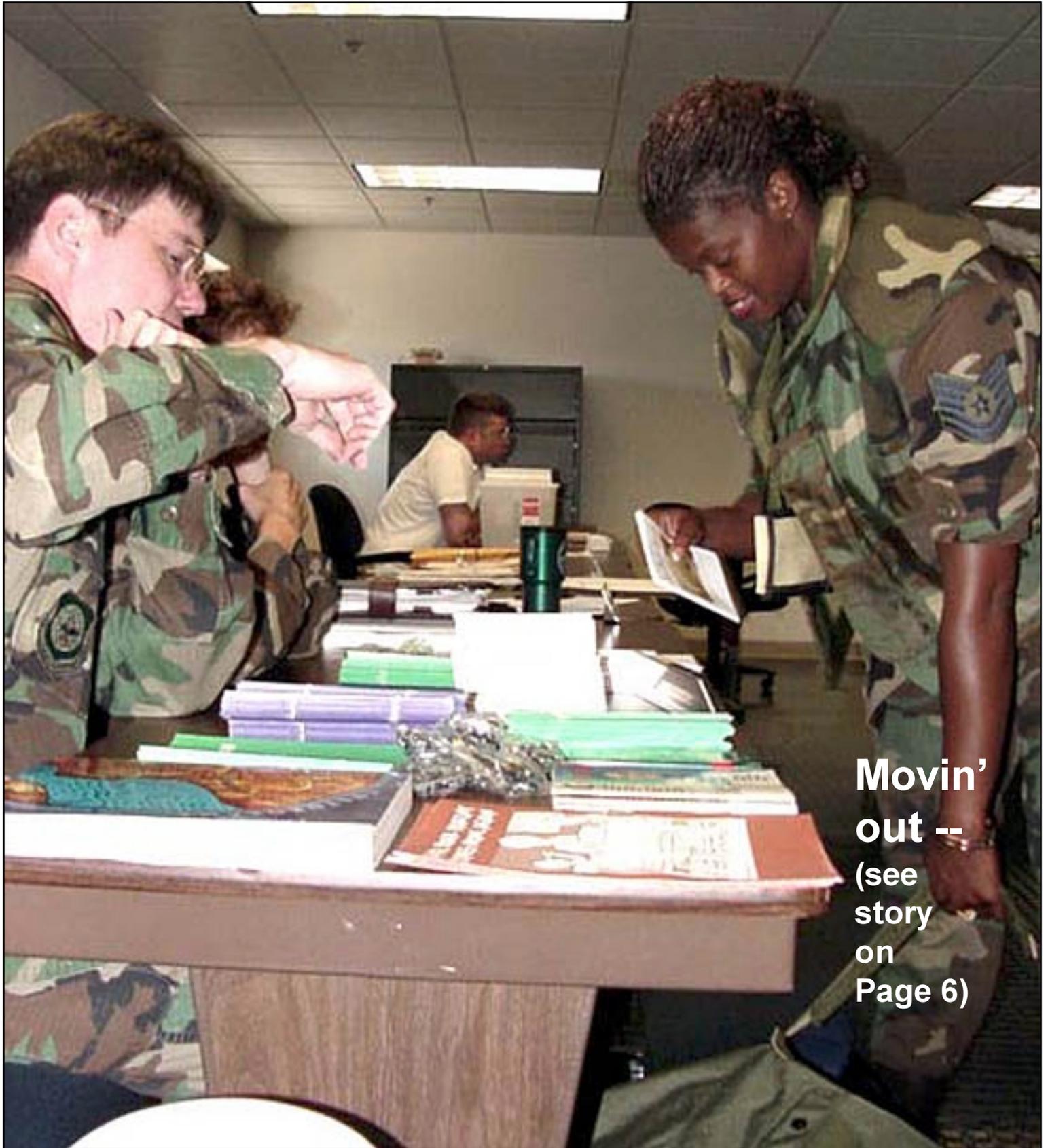


CONTACT

MAGAZINE FOR AND ABOUT MEMBERS OF THE 349TH AIR MOBILITY WING
TRAVIS AIR FORCE BASE, CALIFORNIA

VOL. 19, No. 9

SEPTEMBER 2001



**Movin'
out --
(see
story
on
Page 6)**

END-OF-YEAR CLOSE-OUT, FUNDING PRIORITIES SET

Welcome to the September UTA! The big challenge for this month will be closing out the fiscal year.

And, if you remember the guidance from last month's *CONTACT*, you'll have a good guess what the funding priorities will be for September: School tours, UTA and flying the flying-hour program. Money looks tight this year and fiscal prudence is the order of the day. I'm sure of you "old heads" have been through this drill before. I know I have. From my perspective, it looks like the "money truck" will roll in later than it has in previous years, if it rolls in at all. So please bear with us while we try to close the books.

KC-10 operators and maintainers have a particularly big challenge in front of them. Many of you may have already responded to the call. We are in full surge mode and will be right through the end of the year. Our goal is 6,868 O&M hours. As I write this we're at about 5,600 with a month and a half to go. A good month is 600 hours so we would normally expect to get 900 more hours by the end of September. We need more than 1,200. It will be tough. But heck, if it was easy, it wouldn't be any fun! I had the operators in my office the other day and we laid out a plan to get it done. Thanks to **Maj. Jeff Pennington**, **Lt. Col. Bill Ames**, **Maj. Mark Kleinman**, **Senior Master Sgt. Terry Monges**, **Lt. Col. Randy Sutkus** and **Mr. Ron Gill**. Hopefully, in next month's editorial I'll be able to list the names of the maintainers who provided the jets that made it happen!

I have good news and bad news. The good news is that our government travel card delinquency rate is

below the command average of 7.1 percent! The bad news is that our rate of 6 percent is still above the Air Force goal of 5 percent. For the 96 percent of you who use the card like you're supposed to and pay the bill on time, thanks! For the other 4 percent, pay your bills! See your First Sergeant if there's an issue.

We have the sad duty this month to say so long to a great champion of Travis AFB. **Brig. Gen. Tom Kane** and his wife, **Renee**, will be heading off to Germany for their next assignment. My admiration for **Tom** and his family comes from the shameless, selfless dedication they have to our United States Air Force. **Tom** is one of those great leaders who brings out the best in people and helps us achieve things we didn't think possible. It doesn't matter if you're active duty, reserve, civilian, or even one of our many contractors, **Tom** thinks first of what your vital contribution to the Air Force mission is and then he inspires you to do your absolute best. We will miss him sorely and we wish him and his family all the success in their new assignment.

Thinking of the great contributions **Tom** and **Renee** make to our mission makes me appreciate the attributes I find in so many of our leaders here in the 349th AMW. I think their most important quality is a commitment to getting the job done right. It doesn't matter what job it is or what their rank is, some people just have an internal fire that makes them want to excel. I've seen it in Chiefs and I've seen it in airmen. They're the persons who you think of when you want something done. They have an evenness of character and an understanding of people, and they do things right. They work hard and go the



Pass and Review

By Col. James T. Rubeor

extra mile. They seem immune to the politics and petty bickering that drag so many others down and often they labor on despite tough conditions that would give lesser men and women pause. This wing is full of such dedicated people and my goal is to personally thank each and every one of you. It's truly what makes my job so rewarding!

Do you have your tickets to the Combat Dining-In yet? If you don't, see your First Sergeant and he'll fix you right up. It's on Saturday of the A Flight, Sept. 8. The price is right and we're going to have a blast!

We have a new commander in the Military Personnel Flight, **Maj. Heather Capella**. She's been working in the Performance Planner Office as a traditional reservist, and recently was selected to be an Air Reserve Technician. She assumed command on Aug. 5, and replaced **Col. Chris Stevens**, who left for Hawaii to become the 604th Regional Support Group commander. We're delighted to welcome **Heather**, and her children, **Sean and Nicole**, to the MPF family!

Two notes before I close. We are still on track for a big inspection of our Initial Response capability in the March 2002 time frame. More on that in the months to come. Also, as a reminder, the A Flight will be the non-supported flight in September.

See you at the UTA.



349th Air Mobility Wing
Office of Public Affairs
520 Waldron Street
Travis AFB, CA 94535--2100

Office Hours:
Monday - Friday and UTAs
7:30 a.m. - 4:30 p.m.
Phone: (707) 424-3936
FAX: (707) 424-1672
www.travis.af.mil/pages/349pa

Commander

Col. James T. Rubeor

Chief of Public Affairs

1st Lt. Dawn Young

Deputy Chief of Public Affairs

Ronald Lake

Public Affairs Assistant

Patti Holloway

Editor

Technical Sgt. Robin Jackson

Public Affairs Staff

Capt. Gaelle Aronson
Master Sgt. Marvin Meek

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CONTACT

Vol. 19, No. 9

September 2001

Inside this issue

4 Believing in the Air Force core values

"Integrity First" is the first line in our Air Force Core Values. I believe that integrity is one of the most important words of our time. It may mean different things to different people, but it certainly means keeping our promises and doing what we said we would do.

5 Human resources valuable tool

A few months ago our wing commander tasked me with re-energizing our wing Human Resources Development Council, or HRDC. Obviously, "human resources" are our most precious asset. Without the great, hard working people of the 349th Air Mobility Wing, our KC-10's, C-5's, sophisticated communication equipment, medical equipment, etc., would all be just an expensive collection of junk.

6 Wing participates in exercise

The 349th Air Mobility Wing took it's first steps in preparing for a critical upcoming inspection recently. The 349th Civil Engineer Squadron, 349th Logistics Support Squadron, 349th Aeromedical Staging Squadron, Safety, Chaplain, Public Affairs and the 349th Operations Support Flight all participated in a mobility processing exercise.

7 Local Air Force base gets another mission

The Air Force selected Beale Air Force Base, Calif., as the first Global Hawk main operating base. Air Force officials recently completed an environmental assessment and found basing 18 of the unmanned aerial vehicles (UAV) at Beale would result in no significant environmental impacts.

8 Briefs from around the Wing, Air Force

News Briefs touch upon topics that are occurring within the 349th Air Mobility Wing and from around the Air Force.

On the Cover



Technical Sgt. Aretha R. Chandler, assistant first sergeant, 349th Logistics Support Squadron (right), receives a briefing from Capt. Labane S. Hall, 349th Air Mobility Wing Chaplain, during the mobility processing exercise conducted on Aug. 4. See story and more photos on Page 6. (Photo by Master Sgt. Marvin Meek)

Communications skills critical in one's career

You cannot fake having poor communication skills.

Communication is something we use each and every day of our lives. I believe most of us would agree that how well we master and utilize our communication skills greatly impacts the quality of our and many other people's lives.

I recently had the opportunity to take the Franklin Covey "7 Habits of Highly Effective People" course. This is a great course.

I would like to personally thank Lt. Cols. Kerry Keithcart, 301st Airlift Squadron commander and Truman Lum, 349th Support Group deputy commander. They are top-notch instructors who used their unmatched skills to establish and cultivate this program achieving improvements in communication and working relationships in the entire wing.

The habit I found most interesting was "Seek First to Understand, Then to Be Understood".

This habit deals with communication

and specifically with listening. Almost everyone has had training in communication through professional military education, military or college courses. These courses always concentrated on our writing and speaking skills.

However, this is the first time I have been through a communication course that dealt only with listening. It is the only

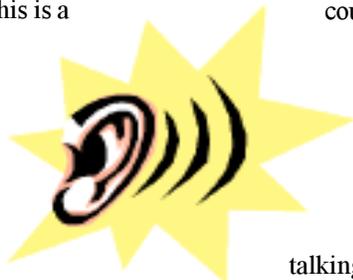
habit that is a skill taught in this course. The primary lesson is that understanding comes through listening and diagnosis must always precede prescription.

You learn so much more by listening more and talking less. By listening, you will acquire a better handle on how things are going within your organization.

How well do you communicate with others?

As you can imagine, you must be able to communicate clearly with others, both up and down the chain.

Therefore, effective communication skills are a basic requirement for



Chief's Counsel

By Command Chief Master Sgt. Anthony L. Maddux

successful performance. You must be able to write and speak so others understand you, listen so you're able to understand others, and read so you're able to expand your knowledge base.

No matter what level or area of leadership, most leaders agree that success greatly depends upon listening effectively, speaking persuasively, writing clearly and convincingly, and developing good rapport with people.

As enlisted leaders we must set goals and communicate the needs and requirements for the goals, measure progress and reward performance".

If you have any questions, please "Contact" me.

Thanks!

FLIGHT LINE: What was the best part of your summer?



MSgt. Bryan Bunce
312th AS

"Four-wheeling in my Jeep with my buddies -- totally awesome!"



SrA Ines Leong
349th MAS

"My friends and I took a road trip to Seattle, Wash. We had such a great time."



Mr. Cipriano Villanueva
349th CS

"We got together with a couple other families and went on a five day vacation to South Lake Tahoe. It was the best vacation ever. Everyone had the best time and the view of the lake was beautiful."



MSgt. March Thomas
349th WCC

"Being pregnant!"



SrA Alicia Rautioia
349th AMW

"Having my boyfriend home all summer. He didn't have to go on any trips and it was wonderful to have him home."

Human resources is a top priority

Wing reenergizes Human Resources Development Council

By Col. Jim Leli

349th AMW Vice Commander

A few months ago, the wing commander tasked me with reenergizing the wing Human Resources Development Council, or HRDC.

Obviously, “human resources” are our most precious asset. Without the great, hard working people of the 349th Air Mobility Wing, our KC-10s, C-5s, sophisticated communication equipment, medical equipment, etc., would all be just an expensive collection of junk.

It takes people to accomplish our air mobility mission. We need to take care of the people we have, and we need to attract new people for the future.

Now, “if I were King,” I’d double everyone’s pay and double the number of people we have working for us. But I’m not king, and Congress dictates our pay rates and the size of our Air Force.

Therefore, within our “sphere of influence,” we need to care for our people with the resources we have. Since “human resources” are intimately involved in everything this wing does, our HRDC charter can be as broad or as narrow as we chose to make it.

Two areas involved

Essentially, we can divide the tasks of the HRDC into two areas -- internal and external. First, we need to take care of those already wearing “blue suits,” the members of the 349th. Next, we need to reach out and find new members to put on the “blue suit.”

Internally, we must take care of our own. For example, “Human Resource Development” means we must ensure every member of this wing is aware of the education and promotion opportunities that exist, and provide those opportunities to all equally. For that reason, for instance, we’re revamping our wing quarterly awards program. We want to recognize all our dedicated reservists.

We’ve also proposed changing prerequisites for Airman Leadership School, making the correspondence course more accessible to our reservists, and

therefore improving their chances for promotion. This summer our medical group will institute an appointment system for scheduling physicals on UTA weekends. This system will be more efficient for our reservists, saving our busy reservists their most precious asset: time.

Externally, we need to reach into our civilian communities and attract new members to the Air Force Reserve. As the active duty shrinks, we have a smaller personnel base from which to hire prior service members. In addition, with a smaller active force, fewer members of our society have access to the military than in the past.



We are all recruiters

Therefore, it’s more important than ever that each of you recognize your role as a spokesman for the Air Force Reserve. Ask any of our recruiters, you are the best spokesmen we have. Tell your friends and co-workers about the Air Force Reserve and the 349th. Let them share the same benefits you receive with your membership. Take advantage of our “Get One” program.

Planting the seed

Although immediate recruiting is a concern, our HRDC is looking at more than just this year’s recruiting quotas. We’re taking a longer-term look. Essentially, we want to plant the seeds today for a harvest that might be years from now. All of us are here because someone once planted a seed of interest in the Air Force.

In the great militia tradition, each of you is the best ambassador in blue that we

have. Unlike our mobile active duty counterparts, most of you reside permanently in your community and “establish roots.” You’re the best ambassadors to young people we have. We need your help.

Many squadrons already have programs reaching into local communities. The 349th Aircraft Generation Squadron and 349th Aeromedical Staging Squadron both have schoolhouse programs reaching young people.

The 349th Aeromedical Evacuation Squadron supports a concilio program serving the needs of underprivileged in Rio Vista.

We do great stuff

Our wing Operation Teddy Bear program reaches hundreds of underprivileged children. Not only do these programs do great good in the community, they may provide the “seed” for a future Air Force member. Get involved. School field trips, career day presentations all reach into our communities.

HRDC needs you

The HRDC needs to hear from you. Whether you come to an HRDC meeting or not, everyone in this wing is involved in “human resources.” Each of you is an ambassador of the 349th, a potential recruiter, and a potential mentor to a junior reservist. We need your help.

Every squadron has an HRDC representative. If you have a suggestion or concern, tell your squadron HRDC representative, your first sergeant, commander or me. We’re always looking for input and better ideas.

If you would like to get further involved, our meetings are open to each of you and held on Sunday 9 a.m. in the wing conference room on revolving UTA’s.

Ultimately, no matter how much we talk about “human resources,” it’s the individuals of the 349th who accomplish the mission.

So to all you 349th “Human Resources,” thanks for the great job that you’re doing.

EORI set for March

Initial response: During one of the quieter moments of the mobility processing exercise conducted Aug. 4, Tech. Sgt. Terry A. Jackson,

(Right) inventory management specialist, 349th Logistics Support Squadron, reviews his Air Force Handbook. (Below) Troops wait for further guidance.

(Photos by Master Sgt. Marvin Meek)



Wing members prepare for EORI

By Capt. Rod Grunwald
Wing Plans Office

The 349th Air Mobility Wing took its first steps in preparing for a critical upcoming inspection Aug. 4.

The 349th Civil Engineer Squadron, 349th Logistics Support Squadron, 349th Aeromedical Staging Squadron, Safety, Chaplain, Public Affairs and the 349th Operations Support Flight all participated in a mobility processing exercise. The line was staffed with active duty and reserve personnel for a total Team Travis effort.

During the morning, the wing processed more than 100 personnel and approximately 17 Short Tons of cargo.

"The goal of this first exercise was to evaluate both personnel and equipment processing procedures in preparation for an upcoming Air Mobility Command Inspector General - Initial Response inspection," said Maj. Wil Link, chief of wing plans.

"It was our first opportunity to gauge our proficiency in this area and make necessary corrections and improvements

before the AMC inspector general arrives to evaluate the base. Overall the exercise was a great learning experience for all functions involved."

An "Initial Response" inspection is the ability to quickly assemble, process and load personnel and equipment in preparation for contingency deployment.

This inspection, set for the end of March, is one of the necessary elements to complete the wing's overall Expeditionary Operational Readiness Inspection grade. During the inspection the 349th AMW will need to process 350 personnel and 31 short tons of cargo to get credit for partaking in the EORI.

It is meant to show the AMC inspector general team that Team Travis, consisting of the 60th AMW, 349th AMW and the 615th Air Mobility Operations Group, are ready to deploy at any time.

"Specifically the AMC inspector general will be grading our deployment processes making sure we are able to accomplish them efficiently and safely while meeting all required response times," added Link.

The 349th AMW undergoes an initial response inspection every three years.

Beale AFB receives Global Hawk

The Air Force has selected Beale Air Force Base, as the first Global Hawk main operating base.

Air Force officials recently completed an environmental assessment and found basing 18 of the unmanned aerial vehicles (UAV) at Beale would result in no significant environmental impacts.

This decision follows a Jan. 19 Air Force announcement declaring Beale, near Marysville, Calif., as the preferred location for the beddown of the UAV. Other bases under consideration included Edwards Air Force Base, Calif.; Ellsworth Air Force Base, S.D.; Tinker Air Force Base, Okla.; and Wright-Patterson Air Force Base, Ohio.

Global Hawk provides Air Force commanders high-altitude, long-endurance, near-real-time intelligence.

“Collocating Global Hawk with Beale’s 9th Reconnaissance Wing and the U-2 mission will ensure Global Hawk transitions smoothly from initial beddown to full operational capability,” said Air Combat Command commander, Gen. John P. Jumper. “It also ensures cultural issues associated with transitioning from manned to unmanned reconnaissance are in the hands of our current high-altitude reconnaissance experts at Beale. They are best suited to complete the transition with the least disruption to the mission.”

“The first beddown location will be just that—the first, not the last,” continued Jumper. “It is important the first Global Hawk site be the best place for us to find out all we can about its capability, and the best place to fold it into a critical ongoing mission.”

Air Force officials are confident the Global Hawk program will be a tremendous success. As such, the bases not selected for the initial beddown, as well as others, could be candidates for future missions and basing.

The Air Force anticipates the first of the 18 primary aircraft and personnel to begin arriving at Beale AFB in 2002 and 2003, with initial capability to support limited operations beginning in 2003. (ACCNS)



New commander: Maj. Heather F. Capella accepts command of the 349th Mission Support Squadron from Col. James T. Rubeor, commander, 349th Air Mobility Wing during the assumption of command ceremony on Aug. 5. Holding the 349th Support Group guidon is Senior Master Sgt. James Majors, 349th MSS first sergeant. (Photo by Master Sgt. Marvin Meek)

Jumper to become Chief of Staff of the Air Force

The President of the United States nominated Gen. John P. Jumper, commander Air Combat Command, July 16 to be the next Chief of Staff of the Air Force. He was also confirmed by the Senate Aug. 3. Gen. Mike Ryan, current Chief of Staff of the Air Force issued the following statement concerning the nomination:

“I am extremely pleased that the President has nominated General John

Jumper to be the next Air Force Chief of Staff. General Jumper knows our mission and our people inside out, and he has the vision, leadership and experience to assure the U.S. Air Force remains the world’s preeminent aerospace force. He is also deeply committed to improving the quality of life for all our people. I believe General Jumper, together with Secretary Roche, will provide superb leadership for America’s Air Force.”

Maintenance Quarterly Award winners

The Maintenance Quarterly Award winners for the third quarter 2001 are: Master Sgt. Scott R. Hagstrom, 349th AGS, Senior NCO of the Quarter; Staff Sgt. Steven L. Smith, 349th CRS, NCO of the Quarter; and Airman of the Quarter is SrA Matthew W. Doyle, 349th LSS.

Airman Leadership School

Three 349th Air Mobility Wing members recently graduated from the Sgt. Paul P. Ramoneda Airman Leadership School.

They are: SrA Suzette L. Marquardt, 349th Medical Squadron; SrA Lonnie C. Smith, 45th Aerial Port Squadron; and SrA Ryan A. Fichtner, 312th Airlift Squadron.

Force protection replaces "threat-con" words

The word "THREAT-CON," for terrorist threat condition, is fast becoming a thing of the past. As the military moves ahead, a force protection condition - or FPCON - is the wave of the future.

This change is effective immediately, said

Maj. Melvin Allen, a spokesman with Air Force Security Forces at the Pentagon.

Even though there has been a name change, he said the condition levels - Normal, Alpha, Bravo, Charlie and Delta - remain the same.

Travel pay update

The 60th Comptroller Squadron has just converted their travel voucher payment computation software from IATS to the Reserve Travel System .

So what? Well besides better service, a part of the RTS system periodically downloads an Electronic File Transfer bank listing file from the Denver - Reserve Military Payroll system. That download is the list of banks where your military pay is sent. It is input into the RTS to ensure the bank EFT is correct for your travel voucher payments.

This change will only affect those that use a different account for their TDY money.

Many reservists do not have their travel payments sent to the same bank as their military payroll payments. To make sure the travel payment is sent to the

correct bank, travelers must provide the information to the travel office the next time they file a voucher. If the bank EFT address is different from the member's military payroll bank, the travel office must be told otherwise the payment will go to the military payroll deposit bank.

For further information contact the 60th CPTS, Travel Pay Support, (707) 424-3925, or the 349th AMW/FM, (707) 424-4578.

Robertson retires, Handy selected to replace him

President Bush nominated Air Force Gen. John W. Handy to be the next commander-in-chief of U.S. Transportation Command and commander, Air Mobility Command it was announced in Washington Aug. 6.

If confirmed by the Senate, Handy will succeed Air Force Gen. Charles T. "Tony" Robertson. General Handy is currently the U.S. Air Force vice chief of staff.

This will mark a return by Handy to both organizations; Handy served as USTRANSCOM's director of operations and logistics from 1993-1995 and commander of AMC's Tanker Airlift Control Center from 1991 - 1993. (AMCNS)

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Contact magazine is printed for reservists like Master Sgt. Steven D. Gieseke, a 312th Airlift Squadron C-5 loadmaster.



Photo by Michael Holloway