



Marine Corps Installations East Commanding General's Guidance and Strategy



24 January 2022

“Think Big, Start Small, Grow Strong”

Since taking command in June, I have had the opportunity to get to know the MCI-East staff and subordinate base and station leadership. Initially, I set forth three guiding principles in my commander's intent: (1) Strengthen the Alliance, (2) Build the Future, and (3) Deter the Threat (Encl (1)). These MCI-East guiding principles underwrite this guidance and serve as an aiming stake for the future.

My View. The Marine Corps is in a period of transition, creating uncertainty that, when unmanaged, can cripple organizational forward progression. This has the potential to lead to paralysis, preventing an objective look at initiatives such as modernization and readiness. Thus, we need to translate uncertainty into informed risk, and continue to plan.

Our current transition focuses on the future fight, oriented not only in the Pacific, but globally. Think lighter, more lethal, distributed, and connected in all domains. Installations are an essential element of strategic support areas within a contested, multi-domain environment and is the initial maneuver platform for the Marine Corps. We must adapt to enable our bases and stations to be warfighting platforms from which we train, *operate*, launch and recover. I challenge each of you to think about how we should evolve to meet the needs of the future Corps. While our principle focus is II MEF, we are also tied to change agents in the supporting establishment such as Combat Development and Integration (CD&I), Marine Corps Logistics Command (LOGCOM), and Training and Education Command (TECOM). In addition, we must remain tied to *our critical enablers* – our surrounding communities that generate our ability to support the basing, training, sustainment, mobilization, deployment, embarkation, redeployment, reconstitution and force protection of the Fleet Marine Force.

MCI-East bases and stations also serve as a visible manifestation of the Nation's commitment to defense. The capabilities of our adversaries are advancing, particularly in the information and technology sector. Our installations are a credible deterrent - in order for them to remain effective, we must modernize. Modernization efforts are unique to each installation and each Commander will identify these efforts so trends can be forwarded to MCICOM for advocacy/resourcing.

Challenges: Bases and stations have rightfully become known as the 5th Element of the MAGTF because of the critical operational role we assume in enabling an operationally effective Marine Air Ground Task Force (MAGTF). However, Marine Corps installation commanders are faced

with competing resources based on installation operating requirements and installation readiness requirements (performance/readiness tension).

We are staffed and resourced to *manage* base operating support according to the Department of the Navy's Installation Core Business Model (ICBM) comprised of 7 portfolios, 40 functions and 98 sub-functions. Concurrently, we are charged with being *operationally effective* to both our tenant commands and the Marines Corps, measured by 8 core Mission Essential Tasks (METs).

This operational requirement creates a tension with the business model of managing the daily business of running a base. Enabling operational readiness and conducting base operations costs time, money, and resources which are often at odds. This becomes evident when attempting to measure the readiness of our installations. The Common Output Level of Service – Defense Readiness Reporting System (COLS-DRRS) process is an attempt to merge the ICBM Portfolios with METs, to measure readiness and risk, in the face of insufficient resourcing. Our aging infrastructure and chronic underfunding/recapitalization has generated lingering requirements amounting to billions of dollars in deferred maintenance costs. Put simply, COLS measures base operating *performance* and DRRS measures installation *readiness* – investing in one area creates risk in another. Therefore, commanders must not only be excellent leaders, they must also be expert **Risk Managers** in tune with base operation, as well as tenant readiness requirements. In order to properly manage risk, it must be identified and grounded in a bona fide requirement such as an order, regulation or Marine Corps Total Forces (MCTF) task. All commanders should be able to articulate where they are taking risk both in the Core Business Model and in our Defense Readiness Reporting System based on restraints/constraints. Unknown risk can result in neglect and mission failure.

While operating in this constrained environment, MCI-East will operate with the following principles: Informed Risk Management, Aligned Authoritative Messaging, and Registered Ready Requirements.

Informed Risk Management enables commands to manage resources effectively based on priority. In simple terms, investment decisions are made based on command priorities with readiness or performance risk being knowingly assumed in less prioritized areas. All commands should be able to articulate where they are taking risk and why.

Aligned Authoritative Messaging enables the Region to speak with a unified voice based on a common set of Marine Corps mandated standards. When done effectively, translating our shortfalls and requirements into an impactful message allows the Region to influence strategic decision making. All of our reporting mechanisms need to be cross walked and aligned to ensure consistency. This includes situation reports (SITREPS), COLS/DRRS, critical infrastructure, and separate division/branch reporting. An aligned message creates synergy and energy that any Marine leader can understand. It tells the story of where each command is

in regards to meeting its mission essential tasks, the risk associated with not meeting them, and the requirements needed to meet them. It enables our HHQ to advocate effectively and understand our regional posture in order to make informed decisions.

Registered Ready Requirements allow us to fight for and take advantage of resourcing when it becomes available. We make our own fortune following the axiom: “Luck is what happens when preparation meets opportunity.” In order to take advantage of unexpected requirements whether they be mid-year, Unfunded Priority List (UPL), year-end, or other, we must have relevant requirements that are able to be executed quickly. Unfulfilled requirements become risk to be exposed and mitigated. Do not restrict these unfulfilled requirements to known/historic shortfall areas, but consider and be prepared to execute studies that can provide insight into long standing problems where modernization efforts may assist. This includes local, regional, and HQMC issues.

MCI-East will approach the installation **performance /readiness tension** by viewing strategic investment of our resources – people, time, and money – into the most operationally relevant things with an eye toward the future. Done correctly, infrastructure and readiness enablers are tied to our Mission Essential Task Lists (METL). This includes not only the 8 METs for the installation, but also the METL for our tenant commands (see Encl (2)). In addition to identifying enablers with our tenant commands, we look toward the future with two filters: 1) modernization of installations to ensure a resilient and efficient base/station, and 2) meet the needs of the current and future warfighting force as it is impacted by Force Design 2030 structural and weapon system changes. This too requires planning and engagement with sources outside of the installations community.

Priorities. We've all seen and heard the Flight Attendant's safety speech. If the oxygen masks drop, you should put your mask on first before helping others put on theirs. This is because if you don't have oxygen, you'll pass out and won't be able to help others. We must be able to function first, in order to enable tenant commands to thrive. However, in our world we can and must put on our mask and assist tenants, concurrently. This ratio will be different by base/station and is part of the art of command. When determining how to apply resources, the following priorities are provided: (1) meeting minimum installation baseline operating requirements, (2) enabling tenant mission accomplishment (II MEF Priority), and (3) integrated, informed planning and reporting.

Focus Areas. The following focus areas are provided to assist in development of a strategic plan both for MCB Camp Lejeune and MCI-East. Each Commander should have their own focus areas and develop lines of effort that compliment them.

My near/mid-term focus areas are:

1. Florence Recovery/Reconstruction (MCBCL/NR). Objective: Facilities constructed on time, in budget, to specifications which are enabled by centralized control systems.
2. Public Private Venture Housing. Objective: Affect what we can locally to assist the Partner in meeting requirements IOT provide quality housing in support of Marine and Navy families. Second, enable enterprise level leadership to make informed decisions by reporting and engagement.
3. Installation Appearance. Objective: Marines are known for their sharp appearance and high standards. Our installations are no different – we must continually improve, not for the sake of improving, but for the sake of maintaining the high standards expected of Marines. I believe this contributes to pride in service, and encourages operating at a higher standard. The opposite is also true (broken window theory). All commands should have an installation appearance improvement plan. This includes grounds maintenance, housing areas, general signage, and common area cleanliness among others.
4. Installation Modernization and Development. Objective: II MEF and tenants positioned and operating from facilities and locations to enable effective readiness and mission accomplishment. Secondly, installation development applies to the base/station staff to allow efficient operations and awareness of the base.
5. Installation Security and Resiliency. Objective: Safe harbor for all tenants on an installation that has zero single points of failure (goal).

My long-range focus areas include:

1. Force Design Impacts through 2030. We need to plan and prioritize a force and construction that will be resilient – account for change and be able to flex to a dynamic world. Each installation commander will clearly articulate Force Design 2030 impacts and associated timelines as it pertains to their base. These will require periodic adjustment as the plan matures.
2. Installation Master Plans (Installation Development Plans). All bases/stations should have a reality based and updated Master Plan, supported with Graphic Information System (GIS)En. Force Design 2030 projections specific to the impacted Base or Air Station will be included.
3. Operationally informed MILCON prioritization aligned with Master Plans/Area Development Plans to ensure consistency of projects with operations/training. Where funding and project scope permits, the integration of the latest construction modernization efforts should be considered. Particular attention should be given to resiliency. I believe that additional resources will become available in this area and installations should put themselves in a position to exploit this opportunity.

4. Quality of Life Improvements that ensures retention of our best Marines and Sailors and their families. My focus areas are:
 - a. Families – Housing, Education, Medical (HEME)
 - b. Single Marine/Sailors – Activities, Barracks, Chow halls (A, B, C)

My enduring focus areas are:

1. Enable MEF Warfighting Readiness to include the competition phase at home station. Objective: Opportunity to achieve high end individual, unit, equipment warfighting readiness in all domains.
2. Improve the MEFs ability to marshal, deploy, and redeploy via infrastructure development and engagement with key civil leadership.
3. Key Leader Engagement – Commanders should have a deliberate engagement plan rolled into their battle rhythm. It should strive to ‘gain and maintain contact’ with influential leaders on and off the installation. Non-military key leaders include those that enable efficient and effective base operations, and have a keen visibility on potential encroachment initiatives that can be non-compatible with training ranges and special use airspace. Additionally, those key leaders should have an understanding of Force Design 2030 impacts as it relates to our Base population.
4. Strategic Planning and direction – Develop the MCI-East Long Range Strategic Plan inclusive of Force Design Impacts.
5. Talent Management Plan. ‘Build the Best’ workforce within Staffing Goal and Manage to Payroll constraints. Actively recruit, screen & select, train, and retain the best talent available in both the civilian and military sectors. Character and reputation are equally, if not more important than technical qualification.

The CG, MCI-East is charged with conducting an analysis of the mission and essential tasks as they relate to the current and future environment. This is a fundamental tenant of the “Command and Control” MET. Specifically, “With the assistance of the general and special staff, the CG analyzes missions, develops and considers courses of action, makes decisions, issues orders, directs, and commands the operations of the staff and subordinate commands.” We will do this over the course of the upcoming months. All commands should have a strategic plan with short, mid, and long-term objectives consistent with this guidance. It should be supported with a Battle Rhythm that is nested with and includes higher, adjacent, and supporting events effecting your command’s mission and objectives (see enclosure (3)).

An innovative, aggressive, risk informed command plans ways to make progress on priorities beyond only managing the installation ecosystem.

Guiding Principles for Planning

- *Prepare installations to support the readiness requirements of the future force.*
- *Increase the resilience of our infrastructure on base and in the surrounding communities, critical to the accomplishment of the mission of the installation.*
- *Secure critical resources including energy, water, and people.*
- *Strengthen relationships with civilian and military partners critical to our mission*

Resourcing Guidance

People: Strategic Workforce Planning (SWP) should be conducted within both MCI-East HQ and subordinate commands to validate requirements and prioritization of expenditures within authorized controls. Although our SWP is associated with requirements and prioritizations, the budgetary process and funding alignment to programmed Marine Corps Program Controls may not align within command prioritizations. We must clearly articulate our workforce requirements along with any validated funding and/or staffing shortfalls and associated risks to mission. Requirements must be tied to an enforceable standard (law or order, i.e. response times for fire & rescue), or to a MET. Instrumental in this process is the program and functional managers who define requirements and advocate for program resources. Without the ability to articulate requirements in a compelling way, we will not compete well for resources.

The civilian Manage to Payroll (MTP) model will always be reactionary due to the dynamic nature of priorities and requirements – the key is to ensure there is flexibility in how MTP dollars are used in order to meet the emergent requirements faced by a commander. Commands should clearly identify the difference in legitimate requirements and manage to payroll controls. Commanders must start with the ‘Must Pay’ manage to payroll bills. Those are billets required by law and those minimum requirements to run an installation. The remaining become more discretionary, though no less important to ensure both efficiency and effectiveness in leading and running MCI-East bases/stations. Refer to my commander’s priorities for guidance on application of discretionary MTP.

Though not without specific challenges in high demand/low density positions, military staffing across the command is assessed as adequate at the time of this publication. MCI-East is at 98% of Staffing Goal in the aggregate.

Budget. Installation funds, including MCRD Parris Island, flow from MCICOM to MCI-East. We will be aggressive in our obligations; each installation and MCB department budget will have an obligation phasing plan that is based on MCICOM guidance. The phasing plan will be our guide to both inform MCICOM, and to assess planning accuracy. There is no ‘discretionary’ funding available in our budget. This requires prudent application of limited resources.

BSS1. MCI-E BSS1 O&M Budget authority primarily enables 'must pay bills' to be executed – there is very little (~5%) funding available to cover unforeseen/dynamic requirements.

Region-wide BSS1 must fund categories include Labor (~39%) and Utilities (~9%). Installations have other must fund categories, such as Fuel, Base Operating Support (BOS) contracts, Contractor Operated Parts Store, Motor Transport and Grounds Maintenance. The remaining balance after setting funding aside for must fund categories is applied to the installation HQ Departments. Current Year Deficiencies can be submitted for requirements that remain after must fund bills are paid. There is no guarantee that additional funding will become available.

With our MCI-East BSM1 budget authority, we must identify those requirements that are most closely aligned with our mission and METs, informed by MCI-East priorities. Resilient infrastructure supports our ability to fight, and provides the quality of life we want for all Marines, Sailors and their families. We will avoid the 'worst first' approach to prioritization; rather we will shift our priority investment based on mission needs. Principles to apply BSM1 and CMP investment: (1) life, safety, health, (2) installation baseline mission requirement, (3) II MEF warfighting enhancement/Force Design priority, (4) Quality of Life. All investment should enable base resilience, and be clearly tied to a MET.

Commanders will execute MTP authority between 98% and 102% of the MTP control. All labor over-execution will come at the expense of installation non-labor funding. Force Design implications to MTP authority have a pending significant reduction across the FYDP beginning in FY24. Prudent hiring decisions are required and should be aligned with planning efforts.

BSM1, Facilities Sustainment Restoration and Modernization (FSRM). MCICOM has been an advocate on our behalf to ensure that funding will be allocated as we requested in order to execute those obligation plans. Fulfilling this commitment not only supports the integrity of our higher headquarters, but also generates institutional confidence that MCI-EAST is positioned to execute any additional funding that may materialize throughout the year. We will be aggressive in meeting our obligation plans.

Our declining O&M resources projected across the FYDP, beginning in FY23, mandate that we operate smartly and responsibly. Specifically, we are expected to take a 40% cut, within the BSM1 (aka FSRM) account. This cut applies to the MCICOM BSM1 topline. Fortunately, MCICOM plans to primarily leave local FSRM budgets intact, meaning that each region will continue to receive amounts similar to past years for local funding; but should expect less than half of the typical M2R2 (Centrally Managed Program/CMP) funding. This will require all bases and stations to manage "must pays" such as labor, materials, BOS and other service contracts carefully so you are not faced with backlogged and emerging requirements competing for limited remaining dollars. Prudence dictates that we must direct those funds to projects that are most closely aligned with our mission, and informed by individual MCI-East installation priorities.

Since the 40% FSRM budget cut will be primarily from the M2R2 accounts, we will have significantly fewer projects for things like barracks renovations, airfield modernization, utility system replacements, large paving projects, etc. The CMP splits the central authority into two separate buckets of Sustainability and Restoration/Modernization (ST/RM) versus Demolition (DE). Fortunately, the DE program is expected to be robust (approximately \$140M enterprise-wide in FY23) due to previous POM investments in the Infrastructure Reset Campaign Plan intended to reduce our facilities footprint. DE funds cannot only be used for footprint reduction, but can also be used for renovation/consolidation projects that allow for increased facility capacity, efficient use of space, resulting in eventual demolition. For example, renovating and right-sizing an administrative building could absorb tenants from other buildings, thereby allowing demolition of those vacated facilities – funded via DE. However, DE funds are available on a first come/first serve basis, so develop your execution plan early. Individual bases/station facilities departments should collaborate with MCI-East GF to ensure a common approach. These declining resources mandate we operate smartly. So, to ensure that our installation resources are mission enablers in a constrained environment, refer to my priorities.

Critical Infrastructure. We must have a clear understanding of our Critical Infrastructure Program at each base and station. A list of all Task Critical Assets and Supporting Infrastructure Critical Assets should be reviewed and evaluated both internally and with supported tenant commands. Focus on our tier 2 assets with a single point of failure. Each of these should have a viable mitigation action plan. Note that critical assets should also include those that support the Mission Critical Tasks of tenant commands. This requires discretion in order to truly focus resourcing and proper prioritization.



Andrew M. Niebel
Brigadier General, U. S. Marine Corps
Commanding General



Commanding General's Intent – MCI East/MCB Camp Lejeune



The accomplishments of this command over the past several years are exceptional – I'm humbled to work among all of you professionals. Thank you for your sacrifice and hard work. As we look ahead, there is much before us. Our highest priority remains accomplishing the mission of the command to ensure forces can train, launch and recover for operational commitments. Toward this end, there are three areas I will focus on over the tenure of my command:

Strengthen the Alliance - People

From supported to supporting – we're all a connected team. I intend to strengthen the sinew that keeps this connection powerful. Our number one ally is our tenant commands – they prepare to do our nations bidding and we will work shoulder to shoulder with them to ensure priorities are met. We do not do this alone; other linkages are critical to success. Higher headquarters shapes policy and resources us, adjacent installation commands - including our Service Level Training Installations and Marine Corps Community Services, ensure unity of effort. Our supporting commands including Naval Facilities Command (NAVFAC), and our Public Private Venture housing partners, enable us to succeed. Internally, our civ/mil team will remain the foundation of excellence. And, our local communities not only ensure an able partnership in times of war and peace, but are also critical to ensure a resilient base posture capable of weathering good and trying times.

Deter the Threat - Competition

Our home stations are no longer a sanctuary free from physical or cyber threats. We're in a state of constant competition with state and non-state actors. Recent events ranging from cyber-criminal activity on Colonial Pipeline to terrorist attacks on Naval Air Station Pensacola are examples. Security of our bases and stations is fundamental and requires your vigilance and bias for action! The threat also takes other insidious forms including bigotry, sexual assault, prejudice, and other illegal activity like illicit drug use and driving drunk. This form of threat not only destroys and fragments the alliance, but also injures people physically, mentally and morally. Don't put up with it – stamp it out.

Build the Future - Readiness

A changing world creates challenge and an opportunity. These range from natural disaster reconstruction efforts to range and station modernization initiatives. We must work closely with NAVFAC to ensure construction quality that is on time, and within budget. Building the future is a mindset – keep excellence and warfighting readiness at the forefront. Ensure planning includes the Commandant's Force Design requirements to generate the future force. Finally, our families are the backbone of the warfighter; we will always work with them in mind to ensure a quality of life that keeps a resilient force.

A handwritten signature in black ink, appearing to read "Andrew Niebel".

Andrew Niebel

Brigadier General, U. S. Marine Corps
Commanding General



MISSION CRITICAL TASKS/END STATE ALIGNMENT AND REPORTING

Marine Corps Base Camp Lejeune (MCBCL) and Marine Corps Installations East (MCI-East) installations are critical national defense assets that are the force projection platforms supporting the basing, training, sustainment, mobilization, deployment, embarkation, redeployment, reconstitution and force protection of the Fleet Marine Force. The MCI-East/MCBCL primary supported command is II MEF. MCI-East/MCBCL provides individual augmentation to the Fleet Marine Forces to meet operational contingencies with highest level of service to enhance expeditionary training capabilities, support, and readiness. As a Regional Command, MCI-East/MCBCL conducts the command and staff actions required to accomplish its assigned mission to provide Fleet Marine Forces and other tenant organizations the highest possible levels of installation services and support to help maintain the Marine Corps war fighting readiness. MCI-East/MCBCL provides a wide array of physical infrastructure and installation services to support the readiness of Fleet Marine Forces and other tenant organizations.

Our Mission: MCI-East-MCBCL's primary mission is to provide support to the Fleet Marine Forces. MCI-East-MCBCL command and controls assigned Marine Corps installations to provide power projection platforms from which the Fleet Marine Forces train, operate, deploy and recover, while providing support for tenant commands, military personnel and their families. MCI-East-MCBCL also operates a training base that promotes the combat readiness of the Fleet Marine Forces and the missions of other tenant commands by providing training venues, facilities, services and support to meet the Marine Corps future combat posture and concepts; and be responsive to the needs of Marines, Sailors and their families.

Our Mission Essential Tasks and Major Support Functions. There are 56 primary tasks associated with our command; however eight have been identified as mission essential. Below our Mission Essential Tasks (MET) as outlined in the Defense Readiness Reporting System (DRRS) are aligned with the Major Support Functions (MSF) identified in the Marine Corps Total Force System (MCTFS). Included are the associated Installation Core Business Model (ICBM) Portfolios and Functions associated with the ICBM. In accordance with MCI-E Operating Principle "Aligned, Authoritative Messaging" commands must ensure continuity and accuracy of reporting, regardless of report or method, using the METL as a baseline.

- (1) MCT 4.6.6 – Provide community Services. Develops individual family readiness programs. Provides recreational opportunities and develops physical wellness. Provides personal support services, retail/resale goods and services, lodging services, information and referral services, and personal and professional development. Aligned with COLS Portfolio, "Marine Corps Community Services".
- (2) MCT 4.6.7 – Provide Installation Command and Staff Support Services. Provides safety services, legal counsel and services, command support, communication strategies,

government /community relations, religious support and manages best practices. Provides military and civilian personnel support and manages financial resources.
Aligned with COLS Portfolio “Command and Staff Support”.

- (3) MCT 4.6.8 – Provide Installation Aviation Operations Support Services. Although there is no associated Major Support Function associated with this MCT, the following task is most closely aligned: Provide oversight, guidance and coordination for all aspects of MCI-East-MCBCL aviation operations to include aviation operations management support, policy and planning, and facilities planning support. Provide air traffic control (ATC) training and readiness support to include regional airspace coordination and management, ATC facility training and operations and maintenance, ATC facility training and operations and maintenance oversight and conduct Naval Air Training and Operation Procedures Standardization quality assurance inspections.
Aligned with COLS Portfolio “Installations Training and Operations Support,” Function “Aviation Operations Support”.
- (4) MCT 4.6.9 – Provide Installations Ranges and Training Areas. Provides range and training area management and airfield operations functions in support of military training and operational support. Conducts community relations to prevent training space encroachment. Provides for civilian workforce training and development.
Aligned with COLS Portfolio “Installations Training and Operations Support,” Function “Training Support Management”
- (5) MCT 4.6.10 – Provide Installation Logistics Support Services. MCI-East/MCBCL provides air and ground transportation services and support, supply services and storage, hazardous material support, procurement and contracting services, and food services. Aligned with COLS Portfolio “Installation Logistics Support.”
- (6) MCT 4.6.11 – Provide Installation Protection Support Services. MCI-East-MCBCL manages safety programs and installation protection programs. Provides installation security, police, fire and emergency services, and brig operations.
Aligned with COLS Portfolio “Installation Protection.”
- (7) MCT 4.9 – Provide Base and Station Facilities and Related Infrastructure Support. Provides real property construction and services, land management, and facilities services. Sustains, restores and modernizes facilities. Provides encroachment management and prevention and compatible resource use. Provides utilities, environmental services and housing (bachelor and family).
Aligned with COLS Portfolio “Installation Facility Support.”

(8) MCT 5.1.1.4.2 – Support Information Technology and Telecommunication services.

Provides voice and data services, security ground electronic maintenance, and frequency spectrum management.

Aligned with COLS Portfolio “Installation Information Technology Services Management (ITSM).”

There is one Major Support Function that does not align with our METL in DRRS:

Command and Control. With the assistance of the general and special staff, the CG analyzes missions, develops and considers courses of action, makes decisions, issues orders, directs, and commands the operations of the staff and subordinate commands.

COLS Functions for Base Operating support. 7 Portfolios, 40 Functions, 98 Sub-functions. Functions equate to a Marine Corps Programming Code with a portfolio manager. Functions are loosely associated with a Marine Corps Task. 8 of the MCTs are grouped to form the Installation METL (MCTs become METs). A MET has associated Sub-METS defined by COLS “Sub-functions”. Each Sub-function has a COLS level associated performance output. COLS levels are: 1 – Low Risk where operational requirements are met or exceeded; 2 – Medium Risk where most operational requirements are met; 3 – High Risk where minimum legal and safety requirements are met; and 3 Minimum – includes the absolute minimum activity to prevent mission failure).

Our End State: MCI-East installations enable the FMF and Supporting Establishment to focus efforts and achieve desired outcomes in training and operations by providing the warfighter with resources and flexibility to accomplish the mission.

Reporting.

1. Within 45 days of receiving this document, BPT provide an assessment of your MCTs and the risks your Base/Station is/are assuming. Also, identify those measures you are taking to mitigate.
2. Know what the mitigation/replacement plan is for all of your vulnerable Critical Infrastructure Assets. If MILCON or M2R2 is required, a validated requirement should be registered and reporting should align with COLS-DRRS. My intent will be to identify trends and generate the messaging to get support from Marine Corps Installations Command (MCICOM).
3. Within four months of receiving this document, commanders will provide an update on how you are addressing the specified and implied tasks addressed in this Strategic Plan.

Enclosure (2)

MCI EAST BATTLE RHYTHM EVENTS

24 Jan 2022

<u>Event</u>	<u>Frequency</u>	<u>MCI EAST LOE</u>
G-1 Manpower/other Update	Qtrly	1, 3, 5
G-3/5 COPS / Plans / Events	As Req'd / Ops Agenda	1, 3, 5
G 3/5 Range Development Update	As needed, or Biannual	1
G 3/5 Critical Infrastructure	Annually	5
G 3/5 COLS-DRRS	Quarterly	1, 3, 5
G 3/5 COVID Update Brief	Weekly (or as required)	1, 5
Area Commanders Conf	Annually in Fall	1, 3, 4, 5
G-4 Current/Future Ops Update	Monthly or as Req'd	1, 3, 4, 5
MCICOM MCCA IAG (Installation Advisory Group)	Spring/Fall. CG Chairs	1,2,3,4,5
Installation Marine and Family Programs Committee	3x per year. CG Chairs	1,3,5
Marine Executive Review Board (MERB)	As req'd. Before MCCA BOD	1,3,4,5
MCCA Family Advocacy Council	Qtrly CG chairs.	1,3,5
MCCA-led July 4th Celebration	Annual	3
MCCA Regional Budget Review	Every January.	1,3,4,5
GF FSRM/MILCON, Public Works, Housing	Monthly	1, 2, 3, 4, 5
GF BSM1 Budget Update	Monthly	1, 2, 3, 4, 5
G6 Regional IT/Telecomm Update	As req'd	1, 5
G7 Gov't Affairs, Encroachment	As req'd, NLT quarterly	1, 4, 5
NCCA	Quarterly	1, 4, 5
Military Affairs Committee	Monthly	3
Resident Advisory Board	As Req'd	3
G8 Budget Update	Monthly	1,2,3,4,5
G8 Mid-Year Review Brief	Annually	1,2,3,4,5
G8 Service Requirements Review Board (SRRB)	Annually	1,2,3,4,5

G8 Managers' Internal Control Program	Annually	1,2,3,4,5
Base Town Hall Meet/Greet	As Reqd	3
MCIEAST Commanders Conference	Twice a Year	1, 3, 4, 5
MCI-E Staff Update - CG Mtg	Bi Weekly (2x Month)	1, 2, 3, 4, 5
MCI-E Commander's Meeting	Bi Weekly (2x Month)	1, 2, 3, 4, 5
II MEF CUB	Bi -weekly (2x Month)	1, 3, 4, 5
School Liaison Officer Education Update	Annually	1, 3
EEO	As Reqd.	3
EO	As reqd	3
Legal / SJA	2 X Month	1
Small Business Outreach	Every other year, or within the first year of new CG taking command	4
MCICOM Regional Cdrs Meeting	As Directed	1, 2, 3, 4, 5
CGs Monthly PME	Monthly	1, 3
Spring/Fall/Winter Festival	Per Qtr	3
MIB/ILB	Biannual or as Directed	1, 2, 3, 4, 5

Enclosure (3)