



PATRIOT

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UTA SNAPSHOT

>> Chiefs' Promotion Recognition Ceremony, June 1, 6 p.m.

>> Enlisted Workshop, Westover Conference Center, June 3-4

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ON THE COVER: Airmen with the 439th Aeromedical Evacuation Squadron conduct a medical evacuation exercise aboard a C-17 Globemaster III in April. AES members often board C-17s and C-130s as part of their training. (photo by SrA. Alexander Brown)

EDITORIAL | Thoroughbreds vs. pack mules

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I recently finished an organizational theories class. One of the lessons I studied was how managers treat their people, and it caught my attention. *"Managers should try to ensure that people feel they are rewarded fairly in comparison to others in regards to responsibility and challenges. But some managers find it easier to rely heavily on the most energetic and competent people instead of dealing with the less capable and enthusiastic subordinates."*

I refer to this as the thoroughbred vs. pack mule philosophy. Every organization has their "shiny pennies." Then the leaders of that organization take their "thoroughbreds" and race them day after day until they burn them out. The Airmen become disgruntled and they put themselves out to

much on their exceptional subordinates, which demoralizes them over time if they are not rewarded, and it agitates the other subordinates who will become disgruntled because the



"If subordinates aren't challenged, then chances are turnover will occur in the organization."

leader does not have faith in their abilities to complete tasks.

pasture. The pack mule can complete the same tasks, they just take a little longer, and just need someone to guide them to the trail of success. Leaders can lean too

occurs when all members feel they are a valuable asset to the organization and make contributions to its success. If subordinates aren't challenged, then chances

are turnover will occur in the organization. The subordinates will take their talents to a different organization or they will finish their enlistment and leave.

When I first came to Westover, I was a pack mule. But I was fortunate to have supervisors who taught me, who developed me, and let me learn from the mistakes I made along the way. What I ask is that we let our people grow, that we challenge them, correct

them as necessary, and allow them to learn from their mistakes. We owe it to them to prepare them for future leadership roles.

And yes, even command chiefs go back to school to make themselves better leaders.

by CMSgt. Michael Thorpe
Command Chief, 439th Airlift Wing

BRIEFS |

Satellite gym

A 24-hour satellite gym in Bldg. 2426 is available. A short training class is required.

Please contact TSgt. Chris Eldridge at Christopher.eldridge.1@us.af.mil or SSgt. Thomas Scott at Thomas.scott.14@us.af.mil or call 557-3300.

Westover TV

Westover News Network Channel 50 is the base cable access channel featuring Westover news, interviews, construction updates and a schedule of services events for upcoming UTAs. There is 24-hour access in lodging and the fitness center.

State applauds base for water quality

Officials with the Massachusetts Department of Environmental Protection notified the base in April that its water system had exceeded state standards. The base system "achieved one of the top scores in the Non-community Non-transient System category of the 2013 Public Water Systems Awards Program."

New chaplain joins wing

Chaplain (Capt.) Matthew Zimmerman has joined the wing chaplain staff at Bldg. 1100. He may be reached at 557-3360. The reserve wing chaplain staff are available on Tuesdays as well as during the UTA weekends. They may be reached via email at 439aw.hc@westover.af.mil.

Family Day set for Base Ellipse Sept. 7

The 439th Airlift Wing's Family Day will take place on the Base Ellipse on Sept. 7. Events planned include food and refreshments, games for children, volleyball tournament, and more.

The 439th AW Public Affairs staff will hold a joint-service Employer Day Sept. 7 as well. More information will be provided as soon as it becomes available.

Quarterly winners

The 2013 third quarter winners are:

Airman: SrA. Brian Vanguilder, 439th Airlift Control Flight

NCO: TSgt. Christopher Israel, 439th Aircraft Maintenance Squadron

SNCO: MSgt. Gary Bacon, Jr., 337th Airlift Squadron

Company Grade Officer: 1st Lt. Alan Fairey, 58th Aerial Port Squadron

Civilian - Brent Read, 439th AMXS

Civilian Supervisor - Charles Trovarello, 439th Security Forces Squadron

CHILD'S PLAY >> To celebrate the Month of the Military Child, the Airman and Family Readiness staff, one of whom is SSgt. Gerald Gentile in the center photo, held an event in May that honored the Westover kids with games and activities. (photo by TSgt. Brian Boynton)

SECDEF CALLS FOR CULTURE OF DIGNITY, RESPECT

by Jim Garamone

WASHINGTON (AFPS) -- Allegations of misconduct against an Air Force officer in charge of the service's sexual assault prevention and response effort underscored the importance of Defense Secretary Chuck Hagel's effort to prevent sexual assault across the military.

Hagel began his Pentagon news conference May 8 by discussing the incident in which the officer was arrested by Arlington County police and charged with sexual battery. "He's been removed from his position pending the outcome of this investigation," the secretary said. "We're all outraged and disgusted over these very troubling allegations."

Hagel called sexual assault "a despicable crime" and said it is a serious challenge to the department. "It's a threat to the safety and the welfare of our people and the health, reputation and trust of this institution," he said.

He shifted to the annual report on sexual assault within the military the department delivered to Congress today. "This department may be nearing a stage where the frequency of this crime and

the perception that there is tolerance of it could very well undermine our ability to effectively carry out the mission and to recruit and retain the good people we need," he said. "That is unacceptable to me and the leaders of this institution. And it should be unacceptable to everyone associated with the United States military."

Hagel called for a cultural change in the military with respect to sexual assault. He announced initiatives so "every service member is treated with dignity and respect, where all allegations of inappropriate behavior are treated with seriousness, where victims' privacy is protected, where bystanders are motivated to intervene and where offenders know that they will be held accountable by strong and effective systems of justice."

Hagel wants leaders to take this seriously and stressed the department will hold them responsible for putting in place programs to prevent sexual assault and to treat victims of the crime with compassion and justice.

Patriot Wing Equal Opportunity Office earns command honor

by SrA. Alexander Brown

The 439th Airlift Wing Equal Opportunity office received the Col. L. Joseph Brown Award Sept. 30, 2012.

The award is given annually at the installation level in recognition of exceptional accomplishments related to the equal opportunity program and mission.

"I'm happy for my staff as they worked very hard this year," beamed Maj. Diane Burch, MEO chief. "It is nice to see all that hard work pay off."

The three-Airmen EO shop provides service to a base population of 3,000 service members, 886 full-time civilian and 11 tenants.

The award-winning Airmen developed rotating personnel schedule with guaranteed coverage for two UTAs a month plus weekday coverage.

They also participated in multiple military cases, in which their sensitivity and productivity assisted them in completing cases ahead of schedule. They were also able to settle an equal employment opportunity case at the lowest level, which saves the Air Force an average of \$24,000.

"We also conduct classes to help facilitate communication among base personnel and recognize personality differences," added Maj. Burch.

Their efforts to implement procedures for 24-hour on-call support for all equal opportunity issues decreased time from contact till resolution to an average of 14 days.

"I would like to personally congratulate the 439th EO office for their outstanding performance during 2012, which led to the Col. L. Joseph Brown Award," said Col. Steven Vautrain, 439th AW commander. "This highlights their dedication and top-notch performance."

a continuing series exploring Westover DID YOU KNOW

by TSgt. George Cloutier

Westover is home to more than Airmen. Soldiers, Sailors and Marines have taken up an increased presence on base. One of the Westover family's new joint units is the Army 655th Reserve Support Group, located in the new Armed Forces Reserve Center.

The 655th came to Westover in 2010 when their old home at Fort Devens closed as part of Base Realignment and Closure actions. In their stateside mission, the group provides administrative support to Soldiers under their parent unit, the 316th Expeditionary Support Command Division, including command and control for training, readiness and mobilization.

In February 2012, shortly after arriving at their new home at Westover, the unit deployed on a nine-month tour to Kandahar Airfield in Afghanistan. While deployed, the unit's mission shifted to providing a wide range of services including contractor operations, feeding programs, troop logistics, immigration assistance, claims operations and housing.

Col. Ernest Erlandson, outgoing commander for the 655th, led the unit during their deployment to Kandahar. He said that during their time in Afghanistan the unit struggled with and overcame a variety of challenges, starting with taking on a much

larger mission than they originally planned for and ranging from dealing with a squatter problem on base, resolving meal card issues, working with local contractors, and to top it all off, having their new restaurant destroyed by a mortar attack only four days after it was built. Being short-staffed and undermanned, the unit leaned on the skills their reservists brought from their civilian jobs to solve these problems and more and get the mission done.

"I can't stress enough that we did a lot of talent management," Col. Erlandson said. "We did not have a city master planner. But I had a guy who in his civilian job had been an OSHA inspector and a guy who ran a construction company. So when we got these large million dollar military construction projects, they knew how to inspect the buildings and determine if we were getting our money's worth."

Now that the 655th is back, members are settling in and getting back into the swing of garrison life. Sgt. Cathy Tate, RSG Department of Human Resources is one of the 50 unit members who recently returned from deployment.

"There's definitely been an adjustment," she said. "I still look for my weapon, but it's nice to be back. I loved what I was doing and working with the other nations. Meeting the other military from all over the world was the best part."

The 655th RSG's new commander is Col. Deborah Kotulich, who assumed command May 5 on the base ellipse.

Post 9/11 GI Bill offers big money for education

by SrA. Charles Hutchinson IV

The Post-9/11 GI Bill is one of the best benefits available to today's veterans.

The bill provides some financial support for education and housing for 36 months to veterans with at least 90 days of total service after Sept. 10, 2001, or individuals discharged with a service-connected disability after 30 days.

Some of the benefits of the Post-9/11 GI Bill include:

- A monthly housing allowance (Equivalent to E-5 BAH plus one family member)
- Paid tuition
- An annual books and supplies stipend
- A one-time rural benefit payment
- The ability to transfer benefits to spouse or children (but you must transfer benefits before the child turns 23 years old).

Approved education under the Post-9/11 GI Bill includes graduate and under-

graduate degrees, vocational/technical training, on-the-job training, flight training, correspondence training, licensing and national testing programs, entrepreneurship training, and tutorial assistance. All training programs must be approved for GI Bill benefits. Members may take online courses, but must take at least one course in a physical classroom and must take at least seven credit hours toward a declared major.

Tuition and fees for approved programs are paid directly to the educational institution for all public school in-state students. For those attending private or foreign schools, tuition and fees are capped at the national maximum rate (veterans attending a private institution in Ariz., Mich., N.H., N.Y., Pa., S.C. or Texas may be eligible for a higher tuition reimbursement rate).

Post-9/11 GI Bill benefits are transferable to family members if the military

member chooses to do so, but there are limitations and restrictions. A family member must be enrolled in the Defense Eligibility Enrollment Reporting System and be eligible for benefits at the time of transfer to receive transferred educational benefits. Eligible family members include:

- The individual's spouse.
- One or more of the individual's children.
- Any combination of spouse and child.

An eligible service member may transfer up to the total months of unused Post-9/11 GI Bill benefits. But if you're transferring benefits to children, the transfer must occur before the child's 23rd birthday.

Individuals discharged under any conditions other than honorable are not eligible for the Post-9/11 GI Bill.

For additional information visit www.gibill.va.gov or contact the base education and training office at 557-3440.



CONSTANT UPKEEP >> MSgt. Daniel Sullivan, 439th Maintenance Squadron, works on a C-5's tail area during the April B UTA. MXS is one of three squadrons assigned to the 439th Maintenance Group. (photo by by SrA. Alexander Brown)

Westover the beautiful, home of the brave



Marathon bombings: What emerges from the rubble

by Lt. Col. James Bishop

BOSTON -- There was a race, before the smoke and blood. At 11:50 a.m., my wife Deb and I watched the wheelchair racers turn from Hereford St. onto the home stretch of the Boston Marathon. A wave of cheering slid down Boylston Street. My son's fiancée Katie was running for the Mass. General Hospital Children's Cancer Center. Deb wanted to hurry to Heartbreak Hill, at the 20-mile point, so we wouldn't miss Katie, but I wanted to see the first runners finish. The women runners came first, taking strong strides. Cheers rose above the street. People looked on from balconies and bars. Soon a media truck turned onto Boylston, piled with photographers and videographers. I thought the driver was racing to the finish line to set up.

He wasn't. He was keeping pace with the leaders of the men's pack. It looked like a sprint. As with the women, the men didn't look winded after 26 miles.

As we made our way to Heartbreak Hill, a woman on our subway car was giving directions to people for no reason beyond kindness. People in the crowd called out to tired runners at the top of the hill, "You're looking great!"

At 1:45 p.m., halfway down Heartbreak Hill, a group kept up a steady beat on large kettle drums to encourage runners. Not for a minute. Constantly. People cheered runners they didn't know. Strangers handed out orange slices.

An older man decked out in a jeweled crown and red velvet cape ran by. Members of the National Guard jogged by in full uniform, carrying massive backpacks. One man in the crowd saluted. Many runners wore memorials. "Running in memory of Lt. James Zimmerman, United States Marine Corps," read one T-shirt. Of the 27,000 runners, these were the ones on pace to finish around 2:50 p.m., when the two bombs exploded.

Katie arrived at Mile 20, looking fresh and strong. She stopped to hug my son Jim, then each of us who had come to watch.

It was 2:12 p.m. The bombers were already slinking toward the finish line. Our group of seven walked to the T and headed back to watch Katie finish.

At the Hynes Center metro stop, though, a policeman stepped onto the train and yelled "Everyone needs to get off now. This station is closed." Boston cops, not prone to overreaction, looked rattled. They shouted, "We need to clear the station." We decided to go to the finish line, since that's where



we were meeting Katie.

We could see white smoke in the distance, but thought it was fireworks.

Then came the escalating horror. A runner walking down Boylston said there'd been an explosion at the finish line. Another, crying and blood-spattered, said people have been injured, some had lost limbs. Within minutes, we heard that the blasts had killed people. A steady stream of police cars, SUVs, and ambulances sped toward the finish line.

After 10 minutes of telling people they couldn't go to the finish line, a cop on the corner of Boylston and Commonwealth yelled, "I know this is frustrating but we need to block off the road. Please bear with us. We're doing the best we can."

Some wise soul yelled back, "You're doing a good job." The crowd near the barriers applauded. The cop's shoulders relaxed. He smiled briefly, said "Thank you."

I felt like I'd witnessed greatness of spirit - not just then, but all day long in large and small and lovely and homely ways.

First responders streamed toward the blast site. I saw three men in their mid-20s, wearing black hoodies and looking like thugs,

-- continued on next page

walk past the barricade. The policemen started to say, "You can't go in ..." Without breaking stride, the one on the left pulled out his badge and they walked through.

After 40 tense minutes, we found Katie, still looking fresh. She had been half a mile from the finish line when police told runners to get off the road. One of the first things she said, after learning that our car, parked under the Prudential Building, might be within the cordon, was "Take our car and we'll pick it up later." Not, I need water, or I need to rest, but How can I help?

Across the city, selfless people were taking action. When double-amputee and Afghanistan War veteran Gabe Martinez heard about the bombing, he and fellow Marine amputees visited Boston hospitals to encourage the 15 amputees, hug and cry with them, and show them it's possible to walk again.

The day after the bombing, I was back in uniform buying a brake light at an auto parts store. A man turned to me and said "These bastards shouldn't get the death penalty. That's too quick. They should suffer."

I wanted to agree but can't, because then we become like them. I'm glad the police dissect the criminal mind, but if we absorb a steady diet of info about the suspects, we give them too much honor. Poet Jack Gilbert wrote, "To make injustice the only measure of our attention is to praise the Devil." An Internet search for "Boston Bombers" listed 3.9 million hits. One for "Boston Bombing Heroes" came up with just 1,300.

Ten thousand acts of kindness and courage occurred on April 15. Any one of them deserves more attention than two petty disciples of hatred.

TROOP TALK | Lieutenant recalls moments of uncertainty as he tried to reach his wife

First Lt. Matthew Borowski, 439th Airlift Control Flight, remembered how a day that had ended in tragedy, started so well for thousands of people at one of Boston's flagship events.

"It was a beautiful morning for running. A bus brought us over to where the race began. It was really festive and the environment was vibrant," he said, adding that throngs of people he didn't even know were cheering him and every runner. "It was a surreal feeling. You can't imagine that many people out there to support the runners."

Lt. Borowski's wife was at the marathon too.

"My wife had tickets for the grandstands, so she could watch me finish. I told her about what time I would be there because I had been training and knew my time was about four hours and some change," he said. "I got to the 21-mile mark and was feeling pretty good to that point but got tired and I was dragging but I knew the end of the race was near."

The awful developments began to unfold as the lieutenant approached the 25-mile mark. He saw a sense of urgency that began alarming people.

"At first we heard it was a bomb threat near the finish line; there were a lot of rumors flying around. Then they proceeded to take the gates from the side and moved them to form a barricade on Commonwealth Avenue. So pretty much everyone clustered up in the area

and people were getting frustrated. No one knew what was going on. People were trying to get through to get to the finish line. People then began to take out their phones and work with their data and they were saying that four bombs went off. Police officers and volunteers were pointing us directly backwards saying to go back. At that point I was in 'robot mode' I just wanted to finish the race."

He didn't have his cell phone with him as he began to wonder about the safety of his wife.

"My heart just sank! I knew my wife was right there at the finish line. We had no other information other than four bombs had gone off. I was in complete darkness as far as communication; I had to use people's phones that were near me. Everyone was in disbelief and shock."

Minutes went by as the lieutenant still didn't know if his wife was OK. "I used phones but they didn't work because the networks were bogged down. I was able to get text messages off to my wife to let her know that I was safe."

A half hour went by and he recalled people were spreading any information they had. Instead of four bombs there

were two. But no one knew if there might be more. "So we now were totally all on edge," Lt. Borowski said.

He and scores of other runners were able to walk further around the city, and he retrieved his cell phone.

"I ripped the bag open to get the phone out," he said. "I had messages from people, but none from my wife."

Nearly an hour went by and he finally heard his wife's voice. "She told me where she was. She was in the South End. I walked down to meet her but she ended up being evacuated again. Eventually we got a message off and she gave me another address. We met up and she was there -- with two friends -- safe!"

It was an unforgettable day. For Lt. Borowski, the bombings did nothing to deter his spirit for running in next year's Boston Marathon.

"I still plan on running more. It's my full intention to find a way to go to Boston again next year, whatever I have to do to make it happen, I will. Boston is where I'm from, it was where I trained. It's my backyard, it's my home and it's my life. Life's too short to let things tear you down."

-- by SrA. Alexander Brown



WESTOVER PATRIOTS |

OPERATION VACATION DESTINATION

by TSgt. Brian Boynton

A little-utilized benefit available to current and retired members of the armed services and their families at reduced prices is an array of military resorts, Armed Forces Vacation Clubs and military campgrounds.

A few Operation Vacation Destination “deployment” opportunities and some helpful links are listed in this article.

Some of the Department of Defense resorts include Shades of Green® on Walt Disney World Resort® in Florida. HALE KOA Resort on Waikiki Beach in Hawaii with rates based on rank and travel status from \$91 nightly.

Others include Dragon Hill Lodge in Seoul Korea and the Edelweiss Lodge and Resort located in the Bavarian Alps in Germany.

The Armed Forces Vacation Club is a mostly space-available program that offers military and other DOD-affiliated personnel worldwide vacations at over 4,000 resorts starting at \$349 per unit per week. The program is available to all active and retired members of the Armed Forces, DOD employees and select civilian employees in military support roles.

Many military installations have campgrounds including the family camping area at Westover with rates much lower than commercially-run campgrounds.

Another example is the Marathon Cottages and RV Park located on the Florida Keys at the Marathon Coast Guard

Station. RV sites range from \$25 daily and cottages start at \$40 daily. In comparison, Westover’s rates start at a basic tents site from \$8 daily to electric and water hookups for both tents and RV’s for \$18 daily. The non-DOD link below for military campgrounds has reviews, links and helpful information to over

250 family camping areas in the United States.

Military -- active, reserve, and retired -- will be pleasantly surprised by the deals offered to service members looking to volunteer for Operation Vacation Destination. For additional information, visit westoverservices.com

www.militarydisneytips.com/Accommodations/Armed-Forces-Vacation-Club.html
www.militarycampgrounds.com
www.armymwr.com/travel/recreationcenters/
www.afvclub.com/military_search_resorts



CHIEFS RETIRE >> Two chief master sergeants retired this spring after decades of service to the nation. Left, CMSgt. Nicole Remy clutches the American flag during her retirement ceremony in April. She served primarily with the 439th Logistics Readiness Squadron during her 25-year military career. Right, CMSgt. Glenn Brault receives his Stars and Stripes from SMSgt. Jennifer Hearn. CMSgt. Brault capped his 31-year career in the wing finance office with a ceremony May 4. (photos by TSgt. Brian Boynton)

POPE’S PUNS |

by W.C.Pope



FACES OF WESTOVER

SrA. Christopher Feliz
58th Aerial Port Squadron



SrA. Christopher Feliz

SrA. Christopher Feliz is a Miami native assigned to the 58th Aerial Port Squadron. He enlisted in the Air Force in 2010 after relocating to Massachusetts with his family.

“I joined for the sense of brotherhood,” SrA. Feliz said. “I wanted to be a part of something greater than myself – I want to get the feeling of accomplishment.”

SrA. Feliz currently resides in Keene, N.H., where he is a campus safety officer at Franklin Pierce University. He is also engaged to another Westover senior airman.

While talking about his current civilian job, SrA. Feliz said he wants to use his campus safety position as a stepping stone to a job as a police officer.

“I am just trying to be successful and do the best I can,” SrA. Feliz said.

-- SrA. Charles Hutchinson IV

RETIREMENTS |

Lieutenant Colonel
Bryan Castle

Chief Master Sergeant
Glenn Brault

Master Sergeant
Patrick Malie
Duane Manville
Charles McDonald
Andrew Rivet

Major
Cheryl Duzant

Senior Master Sergeant
Sabine Prather
Craig Reul

SERVICES CALENDER |

Submitted by Mollie Anello, services marketing assistant

CLUB >> The club will be opening a satellite operation at the fitness center. The Grind will feature protein shakes, smoothies, healthy fare and will proudly brew Starbucks coffee. Stay tuned for information regarding grand opening.

BOWLING >> Sign-up for the summer Have a Ball League today! Also, keep a look out, we are reopening soon!

OUTDOOR REC >> Tag Sale planned June 1-2, bring your products, rent a spot. Also, NAF Sale June 1-2. Boat motors, camping equipment, and more! Stop by for a good buy! For more information, call 557-2192.

FITNESS CENTER >> Ditch the Workout, join the party -- Zumba classes are offered every Tuesday and Thursday from 4:45-5:45pm at the fitness center. Also check out some of our other fitness programs, spinning class, boxing, and more! Call 557-3958.



Published monthly for Patriots like SSgt. Tamika Scarbo, Chicopee, Mass., and more than 5,500 people assigned to Westover Air Reserve Base.

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TO THE COLORS >> One of Westover's tenant units, the Army Reserve's 655th Regional Support Group, held a change of command on the Base Ellipse on the May A UTA. Col. Deborah Kotulich assumed command of the unit from Col. Ernest Erlandson. To read more about this unit, turn to page 5. (photo by TSgt. George Cloutier)