Marine Corps Base Hawaii
Strategic Plan

2011 - 2015

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Commanding Officer's Message

Home to Marine Aircraft Group 24, Third Marine Regiment, Patrol and Reconnaissance Wing Two, Marine Forces Pacific Headquarters, Pacific Command Headquarters and many other commands and government agencies, 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 anticipate growth as we implement the Marine Corps Aviation Campaign Plan. This plan provides for the basing of additional aircraft at MCB Hawaii, to include 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 seek best practices from both the private and public sectors. We will employ Continuous Process Improvement (CPI) 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.

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

MCB Hawaii takes pride in being on the forefront of sustainable energy technologies. By employing photovoltaic systems along with other renewable energy sources to include bio-diesel, we will continue to reduce our dependence on foreign oil.

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.

BRIAN ANNICHIARICO
Colonel, U.S. Marine Corps
Commanding Officer, Marine Corps Base Hawaii

History and Facts

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 to Kaneohe (Navy) 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: 4,670 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: 2,600+ Family Members In-Quarters: 4522
Barracks: 44 enlisted, 1 bachelor officer's quarters
Structures: 2,839
Personnel: 14,017 military 1,449 civilian*
Payroll: $442.6M military** $66.3M civilian*
Materials and services: $102M Contracts: $32.5M
Construction: $20M military $20.5M non-appropriated
Current Plant Value: $4B
Economic impact Windward Oahu: $683M
Dollar values = annual averages
*Excludes tenant civilian personnel
**Includes Marines only

Mission, Vision and Partners

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

U.S. Pacific Command

U.S. Marine Corps Forces, Pacific

III Marine Expeditionary Forces

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

Patrol and Reconnaissance Wing Two

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**, **Marine Corps Business Enterprise Strategic Plan** and other USMC strategies.

Basing Strategy -- 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.

Training, Ranges and Maneuver Space -- 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.

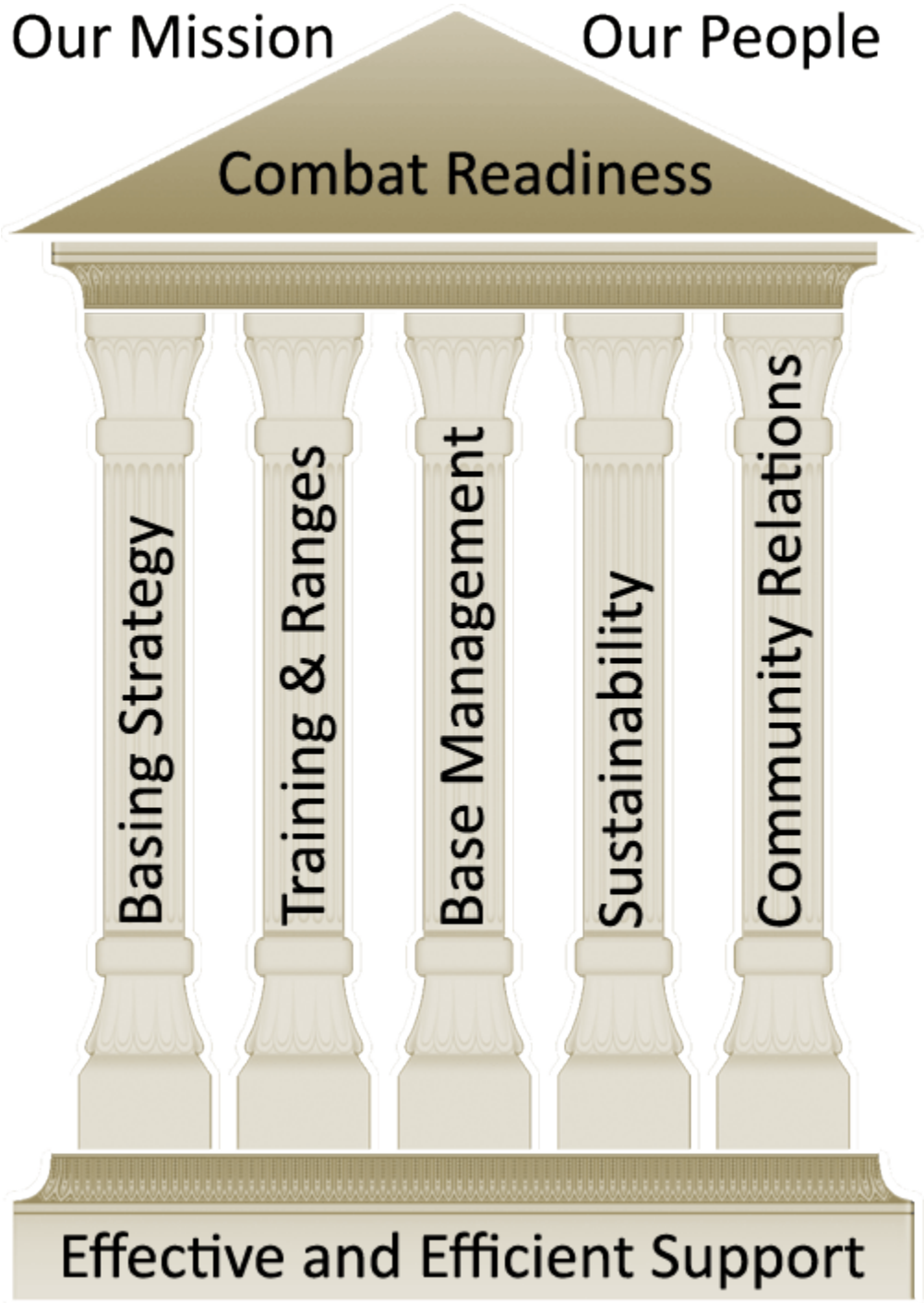
Base Management -- MCB Hawaii collaborates at all levels in human capital, enterprise systems and training operations that support the mission of the Warfighter. Marines, Sailors and Civilian Marines are the integral components for innovation, continuous improvement and continuity.

Sustainability -- 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.

Community Relations -- 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, homeowners associations, 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.

Priorities


Our Mission
Our People
Combat Readiness
Basing Strategy
Training & Ranges
Base Management
Sustainability
Community Relations
Effective and Efficient Support

Guiding Principles

Commit to the Warfighters' needs first 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.

Goal 1

Support Current and Future Operational Training Requirements

Provide varied and realistic landscapes, air space and sea access suitable to fulfill Title 10 responsibilities.

Strategy 1.1: Develop and maintain training areas and systems to support current and future operational training requirements.

Strategy 1.2: Guard against encroachment.

Goal 2

Provide Quality Facilities and Services for Support of Our Mission

Ensure the Warfighter has the optimal infrastructure and Base Operating Support (BOS) services to support training, mission deployment, and reconstitution of forces by leveraging information technology, and employing efficient and effective facility management programs that justify and champion requirements.

Strategy 2.1: Provide facilities to support operations and training requirements.

Strategy 2.2: Provide quality-of-life services and facilities for Marines, Sailors, Civilian Marines and families.

Strategy 2.3: Meet surge capacity requirements.

Strategy 2.4: Meet energy reduction goals.

Strategy 2.5: Promote effective and efficient environmental management.

Goal 3

Maintain Good Order and Discipline Aboard the Base and Provide Force Protection

Foster the essential link between MCB Hawaii and the community and maintain accessibility through powerful, flexible, protection resources and measures.

Strategy 3.1: Integrate emergency operations and services.

Strategy 3.2: Maximize force protection capabilities.

Goal 4

Heighten Safety Awareness

Safety is inherent to all of our activities – combat, training, garrison life and liberty. We must take initiative to preclude a chain of events, which might lead to a mishap or make us susceptible to a breach in security. Mishaps can affect readiness, morale and the fighting spirit of any unit. All personnel are expected to demonstrate the principles of safety awareness to prevent mishaps.

Strategy 4.1: Maintain and continuously improve Operational Risk Management (ORM).

Strategy 4.2: Implement OSHA's Voluntary Protection Program (VPP).

Goal 5

Maintain a Quality Workforce to Accomplish the Mission

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

Strategy 5.1: Identify civilian and military manpower and associated training requirements.

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 develop lead activities and measures to track their contributions to the organizational priorities and, ultimately, the commander's vision and intent.

Plan Assessment:

The plan will be assessed through the Commanding Officer's visits to units and directorates. Performance measures linked to command or directorate goals will be used to assess the progress of achieving the commander's intent. Scoreboards can be used to communicate progress throughout the organization.

More information about the MCB Hawaii Strategic Plan may be obtained from the Business Performance Office at 257-1283.

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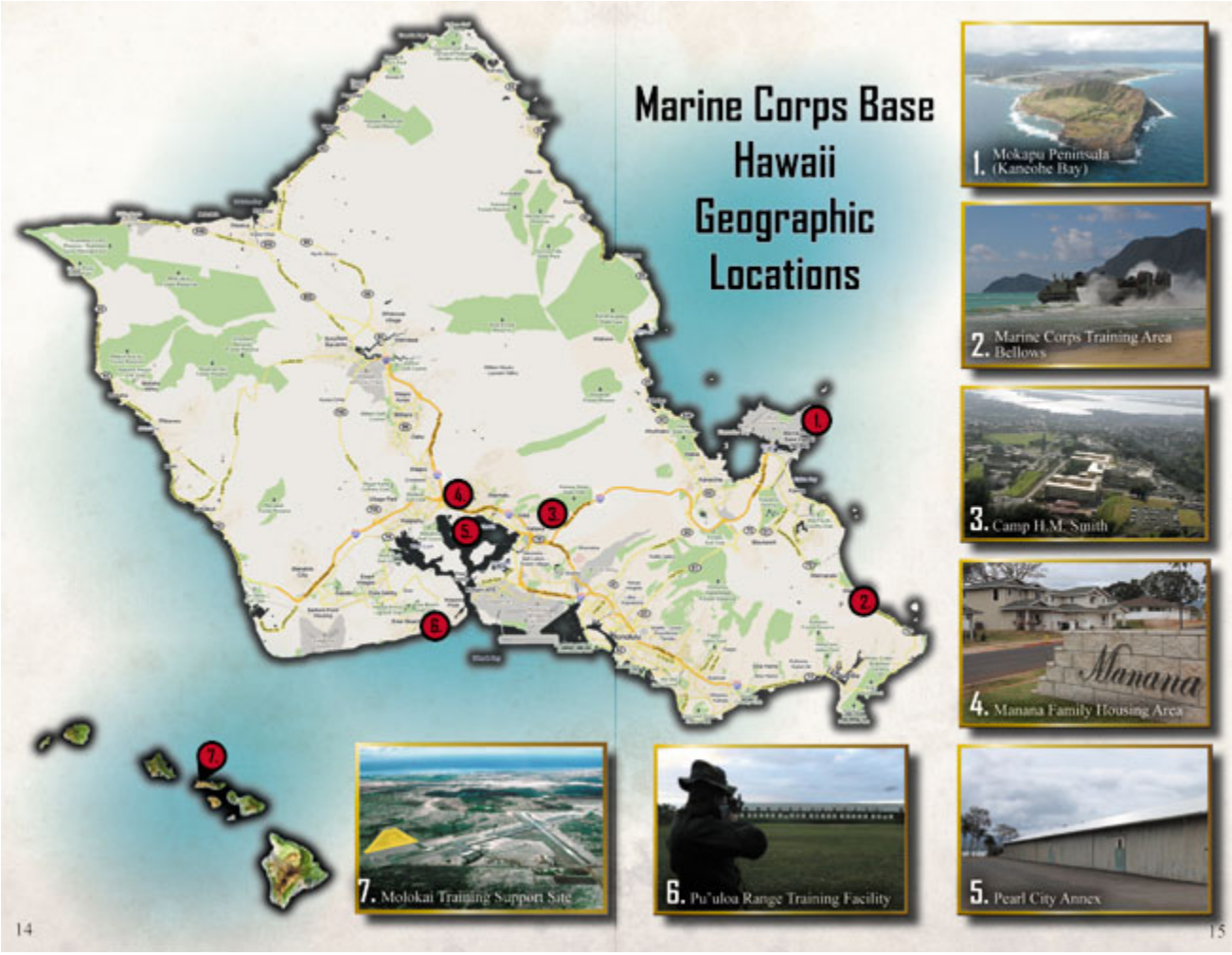
MCB Hawaii Geographic Locations



Tenants

Subordinate Commands

HEADQUARTERS BATTALION

MARINE CORPS AIR STATION

Kaneohe Tenants

THIRD MARINE REGIMENT

MARINE AIRCRAFT GROUP 24

PATROL AND RECONNAISSANCE WING TWO

FIRST BATTALION THIRD MARINES

HMH-362

VP-4

SECOND BATTALION THIRD MARINES

HMH-363

VP-9

THIRD BATTALION THIRD MARINES

HMH-463

VP-47

MALS-24

VPU-2

TACTICAL OPERATIONS CENTER (TOC)

Tenants

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

DEFENSE COMMISSARY AGENCY

NAVAL HEALTH CLINIC KANEOHE

21ST DENTAL CO

US ARMY VETERINARY COMMAND

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

FEDERAL BUREAU OF INVESTIGATION

CHAPLAINS RELIGIOUS ENRICHMENT PROGRAM

FEDERAL FIRE DEPARTMENT

NAVY MARINE CORPS RELIEF SOCIETY

AMERICAN RED CROSS

US POSTAL SERVICE

ARMED SERVICES YMCA

MOKAPU ELEMENTARY SCHOOL

Tenants

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 COMPUTER AND TELECOMMUNICATIONS AREA MASTER STATION

AFLOAT PLANNING SYSTEMS PACIFIC

NAVAL CRIMINAL INVESTIGATION SERVICE

NAVAL HEALTH / DENTAL CLINIC CAMP SMITH

CRUISE MISSILE SUPPORT ACTIVITY

Bellows Tenants

HAWAII ARMY NATIONAL GUARD

Pacific War Memorial