



**Marine Corps Installations West  
Marine Corps Base Camp Pendleton**

# **Fiscal Year 2025-2029 CAMPAIGN PLAN**



## MCIWEST-MCB CAMPEN CAMPAIGN PLAN CY 2025-2029



### **SITUATION**

Installations are the foundation of combat power and an integral part of our warfighting capability; they are essential to enabling full spectrum operations including seizing and defending advanced naval bases in joint operations, conducting land and air operations in naval campaigns, and conducting both crisis response and stability operations. Our installations, logistical planning, and resourcing decisions must reflect the likely global nature of future conflict, while complementing crisis response capabilities and balancing current requirements across the globe. Despite our proven success in past conflicts, future adversaries will challenge the Navy and Marine Corps in different ways. Adversary space, cyber, information warfare, and global strike capabilities mean the next war will likely bring conflict to our home bases and stations, while disrupting theater access and logistics around the world.

### **INTENT**

Provide clarity to our challenges and opportunities and establish priorities of work for Marine Corps Installations West (MCIWEST) commands and staff. In doing so, we will develop a consistent and cohesive narrative to obtain additional resources, improve internal processes, enhance external collaboration, and define risk to the institution. Further, a coherent and compelling narrative will improve institutional planning and understanding of installation requirements. By focusing our effort, we will better articulate risk to Higher Headquarters (HHQ) and create executable action plans with measurable milestones supporting operating force readiness. Through this plan, we reaffirm our dedication to our Marines, Sailors, their families, and the civilian workforce who exemplify the spirit, strength, and resilience of the Marine Corps. This plan is the initial guidance to validate our priorities and focus areas and outline concepts, capabilities, and tasks to support naval expeditionary forces in the future operating environment.

### **PRIMARY EFFORT**

This guidance is the mechanism through which my priorities are identified. It captures enduring priorities and focus areas to support naval expeditionary forces in the future operating environment. MCIWEST remains focused on supporting Force Design as our primary effort; to do so, we must prioritize

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the long-term viability of our installation's ability to support I Marine Expeditionary Force (I MEF) and tenant training entities.

### **ENDURING PRIORITIES (EPs)**

1. Protect our force and their families.
2. The long-term viability of all MCIWEST bases and stations.
3. Support to I MEF, Training and Education Command (TECOM), and the Fleet Marine Force (FMF).
4. Quality of Life (Take Care of Marines, Sailors and Families).

### **FOCUS AREAS**

1. Installation Protection, Make Installations Ready for a Contested Environment, Building Resiliency
2. Support to I MEF, Force Design, and Power Projection in a Contested Environment
3. Barracks 2030
4. Modernization
5. Training Range Expansion, Improvement, and Modernization
6. Stewards of Resources (Financial, Environmental, and Energy)
7. Support for Total Force Fitness
8. Enabling and Retention of Talent

#### **Installation Protection, Make Installations Ready for a Contested Environment, Building Resiliency (FA #1)**

Providing adequate security for our installations requires us to understand current and emerging threats. Unmanned Aerial Systems (UAS), cyber and conventional threats pose a significant hazard to our installations. We must be prepared to fight from the installation and ensure survivability in all domains. The Marine Corps Installations Plan is our roadmap to adapt and meet the future threat environment, and we will implement as quickly and efficiently as possible. Aimpoints: Invest in net modernization, data center optimization, path diversity, and power resiliency to enhance our cybersecurity posture. Additionally, we will identify risks and make both physical and procedural improvements to our force protection posture, perimeters, and access points.

#### **Support to I MEF, Force Design, and Power Projection in a Contested Environment (FA #2)**

We must identify and develop the necessary infrastructure and capabilities to realize Force Design objectives. This will require active engagement across all levels to resource and support Force Design initiatives. The Marine Corps' warfighting capacity is enabled by a network of installation capabilities extending from our home bases and stations to the forward edge of the battlefield. Our operational reach, endurance, and ability to project power is achieved to the fullest extent. Support of I MEF defines our requirements for personnel and management of infrastructure (facilities, ranges, airspace). We will work with I MEF, 1st Marine Division (MarDiv), 3d Marine Aircraft Wing (MAW), and 1st Marine Logistics Group (MLG) to advocate for capabilities that support their missions. Force posture, support for deploying units and the training of task-organized formations begins at home station, so we must safeguard the systems and infrastructure that enable power projection and force flow. Additionally, our installations serve as launch pads for expeditionary operations, enabling us to

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meet challenges swiftly and decisively, thus requiring our bases and stations to be resilient to the effects of extreme weather or adversary action. Aimpoint: Identify and address any shortfalls impeding MCIWEST's support to I MEF.

### **Barracks 2030 (FA #3)**

Quality of Life and functional barracks are supporting efforts which enhance our Marine's performance and readiness to fight. The investments we make in our Marines' readiness is as important as the investments in the materiel they use in combat. The Barracks 2030 plan is the most consequential infrastructure investment plan to-date, and we will see it through. Improving the materiel condition of our facilities, starting with our barracks will complement the Marine Corps' ability to recruit, train, sustains and retain our future force. Aimpoint: Each Marine and Sailor has a room meeting acceptable standards of clean, safe, and secure.

### **Modernization (FA #4)**

As the character of modern warfare evolves, our installations must also evolve as critical enablers for the implementation of our Force Design plans. This critical dependency means installations' modernization is inextricably linked to our future warfighting capabilities and modernizations. Aimpoint: ensure facilities and ranges are capable of supporting state-of-the-art equipment and innovative formations, thereby enhancing unit readiness and capability to operate in all domains. Additionally, ensure awareness of modern innovation and capability to support force protection, energy and data resilience, and advances in unit training.

### **Training Range Expansion, Improvement, and Modernization (FA #5)**

The Marine Corps Installations West-Marine Corps Base, Camp Pendleton (MCIWEST-MCB CAMPEN) Regional Support Plan (RSP) and associated Installation Support Plans (ISP) form the foundation for our training support to I MEF and Force Design initiatives. New capabilities, such as long-range fires, maritime capabilities, electronic warfare, all-domain reconnaissance, increased UAS, and 5th Generation Aircraft require range expansion, modernization, and sustainment. As we modernize and field advanced kinetic capabilities with extended ranges, and sophisticated non-kinetic capabilities leveraging space, cyberspace, and the electro-magnetic spectrum, we must be increasingly creative in our approach to training ranges and areas. We must fully integrate constructive and virtual training into our exercises to complement live force actions to train with the full complement of our new capabilities. Enhanced training opportunities require close coordination with the states of California and Arizona through in-kind consideration (IKC) negotiations, and with the Federal Aviation Administration to expand our airspace to meet Force Design requirements. Working with Marine Corps Installations Command (MCICOM), we will leverage the Marine Corps Strategic Basing Process (SBP) for managing and coordinating Force Design basing impacts and facility pillar requirements of the Doctrine, Organization, Training/Education, Material, Leadership/Communication Synchronization, Personnel, Facilities, and Cost process. Aimpoint: Improve and expand training opportunities for I MEF, tenants and other FMF forces.

### **Stewards of Resources (Financial, Environmental, Energy) (FA #6)**

We are responsible to streamline operations to maximize our capability, spend every dollar effectively, and remain good stewards of taxpayer resources. We have an inherent obligation to find financial efficiencies and to protect our environment. Energy security is a priority the installation establishment

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must provide to operational units and base commands for them to train, operate, and prepare for conflict. Smart investments on energy efficiency, water and wastewater management are critical to reducing long-term costs and enhancing installation resiliency. Aimpoint: Find newer, cheaper technology that creates cost savings over time, and maximizes national, state, local, and industry partnership investment prospects such as exploring opportunities to expand our micro-grid capabilities.

### **Support for Total Force Fitness (FA #7)**

Our installations create a supportive community environment. Family support services, schools, medical facilities, recreational facilities, chapels, and social activities are integral components of installations. These amenities contribute to the social and emotional well-being of Marines, Sailors, and their families, fostering a sense of camaraderie and mutual support. A critical foundry effort is focused on the resiliency of our Marines, Sailors and families. Physical, mental, spiritual, and behavioral health programs maintain the trust of our individuals. We must develop, enhance, and maintain programs supporting the dignity and well-being of our Marines, Sailors, and civilian employees. We include quality of life programs for our families as they contribute to overall combat readiness of the operating forces, but more importantly, because they deserve nothing less. The Service will establish hundreds of full-time equivalent positions to support Marines, units, and families in all fitness domains: social, spiritual, mental, and physical. We will identify and protect the investments reinforcing our commitment to the total fitness of our Marines, Sailors, and their families. This has a two-fold effect: increased readiness and retention of talent. Aimpoint: Obtain adequate staffing to reduce death by suicide and improve readiness with laser focus on sexual assault prevention. We must clearly define our requirements and advocate for the appropriate level of staffing to meet I MEF's needs.

### **Enabling and Retention of Talent (FA #8)**

We depend on the talent of our people. Barracks, housing, schools, and Marine and Family Programs are critical components of talent retention. The performance of our leaders at every level is either a deposit or withdrawal on our Marines, Sailors, and civilian employees' commitment to continued service. We will identify the investments and professional development opportunities reinforcing our commitment to our Marines, Sailors, civilian personnel, and families, and provide every opportunity for our personnel to effectively contribute to our mission. We cannot deliver on our mission without talented Service Members and civilians, and we must improve our approach to recruiting, developing, compensating, and retaining uniformed and civilian talent.

### **Conclusion**

A capable installation is the foundation for power projection and complements, not competes with, other Service resourcing requirements. Capable installations are a prerequisite to both a credible deterrent against attack and to our ability to fight from the installations. The strategic landscape and changing organization demands we aggressively posture the Region to meet the emergent challenges and support the Marine Corps' expeditionary readiness posture in a resource constrained environment. These FAs and aimpoints describe a way forward in supporting our Primary Effort and Enduring

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Priorities. Working together we will define our requirements, advocate for resources, and articulate capability risk to the institution, while continuing to support warfighters and their families.

***~~SEMPER FIDELIS~~***

A handwritten signature in dark ink, appearing to read 'N. I. Brown', with a stylized, sweeping flourish extending to the right.

***N. I. BROWN  
Brigadier General, U.S. Marine Corps  
Commanding General  
MCIWEST - MCB CAMPEN***



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Ref: (a) 39th Commandant's Planning Guidance (CPG) Aug 2024  
(b) Marine Corps IPLAN 2024 31 Jul 2024  
(c) Installations and Logistics Campaign Plan 2024 15 July 2024  
(d) COMMCICOM Commander's Guidance 31 Jul 2024  
(e) I MEF Campaign Plan FY25-28  
(f) MCO 5400.54 MCICOM Roles and Responsibilities 19 Apr 2013  
(g) DODI 4001.01 Installation Support CH1 15 Nov 2011

Encl: (1) Performance and Action Matrix

### **SCOPE**

a. Marine Corps Installations West-Marine Corps Base, Camp Pendleton (MCIWEST-MCB CAMPEN) Campaign Plan 2025-2029 provides guidance to the MCIWEST-MCB CAMPEN Installations and staff. It will be the tool used to achieve the goals and objectives published in references (a) through (g). This plan supports and adheres to the guidance published in references (a) through (g). MCIWEST-MCB CAMPEN Campaign Plan 2025-2029 focuses the MCIWEST-MCB CAMPEN Installations on the requirements of the I Marine Expeditionary Force (I MEF) published in reference (e).

b. This plan is aligned with the Commanding General (CG), I MEF guidance published in the current I MEF Campaign Plan. The principal aim of MCIWEST-MCB CAMPEN Campaign Plan 2025-2029 is to enable the force generation, modernization, and power projection of I MEF.

c. This plan implements the 39th Commandant of the Marine Corps' (CMC) Commandant's Planning Guidance (CPG) and outlines how MCIWEST-MCB CAMPEN will achieve the Commander Marine Corps Installations Command (COMMCICOM) Commander's Guidance. When executed, MCIWEST-MCB CAMPEN Campaign Plan 2025-2029 supports the execution of the MCIWEST-MCB CAMPEN mission and the CG MCIWEST-MCB CAMPEN commander's intent.

d. This plan provides the framework and tasks linking the MCIWEST-MCB CAMPEN Campaign Plan 2025-2029 to higher headquarters guidance.

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### 1. Situation

a. General. New threats, rapidly changing technologies, and an increasingly dangerous geostrategic environment combine to create an imperative for investment in our installations to ensure mission success for our operating forces and quality of life for our tenants. To address the challenges and opportunities facing our bases and stations, the Marine Corps IPLAN 2024 lists four primary lines of effort to establish requirements and identify investment priorities: Invest in Talent; Sustain Readiness; Support Force Design; and Build Resilience. Further, the 39th CPG outlines five priority focus areas: Balancing Crisis Response and Modernization; Naval Integrations and Organic Mobility; Quality of Life; Recruit, Make, and Retain Marines; and Maximize the Potential of our Reserves. The CMC will use these focal areas as logical lines of effort to frame thinking, planning, and decision-making at Headquarters Marine Corps (HQMC), as well as communicating to our civilian leadership. The 39th CPG explains how we will translate those focus areas into action with measurable outcomes. The MCIWEST-MCB CAMPEN Plan provides strategic direction to deliver the best possible installations for our Marines, Sailors, their families, our civilian workforce, and our joint and interdepartmental tenants. It was developed within the context of the current and expected operating environment and is informed by and responsive to Congressional, Departmental, and Service-level guidance and is aligned with the 39th CPG, Installations and Logistics Campaign Plan, Marine Corps IPLAN 2024, and I MEF Campaign Plan 2025-2028.

### b. Battlespace

(1) Area of Interest. The MCIWEST-MCB CAMPEN area of interest is global in order to effectively coordinate the planning for and execution of Marine Corps Installations West (MCIWEST) Force Deployment Planning and Execution (FDP&E) operations in support of operating forces to and from MCIWEST-MCB CAMPEN Installations for contingency and crises operations in accordance with Marine Corps Order (MCO) 3000.13a (Marine Corps FDP&E Process Manual).

(2) Area of Operations. The MCIWEST-MCB CAMPEN regional Area of Operations (AO) includes all states in the Continental United States west of the Mississippi River. The AO for each Installation assigned to CG MCIWEST-MCB CAMPEN includes the state where the installation resides and the states bordering California and Arizona. The installation AO may be expanded to support operating forces and the current situation. The MCIWEST-MCB CAMPEN regional AO is depicted as blue in Figure 1.



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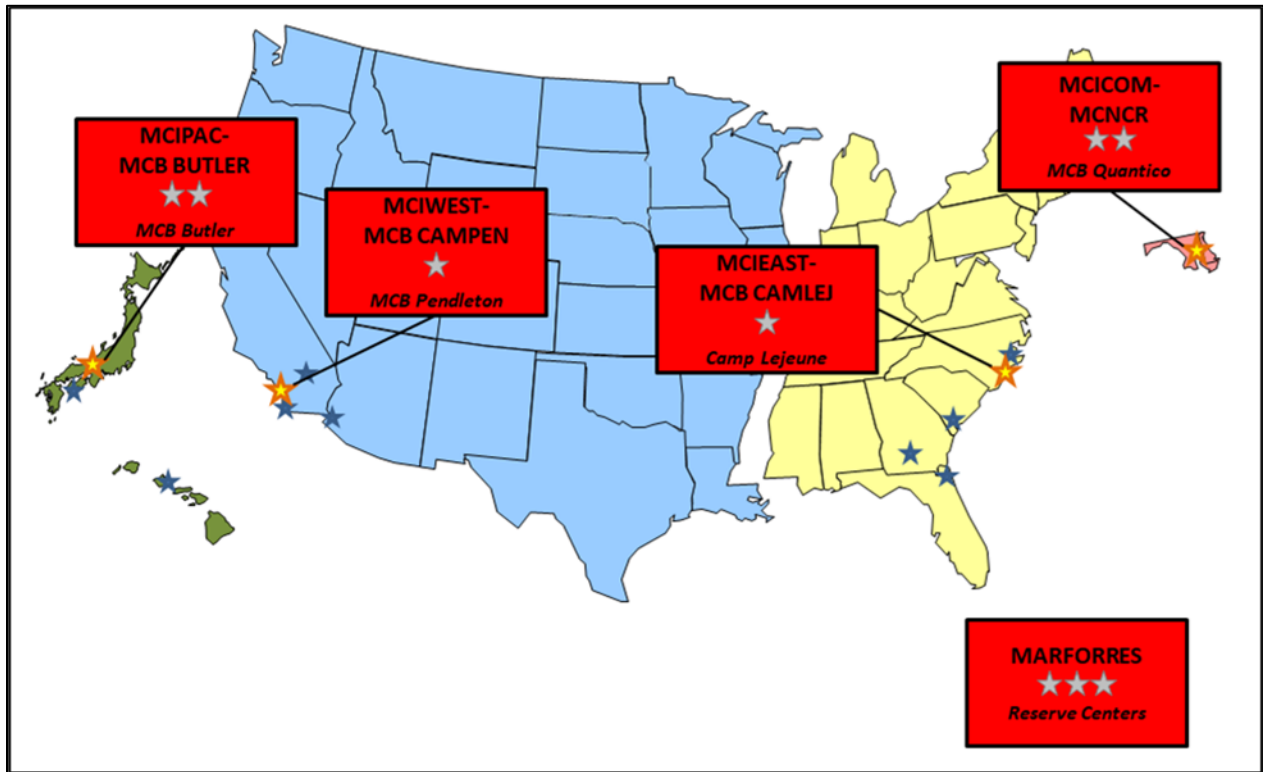


Figure 1. Regional MCI Areas of Operations

(3) Area of Influence. Area of Influence. MCIWEST-MCB CAMPEN regional and installation areas of influence are the geographical areas where the Commanders are directly capable of influencing operations in coordination with joint, interagency, state and local community efforts. The CG MCIWEST-MCB CAMPEN's area of influence includes states where assigned installations reside and the states bordering California and Arizona to include Oregon, Nevada, Utah, New Mexico, and Colorado. The regional area of influence may be expanded to support operating forces and the current situation.

c. Enemy Forces. MCIWEST-MCB CAMPEN Installations face an ever-changing and contested operating environment every day. The threat environment is diverse, ranging from natural hazards to adversary and criminal kinetic and non-kinetic actions. These threats are fluid, scalable, and often ambiguous, encompassing information operations designed to shape and influence the population, cyber-attacks, physical threats from lone wolf actors, and the proliferation of small autonomous drones as seen in the Russia-Ukraine conflict. Installations need to be postured to operate in this dynamic environment. Recent destructive weather has highlighted the profound effects possible on the continuity of operations for installations and their tenants.

(1) Encroachment. Encroachment's impact on realistic military training is a significant factor in MCIWEST-MCB CAMPEN's mission. The conduct of realistic training with increasingly more capable weapons systems further strains limited resources in training environments. Encroachment is often irreversible, thus data-supported impact assessments and an aggressive mitigation posture from the Marine Corps are needed to protect Fleet Marine Forces (FMF) training and operations. MCICOM captures information on top encroachment issues through annual Marine Corps encroachment management program metrics reporting, as required by MCO 11011.23A. Installation involvement in

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local planning and permitting processes is vital to encroachment management, in addition to interagency engagement to influence and inform Federal planning. Encroachment includes the factors of threatened and endangered species, munitions restrictions, limitations on airspace, radio frequency spectrum congestion, physical access to restricted use areas, adjacent land use, cultural resources, and wetlands.

(2) Cyber. Cyberattacks present another critical challenge. Military operations rely heavily on installation telecommunication service, federated networks, and digital systems. The consequences of cyber breaches are profound. Adversaries can disrupt communication systems, compromise sensitive data, and sabotage critical infrastructure. Cyberattack is the fastest growing threat category with state and non-state actors investing heavily in cyber exploitation and attack. Our adversaries recognize the criticality of the infrastructure and services our installations provide and place a high priority on penetrating our telecommunications, networks, and control systems.

(a) The Department of Defense (DoD) 2023 Cyber Strategy established how the Department will operate in cyberspace to protect the nation and DoD. It recommends the following approach:

(b) The Department will maximize its cyber capabilities in support of integrated deterrence, employing cyberspace operations in concert with other instruments of national power.

(c) The Department will campaign in and through cyberspace below the level of armed conflict to reinforce deterrence and frustrate adversaries.

(d) Finally, the Department recognizes that the United States' global network of allies and partners represents a foundational advantage in the cyber domain that must be protected and reinforced.

(3) Force Protection. Changing technologies and threats have a profound impact on the ability of installations to defend and protect themselves. The following are key factors influencing protection and the security of our installations.

(a) Advanced Sensors and Surveillance. Evolving sensor technologies, including small Unmanned Aircraft Systems (sUAS), satellites, and ground-based sensors, enhance the ability to detect threats at greater distances and with greater precision. This enables installations to have better situational awareness and more time to respond to potential threats. At the same time, these sensors can be used by adversaries to gather intelligence on military installations, necessitating enhanced counter-surveillance and defensive measures.

(b) Anti-Access/Area Denial (A2/AD) Strategies. Potential adversaries, like China and Russia, employ A2/AD strategies to prevent or deter access to specific areas. These strategies may include the use of long-range precision missiles and electronic warfare to target installations. To counter A2/AD threats, installations must be integrated into joint counter missile defense systems and electronic countermeasures.

(c) Uncrewed Systems (UxS). The proliferation of uncrewed systems, including drones and autonomous vehicles, can be used for reconnaissance, surveillance, and even offensive operations. Installations need anti-drone systems and the ability to counter UxS threats effectively.

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(d) Directed Energy Weapons. Emerging directed energy weapons, such as lasers and microwave weapons, offer new methods of offense and defense. Installations and tenant commands may need to incorporate these technologies for protection against airborne threats.

(e) Resilience and Hardening. To protect against physical threats, installations should be designed to withstand conventional attacks, such as missile strikes or sabotage attempts. This includes the hardening of infrastructure and the use of blast-resistant materials.

(f) Information Warfare. Adversaries can use information warfare to target installations by spreading disinformation or propaganda. The ability of Marine Corps Forces Cyberspace (MARFORCYBER) Command to recognize and respond to information threats is crucial for the defense of Marine Corps Installations.

(g) Terrorist actions. These remain a persistent concern for military installations worldwide, with the potential for attacks targeting personnel, infrastructure, or equipment. Military installations are attractive targets due to their symbolic value and the vital role they play in combat readiness. A range of non-traditional threats, both naturally occurring and human-created pose substantial risks for our installations and their tenants, inevitably requiring additional resources to mitigate or defeat their effects. Resilience has always been important, but never more so than the present. Climate change, proliferating dual-use technologies, and a growing list of state and non-state adversaries guarantee tomorrow's threats will be even greater than that of today's.

(h) Sabotage, Espionage, and Foreign Intelligence Collection. As threats from state actors increase, installations will be subject to hostile actions below the level of armed conflict such as attempts to damage or disrupt installation infrastructure and services. We must also increase vigilance in detecting, deterring, and countering intelligence collection that might compromise installation or tenant security and operations.

(i) Environmental Considerations. Military installations should also consider natural disasters potential threats. Preparing for these challenges ensures the continuity of operations.

(4) Environmental and Energy. Extreme weather events pose a significant risk to military installations globally, with rising sea levels, hurricanes, wildfires, and floods increasingly threatening their operations and the welfare of their tenants. Additionally, our installations cannot perform their missions without reliable power. Power generation and distribution must be resilient to an expanding array of threats both physical and cyber. Energy generation must reduce environmental impact through increased use of renewable energy sources while our consumption must become more efficient, thereby reducing demand. Water and wastewater management is also critical to Installations as energy. Loss of external power sources can be mitigated with on-installation emergency generation, but similar resiliency measures generally do not apply to water. Improved water and wastewater management are critical to our resilience efforts. Installations require multiple water supplies and redundant wastewater capability. Lastly, COVID-19 clearly demonstrated the potential impacts of communicable disease and pandemics. Advanced and proliferating bioengineering capabilities empower state and non-state actors with novel attack vectors. Our installations must be equipped to monitor, detect, and mitigate biohazards, while also possessing the logistics capacity to support the increased demand for medical and basic services resulting from a biological event.

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### d. Friendly Forces

#### (1) Nonorganic forces having a bearing on this campaign plan.

(a) Higher. COMMCICOM and MCICOM remain focused on our core mission: provide installation services and optimize support to the Operating Forces, and tenants, and taking care of our Marines, Sailors, and families. Commanders at every level will promote a command climate focused on balancing the following imperatives:

1. Protect and secure our installations. Secure our installations against known and evolving threats in and across all domains. This includes improving the resiliency of our bases and stations against physical and cyberattacks, the effects of destructive weather and natural disasters, and securing access to energy and water resources.

2. Support the Operating Forces. Serve as the key force projection platforms where we will provide the training support for our Marines and support for their families. Recognize that maintaining the support of our elected officials, local citizens, and communities enables our installations to meet this objective.

3. Taking care of our people. Provide our people with the best resources available to accomplish the mission, remaining mindful of fiscal constraints and stewardship obligations. Treat everyone with the mutual respect, courtesy, and dignity befitting a Marine. Take care of our families; those who love, support, and sustain us deserve nothing less.

4. Prepare for tomorrow. Posture ourselves to meet future requirements – inherent in this is to preserve the full spectrum of our training areas and natural resources, maintain close and mutually supporting ties with our civilian leadership, allies, partners, and local communities, and ensure our installations evolve in concert with future requirements, operating concepts, and statutory or policy imperatives. This includes adapting our installations to the increasing threats posed by destructive weather. Our Installations Reset Strategy underpins this effort, and we must maintain momentum and resources accordingly.

5. Innovate. Aggressively pursue opportunities to leverage innovative technology, practices, and policies that will improve efficiency and ultimately drive down cost. Good ideas come from everywhere and across the workforce so open the aperture and ask and recognize our people for their creativity.

6. Be good stewards of all resources. We have a collective obligation to be responsible stewards of all resources, particularly in today's austere fiscal environment where every dollar counts. When funded to less than the full requirement, we must be able to clearly state associated risks in terms relevant to the supported units and the institution.

7. Respect our Corps and keep our honor clean. Live our core values of Honor, Courage and Commitment and uphold the legacy passed down to us. Preserve the institution and ensure our Corps is ready when the nation calls. Never forget every Marine, Sailor and civilian employee is an ambassador to our local communities and host nations and as such is the face of our Marine Corps. Our individual actions matter.

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8. Lead 24/7. Good leadership underpins all, communicate frequently and at all levels – up, down and laterally; listening is critical, particularly to those we serve and support; when passing critical information to higher Commander Critical Information Requirements (CCIR) (EEI, etc.), anticipate the information requirements two levels up and package accordingly to include what they need to know and why; promote harmonious staff relationships – we’re all on the same team and working together towards common objectives; higher headquarters should ask subordinate units “How can we help?” and work to get there; stay in shape and promote healthy lifestyles by example; and be positive and maintain a sense of humor – both are infectious.

(b) Adjacent. I MEF campaigns as an all-domain Marine Air-Ground Task Force (MAGTF) as an integral part of Marine Forces Pacific, the Pacific Fleet, and Indo-Pacific Command (INDOPACOM) campaigns. I MEF is prepared to respond to a crisis globally or fight as part of a contingency response. I MEF’s advantage begins at home, sustained through a holistic focus on brilliance at the warfighting basics and foundry enabling it. I MEF will maintain the ability to fight at “home plate” from new state of the art facilities. Selected I MEF Commanding General’s focus areas as outlined in the I MEF Campaign Plan Fiscal Year (FY) 2025-2028 are:

1. Ensure the protections and continued function of critical assets and key infrastructure in support of mission-essential tasks and the projection of combat power.

2. Quality of life and readiness improved for I MEF Marines, Sailors, civilians, and families. Improve barracks, living conditions, optimize base housing and schools, improve school age programs, and support resiliency programs with Marine and family service programs in support.

3. Critical Requirements Protection and Resilience. Interface with MCIWEST stakeholders to optimize U.S. CONUS/Pacific theater facilities, ranges, and training areas in support of operation plan (OPLAN) requirements.

4. I MEF Lines of Effort (LOEs)

a. Warfighting LOE 1: Lethality and Survivability. Sustain and enhance I MEF MAGTF warfighting capability as a globally employable MAGTF, to include continued Joint Task Force Headquarters (JTF HQ) certification. Endstate is I MEF ready as a globally responsive MAGTF, able to execute OPLAN tasking, capable of establishing JTF HQ, and a naval expeditionary force in readiness.

b. Warfighting LOE 2: Posture and Partners. Contribute to Marine Corps Forces Pacific (MARFORPAC) and INDOPACOM deterrence initiatives against Peoples Republic of China (PRC) malign activity in priority countries, demonstrate the capability to rapidly deploy a combat ready force to a position of advantage within Southeast Asia and Oceania; strengthened allied and partner networks and enhance priority country capabilities through targeted, efficient, and integrated engagement strategies. I MEF contributes to INDOPACOM and Joint Force Maritime Component Command goals of deterring PRC malign activity and reassuring allies and partners, and I MEF postures forces in key locations that enable rapid deployment to the first and second island chains.

c. Foundry LOE 3: Support the Force. I MEF assesses, improves, increases resilience, and protects critical infrastructure and networks, to include support to MCIWEST initiatives.

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d. Foundry LOE 4: Support the Marine, Sailor, and Family. I MEF ensures holistic support to Marines, Sailors, and their support networks through total fitness approach. Assessments and integration of the physical, mental, spiritual, and social support programs aimed towards the Marines, Sailors, and families of the MEF maintains readiness and protects I MEF's most precious resource. This effort aligns with service and MCIWEST initiatives to maximize positive outcomes.

e. Figure (2) below illustrates the Regional organization, friendly forces, interagency coordination, and threats within the MCIWEST-MCB CAMPEN AO. The following installations are subordinate commands of MCIWEST-MCB CAMPEN: Marine Corps Base, Camp Pendleton (MCB CamPen); Marine Corps Air Station Camp Pendleton (MCAS CamPen); Marine Corps Air Station Yuma (MCAS Yuma); Marine Corps Air Station Miramar (MCAS Miramar); and Marine Corps Logistics Base Barstow (MCLB Barstow). MCIWEST-MCB CAMPEN installations are responsible at the tactical level to synchronize installation management functions and demonstrate proficiency in our core competencies.

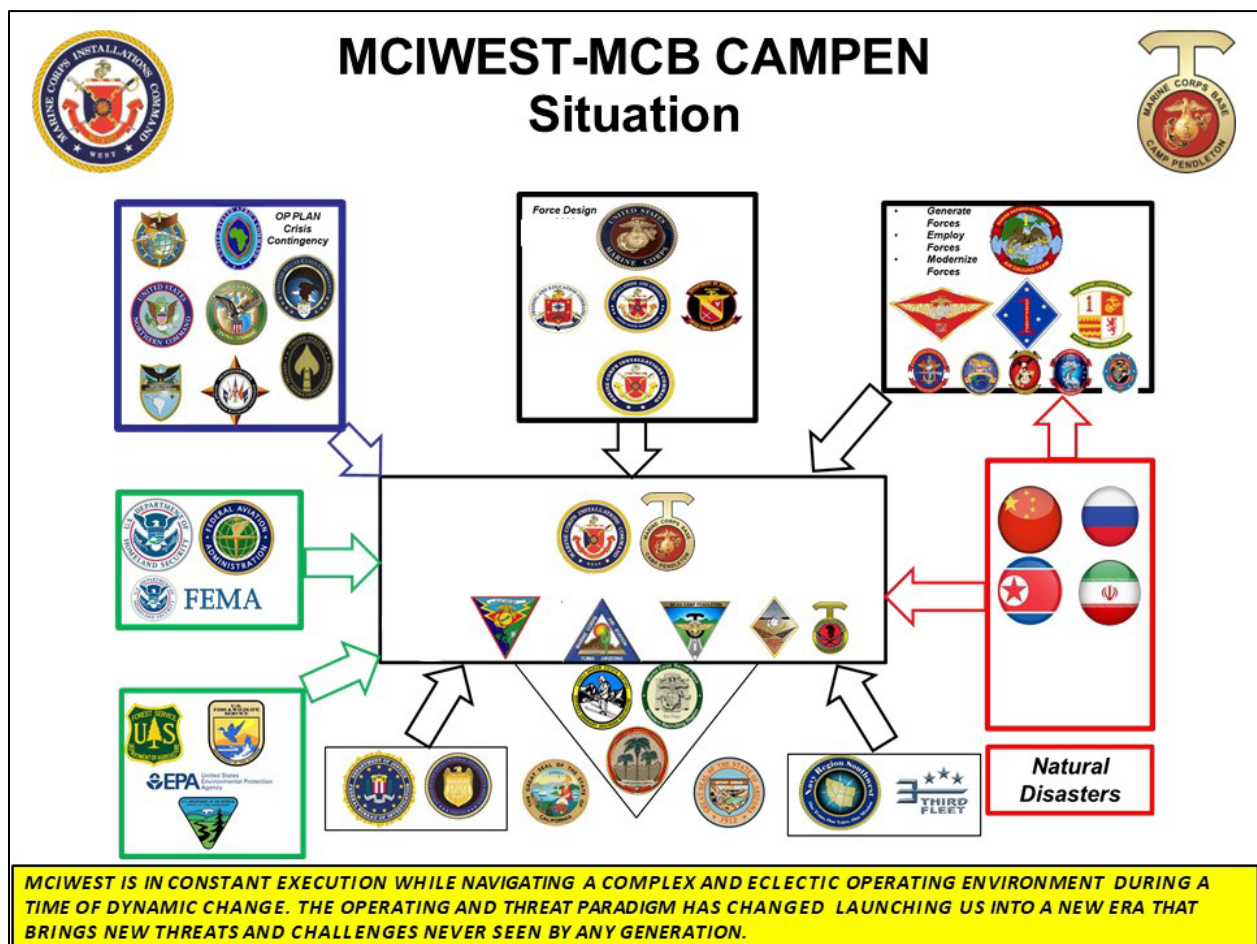


Figure 2. MCIWEST-MCB CAMPEN Regional Organization, Friendly Forces, Interagency Coordination, and Threats.

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f. MCIWEST-MCB CAMPEN provides regional Marine Corps installation support and installation functional area support to the following Service Level Training Installations (SLTIs): Marine Corps Recruit Depot, San Diego, CA (MCRD-SD); and Marine Corps Air Ground Combat Center, Twentynine Palms, CA (MCAGCC) who supports Marine Corps Mountain Warfare Training Command, Bridgeport, CA (MCMWTC). SLTIs are responsible for executing the published installation management functions at the tactical level for facilities and land management, community services, installation protection and safety, information technology, logistics support, training and operations support.

g. Business Model and Installation Capabilities. Base and installation support provides the capabilities necessary to train and deploy Marines while providing services for 44 installation functions which support operational forces, other tenants, individual Marines, and their families.

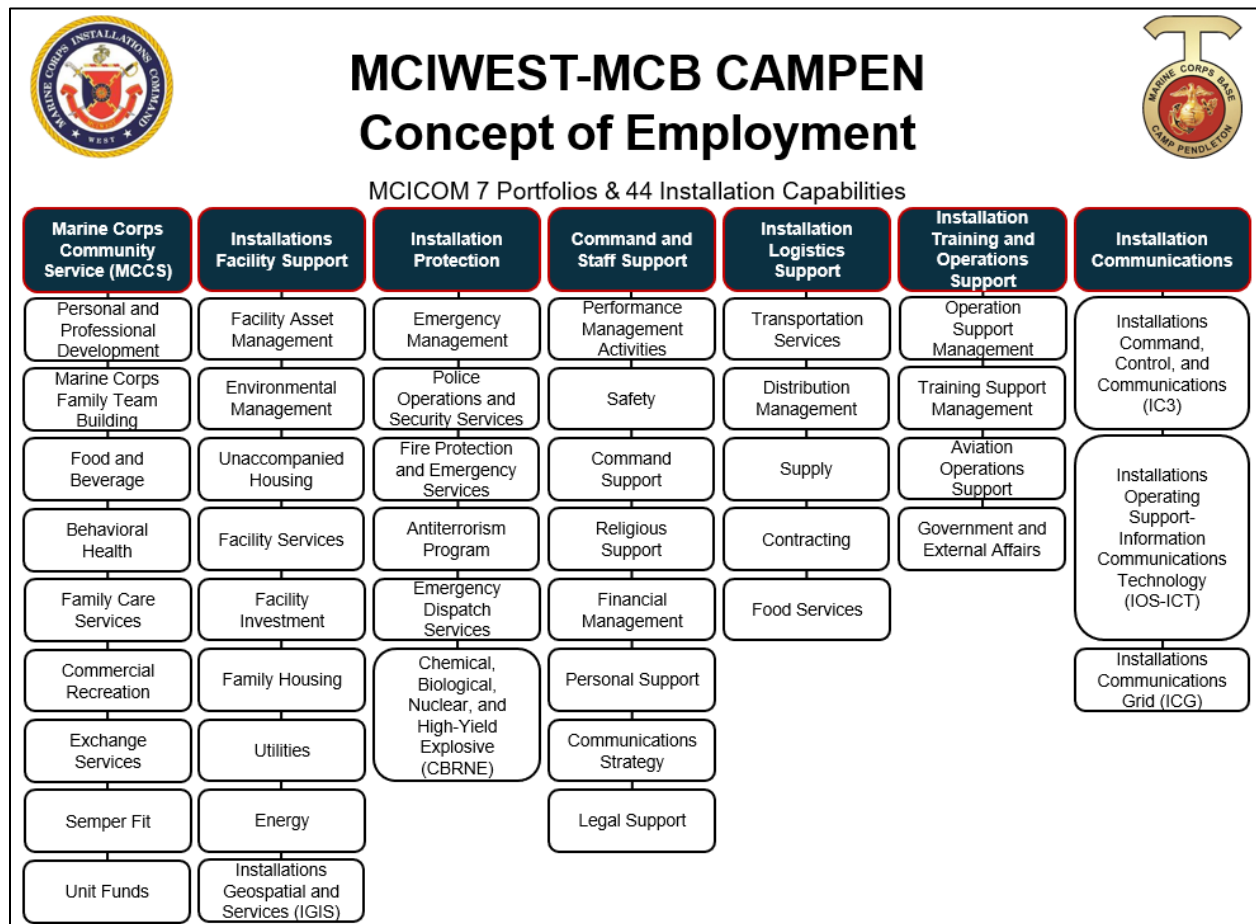


Figure 3. MCICOM Core Business Model and Installation Capabilities.

2. Mission. MCIWEST-MCB CAMPEN exercises command and control of assigned Marine Corps Installations in order to support the FMF, SLTIs, tenant commands, military personnel, and families. MCIWEST-MCB CAMPEN operates a training base that promotes the combat readiness of the Operating Forces and the mission 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.



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### 3. Execution

#### a. Commander's Intent

(1) Purpose. Support the FMF, SLTIs, tenant commands, military personnel and families in a contested and ever-changing operating environment. My intent is to define requirements, articulate risk, and gain support for appropriate resourcing to fully support the FMF. Through this plan, we reaffirm our dedication to our Marines, Sailors, their families, and the civilian workforce, who exemplify the spirit, strength, and resilience of the United States Marine Corps. This plan is the initial guidance to achieve the desired end states. It captures the concepts, capabilities, and tasks to support naval expeditionary forces in the future operating environment.

(2) Method. This Campaign Plan serves as the primary reference for how we will support the force. This plan is the mechanism through which my priorities are identified, and responsibilities are assigned to achieve the desired end states. It captures the concepts, capabilities, and tasks to support naval expeditionary forces in the future operating environment. In the doctrine, organization, training, education, materiel, leadership, personnel, and facilities construct, this plan affects seven LOEs: Training and Operations Support, Installation Protection, Facility Support, Community Service, Communications, Logistical Support, and Command and Staff Support.

- Priorities

1. Protect our force and their families.
2. The long-term viability of all MCIWEST bases and stations.
3. Support to I MEF, TECOM and the FMF.
4. Quality of Life (Take Care of Marines, Sailors and families).

(3) Endstate. The MCIWEST-MCB CAMPEN region sustains support to the modernization of I MEF. Installation infrastructure improved to an acceptable state of readiness. Multi-layered protection of our installations across all domains established to enable us to operate, protect, and secure in a contested environment. Training areas and capabilities expanded and enhanced to support I MEF training at scale and distance as emerging weapons systems across all domains require range improvements. Readiness and resiliency across the formation increased, to include energy and water security.

b. Concept of Employment. MCIWEST-MCB CAMPEN Campaign Plan 2025-2029 serves as the principal mechanism to execute the Commanding General's intent and guidance. Campaign plan goals and objectives will be achieved through the MCIWEST-MCB CAMPEN concept of employment and effective execution of LOEs.

(1) The MCIWEST-MCB CAMPEN seven LOEs link multiple tasks from the 44 Installation Functions to focus MCIWEST-MCB CAMPEN efforts to complete the mission of supporting the I MEF/MAGTF warfighting capability. This plan spans a period of four years. The MCIWEST-MCB CAMPEN Campaign Plan is a living document that will be updated in accordance with (IAW) changing conditions.

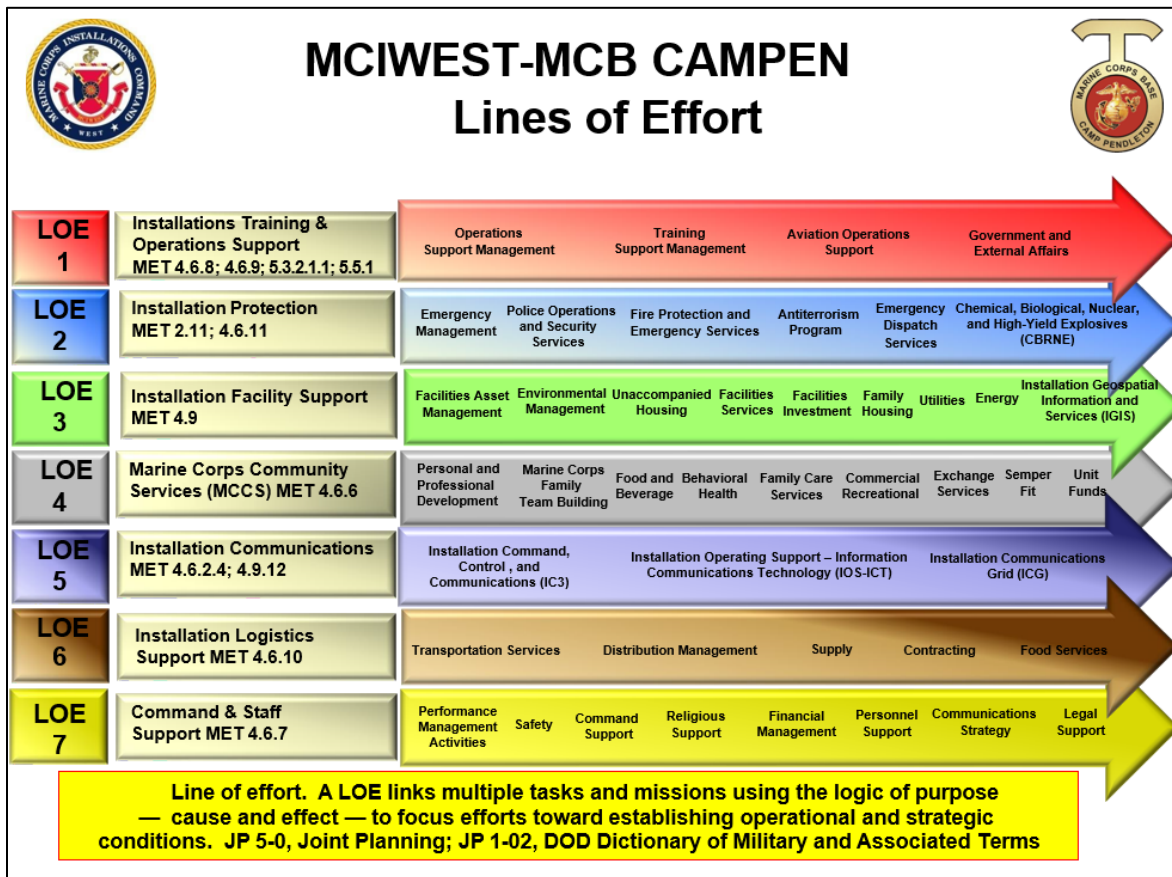


Figure 4. MCIWEST-MCB CAMPEN LOEs

(2) In accordance with Section 117 of Title 10, U.S.C., MCIWEST-MCB CAMPEN requires unit identification and readiness reporting in Defense Readiness Reporting System (DRRS) be accomplished at an organizational level, at, or below, the level at which forces are employed in support of Global Force Management, day-to-day operations, and wartime planning.

(3) Our installations and supporting infrastructure are used to support force projection and force generation. The MCIWEST-MCB CAMPEN Region and the installations report their ability to execute core and assigned missions in DRRS in accordance with Section 117 of Title 10, U.S.C. MCIWEST-MCB CAMPEN has coordinated with MCICOM and developed installation Mission Essential Tasks (METs) and Mission Essential Task Lists (METLs) to reflect the capability areas required to execute core and assigned missions.



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MCIWEST-MCB CAMPEN  
MISSION ESSENTIAL TASKS LIST



|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• MCT 2.11 Maintain Multi Domain Awareness <b>G-3/5, SES</b></li> <li>• MCT4.6.2.4 Provide Communication/ Information Technology <b>G-6</b></li> <li>• MCT 4.6.6 Provide Community Services <b>MCCS</b></li> <li>• MCT 4.6.7 Provide Installation Command &amp; Staff Support Services <b>COMMSTRAT, G1, SAFETY, CHAPLAIN</b></li> <li>• MCT 4.6.8 Provide Installation Aviation Operation Support Services <b>G-3/5</b></li> <li>• MCT 4.6.9 Support Training Through the Provision and Management of Ranges, Training Areas, and Training Facilities <b>G-3/5</b></li> </ul> | <ul style="list-style-type: none"> <li>• MCT 4.6.10 Provide Installation Logistics Support Services <b>G-4</b></li> <li>• MCT 4.6.11 Provide Installation Protection Support Services <b>G-3/5, SES</b></li> <li>• MCT 4.9 Provide Base and Station Facilities and Relate Infrastructure <b>GF</b></li> <li>• MCT 4.9.12 Provide the Installation Communication Grid <b>G-6</b></li> <li>• MCT 5.3.2.1.1 Establish Installation/ Region Operations Center to Plan, Coordinate, Communicate and Execute Installation Support <b>G-3/5</b></li> <li>• MCT 5.5.1 Conduct Interorganizational Cooperation <b>G-3/5, G-7</b></li> </ul> |
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Figure 5. MCIWEST-MCB CAMPEN METLs

(4) LOEs

(a) LOE 1 - Training and Operations Support. This LOE supports the CPG which focuses on balancing crisis response and modernization, and the COMMCICOM imperatives of sustained readiness and support to force design. MCIWEST-MCB CAMPEN installations execute the training and operations support functions that provide I MEF, tenant and joint users with required, minimally encumbered maneuver space and live-fire ranges to support weapons systems, and tactics, techniques and procedures of today and tomorrow. MCIWEST-MCB CAMPEN provides leverage and facilitates Live-Virtual-Constructive integration based on operating force requirements. MCIWEST-MCB CAMPEN provides the coordination for encumbered maneuver space both on and off DoD installations. Operations and deployment support is provided to active-duty Marine units and activated Selected Marine Corps Reserve (SMCR) units preparing for deployment. Functional Areas 2-6 align with this LOE.



Figure 6. MCIWEST-MCB CAMPEN LOE 1

(b) LOE 2 – Installation Protection. MCIWEST-MCB CAMPEN installations provide personnel and services that support the safety and security of Marine Corps forces, tenant organizations, and families aboard bases and stations. This LOE supports COMMCICOM's priority of building resilience and includes functions that provide and ensure the protection of the entire force across the spectrum of hazards. In the future fight, bases and stations will not be immune to enemy efforts to delay/disrupt the deployment of out combat formations. Resiliency, hardening, rapid repair and recovery, and robust Command and Control (C2) system architectures must be traits of our bases and stations across all warfighting functions. The MCIWEST-MCB CAMPEN Mission Assurance program ties all traditional first response programs together with Emergency Management programs that would support and resource actions to plan, prepare, mitigate, respond to, and recover from a crisis/incident. Additionally, MCIWEST-MCB CAMPEN Supporting Plan 001-22 and MCIWEST-MCB CAMPEN Reginal Area Defense and Base Clusters Fragmentary order support the deployment of I MEF in a contested environment. Functional Areas (FAs) 1 and 8 align with this LOE.



Figure 6. MCIWEST-MCB CAMPEN LOE 2

(c) **LOE 3 – Installation Facility Support.** This LOE supports the CPG focus of quality of life and retaining Marines. Further, it also aligns with COMMCICOM's priority of investing in talent. MCIWEST-MCB CAMPEN Installations provide the oversight and planning of resources to modernize and sustain adequate training facilities, workspaces and living quarters in support of Marine forces and tenant organizations. As a Service we have clear direction to modernize the Service's barracks, dining facilities, workspaces, child development centers, and fitness/recreational centers. Building, sustaining, and staffing these facilities with highly-trained and qualified personnel underpin ready Marines and resilient families. Facilities and land management functions include land, sea, and air space spectrum providing commanders with facilities, housing, and training venues which are sustainable and support the overall goals of environmental compliance, utilities operations, and energy management. FAs 1-6 and 8 align with this LOE.



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## LOE 3 Installation Facility Support




- **MCT 4.9** Provide Base and Station Facilities and Related Infrastructure
- **MEASURES OF PERFORMANCE** are to provide, develop, and manage all real property necessary for the effective administration, management, employment, and training of military organizations. This includes engineering support; coordination of all real estate agreements; construction management; installation geospatial information and services; facility related control systems (FRCS); encroachment control; sustainment, restoration, and modernization of all Class I and II property to include family and bachelor housing; and utility services.
- **MEASURES OF EFFECTIVENESS** are to provide facilities for training, mobilization, force protection and community services. Ensure mission, water and energy security. Steward environmental resources. Support environmental planning. Promote environmental compliance









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Figure 7. MCIWEST-MCB CAMPEN LOE 3

(d) LOE 4 – Community Services. This LOE supports the CPG focus areas of quality of life and retaining Marines. This LOE also directly supports COMMCICOM imperative of investing in talent. MCIWEST-MCB CAMPEN installations provide community services that support readiness and retention of Marines and their families by providing quality of life, goods, and services in both deployed and non-deployed environments. These goals are achieved through the development of programs to ensure family readiness, recreational opportunities, physical wellness, behavioral health, goods and services, personal and professional development, food, hospitality, and lodging. FAs 4 and 7 align with this LOE.



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## LOE 4 Marine Corps Community Services

- **MCT 4.6.6** Provide Community Services (MCCS)
- **MEASURES OF PERFORMANCE** are provide community services for the physical, cultural, service, and social needs of the Marine Corps and members of the Marine Corps family. Marine Corps Community Services (MCCS) is the service provider for programs and services available in garrison, deployed, or independent duty environments. USMC installation/base/station Commanders are responsible for the management and execution of MCCS programs on installations.
- **MEASURES OF EFFECTIVENESS** are programs encourage positive individual values, personal development aid in recruitment and retention of personnel, provide activities that satisfy the basic physiological and psychological needs of Marines and their families and provide community support systems that make Marine Corps installations/bases/stations temporary hometowns for a mobile population. The MCCS mission is to make significant lasting contributions to combat readiness through the personal and family readiness of our Marines and their families. MCCS maintains mission readiness and productivity through programs that promote the physical and mental wellbeing of all members of the Marine Corps including active duty, reserve, retired, and civilian. The programs promote esprit de corps among active-duty members, a strong sense of military community, and a beneficial quality of life.



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Figure 8. MCIWEST-MCB CAMPEN LOE 4

(e) **LOE 5 – Installation Communications.** In accordance with the CPG to establish and robust C2 system architectures, MCIWEST–MCB CAMPEN G-6 performs the cyber security mission of ensuring the confidentiality, protecting the integrity, and delivering availability of network resources on behalf of I MEF, MCIWEST–MCB CAMPEN, SLTIs, and tenant commands operating within MCIWEST’s area of responsibility. In addition, CG MCIWEST–MCB CAMPEN receives assured C2 of the Region during emergency operations and defense support of civil authorities through a robust and flexible network transport architecture that spans seven installations across 650 miles. CG MCIWEST–MCB CAMPEN C2 survivability is provided through a mirrored network resource capability at the main and alternate continuity of operations location(s) designed to remain interoperable with state and local government and non-governmental organizations in order to disseminate mission critical information. The planning for modernizing the force through network infrastructure reset and life cycle management in order to meet changing and emerging requirements is conducted to enhance CG I MEF’s capability to leverage garrison resources to extend operational reach forward. In coordination with the operating forces and Marine Corps Systems Command, regional planning, programming, and resourcing of secure and non-secure voice (fixed and mobile), data, and video teleconferencing communications infrastructure are installed and maintained in direct support of the Region’s information exchange requirement(s). Spectrum management and de-confliction amongst Marine Corps programs of record with adjacent services and combatant commands facilitate operationally relevant joint scenario-based training to the operating forces. FAs 1-2 and 4 align with this LOE.



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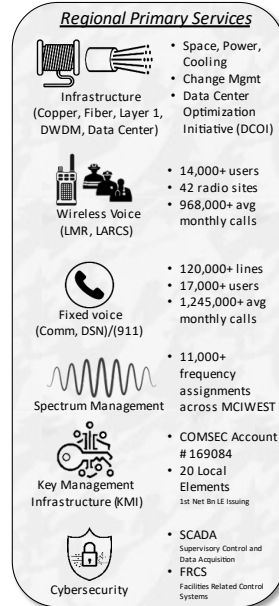


## LOE 5

### Installation Communications



- **MCT 4.6.2.4 Provide Communications/Information Technology**
- **MCT 4.9.12 Provide the Installation Communication**
- **MEASURES OF PERFORMANCE** are to provide installation communication (I-Comm) management and services that support all forms of communications (National Security, War - powers, Emergency, and Common) aboard Marine Corps Installations required by Tenant Partner Environments (TPE) and Installation Partner Environments (IPE) using the Installation Communications Grid (ICG). To provide communications and information technology utilizing the command and control of logistic processes for providing those resources the Marine Corps overall information objective.
- **MEASURES OF EFFECTIVENESS** are support to operating forces and supporting establishment that include the delivery of services consisting of secure and non -secure voice communications, data and video connectivity and conferencing services. Provides infrastructure in support of life safety/security systems and monitoring/control systems. To provide for IT Operations Centers, to include systems and processes necessary to allow the customer to have seamless access to IT applications and solutions. To provide Desktop Management Support including management and support for end-user hardware and software services and tools, Service Desk Support, COOP, and Disaster Recovery support, Information Assurance, and Multimedia/Visual Information.



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Figure 9. MCIWEST-MCB CAMPEN LOE 5

(f) **LOE 6 Installation Logistics Support.** This LOE supports COMMCICOM imperative of sustaining readiness by providing both logistics oversight and support to bases, stations, and tenant organizations. MCIWEST-MCB CAMPEN installations execute logistic support functions that provide garrison support for the operating forces and supporting establishment requirements associated with procurement and supply operations, fuel services, contracting, non-tactical vehicle transportation and food services. FA 4 aligns with this LOE.



Figure 10. MCIWEST-MCB CAMPEN LOE 6

(g) **LOE 7 – Command and Staff Support.** This LOE supports operational and tenant commands day-to-day operations, including the functions of business performance analysis, human resources, legal, religious, safety, and financial resource offices. MCIWEST-MCB CAMPEN provides internal administrative support to the command and external command support to the MCIWEST-MCB CAMPEN installations and SLTIs across all functional areas to achieve: unity of message for the Region, unified Regional advocacy and prioritized distribution of resources. The LOE includes the interaction that occurs among elements of Department of Defense; participating United States Government departments and agencies; state, territorial, local, and tribal agencies, foreign military forces and government agencies; international organizations; nongovernmental organizations; and the private sector. FA 4 and 8 align with this LOE.

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## LOE 7

## Command and Staff Support



**MCT 4.6.7** Provide Installation Command & Staff Support Services  
(COMMSTRAT, G-1, SAFETY, CHAPLAIN)

**MEASURES OF PERFORMANCE** are COMMSTRAT provides directed imagery acquisition, product production and mass reproduction capabilities (e.g., still, motion imagery and graphic illustration) G-4 (IGSAS) conduct oversight and review, through innovative partnerships, that maximize the use of installation resources. IPAC operations includes all activities associated with providing quality personnel administrative support to commanders, Marines and their family members. Safety Program includes all actions to plan, manage, coordinate, and execute installation safety functions to ensure prevention of accidents and mitigation of risk to the lowest acceptable level. Installation postal operations provides instruction for the proper management and control of postal effects and for the processing, dispatching, handling, transporting, and delivering of personal and official mail. RSS consists of Chaplains and religious program specialists who implement the installation's established Command Religious Program (CRP). Command and Staff support services are provided for FMF units, individual Marines and their families, civilian Marines and tenants

**MEASURES OF EFFECTIVENESS** are increased Force preservation; Unity of effort for the region and Unified Regional Advocacy



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Figure 11. MCIWEST-MCB CAMPEN LOE 7

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## LOE 7

# External & Governmental Affairs



### MCT 5.5.1 Conduct Interorganizational Cooperation

**MEASURES OF PERFORMANCE** are the interaction that occurs among elements of the Department of Defense; participating United States Government departments and agencies; state, territorial, local, and tribal agencies; foreign military forces and government agencies; international organizations; nongovernmental organizations; and the private sector

**MEASURES OF EFFECTIVENESS** are Anti-Encroachment to Retain and expand effort and training; Governmental Affairs that affect Energy, environmental impact, land use, military members and Community Engagement and Innovation Ecosystem to seek solutions to communications, security, mobility, energy resilience & autonomy



CUI

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Figure 12. MCIWEST-MCB CAMPEN LOE 7

### c. Tasks

#### (1) Installations

(a) Develop an Installation Supporting Plan aligning with the MCIWEST-MCB CAMPEN Campaign Plan 2025-2029.

(b) Integrate operating force requirements in the installation management functions at the tactical levels.

(c) Interface with other Services, Federal and civilian agencies, and local governments as required.

(d) Identify program and funding requirements for the installation.

(e) Execute installation management initiatives.

(f) Provide housing, training and administrative support.

CUI

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## **MCIWEST-MCB CAMPEN CAMPAIGN PLAN CY 2025-2029**

- (g) Conduct installation planning, development, construction, maintenance, and operations.
- (h) Provide training ranges, facilities for specialized schools, and other training as directed.
- (i) Provide non-tactical logistical support to Marine Corps activities as directed.
- (j) Formulate and execute contingency plans to support combat operations, mobilization, disaster preparedness, anti-terrorism, force protection, defense support of civil authorities, and support to operating forces for military assistance for civil disturbances.
- (k) Provide support for Headquarters Marine Corps (HQMC) directed research and development efforts.
- (l) Provide quality of life and Marine Corps Community Services (MCCS) support.
- (m) Promote critical partnerships and work to enhance community support for the defense mission.

### **(2) MCIWEST - MCB CAMPEN Staff Tasks**

- (a) Support operating forces and tenant training and readiness through the provisions of land, airspace, and sea training areas spectrum, (G-3/5, G-7, Facilities [G-F], Environmental Security[ES]).
- (b) Develop supporting plans and directives to achieve the aimpoints and objectives published in this Campaign Plan, all MCIWEST-MCB CAMPEN staff.
- (c) Integrate operating force requirements, installation capabilities, program objective memorandum planning and resource allocation at the regional level, all MCIWEST-MCB CAMPEN staff.
- (d) Provide priorities, oversight, religious support, and coordination of military and civilian personnel, (G-1, Civilian Human Resources Office, Chaplain).
- (e) Coordinate and provide personnel and family readiness program oversight including command, community, religious support and family readiness, (MCCS, Chaplain).
- (f) Oversee activities comprising base operating support (BOS) programs, (G-4).
- (g) Ensure regional installations have sufficient land resources and facilities to accomplish their missions in coordination with Deputy Commandant, Installations and Logistics as the resource sponsor, (G-7, G-F, G-3/5, ES).
- (h) Direct oversight for the command inspection program, equal opportunity program, special correspondence, and fraud, waste, and abuse programs, (Inspector General).
- (i) Identify Marine Requirements Oversight Council decisions that affect planning of Marine Corps enterprise network services and support of local area networks in the operating forces and installation commands, (G-6).

## MCIWEST-MCB CAMPEN CAMPAIGN PLAN CY 2025-2029

(j) Identify, review, and validate installation supporting establishment requirements to support the combat development process, (G-3/5).

(k) Review, analyze, and develop plans for installation support to Combatant Commander Operations Plans/Concept Plans (OPLANS/CONPLANS) and Domestic Support Operations, (G-3/5).

(l) Oversee, guide, and coordinate business reform, to include business process reengineering, strategic sourcing, and implementation of best business practices for installation services and activities, (Business Performance Office [BPO]).

(m) Provide oversight to ensure standardization of the Mission Assurance (MA) Risk Management process, (Assistant Chief of Staff, Security and Emergency Services [AC/S SES]).

(n) Plan, coordinate and direct deliberate crisis action planning and staff training, (G-3/5).

(o) Track installation Explosive Ordnance Disposal (EOD) and Military Working Dog (MWD) team availability and task to execute Very Important Person Protective Supported Activity (VIPPSA), and other operations as directed, (G-3/5, AC/S SES).

(p) Ensure proper resourcing is available for equipment, training, and personnel for readiness to respond to any all-hazards event, (G-3/5, AC/S SES).

(q) Support and implement MCICOM/USMC Safety and Occupational Health Management System (SOHMS) through Implementation of OSHA Voluntary Protection Program (VPP) techniques/practices and through the use of MCICOM SOHMS IT system Enterprise Safety Application Management System (ESAMS), (Safety).

(r) Coordinate and facilitate regional implementation and integration of the Common Output Levels of Service (COLS) Program, (G-1, BPO).

(s) Coordinate and facilitate updates or revisions to Regional and Installation METL, (G-3/5).

(t) Facilitate, monitor, record and publish quarterly assessment of Regional and Installation Defense Readiness Reporting System-Marine Corps (DRRS-MC), (G-3/5).

(u) Promote critical partnerships with Federal, state, local governments, non-governmental and tribal organizations. Develop plans to enhance community support for the defense mission, (G-7, Communication Strategy and Operations).

### d. Coordinating Instructions

(1) Assessment. MCIWEST-MCB CAMPEN Priorities, FAs, Mission Essential Tasks (METs) and LOEs are the primary tool for assessment of the campaign plan. MCIWEST-MCB CAMPEN staff are responsible for tasks and completion dates. Commander's will discuss campaign plan progression during open discussion sessions at the Regional Commander's Conferences.

## MCIWEST-MCB CAMPEN CAMPAIGN PLAN CY 2025-2029

(2) MCIWEST-MCB CAMPEN and Installations will use the DRRS to assess their ability to accomplish their missions and METs to specified standards and conditions. Missions and METs/JMETs in DRRS align and integrate with operational plans and command exercises. DRRS assessments incorporate exercise observations, evaluations, and assessments. DRRS is the DoD's readiness reporting system of record established in accordance with Section 117 of Title 10, U.S.C.

(3) COLS established performance standards for installation capabilities using a common framework of operational definitions. COLS includes a Performance Management System to track COLS metrics for Measures of Performance (MOP) and Measures of Effectiveness (MOE) costs. This data will be used to support evaluation of METs for reporting readiness in DRRS-MC.

(4) Regional Functions. The Regional functions executed by MCIWEST-MCB CAMPEN are established through published policy, directives, guidance and efficiencies.

(a) Regional Range and Training Area Management.

(b) Information Technology/Non-Secure Internet Protocol Router Network (NIPR)/ Secure Internet Protocol Router Network (SIPR)/Voice.

(c) Civilian Human Resources.

(d) Regional Environmental Coordination.

(e) Regional Airspace Coordination.

(f) Regional Contracting.

(g) Geospatial Information Systems.

(h) Naval Criminal Investigative Service (NCIS) Intelligence/Information Fusion.

(i) Regional Food Service.

(j) Coordination of Defense Support of Civil Authorities.

(k) Regional Energy Management/Alternate Energy Development.

(l) Regional Defense Readiness Reporting System coordination.

(m) Real Estate Actions.

(n) Real Property Management.

(o) Facilities Sustainment, Restoration and Maintenance Program.

(p) Capital Improvements – Military Construction Program.



## MCIWEST-MCB CAMPEN CAMPAIGN PLAN CY 2025-2029

(q) Southwest Regional Fleet Transportation (SWRFT).

(r) Safety and Force Preservation.

(s) Regional Airfield Services Management.

### 4. Administration and Logistics

a. Directives issued by this command are published and distributed electronically via the MCIWEST - MCB CAMPEN web page at [https://eis.usmc.mil/sites/mciw\\_mpwr/MCIWMCBADJ/default.aspx](https://eis.usmc.mil/sites/mciw_mpwr/MCIWMCBADJ/default.aspx).

b. Submit updates and corrections to MCIWEST-MCB CAMPEN G-3/5 Plans Branch.

### 5. Command and Signal

a. Command. This campaign plan is applicable to all commands, organizations, units and activities assigned under CG MCIWEST-MCB CAMPEN.

(1) Command Relationship between COMMCICOM and Regional MCI Commanding Generals (CGs). The relationship between the COMMCICOM and the assigned Regional MCI CGs is that of senior (COMMCICOM) and subordinate (CG MCIEAST-MCB CAMLEJ, MCIPAC, and MCIWEST - MCB CAMPEN). COMMCICOM executes Administrative Control and Operational Control of the MCI regional commands.

(2) Command Relationship between COMMCICOM and CG TECOM. The relationship between the COMMCICOM and CG TECOM should be that of supported and supporting for installation support and funds.

(3) Command Relationship between CG TECOM and Regional MCI CGs. The relationship between CG TECOM and the Regional MCI CGs will be one of supporting and supported. Installations funds flow through MCICOM and the MCI regional commands to the MCRD-SD and MAGTFTC/MCAGCC with MCMWTC as its subordinate. Requirement approvals will flow up to HQMC from TECOM with MCICOM's concurrence.

(4) Command Relationship between CG TECOM and CG MCRDS/Recruiting Regions. The relationship between CG TECOM and CG MCRDs/Recruiting Regions will be one of senior to subordinate.

(5) Command Relationship between CG MCIWEST-MCB CAMPEN and Installation Commanders. The relationship between the CG MCIWEST-MCB CAMPEN and assigned installations is that of senior and subordinate.

(6) Command Relationship between CG MCIWEST-MCB CAMPEN and CG MCRD-SD/Western Recruiting Region (WRR). The relationship between CG MCIWEST-MCB CAMPEN and CG MCRD-SD/WRR will be one of supporting and supported.

(7) Command Relationship between CG MCIWEST-MCB CAMPEN and CG MCAGCC. The relationship between the CG MCIWEST-MCB CAMPEN and the CG MCAGCC will be one of supporting and supported. The relationship between CG MCAGCC and CO MCMWTC will be one of senior and subordinate in the same chain of command.

## **MCIWEST-MCB CAMPEN CAMPAIGN PLAN CY 2025-2029**

(8) Command Relationship between Regional MCI and/or installation commanders and assigned Area Commanders. The relationship between the Regional MCI/installation commanders and assigned area commanders will be one of supported and supporting.

(9) Command Relationship between Regional MCI commands and CG I MEF. The relationship between MCIWEST-MCB CAMPEN and CG I MEF will be one of supported and supporting. On occasion and in coordination with the Marine Forces (MARFORs), this relationship could be one of supported, and supporting in such matters as Anti-terrorism/Force Protection, Defense Support of Civil Authorities, Immediate Response, Base Support Installation mission assignment and related matters. In this relationship, the regional MCI commands and installations do not have compelling authority over the MEFs or their major subordinate commands. MCO 3440.7C, DSCA, provides detailed guidance, subordinate element missions, coordinating instructions and applicable references for MCICOM and subordinate commanders.

(10) Command Relationship between MCAS and MAW. The relationship between MCAS and 1st, 2d and 3d MAWs will be one of supported and supporting in support of MEF requirements.

## MCIWEST-MCB CAMPEN CAMPAIGN PLAN CY 2025-2029

(11) MCICOM Command Relationships Diagram.

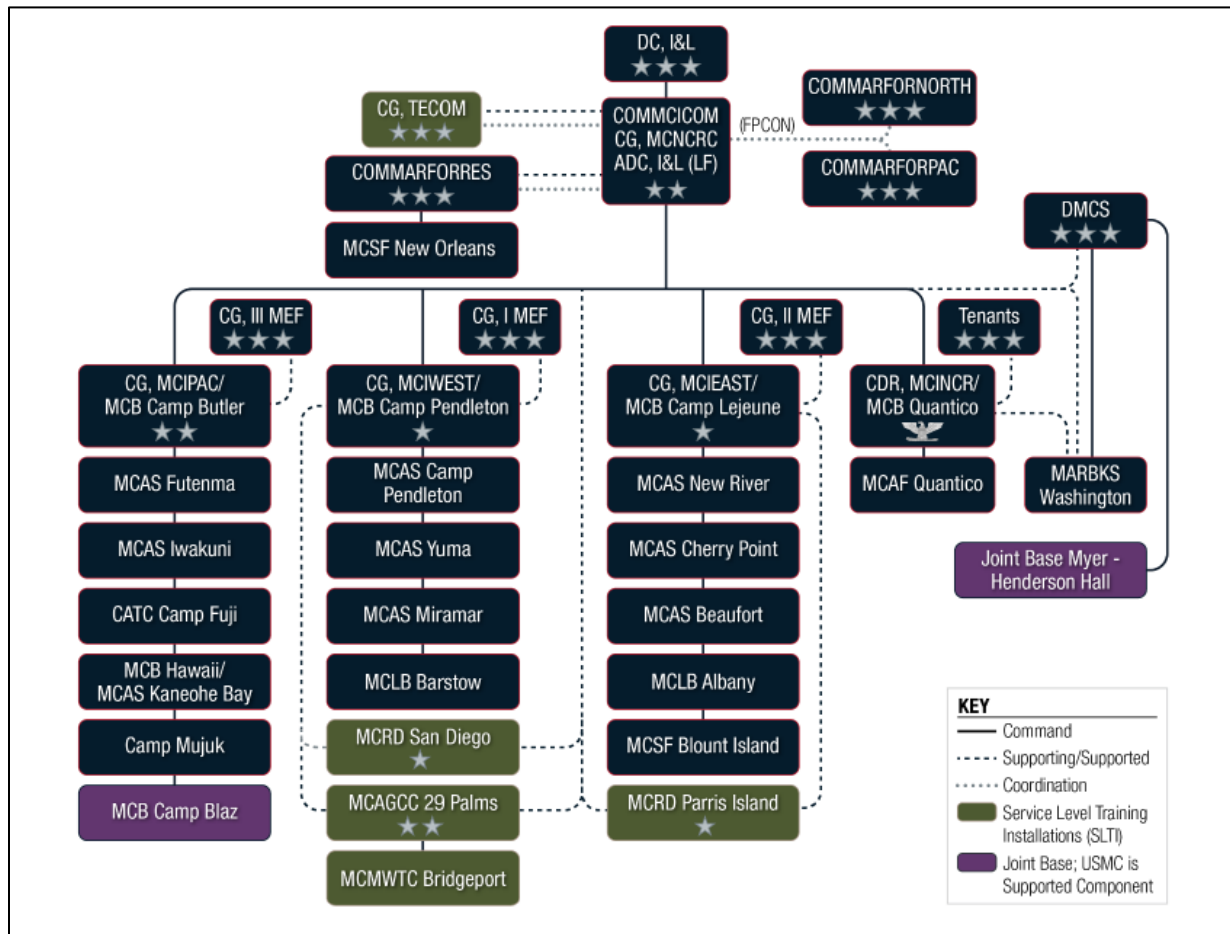


Figure 13. MCICOM Command Relationships

## MCIWEST-MCB CAMPEN CAMPAIGN PLAN CY 2025-2029

(12) Marine Forces North (MARFORNORTH) Command Relationships Diagram (TACON).

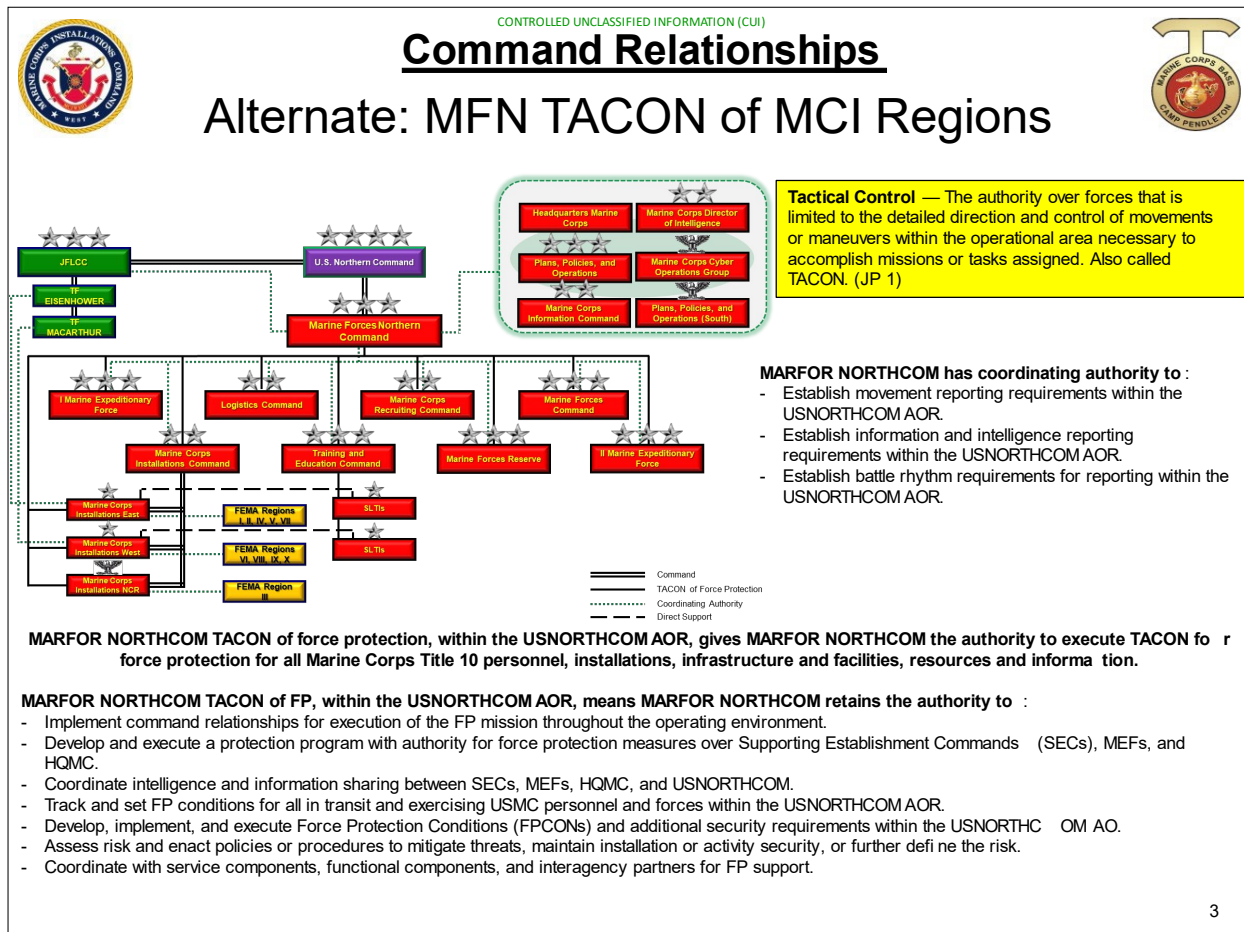


Figure 14. MARFORNORTH Command Relationships

(13) Provide recommendations for evaluation of this campaign plan via the appropriate chain of command to this headquarters (Attn: SSEC).

N. I. BROWN  
Brigadier General, U.S. Marine Corps  
Commanding General  
MCIWEST-MCB CAMPEN

## MCIWEST-MCB CAMPEN CAMPAIGN PLAN CY 2025-2029

### Performance and Action Matrix

| Lines of Effort                         | Objectives   | Measure of Performance/Effectiveness  |
|---|--|---|
| Training and Operations Support. FA 2-6 | 1.1 Optimize facilities, ranges, and training areas in support of OPLAN requirements<br>1.2 Ensure I MEF Supporting Plan remains updated | <p style="text-align: center;"><b>MOP</b></p> <ol style="list-style-type: none"> <li>1. Invest in Ranges and Training Venues.</li> <li>2. Participate in recurring exercises, wargames, and planning with key Service, Joint, and Combined Partners to support force projection for OPLANS.</li> <li>3. Develop a MCIWEST-MCB CAMPEN Mobilization and Deployment Infrastructure Support Plan to meet surge capacity and intermodal transportation requirements.</li> <li>4. Align training ranges, facilities, and support with current and emerging MEF, MARFOR, TECOM, and Naval Air Systems Command (NAVAIR) training requirements.</li> <li>5. Support development and implementation of comprehensive range modernization plans for all installations, including LVC-TE integration.</li> <li>6. Implement pollution prevention plans at all installations.</li> <li>7. Use the Environmental Management System (EMS).</li> <li>8. ID new requirements of the future force.</li> </ol> |
|   |  | <p style="text-align: center;"><b>MOE</b></p> <ol style="list-style-type: none"> <li>1. Provide installations with the capacity to support day-to-day missions and surge capacity to support mobilization and contingency operations.</li> <li>2. Use and leverage the Readiness and Environmental Preservation Initiative (REPI) to relieve training constraints on ranges and training lands at all installations.</li> <li>3. Manage encroachment to preserve training capabilities at each installation and in support of the operating forces military mission footprint.</li> </ol>   |

## MCIWEST-MCB CAMPEN CAMPAIGN PLAN CY 2025-2029

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|----------------------------------|---|---|
| Installation Protection. FA 1, 8 | <p>1.1 Ensure Area Defense Plan remains updated</p> <p>1.2 Ensure continued assessment of Critical Asset List</p> <p>1.3 Link installation protection to support a I MEF contested deployment</p>                                       | <p style="text-align: center;"><b>MOP</b></p> <ol style="list-style-type: none"> <li>1. Conduct recurring exercises, wargames, and planning to maintain critical Installations functions under conflict conditions.</li> <li>2. Develop and implement a resiliency assessment and recovery plan by base/station.</li> <li>3. Improve installations communication services and systems.</li> <li>4. Conduct activities and training to provide wildland response to include wildland fire and flood suppression.</li> <li>5. Execute annual force protection exercise to measure installation readiness.</li> <li>6. Review use of available assets to address force protection standards.</li> <li>7. Control the physical environment in order to deny unauthorized access, theft, or sabotage. Security forces provide a defense-in-depth approach by incorporating forces, tactics, technology, engineering efforts, and other non-materiel solutions. Achieve layered security posture in each area. The core capabilities are: deter, detect, assess, delay, deny, neutralize, and recover.</li> </ol> <p style="text-align: center;"><b>MOE</b></p> <ol style="list-style-type: none"> <li>1. Established force protection procedures using all means of command and control.</li> <li>2. Published and scheduled annual installations natural disaster training/exercise.</li> <li>3. Improved first response capabilities at installations (Chemical, Biological, Radiological, Nuclear, High Yield Explosive and Hazardous Material capabilities).</li> <li>4. Established plans for a defense-in-depth approach by incorporating forces, tactics, technology, engineering efforts, and other non-materiel solutions.</li> </ol> |
| Facility Support. FA 1-6, 8      | <p>3.1 Conduct assessments to inform base housing decisions</p> <p>3.2 Conduct quarterly assessments to inform barracks and camp living conditions</p> <p>3.3 Advance infrastructure through advocacy in the I3B and FRSM projects.</p> | <p style="text-align: center;"><b>MOP</b></p> <ol style="list-style-type: none"> <li>1. Provide and perform facilities sustainment, restoration, modernization, planning, engineering and facility management activities for all installation assets.</li> <li>2. Exploit technology advances or to support the introduction of new systems, and the planning and coordination of all aspects of facility management.</li> <li>3. Identify, pilot, and scale solutions to solve the most pressing problems facing installations.</li> <li>4. Improve quality of infrastructure.</li> </ol> <p style="text-align: center;"><b>MOE</b></p> <ol style="list-style-type: none"> <li>1. Percentage of scheduled facilities sustainment, restoration, and modernization services completed.</li> <li>2. MCIWEST-MCB CAMPEN installation next actions create the new operating model for the next generation of installations.</li> </ol>  |

## MCIWEST-MCB CAMPEN CAMPAIGN PLAN CY 2025-2029

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| Marine Corps Community Services. FA 4, 7 | 4.1 Conduct assessments to inform and improve school age family programs   | <p style="text-align: center;"><b>MOP</b></p> <ol style="list-style-type: none"> <li>1. Improve quality of life services.</li> <li>2. Provide community services for the physical, cultural, service, and social needs of the Marine Corps and members of the Marine Corps family.</li> <li>3. Provide resources designed to support children and families and reduce the impact of the military lifestyle.</li> <li>4. Provide personal and professional learning opportunities and services to increase awareness and build skills for individual life development.</li> <li>5. Provide facilities in support of military and family support services that provide deployment and mission readiness.</li> <li>6. Prepare service and family members to anticipate, understand and cope with the demands associated with the military lifestyle and operating tempo.</li> </ol> |
|  |  | <p style="text-align: center;"><b>MOE</b></p> <ol style="list-style-type: none"> <li>1. Decrease on and off base law enforcement incidents.</li> <li>2. Increase in Interactive Customer Evaluation (ICE) volume indicating greater facility activity and installation utilization.</li> </ol>   |
| Communications. FA 1-2, 4                | 5.1 Provide EOC C2 capability for 24/7 operations<br>5.2 Set conditions to experiment with and evaluate modernized solutions for regional C2 | <p style="text-align: center;"><b>MOP</b></p> <ol style="list-style-type: none"> <li>1. FDP&amp;E communications requirements are achieved in a contested environment.</li> </ol>  |
|  |  | <p style="text-align: center;"><b>MOE</b></p> <ol style="list-style-type: none"> <li>1. PACE plans codified, tested, and distributed.</li> </ol>   |
| Logistical Support. FA 4                 | 6.1 Codify mobilization and deployment support in a contested environment into one document  | <p style="text-align: center;"><b>MOP</b></p> <ol style="list-style-type: none"> <li>1. Update training periods of instruction across to ensure a common understanding of contested logistics.</li> <li>2. Integrate regional Defense Logistics Agency and Theater Sustainment Commands with MARFOR G4, MEF G4, and MLG planning, exercises, and activities.</li> <li>3. Prepare plans for surface transportation to move forces and equipment from Ports of Embarkation to loading aboard expeditionary/amphibious/military sealift shipping and strategic lift aircraft in a contested environment.</li> <li>4. Coordinate freight/passenger transportation, including the procurement of both DoD and commercial transportation assets, to support the movement of personnel and material in a contested environment.</li> </ol>  |
|  |  | <p style="text-align: center;"><b>MOE</b></p> <ol style="list-style-type: none"> <li>1. Updated POIs implemented.</li> <li>2. Support of I MEF movements to Ports of Embarkation are flexible and achievable in a contested environment.</li> </ol>  |



## MCIWEST-MCB CAMPEN CAMPAIGN PLAN CY 2025-2029

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| Command and Staff Support. FA 4, 8 | 7.1 Provide Top Secret clearances to designated personnel<br>5.2 Increase the incumbency rate for all civilian positions | <b>MOP</b><br>1. Create pathways and build proficiency of career civilian professionals.<br>2. Improve installations civilian personnel manning to ensure delivery of required services.<br>3. Create Individual Development Plans for each installation employee.<br>4. Implement the MCICOM Human Resources Management Plan.<br>5. Develop the Command Climate Survey as a method of assessment. |
|                                    |  | <b>MOE</b><br>1. Ensure a well-trained team proficient in the procedures needed to address conditions unique to the regions/installations environment.   |

