

PATRIOT

439th Airlift Wing | Westover ARB, Mass. | Volume 38 No. 11

November 2011 | Patriot Wing -- Leaders in Excellence



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439Patriot.Editor@
westover.af.mil
(413) 557-2063

Patriot on the web:
westover.afrc.af.mil

439TH AIRLIFT WING COMMANDER
Col. Steven Vautrain

CHIEF OF PUBLIC AFFAIRS
Lt. Col. James Bishop

WING PUBLIC AFFAIRS OFFICER
2nd Lt. Andre Bowser

**AIR RESERVE TECHNICIAN/
EDITOR**
MSgt. Andrew Biscoe

GRAPHICS /VIDEO
W.C. Pope

STAFF

TSgt. Brian Boynton
TSgt. Troy Thibeault
TSgt. Stephen Winn
TSgt. Timothy Huffman
SSgt. George Cloutier
SSgt. Katie Kiley
SrA. Kelly Galloway
SrA. Alexander Brown
SrA. Charles Hutchinson

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FALL FLIGHT >> A Patriot Wing C-5 approaches the runway at Westover during a local training mission. For more information on the Westover worldwide airlift missions, visit westover.afrc.af.mil



CHIEFS TOUR Command Sgt. Maj. John Gipe, senior enlisted advisor for the Secretary of Defense for reserve affairs, talks with SMSgt. Robert Hanson, 439th Maintenance Squadron, far right, during the DoD Senior Enlisted Advisors tour at Westover Oct. 6. Also pictured is CMSgt. Dale Badgett, command chief, Air Force Reserve Command. The group of senior enlisted toured the C-5 regional isochronal inspection area and the base control tower during their visit. (photo by W.C. Pope)



I've been at Westover since only July and so far the wing has completed an Operational Readiness Inspection, sent a team to the Air Mobility Rodeo, and had a team of dedicated wing personnel compete for a Chief of Staff Team Excellence Award.

"Wow."

What I want to highlight is the team of dedicated wing personnel that participated in the CSTE competition. The competition brings together teams that have, as the AF News web site story states, "Used a systematic approach to enhance mission capability, improve operational performance and create sustained results."

As a C-5 regional isochronal inspection site, we have a maintenance operation that directly impacts the global reach of our nation. Several years ago, Westover maintainers teamed with other Air Force and civilian organizations to analyze the

C-5 Isochronal Inspection process to pinpoint where efficiencies could be obtained. The savings realized is nothing less than spectacular.

The workforce composition of the RISO is also varied: air reserve technicians, active duty, civil service, active guard and reserve and traditional reservist. This dedicated group of maintainers is significantly impacting how our Air Force supports our country's national security. They achieved significant savings. Several years ago an ISO averaged about 45 days. Today that same inspection is averaging about 20 days. Our goal is to take it even lower (our shortest ISO was 13.5 days).

Innovation has transformed our thinking. We no longer think out of the box, but now understand that there is no box. We've made huge savings in both manpower and money. For example, in the Repair Cycle Process, maintainers reduced panel repairs from six to four days and purchased a caliper to measure cowl door longerons. That alone will save 900 man-hours per year. Couple those savings

with our ability to repair, as an example, cowl doors that saved the Air Force \$3.9 million.

The RISO strengthens our strategic enterprise by permitting our senior leadership to flow critical resources where they can more effectively be used. In addition, the Air Force operations tempo hasn't abated in the last 10 years; however, the strategic fleet has grown smaller. Therefore, the RISO successfully launched six aircraft straight to the AOR in support of the war effort.

These impressive stats are the results of hard-working 439th people. Our RISO is successful because the 439th Airlift Wing comes together as a team.

We, as a team, are successful. Thanks for allowing me to become a member of this "Second to None" team.

**by Col. Kerry Kohler
439th Maintenance Group
commander**

BRIEFS |

UTA opportunities

Reservists may get involved with base and wing happenings by joining the following:

--Top 3 members (senior NCOs), meet at 2 p.m. Saturdays of the A UTA at the Westover Club. Top 3 members assist with base and community projects and fund-raisers.

--Rising 6 members (airman basic through technical sergeant) meet at 8:30 a.m. Sundays in the wing commander's conference room. These Airmen also assist with running base and community events.

For more information on these organizations, visit Westover's web site at westover.afrc.af.mil.

Top command, NAF changes

U.S. Army Gen. Martin Dempsey has been named the new Chairman of the Joint Chiefs of Staff. Gen. Dempsey is succeeding U.S. Navy Adm. Michael Mullen. Command changes also took place at the Air Force Reserve Command numbered air force in October. The 439th Airlift Wing moved from 22nd Air Force under Maj. Gen. Wade Farris to 4th Air Force, headquartered at March Air Reserve Base, Calif. Turn to page 4 to read more on these realignments.

Wing plans retreat event at ellipse

The wing retreat ceremony will take place at 3 p.m. Nov. 5 at the Base Ellipse. Rain date will be Nov. 6 at 3 p.m. Participants will wear duty uniforms.

Wing provides legal assistance

The base legal office staff offers information on many topics including consumer and financial affairs, deployment readiness, disaster assistance, family law, immigration, military benefits, powers of attorney, real property, the Servicemembers Civil Relief Act, taxation, voting, and wills of estate.

Reservists may pick up worksheets at the legal office in Bldg.1850 (wing headquarters). For more information, call 557-3180. On the web: aflegalassistance.law.af.mil/lass/lass.html.

Holiday events

-- Commanders and the wing command chief will serve the Thanksgiving meal beginning at 11 a.m. Nov. 6 at the Westover Club.

--The Airmen and Family Readiness Center's holiday party for children will be held Dec. 4 (Sunday of the A UTA). Santa and Mrs. Claus and all the misfit toys are scheduled to attend the party, scheduled from 11 a.m. to 1 p.m. in the Base Hangar. Families with children ages 13 and under are welcome.

Bounce houses, popcorn, cotton candy, arts and crafts, food, and a magician are all part of this year's party.

Parents are required to RSVP to the center by Nov. 23. Call 413-557-3024 to register.

Reserve command to realign units

WASHINGTON -- Four flying wings, one flying group and seven smaller units in the Air Force Reserve Command changed their higher headquarters Oct. 1.

These actions affect units assigned to all three of the command's numbered air forces. The NAFs are 4th Air Force, March Air Reserve Base, Calif.; 10th AF, Naval Air Station Joint Reserve Base Fort Worth, Texas; and 22nd AF, Dobbins ARB, Ga.

"The realignments give each NAF a distinct mission set, enabling them to more efficiently

and effectively oversee the readiness of their subordinate units," said Col. Greg Vitalis, Headquarters AFRC program manager at Robins Air Force Base, Ga. "These realignments are administrative only. They do not involve any changes to the units' geographic location."

Moving from 22nd AF to 4th AF are the 439th AW, Westover; 315th Airlift Wing, Joint Base Charleston, S.C.; 512th AW, Dover AFB, Del.; and 514th Air Mobility Wing, Joint Base McGuire-Dix-Lakehurst, N.J.

The 340th Flying Training Group at Randolph AFB, Texas, is shifting from 10th AF to 22nd AF. Seven smaller, non-flying units will realign, too. Each numbered air force focuses on different kinds of missions. Fourth AF is responsible for "strategic reach forces," which includes aerial refueling and long-range, strategic airlift missions.

Tenth AF is responsible for "power/vigilance with intelligence, surveillance, reconnaissance, network operations, space, and special operations forces." These forces



graphic by W.C. Pope

include fighters, bombers, remotely piloted aircraft, cyber, space operations, and special operations flying and training.

Twenty-Second AF is responsible for "tactical airlift, combat support, training and institutional forces." The primary mission of each NAF headquarters is the readiness of its assigned forces. The headquarters staffs provide oversight and advocacy to ensure subordinate units are trained, ready to deploy and support operational missions when tasked. The number of mission areas supported by Air Force reservists has doubled over the past 10 years. This increase is the result of new requirements in leading-edge missions in space, intelligence, cyberspace, and new weapons systems, said Col. Vitalis. The demand for reservists on the frontlines has grown as well.

In 1999, about 2,300 reservists filled deployment taskings in 1999, according to Vitalis. On any given day since 9/11, about 5,000 Air Force reservists serve in the United States, Afghanistan, Iraq and elsewhere overseas.

Patriot Wing rounds up awards

Team Westover continues to bring home prestigious command-level and unit awards. Lt. Gen. Charles Stenner, commander of Air Force Reserve Command, recently presented the AFRC Chief of Staff Team Excellence Award to the 439th Airlift Wing C-5 Isochronal Inspection LEAN Team. The award recognizes teams that use a systematic approach to enhance mission capability, improve operational performance and create sustained results.

Other awards included:

-- The 2010 Fiscal Year AFRC Medical Award Winners: Outstanding Reserve SNCO assigned to a Ground Medical Unit: MSgt. Leonard Delorenzo, 439th Aeromedical Staging Squadron; Outstanding Reserve NCO assigned to an Aeromedical Evacuation Unit: TSgt. Kevin Preston, 439th Aeromedical Evacuation Squadron; Outstanding Reserve Medical Quality Initiative: 439th AES.

The Following individuals were selected as MAJCOM recipients and will compete at the Air Force level: Flight Nurse of the Year: Capt. Susan McCormick, 439th AES; Outstanding Aeromedical Evacuation Technician Airman of the Year -- SrA. Jonathan Ritter, 439th AES.

Best AFMS AE Squadron Patient Safety Program of the Year: 439th AES.

AF faces cuts

by Mitch Gettle
AF Public Affairs Agency

Changes are coming to the Air Force and officials are working with the Department of Defense to prioritize current and future

resources as part of a national priority to reduce spending.

In the spring of 2010 the Defense Department began a comprehensive effort to increase efficiencies, reduce overhead costs, and eliminate redundant functions in order to improve the effectiveness of the DOD enterprise.

This effort focused on reprioritizing how DOD can use

resources to more effectively support and sustain the total force and most importantly the warfighter.

According to the Secretary of the Air Force, Michael Donley, the Air Force is following that guidance. "We have been examining the full spectrum of operations -- from base-level to headquarters -- to develop efficiency initiatives that streamline

and right-size the organization and redirect resources where we need them most to forge a leaner, more-effective Air Force," said Donley.

Air Force leaders are also focused on shaping the force within the established budgetary guidelines.

"We can't afford business as usual," said Donley. "We are

CUTS continued on page 9

Pilot for A Day given grand tour

by SrA. Alexander Brown

A New York state family arrived to tour Westover Oct. 1.

At first glance, this family was like many others: a mother, father, three boys and one girl. But a closer look revealed the two older brothers are twins. Judging from their outgoing and positive outlook, the last thing one would expect to learn about this family is that it had been through the near-loss of one of their children. William and Alex Bullis, suffered from a rare condition only affecting twins.

While pregnant with the twins, Carla Bullis was diagnosed with a blood clot disorder, which caused loss of circulation in the lower half of William's body.

At one point, his organs were beginning to shut down and his lungs collapsed. William eventually gained blood flow down to his ankles, but doctors had to amputate his feet. This never slowed William's drive in life, Carla Bullis said, and this attitude helped him earn a spot in the Pilot for A Day program.

During the October UTA's persistently rainy weather, Patriot Wing reservists provided 13-year-old William and his family up-close visits to the base's core operational areas. During Westover's third Pilot for a Day program, William saw much of the base's mission -- and he got to wear some military gear too. Col. Steven Vautrain, 439th Airlift Wing commander, presented William



AT THE CONTROLS William Bullis, 13, sits in the flight deck of a C-5 with his younger brother, Dominic, Oct. 1 during the Pilot for a Day event held on the October A UTA. Westover reservists brought William and his family into security forces, up to a C-5 flight deck, and culminated the day with an onstage presentation as part of a day-long introduction to the Air Force. (photo by SrA. Alexander Brown)

an aviator's jacket -- complete with a set of "wings" above the pocket. William toured the control tower and the fire station, saw a weapons training demonstration by security forces, and ate lunch at the Westover Club.

The rain kept coming down in the afternoon, but William's determination only went up. He climbed up and down the stairs of the C-5. He "flew" the C-5 simulator in Hawaii, New York and Alaska.

He not only learned about what goes aboard the C-5, he learned how it is placed on the jet too. Capt. Susan McSpadden showed him how to work the chains to hold cargo in place. Capt. McSpadden, his C-5 pilot escort and former loadmaster, provided a tour of the aircraft to William and his family.

The Pilot for a Day program invites children of all ages to be guests at military bases. It is designed to bring hope and cheer to a child who is undergoing serious medical issues. This was the third such tour at Westover since November 2010.

At the end of the day, William and his family came to the Base Hangar for Commander's Call, where Col. Vautrain presented a plaque and coin to him. Following a sharp salute to the commander, William walked off the stage to a standing ovation from more than 1,000 reservists.

WESTOVER RISO AIR FORCE PRO

by 2nd Lt. Andre Bowser

The job of maintaining the military's biggest jet just got bigger for this reserve base.

Air Force leadership has designated Westover as the test site for adopting commercial aviation maintenance processes into the way the entire Air Force performs maintenance work.

The C-5 isochronal inspections are performed at three main sites: Westover, Dover Air Force Base, Del., and an Air National Guard installation in Martinsburg, W. Va.

"Dover and Martinsburg are both slated to adopt the commercial aviation industry maintenance practices once all the kinks are worked out of it at Westover," said Kent Boll, the senior consultant for Integraph Government Solutions, the civilian firm tasked with helping the Air Force make the transition.

Boll identified four major areas in which the Air Force will adopt long-standing commercial aviation maintenance practices that have helped that industry soar:

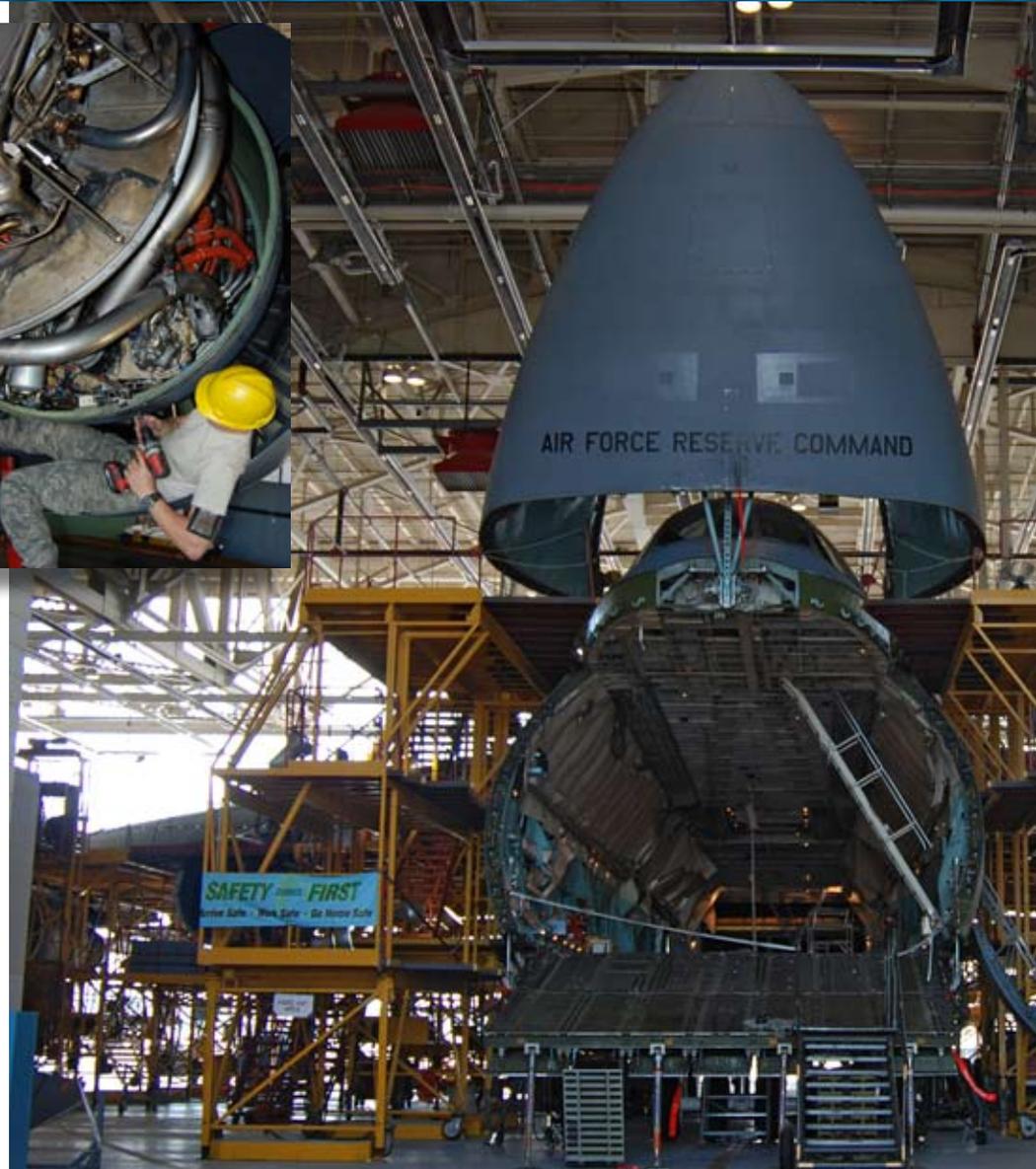
- Increase and dedicate manpower
- streamline policy and procedure
- improve data integrity
- centralize work environment.

Col. Kerry Kohler, 439th Maintenance Group commander, said Westover was chosen for the big job of improving the Air Force's C-5 maintenance process because of the base's track record for success.

SMSGt. Karl Sweikhart, the superintendent and maintenance flight chief of the RISO dock, said his goal was to help maintainers understand that Westover was tapped to test out the new processes because of the fine work they've done so far.

"We've proven ourselves; we know where we stand; now we want to improve," SMSGt. Sweikhart said, listing the Maintenance Effectiveness Award, Knucklebuster Award and the base being named the best medium aircraft maintenance group in AFRC in 2010 among the many accomplishments.

Boll said it was complimentary for such sweeping and historic



Westover's renowned maintainers have operated the Regionalized Isochronal Inspection Dock for nearly 40 years. The RISO is undergoing another major change as Air Force leadership designated the base as the test site for adopting commercial aviation maintenance processes into the way the entire Air Force performs maintenance work. (Photo by SrA. Kelly Galloway)

change to start at Westover, bringing antiquated military maintenance practices up to modern commercial aviation.

Col. Kohler said the improvements are timely because the Air Force is on target to consolidate its isochronal inspection docks, including Westover assuming responsibility for C-5 minor inspections for the entire fleet, Dover Air Force Base taking full responsibility of C-5 major inspections, and Martinsburg heading up the maintenance process for all National Guard installations.

Lt. Col. Luis Nunez, 439th Maintenance Squadron commander, described Westover's role in shepherding new maintenance practices

DOCK SERVES AS MOVING GROUND



photo by MSgt. Andrew Biscoe



arly five years.
site for adopting
work. (photos by

as pivotal.

"We're leading change—and it's for the whole Air Force," he said.

Boll said Westover's work was vital to the smooth transition of the entire Air Force to better maintenance practices, especially in the face of increasingly fewer bases performing maintenance on the C-5.

"It's a necessity that we effectively bridge commercial aviation best practices with the military maintenance process," he said.

The change necessary in bringing the Air Force in line with commercial aviation's best practices has already received mixed reviews from military maintainers. Many complain that there are too many

kinks in the process and that it's ill fitted for the job they do.

Boll said the maintainers had a valid point.

"I expected it, and it is to be expected," said the man credited with inventing the bridge between the commercial and military maintenance processes. "This is very normal at this juncture of the change process."

Boll ran his hand through his head of white hair and said the process that started at the RISO on Sept. 16 would take time. The end result of implementing his four-point plan: improvement.

Increasing manpower

With fewer bases providing maintenance for the C-5, Boll said it was only logical that the Air-Force wide consolidation should beef up maintenance staffs at existing docks.

"Manpower plays an important factor because you need more people to increase already high output," Boll said. He said Westover's high level of performance is what influenced Air Force leadership to choose it as the test site for

a hybrid of commercial aviation industry and military maintenance best practices.

Streamlining policy and procedure

Given the unique circumstances and maintenance environment of working in the RISO dock, Boll said changes to policy and procedure also had to be considered.

"It's not effective to run dock operations under flight line rules," Boll said. He gave one example of the painstakingly controlled manner in which flight line mechanics sign out aircraft parts and tools. The measure is key on the flight line because a misplaced

bolt or screw could cause millions of dollars in damage to an aircraft, but in the dock that safety measure should be adjusted.

"Working in the isochronal dock is different, and if we speed up the way mechanics acquire their supplies and tools, we speed up the time it takes to send aircraft through the dock," Boll said. "Commercial avia-

tion has long since divided those two maintenance tracks, but the military groups the two in the same category."

Improving data integrity

Boll said one Air Force-wide problem identified by his firm was that military maintenance data does not meet acceptable commercial



Landing punches at Westover's fitness center

by Lt. Col. James Bishop

On a rainy Saturday morning in October, 35 boxers gathered at the base gym to spar.

Some of the athletes were stationed at Westover. Others were students at the University of Massachusetts at Amherst.

Former Marine and boxing veteran Rocky Snow coached them all.

Snow brings 36 years of boxing experience to the program. After serving as a Marine during the Vietnam War, he used boxing as his post-war therapy. It worked. He won the Golden Gloves amateur boxing championship in 1976, and then toured the East

Coast for 10 years as a professional boxer.

Snow has coached at Western New England College, Central Connecticut State University, and the Junior Olympics before coming to UMass in 2010.

One month after revitalizing the UMass boxing team, Snow brought boxing to Westover. Since March 2010, he estimates that he has trained about 150 reservists, active duty, state and city police and dependents at the base gym.

"I enjoy being able to train young people in the art of boxing – because it is an art – and see their overall quality of life and health improve," Snow said.



PUNCH! Jesse Hanson, 15, son of SMSgt. Robert Hanson, spars at the Westover Gym Oct. 1, while coach Rocky Snow watches. Snow directs the Westover boxing program, which he started in 2010. (photo by Lt. Col. James Bishop)

In addition to practicing on campus, UMass boxing team members travel to Westover each week to train with more experienced fighters and military members. Snow volunteers to train boxers at Westover for up to eight hours a day, Monday through Thursday.

"He's like family," Josue Lopez, a UMass junior, said of Snow. After training with Snow at Westover and UMass, Lopez took first place the Eastern Tournament at Pennsylvania State University and went on to earn third place in the nation at the 2011 National Collegiate Boxing Association Finals held at West Point, N.Y., in April.

"He's tough on you, but for a purpose," Lopez said.

Holding a white towel to one boxer's bloody nose after a bout at Westover gym Oct. 1, Snow said, "When I tell you to jab, I mean jab. Don't come out swinging with your right hand!"

The fighter wiped blood from his face. His lungs heaved. But he looked straight at Snow and nodded. "Ok, coach. Sorry. I'll get it next time."

SMSgt. Robert Hanson, isochronal inspection dock chief, trains with Snow at Westover alongside his 15-year-old son Jesse. "We're lucky to have [Snow] here as a volunteer coach," SMSgt. Hanson said. "Usually, you get what you pay for, but not in this case."

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aviation standards.

"Heavy maintenance work is a living process that requires continuity of data and tracking that process as the maintainers go," Boll said, describing the difficulty that military maintainers experience in splitting their time between paperwork and maintenance work. "It really requires a separate job tracking the tasks and presently it is up to the mechanics."

Boll said the commercial aviation industry created a separate specialty for recording and tracking the many maintenance tasks; that allowed for more hands-on time for the mechanics and boosted their output. He plans the same for the Air Force.

Centralizing work environment

In a central location off the main worker

entrance to the RISO dock, the new work control center occupies an old break room and acts as a hub for maintainers, supervisors and the newly added work control associates.

"It's a very orchestrated event," Boll said, pointing to walls with job sheets stuck in slots under specific specialties. A large counter separates the maintainers from the supervisors and work control associates, and the paperwork process is essentially taken away from the maintainers so that they can focus on fixing the planes.

Boll said the concept of the centralized work center helped bring the dozens of skill sets needed to maintain a C-5 under one unified roof.

The four work control associates have already started helping to track the tasks of the 12 crews and more than 150 maintainers, including active-duty, reserve and civilian

workers. Newly-hired work control associate Rica Rendon, the wife of a Marine stationed at Westover, said her background was in the mortgage industry where she used similar data tracking skills.

"I think this will make it easier for the mechanics so they can focus more on the aircraft," she said.

Work control associate Nikki Dover was hired by Integraph and moved from Jacksonville, Fla., where she has been a reservist and loadmaster for more than three years.

"It's extremely hard teaching old dogs new tricks and no one likes to change," Dover said about initial skepticism she's experienced. "But I'll use my Southern charm to be a mean person in a nice way."

CUTS continued from page 4

developing new ways of doing business as we build the Air Force of the future." The future force will reflect reductions in some areas and growth in others, he said.

"We will need to reduce overhead and consolidate wherever possible to meet budget targets," said Chief of Staff of the Air Force Gen. Norton Schwartz. "We will have to make difficult choices."

To begin shaping the workforce to meet future needs, the Air Force implemented hiring controls in May, followed by a 90-day hiring freeze in August, and Voluntary Early Retirement Authority/Voluntary Separation Incentive Program offerings in September. Mandated by the Fiscal 2012 budget, these actions are designed to accommodate the reduced growth in the civilian workforce by allowing the Air Force to consider where new positions will best support future missions and where current tasks need to be eliminated or reduced.

As the Air Force approaches the end of the 90-day hiring freeze in November, and employees approved for VERA/VSIP

approach separation by 31 December, the Air Force will consider what additional measures may be required to meet future needs. Air Force members should expect continued workforce shaping measures, affecting military, civilians, and support contractors.

Some of the consolidation and shaping includes organizational changes at the MAJCOM and installation level.

"Air Force organizations and installations of the future may not operate the same tomorrow as they do today," said Schwartz. "In fact, we are considering a restructure of AFMC – our largest employer of civilians – to standardize processes, streamline decision making and align missions for more effective operations. The new structure will focus on reducing overhead costs and redundant layers of management while largely protecting the command's rank and file workforce."

Given the scale of the coming reductions, functional communities are taking a look at their processes seeking opportunities to streamline operations, Schwartz said.

Additionally, Air Force leaders have been examining numerous base-level support activities, looking for better ways to support Air Force missions.

According to Schwartz, the Air Force will establish new baselines for many functions across the Air Force.

The Air Force will also focus on providing the essential services members need and taking more advantage of local communities and the valuable services they provide for Airmen and their families. For example, some services commonly available on installations, but are either not financially viable or not often used, may be consolidated or closed in order to redirect resources to other places where Airman and family needs are greater, he said.

"These are challenging times, but we have a unique opportunity to shape the future of America's Air Force, and we are committed to doing everything possible to balance fiscal responsibility with our investments in our people and the nation's defense," said Schwartz. "I have no doubt our Airmen will rise to the challenges before us."

Sentry provides support to transient crews, tenant units

by MSgt. Andrew Biscoe

The Sentry program encourages wing commanders to permit non-profit organizations and other government agencies to use Westover facilities for events (within mission restraints).

"Allowing these groups, who are taxpayers as well, to use base space is a great public relations tool and proves to be a win-win situation for both the 439th AW and the event holder," said MSgt. Robert Karcz, program coordinator and an a 439th Logistics Readiness Squadron air reserve technician.

The Sentry program is designed for use by wing units which wish to conduct an event that would be out of their normal scope of operations. Westover tenant units also use

the Sentry program for coordinating change-of-command ceremonies, exercises at the Dogpatch training area and other requests involving base support that wouldn't already be covered in an "Interservice Support Agreement."

Transiting aircraft aircrews, who may require billeting and transportation, coordinate through the Sentry program. Westover's geographic location continues to make the base a frequent stopover for American aircraft and allies, such as Canada and Great Britain.

Other frequent users of the program include the Civil Air Patrol, Young Marines, and the New England Radio Control Jets.

As one of the program's "gatekeepers," MSgt. Karcz relies on a network of military and

civilian sections on the base to help: These include the base contractor, civil engineering, airfield operations, transient alert, aerial ports, security forces, and public affairs.

Non-DoD ID card holders must initially process their listing of names, and hold harmless waivers for JA, and any media coordination with MSgt. Karcz, who then sends out a group email to the base.

"We receive the original request and ask all the questions of the client," he said. "We will pre-screen events if real world events might hamper the scheduled event."

Once all the facts are gathered, a summary is presented to the wing commander, who must approve each event. LRS screens about 100 events each year (some of which may have

multiple event dates), and up to 20 percent are cancelled for various reasons.

An average of 70-75 events occur annually; the bulk of Sentry events occur between April and November.

"The biggest help from the Westover team is being aware of, and supporting the Program," said MSgt. Karcz. "If we have a group such as the Boy Scouts who want to take a peek at what we do, unit members can be available to talk to our guests. Enthusiasm and good words are among the most effective forms of community relations!"

EDITOR'S NOTE: For more information on the Sentry program, call MSgt. Karcz at 557-3801. Sentry information may also be found on the base web site: westover.afrc.af.mil

Baseball, leadership, and saying what needs to be said

by Col. John Greene

For us hard-core fans, October means the baseball postseason. Unfortunately for Braves fans like me and for Red Sox fans like many of you, our teams collapsed in September. Last month's playoffs and my position here at Westover as the inspector general, however, did have me thinking about a particular baseball player and about leadership.



When he was active, Will Clark was my favorite player. There were several things I liked about "Will the Thrill:" his sweet left-handed swing, his knack for getting the big hit in the crucial situation, his confident -- some would say cocky -- attitude, and the vocal leadership he provided to his teams.

At the trading deadline in 2000 the Baltimore Orioles sent Clark to the St. Louis Cardinals. Filling in for the injured Mark McGwire, The Thrill had a tremendous second half. In 51 games with St. Louis, he hit .345 with 12 homeruns and 42 RBIs. But perhaps more important to his new team was the leadership he provided. St. Louis' manager, Tony La Russa, who is third on the all-time managerial wins list, talked about what made Clark different from players who led by example only.

"Leadership by example is great," La Russa said. "But sometimes a leader has to be willing to lead by saying what needs to be said, and Will does that too."

In the military we teach our current and future leaders to lead by example. This is, of course, the right thing to do. Leaders should not ask anything of their troops that they are not willing to do. Leaders

must share the workload and the hardships borne by their people to be effective and have the troops' respect. The point that Tony La Russa was making, however, is one that we also need to teach our future leaders: some people will not be led by example alone. At some point we will all encounter people who are content to watch the leader and others do the right thing while they themselves do the opposite. True leaders, therefore, lead both ways.

They lead by setting high standards and living up to them, and they also lead by saying what needs to be said. It takes guts to look someone in the eye and say, "You are not doing your part for the team, and you need to pick it up."

We all have to develop our own leadership styles. I was on active duty for ten years. During that time I had five squadron commanders. Three were good enough.

The other two were great, but they were almost completely opposite personalities. Lieutenant Colonel X was a well-spoken, gracious gentleman. Lieutenant Colonel Y, on the other hand, was gruff, somewhat profane, and more than a little intimidating to us junior officers. But Lieutenant Colonel Y knew his job like no one else. When I first arrived at the unit, one of my troops said, "If I ever have to go to war, I hope I go with Colonel Y."

As it turned out, we did go to Operation Desert Storm with Colonel Y, and he was an outstanding combat leader.

Serving under Colonels X and Y taught me that there is not just one leadership style that works. They were very different men, but they were both great leaders.

One thing that X and Y had in common was that they both led by example and, when necessary, by saying, in their own unique style, what needed to be said.

For now, enjoy football. For next year, go Braves (and Red Sox)!

TROOP TALK | Will you be watching the Boston Bruins defend their Stanley Cup title this year?

"Every time they're on TV."
--TSgt. Chris Migala
439th Aircraft Maintenance Squadron



"No, I'd rather watch the Cowboys beat the Patriots!"
-- SrA. Brian Roman
439th Aircraft Maintenance Squadron

"Of course, I especially enjoy the fights."
-- A1C Anthony Montrond
439th Aircraft Maintenance Squadron



photos by TSgt. Stephen Winn

FACES OF WESTOVER

PATRIOT PRAISES
Promotions

Chief Master Sgt.
Wilbert Feltner



Senior Master Sgt.
Brian Copperthite



Master Sergeant
David Adams
Nicholas Adams
Dennis Ford
Richard Zuck



Technical Sergeant
Malcolm Brown
Ryan Cartmel
Matthew Daigle
Jeffrey Surprenant



Staff Sergeant
Michael Brown
Shawn Chouinard
Sean Ekvall
Nicholas Hughes
Gerald Hunt
Jace Kennedy
Jose Lara
John Loud
Diego Perez
Timothy Powling
Carl Reed



Senior Airman
Gisell Albano
Austin Bell
Stephanie Cataldo
Jamie Czwakiel
Kevin Godek
Kyle Liguori
Kyle McCormick
Glenda Nathaniel
Kenny Ramos
Ethan Rosas
Amanda St Martin
Stephen Tichy
Hugh Tripp Jr.



Airman First Class
Lucia Brito
Edgar Reynoso
Bevin Rutland



Airman
Manuel Caban Jr.
Travis Carpenter
Leonard Murphy



PEP promotees:
CMSgt. Laray Deveaux
SMSgt. Lawanna Viers
MSgt. John McGrath

TSgt. Erika Gingrass
439th Aerospace Medicine Squadron

TSgt. Gingrass had her mother sign for her when she enlisted at 17. "My mom was really excited for me because I was in the Junior ROTC program in high school, so I already had some military exposure and she knew that the Air Force could provide great opportunities for me," she said. TSgt. Gingrass is the NCOIC for her unit and manages medical records as well as checking patients in for physicals and exams.

"I've always wanted to be a nurse, and the Air Force has provided me such great exposure and training for the career field that I'm pursuing," she said. "I'm attending Middlesex Community College for nursing. My ultimate goal is to become a labor and delivery nurse or be part of the mother/infant unit."

TSgt. Gingrass works in the Lowell General Hospital on the cardiac floor as an aid and also works at the inpatient service center.

-- by SrA. Kelly Galloway



TSgt. Erika Gingrass

Retirements

Major
William McGhee
Kelly Montolio
Senior Master Sergeant
Steven Sequeira

Master Sergeant
Samuel Baral
Raymond Circe
Georgiana Steiner
Technical Sergeant
Richard Moskal

SERVICES CALENDER

BOWLING CENTER >> Turkey Bowl , Nov. 14-18. Bowlers who knock down eight or more pins across 10 lanes win a turkey. One ball per lane. Children's birthday parties may be held at the bowling center. Call 557-3990 for more information.

WESTOVER CLUB >> Flag football has begun. Fall Fling, Nov. 5. Party begins at 4 p.m., disc jockey at 6 p.m.; games and prizes, food and drink specials. Early Bird Thanksgiving – Nov. 17 11 a.m.-1:30 p.m. and 5-8 p.m. Lunch and dinner buffet. Turkey, prime rib, and ham carving stations (\$9.95 for members and \$10.95, non-members).

FITNESS CENTER >> Hours: Monday-Friday: 6:30 a.m. to 8 p.m.; non-UTA weekends: 9 a.m.-3 p.m.; the Nautilus room will be closed for renovations from Oct. 31 to Nov. 4, and will reopen in time for the November UTA. The center will close for remodeling Nov. 7-18. For more information, call 557-3958.

OUTDOOR RECREATION >> Outdoor recreation arts and crafts specializes in creative plaques and designs for awards, recognitions and retirements. For more information, call 557-2192.



439th Airlift Wing
100 Lloyd St., Box 49
Westover ARB
Chicopee, Mass. 01022-1825

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Published monthly for Patriots like SSgt. Thomas Scott, Chicopee, Mass., and the more than 3,400 reservists and civilians assigned to the 439th Airlift Wing.



ONE OF THESE THINGS IS NOT LIKE THE OTHER ... A VC-25, assigned to the 89th Airlift Wing, Joint Base Andrews, Md., joins a row of C-5s at Westover Sept. 19. Known as Air Force One when the president is aboard, the aircraft remained at the base while President Barack Obama attended a United Nations conference in New York City. The famous VC-25 left to pick up the chief executive Sept. 21. (photo by W.C.Pope)