

Black Knights, the honor is mine!

The Marine Corps' best aviation warfighting machines sit on our line, the brightest minds work within our spaces, and the most basic tenet of our mission is the Corps' most important: **SUPPORT THE MARINE AIR GROUND TASK FORCE**. Every task we undertake shall bear that in mind and should serve as our inspiration when we seek guidance for our actions or need reminding of our purpose.

We will best find success in these endeavors through **COHESIVENESS, TACTICAL PROFICIENCY, & READINESS**.

To ensure we begin our work as one **COHESIVE** entity, we will respect the following:

MENTORSHIP – Proverbs tell us, "a chain is only as strong as its weakest link." In contrast, the Greek Spartans taught us that "a Spartan's true strength is the warrior next to him." Be the true strength of your junior Marines and strive to make them each a valued member of our squadron.

SUBSTANCE ABUSE – There is no place in the Marine Corps, aviation, or this squadron for illegal substances, drinking and driving, or irresponsible behavior involving alcohol. If you can't control yourself, you can't be trusted with the lives of those around you.

SEXUAL HARASSMENT – Honor and respect your Brothers and Sisters. I will not tolerate any behavior that lacks decency or invades the privacy of your fellow Marines and will deal with it swiftly and to the fullest extent of the UCMJ.

EQUAL OPPORTUNITY – We have a mission to accomplish and will afford every squadron member the same opportunity to succeed. The shared power of each squadron member, regardless of religion, race, or creed, makes us great and will make us successful.

FRATERNIZATION – Successful squadrons work hard and produce mission excellence. Unified squadrons are a fellowship and build relationships that carry the unit through tough times. Both successful and unified squadrons are professional at all times.

As true aviation professionals, I expect to achieve **TACTICAL PROFICIENCY** through the following:

DISCIPLINE – We must always remain students of our weapon system, our enemy, and ourselves. Every mission, combat or training will be thoroughly planned, briefed, and executed. I charge leaders at every level to ensure our aircraft and aircrew are properly prepared before we light off the first APU.

HUMILITY – We will make mistakes. Identify, debrief, and learn from them. The more we learn during training, the safer and more effective we will be in combat.

SAFETY – Safety must remain at the forefront of everything we do. Every time an aircraft leaves the ground, there is risk involved. We will employ an aggressive Tactical Risk Management program to assess those risks and ensure mission success. Safety isn't about canceling the mission; it is about supporting the **MARINE ON THE GROUND** with continued success.

We cannot meet our duty to the Marine Air Ground Task Force unless we have excellence in **READINESS**. We must meet or exceed our flight and ground training goals, maintain our weapon systems and support equipment at or beyond mission-capable target rates, and take care of ourselves, our families, and our fellow Marines through the following:

DETERMINATION – Our unit will have a warrior mentality. It will strive to meet every challenge as long as the risks involved are assessed before execution and the benefits of accepting them outweigh the costs associated.

METRICS – I expect departments to set performance goals commensurate with their responsibilities, and I charge department heads with keeping their Marines accountable for meeting those goals and reporting the results. "Tell me what you expect from me and I'll tell you how I'll perform."

FAMILY AND UNIT READINESS PROGRAMS – Few things in life will be with you forever. Family will, however. Prepare and protect them for the challenges they will face as you honor your service to the Corps. Our Family Readiness Officer is here to ensure your "families are prepared and equipped with the skills and tools to meet the challenges of the military lifestyle successfully." If your family is not ready, neither are you.

I look forward to standing shoulder-to-shoulder with you during this time of war.