

Falcons Flyer

THE OFFICIAL MAGAZINE OF THE 94TH AIRLIFT WING

MARCH 2011 VOL. 2 NO. 3

**DOBBINS
DIVES IN!**
FOR STORY, PHOTO SEE PAGE 4

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FROM THE TOP

TRANSFORMATIONAL LEADERSHIP

Capt. Toney Collins
94th LRS Commander

I have been fortunate to observe leadership from many perspectives and have concluded from these experiences, effective leadership simply means leading others.

In our field, it is the art of motivating fellow Airmen to commit their energy and expertise to ultimately achieve the mission of the commander.

Therefore, senior leaders, whether officer or enlisted, must be able to effectively influence others to higher levels of achievement in support of the Air Force mission -- to fly, fight and win in air, space and cyberspace.

Furthermore, I have observed that leadership is not about processes and programs but about connecting with people so that they are inspired to effectively manage programs.

There are numerous theories about leadership and about carrying out the role of a leader, whether it is through democratic, servant or situational leadership.

One of the most understated leadership styles that provides insight and enlightenment is transformational leadership.

Transformational leadership considers today's challenges as well as challenges in the distant future.

A transformational leader is able to determine a course for change in the future, articulate it as a vision and inspire peers, subordinates and one's self to challenge traditional ways of thinking.

Transformational leaders must



be adept at quickly acquiring the vision and understand the value of selling that vision.

A transformational leader thinks multidimensionally from a commitment toward achieving the mission.

The process of becoming an effective transformational leader often involves personal change and doing away with comfortable behaviors and old paradigms.

One challenge throughout military history is learning to adapt to rapid and non-stop change, something the Air Force is conspicuously a pace-setter for.

Change may come in many forms: new policies and procedures, evolving technology and equipment, increase of operations tempo or even change in the demographics and culture of the Air Force.

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Submission deadline for April 2011 issue is Mar. 15. Articles should be submitted electronically.

Wing Commander's Hotline

provides wing members with a direct link to the Wing Commander to relay kudos, concerns or suggestions on wing matters.

(678) 655-9422

IG/Fraud, Waste and Abuse hotline

sustains a credible Air Force IG system by ensuring the existence of responsive complaint investigations, and FWA programs characterized by objectivity, integrity and impartiality.

94 AW FWA Hotline

(678) 655-3952

AFRC FWA Hotline

(800) 223-1784 extension 7-1513

Weather Emergency Hotline

678-655-2333

HEADLINES

Transformational Leadership continued

A transformation leader must make sure these differences are respected and acknowledged.

These individuals understand the value of change and diversity.

Transformational leaders understand that communication is the common denominator throughout any change process and the ability to communicate effectively about change is a critical aspect of a leader's success at faci-

lilitating change.

Transformational leaders are highly visible and personally involved throughout the change process. They continually validate that objectives are being met and they are steadfast in communicating the vision and motivating everyone to meet the challenges no matter how uncomfortable it may seem.

Transformational leaders are utilizing today's resources to ensure the command's future

leaders are molded and educated to lead the Commands of the future.

These types of leaders also understand the future and success of the unit is directly related to identifying the right people, at the right time, to step in at the right moment to be mentees.

Transformational leaders understand the value of training a replacement and the use of mentoring to foster leadership skills within their units.

In other words they are responsible for making sure peers and subordinates are mentored, so they must understand how

to identify future leaders.

A true leader can not always take people at face value. It can be surprising how people that are not great with politicking may have a deep and unquestionable interest in the completing of the mission.

It is very important that we know and understand how to continue to create today's transformational environment so that airmen at all levels have the ability, willingness and opportunity to exercise leadership to meet the Air Force mission -- to fly, fight and win in air, space and cyberspace.

Lost in translation: Air Force Reserve emblems

What exactly do they mean?

Courtesy Story
94th AW Public Affairs

Being servicemembers of the United States Air Force Reserve we are constantly bombarded with the insignias and patches from various units including our own.

Oftentime, we have no information on them like idea who created them, when they were created or what they mean.

The most prevalent is the USAF Reserve emblem.

The following was pulled from the document that announced its formation in the winter of 1968.

It gives, in detail, the meaning behind the reserve emblem and why it is still relevant in today's changing Air Force Reserve.



SIGNIFICANCE:

The ultramarine blue background with its golden yellow border represents the night-and-day sky and displays the Air Force colors. The great

golden wings represent the United States Air Force, poised and ready.

The olive branch indicates the desire for peace. The original World War I Air Corps insignia, consisting of a blue disc and white star bearing the red disc, identifies the Air Force Reserve as an integral part of the Air Force.

BLAZON:

On and over the Air Force blue background, bordered Air Force golden yellow, a pair of stylized Air Force golden yellow wings conjoined in base, bearing an American bald eagle in natural colors, wings displayed; below the eagle surrounding the golden yellow wings, an Air Force blue disc charge with the five-pointed white star bearing a red disc; in the eagle's beak, a green olive.

AFSO21: A closer look at step one of the process

Lt. Col. John Vallrugo
94th AW Executive Officer

The 8-Step Problem Solving process – sounds like something out of an intervention meeting doesn't it?

Well, in a way, it is for the Air Force. From last month, we learned that it is a standardized, fact-based method designed as an analytical approach to problem solving by focusing on the main cause of a problem or situation.

In addition, any discrepancy noted on a HHQ inspection mandates the use of the 8-step process to resolve the discrepancy noted.

We'll now take a look at Step 1 of the process along with some of the TTP's (Tools, Techniques & Procedures) involved.

The first step in the process is to Clarify & Validate the Problem.

In other words, what are we trying to fix. Sounds simple enough, but this step is crucial so as to not waste time tilting at windmills.

For HHQ inspections, the inspector identifies the problem for you – straightforward and clear.

For all other situations, the key question to ask is: why this particular problem, and why is it important to you and/or your organization.

To accomplish this, you need information on the current situation with some sort of data available. You next need to determine your desired goal or end state and determine the difference between the two.

Thirdly, you need to determine the extent and characteristics of the



problem you're trying to get your arms around.

Once you accomplish those things, you're ready to complete the problem statement.

To be useful, this statement should define the problem and not a problem, identify where it is appearing, describe the size of the problem, and describe the impact it is having.

When crafting your statement, it's important to remember to only address a single problem, not assign a cause or blame (i.e. just state the problem) and not offer solutions as this is

addressed in later steps. Now, we'll look at some TTP's to help you clarify and validate the problem.

There are four TTP's to use to help you to clarify and validate the problem.

The first is Strategic Alignment & Deployment (SD&A). In short, SD&A is about your unit/function, its mission,

goals & priorities, objectives, metrics and tasks it needs to accomplish to carry them out.

Another TTP is the SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis.

The SWOT Analysis assess the ability to meet the mission/objective while generating improvement ideas based on the unit/function's internal strengths and weaknesses, as well as external threats and opportunities.

In general, how can we use our strengths,

improve our weaknesses, exploit opportunities and mitigate threats.

A third TTP is the SIPOC (Suppliers-Inputs-Process-Outputs –Customer).

With the SIPOC, we map out the process showing the suppliers and customers along with the inputs and outputs at each step of the process.

The final two TTP's are rather self-explanatory: VOC (Voice of the Customer) and "Go See". VOC is simply that – who are your customers, and what is important or of value to them. "Go See" is just that – go and see the problem firsthand. Remember, a picture is worth a thousand words!

This was a quick down and dirty review of Step 1 – Validating & Clarifying the Problem. As previously stated, during inspections, the IG will do this for you.

As you begin your problem solving efforts, this step is critical to identifying the right problem and what exactly needs to be done.

This drives all the other steps. If not done correctly, you can waste time chasing your tail.

We'll look at the other steps in future articles.

If you have any questions, please feel free to contact me.

700th Airlift Squadron prepares for big changes

Shaun Shenk
94th AW Public Affairs

It's been said by many people that the heritage of the Air Force is "change." There is probably no group of people learning that more than the 700th Airlift Squadron.

In the coming days the 700th is preparing for its last class of HC-130 students to graduate and to gear up for their new mission filled with high tempo operations.

"A lot of traditional reservists have stepped up to the plate," said Lt.Col. David Salisbury 700th AS commander "We are training people to do the mission we are preparing to do."

The 700th has not lost sight of its current

mission of training the world's best pilots and won't step down from that charge until the last class graduates.

Colonel Salisbury contributes the unwavering effort, to train pilots until the last one, to the professionalism and dedication of all the men and women serving in the squadron. The students have recognized that same professionalism.

"The guys are not letting up until the job is done. Professionals until the end," said Maj. Marty Schulting, pilot training student. "I am really glad to be here. I couldn't imagine the training being this good anywhere else."

The HC-130 is Major

Schulting's fourth aircraft he has piloted in the Air Force. Between the F-15C, KC-135, B-2 and now HC-130, he said he has loved every moment in every one of them.

"With every airplane I have flown, there has been something I love," said Schulting, "some people can't believe I went from a fighter to a propeller plane, but this thing is super cool."

While the sun sets on training pilots for the 700th, a new dawn has become extremely apparent in the horizon.

The men and women have just a few months to gear up from training the pilots to becoming a fully combat capable unit.

Colonel Salisbury

foresees some turbulence ahead but is confident that his squadron will be just as successful in this new environment as they were the old one.

"The challenges we face are getting our people the necessary training they need to accomplish the mission. We have to learn new equipment and techniques but we have a strong training plan set up and I plan for it to be a success."

So as the students walk out the doors for the last time, Colonel Salisbury offers up these words of wisdom, "take the things you have learned, keep an open mind and remember that even the young guys can teach you something new."

Dobbins dives in: Reservists learn water survival



Aircrew members from the 94th Airlift Wing receive instruction on the use of the 20-person life raft during water survival training at the Cobb Aquatic Center in Marietta, Ga., 4 Feb. Aircrew members are required to receive this training once every three years to stay proficient with the equipment and techniques used in various water survival situations. The Aircrew Flight Equipment Continuation instructors conduct this training twice a year and have partnered with Cobb County to use this facility for each winter session to ensure a safe training environment. (U.S. Air Force photo/ Brad Fallin)

Education, scholarships for military children

Courtesy Story

94th AW Education Office

Scholarships for Military Children Program seeks applicants.

Over the last ten years, the program has distributed more than \$8 million to help military families pay for books, college tuition, lab fees and other educational expenses.

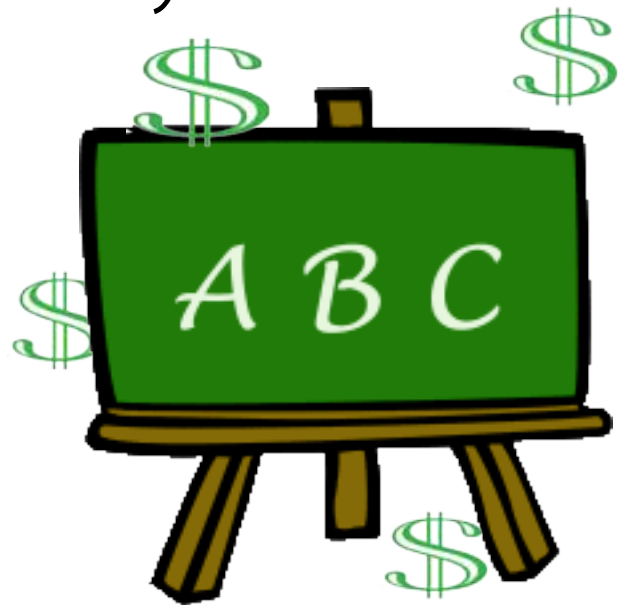
The SMC program recognizes the contributions of military families and celebrates the role of the commissary in military family life.

Scholarships are avail-

able to 22-year-old and younger children of active duty personnel, reserve and guard or retired military members.

Scholarships are also available to survivors of service members who died while on active duty; or survivors of individuals who died while receiving retired pay from the military.

Applicants also need to be enrolled, or planning to enroll, in an accredited full-time undergraduate program, and must meet certain academic criteria.



Applications may be picked up at any commissary or downloaded from the program's Web site,

To learn more, visit <http://www.militaryscholar.org/about/about.shtml>

Dobbins: Leader in energy management

Capt. Patrick Simmons

94th AW Public Affairs

Dobbins Air Reserve Base is currently implementing a new energy management and control system base-wide, which once completed will allow Dobbins Civil Engineering management to better manage energy consumption on base.

The \$1.25 million EMCS contract was awarded Nov. 22 to Geo-Marine Inc., a subsidiary of Applied Research Associates Inc., according to Dewayne Ivory, the Dobbins civil engineer technician responsible for managing the contract.

Once implemented, the EMCS will better monitor and centrally control power, lights, and heating and air conditioning on base to ensure that energy efficiency requirements of the base commander are being met.

The system will still allow building tenants to locally control lights and



This wall mounted thermostat will be typical of the units throughout the base which will be centrally controlled by CE personnel with the Energy Management Control System but still offer a limited range of control by the building occupants. (U.S. Air Force photo/ Brad Fallin)

climate control, but will ensure that such settings are within reasonable parameters and energy is conserved during off-duty hours.

The contract is a “design-build” contract award, which means that GMI is responsible for both designing and building the system under the specifications identified by base engineering management.

The design phase, currently 35 percent complete, will affect just about every building on base.

During the design phase, GMI and base engineers are inspecting every building on base to ensure that existing infrastructure, including phase-power and heating and air-conditioning units, are compatible with the new energy management system.

continued page 6

Once design has been approved by base engineering, construction of the system is expected to be completed within nine months.

Future building projects will also incorporate energy efficiency into design of new construction and building renovations.

Such initiatives may include installing more energy-efficient lighting or upgrading insulation in the event of roof renovation.

They would also include installing new electronic thermostats and light switches that operate on central timers, but would allow for local over-ride in the event users are working off-duty hours.

In addition to implementing the

EMCS contract, GMI will begin performing energy audits on base in the next year.

These audits are the first step to identifying how energy costs can be reduced, which will result in recommendations to conserve additional energy.

Any recommendation will require resulting energy savings to pay back project cost within an average of 12 years, according to Hugh Phillips, mechanical engineer and Dobbins base energy manager.

The 2015 goal of Dobbins is to reduce energy consumption on base by 30 percent from 2003 rates.

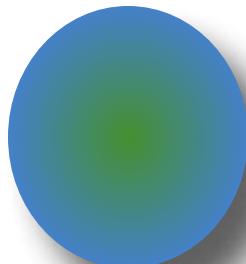


Mr. Dominic Turner demonstrates the capabilities of the Energy Management Control System from the 94th Civil Engineer Squadron headquarters building, Feb. 17. This system allows central control of the environmental services throughout Dobbins base facilities from this laptop located in CE. This type of systems management, until recently, required large banks of computer controlled equipment to centrally manage these systems. (U.S. Air Force photo/ Brad Fallin)

Think green, build green, fly blue

Hugh Phillips

94th AW Civil Engineering

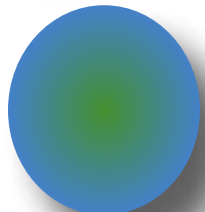


2. Common misconceptions sometimes account for the failure to turn off equipment. Many people believe that equipment lasts longer if it is never turned off. This incorrect perception carries over from the days of older mainframe computers.

1. To maximize savings with a laptop, put the AC adapter on a power strip that can be turned off (or will turn off automatically); the transformer in the AC adapter draws power continuously, even when the laptop is not plugged into the adapter.

3. There is a common misconception that screen savers reduce energy use by monitors. Automatic switching to sleep mode or manually turning monitors off is always the better energy-saving strategy.

4. Turning off lights are still important, so please turn off all lighting when you leave the office. The same misconception about turning off computers is also used as a reason not to turn lighting off. Modern lighting can withstand frequent on off cycles much better than older lighting. The modern lighting we now use will only have an energy surge for a fraction of a second.





U.S. Air Force photo / Don Peek



U.S. Air Force photo / Don Peek



U.S. Air Force photo / Don Peek

94th Airlift Wing. The volunteers gathered in Building 501 for several safety briefings prior to walking to the sacred site.

Upon arriving at the site, many volunteers were very surprised at the amount of trees and overgrowth that had taken over the cemetery.

Despite staring at a challenge that seemed never ending, eager volunteers focused on their collective efforts to honor those

without a voice.

It was an emotional moment for Annette Carter, church historian of Mount Sinai, who said she wanted to have a "hallelujah good time" when HRDC contacted Mount Sinai to ask for volunteers.

No government resources were used to clean the cemetery, as the cemetery is not considered government property. All cleaning tools were donated by the Atlanta

Tool Bank.

Volunteers worked in two shifts from 8 a.m. to 4 p.m. on both days during phase one of the clean-up.

Phase two of the clean-up will take place March 19-20.

If you would like to volunteer during phase two, please email Capt. Darrell Bogan at darrell.bogan@us.af.mil.

OTHER NEWS

The man behind St. Patty's Day

Senior Airman Danielle Campbell

94th AW Public Affairs

St. Patrick, the most recognized patron saint of Ireland, was born in Wales about A.D. 385.

He was sold into slavery at the age of 16 by a group of Irish raiders. It was at this time that he said he became closer to God who he said appeared to him in a dream and told him to flee from captivity to the coast, where he would board a ship and return to Britain.

Upon returning he immediately joined the Church in Auxerre in Gaul and studied to be a priest. During his training he became aware that his calling was to convert the pagans to Christianity.

His wishes were to return to Ireland as a bishop and to Christianize the Irish from their native beliefs. His superiors appointed St. Palladius instead. St. Patrick was eventually appointed as second bishop to Ireland after St. Palladius transferred to Scotland.

St. Patrick was quite successful at winning converts and this fact upset the Celtic Druids. He was arrested several times, but escaped each time. He traveled throughout Ireland, establishing monasteries and setting up schools and churches.

His mission in Ireland lasted for 30 years and he died on March 17 in AD 461, the day which is now commemorated as St. Patrick's Day.

The holiday falls during the season of Christian Lent and was originally celebrated as a holy day. Irish families would traditionally attend church in the morning and celebrate in the afternoon. Lenten prohibitions against the consumption of meat were waived and people would dance, drink and feast on the traditional meal of Irish bacon and cabbage.



Although much Irish folklore surrounds St. Patrick's Day, very little of it is actually substantiated.

Some of this lore includes the belief that Patrick raised people from the dead. He is also said to have given a sermon from a hilltop that drove all the snakes from Ireland.

One traditional icon of the day is the shamrock which stems from a more legitimate Irish tale that St. Patrick used the three-leafed shamrock to explain the Christian Holy Trinity.

The St. Patrick's Day custom came to America in 1737 and was publicly celebrated in Boston.

Today, people celebrate with parades, wearing of the green and partying. One reason St. Patrick's Day might have become so popular is that it takes place just a few days before the first day of spring. Some say it has become the first green of spring.

Ready, Aim, Fire! Dobbins active shooter training

A 4-person response team advances in a tactical formation down a hallway looking for the "shooter" during the Basic Active Shooter Course provided by personnel from the 610th Security Forces Squadron, Joint Reserve Base Fort Worth, Texas, Jan 27. The team came to Dobbins Air Reserve Base to provide this critical training for the 94th Security Forces Squadron and other Dobbins area security personnel. The two day course provides classroom and tactical instruction to first responders covering several shooting spree scenarios. (U.S. Air Force photo/ Brad Fallin)



AROUND THE AIR FORCE

Courtesy Story

Air Force Reserve Command Public Affairs

ROBINS AIR FORCE BASE, Ga. -- Under the Fiscal 2012 President's Budget Request announced in February Air Force Reserve Command is slated to receive an annual operating budget of \$5.019 billion starting in October

The FY12 budget includes \$1.7 billion for military personnel, \$3.27 billion for operations and maintenance to pay for air operations, service support and civilian pay, and \$34 million for military construction.

The desired reserve personnel end strength is 71,400 reservists - 200 more than the previous request and nearly 2,000 more than the FY10 request.

The manning levels for the new fiscal year are 2,662 full-time Active Guard Reserve members, 10,867 full-time air reserve technicians, 511 Regular Air Force Airmen and 4,157 civilian employees.

The FY12 budget request ensures Air Force reservists are trained and prepared to support Air Force and combatant command requirements through training, preparedness and modernization.

The Air Force Reserve is committed to the secretary of defense's efficiency agenda by leveraging new technology, using better business practices and improving its force alignment to maintain a strategic force to meet national defense needs.

Command officials said the Air Force Reserve is ready to execute the Air Force's guidance to meet real-world requirements, reduce

excess, be more efficient, squeeze costs, and make the necessary tough choices.

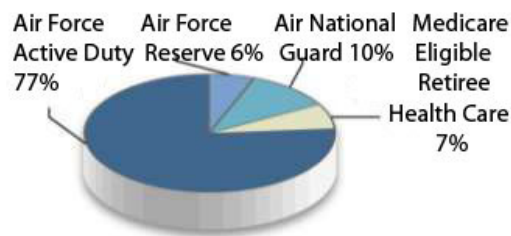
The Air Force Reserve budget is about 4 percent of the Air Force's \$119 billion allocation.

The Air Force Reserve is programmed to get \$1.711 billion for its military personnel account.

This account funds military compensation programs, including a 1.6 percent pay hike, regular pay, allowances and benefits for Air Force reservists to provide trained units and individuals to augment the regular force in supporting the combatant commanders. The fund pays for school training and special tours of active duty for training to build and maintain skill-level proficiency to accomplish mission assignments. This military personnel account also covers manpower funding in support of the Air Force's Intelligence Surveillance Reconnaissance program, nuclear mission requirements and other stressed career fields.

Another \$3.274 billion is slated to go to the Air Force Reserve's operations and maintenance appropriation. O&M provides funding to maintain five installations and train units for immediate mobilization and administrative support for the Office of Air Force Reserve in the Pentagon; Headquarters Air Force Reserve Command at Robins AFB; the three numbered air forces and the Air Reserve Personnel Center in Denver.

The FY 2012 budget request provides for the operation and training of 34 wings, funds 117,769 O&M flying hours, maintains



approximately 344 aircraft, funds 10,867 air reserve technicians and 4,157 civilian employees and provides mission training for 71,400 reservists.

Funded activities include aircraft operations, training, base and depot level aircraft maintenance, mission support, facilities sustainment, restoration and modernization and supply and maintenance for Air Force Reserve units.

This appropriation includes funding for civilian pay, flying operations, mobility forces, space/other combat forces, training and recruiting, logistics operations and Air Force-wide support and installation support.

The Air Force Reserve is on tap to receive \$33.6 million for military construction. The MILCON supports two primary projects. The first is \$16.39 million to construct a new air traffic control tower and associated base operations facility at March Air Reserve Base, Calif. The second request supports \$9.59 million to build a new RED HORSE readiness and training facility at Joint Base Charleston, S.C.

The MILCON budget also includes \$5.4 million for unspecified minor construction projects and \$2.2 million for planning and design.

TOUCH AND GO's



Dobbins Motorcycle Safety & Dustoff

9 March 2011



WHO: Open to all Military, DOD Civilians, Retirees & Family Members

WHAT: 2nd Annual Dobbins Motorcycle Safety & Dustoff Lunch

WHERE: Dobbins Lakeside Pavilion/ Lakeside Lounge, if inclement weather

WHEN: 9 March 2011, 1100-1230 Hours

CC Access Line

A direct link to Col. Timothy E. Tarchick has been created to express points of view and to give input.

Colonel Tarchick wants your input after you have coordinated properly through your chain of command.

Access this line at (678) 655-94CC or email 94aw.cc.accessline@us.af.mil



Dobbins Air Reserve Base, GA – The best way to keep the 94th Airlift Wing and Air Force Reserve strong is to recruit good people- people like you.

You can help by talking about the benefits of joining the Air Force Reserve with family and friends, then submitting their names to Get1Now.

Volunteers Needed



- Escorts
- Narrators
- Proffers
- Sign Language Interpreters

Looking for an opportunity to get more involved on base?

Well protocol is seeking volunteers to serve as escorts, narrators, proffers and sign language interpreters during ceremonies and events.

Dobbins hosts several ceremonies and events each UTA and you could help to make each one memorable.

Contact Protocol
MSgt Travon Dennis x4796
travon.dennis@us.af.mil