



# Commanding Officer Marine Air Support Squadron-1

## COMMAND PHILISOPHY



Marines, there are two pillars that will support everything this unit does/will do: Vigilant Leadership and Operational Readiness.

Plainly put, in order to execute vigilant leadership we must understand that leadership entails service and sacrifice and each and every one of us must sincerely desire to make our Marines/Sailors and our unit better. I will accept nothing less than your complete, enduring commitment to building better leaders by cultivating decision making ability and fostering an environment of both individual and group accountability. As it relates to operational readiness we will maintain keen focus on the fact that every training endeavor we take must make us better at combat. We must sustain hard, realistic training and develop leaders whom are both physically and mentally tough enough to perform our mission well and thrive under adverse conditions.

The following guidance points are the tenets of leadership all Marines/Sailors of MASS-1 will exercise in the performance of our duties. They are not all encompassing but are the framework for my expectations of us and the excellent decision making ability we will exercise, daily.

- 1. Know Your Job.** There is no substitute for performance, none, we must know our respective weapon system better than anyone else. Above and beyond being able to shoot straight and accurately, we must be subject matter experts on our communications medium, computer terminal, utilities equipment, vehicle, etc. so put in the effort and do your homework to ensure you do your part to ensure the success of the unit.
- 2. Know Your Marines.** Like it or not, we are family and family has no secrets. We live together, train together, play together, sacrifice together, and lay it all on the line...together. We are so much more than rank, last name, and PFT score, we are brothers and sisters in arms with spouses/children at home, mothers/fathers/siblings in our hometowns, and a varying array of different life experiences and motivations. Amidst all of that diversity is the impenetrable bond of being a US Marine and to facilitate the continued success of our Corps it is critical that we as leaders know, and more importantly, understand, our Marines and do whatever necessary to bring out the best in each and everyone of them. Active and genuine concern for the personal and professional development of every Marine AND THEIR FAMILY, regardless of rank, is our responsibility and duty.
- 3. Lead Your Marines and Perform Your Duties with Humility and Respect.** Nothing MASS-1 does is about you. We are Marines and our efforts are for the betterment of the Corps. Throughout the history of our Corps our brothers and sisters have sacrificed immeasurably to sustain our legacy, and now it is our time to "kick in". Take pride in belonging to this elite group and stay intense about the mission...especially when things aren't easy. Know your strengths/limitations and do whatever needs to be done to ensure success of the team. Any action that compromises or threatens the success of this team of varying genders, colors, religions, and beliefs will not be tolerated. We will respect our individual differences and embrace our collective desire to provide for the future prosperity of the United States Marine Corps.
- 4. Be Decisive and Accountable for Your Actions.** Albeit with varying levels of experience, we are all trained decision makers. Neither I, SgtMaj, your OIC, nor your SNCOIC will be "out in front" of every critical action, so it is of utmost importance that you continually develop your ability to make good decisions and cultivate that ability in your subordinates. Ensure you understand your orders and then take action Warriors.

The 40<sup>th</sup> President of the United States, Ronald Reagan, put it best when he said, "Some people spend an entire lifetime wondering if they've made a difference...The Marines don't have that problem." Have fun and enjoy your calling, Marines, for everyday is a great day to be in our Corps.

Zachary A. Coates  
Lieutenant Colonel, United States Marine Corps  
Marine Air Support Squadron-1



Commanding Officer  
Marine Air Support Squadron-1

**UNIT, PERSONAL & FAMILY  
READINESS POLICY**



Marines, the singularly, most important variable of both the historical and future successes of the United States Marine Corps has been and always will be the individual contributions of Marines and Sailors. The keen focus required to take immediate action in adverse conditions cannot be attained unless we have trained hard to be operationally ready and have taken measures to ensure the well being of loved ones back home. Our Unit Personal Family Readiness Program is vital in facilitating the taking care of those that support us and enabling Marines and Sailors to always be ready to participate in the fight.

The impenetrable fiber of who we are/what we achieve is a direct reflection of the “close knit-ness” of our family. The word family has many connotations and should not be thought of as relevant to only married Marines, rather the family of which I speak is each and every soul in the MASS-1 extended family. It matters not if you are single or married, you and your mother, father, spouse, child, or sibling are part of the MASS-1 family and we must all take care of one another in order to always accomplish the mission. We must represent our family with pride and honor and ensure our non-uniformed family members are taken care of and provided for while we train in garrison or when we deploy. For it is the well being of all of our collective family members that enable each and every Marine and Sailor to focus and do their part in providing for the future prosperity of both the unit and the Corps.

As your Commanding Officer I accept full responsibility and 100% accountability for all of the Marines in MASS-1 and their families and require every leader in this command to treat any Marine, Sailor, or family member in need of assistance with professionalism and utmost dignity and respect. Our Unit Personal Family Readiness Program will ensure all MASS-1 Marines, Sailors, and their families are completely informed of and are provided access to the quality facilities, support programs, and resources that support our healthy well being and provide a quality standard of living. Our Family Readiness Officer (FRO) is highly trained, thoroughly familiar with all resources available to us in and around Cherry Point, and will relentlessly work to be responsive to the needs of the MASS-1 family.

I welcome and encourage any MASS-1 Marine, Sailor, or family member who wants to volunteer and be integrally involved in the health and welfare of the MASS-1 family to get involved with our Unit Personal Family Readiness Program. For information/assistance on all Family Readiness matters, contact the MASS-1 FRO, Mr. Ken Meredith, at 252.466.4248 or [kenneth.meredith@usmc.mil](mailto:kenneth.meredith@usmc.mil).

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Lieutenant Colonel, United States Marine Corps  
Marine Air Support Squadron-1



Commanding Officer  
Marine Air Support Squadron-1

## **VIOLENCE PREVENTION POLICY**



Marine Air Support Squadron 1 will maintain the highest standards of professionalism at all times, in garrison or in the field, peacetime or combat, on duty or on liberty. This level of professionalism requires that we take the best care possible of every Marine entrusted to this command, and we will do so by maintaining a work environment free from acts of harassment, intimidation, threats of violence, and other disruptive and distracting behavior.

Harassment, intimidation, threats, violence, and other disruptive behavior will not be tolerated; reports of any of these behaviors will be addressed appropriately, including reporting to the Provost Marshal's Office (PMO) where applicable. Such behavior can include oral or written statements, gestures, or expressions that communicate a direct or indirect threat of physical harm. Do not ignore warning signs or indicators of potential violence or harassing, intimidating, violent, threatening, or other disruptive behavior. If you observe or experience such behavior by anyone on the installation, whether or not he or she is a member of this command, report it immediately to your chain of command and law enforcement. Threats that require immediate law enforcement involvement shall be reported immediately to PMO or 911. Leaders who receive such reports will seek advice from the Violence Prevention Officer (VPO) and their chain of command regarding appropriate follow-on actions. While we will address reports appropriately, it is important that each Marine does their part to prevent such events before they occur by creating effective and safe work and home environments.

I will support all efforts made by leaders to address harassing, intimidating, threatening, violent, or otherwise disruptive behavior in this command, and will monitor the effectiveness of this policy's implementation. If you have any questions about this policy statement, contact the unit VPO or ask questions to your immediate leadership.

I expect every Marine of this command to perform their duties with the highest standards of professional conduct and accountability. An environment where harassment, intimidation, threats of violence, and other disruptive and distracting behaviors occur is inconsistent with our professional standards, and degrades our ability to do the primary thing we exist to do: fight and win battles.

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**UNIT, PERSONAL AND  
FAMILY READINESS  
EMERGENCY  
NOTIFICATION POLICY**



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## **EQUAL OPPORTUNITY POLICY**



Warriors let me be clear, It is with steadfast unity of purpose that we will succeed and **there will be absolutely zero tolerance for the emplacement of barriers to the progression of any individual service member or group of Marines or Sailors in this command.** As your Commanding Officer I will ensure your individual opportunities to succeed are not hindered/limited by the prejudices and misconceptions of others and I will impartially and expeditiously investigate and resolve any acts of discrimination or sexual harassment. Performance and leadership ability will be the determining factors of individual successes at MASS-1.

Equal Opportunity, simply put, is that every member that has earned the right to wear the eagle, globe, and anchor will have the opportunity to succeed solely based on the merits of their ability/performance. We are a team of brothers and sisters in arms originating from different backgrounds, life experiences, likes, and dislikes and our ability to acknowledge yet ignore those relatively unimportant differences is what allows us to act on one accord and succeed as a unit and as a Corps.

Our Marine Corps history is replete with instances where it was the direct actions of either an individual or a select few that saved lives and ensured victory of our Corps in battle. Those individuals did not waiver in deciding to sacrifice for/act on behalf of their fellow Marine/Sailor because they knew if the "tables were turned" that the same would be done for them. Our dependence upon, reliance upon, and willingness to sacrifice for one another is one of the most important variables in the Marine Corps being the greatest warfighting organization in history and anything that erodes that faith in each other is not what the Marine Corps is founded upon and will not be a part of what MASS-1 is based upon.

United States Marines are accountable, and as your Commanding Officer one of the things I am accountable for is ensuring a discrimination free environment where we can train the future leaders of our Corps. I expect every member of this command to be personally accountable and to stand up for what is right, relative to an individual's freedom to excel regardless of their race, national origin, age, gender, or religious beliefs.

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## **HAZING POLICY**

We have all earned the title of “Marine” or “Sailor” upon completion of boot camp and no other initiation or rite of passage is required. Marines and Sailors are expected to uphold the highest standards of character, self-discipline, and personal conduct and to physically, mentally, or emotionally victimize a fellow Chieftain Warrior by engaging in the immature, dehumanizing behavior synonymous with hazing, is contrary to our core values and serves only to tarnish our proud image and reduce our overall combat readiness.

Hazing is any action that subjects an individual to cruel, abusive, humiliating, or oppressive behavior and includes, but is not limited to, forms of initiation or congratulatory acts that involve physical or emotional harm. Hazing erodes unit cohesion, destroys trust, and undermines good order and discipline and I require all members of MASS-1 to treat their fellow Marines and Sailors with dignity and respect at all times. Even when malicious intent is not present and regardless of a person’s willingness to participate, hazing can still occur and is equally intolerable.

MASS-1 leaders will help foster a command climate that is conducive to the reporting of hazing incidents without any fear of repercussion. Any activity/event that could remotely be misinterpreted as hazing will be scrutinized and reviewed by the chain of command prior to execution. Any incident or suspected incident of hazing will immediately be reported to the Commanding Officer and Sergeant Major for thorough examination, without delaying notification while the incident is being addressed at lower levels. Individuals who practice or tolerate hazing activities will be subject to administrative and disciplinary action as allowed under the UCMJ.

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## **SUBSTANCE ABUSE POLICY**



Chieftains, use of illegal drugs/substances is a violation of Marine Corps policy and discovery of such a violation will be adjudicated, in accordance with regulations and the Uniformed Code of Military Justice. Be mindful that substance abuse is not just limited to use of illegal drugs. Prescription medications, over-the-counter drugs, and alcohol abuse are all included and can be just as dangerous to health and career when used in ways not consistent with their intended purpose.

MASS-1 will engage in aggressive Command actions focused on substance abuse education, prevention, and detection in order to prevent/eliminate all forms of substance abuse and arm our Marines, Sailors, and families with the knowledge and leadership skills necessary to attack and prevent issues before they develop into serious problems. We must take preemptive action to keep this illegal behavior from eroding our combat effectiveness, health, and general welfare of our individual Marines, Sailors, and families. Our primary focus of effort will be on prevention, education, detection, and appropriate discipline for offenders.

Substance abuse inevitably leads to the destruction of all we work so hard to achieve. It affects morale, unit cohesion, degrades performance, degrades both operational and personal readiness, and can also result in loss of/damage to equipment and serious injury to Marines, Sailors, and family members. When the effects of various drugs/alcohol impair a Marine's/Sailor's capacity to think clearly, assess risk appropriately, and act responsibly, then that individual is at risk of abusing those substances and simultaneous action must be taken to both assist the service member as well as preserve the core values of the Marine Corps.

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## **SAFETY POLICY**

Marine Air Support Squadron 1 will maintain the highest standards of professionalism at all times, in garrison or in the field, peacetime or combat, on duty or on liberty. A vital part of that professional standard is safety in every task that you carry out, and preparedness will lead to individual and collective success. Preparedness begins well before any specific activity is planned or executed; it is a long-term process that we undertake through education, training, and day-to-day activities, teaching those around us what “right” looks like, over hundreds or thousands of repetitions. The final elements of preparedness are present in the short-term, through sound planning and risk mitigation prior to stepping off.

I expect every Marine of this command to maintain the highest standards of conduct and accountability. A competent professional does the job correctly, the first time, every time; if you do the job correctly, it will be done safely. If you do not have time to do something correctly the first time, you certainly will not have time to do it again the correct way, especially after someone is injured or equipment is damaged. If you do not understand the task or feel like something is wrong, it is your responsibility to stop and ask questions. Never let the perceived pressure of a garrison deadline or field exercise outweigh proper, safe, procedures. Do not cut corners or seek shortcuts, and do not allow your Marines to do so. Physical danger is a part of combat, and our business can put us in dangerous situations, but we need not place ourselves in that same degree of danger to prepare for combat. Losing people or equipment to mishaps, even if temporarily, degrades our ability to do the primary thing that we exist to do: fight and win battles.

Often our most hazardous area of operations is away from the workplace, while on liberty. Use the same principles at home or traveling that you use while conducting squadron operations in garrison and in the field. You and your families are part of the team; you each have a role to play, and we need every one of you. Take care of your families, your fellow Marines, and yourselves.

A culture of professionalism inherently includes safety, but safe and effective unit operations and individual actions do not just happen, they are only achieved through continual commitment at all levels to mitigate risk and preserve our most valuable and irreplaceable asset, our people.

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## SEXUAL ASSAULT PREVENTION AND RESPONSE POLICY

Sexual assault is a criminal act that tears at the cloth of our Core Values and has no place in our Corps. It demoralizes and undermines the operational capabilities of a unit and will not be tolerated at MASS-1. Sexual assault impedes individual and unit morale, effectiveness, efficiency, and ultimately degrades mission readiness by devastating the Marine Corps' ability to work effectively as a team. The goal of the MASS-1 Sexual Assault Prevention and Response Program is to eliminate sexual assaults by strengthening a culture of prevention through presence, education / training, victim support, and reporting procedures to enhance individual safety, unit performance and mission readiness.

**Sexual assault defined:** The intentional sexual contact, characterized by use of force, physical threat or abuse of authority or when the victim does not or cannot consent. Sexual assault includes rape, nonconsensual sodomy (oral or anal sex), indecent assault (unwanted, inappropriate sexual contact or fondling), or attempts to commit these acts. Sexual assault can occur without regard to gender or spousal relationship or age of victim. There are two reporting options for victims of Sexual Assault; Restricted Reporting and Unrestricted Reporting. Any Marine or Sailor with knowledge of a sexual assault shall immediately report it to authorities via one of these means. Ignoring or failing to report sexual assault goes against not only our Core Values, but may lead to adverse administrative or disciplinary action. All MASS-1 personnel will be well versed on these reporting procedures, defined below:

**Restricted Reporting:** A process used by an eligible individual to report or disclose that he or she is a victim of a sexual assault to specified officials on a requested confidential basis. Under these circumstances, the victim's report and any details provided to the Uniformed Victim Advocate (UVA), Sexual Assault Response Coordinator (SARC) Victim Advocate, Chaplain or Healthcare personnel will not be reported to the chain of command or law enforcement to initiate an official investigation.

**Unrestricted Reporting:** A process used by an eligible individual to disclose that he or she is a victim of sexual assault, without the confidentiality of a restricted report. Under these circumstances, the victim can report to the UVA, SARC, Chaplain and Healthcare personnel, as well as their direct chain of command, and the report must be forwarded to law enforcement (Naval Criminal Investigative Services) for the execution of a formal investigation. Unrestricted reporting provides the command and law enforcement with the opportunity to take more direct and overt action in sexual assault cases.

I am committed to responding to sexual assault, but responding alone is not sufficient in and of itself. Intervention "left of the bang" is preferred, which means that we must all be more than bystanders to break the chain. Checking subtle innuendo, gender-biased terminology, excessive alcohol use, and demeaning behavior will go a long way

toward maintaining our unit readiness and keeping the Marine Corps' honor clean. This enables us all to provide a safe and rewarding environment for our Marines and Sailors to achieve the goals they set when they selflessly volunteered to serve our great nation.

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