

Strategic Plan
Marine Corps Air Station
Iwakuni, Japan
2005-2007

A collage of images showing military personnel, a child, and an aircraft. The top left shows a man in a military uniform. The top right shows a man in a military uniform. The bottom left shows a child in a military uniform. The bottom right shows a child in a military uniform. The background is a light blue sky with mountains.

Installation of Choice
Committed to Excellence

***MCAS Iwakuni provides support to U.S. and Allied interests
safely, effectively, and efficiently through a unified effort***

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Strategy Letter from the Commanding Officer



Marine Corps Air Station Iwakuni, Japan is a vital, forward deployed air support base that is an essential element of the Marine Air Ground Task Force of the III Marine Expeditionary Forces. MCAS Iwakuni's daily obligation is to support US, and Allied Operating Forces so these forces can effectively execute any assigned operational mission. Our Installation services and business processes demonstrate a mission focus and commitment to excellence in all that we do.

MCAS Iwakuni's Strategic Plan establishes our philosophy regarding current and future mission support. The vision requires the dedicated focus of all. Its attainment will raise MCAS Iwakuni to a standard upon which others within the Pacific Theater are compared.

Our aim is to be the "*Installation of Choice*" for our resident community, tenant units, units that deploy here, visiting US and Allied aircraft, higher Headquarters, and mission or support requirements as may be assigned. Our focused processes and targeted improvement measures will clearly establish MCAS Iwakuni as a benchmark. Because we continually evaluate our management processes, make the most of resources and special capabilities, and are vigilant in our duty to the environment and to the host country, we will achieve this vision in all respects.

We must be committed to the highest quality of life and work that we can bring to our service members, family members, and the community, while remaining "*Committed to Excellence*" in our off-duty interests as well. Being a member of this community involves the acceptance of personal responsibility and ownership of all that we do. This responsibility encompasses the obligation to safely and effectively perform the mission and make MCAS Iwakuni a better place. This plan establishes our top priorities and the key principles that guide our daily interactions and serve as our bedrock. Living these principles and focusing on these priorities will support decision making at every level.

Our Strategic Plan is directly linked to higher Headquarters plans. Identical to the higher HQ plans, we are focused on our mission, people, business processes and resources management, and dedicated to continued progress toward excellence. It is the guiding document for the development of Departmental Strategic Plans and the performance scorecards that identify specific action elements and measures to demonstrate our movement toward the goals. It is our identified agenda to enable us all to reflect on the strategic while engaged with the day-to-day operations.

We can anticipate continuing resource constraints and increased operational tempo, but I am confident that when you take this plan as your own, our collective teamwork will overcome any potential challenges that may lie ahead.

We cannot do this without your participation and dedication. **WE MUST DO THIS TOGETHER.**

/S/

Colonel Michael A. Dyer
Commanding Officer
Marine Corps Air Station Iwakuni, Japan

MCAS Iwakuni Vision and Mission

Installation of Choice Committed to Excellence

Marine Corps Air Station Iwakuni, Japan



MCAS Iwakuni will build towards our vision through targeted improvement programs focused on creating excellence in all of our mission related actions and activities. This pyramid depicts our mission as the foundation of our existence. Through our mission-related actions we prove our value, but mission improvement begins when we measure our processes, target our objectives, and review our performance as it relates to the goals we have set for ourselves. Goals attainment leads us to vision attainment. We are guided by our principles and our priorities.

FIGURE 1.

OUR GUIDING PRINCIPLES

OWNERSHIP: An attitude that integrates the highest standards of excellence with accountability.

Simply stated, we will treat everything as if it is ours – and special. We are proud of what we have and want others to experience just how good we are. We own the products and services we provide and take full responsibility for them.

TEAM BUILDING: Respect and value all. Integrate each member of the command and community in daily operations.

We are a team and not in this alone. Our diversity makes us stronger and our many experiences help to build a better customer solution.

MISSION FOCUS: Achieve operational goals through unity of effort.

Our Installation offers significant mission support services to the MAGTF and others within DoD. It is our identified aim to be the air station of choice within the Pacific Theater. We will never forget our primary dedication to the Marine Corps, but we also understand that our ability to effectively and efficiently support the Marine Corps is also directly transferable to others who require similar support.

BEHAVIOR: Make words and actions a positive reflection of our organization. Actions matter.

We are accountable for our actions and we take full responsibility for them. What we do reflects on our shipmates too.

SAFETY: Integrate Operational Risk Management (ORM) into all processes.

It is ever important to be aware and vigilant in all that we do. The safety principle encompasses a way of life that involves taking personal responsibility for working and living in a safe environment. Safety and security is a direct responsibility we all share.

CORE VALUES: Adhere to highest standards of moral and ethical conduct by living the core values of honor, courage, and commitment.

Core values are a part of all activities we engage in. There is no scenario that justifies the lessening of these core values. This Installation does not operate in gray areas.

INNOVATION: Foster an environment that encourages open exchange of ideas.

The pace of change within DoD is rapid, and requires our focus on continuous improvement. To do this, we must utilize the tools and the resources we have. One of these resources is our ability to openly and honestly involve others. Innovation begins with an idea that is nurtured and developed with input from other perspectives.

EFFICIENCY: Right personnel, right equipment, right place, right time

We will focus attention on our programs to ensure that they are relevant and that they provide the right services to the right people, when and where they need it. We understand that we work in a customer directed support arena and our aim is to provide the best - so that our customers can do their best.

MENTORSHIP: Foster the development of positive knowledge, skills, attitudes and relationships. Prepare tomorrow's leaders today.

Knowledge sharing is a force multiplier. The development of everyone on our team is everyone's duty.

Station Priorities

1. Anti-terrorism/Force Protection & Safety - Protect and preserve life and property

The War on Terrorism is global – the front line is everywhere. We will be aware of our surroundings and we will mitigate our risks

2. Quality Life, Quality Work - A balanced combination that demonstrates our commitment to people and mission

We will do all that we can to make quality of life a reality in every respect. Through our commitment to our people, we will be assured that our people will have a commitment to our mission.

3. Current Readiness - Ensure capabilities to perform the mission

We will ensure that the resources and the tools for the job are made available when and where they are needed. Tools include training and development, as well as technology and industrial resources.

4. Manpower/alignment of function and personnel - Deliver the right skills, at the right place, at the right time

The rapidly changing world of today coupled with the changes in mission support activities and resources realignments causes us to constantly reappraise our alignment of personnel. It is our responsibility to keep up with our job. This often means learning new things and doing different things.

5. Future Readiness - Prepare for tomorrow. Request and develop our capabilities accordingly

All Station personnel are charged with making this Station a better place for those who follow us. When we are doing our job, we must seek to improve our processes.

6. Community Relations - Establish/maintain trust and communication

Our community is not something that is either inside or outside the gate. We understand that we have an obligation to the greater community in which we live. Community relations are a collective responsibility.

Our Station priorities overlay all aspects of our daily activities. Having these priorities helps us to consider the impact our actions and interactions have on these important key areas. When making budget and funding decisions, when making resource allocation decisions, when making functional program decisions, or when making personal decisions, we will consider how our decision relates to these priorities.

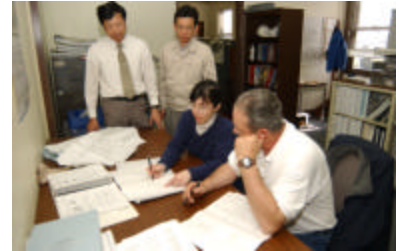
OUR GOALS

GOAL 1 – Demonstrate Excellence

Objectives:

1. Illustrate our commitment to excellence and cultivate interest.

Our actions will show we are committed. Embracing the interests of our community, we will incorporate the vision of MCAS Iwakuni in everything we do. We will share our goals and accomplishments, validating our commitment.



2. Maximize cross-departmental cooperation and coordination to attain both current and future requirements.

Everything we do involves more than one department. Success is achieved through unity of effort.

3. Utilize measurements and feedback for process improvements and growth.

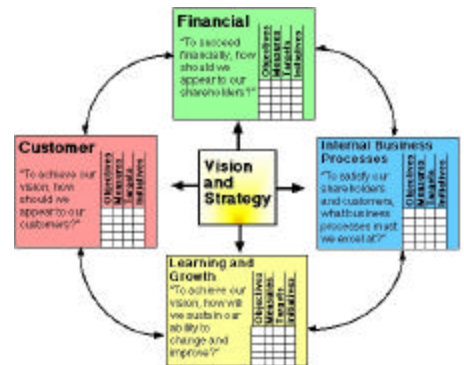
Individual departments select measures best representing their most important qualities and performance metrics. Measurements and feedback processes follow the “balanced scorecard” concept incorporating four fundamental areas.

Customer – Listen to the customer.

Internal Processes – Measure execution of mission critical processes.

Learning & Growth – Quantify developmental efforts.

Finance – Report the effectiveness and efficiency of resource management efforts.



4. Identify requirements, manage financial resources, execute responsibly.

Proactive and accurate planning of requirements is essential. Efficiently and effectively manage resources.

GOAL 2 – Invest in Each Other

Objectives:



1. Develop trust and loyalty through open and honest communication.

Iwakuni offers tremendous cross-cultural opportunities. It is vital we take maximum advantage of all experiences and perspectives.

2. Strengthen our inherent ties to the Japanese community.

Our ties with the local community are a major link to how we conduct our business. Activities range from personal friendships to organized joint events.



3. Both individually and corporately, every person is a valued asset. Preserve our assets.

We are responsible for each other. It is our duty to prevent mishaps, manage risks, and preserve resources.

4. Foster, develop, educate, and mentor our work force to institutionalize ownership and preferred customer service.

Everyone needs to understand their job, the service or support they provide, and how they contribute to the vision. Personal and professional development is required.



5. Work smart and empower your people.

Teach people to focus on our goals and lead in our absence. Create a positive work environment enhancing job satisfaction. Leadership and ownership will ensure mission success.

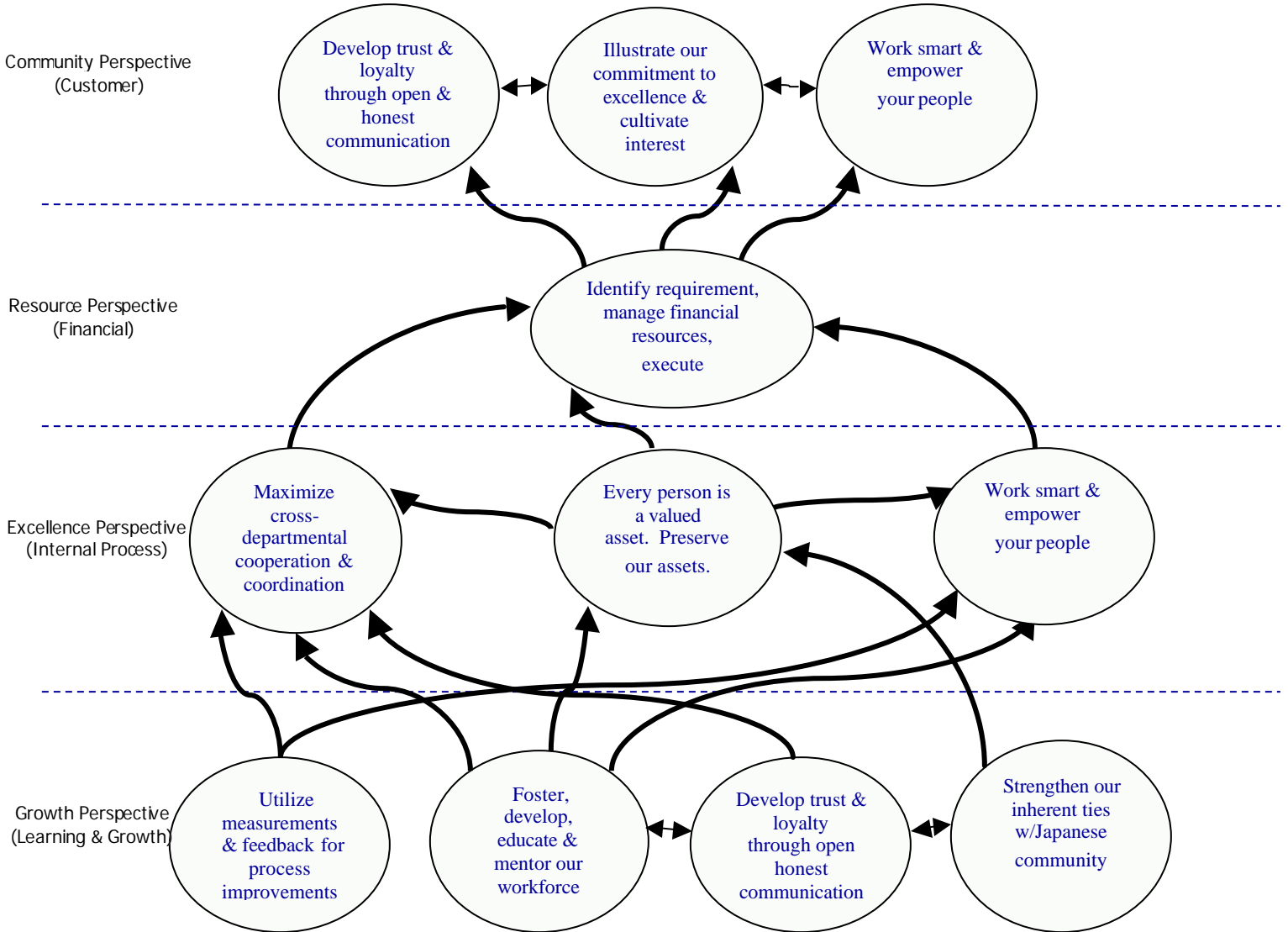
**** MCAS IWAKUNI'S STRATEGY MAP ****

Installation of Choice - Committed to Excellence

**DEMONSTRATE
EXCELLENCE.**

**INVEST IN
EACH OTHER**

Achieving Our Vision



This is our strategy map. It is meant to be a graphic depiction of the cause and effect interrelationships our objectives have to each other, as well as how all of these are linked directly to the overall achievement of the goals and the vision. They also illustrate how each of them can be viewed in the context of the balanced scorecard perspectives of learning and growth, internal processes, financial, and customer.

Figure 2

ABOUT MCAS IWAKUNI



Iwakuni is situated in the easternmost part of Yamaguchi and on the west coast of the Aki-nada in the Seto-Inland Sea. A warlord in the Kikkawa family built Iwakuni Castle early in the 17th century, but it was demolished under order of the Tokugawa Shogunate 7 years later. The castle was reconstructed in the middle of the 20th century.

The Kintai-kyo Bridge, the symbol of Iwakuni, spans the Nishiki River that runs through the city.

Measuring about 200 meters in length and 5 meters in width, this wooden quintuple arched bridge is a unique non-nailed assembly of timbers and it is known as one of Japan's three great bridges.



Admiral Yamamoto
in front of bldg 360

Sept 1941

July 8, 1940, Marine Corps Air Station Iwakuni Japan was originally established as a Japanese Naval Air Station. During World War II the Air Station was used as a training and defense base. More than 100 Japanese Zero fighter planes and 96 trainers were stationed here, as well as a branch of the Etajima Naval Academy. Allied forces bombed Iwakuni in May and August 1945. The final air raid on NAS Iwakuni came to a close one day prior to the end of World War II.

The first allied troops to reach Iwakuni were United States Marines who brought papers for the Japanese to sign, ending the conflict here. Following the end of World War II, various military forces from the United States, Australia, Britain and New Zealand occupied the Base. In 1948, Iwakuni was designated a Royal Australian Air Force Base.



United Nations forces later arrived in Iwakuni in 1950 at the start of the Korean Conflict. UN pilots flew daily missions supporting the front line troops in Korea. Iwakuni's strategic closeness allowed them to return each night to refuel and rearm. It was then that Iwakuni was referred to as the "Gateway to Korea."

The U. S. Air Force took command of the Air Station on April 1, 1952 and began the work of improving base facilities. A few months later, the U. S. Navy gained command of the Air Station, paving the way for the arrival of the First Marine Aircraft Wing Headquarters. A large area on the north side of the Air Station was procured to make way for more than 2,500 Marines.



Ten years later, the 1400-acre Station was designated a Marine Corps Air Station. Since 1962, continuous construction and renovations have been underway to include a new fitness center, food court and family housing units. Today the Air Station has about 10,000 service members and Japanese employees who work and live either on base or nearby.

MCAS Iwakuni is currently working on a runway relocation project. The ten-year project will reclaim 1/2 mile of the Seto-Inland Sea by 2009 giving the Station a larger, safer runway.

Excavation of Atago Mountain in Iwakuni City provides fill material for the project and conveyors move this fill material to a barge for transport to the site.

Tenant Units Aboard MCAS Iwakuni

MCAS Iwakuni supports several tenant units to help enable them to accomplish their mission. Marine Air Group 12 has its Headquarters here, as do several other operational commands.



Marine Aircraft Group 12 contains the rotary and fixed wing aircraft assets of Marine Corps Air Station Iwakuni. Known as "The Ready Group," MAG-12 is home to four flying squadrons and a logistics squadron. There is one permanent flying squadron based here at Iwakuni, and the other flying squadrons rotate into Iwakuni on the Unit Deployment Program.

Marine Fighter Attack Squadron 212, nicknamed the Lancers, is the only permanent F/A-18 Hornet fighter squadron stationed aboard.



Marine Aviation Logistics Squadron 12 provides logistics support, guidance, and direction to MAG-12 and other commands aboard the Station.

MWSS-171 provides essential Aviation Ground Support to the Station. Nicknamed, "America's Squadron," they provide many unique services to Iwakuni personnel.



Combat Service Support Detachment 36

CSSD-36 performs sustained combat service support to Fleet Marine Force organizations at MCAS Iwakuni, and other geographical locations as directed by the Commanding General, 3d Force Service Support Group.

