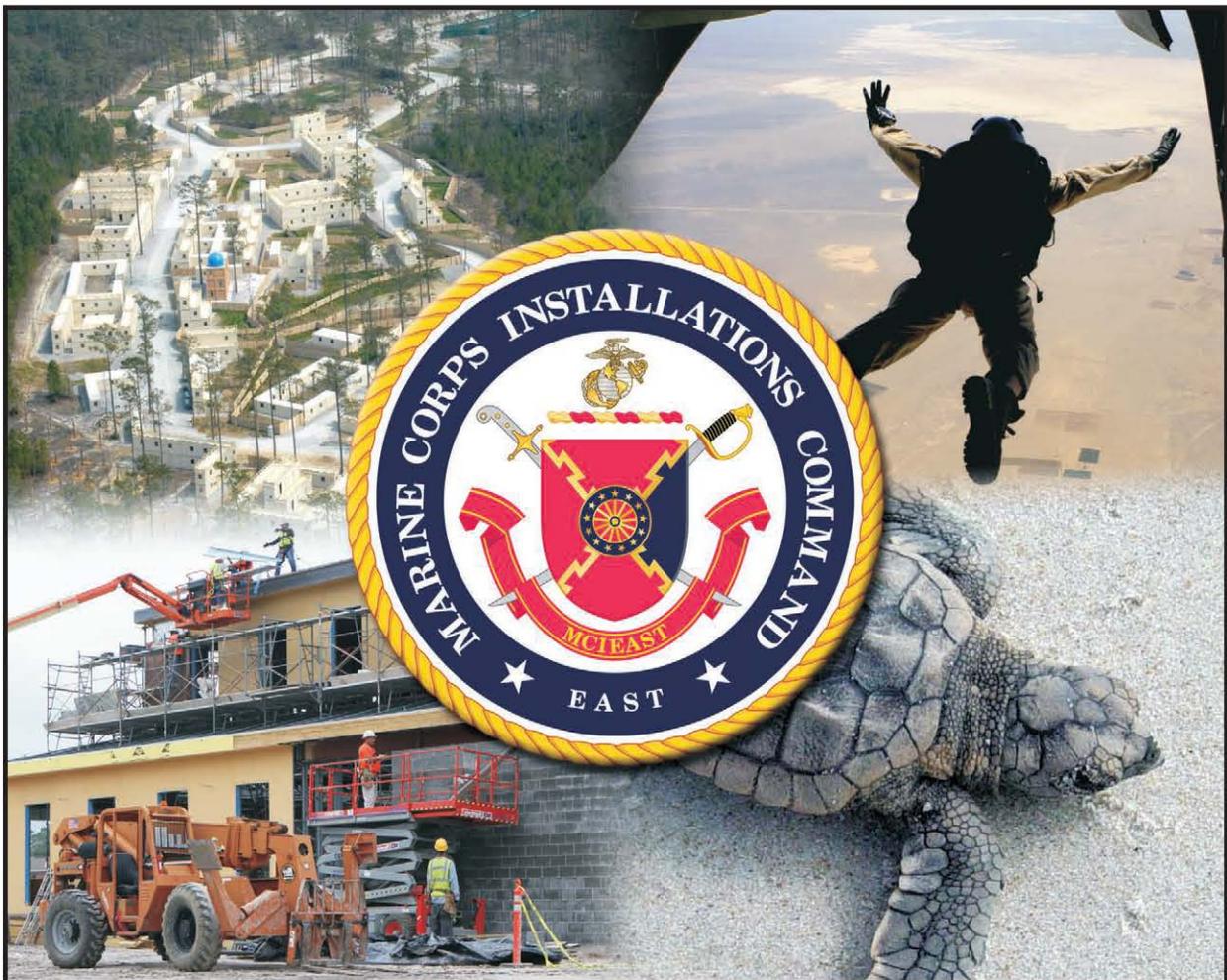


Marine Corps Installations East-
Marine Corps Base Camp Lejeune



Strategic Plan



January 2014

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Forward

Marine Corps Installations East-Marine Corps Base Camp Lejeune (MCIEAST–MCB CAMLEJ) was designated a singular command on 3 April 2012. This Strategic Plan conveys the command's goal of ensuring the long-term viability of critical Marine Corps installation support to tenant commands and organizations. MCIEAST–MCB CAMLEJ installations are premier national defense assets that offer a unique combination of ocean, coastal, riverine, land, and airspace training areas. Collectively, MCIEAST installations directly support the combat readiness and training effectiveness of our nation's 911 force, the United States Marine Corps.

The Nation and the Marine Corps have entered an era of rapid change with very significant challenges in fiscal and personnel resources. This Strategic Plan establishes the guide posts by which MCIEAST–MCB CAMLEJ will address these significant challenges to continue providing exemplary installation support into the future.

This Plan reinforces the importance of strong partnerships with surrounding communities. These partnerships contribute to the viability of our installations as first-class training facilities and force projection platforms while promoting compatible development. They help to ensure quality of life for our Marine and Navy families while providing strong economic growth for the surrounding communities.

I challenge each member of our MCIEAST-MCB CAMLEJ team to demonstrate personal commitment to maintaining the highest level of support to our operational forces, assigned tenant commands, and provisional training activities as we meet the challenges before us and continue as the world's most comprehensive amphibious training installation.



R. F. CASTELLVI
Brigadier General, U. S. Marine Corps
Commanding General

Purpose

Strategic planning is different from traditional long-range planning in that it focuses on a desired future state of the organization rather than simply projecting the present state forward. While a strategic plan is often viewed as creating change, its actual purpose is to foster stability and certainty during periods of rapid external change. This is accomplished by providing a common future vision, constancy of purpose, and organizational focus.

Strategic Plan Framework

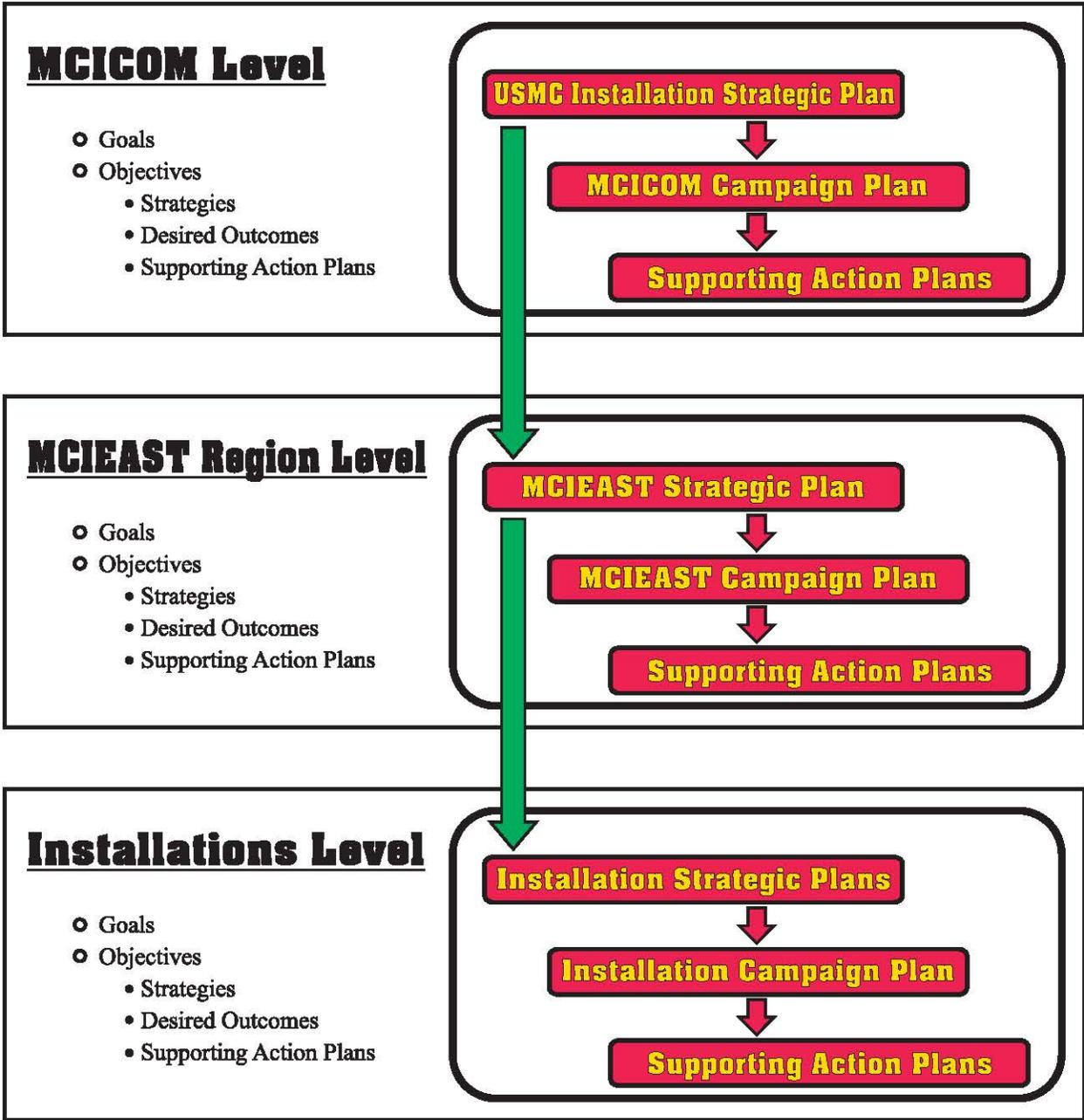


Figure 1

Part I

Mission, Vision, and Organizational Structure of Marine Corps Installations East-Marine Corps Base Camp Lejeune

Mission

MCIEAST–MCB CAMLEJ commands and controls assigned Marine Corps Installations to support the operating forces, tenant commands, military personnel, and families. MCIEAST-MCB CAMLEJ also operates a training base that promotes the combat readiness of the operating forces and missions of other tenant commands by providing training venues, facilities, services, and support in order to be responsive to the needs of Marines, Sailors, and their families.

Vision

MCIEAST–MCB CAMLEJ will provide the operating forces and tenant commands with continuous, effective service and support to meet present and future joint and expeditionary warfare requirements.

MCIEAST–MCB CAMLEJ supports U. S. Marine Corps Forces Command, U. S. Marine Corps Forces, Special Operations Command (MARSOC), Marine Corps Training and Education Command units, Reserve Support Unit and Reserve forces, Joint Maritime Special Missions Training Center, other military services and North Atlantic Treaty Organization (NATO) forces, and governmental agencies. This is accomplished by providing training areas, logistics, garrison support, mobilization and deployment support, and a wide range of quality of life services such as housing, safety, security, medical and dental care, family services, off-duty education, and recreation.

Operational support will continue as the top priority for MCIEAST-MCB CAMLEJ. Regional installations will facilitate and support combat readiness of the commands and organizations located aboard their respective installations by providing training facilities that meet current and emerging mission-related training requirements. These modern ranges and training facilities will support an array of operations and be utilized by both the Marine Corps and other services. Regional installations will optimize human capital and benchmark best business practices to optimize our constrained financial resources.

MCIEAST–MCB CAMLEJ regional installations 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 installation. This includes master planning and land use partnerships with surrounding communities and federal, multi-state, state, regional, and local entities to ensure compatible land development support with unimpeded military access to all training areas, ranges, and airspace.

MCIEAST–MCB CAMLEJ, in partnership with the local community, 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. Modern facilities and housing; a high level of community safety and security; model family support programs; and a wide array of Marine Corps Community Services (MCCS) programs for active, reserve, and retired military and civilian members will directly contribute to enhancing force readiness, morale, retention, and resilience.

Organizational Structure

MCIEAST–MCB CAMLEJ provides command, control, and oversight for seven Marine Corps Installations on the East Coast. MCIEAST-MCB CAMLEJ is comprised of a Headquarters Element located at Marine Corps Base, Camp Lejeune, North Carolina and the following installations:

- Marine Corps Logistics Base, Albany, GA
- Marine Corps Air Station, Beaufort, SC
- Marine Corps Support Facility, Blount Island, FL
- Marine Corps Base, Camp Lejeune, NC
- Marine Corps Air Station, Cherry Point, NC
- Marine Corps Air Station, New River, NC
- Marine Corps Air Facility, Quantico, VA

MCIEAST was established 1 October 2005, and re-designated MCIEAST-MCB CAMLEJ on 3 April 2012.



Figure 2

Part II

MCIEAST–MCB CAMLEJ Strategic Goals and Objectives

Goal 1: Enhance Installation Support of Warfighting Readiness

Objective 1.1: Link installation support directly to the requirements of operational forces and other tenant commands

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

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

Objective 2.1: Support combat readiness by providing training support to meet the requirements of the operating forces

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

Objective 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 natural resources

Objective 2.5: Provide effective installation protection

Objective 2.6: Guard against encroachment

Objective 2.7: Provide effective core safety services

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

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

Objective 3.2: Continually seek reductions in operating costs while maintaining installation mission capabilities

Objective 3.3: Pursue energy initiatives to reduce the cost of operating installations

Goal 4: Optimize Military and Civilian Workforce

Objective 4.1: Create and maintain a right-sized workforce

Objective 4.2: Train and maintain a capable customer orientated workforce

Objective 4.3: Create and maintain a climate for action

Objective 4.4: Create and maintain a positive work climate

Goal 5: Promote Critical Partnerships

Objective 5.1: Work to enhance community support for the defense mission

Objective 5.2: Promote compatible land, air, sea, and frequency spectrum use in a manner that strengthens USMC and community/government relationships

Goal 1: Enhance Installation Support of Warfighting Readiness



MCIEAST–MCB CAMLEJ spans five states: Florida, Georgia, North Carolina, South Carolina, and Virginia. The primary task of MCIEAST–MCB CAMLEJ is providing operational support to expeditionary forces. MCIEAST–MCB CAMLEJ plays a vital role in providing training support, mobilization and deployment support, facilities, logistics, information technology, tactical safety support, and quality of life programs. Installations will focus resources and operations to support operational forces with the goal of supporting war fighting readiness and excellence. The key enablers: funding, manpower, training ranges, airfield operations, deployment support, and the readiness, retention, and resilience programs offered by MCCA, directly impact combat readiness and have the highest priority for sustainment and future development.

Objective 1.1: Link installation support directly to the requirements of operational forces and other tenant commands

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

Strategies:

- Align training range and facilities usage with current and emerging requirements.
- Continue training areas development to meet individual, collective, and combined arms/live-fire mission essential tasks/maneuver and joint/combined training opportunities.
- Utilize technology to enhance live and virtual training capabilities.
- Form partnerships and implement programs with federal, regional, and local entities to promote compatible growth, enhance the community, and protect the training mission of MCIEAST-MCB CAMLEJ installations.
- Identify funding requirements to enhance training areas/facilities, range sustainment, and development.
- Manage the breadth, scope, and vitality of MCCA via a long-term business development plan to ensure maximum support and service delivery in anticipation of diminishing resources.
- Provide a full range of support for the accountability of General Equipment.
- Provide a full range of support for Collateral Equipment and Personnel Support Equipment requirements.
- Provide a full range of Garrison Retail Supply Chain support.
- 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. Each installation provides a high quality training environment 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. Supply Management Division will be structured to provide overall visibility and subsequent accountability of General Equipment acquired by installation activities and tenant commands. 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.

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 the Installations Readiness Reporting Program

The Marine Corps installation readiness reporting is via the Defense Readiness Reporting System (DRRS) which identifies current status as well as gaps, shortfalls, and resource constraints that affect the mission capability and effectiveness of Marine Corps installations.

Strategies:

- Use the DRRS installations Mission Essential Tasks, and Common Output Levels of Service (COLS) to determine effectiveness.
- 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.
- Use outcome-focused performance measures for United States Marine Corps (USMC) installation operations.
- Use best practices and tools to improve readiness ratings at all installations.

Desired Outcome: Installation support provided to meet capabilities and readiness requirements of operating forces and tenant commands. 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)
- COLS (Business Performance Office (BPO))

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



The long-term viability of installations throughout MCIEAST-MCB CAMLEJ is critical to the ongoing and ever-changing training requirements of USMC and joint forces. Installations within MCIEAST-MCB CAMLEJ are the key enablers for integrated combined arms force training. As the Marine Corps becomes more involved in combined and joint operations, installations must be prepared to provide multi-service and multi-national training opportunities. However, there are numerous threats to the long-term viability of installations' support operations throughout MCIEAST-MCB CAMLEJ: aging installation infrastructure; declining resources; incompatible development and encroachment by surrounding communities, and in the “away” spaces; maintaining quality of life; increased security requirements; rising expectations for housing and MCCS opportunities; and modernization of schools.

Objective 2.1: Support combat readiness by providing the training support to meet the requirements of the operating forces

Comprehensive and realistic combat training is recognized as a key factor in developing and maintaining the combat power of the Marine Corps. Training support is the top priority for Marine Corps installations. MCIEAST-MCB CAMLEJ will closely coordinate with MCICOM and II Marine Expeditionary Force (II MEF) on training support requirements and the planning and development of training facilities and ranges at installations.

Strategies:

- Continue to update, transform, and align training ranges and facilities within the region to reflect the current and emerging mission training requirements of the operational forces.
- Support joint training and increase the use of technology to enhance training capabilities.
- Implement master planning efforts to completely transform the ranges and training facilities within the region and ensure unimpeded access to all ranges, airspace, and training areas.
- Form installation-community partnerships and programs that support compatible land and resource use.
- Improve the Information Technology (IT) infrastructure and deploy unified communications capabilities throughout the region to support warfighter readiness.
- Implement and sustain fuel to fight nutritional/training program.

Desired Outcome: MCIEAST–MCB CAMLEJ provides the most effective military training complexes and facilities on the east coast. A comprehensive and unimpeded array of realistic training ranges and facilities supports 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)

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

Rapid global and homeland deployment is key to long-term relevancy of United States Marine forces. The transportation and deployment support provided by USMC installations directly affects the combat readiness and deployment requirements of the operational forces and is one of the most important aspects of installation support.

Strategies:

- Coordinate with higher headquarters on installation requirements related to mobilization and deployment of operational forces.
- Continue to liaise with other DoD elements, state authorities, and operational forces to assess current and future heavy lift transportation requirements and capabilities.
- Seek funding to support deployment of infrastructure projects and equipment upgrades.
- Conduct a mobilization, deployment support, and sustainment technology assessment to determine where information technology can enhance support.
- Critical rail, port, airfield, base marshaling, and transportation infrastructure must be continuously evaluated and upgraded to support current and emerging support requirements of II MEF, MARSOC, and other tenant units.

Desired Outcome: MCIEAST–MCB CAMLEJ's mobilization and deployment support remains fully mission capable. 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:

- II MEF Operational Plan/Contingency Plan driven. Determined by specific mission.

Objective 2.3: Support readiness by configuring installation assets to meet the requirements of the operating forces

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

Strategies:

- Employ COLS, 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.
- Develop and deploy standardized installation geographical information and services at all installations to support effective installation and asset management.
- Eliminate excess and obsolete facilities not protected by the Integrated Cultural Resource Management Plan to reduce cost.
- 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.)
- Develop and implement MILCON strategies to fill critical infrastructure gaps.
- Provide timely and cost effective facilities maintenance services.
- Identify surplus facilities to be used to meet new requirements, converted for other uses, or demolished.
- Use the FSRM plan and develop priorities within FSRM.
- Provide all water/waste water 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 security.
- Continually monitor the readiness of all critical systems and equipment.

Desired Outcome: 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. MCIEAST–MCB CAMLEJ continues refinement of installation functions with the goal of eliminating redundancy, providing for economy of scale, establishing core competencies, and determining resource requirements at a given risk level. MCIEAST–MCB CAMLEJ provides modern and cost effective infrastructure to meet all operational requirements and provide a superior quality of life.

Supporting Action Plans, Directives, Orders, or Procedures:

- MCB CAMLEJ Facilities Master Plan (G-F)
- Continuous Process Improvement Policy Letter 13-12 (BPO)

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

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

Strategies:

- Use the Integrated Natural and Cultural Resources Management plan to reduce restrictions on military land use and support training requirements while effectively managing natural resources.
- Maintain local and regional conservation partnerships to establish natural buffer areas.
- Utilize forest management practices to sustain critical training areas and reduce the threat of fires.
- Use the Environmental Management System.
- Implement a Pollution Prevention Plan.
- Adopt a standard automated hazardous materials/hazardous waste management system that interfaces with the Marine Corps procurement and contracting system.
- Reduce solid and hazardous waste disposal requirements.
- Protect archaeological, historical, and cultural heritage sites.
- Ensure compliance with air, land, and water environmental requirements.
- 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.

Desired Outcome: MCIEAST–MCB CAMLEJ installation staff will effectively manage natural and cultural resources and the environment while providing highly effective training support to the operating forces.

Supporting Action Plans, Directives, Orders, or Procedures:

- MCB CAMLEJ Integrated Natural Resource Management Plan (G-F)
- MCB CAMLEJ Integrated Cultural Resources Management Plan (ICRMP) (G-F)

Objective 2.5: Provide effective installation protection

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

Strategies:

- Maintain, exercise, and update the MCIEAST-MCB CAMLEJ Installation Emergency Management Plan.
- Maintain, exercise, and update the MCIEAST-MCB CAMLEJ Regional Continuity of Operations Planning Guidance Order.
- Maintain, exercise, and update the MCIEAST-MCB CAMLEJ Regional Installation Emergency Management Planning Guidance Order.

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MCIEAST-MCB CAMLEJ Strategic Plan

- 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.
- Control access to the installation in a way that maintains a hardened posture, but is responsive to the needs of the community.

Desired Outcome:

Implement an installation protection program that includes: Installation Emergency Management, Mission Assurance (MA), Fire and Emergency Services, Law Enforcement, and Physical Security.

MCIEAST-MCB-CAMLEJ will maintain community partnering with local and state law enforcement, fire, emergency medical, and E911 Communications personnel. MCIEAST–MCB CAMLEJ executes a regional strategy that provides protection for personnel, critical infrastructure, and key assets. Refine and maintain supported and supporting command relationships while strengthening roles and responsibilities for anti-terrorism with U. S. Northern Command. Maintain the organizational structure across the region established to provide force protection and contingency plans developed to provide for surge requirements.

Supporting Action Plans, Directives, Orders, or Procedures:

- 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 CAMLEJ 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 2.6: Guard against encroachment

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

Strategies:

- Develop and implement an encroachment management system that includes identification of encroachment impacts and mitigation strategies.
- Establish and maintain strong Federal, multi-state, state, regional, and local partnerships to promote smart and compatible resource use, growth and development around installations and associated external communities where, or over which, training and operations occur.
- Form partnerships to minimize and control incompatible land, sea, air, and frequency spectrum use.
- Incorporate new doctrine, weapon systems, technologies, and platforms into encroachment control planning and compatible resource use.
- Monitor pending legislation. Inform and educate legislators on impacts of legislative actions on USMC operations, training, and quality of life.

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:

- Encroachment Control Plan (ECP) for MCB CAMLEJ and MCAS New River (G-7)
- Joint Land Use Study (G-7)
- MCIEAST-MCB CAMLEJ Integrated Natural Resources Management Plan (G-F)
- MCIEAST-MCB CAMLEJ Integrated Cultural Resources Management Plan (G-F)
- MCIEAST-MCB CAMLEJ Range Modernization Strategic Plan (G-3/5)
- MCICOM-MCB CAMLEJ Regional Airspace Plan (G-3/5)

Objective 2.7: Provide effective core safety services

Provide core safety and health services to all organizations physically located on MCIEAST-MCB CAMLEJ installations that are high in 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 for every work process.
- Reduce workplace mishaps, injuries, and workers' compensation Program costs.
- Ensure every employee receives the proper initial and refresher safety training.
- Increase productivity by reducing lost-time accidents in the workplace.
- Develop an aggressive MCIEAST-MCB CAMLEJ workers' compensation return-to-work program.
- Continue to utilize command safety program assessments.

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)

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



The Marine Corps is realigning resources from the installations to support warfighting priorities. 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 measures of performance will enable leaders to make informed decisions regarding areas 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.

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

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

Strategies:

- Implement COLS for all installation functions for establishing funding baselines, the Program Objective Memorandum (POM) process, and projecting other than labor and labor costs in the out-years.
- Deploy continuous process improvement; 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 to the warfighter while improving processes and reducing cost. 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 uses streamlined and standardized processes across the region and IT to accurately and efficiently provide information. Strategic and operational performance management systems are institutionalized across regional installations to monitor support levels to the operational forces and tenant commands.

Supporting Action Plans, Directives, Orders, or Procedures:

- Continuous Process Improvement Program (BPO)

Objective 3.2: Continually seek reductions in operating costs while maintaining installation mission capabilities

Maintaining high quality installations for supporting the operational forces 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 shrinking 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.
- 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.
- Maintain strong IT network security and information assurance compliance to reduce information security risk.
- Consolidate IT resources by employing virtualization technologies, and leverage Marine Corps enterprise services such as cloud computing solutions to achieve gains in operating efficiency and effectiveness. Institutionalize the use of performance measurement in all aspects to installation operations.
- 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.
- Regular 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.

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.

Supporting Action Plans, Directives, Orders, or Procedures:

- Regional IT Strategic Plan (G-6)

Objective 3.3: Pursue energy initiatives to reduce the cost of operating installations.

Implementing energy and water management initiatives will ensure a secure, reliable, and affordable energy and water supply to support operational forces 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.

Strategies:

- Pursue utility conservation through facility and equipment innovation/upgrades.
- Pursue and maintain Leadership in Energy and Environmental Design certifications through the use of solar, geothermal, and other technologies.
- Instill awareness and accountability for energy, fuel, and water usage in all users.
- Measure and improve energy and water performance.
- Transition energy efficiency from discretionary to mandatory in planning, decisions, and actions.
- Explore and adopt new cost-effective technologies.

Desired Outcome: Energy and water resources provided at a level necessary to support operational requirements 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. The energy efficient operation of assets will be consistent with mission requirements. Prudent energy and water management will be integral to operational procedures, planning criteria, and scheduling.

Supporting Action Plans, Directives, Orders, or Procedures:

- Installation Energy Strategy (G-F)

Goal 4: Optimize Military and Civilian Workforce



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.

Objective 4.1: Creating and maintaining the right-sized workforce

Identify installations' workforce requirements. 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.
- 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: The military and civilian workforce across MCIEAST–MCB CAMLEJ installations is a highly skilled and effective team that is fully committed to operational and strategic goals.

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 4.2: Train and maintain a capable customer oriented workforce

Identify the requirements for the installation's workforce and provide skilled training to maintain the workforce capability despite turnover and organizational change.

Strategies:

- Update position descriptions to include job-specific technical competencies.
- POM for funding for workforce development and training.
- 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.

Desired Outcome: The MCIEAST-MCB CAMLEJ installations' workforce is flexible, enabling responsiveness in a timely manner to changing priorities. 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)

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.
- 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 a 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)
- Continuous Process Improvement Policy Letter 13-12 (BPO)

Objective 4.4: Create and maintain a positive work climate

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

Strategies:

- Deploy a quality of work-life survey to identify the top ten motivators and stressors.
- 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.
- Perform comprehensive succession planning.
- Ensure the organization 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.

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)

Goal 5: Promote Critical Partnerships



Marine Corps installations are indispensable foundations of combat readiness. Forming critical partnerships with federal, multi-state, state, regional, and local entities is essential to preserving the long-term viability of installations. Leveraging mutual interests with impacted communities such as economic development, compatible growth, resource use, continued cooperation in emergency services, and disaster planning and response are all critical to installation viability.

Objective 5.1: Work to enhance community support for the defense mission

Communicating effectively, implementing programs with communities and governmental entities to foster support for the Marine Corps mission and regional installations will leverage areas of mutual benefit. 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:

- Utilize a holistic approach to strategic and state/local government master planning.
- Participate in regional forums to establish and maintain partnerships to address opportunities and issues of mutual concerns.
- Maintain installation-community partnerships and conduct joint master planning.
- Actively participate on state/local planning boards 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 use partnerships that foster compatible resource use.
- Present information programs to promote public support of the Defense mission in cooperation with Public Affairs.

Desired Outcome: 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, state, and local agencies.

Each installation has a community relationship capability and an individual designated as the Community Plans and Liaison Officer. 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 Camp Lejeune Communications Plan (PAO)
- MCIEAST Encroachment Control Strategy (G-7)

Objective 5.2: Promote compatible land, air, sea, and frequency spectrum use in a manner that strengthens USMC and community/government relationships

Focusing partnership development toward sustaining compatible use of resources required by operational forces to ensure training capacities, promote quality of life opportunities for those who live and work on board installations, and enhance “good neighbor” relations with multi-state, state, regional, and local entities.

Strategies:

- Foster and grow partnerships with all levels of government that promote compatible resource use and development for communities (multi-state, state, regional, and local) and protect the training mission.
- Initiate and sustain a legislative engagement agenda that includes legislative monitoring.
- Establish and sustain functioning forums with commanders of other services in each state to promote integrated and coordinated responses to government and community leaders.
- Fully participate in federal, state, regional, and local forums/partnerships that enhance mutually advantageous projects/initiatives.
- Spearhead sustainable economic, energy development, conservation, and compatible use of resources to maximize opportunities for leveraging resource support.
- 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.

Desired Outcomes: MCIEAST-MCB CAMLEJ will form and maintain partnerships that lend themselves to mutual benefit of the USMC, its installations, and federal, multi-state, state, regional and local entities. These mutual benefits will include access to resources for mission readiness, quality of life sustainment and improvement, energy development, 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, Order, or Procedures:

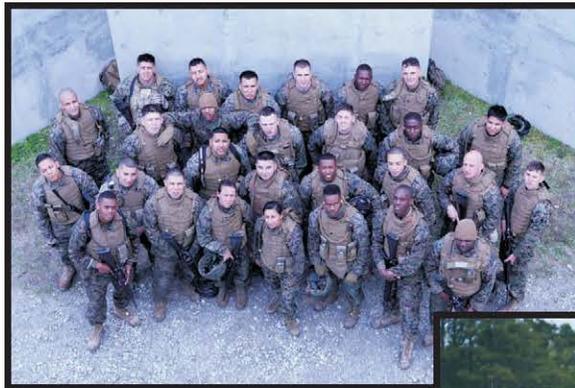
- MCIEAST Encroachment Control Strategy (G-7)
- MCIEAST-MCB CAMLEJ Range Modernization Strategic Plan (G-3/5)
- MCIEAST-MCB CAMLEJ Regional Airspace Plan (G-3/5)

Part III Achieving Success

MCIEAST–MCB CAMLEJ installations are experiencing a decline in resources with no reduction in the scope of missions. This Strategic Plan presents a strategy to meet this challenge by establishing strategic goals and using strategic management to provide successful implementation of the plan. This approach will ensure continued high quality installation support during a period of fiscal austerity while preserving the future viability of installation operations.

Part IV 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, 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 natural integrated 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.
- COLS (BPO). COLS is a system of enterprise-wide, standardized, output-based installation functions and sub-functions defined at the installation level that have been costed out according to tiered performance levels. COLS assists MCICOM leadership in assessing and managing the risk of current and future funding scenarios by achieving consistent programming and budgetary decisions and improving predictability for services to the customer. At the regional level, COLS provides the capability to project resources needed to meet the changing requirements of the installations and improve delivery of services. COLS allows the CG to tailor services based on requirements to ensure the customers receive the level of service they expect.

Objective 2.1

- **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 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.

Objective 2.3

- **MCB CAMLEJ Facilities Master Plan (G-F)**. This plan directs development efforts to meet the facility requirements of the II MEF and other tenant commands; related to the desired realignment and consolidation of groups to designated Major Subordinate Command (MSC) locations.
- **Continuous Process Improvement Policy Letter 13-12 (BPO)**. This Policy provides actions required to Installation Commanders to implement Continuous Process Improvement throughout MCIEAST-MCB CAMLEJ in accordance with the Continuous Process Improvement Program, MCO 5220.12.

Objective 2.4

- **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.

Objective 2.5

- **MOA between CG, IIMEF 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; emergency management; and reduce risks from a range of complex threats and hazards.
- MCIEAST-MCB CAMLEJ 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-MCB CAMLEJO 3440.61, 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 2.6

- 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, including 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.

Objective 2.7

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

Objective 3.1

- **Continuous Process Improvement Program (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 3.3

- **Installation Energy Strategy (G-F)**. This strategy provides clear lines of operation, objectives, and responsibilities that will enable installations, 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.

Objective 4.1

- **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.

- 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 manage 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.

Objective 4.2

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

Objective 5.1

- 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.
- MCIEAST Encroachment Control Strategy (G-7). This Strategy is the operational-level plan to support overall encroachment control in the MCIEAST region. This strategy document is designed to shape our external focus to promote compatible growth and resource use in our communities while also engaging in collaborative planning at both state and regional levels. This strategy provides the steps necessary to reach the encroachment-related strategic goals and describe the issues, impacts, and processes to advance MCIEAST policies and procedures pertaining to encroachment control.

Appendix B

List of Supporting Action Plans, Directives, Orders, or Procedures in development

Objective 2.1

- Regional IT Strategic Plan (G-6). Projected completion date 31 January 2014.

Objective 2.5

- MCIEAST-MCB CAMLEJ Base MA Plan (G-3/5). Projected completion date 31 March 2014.

Objective 2.7

- Return to Work Program Plan (G-1). Projected completion date June 2014.

Objective 3.3

- Installation Energy Strategy (G-F). Projected completion date June 2014.

Objective 4.1

- MCIEAST-MCB CAMLEJ STFMP (G-1). Projected completion date 1 March 2014

Objective 5.1

- MCIEAST-MCB CAMLEJ Communications Plan (PAO). Projected completion date 31 January 2014.