

# MARINE CORPS AIR STATION MIRAMAR



# STRATEGIC PLAN

# MCAS MIRAMAR



*The success of our mission is only made possible by MCAS Miramar's most valuable assets, its people. MCAS Miramar Marines, Sailors, and Civilian Marines are the driving force behind everything the Air Station accomplishes.*

# COMMANDER'S GUIDANCE



MCAS Miramar Marines, Sailors and Civilians are consistently recognized for providing operational and service support excellence to our warfighters and their families. Our entire team continues to provide outstanding facilities, services and programs. I am truly proud of our accomplishments. As we have excelled in the past, we must excel in the future. There are many challenges on the horizon we need to prepare for, to include increased warfighting support, preparing for the transition to new weapons systems, and development of the housing complex in East Miramar. Meeting these and emerging challenges, in the face of declining resources will involve the entire MCAS Miramar Team. To focus our efforts and assure our success in meeting our future challenges, I have directed this Strategic Plan be updated to provide the guidance and direction necessary to accomplish MCAS Miramar's mission over the next three to five years.

This Strategic Plan reflects Marine Corps Installations West and higher headquarters strategic planning and future planning efforts as well as MCAS Miramar's current mission, vision and mission essential tasks. It ensures leaders are all pulling in the same direction and provides framework for independent decisions and actions initiated by all departments, managers, and employees leading to coordinated organization-wide progress. This Strategic Plan is actionable and measurable throughout the organization and I expect it to be communicated, implemented, tracked, and revisited.

This Strategic Plan provides important direction needed to achieve a careful balance of world-class services, infrastructure, resources management, safe operations, environmental stewardship, and community involvement for years to come. While we continue to provide exceptional support to our warfighters today, we must all prepare for known and anticipated future challenges to assure our success in meeting the warfighter needs of tomorrow.

A handwritten signature in black ink, appearing to read "CEO'Connor".

COMMANDING OFFICER  
MCAS MIRAMAR

## MISSION / VISION

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### MISSION



To maintain and operate facilities, and provide services and material support to the 3d Marine Aircraft Wing and other tenant organizations.

### VISION



MCAS Miramar provides world-class facilities, with operational and service support excellence to tenant organizations in order to facilitate achieving combat readiness and training objectives.

# CORE COMPETENCY GOALS



## Operations and Training Support

- Goal 1** Support force deployment and training requirements.
- Goal 2** Ensure compliance with safety standards.
- Goal 3** Shape land, sea, and airspace.
- Goal 4** Support Force Protection and Emergency Services requirements.
- Goal 5** Provide effective command and control.

## Sustainment and Maintenance

- Goal 6** Provide world-class facilities.
- Goal 7** Provide effective services.
- Goal 8** Ensure environmental stewardship and compliance.
- Goal 9** Preserve the air station through an active community relations program.

## Workforce Management

- Goal 10** Manage and sustain a viable workforce of military and civilian members.
- Goal 11** Provide quality of life programs for military members and their families.

# OPERATIONS AND TRAINING SUPPORT



## Goal 1

### **Support force deployment and training requirements.**

Objective 1.1 Operate airfield and provide support as a point of embarkation and debarkation for unit movement. Provide equipment support for staging, loading and unloading unit equipment; manifesting, loading and unloading personnel; U.S. Customs inspections; servicing Air Mobility Command (AMC) air lift assets.

Objective 1.2 Plan, coordinate and provide Operational Support Airlift (OSA) missions via Service and Joint channels.

Objective 1.3 Provide ranges and training facilities necessary to support tenant commands and other designated joint/allied forces. These ranges and facilities include live-fire small arms training as well as land-based navigation and convoy operations training.

Objective 1.4 Provide effective, efficient and safe MV-22 Osprey and Joint Strike Fighter (JSF) operational support as modernization of the aviation inventory occurs.





## Goal 2

### **Ensure compliance with safety standards.**

Objective 2.1 Complete the Voluntary Protection Program (VPP) action items and prepare application to Occupational Safety Health Administration (OSHA).

Objective 2.2 Reduce mishaps by conducting mishap investigations and taking corrective actions.

Objective 2.3 Conduct safety training that is appropriate, relevant and will have a profound influence on the way personnel perform their work.



# OPERATIONS AND TRAINING SUPPORT



## Goal 3

### **Shape land, sea, and airspace.**

Objective 3.1 Air Traffic Control provides for the safe, orderly, and expeditious flow of arriving and departing air traffic, and control of the vehicular traffic operating on the airport movement area in coordination with FAA regulations.

Objective 3.2 Explore opportunities to enhance range capabilities in order to support tenant commands and other designated joint/allied forces training requirements.

Objective 3.3 Maintain airspace and land use rights currently used by tenant commands and other designated joint/allied forces in support of operational training.





## Goal 4

### **Support Force Protection and Emergency Services requirements.**

Objective 4.1 Provide robust security measures to protect military personnel, dependent family members, civilian personnel, and government facilities and equipment.

Objective 4.2 Provide Critical Infrastructure Protection (CIP) ensuring the availability of critical infrastructure assets in support of the execution of the Marine Corps missions.

Objective 4.3 Ensure highest level of physical security of base facilities through active inspection measures and emergent technologies.

Objective 4.4 Provide professional and courteous customer service based law enforcement.

Objective 4.5 Provide professional fire safety, emergency medical, and responsive EOD services.

Objective 4.6 Ensure robust and professional entry control measures balancing efficiency and safety.

Objective 4.7 Ensure up to date mutual aid agreements and foster regional relationships with local, state and federal first responders.

Objective 4.8 Provide airfield security operations in order to preserve aviation assets.

Objective 4.9 Provide Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) emergency response capabilities for all units aboard MCAS Miramar.

# OPERATIONS AND TRAINING SUPPORT



## Goal 5

### **Provide effective command and control.**

Objective 5.1 Provide access to the Global Information Grid (GIG), for both NIPRNET and SIPRNET networks by maintaining connectivity to the Marine Corps Enterprise Network (MCEN) which comprises the Marine Corps COI, NMCI and IT -21 networks and implementing measures to transition to Next Generation Enterprise Network (NGEN).

Objective 5.2 Pursue information technology enhancements to ensure system applications and resources are available to all personnel when needed.

Objective 5.3 Provide secure, unimpeded, immediate, and interoperable wireless communications for public safety personnel, who are tasked with saving lives and safeguarding property.

Objective 5.4 Provide Computer Network Defense and response to ensure our information assurance posture meets or exceeds security directives.

Objective 5.5 Provide flexible communications equipment, networks, and systems to ensure effective Command Operations Center operation during natural disasters, mass casualty situations, crisis/emergency management events, and other large scale events.



# SUSTAINMENT & MAINTENANCE



## Goal 6

### **Provide world-class facilities.**

Objective 6.1 Provide facilities and services or those activities that are necessary for the effective administration, management, and employment of military organizations.

Objective 6.2 Provide short and long term housing for military and associated civilian support personnel.

Objective 6.3 Provide quality messing and facilities.

Objective 6.4 Provide ordnance and ammunition logistics support to tenant and deployed units.

Objective 6.5 Provide facilities to support the supply, storage and distribution of fuel and petroleum, oil and lubricant products (POL) to aircraft, weapon systems, boats/ships, and other equipment.

Objective 6.6 Provide fuel receipt, storage, delivery, and defueling services for aircraft.



# SUSTAINMENT & MAINTENANCE

## Goal 7

### **Provide effective services.**

Objective 7.1 Provide facilities and related infrastructure to support missions assigned to the Station.



## Goal 8

### **Ensure environmental stewardship and compliance.**

Objective 8.1 Pursue information technology enhancements to further educate MCAS Miramar & 3d MAW personnel on environmental issues.

Objective 8.2 Provide training and updates on local, state and federal regulations.

Objective 8.3 Provide support and guidance in preparation of National Environment Policy Act documentation.

Objective 8.4 Implement and maintain a comprehensive Green Plan.

Objective 8.5 Implement programs and projects outlined in the current Integrated Natural Resources Management Plan (INRMP).



## **Goal 9**

### **Preserve the air station through an active community relations program.**

Objective 9.1 Continue implementation and refinement of MCAS Miramar Encroachment Control Program policies and objectives.

Objective 9.2 Review on- and off-station projects and apply Air Installations Compatible Use Zones (AICUZ) and Airport Land Use Compatibility Plan (ALUCP) guidelines to ensure consistency with USMC encroachment policies and/or mission sustainability objectives.

Objective 9.3 Maintain an open dialogue with planning staff at local and regional municipalities in order to identify conflicts with USMC encroachment policies and/or mission sustainability objectives.

Objective 9.4 Promote the successful USMC stewardship of base property and provide details of all encroachment issues at community outreach events.

Objective 9.5 Develop a digital storage and information retrieval system for on- and off-station project documentation, encroachment articles and other miscellaneous materials.

Objective 9.6 Emphasize the annual air show event as the foundation for MCAS Miramar's community relations program.

# WORKFORCE MANAGEMENT

## Goal 10

### **Manage and sustain a viable workforce of military and civilian members.**

Objective 10.1 Manage and staff chargeable Marine officer and enlisted billets.

Objective 10.2 Manage the Fleet Assistance Program (FAP), negotiate semi-annual FAP agreement, and coordinate billet staffing of approved/negotiated FAP billets.

Objective 10.3 Coordinate staffing of Individual Augment (IA) billets tasked by higher headquarters while ensuring identified personnel meet all deployment requirements.

Objective 10.4 Provide management advice and support in all aspects of civilian workforce employment, including but not limited to, recruitment, discipline, awards, labor relations, workers compensation.





## **Goal 11**

### **Provide quality of life programs for military members and their families.**

Objective 11.1 Establish partnerships in education with local schools that support significant numbers of military children.

Objective 11.2 Sustainment of Marine family counseling programs to include: Family Advocacy, Drug Demand and Reduction Program and Educational Programs for Marines stationed aboard MCAS Miramar.

Objective 11.3 Ensure alignment of the Marine Corps Community Services (MCCS) health promotion initiatives with the needs of the Marines to ensure combat readiness (i.e. Weight Management, Tobacco Cessation, Suicide Awareness, Fitness Consultation and Single Marine Program [SMP]).

Objective 11.4 Expansion of the Family Team Building Programs to support all phases of military family life and deployment cycles.

Objective 11.5 Meet Transition Assistance Program goals to support Marines preparing for retirement from active duty.

Objective 11.6 Provide retail services to support Marines and their families while expanding operations appropriately to accommodate residents of the developing East Miramar Housing Complex.

Objective 11.7 Provide a variety of facilities (e.g., Sports Complex) and programs (e.g., Semper Fit) to aggressively support physical fitness and promote a vigorous, healthy lifestyle for Marines and their families.

# CONTACTS



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