

Solutions

Climate Solutions Through Mind and Technology



PHOTO BY JOHN FREES

Sequent consultant John Baker leads a group composed of, left to right: Tim Sargent, Michael Sonner, Ron Heflin, David Norris and Mike Goodell.

Taking our pulse

Sequent scholarship will allow AFO to improve communications

Air Force One is taking full advantage of the Sequent human resources scholarship the company won last year, part of the *Business First Business Scholarship* program.

The decision to apply was an easy one for president Greg Guy. "I felt there was room for improvement in how we communicate, support and interact with our associates," he said.

The biggest challenge in better communicating lies in the diverse nature of AFO operations. With the corporate office in Columbus and other divisions in the Cleveland, Cincinnati, Indianapolis, Detroit and Findlay areas, it can be complex to sustain a culture where people feel like a part of the family. Although he visits each office about six times a year, many of the associates are out working at client sites, which prevents him from interacting with them.

"I wanted to make a geographically diverse relationship as personal as possible," he said.

Sequent director of consulting John Baker said they began by interviewing nearly every associate in each office, holding round-table discussions to identify AFO's strengths and weaknesses. With the help of Jackie Bovinet, Sequent's senior human capital consultant, they quickly learned what associates liked about the company:

- * The autonomy associates have is greatly appreciated. They don't feel micro-managed and believe their opinions matter.

- * They also appreciate the "open door" policy managers have and they don't worry about how their critiques or suggestions for improvement will be received.

The only drawback was the one identified by Guy earlier – the difficulties that occur when dealing with outlying divisions.

Sequent is still in the process of fact-finding, so no recommendations have

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FROM THE PRESIDENT

Why we keep examining our operations

Applying for the Sequent scholarship was an easy decision for us to make. For many years, Bill Guy and I have wrestled with the challenges that our success has created: How to create an environment where associates feel like a part of the family.



Greg Guy

With a geographical diverse organization such as AFO, it has become increasingly difficult to get close with those associates I do not meet with regularly. Sure, I often visit those suburban divisions in Findlay, Cincinnati, Indianapolis, Detroit and Cleveland, but most of the technicians are out on calls. I see most of them only during the annual holiday party – hardly a place to talk shop.

By having Sequent come in and interview all our associates, we're able to take our own temperature. What is it like to work here? How are you treated?

Overall I believe AFO associates enjoy working here. Our turnover is very low. But I feel it is important to reach out and let them know that I understand that there are always some improvements that can be made. When it comes to our clients, I feel our associates always go the extra mile. Bill and I want to go the extra mile as well.

When Sequent suggested that managers sit in on the associate group meetings,

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AFO team member update

Bob Watson promoted



Bob Watson

Bob Watson has been promoted to General Manager of the National Accounts division.

Watson had been operations manager of the National Accounts division of Air Force One before the change.

Watson handles national accounts covering more than 2,000 client sites across the country. He said his goal for 2006 is to expand their client base and to offer more assistance to current clients who are looking for ways to cut their energy costs. To do this, AFO will be more proactive in optimizing HVAC assets.

New hires at AFO!

- Central:** Jim Menke
- Southwest:** Kevin Parker
- Northeast:** Sam Misseri, Ray Getzy, Peggy Lucas
- Northwest:** Dan Briones, Lynette Diebert
- National Accounts:** Jim Hogan
- Corporate:** Christa Kollar, Jeanne Hanway

Associate anniversaries

- Randy Aldridge — 6 years
- Brian Dershaw — 6 years
- Chris Siler — 3 years
- Kevin Kincaid — 1 year
- Kevin Stoner — 1 year
- February:**
- Rob McCafferty — 10 years
- Pat Core — 6 years
- Earle Kurrass — 6 years
- Mark Luke — 1 year (rehire)
- March:**
- Beth Kotarba — 7 years
- Bob Johnson — 7 years
- Bob Weber — 4 years
- Sharon Lachowski — 3 years
- Jake Williams — 3 years
- Brian Vrtachnik — 2 years
- Bob Watson — 1 year

Corrections

Paul Postle was incorrectly identified in the last newsletter. He is the critical systems service manager.

A very special Christmas for AFO 'family'

Air Force One made one family's Christmas wishes come true.

The company selected a family to "adopt" for the season, just to give them a helping hand during difficult times, reports Jake Williams, AFO's assistant service manager.

The Hise family of Columbus — Jaime and Melanie and their two children, Ryan, 18 months and Corey, 6 — were facing a bleak holiday season in December through no fault of their own. Jaime had recently been laid off. Though his wife was employed, all of her pay went to cover their basic bills.

"It was just a matter of timing," Jake said. "They were struggling and saw no chance of Christmas for their children. They didn't know what to do."

AFO employees donated \$150 and some toys and the company kicked in another \$150. Williams invited the Hise family over to his house for dinner on Christmas Eve and gave them the gifts.



Corey and Ryan Hise

"Jaime is a modest man," Jake noted. "They didn't want to accept it at first. Melanie cried. They were extremely grateful."

The story has a happy ending all around — Jaime has gotten another job and is now back on his feet.

- John Barrow — 1 year
- Dave Norris — 1 year
- Bryan Hockenberry — 1 year (rehire)

2005 Commendations

The following employees have displayed a commitment to our corporation and clientele that went above and beyond the call of duty:

Randy Aldridge — January 2005. For receiving an unsolicited acclamation from the City of Dublin for superior workmanship and an exceptional work attitude.

Dan Donohoo — January 2005. For displaying excellence in service. Specifically, for receiving an unsolicited acclamation from a service call performed on January 7, 2005, at Cardinal Health.

Jake Williams — January 2005. For displaying excellence in service. Specifically, for receiving an unsolicited acclamation from a service call performed the weekend of January 8, 2005.

Jeff Perdue — February 2005. For receiving an unsolicited acclamation on February 2, 2005 from Washington Township for superior workmanship.

Eric Barricks — July 2005. For

working all day, all night, and into the next morning to make sure the Northwest office computers were back up and running.

Ed Albrigo — July 2005. For working all day, all through the night, and into the next morning to make sure the Northwest office computers were back up and running.

Linda Stumpp — July 2005. For her tenacity and perseverance during our telecommunication migration.

Michelle Grose — August 2005. For working every weekend during the summer to keep caught up with her work as well as getting the Starbucks account started.

Ken Height — August 2005. For responding to an after hours service call at Steel Dynamics melt shop and keeping the client on-line. Ken did this so two of his associates could enjoy an evening off.

To nominate an associate for a commendation, please email Greg Guy at gregguy@airforceone.com or 614-889-0121.

We welcome a new baby!

Allison Margarete, born Nov. 4, 2005, to Jerry Harlan and his wife, Cindy.



Jim Menke



Sam Misseri



Kevin Parker



Dan Briones

New sales associates join AFO

Four new sales associates have recently been named at Air Force One:

Jim Menke joins as an Account Executive for the Central Division. Jim was most recently territory service manager for The Carrier Corp. He has more than 28 years experience in the HVAC industry. He may be reached at AFO's office in Dublin, 888-766-4822 or 614-889-0121, or via email, jmenke@airforceone.com.

Sam Misseri was named Director of Business Development for the Northeast Division. Sam, most recently director of business development in the information technology sector, has more than six years previous experience in HVAC and more than 25 years experience in business development. He can be reached at the Cleveland division at 1-800-889-5810 or 440-735-5844, or via email, smisseri@airforceone.com.

Kevin Parker was chosen as Director of Business Development for the Southwest Division in Monroe. Kevin, a former account executive, has more than 20 years previous experience in the HVAC commercial and industrial industry. He may be reached at 1-888.247.4231 or 513.539.2391, or e-mail, kparker@airforceone.com.

Dan Briones, a 20-year veteran of the HVAC industry, has been named Business Development Associate for the Northwest Division in Findlay. He has completed over \$400 million worth of construction projects, been the architect for several large national service contracts, and provided engineered solutions customized programs for clients. Dan can be reached 1-800-313-5828 or at 419-421-5310; or via email: dbriones@airforceone.com.

AFO eyes many new projects and clients in 2006

New projects for AFO this year:

* American Trim, Lima – Installing three new HVAC systems and a lab exhaust system.

* Amerihost Inn at Columbus Airport – Provide HVAC to entire hotel.

* Cardinal Health, Columbus – Replacing two 20-ton A/C units with 30-ton units. Did entire job on weekend to avoid disruption.

* Henkel, Delaware – Modifications to hot room to maintain constant 180-degree temperature to chemicals.

* Steel Dynamics, Oregon, OH – Add A/C to cafeteria and attic.

* Waxman Industries, Groveport, OH – Install two 27.5-ton rooftop units and two rooftop exhaust fans in plumbing parts warehouse.

Air Force One also landed preventative maintenance agreements for the following new clients:

* Christ Emmanuel Church, Cincinnati;

* Continental Office Equipment, Columbus;

* Infocision, Youngstown;

* Junior Achievement, Columbus;

* The Gathering Place, Oregon, OH;

* Washington Park Community School, Newburgh Heights, OH.

President

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some were surprised. How can associates feel free to talk when managers are right there? Our response was, if we don't have open communications in that controlled environment, how can we achieve our goal of better communications?

We wanted to show our associates that we're serious about our open-door policy. Too many organizations are filled with employees who are afraid to speak out

and become a target. Bill and I both pledge that we don't want that here.

We have been delightfully surprised at the feedback we've received so far. Most associates are positive about the company and our direction. They embrace our Mission and our Core Values.

In return, we want associates to know that Bill and I care about them. We recognize that they are the reason we are successful. We want them to stay with us a long time and that requires open communications on both sides.

We're looking forward to the results of the Sequent study and pledge to work to preserve our culture.

Sequent

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been released as yet. But in general, Baker said Sequent helps companies form a solid team of leadership that helps them communicate who they are and what they do to achieve success. They also create an environment where associates feel free to discuss areas of improvement without causing any hurt feelings.

Baker feels AFO is an ideal candidate for human capital consulting. "What we're best at is getting to the next level and that requires them to be doing well," he said. "We'd rather go from good to great." And AFO is certainly doing that.

Shift to safer refrigerants on the way

By Jim Sargent
Air Force One

If you're making decisions about air conditioning for your office, warehouse or factory, you need to be aware of coming restrictions on the use of certain refrigerants.

The two most common refrigerant families have used CFCs (chlorofluorocarbons) and HCFCs (hydro-chlorofluorocarbons), which have long been known to be damaging to the Earth's protective ozone layer. An international treaty, called the Montreal Protocol, was signed in 1987 that set up a 40-year phase-out of both types of refrigerants, beginning in 1995.

Since then, production of all CFCs has been halted, and in 2004, HCFCs have been reduced to 65 percent of the 1989 production level. That will drop to 35 percent in 2010 and to 10 percent in 2015, unless extensions are granted.

If you're buying air conditioning units that use the older style

refrigerant, it's very likely that your equipment will last longer than the refrigerant needed to run it. You will be able to use recycled refrigerant, but it will become harder to obtain and more expensive as time goes on.

A new family of refrigerants has been developed in response, called HFCs (hydrofluorocarbons). Look for air conditioning units that use HFC-134a, HFC-407c and HFC-410a – all are ozone-friendly. Your building also will qualify for LEED certification points, a "green" designation.

The restrictions on HCFCs means you will have to take the long view when installing new equipment. You may be able to get a good deal on a HCFC unit, but it could be a lot more expensive in the years ahead. Plus, you'll be contributing to the damage of our ozone layer.

Jim Sargent is service manager for Air Force One, Central Division.



PHOTO BY JOHN FREES

Jim Sargent shows the R-22 refrigerant containing HCFCs that will be phased out.



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