

COMMANDING OFFICER'S INITIAL GUIDANCE

Thank you for your efforts and diligence enabling a smooth transition of command. I can tell, without a doubt, that despite the ongoing challenges, all of your efforts have put this Battalion and Camp in a great place. Col Ciuccoli's leadership and vision have led us to where we need to be. My desire is to take advantage of the positive momentum and energy here and enable your ability to support the Commandant of the Marine Corps' main focus of effort, III Marine Expeditionary Force.



This initial intent is designed to give you enough to continue working while I work to build my understanding and assessment of the unit so I can better provide directed guidance. Unless directed otherwise, execute all standing orders and directives. The below guidance is neither all-inclusive nor static and will evolve over time. Updates will come via both written and verbal interaction. Marines, Sailors, Civilians, Contractors, and MLCs of H&S Bn and Camp Foster support staff will read, understand, and incorporate my intent during the execution of their duties. Over the last 26 years, I have only been a customer of base support so I ask for a bit of patience up front as I get my bearing. I say that to tell you not to slow down on what you're doing, keep pressing and let me know where I can help you.

Throughout my career, I have survived in garrison and in combat with some basic rules. I provide those rules here and ask you incorporate them into the execution of your duties.

The Rules

- (1) Know where you are going.
- (2) Know what you are going to do when you get there.
- (3) Know how to get bigger guns.
- (4) Know how to conduct basic first aid and call for a medevac.
- (5) Do the right thing and I will always have your back.

This battalion and Camp have an incredible and even intimidating reputation. You have weathered a pandemic virus and come out stronger and more capable taking on task after task with ingenuity, courage, and commitment. I look forward to working with you as we continue to support the fleet.

Semper Fidelis,

A handwritten signature in black ink, appearing to read "Jeff Hammond".

Jeff Hammond
Col USMC



UNITED STATES MARINE CORPS
HEADQUARTERS AND SUPPORT BATTALION
MARINE CORPS INSTALLATIONS PACIFIC-MARINE CORPS BASE CAMP BUTLER
UNIT 35002
FPO AP 96373-5002

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CO
23 Jul 20

From: Commanding Officer
To: Headquarters and Support Battalion Staff, Special Staff, and Section Leadership

Subj: INITIAL GUIDANCE

1. Thank you for your efforts and diligence enabling a smooth transition of command. I can tell, without a doubt, that despite the ongoing challenges, all of your efforts have put this Battalion and Camp in a great place. Col Ciuccoli and other leaders have led us to where we need to be. My desire is to take advantage of the positive momentum and energy here and enable your ability to support the Commandant of the Marine Corps' main focus of effort, III Marine Expeditionary Force.

2. This initial intent is designed to give you enough to continue working while I work to build my understanding and assessment of the unit so I can better provide directed guidance. Unless directed otherwise, execute all standing orders and directives. The below guidance is neither all-inclusive nor static and will evolve over time. Updates will come via both written and verbal interaction. Marines, Sailors, Civilians, Contractors, and MLCs of H&S Bn and Camp Foster support staff will read, understand, and incorporate my intent during the execution of their duties. Like any new commander, I will require time to assess the environment and most importantly ask questions. I promise to be open to your responses. I say that to tell you not to slow down on what you're doing, keep pressing and let me know where I can help you.

3. Throughout my career, I have survived in garrison and in combat with some basic rules. I provide those rules here and ask you incorporate them into the execution of your duties.

4. **The Rules**

- a. Know where you are going.
- b. Know what you are going to do when you get there.
- c. Know how to get bigger guns -- Know when to ask for help.
- d. Know how to conduct basic first aid and call for a medevac -- Know how to help others, particularly when it matters most.
- e. Do the right thing and I will always have your back.

5. This battalion and Camp have an incredible and even intimidating reputation. You have weathered a pandemic virus and come out stronger and more capable taking on task after task with ingenuity, courage, and commitment. I look forward to working with you as we continue to support the fleet.



J.L. HAMMOND