



UNITED STATES MARINE CORPS
CHEMICAL BIOLOGICAL INCIDENT RESPONSE FORCE
II MARINE EXPEDITIONARY FORCE
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IN REPLY REFER TO:
3000
CO
21 May 13

From: Commanding Officer
To: All Hands

Subj: COMMANDING OFFICER'S LINE IN THE SAND

1. A change in leadership is never easy for a unit, as it can bring uncertainties that may inhibit the ability of personnel to understand and execute the intent of the new commander. As such, I am publishing a series of documents that will aid you in understanding how I think and fight, and lay out what I believe to be important. I firmly believe that personnel at every level must be empowered to make decisions commensurate with their scope of responsibility and authority; in order to enable such decision-making, it is my responsibility to clearly explain where I want to head and what I expect from the Marines, Sailors, and civilians assigned to the Chemical Biological Incident Response Force. As such, this letter outlines a list of what I refer to as "don't cross me" rules. This is provided in order to give you a fundamental set of guidelines that I see as important to our success.

2. These are a compilation of items that I feel are of critical importance to our mission as CBIRF as well as our responsibility to our Corps as United States Marines. They are in no way intended to be comprehensive, and they do not take the place of existing orders and regulations. As leaders, we recognize that there will be a wide variety of circumstances and situations that cannot be anticipated; that said, I don't want there to be any question about the items below. While I don't expect that there will be any surprises regarding the items on this list, I want to ensure that every individual assigned to CBIRF has a common initial understanding of my expectations.

- **We don't compromise our integrity.** Marines and sailors don't lie - period. A loss of confidence in the integrity of an individual makes him or her virtually useless - trust is fundamental to our ability to accomplish any mission, especially in combat.
- **We don't haze or abuse one another.** We are brothers and sisters in arms dedicated to protecting each other; we have all earned the title "Marine" or "Sailor" - there is no other test or rite of passage that we have to complete. Hazing in any form is unacceptable, even if an individual "volunteers" to undergo an initiation or some other type of event. Every person in this command will be treated with dignity and respect from the day they arrive.
- **Sexual assault.** Sexual assault is a crime that is an affront to all we are as a military - I will not tolerate sexual assault in this command in any shape, form, or fashion. Sexual assault is characterized by the use of force, physical threat, abuse of authority, or when a victim does not or cannot consent; plain and simple, it is an attack by or against a fellow Marine or Sailor - this is an attack on our proud heritage and an ugly mark on our Service. Here in CBIRF, we will create an environment and command climate in which every Marine feels safe and is treated with dignity and respect; I want Marines to trust their leaders and have

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confidence that we will listen, respond confidentially, investigate immediately, and take appropriate action. Every member of this command must watch out for each other, protect each other, and care for one another as brothers and sisters; just like the 'guardian angel' in combat, we must remain in overwatch of one another and prevent this terrible crime from occurring.

- **Alcohol abuse.** Misuse of alcohol is easily preventable, yet it is one of the most common reasons for lapses in self-discipline. Being "drunk" is not an excuse for bad decisions; rather, being drunk in and of itself calls into question the reliability and judgment of a Marine or Sailor. Drinking and driving likewise is simply inexcusable. Having a drink is something our fellow soldiers, sailors, airmen, and Marines in Afghanistan are doing without for as long as a year and a half - if they can do this, I know we can drink responsibly and use alcohol in a mature manner.
 - **Drugs.** Marine Corps' policy on drugs is crystal clear - enough said.
 - **Commitment - Marines don't bring disgrace to our Corps.** The title Marine is coveted and respected worldwide. The word Marine means so much to so many - those who have gone before us have paid a heavy price so that we can wear the uniform with pride. Actions that reflect negatively on the Corps or on CBIRF and bring discredit in the eyes of the community will not be tolerated.
 - **We don't sacrifice our honor.** Marines and Sailors don't cheat or steal.
 - **We assume responsibility commensurate with our rank and authority.** A "herd" mentality is not acceptable; each of us is expected to perform at a level based on both our billet and our rank. Rank matters as does seniority, and the senior man will be expected to lead.
 - **E-mail muscles.** If you would not say it to or about an individual in person, don't say it in an e-mail - respect the grade and position of individuals you are writing to and about.
 - **Mission accomplishment.** We do not put our personal wants ahead of the needs of the group or jeopardize mission accomplishment. False logbook entries, unauthorized absence, and failure to account for personnel and equipment are but a few examples of mission failure.
 - **"Sunset Clause".** By sunset on their first day, new Marines and Sailors will have a mentor assigned, will have their room assigned, will have had a tour of the area, and will have a card in the platoon commander's notebook started. These cards will be maintained throughout a Marine's tour and will include more than the standard items (boot size, gas mask, rifle qual, etc.). It will contain records of counseling, interviews, the Marine's goals, etc.
3. Remember - we are keepers of a proud tradition; it is our responsibility to uphold that tradition and heritage. It is a privilege to serve with each and every one of you. *Do the Right Thing and Fear No Man!*


S. E. REDFERN