

# *THE* **STINGER**

The Official Magazine of the 180th Fighter Wing  
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## ABOUT THE STINGER

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# LAST COMMANDER'S FINAL CALL: COMMENTS

I want to start the same way that I will end by saying that it has been my indescribable honor to be your Commander. In fact, I would not be the leader I am today without my experiences and relationships with you, the 180FW Airmen. Being the 180FW Commander has been both a privilege and an honor. A privilege because this command was a gift. A gift given to me by Airmen and in turn this gift brought many responsibilities, but none more important than ensuring mission success and wellbeing of the Airmen and their families. It has been an honor to command because the 180FW produces emotions and feelings that can ONLY come from leading those who are willing to sacrifice so much for defending the great cause of freedom.

## EXCELLENCE

I used the word EXCELLENCE on every slide beginning any Commander's Call because the 180FW is excellent at continuing to progress on the path of becoming the most lethal, innovative, and efficient fighter wing in the total force. The 180FW is a winning organization for many reasons. The following are some highlights: receiving the Air Force Outstanding Unit Award, earning an "EFFECTIVE" grade in the Air Combat Command Unit Effectiveness Inspection and earning the highest grade of "Mission Ready" for an unprecedented third consecutive year during the North American Aerospace Defense Command Alert Forces Evaluation for the nation's number one homeland defense mission, protecting 60% of the U.S. population.

You have flown over 900 missions since the alert mission inception in 2008. While flying 2,258 missions totaling more than 3,770 flying hours, you also seamlessly executed the deployment of more than 530 Airmen and the movement of approximately 140 short tons of cargo and equipment to seven locations throughout the U.S. including Hawaii, Key West, Alaska, Tyndall, and Alpena, sometimes in shorter notice than needed to accomplish the mission. You deployed over 250 Airmen, 300 short tons of cargo, 12 F-16's to Guam sustaining over 700 missions in support of the Pacific Air Forces Commander requirements. You pioneered the first Air National Guard no-notice force deployment to an overseas base expanding global power projection and meeting the commander of the Air Combat Command's vision. You built confidence in deploying 12 F-16's in support of Design Operational Capabilities statement taskings. The manning rate remained above 103%. The Chaplain Corps served in Antarctica becoming unique within the ANG. The Training Affiliation Agreement with the University of Toledo Medical Center, recognized as a benchmark training program at the National Guard level, was renewed for another five years. This training program streamlines medical skills verification and hands-on training of our military medical personnel locally while also providing extra manpower at the medical center during the wing's training weekends. Six times you ranked number one of 90



Col. Craig R. Baker  
180th Fighter Wing  
Wing Commander

in the ANG for individual medical readiness, averaging 88%. The OHANG was the first state in the ANG to adopt the Public-Public, Public-Private Partnership Program, or P4. This Air Force Community Partnership Program is a process to leverage military installation and local government capabilities and resources to reduce operating and service costs, while expanding Air Force mission capabilities.

Lastly, we would certainly not be winning if it wasn't for the support of the community. This great fighter wing can only be as solid as the communities who support us. We must continue to partner with the community and be creative, leveraging each of our strengths as opportunities to battle the challenges ahead. These cooperative and innovative efforts will ensure we are postured to support and defend our nation staying well ahead of our enemies' capabilities and respond to crucial state emergencies and disasters. Finally, we have to be excellent because our joint service and coalition partners depend on our excellence. Whether you are in the FW Headquarters, Maintenance Group, Mission Support Group, Operations Group, or Medical Group, you are an incredibly critical member of this 180FW team...never forget that. Airmen determine how successful or unsuccessful the mission is. Remember that Airmen are the heart of the Air Force—with you, the mission can't fail; without you, the mission can't succeed.

Continued on pg. 20

# THE MEDICAL CORNER

By Military Health System and Defense Health Agency  
[www.health.mil](http://www.health.mil)

## Q1: What is the Zika Virus?

A: The Zika virus is spread primarily through the bite of an infected mosquito. These are the same mosquitoes that spread other viruses like dengue and chikungunya. Only about one in five people infected with the Zika virus will feel sick. In those that do, symptoms are usually mild and can include fever, rash, joint pain and red eye.

## Q2: What are symptoms of Zika virus?

A: Many people infected with Zika virus won't have symptoms or will only have mild symptoms.

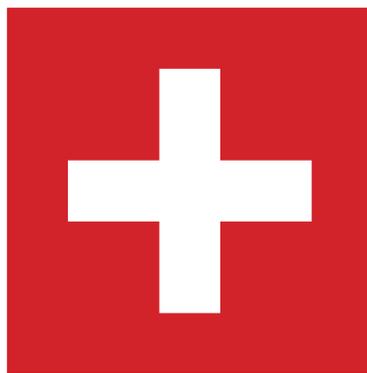
-The most common symptoms of Zika are fever, rash, joint pain, or conjunctivitis (red eyes).

-Other common symptoms include muscle pain and headache.

-The illness is usually mild with symptoms lasting for several days to a week.

-People usually don't get sick enough to go to the hospital, and they very rarely die of Zika. For this reason, many people might not realize they have been infected.

(Photo by Keith Hayes)



The incubation period (the time from exposure to symptoms) for Zika virus disease is not known, but is likely to be a few days to a week. See your doctor or other healthcare provider if you are pregnant and develop a fever, rash, joint pain, or red eyes within 2 weeks after traveling to an area with Zika. Be sure to tell your doctor or other healthcare provider where you traveled.

## Q3: How is Zika transmitted?

A: Zika is primarily spread to people through the bite of infected Aedes mosquitoes. It can also be transmitted from a pregnant mother to her baby during pregnancy, though we do not know how often that transmission occurs.

## Q4: Where are people contracting Zika?

A: People are contracting Zika in areas where Aedes mosquitoes are present, which include South America, Central America and the Caribbean. As the CDC notes, specific areas where the Zika virus is being transmitted are likely to change over time, so please check the CDC website for the most updated information at: <http://wwwnc.cdc.gov/travel/page/zika-travel-information>

## Q5: Should we be concerned with Zika in the United States?

A: The U.S. mainland does have Aedes species mosquitoes that can become infected with and spread Zika virus. U.S. travelers who visit a country where Zika is found could become infected if bitten by a mosquito. With the recent outbreaks in the Americas, the number of Zika virus disease cases among travelers visiting or returning to the United States will likely increase. These imported cases may result in local spread of the virus in some areas of the United States. CDC has been monitoring these epidemics and is prepared to address cases imported into the United States and cases transmitted locally.

# THE CHAPEL CONNECTION



By Chaplain Peter Drury

The New York Times recently reported the suicide rate in America has surged to a 30-year high, with increases affecting every age bracket except older adults. Explanations abound as the search for solutions confound. Of course, what happens in society also happens in the military.

Hundreds of studies have investigated the relationship between religious involvement, spiritual well-being, mental and emotional health. The findings are important if they lead to statistical improvements in health, resiliency and mission completion. So what are the studies finding?

By the numbers, respondents who attended religious services at least once per year had decreased odds of subsequent suicidal ideation and attempts. People who identify themselves as spiritual and seek spiritual comfort were associated with decreased odds of suicidal ideation, showed reduced cortisol levels, lower levels of hopelessness, and a strengthened sense of purpose and meaning in the face of trauma. In addition, religious involvement was shown to provide a worldview that helps give purpose and meaning to life and suffering, and positively influence relationships with others.

Last year another study caught my attention, as it showed how to cut one's risk of stroke in HALF. If it were a medication, it might be widely prescribed. What is it? Having a strong sense of meaning and purpose.

The research shows that whatever your faith community, these interactions pay immediate dividends, help form personal connections and meet real needs.

There is a persistent report of stigmas attached to asking for help. But inside most faith communities, Airmen can ask for and receive help without the stigma one might feel in other settings, as most faith communities welcome each other as imperfect and assume the benefit of asking for collaboration and help in life.

Your spiritual resiliency is important to us. Whether your preference is a particular faith or no particular faith at all, we encourage you to build relationships you can enjoy, build trust, grow together and call on in times of need. We are all in this together! 🙏

(Photo by Senior Master Sgt. Beth Holliker)



# A NEW HOME



# FOR THE F-35

*Editorial by  
Senior Master Sgt. Beth Holliker*

**T**he 180th Fighter Wing, Ohio National Guard, has been placed on a short-list as a candidate installation to receive the F-35A Joint Strike Fighter, the U.S. Air Force announced in a release, April 12, 2016.

The 180FW is one of 18 Air National Guard installations across the country being considered as potential hopefuls in the search for two future sites to house the next generation fighter mission.

Located at the Toledo Express Airport in Swanton, Ohio, the 180FW has been a fixture in the Northwest Ohio community since 1958 and flies the F-16 Fighting Falcon, directly supporting the nation's number one mission in homeland defense, Aerospace Control Alert since 2008.

"The 180FW consistently proves to be an essential, long-term solution for the defense of our nation," said Col. Craig Baker, 180FW commander. "With 60 percent of the nation's population lying within a 600 mile radius, the 180FW is strategically located to protect vital infrastructure, key centers of gravity, nuclear power

plants and international airports."

The 180FW is also structured to support future One Force and joint-basing initiatives and is already taking steps to become a full active association unit, adding to the wing's value for any potential mission changes or upgrades, now and in the future, including the F-35A.

"The 180FW is at the forefront of the Air National Guard, and the dedication and innovation of the 180FW Airmen will ensure the wing remains viable long into the future," Baker said.

The U.S. Air Force announced in late 2015 that plans were underway to select the next two ANG units suitable to support the fifth-generation fighter. The announcement led Ohio's congressional delegation to draft a letter urging the Secretary of the Air Force, The Honorable Deborah Lee James, to strongly consider the 180FW as the best choice for the mission.

The letter, sent to the SECAF in February, 2016, described why the 180FW is the best choice for the F-35A and its mission. The

letter specifically highlighted the strategic advantages and record accomplishments of the 180FW along with support from the State of Ohio, the City of Toledo and surrounding communities.

Not only does the wing have the full support of its state elected officials, but also of civic and community leaders in those counties surrounding the base.

"The residents and businesses in the Toledo region are pleased to have the 180th Fighter Wing based at Toledo Express Airport. More importantly, we are proud to call the men and women of the 180th Fighter Wing our friends, family and neighbors," said Wendy Gramza, president of the Toledo Regional Chamber of Commerce. "In addition to defending our freedom at home and abroad, they help drive our region's economy and support many charities and causes that serve our local communities."

"The 180FW is only as rock-solid as the communities who support us," Baker said. "Our community members serve as the foundation on which this wing is built. The 180FW would not be where it is

today if not for the support and partnership of our communities. We are committed to partnering with our communities, leveraging strengths and innovative opportunities to ensure we remain postured to support and defend our nation."

The backing of local communities, state and federal lawmakers aren't the only feathers in the 180FW cap. The wing also brings many strategic and operational attributes to the table, setting it apart from other fighter wings across the country.

"Currently the 180FW is at the forefront of protection for over 60 percent of the U.S. population and deploys around the globe to address all threats, but the battlefield is changing and so should we," said Maj. Gen. Mark E. Bartman, The Adjutant General, Ohio National Guard. "With conversion to the F-35A, the 180FW can stay out in front with the latest technology, lethality and Intelligence, Surveillance and Reconnaissance capabilities."

Already meeting, and in some cases exceeding, many of the minimum requirements to be considered a contender throughout

# “With conversion to the F-35A, the 180FW can stay out in front with the latest technology, lethality and Intelligence, Surveillance and Reconnaissance capabilities.”

the first round of basing criteria evaluations, the 180FW maintains several new and renovated state-of-the-art operational, maintenance and support facilities and equipment.

Preliminary review of the ANG units in contention will include mission requirements, facility capacity, environmental considerations and cost requirements necessary to transition to the F-35A.

The Air Force also expects to grow the selected units into full active association wings. Active association wings are those where the aircraft are assigned and housed at the Air Reserve Component installations, in this case, an ANG wing, with additional manpower provided by the active duty component.

The 180FW started the active association process in 2015 when the first active duty pilot arrived at the unit. The wing expects three more pilots and 40 aircraft maintenance personnel to arrive in the future, making the wing a full active association. The 180FW currently employs more than 400 fulltime employees and over 1,000 drill status guardsmen.

Mission specific requirements include weather conditions, airspace and training range proximity and availability necessary to conduct and meet training requirements.

The 180FW has 10 Airspace and Air Traffic Control Assigned Airspaces, or ATCAA, areas available, along with five designated Military Operating Airspaces and four restricted airspaces within a 240 nautical mile radius.

Included in these designated areas, the 180FW has access to air-to-ground gunnery ranges suited to the capabilities of both the F-16 and the F-35A. Both Alpena Airspace Complex in Michigan and Buckeye Airspace, Ohio, are supersonic, chaff and flare capable with full ground radar control and Link-16 capability. Link-16 is an electronic communication and data link between aircraft that allows pilots to communicate without the need to talk over radio frequencies in an effort to minimize detection from adversaries.

In addition, the wing has access to three aerial gunnery ranges in Atterbury and Jefferson, Indiana, as well as Grayling, Michigan. All are approved for employment of precision-guided munitions, allowing the 180FW to remain proficient with air interdiction, close air support and air defense missions.

Utilizing multiple airspaces and ranges that are geographically separated allows the wing to find the favorable weather necessary to maintain training requirements and operational readiness at all times.

Facility requirements include a variety of areas of consideration. The minimum requirements include a runway of at least 8,000 feet, 15,000 square yards of ramp and parking space and 23,500 square feet of hangar space, just to name a few.

The 180FW boasts a 10,600 foot primary runway, more than 52,400 square yards of aircraft parking and ramp space, and a fully renovated aircraft maintenance hangar with more than 63,700 square feet available for aircraft parking and maintenance.

The wing also maintains a newly constructed, state-of-the art Munitions Storage Area with more than 32,500 square feet of facility space located on 16 acres of land. The on-site MSA allows the 180FW to keep necessary munitions on-hand and easily accessible for modern fighter aircraft, to include the F-35A. The facility gives the wing the capability to deliver air superiority to Combatant Commanders directly from home-station without having to divert to another location to load live weapons. This critical capability enables the wing to respond rapidly to potential developing homeland defense requirements and maintain operational readiness as we continue to support overseas combat operations.

Not only does the 180FW maintain more than 379,000 square feet of facilities, all facilities required to support the F-35A mission, the wing is also situated on 135 acres of land and has more than 200 acres available should expansion be required.

Though the wing’s fleet is aging, the impeccable and unparalleled maintenance practices of the 180FW maintenance group ensures that the wing and its fighters are viable and remain the number one choice for our nation’s homeland defense, as well as at the forefront of the warfight world-wide.

Regular avionics upgrades and structural reinforcements keep the 180FW fighters ready for the fight, ensuring the jets have the latest,

top of the line technology capabilities and body frame enhancements, remaining as capable and comparable as newer F-16 models.

Over the past few years alone, the jets have undergone several significant avionics upgrades, enhancing the safety and capabilities of both the pilots and the jets. These upgrades include the Automatic Ground Collision Avoidance System, an upgraded Electronic Warfare system and an upgrade to the enemy aircraft detection system.

“All of these upgrades increase the warfighting capabilities of the F-16,” said Master Sgt. Brian McCormick, a quality assurance technician with the 180FW. “They will also significantly reduce pilot workload, allowing them to better focus on critical mission tasks.”

Following the preliminary evaluations of mission, facility and cost requirements and considerations, the SECAF will narrow down the initial list of 18 to those few determined most suitable for the F-35A mission. Though the Air Force has not yet determined how many installations will remain in contention, the SECAF does plan to announce the candidate units to congress this summer.

The remaining installations will then be scheduled for more in-depth site surveys. The surveys will aid in the selection of primary and alternate candidate units which will then undergo National Environmental Protection Act evaluations in an effort to certify those installations as being environmentally viable.

The final evaluation process is expected to be completed this fall and those primary installations will then be expected to begin receiving the F-35A fighter in the summer of 2022.

“The Air Force is committed to a deliberate and open process to address F-35A basing,” said Jennifer A. Miller, Deputy Assistant Secretary of the Air Force for Installations, in F-35A guidance issued in April. “As we progress through the basing process, we will share information so interested communities are aware of what to expect.” 



# PILOT FOR A DAY



*Honorary 2nd Lt. Ashleigh Hunt and U.S. Air Force Master Sgt. Kathryn L. Dorhmann, a crew chief assigned to the 180th Fighter Wing, launch an F-16 Fighting Falcon May 26, 2016 during Pilot for a Day, a program supporting children and young adults who live with chronic or life-threatening illnesses. (Photo by Staff Sgt. Shane Hughes)*



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

**A**shleigh Hunt, a 22 year-old Ohio resident diagnosed with osteosarcoma, was commissioned as an honorary 2nd Lt. in the Ohio Air National Guard during the first-ever Pilot for a Day event May 26, at the 180th Fighter Wing.

The Pilot for a Day program is a way for the 180FW to support the local community by providing a fun-filled day for children and young adults living with chronic or life-threatening disease or illness.

During the event, she also launched an F-16 Fighting Falcon, received a tour of the base facilities, and experienced basic pilot survival and parachute training.

"I didn't really know what to expect," Hunt said. "It was a huge surprise and more than I ever could have expected."

Hunt has been battling osteosarcoma since the age of 19. After she was diagnosed, her and her family began writing a bucket list. Hunt said she always enjoyed watching fighter jets growing up and her mom suggested flying in an F-16 for her list. Her health didn't allow for her to fly in an F-16, but when the Airmen of the 180FW heard about her story, they wanted to help give her and her family a day to remember.

"It's not every day that I get to do something like this," said Maj. Brian Cherolis, an F-16 pilot assigned to the 180FW who lead the event. "I wanted to do something that would have a lasting impact for them."

"I don't even have words for it," said Jodi Rupp, Hunt's mother "It's amazing how people have opened themselves up to helping her out and making her life great."

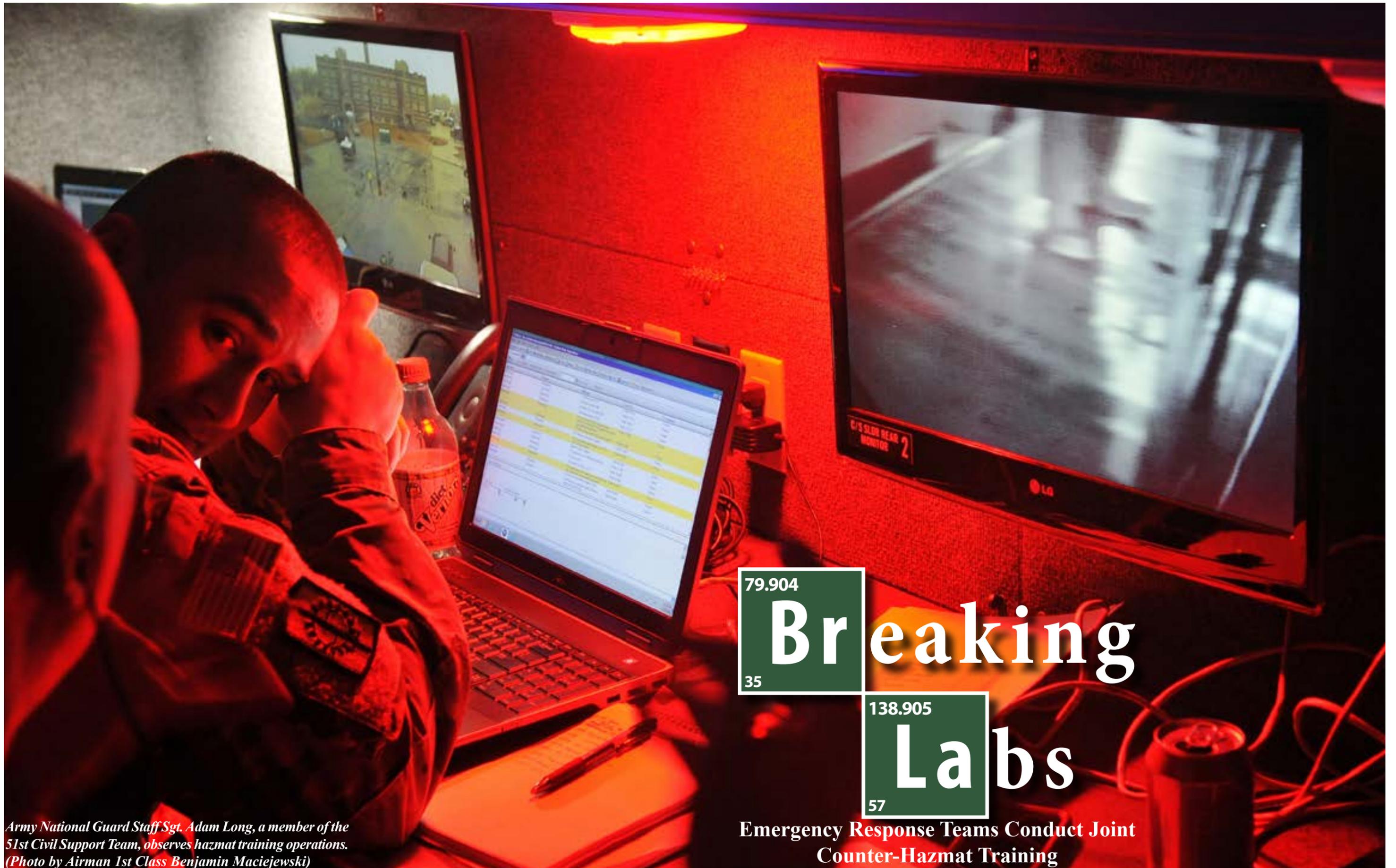
Hunt said she the next items on her bucket list include visiting Chicago, New York and Europe, as well as an extensive list of concerts she hopes to see this summer.

**U.S. Air Force Master Sgt. Robin L. Wiseman, a recruiting and retention manager assigned to the 180th Fighter Wing, signs the oath of enlistment May 26, 2016 after commissioning Ashleigh Hunt as an honorary 2nd Lt. in the Ohio Air National Guard during the first-ever Pilot for a Day event at the 180FW. (Photo by Staff Sgt. Shane Hughes)**



**Honorary 2nd Lt. Ashleigh Hunt launches an F-16 Fighting Falcon as U.S. Air Force Maj. Brian Cherolis, an F-16 pilot assigned to the 180th Fighter Wing, supervises on the flight line May 26, 2016 during Pilot for a Day, a program supporting children and young adults who live with chronic or life-threatening illnesses. (Photo by Staff Sgt. Shane Hughes)**



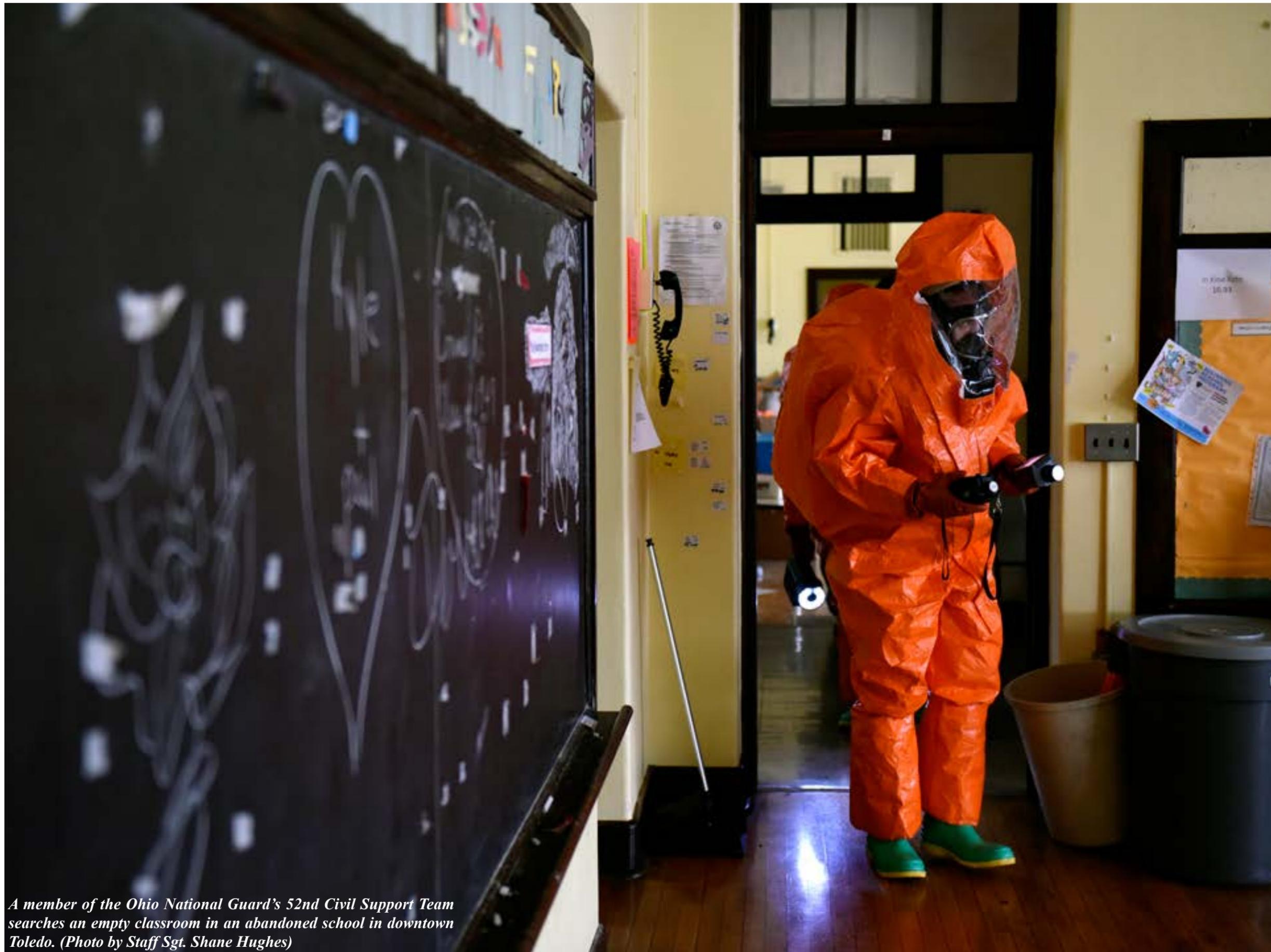


*Army National Guard Staff Sgt. Adam Long, a member of the 51st Civil Support Team, observes hazmat training operations. (Photo by Airman 1st Class Benjamin Maciejewski)*

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**Emergency Response Teams Conduct Joint Counter-Hazmat Training**



*A member of the Ohio National Guard's 52nd Civil Support Team searches an empty classroom in an abandoned school in downtown Toledo. (Photo by Staff Sgt. Shane Hughes)*

*Story by  
Staff Sgt. Shane Hughes*

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raffic outside an abandoned 1920s era school in downtown Toledo slowed to a crawl as drivers and passengers stared out their windows at men and women dressed in fluorescent orange hazardous material suits processing through decontamination tents. Inside the school, similarly dressed men and women searched for labs used to create weapons of mass destruction.

The activity in and around the school was part of a week-long training exercise designed to enhance coordination and interoperability between civilian and military emergency response teams. The joint training exercise included the Toledo Fire Department, the Ohio National Guard's 52nd Civil Support Team and the Michigan National Guard's 51st CST. Personnel from the 180th Fighter Wing, Ohio Air National Guard, alongside the 110th Attack Wing and 127th Wing, both from the Michigan Air National Guard, augmented the teams.

"It's vital we identify risks and help support civilian authorities by identifying hazardous materials and enable them to address those hazards," said Maj. Kelly Black, deputy commander of the 51st CST.

Lt. Col. Andrew Kuhns, commander of the 51st CST, said the training exercise began March 7 when the CST received a call for support from the Toledo Fire Department after locating a simulated suspicious lab in an abandoned building near the school. The 51st CST coordinated with the TFD deputy fire chief to set up a

***t's vital we identify risks and help support civilian authorities by identifying hazardous materials and enable them to address those hazards.***

Mobile Emergency Operations Command Center, a central location where the participating agencies can coordinate emergency response efforts.

Once the MEOCC was up and running, and communication lines were established, the team began searching the building. While conducting the search, they received another call about a possible lab inside the abandoned school. The discovery of a second lab required additional teams to be brought in for support.

Kuhns said a typical response will only include one CST at a time, but this training was designed to simulate a long-term scenario, requiring the transfer of operations to other teams, which in this case was the 52nd CST.

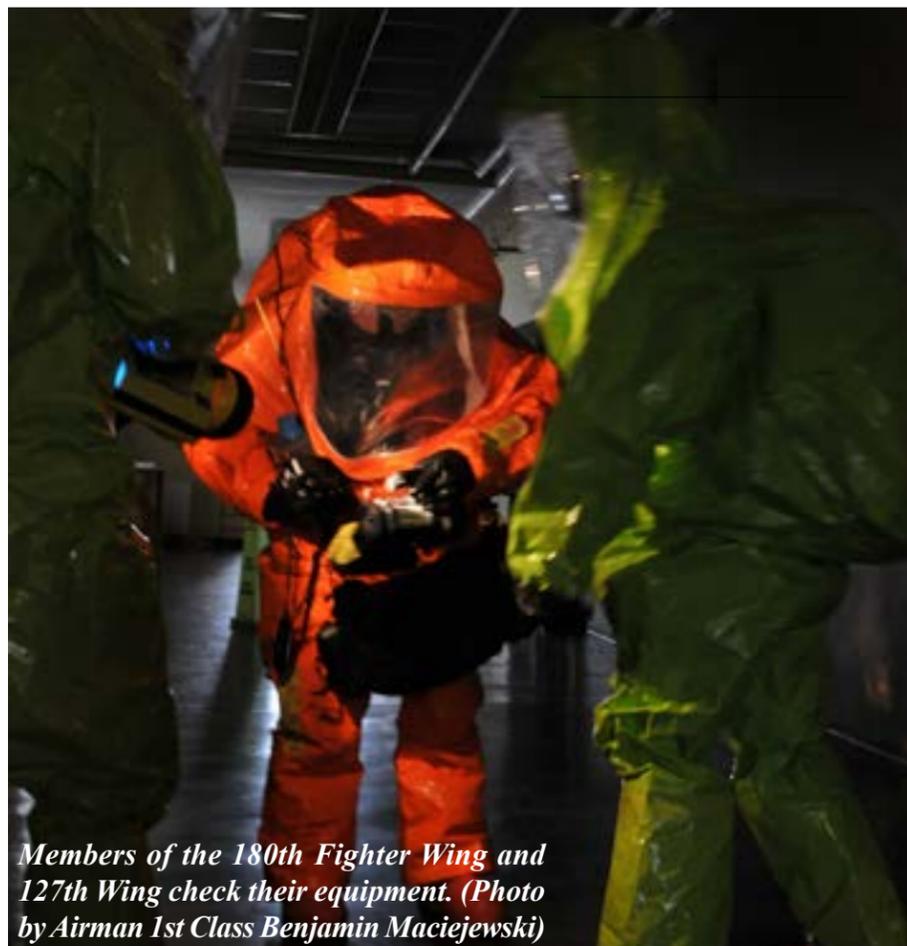
Master Sgt. Kristy Copic, installation emergency manager with the 180FW CES, was one of the Airmen who integrated with the CSTs to search the dark hallways and empty classrooms for suspected explosives labs.

"It's been a great experience," Copic said. "We use a lot of the same equipment and have the same skillsets, but this is their everyday job and they have a lot of experience we can learn from. It's been great to see how we can augment one another and work together as a team."

"This gives us the opportunity to train with other agencies and hone our skills," said Lt. Col. John Cupp, commander of the 180FW Civil Engineering Squadron. "We usually don't get these opportunities too often."

Kuhns said joint training between civil authorities and military personnel creates a unified command structure and helps both groups better protect the public by enhancing communication and cooperation during disasters and emergency situations.

"You never know when an incident is going to strike," said Maj. Jeremy Ferguson, operations officer with the 180FW CES. "Whether it's on our base, at the airport or right out in Monclova Township, it's important for us to have this training beforehand to ensure we're responding to every incident to the best of our ability."



*Members of the 180th Fighter Wing and 127th Wing check their equipment. (Photo by Airman 1st Class Benjamin Maciejewski)*



*Simulated bomb-making material. (Photo by Staff Sgt. Shane Hughes)*



*A member of the 52nd Civil Support Team tests hazardous substances. (Photo by Airman 1st Class Benjamin Maciejewski)*

### AIRMEN'S CREED

Being excellent is also about teaching and inspiring, specifically what the 180FW Airmen have taught me, what you have inspired in me, what you have done to make me a better leader. The Airmen's Creed uses these three powerful words: Wingman, Leader, Warrior. These words not only explain what you have taught me and how you have inspired me, but how you have significantly improved and impacted my life in the last two and a half years.

### WINGMAN

Wingman is a term we use a lot, because it is one of the words that defines us as American Airmen. Have you ever thought about what it means or where it came from? The term came from pilots, specifically from WWII. In WWII, the 8th Air Force bombers, the B-17 and B-24, loss ratio/attrition (prior to being fighter escorted at the end of 1943) was above 50%, for executing day time bombing missions in Germany. When Maj. Gen. Jimmy Doolittle took command of the 8th AF in January 1944, he introduced two new innovative ideas to increase the survival rate of his bombers, flying more bombers (more dense formations) and escorting those bombers with fighters P-38's, P-47's, and P-51's. This put fighters on the bomber's wings for protection against enemy German fighters (the number one cause of bomber losses in combination with ground gun-fire). The escorting fighters became known as their "wingmen."

After the introduction of these ideas, the loss ratio/attrition rate dropped to well less than 40%. Those wingmen saved lives, many lives...in fact; the term was forged in blood, sweat and tears. In the flying business, being a "good wingman" is everything, good wingmen do not lose sight of their flight leads and good wingmen always check the flight's "six o'clock." Since then, we have taken that mentality and applied it on duty, off duty, on the ground and in the air. Being a good wingman defines who we are; it is unique to us and it defines us as American Airmen. If you are good enough at it, if you are worthy enough, then fellow Airmen may call you a "good wingman." Being a good wingman is also about learning and mission accomplishment; being a good wingman continues to save lives today.

During my tenure, the firefighters saved three lives in the community and you have saved two Airmen's lives. Several thousands of students learned about making choices concerning alcohol and drug abuse in the 5 Minutes for Life program. More than 100 Stinger Airmen registered as bone marrow donors through the C.W. Bill Young Department of Defense Marrow Donor Program, joining in the fight against cancer. And the 180FW held a special ceremony dedicating F-16's to 16 surrounding communities by placing the names of cities, villages and townships on the side of the fighter jets. In 2015, the 180FW contributed \$3,638 and 870 pounds of goods to the Toledo Seagate Foodbank, donated 114 units of blood to the American Red Cross, and more than 150 volunteer hours were contributed to the Cherry Street Mission to prepare over 2,000 meals for local families in need. Of those meals, 160 were Thanksgiving meals delivered, by you, to the homes of those unable to provide a holiday meal for their families.

Throughout my time at the 180FW, you all were both leaders and wingmen. Good wingmen trust their leaders once they have verified their credibility over time. When I first arrived at the 180FW, I was

not only an outsider, but an active duty outsider. It was asking a considerable amount of you to not only trust me as your new leader, but to have faith in me and the direction we were going to go. You did it all, in fact, you taught me the values and characteristics of being a good wingman through your ability to defend the homeland, your deployments, your ability to be mission ready all the time, your immediate response to domestic issues, your unwavering commitment to the community and your capability to save our very own Airmen and community lives. You inspired me to have the courage to take risk when making decisions in a resource-constrained environment, when there were more questions than answers. And, you performed flawlessly in being empowered, gaining my 100% trust in your impressive talents to be exceptional leaders and good wingmen.

### LEADER

The most powerful lesson you have taught me, the one that matters most in our business, is leadership. Leadership is what drives our Profession of Arms business of the PhD level application of absolute controlled violence through the air domain or responding to those state disasters and contingencies. In Today's complex operating environment, the most prevalent constant is change. Successfully leading the labyrinth of enterprise-level change demands equal mastery of art and science. Today, too many leaders focus on the science and avoid the art, remaining cemented in facts and analysis that too often fail to compel real change. Your art is understanding that if you want people to change, you have to make them feel something, versus just thinking something. You have taught me to connect with you and your families on an emotional level, making the facts and analysis real, making them personal, harnessing the power of our affect as well as our intellect. This is how lasting change is forged.

Leadership is hard, but you make it look easy. Leaders fail, but you get up and become that much stronger. And, leaders are humble, a trait you demonstrate every day. You have showed me that it's not just about leadership but about effective leadership and that effective leadership does not necessarily imply good leadership but that good character is absolute for effective leadership. Effective leadership means inspiring those to do more and become more, it means empowerment, making decisions without all the information, paying attention to the details and being credible and trustworthy. And you have proved that bold leadership is another way to counter our uncertain future.

Today's challenges and fiscal constraints force us to be bold, and you are bold. You have taught me to do the same things in new and different ways. We are more cost-effective because of your everyday pride, dedication and perseverance. We think differently about potential solutions than any other wing because of your innovation and we have unlocked ourselves from the things we're used to because of your creativity. Lt. Col. Addison Baker's continual drive to lead his formation of bombers to the target in 1943 at the expense of his life was bold. That's our legacy, that's our heritage. You are that bold leader today and you are shaping the 180FW legacy to hand to our future. You have taught me to become a better leader and at any time, especially during times of adversity or crisis, you can count on one thing: that I will follow you because of your credibility and trust.

### WARRIOR

While I can never do enough to thank you and your loved ones for securing our freedom, I thought that I would honor you in two ways. First, to remind you what it means to be a part of the Profession of Arms; and second, to thank you for teaching me the ANG culture, a



*Col. Craig R. Baker, 180th Fighter Wing commander, delivers his final commander's call to the Airmen of the 180th Fighter Wing at Alpena Combat Training Center in Alpena, Michigan, on June 22. (Photo by Staff Sgt. John Wilkes)*

culture that continues to help our military preserve its warrior ethos while remaining connected to those in whose name we fight. Our profession is different than any other profession. Our profession can be ugly sometimes, but somebody has to be good at it...you are that somebody. Every day we have to remind ourselves that we are part of the Profession of Arms, and that our job is to fight and win the nation's wars and respond to state emergencies and disasters, that is our responsibility and that is what we must value.

The Profession of Arms is a personal commitment and loyalty to standards and expectations framed within an environment of shared trust and guided by core values like integrity, service before self and excellence. Being part of the Profession of Arms is the heart of our warrior ethos, lived both on and off duty. The warrior ethos is a covenant between the members of the Profession of Arms. It's an ethos that stands for everything that we serve for as a military, it's a brotherhood and a sisterhood. But the warrior ethos also depends on the military's connection to society. It's the warrior ethos that permits servicemen and women to see themselves as part of a community that sustains itself through sacred trust and a covenant that binds us to one another and to the society served. The warrior ethos is important because it's what makes the military effective and successful.

The military relies on Americans being connected to its military. Separation from society would be significant because military warriors depend on respect for what they do to maintain their self-respect. Americans must understand what is at stake in the wars the military is engaged. The warrior ethos is about the warrior's commitment to act courageously, endure hardships, take risks and make sacrifices and most notably make the ultimate sacrifice to preserve freedom for this great nation. Fortunately, the ANG Citizen Airman culture, a culture that I now understand because of you, preserves our warrior ethos by serving as the real connection between America and its

military, a connection that has existed since 1636 in the early days of the Massachusetts Militia. We must preserve that ANG culture, that of the Citizen Airmen, and not only our enduring relationship with the community but the critical role that each of us play in keeping our military connected to those in whose name we fight. If society is unsympathetic to the warrior ethos, it will become increasingly difficult to maintain the fundamental requirements of military effectiveness.

### INDESCRIBABLE HONOR

Let me end by thanking you and your families for your service and your sacrifice. Thanks for your outstanding pride and dedication, for everything you do and thanks for coming to work every day to learn something new and to make something better. You are certainly a role model for me to live by. You are so incredibly important and absolutely critical to us performing the mission and moving forward in our vision and our strategy. You always perform extraordinarily and credibly; you are committed to service greater than yourself; you consistently outperform any standard; you have superior attention to detail; you are courageous; you are really good at what you do and you always make a difference. You make your mark every day and you represent the strength of our nation...you are American Airmen and I am always so proud of you.

It has been my indescribable honor to be your Commander and to serve with you; I can only hope that my leadership actions inspired and motivated you to learn, to dream, to teach, to build, to understand, to do more and become more...because I know that you have significantly improved and impacted my life for many years to come. Best of luck in each of your future endeavors, each of you will always hold a special place in my heart.

Stinger's because without them, you lose! 🇺🇸



# STINGERS TRAVEL TO ALPENA TO TRAIN

*Story and Photos by  
Staff Sgt. John Wilkes*

Airmen with the 180th Fighter Wing in Swanton, Ohio embarked on a simulated deployment to Alpena Combat Readiness Training Center in Alpena, Michigan June 19, through June 25, 2016.

The purpose of this deployment is to simulate and assess the ability of the 180FW to prepare and generate aircraft, fly those aircraft to a deployed location and set up in preparation for flying combat operations.

“This training tests the wing’s real world federal mission of providing effective combat power to combatant commanders,” said Col. Craig Baker, commander of the 180FW.

The increased operational tempo in Alpena provides an opportunity to assess the 180FW’s ability to conduct surge operations similar to what is experienced in a deployed combat scenario. All aspects of the exercise, such as preparation, execution and breakdown are evaluated by the 180FW inspector general office. At the conclusion of the evaluation, each section is assigned a rating to determine their effectiveness throughout the exercise.

“There are 12 F-16 Fighting Falcons flying approximately 30

sorties per day,” said Capt. Roy Poor, an F-16 pilot with the 180FW. “Alpena is a great place to come and train, the location is very convenient so we have more time and fuel to use for training instead of flying all the way from Toledo.”

During two days of flying, more than 6,000 rounds of 22mm ammunition were fired and 70,000 pounds of munitions dropped at the Grayling Aerial Gunnery Range, not far from Alpena. Maintenance and munitions personnel also played a key role in the success of the exercise.

“All sorties and training events went as planned,” said Poor. “The Airmen with munitions, maintenance and everyone that works on the flightline are to credit for that.”

When flying a high number of sorties, normal wear and tear, as well as exposure to the elements, can cause parts of the aircraft to break down, leading to performance issues and safety hazards.

“We are responsible for minor discrepancies like wire abrasions, to major discrepancies like landing gear problems,” said Airman



Matthew Breeds, a phase dock crew chief with the 180FW maintenance group.

“If an aircraft reaches 400 flight hours there are more in depth checks that take place,” Breeds continued. “There are a lot of maintenance hours that go into keeping the aircraft safe and flying.”

“Overall, the training has been going well,” said Poor. “This is a great geographical location that offers valuable training for everyone with the 180FW.”

The Alpena CRTC is one of four training installations of its kind in the country and is home to the largest airspace east of the Mississippi. The Grayling Range has 147,000 acres available for ground maneuver units and consists of a joint use maneuver and impact range space with more than 200 live and dry targets.

In addition to the exercise, Airmen with the 180FW completed their annual ancillary training.

“The most effective, efficient and innovative way to meet the requirements of ancillary training is with an opportunity to complete it in mass,” said Col. Craig R. Baker, 180th FW commander.

The 180FW supports world-wide contingencies, deploying more than 300 Airmen both overseas and in-garrison. The unparalleled performance of the maintenance and corrosion control Airmen plays a huge part in the success and operational readiness of the 180FW and Airmen. 🇺🇸





## PA PERSPECTIVE: *a call to learn*

Story and Photo by Tech. Sgt. Nic Kuetemeyer

What kind of promises did you make to yourself before going to Alpena? Did you promise to get more sleep? Did you promise to make some time to relax? I've made promises like this before, I think we all have.

What about a promise to improve yourself? It makes sense doesn't it? Alpena gave us a week away from daily life, full of distractions and easy access to a gym or a classroom. Did you keep your promise?

Some Airmen from the 180th Fighter Wing kept that promise to themselves and attended optional classes voluntarily taught by leaders in our Stinger family.

Being the greatest fighter wing in the nation takes hard, hard work and a holistic approach to improvement.

Can you do your best if you're worried about your credit score? Personal financial health is tantamount to physical fitness in my mind. Senior Master Sgt. Joe Carter

has a passion for teaching and his "Road to 850" (as in a perfect credit score of 850) and "Money and Relationships" classes were well attended. The Airmen who attended, young and less-young, were hungry for guidance. Carter, teaching principles of debt control, was eager to answer questions and provide a roadmap for Airmen who might not know how to find the right financial path. If you missed your chance at the Alpena CRTC, Carter offers additional classes for Stingers and their families each year.

If your finances are in order, what about nutrition? Are you worried about what you had for breakfast, if anything, or how lunch will impact your fitness? Of the classes I observed, Chief Master Sgt. Shelly Potridge's "Healthy Meal Planning" had the most Airmen present. Potridge had easy-to-follow recipes and real-world advice despite being, in her words, "not a nutritional expert." She gave

the class a dense packet of recipes, planning advice, planning tools, and even strategies for when plans fall apart.

We in the 180FW talk a lot about "continuous improvement" and the Wingman concept. What I saw at Alpena was Airmen stepping up, donating their time to peers, and a great desire for learning. Think about how impactful that can be, when you not only support and take care of your wingman, but strive to make them better? What happens when they are inspired to push a third Airman to new heights?

Let's all answer a call to action, a call for making each other better in every way possible, a call to learning.

Answer it by elevating yourself academically or professionally and by helping others to keep promises of their own.

What can you teach your Wingman? 🦅

## TAKING CARE OF AIRMEN

Story by  
Staff Sgt. John Wilkes

**M**ilitary life is often stressful. As a result, there are a vast number of resources to assist Airman during a time of need. The most important resource however, is those to the left and right – fellow Airmen.

On February 27, 2016, at 9:30 p.m., Maj. Peter Drury, a chaplain with the 180th Fighter Wing in Swanton, Ohio, received a call informing him that a family member of a deployed Airman had a life-threatening medical emergency. Feeling the call to service, he immediately drove over half an hour to meet the Airman's family member at the hospital.

"I met her at the emergency room and stayed with her until she was transferred to the ICU and stabilized," said Drury. "First Sgt. Connolly, the 180FW first sergeant, who was deployed with the Airman, worked with the Red Cross and Ms. Judy York, the 180FW family readiness officer, to get the service member back home as soon as possible."

Two days later, the Airman arrived home and was able to be with his family member



throughout recovery.

"The main takeaway is that we take care of our Airmen and their families," said Drury. "We couldn't do what we do without everyone; it requires coordination of care that is truly genuine."

Taking care of people is the number one priority within the Air Force. The core values provide a compass for all members of the Air Force family - officer, enlisted, and civilian; active, reserve, and retired; senior, junior, and middle management; civil servants; uniformed personnel; and contractors. They are for everyone to read, to understand, to live by, and to cherish.

Integrity first, service before self and excellence in all we do. The core values are much more than minimum standards. They

remind us what it takes to get the mission done. They inspire us to do our very best, at all times. They are the common bond among all comrades in arms, and they are the glue that unifies the force and ties us to the great warriors and public servants of the past.

"Chaplain Drury's actions exemplify the Air Force core values, his actions allowed a service member peace of mind during a trying time," said Col. Craig Baker, commander of the 180th Fighter Wing.

"Looking out for Airman is extremely important, not just on the job but in all aspects of life," said Drury. "It takes all aspects to maintain readiness. It takes a family's dedication, not just the service member, for them to be [effective] they have to know and trust that their families are taken care of." 🦅



# PRESERVING HISTORY

Retired Ohio fighter jet finds home at 180th Fighter Wing

*Story and Photos by Staff Sgt. John Wilkes*

A new static aircraft was immortalized in the history of the 180th Fighter – the F-16 Fighting Falcon.

Preserving history doesn't happen overnight. 180FW retiree Senior Master Sgt. George Brubaker began the process to acquire the jet more than five years ago.

"To begin the process I was in contact with the Air Force Museum in Dayton, Ohio," said Brubaker. "After talking with them they had a pool of nine jets to choose from but we wanted one with local significance."

The wing's new aircraft, tail number F-16A 80-0519, has a history of its' own, entering service in 1981 at Nellis Air Force Base, Nevada, where it remained for nine years before being transferred to Wright-Patterson Air Force Base, Ohio. Serving an additional four years at Wright-Patterson, the jet was finally retired in 1994 and prepared for long-term storage.

According to Master Sgt. Barry

Fawcett, fabrication supervisor with the 180FW maintenance group, an aircraft is deemed unserviceable and deactivated after approximately 10,000 flight hours and every effort is made to recycle and reuse the working parts. When this process is complete aircraft are often sent to the 'boneyard' or repurposed as a static display. Unserviceable aircraft are stored in the boneyard, located at Davis-Monthan Air Force Base in Arizona.

"The Air Force Museum owns all static displays and we maintain the displays on our base," Fawcett said.

There are multiple stages in preparing a jet as a static display.

"The first is body and structural work, the second is to replace and install missing components, the third is sanding, followed by priming, painting and marking," said Tech Sgt. Michael Goulette, corrosion control manager with the structural maintenance shop. "From start to finish the process takes

approximately four to six weeks."

Structural maintainers have extensive training on how to identify, treat and prevent various types of corrosion to maximize the life span of active and retired aircraft. Corrosion control plays a vital role in minimizing the wear and tear inflicted on the aircraft during flight. Over time, daily flying and exposure to the elements can cause parts and pieces of the aircraft to corrode, leading to performance issues and safety hazards.

"This is our first time painting an entire aircraft in many years due to the size of our facilities," Goulette said. "It's great to be able to complete this job from beginning to end here. Projects of this scale are usually done at another location."

Static displays are symbolic, said Fawcett, they represent the history of the 180FW, and how we got to where we are.

The F-16 Fighting Falcon has been in service in the United States Air Force and



Air National Guard for more than 30 years. The first F-16, a 4th generation compact, multi-role fighter aircraft, arrived at the 180FW in 1992.

In an air combat role, the F-16's maneuverability and combat radius exceed that of all potential threat fighter aircraft. In an air-to-surface role, it can fly more than 500 miles, deliver its weapons with superior accuracy, defend itself against enemy aircraft and return to its starting point. It is highly maneuverable and has proven itself in air-to-air combat and air-to-surface attack situations around the world.

The 180FW has flown numerous aircraft since its beginnings in 1917. From the PT-1 Trusty, A-26 Invaders, F-51 Mustang and F-84 E/F Thunderjet to the A-7 Corsair and of course the current aircraft, the F-16 Fighting Falcon.

The 180FW supports world-wide contingencies, deploying more than 300 Airman both overseas and in-garrison. The unparalleled performance of the maintenance and corrosion control Airmen plays a huge part in the success and operational readiness of the 180FW. 🇺🇸



*An Airman with the 180th Fighter Wing structural maintenance shop prepares an F-16 Fighting Falcon to be painted. Aircraft structural maintenance specialists go through extensive training to learn how to identify, treat and prevent various types of corrosion to increase the lifespan of the aircraft.*

# THE EMOTIONAL CONSTRUCTS OF TRUST

Essay by Gene C. Kamena Gene & Aron R. Potter

Anyone who has led, followed, or been part of a cohesive team intuitively understands the importance of trust. What most of us lack, however, is the ability to concisely define what trust is and state with clarity how it works (Solomon, Flores, 2001). In fact, while observing a recent Air War College focus group on the subject of trust, the senior leader participants had difficulty framing the notion of trust. One student actually stated that he could not define it, but “knew it when he saw it.”

## Trust Defined

To help leaders move past the “I’ll know it when I see it” understanding of trust, the following definitions are offered as a benchmark.

- *Trust is the belief that others act in the interest of fairness and social welfare rather than their own self-interest.*
- *Trust is the willingness to accept vulnerability based upon positive expectations about another’s behavior.*
- *Trust is an expectancy held by an individual or group that the word, promise, verbal or written statement of another individual or group can be relied upon”.*

Unfortunately, there are too many definitions of trust for our list to be exhaustive. These definitions discuss the essence of trust, but leave a gap as how is it built. We also propose that trust is built upon “truth.” Borrowing heavily from philosophy’s Correspondence Theory, they establish a working meaning for the trust-truth relationship. Correspondence Theory states that, “what makes a statement true is that it corresponds or maps on to certain things in the world; if those things are indeed the way the statement says they are, then the statement is deemed true.” To make this theory useful for leaders and followers, we will expand this theory to include both statements and physical action. Thus, for a leader’s actions and statements to be true, they must correspond or map to events that actually have occurred, or will occur. Simply: a leader’s words and deeds must align.

## Emotional Constructs of Trust

There is a significant emotional contribution to trustbuilding. It is critically important for military leaders to understand this, because broken trust within the military is difficult to repair. Service members are told from the first day of service to trust their training, equipment, and leaders. As new service members transition from civilian life to the military, they begin to change old supports, such as friends, family, coaches, and teachers, for new supports within the military community, like peers, leaders, and chain-of-command. In most cases, service members do not choose their leaders; however, they

do choose to give them trust. Leaders should not take this transition for granted. General Odierno, former Army Chief of Staff, makes this very point.

*“Whether you’re a Lieutenant, Captain, or a 4-star, you have to constantly earn trust, and they [soldiers] don’t ask for much; what they want you to do is be true to your word. They want to know you’ll fight for them if necessary. They want to know that you’ll make the hard tough decisions if necessary”*

In “Building Trust,” Robert Solomon and Fernando Flores describe trust as a “mood,” a profound way of defining our relation to the world. It is something we can cultivate and often control. The authors further suggest that like other emotions, trusting someone is a choice; therefore, the leader must create the environment for the subordinate to be willing to offer trust. Getting to one’s followers and also knowing the history of the organization one is leading, will provide valuable insight into whether building trust will be easy or difficult. Trust is a skill learned over time. The goal is that trust behaviors become automatic to the leader, invisible, put in the background, and no longer occupying the leader’s attention. This then gives rise to substance and innovation, allowing leaders and followers to focus on mission demands keeping trust as the silent foundation. Trust is like air; when it is not present, you notice and choke. Trust cannot be compartmentalized. It is the total leader that is taken into consideration by the follower in order for them to determine trustworthiness. A leader’s true reputation, personality, temperament, family life, and off duty behaviors cannot be hidden. There is also no set recipe for trust-building. It depends on leader self-confidence, character, genuineness, and truth.

The unique relationship between military leaders and followers is based on trust. It is rooted in the institution and built through a common purpose and mission. Trust is the bond upon which service members bet their lives. The moral purpose of an organization and of personal commitment is the soil in which trust can take root and grow. If the military leader loses that trust, they have lost the ability to lead. Furthermore, developing mutual trust-based relationships between leaders and followers is critical for the organization and effective leadership. The follower’s trust is what sustains the leader’s real authority. Trust in an organization depends on the reasonable assumptions, by followers, that leaders can be depended on to do the right thing. Leaders are always on stage, watched by their followers. If leaders panic, a sense of worry can spread. If leaders erupt in anger, that reaction can create a culture of fear. Leader words and actions set the tone for the organization. Leaders must know what pushes their buttons and how they react to different situations. Trust is built from the bottom up based on the leader’s emotions and behaviors. Leaders need to be aware of how their attitudes and behaviors build up or tear down trust. The leader must take the time for a critical analysis of the self. Earlier this year, RAND concluded that, “The

[military] services clearly value good leadership behaviors and tools that can help develop good leaders, and the 360 [assessment] is one tool that has value in developing leaders.” In fact, a leader’s incidental emotions (emotions not related to the follower) can have a severe impact in trust of the leader. Incidental emotions, like displays of anger, panic, regret, or using derogatory and hurtful words in an open forum are quick ways to tear down trust with followers. These actions will likely create negative and cynical attitudes, leading to increased conflict and decreased productivity. Eventually lost profits or mission failure will result. Research shows that leaders who recognize the impact of their incidental emotions on followers can actually change the way the follower judges their trustworthiness. Maurice Schweitzer and Jennifer Dunn describe trustworthiness by the following attributes: “ability, integrity, and benevolence.” Leaders can learn to use their emotions as trust-building tools. Leaders should take the steps necessary to curtail the influence that negative incidental emotions have on their followers’ perceptions. Successful leaders increase their knowledge of the sources of their own emotions and blind spots. They are self-aware. For example, if a leader treats people in an open and just way, as well as, displays certain traits such as integrity, honesty, and trustworthiness, this will likely provide a psychologically secure environment for followers, allowing for a foundation of trust to be built.

Siat Gurbuz further explained this concept within his article, “Some Possible Antecedents of Military Personnel Organizational Citizenship Behavior.” He hypothesized that OCB is a major result of a leader’s trust-building efforts. OCB refers to followers that are willing to go above and beyond their prescribed job roles. Some of these traits are commonly known as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Followers behave in this manner to gain a “connection of affective trust” with the leader and foster a mutual relationship based on this trust. A leader’s trust-building efforts directly result in promoting these traits in followers. In an era of do-more-with-less, followers high in OCB are critical for success. This makes leadership trust-building skills that much more important for mission accomplishment. Therefore, investing in these efforts is time well spent for both the leader and the organization.

## Hierarchy of Trust

Building trust and maintaining trust is tricky. Leaders must have it in order to lead, and organizations run more smoothly with it, but when trust is broken, real or perceived, there is an emotional price to pay. Figure 1 depicts the relationship between levels of emotional investment and violated trust.

An individual joining the military usually begins with some imbedded “Institutional Trust and Respect.” This is the basic trust that exists based on our preconceived notions of our military leaders. These are largely engrained by our cultural perspectives. For example, if the follower grew up in a patriotic culture, it is likely that Institutional Trust and Respect is inherent from the first day he/she joins, with some initial trust in his/her military leaders from the start. This “Institutional Trust and Respect” is largely based on cooperation, mutuality, and sense of duty. It can open the door to the emotional aspects of trust-building as the individual moves up the “Trust Triangle” with their leaders. If trust is broken at this level, the follower may become cynical, indifferent, and disappointed with the organization and its leaders. However, broken trust at this level can be repaired.

The intermediate section of the “Trust Triangle” is “Truth Over

Time” gained by the follower by seeing the military leader as competent, fair, consistent, and conscientious. These traits displayed over time generate hope and increased engagement for the follower building confidence, cohesion, and increased morale within the organization. Trust broken at this level is difficult to repair. Toxic leader behaviors like selfishness, outbursts of anger, and broken promises create confusion for followers and often lead to a hostile work environment for them. It will take a consistent, deliberate effort by the leader, over time, to restore trust at this level.

The pinnacle level of the “Trust Triangle” is “Personal Trust.” This occurs when the leader moves the follower toward passion. When a follower becomes passionate, the emotional connection is strong between the follower and the mission and/or leader. It can be described as altruistic, an unconditional and unwavering truth that is tremendously empowering for the follower. This is largely developed by the leader’s genuineness, care, and commitment to the follower and unit. This maximizes mission success through high-level emotional trust. If trust is broken at this level, it is likely unrepairable. The leader may never reach this level of trust with the follower again. Actions like broken core values, betrayal, and treachery will most likely lead to resentment and indignation for the follower.

These two questions are good ones to ask for leaders who are concerned about building lasting trust:

- 1) *What is the best way to invest in these trust-building efforts with followers?*
- 2) *How do I take my organization from the “Institutional Trust and Respect” level to the “Personal Trust” level?*

Current research offers practical approaches to building trust and helps to answer these questions. Table I shows some of these approaches.

Applying these practical approaches for trust-building can help leaders transform their relationships with followers. Using Table 1 can improve leader-follower trust and work toward the top of the “Trust Triangle,” see Chart 1. Many of these approaches will directly assist with developing and preserving the emotional constructs of trust described in this article.

Lastly, leaders should remember that followers build trust at different rates. For some, trust-building is slow, for others it is fast. Followers with higher levels of emotional competence typically report higher levels of trust in leaders. Emotional competence can be defined as the capacity to clearly perceive, assimilate, understand, and manage self and other’s emotions. In terms of trust formation, a leader’s ability to understand and manage others’ emotions elicits positive affective states in followers, which is essential for the formation of a followers’ trust. Leaders may benefit from choosing followers that are higher in emotional competence to build quick trustbased relationships. Staffing an organization with many followers high in emotional competence can help create a healthy environment for all.

## Summary and Conclusion

Definitions of trust can fall short in describing how trust is built, as well as its emotional constructs. In this article, we proposed that it is the emotional aspects of trust that are the most difficult to build; however, it is also the emotional aspects of trust that have the greatest impact on mission, organization, and leader-

### Constructs of Trust...

follower relationships. It is critically important for military leaders to understand the emotional constructs of trust and the connection between trust and truth. Leaders who ignore this understanding will not be as effective, nor will they be able to bring their followers to the pinnacle, "Personal Trust Level," as described by the Trust Triangle. Therefore, the better leaders understand the emotional constructs of trust, the more effective they will be at establishing and maintaining the trust of others, as well as repairing the damage caused by broken trust if it occurs.

There is an emotional component in every trust relationship. How big and how strong that component actually is depends on many factors including: longevity, specific circumstances and, of

course, the track record established by the leader for telling the truth. The longer and more deeply followers trust a leader, the more emotionally vested that person becomes. Figure 1 conceptually depicts the relationship between trust and emotion. The higher the level of emotional investment the more significant, and possibly more damaging to the emotional bond, that a breach of trust will have on a relationship. Those leaders who wish to enhance their trust with those they lead would be well advised to use it as a reminder of the importance that emotions play in trust-building.

Finally, trust is built upon truth. "You can say all of these things, but unless you actually do them, your words will not build trust; in fact, they will destroy it."



*A pilot flying an F-16 Fighting Falcon from the 180th Fighter Wing in Swanton, Ohio, simulates flying combat operations at Alpena Combat Readiness Training Center in Alpena Michigan, on June 21. (Photo by Staff Sgt. John Wilkes)*

## CCAF GRADUATIONS

- Senior Airman Tyler Klotz
- Senior Airman Shanae Thomas
- Staff Sgt. Michael Bratton
- Staff Sgt. Deana Dacone
- Staff Sgt. Tracy Drill
- Staff Sgt. Joshua Parker
- Staff Sgt. Jerry Risner
- Staff Sgt. Samuel Schrock
- Tech. Sgt. Steven Artz
- Tech. Sgt. Justin Askins
- Tech Sgt. William Boyer
- Tech. Sgt. Todd Copic
- Tech Sgt. Victoria Reed
- Tech Sgt. Megan Sadowski
- Master Sgt. Scott Batch
- Master Sgt. David Chandler
- Master Sgt. Gregory Corson
- Master Sgt. Kathryn Dohrmann
- Master Sgt. Bradley Haas
- Master Sgt. Douglas Harris
- Master Sgt. Ryan Helberg
- Master Sgt. Amy Lolo
- Master Sgt. Aaron Rozek
- Master Sgt. Michael Sims
- Senior Master Sgt. Jason Caswell
- Senior Master Sgt. Walter Connolly
- Senior Master Sgt. Timothy Golden
- Senior Master Sgt. Melissa Hurst
- Capt. Roy Poor

# A.L.I.C.E

## Airmen Prepare for a Nightmare Scenario

*Story and Photos by  
Tech. Sgt. Nic Kuetemeyer*

**N**o one debates that active shooter tragedies happen all too often and Airmen must be prepared to survive, but there are many differing opinions on why it happens and just as many arguments about how to keep it from happening.

In response to this now, ever-present, threat of violence, the 180th Fighter Wing in Swanton, Ohio, conducted a live, base-wide active shooter response exercise, May 15, 2016. All personnel took part and were evaluated by the Wing Inspection Team to ensure training was effectively put in action.

Senior Master Sgt. Greg Chonko, Wing Inspection Team manager at the 180FW, is crystal clear on the purpose for these training exercises.

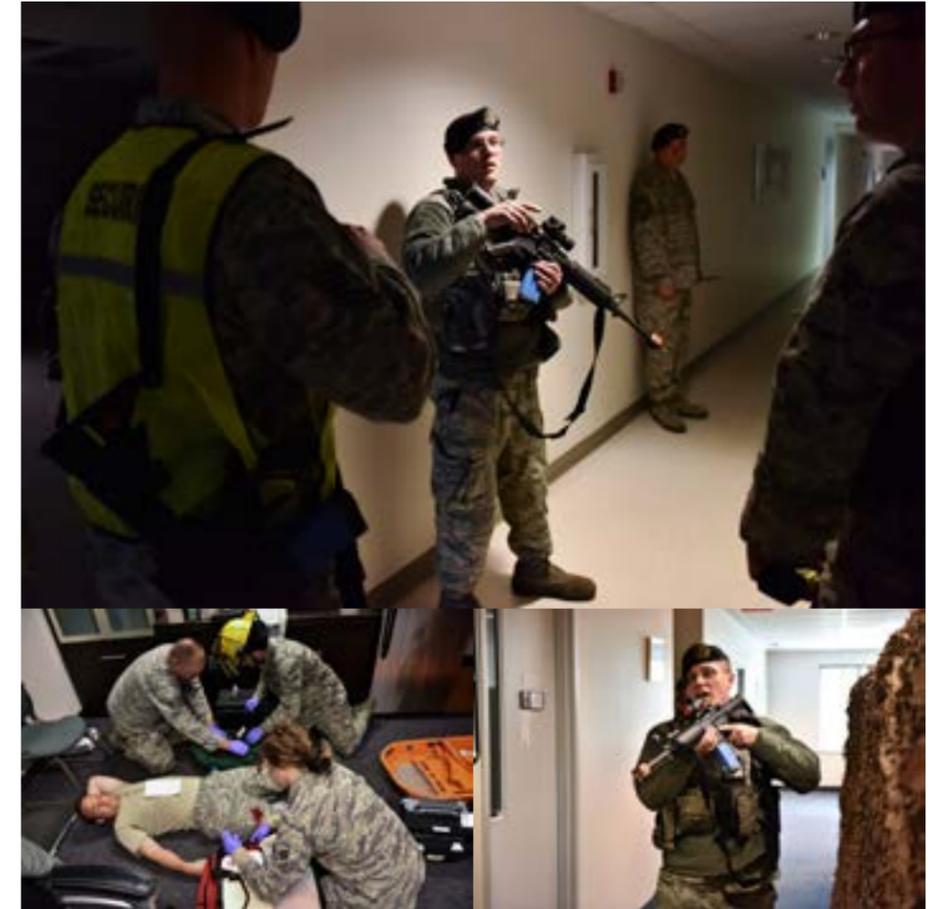
"If we affect one person positively, even in their civilian life," said Chonko, "They may end up being able to help somebody."

National Guard members are constantly training for scenarios that happen only to military members. It's easy to forget that an active shooter incident could happen anytime, anywhere.

"Active shooter scenarios are dynamic situations," said Tech. Sgt. Michael Dellisanti, 180FW inspection scheduler. "They require an active response."

That element of randomness has driven a change in the response training military members receive. Early strategies, developed after the Columbine shooting, were based on what was already familiar: fire and tornado drills. In those early days, before anyone could predict how common active shooter situations would become, the thought was to hide and wait for law enforcement arrived.

Alert, Lockdown, Inform, Counter, and Escape, or A.L.I.C.E. training, is an updated methodology empowering military members and civilians to give themselves a better chance to survive. A.L.I.C.E. trains people to communicate with others, form plans, build



barricades, execute escape routes and as a last resort: fight the attacker to neutralize the threat. These actions all take place before law enforcement can respond, usually within the first five to six minutes.

"A.L.I.C.E. training provides a comprehensive set of options that have the potential to improve survivability and rescue casualties during an active shooter incident," said Lt. Philip Cook, A.L.I.C.E. instructor with the Toledo Police Department. "It's when the intended victims take proactive measures to interdict the shooter that the best outcomes occur."

After months of planning, enlisting the help of 31 inspectors, 21 inspection team members, eight actors along with coordinating firefighters and security forces

response teams, the exercise was a success. According to the inspection team and Security Forces Squadron, 180FW Airmen did well responding to the threat.

"Overall the base responded well and we got some good feedback on how to improve," said Dellisanti, boiling down the ultimate goal of day. "We need to keep people safe."

Dellisanti and the inspection teams said once the exercise started, the entire base took action. Airmen were quick to notify the Security Forces Squadron, get to safe shelter or escape and response teams were dispatched within minutes.

"It is very encouraging that the 180FW takes this real-world threat seriously and is willing to provide its members with this incredibly valuable training," said Cook. 🇺🇸

# ALWAYS ON MISSION



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