UNITED STATES MARINE CORPS
MISSION STATEMENT

The Marine Corps has been America’s expeditionary force in readiness since 1775. We are forward deployed to respond swiftly and aggressively in times of crisis. We are soldiers of the sea, providing forces and detachments to naval ships and shore operations. We are global leaders, developing expeditionary doctrine and innovations that set the example, and leading other countries’ forces and agencies in multinational military operations. These unique capabilities make us "First to Fight" and our nation’s first line of defense.
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Investing in Marines for duty, home, and self

MCCS MARKETING DIVISION

Bldg 1100
Camp Pendleton, CA 92055
(760) 763-6052
mccsCP.com/marketingplan
Corporate Sponsorship: mccsCP.com/AdSales
MARINE CORPS INSTALLATIONS WEST

MARINE CORPS INSTALLATIONS (MCI) WEST
MCI West was established as a Regional Headquarters in 2006 with Marine Corps Base Camp Pendleton, Marine Corps Logistics Base Barstow, and Marine Corps Air Stations Miramar, Yuma, and Camp Pendleton as subordinate installations. Three other California bases, Marine Corps Recruit Depot, the Marine Corps Combined Arms Training Center Twenty-nine Palms, and the Marine Corps Mountain Warfare Training Center at Bridgeport, are part of the service level training establishment, and they are assigned to the Marine Corps Training and Education Command and supported by MCI West. These eight bases and stations make up the Marine Corps’ Southwestern Range and Training Complex.

This complex now contains more than 85% of the DoD Special Use Airspace and 67% of the USMC Live Fire ranges. In addition to the use of training areas and ranges at these installations, public and private lands are occasionally used to mitigate training land shortfalls or to meet specific training requirements. This allows Marine forces to conduct the full spectrum of operational missions, thereby maximizing mobility, communications, and the employment of a variety of advanced systems necessary for conducting expeditionary operations.
MARINE CORPS BASE (MCB) CAMP PENDLETON
Since its establishment in 1942, MCB Camp Pendleton has occupied 125,000 acres of largely undeveloped land with more than 17 miles of coastline. Located in the northwestern corner of San Diego County, it is the only Marine Corps West Coast expeditionary/amphibious training center.

Camp Pendleton is home to more than ten operational tenant commands including:
- I Marine Expeditionary Force (1 MEF)
- 1st Marine Division (1stMARDIV)
- 1st Marine Logistics Group (1st MLG)
- The School of Infantry (West)
- Assault Amphibious Schools Battalion
- Marine Corps Special Operations Command (West)
- Marine Corps Tactical Systems Support Activity
- Assault Craft Unit Five (USN)
- Field Medical Training Battalion (USN)
- Naval Hospital Camp Pendleton (USN)
- Weapons Field Training Battalion (MCRD San Diego)

Camp Pendleton is one of DoD’s busiest training installations. The base’s varied topography, combined with its amphibious training areas, inland training ranges and airspace, offers maximum flexibility for Marine Air Ground Task Forces and other service units that require a realistic combat training environment. Each year more than 43,000 active-duty and 26,000 reserve military personnel from all services use Camp Pendleton’s many ranges and training facilities to sharpen their combat skills. Camp Pendleton’s proximity to a variety of military units, including air elements and naval forces, allows for frequent and sustained training of this nature. The mild weather of the region provides an ideal training environment for amphibious, ground, aviation, and joint operations.

In addition to being the home of I MEF, Marine Corps Base Camp Pendleton is the Corps’ premier amphibious training base. Within its 200 square miles are:
- 95 live fire ranges
- 38 training areas
- 5 training beaches
- 3 sea space areas
- 9 impact areas
- 13 urban training facilities
- 4 separate blocks of restricted airspace
Camp Pendleton offers state-of-the-art facilities and technologies such as:

- Infantry Immersion Trainer
- Improvised Explosive Device (IED) Training Lanes
- Combat Convoy Simulator
- Tactical Video Capture System
- Live-Fire Convoy Course
- Combined Arms Raid Facility
- Close Air Support urban target sites
- Combat towns
- Industrial urban training facility
- Numerous smaller urban training sites

Camp Pendleton has an estimated daily population of approximately 85,000. This estimate includes the 43,000 service members assigned to units on base, the 4,000 civilian employees employed at various commands, military family members residing in base housing, and daily visitors, such as construction and service contractors, product vendors and delivery personnel, military family members who reside off-base, military retirees and their family members, as well as other guests and visitors. Camp Pendleton has more than 18 barracks areas where single Marines live and work and over 7,300 family housing units; the base offers multiple retail and food services, as well as indoor and outdoor recreation. Camp Pendleton also operates its own water treatment facilities, landfill, and fire and police services.

As part of a regional construction program, Camp Pendleton has more than 200 construction projects totaling over $750 million dollars. These military construction projects include new facilities and infrastructure improvements, which include roads, modernized utilities, renewable energy, operations and training ranges, administrative, maintenance, warehousing, galley, retail, and troop housing.

The 500,000 square foot Naval Hospital, located near the main gate and commissary, was officially opened and began serving more than 150,000 Marines, family members, and retirees.
ABOUT MCCS

Marine Corps Community Services (MCCS) programs are vital to mission accomplishment and form an integral part of the non-pay compensation system. These programs encourage positive individual values, personal development, and aid in recruitment and retention of personnel. The MCCS programs provide for the physical, cultural, service and social needs of Marines and other members of the Marine Corps family. They also provide community support systems that make Marine Corps bases/stations temporary hometowns for this mobile population.

The MCCS Mission is to make significant lasting contributions to combat readiness through the personal and family readiness of our Marines and their families. MCCS maintains mission readiness and productivity through programs that promote the physical and mental well being of all members of the Marine Corps including active duty, reserve, retired, and civilian.

MCCS is comprised of exchange activities, recreation programs and family services activities. The term MCCS includes all programs/activities under these areas unless stated otherwise. Since there are funding restrictions that apply through both policy and public law for certain programs/activities, a distinction must be made. There are those activities that are totally supported by appropriated funds (APF) - tax dollars directed by Congress to the specific MCCS level activity and those that are authorized support from both APF and non-appropriated funds (NAF) - profits that are derived from retail, services and recreational activities within each base or station level command.

Components of MCCS include Marine and Family Programs, Semper Fit, Food, Leisure, Hospitality & Services, and Retail.

MCCS is a large, diverse organization within the Marine Corps whose sole mission is to enrich the lives of every Marine, Sailor and family member serving aboard the base. This involves more than 80 comprehensive programs.
MCCS MISSION & VISION
MISSION

TO INVEST IN MARINES FOR DUTY, HOME, AND SELF

The implied mission is: To support the mission assigned to the United States Marine Corps.

Our specific mission defines who we are and why we are here. For a mission to be meaningful, it should be succinct, memorable, and serve to align every single person in the organization to what they do and why they do it. The mission of all those assigned to provide business and support services is: Investing in Marines for duty, home, and self.

This mission reflects our calling, whether we directly support Marines or indirectly support internal customers who support Marines. It represents a commitment to continuously invest in the total well-being of our Marines and families. We always start with duty first. It is why we are here, to support the Nation’s force in readiness.

Home is a pivotal nucleus, a center of gravity to a Marine’s well-being. Marines are always leaving home, coming home, starting a new home, or in a temporary home. Our programs and services are at the core of these intersections. Investing in self is about opportunities for continuous improvement in mental, spiritual, social, and physical preparedness.

The mission is best accomplished by ensuring strong, enduring and sustainable business operations that are supported with secure funding streams and accurate revenue projections. This will empower us to provide exceptional business programs and MWR activities to Marines and their families where they work and where they live.
VISION
Our vision is an aspirational statement of what we desire to be and is grounded in the belief that it is within our ability to reach. It is not where we are today, but it is the direction in which we are moving for tomorrow.

The iconic business force of the Armed Forces

To some, our vision may appear to be grandiose, but we will challenge ourselves to be as bold in business as our Marines are in battle. The feeling of pride one has when seeing a Marine in dress blues is the same type of pride we wish to have for all the programs we provide. Yes, the bar is high. We support those who protect our Nation. If we operate a program, business, or support service, we should aspire to be the best, to dominate in that space. If we can’t, we should have the courage to find innovative, alternative solutions with vendors or community partners, always with the Marine at the center of the lens.

If we apply our talent and fiscal resources with the same commitment as does our Marine Corps, the only possible outcome is for us to become the best at what we do. This should be measured by competitive industry benchmarks in the lines of business and the support services we deliver. Like our uniformed Marines, we need to be Always Faithful and endeavor to further burnish the Eagle, Globe and Anchor. The inevitable result will be attainment of our shared vision. Two actions will guide us toward accomplishment of our vision: Anticipate and Dominate. While we will react with agility when we must, our expected behavior will be to develop such a deep sense of our enterprise and the needs of our customers that it becomes second nature for us to anticipate needs and plan for resolutions. Likewise, once we make a decision, we will drive our performance to a level of quality, quantity, or improved customer relationship management that causes us to dominate in that space. Lastly, our vision can only be achieved through unity, as an enterprise, aligned for the best solutions for Marines.
OUR VALUES

Our values are the attributes we want our entire workforce to live and breathe. They represent the integral culture that will position us for success in achieving our mission and vision. Our values will govern daily activities and will be reflected in every decision-making process.

ACCOUNTABLE. BOLD. CONNECTED.

ACCOUNTABLE means that at every level of our enterprise, be it a senior executive, a program manager, or an individual employee, we will OWN results. We will be accountable for the quality of the products, services, and support that we provide or fail to provide. We will accept responsibility for addressing every issue brought to our attention by both our internal and external customers. We will ensure that all available resources are prioritized and executed appropriately in order to advance the mission. We will take responsibility for, and be accountable to, outcomes and results. Finally, we will be accountable to those we serve.

BOLD means we will confidently and courageously take risks with a temperament to cope with uncertainty and ability to deal with fluid and challenging situations. We will reject the status quo and complacency in all that we do. Good enough is not good enough. We will seize the initiative to improve our delivery of goods and services and seek out every opportunity through innovation. While we will always be good stewards of the resources with which we are entrusted, we will actively seek ways and means to be the best at what we do by leveraging innovation and the speed of deliberative and well-in-formed action.

“The Owner’s Mindset focuses on the long term
And has a strong Bias for speed and action”
-David Collis, Harvard Business School

CONNECTED represents our commitment to those we serve. Our every action will meet the needs of our Marines, their families, Marine Corps agencies, and our colleagues using authentic modernized communication.
The Marine Corps Exchange (MCX) will continue to enhance Active Duty and family members shopping experience aboard Camp Pendleton during 2018.

The San Onofre MCX is under renovation and will offer a shopping environment with new shelving, flooring, interior paint, customer service area, register layout and a reduction in merchandise to meet local customer demand. Other upcoming planned remodels are the 32 Area Stuart Mesa Marine Mart, Beverages, Etc., and Pacific Views MCX Electronics and Cosmetics Departments.

At the MCX Service Stations, fuel pump upgrades and enhancement projects will take place in the 3rd Quarter 2018. All pumps will be replaced with new and improved equipment and stations will be EPA/ARB compliant.

Food, Leisure, Hospitality and Services (FLHS) strives to provide the most relevant facilities and activities aboard Camp Pendleton. The new direct-run Starbucks Coffee at the Pacific Views Event Center opened in February 2017 offering a place for patrons and families to gather, relax and enjoy services and coffee from the famous brand. Conveniently located near housing, the Naval Hospital and Pacific Plaza.

Hibachi-San opened in Pacific Plaza in March 2017. Part of the Panda Restaurant Group, which uses fresh ingredients and prepares all of its entrees on-site, Hibachi-San offers delicious Japanese inspired cuisine in a fast casual restaurant with diverse options in dining.

Stepp Stables increased their herd by 13 horses to expand the lessons and trails program to include Youth Summer Camps and Easter Egg Hunt.

Obtaining a new direct-run food truck, The Grill (on wheels) has a scheduled release date of Spring 2018. Offering similar food items from The Grill at Leatherneck Lanes.

The Pendleton Theater and Training Center is undergoing facility enhancements which include seating replacement, a new snack bar, new flooring, fire suppression system and an exterior marquee. Enhancements will improve the quality of services and amenities that are provided to our community.

The Marine Memorial Golf Course is undergoing extensive renovations on its bunkers bringing it back to the golden era of golf and the original plans set by William Bell. The renovation includes a resurfacing of the Eagle’s Landing patio and relocation of the Pro Shop to allow for a Mulligan’s Grill expansion.

Panera Bread is scheduled to open this year in the Pacific Plaza Shopping Center as an in-direct run business. This popular fast casual restaurant believes in raising, serving and eating food that is good and good for you in a warm, welcoming environment, by people who care. The Camp Pendleton community can enjoy a new choice for breakfast, lunch or dinner.
CAMP PENDLETON FACTS & STATS
GEOGRAPHIC DESCRIPTION
Purchased in 1942 for 4.2 Million Dollars
125,000 Acres/Approx 195 Square Miles

Note: Camp Pendleton is larger than cities of Carlsbad, Del Mar, Encinitas, Escondido, Oceanside, San Marcos, San Marcos, Solana Beach, and Vista combined (118,230 acres, 185 sq miles)

17.5 miles of shoreline
530 miles of roads (paved/unimproved)
3,119 buildings & structures
18 separate cantonment areas
Over 100,000 vehicles and 5,000 motorcycles registered on Base
Located 42 miles north of San Diego International Airport and 88 miles south of Los Angeles International Airport

GENERAL FACTS & FIGURES
7 Base Entry Gates
5 On-Base Public Schools
1 Naval Hospital, plus nine branch clinics base-wide
4 Sewage Treatment Plants
11 Fire Stations
3 Pass and I.D. Centers
1 Pre-Trial Confinement Facility
1 Domestic Animal Control
14 Chapels
13 Mess Halls
13 Fitness Centers (including Wounded Warrior specific rehabilitation gym)
3 Marine Corps Exchange Complexes
18 Marine Mart Convenience Stores
8 Gas Stations
3 Car Wash Facilities
2 Auto Parts Stores
1 Auto Skills Shop (Do-It-Yourself)
20+ Fast Food Restaurants (McDonald’s, Subway, Wendy’s, etc.)
2 Commissary Stores (grocery store services)
2 Landfills (disposing of 35,000 tons of waste per year)
3 Libraries
1 Golf Course, Horse Stables, Movie Theater (undergoing renovations),
  24 lane Bowling Alley, Skeet Range, Paintball Park
2 Recreational Beaches
1 Lake O’Neill (fishing & boating)
6 Child Development Centers (with capacity for over 1,100 children)
105 Certified Family Child Care Homes (with an average of four children each)
3 Recycling Centers
13 Postal Service Centers
13 Barber Shops
4 Dry Cleaning Locations
2 Swimming Pools (all ranks)
6 Single Marine Program Centers
BASE POPULATION
43,000+ Active Duty
36,300+ Family Members
4,000+ Civilian Federal Government Employees
2,350+ Civilian Workers with Non-DOD Tenant organizations (MCCS-affiliated)

AVERAGE DAILY POPULATION = APPROX 85,000+ DAILY VISITORS
(Note: Daily Visitors include construction and service contractors; product vendors and delivery personnel; military family members who live in off-base residences; military retirees and their family members; and other miscellaneous Base visitors/guests. It’s estimated that on any given day, Camp Pendleton may have anywhere from 10,000 - 30,000 additional persons in these various categories aboard the Base.)

ON-BASE HOUSING (MARRIED & SINGLE)
7,300 Units in 21 family housing areas
17,000 Military Family Members living in on-Base housing
18,000 Billeting spaces
34,040 2x0 Perm Party & student bed spaces in bachelor billeting
25,127 Spaces occupied (73% filled bachelor spaces)

Approximately two-thirds of our married service members live off Base

NATURAL RESOURCES
700+ Documented species of birds, fish, reptiles, amphibians & mammals
100 Non-native Bison
800+ Documented species of plants
16 Federally-listed “threatened” or “endangered” species
4 Free-flowing river basins & flood plain areas

BASE UTILITIES
4 Underground Aquifers with Potable Water Supply
2 Water Distribution Systems (w/375 miles of Water Mains)
7,000 Acre-feet of potable water consumed/year
1,200 Acre-feet of recycled water used/year
33 Water Wells / 25 Water Storage Reservoirs
8,000 Service Connections
215 Electrical Substations with 335 miles of electrical distribution lines
53 Sewage Lift Stations with 153 Miles of waste water collection lines
487 Boilers
145 Miles of natural gas lines

LAND USE
Training Areas: 112,999 acres
Cantonment and Developed Areas: 8,000 acres
Out Grants for non-DoD uses: 5,000 acres
CAMP PENDLETON FACTS & STATS

RANGE & TRAINING FACILITIES (For Amphibious, Ground & Aviation Training)

- 3 Dedicated Impact Areas
- 82 Fire Training Ranges
- 52 Firing Areas
- 12 Mortar Firing Areas
- 32 Training & Maneuver Areas
- 12 Live Fire & Maneuver Areas
- 14 Urban Training Facilities
- 4 Amphibious Landing Beaches
- 830 cubic miles of Special Use Airspace

OTHER USERS OF OUR RANGES & TRAINING FACILITIES

- Other Military Services
- Reserves & National Guard
- Federal, State & Local law enforcement agencies (FBI, Sheriff, Police, SWAT)
- Foreign Military Services (Canada / Holland / Japan / India)

OUTLEASES & EASEMENTS TO NON-DOD TENANTS & OTHER USERS

- California Department of Parks & Recreation: 2,000 acres
- San Diego Gas and Electric: 940 acres
- California Department of Transportation: 750 acres
- San Onofre Nuclear Generating Station (SONGS): 400 acres

PUBLIC SERVICE AGENCIES

- Federal Aviation Administration (Radar & NAVAID Facilities)
- Dept of Homeland Security (U.S. Border Patrol Checkpoint)
- California Highway Patrol (Truck Weigh Station)
- North County Transit District (Commuter Rail Maintenance Facility)
- Oceanside Unified School District (3 Elementary Schools)
- Fallbrook Union Elementary School District (2 Elementary Schools)
- Pacific Marine Credit Union (Credit Union Facility)

PUBLIC UTILITY COMPANIES

- T-Mobile / AT&T / Sprint / Nextel / Verizon (Wireless cell facilities)
- Cox Cable (TV & Internet Fiber communication lines)
- Southern California Gas (Natural Gas transmission pipelines)
- MCI / AT&T / SBI / PacBell (Fiber communication lines)
- San Diego Pipeline Company (Liquid Fuel transmission pipeline)
- Kinder-Morgan Pipeline (Liquid Fuel transmission pipeline)
- South Coast Water District (Water transmission line)

PARTNERSHIP WITH LOCAL COMMUNITIES

- Base Reps on seven local Chambers of Commerce (San Clemente, Oceanside, Fallbrook, Carlsbad, Temecula, Murrieta, Vista)
- Base Reps on four local School District Boards (Oceanside Unified, Fallbrook Elementary and High School, Capistrano Unified)
- Base participation in the local high school “School-To-Career” Program
- Base participation in local “Adopt a School” programs
- Support of community events w/Division Band, Color Guard, etc.
CAMP PENDLETON FACTS & STATS

PRINCIPAL BASE OCCUPANTS
1st Marine Expeditionary Force (IMEF) Organizations
Marine Corps Base Commands
Other Marine Corps (non-MEF) Tenant Units
U.S. Navy Tenants
U.S. Army Reserve Tenant
Various Non-DOD Tenants

1 MEF TENANT COMMANDS
1st Marine Expeditionary Force (1 MEF) Headquarters
1st Marine Division (1st MarDiv)
1st Marine Logistics Group (1st MLG)
Marine Special Operations Command (MARSOC)
Marine Aircraft Group 39 (MAG-39)

MCB CAMPEN & OTHER NON-OPERATING FORCES
Marine Corps Base Units (H&S Battalion & Security & Emergency Services Battalion)
School of Infantry
Assault Amphibian School Battalion
Wounded Warrior Battalion
Staff Noncommissioned Officer Academy
Marine Corps Air Station (MCAS) Camp Pendleton
Marine Corps Tactical Systems Support Activity (MCTSSA)
Weapons Field Training Battalion (MCRD San Diego - Edson Range)
Marine Corps Reserve Forces

NAVY TENANTS
Assault Craft Unit 5
Naval Hospital
Naval Dental Center
Field Medical Service School
Naval Expeditionary Medical Training Institute
Naval Aviation Maintenance Training Detachment
Naval Criminal Investigative Service

PRIMARY BASE CAMP AREAS - 18 INDIVIDUAL AREAS
Headquarters Area MCTSSA Las Flores
Mainside “B” Area ACU-5 Las Pulgas
MCAS Camp Pendleton Vado Del Rio Horno
Naval Hospital Margarita San Onofre
Edson Range Chappo San Mateo
MASS-3 Del Mar Talega
MARINE CORPS SNAPSHOT
The Marine Corps is the youngest, most junior, and least married of the military services.
• 66% of Marines are 25 or younger
• 25% of Marines are not old enough to legally consume alcohol
• 40% of Marines are LCpl or below (other Services are between 19% - 23%)
• 42% of Marines are married (next closest is Navy at 52%)
• One Officer per 7.7 Marines (next closest is Navy with one Officer per 4.8 Sailors)

Marine Corps families are “younger” than those of the other military services.
• The average age of Marine Spouses is 29.3 (next closest is Army at 31.5)
• Average age for a married Enlisted Marine 27.8 (average age is 30.7 years old for all other services)
• Average Age of a Marine at birth of first child is 24.2 years old

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<td>Single Marines</td>
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<td>Dual Military</td>
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MARINES AND FAMILY MEMBERS

The Marine Corps is unique from the other services as there are more active duty personnel than family members. There are 184,642 active duty Marines and 170,732 family members: 78,195 spouses, 92,385 children, and 152 parents.¹

MARINES AND FAMILY
(Data Source: TFDW - Jun 2016)

FAMILY MEMBERS BY RANK GROUPING
(Data Source: TFDW - Jun 2017)

When considering the number of active duty Marines and family members, the enlisted ranks account for approximately 83% of the combined population. The ratio of Enlisted Marine and family member to Officer Marine and family member is approximately 5.1:1.¹

¹(Data source: TFDW - Jun 2017).
MARITAL STATUS
As of Jun 2017, 42% of Marines are married
(38.9% of Enlisted Marines and 68.2% of Officers).

PERCENT OF MARRIED ACTIVE DUTY BY SERVICE
Data Source: DMDC - June 2017

The Marine Corps has the lowest percentage of married personnel.

ACTIVE DUTY MARINES & MARRIED MARINES BY RANK
(Data Source: TFDW - Jun 2017)

(Data source: TFDW - Jun 2017)
(Data source: DMDC - Jun 2017)
Of the Marines who were divorced in FY 2016, the overall average age was 29 (average age for Marine Officers is 36 and Enlisted Marines is 28). Approximately 91% of Marines who were divorced in FY16 were enlisted; about half of those Marines were NCOs (14% Pfts - LCpls; 51% NCOs; 26% SNCOs; 9% Officers)\(^3\)

In FY 2016, the divorce rate for Marines with a deployment history was 1.9% compared to 2.2% for Marines with no deployment history. Marines with a deployment history have historically similar divorce rates as Marines with no deployment history.\(^3\)

There was an average of 1.2 children involved in each divorce during FY 2016.\(^3\)

The average Marine family has 1.12 Children.\(^1\) The Marine family is defined as married Marines with a child, married Marines without a child, and single Marines with a dependent child.

The largest group of children is the School-Age group (5-12 Years) with 39,952 children. Of all Marine Corps children, 47% are 5 years of age or younger, compared to approximately 41% for other services.
AGE
The average age of a married Enlisted Marine is 27.8, lower than the other military services.\(^1\),\(^2\)
Of the four services, the Marine Corps has the youngest average age for spouses, 29.3.\(^2\)
The average age at which a Marine has his or her first child is 24.3.\(^2\)

**AVERAGE AGE OF MARRIED ENLISTED PERSONNEL**
*Data Source: TFDW & DMDC June 2017*

Of the overall Marine population, 66% (122,596) of all Marines are age 25 or younger, 23% (45,904) of Marines are not old enough to legally consume alcohol, and 14% (24,937) are teenagers.\(^1\)

\(^1\)(Data Source: TFDW - Jun 2017).
\(^2\)(Data Source: DMDC - Jun 2017).

**AVERAGE AGE OF SPOUSE**
*Data Source: DMDC Jun 2017*

The Marine Corps has the youngest spouses and on average have their first child at a younger age. \(^3\)
SERVICE TRENDS
The Marine Corps has the highest Enlisted to Officer ratio of any of the four military Services.³

ENLISTED MEMBERS PER OFFICER
(Data Source: DMDC - Jun 2017).

ENLISTED YEARS OF ACTIVE DUTY
(Data Source: TFDW Jun 2017)

The total Active Duty force has served an average of 5.1 years, 59% of the total Active Duty force has served less than 4 years.¹
SERVICE TRENDS
Officers have served 10.8 years on average.

OFFICER YEARS OF ACTIVE DUTY
(Data Source: TFDW Jun 2017)

ACTIVE DUTY RANKS BY SERVICE
(Data Source: DMDC - Jun 2017)

Between Jan and Jun 2017, 12,034 Marines had deployed. The Marines who were deployed had 10,933 dependent family members.

<table>
<thead>
<tr>
<th>Location</th>
<th>Active Duty</th>
<th>Activated Reservists</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kuwait</td>
<td>1,174</td>
<td>24</td>
<td>1,198</td>
</tr>
<tr>
<td>Bahrain</td>
<td>727</td>
<td>48</td>
<td>775</td>
</tr>
<tr>
<td>Iraq</td>
<td>650</td>
<td>18</td>
<td>668</td>
</tr>
<tr>
<td>Japan</td>
<td>45</td>
<td>190</td>
<td>235</td>
</tr>
<tr>
<td>Turkey</td>
<td>232</td>
<td>0</td>
<td>232</td>
</tr>
<tr>
<td>Romania</td>
<td>0</td>
<td>185</td>
<td>185</td>
</tr>
<tr>
<td>Germany</td>
<td>76</td>
<td>62</td>
<td>138</td>
</tr>
<tr>
<td>Georgia</td>
<td>6</td>
<td>107</td>
<td>113</td>
</tr>
</tbody>
</table>

The Table above contains each deployment location with more than 100 Marines.
**DEMOGRAPHICS**

**MARINE CORPS**

**GENDER & ETHNICITY**

The Marine Corps has the lowest percentage of female members of any the military services.\(^1\)

**PERCENTAGE OF FEMALE MEMBERS**

*Data Source: DMDC Jun 2017*

![Percentage of Female Members](chart)

**ENLISTED YEARS OF ACTIVE DUTY**

*Data Source: TFDW Jun 2017*

![Enlisted Years of Active Duty](chart)

**MINORITY REPRESENTATION WITHIN THE MARINE CORPS**

The percentages of ethnic minorities are:

- Hispanic: 63.6% of the Marine Corps (9% in 1995)
- Black and African American: 10.3% of the Marine Corps (16% in 1995)
- American Indian, Alaskan Native, Asian, Pacific Islander, Orphans of By Race, Declined to Respond: 8.4% of the Marine Corps (4% in 1995)

\(^1\)(Data source: DMDC – Jun 2017).
ETHNIC DEMOGRAPHICS BY GENDER
(Data Source: TFDW - Jun 2017)

RACE PROFILE BY SERVICE
(Data Source: DMDC - Jun 2017)
Approximately 99% of the Marine Corps hold at a minimum a High School degree or equivalent. 85% of Officers and 3% of Enlisted Marines hold Bachelor’s degrees, Masters Degrees, or Doctorates.¹

¹(Data Source: TFDW – Jun 2017).

MARINE CORPS OFFICER EDUCATION PROFILE
(Data Source: TFDW – Jun 2017).
Unknown education profiles omitted.

MARINE CORPS ENLISTED EDUCATION PROFILE
(Data Source: TFDW – Jun 2017).
Unknown education profiles omitted.

Percentages at 0% truly represent values less than 1%
RESERVES
READY RESERVES
There are 101,751 Ready Reserve Marines.\(^1\)
Percentages by Ready Reserve type are:
Selected Reserve (34.77%):
  • Selected Marine Corps Reserves (SMCR)
  • Individual Mobilization Augmentee (IMA)
  • Active Reserve Marine (AR)
Individual Ready Reserves (62.20%)
Other Reserve Categories (3.02%):
  • Initial Active Duty for Training
  • Under Reserve Contract

SELECTED MARINE CORPS RESERVES
There are 35,383 Selected Marine Corps Reserves, Individual Mobilization Augmentees, and Active Reserve Marines\(^1\)
The SMCR, IMA, and AR are comprised of 12.5% Officers and 87.5% Enlisted personnel.\(^1\)

NUMBER OF SELECTED RESERVE MARINES BY RANKING GROUP
(Data Source: ODSE - Jun 2016).

The overall average age for SMCR, IMA, AR is 27 (25 is the average age for Enlisted Marines while 37 is the average age for Officers).\(^1\)Selected Marine Corps Reserves, Individual Mobilization Augmentees, and Active Reserve Marines NCOs have the greatest number of family members of any ranking group.\(^1\)

\(^1\) (Data Source: ODSE – Jun 2017).

NUMBER OF DEPENDENTS OF SELECTED RESERVE MARINES BY RANKING GROUP

(Data Source: ODSE – Jun 2017).
As of June 2017, 29% of the total SMCR, IMA, and AR are married (23% of Enlisted Marines and 71% of Officers are married). Percentages by rank are:

- 7% of Junior Enlisted Marines (Pvt-LCpl)
- 36% of NCOs (Cpl-Sgt)
- 78% of SNCOs (SSgt-SgtMaj/MGySgt)
- 79% of Warrant Officers (WO-CWO5)
- 53% of Company Grade Officers (2ndLt-Capt)
- 84% of Field Grade Officers (Maj-Col)
- 75% of General Officer (BGen-Gen)

Approximately 99% of the SMCR, IMA, and AR hold at a minimum a High School Degree or equivalent. 84% of Officers hold Bachelor’s degrees, Masters Degrees, or Doctorates.

INDIVIDUAL READY RESERVES
There are 66,864 Individual Ready Reserves. The Individual Ready Reserves are comprised of 4.8% Officers and 95.2% Enlisted Personnel.

The overall average age for Individual Ready Reserve is 26 (26 for Enlisted Marines and 32 for Officers are the average ages). Individual Ready Reserve NCOs have by far the greatest number of family members of any ranking group. As of Jun 2014, 44% of Individual Ready Reserve are married (41% of Enlisted Marines and 49% of Officers are married). Percentages by rank are:

- 38% of Junior Enlisted Marines (Pvt-LCpl)
- 41% of NCOs (Cpl-Sgt)
- 73% of SNCOs (SSgt-SgtMaj/MGySgt)
- 89% of Warrant Officers (WO-CWO5)
- 43% of Company Grade Officers (2ndLt-Capt)
- 75% of Field Grade Officers (Maj-Col)

99% of the Individual Ready Reserves hold at a minimum a High School Degree or equivalent. 91% of Officers hold Bachelor’s degrees, Masters Degrees, or Doctorates.

OTHER RESERVE CATEGORIES
- There are 3,017 ‘Other Reservists’.
- These ‘Other Reservists’ are comprised of all Enlisted personnel, rank LCpl and below.
- The average age of these ‘Other Reservists’ is 20.
- ‘Other Reservists’ have 169 family members.
- As of June 2017, only 3% of the ‘Other Reservists’ are married.
- 99% of the ‘Other Reservists’ hold at a minimum High School Degree or equivalent.

(Data Source: ODSE - Jun 2017).
### Marine Corps Base Population

<table>
<thead>
<tr>
<th></th>
<th>Officer</th>
<th>Enlisted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WEST</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MCLB Barstow</td>
<td>9</td>
<td>66</td>
<td>75</td>
</tr>
<tr>
<td>MCAS Miramar</td>
<td>971</td>
<td>7,689</td>
<td>8,660</td>
</tr>
<tr>
<td>MCB Camp Pendleton</td>
<td>2,761</td>
<td>32,984</td>
<td>35,745</td>
</tr>
<tr>
<td>MCAGCC 29 Palms</td>
<td>749</td>
<td>10,204</td>
<td>10,953</td>
</tr>
<tr>
<td>MCAS Yuma</td>
<td>362</td>
<td>3,410</td>
<td>3,772</td>
</tr>
<tr>
<td>Bridgeport</td>
<td>19</td>
<td>155</td>
<td>174</td>
</tr>
<tr>
<td>MCRD San Diego</td>
<td>251</td>
<td>1,860</td>
<td>2,111</td>
</tr>
<tr>
<td>MCB Hawaii</td>
<td>735</td>
<td>7,409</td>
<td>8,144</td>
</tr>
<tr>
<td><strong>EAST</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MCLB Albany</td>
<td>66</td>
<td>195</td>
<td>261</td>
</tr>
<tr>
<td>MCB Camp Allen</td>
<td>217</td>
<td>743</td>
<td>960</td>
</tr>
<tr>
<td>MCAS Beaufort</td>
<td>309</td>
<td>3,064</td>
<td>3,373</td>
</tr>
<tr>
<td>Blount Island Command</td>
<td>15</td>
<td>245</td>
<td>260</td>
</tr>
<tr>
<td>MCAS Cherry Point</td>
<td>752</td>
<td>6,662</td>
<td>7,414</td>
</tr>
<tr>
<td>MCB Camp Lejeune</td>
<td>2,447</td>
<td>30,259</td>
<td>32,706</td>
</tr>
<tr>
<td>MCAS New River</td>
<td>714</td>
<td>5,738</td>
<td>6,452</td>
</tr>
<tr>
<td>HQBN HQTRS Henderson Hall</td>
<td>708</td>
<td>575</td>
<td>1,283</td>
</tr>
<tr>
<td>MCB Quantico</td>
<td>2,377</td>
<td>4,283</td>
<td>6,660</td>
</tr>
<tr>
<td>MCRD Parris Island</td>
<td>198</td>
<td>2,717</td>
<td>2,915</td>
</tr>
<tr>
<td>Marine Barracks 8th &amp; I</td>
<td>53</td>
<td>924</td>
<td>977</td>
</tr>
<tr>
<td>MARFORRES, New Orleans</td>
<td>736</td>
<td>5,846</td>
<td>6,582</td>
</tr>
<tr>
<td><strong>MCIWEST PACIFIC</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MCB Camp Butler</td>
<td>1,235</td>
<td>11,981</td>
<td>13,216</td>
</tr>
<tr>
<td>MCAS Iwakuni</td>
<td>213</td>
<td>2,449</td>
<td>2,662</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>15,897</td>
<td>139,458</td>
<td>155,355</td>
</tr>
</tbody>
</table>
## Demographics Camp Pendleton

### Daily Base Population

<table>
<thead>
<tr>
<th></th>
<th>CAMP PENDLETON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Members</td>
<td>43,000+</td>
</tr>
<tr>
<td>Base Housing Family Members</td>
<td>36,300+</td>
</tr>
<tr>
<td>Civilian Personnel</td>
<td>6,350+</td>
</tr>
<tr>
<td>Retirees, Family Members (Off Base), Vendors, Visitors</td>
<td>10,000-30,000</td>
</tr>
<tr>
<td>Average Daily</td>
<td>85,000+</td>
</tr>
</tbody>
</table>

### Base Area Population

<table>
<thead>
<tr>
<th>Area</th>
<th>Officer</th>
<th>Enlisted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/13/15/16/17/18</td>
<td>422</td>
<td>4,196</td>
<td>4,618</td>
</tr>
<tr>
<td>12 &amp; 14</td>
<td>321</td>
<td>3,836</td>
<td>4,157</td>
</tr>
<tr>
<td>20 &amp; 21</td>
<td>346</td>
<td>2,206</td>
<td>2,552</td>
</tr>
<tr>
<td>22</td>
<td>127</td>
<td>2,142</td>
<td>2,269</td>
</tr>
<tr>
<td>23 &amp; 24</td>
<td>471</td>
<td>3,424</td>
<td>3,895</td>
</tr>
<tr>
<td>25</td>
<td>27</td>
<td>493</td>
<td>520</td>
</tr>
<tr>
<td>27</td>
<td>7</td>
<td>66</td>
<td>73</td>
</tr>
<tr>
<td>31</td>
<td>46</td>
<td>456</td>
<td>502</td>
</tr>
<tr>
<td>32</td>
<td>71</td>
<td>588</td>
<td>659</td>
</tr>
<tr>
<td>41</td>
<td>111</td>
<td>1,415</td>
<td>1,526</td>
</tr>
<tr>
<td>43</td>
<td>196</td>
<td>2,244</td>
<td>2,440</td>
</tr>
<tr>
<td>51 &amp; 52</td>
<td>59</td>
<td>2,683</td>
<td>2,742</td>
</tr>
<tr>
<td>53</td>
<td>293</td>
<td>4,231</td>
<td>4,524</td>
</tr>
<tr>
<td>62 &amp; 63</td>
<td>264</td>
<td>4,614</td>
<td>4,878</td>
</tr>
<tr>
<td>64</td>
<td>2</td>
<td>41</td>
<td>43</td>
</tr>
<tr>
<td>Naval Weapons</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
<td>89</td>
<td>99</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,774</strong></td>
<td><strong>32,724</strong></td>
<td><strong>35,498</strong></td>
</tr>
</tbody>
</table>
### Demographics

#### Within a 50 Mile Radius

<table>
<thead>
<tr>
<th>MCB Camp Pendleton (Includes MCAS)</th>
<th>Active Duty</th>
<th>Percent Married</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officer</td>
<td>2,761</td>
<td>63.7%</td>
<td>92.1%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Enlisted</td>
<td>32,984</td>
<td>39.6%</td>
<td>92.5%</td>
<td>7.5%</td>
</tr>
<tr>
<td>Total</td>
<td>35,745</td>
<td>41.5%</td>
<td>92.4%</td>
<td>7.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ASIAN</th>
<th>BLACK</th>
<th>HISPANIC</th>
<th>WHITE</th>
<th>OTHER/UNKNOWN</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.8%</td>
<td>8.7%</td>
<td>22.5%</td>
<td>60.1%</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AGE</th>
<th>17-21</th>
<th>22-30</th>
<th>31-40</th>
<th>41-50</th>
<th>51+</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>38.3%</td>
<td>47.3%</td>
<td>11.8%</td>
<td>2.5%</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Marine Corps Retirees W/In a 50 Mile Radius</th>
<th>Marine Corps Family Members W/In a 50 Mile Radius</th>
</tr>
</thead>
<tbody>
<tr>
<td>11,648</td>
<td>30,736</td>
</tr>
</tbody>
</table>

(Source: ODSE 6/17).

### Military Pay Grades 2018

#### Enlisted

<table>
<thead>
<tr>
<th>Grade</th>
<th>Monthly</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1-E9</td>
<td>$1,638 - $8,033</td>
</tr>
</tbody>
</table>

#### Warrant Officer

<table>
<thead>
<tr>
<th>Grade</th>
<th>Monthly</th>
</tr>
</thead>
<tbody>
<tr>
<td>W1-W5</td>
<td>$3,037 - $9,964</td>
</tr>
</tbody>
</table>

#### Officer

<table>
<thead>
<tr>
<th>Grade</th>
<th>Monthly</th>
</tr>
</thead>
<tbody>
<tr>
<td>O1-O10</td>
<td>$3,200 - $15,800</td>
</tr>
</tbody>
</table>
### DEMOGRAPHICS CAMP PENDLETON

#### VEHICLE COUNTS BASE ENTRY GATES

<table>
<thead>
<tr>
<th>GATE</th>
<th>6AM-8AM DAILY AVERAGE</th>
<th>DAILY AVERAGE</th>
<th>MONTHLY AVERAGE</th>
<th>ANNUAL AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Gate</td>
<td>4,124</td>
<td>8,189</td>
<td>245,670</td>
<td>2,948,040</td>
</tr>
<tr>
<td>San Luis Rey</td>
<td>2,793</td>
<td>4,751</td>
<td>142,530</td>
<td>1,710,360</td>
</tr>
<tr>
<td>Las Pulgas</td>
<td>1,084</td>
<td>1,686</td>
<td>50,580</td>
<td>606,960</td>
</tr>
<tr>
<td>Fallbrook</td>
<td>2,252</td>
<td>3,207</td>
<td>96,210</td>
<td>1,154,520</td>
</tr>
<tr>
<td>San Onofre</td>
<td>1,147</td>
<td>2,493</td>
<td>74,790</td>
<td>897,480</td>
</tr>
<tr>
<td>Del Mar</td>
<td>846</td>
<td>1,315</td>
<td>39,450</td>
<td>473,400</td>
</tr>
<tr>
<td>Christianitos</td>
<td>1,032</td>
<td>3,207</td>
<td>96,210</td>
<td>601,920</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>13,278</strong></td>
<td><strong>23,313</strong></td>
<td><strong>699,390</strong></td>
<td><strong>8,392,680</strong></td>
</tr>
</tbody>
</table>

(Source: PMO Traffic study 2012)

#### BASE HOUSING

<table>
<thead>
<tr>
<th>AREA</th>
<th>TOTAL UNITS</th>
<th>OCCUPANTS</th>
<th>TOTAL DEPENDENTS (INCLUDING MILITARY SPOUSES)</th>
<th>MILITARY SPOUSES</th>
<th>GRAND TOTAL</th>
<th>AVERAGE # OCCUPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>De Luz</td>
<td>712</td>
<td>692</td>
<td>1,333</td>
<td>37</td>
<td>2,062</td>
<td>2.90</td>
</tr>
<tr>
<td>Del Mar</td>
<td>226</td>
<td>221</td>
<td>564</td>
<td>14</td>
<td>799</td>
<td>3.54</td>
</tr>
<tr>
<td>Forster Hills</td>
<td>100</td>
<td>88</td>
<td>186</td>
<td>4</td>
<td>278</td>
<td>2.78</td>
</tr>
<tr>
<td>O’Neill Heights</td>
<td>218</td>
<td>207</td>
<td>557</td>
<td>2</td>
<td>766</td>
<td>3.50</td>
</tr>
<tr>
<td>O’Neill East</td>
<td>30</td>
<td>29</td>
<td>39</td>
<td>0</td>
<td>68</td>
<td>2.27</td>
</tr>
<tr>
<td>Pacific View</td>
<td>373</td>
<td>355</td>
<td>586</td>
<td>21</td>
<td>962</td>
<td>2.58</td>
</tr>
<tr>
<td>San Luis Rey</td>
<td>220</td>
<td>208</td>
<td>633</td>
<td>5</td>
<td>846</td>
<td>3.85</td>
</tr>
<tr>
<td>South Mesa</td>
<td>608</td>
<td>573</td>
<td>1,717</td>
<td>26</td>
<td>2,316</td>
<td>3.81</td>
</tr>
<tr>
<td>South Mesa 2</td>
<td>104</td>
<td>89</td>
<td>109</td>
<td>0</td>
<td>198</td>
<td>1.90</td>
</tr>
<tr>
<td>San Onofre</td>
<td>600</td>
<td>520</td>
<td>1,207</td>
<td>5</td>
<td>1,732</td>
<td>2.89</td>
</tr>
<tr>
<td>San Onofre 2</td>
<td>300</td>
<td>280</td>
<td>344</td>
<td>5</td>
<td>629</td>
<td>2.10</td>
</tr>
<tr>
<td>San Onofre 3</td>
<td>256</td>
<td>245</td>
<td>708</td>
<td>7</td>
<td>960</td>
<td>3.75</td>
</tr>
<tr>
<td>San Mateo Pt</td>
<td>106</td>
<td>96</td>
<td>261</td>
<td>0</td>
<td>357</td>
<td>3.37</td>
</tr>
<tr>
<td>Serra Mesa</td>
<td>632</td>
<td>617</td>
<td>747</td>
<td>26</td>
<td>1,390</td>
<td>2.20</td>
</tr>
<tr>
<td>Santa Margarita</td>
<td>330</td>
<td>294</td>
<td>334</td>
<td>12</td>
<td>640</td>
<td>1.94</td>
</tr>
<tr>
<td>Stuart Mesa</td>
<td>1,498</td>
<td>1,334</td>
<td>2,349</td>
<td>97</td>
<td>3,780</td>
<td>2.52</td>
</tr>
<tr>
<td>Stuart Mesa II</td>
<td>172</td>
<td>141</td>
<td>394</td>
<td>4</td>
<td>539</td>
<td>3.13</td>
</tr>
<tr>
<td>Stuart Mesa III</td>
<td>250</td>
<td>129</td>
<td>406</td>
<td>7</td>
<td>542</td>
<td>2.17</td>
</tr>
<tr>
<td>Wire Mtn 2 EB-E9</td>
<td>25</td>
<td>24</td>
<td>77</td>
<td>1</td>
<td>102</td>
<td>4.08</td>
</tr>
<tr>
<td>Wire Mtn. 1</td>
<td>362</td>
<td>332</td>
<td>847</td>
<td>18</td>
<td>1,197</td>
<td>3.31</td>
</tr>
<tr>
<td>Wire Mtn. 2</td>
<td>503</td>
<td>456</td>
<td>1,097</td>
<td>29</td>
<td>1,582</td>
<td>3.15</td>
</tr>
<tr>
<td>Wire Mtn. 3</td>
<td>170</td>
<td>155</td>
<td>371</td>
<td>10</td>
<td>536</td>
<td>3.15</td>
</tr>
<tr>
<td><strong>TOTALS:</strong></td>
<td><strong>7,795</strong></td>
<td><strong>7,085</strong></td>
<td><strong>14,866</strong></td>
<td><strong>330</strong></td>
<td><strong>22,281</strong></td>
<td><strong>3.81</strong></td>
</tr>
</tbody>
</table>

(Source: MCB Family Housing 1/18)
MILITARY ECONOMIC IMPACT ON SAN DIEGO
San Diego is the eighth-largest city in the United States and second-largest in California and home to the largest concentration of military in the world. Military bases include Marine Corps, U.S. Navy and Coast Guard. The largest sectors of San Diego’s economy are defense/military, tourism, international trade, and research/manufacturing, respectively.

• 109,000 Military, 175,000 Family Members, 24,000 DoD Civilians

• One out of every four Marines is stationed in San Diego

• Retirees and Veterans benefits equal 4.9B

• 243,000 veteran residents, the number one destination for veterans returning from Iraq and Afghanistan. Demographically, San Diego County veterans are younger, better educated, and earn higher incomes than national averages (both veteran and non-veteran)

SURROUNDING COUNTY POPULATION

<table>
<thead>
<tr>
<th>County</th>
<th>Population</th>
<th>Veterans</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Diego County</td>
<td>3.3 M</td>
<td>243,000</td>
</tr>
<tr>
<td>Orange County</td>
<td>3.1 M</td>
<td>131,229</td>
</tr>
<tr>
<td>Riverside County</td>
<td>2.3 M</td>
<td>135,139</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8.7 M</strong></td>
<td></td>
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</tbody>
</table>

SURROUNDING CITY POPULATION

<table>
<thead>
<tr>
<th>City</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oceanside</td>
<td>174,558</td>
</tr>
<tr>
<td>Escondido</td>
<td>150,243</td>
</tr>
<tr>
<td>Carlsbad</td>
<td>112,299</td>
</tr>
<tr>
<td>Vista</td>
<td>98,079</td>
</tr>
<tr>
<td>San Marcos</td>
<td>92,929</td>
</tr>
<tr>
<td>Encinitas</td>
<td>62,254</td>
</tr>
<tr>
<td>Fallbrook</td>
<td>30,534</td>
</tr>
<tr>
<td>San Clemente</td>
<td>65,326</td>
</tr>
<tr>
<td>Temecula</td>
<td>109,428</td>
</tr>
<tr>
<td>Murrieta</td>
<td>108,368</td>
</tr>
<tr>
<td>Menifee</td>
<td>85,182</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>89,208</strong></td>
</tr>
</tbody>
</table>

RESEARCH METHODS

MCCS ANNUAL SURVEY
A comprehensive research study conducted annually to analyze and track target market perceptions of MCCS programs, services and facilities. Participants include active duty service members, family members and retirees. Research methods include: website survey, base housing survey and focus groups. MCCS Divisions are solicited for survey questions and a thorough report is provided to each Division at the conclusion of the study. (See pg 39)

FOCUS GROUP
A focus group is a form of qualitative research in which a group of people are asked about their perceptions, opinions, beliefs and attitudes towards a product, service, concept, advertisement, idea or packaging. Questions are asked in an interactive group setting where participants are free to talk with other group members. It is an interview, conducted by a trained moderator among a small group of respondents. The interview is conducted in an unstructured and natural way where respondents are free to give feedback. Available on request from any Division.

GOOGLE ANALYTICS
Measures advertising Return on Investment (ROI), as well as tracks video and social networking sites and applications. All MCCS Divisions who maintain a presence on the mccsCP.com website may request a custom report of activity.

HQMC RETAIL ASSOCIATE SATISFACTION INDEX (ASI)
CUSTOMER SATISFACTION INDEX (CSI)
HQMC Quantico conducts annual retail ASI/CSI surveys Marine Corps command-wide to measure associate and customer satisfaction levels. Measuring and improving satisfaction levels is a priority for MCCS.

INTERACTIVE EVALUATION (ICE)
The ICE DoD web-based system for patron feedback is implemented into the MCCS website. The system allows DoD customers to quickly and easily provide feedback to service provider managers aboard the base. It gives leadership timely data on service quality and allows managers to benchmark the performance of their service providers against other organizations. The system is provided at no charge to all DoD organizations.

STRATEGIC OFF-SITE
Conducted at the request of any MCCS Division by a professional facilitator. Recommended for any business in the infancy, growth or decline stage looking to develop a long-term plan built with solid business, marketing and personnel tactics.
RESEARCH

SWOT ANALYSIS
A strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities and Threats involved in a project or business. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

- **Strengths**: Characteristics of the business or team that give it an advantage over others in the industry
- **Weaknesses**: Characteristics that place the business at a disadvantage relative to others
- **Opportunities**: External chances to make greater sales or profits in the environment
- **Threats**: External elements in the environment that could cause trouble for the business

WEBSITE SURVEYS
Surveys are conducted on an as needed basis on the mccsCP.com website. Data is compiled by the Marketing Division and provided to the Division Director.
2017 SURVEY EXECUTIVE SUMMARY
The Marine Corps Community Services (MCCS) Annual Survey researches and analyzes target market perceptions of MCCS Camp Pendleton programs and services.

The methodology executed included participatory action research Jan 30-Mar 10, 2017. The research included an 89 question online survey and 2,200 respondents participated. Incentives included a $500 MCX Gift Card, a Knott’s Berry Farm 4 ticket and overnight stay package, a $100 MCX Gift Card, and a Dunkin’ Donuts coupon.

The objective of this survey includes achieving new insights from Camp Pendleton program and facility patrons and comparative analysis from prior research which determines trends, cultural changes and satisfaction levels.

Please Note: Some answers may not total 100% due to multiple responses or no response
ANNUAL SURVEY CAMP PENDLETON

MARKET ANALYSIS
Online survey conducted Jan 30-Mar 10, 2017, Marine Corps Base, Camp Pendleton on mccsCP.com

SAMPLE SIZE
Online survey: 2,209

OUTREACH SOURCES
mccsCP.com Website
Social Media
Electronic Marquee Messages
Video Monitor Slides (Fitness Centers, Bowling, Pacific Views Event Center)
Single Marine Program
MCCS Coordinator Network
Family Readiness Officer Network
Camp Pendleton Base Website
Camp Pendleton Base Facebook
HQ MCCS Email

RESPONDENT PROFILE

<table>
<thead>
<tr>
<th>RANK</th>
<th>TOTAL</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1-E5</td>
<td>916</td>
<td>41.47%</td>
</tr>
<tr>
<td>E6-E9</td>
<td>586</td>
<td>26.52%</td>
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<tr>
<td>W1-W5</td>
<td>28</td>
<td>1.27%</td>
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<tr>
<td>O1-O7+</td>
<td>143</td>
<td>6.47%</td>
</tr>
<tr>
<td>Retired</td>
<td>49</td>
<td>2.22%</td>
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<tr>
<td>Spouse</td>
<td>410</td>
<td>18.56%</td>
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<tr>
<td>Civ/DoD</td>
<td>77</td>
<td>3.49%</td>
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<td>Total</td>
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<table>
<thead>
<tr>
<th>AGE</th>
<th>TOTAL</th>
<th>PERCENTAGE</th>
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<tbody>
<tr>
<td>18-24</td>
<td>602</td>
<td>27.25%</td>
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<tr>
<td>25-32</td>
<td>811</td>
<td>36.71%</td>
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<tr>
<td>33-40</td>
<td>516</td>
<td>23.36%</td>
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<tr>
<td>41-50</td>
<td>184</td>
<td>8.33%</td>
</tr>
<tr>
<td>51+</td>
<td>96</td>
<td>4.35%</td>
</tr>
<tr>
<td>Total</td>
<td>2,209</td>
<td></td>
</tr>
</tbody>
</table>

Female 62%
Married 83%
Have children 69%
6. Are you familiar with the Family Member Employment Program (FMEAP) and the support designed to assist family members with employment services?

7. Are you aware of the services provided by the Personal Financial Management Program (PFMP) such as budgeting and investing along with other financial classes?

8. Are you aware that spouses are encouraged to attend the Transition Readiness Seminar (TRS), the five-day workshop for Marines and Sailors transitioning out of the military? Or the Spouse Transition & Readiness Seminar (STARS), 4-hour workshop for spouses?

9. Are you aware of hiring events, resume writing, interviewing and job search assistance offered throughout the Career and Personal Readiness Program?

10. In the past year, how often have you utilized one of the libraries on base?

11. Are you aware of the various programs and services offered by the Base Library to include the summer reading program, ebooks, research assistance, Makerspace events, and the Commandant’s Professional Reading List book availability?
12. Are you aware of the services offered at the Education Center? (Choose all that apply)

13. Do you utilize any of the following Family Care Programs? (Choose all that apply)

14. Are you aware of the new online request for the childcare process at militarychildcare.com?

15. Have you ever attended a CREDO (Chaplains Religious Enrichment Development Operation) retreat?

16. Have you attended a L.I.N.K.S. (Lifestyles, Insights, Networking, Knowledge and Skills) Course while stationed aboard Camp Pendleton?

17. Have you attended a couples DATE NIGHT workshop on base?
18. What is the most convenient location to attend relationship and family readiness workshops?

19. Are you aware of the Behavioral Health Services offered on base?

20. (Continued from Question 19) If yes, which ones? (Choose all that apply)

21. Why do you recreate on base? (Choose all that apply)

22. Are you aware that Semper Fit Division Health Promotion offers free nutrition guidance, metabolic measurements, VO2 fitness assessments, body fat percentage measurements, tobacco cessation counseling and educational classes?

23. Are you aware that Massage Therapy is offered on base?
24. Are you aware that HITT Level 1 and HITT Level 2 Courses are offered? (Active duty only)

25. What six (6) adult intramural sports would you like to see as a one-day tournament? (Please choose only six)

26. What four (4) adult intramural sports would you like to continue as an 8-week league? (Choose only four)

27. What four (4) youth sports leagues would you like to see offered? (Please choose only four)
28. Please prioritize the following Recreation Facilities
   (1 being most important, 5 being least important)*

29. Please prioritize the following Recreation Programs
   (1 being most important, 5 being least important)*

*Note: The lower numbers represent most important selections
30. Which Hard Corps Race Series events do you plan to participate in 2017? (Choose all that apply)

31. Do you utilize the 13 Area Pool?

If none, why?
- Didn’t know they were available
- Pregnant
- Injured
- Not fit enough
- Not interested
- Don’t Run
- No time

32. Please rate the following programs in order of importance to you (1 being most important, 5 being least important)

33. What summer swim lessons are you most interested in?
34. Have you utilized any of the following at the Del Mar Marina on base? (Choose all that apply)

35. Have you utilized any of the following at Stepp Stables on base? (Choose all that apply)

36. Would you participate in a youth summer camp at the stables?

37. Do you use the Skeet & Trap Range?

38. Do you use the Recreational Pistol Range?

39. If yes, would you be interested in joining the Vado del Rio Skeet & Trap Club?
40. Have you utilized the Auto Skills Center?

41. Why do you use the Auto Skills Center? (choose all that apply)

42. Have you utilized Recreation Checkout for any of the following?

43. Are you aware that Recreation Checkout offers a reduced rate for deployment vehicle storage for your personal vehicle?

44. Would you participate in a camping package that includes a campsite already set up for you on base, also known as “camping in a box” or “glamping?”

45. If offered, would you book a “camping in a box” or “glamping” package at one of our locations?
46. Would you host any of the following events at the Movie Theater on base?

47. If you’ve bowled at Leatherneck Lanes, please rate your experience.

48. Have you experienced the new “Grill” menu at Leatherneck Lanes?

49. If you’ve golfed at the Marine Memorial Golf Course, please rate your experience.

50. What enticements would draw you to utilize the golf course on base?

51. Would you consider hosting any of the following special events at the golf course?
52. Is the Pacific Views Event Center your first choice for hosting social events?

If not, where do you prefer to host events?
- Home
- Off Base
- Beach
- Golf course
- Housing Community Center
- Bldg 1795

53. Are you aware of the two new Event Centers on base? (choose both if applicable)

54. Are the MCCS Camp Pendleton Lodging facilities your first choice when hosting families or friends from out of town?

55. If you answered yes, please rate your experience?
56. What do you consider when selecting lodging options on base? (check all that apply)

57. How often do you eat lunch at on base facilities?

58. What do you consider when selecting food options on-base? (Choose all that apply)

59. Which base area do you dine most often?
60. Where do you prefer to eat lunch on base? (Check all that apply)

61. What type of food options would you like to see on base? (Choose all that apply)

62. What do you purchase most frequently from on base vending machines?

63. If rotating vendor services came to Mainside Center, what is your preference?
64. If you’ve been to Mainside Pavilion, where do you frequent? (Choose all that apply)

65. If you’ve utilized (ITT) Information, Tickets & Tours or Latitudes Travel Services, please rate your experience?

66. Are you aware of the online booking system offered by Latitudes Travel?

67. Do you utilize the Optical Shop at Pacific Views MCX?

If not, why?
- Don’t accept insurance
- Didn’t know about it
- Don’t wear glasses
- Too expensive
68. Are you aware they offer same day glasses?

69. Is the MCX your first choice for furniture and major appliances?

Why?
- Good prices
- Cheaper than off base, good quality
- Convenience

Why not?
- Not enough selection
- Expensive
- Don’t need
- Delivery expensive

70. If the MCX is not your first choice, where do you prefer to purchase appliances? (Please select all that apply)

71. Are you aware that Camp Pendleton has three military clothing store locations?
72. Do the Gas Station marquees effectively display gas prices and convenience store specials?

73. Are there additional products that should be offered at Pacific Views MCX?

74. Are you aware of the monthly beer sampling and wine pairing events at the Vineyard?

75. Are you aware the Vineyard La Sala Room is available as a rental for special events?

76. Are you aware of the MCX merchandise protection plan?

77. Are you aware of the following programs offered by the MCX? (Choose all that apply)
78. Are you aware of the MCX sales events posted to the mccsCP.com website?

79. How do you find out about MCCS programs and events at Camp Pendleton? (Choose all that apply)

80. Overall, how does the mccsCP.com website meet your needs?

81. How easy is it to find what you are looking for on the mccsCP.com website?

82. How visually appealing is the mccsCP.com website?
83. How easy is it to understand the information on the mccsCP.com website?

85. Would you sign up to receive information from MCCS about events, promotions, and discounts via text?

86. Would you be interested in same day on-base delivery of products from the MCX/Marine Marts if you could place an order online or telephone?

87. What type of events would you like to attend on base? (choose all that apply)

88. What day of the week would you most like to attend events on base? (choose all that apply)

89. What time is the best for attending events on Base?
KEY FINDINGS

OVERALL PROFILE
1. Increase in active duty young Marine participants
2. 2,209 participants, 450 more than last year
3. 62% Female, 19% spouse (possibly spouses checking ranks)
4. 67% E1-E9, 41% E1-E5, 26% E6-9
5. 67% ages 18-32
6. 83% married
7. 69% have children

M&FP
1. 65% not familiar with FMEAP
2. 75% aware of Career and Personal Readiness Program - hiring events, resume writing, interviewing, job search
3. 61% used library in last year
4. 65% aware of tuition assistance
5. 80% have not attended CREDO retreat (previously 74%)
6. Main Gate area remains the most convenient for workshops
7. 64% aware of Behavioral Health Services, 55% Family Advocacy

SEMPER FIT
1. 68% recreate on base for convenience, followed by cost 58%
2. 68% not aware of massage therapy
3. Top one day intramural tournament choices: Mud Run, kickball, obstacle course, cornhole bag toss, 4-person beach volleyball
4. Top 8 week league intramural choices: soccer, flag football, softball, basketball
5. Top 4 Youth Sports are soccer, baseball, basketball, flag football
6. Top recreation facilities: fitness centers (58%), beaches, pools, sports fields/courts, theater, SMP
7. Race Series participation for 2017: None, Marine Corps Mud Run, Tails ‘n Trails, Heartbreak Ridge, CG Cup Mud Run
8. 77% don’t use the 13 area pool
KEY FINDINGS

FLHS
1. 62% don’t use the Stables
2. 61% don’t use Auto Skills Center
2. 61% not aware of Rec Checkout offering deployment vehicle storage
3. 73% would participate in “Glamping” with 54% of those at Del Mar Beach Resort
4. 60% would host an event at the movie theater with parties as #1
5. 62% have bowled and had a good or excellent experience
6. 60% have not experienced the new Grill menu
7. 57% don’t use the golf course and 57% wouldn’t host an event there
8. 64% not aware of new beach event centers
9. 60% don’t use on base lodging facilities, 75% choose lodging by price
10. 92% eat lunch at base facilities from daily to occasionally, only 8% selected never
11. Quality, price and location are why food options are chosen
12. 67% dine at Main Gate and Mainside, the highest is Panda Express at 48%
    followed by Subway 33%
13. 67% would like to see Panera Bread
14. 76% not aware of Latitudes Travel online booking system
15. 78% not aware of same day glasses at Vision Center

RETAIL
1. 72% don’t choose the MCX for furniture and major appliances, Amazon is #1 choice
2. 90% say the gas station marqueses are effective
3. 78% say no additional products need to be offered at PV MCX
4. 60% not aware of Vineyard monthly samplings, 75% not aware of La Sala room rental
5. 70% aware of Price Match Guarantee
6. 75% interested in same day delivery from MCX/Marine Marts

MARKETING
1. Website and social media equal at 43% followed by Word of Mouth then email
2. 90% say the website meets their needs
3. 90% find what their looking for on the website
4. 78% want to attend concerts on base, 72% Family events, 43% race/walks
5. 87% want to attend events on Saturday followed by Friday at 65% and Sunday at 62%
6. 58% say 4pm or later is best time for events
<table>
<thead>
<tr>
<th>EVENT</th>
<th>DATE</th>
<th>ATTENDANCE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitness Centers</td>
<td>Yearlong</td>
<td>1.8 Million</td>
<td>Active Duty &amp; Family Members</td>
</tr>
<tr>
<td>Single Marine Program Recreation Centers</td>
<td>Yearlong</td>
<td>260,000</td>
<td>Active Duty</td>
</tr>
<tr>
<td>High Intensity Tactical Training (HITT)</td>
<td>Yearlong</td>
<td>60,000</td>
<td>Active Duty</td>
</tr>
<tr>
<td>Commanding General’s Cup (Athletics)</td>
<td>Yearlong</td>
<td>35,000</td>
<td>Active Duty (51 Units)</td>
</tr>
<tr>
<td>Health Promotion</td>
<td>Yearlong</td>
<td>25,000</td>
<td>Active Duty &amp; Family Members</td>
</tr>
<tr>
<td>Youth Sports Program (Athletics)</td>
<td>Yearlong</td>
<td>20,000</td>
<td>Active Duty &amp; Family Members</td>
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<tr>
<td>Outdoor Adventures</td>
<td>Yearlong</td>
<td>2,800</td>
<td>Active Duty</td>
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<tr>
<td>Polar Bear Plunge</td>
<td>Jan 1</td>
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<tr>
<td>HCRS Resolution Run Barstow</td>
<td>Jan 5</td>
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<tr>
<td>Tails ‘N Trails 5K</td>
<td>Jan 27</td>
<td>200</td>
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<tr>
<td>HCRS Hell Fire Fat Tire Mountain Bike Race</td>
<td>Mar 17</td>
<td>600</td>
<td>Military &amp; Civilian</td>
</tr>
<tr>
<td>HCRS Heartbreak Ridge Run (1/2 Marathon, 10K, 5K and Kids’ 1K)</td>
<td>Apr 14</td>
<td>1,500</td>
<td>Military &amp; Civilian</td>
</tr>
<tr>
<td>Kids’ Summer Reading Program (Libraries)</td>
<td>Jun 4 - Jul 14</td>
<td>2,500</td>
<td>Active Duty &amp; Family Members</td>
</tr>
<tr>
<td>Marine Corps Mud Run</td>
<td>Jun 9-10</td>
<td>10,000</td>
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<td>July 4th Beach Bash</td>
<td>Jul 4</td>
<td>40,000</td>
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<tr>
<td>HCRS Semper Tri, Devil Dog Duathalon, &amp; No Beach Out of Reach</td>
<td>Sep 22</td>
<td>2,000</td>
<td>Military &amp; Civilian</td>
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<tr>
<td>Retiree Expo</td>
<td>Sep 22</td>
<td>750</td>
<td>Active Duty &amp; Retirees</td>
</tr>
<tr>
<td>Pumpkin Plummet</td>
<td>Oct 14</td>
<td>500</td>
<td>Active Duty &amp; Family Members</td>
</tr>
<tr>
<td>Buffalo Alley 10K/5K</td>
<td>Oct 20</td>
<td>600</td>
<td>Military &amp; Civilian</td>
</tr>
<tr>
<td>Marine Corps Exchange Holiday Tree Lighting Celebration</td>
<td>Nov 17*</td>
<td>14,000</td>
<td>Active Duty &amp; Family Members</td>
</tr>
<tr>
<td>Holiday Trees for Troops</td>
<td>Dec 1*</td>
<td>3,500</td>
<td>Active Duty &amp; Family Members</td>
</tr>
</tbody>
</table>

*Date Tentative
MCX / RETAIL
The Marine Corps Exchange (MCX) Camp Pendleton is the largest Retail Operation in the Marine Corps system. There are over 38 direct run locations aboard the base, ranging from small convenience stores and services to the Pacific Views Exchange (PVMCX) which offers a complete large-scale department store assortment. The Camp Pendleton MCX remains in step with the needs of Active Duty Military and their families stationed aboard the base by offering a full line of products and services from a variety of retail vendors, all designed to meet the needs of the discerning and informed patron.

The revenues generated from these operations are returned to customers by financially supporting numerous MCCS quality of life activities. The overall mission of the Retail Division is to contribute to and support these programs for the entire military community. The MCX Value Programs “Exchange Select,” “Price Match Guarantee,” “Our Cost is Your Cost,” “Baby and Me,” and “Super Star Students” have all proven to be essential nonpaid benefits that patrons have come to rely on for savings, value and service. From rewarding students who perform well in school to price savings via generic alternatives in the merchandise assortment, the MCX has an entire compliment of Value Programs for authorized patrons in every demographic.

The full details of the entire range of MCX Retail Value Programs can be viewed online and are provided at any MCX facility. One of the most exciting and well-received efforts that the MCX has undertaken in recent years which continues to impress our patrons is the “I Can Do That” program. This associate empowering effort allows front line associates the ability to resolve the vast majority of customer service issues on the spot without delay. From price match questions to issues involving product or service quality, associates have been given the latitude to do what it takes to meet the expectations of customers. Problem resolution is a key component in the ultimate success of any business; the MCX has taken bold steps towards ensuring customer satisfaction is front and center in all operational decisions.

This combination of savings proved to be the winning formula for customers. The MCX is committed to using the Annual Associate Satisfaction and Customer Satisfaction (ASI/CSI) Surveys as key performance measures in determining how well the MCX is meeting the expectations of both patrons and associates. In addition to annual ASI/CSI Surveys, the “Dress Blue Experience” has been implemented in all MCX operations nationwide with the ultimate goal of providing each command with a “just in time” report card of how they rate against outside retailers. This evaluation metric and benchmark scorecard, which is set solidly against industry performance and delivery standards in customer service, will prove invaluable in the future as the MCX seeks to become “Best In Class” while delivering the ultimate shopping experience to each of its customers.
In the immediate horizon of the ever-changing MCX world. We have many exciting initiatives, which will enhance the overall shopping experience aboard Camp Pendleton in 2018:

1. San Onofre MCX is in full swing. Floor reduction to include: New Shelving, New Flooring, New Interior Paint, New Customer Service Area, Register reconfiguration, Reduction of merchandise that coincides with local customer demand. The Future renovation effort is scheduled to be complete by end of 3rd Quarter.

2. Updated Signage for all Marine Marts is being proposed and should be completed this calendar year.

3. 32 Area Stuart Mesa, remodel should be start preliminary stages by 4th Quarter.

4. Fuel Pump upgrade and enhancement project, will take place in 3rd Quarter 2018, all pumps will be replaced with new and improved equipment. Fuel Station will be EPA/ARB Compliant, Card readers will now be able to take Credit Card Chip.

5. Remodeling upgrades efforts for Beverages Etc. MCX store is proposed in 2018, the new entrance will be outfitted with Brand fixtures as well as check out stands.

6. Pacific Views MCX will receive a makeover in two key departments. Electronics and Cosmetics: New fixtures, wall units and carpet set to bring back the sparkle to these important categories.

With the recently completed efforts, as well as upcoming initiatives, the future continues to look bright for all of MCX and more importantly our military community.

<table>
<thead>
<tr>
<th>PATRON COUNT</th>
<th>Daily</th>
<th>Annually</th>
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</thead>
<tbody>
<tr>
<td>Fuel Stations</td>
<td>3,800</td>
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</tr>
<tr>
<td>Fuel</td>
<td>6,900</td>
<td>2,500,000</td>
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<tr>
<td>Pacific Views MCX</td>
<td>2,700</td>
<td>980,000</td>
</tr>
<tr>
<td>Marine Marts</td>
<td>13,500</td>
<td>4,885,000</td>
</tr>
<tr>
<td>Mainside Marine Mart</td>
<td>1,525</td>
<td>553,000</td>
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<tr>
<td>Pacific Plaza</td>
<td>450</td>
<td>159,000</td>
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<tr>
<td>San Onofre MCX</td>
<td>575</td>
<td>205,000</td>
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<tr>
<td>Military Clothing Store</td>
<td>221</td>
<td>82,500</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>29,671</strong></td>
<td><strong>9,500,800</strong></td>
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FOOD, LEISURE, HOSPITALITY & SERVICES
Food, Leisure, Hospitality, and Services (FLHS) strives to provide the most relevant facilities and activities to Camp Pendleton patrons, while maintaining a consistent “Best in Class” quality and service to patrons in all business components. The focus is to provide each patron with a positive interaction and a memorable experience at every facility. Profits are reinvested into Quality of Life Programs and maintain the MCCS standards of service while offering patrons the comforts of home through nationally branded concepts and an exceptional level of service that Marines, Sailors and their families deserve. FLHS is composed of four departments: Food and Entertainment, Leisure Services, Hospitality, and Services.

Food and Entertainment remains the leader in providing distinguished direct and indirect businesses that are recognized by our patrons and meet the population demand. Camp Pendleton is home to nationally branded food concepts including: Dunkin' Donuts, Sonic Drive-In, Panda Express, McDonald’s, Roberto’s Very Mexican Grill, The Coffee Bean & Tea Leaf, Domino’s, Wendy’s, Yogurtland, Ramone’s Mexican BBQ, Moe’s Southwest Grill, Subway, Schlotzsky’s Deli, Starbucks Coffee, Cinnabon, Carvel Ice Cream, and Hibatchi-San. Patrons are also able to enjoy a large range of catering options from vendors like DiMille’s Italian Catering, Porter’s 52 BBQ, Dang Brothers Pizza, and Isaac’s Catering. For a direct run, coming in 2018, The Grill Food Truck will offer the popular menu from Leatherneck Lanes to serve local base camps and events.

Food and Entertainment also offers a full service travel agency at the Information, Tickets and Tours (ITT) and Leisure Travel offices where patrons can make all the necessary arrangements for planning the perfect getaway or purchase discounted tickets to sporting events and entertainment venues. Patrons also have the opportunity to enjoy the best military golf course in California by visiting the 18-hole Marine Memorial Golf Course. Whether dining at Mulligan’s Grill, hosting a private special event or playing a round of golf, patrons are sure to be left with a lasting impression of this beautiful course. The Grill at Leatherneck Lanes launched the Orion Food Concept bringing patrons quick, healthy, fresh menu options along with their classic American favorites.

Leisure Services offers an abundance of amenities to welcome and accommodate a variety of interests. Patrons can enjoy a movie at the Pendleton Theater, rent a boat, stand-up paddle board, kayak or take sailing lessons at Del Mar Beach and Marina, enjoy horseback trail rides at Stepp Stables, or work on their marksmanship skills at the Pistol Range. Recreation Checkout provides rentals for sporting and camping gear, and entertainment equipment including jump houses and inflatable games. Patrons can also maintain vehicles at the Auto Skills Center with assistance from knowledgeable mechanics; or camp, fish and play at the Lake O’Neill Recreational Park.
FLHS ACHIEVEMENTS IN 2017

• Hospitality facilities that received the Food and Hospitality Excellence Award: Del Mar Beach Resort, Inns of the Corps Pacific Views Lodge and Lake O’Neill.
• Grand opening in February for direct run Starbucks Coffee at the Pacific Views Event Center offering a place for patrons and families to gather, relax and enjoy services and coffee from the famous brand. Convieniently located near local housing, the Naval Hospital and Pacific Plaza.
• Hibachi-San Grand Opening in Pacific Plaza in March 2017. Part of the Panda Restaurant Group, using fresh ingredients and preparing all of its entrees on-site. Delicious Japanese inspired cuisine offered at a fast casual restaurant added and more diverse options in dining to the Pacific Plaza Shopping Center.
• Renovation of Guest Services at Lake O’Neill offering a fun and vibrant brand as they welcome guests onsite. New bathroom renovation also included offering guests a more comfortable camping stay.
• Stepp Stables increased their herd by 13 horses to expand the lessons and trails program to include Youth Summer Camps and the Easter Egg Hunt.
• Obtaining a new direct-run food truck, The Grill (on wheels) with scheduled release date of Spring 2018. Offering similar food items from The Grill at Leatherneck Lanes.
• The Pendleton Theater and Training Center is undergoing a facility enhancement project to include replacement of seating throughout the facility, flooring, fire suppression systems, snack bar, and the exterior marquee. Enhancements will improve the quality of services and amenities that are provided to our community. Project reopening in 2018.
• Additional add-ons to the Pacific Plaza Shopping Center is the in-direct run, Panera Bread. Scheduled to open in 2018, this popular fast casual restaurant believes in raising, serving and eating food that is good and good for you in a warm, welcoming environment, by people who care.
• The Marine Memorial Golf Course is undergoing extensive renovations on its bunkers bringing it back to the golden era of golf and the original plans set by William Bell. The renovation will include a resurfacing on the patio by Eagle's Landing, along with the flooring in inside Eagle's Landing. The relocation of the Pro Shop in 2018 will allow for Mulligan’s Grill expansion. Incorporating the campaign of “Watch Us Grow,” patrons can follow the changes through web and social media outlets.

PANDA EXPRESS SERVES HOLIDAY CHEER TO 1,000+

For the sixth year, Camp Pendleton Marines, Sailors and family members benefited from the generosity of Panda Express owners Eddie and Lani Wang on Christmas Day. Nearly 1,000 meals were provided at no charge to base residents. Twelve dedicated staff members volunteered to serve meals at the Pacific Plaza location. The Camp Pendleton community came in droves to enjoy their meal and showed their appreciation on the mccsCP.com Facebook page. The Camp Pendleton community sincerely appreciate the kindness and giving spirit of the Panda Express organization improving the quality of lives for all base residents. The event provides an opportunity for service members’ families to meet one another and engage in fellowship in the spirit of the holiday season.
## ANNUAL PATRON USAGE

<table>
<thead>
<tr>
<th>Location</th>
<th>Patron Usage</th>
</tr>
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<tbody>
<tr>
<td>Marina</td>
<td>8,852</td>
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<tr>
<td>Auto Skills</td>
<td>14,005</td>
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<tr>
<td>Ward Lodge</td>
<td>50,445</td>
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<tr>
<td>Pacific Views Lodge</td>
<td>42,347</td>
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<tr>
<td>Pendleton Theater &amp; Training Center</td>
<td>9,419</td>
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<tr>
<td>Vending</td>
<td>1,843,673</td>
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<tr>
<td>Tailor Shop</td>
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<tr>
<td>Car Washes</td>
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<tr>
<td>Optical</td>
<td>2,100</td>
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<tr>
<td>San Onofre Beach</td>
<td>93,679</td>
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<tr>
<td>Historic Beach Club at San Onofre</td>
<td>1,485</td>
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<tr>
<td>Stables</td>
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<td>Indirect Food</td>
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<td>Lake O'Neill</td>
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<tr>
<td>Del Mar Beach Resort</td>
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<td>La Casa Del Mar</td>
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<tr>
<td>The Grill (Leatherneck Lanes)</td>
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<td>Mulligan’s (Golf Course)</td>
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<td>Eagle’s Landing (Golf Course)</td>
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<tr>
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<td>57,348</td>
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<tr>
<td>Information, Tickets and Tours (ITT)</td>
<td>135,986</td>
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## PATRON COUNT - SPECIAL EVENTS

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Patron Count</th>
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</thead>
<tbody>
<tr>
<td>Movie Premiers</td>
<td>1,969</td>
</tr>
<tr>
<td>Vendor Fairs</td>
<td>18,000</td>
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## PATRON COUNT - PME’S

<table>
<thead>
<tr>
<th>Location</th>
<th>Patron Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pacific Views Event Center</td>
<td>309</td>
</tr>
<tr>
<td>Eagles Landing</td>
<td>148</td>
</tr>
<tr>
<td>La Casa Del Mar</td>
<td>111</td>
</tr>
<tr>
<td>Historic Beach Club at San Onofre</td>
<td>6</td>
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</table>
MCCS Semper Fit Division provides a variety of leisure and recreational activities for the Marines, Sailors, families, retirees, DoD employees, and authorized patrons aboard Camp Pendleton. Semper Fit’s extensive programs are designed to meet the needs of the large and diverse population of the installation while providing quality of life activities that promote healthy lifestyles and physical readiness which support combat readiness, retention, and camaraderie.

Semper Fit is comprised of Health, Fitness, Outdoor Adventures, Single Marine Program (SMP), active duty recreation centers, Aquatics (both ocean and pool programs), Athletics, and the Hard Corps Race Series. A staff of fitness and recreation professionals manages, leads, and executes all aspects of programming on behalf of the patron and, in some cases, augmented by active duty staff members. Semper Fit offers 13 state-of-the-art fitness centers with High Intensity Tactical Training (HITT) centers, fitness and ocean and pool aquatics programs, a competitive intramural sports schedule consisting of over 40 Commanding General Cup events throughout the year, All Marine and other high-level sports, as well as Youth Sports programming.

Semper Fit oversees eight SMP recreation centers with computer labs, video gaming centers, and music studio capabilities. SMP provides a number of special events and trips (Grand Canyon, Las Vegas, Magic Mountain) which single service members can take advantage of during their off-duty hours and weekends. Additionally, Semper Fit offers a competitive race series (Hard Corps Race Series®) comprised of world class events and two CG Cup events to include: Hell Fire Fat Tire (mountain bike race), Heartbreak Ridge Run, (1/2 Marathon, 10K, 5K and 1K Kid’s Run), the Semper Tri, Devil Dog Duathlon and the No Beach Out of Reach Run, Buffalo Alley Run, Tails ‘n Trails 5k Dog Walk, The CG Cup Water Warrior Relay Challenge and the Tun Tavern Ten Virtual Run. Highlighting the series is the CG Cup Mud Run Team Challenge and the Marine Corps Mud Run (MCMR) just completing its 24th year. A plank holder in the now popular obstacle racing circuit, the MCMR is more than just a multi-day mud run, as it includes a Kids’ Mud Run and a post-race entertainment venue which offers, music, food & drinks, a vendor village, the Mud Run Store, and more. The Aquatics Department offers a variety of programs at the beaches and pools from Junior Lifeguards and surf camps to summer swim lessons, private lessons and a year-round youth swim program.

The Aquatics Department also hosts events to include the Polar Bear Plunge at Del Mar Beach Resort. The event is hosted on New Year’s Day to kick off the new year with a quick-dip in the Pacific Ocean. At 13 Area Pool, the lifeguards host a Pumpkin Plummet to celebrate Halloween with a floating pumpkin patch, a street fair, food trucks and Halloween games for children to play all while recreating in the pool. During the summer, the 13 Area Pool hosts “Summer Nights” which gives families an opportunity to watch movies under the stars while floating in the pool. Outside of programming and events, the lifeguards primary mission is to educate the community in relation to aquatic-safety, while preventing and safeguarding patrons at the beaches and pools.
SEMPER FIT EVENTS/PROGRAMS

FITNESS AND HEALTH PROGRAMS
Thirteen fitness centers are located on Camp Pendleton that cater to Marines and their families health and fitness. The fitness centers served more than 1.8 million patrons last year in addition to housing the fitness programs and health promotion departments. These programs cater to the health and fitness needs of our military population. The Fitness Program provides High Intensity Tactical Training (HITT), group exercise, massage therapy and special events. The program reaches more than 65,000 patrons annually. The Health Promotion team reaches over 20,000 patrons annually through health promotion centers, classroom education, and base-wide programming on nutrition, fitness, tobacco cessation and other healthy behaviors. These programs are also available at MCLB Barstow which has one fitness center that serves more than 45,000 patrons annually.

SINGLE MARINE PROGRAM (SMP)/ACTIVE DUTY RECREATION CENTERS
The mission of the Camp Pendleton SMP and Recreation Centers is to enhance quality of life for single service members by providing positive and rewarding outlets through recreation, community involvement, and dynamic facilities. The SMP was established to provide a forum for Marines to identify quality of life ideas and issues and recommend solutions. Activities and events are varied because it belongs to the Marines and includes both on base and off base recreational trips, weekend long trips, volunteer activities, and special holiday celebrations. In 2017, SMP and Recreation Centers offered 754 events both on and off base for 30,000 Marines and Sailors, along with 200,000+ who use the eight recreation centers. A 9th center is under construction.

USAA COMMANDING GENERAL’S CUP COMPETITIVE SPORTS PROGRAM
The Intramural Sports Program (USAA Commanding General’s Cup), provides active duty personnel stationed at Camp Pendleton, regardless of skill or experience, an opportunity to take part in a competitive unit sports program. This program helps promote combat readiness, Esprit de Corps, leadership, teamwork and loyalty. The program helps identify and enable athletes with exceptional skills to continue on to higher levels of competition. Sports promote democratic competitions emphasizing physical fitness and a balanced program. The USAA Commanding General’s Cup consists of 40 Intramural Sporting Events to include: surfing, archery, racquetball, paintball, golf, climbing wall challenge and four intramural leagues (Tackle Football, Soccer, Softball, Basketball) and races from the Hard Corps Race Series®. Attendance: 22,000

YOUTH SPORTS POSITIVE SPORTS EXPERIENCE
The Camp Pendleton MCCS Youth Sports program provides a positive sports experience for youth within the Camp Pendleton community. Sports include Baseball, Basketball, Cheerleading, Flag Football, Soccer and Softball. An organized sports program for boys and girls ages 3-16 (age varies by sport), that focuses on safety, fun, and development. All coaches are background checked and certified through the National Youth Sports Coaching Alliance. CPYS is proud to practice inclusion throughout all sports, and welcomes all skill levels and abilities. No tryouts! Attendance: 25,000.

OUTDOOR ADVENTURES
Outdoor Adventures is a free program that exposes active duty members to outdoor recreational activities as a way to promote alternative PT and stress relief. Activities offered include kayaking, surfing, stand-up paddle boarding, snorkeling, outdoor rock climbing, fishing, archery, mountain biking, hiking and more! More than 2800 Marines and Sailors participate in this program annually.
HARD CORPS RACE SERIES PROMOTES FITNESS
The Hard Corps Race Series (HCRS) consists of multiple races and community fitness events held on MCB Camp Pendleton and MCLB Barstow throughout the year to promote physical fitness, competition, and comaraderie to all who participate. The HCRS’ mission is to promote professional, safe, high quality races and events to support the morale, recreation and quality of life for the military and their families aboard Camp Pendleton. In addition, these events offer fun, positive and healthy opportunities for civilian participants from our neighboring communities, thus adding additional community outreach opportunities. The race series offers a mountain bike race, multiple running events, the Marine Corps Mud Run, a CG Cup Mud Run, our triathlon and duathlon race, a CG cup ocean water sports competition, and a Virtual Run. Additionally, two community events are held, the Resolution Run in Barstow and the Tails ‘n Trails Dog Walk at Lake O’Neill. The HCRS serves over 14,000 participants throughout the year and offers opportunities for thousands of volunteer hours to Marines and Sailors on Camp Pendleton.

AQUATICS OFFERS SAFETY & FAMILY EVENTS
In 2017, Camp Pendleton operated the 13 Area Pool for both recreational programs and lap swim as well as lessons. The Learn-to-Swim Program provides youth swim lessons targeted during the summer season, with private lessons available on a year-round basis. In 2017, over 700 lessons were taught to children of active duty members, retirees and DoD. Private lessons were taught to 150 individuals with varied skills and needs.

SUMMER NIGHTS
Movie events were hosted in June and July at the 13 Area Pool. The events were hosted in the evening with a giant movie screen for patrons to enjoy while swimming, as well as a street fair for shopping and food. Attendance: 800+.

PUMPKIN PLUMMET
Annual Halloween themed event at the 13 Area Pool. A floating pumpkin patch, movie, games, cookie decorating, and street fair were available for patrons. Attendance: 500+.

OCEAN LIFEGUARDS
Ocean Lifeguards conducted over 800 rescues at Del Mar and San Onofre Beaches last year. The Junior Lifeguard Preparatory Program provides the opportunity for youth to prepare for the rigors of physical agility in the pool and ocean environment prior to the tryouts for the program. In 2017, the program had 40 participant. The Junior Lifeguard Summer Program is a five-week program for youths between the ages of 7 to 17. The participants learn about surf-lifesaving, ocean & beach safety, basic first aid, and ocean ecology. In 2017, the program, in its 14th year, had 97 participants. Surf Camps were hosted during the summer with ten, one-week camps mentoring youth in proper surfing etiquette and ocean skills. In 2017, over 210 patrons attended surf camps.

POLAR BEAR PLUNGE
A social/community event to ring in 2017 at Del Mar Beach. Sponsors provided free burritos and beverages, along with commemorative swim caps. Attendance: 500+.
MARINE & FAMILY PROGRAMS
BEHAVIORAL HEALTH BRANCH (Total patrons served: 75,148)
Behavioral Health offers an integrated system of care that supports Marines, Sailors, and their families with a full spectrum of counseling care programs.

COMMUNITY COUNSELING CENTER
A cornerstone of the integrated behavioral health network, the Community Counseling Center (CCC) is the newest addition to the Camp Pendleton Behavioral Health Branch. At the CCC, Marines, Sailors, and their families can receive no-cost counseling for life challenges such as couple’s communication issues, parent & child relationship problems, occupational issues, and grief counseling. The licensed clinicians at the CCC provide individual, family, couples, and group therapy, as well as briefs and trainings for commands. CCC clinicians also provide case management and referral services to link clients to other appropriate services on the installation, including those provided by other Marine and Family Programs as well as those provided by partner organizations.

SUBSTANCE ABUSE COUNSELING CENTER
The Substance Abuse Counseling Center (SACC) offers a continuum of substance abuse education, prevention, and outpatient treatment for active duty, family members, and retirees. The licensed clinicians and counselors provide screenings, assessments, intensive outpatient groups, and after care services, as well as, referrals to additional services including the Sexual Assault Response Program and Substance Abuse Rehabilitation Programs at Naval Hospital Camp Pendleton and Point Loma. SACC also offers a bi-weekly treatment preparation group to support those clients while they are waiting for treatment and better facilitate the transition to the appropriate level of care.

FAMILY ADVOCACY PROGRAM
The Family Advocacy Program (FAP) offers educational programs, prevention programs, and counseling to children, teens, individuals, families, and couples experiencing domestic violence and child abuse. Providing these services, FAP clients gain support in overcoming personal and professional challenges. FAP Victim Advocates operate 24/7 to provide assistance to victims of domestic violence at all times and under all circumstances.

PREVENTION & EDUCATION
The FAP has oversight of the highly qualified and experienced Prevention & Education (P&E) staff that provides classes on Anger Management, Parenting, Relationships, Coping with Work & Family Stress, Domestic Violence Prevention and Child Abuse Prevention, Stress Reduction, Communication & Conflict Resolution, and other important life issues. These P&E classes are offered at key locations aboard Camp Pendleton and are available to active-duty service members and their spouses. P&E also provides on-site support to Military Commands by providing briefs on important topics such as Family Violence (child and spouse abuse).

THE NEW PARENT SUPPORT PROGRAM
The New Parent Support Program (NPSP) is comprised of a professional team of licensed clinical social workers, marriage and family therapists, licensed professional counselors, and registered nurses who provide an intensive prevention and outreach program. NPSP offers in-home visits, parenting education classes, and information and referrals. NPSP services are available to active-duty personnel and family members who are expecting a child or who have children under the age of six.
MARINE AND FAMILY PROGRAMS

SEXUAL ASSAULT PREVENTION AND RESPONSE
The Sexual Assault Prevention and Response (SAPR) providers facilitate a coordinated response to assist victims of sexual assault. The SAPR program provides care for adult sexual assault victims and system accountability for all awareness, prevention, and response training. The SAPR program team coordinates medical treatment, emergency care, tracking of services provided to victims, and victim advocate support. The SAPR program operates in garrison as well as in the deployed environment. SAPR Victim Advocates provide emotional support, crisis intervention, liaison with commands and court proceedings, and provide support at medical appointments. The SAPR program victim advocates are available 24/7.

FAMILY CARE BRANCH (Total patrons served: 4,189)
The Family Care branch provides quality programs that support the continuum of active-duty personnel and their family members. The Family Care branch encompasses the Child & Youth Program (CYP) and the Exceptional Family Member Program (EFMP). CYP incorporates the Child Development Centers (CDCs), Youth and Teen Programs, Family Child Care, School Age Care (SAC), and Families Over Coming Under Stress (FOCUS) at Camp Pendleton. Family Care maintains national accreditation for all CDCs and SAC programs. Patrons can access these services through the central enrollment registry for child care by visiting MilitaryChildCare.com (MCC), which is the Department of Defense’s website for military families seeking child care.

The CDC’s offer full-time care that encourages the social, emotional, physical, intellectual, and cognitive growth of children ages six weeks to five years. The CDC’s also offer hourly care based on space availability. Both SAC and Youth Programs offer services that encourage growth in individuals and good citizenship. FOCUS provides resiliency training for couples and families with children experiencing stress due to deployment and the unique military lifestyle. EFMP has expanded staff levels to facilitate significantly enhanced services to families to include funded respite care, educational workshops, support with school Individual Educational Plans, a resource library, and numerous other benefits. Commanders can receive additional support when families are experiencing severe or emergency situations; these needs and requests are reviewed and considered on an individual basis.

FAMILY READINESS BRANCH (Total patrons served: 33,549)
The Family Readiness branch consists of four unique programs focused on providing interactive educational workshops. Additionally, the Volunteer and Skills Development Program is also resident within the Family Readiness Branch. Each program is designed to enhance the resilience and readiness of service members and their families. Classes are open to service members, spouses, significant others, kids, teens, parents, and extended family members. Evening and weekend classes are available.
LIFESKILLS
Emphasizing communication skills, relationship building, or personal growth, every workshop offers an open and highly interactive atmosphere where participants are in the driver’s seat. Classes are geared toward every demographic, catering to those who are single or married. With curriculum designed by best-selling authors and highly acclaimed personal development groups, these workshops can generate results that impact every aspect of a participant’s life. Additionally, the LifeSkills program partners with other Marine and Family Program branches, such as the Behavioral Health branch, to deliver “Conquering Stress with Strength” workshops on a monthly basis.

LIFESTYLE, INSIGHT, NETWORK, KNOWLEDGE, & SKILLS (L.I.N.K.S.)
The ultimate goal of the L.I.N.K.S. program is to provide fun and engaging workshops that equip participants with the knowledge and tools they will need to navigate the military lifestyle. Offering five different sessions to meet the needs of each audience is the key to L.I.N.K.S. success. Whether you attend a session that is tailored for Marines, spouses/significant others, parents and extended family members, teens, or kids, you are guaranteed to walk away empowered, informed, and with some new friends, too.

READINESS AND DEPLOYMENT SUPPORT TRAINING
This program offers classes, workshops, and briefs that span a variety of readiness education and deployment support issues. The “Warrior Kids” series provides support and encouragement to kids ages 5-12 throughout the entire deployment cycle (pre, mid, and return). The “Strong Marine Couples” reintegration workshop addresses the ups and downs of reuniting in a relaxed environment. Additionally, various deployment related classes are offered such as the return and reunion briefs.

FAMILY READINESS PROGRAM TRAINING
Centered primarily on the formal training required for the Unit, Personal and Family Readiness Program classes are available for family members interested in becoming more involved in their unit’s program as a volunteer, and for active-duty members serving in a supporting role of their unit’s program. Additionally, a workshop for the spouses of O-3/E-8s and above is held on an annual basis and offers participants a chance to learn from each other, share great ideas, and discover where they fit into their unit’s program.

VOLUNTEER PROGRAM
The Volunteer Coordinator identifies volunteer opportunities for spouses, service members, and youth both on and off the installation. The Volunteer Coordinator works with on and off base agencies to promote volunteer opportunities aboard the installation. One key focus of the program is to support spouses in gaining skill-building opportunities through volunteering, then translating that experience into work-related experience when applying for employment. The Coordinator also monitors hours for volunteers and works with the military for their Military Outstanding Volunteer Service Medal. Camp Pendleton hosts an annual Volunteer Recognition Ceremony to acknowledge all volunteers who support the installation, along with Volunteers of the Month, and Year.
MARINE AND FAMILY PROGRAMS

PERSONAL & PROFESSIONAL DEVELOPMENT BRANCH (P&PD)
(Total patrons served: 462,985)
P&P is comprised of four programs:
P&PD – Transition Readiness Program (P&PD-T)
P&PD – Career & Personal Readiness Program (P&PD-C&PR)
P&PD – Education Program (P&PD-E)
P&PD – Library Program (P&PD-L)

EDUCATION
P&PD-E serves Marines, Sailors, and their families. Services include tuition assistance processing, military testing, the Department of Labor’s United Services Military Apprenticeship Program, a four-week Military Academic Skills Program providing basic skills, veteran’s benefits advising, on-base college coursework, educational counseling services to include assessment analysis, six on-site colleges and universities, and seven visiting schools of higher learning.

LIBRARIES
Library services include books, e-books, audio books, magazines, DVDs, internet access, Common Access Card (CAC) enabled computer lab, Wi-Fi, copiers and fax machines, children’s programs, adult programs (e.g. Makerspace, and Book Club), research assistance, interlibrary loan with other installations, study carrels, special collections (e.g. Commandant’s Reading List), Tutor.com, the only bookmobile Marine Corps-wide, and the highest number of participants in a summer reading program throughout the Department of Defense (DoD).

TRANSITION READINESS PROGRAM (TRP)
This program includes the Transition Readiness Seminar (TRS), a mandatory 5-day transition workshop to prepare service members and their families for re-integration into their civilian career or education choice upon leaving active duty. Upon completion of TRS, transitioning service members will have the option of participating in individual 2-day tracks aligned with their personal goals. The 2-day tracks consist of the Accessing Higher Education Track, Career Technical Training Track, and Entrepreneurship Track. Programs also include two Senior Pre-Retirement Seminars; an “Officers Under Twenty” Seminar for Junior Officers; and the Executive Transition Assistance Seminar for senior-ranking officers and enlisted Marines. The Personal Readiness Seminar which is mandatory training consisting of the Marine for Life Cycle, resources and personal financial management for Marines within the first 90 days of joining their first permanent duty station, and the Skills Development Program which is designed to train and connect transitioning service members to immediate employment. On-site Department of Veterans Affairs services are available through the TRP (Filing of medical claims, medical record screening and benefits counseling). Additional TRP workshops and seminars include Business 101 and Sandler Training.
MARINE AND FAMILY PROGRAMS

CAREER & PERSONAL READINESS
P&PD-C&P services include the Family Member Employment Assistance Program, Personal Financial Management Program, Information, Referral and Relocation, Retired Activities Program, Career Services, and Marine & Family Career Centers. Annual Career Expos are offered, showcasing over 100 local and national employers and educators. Other events include the Military Saves Campaign, Retiree Expo, and Military Spouse Symposium.

CAREER SERVICES
Career Services provides individual career coaching, résumé assistance, mock interviews, job leads, targeted employer recruitments, hiring events, and mini career fairs at TRS. Job search workshops include LinkedIn, Résumé Building, Interview Techniques, Federal Hiring Process, and 10 Steps to a Federal Résumé. The new addition to job search workshops is Career Links, a two-day workshop targeted toward separating service members who have completed TRS. The focus is on telling your story so you are the prime candidate, networking, and also includes employer panel and mock interview sessions.

FAMILY MEMBER EMPLOYMENT ASSISTANCE PROGRAM (FMEAP)
The FMEAP supports military spouses seeking to fulfill their employment, education, and career goals. Spouses receive one-on-one employment coaching, referrals to local area military-friendly employers, and other career services. The FMEAP provides a Career Strategy Workshop for spouses on a bi-monthly basis. FMEAP provides the Spouse Transition Assistance Readiness Seminar, a four-hour seminar designed to prepare spouses and family members for transition from military service to civilian sector.

PERSONAL FINANCIAL MANAGEMENT PROGRAM (PFMP)
The PFMP provides financial education and counseling. One of the key focuses of PFMP is the Command Financial Specialist (CFS) “Train the Trainer” course. In accordance with Marine Corps Order 1700.37, one CFS must be qualified per 75 Marines at every command. The PFMP provides the following classes: Basic Money Management, Credit Management and Credit Score, Basic Investing, and Advanced Investing. Additional classes are available upon request: Home Buying, Car Buying, and the Thrift Savings Plan, which align with the annual Military Saves event. New to PFMP financial education classes is the Blended Retirement System, a new retirement system that will impact Marines January 2018. This is now being briefed at Commands and is being taught as a part of the Command Financial Specialist training curriculum.

INFORMATION AND REFERRAL (I&R)
I&R is the 9-1-1 for information west of the Mississippi. I&R Specialists provide Marine & Family Program briefs as well as give an overview of what MCCS offers Marines and their families. I&R holds a Welcome Aboard Brief weekly at the Joint Reception Center to familiarize Marines, Sailors, and their families with resources available on the installation and in the local community.
MARINE AND FAMILY PROGRAMS

MARINE & FAMILY CAREER CENTERS
The Marine & Family Career Centers assists Marines, Sailors, and spouses with scheduling job-search classes, career coaching services, résumé assistance, and mock interview sessions. Staff is on hand to provide internet job search support, help draft resumes prior to meeting with a Career Readiness Specialists/Advisor, assists with federal and private sector resume formats located on Center computers and other job search services. The Career Centers are open to active-duty, service members, spouses, retirees, and civil service/non-appropriated fund employees.

2017 M&FP ACHIEVEMENTS
• The DeLuz CDC and the San Luis Rey School Age Care program successfully completed their NECPA accreditations. The tremendous amount of work that went into this completion illustrates the programs’ continual dedication to serve service members and their families.
• The Transition Readiness Program is the conduit for 26% of Marines transitioning out of active duty. In fiscal year 2017, 8,814 Marines, Sailors, and spouses attended TRS.
• The Library Program hosted the Summer Reading Program with the largest number of participants in the United States Marine Corps, for the 6th year in a row. The Summer Reading Program at Camp Pendleton saw 1,878 children, 207 teens, and 652 adults signed up, for a grand total of 2,737 readers. Summer readers read a total of 651,077 minutes. The Library offered 53 programs during the summer months with a total of 2,229 attendees.
• The TRP houses the Skills Development Program Office, with nine programs offering education and employment opportunities for transitioning service members and their spouses. In 2017, 292 participants were accepted into various skills programs, 13 graduation ceremonies took place for participants that completed 13 different program cohorts. The Base Education Center implemented several new education initiatives in 2017 including:
  College Application Boot Camp Workshop
  Master’s Degree Workshop
  Microsoft Excel Workshops
  Revised Commencement Ceremony

LIFESKILLS 101
During 2017, Marine Corps Family Team Building worked with The School of Infantry West to develop an interactive “Life Skills 101” workshop in order to provide MarinesAwaiting Training (MAT) the opportunity to improve and better understand their interpersonal communication, personal relationships, stress management, financial knowledge, and how to train your brain to be positive on and off work. These workshops also aid Marines, both single and married, in their future assignments and future deployments. This class fosters awareness, mutual understanding, respect, and reduces the Marine Corps’ overall “washout” rate.

L.I.N.K.S. COFFEE CHAT
The Camp Pendleton L.I.N.K.S. program started a “Coffee Chat” once a month and allows for participants to hear from subject matter experts like New Parent Support and Family Member Employment Assistance Programs. Participants are able to get a detailed brief and interact with subject matter experts to gain more knowledge in specific areas.
VOLUNTEER PROGRAM TARGETS RECRUITMENT
The Volunteer Program reinstated the Annual Camp Pendleton Volunteer Expo. There were over 20 booths of organizations who came out to recruit new volunteers and over 200 participants who were seeking new volunteer opportunities.

EXCEPTIONAL FAMILY MEMBER PROGRAM WORK TOGETHER WITH COMMUNITY
Through community collaboration, the EFMP partnered with The Shea Therapeutic Riding Center in San Juan Capistrano, an organization dedicated to improving the lives of people with disabilities through therapeutic horse-related programs. EFMP also partnered with The Best Day Foundation, Orange County Chapter, to provide a two-day surf camp for 61 enrolled Exceptional Family Members.

SCHOOL AGE CARE (SAC) & YOUTH AND TEEN PROGRAM (Y&TP) LEARN ABOUT PHOTOGRAPHY AND TECHNOLOGY
SAC and Y&TPs participated in the BGCA Image Maker’s National Contest and Exhibit. Youth and teen were taught the art and science of photography throughout the year and had the opportunity to display a selection of their work in an exhibit. Service Members from Combat Camera and Public Affairs participated by serving as judges and selecting photos to send to the BGCA’s National Contest. In June 2017, the CYP successfully hosted their fifth annual Geek Squad Summer Academy. This is a two-day computer camp which provides an opportunity for students to learn about the latest technology in a fun and interactive learning environment through classes such as Personal Computer Hardware, 3D Imaging, Digital Photography, Digital Video, Digital Music and Cyberbullying.

PARTNERING TO PROVIDE NUTRITIOUS MEALS
From June through August 2017, the School Aged Care and Youth & Teen Program Summer Camp at Abby Reinke partnered with the United States Department of Agriculture (USDA) Summer Meal Program through the Oceanside Unified School District. Nutritious free breakfasts and lunches were provided to children ages 1-18 years of age. Community members in the surrounding housing areas took advantage of the Summer Meal Program as well. On average, more than 123 meals were served to children daily throughout the summer.

JOBS DEVELOPMENT OFFICE TARGETS RECRUITMENT
P&PD-C&PR Jobs Development Office, implemented during FY17, introduced stand-alone targeted employer recruitments, and a job leads program. The Jobs Office provided over six targeted employer recruitments (Volt Staffing Agency, Northrop Grumman, Delta, Starbucks, Oregon Police Department, San Antonio Police Department, and United States Custom & Border Protection) with over 250 Marines attending. The Jobs Development Office receives over 30 job leads daily.
HIRING EVENTS
During FY17, 25 targeted employer recruitments were offered throughout the year with employers such as, Integrated Electrical Services Communication, U.S. Customs & Border Protection, Tesla Motors, Central Intelligence Agency, Amazon, Delta Global Services, L3 Technologies, JB Hunt, Harrah’s Casino & Resort, San Diego Gas & Electric, Zenetex, Constellis, Cobham, Pacific Architects & Engineers, the United States Secret Service, and Northrop Grumman with 1,086 Service Members connecting with employers with a propensity to hire military. Thirty-two Law Enforcement testing events were offered through San Diego Police Department, Orange County Sheriff’s Department, Colorado State Police, and the Los Angeles Police Department with 344 Service Members participating.

CDC JOB FAIR
On 5 August 2017, the Family Member Employment Assistance Program (FMEAP) collaborated with MCCS Human Resources Division and the Family Care Branch to host a Child Development Center (CDC) Job Fair. The event was a huge success with over 175 job seekers attending the event, over 100 interviews conducted, and 65 conditional job offers made.

YOUNG ADULT HIRING FAIR
FMEAP hosted a new Young Adult Hiring Fair aimed at dependents aged 16-24 years, providing teens and young adults an opportunity to connect with employers and career resources. There were 106 patrons and 36 employers in attendance. There were 32 young adults who participated in a 12 member employer panel brief prior to the hiring event. Requests for assistance has increased for Young Adults since offering these hiring fairs.

BLENDED RETIREMENT SYSTEM
P&PD-C&PR Personal Financial Management Program implemented the education/training for the Blended Retirement System (BRS). Mr. Gerald Williams, Personal Financial Management (PFM) Specialist, was selected by HQMC and Office of the Secretary of Defense to participate in a video on BRS that will be used across the Services. Our PFM Specialists, along with Financial Independence Training, Inc., an approved non-federal entity and 23 Financial Planners provided a Financial Readiness Day with Headquarters & Support Battalion, which offered financial advice to 137 Marines. In February 2017, the PFM Specialists, along with Financial Independence Training, Inc., an approved non-federal entity, provided a Financial Readiness Day with Headquarters & Support Battalion, which offered financial advice to 137 Marines. A bit.ly/jobslead website was established to list employer jobs and to provide access to those jobs to transitioning service members and military spouses.

TRS EVOLUTION
During FY 2017 P&PD-C&PR Career Services piloted a Career Link 2-Day Track workshop to build upon the 5-day TRS class to help service members target and further develop their competitive job search strategy and be successful with their transition plan, ultimately obtaining the employment and career goals of their choice. Feedback indicated that 100% of participants were satisfied with the workshop.
BASE EDUCATION CENTER TUITION ASSISTANCE
During FY17, the BEC processed and approved $5,198,249 in tuition assistance (TA) dollars. More than 2,841 students used TA, and 7,490 courses were attended. The BEC served more than 128,082 Marines, Sailors, spouses, veterans, civilians, and retirees. The BEC held over 400 briefs with 19,018 attendees and provided more than 1,850 military college-level examinations and Military Academic Skills Program tests.

LEADERSHIP SCHOLAR PROGRAM FORUM
On 14 October 2017, the BEC held a Leadership Scholar Program (LSP) forum at the Pacific Views Event Center. Universities presented an information brief regarding admission to their respective institution for active-duty Service Members who are interested in applying to the universities through the LSP. The universities in attendance were Columbia University, Williams College, Yale University, Princeton University, Massachusetts Institute of Technology, and a GI Bill forum given by a VA representative covering veteran's benefits for education. The main purpose is to answer questions related to the Montgomery GI Bill and Post 9/11 GI Bill. Total attendance was over 75.

TAILGATE FOR EDUCATION
On 3 February 2017, the BEC held the annual Tailgate for Education event that helped students learn more about the BEC and what it has to offer. Students had the opportunity to meet with representatives from the on-base schools, learn about the GI Bill, programs offered at the BEC, as well as other P&PD programs. This event was open to everyone and did not require prior registration. A total of 185 people attended the FY17 event.

WARRIORS TO CAMPUS
In FY17, the BEC conducted the Warriors to Campus Tours which included four campus tours to Mira Costa College with 18 attendees, University California San Diego with 21 attendees, San Diego State University with 29 attendees, and Cal State San Marcos with 23 attendees. During these trips, active-duty Service Members gained exposure to the veterans' center, curriculum, admissions policies, and were mentored by other veterans who had graduated or were attending the institutions.

ROAD TO SUCCESS WORKSHOP
In FY17, the BEC implemented the workshop “Road to Success” to assist Marines from Edson Range in improving test scores. Staff from the BEC held three workshops at Edson Range on 29 April 2017 with 56 attendees, 9 June 2017 with 37 attendees, and 4 August 2017 with 38 attendees.
MARINE AND FAMILY PROGRAMS

SUMMER READING PROGRAM
The library program hosted the Summer Reading Program with the largest number of participants in the United States Marine Corps, for the 6th year in a row. The Summer Reading Program at Camp Pendleton saw 1,878 children, 207 teens, and 652 adults signed up, for a grand total of 2,737 readers. Summer readers read a total of 651,077 minutes. The Library offered 53 programs during the summer months with a total of 2,229 attendees.

SKILLS DEVELOPMENT PROGRAM
MCB Camp Pendleton and Fort Irwin created a joint partnership to mutually support Service Members attending Skills Programs on respective installation. Airstreams is a 7-week Wind Turbine and Cell Tower Training held on Fort Irwin; billeting is provided. The initiative was piloted in February 2017 and focuses on careers in wind power, communication tower and oil and natural gas. Participants earn 10 nationally recognized certificates that are portable into high demand jobs. During FY17, 24 Service Members have attended the Airstreams program.

WORK SHOPS FOR WARRIORS (WFW)
WFW officially became a Skills course in January 2017. The program provides training, certifications and helps place Service Members into advanced manufacturing careers. Although they have been operating since 2008, they. This is a no-cost program with 2 track options: welding or machining. Students earn 5 nationally recognized portable stackable credentials. During FY17, 65 Service Members have attended the WFW program.
HUMAN RESOURCES
MCCS understands that the key to success for all its businesses and programs depends on employees. MCCS Human Resources at Camp Pendleton is a full service office that not only assists management in the recruitment and hiring of employees, but also manages employee development programs, administers employee benefit opportunities, ensures that Equal Employment Opportunity laws are enforced and maintains a positive partnership with the Union (National Federation of Federal Employees Local 919 at Pendleton and American Federation of Government Employees at Barstow). MCCS prides itself on its diverse workforce and is focused on providing all employees with a safe and fair work environment.

DIVISION GOAL
MCCS, which strives to be the employer of Choice, will treat all individuals with respect, while identifying the right people that will add value to the MCCS Quality of Life programs in support of the military and their family members.

RECRUITMENT CAMPAIGN
We make it our business to employ motivated individuals that will support America’s Heroes.

WORKFORCE DEMOGRAPHICS
Average employee population is 1,900. Category of employees: Appropriated and Non-Appropriated Employees (approx. 75% “regular” and 25% “flexible”). “Regular” category MCCS employees are eligible for a generous benefit program including: annual leave; sick leave; medical and dental insurance; long term care; life insurance; a retirement plan; a company match 401k program and a Flexible Savings Account.

STAFFING OFFICE
The Human Resources Staffing Office posted in excess of 300 job announcements in 2017. Receiving over 1502 applications & resumes and processing an average of 50 new hires per month.

EMPLOYEE TURNOVER
MCCS understands the cost of employee turnover. The turnover rate by division is reported to management once a year and in 2017, MCCS overall turnover rate was 40%. The turnover rate is within industry standards, or lower, when compared to similar businesses off base. In addition, with the number of active duty military and family members that comprise the MCCS workforce, it is a known cost of business that those employees will rotate away from the base causing an increase in turnover.

EMPLOYEE DEVELOPMENT
MCCS has a strong commitment to training, education and career development of its employees. The dedication to employee development is reflected in the MCCS University program, which encompasses approximately 110 classes and a generous tuition assistance program.
HUMAN RESOURCES

EEO/LABOR
MCCS supports the Commanding Officer’s zero tolerance policy against any acts of discrimination. MCCS employees are covered under the negotiated agreement with the National Federation of Federal Employees (NFFE) Local 919. MCCS Camp Barstow employees are covered under the American Federation of Government Employees (AFGE).

RECRUITMENT PLAN
Human Resources utilizes all available recruitment opportunities to attract and retain a qualified and diverse workforce including: recruitment banners; attendance at career fairs on-base and in the local community; mccsCP.com website vacancy notifications; social media and external job search engines.

HUMAN RESOURCES POINTS OF CONTACT
Receptionist (760) 725-5893
Retail (760) 725-5881
Business Operations (760) 725-5875
Semper Fit (760) 725-5889
Marine & Family Programs Family Care (760) 725-5796
Family Readiness Officers & Behavioral Health (760) 725-3824
Worker’s Compensation (760) 763-9968
EEO/Labor Relations (760) 725-5299
Employee Development (760) 725-5892/5893

TRAINING
Performance Coaching
Extended DISC
CPR –AdultHeartsaver
Would I Work for Me?
Are You Listening?
Change Element
5 Choices of Extraordinary Productivity
Customer Service- Fish – Catch the Energy- Release the Potential
Getting Outside the Box
LOGISTICS
LOGISTICS
MCCS Camp Pendleton is home to a unique workforce. With five (5) different sections, six (6) specialized trade shops and 80 employees, Camp Pendleton MCCS Logistics strives to provide world class craftsmanship & organizational project management to installations throughout MCIWEST.

PLANNING & DEVELOPMENT
The Planning & Development team consists of specialized team members: Project Managers, Planner/Estimator, Draftsman/AutoCADD, Engineering Techs, Project Planners, and a Designer, collectively they provide the capability to plan, design, analyze and facilitate requested projects and provide logistical guidance.

CONSTRUCTION
The Construction section stays busy with over 60 budgeted/unbudgeted projects annually. Completed projects for the past year include: Pacific Views Lodge deluxe rooms, Barstow Temporary Lodging Facility (TLF), Barstow Single Marine Program (SMP), Information, Tickets & Tours (ITT), Oasis Pool Office, Paige Field House High Intensity Tactical Training (HITT) Center, 22 Area Fitness Locker rooms, 13 Area Pool Office, 64 Area Marine Corps Exchange (MCX), 13150 Conference Room, DeLuz Child Development Center (CDC) Kitchen, Fisher CDC Playground, Building 1377 Procurement Headquarters, Lake O’Neill bathhouse, and several Marine Memorial Golf Course projects including the Eagle’s Landing deck and canopies. Regional support to our sister installations include projects aboard MCB Hawaii, to include the renovation of the TLF lobby.

MAINTENANCE, VEHICLE SUPPORT & LANDSCAPING
The robust Maintenance Section provides a myriad of services to over 484 MCCS facilities, supporting over 200 GSA & MCCS owned vehicles as well as communication support for over 300 cellular phones. The Maintenance section is in constant demand, averaging 4,800 work orders per year, this team works diligently to ensure all efforts made in their daily duties exceed client expectations and remain consistent with the MCCS Policies & Mission Statement.

2017 ACHIEVEMENTS
Achievements include construction of a one-stop, comprehensive Design Center located in the Logistics Division and assisting MCB Hawaii in the renovation of the TLF Lobby.
REVIEW & ANALYSIS
The Review & Analysis Division (RAD) consists of three lines of operations: MCCS Coordinators (five full-time employees), Asset Protection (four full-time employees and five flex-time employees) and Management Analysis and Control (two full-time employees).

**MCCS COORDINATORS**
MCCS Coordinators serve as a liaison to the Area Commander and staff of a geographic area of the installation under cognizance of the Director, RAD. The MCCS Coordinator also serves as a conduit through which the Commander and staff can gain knowledge of, and direct access to, the full spectrum of services offered by MCCS. Additionally, they manage the Bases’ two Unit Event Centers.

**ASSET PROTECTION**
Asset Protection ensures that adequate internal controls are in place to safeguard MCCS assets. This program emphasis is prevention of internal and external losses due to fraud, theft and error through effective internal controls, training, and by investigating exceptions.

**MANAGEMENT ANALYSIS AND CONTROL**
Management Analysis and Control audits and ensures internal control oversight of MCCS facilities, manages the Commanding General Inspection Program requirements, provides services to units aboard Camp Pendleton and authorized patrons by processing all fundraising and facility use requests.

RAD provides watch standers, facilitates emergency operation center information flow and provides overall coordination between external and internal divisions.

In addition to the above responsibilities, RAD also leads: the internal Continuous Process Improvement Initiatives; Cash Verification Program; Fundraiser Authorizations; Facility Use Authorizations; Personally Identifiable Information Program; Composite Insurance Program; and provides general support to MCCS in all matters.
The MCCS Marketing Division at Camp Pendleton is responsible for overall brand consistency and standards, design, research, marketing campaigns, special events, corporate sponsorship and advertising sales. MCCS programs and activities are marketed for operational and support divisions.

MARKETING CAMPAIGNS
The Marketing Division develops strategic and creative communication solutions to target customers and generate awareness, branding and business revenue. Marketing plans are created for single promotions or full campaigns to reach client goals and objectives through innovative use of research, technology, digital and print media, sales management and promotions. Marketing programs are implemented for direct and indirect businesses on base and HQMC.

SPECIAL EVENTS
MCCS special events are planned, managed and coordinated through the Marketing Division. The team identifies, negotiates and administers significant strategic partnerships, alliances, and relationships, which support the goals and objectives of MCCS.

CORPORATE SPONSORSHIP & ADVERTISING SALES
MCCS Camp Pendleton offers the largest range of military marketing services including: extensive media and advertising platforms, large scale events, promotions, customized strategic planning, test marketing and research, all in the effort to support business-to-business military activity with a successful ROI. Corporate Sales is the solution to reaching the Military Market.

DESIGN
The Design team produces innovative, high quality print and digital design campaigns for MCCS programs and activities.

2017 STATS
MCCS Website – 5.2M page views, 1M visits
Facebook – over 113K Fans on the main page, 175K Fans on all pages
Largest Facebook Fan base in MCCS and 8th largest in the Marine Corps
Twitter – 3,000+ followers
Flickr – over 15M photos viewed
YouTube – over 116K videos viewed
MARKETING SPECIAL EVENTS

MARKETING EVENTS
MCX TREE LIGHTING
The Third Annual Holiday Tree-Lighting Ceremony was hosted at the Pacific Views MCX, 18 November 2017. The event culminated in the lighting of a 50-foot Christmas tree, decorated with 30,000 twinkling lights. An estimated 12,000 active duty and family members gathered to celebrate the holiday season and enjoy holiday festivities including a visit from Santa, holiday music, MCCS partnership vendors, giveaways, rides and roaming Christmas carolers. Every year, families enter on MCCS’ Facebook page and a child from a family stationed on Camp Pendleton is randomly chosen to flip the switch and light the Holiday Tree! The event provides an opportunity for service members’ families to meet one another and engage in fellowship in the spirit of the holiday season.

TREES FOR TROOPS FEATURING MONARCHS FOR MARINES
On 2 December 2017, The Christmas SPIRIT Foundation and FedEx delivered 800 fresh cut Christmas Trees to the Wire Mountain Baseball Field aboard Camp Pendleton. This is the ninth year Camp Pendleton active duty and family members received complimentary trees. This year Monarchs for Marines provided breakfast and a complimentary holiday stocking filled with toys and gifts worth $50 to children in attendance. The 2017 event hosted 4,000 patrons who enjoyed a holiday expo, which included: face painting, carnival games and rides and sponsored Dunkin Donuts and hot chocolate, holiday crafts for kids, and visits with Mr. and Mrs. Claus.

4TH OF JULY BEACH BASH
The Annual 4th of July Beach Bash with title sponsor, Ken Grody, continued to shine in 2017. There was a robust variety of food and beverage options, cash giveaways, a free family fun zone and crowd favorite DJ Mike providing entertainment. New this year was a successful “Family Friendly Area” that promoted fun for families and young kids. Crowd estimates were in excess of 35,000 including authorized active duty, family members and guests. Cash prizes and giveaways were given throughout the event from title sponsor, Ken Grody Ford. The crowd was captivated by the Tribute to Heroes video and entertained by the closing fireworks display.
**MCCSCP.COM WEBSITE**
The website is the primary destination for patrons to receive MCCS information and offers an abundance of unique benefits, including low cost promotions, current 24/7 information access and a large global audience reach. The entrance into social networking sites such as Facebook, Twitter, Instagram, Pinterest and Google+ allows more interaction with patrons online in a transparent and open platform.

**SOCIAL MEDIA**
Strategic messages promoting grand openings, special events, programs and services are broadcast on the largest MCCS Facebook page in the Marine Corps delivering exceptional results. For a more targeted approach, Twitter, Pinterest and Google+ may be utilized.

**EMAIL**
Patrons can subscribe to email advertising at mccsCP.com. This opt-in, opt-out email advertising is then sent directly to the subscriber. The email open rate remains in-line with industry standards at 8%. Basewide emails are also an opportunity.

**ELECTRONIC MARQUEES**
Roadside curb exposure to patrons on-the-go with base marquees strategically located at high traffic areas. Messages are programmed weekly on a rotating basis and receive high visibility. The 11’x12’ marquees at the Main Gate, San Luis Rey Gate and entrance to Fallbrook Naval Weapons Station have proven to be an effective advertising medium aboard the installation.

**VIDEO**
An exciting method of marketing especially to a young audience. Create rich advertising opportunities with video editing and composing services for exposure online, the movie theater, DVDs, commercials and more.

**PRINT MEDIA**
Professionally designed, eye-catching print material is an effective method to reach patrons. Resources include posters, brochures, direct mail pieces, counter cards, table tents and banners.

**WELCOME ABOARD PACKETS**
The Joint Reception Center (JRC) distributes weekly informational packets to Marines, Sailors and their families aboard Camp Pendleton. Distribution includes Welcome Aboard briefs, Pre-deployment briefs, Command Indoc’s, Family Days, and JRC walk-ins.
MCCS Camp Pendleton’s social media strategy in 2017 continued to have a major impact on the promotion of events and programs. As MCCS continues towards comprehensive digital marketing strategies overall, website, social, and digital platforms will continue to play a dominating role in advertising and promoting MCCS programs and events.

Facebook continues to dominate the social media platform market and currently has over 1.8 Billion users worldwide. The MCCS Facebook page experienced tremendous growth in 2017 reaching more than 175K Fans. The Camp Pendleton MCCS Fan page continues to have one of the largest followings in the Marine Corps.

MCCS is actively involved in many other Social Media platforms. As of January 2018, there are over 3,000 Twitter followers, over 116K YouTube video views and over 15M photos viewed on Flickr. The Marketing Division has continued its social media reach with successful integration of multiple social media platforms including Instagram, Snapchat, and more.

Social Media was implemented to build connected relationships with existing and new patrons. Consumer behavior demands that companies become more transparent and engage with their patrons and communities. By establishing a successful presence on many of the largest social media networks, MCCS continues to send the message to patrons that not only are we listening, but we’re here to help.

The focus in 2018 will be the continued growth and development of these platforms in order to market programs, activities, and events as well as continued engagement with the online community. Building promotional campaigns specifically around social media to engage the community with the MCCS brand allows a further extension of reach into patron lives on a daily basis.

**SOCIAL MEDIA**

- Facebook: 175K fans across 56 Fan Pages.
- Over 113K Fans on Facebook main page
- The 8th largest Facebook Fan page in the Marine Corps
- Traffic to website from social media 54,820
- Twitter Followers: 3,000+
- YouTube: Over 116K videos viewed
- Flickr: Over 15M photos viewed
The mccsCP.com website continues to lead the way Marine Corps wide as the primary destination for information on programs and events aboard Camp Pendleton. With more than 1.5M visitors and 8.2M page views in 2017, the website has continued to grow by 56%.

Since the MCCS web re-design in 2014 focusing on mobile content delivery, more than 59% of mccsCP.com web traffic comes from mobile devices. This strategy has helped increase visitors, and content consumption on mccsCP.com. This key metric identifies that our customers are using mobile first as a way to get their information.

Social media platforms including Facebook, Twitter, Instagram and YouTube continue to be driving forces for content distribution to push users to utilize the website as their primary source for information. By creating creative and engaging content, MCCS is able to drive users to the website. More than 70K visits to mccsCP.com were the result of content published on Social Media platforms.

The website must adapt to the constant changes in lifestyle and technology. In 2018, changes will add more visual context to programs and events, giving users a much richer experience than just rotating web banners and headline news lists. Providing more opportunities to have patrons see a wider variety of the many ongoing and event driven opportunities that Camp Pendleton offers.

As always, a consistent focus is placed on making sure the mccsCP.com website follows trends which stay in line with web standards and emerging technologies that focus on our core audience, the military and their families.

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<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Total</th>
<th>% change from previous year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>132,154</td>
<td>113,438</td>
<td>144,961</td>
<td>143,393</td>
<td>144,219</td>
<td>164,823</td>
<td>148,499</td>
<td>116,185</td>
<td>109,395</td>
<td>105,522</td>
<td>92,062</td>
<td>1,518,136</td>
<td>-8%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>159,291</td>
<td>147,727</td>
<td>172,425</td>
<td>163,945</td>
<td>165,049</td>
<td>183,037</td>
<td>170,857</td>
<td>130,001</td>
<td>68,370</td>
<td>80,595</td>
<td>105,514</td>
<td>1,667,210</td>
<td>-15%</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>173,792</td>
<td>149,392</td>
<td>186,663</td>
<td>174,906</td>
<td>180,712</td>
<td>241,292</td>
<td>193,069</td>
<td>163,345</td>
<td>121,175</td>
<td>132,988</td>
<td>121,369</td>
<td>1,967,142</td>
<td>+20%</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>102,329</td>
<td>92,903</td>
<td>110,013</td>
<td>108,514</td>
<td>283,806</td>
<td>135,031</td>
<td>173,765</td>
<td>137,569</td>
<td>117,709</td>
<td>115,885</td>
<td>126,814</td>
<td>1,430,512</td>
<td>+9%</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>113,855</td>
<td>97,544</td>
<td>113,755</td>
<td>114,042</td>
<td>120,904</td>
<td>131,806</td>
<td>139,737</td>
<td>117,519</td>
<td>94,662</td>
<td>91,859</td>
<td>106,118</td>
<td>1,430,512</td>
<td>+9%</td>
<td></td>
</tr>
</tbody>
</table>

### UNIQUE VISITORS

<table>
<thead>
<tr>
<th></th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Total</th>
<th>% change from previous year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>64,383</td>
<td>53,049</td>
<td>69,808</td>
<td>66,610</td>
<td>69,327</td>
<td>78,514</td>
<td>71,197</td>
<td>55,758</td>
<td>53,348</td>
<td>52,600</td>
<td>51,160</td>
<td>46,755</td>
<td>732,509</td>
<td>-6%</td>
</tr>
<tr>
<td>2016</td>
<td>93,790</td>
<td>87,556</td>
<td>99,928</td>
<td>97,766</td>
<td>101,038</td>
<td>108,449</td>
<td>102,412</td>
<td>76,842</td>
<td>40,749</td>
<td>49,772</td>
<td>76,497</td>
<td>67,818</td>
<td>1,002,617</td>
<td>-13%</td>
</tr>
<tr>
<td>2015</td>
<td>103,327</td>
<td>88,385</td>
<td>108,930</td>
<td>101,410</td>
<td>107,773</td>
<td>138,882</td>
<td>112,287</td>
<td>95,431</td>
<td>73,475</td>
<td>78,632</td>
<td>77,466</td>
<td>72,001</td>
<td>1,157,999</td>
<td>+23%</td>
</tr>
<tr>
<td>2014</td>
<td>58,767</td>
<td>54,802</td>
<td>63,443</td>
<td>62,753</td>
<td>146,035</td>
<td>78,134</td>
<td>100,259</td>
<td>81,153</td>
<td>70,106</td>
<td>69,551</td>
<td>75,100</td>
<td>76,920</td>
<td>937,023</td>
<td>+27%</td>
</tr>
<tr>
<td>2013</td>
<td>65,632</td>
<td>57,147</td>
<td>66,064</td>
<td>65,807</td>
<td>69,875</td>
<td>74,301</td>
<td>77,182</td>
<td>64,324</td>
<td>53,955</td>
<td>57,367</td>
<td>52,676</td>
<td>56,591</td>
<td>807,984</td>
<td>+6%</td>
</tr>
</tbody>
</table>
The MCCS Marketing Design team are innovative, skilled professionals that produce materials Marine Corps wide. The team strives to produce high quality, effective print and digital design, processing projects from concept to completion from small scale campaigns to Marine Corps wide campaigns. In 2017, the design department completed over 1,600 projects and processed over 1,300 web tickets.

**CAPABILITIES**

**DIGITAL DESIGN**
Websites, email campaigns, social media, presentations, video, and Adobe Acrobat PDF.

**PRINT DESIGN**
Brochures, posters, direct mail pieces, calendars, logos, booklets and more.

**SIGNS AND BANNERS**
Design and layout with outsourcing the production of signs and banners.
KNOW YOUR MILITARY MARKET

Camp Pendleton Demographics

MEET YOUR BUSINESS OBJECTIVES

Advertising
- Digital
- Print

Automotive Display and Test Drive Events

Partnership Opportunities
- 4th of July Beach Bash
- Tree Lighting Celebration
- Trees for Troops
- Marine Corps Mud Run

MCCS Advertising Policies

CONTACT US
mccsCP.com/AdSales
OUR MISSION
To invest in Marines for duty, home and self. The Marine Corps has a long history and proud tradition that has existed since 1775. We follow the Semper Fi spirit to create solutions that build enduring brand recognition and solid business partnerships. Delivering excellence is our mission as we explore and activate new strategies with our business partners.

220 MILLION ANNUAL IMPRESSIONS
Invest in partnership activities with MCCS MCB Camp Pendleton and MCLB Barstow.

- Reach over 85,000+ Active Duty, family members, retirees and civilian personnel
- Influence over 25,000 military base residents
- Contribute to our nation’s 911 Forces

MCCS offers a wide range of military marketing services including: extensive media and advertising platforms; large scale events; promotions; customized strategic planning and test marketing and research, all in the effort to support successful business-to-business ROI and point of sale.
CAMP PENDLETON DEMOGRAPHICS

**BASE POPULATION**
- 43,000 + Active Duty
- 36,300 + Family Members
- 4,000 + Civilian Federal Government Employees
- 2,350 + Civilian Workers with Non-DOD Tenant organizations (MCCS-affiliated)
- 85,000 + Daily Population

**ON-BASE HOUSING (MARRIED & SINGLE)**
- 7,300 Units in 21 family housing areas
- 17,000 Military Family Members living in on-base housing
- 18,000 Billeting Spaces
- 34,040 2x0 Perm Party & student bed spaces in bachelor billeting
- 25,127 Spaces occupied (73% filled bachelor spaces)

Approximately two-thirds of our married Active Duty live off base.
**Digital Marquees**
Traffic Count: 6 Million Annually
Rotation: Weekly
Duration: 6 Hour time slots/3 days/week = 18 hours/week in rotation
Locations: Pacific Views Main Gate, San Luis Rey Gate, Fallbrook Gate
Advertiser Provides Assets in: JPEG, 72dpi

<table>
<thead>
<tr>
<th>Size</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>192px x 176px</td>
<td>With “Advertisement” Black Bar</td>
</tr>
</tbody>
</table>
DIGITAL ADVERTISING

Website Camp Pendleton - mccsCP.com
Annual Page Views: 8.2 Million
Annual Visits: 1.5 Million
Rotation: Weekly

<table>
<thead>
<tr>
<th>Duration</th>
<th>Medium</th>
<th>Resolution &amp; Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Week</td>
<td>Web Tile</td>
<td>475px W x 267px H @ 72dpi</td>
</tr>
<tr>
<td>1-Week</td>
<td>Homepage Web Banner</td>
<td>2560px W x 400px H @ 72dpi</td>
</tr>
<tr>
<td></td>
<td>Live Area</td>
<td>980px W x 400px H @ 72dpi</td>
</tr>
</tbody>
</table>

Website Barstow - mccsBarstow.com
Annual Page Views: 24,000
Annual Visits: 15,000
Rotation: Weekly

<table>
<thead>
<tr>
<th>Duration</th>
<th>Medium</th>
<th>Resolution &amp; Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Week</td>
<td>Web Tile</td>
<td>475px W x 267px H @ 72dpi</td>
</tr>
<tr>
<td>1-Week</td>
<td>Homepage Web Banner</td>
<td>2560px W x 400px H @ 72dpi</td>
</tr>
<tr>
<td></td>
<td>Live Area</td>
<td>980px W x 400px H @ 72dpi</td>
</tr>
</tbody>
</table>

Website Banner 2560px (including bleed)

Red area cuts off when viewed on mobile devices. Images can run across but copy should stay within the center.

2560px W x 400px H @ 72dpi saved as PNG. Keep files under 150k whenever possible. PSD is preferred, but JPEG, PNG and GIF files are acceptable.
Leatherneck Lanes Video Monitors - Camp Pendleton
Annual Visits: 330,000
Rotation: Weekly
Duration: 30 sec
Number of screens: 40 Hi-Definition Monitors

### Duration Size Resolution
1-Week Digital Video Monitors 1920px W x 1080px H

Leatherneck Lanes Video Monitors - Barstow
Annual Visits: 4,800
Rotation: Bi-Weekly
Duration: 30 sec
Number of screens: 6 Hi-Definition Monitors

### Duration Size Resolution
2-Week Digital Video Monitors 1920px W x 1080px H

Duration: 30 seconds Medium Resolution & Size: GIF or JPEG formats.
The Pavilion @ Mainside: Patio Video Monitors
Annual visits: 1 Million
Rotation: Weekly
Duration: 30 sec and 60 sec
Number of Screens: 2 Hi-Definition Displays

<table>
<thead>
<tr>
<th>Duration</th>
<th>Size</th>
<th>Resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Week</td>
<td>55”</td>
<td>1920px W x 1080px H</td>
</tr>
</tbody>
</table>

Movie Theater Advertising
Patrons: 300,000/Annually; 25,000/Month
Rotation: Monthly and Quarterly
(Quarterly Advertising requires one asset per month)
Run Times: Each commercial shows 175 times per month
Duration: Each commercial displays 30 sec

<table>
<thead>
<tr>
<th>Duration</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Month</td>
<td>2048px W x 858px H</td>
</tr>
</tbody>
</table>

2048px W x 858px H @ 72dpi. Video Dimensions 2048p x 858p
Large Format Billboards
Traffic Count: 6.8 Million annually, 600,000 monthly
Rotation: Bi-Weekly
Location: Pacific Views Main Gate, San Luis Rey Gate, Fallbrook Gate and San Onofre Gate
(one side only)
Medium: Single Banner - Advertiser Provides Banner

<table>
<thead>
<tr>
<th>Duration</th>
<th>Size</th>
<th>Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-Weeks</td>
<td>12’W x 11’H</td>
<td>Single Banner</td>
</tr>
</tbody>
</table>

Art Size 12’W x 11’H with Grommets on corners and every 24”.

Standard Format Billboards
Traffic Count: 2 Million annually
Rotation: Bi-Weekly
Location: Del Mar, San Mateo, San Onofre
Medium: Single Banner - Advertiser Provides Banner

<table>
<thead>
<tr>
<th>Duration</th>
<th>Size</th>
<th>Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-Weeks</td>
<td>120”W x 48”H</td>
<td>Single Banner</td>
</tr>
</tbody>
</table>

Acceptable File Types:
JPEG, PDF, EPS, (outlined fonts and embedded images) InDesign (packaged). File can be built at half size but ensure minimum resolution is 144 dpi at half the size. Include: 1” bleed with crop marks. Grommets on corner and every 24”.
Large Format Graphics
Customized opportunities to reach targeted demographics in key locations on base. 3-month minimum.

Acceptable File Types:
JPEG, PDF, EPS, (outlined fonts and embedded images) InDesign (packaged). File can be built at half size but ensure minimum resolution is 144 dpi at half the size. Include: 1” bleed with crop marks.
Poster Displays
Foot Traffic: Based on designated location(s)
Distribution: Quarterly
Advertiser Provides Poster
Distribution Locations: Fitness Centers and Single Marine Centers
Advertising Opportunity: 3, 6, 12 Months

<table>
<thead>
<tr>
<th>Distribution</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>3, 6 or 12 Display Locations</td>
<td>22”W x 28”H</td>
</tr>
</tbody>
</table>

Acceptable File Types:
JPEG, PDF, EPS, (outlined fonts and embedded images) InDesign (packaged). Minimum resolution is 225 dpi.
**PRINT ADVERTISING**

**MCCS Phone Directory**
Publication: Annual  
Website Download: 25,000  
Total Print Quantity: 15,000  
Advertiser provides digital artwork

<table>
<thead>
<tr>
<th>Ad</th>
<th>Ad Placement</th>
<th>Ad Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Page</td>
<td>Inside Front Cover</td>
<td>4”W x 7.5”H</td>
</tr>
<tr>
<td>Full Page</td>
<td>Inside Back Cover</td>
<td>4”W x 7.5”H</td>
</tr>
<tr>
<td>Full Page</td>
<td>Inside (6 available spaces)</td>
<td>4”W x 7.5”H</td>
</tr>
<tr>
<td>Full Page</td>
<td>Back Cover</td>
<td>4”W x 7.5”H</td>
</tr>
</tbody>
</table>

Acceptable File Types:
300dpi resolution suggested with minimum 150dpi. Add a 1/8” live area margin and a 1/8” bleed on all sides. Please send all ads as either JPEG, TIF, EPS or PDF file. (outlined fonts and embedded images)
AUTOMOTIVE DISPLAY & TEST DRIVE EVENTS

New Car Automotive Test Drive & Display
- New Car displays in high traffic locations
- 5,000 sq ft of vehicle display space and on-site activation
- Event period: 3-Days

New Car Vehicle Showcase Events
- Pre-event advertising
- High traffic display locations
- 30-Days of targeted interaction
- Display space to accommodate up to 20 vehicles
- On-site activation

Static New Car Displays
- High traffic display locations
- Up to 3-Day display period
- Display space to accommodate up to 4 vehicles
PARTNERSHIP OPPORTUNITIES

MARQUEE EVENTS

mccsCP.com/AdSales
BE A PART OF
AMERICA’S LARGEST,
MOST PATRIOTIC
MILITARY APPRECIATION
EVENT!

Estimated Attendance:
35,000 Active Duty and Family Members

Branded sponsorship and exhibitor opportunities available.
mccsCP.com/AdSales
Kick-off the holiday season with a military appreciation event!

**NOVEMBER 2018**

Estimated Attendance: 12,000 Active Duty and Family Members

Branded sponsorship and exhibitor opportunities available.

mccsCP.com/AdSales
A fun and festive way to reach Active Duty and their families as they celebrate the holiday season and receive a free Christmas tree!

Estimated Attendance: 4,000 Active Duty and Family Members

Branded sponsorship and exhibitor opportunities available.

Marine Corps Community Services
Two Locations:
Camp Pendleton
Barstow
Opportunities available for 2-day general public event and 1-day Active Duty event.

The one and only Marine Corps Mud Run, which inspired an entire industry to set the standard by which all Mud Runs are measured.

**ESTIMATED ATTENDANCE:**
**ACTIVE DUTY EVENT** – 2,100  
**GENERAL PUBLIC EVENT** – 10,000

Opportunities available for 2-day general public event and 1-day Active Duty event.

mccsCP.com/AdSales
1. MCCS reserves the right to review and approve all advertising prior to activation.

2. MCCS requires the following disclaimer statement to be included in all advertising:
   “No Defense Department, U.S. Marine Corps or Marine Corps Community Services endorsement implied.”

3. MCCS can accept any of the following file types when submitting artwork:
   • Adobe Photoshop (.psd)
   • Adobe Illustrator (.eps and .ai)
   • Adobe Acrobat (.pdf)
   • JPEG (.jpg)

4. Artwork resolution requirements:
   Actual Size: 225-300ppi

5. Large outdoor banners:
   Images no smaller than 100Dpi

6. Logos submitted to MCCS must be .eps vector art with outlined fonts
CONNECT

CONTACT US TODAY

MARINE CORPS COMMUNITY SERVICES
MARINE CORPS BASE, CAMP PENDLETON
MARINE CORPS LOGISTICS BASE, BARSTOW

Phone: (760) 576-9827
Email: sponsorship@mccscp.com
mccsCP.com/AdSales
INVESTING IN MARINES
FOR DUTY, HOME & SELF