



Marine Corps Facilities Investment Campaign Plan



June 2015



A MESSAGE FROM THE COMMANDANT OF THE MARINE CORPS

Marine Corps installations are foundational support elements to our Air-Ground-Logistics team. As noted in both my planning guidance and the Marine Corps Service Campaign Plan, our bases and stations are force projection platforms and serve a critical role in training and making Marines successful on the battlefield. This comprehensive Facilities Investment Campaign Plan is our Service-level common operating picture for installation management. It identifies my priorities and goals for installation investment and sets the course for transformation and improvement of facility operations.

We will continue to ensure Marine Corps facilities are well planned, built, and maintained. To sustain our physical infrastructure and the complementary ability to train and deploy highly ready forces, we must adequately resource the sustainment and readiness of our installations. Our military construction programs are vital to success in achieving and sustaining our force structure and maintaining readiness.

As resources become more constrained, we must be better stewards of our installations. It is also paramount that our facilities and infrastructure support the highest state of readiness and quality of life for our Marines, Sailors, families, and civilian Marines. While minimizing costs is a high priority, we will never compromise the safety and security of our Navy-Marine Corps family.

This Campaign Plan charts the way forward. It outlines the way we support the combat readiness of the Marine Corps while meeting the requirements for sustainment and affordability. I require the personal commitment and enthusiastic support of all commanders to accomplish the goals outlined in this plan.

As America's Force in Readiness, our installations are readiness enablers to help ensure combat success!



A handwritten signature in white ink that reads "Joe Dunford Jr." The signature is stylized and cursive.

JOSEPH F. DUNFORD, JR.
General, U.S. Marine Corps
Commandant of the Marine Corps

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VISION STATEMENT

ENSURE SECURE AND RELIABLE FACILITIES ARE AVAILABLE AT THE RIGHT TIME AND IN THE RIGHT AMOUNT TO SUPPORT OPERATIONAL AND MISSION READINESS FOR THE WARFIGHTER

Marine Corps installations are key national defense assets that offer a unique combination of ocean, coastal, riverine, inland, and airspace training areas. Installations are critical to ensuring the readiness of our Total Force, as well as enriching quality of life for Marines, Sailors, families, and civilian Marines. Installation facilities provide valuable support by providing both direct support (housing, training, etc.) and indirect support (logistics, supply, distribution, etc.). Our installations have entered an era of rapid change and are facing the challenge of providing high-quality base support, conserving our natural and cultural resources, and continuing support to train and deploy highly ready forces while facing austerity in personnel and fiscal resources. To this end, we must be committed to providing the most cost-effective and capable installations to generate mission readiness.

Introduction

This document establishes the plan by which Marine Corps installations will face the challenges that lie ahead while maintaining a level of support that meets training and mission requirements. This plan provides guidance on facilities investment prioritization and competition during the Program Objective Memorandum (POM) review process. The Deputy Commandant for Installations & Logistics (DC I&L) is responsible for directing the implementation of this plan across the Marine Corps.

Implementation of this Facilities Investment Campaign Plan will increase facility optimization and readiness in support of future force structure requirements while achieving long-term savings by reducing infrastructure sustainment and maintenance costs of excess facilities throughout their lifecycle.

This Facilities Investment Campaign Plan mandates five high-performance goals that consider future force structure reductions and address threats to the long-term viability of installations. The goals of this plan align to the tenets of the Commandant's Planning Guidance, the Marine Corps Service Campaign Plan, and the Marine Corps Installation and Logistics Roadmap.

Facilities Investment Campaign plan Goals

- 1 Enable warfighter readiness through effective Master Plans that configure installation assets to meet the requirements of Marine Corps current and future missions
- 2 Target facilities investment strategies that minimize degradation and lifecycle cost of existing Marine Corps Infrastructure
- 3 Provide facilities that incorporate contemporary design standards, open architecture and Best of Breed construction innovations across the Marine Corps
- 4 Implement an effective and efficient Facilities Maintenance Program that focuses on preventive maintenance to increase cost savings and reduce breakdowns that may lead to mission failure or life and safety risks
- 5 Efficiently utilize existing facilities to accomplish assigned short - and long - term missions, and dispose of excess facilities to improve overall condition and reduce sustainment costs

GOAL 1: Enable warfighter readiness through effective Master Plans that configure installation assets to meet the requirements of Marine Corps current and future missions

The Marine Corps is committed to providing standardized, essential services and infrastructure necessary to achieve and maintain individual and unit readiness for our Marines, Sailors, families, and civilian Marines. This is done by ensuring mission requirements are properly identified and land and facilities are available at the right time and in the right place.

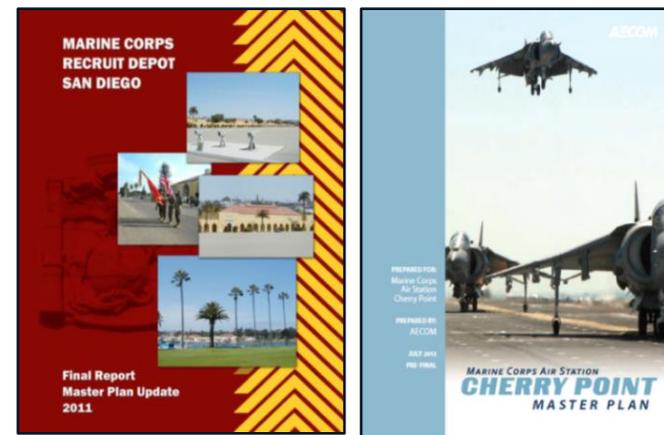
Master Planning is the long-range process of providing for the efficient holistic use and orderly development of land and facilities in response to mission assignment and short-order tasking. A Master Plan encompasses the 20-year vision for the installation and highlights the direction that must be taken to accommodate the installation’s mission(s) over that period. Master Planning takes a holistic look at the constraints and opportunities aboard each installation. A Master Plan is a living document that will accommodate emerging requirements, force structure adjustments, and mission changes.

Objective 1.1: Utilize Master Planning to develop a compelling vision that incorporates today’s needs and mission requirements with clear, sustainable objectives that accommodate future change

Master Planning is a continuous analytical process that involves evaluating the factors that affect the present and future physical development and operation of an installation. Per the Commandant’s Planning Guidance, this includes taking into account support for new weapons platforms, future force structure, improvements to aging infrastructure, and efforts to conserve energy and natural resources. This evaluation provides the basis for

determining development objectives and planning proposals to solve current problems and meet future needs.

- Develop Master Plans that reflect known force structure changes, anticipated changes to mission, historical context, and are fiscally informed.
- Leverage planning strategies that reinforce capabilities to support the mission, promote a high quality of life, and enhance sustainability and environmental viability across installations.
- Develop Master Plans that integrate planning principles and goals from other local plans (e.g., Integrated Natural and Cultural Resources Management, Joint Land Use, Air Compatibility Use Zones, Encroachment Control, Range Management, Regional and Installation Sustainability Plans) to ensure all plans support each individual installation’s vision and goals.



Master Plans, MCRD San Diego and MCAS Cherry Point

Objective 1.2: Develop Master Plans in accordance with new policy requirements to promote more land, energy, and cost-efficient Installations

Unified Facilities Criteria (UFC) 2-100-01, published in 2012, incorporates current approaches to Master Planning to reduce energy consumption and maintenance costs, enhance protection of the force, and promote sustainable and effective installation development that supports mission requirements.

- Ensure Master Plans incorporate initiatives defined in the Marine Corps Installation Energy Strategy and Marine Corps Sustainability Plan to ensure stewardship of our energy, water, and transportation resources.
- Create Master Plans in accordance with UFC requirements in UFC 2-100-01 by October 1, 2018, to ensure consistency in the Master Planning process.
 - Marine Corps Order 11000.12 prescribes the UFC requirements and designates CG MCICOM/ADC (LF) as the approval authority for Installation Master Plans.



Headquarters Building, MCAS Cherry Point



Rendered Drawing of Solar Array and Recreational Area, MCAGCC Twentynine Palms



Master Plan, MCB Quantico

Objective 1.3: Establish Installation Planning Boards (IPB) at each Installation

As described in Marine Corps Order 11000.12, the IPB ensures the orderly development and management of real property in support of the planning vision and the installation mission. The IPB guides the development and maintenance of all Master Plan components, helps ensure the Master Plan addresses all real property requirements for activities on the installation, and reflects changes in installation missions and current or future development plans while considering regional and local communities.

- Establish an IPB by September 30, 2015. Pursue expanding the role of existing stakeholder boards, such as Environmental Impact Review Boards or the Encroachment Management Action Team, when creating the IPB.



Grand Opening of the Deluz Child Development Center, MCB Camp Pendleton

Objective 1.4: Ensure all projects are validated against the Master Plan

Review and validate proposals for future projects against the installation-level Master Plan to ensure consistency with each installation's vision, planning goals, and objectives. These projects must either be listed in the Installation Master Plan or, if they address emerging requirements, deemed consistent with the vision and goals of the Installation Master Plan for Headquarters Marine Corps (HQMC) to validate the project.

- The IPB is responsible for project review and validation prior to submittal to HQMC. Each project submitted shall include a statement that the IPB endorses the project as consistent with the respective Installation Master Plan.



Confidence Course, MCRD Parris Island

Goal 2: Target facilities investment strategies that minimize degradation and lifecycle cost of existing Marine Corps infrastructure

The Marine Corps is committed to enhancing capabilities and operations through the maintenance of existing assets and facilities. These infrastructure components are key enablers of Marine Corps readiness and their preservation is extremely important in achieving mission goals. In the wake of reductions in facilities investment funding, the development of a prioritization strategy for the funding of facilities sustainment, restoration and modernization (FSRM) of critical facilities and facility systems has never been more important. The Facility Condition Index (FCI) exists to identify the current condition of a facility. However, there is no methodology in place to establish the importance of a facility relative to the mission. To address this gap, DC I&L will support the fielding and use of a Mission Dependency Index (MDI) and associated metrics that capture and assign value to the various missions and functions executed in a facility. The MDI will enable the prioritization of facilities based on scope of missions executed by both installation and tenant commands. The MDI will support the Marine Corps Installation and Logistics Roadmap's goal to strengthen the linkage between installations and the missions they support.

Objective 2.1: Implement Mission Dependency Index (MDI)

The MDI will be used to provide the relative value of the missions, tasks, or functions performed in a facility. The MDI will also measure whether or not one or more assets and infrastructure in the facility are critical to the execution of those missions, tasks, and/or functions.

The MDI will facilitate and inform the prioritization of real property repair and sustainment projects, and real property resources on infrastructure most critical to maintaining missions and operations.

- Calculate an MDI value for all facilities no later than September 30, 2015.

A high MDI score indicates a facility with a significant set of missions and functions performed at that facility. A facility with a low MDI score indicates a facility with lower level and/or no mission related functions performed at that facility. By linking each facility to missions and functions, MDI scores provide a mission-oriented metric to support infrastructure-related decision making.



Cogeneration Plant, MCAGCC Twentynine Palms

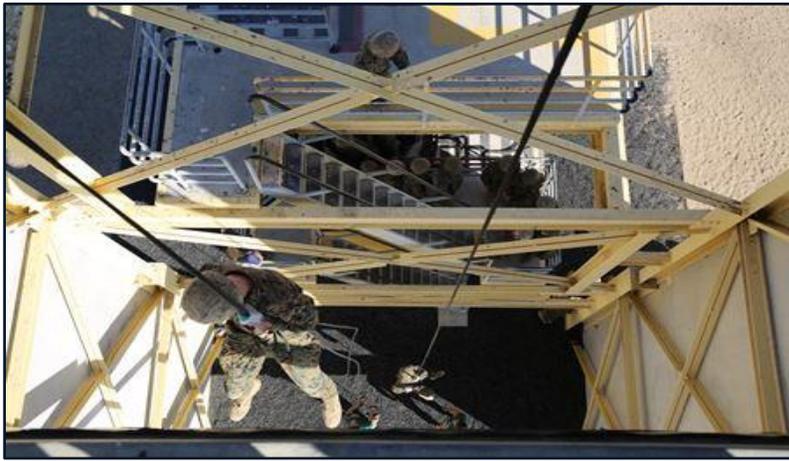
Objective 2.2: Maintain three different tier levels for all real property

We must be able to prioritize real property in terms of mission criticality to determine focal points for allocating maintenance resources. The table and associated tiers below provide an example of how the MDI and FCI data will be used to guide future investment decisions. Tying resource investment to MDI will ensure the infrastructure most critical to mission effectiveness is prioritized.

By 2020, the Marine Corps will achieve an average overall FCI rating for all real property based on its relative MDI tier level as shown in Table 1 below.

Tier Level	Scoring Range	Target FCI
One	High MDI	Average FCI of 85
Two	Moderate MDI	Average FCI of 80
Three	Low MDI	Average FCI of 75

Table 1: Tiers of MDI Scores



Rappel Tower, MCRD San Diego



Joint Limited Technical Inspections Are Conducted on Vehicles, MCB Blount Island



Ramp Construction at the Main Gate, MCB Camp Pendleton

GOAL 3: Provide facilities that incorporate contemporary engineering design standards, open architecture, and 'Best of Breed' construction innovations across the Marine Corps

Providing our Marines with adequate and properly configured facilities is our most important goal and a critical element in attracting and retaining high-caliber personnel. Inclusion of 'Best of Breed' ideas based on real-world use is highly encouraged and will be vetted via standing boards, including the Facilities Operational Advisory Group (FOAG) and Bachelor Housing Oversight Board. DC I&L will establish mechanisms by December 2015 to vet 'Best of Breed' ideas so their inclusion in future projects is timely and cost-effective.

Objective 3.1: Construct high-quality and standardized facilities that comply with UFC guidance

All new construction and renovation/modernization projects shall follow best practices, to the greatest extent practicable, and comply with all current UFC documentation, interim technical standards, and Marine Corps policies.

- Construct all new facilities in compliance with UFC requirements to ensure construction innovations are adopted across the USMC enterprise. Restoration and modernization of existing facilities will comply with UFC requirements to the greatest extent practicable.
- Standardize facilities across all installations to the greatest extent practicable. Design facilities utilizing lessons learned and input from users to ensure Marines have high-quality and functional facilities no matter where they are training, working or living.
- Encourage and develop improved methods or 'Best of Breed' ideas and submit to DC I&L for inclusion in UFCs, interim technical guidance, or other policy documents.



Ribbon Cutting of the New MARSOC Headquarters Building, MCB Camp Lejeune



The Bachelor Enlisted Quarters' Laundry Facility Serves as a Model for Conservation Projects, MCAS Miramar

Objective 3.2: Ensure environmental and safety compliance requirements are funded to protect human life and health

Environmental, Safety, and Occupational Health (ESOH) risks will be identified and eliminated to avoid loss of life or serious injury to personnel, damage to Marine Corps assets and facilities, adverse impacts on mission capability and operability, or harm to the environment and the surrounding community.

- During execution, priority will be given to projects aimed at correcting environmental or safety issues that could affect human life and health. Requests outside of existing funding will compete during the POM review and will be funded through the Planning, Programming, Budgeting, and Execution (PPBE) process.



Wallace Creek Site, MCB Camp Lejeune



Runway, MWTC Bridgeport



Obstacle Course, MCAS Iwakuni

Goal 4: Implement an effective and efficient Facilities Maintenance Program that focuses on Preventive Maintenance to increase cost savings and reduce breakdowns that may lead to mission failure or life and safety risks

The Marine Corps' general approach to efficiently sustaining significant quantities of facilities and assets is dependent on a robust Facilities Maintenance Program (FMP). Lack of an efficient FMP across our installations makes critical assets susceptible to risk, increasing the frequency of breakdowns and posing life, safety and health risks to our Marines, Sailors, families and civilian Marines. An effective and efficient FMP will yield long-term cost savings by avoiding the time, effort, and higher cost to renovate or replace failed mission-critical infrastructure.

Objective 4.1: Focus facilities maintenance efforts according to the Facilities Sustainment, Restoration & Modernization (FSRM) Priority Table

- Prioritize maintenance efforts according to the FSRM Priority Table (Table 2) to optimize efforts across our installations and extend the life of Marine Corps facilities by preventing excess depreciation.



Public Work's Self-Help Program Instruction, MCB Camp Lejeune



Maintenance Crew, MCB Camp Pendleton

MARINE CORPS FACILITIES INVESTMENT CAMPAIGN PLAN

Priority	Work Classification	Definition	Remarks	Examples
A	Emergency Maintenance and Repair	Emergency Maintenance and Repair is any facility or asset deficiency that immediately endangers life, safety, compliance, or inhibits the installation from performing mission critical functions. <ul style="list-style-type: none"> ▪ Unscheduled ▪ Needed to sustain continued mission operations 	<ul style="list-style-type: none"> ▪ Work ONLY to fix emergency ▪ Prioritize remaining work accordingly 	<ul style="list-style-type: none"> ▪ Imminent Life/Health/Safety risk ▪ Repair water main break ▪ Restore utilities to critical facilities ▪ Repair major structural issues that endanger personnel or property
B	Life, Safety, Health, and Compliance Related Maintenance and Repair (Non-Emergency)	Life, Safety, Health, and Compliance related Maintenance and Repair is a deficiency to the life, safety, health, or compliance of a facility or asset that does not immediately endanger personnel or government property, but for which delays in repair could result in an emergency. <ul style="list-style-type: none"> ▪ Typically unscheduled ▪ Sustains continued operations 	<ul style="list-style-type: none"> ▪ High/Medium mission dependency ▪ Increases in priority as condition worsens 	<ul style="list-style-type: none"> ▪ Repairs to damaged concrete on runway or deteriorated asphalt on taxiway (with potential for foreign object debris (FOD) hazard) ▪ Repairs to non-emergency structural issues caused by storm damage
C	Preventive Maintenance	Preventive Maintenance (PM) is defined as planned, scheduled, or routine maintenance and/or period inspection of systems and equipment. PM may also be known as scheduled maintenance and inspection, routine maintenance and inspection, time-based maintenance, or interval-based maintenance. <ul style="list-style-type: none"> ▪ Scheduled and of a recurring nature ▪ Sustains continued operations 	<ul style="list-style-type: none"> ▪ Risk and reliability based ▪ Systematically applied to support mission, produce return on investment, or protect investment in infrastructure 	<ul style="list-style-type: none"> ▪ Test fire alarm systems for proper operation ▪ Check electrical wiring, connections, meters ▪ Clean or replace filters ▪ Check belts for wear, proper tension and alignment
D	Maintenance and Repair: Tier One Facilities	Maintenance and Repair is required to restore tier one facilities to a condition substantially equivalent to its original intended and designed capability or agreed condition. <ul style="list-style-type: none"> ▪ Variable mission impact ▪ Condition based 	<ul style="list-style-type: none"> ▪ High mission dependency ▪ Increases in priority as condition worsens 	<ul style="list-style-type: none"> ▪ Repairs to facilities designed as mission critical or significant ▪ Depending on installation mission may include repairs on assets such as runway pavement, radar towers, training ranges and areas, utilities production plants or fueling facilities
E	Maintenance and Repair: Tier Two Facilities	Maintenance and Repair is required to restore tier two facilities defined with a moderate MDI to its originally intended and designed capability or agreed upon condition. <ul style="list-style-type: none"> ▪ Moderate mission impact ▪ Condition based 	<ul style="list-style-type: none"> ▪ Moderate mission dependency ▪ Increases in priority as condition worsens 	<ul style="list-style-type: none"> ▪ Repairs to facilities designated as mission relevant or moderate ▪ Depending on installation mission may include repairs on assets such as vehicle maintenance shops, ammunition production plants, fuel storage, medical or dental facilities
F	Maintenance and Repair: Tier Three Facilities	Maintenance and Repair is required to restore tier three facilities defined with a low MDI to its originally intended and designed capability or agreed upon condition. <ul style="list-style-type: none"> ▪ Low mission impact ▪ Condition based 	<ul style="list-style-type: none"> ▪ Low mission dependency 	<ul style="list-style-type: none"> ▪ Repairs to facilities with low mission impact ▪ Depending on installation mission may include repairs to pavement on roadways or parking area, administrative buildings, warehouses, and repairs to built-in equipment (e.g. HVAC) to non-essential buildings
G	Restoration and Modernization (includes Minor Construction up to \$1M)	Restoration and Modernization provides resources for improving facilities. <ul style="list-style-type: none"> ▪ Restoration includes repair and replacement work to restore facilities damaged by inadequate sustainment, excessive age, natural disasters, fire, accident, or other cases. ▪ Modernization includes construction or alteration of facilities solely to implement a new or higher standard, to accommodate new functions, or replace building components that typically last more than 50 years. 	<ul style="list-style-type: none"> ▪ Variable mission dependency ▪ Increases in priority as condition worsens 	<ul style="list-style-type: none"> ▪ Building a new ordnance staging area ▪ Addition, expansion or conversion of a facility, such as an old barracks to administrative space ▪ Increasing the capacity of a utility system to meet a new mission ▪ Replacing a fire sprinkler system in order to comply with new standards and codes

Table 2: FSRM Priority Table

Objective 4.2: Provide timely and cost-effective facilities maintenance services

Perform Emergency, Urgent, and Corrective Maintenance to protect government property and the life, safety, and health of our Marines, Sailors, families and civilian Marines. Perform appropriate levels of PM to reduce more costly types of maintenance.

- Dedicate at least 30% of all maintenance labor (in-house or contract resources) to PM requirements.
- Perform 90% of all PM on schedule according to the work order and as outlined in manufacturer recommendations or industry standards/best practices where no manufacturer recommendations exist.
- Respond to Emergency Maintenance within one hour and resolve within 24 hours.
- Resolve 90% of Urgent Maintenance in accordance with the Facility Investment Performance Metrics and Measures document.
- Resolve 90% of Corrective Maintenance in accordance with the Facility Investment Performance Metrics and Measures document.



A Combat Engineer Works on the Obstacle Course Construction Site, MCAS Miramar



Ribbon Cutting of New Solar Farm, MCLB Barstow



Maintenance Workers Repair an HVAC System, MCAS Cherry Point

GOAL 5: Efficiently utilize existing facilities to accomplish assigned short- and long-term missions, and dispose of excess facilities to improve overall condition and reduce sustainment costs

Our bases and stations are force projection platforms and serve a critical role in training and making Marines successful on the battlefield. Installation assets must be configured to align with and directly support the facilities, basing, and training requirements of the Total Force. The Marine Corps must continually reshape and resize our installations by identifying excess and underutilized facilities to meet new requirements and divesting assets deemed obsolete to optimize effectiveness and efficiency.

Objective 5.1: Analyze surplus facilities for repurpose or consolidation capabilities

Although we have no excess bases or stations, we do have several million square feet of excess facilities that are no longer required. Actual inventory of assets should be compared to Basic Facilities Requirements (BFR) to determine excess and underutilized assets. In conjunction with this analysis, appropriate space for all units and tenants should be validated not only in terms of BFRs but also to ensure proper collocation with comparable functions.

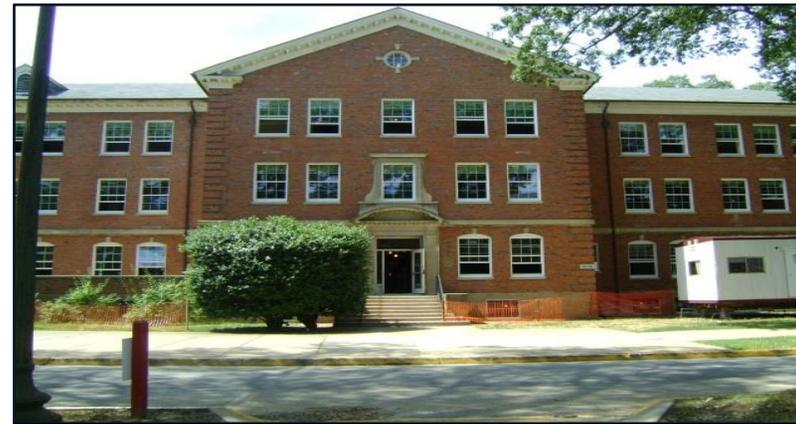
- Update and validate BFRs for units assigned to installations and use that information to complete a space utilization study by December 31, 2015, to ensure the right functions are in the right spaces. Relocate units to optimize space utilization.
- Identify excess and underutilized facilities to be used to meet new requirements through consolidation or adaptive reuse of capabilities wherever possible by March 30, 2016. Consider regional consolidation where practical.



Demolition Efforts, MCB Camp Pendleton



Renovation of Headquarters Building, MCLB Barstow



Barracks Reused and Converted to Administrative Offices, MCB Quantico

Objective 5.2: Prioritize new footprint and recapitalization of Military Construction (MILCON) projects according to the MDI to ensure highest level of mission readiness

The Installation, Region, and HQ MILCON Board shall use the MDI as a tool to assist in the prioritization of all new footprint and recapitalization MILCON projects to appropriately prioritize projects most critical to mission and in support of the Commandant's Planning Guidance and the Marine Corps Service Campaign Plan.

- Support Rebalance to the Pacific, new platforms, force relocations, major recapitalization, and Anti-Terrorism/Force Protection (ATFP) by completing the programming of MILCON projects associated with the initiatives in Table 3 (not all inclusive):



F-35B Squadron, MCAS Yuma



Unmanned Air System, MCB Camp Lejeune



MV-22, MCAS Futenma



Marine Barracks, Washington, DC

Item	Planned Program Year (FY)
F-35 Ready for Operations, IOC and FOC	As defined in AVPLAN 2015 schedule
Hawaii Aviation Relocations Ready for Operations, IOC and FOC	As defined in AVPLAN 2015 schedule
MV-22 and VMX Ready for Operations, IOC and FOC	As defined in AVPLAN 2015 schedule
CH-53K Ready for Operations, IOC and FOC	As defined in AVPLAN 2015 schedule
UAS Ready for Operations, IOC and FOC	As defined in AVPLAN 2015 schedule
Townsend Bombing Range Expansion	2016
Marine Corps Security Force Regiment Consolidation	2017
Marine Corps Embassy Security Group Training Expansion	2017
ELMR and CERS Requirements	2017
MCTOG/MCLOG/Intel Training Complex at 29 Palms	2017
Marine Corps University (Quantico and other Installation location)	2019
Entry Control Point Compliance MILCON	2020
The Basic School Recapitalization (including barracks and other training, operational, maintenance, and logistics facilities)	2020
Weapons Training Battalion Recapitalization	2020
Marine Barracks Washington	2021
Elimination of Q4 Facilities	As defined in future governing documents
Relocation of Marine Forces From Okinawa (rebalance to and within the Pacific)	As defined in future governing documents
MARFORPAC HQ Modernization and Replacement	2025

Table 3: MILCON Initiatives consistent with MROC DM23-2014 by Planned Program Fiscal Year

Objective 5.3: Eliminate excess and unnecessary facilities

The Marine Corps must divest facilities that do not provide a minimum level of mission readiness. Once it is determined that an excess or underutilized facility is not a candidate for consolidation or reuse, it must be demolished as soon as possible. Maximizing the percentage of demolition enables installation support dollars to be used on other operational requirements and realizes long-term savings in cost avoidance for the maintenance of these facilities.

- By 2023, eliminate 80% of identified excess or underutilized facilities that are not candidates for repurposing or consolidation efforts.
- Ensure all required McKinney Act documentation and environmental planning (e.g., NEPA, Section 106) are completed before demolition.

Objective 5.4: Determine disposition of Q4-Failing facilities (FCI below 60)

Demolish, repair, reuse (under a new Category Code), or replace facilities whose FCI falls below 60 (also known as Q4-Failing). Necessary resources will be prioritized accordingly by DC I&L, will compete during POM review, and will be funded through the PPBE process. This will assist in ensuring facilities are capable of meeting mission requirements and providing reasonable quality of life to Marines using the facilities.

The disposition of all Q4-Failing facilities will determine whether the facility will be scheduled for demolition, identified as a project for restoration and modernization, reused under a new Category Code, or replaced by MILCON. The annual Facilities Recapitalization Action Plan will contain details of the disposition for each asset.

- Continuously assess the condition of facilities per MCO P11000.5.
- Develop and update an annual Facilities Recapitalization Action Plan for all Q4-Failing facilities that identifies the Marine Corps' plan for recapitalizing the asset (e.g., repair, replace, change utilization, demolish). This plan will support the goals outlined in the overall Installation Master Plan.
- Update operational status code within the internet Naval Facilities Asset Data Store (iNFADS) to align with the Facilities Recapitalization Action Plan, ensuring proper sustainment requirements are generated.

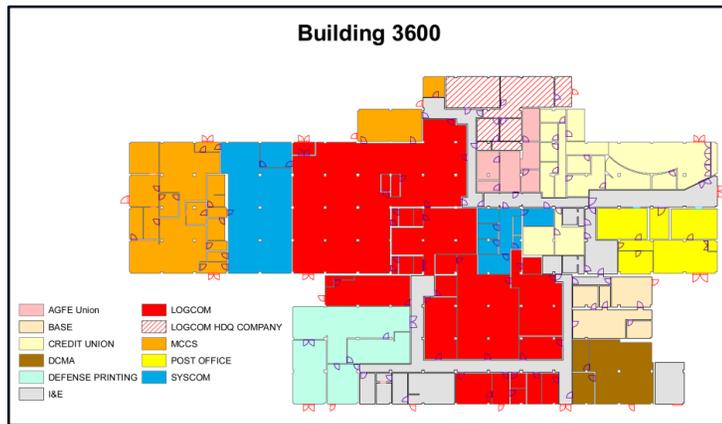


Q4-Failing Facility Scheduled for Demolition in FY15, MCB Camp Pendleton

Objective 5.5: Promote maximum utilization of all Marine Corps facilities

The Marine Corps must effectively allocate and utilize all suitable facilities to support efficient installation and asset management. By fully utilizing all available space, new footprint requirements and the use of inefficient and costly temporary facilities will decrease.

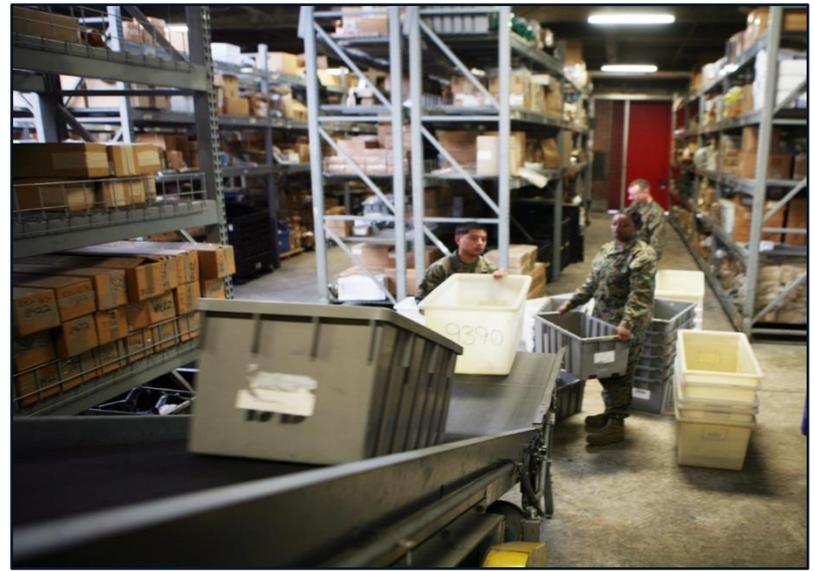
- Limit the square footage of administrative and warehouse facilities to no greater than their FY2012 baseline level on a regional basis, as directed by the Memorandum “Implementation of OMB Memorandum M-12-12 Section 3: Freeze the Footprint.”
- Reduce both the number and square footage of interim relocatable facilities by a minimum of 50% of current inventory levels by FY18, as directed by the Memorandum “Letter of Instruction for Installations Program Evaluation Board, Program Objective Memorandum Fiscal Years 2014–2018 (POM-14).”



Space Utilization Diagram, MCLB Albany



Rifle and Pistol Range, MCLB Barstow



Supply Warehouse, MCB Camp Lejeune

In Conclusion

Installations are essential force projection platforms and are crucial to generating combat readiness. Installations support necessary training and the deployment, sustainment, and reconstitution of Marine Corps Forces. In addition, installations directly support individual Marines, Sailors, families, and civilian Marines. As noted in the USMC Installations Strategic Plan FY14–17, installations are currently facing the most significant challenges in their history, including increasing mission scope and complexity and declining resources, which are threats to their long-term viability. The Marine Corps must maintain high-quality installation support despite resource constraints. This plan establishes a framework for effective Marine Corps installations and facilities management that provides and maintains mission-critical infrastructure. It aligns to the tenets of the Commandant’s Planning Guidance, the Marine Corps Service Campaign Plan, and the Marine Corps Installation and Logistics Roadmap by outlining a methodology for prioritizing and assessing each facility in the Marine Corps inventory, maintaining high quality support that meets Marines’ training and mission requirements, and ensures quality of life for Marines, Sailors, families and civilian Marines.

DC I&L is tasked with overseeing the implementation and execution of this plan. The guidance in this plan will inform the MILCON, FSRM Special Projects, and Demolition Programs and will directly affect how critical infrastructure decisions are made.

Facilities Investment Campaign Plan Tasks	Deadline
Establish an IPB	September 30, 2015
Calculate an MDI value for all facilities	September 30, 2015
Update and validate BFRs and complete a space utilization study to ensure the right functions are in the right spaces	December 31, 2015
Identify excess and underutilized facilities to be used to meet new requirements through consolidation or adaptive reuse	March 30, 2016
Create UFC-compliant Master Plans that reflect force structure, anticipated mission changes, historical context, planning principles and goals from other plans, and are fiscally informed	October 1, 2018
Limit administrative and warehouse facilities to FY12 baseline and reduce Interim Relocatable Facilities (IRFs) by at least 50% of current inventory	FY 2018
Achieve an average FCI rating for all real property based on MDI Tier Levels	2020
Eliminate 80% of excess or underutilized facilities that are not able to be repurposed	2023
Develop and update the Facilities Recapitalization Action Plan for all Q4 failing facilities	Annually
Ensure consistency among future projects and the Master Plan	Continuous
Construct high-quality, standardized facilities that are UFC compliant and incorporate ‘Best of Breed’ ideas to the maximum extent practicable	Continuous
Give priority to projects aimed at correcting environmental or safety issues that could affect human life and health	Continuous
Prioritize MILCON projects using MDI as an additional tool	Continuous
Prioritize maintenance efforts according to the FSRM Priority Table and metrics outlined in Objective 4.2	Continuous
Ensure compliance with McKinney Act for all facility demolition	Continuous