

**MARINE CORPS INSTALLATIONS PACIFIC**

**2025**



**STRATEGIC VISION**



**UNITED STATES MARINE CORPS**



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# MCIPAC AREA OF RESPONSIBILITY



**MCIPAC**  
Marine Corps Installations Pacific





## INTRODUCTION

U.S. Marine Corps Forces Pacific (MARFORPAC) is the largest field command in the United States Marine Corps. It is comprised of multiple and diverse components. Among these are the elements of the III Marine Expeditionary Force (III MEF) Marine Air-Ground Task Force (MAGTF). As the “5th Element” of the III MEF MAGTF, Marine Corps Installations Pacific (MCIPAC) will position and prepare to provide Marines and Sailors throughout the Asia-Pacific region the highest caliber training and maneuver areas and other installation support services.

This document is MCIPAC’s vision for addressing the needs of the operating forces in the Asia-Pacific region through 2025, a period of strategic transition. It reflects the tenets of MCIPAC’s Mission and Vision Statements.

**Vision:** Provide operationally focused training and basing support, quality of life services, and forward-based platforms for MARFORPAC operating forces across the Asia-Pacific region.

**Mission:** “Marine Corps Installations Pacific provides base and installation support in the form of training venues, airfield and basing services, and strategic launch and recovery capabilities to Marine Forces Pacific and III Marine Expeditionary Force; ensures garrison quality of life support to Marines, Sailors, and their families; and executes Defense Policy Review Initiative (DPRI) and Aviation Campaign Plan related actions in order to enable operating force combat readiness.”



**Background and Current Situation:** Pursuant to the 2010 Force Structure Review, the Secretary of the Navy established MCIPAC, which achieved Initial Operating Capability (IOC) on 30 September 2011. MCIPAC achieved Full Operational Capability (FOC) on 1 October 2012. In concert with MCIPAC achieving full operational capability, the Marine Corps disestablished Marine Corps Bases Japan, and the Commanding General MCIPAC assumed regional command of all Marine Corps installations in the Asia-Pacific region, which spans from Hawaii to Japan and the Republic of Korea (South Korea).

The Asia-Pacific region has long been one of major importance to our national security. Five U.S. Security Treaty partners are located within the region: Japan, South Korea, the Commonwealth of Australia (Australia), the Republic of the Philippines (Philippines), and the Kingdom of Thailand (Thailand). The current rebalance toward the Asia-Pacific is a region-wide, multidimensional foreign policy initiative. The shift involves a greater emphasis on Southeast Asia and South Asia to complement the current American presence in Northeast Asia. The rebalance reflects the growing economic, political, and strategic importance of a rising Asia. It also recognizes mounting stakes in the South China Sea and the need to develop deterrence capabilities in the wake of emergent Chinese challenges to regional access and freedom of movement by the U.S. and its allies.

The region presents a multifaceted set of security challenges to the United States. Arguably the most significant is the growing power and assertiveness of China, along with the possibility that elements of the ruling party elite harbor expectations of regional ascendancy. North Korea, with its large arsenal of weapons of mass destruction (WMD), poses an immediate military threat to U.S. partners South Korea and Japan. North Korean WMDs also present a significant risk of horizontal escalation, or the risk of transfer of such weapons to rogue states and terrorists. Terrorism remains a danger to the stability of states in South and Southeast Asia. Asia's susceptibility to major natural disasters such as super-typhoons, earthquakes, tsunamis, and devastating floods creates not only a humanitarian imperative for action, but also potentially destabilizing events to resource-scarce states. Finally, the region is home to countries that are highly dependent on maritime commons, raising the stakes for violent incidents at sea should conflict erupt between littoral states.

“As our nation is shifting its strategic focus to the Pacific, in many ways the Marine Corps is returning home to historic backyard. We have a long history in the Pacific replete with many hard-won victories, so this area of the work is in our institutional DNA”  
- Gen James F. Amos, 35<sup>th</sup> Commandant of the Marine Corps

For many years, the United States has been actively engaged in the Asia-Pacific region. As conflict in Afghanistan draws to a close, the Marine Corps remains committed to strengthening ties with our Asia-Pacific allies and refocusing our balance of forces to support them. This Asia-Pacific rebalance will bring significant changes to the region. The DPRI program execution will affect force laydown of Marines in the Pacific and the location of MCIPAC installations supporting them. The future Marine Corps Base Guam



(MCBG) will include new training ranges throughout the Commonwealth of Northern Marianas Islands (CNMI). Ongoing Marine Corps Aviation Campaign Plan execution will base the Joint Strike Fighter and MV-22 Osprey in Hawaii and Japan while broadening MARFORPAC and III MEF capabilities. Changes to force laydown will impact operations on Okinawa, Hawaii, and mainland Japan, to include an increase of operational capabilities and joint training in South Korea, Guam, and Darwin, Australia.

Strategically located across the Asia-Pacific region, MCIPAC installations are both home to, and force projection platforms for, III MEF operating forces. The forward basing of these forces underpins their ability to respond to crisis, contingency, or combat in this critically important region with a speed and totality unmatched by any other force. MCIPAC installations are enablers to the forward deployed, expeditionary response capability that the U.S. Marine Corps Forces Pacific Campaign Plan FY 13-20 identified as Marine Forces Pacific's (MARFORPAC) strategic center of gravity.



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MCIPAC is currently comprised of six installation commands: Marine Corps Base, Camp Smedley D. Butler (MCBB); Combined Arms Training Center (CATC) Camp Fuji; Marine Corps Air Station (MCAS) Iwakuni; MCAS Futenma; Camp Mujuk; and Marine Corps Base Hawaii (MCBH), which includes MCAS Kaneohe Bay. MCIPAC installations, facilities, and training areas are spread across a geographically diffuse region forming an area of operations spanning thousands of miles. But the current force laydown is not static. Rotational training forces have already been introduced to Darwin, Australia. A Unit Deployment Program (UDP) battalion with selected aviation assets will begin training in Darwin in April 2014 and a more robust MAGTF training capability is planned by 2020. The establishment of MCBG, anticipated to reach IOC in 2020 and FOC in 2026, is intended to facilitate expanded operational capacity and accommodate a reduction in forces currently based out of Okinawa installations. We additionally project that training ranges throughout the Commonwealth of Northern Marianas Islands (CNMI) will reach FOC in 2026.

MCIPAC sets the standard for installation management effectiveness and efficiency and is responsible for installation services provided to Marines, Sailors, and their families throughout the Asia-Pacific region. MCIPAC exists to support III MEF units at every phase of their deployment cycle and enable the family and operational readiness of the 3d Marine Division (3d MarDiv), 1st Marine Aircraft Wing (1st MAW), 3d Marine Logistics Group (3d MLG), 3d Marine Expeditionary Brigade (3d MEB), 31st Marine Expeditionary Unit (31st MEU), and III MEF Headquarters Group.

MCIPAC is unique among Marine Corps installation commands; it is forward based, performs operational tasks, and is directly tasked in Operations Plans (OPLAN) and Concept of Operations Plans (CONPLAN). Moreover, the MCIPAC Commanding General serves as the Deputy Commander Marine Forces Japan (MARFORJ). Over the next decade, MCIPAC can expect to have expanded basing responsibilities across the region including South Korea, Australia, Guam, and the Marianas. These responsibilities will result in a more pronounced integration with MARFORPAC and other operational forces.



As the command assumes a more diverse and operational role as MARFORJ, or is tasked with direct support of other operational forces, MCIPAC will develop and codify command and control relationships as well as staffing necessary to conduct the warfighting functions of a component commander required in the execution of OPLAN/CONPLANS.

It is against this evolving and complex Asia-Pacific security environment that MARFORPAC, to include III MEF and MCIPAC Marines and Sailors, operate. In the coming decades, expeditionary forces will continue to rely on MCIPAC for installation support, training areas, and resources necessary to execute their missions. These missions encompass the full spectrum of operations, from assuring allies and partners of U. S. security commitments, to deterring aggression, to humanitarian assistance and disaster relief, to include a “fight tonight” scenario. We will provide the operating forces the ability to train the way they fight, and together, we will successfully address the challenges of the next decade and beyond.

This Strategic Vision categorizes the support provided to the operating forces within six mutually supporting Lines of Effort (LOE). This document further develops these areas to clearly define MCIPAC’s strategies, goals, and objectives to focus our efforts going forward to 2025.

**Lines of Effort:**

- Provide MARFORPAC Forward-based Platforms for Training and Force Projection in the Asia-Pacific region
- Take Care of Marines, Sailors, and Their Families
- Enhance Critical Partnerships
- Ensure the Long-Term Viability of Our Installations
- Safeguard Marines, Sailors, Civilians, and Their Families, and Secure Vital Assets
- Optimize/Maximize Effective Use of Resources

The Lines of Effort address areas of focus central to MCIPAC’s ability to exceed requirements and ensure mission accomplishment throughout the Asia-Pacific region.





## LOE 1: PROVIDE MARFORPAC FORWARD-BASED PLATFORMS FOR TRAINING AND FORCE PROJECTION IN THE ASIA-PACIFIC REGION

The Marine Forces Pacific’s (MARFORPAC) strategic center of gravity is to remain the forward deployed expeditionary response force of choice in the Pacific AOR (U.S. Marine Forces Pacific Campaign Plan, 2013 – 2025). MCIPAC, as the 5th element of the III MEF MAGTF, will enable MARFORPAC and III MEF forces to fulfill this role by providing operational training venues, operational support, and forward-based launch platforms. MCIPAC provides geographically dispersed airfields, ranges, and simulation training devices operated and maintained from Hawaii to mainland Japan, Okinawa, and the Korean peninsula. As basing and training opportunities in the Pacific region expand with the establishment of Marine Corps Base Guam, the introduction of training ranges in the Commonwealth of the Northern Marianas Islands, and expansion of rotational training in Darwin, Australia, MCIPAC will lean forward to assume all supporting roles as assigned.



The quality of training support delivered to III MEF operating forces directly impacts their combat readiness. Training venues will represent one of MCIPAC’s highest priorities. MCIPAC will provide unencumbered maneuver and live-fire training areas for III MEF forces to train and prepare to successfully meet current, emerging, and future regional threats, and ensure operating forces access to training capabilities across the Pacific AOR that provide comprehensive and realistic combat training. Achieving this vision requires the most advanced training and technology possible. MCIPAC will partner with both the Training and Education Command (TECOM) and the Program Manager for Training and Systems Command (PM TRASYS), to integrate live, virtual, constructive, and distributed training (LVCDDT) into our finite live-fire and other training range environments.

“The ability to train as a MAGTF is a fundamental requirement of readiness and a primary role of installations.” *Marine Corps Vision and Strategy 2025*

MCIPAC will meet future training and support requirements by achieving two parallel objectives. The first is to improve partnering, planning, and integration efforts with operating forces across the Pacific AOR. The second is to take full advantage of finite training resources, while leveraging and maximizing the strengths and unique training configurations of individual installations across the region.

MCIPAC will aggressively work to strengthen and improve its partnership and planning initiatives with operating forces across a range of important areas. These include improving and enhancing the role as Marine Forces Japan during contingencies, and seeking additional opportunities to support exercises through increased planning with III MEF and MARFORPAC operational forces. We will ensure our continuous ability to support the attainment of Mission Essential Task List (METL) tasks required by III MEF, and will proactively improve our integration in support of exercises across the region.

Range training capability will be critical to the maintenance of combat readiness for forward-deployed forces, as new forces and capabilities are realigned to the Asia-Pacific region during the coming decade. MCIPAC training ranges are primarily island land, constrained by geographic and political limitations that make expansion unlikely. Intense competition exists between services for scheduling both at the US Army's Pohakuloa range, where Hawaii Marines receive most of their ground training, and on the Government of Japan (GOJ) Ranges adjacent to CATC Camp Fuji, where III MEF Marines have access to highly capable ranges. MCBB ranges are small and subject to urban encroachment. MCIPAC owns no training ranges in South Korea. Airspace for aviation training is owned by the GOJ, the US Air Force, or US Navy.

“Our Marine Corps Installations are key assets in the deployment of the operating forces, and in the management of ocean, coastal, riverine, inland, and airspace training areas.”

*Marine Corps Installations and Logistics Roadmap 2013*

MCIPAC will successfully meet these challenges by actionably improving and enhancing the airfields, training ranges, and simulations solutions currently available, enabling and supporting the mission requirements of assigned operating forces. In locations where training is limited by host government



or other constraints, MCIPAC will coordinate with MARFORPAC, United States Forces Japan (USFJ), US Army Garrison Hawaii, and other PACOM components, to attain agreements that support fire and maneuver training requirements. MCIPAC will identify training priorities and leverage opportunities at the Japanese-owned and operated Fuji Range Complex, while our Japanese Ground Self-Defense Force (JGSDF) partners maximize joint shared use of our current training venues and future facilities throughout the AOR. In South Korea, we will fully explore every option to increase Camp Mujuk's capabilities to contribute to training requirements.

MCIPAC will work with the Government of Japan to redesign Special Use Airspace over the Okinawa Central Training Area to raise the vertical limit of the restricted airspace. This will provide additional vertical airspace to contain the effects of small arms training which will allow for improved training. MCIPAC will work to obtain increased access to GOJ Special Use Airspace, critical for the relocation of VMGR-152 to MCAS Iwakuni and the introduction of the Joint Strike Fighter across the AOR. MCIPAC will expand Landing Zones training areas on Okinawa to better accommodate MV-22 training requirements.

The MARFORPAC operational center of gravity remains its operational mobility (U.S. Marine Forces Pacific Campaign Plan, 2013 – 2025). MCIPAC installations support this operational center of gravity by maintaining, enhancing, and expanding facilities serving as Sea Ports of Debarkation (SPOD) and Aerial Ports of Debarkation (APOD), which will function as strategic launch pads for combat power projection, humanitarian assistance, and disaster relief missions. These air and sea ports will provide reception, staging, onward movement, and integration (RSO&I) support for operational forces.



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Achieving and maintaining a solid understanding of all operational and contingency capability requirements, while anchoring our vision firmly in 2025, will ensure we properly identify, forecast, and address the shortfalls between resources and requirements critical to supporting operational force combat readiness.

## Intended Future State

Marine Corps Installations Pacific's finite land, sea, and airspace resources will be maximized and reconfigured to best serve the new force laydown. Individual ranges and training areas will be enhanced and more multifaceted for the user. All avenues to increase training opportunities and improve training venues will be explored and improved as required.

## Strategic Actions

- Provide training venues, mobilization and deployment support, and installation and airfield services to support the combat readiness of forward-based forces.
- Identify existing and future requirements for operational ranges, training areas, and airspace to improve linkages between installation support and the operational requirements of III MEF and other tenant organizations.
- Leverage agreements with other services and host nations to make advantageous use of every available training venue in the region.
- Develop a Range Complex Management Plan that maximizes the capabilities of existing ranges through continued investment in sustainment, management, and control.
- Reexamine Marine Corps training area challenges and work to maintain or expand access to training ranges of other services, partners, and in other countries within the AOR.
- Invest continuously in air station facility maintenance and critical airfield service requirements, such as air traffic control, refueling, and aircraft recovery, to support current and future aviation capabilities.



- Improve RSO&I support through continuous integration with III MEF planners.
- Enhance SPOD and APOD capabilities and capacities through the expansion of MCAS Iwakuni, the modernization of MCAS Kaneohe Bay, Japan's construction of the Futenma Replacement Facility (FRF), and facilities on Guam.
- Engage actively with DPRI Planners to ensure III MEF training and support requirements are met as force laydown changes mature, and new Marine Corps installations emerge in the Asia-Pacific region.
- Collaborate with MARFORPAC on current planning for CNMI training ranges on Pagan and Tinian. Ensure preparation for the eventual transfer of range responsibilities where applicable.

## Measures of Effectiveness

- Critical base support requirements/service levels codified and prioritized by III MEF and other tenants.
- Establish a formal process for III MEF tenants to provide continuous, real-time feedback on base services and support to hosting installations.
- Become the first choice of TECOM / PMTRASYS to integrate new capabilities in live, virtual, constructive, and distributed training (LVCDT) into our finite live fire and training environment.
- Meet the training and readiness requirements of III MEF, ROK, JGSDF, and other regional allies with all MCIPAC ranges and training areas.
- Ensure all MCIPAC APODs and SPODs support OPLAN / CONPLAN requirements.
- Complete installation-level supporting plans for combat power projection.





## LOE 2: TAKE CARE OF MARINES, SAILORS, AND THEIR FAMILIES

MCIPAC’s most important resource is its people. The well-being, mental and physical fitness, resilience, and Quality of Life (QOL) of Marines, uniformed and non-uniformed, Sailors, and their families are readiness and performance issues. The importance of readiness in a forward-based environment cannot be overstated, as that is where our “fight tonight” capability is tested and our preparation realized. While the Asia-Pacific region offers many unique opportunities for personal and professional development, providing superlative service across this diverse region presents significant organizational and fiscal challenges.

“Marines have reasonable expectations regarding housing, schools and family support, and it is incumbent on us to support our Marines in these key areas.” *Marine Corps Vision and Strategy 2025*

Challenges include sustaining current Marine Corps Community Services (MCCS) programs, heightened political sensitivities, fluctuating local currency rates, introduction of new programs, and uncertainty concerning sustainment of existing programs in a shifting fiscal environment. In spite of these challenges, MCIPAC service providers will implement and adapt to customer needs and expectations. MCCS will adjust manpower and program priorities considering patron preferences, program requirements, and fiscal constraints. Multiple



organizations support and receive support from MCIPAC. Organizations such as Army and Air Force Exchange Services, Defense Commissary Agency, and Department of Defense Dependent Schools will be required to adjust and adapt future activities to coincide with this changing environment.

Housing Marines, Sailors, and their families is a preeminent QOL matter. Military Family Housing (MFH) on MCIPAC installations is managed by a Public-Private Venture (PPV) partner at MCB Hawaii, United States Air Force 18th Wing in Okinawa, and the Public Works Department at MCAS Iwakuni. The MFH programs are dedicated to ensuring quarters are well maintained and include current residential safety and quality of life features that are implemented through routine maintenance and aggressive renovation and military construction programs.

Bachelor Housing (BH) provides living space for our unaccompanied Marines and Sailors. It is as integral a QOL factor as MFH. All MCIPAC BH is operated and managed by individual installations. Marine Corps Base, Camp Butler Camp Commanders execute the base BH program on Okinawa. Bachelor Housing and Military Family Housing must be maintained with the highest commitment to long-term usefulness, highest levels of premises maintenance, and superior standards of quality in all aspects.



Health and wellness programs, family readiness, housing, education, and recreational opportunities are of primary importance. A Town Center concept that collocates family activity in a central location with retail shopping will be considered the model for all future MCIPAC MFH. A town center community that includes a franchise restaurant, coffee shop, and a 78-unit Temporary Lodging Facility (TLF) is currently being developed at MCAS Iwakuni. As part of the Town Center housing, new MFH units are being constructed with unprecedented noise reduction features and other innovative efficiencies and comforts.

Quality housing, whether provided by military-related construction or through other commercial means, will be provided to Marines on Guam and in Australia in order to support the changes to force laydown and training locations across the Pacific. MCIPAC will be postured to support emerging installation requirements as a result of growth within the region.

## **Intended Future State**

Physically, mentally, and emotionally fit and resilient Marines, Sailors, and family members who are equipped with the tools and services necessary to meet future challenges, provided with a high quality of life experience, and housed in quarters worthy of their service and sacrifice.

## **Strategic Actions**

- Provide exceptional military and family-based programs.
- Continuously improve Unit, Personal, and Family Readiness programs by strategically focusing on the critical areas of substance abuse and sexual assault prevention through a diverse set of counseling and intervention services designed to meet the unique geographic and/or operational challenges of MCIPAC commanders.
- Improve service support for the Single Marine Program by developing a fundamental set of facility/service standards across MCIPAC and taking proactive steps to diversify program offerings regularly, in order to meet the ever changing interests of young, single Marines.
- Convene quarterly meetings between MCCA leadership and Non-Commissioned Officers to improve QOL and facilitate patron preferences.
- Build multi-capable recreational facilities, develop adaptable programs and services to meet current and emerging requirements, and ensure placement that best supports shifts in population centers.
- Ensure Exchange services meet customer needs and preferences.
- Identify and optimize all available financial resources and support, to include the best use of resources available through non-Federal entities.
- Plan and implement the “live where you work” concept in all new MCIPAC developments.
- Maximize host nation funding (in Japan and South Korea) to provide quality MFH and bachelor housing. This will be encouraged through DPRI and G-F planning and project development products.
- Standardize BH management systems to provide maximum occupancy, best management practices, and efficient administration.



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- Continue strong relationships with MFH managers to provide quality and responsive support to military families.
- Ensure properly managed MFH PPV fiscal accounts (in Hawaii) enabling the highest standard of maintenance and ensuring MFH recapitalization over time.
- Improve offerings of spiritual, mental, emotional, and physical well-being programs.
- Advocate for quality medical care and child education.

## Measures of Effectiveness

- Increased variety and quality of MCCS services, confirmed by survey responses.
- Introduction of the MCCS Customer Satisfaction Index survey to all MCIPAC installations.
- Increased participation rate in SMP activities by 10%.
- Military family housing and BH occupancy rates meeting established goals and Marine Corps standards.
- Bachelor Housing renovated or replaced and properly configured with new, modern, energy-efficient equipment and furnishings.
- Parity with medical care and available DOD dependent educational systems within the continental United States.

## Note:

Current Bilateral Master Plans do not contain MFH to accompany the FRF at Camp Schwab. This fact was recognized when DPRI implementation agreements were approved, resulting in stipulations within the agreements to mitigate the burden on Marines commuting to Camp Schwab for duty; expressway toll relief provided by the GOJ is an example. Introducing MFH into the bilateral plans would require renegotiation of these agreements with the GOJ and possibly cause years of delay. Such a USMC induced delay to this DPRI action is contrary to HQMC direction.



## LOE 3: ENHANCE CRITICAL PARTNERSHIPS

MCIPAC will continuously engage critical partners across the AOR in order to maintain the viability of and access to critical facilities and services upon which USMC forces in the Asia-Pacific region depend. The broad spectrum of MCIPAC partnerships runs the gamut of governmental and non-governmental agencies and community organizations. The management of USMC installations in the region carries an extraordinary obligation to simultaneously engage the entire Marine Corps chain, starting with our supported local MAGTF, through MARFORPAC and up to all Headquarters Marine Corps (HQMC) agencies, DoD support elements (USAF housing, DODEA, DeCA, AAFES, etc.), US Diplomatic representatives (USCONGEN Naha, AMEMB Tokyo), multiple military and civilian agencies of the governments of Japan and the Republic of Korea, and the state agencies in Hawaii. We engage daily in supporting multiple NGOs that provide world-class support for Marines, Sailors, and their families in the region (USO, ARC, NMCRS, etc.). Finally, we formally and informally partner with grass-roots community organizations, giving attention to those who live closest to our installations and have the greatest opportunity to benefit from that proximity.

“Focus MARFORPAC engagement activities on supporting USPACOM efforts to maintain regional stability and security by partnering with allies and partner nations.” *MARFORPAC Campaign Plan*

MCIPAC will continue to redefine and improve critical relationships throughout the region and promote peace and security for our partners while providing uninterrupted, superior support to the operating forces. The Marine Corps’ presence in the western Pacific is defined by the geography of its installations. As such, it is incumbent upon the command to maintain keen political awareness to guarantee long-term continuity of action by nurturing both formal and informal relationships. We will work tirelessly to strengthen and expand partnerships while developing efficiencies with other U.S. Forces installations, staffs, and governmental agencies. These regional bonds ensure unity of effort and the most efficient use of limited land, airspace, and sea surface resources while supporting the stability of the Asia-Pacific region.

Regionally, our shared interests include operational capability of U.S. forces, established partnerships with emergency response organizations and host nation military forces, positive contribution to local economies, compatible development on the perimeters of our installations, improvement in public utilities, enhanced quality of life, protection of natural resources, safety, human resource development, and continued cooperation and mutual respect between U.S. personnel and our host communities.



Building cooperative relations surrounding our installations requires a long-term deliberate investment on the part of all members of Marine Corps Installations Pacific. MCIPAC is committed to serving both the forces we support and the communities in which we live and work. We will guard against impulsive reactions to provocations and will always take the long-term view of proving ourselves to be the best



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friends our neighbors could have. Occasionally, our efforts will fall short, or the tide of local politics will change much faster than we anticipate.

We will adjust, but always with a focus on long-term viability. Our detractors may speak of us as having the worst of intentions. Our long-term focus and actions will demonstrate such rhetoric to be hollow, and we will convert strong local relationships into region-wide momentum that capitalizes on our strength of community involvement.

## Intended Future State

Marine Corps forces in the Asia-Pacific region postured for optimum readiness, operating and supported from a full range of permanent, temporary, and intermittent facilities providing capacity to support joint forces while maintaining the full backing of all host nation, territorial, and state governments.



## Strategic Actions

- Strengthen current cooperative national-level relationships, and build new ones that protect existing and reasonably anticipated future operating capabilities of our installations and forces throughout the Asia-Pacific region.
- Maintain and strengthen relationships with local hosts and neighbors of Marine Corps installations.
- Build relationship foundations for future Marine Corps facilities.
- Partner with USCONGEN and III MEF to create a dual-use USG/GOJ center on Okinawa to further education and cultural dialogue.
- Execute a strategic community relations campaign to:
  - o Maintain critical dialogue with local and national leaders to ensure clear, concise communications.
  - o Enhance relationships with host communities by continually improving coordination and understanding through engagement.
- Timely execute all land-return processes on Okinawa.
- Provide continually improving environmental stewardship.
- Strengthen Marine Corps relationships through mutually beneficial Joint-Use Agreements and encourage increased bilateral and multilateral engagements and exercises.
  - o Facilitate III MEF bilateral training with the Japan Ground Self-Defense Force (JGSDF) on MCIPAC ranges.
  - o Facilitate III MEF integrated bilateral training with ROKMC forces on ROKMC ranges.
  - o Simplify coordination procedures for periodic multi-service use of Marine Corps facilities.
- Enable additional bilateral training with regional allies as resources permit.

## Measures of Effectiveness

- Cordial and effective interactions with officials representing government agencies with whom the Marine Corps and DoD have established relationships.
- Disagreements with host communities/nation are resolved quickly and to mutual benefit.
- Regular, substantive communications at the action-officer level with all critical partners, especially local representatives of government-level agencies.
- Routine coordination of additional Local Implementing Agreements and Mutual Support Agreements with host communities, and regular updates and reaffirmations of those already in place.
- Improved access to training areas and facilities across the region, with regularly expanding access to newly-created Joint-Use facilities.
- Maintain or expand Marine Corps access to US Army Garrison Hawaii training ranges and JGSDF Fuji ranges.





## LOE 4: ENSURE THE LONG-TERM VIABILITY OF OUR INSTALLATIONS

The location of existing MCIPAC installations and potential future support sites offers strategic positioning to MARFORPAC operating forces in the Asia-Pacific region. Marine Corps Installations Pacific covers the largest geographical area of the three regional installation commands. This enormous enterprise has a significant infrastructure footprint. Specifically, direct facilities management and oversight is provided to MCB Camp Butler, MCB Hawaii, MCAS Iwakuni, MCAS Futenma, CATC Camp Fuji, and Camp Mujuk. In the midst of managing this vast portfolio, the Marine Corps is undertaking the largest rebalancing of Marine forces in the Pacific since the end of World War II.

The DPRI, a connected group of US-Japan bilateral agreements, will relocate Marine units to Hawaii, Guam, and Australia, facilitating the return of significant portions of land on Okinawa to the Government of Japan. The DPRI staff, in coordination with HQMC and MARFORPAC DPRI planners, plans and executes this rebalancing. The long-term viability of our installations is inextricably linked to successful DPRI program execution. This execution will enable new facilities, including forward expeditionary bases, and the redevelopment and reconfiguration of our existing installations.

The DPRI, Aviation Plan, operational unit assignments, and budget management all play a significant role in our ability to maintain our infrastructure. Coupled with the aforementioned issues, considerable focus must be maintained on numerous local functional and material challenges such as security and protection of critical utility systems, management of solid and hazardous waste, rising utilities costs, modernization of bachelor quarters and utility systems, and the requirements for renewable energy programs. The Japanese Facilities Improvement Program (JFIP), Republic of Korea Funded Construction program (ROKFC), Energy Conservation Investment Program (ECIP), and Military Construction (MILCON) programs provide the primary means for building new facilities and modernizing aging infrastructure and facility support systems for enduring bases. The DPRI construction program will focus on new base construction including basing actions on Guam, outlying training areas, and expeditionary infrastructure in Darwin, Australia.

MCIPAC will successfully address future issues through comprehensive facilities master planning, effective management of existing facilities, recruiting and maintaining an effective technical workforce, and ensuring adequate funding to maintain modern and effective infrastructure. Efficient energy management, modernized utilities infrastructure, the use of monitoring technology, and a long-term utility cost sharing agreement are keys to stabilized energy and fuel costs as well as essential to meeting all DoD and Presidential Energy goals.

### **Intended Future State**

Marine Corps Installations Pacific develops and oversees a premier network of installations that fully enable Marine Corps and joint/coalition force readiness.

## Strategic Actions

- Develop well-established base master and encroachment plans that link community focal points with operational platforms in order to enable MCIPAC and III MEF mission, goals, and ongoing initiatives to include Aviation Plan (AVPLAN), Special Action Committee on Okinawa (SACO) agreement, and the DPRI.
- Sustain MCAS Futenma to full operating capability through FOC of the Futenma Replacement Facility (FRF).
- Capitalize on the resources of MILCON, Republic of Korea Funded Construction (ROKFC), Japanese Facilities Improvement Program (JFIP), and major FSRM construction programs to effectively sustain existing infrastructure and execute the AVPLAN, SACO, and DPRI.
- Ensure DPRI-related properties and facilities successfully transition with an adequate Base Master Plan, sustainment plan or comparable joint plan that can be adapted to a functioning Base Master Plan.
- Inform the future establishment of bases and any proposed joint-use bases or areas.
- Establish Regional Energy Strategy to align with the Marine Corps guidance and mandates for operational and installation energy.
- Coordinate closely with MARFORPAC and HQMC DPRI planners to ensure seamless and effective assumption of any responsibility assigned to MCIPAC as Marine Corps basing and training opportunities in the Asia-Pacific region expand with the establishment of Marine Corps Base Guam, the introduction of training ranges in the Commonwealth of the Northern Marianas Islands, and expansion of rotational training in Darwin, Australia.





## Measures of Effectiveness

- The AVPLAN, SACO, and the DPRI are executed on MCIPAC installations in accordance with current and future plans and guidance.
  - Continuing actions completed at MCAS Iwakuni for successful reception of VMGR-152 from MCAS Futenma during 2014, CVW-5 from NAS Atsugi in 2017, and introduction of the JSF in 2017.
  - Continuing actions completed at MCB Hawaii for successful reception of Aviation Campaign Plan's increase of 42 manned tactical aircraft and approximately 900 personnel between FY13-18.
- Continued infrastructure improvements and expansion at Camp Mujuk in order to enhance III MEF capabilities.
- Base Master Plans or master planning processes for existing MCIPAC installations are complete before 1 Oct 2018.
- Attain Presidential, DoD, and DoN energy goals.



## LOE 5: SAFEGUARD MARINES, SAILORS, CIVILIANS, AND THEIR FAMILIES, AND SECURE VITAL ASSETS

Military installations worldwide face diverse threats and hazards. Our adversaries have demonstrated an enduring capability for tactical adaptation, at times represented by cyber-attacks, and insider threats. MCIPAC must remain vigilant, prepared to address natural disasters, humanitarian emergencies, and technological vulnerabilities whenever they present themselves.

Cyber and technological advances have increased many mission assurance capabilities. However, these capabilities are tied to critical infrastructure and, therefore, remain vulnerable to disruption from attack or natural disasters. MCIPAC will adopt an all-hazards approach, which takes a comprehensive look at the entire spectrum of risk factors, to protect vital assets. The all-hazards approach identifies hazards and threats and the likelihood of their occurrence, the vulnerability of our installations, and the consequences of those hazards and threats enabling MCIPAC to prioritize mitigation efforts.



MCIPAC will continue to effectively employ and sustain processes to perform all assigned missions, tasks, and duties supporting MARFORPAC. It will also ensure that infrastructure, required capabilities, and task critical assets are available to carry out our missions and tasks. MCIPAC's top priority will be to correct and mitigate vulnerabilities aboard MCIPAC airfields which support critical operational and contingency plans. Our focus of effort will be on perimeter security, airfield-specific access control points, barrier plans, and adequate lighting, all designed to deter, detect, delay, and defend against intrusions.



Mission assurance and security activities including antiterrorism; physical security; critical infrastructure protection; information assurance; cyber security; continuity of operations; chemical, biological, radiological, nuclear, and high-explosive defense; personnel security; law enforcement; and installation emergency management will remain linked and prioritized to create the synergistic effect required to mobilize, deploy, support, and sustain military functions throughout the continuum of operations.

### Intended Future State

All MCIPAC installations use Risk Mitigation Action Plans to carefully consider and mitigate installation vulnerabilities and risks.

### Strategic Actions

- Provide and protect critical communications infrastructure and maintain redundant, diverse communications pathways to eliminate any single-point-of-failure.



# MARINE CORPS INSTALLATIONS PACIFIC

- Use the Risk Management Action Plan process to mitigate installation vulnerabilities and risks.
- Publish MCIPAC and subordinate installations' mission assurance plans.
- Ensure MCIPAC mission assurance billets are filled to execute installation protection/mission assurance tasks.
- Continuously identify, assess, prioritize, and mitigate risk to task critical assets, high-risk targets, high-value targets, and primary gathering buildings.
- Introduce cutting-edge emergency dispatch system.
- Operate a common operating picture across all MCIPAC installations to ensure emergency operations, dispatch, and emergency services centers provide command real-time data.
- Fully train and exercise staff crisis action teams, security augmentation forces, base mission assurance working groups, base mission assurance executive committees, and base/camp/station emergency operations center teams.
- Conduct exercises across MCIPAC installations to train and evaluate our abilities to prepare for, respond to, and recover from the effects of an all-hazard incident.
- Maintain and strengthen relationships with local emergency responders, law enforcement, and security forces.
- Submit and ensure correct prioritization for MILCON projects that support mission assurance and force protection, such as final denial barriers, vehicle search areas, hardened gate houses, back-up generator capabilities, and blast mitigation for buildings.
- Improve airfield security through the use of available construction projects with an emphasis on flight line security and mitigation of seaborne intrusions.
- Increased engagement with host nations and local governments to prepare for humanitarian assistance and disaster relief operations.
- Ensure full compliance with ongoing DoD or other institutional cyber-defense initiatives.
- Continuously reassess our law enforcement requirements and resources in order to prioritize available assets and ensure coverage at all supported installations.



## Measures of Effectiveness

- Annual mission assurance exercises broadened in scope and depth over successive years, eventually achieving fully-integrated exercises involving local emergency services.
- All critical infrastructures identified and properly entered and tracked in appropriate databases.
- Uninterrupted operations from our secure APODs and SPODs.
- All MCIPAC level two restricted areas, including our flight lines, in full compliance with applicable physical security standards.
- Redundant communications and power generating capabilities.
- Implementation of an electronic enterprise solution for Access Control capable of interfacing with external criminal databases for identity proofing and vetting of individuals requesting and/or requiring access to our MCIPAC installations.
- As Marine Corps security personnel, both uniformed and civilian, are downsized and returned to the operational forces, MCIPAC installations will leverage emerging technology to mitigate gaps and seams created.

## LOE 6: OPTIMIZE/MAXIMIZE EFFECTIVE USE OF RESOURCES

The U.S. is rebalancing to the Asia-Pacific region during a period of significant fiscal and resource austerity at home. In the face of military and civilian manpower drawdown, restructuring, and operating budget reductions, MCIPAC must make the best use of its available resources to accomplish its primary mission of supporting the operating forces.

MCIPAC's most valuable asset is its workforce, comprised of military, civilian, and local national personnel. Yet military and civilian personnel billets face potential reduction. Therefore, to sustain our workforce, MCIPAC must identify existing and future missions and tasks, analyze its existing manpower structure, and reshape human capital to correctly align with shifting resources and requirements to the maximum extent possible.



The MCIPAC civilian workforce is comprised of globally-sourced and locally-hired federal civil service employees and host nation employees. The overseas workforce has challenges, including recruitment and manpower sustainment while implementing DoD policy generally limiting civilian employee service in foreign areas to five consecutive years. MCIPAC must engage MCICOM and HQMC to develop solutions to issues of concern in hiring and retention that are unique to the Asia-Pacific region.

Leaders must make the best possible resource decisions while fully understanding operational risks. Assessing and accepting risk requires compromise, such as interruption or halting certain actions or acquisitions in favor of those with a higher priority. While MCIPAC must ensure funding allocations are proportional to rebalancing efforts, it must first remain steadfast in its pursuit of top priorities: operational mission accomplishment, security, safety, and international commitments.

All events affecting future financial requirements of the command must be identified, quantified, and prioritized. MCIPAC will document deficiencies in requirements through Program Objective Memorandums, budgets, and unfunded deficiency statements in order to provide Marine Corps Installations Command clear and concise statements of its requirements. MCIPAC will also demonstrate how it identifies its requirements through documented calculations and provide credible statements outlining the potential negative impacts if such requirements remain unfunded.

### Intended Future State

An optimal and well-balanced workforce in place, and fiscally resourced, to meet the mission requirements of providing base and installation support to United States Marine Corps Forces, Pacific, and III MEF while ensuring garrison quality of life support to Marines, Sailors, and their families.





## Strategic Actions

- Develop and institute Strategic Workforce Plan that encompasses workforce planning and development.
- Conduct in-depth analyses of MCIPAC and subordinate installations' Table of Organization (T/O) to ensure organizational structure is properly aligned to support the warfighter.
- Corroborate with HQMC, DoN, and DoD human resource policy makers to evolve the overseas hiring and extension policies to reflect priorities that support the unique aspects of overseas hiring.
- Maintain a viable Fleet Assistance Program.
- Improve financial planning, programming, and execution through constant communication with MCIPAC installation commanders, comptrollers, fund managers, budget analysts, and other financial personnel.
- Provide fund managers, budget analysts, and other financial management personnel high-quality training to identify and develop current and future financial requirements and prepare clear, concise requirement statements.
- Advocate for MCIPAC installations through communications with higher headquarters in order to convey the unique regional challenges that do not affect CONUS installations.
- Provide ongoing support for independent audits of commands' financial statements.
- Develop more aggressive internal management controls to evaluate and manage risks for command resources.
- Coordinate with US Navy and Commander Naval Forces Japan for additional resources in 2017 when CVW-5 relocates from NAS Atsugi to MCAS Iwakuni.
- Efficiently use financial and personnel resources provided by Japan and the Republic of Korea.
- Ensure the enduring requirements for DPRI related facilities in Guam, CNMI, and Australia are forecasted through acceptance to ensure appropriate MCIPAC POM submissions cover funding required beyond facility acceptance.

## Measures of Effectiveness

- Updated T/Os for each installation that accurately and completely depict organizational alignments, billet titles, grades, and locations.
- Reduce overseas civilian manpower vacancy rates to less than six percent.
- Achieve statutory and/or higher headquarters mandated financial obligation rate goals.
- Meet independent auditor response timelines.
- Detect and/or prevent fraud, misuse, and mismanagement of command resources through an aggressive Internal Management Control Program.
- Adoption of strategic HR workforce planning policies which consider unique aspects of overseas civilian HR actions while providing the ability to anticipate, plan and execute mission critical services and allow succession planning in this area.



## MCIPAC INSTALLATIONS

### Marine Corps Base, Camp Smedley D. Butler (MCBB)

Marine Corps Base, Camp Smedley D. Butler is an installation command operating nine non-contiguous facilities and areas in Okinawa, Japan. They are Camps Schwab, Hansen, Courtney, McTureous, Foster, Lester, and Kinser, and two training facilities, Camp Gonsalves and Ie Shima. MCBB facilities support the III MEF and 3d Marine Expeditionary Brigade Headquarters. MCBB also supports the headquarters of 3d MarDiv, 1st MAW, and 3d MLG, and a majority of their subordinate commands. MCBB provides installation support services to the operating forces from forward-based locations strategically centered in the Asia-Pacific region.

MCBB facilities and areas support approximately 30,000 Marines, Sailors, and their family members, and several thousand civilians in Okinawa. It also supports the finest Naval Hospital in the Asia-Pacific region. In this respect, MCBB is akin to, and has the responsibilities of, a small city government. By providing quality services and support to all, MCBB allows service members to focus on their assigned missions. As MCBB transforms as a result of DPRI, the “live where you work” concept for community development will be the model for planning new communities.



MCBB leads installation transformation. The command’s facilities and areas significantly change in the coming decade as two DPRI programs transition installation services from the southern part of the island to MCBB’s northern camps. The Okinawa Consolidation (OKICON) program and construction of the Futenma Replacement Facility (FRF) lead this transformation.

OKICON will consolidate forces and capabilities to Camp Foster and the northern camps, thereby enabling the return of significant land to the Government of Japan. Camp Kinser, Camp Lester, MCAS Futenma, and a portion of Camp Foster will be returned to the GOJ. Small land returns to the GOJ are already underway and larger returns will come in the future. The Marine Corps will benefit from new, modern, and efficient facilities that will support generations of Marines and their families.

MCBB’s northern most camp, Camp Schwab, is undergoing tremendous change as the Futenma Replacement Facility program and its construction are underway. This program involves a major reconfiguration of Camp Schwab in order to make way for the establishment of a new airfield on portions of the existing camp and on reclaimed land that is currently water surface area. At its conclusion, Camp Schwab will host aviation and ground units with new facilities that support the III MEF force laydown.

Additional Okinawa land returns to GOJ will take place throughout the coming decade. While approximately 51% of the unusable Northern Training Area (NTA) will be returned to GOJ, additional available training acreage will be developed where possible, making full use of MCIPAC’s finite land acreage.



## Marine Corps Base Hawaii (MCBH)



Marine Corps Base Hawaii encompasses 4,695 acres, with facilities at Kaneohe Bay, Camp Smith, Pu'uloa, Manana Family Housing, Pearl City Annex, and Marine Corps Training Area Bellows (MCTAB). MCBH's position in the Pacific makes it an ideal location for strategic deployment within the Asia-Pacific region. The headquarters at Kaneohe Bay is located on the windward side of Oahu with Marine Corps Air Station Kaneohe (MCAS Kaneohe) and Headquarters Battalion as subordinate commands. More than 11,200 active duty and 1,400 civilian employees are assigned to MCBH. Major tenant commands at Kaneohe Bay include the 3d Marine Regiment, Marine Aircraft Group 24, 1st Bn 12th Mar Regt, Combat Logistics Battalion 3, 3d Radio Battalion, Patrol and Reconnaissance Wing Two, VR-51, HSM-37, and 4th Force Recon.

MCAS Kaneohe is comprised of a 7,771 foot runway, helicopter landing zones, taxiways, and hangars; other DoD aircraft routinely use the MCAS Kaneohe runway and airspace. MCBH manages 14 designated training areas, of which two are live-fire ranges. Live-fire training is constrained and occurs at the Kaneohe Bay Range Training Facility (supporting individual, crew, and small unit live-fire training) and at Pu'uloa, the primary annual rifle/pistol range. Enhanced live-fire training for crew-served weapons is obtained through support agreements with the Army for joint use of Schofield Barracks ranges and the Pohakuloa Training Area on the island of Hawaii. MCTAB's first-rate beach and ground maneuver areas provide vital amphibious training opportunities for III MEF Marines and transiting Marine Expeditionary Units. Camp H. M. Smith is a 220-acre installation on leeward Oahu that supports Commander, US Pacific Command Commander, Marine Forces Pacific, and Special Operations Command Pacific. Encompassing 13.2 miles of shoreline and 80 miles of roadways, MCBH has 2,600 family housing units, 47 BEQs, and 2,645 structures with a current plant value of \$4.4 billion dollars. MCBH also contributes over \$1.2 billion dollars yearly to Oahu's economy.

The Marine Aviation Campaign Plan will bring approximately 1,000 Marines and their families to MCBH. The prospective Navy P-3 relocation to CONUS bases represents a reduction of 1,700 Navy personnel in 2016 – 2017 and a significant loss of funding for utilities, dining facilities, and other installation functions. Navy air traffic controllers, refuelers, aviation maintenance, aviation ordnance, and other Navy personnel provided by support agreement will need to be replaced. Additionally, DPRI realignments have identified an increase in active duty Marine Corps of at least 2,700 Marines and 1800 family members



in 2025–2030. The increase in active duty Marines and their family members will present challenges for installation support given existing family housing, BEQ, child care, and other key support areas. While current training areas can support additional Marines, MCBH will still be 167,000 acres short of maneuver training areas per Marine Corps standards, if additional space is not secured when the full contingent of additional Marines are in place. Development plans for the aviation campaign plan are solid, but out-year decisions are required before specific DPRI planning actions and POM efforts can be finalized.



## Marine Corps Air Station Futenma (MCAS Futenma)

Marine Corps Air Station Futenma’s mission is to operate a forward-based airfield in support of III MEF aviation requirements, theater force flow, and transient aircraft. While providing installation and support services to tenant commands, MCAS Futenma also conducts Operational Support Airlift (OSA) missions to enable theater engagement and planning priorities in addition to providing cost-effective transportation for high-priority cargo and personnel. In addition, MCAS Futenma is one of the three United Nations Command (Rear) facilities in Okinawa, Japan. Serving as an Aerial Port of Embarkation and Debarkation (APOE/APOD), MCAS Futenma supports the force flow for United Nations Command personnel and aircraft to and from the Korean peninsula in times of crisis or contingency.



MCAS Futenma is located near III MEF and a majority of 1st MAW, 3d MarDiv, and 3d MLG units. This allows integrated rotary, fixed, and tilt-rotor training while supporting all elements of the MAGTF during combined arms/maneuver warfare skill refinement. The air station meets the requirements of Marine Aircraft Group 36 (MAG-36), the 31st Marine Expeditionary Unit Aviation Combat Element, and numerous transient and Unit Deployment Program (UDP) units while supporting theater requirements with OSA missions.

Per the Special Action Committee on Okinawa (SACO) bilateral agreement between USG and GOJ of 1996, MCASF will be returned to GOJ after GOJ provides a new airfield for relocation along with a list of additional capabilities. The GOJ agreed to support required sustainment of MCAS Futenma in a full operational status until its relocation.

The air station’s directed closure resulted in reductions in Military Construction (MILCON) appropriations and Japanese Facilities Infrastructure Program funding. Following years of omitted infrastructure and equipment enhancements, MCAS Futenma recently received appropriation priority enabling increased funding for barracks and hangar renovations, airfield facilities improvements, and utilities upgrades. The air station is generating ongoing infrastructure projects and securing funding for anticipated future requirements until the Futenma Replacement Facility (FRF) reaches operational capability.

## Marine Corps Air Station Iwakuni (MCAS Iwakuni)



Marine Corps Air Station Iwakuni is a forward-based air facility providing critical flexibility and reach to United States and allied forces during peacetime and contingency operations. In this role, MCAS Iwakuni provides continuous base operations and training support to United States and allied tenant forces while maintaining readiness to support follow-on forces during contingency operations.



The air station is uniquely capable of meeting this requirement with state-of-the-art aircraft support and air traffic control facilities, a deep water port, and the Marine Corps' only Air Mobility Command terminal. Specifically, MCAS Iwakuni's readiness to launch and recover aircraft is critical to the Combatant Commander's power projection capability.



Home to MAG 12, MCAS Iwakuni's strategic location on the Japanese island of Honshu allows for rapid response to regional threats and the provision of timely relief to victims of natural disasters throughout the Asia-Pacific region. The viability and location of MCAS Iwakuni give it substantial deterrent value in protecting United States interests. With Japanese Maritime Self-Defense Force units, including Fleet Air Wing 31, as tenant Commands, the air station also directly contributes to Japan's national defense.



The air station bears little resemblance to the small facility established by the Japanese government in 1938. Currently, almost 8,000 Americans live and work aboard the air station, while its area includes over 1900 acres (including 530 acres of reclaimed inland sea used for MCAS Iwakuni's 2010 runway expansion).

The air station's population continues to grow and is projected to almost double by 2018 to 13,253. DPRI construction will replace 77% of the original base facilities to include a new town center, 1054 new military family housing units, three new schools, 1610 new bachelor housing units, a shared-use sports complex and hospital, a new medical and dental family care center, and new commissary and exchange. This growth is essential to maintaining capacity for the PACOM Combatant Commander while the United States seeks to relieve basing pressure concerns of our Japanese allies.

Long-term viability of base operations is the key strategic objective for MCAS Iwakuni. The air station's increased operational capacity will include Marine Aerial Refueler Transport Squadron 152 (VMGR-152), Carrier Air Wing 5 (CVW-5), and the Joint Strike Fighter. The ability of the air station to provide ranges to maintain tenant and transient combat capability will be enabled by the continued development of Government of Japan (GOJ) agreements that address current training area shortfalls.

## Combined Arms Training Center (CATC) Camp Fuji



Combined Arms Training Center Camp Fuji provides garrison facilities and administrative, communications, logistical, and maintenance support to operational United States forces deployed to Camp Fuji to train to standard per unit mission essential tasks. This support includes scheduling, coordinating, and overseeing the use of training ranges and maneuver areas located in the Fuji Maneuver Areas and Numazu Beach, and issuing, recovering, and maintaining prepositioned tactical motor transport, ordnance vehicles, and ordnance end items.



The primary focus of CATC Camp Fuji is to support III MEF unit training in an expeditionary environment. When excess capacity exists, CATC Camp Fuji is able to support other military service components and activities.

The Fuji Maneuver Areas consists of 34,000 acres, controlled and maintained by the Japan Ground Self-Defense Force and owned by landowner associations. The Government of Japan executes land-use agreements with these landowners every five years.

CATC Camp Fuji consists of 291 acres. Of these, 227 acres are designated for the exclusive use of United States forces and encompass full service facilities that support III MEF combined arms live-fire training. Sixty-four acres are designated for joint use by United States forces and Japanese Ground Self-Defense Force (JGSDF) to facilitate Fuji Airfield and Rokuro Flood Control Catch Basin management.

CATC Camp Fuji provides III MEF Okinawa-based units a combined arms live-fire and maneuver training facility. Camp Fuji also facilitates unit training, enabling overseas contingency operations and assigned tasks. The future of CATC Camp Fuji is important to III MEF for Okinawa-based units as a combined arms live-fire and maneuver training facility. With the continuing requirement for amphibious capacity in the Marine Corps, it is vital to retain and use the Numazu Beach training area. Numazu Beach is a CATC Camp Fuji (non-contiguous) property that may be developed into an increased capacity. CATC Camp Fuji is also ideal for unit block training, as well as unit METL development in support of Overseas Contingency Operations and assigned tasks per operational plans in similar terrain and environments. Ongoing MCIPAC studies will ascertain the impact of future employment of the MV-22 Osprey Marine Corps air assets on the CATC LZ and potentially, the Camp Fuji airfield.

CATC Camp Fuji will remain the premier III MEF Combined Arms Live-Fire and Maneuver Training Center, where forward deployed units can train to standard in an expeditionary environment that includes forested and cold weather settings. Additionally, CATC Camp Fuji maintains a strong working relationship with USFJ, JGSDF, and GOJ while streamlining planning and coordination for III MEF training and range usage.

## Camp Mujuk



The mission of Camp Mujuk is to provide facilities, facilities maintenance, life support, and training coordination for visiting Marine Corps units on a constant basis to facilitate combined training with Republic of Korea military units during peacetime, and the destruction of the enemy by tenant units during wartime.

Camp Mujuk is the only United States Marine Corps installation on the Korean Peninsula. Located outside the city of Pohang, adjacent to the 1st Republic of Korea Marine Division (1st ROK MARDIV) base, the camp offers access to numerous training opportunities in South Korea.



# MARINE CORPS INSTALLATIONS PACIFIC

In years past, Camp Mujuk, which means “invincible” in English, was a simple, open, and muddy expeditionary camp. Since 2004, new buildings and facilities have been constructed on the installation to support permanent personnel and training units. Camp Mujuk serves Marine Corps units participating in eight to ten exercises per year.

Camp Mujuk became an installation under MCIPAC command on 1 October 2012. Camp Mujuk has a minimal organic staff, consisting solely of a Lieutenant Colonel-commanded headquarters unit. Tenant units on the installation include an Aviation Ordnance detachment from United States Marine Corps Forces, Korea (MARFORK) and a United States Navy’s HM-14 detachment.



Additionally, during contingency operations, Camp Mujuk serves as the headquarters for Marine Forces Korea. Critical collateral equipment for elements of the III MEF MAGTF is stored on Camp Mujuk.

Camp Mujuk is an essential element in the training continuum and war fighting capability of III MEF, MARFORK, and MARFORPAC. Due to the close proximity of the 1st ROK MARDIV, Camp Mujuk will continue to provide the facilities, life support, and training coordination for all Marine Corps units assigned to train or fight in South Korea.

With the Asia-Pacific rebalance and return of UDPs to III MEF in mind, Camp Mujuk will focus on the development of critical infrastructure to better support an increase in training demands by operational forces.

## IMPLEMENTATION PLAN

### **Advocacy**

As the regional installation headquarters, MCIPAC is charged with securing subordinate installation requirements. Advocacy crosses many functional areas, including fiscal resources, military and civilian manpower, and property management. The individual installations will elevate requirements and issues to MARFORPAC and MARFORK via MCIPAC. MCIPAC will also communicate regional and enterprise advocacy issues to Marine Corps Installations Command, Headquarters Marine Corps Installations and Logistics, and Programs and Resources. MCIPAC will facilitate solutions to address concerns that are beyond the individual installation's ability to independently resolve.

Many current issues requiring advocacy have been implied or specifically identified in this document. MCIPAC will use the Marine Installations Board process to evaluate and raise these issues to Marine Corps Installations Command and Headquarters Marine Corps.

### **Measuring Progress**

The MCIPAC Business Performance Office shall analyze the strategic actions and measures of effectiveness set forth in this document and develop metrics to record progress. The MCIPAC Assistant Chief of Staff, G-3/5 Division, will maintain records concerning each line of effort and provide biannual progress updates to the Commanding General and MCIPAC installation commanders.

### **Annual Review**

Changes external to MCIPAC or the Marine Corps may alter or shift the goals and priorities reflected in this vision document. The Strategic Vision will be reviewed annually.



Questions or comments on the MCIPAC  
Strategic Vision can be directed to  
the Business Performance Office at  
DSN: 645-7330/6812