining the mission capability of our installations. This includes real-time, automated, continuous master planning as well as land, air, and marine

use partnerships with surrounding communities and federal, regional, state, multi-county, and local entities to ensure compatible land development support with unimpeded military access to all training areas, venues, ranges, sea and airspace and cyber ranges. The Command will maintain strong and active partnerships with surrounding communities to address economic goals, the sharing of natural resources, and areas of common concern while preserving the long-term operational viability of the installations.

Strategies:

- Form partnerships and implement programs with federal, regional, state, and local entities to promote compatible growth and resource use, enhance the community, and protect the training mission of MCIEAST-MCB CAMLEJ installations
- Initiate and sustain a legislative/regulatory engagement and encroachment related media monitoring agenda that includes elected and appointed officials as well as advisory bodies
- Establish and sustain functioning forums with commanders of other services in the Region and with each state to promote integrated and coordinated responses to government and community leaders
- Fully participate in federal, regional, state, multi-county, and local forums/partnerships that enhance mutually advantageous projects/initiatives
- Ensure that resource uses (land, air, water, and frequency spectrum) are compatible with the military training mission. Support compatible economic and energy development, conservation, resilience, and other uses of resources that maximize partnership opportunities and avoid fragmentation.
- Develop and employ mechanisms and means to convey MCIEAST-MCB CAMLEJ installation goals and requirements to stakeholders and the public
- Coordinate engagement actions and partnerships to promote educational opportunities and reciprocal certification opportunities
- Develop and implement more cost and time effective processes and procedures that meet operational training needs as well as landowner needs by better leveraging partner funds and technical expertise

Desired Outcome:

Improve partnerships with surrounding and multi-count communities, local and state governments, Regions, and foreign host nations to ensure current and future operational capability of Marine Corps installations, stations, and ranges.

MCIEAST-MCB CAMLEJ will form and maintain partnerships that lend themselves to mutual benefit of the USMC, its installations, and federal, regional, state, multi-county and local entities. These mutual benefits will include access to resources for mission readiness, quality of life sustainment and improvement, training mission compatible energy development, working lands preservation, conservation initiatives, and for positive community relations at all levels. Land, air, sea, and frequency spectrum resources required for operational readiness and training that maintains an optimal state of readiness will be secured and sustained. Foster multiple partnerships that promote and enhance wise and compatible use of limited resources. MCIEAST-MCB CAMLEJ and its installations will

develop and foster positive and lasting relationships in a manner that ensures the relationship is established before it is needed to resolve matters of competing interest.

Supporting Action Plans, Directives, Orders, or Procedures:

- MCIEAST Regional Encroachment Control Plans (RECP) (G-7)
- Encroachment Control Plans (ECP) for MCB CAMLEJ and MCAS New River (G-7)
- Marine Corps Encroachment Control Order (G-7)
- Marine Corps Partnership Program (G-7)
- Sentinel landscapes Guide, Training Manual, MOU, and Maps (G-7)
- REPI and REPI Challenge Guides (G-7)
- MCIEAST-MCB CAMLEJ Range Modernization Strategic Plan (G-3/5)
- MCIEAST-MCB CAMLEJ Regional Airspace Plan (G-3/5)
- MCB CAMLEJ Base Master Plan (G-F)
- MCIEAST-MCB CAMLEJ Integrated Natural Resource Management Plan (INRMP) (G-F)
- MCIEAST-MCB CAMLEJ Integrated Cultural Resource Management Plan (INRMP) (G-F)

Objective 3.3: Continually Work to Enhance Community Support for the Defense Mission

Communicating effectively and implementing programs with communities and governmental entities will leverage areas of mutual benefit to foster support for the Marine Corps mission and regional installations. Marine Corps Installations East, in partnership with local communities, will provide a quality of life that offers the best possible experience on and off-base for those who live, work, and train on our installations. The varied and critical areas of mutual interest make it essential that MCIEAST–MCB CAMLEJ, government, and private entities form a strong, long-term, beneficial partnership and engage in joint master planning. Joint planning efforts must be balanced, comprehensive, and support the mutual interests of all.

Strategies:

- Fully implement the MCIEAST-MCB CAMLEJ Community Relations and Communication Plan and Strategic Engagement Plan
- Use an annual Community Key Audience Survey to continually improve relations
- Foster and expand installation/community public safety and mutual aid operations
- Develop and maintain information programs, a wide range of community relations events and marketing to promote public support of the Defense mission
- Reduce the negative impact of operations and training on local and away space communities
- Support the access of local businesses to DoD business opportunities
- Use learned best practices of communities/municipalities
- Use shared services and resources via community partnerships
- Utilize a holistic approach to strategic and state/local government master planning by maintaining an installation-community partnerships and conduct joint master planning.
- Participate in regional forums to establish and maintain partnerships to address opportunities and issues of mutual concerns.

- Actively participate on regional/state/local planning bodies and implementation committees.
- Leverage areas of mutual benefit that support installation strategic objectives.
- Maintain and improve policies and procedures to deter predatory business practices.
- Form land, air, and marine use partnerships that foster compatible resource use.
- Present information programs to promote public support of the Defense mission in cooperation with Public Affairs.
- Develop Virtual tours and training

Desired 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, regions, and foreign host nations.

The operational viability of MCIEAST– MCB CAMLEJ installations and the economic future of the affected communities are assured by strong partnerships. Each installation throughout the region has an effective master plan encompassing the installation and affected communities and federal, regional, state, and local agencies. The Region and each Installation have a community relationship capability and individuals designated as Community Plans and Liaison Officers. MCIEAST–MCB CAMLEJ engages with governors and state legislatures to resolve issues that are of mutual interest to military and civilian communities. Commanders are active in state military advisory commissions, and commander's councils.

Supporting Action Plans, Directives, Orders, or Procedures:

- MCIEAST-MCB CAMLEJ Community Relations and Communication Plan and Strategic Engagement Plan (PAO)
- MCIEAST-MCB CAMLEJ Communications Plan (PAO)
- MCIEAST Encroachment Control Plan (G-7)
- SERPPAS Charter 2008 (G-7)
- NCCC Charter (G-7)
- Sentinel Landscapes MOU (G-7)

Objective 3.4: Continuously improve the performance of installation operations by applying the best available practices

A key aspect of the MCIEAST-MCB CAMLEJ installations management strategy is to improve our ability to meet our mission essential tasks by optimizing our core competencies. The focus is to enhance the readiness of the Marine Corps by continually working to improve the speed, quality, and affordability of supporting installation operations using modern tools and best practices.

Strategies:

- Standardize governance and procedures replicating best practices across all installations

- Review installation transformation goals using performance tools and methodology to assess and improve installation operations
- Critically examine installation functions, identifying those that could be outsourced or shared through partnerships
- Employ continuous process improvement to identify the regional high impact core value streams to prioritize projects with potential for the greatest financial return. Develop a performance measurement system for tracking process performance.

Desired Outcome:

MCIEAST-MCB CAMLEJ uses leading edge management tools and systems to improve support for the warfighter while improving processes and reducing cost through best practices. Installations maintain flexibility so that resources are allocated to provide the most important functions to the customer at the critical time and place. MCIEAST-MCB CAMLEJ infrastructure planning will be guided by an ethos of natural resource preservation and durability to enhance resiliency and self-sustainment. Strategic and operational performance management systems are institutionalized across regional installations to monitor support levels to the OPFORs and tenant commands.

Supporting Action Plans, Directives, Orders, or Procedures:

- MCO 5220.12 Continuous Process Improvement Program (G-8 (BPO))

Objective 3.5: Continually control and maximize the effectiveness of operating costs while ensuring installation mission capabilities are not sacrificed

The Marine Corps is continually realigning resources to meet future budgets. Maintaining high quality bases for the Operating Forces requires adoption of leading edge cost management practices while continually monitoring the provision of critical support. It is imperative that MCIEAST-MCB CAMLEJ engages in continuous, collaborative, and deliberate processes to ensure the proper balance between installation support and the operational readiness it facilitates. Measures of effectiveness and performance will enable leaders to make informed decisions regarding areas of responsibility to accept risk and allocate resources appropriately. Continuous refinement of processes that directly address customer and tenant priorities will yield efficiencies to further support shifting resources to operating requirements.

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 MCIEAST-MCB CAMLEJ enterprise-wide buying power
- Monitor and manage timely execution of funds

- Standardize, to the maximum extent possible, the structure and staffing levels for MCIEAST-MCB CAMLEJ regions and installations
- Use internal management controls to improve the integrity and functioning of critical processes
- Reduce lost-time accidents and workers compensation costs
- Institutionalize the use of effective capacity and asset management techniques
- Use Regional Optimization Plans, Base Master Plans and Space Utilization Assessments to minimize new construction
- Establish a Table of Equipment (T/E) and basic facility requirements for supporting establishment organizations
- Keep Real Property Inventory current
- Eliminate excess facilities or infrastructure and material
- Support a clean financial audit opinion
- Employ Continuous Process Improvement (CPI) to improve processes

Desired Outcome:

MCIEAST MCB CAMLEJ installations consistently provide affordable, high quality support that meets the key requirements of tenant organizations. MCIEAST–MCB CAMLEJ allocates resources to installation functions based on strategic priorities balanced against operational requirements. Requirements are accurately defined and linked to plans that make the most effective and efficient use of constrained resources.

Supporting Action Plans, Directives, Orders, or Procedures:

- Regional IT Strategic Plan (G-6)
- MCB CAMLEJ Base Master Plan (G-F)
- MCB CAMLEJ Maximum Utilization and Demolition (MUD) Plan (G-F)
- MCO 5220.12 Continuous Process Improvement Program (G-8 (BPO))
- Conduct of Strategic Workforce Planning (G-1)
- MCIEAST MCB CAMLEJ Strategic Total Force Management Planning (STFMP) (G-1)
- Manage to Payroll (MTP) Guidance (G-1)
- Marine Corps Regional Optimization Plans (MCROPs) (G-F)
- Marine Corps Global Infrastructure Plans (MCGIPs) (G-F)

Objective 3.6: Sustain installation readiness and long-term viability by proactively protecting the environment and effectively managing natural resources.

The long-term viability of Marine Corps installations depends on leaders to effectively balance the training and operational support with the need to protect and maintain natural resources and the environment for future generations in order to be responsible stewards of the environment.

MCIEAST-MCB CAMLEJ will posture Installations to meet future strategic environment challenges by providing guidance and direction, enabling planning, identifying revolutionary sustainability solutions, supporting the development of public and private relationships,

advocating for scarce resources, and leading the transition to smart, integrated problem solving. These functions will be enabled by automation, robotics, and algorithmic-based artificial intelligence.

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 which interfaces with Marine Corps procurement and contracting systems
- Reduce solid and hazardous waste disposal requirements
- Maintain and protect archaeological, historical, and cultural heritage sites
- Ensure compliance with all air, land, and water environmental requirements
- Comply with Executive Order (EO) mandate to reduce Greenhouse Gas (GHG) emissions
- Maximize the use and conservation of plants that produce the most oxygen
- MILCON will maximize natural resource's positive impact on energy requirements and usage (Leadership in Energy and Environmental Design) and will be incorporated into project requirements (form 1391).
- Ensure sustainability by reviewing potential environmental impacts on all projects.
- Use Installation Restoration and Munitions Response Programs to remove hazards to human health and the environment caused by hazardous waste.
- Implement state of the art Information Technology that supports use of applications for problem solving, COTS automation, and artificial intelligence.

Desired Outcome:

Marine Corps installations 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, Directives, Orders, or Procedures:

- E.O.13693 – “Planning for Federal Sustainability in the Next Decade” mandate to reduce Greenhouse Gas (GHG) emissions. (G-F)
- MCB CAMLEJ Integrated Natural Resource Management Plan (INRMP) (G-F)
- MCB CAMLEJ Integrated Cultural Resources Management Plan (ICRMP) (G-F)

Objective 3.7: Provide Effective Installation Protection

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

Strategies:

- Coordinate, implement and resource Installation Protection related programs across the supporting establishment by working within the Marine Corps Mission Assurance-Enterprise Road Map and the Protection Advocacy Concept of Operations.
- Adopt an integrated, comprehensive “all hazards/all threats” approach to training, hazard/threat identification, mitigation, emergency response, and recovery.
- Consolidate required assessments to meet DoD standards and provide commanders with a comprehensive picture of risks present at installations.
- 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.
- Ensure current physical security technology and security requirements are incorporated into all new contracts, where appropriate.
- Coordinate installation support of Homeland Defense and its subordinate agencies with MCICOM.
- Foster and expand joint public safety operations and training with surrounding communities.
- Continuously improve first response capabilities with focus on the most probable threat and hazard that can impact installation mission critical assets and personnel.
- Maintain, exercise, and update the MCIEAST-MCB CAMLEJ Installation Emergency Management Plan and Regional Installation Emergency Management Planning Guidance Order.
- Maintain, exercise, and update the MCIEAST-MCB CAMLEJ Regional Continuity of Operations Planning Guidance Order.
- Develop a MCIEAST–MCB CAMLEJ Regional Domestic Support Guidance Order.
- Maintain a MCIEAST–MCB CAMLEJ Destructive Weather Plan.
- Refine the MCIEAST–MCB CAMLEJ Disease Containment Response Plan for Pandemic Influenza.
- Update the Regional Mission Assurance Order for protection of personnel, critical infrastructure, and key assets.
- Provide and maintain effective and efficient fire protection and emergency services programs that incorporate fire prevention and public education; fire protection engineering; all-hazards emergency response; and fire protection systems inspection, testing, and maintenance.
- Provide the latest chemical, biological, radiological, nuclear, and high-yield explosive detection equipment.
- Maintain a modernized Emergency 911 Dispatch Center.
- Maintain a modernized Pretrial Confinement Facility; provide for the security and safety of detained personnel; and transport prisoners to the joint regional confinement facility.
- Foster installation-community partnering in the areas of public safety, communications, training, and mutual aid agreements.

- Conduct an annual assessment of emergency responder's communication capabilities.
- Enhance and expand regional interoperability with state and local first responders via required support agreements.
- Conduct positive access control to the installations and maintain a hardened security posture to protect personnel, critical infrastructure and key assets.
- Maintain Installation Protection situational awareness with all Navy and Marine Corps installations by using and monitoring the accepted/directed Common Operating Picture (COP) system.
- Use advanced technologies to enhance perimeter security and conduct access control personnel identification and vehicular searches.

Desired Outcome:

A sustained and efficient installation protection program that provides protection and reduces risk to mission execution from all threats and hazards to an acceptable level. This includes: Law Enforcement (LE); Physical Security (PS); Antiterrorism (AT); Installation Emergency Management (IEM); Critical Infrastructure Protection (CIP); Emergency Management Communications including Emergency Dispatch Services (EDS); Fire and Emergency Services (F&ES); and Installation Chemical, Biological, Radiological, Nuclear, High-Yield Explosive (CBRNE) Protection; to include all related sub-functions and activities. MCIEAST-MCB CAMLEJ will be early adaptors of, and exploit opportunities to employ emerging technologies to address gaps in installation protection in the face of evolving threats. MCIEAST-MCB-CAMLEJ will maximize community partnering with local and state law enforcement, fire, emergency medical, and E911 Communications personnel to provide protection for personnel and critical infrastructure within U. S. Northern Command.

Supporting Action Plans, Directives, Orders, or Procedures:

- MCO 3058.1 Marine Corps Mission Assurance (G-3/5)
- Marine Corps Mission Assurance Enterprise Roadmap (G-3/5)
- MCIEAST-MCB CAMLEJ Integrated Environmental, Safety, and Occupational Health (ESOH) Program Plan (Safety)
- Protection Advocacy Concept of Operations (G-3/5)
- Memorandum of Agreement (MOA) between Commanding General (CG), II MEF and CG, MCIEAST–MCB CAMLEJ, II MEF Force Protection Support to MCIEAST (G-3/5)
- MCIEAST-MCB CAMLEJ Regional MA Program Order (G-3/5)
- MCIEAST-MCB CAMLEJO 3302.2 Base MA Plan (G-3/5)
- MCIEAST-MCB CAMLEJ Installation Emergency Management Plan (G-3/5)
- MCIEASTO 3440.1C Destructive Weather Operations (G-3/5)
- MCIEAST-MCB CAMLEJO 3440.6A Destructive Weather Order (G-3/5)

Objective 3.8: Establish a resilient cybersecurity posture to provide secure and reliable IT services in the face of a capable cyber adversary.

Maintain secure information networks to provide mission assurance for all unclassified and classified collateral. Improve the regional information security posture to reduce risk to the Marine Corps Enterprise Network and global information grid.

Strategies:

- Maintain strong IT network security and information assurance compliance to reduce information security risk.
- Provide strong authentication factors to degrade adversaries' ability to maneuver on the network.
- Conduct device hardening to reduce internal and external attack vectors.
- Align cybersecurity and computer network offense and defense service providers to improve detection of and response to adversary activity.

Desired Outcome:

A strong network security with a persistent state of high enterprise cybersecurity readiness across the DoD environment. Fortified security posture, ensuring continued protection and reducing the number of vulnerable points.

Supporting Action Plans, Directives, Orders, or Procedures:

- Regional IT Strategic Plan (G-6)

Objective 3.9: Continually control and maximize the effectiveness of IT operating costs while ensuring installation mission capabilities are not sacrificed

IT is a dynamic and growing asset to the Marine Corps that will effectively reduce operating cost and improve decision making processes required to enhance modern warfighting. It is imperative that MCIEAST-MCB CAMLEJ engages in continuous, collaborative, and deliberate processes to implement technology to improve installation support to the OPFORs. Maintaining high quality installations for supporting the OPFORs requires adoption of state of the art IT while continually monitoring and balancing financial management to yield the desired increases to quality while recognizing budgetary constraints.

Strategies:

- Monitor financial transactions and seek opportunities to reduce expenditures in high cost areas
- Continuously review core mission and divest non-essential or redundant functions

- Pursue contracts and modify existing contracts exploiting buying power and best business practices for procurement of support/operational items and subsistence, and employ strategic sourcing, where feasible
- Consolidate Data Centers and IT resources by employing virtualization technologies, leveraging Marine Corps enterprise services such as cloud computing solutions to achieve gains in operating efficiency and effectiveness; and institutionalizing the use of performance measurement in all aspects to installation operations
- Use benchmarking and return on investment analysis to implement best practices within the Marine Corps, other services, and public and private sector

Desired Outcome:

The installations use leading edge management tools and systems to improve processes and reduce cost. A robust IT network is utilized to support state-of-the-art IT solutions that provide maximum productivity and cost effectiveness. Strategic and operational performance management systems are institutionalized and ensure highly effective support, the accomplishment of long-term strategic goals, and the viability of installation operations into the future. MCIEAST–MCB CAMLEJ uses streamlined and standardized processes across the region and IT to accurately and efficiently provide information.

Supporting Action Plans, Directives, Orders, or Procedures:

- Regional IT Strategic Plan (G-6)
- DoD CIO memo ‘Server-Systems & Application Virtualization (G-6)
- DoD CIO memo ‘DON Data Center Consolidation (DCC) Policy Guidance (G-6)
- MCO 5220.12 Continuous Process Improvement Program (G-8 (BPO))

Objective 3.10: Provide effective core safety services

Provide core safety and health services to all organizations physically located on MCIEAST-MCB CAMLEJ installations that are high quality, professional, and cost effective to add value and enhance mission readiness. Workforce preservation is a critical element of combat readiness. Death, serious injury, and the loss of material assets due to mishaps directly and negatively impact the warfighting capability of the organization. Engaged leadership at all levels is the key to ensuring a command climate that demands the preservation of assets through risk management.

Strategies:

- Disseminate and ensure compliance with Federal and Marine Corps safety and occupational health regulations.
- Provide guidance, interpretation, and assistance to prevent mishaps and personal injuries in the workplace.
- Promote safety and occupational health advisories, events, and training programs using traditional and electronic communication platforms.

- Enhance the integrated safety management program to reduce lost-time accidents in the workplace and increase operational productivity.
- Ensure a job hazard analysis that focuses on the relationship between the worker, the task, and the work environment is conducted periodically for every work process.
- Increase productivity by reduce workplace mishaps, injuries, and workers' compensation program costs.
- Ensure every employee receives the proper initial and refresher safety training.
- Develop an aggressive MCIEAST-MCB CAMLEJ workers' compensation return-to-work program.
- Continue to utilize command safety program assessments.
- Fund mitigation/remediation action plans addressing the highest risk safety hazards
- Develop and implement a MCIEAST-MCB CAMLEJ integrated Environmental, Safety, and Occupational Health (ESOH) program that reduces risk to mission execution and continuity of operations
- Reduce workplace accidents and Workers Compensation costs

Desired Outcome:

MCIEAST–MCB CAMLEJ has an effective regional safety program, emphasizing on and off-base safety, which is embedded into the everyday work culture so that employees automatically consider safety as part of the job. Safety becomes a routine part of military training and operations and the day-to-day workforce culture. All members of the workforce actively participate in the continuous improvement of work processes and a highly effective safety program that contributes to enhanced productivity and reduced workers' compensation costs.

Supporting Action Plans, Directives, Orders, or Procedures:

- Comprehensive Safety Management Plan (Safety)
- Return to Work Program Plan (G-1)
- Hazard Mitigation and Remediation Plans (G-3/5)

Objective 3.11: Continually control and maximize the effectiveness of safety and security operating costs while ensuring installation mission capabilities are not sacrificed.

Maintaining a high level of safety and security for Marine Corps installations and personnel is a high priority, continuous, collaborative, and deliberate process. High quality and effective safety and security is not a low cost endeavor. Sustaining an effective and efficient safety and security program that requires adoption of leading edge cost management practices while continually monitoring the provision of these critical activities.

Strategies:

- Continually reduce Installation Protection operating costs while ensuring installation mission capabilities are not sacrificed.
- Conduct risk management to facilitate risk reduction and cost benefit analysis.

- Eliminate threats to national security by continually evaluating personnel to ensure proper security clearance eligibility correspond to position description requirements, and ensure that classified material is properly managed, handled, and stored.

Desired Outcome:

MCIEAST-MCB CAMLEJ is postured to provide best possible safety and security, using leading edge management tools and systems to improve processes and reduce cost. It is imperative that MCIEAST-MCB CAMLEJ engages in continuous, collaborative, and deliberate safety and security while continuous refinement of processes yield efficiencies to control expenses.

Supporting Action Plans, Directives, Orders or Procedures:

- MCO 5220.12 Continuous Process Improvement Program (G-8 (BPO))

Objective 3.12: Advance Natural Resource 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 OPFORs and their families. Continuing to pursue these initiatives will reduce lifecycle operating cost and manage future commodity price volatility, support the Nation's efforts to reduce greenhouse gas emissions, reduce dependence on foreign oil, and promote conservation of water supplies.

We will continue to be the leader in advanced technologies in the "Green" fuels arena by implementing the newest bio-based fuels as those technologies become available.

Strategies:

- Meet petroleum reduction goals in compliance with Federal energy reduction mandates, and Secretary of the Navy executive orders by proactively adopt new technologies
- Instill awareness and accountability for energy, fuel, and water usage in all installation users
- Utilize the Basewide Utility Energy Services Contract of 2016 with Duke Energy to investigate any and all opportunities of base wide energy conservation and resilience.
- Measure and improve energy and water utilization performance and security
- Transition energy efficiency from discretionary to mandatory in planning, decisions, and actions

Desired 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, Directives, Orders, or Procedures:

- MCIEAST Energy and Water Strategy (G-F)
- MCB CAMLEJ Energy and Water Strategy (G-F)

Objective 3.13: Provide programs for active, reserve, and retired military and civilian members that will directly contribute to enhancing force readiness, morale, retention, and resilience.

Focus MCCS programs and services on making significant and lasting contributions to combat readiness through the personal and family readiness of Marines and their families. Promote the physical and mental well-being of all members of the Marine Corps including active duty, reserve, retired and civilian. Promote esprit de corps among active duty members, a strong sense of military community, and a beneficial quality of life. Contribute to quantifiable satisfaction with the military lifestyle and integration of the Service member's family into the military community which also has a positive effect on the morale, recruitment, and retention of quality Marines. These programs and activities satisfy the basic physiological and psychological needs of Marines and their families, providing, to the extent possible, the community support systems that make Marine Corps bases temporary hometowns for a mobile military population.

Strategies:

- Manage the breadth, scope, and vitality of MCCS in concert with Manpower and Reserve Affairs, HQMC (MR/MF) via their long-term business development plans to ensure maximum support and service delivery in anticipation of diminishing resources.
- Develop and maintain technology solutions to enhance Post Exchange and commissary delivery programs.
- Measure the contributions to psychological and social well-being via metrics provided by Marine and Family Programs (M&FP) managers, (including the full scope of Behavioral Health, Family Care, Marine Corps Family Team Building, Personal & Professional Development, and Semper Fit programs).
- Develop purpose-driven marketing campaigns to enhance accessibility of MCCS programs and services via the web and social media, including enhancements to online registration and reservations processes, online payment activities, and web-based podcasts and other digital M&FP training/classroom media.
- Continue to develop partnerships with service providers in the surrounding community to expand or enhance the full range of MCCS services, including but not limited to business franchise agreements, public-private ventures, and mutual support

agreements in the arenas of behavioral health, social services, youth sports, and medium- to large-scale entertainment events.

- Provide a full range of Garrison Retail Supply Chain support.

Desired Outcome:

MCCS will generate adequate nonappropriated fund (NAF) dividends to maintain required capital investments in NAF equipment and fixtures and meet funding metrics as directed by DODI 1015.10. Further, statistics compiled over time will reveal a decrease in reportable incidents across the spectrum of behavioral health and social services issues, quantifying the preventive benefits of the entire scope of Marine and family programs and services.

Supporting Action Plans, Directives, Orders, or Procedures:

- DoDI 1015.10 Military Morale, Welfare and Recreation (MWR) Programs (MCCS)
- DoDI 1015.15 Establishment, Management and Control of Non-appropriated Fund Instrumentalities (NAFIs) and Financial Management of Support Resources (MCCS)
- MCO P1700.27B MCCS Policy Manual (MCCS)
- MCO 1700.29 Semper Fit Fitness and Health Promotion Policy (MCCS)
- MCO 1700.30 MCCS Business Ops Manual (MCCS)
- MCO 1754.9A Unit, Personal and Family Readiness Program (MCCS)
- MCO 7300.21B Marine Corps Financial Management S Standard Operating Procedures Manual (MCCS)
- Business and Support Services, HQMC (MR) Strategic Plan
- Marine and Family Programs Division, HQMC (MF) Campaign Plan)

Objective 3.14: Provide the most effective and efficient administrative services while maximizing streamlined processes and procedures, deriving full advantage of technology and automation.

Assist commanders by providing effective administrative services, freeing operational forces to focus on combat readiness and support establishment personnel to focus on support functions. Simultaneously maintain personnel administrative readiness and provide commanders, Marines, Sailors and their families' effective administrative services.

Strategies:

- Standardize process and procedures to eliminate redundancies.
- Develop and replicate best practices across the Marine Corps Installation Personnel Administration Center (IPAC).
- Provide innovative ways to deliver administrative services better and cheaper.
- Identify and prioritize automation/technology enhancements (Kiosks, Mobile Applications, MOL updates, electronic signature upgrades).
- Automation/generated transactions of authenticated data from various sources (DEERS, DMDC, TFRS, smart forms, MCTIMS, etc.)

- Continue providing quality postal services using advanced automated processing and delivery technology.
- Increase marketing of administrative services capabilities and limitations

Desired Outcomes:

Develop a concept of personnel administration services that provides the most effective and efficient support to the commander and individual Marine, while maximizing on streamlined processes and procedures, utilizing full advantage of technology and automation.

Using enhanced technology and advanced automation to maximize accuracy while being more flexible, proactive, and timely.

Support Action Plan, Directives, Orders, or Procedures:

- DC M&RA/MI Review of Future Structure and Personnel Administrative Support/OPT (H&S BN)
- MCO 5000.14D Marine Corps Administrative Procedures (MCAP) (H&S BN)
- MCWP 1-12 -MARINE CORPS WARFIGHTING PUBLICATION 1-12 ON U.S. MARINE CORPS ADMINISTRATION (H&S BN)

Objective 3.15: Continually control and maximize the effectiveness of operating costs while ensuring MCCS capabilities are not sacrificed

Diminishing resources and the increased availability of information technology solutions compel MCCS to seek ongoing efficiencies across all operations in order to continue returning the maximum return on investment (of both NAF and APF) to Marines and their families in the form of business operations, programs, and support services without sacrificing levels of care or customer service.

Strategies:

- Manage the breadth, scope, and vitality of MCCS by adhering to the MR Strategic Plan and the MF Campaign Plan to ensure maximum support and service delivery in anticipation of diminishing resources.
- Create a virtual work initiative for appropriate managerial and administrative billets in keeping with the timelines set in the telework OPT in order to decrease executive oversight and direct command support costs.
- Create an energy management initiative to reduce electricity consumption across MCCS-occupied facilities by 5% no later than 31 December 2020.
- Fully participate in the infrastructure reset program in order to reduce energy costs associated with the current footprint of MCCS employees aboard the installations.
- Align employee training curricula and certification requirements, where appropriate, to emphasize the ongoing effort to provide World Class Customer/Client Service across MCCS programs and services.
- Promote the use of “MCCS first” in order to gain the loyalty of all customers/clients including Marines and other Service members, family members, retirees, and civilians.

Desired Outcome:

Consistent reduction of operating costs between NAF fiscal years as outlined in the supporting action plans, directives, orders and/or procedures.

Supporting Action Plans, Directives, Orders, or Procedures:

- Annual Program Objective Memoranda (POM) (MCCS)
- Annual Operating and Capital Budgets (MCCS)
- MCCS Business Development Plan (MCCS)
- DoDI 1035.01 Telework Policy (MCCS)

LOE 4: Enhance Our Human Capital, Aligned with Resources and the Mission

Our people are our Center of Gravity. Maintaining an appropriately balanced, highly skilled, effective, and efficient military and civilian structure with the necessary skill sets is critical to our continued mission accomplishment. This is achieved by: maintaining a workforce management and development program that trains to maximize performance; eliminates redundant processes; and uses effective performance management tools. We will: foster education opportunities and opportunities to advance; develop leadership skills; use technology to increase productivity, and reward exceptional performance, and align resources as required. We will take care of our Marines, Sailors, Civilian Marines, and their Families by providing opportunities to advance, develop, and maximize their performance.

Objective 4.1 : Train and maintain a capable customer orientated workforce

Identify the requirements for the installation's workforce and provide skilled training to maintain the workforce capability despite turnover and organizational change. A majority of our civilian workforce will work in a fully virtual, telepresence model, which will reduce our footprint significantly enabling cost and infrastructure savings. Work will no longer be a place you go to, but rather a task to be performed.

Strategies:

- Update position descriptions to include job-specific technical competencies.
- Establish workforce development and training requirements to support and defend resource requirements during the POM process.
- Identify critical development and training requirements for each individual.
- Determine and establish performance improvement plans that identify skill gaps.
- Develop a mentoring program to facilitate continuous learning.
- Establish performance metrics at the individual and organizational levels.
- Conduct "troop to task"-type analysis to determine the proper mix of personnel numbers and skill sets aligned to functions
- Eliminate unnecessary, redundant and excessive recurring civilian training requirements.

Desired Outcome:

A MCIEAST-MCB CAMLEJ installation workforce that continues to be flexible, enabling responsiveness in a timely manner to changing priorities. MCIEAST-MCB CAMLEJ will maintain a system of technology enabled services designed to optimize installation performance around a highly skilled, innovative workforce that maximizes a telepresence, telecommute workforce construct. A strong workforce development program has been established to include the requirement of core mandatory training and individual training plans.

Supporting Action Plans, Directives, Orders, or Procedures:

- Annual Policy for Civilian Training (G-1)
- Conduct of Strategic Workforce Planning (G-1)
- MCIEAST MCB CAMLEJ Strategic Total Force Management Planning (STFMP) (G-1)
- Manage to Payroll (MTP) Guidance (G-1)

Objective 4.2: Creating and maintaining the right-sized workforce to ensure effective operating cost.

The Region will maintain a system of technology enabled services designed to optimize installation performance around a highly skilled, innovative, right-sized workforce executing knowledge intensive business practices, with information technology and structured problem solving as key enablers. Identify installations' workforce requirements to align human capital to support the vision and accomplish the Installation's mission and goals.

Strategies:

- Recruit, acquire, and retain a diverse workforce with clearly linked performance objectives in support of the installation strategic plan.
- Conduct a top-down troop-to-task analysis of all MCIEAST-MCB CAMLEJ table of organization billets and workload to reduce inefficiencies, redundancies, and unnecessary billets in an effort to manage payroll expenditures.
- Manage to payroll.
- Ensure developmental programs match organizational workforce requirements.
- Ensure cross-training to avoid single points of failure
- Anticipate vacancies and ensure knowledge-transfer of personnel prior to departing; develop Desk Top Procedures for each position.

Desired Outcome:

A highly skilled and innovative military and civilian workforce optimized across MCIEAST–MCB CAMLEJ installations as an effective team that is fully committed to the installation's mission and strategic goals. Maintain an appropriate balance of military and civilian structure with the necessary skill sets to ensure the continued support of operational readiness. Maintain a workforce development program, maximizing the use of information technology, eliminating redundant processes, and using effective performance management tools.

Supporting Action Plans, Directives, Orders or Procedures:

- Conduct of Strategic Workforce Planning (G-1)
- MCIEAST MCB CAMLEJ Strategic Total Force Management Planning (STFMP) (G-1)
- Manage to Payroll (MTP) Guidance (G-1)

Objective 4.3: Create and maintain a climate for action

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

Strategies:

- Create a culture that focuses on results, motivates employees to perform, and ensures fairness.
- Recognize and reward significant employee contributions for innovation and excellence via the Awards Program and Innovation Incentives Program
- Train our personnel to recognize opportunities for process improvement.
- Deploy the continuous process improvement program throughout the organization.

Desired Outcome:

MCIEAST–MCB CAMLEJ installations has developed and retained an inclusive and diverse workforce composed of high performing and competent personnel. Every member of the workforce serves with a strong sense of customer service and dedication. Each employee recognizes opportunities for personal and organizational improvements.

Supporting Action Plans, Directives, Orders, or Procedures:

- Annual Policy for Civilian Training (G-1)
- Conduct of Strategic Workforce Planning (G-1)
- MCO 5220.12 Continuous Process Improvement Program (G-8 (BPO))
- Continuous Process Improvement Policy Letter 13-12 (G-8 (BPO))
- CG PLY LTR 01-17 Innovation Incentives Program (G-8 (BPO))
- BO 12451.4B Incentive Award Program (G-1)
- MCIEAST-MCBCAMLEJO 1650.6 Administration of Awards (G-1)
- Equal Opportunity Plan (EEO)

Objective 4.4: Create and maintain a positive work climate

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

Strategies:

- Ensure the organization's leaders are adaptable; inspire, motivate, and guide others towards goals; mentor and challenge the workforce; and demonstrate high standards of honesty, integrity, trust, openness, and respect.
- Implement an effective Mentor Program across the workforce. Perform comprehensive succession planning.
- Ensure the organization's performance management system focuses on accountability for results
- Promote teamwork, knowledge, and information sharing in the workforce.

- Utilize training courses and the Civilian Leadership Development program offered through the employee development and training program.
- Utilize telework opportunities to maximize workforce efficiencies
- Deploy a quality of work-life survey to identify the top motivators and stressors.

Desired Outcome:

Employees are well-informed of both personal and organizational goals and expectations. Areas are identified for improvement and an implementation plan is developed.

Supporting Action Plans, Directives, Orders, or Procedures:

- Annual Policy for Civilian Training (G-1)
- Conduct of Strategic Workforce Planning (G-1)
- Equal Opportunity Plan (EEO)

ACHIEVING SUCCESS

MCIEAST–MCB CAMLEJ installation’s future will be defined by the challenges we experience while meeting our growing mission requirements. This Strategic Plan presents a plan of action to meet these challenges by establishing strategic goals and using strategic management to provide successful implementation of the plan. Developing and training to our core competencies will be the tools we need to shape the future of our installations. Understanding how our core competencies align with our Lines of Effort will shows us how to employ those tools. Understanding how our Lines of Effort align with our Installation Management functions will ensure continued high quality installation support during a period of fiscal uncertainty while preserving the future viability of installation operations.

Figure 4 illustrates the connection between the MCIEAST-MCB CAMLEJ core competencies and Strategic Plan LOEs.

Figure 5 illustrates the connection between the Strategic Plan LOEs and the Installation Management Functions.

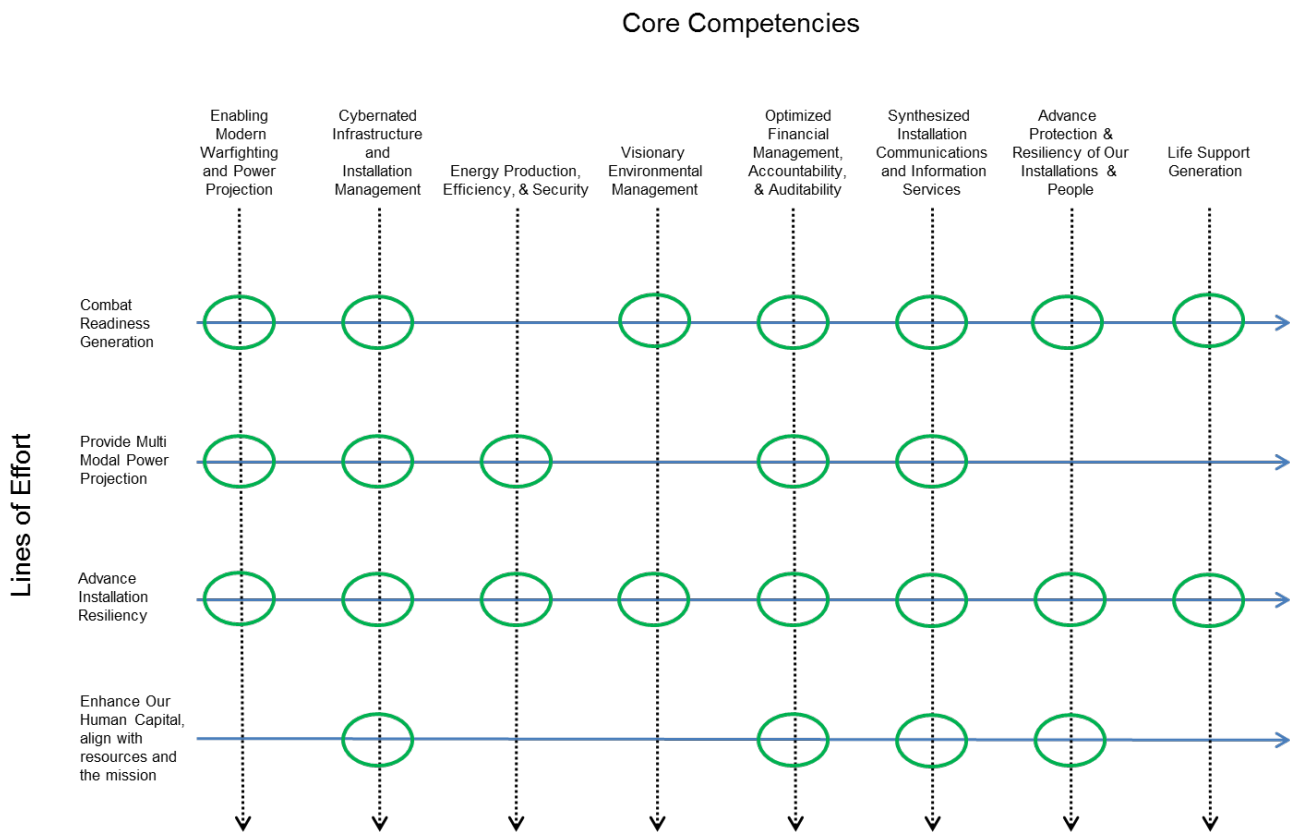


Figure 4: MCIEAST-MCB CAMLEJ LOEs and Core Competencies Matrix

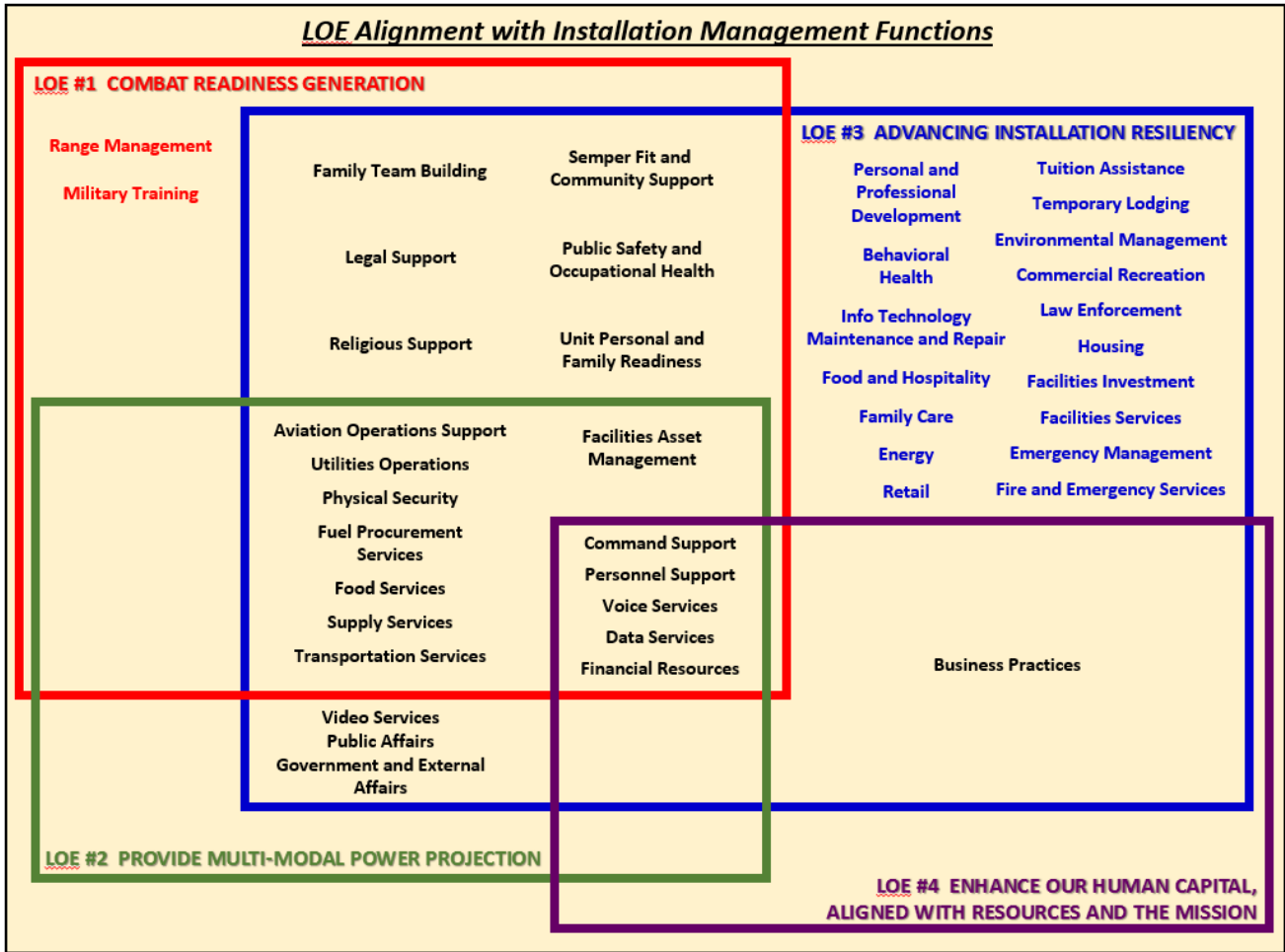


Figure 5: Installation Management Functions alignment with Strategic Plan LOEs

WAY AHEAD

This Strategic Plan identifies the strategic priorities within MCIEAST–MCB CAMLEJ. The corresponding Campaign Plan will define performance measures to ensure continuous progress towards accomplishing strategic goals. Together, these plans reflect a vital and proactive approach to guide the focus and operations of the MCIEAST–MCB CAMLEJ team.

APPENDIX A

Supporting Action Plans (SAPs), Directives, Orders, or Procedures

Objective 1.1

MCIEAST-MCB CAMLEJ Range Modernization Strategic Plan (G-3/5). This plan is a power point file that guides the continuing enhancement of training range support across all of MCIEAST–MCB CAMLEJ by identifying objectives and priorities.

MCIEAST-MCB CAMLEJ RAP (G-3/5). The RAP develops, identifies and promulgates the Commander's airspace initiatives, priorities, and supporting requirements. The RAP is a planning tool that is submitted annually to higher headquarters and the Federal Aviation Administration Eastern Service Area Office.

MCIEAST-MCB CAMLEJ INRMP (G-F). The INRMP guides the integrated natural resource management program at MCB CAMLEJ in accordance with the Sikes Act Improvement Act of 1997; DoD Conservation Instruction 4715.3; MCO P5090.2A (Environmental Compliance and Protection Manual); and the Endangered Species Act.

Objective 1.2

MCICOM Installation Readiness Reporting Plan (G-3/5). This plan describes the steps MCICOM will follow to: 1) identify and quantify essential tasks that must be accomplished in order to satisfy customer requirements, and 2) describe the steps that need to be followed in order to execute those tasks.

MCO 3000.13, Marine Corps Readiness Reporting Standard Operating Procedures (G-3/5). This order provides policy and procedures for reporting readiness for units, selected installations, and other organizations in the Marine Corps.

DoDI 5000.64, Accountability and Management of DoD Equipment and Other Accountable Property (G-4).

SECNAV Instruction 7320.10A, Department of the Navy Personal Property Policies and Procedures (G-4).

MCIEASTO 4400.1, Standing Operating Procedures for Management and Reconciliation of Garrison Property Custodian Asset Reports (G-4).

Objective 1.3

Joint Land Use Study (G-7). This study is meant to use cooperative land use planning to address short and long-term issues and conflicts between the military and civilian communities in the areas surrounding Camp Lejeune in Onslow County. It also aims to reduce military impacts within the study area in order to improve quality of life and spur compatible economic development.

Regional IT Strategic Plan (G-6). This five year plan is to posture regional and installation IT services that will effectively meet the challenges of future network operating and information environments essential to accomplish the MCIEAST-MCB CAMLEJ mission and that of aligned Installations.

MCB CAMLEJ Base Master Plan (G-F). This five year plan is required by DOD Instruction 4165.70 (Real Property Management). Effective long-term development and management of facilities and infrastructure requires thoughtful and thorough planning. Master planning is a continuous analytical process that involves evaluation of factors affecting the present and future physical development and operation of an installation in order to solve current problems and address long-term needs.

MCIEAST-MCB CAMLEJ MCO 3550.10 (G-F).

MCIEAST-MCB CAMLEJ ICRMP (G-F). The ICRMP is intended to provide procedural guidance for identifying, evaluating, nominating, and managing historic properties located at MCB Camp Lejeune. It is an internal compliance and management plan that integrates cultural resources program requirements with ongoing mission activities and other planning documents and metrics. Implementation of the ICRMP will ensure that MCB Camp Lejeune meets its stewardship responsibilities toward cultural resources in a manner that supports the military mission and minimizes conflicts with resource protection.

Range Complex Management Plan (RCMP) (G-F).

Objective 1.4

MCIEAST Energy and Water Strategy (G-F). This strategy provides clear lines of operation, objectives, and responsibilities that will enable the regional command to effect positive action. Through the execution of this strategy, MCIEAST will improve upon a strong record of stewardship of our nation's resources and fully support and maintain our mission readiness by implementing prudent management practices, supporting and achieving

mandates, conserving energy, and reducing costs. **This Plan will be published in FY 2018**

MCB CAMLEJ Maximum Utilization and Demolition (MUD) Plan (G-F). A comprehensive plan which identifies all preparatory tasks, along with associated schedules and fund requirements, for each facility consolidation project that must be accomplished in order to execute certain demolition projects that meet target goals levied on the Installation as part of the Infrastructure Reset strategy.

Continuous Process Improvement Policy Letter 13-12 (G-8 (BPO)). This Policy provides action required to Installation Commanders to implement Continuous Process Improvement throughout MCIEAST-MCB CAMLEJ in accordance with MCO 5220.12, Continuous Process Improvement Program.

Objective 1.5

Conduct of Strategic Workforce Planning (G-1). This planning provides commanders with a systematic process to define command tasks and functions, analyze workforce demographics, determine gaps, and then shape the workforce to both reduce costs and ensure that the labor force is of the right size, grade mixture, and experience level to accomplish the assigned mission. The goal is not to cut billets, but to conduct a thorough analysis of the composition of the work force in comparison to mission requirements, and make sure adjustments to the existing force as required to ensure the workforce is tailored to meet future mission requirements while also conserving scarce resources. Commanders are tasked to reduce labor expenditures within Fiscal Year (FY) 2014 labor controls and identify a two percent civilian labor cost savings per year in FY 2015 through 2019.

Objective 1.6

DoDI 1015.10, Military Morale, Welfare, and Recreation (MWR) Programs (MCCS). This DoD Instruction establishes and implements policy, assigns responsibility, and prescribes procedures for operating and managing programs for military morale, welfare, and recreation (MWR) programs. It defines which programs should be considered MWR programs and defines appropriated funding metrics for those programs. It further defines authorized patronage of MWR programs.

DoDI 1015.15, Establishment, Management, and Control of Non-appropriated Fund Instrumentalities and Financial Management of Supporting Resources (MCCS). This DoD instruction sets policy for the overall management of non-appropriated fund instrumentalities (NAFIs) and the funds they generate and/or receive via Congressional appropriation. It

further directs certain budgetary and financial planning requirements to ensure appropriate use of NAF.

MCO P1700.27B, MCCA Policy Manual (MCCA). This Marine Corps Order defines those programs managed by MCCA organizations, authorized patronage, and appropriate (and inappropriate) uses of NAF.

MCO 1700.29, Semper Fit Fitness and Health Promotion Policy (MCCA). This Marine Corps Order defines specific programs that will comprise the MCCA Semper Fit Program aboard Marine Corps installations. It defines staffing criteria (including education and certification criteria).

MCO 1700.30, MCCA Business Operations Manual (MCCA). This Marine Corps Order defines the business operations in which MCCA will engage as well as financial performance benchmarks those operations should meet or exceed.

MCO 1754.9A, UPFRP (MCCA). This Marine Corps Order defines commanders' responsibilities in managing a unit personal and family readiness fund and MCCA responsibilities in briefing, training, and supporting commanders and their "personal and family readiness" teams.

MCO 7300.21B, Marine Corps Financial Management SOP Manual (MCCA). This Marine Corps Order provides common operating procedures across staff sections for the management and expenditure of appropriated funds with a specific focus on records management.

Campaign Plan 2016-2021, Business and Support Services Division (MR), Headquarters, U.S. Marine Corps. (MCCA). This document provides a five-year roadmap for MCCA business operations and defines goals related to organizational culture, NAF revenue generation, cost-savings, performance accountability, and marketing.

Campaign Plan FY2012, Marine and Family Programs Division, Headquarters, U.S. Marine Corps. (MCCA). This document details continuous improvements in the ways MCCA promotes resiliency and readiness through behavioral health programs, prevention and education, counseling, and family readiness training.

Objective 2.2

MCIEAST-MCB CAMLEJ Mobilization and Deployment Infrastructure Support (MDIS) Plan (G-F)

MCO 5220.12 Continuous Process Improvement Program (G-8 (BPO)). This program establishes policy and procedures for the implementation of Continuous Process Improvement and deployment of Lean Six Sigma for MCIEAST-MCB CAMLEJ.

Objective 2.3

Logistics Operating Budget (G-4).

Objective 3.1

MCIEAST Strategic Engagement Plan (G7). This is a 3 volume document that defines engagement and articulates methods and objectives in successfully communicating with stakeholders. The Engagement Plan is tied to specific recommendations.

MCIEAST RECP (G-7). The RECP provides the Commanders and their staff with courses of action designed to effectively respond to current and potential encroachment threats to preserve mission capability, while also complying with environmental stewardship responsibilities. It also identifies appropriate mitigation for potential installation impacts on community or regional resources, and provide for the mutual exchange of knowledge and information between the installations and the community, in ways that allow and encourage them to work together to develop coordinated responses to controlling encroachment through compatible land use planning and other actions. Furthermore, the RECP provides guidance and direction to Installation Commanders on encroachment control activities and provides the framework for integration of the regional and installation Plans.

ECP for MCB CAMLEJ and MCAS New River (G-7). The ECP provides the Commanders and their staff with courses of action designed to effectively respond to current and potential encroachment threats to preserve mission capability, while also complying with environmental stewardship responsibilities. It also identifies appropriate mitigation for potential installation impacts on community or regional resources, and provide for the mutual exchange of knowledge and information between the installations and the community, in ways that allow and encourage them to work together to develop coordinated responses to controlling encroachment through compatible land use planning and other actions. Furthermore, the ECP provides guidance and direction to Installation Commanders

on encroachment control activities and provides the framework for integration of the regional and installation Plans.

Marine Corps Encroachment Control Order (G-7). The Marine Corps Encroachment Control Order defines encroachment and provides the framework for MCICOM and Regions/Installations for management of same.

Marine Corps Partnership Program (G-7). The Marine Corps Partnership Program began in earnest in 2017 as a result of changes to the National Defense Authorization Act (NDAA). Those changes provided the framework for expanded opportunities between installations and communities to partner on multiple activities, many for mutual benefit.

Sentinel Landscapes Guide Training Manual, MOU, and Maps (G-7). The NC Sentinel Landscapes Program has developed material for use by stakeholders as well as other States in building and sustaining their Sentinel Landscapes efforts. The material covers the evolution of the program in NC, a guide on how to build such a system elsewhere, as well as a training manual on programs that are available to leverage. In addition, a Partnership MOU has been developed for use by stakeholders in the state of NC. Also associated with the program are maps depicting priority areas for consideration.

Military Mission Footprint (G-7). These maps represent the MCIEAST and MCB Camp Lejeune/MCAS New River training and operations mission footprints. Efforts to determine land and other resource use challenges and to design means to protect and enhance the way Marines train begins with the analysis of these maps and associated data layers.

REPI and REPI Challenge Guides (G-7). Each year, OSD publishes REPI and REPI Challenge guides to assist regions and installations understand the criteria being used to evaluate and score specific proposals. The guides provide useful information that an applicant can use to ensure that a request for funds can be equitably evaluated. The REPI guide focusses attention on single parcel applications while REPI Challenge focuses on landscape scale protection efforts.

Objective 3.3

MCIEAST-MCB CAMLEJ Community Relations and Communication Plan and Strategic Engagement Plan (PAO)

MCIEAST-MCB CAMLEJ Communications Plan (PAO). This plan will seek to articulate the regional CG's vision and goals across a broad spectrum of information outlets that will create, strengthen and preserve partnerships that advance installation priorities.

Additionally, it will provide public feedback mechanisms to the command to ensure those priorities are continually met.

SERPPAS Charter 2008 (G-7). When first established, the South East Partnership for Planning and Sustainability (SERPPAS), the initial partners developed a charter that contains guiding principles and key objectives for all that participate in this regional forum. Currently, six states and all military services contribute to this effort to seek ways to resolve complex challenges in a mutually beneficial manner.

NCCC Charter (G-7). NC was the first state in the country to organize and develop a Charter for convening all installation commanders (regardless of service affiliation) to compare opportunities and challenges as well as to speak with one voice when dealing with governing officials within the state. The North Carolina Commanders' Council (NCCC) has been existence for almost a decade and is being used as a model by other states/branches of service.

Objective 3.5

MCIEAST-MCB CAMLEJ STFMP (G-1). STFMP is a command-level planning effort to be used in determining total force requirements in order to accomplish missions and tasks. The total force is defined as active, reserve, Navy, civilian, and contractor labor. Command-level STFMP will enable commands with all total force components (MEF and higher command elements and supporting establishment commands) to analyze the structure requirements based on mission requirements. During the planning, commands will use authorized manpower requirements identified in the table of organization and equipment for both current and future, in the Total Force Structure Management System and authorized personnel funding budgets for civilians identified in the Programming and Budgeting Documentation Database. (Reference: MARADMIN 393-13)

MTP Guidance (G-1). Commanders are directed to MTP civilian labor within their published civilian labor financial controls. MTP guidance assists MCIEAST-MCB CAMLEJ Installations to establish and implement guidance pertaining to FY 2015-2019 civilian workforce manning levels. Commanders are to ensure their manpower planning is in keeping with the tenets of MTP (Position Management, Position Classification and Compensation) and their Strategic Workforce Planning efforts.

Marine Corps Regional Optimization Plans (MCROPs) (G-F). A plan that integrates installation MCGIPs into a master document at the regional or global perspective and provides optimized infrastructure solutions and alternatives based on the aggregated gap analyses. **This Plan is a future endeavor that MCOICOM intends to undertake.**

Marine Corps Global Infrastructure Plans (MCGIPs) (G-F). A plan that translates OPFOR and Supporting Establishment into infrastructure requirements and performs gap/excess analysis to determine the installation's capability to meet those requirements. **This Plan is a future endeavor that MCOICOM intends to undertake.**

Objective 3.6

E.O.13693 – “Planning for Federal Sustainability in the Next Decade” mandate to reduce Greenhouse Gas (GHG) emissions (G-F).

Objective 3.7

MCO 3058.1, Marine Corps Mission Assurance (G-3/5). MCO 3058.1 Marine Corps Mission Assurance (G-3/5). The purpose of this Marine Corps Order was to publish MA policy and establish a process to align and synchronize the management of protection-related risk across the Marine Corps.

Marine Corps Mission Assurance-Enterprise Roadmap (G-3/5). Marine Corps Mission Assurance-Enterprise Roadmap (G-3/5). The Marine Corps Mission Assurance–Enterprise (MCMA-E) Roadmap provides the framework and Service–level direction to develop and integrate protection-related programs, activities, functions, and operational capabilities using a comprehensive, all-hazards approach. The MCMA-E aligns planning and resource activities; synchronizes policy, doctrine, and capability development; and integrates functional area management across the enterprise.

MCIEAST-MCB CAMLEJ Integrated ESOH Program Plan (Safety).

Protection Advocacy Concept of Operations (G-3/5).

MOA between CG, II MEF and CG, MCIEAST-MCB CAMLEJ, II MEF Force Protection Support to MCIEAST (G-3/5). This MOA establishes II MEF augmentation support to MCIEAST installations during elevated Force Protection Conditions and Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive event.

MCIEAST-MCB CAMLEJO 3302.1, Regional MA Program Order (G-3/5). This Order establishes and promulgates policy, procedures, and requirements for implementing a comprehensive, regional MA Program. MA is defined as a process to protect or ensure the continued function and resilience of capabilities and assets, including personnel, equipment,

facilities, networks, information and information systems, infrastructure, and supply chains critical to the performance of DoD Mission Essential Functions in any operating environment. Additionally, it is the common integrative framework used to prioritize protection and resilience efforts, including but not limited to: antiterrorism; critical infrastructure protection; chemical, biological, radiological, nuclear, and high-yield explosive; and emergency management, and reduce risks from a range of complex threats and hazards.

MCIEAST-MCB CAMLEJO 3302.2, Base MA Plan (G-3/5). This plan establishes policy, responsibilities, procedures, and standards in MA requirements for Camp Lejeune and tenant activities. This Plan defines the nature and scope of MA and emergency response planning. It sets forth emergency operations procedures and provides guidance for emergency preparedness, disaster relief, and MA operations.

MCIEAST-MCB CAMLEJ Installation Emergency Management Plan (G-3/5). This plan establishes policies, procedures, and an organizational structure for response to threat/hazard events that are of sufficient magnitude to cause a significant disruption of all or portions of installation functions or to support civil authorities as required by Defense Support of Civil Authorities responsibilities. This Plan describes the roles and responsibilities of directorates, tenants, and personnel prior to, during, and after threat/hazard events to protect lives and property.

MCIEASTO 3440.1C, Destructive Weather Operations (G-3/5). This Order promulgates guidance, information, and procedures for use in the event of destructive weather.

MCIEAST-MCBCAMLEJO 3440.6A, Destructive Weather Order (G-3/5). This Order provides guidance, information, and procedures for use in the event of a destructive weather event resulting in the activation of a component installation's Emergency Operations Center. For clarification purposes, the term destructive weather is an umbrella term that encompasses specific weather events such as severe thunderstorms, destructive wind events, flooding, tropical cyclones, tornadoes, and winter storms, etc.

Objective 3.9

DoD CIO memo, 'Server-Systems & Application Virtualization (G-6). This memorandum directs DON to virtualize all current servers and server-based systems and applications to achieve operational cost reductions and improve flexibility in existing IT infrastructure.

DoD CIO memo, 'DON Data Center Consolidation (DCC) Policy Guidance (G-6). This memorandum establishes DON Data Center Consolidation guidance, including direction for consolidation into DON owned SPAWARSYSCOM, NMCI, or Marine Corps enterprise or

regional data centers, or DoD or commercial data centers meeting or exceeding DON standards.

Objective 3.10

Comprehensive Safety Management Plan (Safety). This plan will incorporate safety orders, policy letters, programs (e.g., Voluntary Protection Program), and management tools (e.g., Enterprise Safety Application Management System) into one plan.

Return to Work Program Plan (G-1). A comprehensive plan that establishes procedures for returning employees injured on the job back to work.

Hazard Mitigation and Remediation Plans (G-3/5).

Objective 3.12

MCB CAMLEJ Installation Energy & Water Strategy Plan (G-F). This strategy provides clear lines of operation, objectives, and responsibilities that will enable the installations, its supported commands, and tenant organizations to take positive action. Through the execution of this strategy, Marine Corps installations will improve upon a strong record of stewardship of our nation's resources and fully support and maintain our mission readiness by implementing prudent management practices, supporting and achieving mandates, conserving energy, and reducing costs. **This Plan will be published in FY 2018**

Objective 3.14

DC M&RA/MI REVIEW OF FUTURE STRUCTURE AND PERSONNEL ADMINISTRATIVE SUPPORT/ OPERATIONAL PLANNING TEAM (OPT) (H&S BN). This plan has created the Personnel Administration OPT to conduct a thorough review of the processes, procedures, and delivery method of personnel administrative support provided to commanders and the individual Marine.

MCO 5000.14D, MARINE CORPS ADMINISTRATIVE PROCEDURES (MCAP) (H&S BN). This Order provides guidance concerning the function and organization of Marine Corps Administration. The primary goal of this Order is to increase the quality of administrative support provided and to establish uniformity throughout all levels of administrative and personnel support.

MCWP 1-12, MARINE CORPS WARFIGHTING PUBLICATION 1-12 ON U.S. MARINE CORPS ADMINISTRATION (H&S BN). Explains the Marine Corps administrative

community's responsibilities, organization, and how they are employed in support of Marine Air Ground Task Force (MAGTF).

Objective 3.15

Annual Program Objective Memorandum (POM) (MCCS). This is an online tool that allows for MCCS to provide input for the funding of programs by Marine Corps Program Code (MCPC). This input is then rolled up into a regional POM for decision by higher headquarters.

Annual Operating and Capital Budgets (MCCS). These documents are the annual financial plans for each MCCS organization and are maintained and executed at the installation level. Annual budgets are based on APF allocations as well as NAF revenue-generating and expense projections and are approved each year by the installation commander.

MCCS Business Development Plan (MCCS).

DoDI 1035.01 Telework Policy (MCCS). This DoD instruction concerns telework policy and will be implemented within MCCS organizations based on the current regional plan.

Objective 4.1

Annual Policy for Civilian Training (G-1). This Policy establishes guidance and policy for the MCIEAST-MCB CAMLEJ civilian workforce training curriculum.

Objective 4.3

CG PLY LTR 01-17 Innovation Incentives Program (G-8 (BPO)).

BO 12451.4B Incentive Award Program (G-1).

MCIEAST-MCBCAMLEJO 1650.6 Administration of Awards (G-1).

Equal Opportunity Plan (EEO).