Winter Edition 2011 AIR COMBAT COMMAND'S SAFETY MAGAZINE





Combat Edge

Volume 19 Issue 5, ACC SP 91-1

4 AFGHANISTAN MOUNTAINS

by Lt Col Robert J. Gendreau, HQ ACC Safety, Langley AFB, Va.

10 | Warrior of Revenge

by Chaplain (Col) William T. Evans, Jr., HQ ACC, Langley AFB, Va.

16 OPERATIONS TRIANGLE
by Col J. Alan Marshall,
HQ ACC Safety, Langley AFB, Va.

DISCIPLINE, COMPLIANCE AND SAFETY
by CMSgt Yance Childs,
HQ ACC Safety, Langley AFB, Va.



Our thanks to
Mr. Suresh Atapattu
for allowing us to
use his photo in our
cover illustration.
You can check out
more of his work at
www.atapattu.net

21 | STATS

22 | Monthly Awards

24 | SAFETY SPOTLIGHT

25 | Quarterly Awards

GENERAL WILLIAM M. FRASER III

COMMANDER

COLONEL SIDNEY F. MAYEUX
DIRECTOR OF SAFETY

COLONEL J. ALAN MARSHALL
SENIOR EDITOR

Mrs. Barbara J. Taylor Editor

MSGT KURT REILLY
ART DIRECTOR

THE COMBAT EDGE

(USPS 0531-170) (ISSN 1063-8970) IS PUBLISHED BIMONTHLY BY AIR COMBAT COMMAND, HQ ACC/SEM, 175 SWEENEY BLVD, LANGLEY AFB VA 23665-2700. PERIODICAL POSTAGE PAID AT HAMPTON, VA, 23670 AND ADDITIONAL MAILING OFFICES. POSTMASTER: PLEASE SEND CHANGES OF ADDRESS TO HQ ACC/SEM, 175 SWEENEY BLVD, LANGLEY AFB, VA 23665.

DISTRIBUTION: F. OPR: HQ ACC/SEM. DISTRIBUTION IS BASED ON A RATIO OF ONE COPY PER 10 PERSONS ASSIGNED. AIR FORCE UNITS SHOULD CONTACT THE COMBAT EDGE STAFF TO ESTABLISH OR CHANGE REQUIREMENTS.

ANNUAL SUBSCRIPTIONS: AVAILABLE TO NONDOD READERS FOR \$51.00 (\$71.40 OUTSIDE THE U.S.) FROM THE SUPERINTENDENT OF DOCUMENTS, PO BOX 371954, PITTSBURGH PA 15250-7954. ALL SUBSCRIPTION SERVICE CORRESPONDENCE SHOULD BE DIRECTED TO THE SUPERINTENDENT, NOT HQ ACC/SEM.

CONTRIBUTIONS

PLEASE SEND ARTICLES WITH NAME, RANK, DSN PHONE NUMBER, E-MAIL, COMPLETE MAILING ADDRESS AND COMMENTS TO:

EDITOR, THE COMBAT EDGE HQ ACC/SEM 175 SWEENEY BLVD LANGLEY AFB VA 23665-2700

TELEPHONE: (757) 764-8846 DSN: 574-8846 FAX: (757) 764-8975 E-MAIL: ACC.SEM@LANGLEYAF.MIL

THE EDITORS RESERVE THE RIGHT TO EDIT ALL MANUSCRIPTS FOR READABILITY AND GOOD TASTE.

DISCLAIMER: THIS MAGAZINE IS AN AUTHORIZED PUBLICATION FOR MEMBERS OF THE DOD. CONTENTS OF THE COMBAT EDGE ARE NOT NECESSARILY THE OFFICIAL VIEWS OF, OR ENDORSED BY, THE UNITED STATES GOVERNMENT, THE DOD, OR THE UNITED STATES AIR FORCE. INFORMATION CONTAINED IN ANY ARTICLE MAY NOT BE CONSTRUED AS INCRIMINATING UNDER ARTICLE 31, UCMJ.

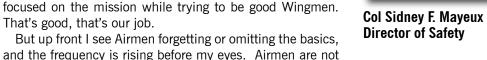
ACCENT

ON SAFETY

This is what I see ...

If you're like me, you've probably been on a hike through the wilderness, climbed a hill, and arrived at some scenic vista with a breathtaking view of the landscape. You probably did the same thing I do: You cast your eyes across the scene, took it all in, and probably first focused on the biggest thing to catch your eye.

Hello, I'm Col Sid Mayeux, the new Director of Safety at Air Combat Command. I have arrived at the ACC vista and have scanned our Safety landscape, and this is what I see. ACC Airmen are hard at work delivering combat capability to our nation's war against terror. Our Airmen believe in what they do, they are pressing forward against the yoke and focused on the mission while trying to be good Wingmen. That's good, that's our job.



fighting like they trained. Failures in basic procedural discipline and compliance is costing us dearly in lives and equipment.

If you don't see it too, come on up here with me and give a look. Over here I see a pilot who didn't abort the takeoff like he was trained, so he took his jet 4-wheelin'. The

pilot who didn't abort the takeoff like he was trained, so he took his jet 4-wheelin'. The pilot's OK, but the jet is destroyed. I see a welder who blinded himself by not wearing eye protection as prescribed by the AFI. Here's an RPA crew totally disregarding their checklist procedures ... they lost control and crashed the RPA. And man, those EOD personnel clearing UXOs from that range over there sure got lucky. They drove their ATV over an UXO in that tall grass that they should have kept mowed. Three injuries (they could have died). Yep, you guessed it: Failure to comply with tech order guidance.

We're not alone in this wilderness. Across the Air Force in the last 3 years, 54% of flight Class A mishaps resulted from some "failure to follow procedures." Of ACC's four flight Class As last year, three involved a procedural breakdown. Aviators are not alone: Two-thirds of ground Class A mishaps were caused by some failure to follow established procedures. These were PREVENTABLE mishaps if the Airmen had only followed the procedures as they were trained ... just open the checklist and follow it.

I am not alone on this vista. "Compliance and discipline" constituted the core of SECAF's and CSAF's Safety guidance to the AF Chief of Safety in 2009 and again in 2010 ... they saw it too, all the way up in DC! Our ACC Commander, General Fraser, specifically showcased "compliance and discipline" in his FY11 ACC Focus on Safety. Furthermore, General Fraser directed ACC's numbered air force commanders to bring him their plans on how they will address compliance and discipline across their commands. Other MAJCOM commanders are taking similar steps. They all see it.

This is what "doing the basics" is all about! We never "outgrow" our checklists and tech orders. We never get too cool for our T.O., but it is definitely cool to hold our fellow Airmen accountable when they stray from established procedures, because bad things happen when we deviate. If we find Airmen deviating, maybe it's time to call "KNOCK IT OFF."

That is what I see as I arrive at the ACC Safety Director vista. I'm glad to be aboard. Heck, I'm totally stoked to run Safety and to partner in Airman Resiliency in the Air Force's premier combat command, the razor sharp sword of American air power! Let's roll ... by the book ... safely.

Scroll's in hot!

2 https://afkm.wpafb.af.mil/CombatEdge 3

A REAL LIFE STORY TOLD BY LT COL ROBERT J. GENDREAU

ECKO 12, GECKO 11 IS
INADVERTENT IMC. REPEAT,
FLIGHT LEAD IS ADVERTENT IMC.
EXECUTE MOUNTAINOUS LOST
WINGMAN PROCEDURES, HEADING 240, AIRSPEED 100 KNOTS, MIN SAFE ALTITUDE 13,000."

Inadvertent IMC is the action of entering Instrument Meteorological Conditions unintentionally. This is bad, especially in a power limited helicopter in an extremely mountainous area!

Roger Gecko 11, Gecko 12 performing lost Wingman."

(Meanwhile ... aboard Gecko 12—the Wingman aircraft)

Flight Engineer: "I've got zero visibility on the right."

Pilot: "We're good left, left turn."

Aerial Gunner: "Clear left."

Copilot: "Watch the rate of descent!!!"

Pilot: "What's bucket airspeed???"

Copilot: "72 knots."

Pilot: "Roger 72 knots."

Copilot: "Check airspeed."

Pilot: "Still 72 knots."

Aerial Gunner: "Watch that ridge!!!"

Pilot: "Roger, got the ridge."

Copilot: "Ridge clear, 34 feet."

IMPACT!



"THIS IS GECKO 12, WE ARE DOWN, WITH A HARD LANDING" "I SAY AGAIN, THIS IS GECKO 12. WE ARE DOWN, HARD LANDING, OUR POSITION IS ..."

7 HOURS Prior to Impact

Our two-ship was scrambled from a forward operating base (FOB) in southern Afghanistan to recover an Afghan Military Force member injured by a gunshot wound. We departed the FOB about an hour after sunset and secured the survivor near the Afghan/Pakistani border. After securing the survivor we were directed to proceed north to a Fire Base to trans-load the survivor. After the transfer, while in the forward area refueling/rearming point (FARP), we were planning our return flight when our SATCOM radio came alive. "Gecko 11 flight, standby for 9-Line...." This alerted us that we

had another "customer" to pick up. "Gecko 11 flight, proceed to the following coordinates to recover an injured Special Forces solider with a fractured pelvis and back."

We completed planning in the FARP and confirmed our fuel required and routing. Flying direct was not going to happen; the Hindu Kush mountain range, with 16,000' Mean Sea Level (MSL) peaks was going to prevent a direct flight. The terrain for our route ranged from 5,500' to 9,000' MSL. We did all the right things: updated weather and intelligence and departed to the west. The snowfall had picked up and the visibility had dropped to approximately 1.5 miles with zero percent illumination for our Night Vision Goggles (NVGs). As we proceeded to the west, the terrain became more rugged and unforgiving. Increasing snowfall required us to alter the route twice. The weather was deteriorating rapidly; we

continued to pick our way through the valleys using the Forward Looking Infrared (FLIR) at times to ensure visual contact with the terrain as our NVGs were becoming ineffective. It was apparent we had out-flown our visibility and our options were rapidly running out. All the while, we knew that there was an injured soldier out there that needed our assistance.

After Impact

After confirming that there was no damage to the aircraft, we attempted twice to take-off. The visibility was now close to zero and the reality of being stuck on an Afghan mountaintop was setting in fast. Rather than risk a take-off in those conditions, we established a defensive posture and reviewed our escape and evasion route if attacked by hostile forces. Although hectic, our familiarity with each other made this a much easier task to perform.

"THIS IS GECKO 12: WE HAVE VEHICLE HEADLIGHTS APPROACHING, REQUEST **CLOSE AIR SUPPORT** IMMEDIATELY."

How did we get ourselves in this situation? Looking back on that night, we had made the same mistakes as others in the past. Sitting on the ground in an unsecured part of Afghanistan for 8 hours allowed a lot of time to think about the cause of the ridge impact. Our initial route planning for the second mission was hasty but sound, taking into account risk management, intelligence, weather, and supervisory inputs from our Tactical Operations Center. Flight lead's aircraft had better performing engines than our aircraft which resulted in more power for lead. However, lead did a great job of Wingman consideration by keeping their airspeed low. Entering the last valley, both aircraft were committed. The valley was very narrow and our 200' Above Ground Level (AGL) altitude was in fact 9,000' MSL high altitude for a power-limited

helicopter. The ridges on either side of the valley were obscured by clouds making it difficult if not impossible to reverse course. Seeing that lead was about to enter IMC conditions and knowing that we did not have the power to climb any higher, we had no choice but to turn. As we entered a steep left bank to avoid terrain, we started an uncontrollable rate of descent. A few things worked against us in the turn:

- 1. Overbank: it doesn't matter if you're flying a fixed-winged or a rotary-winged aircraft. There's a bank angle beyond which you will start to descend!
- 2. Significant winds flowing down the valley also increased our descent rate.
- 3. The increased power required for a left bank (an aerodynamic issue in helicopters where left turns require more power than right turns).

A few things worked for us such as exceptional Crew Resource Management. During the uncontrolled descent, critical information was exchanged clearly and concisely between crew members. Hard crews, a thorough spin-up, and our previous missions together had definitely paid off. At multiple times during the descent we had to apply maximum power available to avoid crashing into the ridge. This exacerbated our already precarious situation by forcing the main rotor to "droop" or slow down. In rotary-winged aviation, rotor speed is life! Prior to impact, the Pilot Not Flying (PNF) had advanced the throttles to Digital Electronic Control (DEC) lockout. taking manual control of engine power. Had he not recognized that maximum power would be required, this article may never have been written. During our spin-up training we had the opportunity to perform a simulator flight and discussed similar scenarios. By going to DEC Lockout that night, the PNF saved the crew and aircraft!



Meanwhile Back on the Ridge

After several hours on the ground with clouds still at about 100' AGL, the visibility slowly started to improve. We were concerned about doing a whiteout take off and inadvertently entering the low cloud deck. We dumped gas and ran the Take Off and Landing Data. THEN, OUT OF NOWHERE, THREE WELL ARMED "LOCAL CITIZENS" APPROACHED THE AIRCRAFT WITH ANOTHER **50 OR SO STANDING ABOUT** 100 METERS AWAY. IT WAS TIME TO "GET WHILE THE **GETTING WAS GOOD."**

We had cocked the aircraft which would expedite our take off. The pararescue men challenged the locals and they kept their distance until we lifted off. Although we were unable to continue our planned route due to heavy ground fog, we confirmed the weather was good above the cloud deck and climbed to 11,000' MSL to get above the clouds and proceeded direct to the FOB. In order to have the power to depart the mountaintop, we had dumped fuel to a level that only afforded us enough gas to get home direct, with no "wiggle room." We coordinated with the alert tanker during our climb

out to refuel us inflight. After aerial refueling, the remainder of the flight was uneventful.

Although we didn't really learn anything new that day, we confirmed these known truths:

- 1. Flying visually in instrument conditions doesn't work for long.
- 2. Out-flying your visibility is never a good idea. NVGs and FLIR can sometimes combine to let you do just

- 3. Pressing too hard can lead to a bad situation.
- 4. Quality spin-up training is absolutely worth the effort, no matter what you fly.
- 5. There is no acceptable substitute for individual proficiency. A crew is only as effective as the weakest crewmember.
- 6. Basic instrument flying is critical to safe operations. If you can't fly IMC when you're planning on it, there

- is no hope for you to do it if you "punch in" unexpectedly.
- 7. Dress to egress; pack what you need to avoid freezing to death. Some of us wished we had brought more cold weather gear.
- 8. Never assume! After 8 hours on the ground scanning for threats, we became complacent. The barren conditions and the map showing no towns or roads led us to believe that we were all alone: WRONG!

Author's Note: This article is a recap of a true story told by Captain Charlie Szar. the Aircraft Commander of Gecko 12, the Wingman aircraft that spent 8 hours on the top of an Afghan mountain in a blinding snow storm.

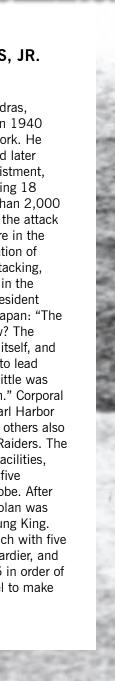


WARROR of REVERSE

AMBASSADOR OF RECONCILIATION

BY CHAPLAIN (COL) WILLIAM T. EVANS, JR.

acob DeShazer a farm boy from Madras, Oregon, joined the Army Air Corps in 1940 seeking adventure and consistent work. He trained as an airframe mechanic and later a bombardier. Twenty-three months after his enlistment, Japanese war planes attacked Pearl Harbor sinking 18 ships, destroying 170 planes, and killing more than 2,000 servicemen. The days, weeks, and months after the attack demonstrated Japan's resolve to create an empire in the Pacific. Japan continued her assault and occupation of China and expanded her imperialism through attacking, capturing, and occupying multiple key locations in the Pacific. The Rising Sun seemed unstoppable. President Roosevelt wanted to send a strong message to Japan: "The United States can and will fight back" – but how? The solution - the United States would bomb Japan itself, and Lieutenant Colonel Jimmy Doolittle was chosen to lead the attack. The word went out that Colonel Doolittle was seeking volunteers for a "very dangerous mission." Corporal Jacob DeShazer who wanted revenge for the Pearl Harbor attack volunteered for the mission. Seventy-nine others also volunteered. The 80 men became the Doolittle Raiders. The plan was simple. Fly to Japan and bomb naval facilities, factories, fuel storage tanks, and warehouses in five cities: Tokyo, Osaka, Nagova, Yokohama, and Kobe. After dropping four 500-pound bombs on target, the plan was to fly to Chuchow, refuel, and rendezvous in Chung King. The mission would require 16 B-25 bombers each with five crew members: a pilot, copilot, navigator, bombardier, and gunner. The crews were numbered 1 through 16 in order of take off. The B-25s would have just enough fuel to make the round trip.¹





Crew No. 16 (Plane #40-2268, target Nagoya): Lt William G. Farrow, pilot; Lt Robert L. Hite, copilot; Lt George Barr, navigator; Cpl Jacob D. DeShazer, bombardier; Sgt Harold A. Spatz, flight engineer/gunner.

On April 2, the USS Hornet aircraft carrier hauling 16 B-25 bombers and crews headed toward Japan. A couple of days later the carrier group joined forces with Naval Task Force 16 commanded by Vice Admiral William Halsey. The USS Hornet needed to navigate within 450 nautical miles of Japan to ensure that the Raiders would have enough fuel to return safely to the rendezvous point. However, on April 18, an enemy patrol craft spotted the US ships 650 nautical miles from Japan. Admiral Halsey's ships sunk the patrol craft, but the damage was done – it had radioed Tokvo of an attack. Colonel Doolittle with Admiral Halsey's approval launched the B-25s approximately 200 miles sooner than expected. The gutsy move would leave the B-25s without enough fuel to reach their rendezvous

point. Fifteen of the planes made it to target and released their bombs. Crew number 4 coming under heavy fire jettisoned its bombs before making it to target. Fifteen of the 16 planes ran out of fuel and crashed off the coast of China or ditched into the sea. Only one plane managed to successfully land – in Russia. Both crew and plane were interned in Siberia². DeShazer's plane, the Bat Out of Hell dropped its bombs at Nagova but ran out of fuel before reaching Chuchow. Fourteen hours into the flight the engines stopped, and the crew jumped at 8,000 feet into the dark, foggy, wet night hoping to land into friendly

Chinese territory.1

The next morning each Raider began his walk to safety. Friendly Chinese forces and sympathetic civilians found most of the crews and over a 10-day period transported them to safety through back roads. The Japanese were furious that their homeland was attacked and launched a massive manhunt for the Raiders. Though Japanese propaganda belittled the raid calling it the "Do-Nothing Raid." Japanese soldiers infuriated with the Chinese for helping the Raiders escape retaliated by murdering an estimated 250,000 Chinese civilians. Using germ warfare the mass murder became known as the Zhejiang-Jiangxi Campaign.²

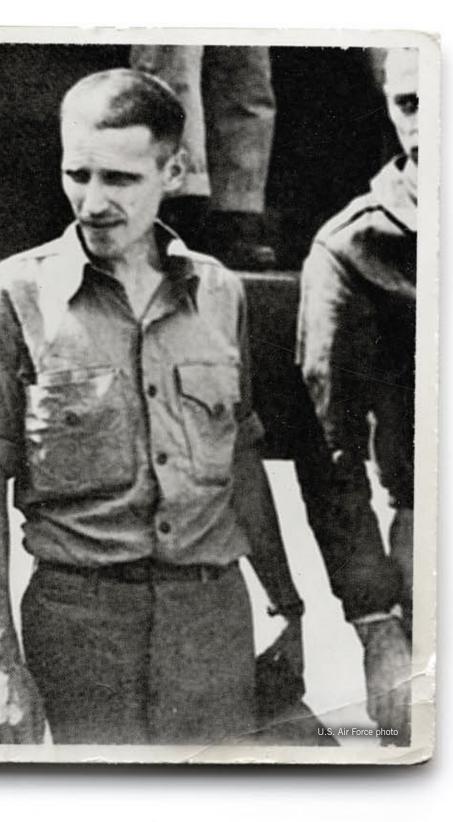
All five crew members of Corporal DeShazer's crew, number 16, were eventually captured by the Japanese, but their nightmare was just begining.² They were beaten, deprived of sleep and food and for 15 days faced brutal interrogations. They were then flown to Tokyo where they learned of three other raiders

from crew number 6 who had been captured: Lieutenant Dean Hallmark (pilot), Lieutenant Robert Meder (copilot), and Lieutenant Chase Nielsen (navigator). The other two crew members of crew 6, Sergeant Donald Fitzmaurice and Sergeant William Dieter, drowned the night their plane crashed off the coast of China. From Tokyo, the eight Raiders were sent back to prison in China. There they faced unbelievable torture. They were beaten, starved, humiliated, placed in solitary confinement and were constantly reminded of their pending execution. Corporal DeShazer would spend 34 of 40 months in solitary confinement losing 32 pounds in captivity and weighing only 128 pounds when released. Some crew members ate rats and rodents to survive. On one occasion the Japanese guards gave the Raiders food infested with worms. Lieutenant Chase Nielsen rallying the troops said, "I am going

to eat this because I am going to survive and tell everyone what these people did to us." Under such severe treatment the hate already rooted in Corporal DeShazer had the time and the reasons to grow. Later he would say, "The only feeling I harbored was that of hatred, bitter hatred." My hatred for the Japanese almost drove me crazy (DeShazer)."3

In August 1942 the Japanese staged a mock trial and convicted the eight Raiders of war crimes against the Japanese people and sentenced them to death. Two months later Lieutenant Bill Farrow, Lieutenant Dean Hallmark, and Sergeant Harold Spatz, were murdered by a firing squad. The five remaining Raiders were moved from Shanghai to Nanking, China. It was there that a fourth Raider, Lieutenant Robert Meder, died of beriberi and starvation. No one could help him: all they could do was watch him die. His remains were cremated.1





I'm Jake De Shazer,

I was first a POW in Japan,

then a missionary to Japan.

Lieutenant Meder's death hit hard. Only four Raiders were left. Corporal DeShazer wondered what made human beings hate each other? What made him hate the Japanese? Being raised in a Christian home (though not a practicing Christian himself) he thought about what he had heard about Christianity changing one's hatred into "brotherly love." He asked the guards for a Bible, but they refused his request. He persisted and when the Japanese Emperor stated that he wanted the prisoners of war treated better, he finally received a Bible, but only for 3 weeks. Three weeks is not a lot of time, but he read it from cover to cover several times. The Bible did not change his situation, but it changed him. It changed his attitude toward God, toward the guards, and toward the Japanese people. The words of the Bible and the prayers of Corporal DeShazer provided him with more than foxhole religion; they brought comfort, forgiveness, and the resiliency he needed to bounce back throughout his captivity. There would be more torture, more boredom, and more starvation to endure before freedom. It would take a total of 40 months before his release from captivity, but God had changed his attitude, gave him peace, and he knew it. He was spiritually fit.3

American paratroopers freed the four remaining Doolittle Raiders on August 20, 1945. Within 6 weeks. Staff Sergeant DeShazer (promoted by General Hap Arnold himself) left the service, enrolled in college and announced that after graduation he was going to return to Japan to help the very nation who tortured him. Staff Sergeant DeShazer kept his promise. He finished his degree, moved to Japan, and for the next 30 years lived among the Japanese people helping them recover from the devastations of war. An interesting twist of events happened in April 1950; Captain Mitsuo Fuchida, the lead Japanese pilot of the attack on Pearl Harbor, read a pamphlet written by Staff Sergeant DeShazer



titled, "I Was a Prisoner of Japan."⁴ After reading the pamphlet he purchased a Bible, read it and had a spiritual experience similar to Staff Sergeant DeShazer. Ironically, the man who bombed Pearl Harbor and the man who bombed Japan became the best of friends. Both men traveled throughout Japan teaching forgiveness and reconciliation.³

To some it might seem strange to find an article retelling the spiritual experience of Staff Sergeant Jacob DeShazer in The Combat Edge.
But human beings are complex creatures – a mixed bag of mental, social, physical and spiritual beings. Together these parts make up the whole person. When one part of a person's life is hurting it affects the other parts. When you are physically ill you do not want to socialize with other people. If you lose a significant

person in your life through divorce, death, or separation it affects you mentally, physically, and spiritually. You may feel depressed, lonely, fatigued, and angry at the Air Force and angry at God. When we are not at peace with ourselves it can lead to self destructive behaviors. Staff Sergeant DeShazer found his peace with God in the worst of circumstances. It would have been easier for him to die than to live. But he entertained no thoughts of suicide. He found peace with God and himself through his religious faith. His spiritual life created the resiliency not only to bounce back but bounce forward. His life after captivity was fulfilling and productive. His encounter with God changed him from a warrior of revenge to an ambassador of reconciliation.

¹Vengeance to Forgiveness (2010). Jake DeShazer's Extraordinary Journey [DVD], Discovery House Publishers, Grand Rapids, MI.

²Doolittle Raid. (2010). Retrieved from http://en.wikipedia.org/wiki/Doolittle Raid

Schnereger, C. (2010). Now This is Love: The Amazing True Story that Begins Where the Movie Pearl Harbor Left Off. Retrieved from http://www.freemethodistchurch.org/Magazine/Articles/Sept-Oct%20Articles/S-0%20World%20 View.htm

⁴DeShazer, J. (1950). I was a Prisoner of Japan. [Pamphlet] Retrieved from http://www.doolittleraider.com/raiders/deshazer.htm

14 https://afkm.wpafb.af.mil/CombatEdge | WINTER EDITION 2011 | 15

Operations Triangle

BY COL J. ALAN MARSHALL

ou may have heard of the acquisitions triangle that has three corners labeled: Fast, Good and Cheap. The way the acquisitions triangle works is when you are trying to acquire a piece of new equipment; you can only get two of the three corners of the triangle. If you want something fast and good, it won't be cheap. If you want something good and cheap, you can't get it fast. And finally, if you want something fast and cheap, it won't be any good. This model is always accompanied by the axiom that if you want something really bad, that is how you will get it. Although this has been presented with a little tongue in cheek, the concept is similar to what I call the "operations triangle."

The operations triangle is based on a commander being given people, a mission, and resources (Figure 1). The operations triangle has three corners labeled: Safe, Effective and Sustained (Figure 2). The commander must safely lead people to complete the mission with the given resources in a sustained fashion. If the commander fails in any one of the three corners of the operations triangle, the leader and the organization will fail. If operations are unsafe, equipment may get damaged, and people may be hurt or possibly even killed. If the

organization isn't effective at accomplishing the mission, then the commander and maybe even the followers will be fired or replaced. If resources aren't sustained, then the equipment will break and won't be available to fight another day.

The usefulness of the operations triangle is that it is a way to visualize the continuous balancing act that the leaders of a combat flying squadron must perform. A combat flying squadron can never go "live" in any one corner of the operations triangle without failing in one or both of the other corners. Although the safest thing to do might be to not fly, or only fly in good weather, a combat squadron that took that approach would be ineffective at the mission. On the other hand, a squadron commander or operations officer might be tempted to commit the squadron to 24/7 surge operations indefinitely, but sooner or later somebody would get hurt or the equipment would be broken and unavailable in the future. Maintenance leaders might want to prioritorize unscheduled maintenance or let only a perfect aircraft into the air, but rarely can the war effort wait for a perfect aircraft. The point is that leaders have to balance the three corners of the triangle. The tool they use to balance the triangle is risk management.



Air Force Policy Directive 90-9 [Risk Management] describes this balancing process by stating that leaders should "accept no unnecessary risk" but yet should "accept risk when benefits outweigh costs" (p. 1). Air Force Pamphlet 90-902 [Risk Management, Guidelines and Tools] identifies the three corners of the operations triangle by stating that the "fundamental goal of risk management is to enhance mission effectiveness at all levels while preserving assets, and safeguarding health and welfare" (p. 5). Although safety is always in the front of the commander's mind, the pamphlet acknowledges that "complete safety is a condition that is seldom achieved" and sometimes "a relaxation of one or more of the safety parameters may appear to be advantageous when considering the broader perspective of overall mission success" (p. 9). However, the commander must be careful not to let the desire for shortterm mission effectiveness jeopardize sustained long-term mission effectiveness. Rarely does the need for shortterm mission success outweigh the need for long-term mission success (although such scenarios have occurred and might be possible in the future). However, if the squadron pushes so hard to be effective today that people are injured or equipment is broken, then those resources won't be available for mission effectiveness tomorrow. There seems to be a risk management truth in the old saying "live to fight another day."

18 https://afkm.wpafb.af.mil/CombatEdge

Although the formal risk management process has six steps (identify hazards, assess risks, analyze control measures, choose controls, implement controls, supervise and review), the operations triangle is an easy way to visualize the goals of risk management and the required balancing process. The leader should never push so hard to be effective that operations are unnecessarily unsafe or inappropriately jeopardize sustained operations. Commanders must also guard against the common mistakes of "considering only safety or loss of sustainability controls when making risk control decisions "(AFPAM 90-902, p. 23, para. 36.3). Overall, the operations triangle could be a very visual "vision" for a combat flying squadron with a sub-title of providing safe, effective and sustained combat airpower to the war fighter.

One interesting principle missing from the operations triangle is efficiency. This is because efficiency is not a primary control variable for combat organizations. Efficiency is an important secondary control variable. Once a combat squadron establishes safe, effective and sustained operations, then leaders can seek to find efficiencies. Without a doubt such efficiencies can actually lead to greater effectiveness; however, leaders must be careful to not allow a quest for efficiency to undermine safe, effective and sustained operations. In combat operations, sustained effectiveness is the ultimate requirement and risk management is the Airmen's tool to achieve mission accomplishment as safely as possible.

Figure 2.

Colonel Al Marshall is the ACC Deputy Director of Safety and has served as the Director of Operations and Commander of a Flying Training Unit, as well as the Commander of a deployed Combat Flying Squadron. His People previous assignments included duties as a Squadron Safety Officer and a tour as a Wing Chief of Safety. MATERIAL & A SECOND Leader Safe Mission Resources Figure 1. Operations Effective Sustained











discipline, compliance

s the Chief of Ground Safety for Air Combat Command, I've often had the distinct pleasure of working with and meeting some of the finest warriors our Air Force has to offer. During all of my CONUS base visits, as well as my recent trip to Iraq and Afghanistan, the subject of safety and how it impacts our mission readiness was always a topic of discussion. As a whole, I am somewhat alarmed that many Airmen (of all ranks) fail to totally grasp the concept that there is a direct correlation between discipline, compliance, and safety.

BY CMSGT YANCE CHILDS

Having a discipline/compliance-driven mentality is a fundamental element of a proactive mishap prevention attitude. It is the process of doing what is expected of us 365 days a year, 24 hours a day, 7 days a week—even when no one is looking. Does that sound familiar? It should. It's one of our core values— Integrity first. The other core values of Service before self, and Excellence in all we do, are similarly dependent on having the discipline to comply with directives. Many of these directives are written for your safety or the safety of other Airmen. Demonstrating a discipline/compliance or checklist-driven mentality applies to onduty operations as well as off-duty. Regardless of whether it's on or off duty, when we lack discipline or fail to comply with the checklist, standard or technical order, accidents and mishaps will occur. This is where the correlation exists between discipline, compliance, and safety.

Unfortunately, this concept is often only understood after a mishap or tragic life-changing event occurs. While I'm certain there are many examples of how a lack of discipline and compliance has led to unfortunate mishaps, I will share just a few to make my case.

In the first scenario, an Airman sustained a crushed finger due to failure to use proper guarding while cutting metal. In another case, while performing a roof repair operation, an Airman fell through a roof and nearly broke his back because he didn't comply with written safety directives. Finally, how many times have you heard or read about one of our warriors sustaining fatal injuries after being ejected from a vehicle because they failed to buckle up? In each of these scenarios, if the member had used the discipline to just "do the basics," and had complied with the standards, the mishap would not have occurred; the outcome would have been different. This is especially true in the instances where Airmen fail to buckle up.

We are seeing far too many examples of Airmen not adhering to the basic concepts of discipline, compliance, and safety. This is costing us lives and impacting readiness. I know we can do better. Our Airmen are smart, intelligent, and receive some of the best training in the world. We must capitalize on these talents and seek creative and innovative ideas to foster an environment where discipline, compliance, and safety become a way of life.

As of November 30, 2010 FY11 Flight Aircraft Aircraft Fatal Destroyed Damaged 1 AF 9 AF 12 AF USAFWC ANG ACC-gained) AFRC (ACC-gained

FY11 Ground As of November 30, 2010			
	Fatal	Class A	Class B
9 AF		0	0
12 AF		1	1
DRU's		0	0

FY1	1 Weapons	As of November 30, 2010
	Class A	Class B
9 AF	0	0
12 AF	0	0
AWFC	0	0

Flight Notes

Continuing excellent work in the area of mishap prevention resulted in only one Class A mishap in the past 2 months. The mishap involved an F-16 that departed the runway after landing and is still under investigation. Mishaps from the previous quarter highlighted the importance of aircrews adhering to published guidance both in normal ops and during emergency procedures. Solid aircrew judgment remains the most effective mishap prevention tool in our inventory.

Ground Notes

ACC has experienced one fatal mishap which involved a motorcyclist, who at high speed, struck the rear of a stopped vehicle. As we enter the winter season, now is a good time to focus your thoughts and actions to cover this time of traveling in not the best of weather. Ensure your vehicles have been maintained, tires are in good repair, and that you have appropriate survival supplies in case you happen to get stranded due to inclement weather. Remember, you can get stranded in an urban area just as well as a rural area. During the first couple of days of December, many motorist in the Buffalo, NY, area became stranded on the interstate when lake effect storms hit dropping snow at a rate of two inches an hour for 18 hours.

Weapons Notes

Weapons mishap statistics throughout ACC look great so far for FY11. ACC experienced a minimal number of reportable mishaps for this quarter. Infact, the only one worth mentioning, involved a CATM-88 being impacted by a jammer, which resulted in radome damage. This mishap occurred during downloading procedures and was preventable. ACC weapons safety managers continue to do a tremendous job in mishap prevention and educating the field in risk management involving explosives. Keep up the good work.

Legend

Class A - Permanent Total Disability: Property Damage \$2,000,000 or more

Class B - Permanent Partial Disability; Property Damage between \$500,000 and \$2,000,000

Class C - Lost Workday; Property Damage between \$50,000 and \$500,000

* Fatality

(Class Description Effective October 1, 2009)

** Non-rate Producing

= Fatal due to misconduct



OCTOBER - NOVEMBER AWARDS OF DISTINCTION

Aircrew Safety



CAPT TODD CRAIG. CAPT JARED OSTROSKI. SMSGT MICHAEL HARKINS. SRA ROBERT BLACKNALL. 34 WPS. TYNDALL **AFB FL.** The HH-60 crew of Sting 2 was conducting formation weapons employment training on the Nellis range with Sting 1. During the first gunnery pattern, the right GAU-18 malfunctioned. Upon investigation, it was determined that the components of the weapon had separated, leaving the bolt aft of the forward position with a live round still in the gun and charging handle inoperative. Further investigation revealed an electrical malfunction. The crew prevented a hot gun situation, ended a runaway gun malfunction, preventing possible injury and loss of life to crews, damage to both aircraft without further incident. (Oct 10)

Crew Chief Safety



SSGT ADAM J. HOYT, 380 EAMXS, 380 AEW, AL DHAFRA AB. SSgt Hoyt was performing a post-flight intake inspection when he discovered a U-2 aircraft engine Inlet Guide Vane out of limits. He notified the Production Supervisor and readied the aircraft for engine replacement (took over 320 hours to accomplish). SSgt Hoyt's action prevented a potential catastrophic engine failure, possible loss of a critical war fighting High Altitude Intelligence Surveillance Reconnaissance asset, and most importantly, the risk to an aircrew member. (Oct 10)

Flight Line Safety



SSGT TIMOTHY U. ZEISLER, 451 ELRS, KANDAHAR AF, AFGHANISTAN. As SSgt Zeisler entered the Foxtrot taxiway, he noticed a large box approx, 400' from the Entry Control Point on the taxiway centerline causing an obstruction. Closer inspection revealed chaff and a flare box had fallen off a British Chinook and broken open on the ramp, scattering flares and blasting caps. After notifying the Air Terminal Ops Center, he noticed an MQ-9 Reaper taxiing out for take-off, directly in the path of the object. His actions captured the flight crew's attention, and they stopped the Reaper. SSgt Zeisler saved the AF millions of dollars and down time that could have resulted had the collision occurred. (Oct 10)

SRA MICHAEL E. JONES, 451 EAMXS, 451 AEW, BAGRAM AF, AFGHANISTAN. After marshalling an HC-130P into position to perform an engine running on-load, Amn Jones quickly noticed a smoking number two engine on his aircraft. Without hesitation, he notified the aircrew of the engine malfunction through marshalling hand signals, to which the crew verified by a number two nacelle overheat indication. SrA Jones' keen actions enabled all seven crew members, five P.J.s, and seven A.E. personnel to safely evacuate the aircraft, as well as prevented the on-load of two critically wounded patients. (Nov 10)

Ground Safety A. A. A. A.

SSGT HIADIA A. RAMSEY, 432 OSS, 432 WG, CREECH AFB NV. SSgt Ramsey was instrumental in initiating a wing-wide campaign to combat the wing's #1 safety concern—driving fatigue. She created and strategically placed signs on Creech AFB alerting the base populace of contingency lodging facilities. She also displayed posters in each unit to increase awareness of the free lodging. She revamped the newcomer's briefing and created an emergency contact card to provide options for DUI prevention. Her risk management efforts during the wing's first-ever safety day reached over 400 Airmen, providing targeted mishap prevention information on recreation and heat safety concerns. (Oct 10)

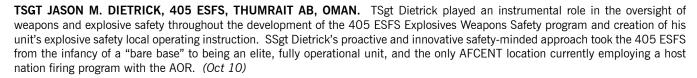
SSGT KAUWELA N. KURKOWSKI. A1C BRANDON W. TIERNAN. A1C CANDICE N. GRIFFIN. 455 EAMXS. 455 AEW. BAGRAM AF, AFGHANISTAN. While traveling around the north end of Bagram AF on the perimeter road, SSgt Kurkowski, A1C Tiernan, and A1C Griffin witnessed an F-16 aircraft depart the runway on landing roll-out. Noting the aircraft was on a collision course with their vehicle, they alerted the driver to get clear of the impending hazard. The aircraft narrowly missed hitting their vehicle and came to rest in a ditch. Traffic flow was redirected, securing the crash site and the pilot was led clear of the wreckage. (Nov 10)



CAPT ANDREW C. ROLLINS. 1LT RICK L. DAVIS. 333 FS. 4 FW. SEYMOUR JOHNSON AFB NC. Capt Rollins (IP) and 1Lt Davis (UW) were leading a B-Course Surface Attack sortie to the bombing range. While commencing a terrain following letdown procedure, the aircrew noticed the aircraft shutter violently. They immediately called a knock-it-off and coordinated a battle damage check from their Wingman. Their quick action, flawless checklist compliance and risk management, and excellent crew coordination ensured the safe recovery and preservation of a \$54M combat asset. (Oct 10)

CAPT RICHARD LANG, 99 RS, 9 RW, BEALE AFB CA. Capt Lang was scheduled to fly a U-2 over Korea in support of Operation Ginger Game on an 8-hour, high-altitude, and reconnaissance mission. Approximately 30 minutes after takeoff from Osan Air Base, he noticed a pressure fluctuation of the aircraft's hydraulic system. As he diagnosed the malfunction, the hydraulic pressure quickly dropped to zero. Capt Lang declared an emergency, started his descent back to Osan, and executed the proper checklist. His quick actions and superior pilot abilities saved a valuable national asset. (Nov 10)

Weapons Safety



SSGT KAREN SILVERIO, 49 MXS, 49 FW, HOLLOMAN AFB NM. An F-22A wing weapons pylon for issue to a flight line weapons load crew was in the process of being prepped. The pylon was accepted by the load crew and transferred to a bomb lift truck equipped with a pylon adapter. As an attempt was made to rate the wing weapons pylon into position for transport, the bomb lift table malfunctioned, causing the pylon to impact the ground. Although no emergency procedures existed, SSgt Silverio evacuated the area to a safe distance. This incident highlighted an F-22 community-wide procedural deficiency. An AFTO Form 22 was submitted requesting establishment of proper guidance. (Nov 10)

Unit Safety Management

60 ERS, 380 AEW, AL DHAFRA AB. An unforecasted violent microburst storm hit Camp Lemonnier, Djibouti. Without warning, winds went from calm to 60 kts instantly with maximum recorded velocity at 72 kts (83 mph), causing camp-wide damage to structures and other aircraft on the airfield. The rapid response and teamwork of the outstanding 60 ERS Airmen, saved over half of the Fully Mission Capable fleet of high-value Remotely Piloted Aircraft assets from destruction, and most importantly, prevented injury and any loss of life. (Oct 10)

355 EMS, 355 FW, DAVIS-MONTHAN AFB AZ. The 355 EMS, Munitions Stockpile Surveillance (SS) Element maintained a sound safety record while accomplishing 694 explosive operations on the wing's 83 A-10 aircraft, 22 special C-130 aircraft, eight HH-60 helicopters, 44 custody accounts, and Courtesy Storage for the ANG, AFR, US Army, USMC, and US Customs office. The Munitions SS Element safely downloaded and stored 160 munitions-laden trucks containing 330K pounds of net explosives weight, valued at \$29.3M with an impressive 100 percent Quality Assurance Personnel Evaluation pass rate. (Oct 10)





Safety Spotlight

7TH EXPEDITIONARY AIRBORNE COMMAND CONTROL SQUADRON, 379 AEW, AL UDEID, QATAR. The 7 EACCS has demonstrated a steadfast dedication to flight safety. On one occasion, the 7 EACCS had indications of an unknown ratcheting noise coming from the Joint Surveillance and Target Attack Radar System (JSTARS) E-8C aircraft landing gear. Two experienced aircrew members on board recognized the significance of the problem and immediately communicated the problem to the flight deck. Crew leadership decided to return the aircraft to parking and have maintenance inspect the gear. The source of the noise could not be determined and the crew went to another aircraft to complete the Air Tasking Order (ATO) assigned mission. Upon further investigation, JSTARS maintenance discovered that aircraft had worn nose gear trunnion bearings preventing proper gear retraction and extension. On a second occasion, the 7 EACCS returned an aircraft that suffered from a cracked main landing gear drag brace. The crack was located at the point where the gear attached to the fuselage and if uncorrected could have caused the main landing gear to fail. Then, on a third occasion, the 7 EACCS experienced an in-flight emergency shortly after takeoff. The aft crew door became unseated, creating a football-sized hole in the aircraft. Crew Resource Management and E-8C aircraft systems knowledge were expertly applied to diagnose a malfunction that had no written checklist procedure. An intermediate level off at 12,000' MSL was requested and Air Traffic Control was informed of the problem. This action mitigated the risk of a rapid depressurization and kept the crew from having to don emergency life support equipment. Everyone remained seated with their seat belts securely fastened and then the aft crew door was examined. The door was partially sealed, although air was rushing out of the cabin. It was determined that the door was latched and pressurization could be maintained. After careful planning, application of T.O. 1-E-8C-1 and performing checklist procedures, the cabin pressure inside the aircraft was slowly increased and the door was observed for any changes. The hole slowly disappeared as air pressure sealed the plug type door from the inside. On all three occasions, the 7 EACCS saved a 366 million dollar JSTARS aircraft, ATO missions, and aircrew lives by proper application of world-class flight safety.

Ground Safety A

MSGT DAVID J. SUBLETTE, 355 FSS, 355 FW, DAVIS-MONTHAN AFB AZ. MSgt Sublette helped the Airman and Family Readiness Center eliminate a known hazard by coordinating the repaying of their deteriorated parking lot (previously identified as "unsafe" during an ACC SAV). After filling out the appropriate paperwork with CE, MSgt Sublette kept an eye out for wing funding to ensure the parking lot was re-paved. Keeping the parking lot in the safety spotlight was the reason that funding was eventually assigned and the project to be prioritized. Now expectant mothers, families with small children, and the elderly have no problem navigating the newly paved lot. Additionally, MSgt Sublette consistently reports to the 355 FSS commander on all on/off base mishaps in a timely manner gathering all facts and keeps wing safety thoroughly informed. He has planned squadron events during safety days and briefs the unit during monthly commander's call. Furthermore, MSgt Sublette conducts spot inspections, seat belt checks, reviews safety boards, checks facility AF Form 55s, counsels members before high risk activities, and ensures all vehicle operators and passengers comply with all regulations/state law. MSgt Sublette ensures all 355 FSS facility Automatic External Defibrillators (AEDs) are properly maintained and inspected. He also ensures facilities with AEDs have staff members trained to use them. Lastly, MSgt Sublette ensures motorcycle riders wear the proper PPE and complete their required training in a timely manor. MSgt Sublette continually strives to make the 355 FSS a safer place to work.

Flight Safety



TSGT DANIEL C. COWART, 7 BW, DYESS AFB TX. An ACC-named "Superior Performer," TSgt Cowart expertly managed Dyess' Flight Safety program for 21 squadrons with 36 B-1 and 33 C-130 aircraft flying 8K hours. TSgt Cowart skillfully investigated six B-1 Class E mishaps, ranging from engine failures to bird strikes, with superior results. He organized three meetings between FAA, Dyess and Abilene Regional in an effort to synchronize regional flight safety efforts. TSgt Cowart provided critical mishap prevention support to 9 BS deployed operations involving over 300 combat sorties. He organized ACC/AMC flying safety briefing to identify/ mitigate common hazards across diverse air platforms. He also coordinated the bi-annual Bird Hazard Working Group chaired by the 7 BW/CV. During the quarter, TSgt Cowart supervised critical response actions for 20 aircraft emergencies and ensured safe recovery of \$5.7B in AF assets. His pro-active "Golden Bolt" program and FOD poster programs ensured 7 BW awareness of FOD prevention across the wing. His continued coordination with airfield management/FOD office has culminated in reaching an impressive recordsetting 380 FOD-free days! TSgt Cowart enhanced the IFE trending data program to track/identify possible failure trends early and prevent future mishaps, tracking over \$1M in mishaps to ensure implementation of recommendations—directly supporting 2 Class-B/2 Class-C SIBs, 1 HATR, and 1 HAP. He maintained a proactive airfield inspection program where he helped identify problem areas resulting in \$510,000 taxiway repairs underway.

Weapons Safety

MSGT SHEA T. BERT. 455 EMXS. 455 AEW. BAGRAM AF. AFSHANISTAN. MSgt Bert's unparalleled leadership and munitions expertise were instrumental to the rapid development and implementation of a joint Air Force-Army plan to provide safe munitions storage locations for Army Ordnance despite severely limited site plan allowances. With his extensive knowledge of storage and safety requirements, he directed his 20 assigned Airmen for the re-warehousing of 24,707 Air Force munitions assets weighing 98 short tons in less than 3 days. MSgt Bert's direct actions cleared 12,000 square feet of approved storage allowing the proper storage of 22.8 million critically needed multi-national ordnance assets to be used for pre-Afghanistan election surge ground operations. MSgt Bert's actions ensured the receipt and safe storage of 1.8 million pounds of net explosive weight located in unapproved locations within 3 weeks of the plan's development, guaranteeing the safety of 165 assigned joint-personnel, and the 317 million-dollar collocated munitions stockpiles. He also spearheaded Abram Airfield's support of a depot-level temperature test on the effects of extreme heat on munitions assets. As the field test lead, he ensured the accuracy of test data, enabling the item specialist to determine the effects of excessive heat on 3.237 munitions line items stored outside and in 20-foot cargo containers in the Afghanistan area of responsibility. This data will enable engineers to ensure the long-term serviceability and safety of munitions assets stored in extreme environments world-wide.

Over the High

DETERMINES
FLAMING SHOTS
SEEM LIKE A REALLY
GOOD ALTERNATIVE
TO BEER BONGS.

ACCOMPANIED BY
SCUNDS OF CRASHING,
BREAKING BONES, OR
ANGUISHED
SCREAMS.

KNOWN BY NAME TO PARAMEDICS AND ER DOCS.

CAN BE TALKED INTO

JUST ABOUT

ANYTHING,

ONCE HE GETS

GOOD AND BUZZED.

BEWARE OF: THAT



LAST SEEN: STANDING ON A BAR STOOL ANNOUNCING, "HEY GUYS, WATCH THIS!" RISIKY
GUY

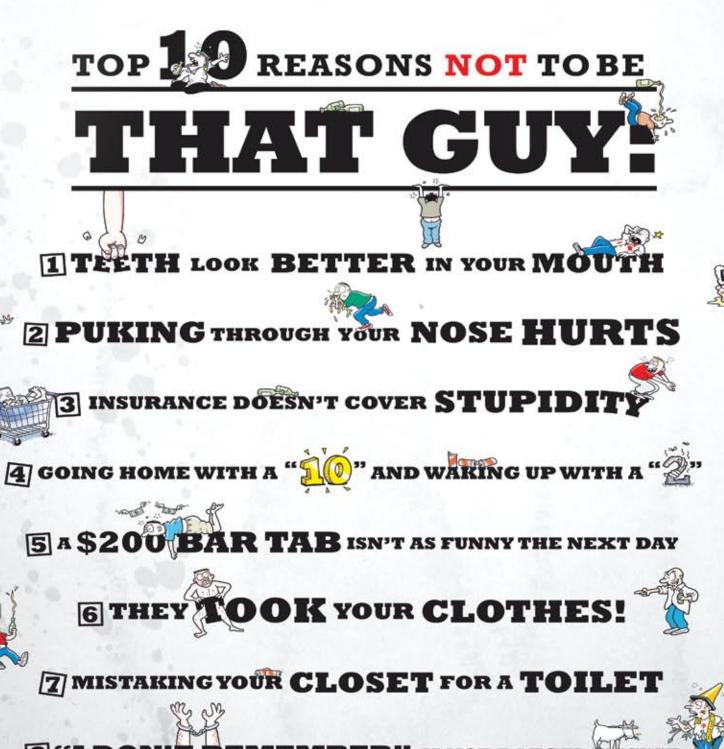
DRUNKEN DAREDEVIL RISKS HIS SAFETY AND YOURS



Over the Edge

3 | Top 10 Reasons NOT to be THAT GUY

- AIRMAN SAVES WINGMAN by Capt Erick Saks, 455th Air Expeditionary Wing Public Affairs
- 6 | Four Words A Million Possibilities

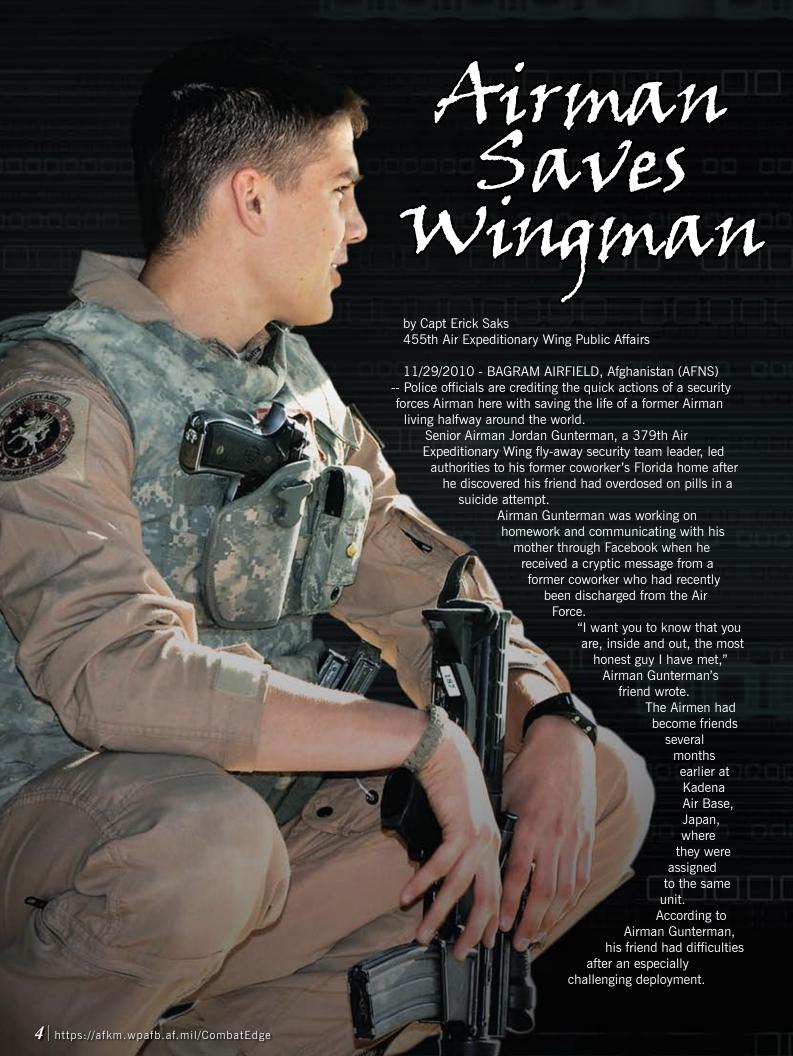


8"I DON'T REMEMBER" IS NOT A LEGAL EXCUSE

9 STD DOES NOT STAND FOR "SO TOTALLY DRUNK"

10 WHAT YOU DON'T REMEMBER, YOUR FRIENDS WILL





ROMHALFWAY AROUND THE

Since coming home from Afghanistan, his friend had begun to drink heavily, became violent at due to disciplinary issues.

Airman Gunterman was puzzled by his friend's uncharacteristic declaration and he tried to determine the reason for the unusual behavior.

When his friend confessed that he ingested a bottle of pills and had only about an hour left to live, Airman Gunterman sprang into action.

"I told him that I loved him like a brother and so do a bunch of other people," Airman Gunterman said. "I asked him why he would want to hurt us."

After his friend failed to respond, Airman Gunterman asked his friend for his phone number. His friend sent the number and asked that he call quickly. Airman Gunterman could not reach his friend though, so he reached out to a mutual friend. Senior Airman Phillip Sneed, who was online in Japan.

"I told him everything, gave him the number, and he said he would call until (the friend) picked up," Airman Gunterman said. "Now that I had some back up, I went to my chaplain and asked for her help."

Chaplain (Maj) Kristina Coppinger, from the 455 AEW, worked to assist Airman Gunterman in his guest to save his friend.

"Senior Airman Gunterman and I had spoken in the past so he felt comfortable coming to me when he hit a roadblock in his own efforts to help his friend," the chaplain said.

"I tried to reach his first sergeant at Kadena to see if he had a home address, and then, we tried to reach times, and eventually was discharged a government relay station near West Palm Beach, (Fla.) so that we might call the local police department. We also tried to find his friend's stateside address via the Internet."

> Realizing his friend was running out of time, Airman Gunterman checked in with Airman Sneed over the Internet, who had finally been able to reach their friend over the phone, but said the friend had since passed out and he could hear him sleeping.

"I knew he didn't have much time, so I got back on the Internet and searched for anything I could find on my friend," Airman Gunterman said. "I found his hometown news release for graduating basic training, and it gave his parents names."

Using search engines, Airman Gunterman found an address for them. He called the local police, told them the story and gave them the address. The police dispatched a patrol car to the house, and Airman Gunterman followed up with Airman Sneed.

"I told him that help was coming and to keep listening," Airman Gunterman said. "About 10 minutes later, Airman Sneed said he could hear knocking at the door. I told him to scream as loud as he could because he might be on speaker phone. Then, he heard the door get knocked down and heard people asking 'what pills did you take?"

Airman Gunterman called the police department again and was told

his friend was going to be all right.

"The biggest relief came upon me," he said. "The controller working the desk told me our friend would have not lived much longer if it wasn't for us."

Chief Master Sgt. Craig Adams, the 455 AEW command chief, said the Airmen's actions epitomize the idea of what it means to be a modern day Wingman.

"This is what being an outstanding Wingman is all about." Chief Adams said. "The tenacious, resilient and resourceful effort by Airmen Gunterman and Sneed saved this young man. Their actions show how the younger generation of Airmen can use new technologies to achieve the time-honored Wingman concept."

Chaplain Coppinger echoed the chief's sentiments.

"I believe Senior Airman Gunterman's efforts emphasize the Wingman concept because many others would have given up after hitting multiple roadblocks," the chaplain said. "Many would not have even put forth the effort to begin with. But he chose to get involved and would not give up until he exhausted every possibility. We could all use a friend like him."

Since the incident, Airman Gunterman's friend has received professional assistance. He has stopped drinking, and the Airman said his friend is now doing much better.

FOUR WORDS -AMILLION POSSIBILITIES

HIS MAY BE THE MOST **UNCONVENTIONAL ADVICE COLUMN YOU'VE EVER READ. IF YOU'VE EVER BEEN CARRIED HOME FROM A BAR BY** YOUR FRIENDS, READ ON. IF YOU'VE **EVER GREETED THE SUGGESTION TO** "OPEN A TAB" AS AN ALL YOU CAN DRINK CHALLENGE, READ ON. IF YOU'VE EVER BEEN THE CENTER OF ATTENTION. BECAUSE YOU PASSED **OUT IN THE CENTER OF THE DANCE** FLOOR, DEFINITELY READ ON.

Some lessons are best learned through tough and memorable consequences – those we experience or witness. When it comes to the downside of excessive drinking, that's definitely the case. Now any man or woman in military service has undoubtedly endured countless lectures, speeches and warnings about binge drinking, drunk driving and other alcohol-induced bad behavior. However, no education I've ever experienced drives the point home like four simple words –

Those, my friends, are words to live by. We've all been "Don't Be That Guv."

out on the town and seen That Guy making a jackass of himself (or herself, because girls can definitely be That Guy too). Sometimes we laugh at him, but it ceases to be funny when That Guy wrecks your evening by acting like a meathead, or getting you kicked out of the bar, or starting a fight you have to finish, or ruining your hook-up, or getting arrested, or bleeding in your car, or smashing your TV, or puking on your shoes, or ... well, you get the point.

The beauty of "Don't Be That Guy" is that it's openended advice – it covers a million possibilities. It's also not judgmental. It isn't saving don't drink, or don't have a few beers with your buddies, or don't go out and let loose a little. It simply means don't overdo it, don't lose control, don't be an idiot.

I've seen some That Guy behavior in the military. But, I've also seen it from frat boys, businessmen, the girl next door, and even my relatives (anyone else have a cousin

who barfed in the shrimp bowl at a family wedding?). Poor judgment knows no bounds. The trick is to avoid it, and learning from others' mistakes can really help.

What are some reasons not to be That Guy? Here's a



Another BIG reason not to be That Guy is because he is often considered "fair game" for ridicule or drunkshaming. Having a girl throw a beer in your face is a bummer, but in the world of That Guy, you may be getting off easy – especially if you pick the wrong place to pass out. Have you ever seen a dude with one eyebrow shaved off, or duct-taped to a flagpole, or show up to work in the morning with a big [censored by editor drawn on his face with permanent marker? Try explaining those naked pictures of you on the Internet to vour girlfriend, or worse, vour mom.

So, if you want to keep your friends, your reputation, your money, your teeth, your dignity, and other stuff you value, do yourself a favor and just Don't Be That Guy. Words to live by, for sure,

--Editor's note: the author of this commentary wishes to

