

Marine Corps Logistics Base *ALBANY*



Strategic Plan
2013-2017

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COMMANDING OFFICER'S INTRODUCTION AND GUIDANCE

The United States Marine Corps is the nation's premier fighting force. MCLB Albany's contribution to this effort is to provide exemplary installation support services to our many tenants, who in turn, provide vital support to the Marine Corps and other Department of Defense operations critical to supporting our great nation.

Of equal importance is the support we provide that enables our largest residing tenant organization, Marine Corps Logistics Command, to provide worldwide, integrated logistics/supply chain and distribution management; maintenance management; and strategic prepositioning capability in support of Marine warfighters operating stateside and abroad.

Enhancing the mission and vision of Marine Corps Installations East and Marine Corps Installations Command, this strategic plan expands upon and clarifies MCLB Albany's guiding principles, goals, objectives and strategies at the installation level to deliver essential support services that meet or exceed our customers' expectations.

Employing a commitment to excellence and providing the highest quality work and possible sustainment, we acutely acknowledge that our achievements impact the success of each of our customers.

The importance of providing a safe, healthy and livable community is a key component of our strategic plan. Our focus on accomplishing critical success factors that must "go right" to achieve our objectives, overcoming existing or potential barriers and taking specific actions to implement our strategy are fundamental to our customers' mission success.

Our goals embrace the principles and values of effective and efficient management of limited resources, retaining and attracting a highly-skilled workforce, operating efficiently and diligently as a successful business employing process innovation, providing a safe and secure installation, ensuring we are good stewards of the environment and engaging our local community in mutually beneficial partnerships.

Successfully achieving our strategic goals will refocus our attention on our core missions and will position MCLB Albany to become "best of class." By effectively balancing these different elements, we will be able to sustain long-term organizational success without sacrificing our employees' health and well-being while maintaining customer-focused operations.

This strategic plan is our guide for how the dedicated men and women of MCLB Albany will work diligently to continually improve our support to our customers.

Our customers have earned our best efforts and deserve nothing short of exceptional support from the Marines, civilian-Marines and contractors who proudly compose the MCLB Albany customer support team.



Donald J. Davis
Colonel, U.S. Marine Corps

VISION

To be recognized as the model logistics support installation providing a superior platform of efficient and customer-focused services to enhance combat readiness for Marine Corps operating forces.

MISSION

MCLB Albany provides facilities, infrastructure and a range of tailored support services that enable our customers to accomplish their assigned missions in support of the warfighter and enhance their quality of life.

OUR ROLE

Our services are fundamental to the combat readiness of Marine Corps operating forces and are integral to the support of individual Marines, Sailors and their families.

We provide the foundation and framework for Marine Corps readiness.

We provide the platform for global projection of integrated logistics support.

GUIDING PRINCIPLES

We believe in excellence in customer service. Therefore, we will cultivate an environment that instills the importance of quality, innovation, flexibility and highly-effective communication.

We believe in mission first, people always. Therefore we will, with accountability, fairness and firmness, foster an environment that recognizes each individual's unique contributions.



Leadership Philosophy

Mission First. People Always

Marines, Sailors and Civilians at all levels, from commanders and supervisors to the newest member of the Command, must understand that we are here to accomplish a mission and that mission comes first. It is part of the ART of being a leader, however, to recognize the direct connection between mission accomplishment and personnel welfare; I understand this and all of my officers, civilian leaders, staff NCOs, and NCOs must understand this as well. It is also part of the art of leadership to exercise courage, especially moral courage, in distinguishing between what Marines, Sailors and Civilians WANT versus what they NEED.



The Philosophy of 5-4-3-2-1

This philosophy was passed down to me from one of my mentors, Major General T.S. Jones and over the years I've adopted it as my own. The benefits I have derived from this philosophy are the same benefits I believe each of you, and the Command as a whole, can achieve.

5 Words: "All Men are Created Equal" - The opening of the Declaration of Independence written by Thomas Jefferson in 1776, states: "We hold these truths to be self-evident, that all men are created equal." This idea expresses the very basis of American Democracy, it is one of my core beliefs, and it will be practiced by all in this Command. I charge my leaders - officers, civilians, staff NCOs, and NCOs - to ensure all members of the Command have the OPPORTUNITY to succeed and to reach their full potential no matter what their race, religion, sex, nationality, or natural abilities.

4 Words: "In the Beginning God" - Every Marine, Sailor and Civilian believes in something, regardless of religious orientation. Developing those spiritual beliefs meets a basic need common to all members of this Command - a need that, along with the mental and physical aspects of professional development, results in individuals who are emotionally prepared to meet the challenges of our service. I charge all my leaders with encouraging their Marines, Sailors and Civilians to practice their faith and/or pursue their beliefs in a search for truth and self-enlightenment. We have a base Chaplain charged with this mission and with continuing to develop the Command Religious Program in an effort to foster and support that search.

3 Words: "I Love You" - What we do as Marines, Sailors and Civil Servants requires love of family, country, and Corps. We consider those Marines, Sailors and Civilians around us as being our extended family, especially while deployed. Just as with our family at home, it is often difficult to show the patience, kindness, unselfishness, truthfulness, and endurance necessary to maintain this love. This love is a conscious choice made and maintained regardless of the actions of others who may be selfish or cruel. I challenge all of us to make this decision and, more importantly, maintain that decision throughout our duties, regardless of the difficulty. This love has moved Marines and Sailors over the past 236 years to lay down their lives for their fellow service members. My hope is that none of us have to make this supreme sacrifice but my expectation is that all of us use the power of our love for one another to carry us beyond our perceived limitations to accomplish great things.

2 Words: "Commitment; Courage" - Our Core Values of Honor, Courage, and Commitment are equally valuable but, without the principles of commitment and courage, we will never obtain honor, which is the reputation and moral identity of you, your section, and the Command as a whole. I expect all personnel in this Command to be committed to having the courage to practice honor. In practical terms, this translates into being committed to making the right decisions for the right reasons at the right time and having the courage - the moral courage - to do so when the decision is difficult or unpopular.

1 Word: "Humility" - We joined the Marine Corps to be one of "The Few, The Proud", not one of "The Few, The Humble" yet humility is the most important principle we must practice. While pride is part of being a Marine, Sailor or Civil Servant, we need to remind ourselves that we entered the military and/or Civil SERVICE - meaning each of us was seeking an opportunity to serve others (our country, family, etc.) and not just ourselves. This was our first step toward humility - the willingness to place others above ourselves. And this is what makes humility a strength and not a weakness - looking out for the interests of our fellow Marines, Sailors, Civilians and the interests of the Command requires commitment and courage, love, faith, and a sense of purpose, all of which have been discussed above. Humility serves the critical function of connecting us to one another and allowing us to trust in each other's abilities, especially when it makes us realize our own limits. Through this process we gain honor, wisdom, truth, and unity. I challenge each of us to humble ourselves so we can more effectively serve our Marines and Sailors, our peers, our families, our country, and our Corps.



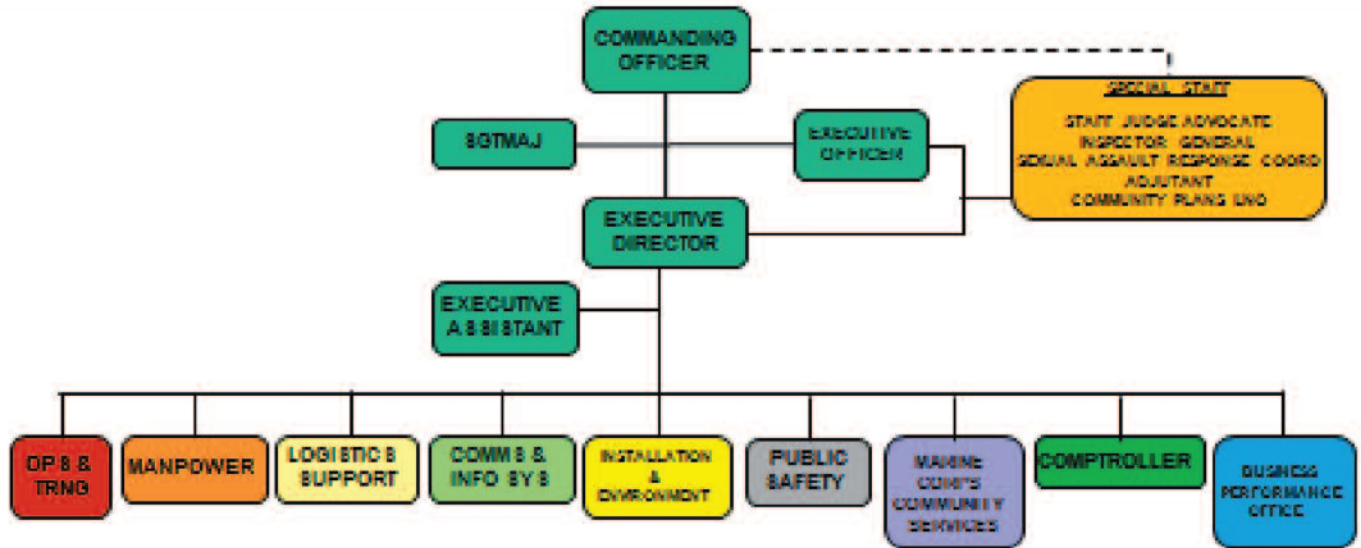
A handwritten signature in black ink that reads "Donald J. Davis".

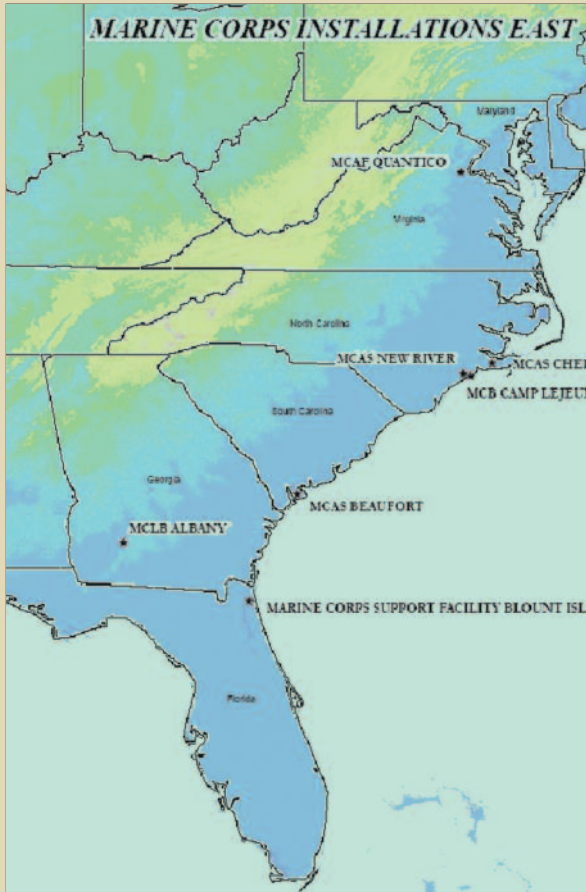
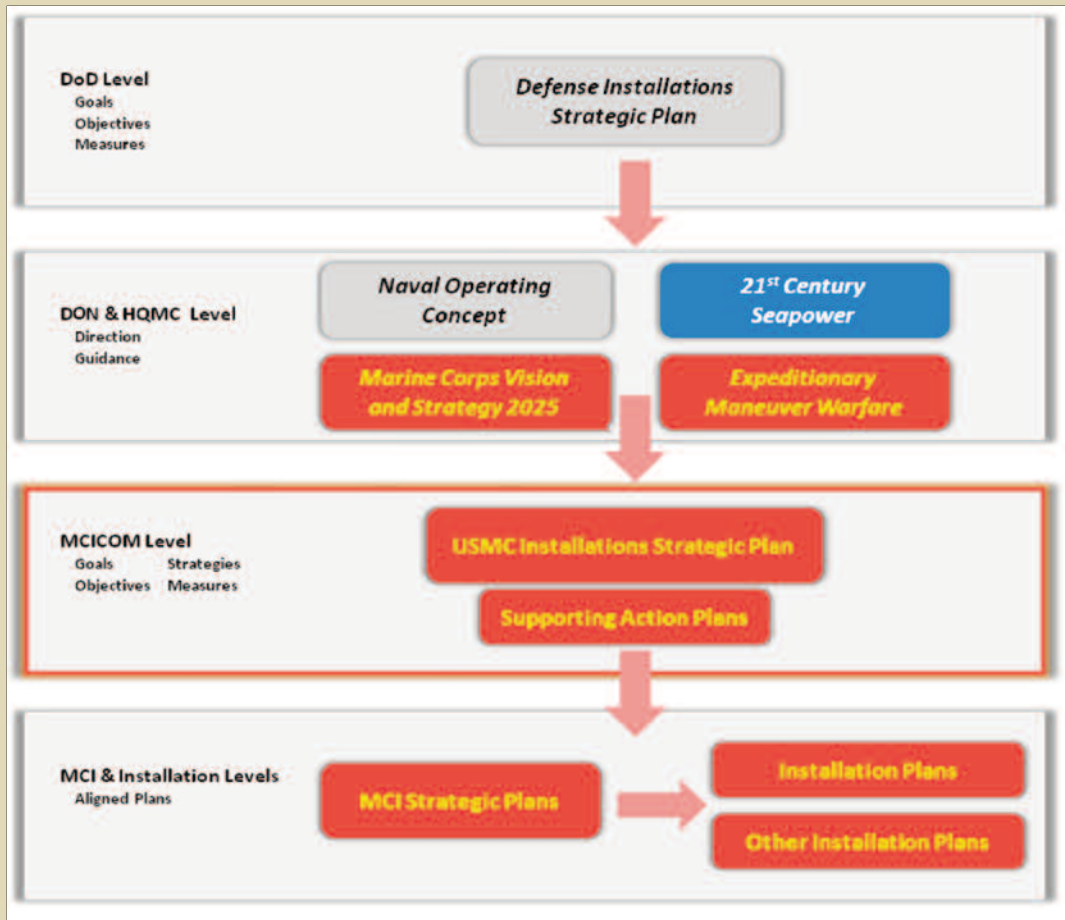
DONALD J. DAVIS
Colonel, U.S. Marine Corps
Commanding Officer





ORGANIZATIONAL STRUCTURE





From MCIEAST Strategic Plan:

Marine Corps Installations East provides management control and oversight for seven Marine Corps bases and air stations on the East Coast.

MCIEAST is comprised of a Headquarters Element located at Camp Lejeune, North Carolina, and the following bases and air stations:

- Marine Corps Logistics Base, Albany, GA
- Marine Corps Air Station, Beaufort, SC
- Marine Corps Support Facility - Blount Island, FL
- Marine Corps Base, Camp Lejeune, NC
- Marine Corps Air Station, Cherry Point, NC
- Marine Corps Air Station, New River, NC
- Marine Corps Air Facility, Quantico, VA

MCIEAST was established Oct. 1, 2005.

The commander, MCIEAST was given the responsibility and the authority to free up resources and return Marines to the operating forces.

The success of MCIEAST will result in redirecting resources to Marine Corps warfighting requirements.

GOAL 1: Maximize efficient use of fiscal resources by reducing our costs, prioritizing requirements and leveraging external resources.

Objectives:

- 1A. Increase use of alternative funding sources
- 1B. Increase effective management of tenant support costs
- 1C. Maintain full-time equivalents
- 1D. Maintain accuracy of financial management records
- 1E. Maintain outstanding commitments
- 1F. Maintain outstanding advances
- 1G. Maintain outstanding travel orders
- 1H. Maintain unliquidated obligations

Critical Success Factors:

- * Understand what money is available
- * Understand customer-provider roles and responsibilities
- * Know who we support, level of service provided, associated service costs and frequency of service provided
- * Create a continuous and ongoing validation of customer requirements

Strategies:

- * Develop support catalog to increase customers' and workforce's understanding of our services and support costs and improve our ability to manage their expectations
- * Proactively research and identify potential opportunities for using alternative funding sources

Measures:

- * % External funds received above funding authorizations
- * % Accuracy in providing cost estimates to customers
- * % Filled positions to full-time equivalent authorized
- * % REA satisfactory inspections resolved within 30 days
- * % Outstanding commitments less than 90 days old
- * % Outstanding advances less than 30 days old
- * % Outstanding travel orders greater than 30 days old
- * % Outstanding liquidations greater than 90 days old

GOAL 2: Maintain a skilled workforce capable of meeting all challenges.

Objectives:

- 2A. Reduce vacancy fill rate**
- 2B. Position description accuracy rate**

Critical Success Factors:

- * Have employees' individual development plans that identify and address their specific strengths and weaknesses**
- * Have available the most cost efficient training resources**
- * Know Communities of Interest requirements for each series**
- * Position descriptions must be correct and accurate**
- * Staff workload and required skills are properly documented**
- * Workforce leaders (division leaders) will provide professional development and career enhancement guidelines to staff**

Strategies:

- * Implement a human resources (manpower) management plan to sustain a qualified, trained workforce**
- * Revitalize command injury compensation program to increase the use of the Return-to-Work Program**
- * Tie annual training plans and funding to civilian employees' skills requirements in alignment with COI**
- * Develop communication plan to market and better educate our workforce on our standard levels of support and increase their understanding of our processes**

Measures:

- * # Average days between "fill/recruit" request and "entrance on duty" of employee**
- * % Position descriptions greater than five years of age**

GOAL 3: Promote effective, efficient and customer-focused business practices through deliberate planning and execution and effectual communication with our customers.

Objectives:

- 3A. Reduce resource intensive processes
- 3B. Reduce rework
- 3C. Increase customer satisfaction rating

Critical Success Factors:

- * Know total cost of ownership for all services, including process costs
- * Understand voice of the customer
- * Know regional benchmarks
- * Know and understand what makes up the information technology portfolio
- * Know and practice effective and comprehensive staffing processes

Strategies:

- * Develop a service catalog to increase customers' and workforce's understanding of our services and support costs and improve our ability to manage their expectations
- * Develop a communication plan to market and better educate our workforce on our standard levels of support and increase their understanding of our processes
- * Utilize continuous process improvement to reduce process costs and increase customer satisfaction
- * Consider the needs of all our customers
- * Develop a customer-focused communication plan to better explain "what we do"
- * Develop an information technology working group which includes cross departmental subject matter experts to identify high cost drivers, reduce unit costs and identify potential technical solutions
- * Develop a portfolio management team to address the technical and financial considerations of individual technical solutions
- * Implement technology solutions, where feasible, to address labor intensive process challenges
- * Implement and utilize effective staffing procedures

Measures:

- * % Resource savings
- * % Customer satisfaction ratings greater than 89 percent

GOAL 4: Maintain a safe and secure installation by developing and implementing a safety plan and an all-hazards approach plan.

Objectives:

- 4A. Reduce Total Case Incident Rate and Days Away From Work, Restricted Duty, and Job Transfer rates to below the North American Industry Classification System average**
- 4B. Reduce identified safety hazards**
- 4C. Re-evaluate identified vulnerabilities annually, or as the situation dictates**

Critical Success Factors:

- * Effective safety program**
- * Educated and well-equipped workforce**
- * Effective mission assurance program**
- * Adequate resources**
- * Conduct vulnerability assessments annually, or as situation(s) dictate(s)**

Strategies:

- * Implement Voluntary Protection Program to achieve Occupational Safety and Health Act Star Status and sustain Voluntary Protection Program Star recognition**
- * Revise fire prevention inspection program to reduce potential fire hazards**
- * Conduct vulnerability risk assessments to identify all hazards and utilize risk management to develop mitigation strategies**
- * Utilize management plans to effectively prepare, respond and recover in emergency response efforts**

Measures:

- * Monthly NAICS rating**
- * % Workplace hazards abated in 30 days or less**
- * % Vulnerability assessments**

GOAL 5: Achieve and maintain status as the Marine Corps' premier "green" base by exceeding all energy mandates and environmental compliance directives.

Objectives:

- 5A. Reduce potable water consumption relative to the 2007 baseline
- 5B. Reduce energy consumption relative to the 2003 baseline
- 5C. Divert nonhazardous waste by 2015
- 5D. Increase renewable energy consumed
- 5E. Reduce vehicle petroleum consumption from 2005 baseline

Critical Success Factors:

- * Personnel education and participation
- * Know and understand mandates
- * Maintain current knowledge on public and private research and development best practices
- * Identify/use the right energy and environmental tools

Strategies:

- * Develop and annually revise cross departmental energy campaign plan to ensure mandates are exceeded
- * Utilize Utilities Conservation Advisory Board to oversee energy campaign plan initiatives implementation and ensure program sustainment
- * Implement policies shaped to support our customers

Measures:

- * % Thousand gallons reduced
- * % Million British thermal units/thousand square feet reduced
- * % Tons of recycled nonhazardous waste
- * % Renewable energy production
- * % Reduction in vehicle petroleum consumption

GOAL 6: Maximize local community and base partnerships in order to capitalize on mutually beneficial opportunities by increasing interactions.

Objectives:

- 6A. Increase distribution of the commander's message/voice**
- 6B. Increase opportunities for participation in exercises and training**

Critical Success Factors:

- * Host events people want to attend**
- * Supportive source of supply (the right publisher for *The Emblem*)**
- * Select mutually beneficial opportunities for partnerships with local community**

Strategies:

- * Establish a community relations board to further improve our partnership with the community**
- * Develop a communication plan to gauge public perception of the base**
- * Develop a crisis management working group with the community to improve coordinated responses to natural disasters and terroristic attacks**
- * Utilize Civilian Human Resources Office-Southeast and local educational institutions to explore and identify potential alternative training solutions**

Measures:

- * % of events and invitations extended**
- * % of request and events accepted**

SUPPORTING PLANS

35th Commandant's Planning Guidance 2010

Marine Corps Vision & Strategy 2025

USMC Installations Strategic Plan January 2012 (link is to draft document; revise MM/YY link when document is published)

Marine Corps Installations East Strategic Plan 2008-2013

**References provided by MCLBA Strategic Planning Committee Members
(This file needs to be edited for value as a supporting plan reference.)**

**Suggestions listed below from last Strategic Plan (2008-2012).
Recommend hyperlinks be included.**

Critical Infrastructure Protection Plan

Environmental Management System

Facilities Master Plan

Human Resources Management Plan

Integrated Natural and Cultural Resources Plan

Pollution Prevention Plan

Workplace Safety Plan



Dubber's Oak commemorates the effort of Marine Col. A.E. Dubber, the liaison officer for construction when the base was being built, to preserve as much of the area's natural environment as possible, especially the trees. The base's many Live Oak trees, Magnolias, Southern Pines and Cypress trees at the Indian Lake Wildlife Refuge give military personnel and base employees a sense of the area's rich woodland and wildlife preservation heritage.