

THE Airstream

THE Airstream



**910th Aerial Spray Unit
Demonstrates Unique Mission
in Florida Skies**

FROM THE TOP

Reality check: manage your perceptions

Col. Karl McGregor

910th Airlift Wing Commander

In recent articles I've addressed leadership, operational reserve, family, fitness, and a myriad of other issues that deal with the health and well-being of the men and women of the 910th Airlift Wing. Today I'll spend a little time on perception and managing expectations.

First, perception is reality. Second, everyone has their own perception, therefore their own reality. Third, some people's reality doesn't match that of the majority. Fourth, it's hard to manage expectations if there's a reality mismatch.

All of us have a specific perception of who we are, and our actions are based on that perception. At times these perceptions are a close match for how others see us, but this is not always the case. When our self perceptions are out of touch with how others see us, it can create very real conflict. Symptoms of this affliction often occur for the first time during feedback or appraisal sessions, when the difference in perception of performance and/or behavior is discussed. This situation develops when the supervisor describes events, performance and behavior and the subordinate completely disagrees with the assessment. These cases usually lead, in some form, into the complaint system for resolution and often become emotional. When emotions come into play, it makes for a very difficult resolution, usually because both sides are absolutely convinced that they are in the right. So how can we better manage perception?

The common cure is early, honest and continuous feedback, both to and from the member, and sometimes on a daily basis. Furthermore, feedback needs to include specific expectations. This feedback loop ensures open communications in order to build a trust relationship. This trust relationship opens the door to positive feedback and is where expectations can be set. Having said this, there are good and bad methods of feedback delivery. Good methods adhere to the rules of honesty and respect, and remove emotion from the discussion. They simply deliver a coherent message. That message should include, "I value what you bring to the team in these areas; I think some of your behavior/performance needs attention (if necessary); here are examples of good and bad behavior/performance that I've noted; and here's what I think needs to be done for improvement. What do

you think?" Once the message is delivered, open conversation and feedback which allows communication flow in both directions is achievable. However, remember to stick to the message. Keep the emotion out and really listen. If you are the one receiving the feedback, listen carefully as well and ask questions for clarification. Never argue but do inject facts into the discussion if you believe they are different than what is being presented. A good technique is to take notes during the discussion; allow a period of time for the message to internalize; discuss the message with others in order to gain perspective, but be cautious on who you choose as a sounding board; then develop a plan to incorporate the feedback into your behavior in the work environment. Remember that the intent is to build a common ground without washing out the diverse experiences that make an organization strong. A quick word of caution on delivering feedback upward (employee to supervisor)—remember that the employee is not generally in a position to know what the expectations are from their supervisor's supervisor, so stick to what's relevant at your level. Remember that supervisors are graded on their abilities by their next level supervisor and this is not usually a communication shared downward.

We all know that not every member of the wing will move up to become Wing Commander or Chief Master Sergeant or Section Supervisor; however the opportunity for advancement is often an inherent expectation. How then does one manage the expectation for advancement against the limited number of available positions? In my experience the best way to ensure maximized potential is to work hard in your current position, keep a positive attitude and prepare yourself for future opportunities and at the same time know your personal limitations. Those who have a realistic view of their capabilities, a record of sustained excellent performance, have completed PME, CCAF and other degrees, technical and supervisory courses, etc. tend to have better selection rate should openings occur. In this wing, we make every attempt to utilize an open and fair process for selection. There will be no closed door sessions or good old boy networks to determine succession. On the civil service side, competition is rigorous through AFPC and a vetting process driven by law. For military members who wish to be considered for top leadership positions, a board makes the determination through a records review and



Col. Karl McGregor

interview process. If you interview and are not selected, expect direct feedback on why and on ways to improve your chances next cycle. Remember, in most cases the talent pool is extensive and very small differences separate the candidates. When managing expectations during this process, it is important to understand that the board and hiring official are usually looking for a particular type of candidate to fill a perceived need in the section/squadron. It is not always the "best candidate" that is selected, but the "best fit candidate." Be prepared and plan on selection, but stay positive and trust the process if not selected.

Perception/expectations bottom line: If multiple people tell you you're out of touch with reality—then you probably are and it's time for a personal assessment. Be happy and adept at your current level but never fail to prepare and reach for the next step. Be ready for the next step but not disheartened if not selected—keep trying. Life is about achieving and achieving is about continually striving to better ourselves. So continuously seek feedback to induce personal growth and validate that you're in step with organizational goals. The system thrives on unique and diverse points of view and values our differences, just remember that unique and diverse do not equate to disruptive. The workplace is a society of individuals working toward common goals and works best when everyone is united toward common expectations. In the simplest terms, our goals are to fly C-130's and prepare our members for deployment and our expectations are for a level playing field with fair and equitable treatment for all.

Yellow Ribbon Program Barbecue comes to YARS

The 910th Airlift Wing hosted its first Yellow Ribbon Reintegration Program (YRRP) event at Youngstown Air Reserve Station, January 6, 2009. The 910th Chief's Group, 910th Services Squadron, 910th Airmen and Family Readiness office, USO of Northern Ohio, Mahoning Valley Christian Motorcyclists Association, Smokin' Brothers BBQ and www.bbqfourtroops.com joined forces to host a free barbecue luncheon at the Eagle's Nest Club for deploying Reservists and their family members. Members of the base community were also encouraged to enjoy the barbecue lunch and wish our deploying troops a safe journey. Additional deployment information was available from Tricare, area YMCAs and Military One Source for the deploying Reservists and their families.

Operation BBQ For Our Troops has travelled to several military bases around the country with a mission "to honor those who protect our freedoms and their loved ones with the hospitality of the uniquely American meal of BBQ."

YRRP is a congressionally mandated program to address the physical, emotional and spiritual needs of deployed members and their families. It calls on the entire installation community to work together to provide that support throughout the entire cycle of deployment, from notification to six months after returning from deployment. For more information about YRRP, contact Master Sgt. Jackie Zawada, the 910th's YRRP contact NCO, at 330-609-1715 or jackie.zawada@youngstown.af.mil.

Tech. Sgt. Marcy Yerkey, a 910th Airlift Wing Airmen and Family Readiness Technician, stands in front of a sign welcoming deploying Reservists, their family members and the base community to a free barbecue lunch at the Eagle's Nest Club, January 6, 2009.

The barbecue was the first YRRP event held at YARS since the program's recent inception. YRRP is designed to meet the needs of deploying members and their families throughout the entire deployment cycle. The program works by calling on the base community to act together to support the deployers and their families.



Photo by Ms. Janice Barnes

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On the cover...

A C-130 Hercules from the 910th Airlift Wing releases a fine shower of water over the Lee County airfield near Ft. Myers, Fl. to demonstrate its aerial spray capabilities. The 910th is home to the only large fixed-wing aircraft aerial spray unit in the Department of Defense. 910th Personnel were a key part of an aerial spray certification course for more than 100 personnel from across the country and around the world. Read the complete story on Pages 4-5. Photo by Tech. Sgt. Bob Barko Jr.

910th Aerial Spray Demonstration Squadron Certifies Sprayers

910th Airlift Wing Public Affairs Office Staff

910th Airlift Wing Public Affairs

Members of the 910th Airlift Wing Aerial Spray Squadron, a part of the 757th Airlift Squadron, traveled to the Gulf Coast of Florida to conduct an aerial spray certification course for more than 100 attendees. The personnel attending the class came from across the country and, in some cases, from around the globe, traveling from as far away as Japan and Greece. The certification course was held in conjunction with the Florida Mosquito Control Association's annual fly-in, designed to showcase the latest products, methods and technologies associated with the aerial spray field. The course and fly-in were held at the Lee County Mosquito Control District's home airfield, just outside of Ft. Myers, FL.

The purpose of the certification course, January 12-15, 2009, was designed "to acquaint participants with the theory and practice of the aerial application of pesticides, especially as it relates to the U.S. military. After completing the course, attendees received certification to function as ground supervisors of aerial spray projects, monitors of pest control contracts or approvers of Department of Defense aerial spray projects in a Command Pest Management Professional capacity."

"The certification is for individuals who will be applying pesticides by air or for individuals overseeing pesticide application contracts," said Maj. Mark Breidenbaugh, a Research Entomologist assigned to the 757th Airlift Squadron. Entomology is the part of zoology focusing on insects.

The primary functions of the aerial spray mission cover a wide variety of areas including protecting U.S. troops from contracting-arthropod borne diseases such as malaria, encephalitis, as well as dysentery, controlling vegetation and pests of vegetation and maintaining trained aircrews and ground personnel. Other functions of the aerial spray mission include oil spill dispersion and critical area decontamination as it relates to Homeland Security.

While aerial spray application aircraft range from helicopters to small aircraft to larger aircraft, the specialists from the 910th focused on their area of expertise, spraying areas of over 5,000 square acres with pesticides from their four specially-modified C-130 Hercules cargo aircraft. The 910th Airlift Wing is unique because they are the only unit in all of DoD that has the equipment and years of experience needed to perform the large fixed wing aircraft aerial spray mission.

The team from Youngstown brought their years of experience to the classroom, giving them the credentials to conduct the certification course.

"We are pest management professionals, individuals who work for DoD who have advanced degrees – Master's or higher in an agricultural science," said Maj. Breidenbaugh.

Since 1992, the air and ground crews of the 910th's aerial spray team have travelled across the country performing their mission to military areas such as Minot Air Force Base, North Dakota and Parris Island, South Carolina. They also have supported recent disaster relief efforts such as spraying for mosquito control over more than 2.8 million acres of the southeastern United States in the aftermath of Hurricanes Katrina and Rita in 2005 and spraying nearly 771,000 acres after Hurricanes Gustav and Ike in 2008.

Although the certification course covered a myriad of classroom aspects of the aerial spray mission including general principles, meteorological effects, spray math and map preparation, attendees also had the chance to get out of the classroom to experience two highlights of the course. These included a flyover demonstration of the C-130 delivering its spray payload from 150 feet off the ground at 212 miles per hour. Attendees also took a demonstration flight aboard the giant cargo aircraft that took them buzzing over the treetops of the Sunshine State's Gulf Coast region in a series of tight turns simulating the patterns aircrews use to complete aerial spray missions.

The flyover and the demonstration flight lets "(The attendees) see how the aircraft responds; it helps them have a better understanding of the amount of space needed for the swath and gives them the ability to help plan missions," said Capt. Phil Townsend, an aerial spray pilot assigned to the 757th Airlift Squadron.

Lt. Connie Johnson, a medical entomologist, assigned to the U.S. Navy's Environmental and Preventative Medicine Unit 2, based in Norfolk, Va., is familiar with the benefits provided by the 910th's large fixed wing aircraft aerial spray capabilities.

"We are on the coast in large marsh habitats perfect for the breeding of mosquitoes and biting midges, so the (910th's) capability comes in handy," said Lt. Johnson.

"(Course attendees are) benefitting from a multitude of years of experience," Lt. Johnson said. "It was also beneficial to see the fly-over exercise; to see how the ground crew works in coordination with the aircrew... it can aid us in requesting support in the future when it is needed," she concluded.

In addition to the extensive classroom instruction involved with the certification course and seeing the aircrew, ground support personnel and the C-130 Hercules in action, attendees were also instructed on how to request aerial spray support from the 910th Airlift Wing on DoD installations or in non-DoD emergency situations. For more information about the 910th Airlift Wing Aerial Spray Squadron, visit the Youngstown Air Reserve Station public website at: www.youngstown.afrc.af.mil.

Capt. Brent Davis, Tech. Sgt. Bob Barko Jr., Tech. Sgt. Dennis Kilker Jr., Airman 1st Class Brenda Haines and Airman Megan Tomkins contributed to this story.



Photo by Airman Megan Tomkins

Attendees of the certification course check the effectiveness of the C-130's aerial spray application. The spray patterns are recorded on paper attached to the card seen on the ground. The specially treated paper changes color when hit with water to indicate the dispersal pattern of the spray product.



Aircrew members assigned to the 910th Aerial Spray Squadron perform a tight banking maneuver during a demonstration flight. The purpose of the certification course was to instruct participants with the theory and practice of the aerial application of pesticides, especially as it relates to the U.S. military. After completing the course, attendees received certification to function as ground supervisors of aerial spray projects, monitors of pest control contracts or approvers of Command Pest Management Professional capacity.

ates Unique DoD Mission



Photo by Tech. Sgt. Dennis Kilker Jr.

A C-130 Hercules from the 910th Airlift Wing releases a fine shower of water over the Lee County airfield near Ft. Myers, Fl. to demonstrate its aerial spray capabilities. The C-130 delivers its aerial spray product from an altitude of between 100 to 150 feet above ground level at a speed of approximately 212 miles per hour. The 910th is home to the only large fixed-wing aircraft aerial spray unit in the Department of Defense. Personnel from the 910th were a key part of the aerial spray certification course for more than 100 personnel from across the country and around the world.



Photo by Tech. Sgt. Bob Barko Jr.

Attendees of the aerial spray certification course discuss the C-130's spray nozzle boom system with Capt. Phil Townsend, a pilot with the 910th Airlift Wing Aerial Spray Squadron, during a tour of the aircraft at Page Field, an airport in Ft. Myers, Fl. The 910th's Aerial Spray Squadron is part of the airlift wing's 757th Airlift Squadron and is the only large fixed-wing aerial spray unit in the Department of Defense.



Photo by Tech. Sgt. Bob Barko Jr.

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Col. Brian Spears, a member of the 910th Aerial Spray Squadron, checks conditions at the Lee County airfield using a laptop attached to a mobile weather station just prior to the flyover demonstration of the C-130's aerial spray capabilities for an audience of over 100 spectators. The demonstration was a highlight of the aerial spray certification course conducted by members of the 910th.



Photo by Airman Megan Tomkins

910th Aerial Spray Squadron execute a demonstration flight for the attendees of a certification course in the central region near Ft. Myers, Fl. The purpose of the course is to discuss the theory and practice of the aerial application of spray products to U.S. military. After completing the course, attendees will be able to discuss ground supervisors of aerial spray projects, and the capacity of DoD aerial spray projects in a limited capacity.



Photo by Tech. Sgt. Bob Barko Jr.

Attendees of the aerial spray certification course had the opportunity to experience an aerial spray mission demo flight aboard a C-130 Hercules cargo transport aircraft. The demo flight took place at the height and speed of an actual aerial spray mission (100-150 feet above the ground at approximately 212 miles per hour) using the same tight turns needed to successfully apply the spray product to the target area. The control center and one of the tanks of the aircraft's Modular Aerial Spray System (MASS) used during the 910th's unique Department of Defense mission are seen in the foreground.

Even in dead of winter, YARS Airmen at Work • January - February



Photo by Tech. Sgt. Bob Barko Jr.

Approximately 85 aircrew members and aircraft maintenance personnel assigned to the Youngstown Air Reserve Station, left here, Friday, January 9, 2009. The Citizen Airmen are deploying for up to 120 days to a forward operating location in Southwest Asia in support of Operation Iraqi Freedom and Operation Enduring Freedom. When deployed, the Reservists will be assigned to the 379th Air Expeditionary Wing to deliver personnel and cargo by airdrop and air-land methods to in-theater locations. The last major airlift deployment was July 2005.



Photo by Tech. Sgt. Bob Barko Jr.

Maj. Tony Mulhare, a member of the U.S. Air Force Thunderbirds aerial demonstration team, talks with Youngstown-area media about "Thunder Over The Valley," the base's upcoming air show and open house, August 8-9, 2009. The event will mark the first air show here in nearly 23 years and the first time the Thunderbirds have performed at YARS since 1986. Maj. Mulhare was visiting YARS for a site survey for the late summer event.



Photo by Tech. Sgt. Bob Barko Jr.

Capt. Randy Jones, 910th Communications Flight commander, talks with Valerie Smock, a reporter with Channels 27 and 33, the Youngstown-area CBS and ABC affiliates, Tuesday, January 27, 2009, about the donation of approximately 50 used government computers to Brookfield High School, under the Department of Defense Computers for Learning Program (CFL).



Photo by Senior Airman Clinton Kline

Airmen assigned to the 910th Aircraft Maintenance Squadron work inside the cargo area of a C-130 Hercules as part of a team of specialists completing required maintenance on the aircraft in Hangar 305 here during the February UTA.

springs to life with activity

February 2009

The Citizen Airmen of the 910th Airlift Wing in action at Youngstown Air Reserve Station, in the Mahoning Valley community and around the world...



Photo by Tech. Sgt. Jim Brock

Staff Sgt. James Goodman, a member of the 910th Security Forces Squadron, greets his three-week old daughter, Avery, and his wife, Amanda, as he arrives at the Security Forces building here, February 4, 2009, upon his return to YARS from a six-month deployment to Iraq. Sergeant Holland was one of more than 40 specialists performing security-related duties at Kirkuk Air Base in support of Operation Iraqi Freedom.



Photo by Airman 1st class Brenda Haines

Col. Cynthia Wong, the 910th Airlift Wing Inspector General, speaks with female teens at the YWCA in Warren, Ohio during a Vets for Valentines program, February 14, 2009. Approximately two dozen female veterans and servicewomen shared their military experience and relics from their service with the audience. The purpose of the event was to educate the teens while honoring the women's military service.

February-March 2009

A C-130 Hercules cargo aircraft lifts into a dusk winter sky, January, 22, 2009, at YARS. The aircrews assigned to the 910th Airlift Wing train continuously to keep the high standards needed to undertake the wing's mission of being prepared at a moment's notice to deliver troops and supplies to areas of operations located around the globe.



Photo by Tech. Sgt. Bob Barko Jr.



Photo by Tech. Sgt. Bob Barko Jr.

The 910th Airlift Wing Base Honor Guard presents the colors during Kelly Pavlik's World Middleweight Boxing Championship fight, Saturday, February 21, at the Chevrolet Centre in downtown Youngstown. The detail performed their duties as 20-year old Matt Wolfe of Lowellville, Ohio, sang the national anthem in front of a capacity crowd of more than 7200 while veteran boxing ring announcer Jimmy Lennon looks on. Youngstown's Pavlik dominated the match through nine rounds and won the bout by knockout (KO) after his opponent, Mexico's Marco Antonio Rubio failed to answer the opening bell in the 10th round. Several members of the YARS base community took advantage of specially priced tickets made available through the cooperation the USO of Northern Ohio and the Chevrolet Centre to witness the event that brought a reported crowd of more than 10,000 people into the central business district to cheer on the city's champion.

910th Airlift Wing People: MSG commander shares her thoughts, vision

Capt. Brent J. Davis

910th Airlift Wing Public Affairs

“I have concluded that we were put on this earth for a purpose. That purpose is to make it, within our capabilities, a better place in which to live.”

**Gen. James “Jimmy” Doolittle
Medal of Honor Recipient
U.S. Air Force**

This quote is one of Col. Teresa Hams' favorites because she is a woman of purpose. She assumed command of the 910th Mission Support Group November 7, 2008. After having approximately 10 weeks to settle into her new position, the Airstream interviewed Colonel Hams about her early impressions of the wing as well as her vision.

Airstream: Would you please tell us a little about yourself?

Col. Hams: I'm a small-town girl from Minnesota who has been blessed beyond my wildest dreams. The Air Force gave me the opportunity to work with absolutely amazing teams of people. Every day I thank God for His guidance, and I thank Him that I'm associated with selfless, patriotic and inspirational people who are making a difference in the world.

My husband, and best friend, Tim, is also passionate about the Air Force. He is an active-duty Logistics retiree who knows that success often requires sacrifice and stamina. Together, we came to Youngstown to support and coach a winning team.

Airstream: What is your vision for your group?

Col. Hams: My vision for the Mission Support Group is to build an Olympic team - one that exceeds expectations, wins awards and recognizes team members for top performance. I would like to hear people say, “We are proud to be members of the 910th Mission Support Group (MSG). We are learning new things and each of us is making a contribution as members of a world-class team.”

More specifically, I expect people to remain patriotic and ready to deploy. Everyone should be fit-to-fight. When our reservists deploy, we need to take care of them, their families and their employers!

Airstream: What are the key issues that have your attention as the new MSG/CC?

Col. Hams: We need to stay serious about readiness, training and self inspection. We need to have complete training documentation. We need to communicate well. We need to know how to respond to emergencies and major accidents and incidents. We need to catch up on OPRs and EPRs. But, somehow, we need to make all of that fun... by creating team events... we can help each other by streamlining and improving processes. After improving processes and making things happen - we will win awards, recognize our people and celebrate accomplishments. We need to laugh often: it's contagious and renews health.

Airstream: How has serving as MSG commander at the 934th AW helped prepare you for this assignment?



Photo by Capt. Brent J. Davis

Col. Teresa Hams knows the importance of maintaining good community relations while balancing service as group commander. Shown here, she volunteers as an ethics instructor guiding business students at Liberty High School.

Col. Hams: Experience is often the best teacher. I learned to set priorities and to take care of my direct reports - who then take good care of their subordinates and customers. I learned to ask questions. (I was amazed at what I learned by listening). I learned to value the unique skills and qualities of every individual. But, most importantly, I learned how to look people in the eye and sincerely say, “thank you.” Reservists are some of the most selfless people in the world. They give up almost all of their free time to help their country and each other. We are so fortunate to be working with this caliber of people.

Airstream: What are your thoughts on morale and readiness?

Col. Hams: Morale is built and maintained when every member of the team is respected, trained and knows he or she is a valued member of the team. Every person should be trained, competent and have an opportunity to do something important. It is leadership's responsibility to lead by example and to recognize people for doing great work.

Airstream: To what or whom do you attribute your strength and effectiveness in your life?

Col. Hams: I am grateful to God and I am reminded every day that our purpose in life is to glorify Him and to love people. I am also very grateful for my family who taught me how to make good choices, take some risks, use common sense, help others and have fun.

I'm not strong by myself, but a team creates exponential strength when individuals are bound together toward the same goal. We are faced with the need to be flexible and make steps toward positive change....don't fear change. I was inspired by our President's words:

“Each of you has the power to make change.”

**President Barack Obama
Inaugural Address
January 20, 2009**

February-March 2009

The Future is Now at YARS: ECSS

The Air Force is in the midst of an historical transformation. The way the Air Force is organized and the ways that airpower is employed are changing in revolutionary ways. Changing, too, are the ways in which Air Force Logisticians provide support to Warfighters.

The Expeditionary Combat Support System (ECSS) is the cornerstone enabler of the logistics transformation effort. Using an Enterprise Resource Planning (ERP) software solution, ECSS is applying best commercial practices and using industry-proven tools to establish the Air Force's first capability to globally view and manage its logistics resources (i.e., major end items, materiel, people, and funds).

But ECSS is much more than an IT system. It will fundamentally change business processes, personnel roles, and jobs across the spectrum of the Air Force Logistics community. Locally, ECSS will drive dramatic changes and improvements in the way logistics is done.

For example, the process of scheduling a repair currently means setting a repair date on the base level without the ability to ensure technicians, parts, facilities, tools, etc., are available Air Force-wide. With ECSS, an integrated global view of people/parts availability will enable greater scheduling effectiveness and ultimately increase availability of repaired components or major end items. Simply put, Air Force Logisticians will have what they need to get the job done when repairs are system-scheduled under ECSS.

Citing another example, today Air Force Logisticians collectively rely on paper forms and enter data into multiple base-level systems. This labor-intensive effort will be replaced by entering data once into one system. When fully implemented, ECSS will replace hundreds of logistics information systems and will be the single source of truth for logistics information.

While it will be several years before ECSS reaches full operational capability and its benefits are fully realized, the implementation process is already underway. And, that process will affect Pope AFB very soon.

ECSS will be fielded throughout the Air Force in three releases:

- Release 1: Operations & Training — Includes base and intermediate-level maintenance and logistics readiness functions, conducted at both home station and deployed sites, supporting operations and training unit missions.
- Release 2: Purchasing, Supply Chain Management (SCM)/Product Support — Includes material management sustainment support and product life cycle management missions conducted primarily at Air Logistics Centers (ALCs) and HQ AFMC.
- Release 3: Depot Maintenance — Includes component and major end-item depot-level maintenance sustainment support missions conducted primarily at ALCs. This release will also include depot supply and any remaining mission areas not previously enabled.

Youngstown ARS will see ECSS fielded as a part of the first release. That means ECSS will be fielded here no later than October 2010. While that may seem to be a part of the distant future, the reality is that we need to begin preparing for ECSS now.

To help with that preparation, the ECSS program is conducting a kick-off meeting with Youngstown leaders and ECSS users on 3 October 2008. During this meeting, ECSS program officials delivered an informational and educational briefing about ECSS, its goals, program timelines, and how the Air Force will be affected.

The kickoff represents the beginning of the ECSS organizational change management program, which is designed to help prepare everyone for this

transformation effort. History tells us that no change is ever successful until individual behaviors change. The people who perform Air Force Logistics processes (from all functional communities) must personally engage in the transformative aspects of ECSS in order for it to succeed.

As is always the case, these sweeping changes will not be easy, as long-standing ways of doing business will either dramatically change or completely disappear. ECSS will pull people from their comfort zones and cause them to do new tasks in different, unfamiliar ways. To help logisticians navigate these changes, the ECSS program will provide education and training programs for those who will use the new system. An Air Force-wide change agent network, supported by an ECSS program team, will share information on ECSS activities, schedules, and lessons learned and conduct local problem-solving meetings to help smooth implementation at each installation. This same network will support the sustainment of ECSS after fielding is completed.

ECSS will drive changes in the way the Air Force does business and the way logisticians perform their jobs. The result will be an Air Force enterprise better enabled to provide its Warfighters the right materiel at the right time. ECSS will also enable logisticians to use their time more productively, significantly reducing the cost of accomplishing the Air Force Logistics mission.

Under the current schedule, we at Youngstown ARS will be among the first to realize the benefits that ECSS will bring to the Air Force. To learn more about ECSS, contact Major Dawn Sturdevant at 330-609-1100, or visit <https://www.ecss.wpafb.af.mil>.

Deserving Airman Commissioning Board

A Deserving Airman Commissioning Board is scheduled for the April UTA.

To meet this board, submit the following documents to Career Enhancement no later than Tuesday, March 10, 2009:

- Air Force Officer Qualifying Test Scores
- Official Transcripts
- Copies of EPR's
- Record Review Rip
- Fitness scores
- Letters of recommendation (civilian and/or military)

Age requirement: Under age 35 as of commission date.

For more information, please contact Tech. Sgt. Teri Morrison at 330-609-1094

Annual Range Notification

In accordance with AFI 36-2226, 5.4.4., the base firing range is located at Building 530 on Perimeter road. There is a flag pole and rotating beacon located at the entry to the facility. Whenever the 18' red streamer is flying and/or the rotating red beacon is on, firing is in progress and entry to the firing range is prohibited. If you approach the facility when firing is in progress you must first check in at the Combat Arms offices prior to proceeding to the firing range. Hearing protection must be worn at all times when going to the firing line during live fire.

Any question or concerns should be directed to Master Sgt. Thomas R. Chismark at extension 1287 during the week or Senior Master Sgt. Leslie D. Brode at extension 1287 during the UTA weekends.

Celebrate National Women's History Month in March

Women Taking the Lead to Save Our Planet

Capt. Jon Gendreau

910th Airlift Wing Equal Opportunity Office

Each year, March is designated as National Women's History Month to ensure that the history of women will be recognized and celebrated in schools, workplaces, and communities throughout the country. The stories of women's historic achievements present an expanded view of the complexity and fulfillment of living a purposeful life.

American women of every race, class, and ethnic background have made historic contributions to the growth and strength of our Nation in countless recorded and unrecorded ways.

This year's theme, *Women Taking the Lead to Save Our Planet*, encourages the recognition of the important work of women in the ongoing "green movement."

The Air Force has the highest percentage of women of all the services at approximately 20%. Two and a half million women have served in the US Armed Forces starting with the American Revolution. Currently 203 thousand women serve on active duty, 64 thousand in the Guard, and 79 thousand in the Reserve, *including the 259 enlisted, 28 officers, 48 civilians, 40 ART's and 7 student women, in the 910th Airlift Wing.*

Community organizations in thousands of American communities have turned National Women's History Month into a major focal celebration, and a springboard for celebrating women's history year round. This month, make it a point to honor all women who have defended America throughout history and continue to improve the world we live in today with the "green movement." Women whose accomplishments for too long have been unrecognized. Their patriotism, bravery, sacrifice, partnership and achievement, serve as an inspiration

and are an integral part of our nation's heritage.

The knowledge of women's history provides a more expansive vision of what a woman can do. This perspective can encourage girls and women to think larger and bolder and can give boys and men a fuller understanding of the female experience. This year's theme recognizes the pioneering and fearless ways that women have taken the lead to save the planet.

For more information on Women's History Month, visit the following web sites:

<http://www.nwhp.org>

<http://www.history.com/minisites/womenhist>

<http://www.infoplease.com/spot/womenshistory1.html>

http://womenshistory.about.com/od/womenshistorymonth/a/whm_history.htm

<http://DEOMI.org>

New IG Staff at YARS: Here to help solve problems

Got an issue that you can't get resolved in your unit? There is a new IG staff in place here at Youngstown ARS ready to help: Col. Cynthia Wong, Lt. Col. Perry Sorg and Master Sgt. Vicky Brack. The IG office is located in Building 128, Room 122, which is located on the 1st floor behind the Force Support Squadron orderly room. You can also contact them at 330-609-1090 to make an appointment Saturday or Sunday morning of primary UTAs. "We are here to help you resolve your issue as quickly as possible so you can return to focusing on the Air Force mission. We are looking forward to serving you and we'll be out and about visiting members in the workplace over the next several months so they get to know who we are," said Col. Cynthia Wong, 910th Airlift Wing Inspector General. "Col McGregor is very interested in hearing how we can make Youngstown a better place to work. I am hoping that wing personnel will develop trust in our ability to communicate their concerns so he is able to make that happen," Col. Wong concluded.

910th Airlift Wing 2009 "A" UTA Schedule

• REVISED •

7 - 8 March • 18 - 19 April

2 - 3 May • 6 - 7 June

11 - 12 July • 8 - 9 August

12 - 13 September • 3 - 4 October

7 - 8 November • 5 - 6 December

NEWCOMERS

Please welcome the following new members of the 910th Airlift Wing family:

Lt. Col. Linda Royer, 910th Operations Support Squadron
Maj. James Demary, 910th Medical Squadron
Maj. David Moore, 910th Medical Squadron
Capt. Curtis Chase, 910th Medical Squadron
Capt. Rodd Morris, 773rd Airlift Squadron
Tech. Sgt. George McGookin, 910th Civil Engineer Squadron
Tech. Sgt. Terri Morgan, 757th Airlift Squadron
Tech. Sgt. James Showman, 910th Civil Engineer Squadron
Staff Sgt. John Bar Hoover, 910th Maintenance Squadron
Staff Sgt. Jessie Crews, 910th Communications Flight
Staff Sgt. Jason Gallo, 910th Medical Squadron
Staff Sgt. Christine Palmer, 910th Medical Squadron
Staff Sgt. Anthony Simpson, 910th Civil Engineer Squadron
Staff Sgt. Nicholas Taylor, 910th Airlift Wing
Staff Sgt. Clinton Ulrich, 910th Mission Operations Flight
Senior Airman Gregory Bowser, 76th Aerial Port Squadron
Senior Airman Lauren Burgess, 910th Airlift Wing
Senior Airman Richard Demchuk, 910th Maintenance Squadron
Senior Airman Nicholas Mintz, 910th Civil Engineer Squadron
Senior Airman Anthony Niederriter, 910th Logistics Readiness Squadron
Senior Airman Donald Tatter, 910th Airlift Wing
Senior Airman John Wallace, 76th Aerial Port Squadron
Airman 1st Class Alexander James, 910th Security Forces Squadron
Airman 1st Class Charles Palmer, 910th Communications Flight
Airman 1st Class Devon Parsons, 910th Civil Engineer Squadron
Airman 1st Class Darrius Wilson, 910th Aircraft Maintenance Squadron
Airman John Harper, 910th Security Forces Squadron
Airman James Haupt, 910th Operations Support Squadron
Airman Zachary McLeiseh, 76th Aerial Port Squadron
Airman Shantae Moore, 910th Maintenance Squadron
Airman Megan Tomkins, 910th Airlift Wing

PROMOTIONS



Elizabeth A. Graves, 910th Communications Flight



Donald C. Cusick, 910th Medical Squadron
David A. Gurnak, 910th Civil Engineer Squadron
Sean A. Macinnes, 910th Maintenance Squadron
Thomas L. Nevin, 910th Civil Engineer Squadron
Kendall R. Taylor, 910th Civil Engineer Squadron
Marc A. White, 910th Maintenance Squadron
David Wright, 773rd Airlift Squadron



James L. Brock, 910th Airlift Wing
John V. Freeman, 910th Maintenance Squadron
Carmen M. Garcia, 910th Mission Operations Flight
Natalie Maldonado, 910th Operations Support Sq.
James B. Smith, 910th Medical Squadron
Pablo A. Trevino, 910th Civil Engineer Squadron



Dominique N. Bell, 910th Logistics Readiness Sq.
Nicole Chlopecki, 910th Logistics Readiness Sq.
Nicholas J. Hudak, 910th Maintenance Squadron
Travis R. Newhart, 910th Civil Engineer Squadron
Marlene Scarpino, 910th Maintenance Squadron
Eric R. Turner, 910th Civil Engineer Squadron



Devon A. Parsons, 910th Civil Engineer Squadron



Illustration by
Tech. Sgt. Bob Barko Jr.

910th officers support D.C. inauguration ceremony activities



President Barack Obama greets Capt. Timothy McCarty, 910th Medical Squadron Readiness Office, in Washington D.C. Thursday, Jan. 8, 2009, just weeks before the inauguration. Capt. McCarty is assigned to the Armed Forces Inaugural Committee (AFIC). As a member of the AFIC, he helps carry on a tradition, which dates back more than 200 years, of honoring the new commander-in-chief and recognizing civilian control of the military. The AFIC is a joint-service organization responsible for providing military ceremonial support to the 56th Presidential Inauguration, which took place on Jan. 20, 2009. Department of Defense photo by U.S. Coast Guard Petty Officer 1st Class Kyle Niemi, AFIC PA Office.



Lt. Col. Edward Malinowski (left), deputy commander of the 910th Maintenance Group and Capt. Timothy McCarty, 910th Medical Squadron Readiness Officer, served as members of the Armed Forces Inaugural Committee (AFIC). Col. Malinowski served as Officer-In-Charge (OIC) of the Division Four inaugural parade control team while Capt. McCarty served as OIC for the White House Social Aides Liaison. These official photos were taken in front of the U.S. Capitol in Washington, D.C. Dec. 22, 2008. The U.S. Armed Forces have supported the inauguration of the president since April 30, 1789, when members of the U.S. Army, local militia units and Revolutionary War veterans escorted George Washington to his first inauguration ceremony at Federal Hall in New York City. Department of Defense photos by U.S. Air Force Senior Airman Kathrine McDowell, AFIC PA Office.



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