



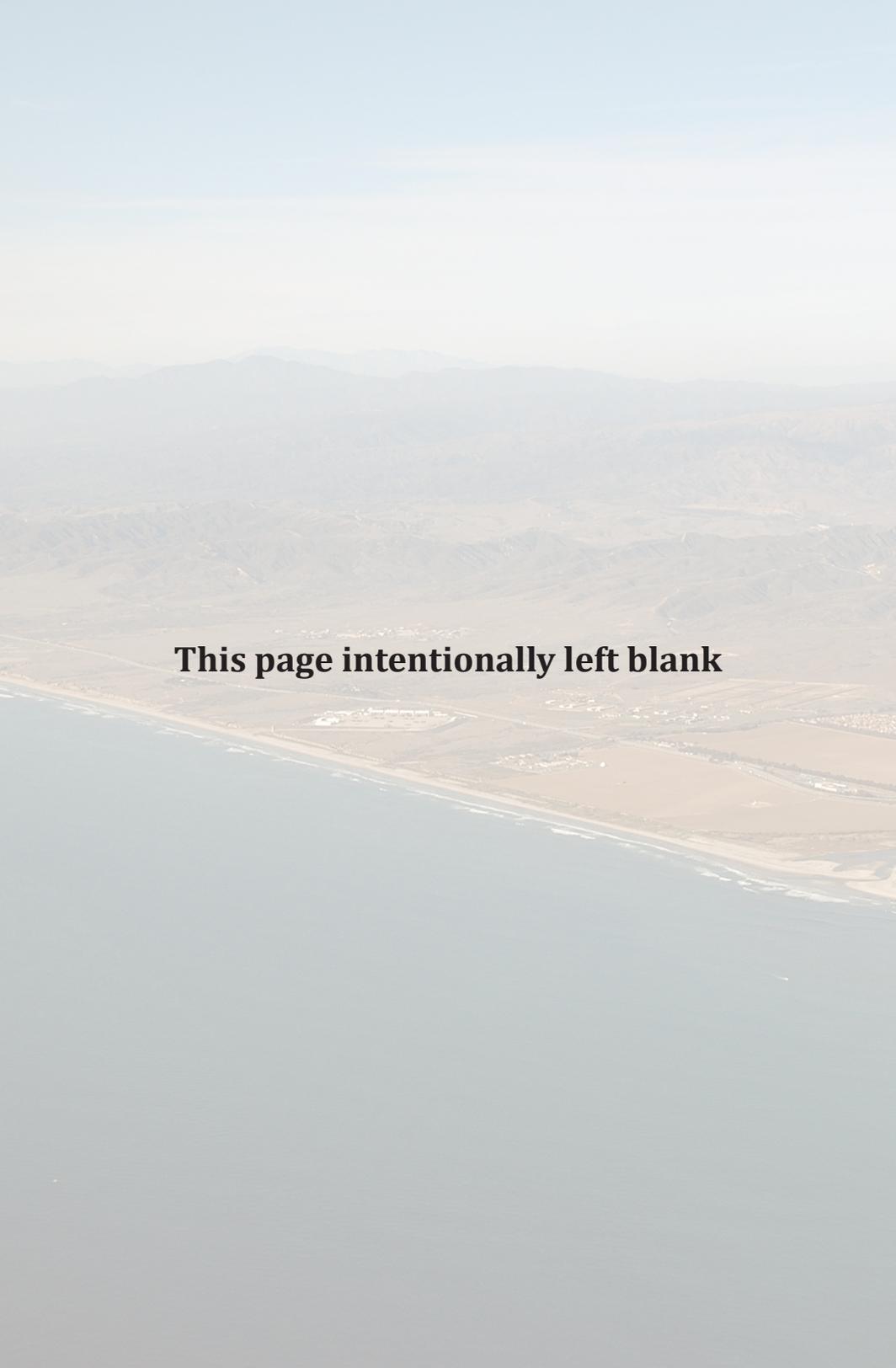
**Marine Corps Installations West - Marine Corps Base**

**(MCIWest - MCB) Camp Pendleton**

**STRATEGIC PLAN**

**2013-2017**



An aerial photograph of a coastal region. In the foreground, a large body of blue water meets a sandy beach. Behind the beach, there is a large, rectangular industrial or residential complex with several white buildings. The land beyond the complex is a mix of brown and green fields. In the background, a range of brown mountains stretches across the horizon under a clear blue sky.

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# Executive Summary

This Marine Corps Installations West – Marine Corps Base (MCIWest - MCB) Camp Pendleton Strategic Plan provides my guidance on how MCIWest - MCB Camp Pendleton and the MCIWest Installations will support the combat readiness of the Operating Forces, provide Installation support to Tenant Commands, and exceed the Quality of Life expectations for our Military Families. It establishes the foundation to support Warfighter readiness; aligning the Marine Corps Installations Strategic Plan, my intent and priorities to specific and mission/functional Goals, Objectives, Strategies, Initiatives/Actions, and Measures.



This enterprise level MCIWest - MCB Camp Pendleton Strategic Plan serves as the architecture to execute my guidance, vision, and the following five overarching command goals:

1. Enhance Installation Support of Warfighting Readiness
2. Ensure the Long-Term Viability of All Installations
3. Provide High Quality, Sustainable, and Affordable Installation Support
4. Optimize Workforce Excellence
5. Promote Critical Partnerships

As part of this methodology, we will effectively execute the Installation Management Functions/Lines of Operations (LOOs) and Mission Essential Tasks Lists (METL) to successfully accomplish our mission. We will develop Installation and Functional/Departmental actions incorporating aligned Goals/Objectives, specific long/short range initiatives, our CPI Initiatives, and a Three Tier Balanced Scorecard/Dashboard. This Balanced Scorecard/Dashboard highlights four Excellence Value perspectives of Warfighter Satisfaction, Effective and Efficient Installation Operations, Financial Performance, and a Focused, Learning, and Satisfied Workforce. The development of these excellence values will synchronize our efforts, measure our effectiveness, and support resource allocation.

I encourage you to take time to read this plan, understand the contents and methodology, and integrate the concepts and alignment into Installation and Campaign Plans. My command is strongly committed to improve our business practices to provide effective and efficient installation support.

~~SEMPER FIDELIS~~

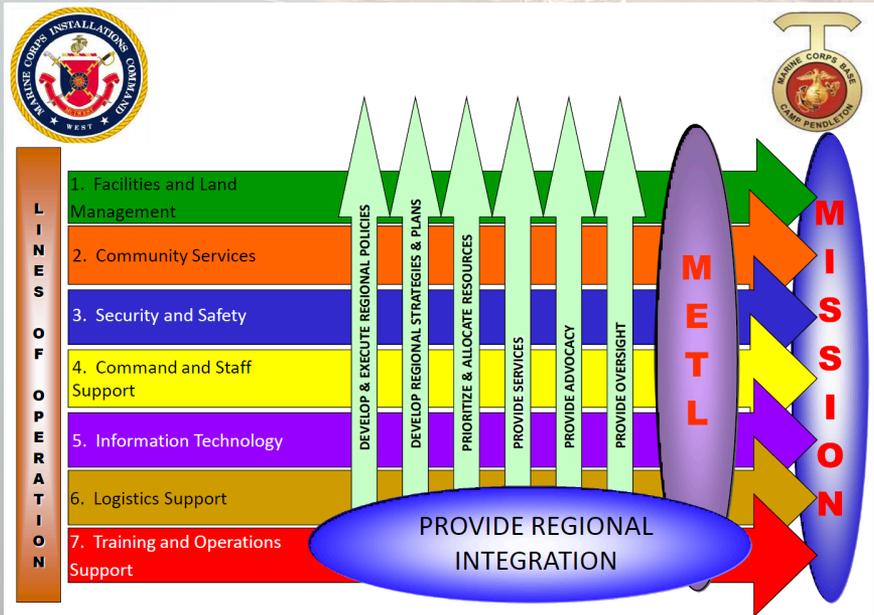
**Brigadier General V. A. Coglianese**  
**Commanding General**  
**MCIWest - MCB, Camp Pendleton**

# Our Mission

MCIWEST—MCB Camp Pendleton commands and controls assigned Marine Corps and MCIWEST Installations in order to support the operating forces, tenant commands, military personnel, and families.

MCIWEST— MCB Camp Pendleton operates a training base that promotes the combat readiness of the operating forces and the 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.

## Our Core Services to the Warfighter

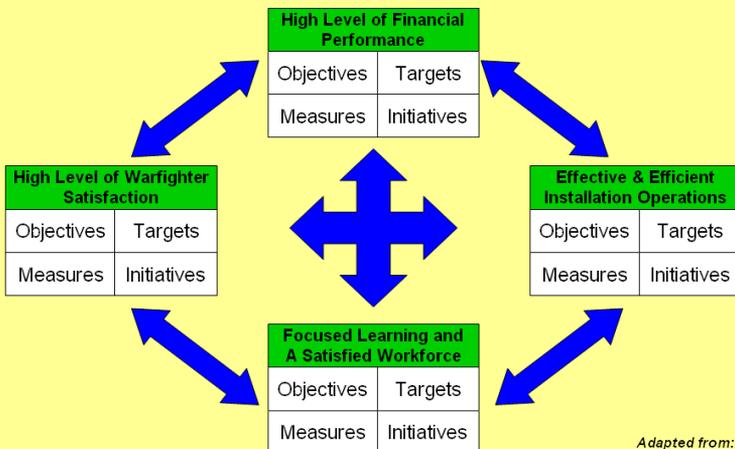


# Vision

MCIWEST—MCB Camp Pendleton will advocate and decisively act on military, family and community issues that affect Marine Corps installation operations across the Western Region to provide the operating forces and tenant activities the highest quality of continuous, effective support and services to meet present and anticipated Marine Corps and Joint Warfighting capability requirements.

MCIWEST—MCB Camp Pendleton remains the Marine Corps' premier amphibious training base and will continue to enhance training opportunities, maximize the use of allocated resources, modernize base infrastructure, and provide superior installation support and services.

## Organizational Excellence Values Balanced Scorecard Framework



*Adapted from:  
"Balanced Scorecard",  
Norton and Kaplan*

# **MCIWEST-MCB CAMP PENDLETON GOALS AND OBJECTIVES**

## **Goal 1: Enhance Installation Support of Warfighting Readiness**

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

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

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

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

Objective 2.2: Support combat readiness 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 environmental and natural resources.

Objective 2.5: Provide effective Installation Protection.

Objective 2.6: Guard against Encroachment.

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

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

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

Objective 3.3: Advance Energy Initiatives to reduce the cost of operating installations.

# MCIWEST-MCB CAMP PENDLETON GOALS AND OBJECTIVES (CONTINUED)

## **Goal 4: Optimize Workforce Excellence**

Objective 4.1: Develop a Trained and Capable Customer-Oriented Workforce.

Objective 4.2: Create a Climate for Action.

Objective 4.3: Create a Positive Employee Climate.

Objective 4.4: Create a Right-Sized Workforce.

## **Goal 5: Promote Critical Partnerships**

Objective 5.1: Continually Work to Enhance Community Support for the Defense Mission.

## **Our Way Ahead**

This MCIWest – MCB Camp Pendleton Strategic Plan constitutes the Command's approach to achieve its goals for installation operations, in alignment with overarching strategic goals and objectives. This strategic planning and performance management effort will be aligned at subordinate levels and include actions and metrics to implement in the form of annual or biennial Campaign Plans. The Strategic Plan incorporates priorities from Marine Corps Installations Command, while reflecting current crossfunctional Strategic Business Goals. The plan features performance goals, initiatives, and measures that resolve enduring management challenges on a long-term improvement path, while also promoting activities that facilitate positive change. All these actions and initiatives are leading indicators of success for important enterprise outcomes. In providing clear, measurable targets for installation programs and operations, the plan and Balanced Scorecard/ Dashboard will enable executive leaders to make data-driven decisions in the best interests of both the organization and the USMC.



# **STRATEGIC PLAN**

## **2013-2017**



**If you have any questions concerning the  
MCIWest - MCB Strategic Plan 2013—2017,  
Please contact the MCIWest—MCB Camp Pendleton  
Business Performance Office (BPO)  
at (760) 763-0430/0431/0432.**