



Bases and stations are the fifth element of the MAGTF



Marine
Corps
Installations
2020



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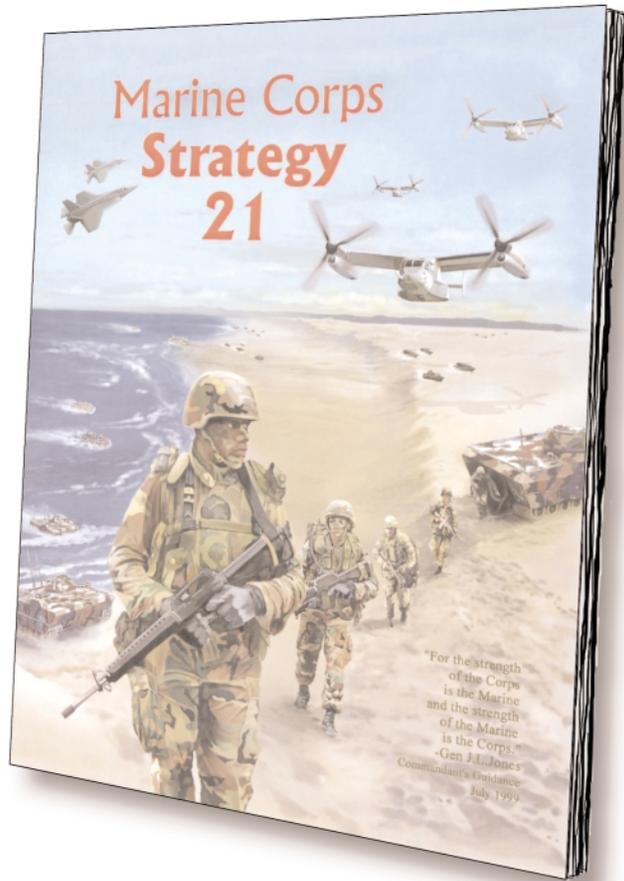
America's Marines stand ready to answer the call in the 21st Century. Today, we are the premier expeditionary "Total Force in Readiness." Marine Corps Strategy 21 provides the vision, goals, and aims to support the development of future combat capabilities that will ensure we remain the premier force. These combat capabilities are reflected in the elements of the Marine Air Ground Task Forces (MAGTFs), integrated combined-arms task forces that include air, ground, and combat service support units.

Our bases and stations are the "fifth element" of the MAGTF because of their close link to the operating forces. We must ensure that installation assets and capabilities are always available to support operations and training requirements. This is especially critical as we implement the significant transition in platforms, weapons, technology, and doctrine underway today. We must also provide the best possible quality of service to our Marines, their families and our civilian workforce. Implementing this Installations 2020 vision will enhance combat readiness by providing installations that fully and continuously meet the needs of the warfighter. Without installations, there is no readiness.

Building on our heritage of operational readiness, Marine Corps Strategy 21 describes how the Marine Corps will evolve, grow, and transition for the future. Implementing this document - our Installations 2020 vision - will ensure our installations evolve, grow, and transition in step with the force. This vision provides guidance to address the full range of issues and challenges facing 21st Century Marine Corps installations.



In 2020 . . .
Marine Corps Installations provide a high-quality training environment and are recognized as directly supporting "Total Force Readiness."



" . . . The Marine Corps will be tailored to answer the Nation's call, at home and abroad . . . "

" . . . Capitalize on innovation, experimentation, and technology to prepare Marine forces to succeed in the 21st century . . . "

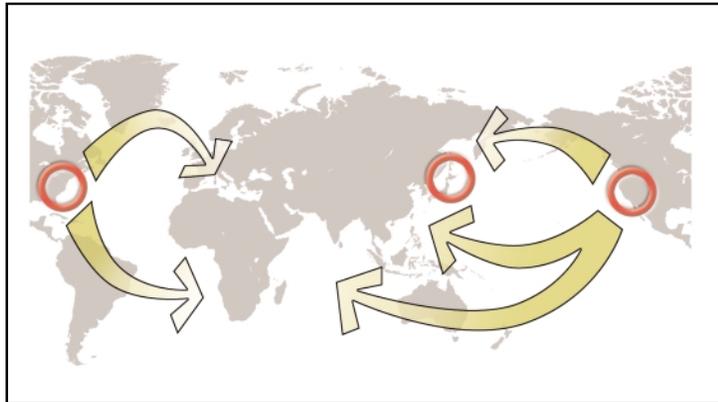
" . . . Cultivate the best possible environment for training . . . "

Marine Corps Strategy 21

Marine Corps installations are the foundation of Combat Readiness. They are where training, the work environment, and quality of life services and programs come together. Everything we do aboard our installations directly supports the warfighter and essential elements of our unique Marine culture. Our Naval expeditionary character, MAGTF primacy, and our warrior ethos, are all affected by the way we organize and manage our installations.

In 2020, Marine Corps installations provide a high-quality training environment and are recognized as directly supporting "Total Force in Readiness." Commanders in the operating forces understand the vital role installations play in training the force, launching and recovering the force, providing reachback to our deployed forces, instilling and maintaining the Marine Corps core values, and providing for our Marines and their families.

Training, operations and installations have always competed for scarce resources, and in the past, installations have been used as a bill payer for other requirements. By 2020 the Corps consciously reversed this trend, and invested to keep installation infrastructure in pace with Operating Force mission requirements to ensure an equitable balance between training and quality of life. Moreover, enhancements in installations infrastructure have also kept pace with force modernization while supporting operational requirements.



in 2020 . . .

- Installations and the facilities on them are sized to support day-to-day missions, but also have the capacity and flexibility to surge for mobilization and other contingency operations.
- Fixed Wing aviation is USMC-controlled, but is sited on "Joint Air Bases," with the Marine Corps as either the host or tenant. Proximity to the Ground Combat Element (GCE), aviation ranges, and outlying landing fields drives decisions on the location of these assets.
- We single-site Rotary Wing/Tilt-Rotor aviation by airframe and base it in close proximity to the MEF GCE.
- Where Marine Corps units are joint-based, the Marine Corps collocates Marines with other Marines to foster culture and warrior ethos.
- We base all West Coast Reserve aviation assets on active Marine Corps Air Stations. Throughout the rest of the country, reserve aviation basing is dispersed.
- The Marine Corps owns no real property associated with Reserve Centers, siting these Centers on active bases, joint Reserve Centers and National Guard bases.

- ✓ *More closely link our installations to our operating forces*
- ✓ *Bases are located near air and sea ports of embarkation*
- ✓ *Grouped around the MAGTF*

BASING STRATEGY

Support to the MEF determines where we locate our active installations. These installations are located to support maximum integration of MAGTF elements, are grouped around the MEF, and are centered on our major ground bases, training areas and maneuver lands. Operational units may be jointly based at a mix of Marine Corps owned installations and bases where we are tenants. We locate our installations near our air and sea ports of embarkation, and we ensure unimpeded access to these ports. Marine Corps Reserve component activities are located throughout the country thereby strengthening the link between the Marine Corps and American society.



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in 2020 . . .

- The Marine Corps owns and manages its training ranges.
- The Corps has expanded range capability to meet new requirements and guard against encroachment.
- The Marine Corps maintains un-restricted access to Special Use Airspace (SUA) in conjunction with the FAA directed National Air Space (NAS) Redesign.
- Innovative Installation Master Planning generates additional training areas within existing perimeters.
- Expanded simulation enhances the building block approach to training, but does not replace the requirement for live "fire and maneuver."
- The Marine Corps engages in partnerships and agreements with the other services, and other Federal, state and local agencies to protect ranges and optimize range usage.

✓ *Ability to train as a MAGTF is a fundamental requirement*

✓ *Unimpeded access to ranges assured*

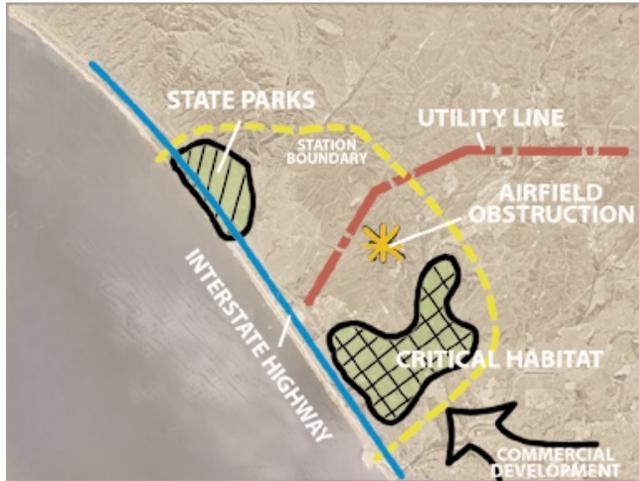
✓ *Live fire and maneuver capability maintained*

TRAINING, RANGES and MANEUVER SPACE

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The ability to train as a MAGTF is a fundamental requirement of Marine Corps readiness - and one of the primary roles of our installations. Our ranges and training areas exist solely to support MEF operational readiness, with the Marine Corps focusing on individual and unit training of a Naval expeditionary character. We assure unimpeded access to all ranges, airspace, and training areas. Simulation, where appropriate, is incorporated into the training program, but it has not replaced the need for live-fire. Full-crew and partial task trainers along with sub-caliber and practice type munitions also help maximize training on our ranges. These technologies allow us to continue to perform realistic training despite increased weapons range and munitions lethality. The Marine Corps has larger and more numerous ranges to address operational requirements and training flexibility. We further maximize training capability on our installations by emphasizing creation of training areas through systematic land-use changes proposed via long-term base master plans, land acquisition and use of real-time scheduling through enhanced information systems.

The Marine Corps uses other Services' ranges and allows other Services to use Marine Corps ranges. The Marine Corps enjoys particularly strong relationships with the National Guard and the other Services, facilitating meaningful training of our Reserve forces within their geographic areas. Active Marine Corps units train primarily on Marine Corps-owned ranges, affording the Marine Corps flexibility and opportunity for innovation. In all cases, the Marine Corps maintains control of scheduling and scope of training provided.



in 2020 . . .

- The USMC actively engages on all levels to protect against loss of assets and flexibility.
- Local commanders have the "lead" in addressing local issues, but also coordinate with other commanders within their geographic region.
- HQMC coordinates actions across the USMC and with the other Services, providing visibility of these actions to installation commanders.
- The Marine Corps engages in partnerships and agreements with other Services, federal, state and local agencies, and private organizations, as well as similar organizations of our foreign hosts. This fosters symbiotic relationships and showcases our environmental stewardship and overall value to the community.
- The Marine Corps focuses Comprehensive Base and Regional Master Plans and Land Use Studies on encroachment pressures and ensures compatible land usage and environmental security.
- The Marine Corps manages the land, air, and water resources under its stewardship through Integrated Natural Resource Management Plans that detail our management requirements while simultaneously limiting external influences on land use controls.
- The Marine Corps highlights successes in environmental stewardship, partnerships, and community outreach activities through an aggressive media campaign plan.

✓ *Encroachment is a serious threat to our Corps*

✓ *Continue outstanding natural resource stewardship*

✓ *Proactively engage federal, state, and local governments*

ENCROACHMENT

Encroachment is a serious threat to the readiness of the Corps and the other Services. While implementing encroachment strategies remains a local issue, the Marine Corps engages in a coordinated DoD approach to encroachment mitigation. This consolidated approach between DoD and other federal agencies creates win-win policies.

These policies recognize that National Defense and environmental protection can co-exist. In fact, the Marine Corps' training lands often provide excellent habitat for threatened or endangered species, serving as islands of biodiversity among densely populated urban areas. Installation commanders have created new partnerships and aggressively market Marine Corps success stories, capitalizing on their outstanding stewardship of natural resources. Commanders also engage proactively with federal, state and local governments to reduce incompatible urban growth near our installations.



in 2020 . . .

- Marine Corps bases are commanded by Marines, assisted by a professional staff with the proper business management skill set.
- Installation Commanders privatize, outsource or regionalize services where it makes good business sense, where it does not degrade operational readiness, and where it does not increase an installation's vulnerability to terrorist threats beyond acceptable risk.
- The Marine Corps facilities infrastructure fully supports operational, training and quality of service requirements and is sustained at this level.
- Base commanders have flexibility to engage in innovative business partnerships that enhance operational readiness, improve efficiencies or return funds for use at the installation level.
- Information Technology (IT) connectivity is a commodity categorized like other utilities. The Marine Corps uses privatized Utility and IT connectivity infrastructure where feasible.
- Each base and station has a tailored Force and Critical Infrastructure Protection Plan, identifying critical protection nodes and addressing unique security requirements and missions.
- Recognizing the essential link between our bases and the surrounding community, we maintain accessible bases, but retain the ability to "lock down" the installation.

✓ *Installations are unparalleled in capability and efficiency*

✓ *Driven by mission*

✓ *Enhanced business focus*

BASE MANAGEMENT

The roles of our installations are much the same as they have always been, and they are commanded by Marines, but we manage our bases very differently today. Understanding the importance of managing these multi-million dollar businesses, the Marine Corps invests in systems and training that support this business focus, yet still recognizes that mission accomplishment may lead us to decisions that are not focused on the bottom line. Civilian Marines are an integral component of the Marine Corps and provide continuity and professional support. In non-core competency areas at our U.S. bases, the Marine Corps makes decisions to retain or divest functions based on best business practices. Local Commanders are allowed the flexibility to make the right business decisions for their installations without a "one size fits all" mandate or direction.



in 2020 . . .

- The Marine Corps assigns single Marines to quarters based on unit integrity and provides additional living space and privacy to them as they advance in rank.
- The Marine Corps makes comfortable, clean quarters available for reservists while in a drilling status, however size and occupancy standards may vary from those of the active forces.
- The Marine Corps locates on-base family housing units (either government or privately owned) to facilitate visitor ingress/egress, while ensuring force protection.
- The Marine Corps determines methods of service delivery based on market conditions and mission needs, and privatizes base business operations where the civilian community is able to provide better value to the Marine and the Marine's family.
- The Marine Corps provides support services via a combination of virtual and physical means.
- The Marine Corps invests appropriately to ensure a workplace that is safe and clean, and has modern equipment to allow a Marine or Civilian Marine to perform his/her job in the most efficient manner.

✓ *Our bases promote Marine culture and ethos*

✓ *Every Marine is valued as a unique national resource*

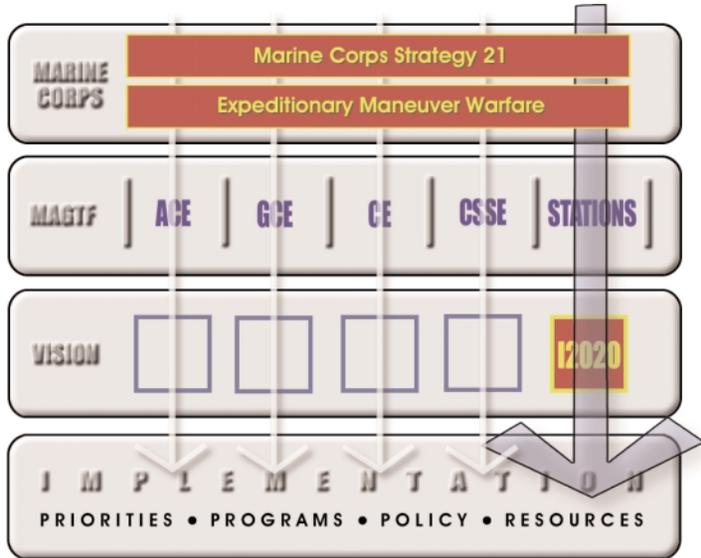
✓ *Family readiness is a cornerstone*

QUALITY of SERVICE

The Marine Corps recognizes the role of our bases in promoting the Marine culture and ethos, and that the quality of a Marine's service depends on a professional work place, modern and functional equipment, meaningful and adequately funded community and family services, top-notch medical and dental care, quality training, education opportunities, good quality housing, and competitive pay and allowances. In addition to committing resources to traditional quality of life programs, the Marine Corps invests in improving the quality of the workplace. The Marine Corps also provides an acceptable level of access to services, regardless of duty location.

At our U.S. bases, the Marine Corps uses private partnerships where feasible to provide family and bachelor housing both on and off base. These on and off base Marine neighborhoods provide a sense of community, security, and shared ethos, through informal support networks, access to quality medical care, safe neighborhoods and high quality schools. To ensure good order and discipline, the Marine Corps structures housing partnerships to allow the installation commander maximum control of the assignment and living conditions within the housing areas.

Basic Allowance for Housing (BAH) rates reflect actual conditions, and Marines pay nothing out of pocket for the cost of housing. Community services provided to Marines and their families are located both on and off base as determined by market conditions. The Marine Corps fosters family stability by reducing PCS moves, allowing Marines to remain in a particular geographic area longer when possible, and Marines continue to retire near our installations to take advantage of the services available in the region.



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MAKING THE VISION REALITY

Installations 2020 cements the vital link between our installations and our operating forces. Just like Marine Corps Strategy 21, Installations 2020 describes "ends" and a direction without stating "ways" or "how" we intend to get there. Supporting documents, plans, and processes will address the how. The "end" is a vibrant 5th element of the MAGTF that continuously supports the other elements as we transition to the vision of Marine Corps Strategy 21.

I2020 sets the framework upon which programs and policies are developed, and sets the aiming stake for regional and installation master plans that fully address long-term operational requirements and range access. It is the lens through which Marine Corps leadership will evaluate resource decisions to make this vision a reality.

HEADQUARTERS

HQMC, MATCOM,
SYSCOM, MCCDC, MCWL,
MCRC, TECOM

OPERATORS

MARFORPAC,
MARFORLANT,
MARFORRES
I, II, III MEF,
COMCABEAST,
COMCABWEST,

INSTALLATIONS

Air Stations
Ground Stations
Recruit Depots
Logistics Bases
Reserve Centers



The Change is Forever

Installations support the MEF; allow training as a MAGTF; enable unimpeded access to ranges, airspace and training areas; have long range management business plans and; have programs that ensure safety and quality of service for all Marines, their families, civilian employees, and retirees.

By fully implementing this Vision, we ensure that installations fulfill their mission as the fifth element of the MAGTF, contributing to the successful implementation of Marine Corps Strategy 21. Installations 2020 provides a framework for installations to support evolving warfighting concepts. It encourages innovation in developing and operating our installations, to allow balanced application of resources to best support the Combat Ready Marine.

QUALITY of SERVICE

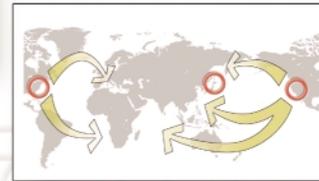


ENCROACHMENT

**TRAINING,
RANGES and
MANEUVER
SPACE**



BASING STRATEGY



BASE MANAGEMENT

- More closely link our installations to the operating forces
- Ability to train as a MAGTF is a fundamental requirement
- Our base promote Marine culture and ethos
- Installations are unparalleled in capability and efficiency
- Encroachment is a serious threat to our Corps