

THE *STINGER*

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ABOUT THE STINGER

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COMMANDER'S COMMENTS



Col. Scott Reed
180th Fighter Wing
Vice Wing Commander

When I'm asked to write or speak without a specific topic, I generally talk about something recent I've seen or experienced. I assume others have felt the same things – loss of someone close, for example, and I like to make use of the tough times in hopes of helping someone else. Besides, I go where I am led and it's cathartic. I've been thinking about resiliency and the four pillars of wellness – "Comprehensive Airman Fitness" in Air Force terms. Of course, you're familiar with the four pillars; mental, physical, social, and spiritual. We work hard at the 180th Fighter Wing to provide opportunities for each of them. There is actually no choice but to exercise mentally through training, Professional Military Education, and the daily challenges of our work. We have put an emphasis on physical fitness over the last few years and have made great strides (forgive the pun) in getting fit to fight.

Admittedly, most of our commitment happens away from the 180FW, as we all struggle with nutrition, time to exercise, getting adequate sleep and overall healthy lifestyle choices. We also provide time, the most precious resource, to attend religious services on Sundays of drill. Of course, that's not the only aspect of developing spiritual resiliency. Some nurture their spiritual health through

quiet reflection, charitable work, or time with loved ones – really, any activity that puts us in touch with things that transcend our self-centered lives and give a sense of meaning and purpose in life. I've been trying to convince my wife for years that the golf course is good for my soul. She then responds that shopping is good for hers. The social interaction between us happens during the course of a workday and often extends to off-duty time at the club or a friend's house. But the most effective tool for resiliency may be strong families. Also, remember that each individual pillar must be cared for so they grow in strength together. You can't compensate with extra effort in one to make up for weakness in another. That's not how it works. It's about balance.

I looked at my calendar the other day and saw that this month marks quite a few big anniversaries: March 7, 1965 is the anniversary of "Bloody Sunday," when civil rights marchers were attacked crossing the Edmund Pettus bridge in Selma, Alabama. March 11, 1944 is when Addison Baker's Medal of Honor was awarded. March 14, 2008 is when we lost our friend and fellow Stinger, Dave Mitchell, to an aircraft accident in Arizona. And of course, March 27 is Easter Sunday, where Christians celebrate the resurrection. Interesting bookends: pain and suffering to start the month ending with triumph

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THE CHAPEL CONNECTION

By Douglas Yeung, Margret T. Martin for the RAND Project AIR FORCE Series on Resiliency

Our U.S. military personnel have been engaged in operations in Central Asia and the Middle East for the past decade. Members of the armed forces also deploy to other regions of the world. Many aspects of deployments have the potential to contribute to individual stress, such as uncertainty about deployment time lines; culture shock in theater; fear of or confrontation with death or physical injury; environmental challenges, such as extreme climates and geographical features; austere living conditions; separation from friends and family members; and reintegration after deployment. Service members and their families also manage other military-related stressors, such as frequent relocations, long work hours, and the additional family separations associated with unaccompanied tours and domestic training exercises. Some service members and their families may cope well or even thrive as they overcome adversity and accomplish challenging tasks. However some may suffer negative consequences as a result of military-related stressors, such as physical injury, including traumatic brain injury; depression, anxiety, or other mood disorders; posttraumatic stress disorder; spiritual crises; substance abuse; family dysfunction; marital problems and dissolutions; social isolation; and, in extreme cases, even suicide or suicide attempts. With the aim of preventing such deleterious outcomes, rather than simply responding to them, the study of resilience is of paramount importance.

For many people, spiritual beliefs may tremendously influence their outlook on the world, offer solace in turbulent times, or provide support from a like-minded community. These beliefs may thus contribute to resilience and well-being and result in improved force readiness and performance. This report discusses spiritual fitness as defined by the Air Force and as conceptualized by the empirical literature. We first explored how spiritual fitness has been measured. The Army's Global Assessment Tool is one of the few spirituality metrics to focus on service members. Next, we identified key constructs of spiritual fitness, their relationship to well-being and resilience, and interventions that attempted to address these.

First, most spirituality literature includes a conceptualization of a spiritual worldview that includes beliefs in transcendent meaning and purpose, which also include, but are not limited to, organized religious beliefs. Possessing a sense of meaning and purpose in life is strongly positively related to quality of life. Second, personal religious and spiritual practices are linked to improved health and functioning (e.g., protective against substance use). Spiritual meditation may also help improve health (e.g., pain tolerance, buffer physiological stress). Third, there is indirect but converging evidence that support



from a spiritual community is generally beneficial to health and well-being. Finally, spiritual coping that is related to purpose in life (i.e., using spiritual beliefs to cope with stressors) drives post-traumatic growth and improved well-being, as opposed to coping that is more narrowly religious. However, spiritual coping is not necessarily effective in coping with such physical stressors as pain. Several constructs of spiritual fitness may be linked to suicidality, such as religious affiliation.

Many of the spiritual interventions and empirical evidence we identified were programs that focused on providing a sense of purpose in life. Although these studies' research designs ranged from observational correlational studies to fully randomized clinical trials, we found diverse types of spiritual interventions that were linked to improved resilience and well-being. Finally, the importance of cultural appropriateness was also very apparent in this literature. Going forward, it will be important to understand how to support not only individuals of, for example, diverse race/ethnicity but also secular individuals as well as Airmen and families within the major religious traditions.

A message from the 180FW Chaplain's Team

The RAND Corp completed an extensive research study for the Air Force on "8 Domains of Total Force Fitness." They are medical, nutritional, environmental, physical, social, spiritual, behavioral and psychological.

The scientific literature identified key features to each area. Having a spiritual worldview, personal spiritual practices and rituals, support from a spiritual community and spiritual coping were all sources to benefit resiliency.

These reports measure outcomes and evidence-based guidance to help us more clearly assess and support the well-being of airmen. Bottom line: We are here to support every airman - no matter what your religious preference, or none at all - to be strong in spirit, happy and resilient.

Your quality of life, ability to cope with setbacks and even to endure pain are strengthened with a strong sense of meaning and purpose in life. Meditation looks different for each person, but the results nearly always lead to improved health and vitality. Having others join you multiplies the benefits to your health and well-being. Post traumatic growth has also been linked to making connections to spiritual resources in coping. ✎

You can check out the full study in the link below.

http://www.rand.org/pubs/research_reports/RR100.html

NEW COMMANDER FOR MAINTENANCE

"You've been solely responsible for some of the proudest moments of my career,"

Photos and Story by
Tech. Sgt. Nic Kuetemeyer

U.S. Air Force Col. Scott Reed, vice commander of the 180th Fighter Wing, Ohio Air National Guard, relinquished command of the 180FW Maintenance Group to Col. Randall Ortiz as part of an official change of command ceremony in Swanton, Ohio on Jan. 10, 2016.

Reed took the position of vice wing commander in December of 2016 after serving as the maintenance group commander since 2011.

"What an amazing run," Reed said during his parting words to the group. "It has been the most rewarding of my career."

Under Reed's leadership, the 180FW Maintenance Group set the all-time record for average mission capable rate in 2015 and exceeded the Air National Guard goal for 10 out of 12 months. Along with those accomplishments, in 2015 the maintenance group

supported the highest level of flight training hours in 180FW history. This stellar performance by the maintenance group directly increased the 180FW's war-fighting capability and its importance to military leaders.

During the ceremony, Ortiz received praise from not only Reed, but 180 FW Commander Col. Craig Baker as well. While Ortiz is starting a new career as the Maintenance Group commander, he is no stranger to the maintainer's world. He started his career as a crew chief and had nothing but exemplary comments in his speech to the maintenance group.

"You've been solely responsible for some of the proudest moments of my career," Ortiz said. ✎



U.S. Air Force Col. Randall Ortiz, commander of the 180th Fighter Wing Maintenance Group, expresses his appreciation for the Maintenance Airmen immediately following his ceremony to assume command in Swanton, Ohio on Jan. 10, 2016.

COPE NORTH 16

PILOTS FLY IN LARGE-FORCE EMPLOYMENT



“That integration piece is pivotal, because that’s how we’re going to go to war.”

Photos and Story by Staff Sgt. Shane Hughes

More than 200 Airmen and 12 F-16 Fighting Falcons from the 112th Expeditionary Fighter Squadron deployed to Andersen Air Force Base, Guam and participated in exercise Cope North 16, from Feb 10 through 26.

Cope North is a long-standing annual two-week exercise that includes nearly 3,000 military personnel from six different countries, including the U.S., Japan, Australia, New Zealand, South Korea and the Philippines.

This exercise serves as the keystone training event between the U.S. and partner nations, which included humanitarian assistance, disaster relief, search and rescue, and large-force employment exercises to hone vital readiness skills, enhance multilateral air operations, and promote stability and security throughout the Indo-Asia-Pacific region.

“That integration piece is pivotal, because that’s how we’re going to go to war,” said Lt. Col. Michael DiDio, commander of the 112th EFS. “It allows us to learn the strengths and weaknesses of deploying with our coalition partners and how those cultural differences play into the tactical realm of executing missions.”

The training allowed pilots to experience realistic training alongside dissimilar aircraft, including the F-15 Eagle, F-18 Hornet, EA-18G Growler, B-52 Stratofortress, KC-135 Stratotanker, E-3 Sentry and C-130 Hercules. DiDio said each of these unique aircraft bring its own set of capabilities to the fight. Knowing the strengths and weaknesses of each aircraft allows planners to execute mission development more effectively.

“We’re flying with a variety of aircraft from all different countries, so we get to learn how each other operate,” said Capt. Andrew Hauber, an F-16 pilot assigned to the 112th EFS. “Once we know how we each operate, we can integrate our forces to be



U.S. Air Force Airman 1st Class Lily Schreck, a crew chief assigned to the 112th Expeditionary Fighter Squadron, salutes an F-16 Fighting Falcon pilot Feb. 18, 2016, during exercise COPE NORTH 16 at Andersen Air Force Base, Guam.

“It’s all one total fight and we utilize the advantages of our different aircraft to maximize our total efficiency and lethality.”

A U.S. Air Force F-16 Fighting Falcon pilot assigned to the 180th Fighter Wing in Swanton, Ohio conducts a mid-air refueling Feb. 11, 2016 over the Pacific Ocean during exercise Cope North 2016, a multilateral field training exercise to improve combat readiness, develop a synergistic disaster response, and increase interoperability between the U.S. Air Force, Royal Australian Air Force and Japanese Air Self-Defense Force.

more tactical. It’s all one total fight and we utilize the advantages of our different aircraft to maximize our total efficiency and lethality.”

“The U.S. Navy brought Growlers for electronic warfare, so I’ve gotten great exposure that I’ve never had before on how to use them to our advantage in a fight,” said 1st Lt. Pete Fritz, an F-16 Fighting Falcon pilot assigned to the 112th EFS.

Maj. Brian Cherolis, an F-16 instructor pilot with the 112th EFS, said the air-to-air combat training exercises during CN16 began as 1-vs-1 and 2-vs-2 scenarios as part of a building block approach, which culminated in the large-force employment exercise. A large-force employment exercise is where pilots train in simulated combat missions with a high number of allied aircraft attacking or defending against a high number of adversary aircraft.

“As everyone gets more comfortable working together, we add more jets and more complexity to the scenarios,” Cherolis said. “The elements of complexity you get from having 70 aircraft in the air are experiences you can’t simulate back home. It’s unmatched when you can get an exercise like this.”

Maj. Curtis Voltz, a weapons officer with the 112th EFS, said the scenarios varied from defensive counter-air missions, where adversary aircraft simulated attacking the island of Guam, to simulated offensive strikes deep into adversary territory. These scenarios included air-to-air, surface-to-air and air-to-ground threats.

“Here, we’re fighting in much bigger scenarios,” said Maj. Brian Hoose, an F-16 instructor pilot with

the 112th EFS. “You might have 30 or 40 airplanes versus 20 or more adversaries that regenerate during the fight to simulate 40 or 50 total adversaries. It gives us that big picture training we can’t get in Ohio. It’s much more about integration.”

One of the major challenges pilots faced during the large-force employment was the language barrier. DiDio said the language barrier was an intentional aspect specifically built into the exercise to help pilots and mission planners learn to overcome the obstacles they would face in a real-world coalition effort.

DiDio said many of the issues came from using brevity words, which are short phrases used by the pilots to communicate information in as short a span of time as possible. Additionally, the different accents made communicating over the radio a challenge.

“You have a very small timeline and you have to make quick decisions,” Hauber said. “If you have to keep repeating yourself so the message gets relayed correctly, it makes you less tactical. During an exercise like this, you start to learn the language our partners speak and now we’re establishing common brevity words to communicate faster and more effectively.”

Over the course of CN16, the 112th EFS flew 135 sorties and logged 238 flight hours, contributing to the ability to successfully execute world-wide deployments and coalition missions.

“We’re trying to build that team focus,” said Capt. Seth Murray, an F-16 pilot with the 112th EFS. “It’s not just the U.S. or Korea or Japan. It’s all of us coming together with our partners to defend our common interests.”



U.S. Air Force Airman 1st Class Sam Metzger, a crew chief assigned to the 112th Expeditionary Fighter Squadron, inspects an F-16 Fighting Falcon prior to take-off Feb. 22, 2016, during exercise COPE NORTH 16 at Andersen Air Force Base, Guam.

IN EVERY CLIME & PLACE



“Our maintenance crews are world-class”

**Photos and Story by
Staff Sgt. Shane Hughes**

The deafening roar of jet engines drowned out all other sounds as aircraft rocketed down the runway at Andersen Air Force Base, Guam during exercise Cope North. As soon as all the jets had launched, the engines of generators grumbled to life and Airmen from the 112th Expeditionary Fighter Squadron rushed around the flight line to perform maintenance on the F-16 Fighting Falcons that remained.

During the course of the exercise, which took place from Feb. 10 through 26, the maintenance crews of the 112th EFS faced a variety of challenges caused by the humidity and high salt content of the air in Guam.

Capt. Matthew Stake, the assistant officer-in-charge for the Aircraft Maintenance Unit assigned to the 112th Expeditionary Fighter Squadron, said the transition from a cold, dry climate to a hot, humid climate was the cause of the first challenges to develop, including an issue with the Environmental Control System. The ECS was creating too much condensation, which was filling one of the filters. The condensation can block airflow or freeze, resulting in overheating and damaged components.

The maintenance teams worked with the pilots to solve the issue by reducing the power output on the ECS, reducing the amount of condensation entering the filter.



U.S. Air Force Master Sgt. William C. Lowinski, a phase inspection mechanic assigned to the 112th Expeditionary Fighter Squadron, performs maintenance on the hydraulic system of an F-16 Fighting Falcon on Feb. 18, 2016 during exercise Cope North at Andersen Air Force Base, Guam.

Another challenge was the increased risk of corrosion due to high humidity and elevated salt content in the air. One of the ways the maintenance crews worked to prevent corrosion was to increase the frequency with which they washed the jets. Stake said the jets go through a clear-water rinse cycle every 15 days, which is a significant increase from the typical 120 day rinse cycle at home-station.

“We’re aggressive in our corrosion control practices to minimize the possibility of corrosion occurring,” said Chief Master Sgt. James Duty, AMU superintendent with the 112th EFS. “We take extra measures here to enhance the life-cycle of our aircraft.”

Master Sgt. Jeff Cobb, an aircraft mechanic with the 112th EFS, said working outside presented difficulties for the maintenance teams as well. The added noise from the extra aircraft on the flight line during the exercise made it difficult to hear. He also said the grey-colored concrete presented challenges. Normally, when not deployed, maintenance would be performed inside the hangar at the 180th Fighter Wing in Swanton, Ohio.

“The floor of the hangar at home is white and there generally isn’t a lot of noise when maintenance is being performed. So, if you happen to drop a screw, you hear it hit the ground and you can find it really quick because it stands out against the white floor. On the flight line here, there’s so much noise you can’t hear it if you drop a screw, and when you’ve dropped one, it can be really hard to find because it blends in so well with the concrete.”

Screws and other small objects can be pulled into the air intake and damage the engine. Cobb said it is critical to ensure no debris is on the flight line as a form of preemptive maintenance.

Maj. Seth Carmody, a maintenance officer with the AMU, said Airmen with the 112th EFS are doing an amazing job at following the established maintenance procedures, reducing the frequency of maintenance issues and keeping the aircraft in the fight.

“The enlisted leadership has done a great job handling these issues at the lowest levels,” Carmody said. “It’s a great example of how the Air Force should operate.”

“Our maintenance crews are world-class,” said Lt. Col. Michael DiDio, commander of the 112th EFS. “They take pride in what they do, they keep the jets ready to go, and the pilots always know we are going to get a good aircraft in the air whenever we step out to the flight line.”



A TRADITION OF EXCELLENCE

Story by 2nd Lt. Jordyn Sadowski

The Air Force Outstanding Unit Award has been awarded to the 180th Fighter Wing, located at Toledo Express Airport, Swanton, Ohio, for the period of October 1, 2012 to Sept. 30, 2014.

The award, presented in the fall of 2015, on behalf of the Secretary of the Air Force, recognizes the meritorious service and accomplishments of a numbered unit that has clearly set themselves above other units across the country.

Several factors contribute to the selection of a unit for the Air Force Outstanding Unit Award. A two-year snapshot of the achievements by Stinger Airmen culminated in the selection of the 180FW for the award. This recognition stems from exceeding standards in major inspections, evaluations and unparalleled operational success.

“For the second year in a row, the 180FW received the highest possible “mission ready” grade during the 2014 North American Air Defense Alert Forces Evaluation,” said Col. Craig Baker, commander of the 180FW. “This is truly a testament to our Airmen’s dedication, their hard work never waivers and they always impress me.”

The evaluation, an annual inspection of our Airmen’s ability to successfully perform our nation’s number one homeland defense mission, Aerospace Control Alert, resulted in Toledo receiving a “best seen to date” rating, according to Baker.

During the award period, the 180FW ACA mission also responded to the first-ever cross-border operation by escorting a civilian airline, with a bomb threat to safety, safeguarding critical lives and infrastructure. In addition, the ACA mission provided Combat Air Patrol coverage for the President of the United States during the 2012 election season and coverage for the 2014 NATO Summit, ensuring the safety and security of world leaders and protecting 60 percent of the U.S. population.

In 2012, the 180FW achieved a 99.6 percent compliance rate for the Air Combat Command Unit Compliance Inspection, producing an unprecedented eight superior performance teams and 30 superior performers, Baker mentioned.

“Because of the direct actions of our Stinger Airmen, several teams and an unprecedented number of individuals were given special recognition during various inspections and audits throughout the two-year time frame,” said Baker. “This award really validates how efficient, skilled and knowledgeable our Airmen are at their jobs, every day, year after year, they come to work ready to be the best.”

Since the Department of the Air Force authorized the award in 1954, the 180FW has received this honor five total times in the past 62 years. 🏆

AIRMAN SOARS

Story by Staff Sgt. John Wilkes

Integrity first, service before self and excellence in all we do. These are the values that every Airman holds dear. One Airman with the 180th Fighter Wing in Swanton, Ohio has been recognized for his exceptional professionalism, determination and dedication to the mission.

Staff Sgt. Richard G. Hitch, a security forces craftsman with the 180FW Security Forces Squadron, was selected as the 2015 Security Forces Aerospace Control Alert Airman of the Year for superior leadership, job performance, community involvement and personal achievements.

“This award recognizes all the hard work he has done. Every day he comes to work and continuously does an outstanding job, never seeking recognition,” said Lt. Col. Gregg Biddle, the deputy commander for the 180FW Mission Support Group. “He is the embodiment of the core values, no matter the condition he always gets the job done, we are lucky to have a troop like him.”

A Detroit, Michigan native, Hitch enlisted in the United States Army following his high school graduation in 1980. After serving on active duty in Germany, he returned to Michigan and attended the Police Academy, where he graduated with honors in the top five percent of his class.

In 2006, Hitch joined the 180FW’s Security Forces

Squadron and attended the Security Forces Apprentice Course at Lackland Air Force Base, Texas, graduating with honors. After graduation, he deployed for nine months to Tucson, Arizona to assist the U.S. Border Patrol during Operation Jump Start.

Since his deployment he graduated from Tiffin University, earning a bachelor’s degree with honors in criminal justice in 2011. The following year, he went on to earn his Community College of the Air Force degree in police science.

Time and time again, Hitch has shown that he is no stranger to hard work, whether he is in uniform or not.

“He does a lot within his community, between all the volunteer work he is actively involved in, he still finds time to run marathons,” Biddle said. “In each aspect of his life, Hitch puts everything he has into what he’s doing, it’s extremely impressive.”

In the community, Hitch volunteers in a variety of capacities. He works with his local Child Identification Program, creating a safer, more secure neighborhood. He also works with his local Special Olympics and Junior Reserve Officer Training Corps, building civilian and military relations.

“I am incredibly proud, this is a substantial achievement and very well deserved for one of our outstanding and hardworking Airmen,” said Col. Craig Baker, 180FW commander. 🏆

180FW DRESSES DOWN TO SUPPORT LOCAL COMMUNITY

Story by Staff Sgt. John Wilkes

Airmen with the 180th Fighter Wing, Ohio Air National Guard, collected canned food and other non-perishable items as part of twice monthly Dress Down days.

Collected items are donated to the SeaGate Food Bank of Northwest Ohio, a non-profit organization that has been serving Northwest Ohio since 1976.

“Opportunities like this are great,” said Master Sgt. Norman Drzewiecki, cyber surety manager with the 180FW Mission Support Group. “It defines our core values, it’s not only giving back in monetary ways but it’s feeding the community as well.”

“Our mission is to provide food stability to our neighbors in need as well as Northwest Ohio,” said Deb Vas, executive director for SeaGate. “The donations brought in by the 180FW play a big part in supporting a variety of our programs.”

Since the dress down event began over nine years ago, the 180FW has donated more than \$60,000 and nearly 20,000 pounds of food. For every dollar donated approximately four pounds of food can be purchased for those in need.

“We have a very small staff, the volunteers are wonderful folks

and we depend on yours and the communities support,” Vas said.

A study conducted by ProMedica and the Partnership to Fight Chronic Disease shows some staggering information. Approximately one in five Lucas County residents, more than 85,000 people, face hunger, which is one of the highest rates statewide. In Ohio as a whole, the rate of food insecurity is higher than the national average - more than two million Ohioans go hungry.

According to Randy Oostra, the chief executive officer of ProMedica, research shows that hunger can continue to have a negative effect on health 10 to 15 years after childhood. In addition, hungry children are more likely to suffer poor health and delayed development.

“At this time, we service over 103,000 individuals every month and provide over 15 million pounds of food annually,” said Vas.

Airmen of the 180FW are personally invested in the local communities. Through events like this, service members are able to give back to the communities that give so much to them.

“It’s not just a reward to dress down; people donate and don’t dress down,” said Drzewiecki. “We have a strong family atmosphere here, people love giving.” 🏆

at the end. What strikes me the most is how people reacted to the tragedies; how their resilience through the four pillars helped them get through some dark times. They weren't able to make the pain go away – no one is. But they learned to get out of bed each day and breathe in and out. What an amazing act of defiance that is, to take the suffering and refuse to give in; to keep living in spite of it all. And eventually they overcame. Like my calendar, tragedy leads to triumph, even if the victory is a silent one and doesn't quite feel like "victory."

Disclaimer: I am not worthy to talk to you about how to solve challenges in your lives. I would never presume to know what you're going through. So my intent here is not to prescribe some magic formula, but instead to spur some thought – or better yet, conversation with someone who knows you. This is just one man's coping strategy – it's about what I believe.

How do we overcome adversity? What about the kind of gut wrenching, knock you to your knees, just want to curl up in the fetal position, kind of adversity? As quoted by Charles Darwin, "It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change." I think it's important to study how people handle crisis because life is a bumpy road and it's about a true test of character. To be honest, "character" is not the life ring I cling to when I'm suffering. Mostly, I just want the clock to go faster so it ends. Rather, character is the quality I see and admire in others who have been in the arena and have survived, bloody but unbowed. It inspires me to be more. It gives me hope that next time I can endure more by building my character before I need it.

Have you ever been faced with a situation that made you complain that it just wasn't "fair?" We all experience undeserved insults or unjust setbacks. They range from the inconvenient to tragic. My son was recently rear-ended sitting at a stoplight. He's fine, but he's lost his wheels. Or maybe it's much deeper and you or someone close to you has received a frightening medical diagnosis. My mom went in for an eye surgery pre-op and came out with a breast cancer diagnosis. Or it might be the biggest challenge of all, I lost my dad last year. His decline lasted almost a year, but afterward it seemed so sudden, arbitrary and capricious. My mom, dad and son all wanted to cry out that they were innocent, that they didn't deserve this fate or punishment. I would agree with them. But here's the rub – I think the tragedies

and innate unfairness of the world is not an aberration. It's not the exception to an otherwise perfect life. The bad, unlucky, terrible things that reach up and grab us out of nowhere are unfortunately normal. It's just my opinion, but I think they are woven in the fabric of reality.

That is NOT to say that our history earns these catastrophes. Sometimes, we do bring it on ourselves with bad choices, but other times stuff just happens. It's part of every life. I also reject the idea that someone or something else is bringing this pain and suffering down on us out of malicious intent or the opposite; a benevolent path to growth. I don't believe you were only given burdens to make you more worthy. You are worthy already. I don't believe we hurt just so we know how good it feels to not hurt. Bad things just happen to good people. Children suffer. Innocence is no defense to disease or bullets. That's the nature of our life. The question "Why?" is irrelevant. Don't waste time or energy on it; you've got better, more productive things to do. I know "stuff happens" is pretty tough to bear and this is all pretty deep. But don't despair because this life is also filled with much beauty and love. It's just a package deal. What is critical to all this is not the randomness of life. It's the way we react to it. That is all we can control.

This is not pro or anti-religion. Organized religion can be a great piece of spiritual wellness, and faith can do amazing things. But from a practical standpoint, I think it's much better to pray for the grace to accept the hand you've been dealt and the strength to play it out rather than pray for it all to go away. You are much better able to weather the storm when your four pillars are strong. Cultivating strong friendships and sharing our inner thoughts feels good and strengthens the social pillar so you are more resilient when the inevitable happens. The same is true of all the pillars. It's like an athlete preparing for the contest. Strengthen yourself and you stand a better chance of successfully enjoying the good while fortifying yourself to withstand the bad. This is the kind of thing you really ought to be deliberate about. Many couples schedule a date night so they don't lose their relationship while raising kids. They are being deliberate. Think about your four pillars and deliberately devote some time and energy to each one every day.

There is a famous expression from the prisoners-of-war in Vietnam. The American prisoners clung to this phrase to get them through the worst pain, suffering and deprivation you can imagine. It's credited

to Vice Admiral James Bond Stockdale and is called the Stockdale paradox. It goes like this: "You must never confuse faith that you will prevail in the end – which you can never afford to lose – with the discipline to confront the most brutal facts of your current reality, whatever they might be." If there is a recipe to rise above troubled waters, this is probably the first place I'd look. It's a mantra that worked in the harshest environment, so chances are it's got some truth to it.

To start, I think it's good to maintain perspective. Maybe your circumstances feel catastrophic, but after you reflect you may find that it's not really that life altering. Or maybe it is truly terrible. There's no use in ignoring the facts. Bad things don't get better with time. Accept it and resolve to win the battle. Devote the energy required to combat the problem. Some days it will take everything you've got. Some days even that won't be enough and you'll crumble. Get back up. That's how the POWs made it through. When they failed, they forgave themselves and committed themselves to come back stronger. That's the definition of resilience. Perhaps more importantly, as soon as you're able and you're in the calm of the storm, carve out some energy for yourself. Build those pillars back up whenever you get the chance. Life is a marathon not a sprint and you've got people counting on you. Remember too that you are the only one who knows your path. I'd also caution you not to lower the bar of acceptable behavior for yourself or others. Sometimes, in stress we cut corners or decide just to let something go that actually hurts us. Right is right, so don't let anything negative drag you backwards. You can often predict the next "trigger" for your struggle, so plan ahead and prepare. Sometimes that means avoiding, but eventually you need to confront. Again, make up your mind on how your life is going to go and stay the path. Your pillars – strength of mind and body, solid relationships, and a firm understanding of the things that feed your soul will get you through anything.

I speak of my own journey, but I'll bet many of you see yourself in this article. If you find things that help you, I'm gratified. A resilient Airman makes our wing stronger. But it's more than that. It's my sincere wish for you.

~Godspeed. 🙏

EFFECTIVE WATER DELIVERY NEAR AIRPORTS

Photos and Story by Ed Jones and John Barnes, 180FW Fire and Emergency Services Dept.

Following the Wright brothers first manned, powered flight in a heavier-than-air craft on Dec. 17, 1903, aviation has continued to evolve. Unfortunately, along with the use of aircraft, aviation mishaps soon followed. On Sept. 17, 1908, several people witnessed the world's first powered-aircraft aviation mishap at Ft. Myers, Virginia, which injured Wilbur Wright and killed passenger Lieutenant Thomas E. Selfridge. A decade later, on Sept. 12, 1918, Lt. Lewis Rockwell and Cpl. Frank Scott died in what was the first military multiple-fatality aircraft mishap.

Today, aircraft travel is the safest it has ever been, but mishap potential still exists. According to the Federal Aviation Administration Pilot's Handbook of Aeronautical Knowledge, 23 percent of all aviation accidents occur during takeoff and 24 percent during landing. This means the mishap could occur in jurisdictions several miles away from the local airport after departing or as the aircraft is on approach. This was the case on Nov. 10, 2015 as a corporate jet crashed into an apartment building in Akron, Ohio, while on approach to Akron

Fulton International Airport. The accident claimed the lives of all occupants onboard, 2 crewmembers and 7 passengers. This is merely one of many off-airport accidents involving aircraft and structures.

Just as aviation has evolved, so too have firefighting tactics and strategies. However, one thing that continues to challenge firefighters today is water supply. Regardless of the size, type or location of fire departments delivering sufficient water to the fireground can be challenging. With that in mind, firefighters from several Northwest Ohio fire departments converged on Toledo Express Airport Sept. 17, 2015 to conduct a small-scale water shuttle exercise. The exercise, coordinated by Assistant Chief John Barnes, 180FW Fire Emergency Services, was intended to test and potentially improve methods to expeditiously deliver adequate volumes of water during a major emergency on or off the airport by the multi-county tender task force. Personnel from eight departments a blend of full-time, part-time and volunteer firefighters – participated in the exercise after being briefed on the exercise objectives and

safety precautions.

Utilizing local standard operating procedures, models, experiences and expertise from the Ohio Fire Chief's Association and Water Supply Technical Advisory Committee, the operation began. Participants and vehicles from Monclova Township Fire Department, Middleton Township Fire Department, Grand Rapids Township Fire Department, Swanton Fire Department, Richfield Township Fire Department, Providence Township Fire Department, Whitehouse Fire Department, and the 180FW Fire & Emergency Services participated in the exercise. Three portable dump tanks were set up for the trucks to dump into onto a cargo ramp on the southwest section of the airport. A draft, similar to siphoning, was established by Monclova Fire Department, a 75-foot aerial with a 1,500 gallon per minute pump.

The goal was to sustain a water flow of 1,000 gallons per minute, utilizing a tender shuttle operation. Once the first tank was filled, Monclova Fire Department's pump operator initiated drafting operations as the other two tanks were filled by incoming tenders. A jet-siphon was utilized to siphon water through a six-inch hard suction from the outer tank into the center tank. A four inch hard suction and jet-siphon was used to siphon water from the center tank to the drafting tank. Monclova FD pumped an average of 1,000 gpm for 60-minutes with little interruption.

180FW FES Engine-81, with assistance from Whitehouse FD Engine-854, took charge of the fill site utilizing a hydrant just outside the airport. The four inch and one of the two-and-a-half inch outlets were utilized; however, the other two-and-a-half inch hydrant outlet on hydrant could not be removed, resulting in reduced fill times. Tenders drove to the fill site, less than a quarter mile away, for filling. A fourth dump tank was set up at the fill site to facilitate the self-filling of Swanton FD and Richfield FD's vacuum tenders.

Even though many departments may



have an abundance of hydrants in their jurisdictions, everyone should prepare for water main breaks and other unforeseen outages such as the Lake Erie freeze that blocked Avon Lake's water intake valves in January 2015, the Lake Erie toxic algae bloom that plagued the Toledo area in the summer of 2014, or the largest blackout in American history in 2003, which affected millions of people in New York, Michigan, Ohio, sections of New Jersey, Pennsylvania, Connecticut, Massachusetts and Toronto, Canada. The exercise was very beneficial to the Air National Guard firefighters since the airport runway areas lack fire hydrants.

Another area of concern for everyone should be the Ohio Turnpike and other limited-access highways. With limited access to these areas, water is nowhere to be found unless a tender is dispatched with the attack engine.

With eight fire departments participating, another challenge was the variety of hose threads. The diverse capabilities among departments meant Storz, Toledo thread, and cam-lock couplings had to be taken into account. Fortunately, adapters were available and waterflow was not compromised.

Several lessons were learned as a result of the exercise including the use of jet-siphon to transfer water from port-a-tank to port-a-tank. This was a first for some agencies. Another



take away was the importance of setting up a dedicated one-way travel route to or from the fill and from or to the dump site, as well as staggering the size of tenders to keep adequate volume availability. Participants also saw firsthand the limitations of using a low-level strainer, a filter which prevents debris from entering the hose, compared to a barrel strainer. Ensuring spotters are available to direct drivers to avoid colliding with anything and to minimize equipment or vehicle damage. Personnel injury was another important lesson. Lastly, high-visibility vests and personal protective equipment were not

utilized by all participants. Budgets are tight for all; however, every effort should be made to equip all personnel with vests as mandated for Fire and Emergency Services Personnel.

As a result of this exercise, standard operating procedures will be developed or revised in order to enhance the interoperability between responding departments. With the mutual support of eight participating fire departments, each demonstrated their ability to effectively deliver adequate volumes of water under less than desirable conditions. It was an impressive accomplishment for all involved. 🇺🇸

THE HEART OF LEADERSHIP

Story by Dr. Jeffrey Smith

The heart of leadership, especially within the profession of arms, is summarized with a single word...influence. Influence is the ability to have an effect on the character, development, or behavior of someone or something.¹ As leaders we must begin by first and foremost understanding this fundamental principle—people can be influenced one of two ways: through mandate leadership or through organic leadership. Understanding these two very different approaches to influence will in large measure determine not only what type of leader we are, but also the effectiveness of our leadership in shaping the behavior of others.

The most important place to start in the leadership development journey is understanding the foundational attributes of mandate versus organic leadership skills. Mandate leadership is also better known as “positional leadership.” Mandate leadership basically says, “you will do this because I out rank you...because I am your boss...because I have the ability to punish you if you do not do it.” While there are many examples where this type of leadership is appropriate, especially in time-intensive scenarios (combat), for the majority of our interaction with subordinates, this is the weakest and most ineffective form of leadership. Unfortunately, it is also the most used and is routinely the go-to approach for those who lack the ability (or understanding) to lead through trust and inspiration.

Organic leadership focuses relies less on the position of authority and more on the people's trust, commitment, and loyalty. Organic leadership requires an understanding of one's subordinates, knowing their stories, appreciating who they are as individuals, and then tailoring your interaction with them based on their unique capabilities...all with the deliberate design to establish trust. When a leader takes the time to lead his or her folks organically, production increases, retention is higher, problems have better more lasting solutions, and those involved feel rewarded simply by a job well done.² Why? Because all of us want to feel we make a unique difference. All of us want some degree of ownership in our work. All of us find more satisfaction in personally accomplishing something positive than merely doing a job.

One might say at this point that organic leadership appears overly soft or not applicable within the profession of arms. While one might have that “perception,” the empirical analysis and results of what is often called “servant leadership” is clear: higher productivity, greater buy-in, better solutions, increased subordinate commitment, and overall healthier work environments. Furthermore, organic leadership is anything but soft. There remains a high degree for accountability, individual responsibility, and by-name visibility of outcomes. When work is made more personal, not only does the production increase, the accountability increases because folks can no longer hide.

In the traditional leader-follower model that most mandate (positional) leaders rely on, followers are less plugged into the end state, have little to no buy-in to the problem solving process, and often fail to take any responsibility for the success or failure of

the outcomes. While in an organic leadership environment, where individual capabilities are tailored and engineered to take part in the developmental process, the environment changes from the traditional perspective of leader and follower to “leader and leader-in-training.”

So if production increases, motivation rises, and solutions are better under an organic leadership style, why do so many, especially within the profession of arms, use the mandate or positional leadership approach? Simply, because it is easier. Organic leadership is an art. Organic leadership requires tough habits of thought. Organic leadership takes people skills. These attributes are not only rare within the profession of arms, they are furthermore not taught. Throughout all professional military education (PME), try to find a class on human psychology. Examine PME catalogues and try to find where human bias courses, mental entrenchment or the consequence of power is taught. Try to find examples where the physiological realities of personal decision making and individual behavior are explained (taught) within the context of human neuromodulators (oxytocin, adrenalin, dopamine, etc.)⁴ In those few examples where a class or two surfaces on these subjects, a very small fraction of the military leadership team ever have the opportunity to actually receive that specific education. So, unless one is lucky enough to have had a mentor, or coach, or even a parent who taught organic leadership skills (human interaction skills), one is left with only one way to get others to do things...mandate leadership.

Additionally, nearly all the current performance evaluation systems fail to measure the most important attribute of leaders...their human relationship skills. In nearly thirty years of military service as an officer, I never read an officer evaluation report that said, “Make this officer a commander because he/she knows how to build trust with their people.” Moreover, I never read an enlisted performance report that said, “Make this leader a supervisor because they are gifted at building commitment and loyalty in their teams.” I have read a lot about the number of successful take offs, physical fitness scores, and how much money was managed or saved, but little to nothing about the human condition, the level of mentorship, council, or the level of humility that great leaders require. Why? Because like most institutions, militaries tend to make important only those things that can be measured. This myopic perspective leads to promoting individuals to high ranks who are toxic, lack integrity, or fail to get past their own self-worth.

So, what do we do and where do we go from here? First, we should reexamine how we are growing our leaders. From the moment we first engage with new recruits in officer accessions, the goal should be to build trust. Trust that they made the right decision to serve their country. Trust that the limitations they have placed on themselves are artificial and that they can do more...much more. Trust that their decision to serve will provide a better future self; not necessarily a wealthy, comfortable, or easy future self; rather, a future self that takes extreme pride in a job well done, pleasure in the charity their life provides to mankind, and joy in knowing they are building a

REENLISTMENTS



Staff Sgt. Jordan Spetz
“I always wanted to get to my 20 years and make Chief. I think hard work is rewarded in the end.”



Tech. Sgt. Cody Kinemond
“I reenlisted to accept an AGR position as the production controller in CE. You weigh the pros and cons, think about the other benefits. If you can stay in for 20 years, you can get that pension and every little bit helps”

- Tech. Sgt. Ashley Carter
- Staff Sgt. Marcus Chaney

- Senior Airman Alec Maier
- Tech. Sgt. Derek Ringler

- Tech. Sgt. Kyle Apthorpe

life worth living. We must then deliberately engineer a continuum of education, opportunities, and learning that teach them the human code: personal bias, generational diversity, consequences of power, mental entrenchment, listening skills, leading through tragedy, emotional balance, and critical thinking to name a few.

This is the profession of arms...human lives are often the target. Within this profession, leaders must be more than positional figures of authority, they must be masters of the human condition, experts of influence, decision making, and relationship. They must be capable of inspiring others even in tragedy, motivating their people to go beyond their self-imposed limits, and fostering a sense of worth, respect and ownership within every environment they own. In short, they must be leaders...real, thoughtful, skilled, leaders.

Do you want to be that kind of a leader? Do you think you are already that kind of a leader? Here is how you can answer both of those important questions. Start by examining, in detail, the evidence that a judge could convict you on that involves the following four characteristics:

Charity, Optimism, Humility, Empathy

Ask yourself what evidence in your life (marriage, parenting, work environment) exists that could convict you as a man or women in regard to these four attributes. In other words, could you be convicted if charity was outlawed? How about if humility was a crime? Would there be enough or any evidence to bring you up on charges? You may have a couple of them in your life but need a couple of them to be grown. What you will find is that the more these four characteristics are present and evidenced in your life (in you), the better parent, spouse, and leader you will be. Why? Because with these attributes you will begin to be the type of leader that brings out a better version of the people around you. Leaders with evidenced attributes of charity, optimism, humility and empathy build trust with those around them (at home at work) which in turn allows for a high degree of influence...recall that at the heart of all leadership is influence.

The result will be that your people will have greater buy-in, show increased loyalty to the end-state, be proud of taking part in the processes, and they will help to ensure that everything you need them to do is done with excellence...from garrison to combat. So, what kind of leader are you going to be? 🍷

PROMOTIONS

To Airman 1st Class

- Airman Bradley J. Iannantuono
- Airman Adam B. Coe

To Senior Airman

- Airman 1st Class Ronald R. Johnson
- Airman 1st Class Christopher D. Mills
- Airman 1st Class Derek J. Pease
- Airman 1st Class Monae S. Thomas
- Airman 1st Class John D. Reddick
- Airman 1st Class Achsa F. Weber
- Airman 1st Class Tyler I. Everman
- Airman 1st Class Harley J. Hoffman
- Airman 1st Class Travis A. Sharlow
- Airman 1st Class Benton T. Pohlman
- Airman 1st Class Joseph W. Seedorf

To Staff Sgt.

- Senior Airman Brianna M. Binkley
- Senior Airman Nathaniel J. Norden
- Senior Airman Sean S. Geis
- Senior Airman Michael J. Bratton
- Senior Airman Devon A. Childress
- Senior Airman James E. Weber
- Senior Airman Brandon R. Rozanski
- Senior Airman Anthony A. Dangelo
- Senior Airman Jacob N. Sorosiak
- Senior Airman . Brian D. Holland

To Tech. Sgt.

- Staff Sgt. Michael J. Brewster
- Staff Sgt. Richard A. Morris
- Staff Sgt. Nathan P. Szymanski
- Staff Sgt. Jeffrey M. Beaudry
- Staff Sgt. Tom J. Burden
- Staff Sgt. Douglas M. Brim
- Staff Sgt. Dennis R. McCoy
- Staff Sgt. Matthew R. Hall

Tech. Sgt. (Cont.)

- Staff Sgt. Justin J. Shaffer
- Staff Sgt. Joshua M. Masiker
- Staff Sgt. Rachel M. Finn
- Staff Sgt. Steven M. Artz
- Staff Sgt. Adam R. Ziehr

To Master Sgt.

- Tech. Sgt. Rob M. Erford
- Tech. Sgt. Richard J. Parker
- Tech. Sgt. Robert R. Comer
- Tech. Sgt. Randy A. Crouse
- Tech. Sgt. Jennifer M. Spradlin
- Tech. Sgt. Timothy L. Waters
- Tech. Sgt. Andrea Y. Fisher
- Tech. Sgt. Patrick J. Sottek
- Tech. Sgt. Abraham J. Dominique
- Tech. Sgt. Joseph C. Ray
- Tech. Sgt. Kevin P. Chirnside
- Tech. Sgt. Steven M. Chapa
- Tech. Sgt. Jason P. Amert
- Tech. Sgt. Terrence D. EisenHauer
- Tech. Sgt. Daniel L. Sohnrey
- Tech. Sgt. Jason M. Newton
- Tech. Sgt. Mark A. Rauch
- Tech. Sgt. Natonja R. Rutledge
- Tech. Sgt. Tressia D. Wilson

To Senior Master Sgt.

- Master Sgt. Tabatha R. King

To 1st Lt.

- 2nd Lt. William I. Winston
- 2nd Lt. Jeremy A. Tussing
- 2nd Lt. Jennifer L. Ferrari
- 2nd Lt. Samuel J. Thornton

To Captain

- 1st Lt. Justin B. Guinther

RETIREMENTS

Chief Mast Sgt. Jeffrey Managhan
Staff Sgt. Gordon Anderson II

CDC/PME 90% PASS RATE

December:

Lamar Smith, 10612W, 93%
James Atchison, 10411W, 93%

January:

James Atchison, 10211W, 99%
Melissa Martin, 15A, 94%
Samuel Kusina, 10027W, 94%

February:

Samuel Kusina, 10023W, 96%
John Gale, 3A, 92%
Samuel Kusina, 10028W, 91%
Samuel Kusina, 612N, 99%

CCAF

Tech. Sgt. Jill S. Bonnough
Master Sgt Shawn M. Doogs
Senior Master Sgt. Roger W. Gritzmaker
Staff Sgt. Andrew K. Hauber
Staff Sgt. Joshua D. Herriott
Master Sgt. Shawn M. LaGrange
Tech. Sgt. Sara E. Langenderfer
Chief Master Sgt. Laurie K Liebich
Staff Sgt. Richard A. Morris
Tech. Sgt. Scott J. Nadeau
Tech. Sgt. Paul R. Stutzenstein
Master Sgt. Kristin L. Weeman
Master Sgt. Nickolas D. Whiteman
Master Sgt. Steven N. Wright