Marine Corps Base Hawaii Strategic Plan

2013-2017

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Commanding Officer's Message

Home to Marine Aircraft Group 24, 3d Marine Regiment, Patrol and Reconnaissance Wing Two, Marine Forces Pacific Headquarters, Pacific Command Headquarters, government agencies and many other commands. Marine Corps Base (MCB) Hawaii provides high quality training support, housing and recreation activities for our Marines, Sailors and their families.

Already the largest civilian employer on windward Oahu, we will see growth as we implement the Marine Corps Aviation Campaign Plan. This plan provides for the basing of additional aircraft and active duty personnel at MCB Hawaii and includes the MV-22 Osprey, AH-1 Cobra, UH-1 Huey and Unmanned Aerial Vehicles (UAVs), in addition to our current CH-53E Super Stallions. The Navy is also scheduled to replace their P-3 Orion aircraft with new P-8A Poseidons.

Our fundamental mission of supporting the Warfighters and their families will always remain our focus. Moving into the future, we will continue to seek best practices from both the private and public sectors. We will employ Continuous Process Improvement (CPI) methods to reduce waste and improve business processes to better support current and future mission requirements. We will continue to recognize our role as good stewards of taxpayer-provided resources and of our island home while preserving training areas and the environment aboard the base.

We have found innovative ways to protect ten endangered or threatened species on or in the waters around Mokapu Peninsula, while preserving the training, recreation and living spaces aboard the base.

MCB Hawaii takes pride in being on the forefront of sustainable energy employment. We will continue to reduce our dependence on petroleum products through the installation of phototovoltaic systems and use of biofuels.

Led and operated by a talented group of Marines, Sailors and Civilian Marines, the MCB Hawaii team aspires to achieve our goals safely and in an innovative and forward thinking manner.

ERIC W. SCHAEFER
Colonel, U.S. Marine Corps
Commanding Officer, Marine Corps Base Hawaii

History

1918 - Commissioned Fort Kuwaaohe Military Reservation (Army)
1939 - Began construction of Naval Air Station Kaneohe (Navy)
1941 - 7 December, Japanese Navy attacked air station minutes prior to attack on Pearl Harbor
1942 - Recommissioned as Fort Hase (Army)
1943 - Purchased additional land from Mr. Harold K. L. Castle (Navy)
1949 - Decommissioned Naval Air Station Kaneohe
1951 - Marine Corps assumed control of both Fort Hase and the air station after Mr. Castle refused to take back the land, believing it important to have a military base on the windward side
1952 - Commissioned as Marine Corps Air Station Kaneohe Bay
1953 - Became home of the 1st Provisional Marine Air-Ground Task Force
1994 - Marine Corps consolidated all installations & facilities in Hawaii under single command called Marine Corps Base Hawaii
Deactivated 1st Marine Expeditionary Brigade
1999 - Realigned Patrol & Reconnaissance Wing Two and HSL-37 (Navy) to Kanehoe due to BRAC closure of NAS Barbers Point
Acquired Marine Corps Training Area Bellows from US Air Force
2009 - Redesignated air facility as Marine Corps Air Station
2011 - Continues as a forward base used to train for combat operations

Facts

Land area: 4,695 acres Training Area: 1,500 acres
Roads: 80 miles Shoreline: 13.2 miles plus a 500 yard national defense security area
Runway length : 7,771 ft
Ports: Shallow water, recreational marina
Landfill: 27 acres
Wastewater Reclamation Facility: 2M gallon capacity per day
Protected Species: 7 endangered, 3 threatened
Family Housing Units: 2,592 Family Members In-Quarters: 7,200
Barracks: 44 enlisted, 2 transient quarters
Structures: 2,645
Personnel: 11,200 military 1,410 civilian*
Payroll: $469.6M military** $78.8M civilian*
Materials and services: $160.4M Contracts: $48.2M
Construction: (FY13-15) $495M military $108M non-appropriated
Current Plant Value: $4.4B
Economic impact Windward Oahu: $958M

Dollar values = annual averages
*Excludes tenant civilian personnel
**Includes Marines and Navy at Kaneohe only

Mission

To provide facilities, programs and services in direct support of units, individuals and families in order to enhance and sustain combat readiness for all operating forces and tenant organizations aboard MCB Hawaii.

Vision

We will be the installation of choice for the Warfighter. We will continue to meet and exceed the expectations of those who use our facilities and services.

Partners/Customers

U.S. Pacific Command

U.S. Marine Corps Forces, Pacific

III Marine Expeditionary Forces

MCB Hawaii Marines, Sailors, Civilian Marines and all family members

U.S. Navy, U.S. Army, U.S. Air Force and U.S Coast Guard

Patrol and Reconnaissance Wing Two

Hawaii National Guard

VIPs and other visitors

Local community

Other commands/tenants/ transients

Retired military community

Federal, State and local government agencies

Priorities

Five pillars reflect MCB Hawaii's foundation. Each supports the focus of *Marine Corps Strategy 21, Marine Corps Installations 2020, USMC Installations Strategic Plan* and other USMC strategies.

<u>Basing Strategy</u> -- Our installation is located near air and sea ports of embarkation and we ensure unimpeded access to these ports. Our strategic location in Hawaii supports overseas contingency operations. The *Marine Corps Aviation Campaign Plan* and other force structure initiatives will guide us in the future.

<u>Training, Ranges and Maneuver Space</u> -- Our ranges and training areas are designed for the support of operational readiness, with a focus on individual and unit training of a naval expeditionary nature. We maximize training capability on our installation through systematic land use changes proposed in our long-term base master plan and scheduling via the latest automated systems.

<u>Base Management</u> -- MCB Hawaii collaborates with Federal, State and local activities at all levels in human capital, enterprise systems and training operations that support the mission of the Warfighter. Marines, Sailors and Civilian Marines are the integral components for innovation, continuous improvement and continuity.

<u>Sustainability</u> -- While understanding the importance and responsibility of community development, good stewardship of the taxpayer's dollar and environmental conservation, MCB Hawaii takes pride in developing partnerships that are leading the way towards self-sustaining energy production, improving quality of service and unsurpassed environmental protection. Accomplishing our goals secures tangible outcomes for future generations.

<u>Community Relations</u> -- As the largest employer on the Windward side of Oahu, as well as an integral part of the local community, it is our obligation to foster strong relationships with every element of this community, including: legislators, educators and schools, business partners, law enforcement, unions, governmental agencies (federal, state and local) and our retired community members. Not only will solid relationships foster trust and communication, they will also help us reach a balance between environmental preservation and accomplishment of our military missions. The prevention of encroachment is a key concern toward preserving our training areas. Strong ties with the community will help us in this endeavor.

Guiding Principles

Commit to the Warfighters' needs with emphasis on junior enlisted personnel.

Exercise teamwork in everything we do and empower at the lowest appropriate level.

Mentor an environment to meet resource challenges by investing in new technologies, maximizing efficiencies and effectively implementing Continuous Process Improvement.

Ensure our core values (Honor, Courage and Commitment) are exemplified in our daily endeavors to achieve our mission.

Recognize creativity, innovation and professionalism through an aggressive awards program.

Provide equal opportunity for all and enhance career growth and opportunities for education and training.

Core Competencies

Operations and Training Support

Provide Marine Air-Ground Task Force (MAGTF), tenant and joint operations and training with adequate and unencumbered maneuver space and live fire ranges to support weapons and tactics, techniques and procedures (TTPs) of today and tomorrow.

Deployment and Redeployment/Regeneration/ Reconstitution (R3)

Provide rapid and efficient deployment and R3 of forces through access to adequate Aerial Ports and Seaports of Embarkation/Debarkation, robust lines of communication, reachback and sustainment to enable force projection.

Sustainment and Maintenance

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

Workforce Management

Ensure our workforce of Marines, Sailors and Civilian Marines is equipped, fully trained and capable of completing the mission.

Strategic Goals

Goal 1

Enhance Installation Support of Warfighting Readiness

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

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

Goal 2

Ensure the Long-Term Viability of MCB Hawaii

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

Objective 2.2: Support combat readiness by strengthening mobilization and deployment support.

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

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

Objective 2.5: Provide effective installation protection.

Objective 2.6: Guard against encroachment.

Goal 3

Provide High Quality, Sustainable and Affordable Installation Support

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

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

Objective 3.3: Advance energy initiatives to reduce the operating costs of MCB Hawaii.

Strategic Goals

Goal 4

Optimize Workforce Excellence

Objective 4.1: **Develop a trained and capable customer-oriented workforce**

Objective 4.2: **Create a climate for action.**

Objective 4.3: **Create a positive employee climate.**

Goal 5

Promote Critical Partnerships

Objective 5.1: **Continually work to enhance community support for the defense mission.**

Execution and Assessment

Plan Execution:

This Strategic Plan outlines the desired future state of Marine Corps Base Hawaii. Activities identified for review during the execution of the strategic goals will be analyzed using Continuous Process Improvement (CPI) methodologies.

Each command or directorate will track their contributions to the organizational priorities and ultimately, the commander's focus to enhance and sustain Warfighter readiness.

Plan Assessment:

The plan will be assessed through the MCIPAC scorecard and dashboard. Performance Measures (PM) and Key Performance Indicators (KPI) linked to MCICOM goals will be used to assess the progress of achieving the commander's intent.

More information about the MCB Hawaii Strategic Plan may be obtained from the Business Performance Office at 257-1283, or www.mcbhawaii.marines.mil > Departments > Business Performance.

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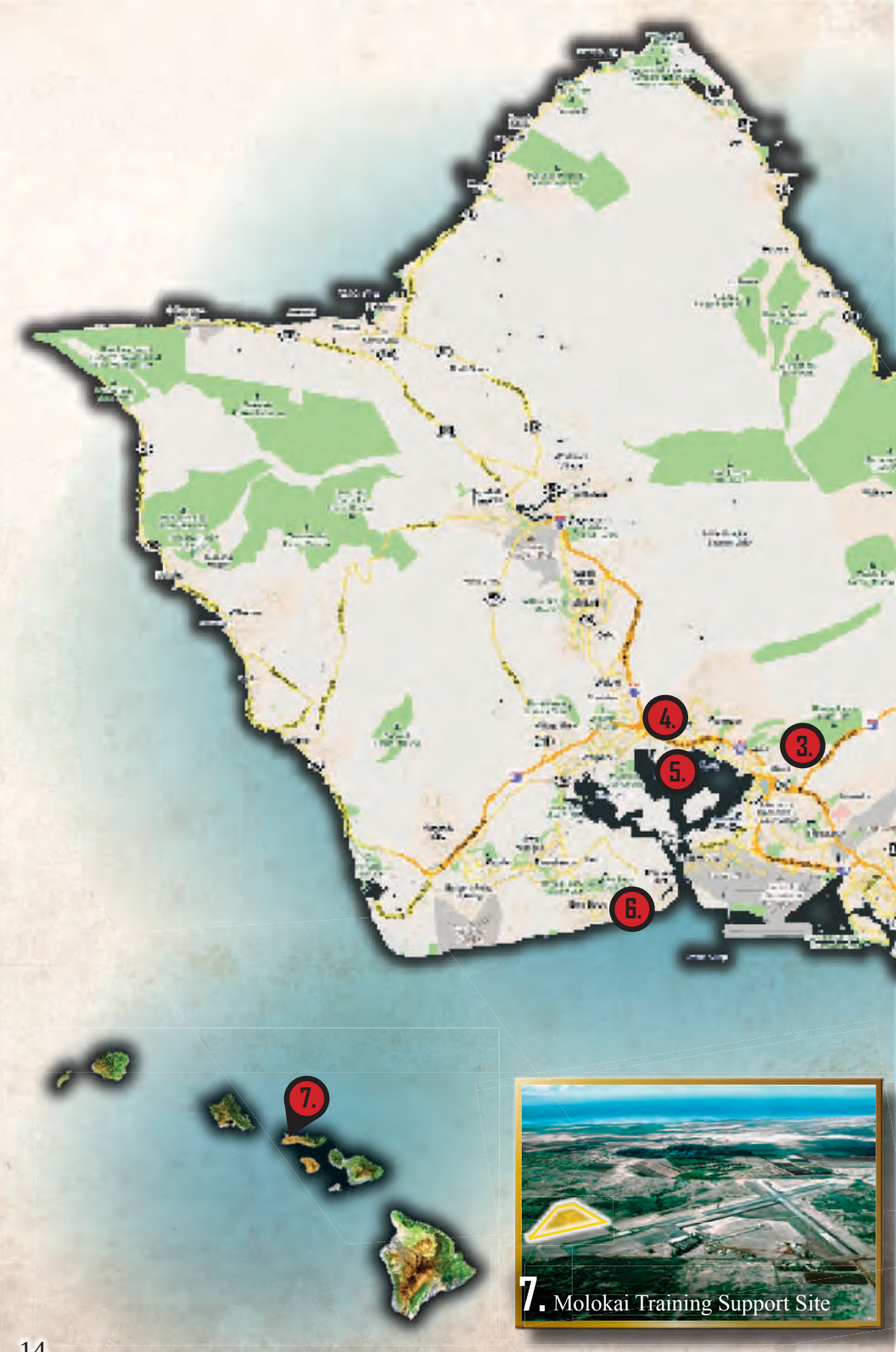
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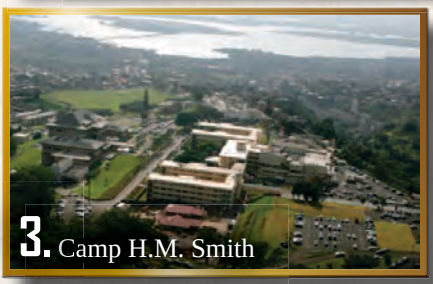
3.
5.
6.
7.
7. Molokai Training Support Site

Marine Corps Base Hawaii Geographic Locations

1. Mokapu Peninsula (Kaneohe Bay)

2. Marine Corps Training Area Bellows



3. Camp H.M. Smith

4. Manana Family Housing Area

6. Puuloa Range Training Facility

5. Pearl City Annex

Subordinate Commands

HEADQUARTERS
BATTALION

MARINE CORPS
AIR STATION

Kaneohe Tenants

THIRD MARINE
REGIMENT

FIRST BATTALION
THIRD MARINES

SECOND BATTALION
THIRD MARINES

THIRD BATTALION
THIRD MARINES

MARINE AIRCRAFT
GROUP 24

HMH-463

HMLA-367

MALS-24

MWSD-24

PATROL AND
RECONNAISSANCE
WING TWO

VP-4

VP-9

VP-47

VPU-2

TACTICAL OPERATIONS
CENTER (TOC)

Kaneohe Tenants

COMBAT LOGISTICS BATTALION-THREE

THIRD RADIO BATTALION

FIRST BATTALION TWELTH MARINES

HSL-37

VR-51

WOUNDED WARRIOR BATTALION WEST

SCHOOL OF INFANTRY DETACHMENT HI

MARINE FORCES PACIFIC BAND

DETACHMENT 4TH FORCE RECONNAISSANCE CO

TRAINING AND EDUCATION COMMAND

MARINE CORPS LOGISTICS BASE ALBANY

COMBAT LOGISTICS COMPANY 35

NAVAL HEALTH CLINIC KANEOHE

21ST DENTAL CO

US ARMY VETERINARY COMMAND

Kaneohe Tenants

MARINE CRYPTOLOGICAL SUPPORT BATTALION, CO I

CENTER FOR NAVAL AVIATION TECHNICAL TRAINING DET HAWAII

PROGRAM MANAGER-INFANTRY COMBAT EQUIPMENT MARSYSCOM

RESIDENT OFFICER IN CHARGE OF CONSTRUCTION

MARINE AVIATION TRAINING SYSTEMS SITE KANEOHE BAY

MARINE CORPS UNIVERSITY

NAVAL CRIMINAL INVESTIGATION SERVICE

DEFENSE COMMISARY AGENCY

CHAPLAINS RELIGIOUS ENRICHMENT PROGRAM

FEDERAL FIRE DEPARTMENT

NAVY MARINE CORPS RELIEF SOCIETY

AMERICAN RED CROSS

US POSTAL SERVICE

ARMED SERVICES YMCA

MOKAPU ELEMENTARY SCHOOL

WINWARD COMMUNITY FEDERAL CREDIT UNION

OFFICE OF NAVAL RESEARCH

FOREST CITY

BANK OF HAWAII

Camp Smith Tenants

US PACIFIC COMMAND

US MARINE FORCES PACIFIC

SPECIAL OPERATIONS COMMAND PACIFIC

JOINT INTERAGENCY TASK FORCE-WEST

HEADQUARTERS & SERVICE BATTALION MARFORPAC

DEFENSE LOGISTICS AGENCY

NAVAL HEALTH/DENTAL CLINIC CAMP SMITH

DEFENSE MEDIA ACTIVITY

CRUISE MISSILE SUPPORT ACTIVITY

NAVAL CRIMINAL INVESTIGATION SERVICE

Bellows Tenants

HAWAII ARMY NATIONAL GUARD

CITY AND COUNTY OF HONOLULU