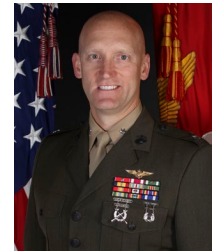




MARINE FIGHTER ATTACK SQUADRON 214
COMMAND PHILOSOPHY



PREPARE TO WIN

MISSION

LOCATE, ATTACK AND DESTROY SURFACE TARGETS,
INTERCEPT AND DESTROY ENEMY AIRCRAFT,
AND PROVIDE ELECTRONIC WARFARE SUPPORT.

1. Today's Black Sheep are caretakers of a legacy; a banner and tradition that is woven tightly throughout the American conscience. Soon, our nation will again count on us to apply savage aerial lethality upon its enemies, in any place and clime, at the leading edge. Joining this fighter squadron is the highest privilege of my professional life.

2. Everyone has the will to win, but very few have the will to **PREPARE TO WIN**. Any notable success in human history was preceded by an unseen, unacknowledged, and frequently un-appreciated commitment to a relentless process of preparation. To **PREPARE TO WIN**, the Black Sheep shall, in order:

a. BUILD TRUST in each other. *Marines look after Marines*, on and off duty. Trust is built slowly but surely, during the thousands of daily interactions we have with each other. Black Sheep must trust that others will come running when we struggle, will value each other's uniqueness, and will defend our flanks should they become vulnerable. We uphold the *Mission First*, and *People Always*... and this extends to our families and community. The decision-making machine that we employ at work is the same machine we use off base. Constantly demonstrating that we can make the right decision in any situation builds trust that carries into combat.

b. BUILD PROFESSIONALISM in our craft. Much more than talent, skill or experience, a professional is someone that takes pride in their craft and dedicates themselves to continuous self-improvement. The professional recognizes that human perfection is a myth and takes satisfaction in the process itself - a never-ending quest to sharpen themselves and their team. The operational environment that we are preparing for will be unforgiving. It will demand that our team *executes at the highest possible standard*, under duress, far from home. Our level of professionalism today determines the speed with which we increase our ability to win in combat tomorrow.

c. BUILD RESILIENCY into our minds, souls, bodies and tribe. A wise man once said, "Everyone has a plan until they get punched in the mouth." In aviation, as in life, even the most well thought out plans are often invalidated by mother nature and/or the enemy; the sting of an unanticipated violence can daze any single Marine. We will **PREPARE TO WIN** by mitigating as many risks as time allows beforehand. We will train our minds and bodies with realistic and relevant *next-generation training* to withstand the inevitable friction of expeditionary 5th generation aerial combat. We will reinforce and tightly tie our families together so that they will hold fast when the storm arrives. We will recognize, as the Marine Corps has always taught us, that the deepest well of resiliency lies within our tribe, comprised of the families raising us up and the Marines running beside us.

3. We serve the worthiest cause in the history of human combatants- the defense of the United States of America. Our nation has given us its most lethal aerial weapons system, and the Marine Corps has entrusted us with one of its most legendary banners - that of The Black Sheep. Marines- **PREPARE TO WIN**, and may God have mercy on our nation's enemies, because we will not.


R. F. GUYETTE



MARINE FIGHTER ATTACK SQUADRON 214 COMMANDER'S POLICY



Combat and Operational Stress Control and Suicide Prevention

Ref: (a) MCO 5451.1 Combat and Operational Stress Control (COSC) Program
(b) MCO 1720.2A Marine Corps Suicide Prevention System (MCSPS)
(c) NAVMC 1720.1A Marine Corps Suicide Prevention System Procedures
(d) MARADMIN 463/23 The Brandon Act

1. To **PREPARE TO WIN**, we will BUILD RESILIENCY in our minds, souls, bodies, and tribe. Throughout our lives, we fight internal battles that are not visible on the surface. **Our greatest source of resiliency is our tribe.** Through our Combat and Operational Stress Control program, we will employ the following COSC Leadership Framework to strengthen, mitigate, identify, treat, and finally, reintegrate injured Marines fully into the tribe:

a. Strengthen. Marines, **mental health is health**. Just as you cannot be expected to hot-load an F-35 with a torn ACL, you cannot be expected to carry out your duties under heavy mental stress. There are things in life that you cannot overcome alone; the Marines on your left and right are determined to get you through it. Many resources outside the squadron are available for you to seek out individually as well. Per reference (d), Marines may now self-refer for a mental health evaluation at any time they are feeling unable to cope on their own. There is **no wrong door** a Marine can knock on for support.

b. Mitigate. The stoic philosopher Epictetus teaches us that "the chief task in life is simply this: to identify and separate matters so that I can say clearly to myself- which are the externals, not under my control, and which have to do with the choice I actually control." We will mitigate the stresses of life by focusing on the things that we can control, and, as Marines do, constantly improve our defensive position. With our families, we will safely store our privately-owned firearms and medication per reference (b). Also, we will emphasize physical fitness and esprit de corps because they are proven to strengthen our minds and bind us together, so that our team may overcome any obstacle.

c. Identify. The OSCAR team members and the SPPO shall attend all VMFA-214 FPCs. Leaders- **know your people and look out for their welfare** constantly- not just when preparing for FPC. Marines who are struggling internally feel as if their life is not going to plan. Learn their objectives in life, help them determine the path to their goals, and propel them in that direction. You are leading if they are comfortable enough with you to reveal their struggles and uncertainties. Honor their trust by trusting them with your own stories of overcoming adversity.

d. Treat. Attempting to cope with heavy mental stress alone is as inadvisable as running on a torn ACL. **There will be zero retribution for anyone who seeks out support.** The SPPO shall ensure that all Black Sheep can recite the "immediate action procedures" for suicidal ideations and attempts.

e. Reintegrate. Overcoming adversity is worthy of dignity and respect. Our whole tribe gains strength from shared victories, and we will overcome individual challenges with group effort.

2. We will **PREPARE TO WIN** in this way; strengthening our tribe, spread-loading our burdens, and hurdling all that life and the enemy throws in our path- together.

R. F. GUYETTE



MARINE FIGHTER ATTACK SQUADRON 214 COMMANDER'S POLICY



Prohibited Activities and Conduct (PAC)

Ref: (a) MCO 5354.1F Marine Corps PAC Prevention and Response Policy
(b) Section 1561, Title 10, U.S. Code

1. To **PREPARE TO WIN**, we will BUILD TRUST in each other. At all times, in all places, we must trust that our brother and sister Black Sheep will look out for us and treat us with dignity and respect. Success in combat requires Black Sheep to know that their fellow Marines will treat them per The Golden Rule. We must ask ourselves:

Am I doing to others as I would want them to do to me or my loved ones?

2. The Marine Corps defines Prohibited Activities and Conduct in reference (a) as:

- a. Bullying of any kind, including physical, verbal, or written
- b. Dissident or Protest Activity, including gang activity, supremacist or extremist activity, or any advance of efforts to deprive individuals of their civil rights
- c. Harassment, including Sexual Harassment
- d. Hazing
- e. Discrimination based on race, color, national origin, religion, sex, gender identity or sexual orientation that is not otherwise authorized by law
- f. Wrongful Distribution or Broadcasting of an Intimate Image

3. These behaviors *destroy trust between us* and will prevent us from succeeding as a team. **None of these behaviors will be tolerated, every report will be taken seriously, and the squadron will actively and aggressively ensure that all Black Sheep are free from a hostile or offensive working environment.** We cannot and will not tolerate anyone degrading the combat capacity of our team in this way.

4. As Marines, we are not "better" than anyone else; we simply hold ourselves to a high standard. In 2024 and beyond, we must be aware that privacy is a fluid concept, and technology has invited itself into all aspects of our lives. Whether or not you agree to it, everything you say, do, don't do, wear, don't wear, post, share, distribute, or participate in has the potential to be recorded and stored on a computer server, forever. On social media, perception is reality, and I will not hesitate to take action to protect our people in this space, in accordance with reference (a). I encourage you to consider your online behavior to be directly equivalent to public speaking. Remember, "if there is a question (if it's appropriate), there is no question."

5. More than abstaining from conducting PAC violations ourselves, our calling as Marines demands that we act when we witness these abuses. If you see it, your task is to end it, then report it.

6. The enemy and the environment will present enough challenges- we don't need to help them by weakening our team from within with PAC violations. Instead, we will **PREPARE TO WIN** by building our team on a solid foundation of trust.



R. F. GUYETTE



MARINE FIGHTER ATTACK SQUADRON 214 COMMANDER'S POLICY

Safety Management



Ref: (a) MCO 5100.29C Marine Corps Safety Management System
(b) OPNAV 3750.6S Naval Aviation Safety Management System

1. To **PREPARE TO WIN**, we will BUILD PROFESSIONALISM in our craft through aggressive risk mitigation, and practice employing all means available to us to GET TO "GO." Marines, your personal successes have placed you in an elite combat unit. Our mission will demand that we effectively employ everything we have to defeat our enemy on his doorstep.

2. When people are motivated, by whatever reason, to accept unmitigated risk, they write off the danger by overestimating their ability to avoid hazards on the fly. When people are *not* motivated to accept risk, they hide behind ignorance of established procedure and rely on conjecture, gut feelings, and secondhand stories to justify their inability to safely GET TO "GO."

3. Building a detailed understanding of your left and right lateral limits is the first step in aggressive risk mitigation. Black Sheep know and execute in complete accordance with all governing safety orders, directives, and procedures, both on and off duty. All Marines are required to actively engage in the Marine Corps Safety Management System (MCSMS). **We do not violate or deviate from MCO 5100.29, OPNAV 3710, 3750, 4790, published F-35 Joint Technical Data procedures, or any safety order, for any reason, at any time.** We execute our thousands of complex tasks by the book, every time, every day and night. We respect the experience the book was written with, and foster curiosity to learn the "why" behind it.

4. In this squadron's next combat deployment, aborting a mission because we don't know how to mitigate a risk will be just as dangerous as launching without effectively mitigating that risk. If you are in a leadership position, from CDI to flight lead, your enduring task is to **find the safe way** to GET TO "GO." You are in that position not because I expect you to "know everything," but because **I believe in your ability** to identify and assess hazards, make risk decisions, implement controls, supervise, and watch for changes in the situation. **I am counting on you** to say "I need more information before we proceed," or ultimately to call "NO GO" when it's not safe. Regardless of who is leading, **we must all depend upon each other** to speak up whenever anyone sees something that isn't right- in any situation, on or off duty. We must all respect each other's concerns, regardless of their experience level, and debrief every decision-making event as learning opportunity, regardless of its outcome.

5. Fortune has based us in the great state of Arizona. However, while full of opportunity for adventure, the desert does not tolerate a lack of preparation. Wherever and whenever we are on liberty, we will take care of each other and **PREPARE TO WIN** on liberty and leave by mitigating risks- before we go and during the trip.

6. **There is no penalty in this squadron for anyone questioning the safety of anything we are doing- ever.** Not knowing how to proceed safely is a very valid reason to call "NO GO" in training. It will be punished harshly in expeditionary combat.

7. Everyone has the will to win, but very few have the will to Prepare to Win. A well-honed ability to GET TO "GO" amidst a sea of hazards will be our competitive edge. We will **PREPARE TO WIN** and BUILD PROFESSIONALISM in our craft learning to GET TO "GO."


R. F. GUYETTE



MARINE FIGHTER ATTACK SQUADRON 214 COMMANDER'S POLICY



Sexual Assault Prevention and Response (SAPR)

Ref: (a) MC0 1752.5C Sexual Assault Prevention and Response (SAPR) Program
(b) 2022 National Defense Authorization Act
(c) DoDI 5505.18
(d) DoDD 6495.01
(e) Article 120, UCMJ

1. To **PREPARE TO WIN**, we will **BUILD TRUST** in each other. All Black Sheep must trust that they are free from the threat of sexual assault at any time. If someone cannot be trusted to not abuse another person for their own gratification, they cannot be trusted to watch our backs when we face the enemy. These individuals fall well short of our Core Values; I have zero tolerance for this.

2. The SAPR definition of sexual assault is as follows: Intentional sexual contact characterized by use of force, threats, intimidation, or abuse of authority or when the victim does not or cannot consent. The term includes a broad category of sexual offenses consisting of the following specific UCMJ offenses: rape, sexual assault, aggravated sexual contact, abusive sexual contact, or attempts to commit these acts.

3. **Sexual assault is a criminal act.** Per reference (b), as of December 27th, 2023, all suspected sexual assault cases are now immediately forwarded out of the squadron to the Office of Special Trial Counsel. All cases are now automatically being considered for referral to Court Martial by a General Court Martial Convening Authority. The seriousness of these allegations cannot be overstated, nor can the severity of their repercussions. The Black Sheep will:

a. Ensure the safety and security of anyone making an allegation of sexual assault- *immediately.*

b. Notify NCIS- *immediately.*

c. Notify the Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) *immediately.*

d. Ensure the alleged victim is afforded medical treatment and access to victim services, including legal counsel.

e. Ensure any reporter or alleged victim is protected from retaliation, reprisal, ostracism, or maltreatment.

4. Options for choosing between restricted and unrestricted reports have also recently changed. Reporters are still eligible for restricted reporting after informing their chain of command. Sexual assault victims can file a restricted report unless they have previously personally reported the crime to law enforcement, or they have filed an official unrestricted report with SAPR. Black Sheep will know and stay updated with all changes in SAPR policy.

5. Most importantly, Every Black Sheep shall eradicate any condition within our squadron that would lead someone to believe they had an opportunity to commit sexual assault. Remember - if you see it, your task is to end it, then report it- *immediately.*


R. F. GUYETTE



MARINE FIGHTER ATTACK SQUADRON 214 COMMANDER'S POLICY

Substance Abuse



Ref: (a) MCO 5300.17A
(b) SECNAV 5300.28F

1. To **PREPARE TO WIN**, we will BUILD TRUST in each other. We trust that our fellow Black Sheep are reporting to their post, fit for duty and ready to do their job. Examples of this are everywhere. The pilot trusts in the thoroughness of her plane captain's final check before launching into the night. The maintainer who is saving for their family's future trusts that the S-1 Marine will complete his travel claim as quickly as possible. S-1 trusts that S-6 will ensure connectivity no matter where we go, and the maintenance chief trusts that S-4 will get our support equipment there on time. Everyone trusts that ordnance operates safely and per their publications. If just one of us is compromised by abusing drugs or alcohol, none of this works.

2. Drugs and alcohol chemically prevent you from using your full ability to make good decisions, yet you retain full responsibility for these decisions, and they affect our entire tribe. Reporting for duty without your full ability to make good decisions puts other Black Sheep at significant risk and will not be tolerated.

3. **Per reference (b), all Marines and Sailors shown to have abused or misused drugs, or who possess drug paraphernalia shall be processed for separation from the Marine Corps, without exception.** Any evidence of Black Sheep participating in, facilitating or supporting underage drinking will be aggressively investigated per the UCMJ.

4. The ASPC will conduct random screening in accordance with reference (a). No one is exempt. The SACO shall attend all FPCs to identify Marines in need of assistance.

5. On leave or liberty, **should you choose to drink, you must have a plan.** When Black Sheep pilots deploy into fighting formations, they conduct FENCE checks to ensure their Firepower, Emissions, Navigation, Communication, and Expendable systems are ready for combat- and check each other's as well. I encourage you to approach responsible alcohol consumption in a similar fashion, with your own version of the FENCE check below:

- a. **Friends:** Who has your back tonight? Who are you watching out for?
- b. **Electronics:** are they charged, with ride share and/or taxi apps installed, and sharing locations with each other? Will you have cell reception when you need it?
- c. **Numbers:** Do you have contact numbers for friends and the duty on you?
- d. **Cash:** Do you have an emergency stash of local money to get you home?
- e. **Egress:** If the plan completely falls apart, how are you getting home?

6. Any Black Sheep may self-refer to the SACC for alcohol abuse evaluation, education, counseling and treatment at any time. **I view self-referral as an indication of significant personal strength and will not take nor tolerate any adverse action based on a self-referral.** Anyone can point out others' problems; it takes tremendous courage for someone to square up to their own challenges. Finally, to our leaders: I have seen alcohol ruin more lives than anything else in my career. **I trust you to set the example.**


R. F. GUYETTE



MARINE FIGHTER ATTACK SQUADRON 214 COMMANDER'S POLICY

Unit, Personal and Family Readiness Program (UPFRP)



Ref: (a) MCO 1754.9B Unit, Personal and Family Readiness Program (UPFRP)

1. To **PREPARE TO WIN**, we will BUILD RESILIENCY into our minds, souls, bodies and tribe. I am determined to ensure the extended Black Sheep tribe has everything they need to thrive during deployment, most effectively support their Marine, and experience our deep appreciation for their incredible selflessness and patriotism. **I recognize my tribe - my family and fellow Marines - as my greatest source of strength and resiliency.**

2. Deployment Readiness Coordinators (DRCs) and Uniformed Readiness Coordinators (URCs) will ensure anyone and everyone who cares about Black Sheep is encouraged to participate in our UPFRP. Our tribe includes spouses, children, parents, siblings, grandparents, fiancées, and many others. From third cousins to step-uncles, if you care about Black Sheep, you are in. The Black Sheep Family Readiness Command Team (FRCT) will reinforce the tribe by focusing on the four core UPFRP tenets, as outlined in reference (a):

a. Communication. We will meet our tribe where they are and not require them to seek out information. The Black Sheep FRCT shall deliberately determine the channels most used by our Marines' loved ones. We will minimize the anxiety of the unknown by ensuring that our tribe has the most information possible, via the most effective and efficient means of delivery, within the bounds of Operational Security (OPSEC).

b. Deployment Support. Our upcoming deployments will be the first time many of us have left the country. Others couldn't count how many packing lists they've read if they tried. Marines- it is normal to have questions and be apprehensive about your first major deployment. *Ask questions*. Leaders- remember the excitement, apprehension and uncertainty that came when you packed that stiff new seabag for the first time. *Find opportunities to share your experience with your Marines and their families*. Our FRCT will conduct briefings and connect us with resources throughout the deployment cycle, but small unit leadership starts with knowing your Marines and looking out for their welfare.

c. Readiness and Resource Support. Our country, our Corps and our people have created hundreds of support programs to honor the sacrifices made by Marine families. The local community and civilian organizations are very pro-USMC here in Yuma and offer many exclusive opportunities. The FRCT will make sure our extended tribe is aware of and has access to all applicable benefits: from discounts to the DMV, education, and spousal professional fee reimbursement to access to local events. If you know of a "good deal" for families on base or out in town, send it up so the whole tribe may benefit.

d. Volunteer Management. Like us, volunteers choose to contribute their time. Unlike us, they do not get the recognition that comes with the title of Marine, or the uniform, or military awards. **Importantly, the choice to volunteer, or not, has no impact on the related Marine's career- it is truly a selfless act.** In addition to the administrative management outlined in reference (a), the FRCT will ensure that all volunteers are made aware of how much they are appreciated, in ways meaningful to the volunteers themselves.

3. The Mission of the Marine Corps is to Make Marines, Win Battles, and Return Quality Citizens. The Black Sheep UPFRP will reinforce our tribe in order to ensure victory in battle, and Return Quality Citizens to lead strong, resilient American families.

R. F. GUYETTE