



UNITED STATES MARINE CORPS
2D LOW ALTITUDE AIR DEFENSE BATTALION
MARINE AIR CONTROL GROUP 28, 2D MARINE AIRCRAFT WING
POSTAL SERVICE BOX 8074
CHERRY POINT, NORTH CAROLINA 28533-0074

IN REPLY REFER TO
1320
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SEP 25 2015

Policy Letter 8-15

From: Commanding Officer
To: All Hands

Subj: 2D LAAD BATTALION UPDATED COMMANDER'S INTENT

Encl: (1) Marine Air Control Group 28 Commander's Intent updated 1 June 2015
(2) 2d MAW Commanding General's Commanders Intent dtd 4 Sept 15
(3) 2d LAAD Battalion Commander's Intent

1. Over the past year, this battalion has realized numerous successes, from our sustained support to the Marine Expeditionary Units and the Unit Deployment Program, to the battalion deployment to Weapons and Tactics Instructor course. As we proceed into this next year, I fully expect that we'll continue our track record of superior accomplishment. While I am not making any significant course corrections to how we do business, I provide the following intent to guide us as we work to exceed our past performance.

2. We kill hostile aircraft and protect airbases from ground attack. No other warfighting organization within II Marine Expeditionary Force can do what we do for the Marine Air-Ground Task Force (MAGTF) Commander therefore we need to always be on our A-game. *Above all else, we must be able to destroy or deter hostile aircraft or ground forces that threaten our defended assets.* We accomplish this through training. We will train hard. We will train safely. We will train often. Commanders and leaders at every level will develop and execute challenging, realistic, and relevant training that ensures we always provide the outstanding support that the MAGTF demands of us.

3. We are always ready to fight. We must be ready to fight tonight, and that involves much more than just being able to tactically employ the Stinger missile. We need ready Marines that are physically fit, medically and dentally healthy, and mentally prepared to deploy. We need ready equipment that is properly maintained. We need ready families that are informed, cared for, and prepared for the challenges of deployment. The greatest challenge that I present to the commanders and small unit leaders is sustaining the balance of meeting today's operational and training requirements while simultaneously improving material and personal readiness. We must remain responsive without sacrificing our long-term readiness.

4. We will develop leaders that can solve any problem and accomplish any mission. It doesn't matter if we're executing a ground based air defense mission, an airbase ground security mission, or another obscure tactical task. If properly led and trained, our Marines can solve any problem and accomplish any mission. It is absolutely crucial that we give our Marines proficient, honorable, ethical, and trustworthy leaders that can lead, train, mentor, and motivate them to accomplish the seemingly impossible. Commanders and leaders will place significant effort into developing the next generation of Low Altitude Air Defense leaders. I want to pay special attention to our Non-Commissioned Officers who will become the Staff Non-Commissioned Officers

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that lead Marines in combat during our next conflict. They must be men and women of exceptional character. This is by far the most significant contribution that we can make to the future of our community and the Marine Corps.

5. We will have fun. If you're not having fun in the Marine Corps, it's time to find a new job. I want disciplined professionals that work hard and play hard. When it's time to work, we work as hard as possible to get the job done. When it's time to play, I fully expect Marines to have the time of their lives while protecting what they've earned. Things will not always be perfect and there will be many difficult times. But I want Marines to have good memories of this battalion and I want morale to be high. The key to achieving this goal is maintaining a strong command climate of respect, fairness, and discipline. Commanders will be held accountable for the climate and morale in their batteries, and I expect every leader to assist their commander in developing the camaraderie and unit cohesion needed to be successful. Additionally, every Marine in this battalion needs to hold me accountable for the overall climate and morale in this command. If morale is low or the command climate is poor because of something I have done or failed to do, I need to know.

6. Commanders will include this intent and guidance into their own vision and training. Every member of this battalion must understand how their battery plans to implement this intent over the next year.

7. Enclosure (1) is the Marine Air Control Group 28 commander's intent, and enclosure (2) is the 2d Marine Air Wing Commanding General's commander's intent. These documents are provided so you can better understand how our intent and vision supports that of our higher headquarters. Enclosure (3) is my intent which will be posted in all battalion spaces.

8. I am always willing to discuss my vision and intent. If there are any questions or concerns, do not hesitate to see me.



R. J. PLACIENTE



Marine Air Control Group 28 Commander's Intent

Updated 1 June 2015

End State

- Ready Marines—Physically fit, trained, motivated, and prepared to deploy.
- Ready Equipment—Properly maintained warfighting systems.
- Ready Families—Families that are informed, cared for, and prepared for their Marine to deploy.

Lines of Effort

- *Reset the Force*
- *Sustain Operational Excellence*
- *Contribute to the Future of the Corps*

MACG-28 – Who We Are

- We are a team, a family. We take care of each other.
- We take blame and do not make excuses.
- We enforce standards and hold ourselves accountable.
- We do the right thing. When in doubt, the right thing is normally harder.
- Professionals and Problem-Solvers.
- Good units do everything well.

Semper Fidelis!



UNITED STATES MARINE CORPS
2D MARINE AIRCRAFT WING
II MARINE EXPEDITIONARY FORCE
POSTAL SERVICE CENTER BOX 8050
CHERRY POINT, NC 28533-8050

IN REPLY REFER TO:
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4 Sep 15

From: Commanding General, 2d Marine Aircraft Wing
To: 2d Marine Aircraft Wing Commanding Officers

Subj: COMMANDER'S INTENT

1. The primary mission of 2D Marine Aircraft Wing (2D MAW) is to provide highly trained units and conduct responsive aviation operations in support of II Marine Expeditionary Force (II MEF). 2D MAW brings tremendous capability to the MEF, the Marine Corps, and our nation. Under your superb leadership, the Wing is providing outstanding support across the globe.
2. However, after several years of sustained combat operations, we need to make a few course corrections to ensure that we can be equally as responsive tomorrow as we are today. The Wing faces challenges that are being felt across the entire joint force. Over the past few years, there has been a precipitous decline in readiness across the Department of Defense (DOD). In addition, the joint force will continue to get smaller through the remainder of the Future Years Defense Program (FYDP). At the same time, global demand for forces remains fairly constant.
3. With that as background, I want to discuss three tenets that should guide your efforts to ensure that we remain a responsive, ready, and highly professional aviation force. These tenets include: ensuring outstanding support to the MAGTF, executing at the sustained rate of fire, and emphasizing on-going professional development.
4. Ensuring outstanding support to the MAGTF is a mindset. It speaks to quality, not always quantity. It means that if we are going to do something, we are going to do it well. The first step in this endeavor is to continue to develop habitual relationships with the ground combat element (GCE) at all levels of command: In other words, reach out to your counter parts and understand their needs. The next step is to seek integrated training. To be successful at this, we have to plan well. We can often accomplish things that we might not otherwise if we have enough lead time. I am interested in understanding our planning horizons to see if there are ways to better leverage the training that we do every day. Finally, we need to ensure that we are executing at a high level. This speaks to the quality of our preparation, briefing and debriefing, and our performance during execution whether it be the interaction between the crew chief and Marines getting on his aircraft, communication between aircrew and the JTAC, getting into the LZ, or delivering a weapon precisely. The bottom line is that we are a service oriented combat organization, and every interaction with 2D MAW should be a positive one.
5. Executing at the sustained rate of fire means being responsive without sacrificing our long term readiness. My expectation is for us to constantly improve the material condition of our aircraft or weapon systems while optimizing our training opportunities. This is a balance that each commander must pay close attention to. I understand the natural tension between generating sorties and increasing aircraft readiness. However, over the last decade, mission

ENCLOSURE (2)

Subj: COMMANDER'S INTENT

capable rates across Marine Aviation have dropped 13%. If we do nothing different, our readiness will continue to decline and over time, we will be able to deliver less capability to the MAGTF. The first thing that we have to do is understand what our sustained rate of fire is for each type/model/series so that we can educate senior leaders and assist them in making wise sourcing decisions. I define the sustained rate of fire as the number of ready units that we can provide on a recurring basis for deployment and employment while maintaining or improving the material readiness of our aircraft or weapons systems. I will be asking each Group commander to understand what his sustained rate of fire is. As we gain more clarity, we will be in a better position to inform discussions with MEF, MARFORCOM, and Aviation. Over time, I would like to have more influence over the TEEP. However, we need a narrative that is easy to understand and explains not only what we can sustain, but also the cost should higher headquarters elect to surge.

Each of you are already fully engaged with the Naval Aviation Enterprise to advocate for better Depot performance, reliability of components, OEM accountability, and full funding of our sustainment accounts. Thank you for your efforts in that regard. But what additional actions can we take inside our own wire? We have already discussed a mindset of constantly improving the material condition of our aircraft or weapons systems. In some ways, this mindset is counter intuitive based on the high demand we are experiencing. Commanders must give themselves some margin and allow for routine maintenance on up aircraft while at the same time generating the sorties they need to train. This includes planning maintenance days and ensuring that we are improving maintainer proficiency through high quality training. It also includes maximizing the use of simulation to optimize the ways that we generate readiness. For the resources they have, each commander should have measureable and achievable goals for both flight hours *and* material readiness. Our goal is to arrest the slow decline in readiness and see gradual improvement over time.

6. The third tenet that should guide your efforts is emphasizing on-going professional development. Each Marine wants to be part of the best unit and have the opportunity to grow professionally and personally. Professional development should be a key aspect of a unit's planning efforts. While sending Marines to take advantage of training and education opportunities can result in a short term burden on the command, the return on investment often includes additional years of service for that particular Marine, better leadership, and a more positive work environment that can mitigate some of the negative behaviors that we sometimes see. Professional development begins on day one with how well we sponsor a new Marine when he checks on board. It is an on-going process that continues until that Marine checks out of the unit.

7. Let me conclude by discussing my expectations of each commander in 2D MAW. Each of you is in your current position because of your sustained record of proven success. I know that we have great leaders in this Wing. It is important to me that we communicate well. Let me know what is going on and how I can help. I also expect that each of you will be able to work well as part of a team. I greatly appreciate those commanders who are inclined to help those outside their units. Third, I need you to hold your officers accountable particularly in the area of flight discipline. Finally, create a positive work environment. Our Marines are routinely doing outstanding work for our nation. Even as they face real challenges, they should enjoy coming to work.

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8. It is a privilege for me to be associated with such an outstanding warfighting organization. I look forward to supporting your efforts. Thank you for your leadership, and thanks for taking such good care of our Marines and Sailors.

A handwritten signature in cursive script, appearing to read "G. L. Thomas".

G. L. THOMAS
MajGen USMC



**2d Low Altitude Air Defense Battalion
Commander's Intent**

Updated 19 Sept 2015

We kill hostile aircraft and protect airbases from ground attack

We are always ready to fight

We will develop leaders that can solve any problem and accomplish any mission

We will have fun