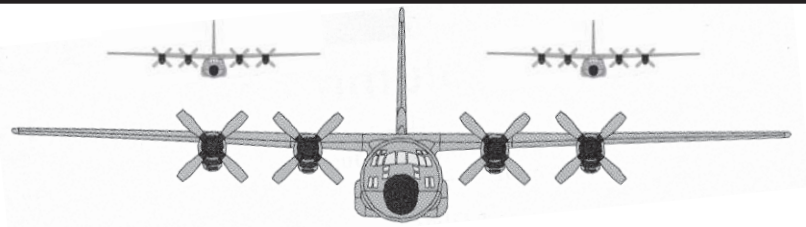


The 914th Airlift Wing



NIAGARA FRONTIERSMAN

JULY 2009

NIAGARA FALLS AIR RESERVE STATION

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**Chief Larwood
selected as 22nd
Air Force
Command Chief**

See Page 3

The 10 things I learned in Iraq

By Lt. Col. Timothy McCoy
914th Mission Support Group Commander

I spent only four months in Kirkuk, but here are 10 things I knew, forgot, and had to relearn that I will certainly remember on my next deployment.

The first thing is determine the “real” cost of something. We tend to look only at the initial dollar outlay but don’t investigate the service contracts, down time, morale problems and mission interruptions some of our decisions have. It’s not always about money; many times it’s about common sense.

Motivating people takes a lot more than handing out some awards, smiling and shaking hands. To motivate and impress everyone around you, you need to set the example and walk the talk – remember, everyone is watching you all the time and in every situation. Lose their respect and you’ve lost the mission.

Very few people set high standards or wanted to follow the rules. Many people I encountered wanted to dumb everything down and just get by with “that’s good enough.” This was especially true when within close proximity to some of our sister services.

As a leader, regardless of rank, set the standard and maintain it; because once it starts to slide, discipline and mission accomplishment falter as well.

Sometimes you have to make the hard call. You can’t please everyone all of the time and sometimes you’ll need to tell those closest to you to go the extra five miles. Always derive your decisions

from the mission objectives. Do this and you can withstand any scrutiny.

In a deployed environment, keep it all business. Be pleasant and professional, but as a leader you can’t afford to play favorites or even leave that appearance. The road to good intentions is paved with IG complaints, or worse, rumors. Both are nearly impossible to overcome during a short deployment.

Always think about the unintended consequences. Don’t forget to take into account the impact your decisions have on people. We were replacing the women’s’ bathrooms because they were horrible. Three days before delivery of the first new unit, we tore down the old bathroom so the site could be prepared for the arrival of the new facility. When it arrived, of course the new bathroom didn’t meet any acceptable standard so we rejected it, leaving the women without a bathroom and shower for over two months. While we withheld payment from the contractor and eventually got what we paid for, we incurred a significant loss of psychological capital from those we were entrusted to serve.

Nothing is what it seems. Peel the onion back. Be on the lookout for ulterior motives, attempts to get more than what is deserved and some outright theft. The deeper you dig, usually the uglier it gets. Document, document, document.

Prepare to be surprised. Some of the people you’ll work with are ingenious, creative, hard working, self-



Lt. Col. McCoy

motivated and amazing. Hold them up as the example, praise them and reward them. There are never enough of them to go around.

The information you get in the first 10 minutes of an emergency is wrong – act accordingly and be prepared to change direction. Train your people to understand the fluid nature of contingencies and you’ll always be ready for incoming rockets, the UCI team or the ORI.

You may never know the influence you’ve had on people until it’s too late. The last night I was in Iraq, the squadron commanders honored me with coins and a group guidon signed by every one of them. Up to that point, I thought my job was pretty inconsequential; if only I’d had the attitude that I was there to serve them, how much more of an impact could I have had. Don’t wait for the awards and the praise to do more and do better.

THE NIAGARA FRONTIERSMAN

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Editor’s note:

In last month’s story “914th members honored for service” Tech. Sgt. Victorine Cleaveland was misidentified. Congratulations Victorine on your Excellence in Government Award.

Niagara's top enlisted selected as 22nd AF Command Chief

By Tech. Sgt. Kevin Nichols
914th Public Affairs

914th Airlift Wing Command Chief Master Sgt. Steven M. Larwood was named the new Command Chief Master Sergeant of the 22nd Air Force, Dobbins Air Reserve Base, Ga.

Chief Larwood succeeds Chief Master Sgt. James R. Fields who has been the Command Chief for the 22nd since 2006.

"Chief Master Sgt. Larwood's selection was not a surprise to me," said Col. Allan L. Swartzmiller, 914th Airlift Wing Commander. "Before I arrived here to my new assignment, the Command Chief at Minneapolis told me what a great person and excellent Command Chief Steve Larwood is. It took only a few moments after meeting him to confirm that endorsement. Having Chief Larwood at 22nd Air Force will be a great opportunity for him and benefit all of us in the 22nd," added Col. Swartzmiller.

As Command Chief of 22nd Air Force, Chief Larwood will advise Maj. Gen. James Rubeor, 22nd Air Force Commander, on matters influencing the morale and welfare of the enlisted reservists of the 22nd.

"It is certainly an honor to have been selected for this wonderful opportunity to lead the men and women of the 22nd Air Force," said Chief Larwood. "Nobody makes it to this level alone and I am no exception. I have a loving and supportive family and here at Niagara I am

surrounded by the most talented and dedicated group of professionals I have ever worked with. In my position as Command Chief of the 914th I have had the pleasure of serving three outstanding wing commanders who have shared their knowl-



edge, vision and experience which has prepared me well for my new assignment," added Chief Larwood.

The professional development of our Airmen and their quality of life are of paramount importance to Chief Larwood.

"I strive to ensure that every Airman that has prepared themselves receives the opportunity to contribute to our mission and meet their personal goals," said Chief

Larwood. "I am constantly mindful of the fact that our Airmen are volunteers and that if we as leaders don't do everything in our power to make the Air Force Reserve a place where they belong, they won't be with us down the road."

Communication is crucial to Chief Larwood and his belief that our senior NCOs need to be given the responsibility of their positions and the information that goes along with it.

"He has brought the first sergeant's group together to form a cohesive group and has made them the right hands of the squadron commanders," said Col. Patricia A. Jarmuz, commander of the 914th Aero-medical Staging Squadron. "He is very big on communicating and getting to know all the units on base."

Chief Larwood began his career at Griffiss Air Force Base, N.Y. in 1983 where he was a security police fire team member with the 416th Security Police Squadron. During his career, he was a Distinguished Honor Graduate from recruiting school, Lackland Air Force Base, Texas and the First Sergeant Academy, Robins Air Force Base, Ga.

During Operation Iraqi Freedom he served as the First Sergeant for the Operations and Maintenance Squadron at several bases in Southwest Asia.

Chief Larwood has served as the 914th Airlift Wing Command Chief Master Sergeant since 2006.

Does your employer support your service?

Nominate your boss for the ESGR Boss-Lift this fall. Submit all applications to the Public Affairs email address: 914awpa@niagarafalls.af.mil

Required:

- Boss and reservists name
- Company name
- Point of contact number
- Boss must be middle to upper management
- Applicant must be a boss who has *never* flown with the unit before



Photo by Senior Airman Stephanie Clark

Niagara Airmen ready for the fight

Wing members tested their war-time skills by donning their chemical gear in the hot June weather for a hands-on exercise. The exercise consisted of chemical, biological, radiological, nuclear, and explosive scenarios during the four-day UTA block-training.



Photo by Capt. Reed Robertson

914th leadership visits Congress

(Left) Dwarfed by the massive spires of the Air Force Memorial, 914th Airlift Wing Commander Col. Allan Swartzmiller and Command Chief Master Sgt. Steve Larwood look over towards the historic and famous landmarks of the Capitol on a recent trip to Washington D.C.

(Below) The 914th Leadership, Col. Swartzmiller, accompanied by Capt. Robertson (left) and Chief Larwood (far right) pose with Congressman Chris Lee. The three Airmen traveled to Washington, D.C. recently to meet with members of the House and Senate to thank them for their outstanding support of Team Niagara.



Courtesy Photo

One Stop Shop for Veterans at Buffalo State Campus



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- Advisement
- Leadership opportunities
- Counseling Center
- Career advisement
- Faculty/Staff mentor
- Health care
- Military Social events
- Small Business Center
- Student Life
- Scholarships/Financial Aid

For more information, contact
 Senior Airman Keisha D. Dobney
Coordinator of Student Veteran Services
 Buffalo State College
 Continuing Professional Studies
 1300 Elmwood Ave. GC 210
 Buffalo, NY 14222-1095
 Phone: (716) 878-3504
 Fax: (716) 878-5930

-Student Enrollment Management-

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- Financial Aid
- Registrar

-Student Liason-

- Student Veteran organization
- ROTC
- Student Affairs
- Admissions
- Financial Aid
- Registrar

-Coordinating-

- Services for student Veterans and new programs
- Student Veterans Organization
- Student Veteran Mentoring
- Student Veteran Resources
- Student Veteran Programming

Buffalo State College
MATH and HUMANITIES
BOTH courses will be offered in the fall
by Buffalo State College
Classes will be located at Niagara Falls ARS
Time and location is TBA

If you are interested in taking either course in the fall, call or email.

Musings of a Retiring Air Force Chaplain



By Chaplain (Lt.Col.) Weldon Thomas
914th Airlift Wing

It seems that I have just begun my duty here, and now it's ending! My mission and ministry here at the 914th Air Wing have been short but fruitful. Although I arrived in February 2008, I have been fortunate to serve our airmen and our nation for the last 22 years as a reserve chaplain.

I was commissioned as an IMA - Cat B chaplain. The privilege of managing resources while also providing professional religious support to airmen who discharge the Air Force mission have been an enormous opportunity for me; and I have been honored to serve.

My role as an advisor to commanders on religious, ethical, moral and quality of life matters have afforded me rare access to the highest levels of our Air Force. The opportunity to serve at the Wing level up to Air Staff level while serving the majority of my career in the National Capital Region of Washington, DC and vicinity have been a multifaceted challenge that I welcomed. This included serving at the Andrews and Bolling Air Force Bases, tours at Vandenberg and Buckley Air Force Bases, and an assignment at the Air Force Chief of Chaplain Corps Office before coming here to the Niagara Falls Air Reserve Station.

Helping wingmen to cope, adjust and maintain their equilibrium during war, death, mobilizations and demobilizations, as well as the vast array of life's pressures are what a chaplain does. These duties are accom-

plished through counseling, pastoral care, visitations, spiritual renewal, worship, weddings, funerals, and many other Wing sponsored activities during my time as a citizen airman. All of which has also enhanced my own growth



Chaplain Thomas

as a civilian pastor – and for that I thank God and my country.

With great pride I have been fortunate to represent the military community in religious and civic events at the Pentagon, the Defense Intelligence Agency, the United States Capital, Arlington National Cemetery, and many other national cemeteries around the country. In addition, I offered many prayers and invocations during promotions, retirements, and change of commands. I also provided services to veteran groups, the Boy Scouts of America, planned and participated in prayer breakfasts, ethnic month

celebrations, POW/MIA observances, and many civic and religious holidays.

One of the highlights of my chaplain career was to serve for six months on active duty just before and during the aftermath of the 9/11 attack. This included ministry to personnel at the Pentagon and in the NCR. On occasional weekends I traveled to New York City to minister to pastors and parishioners that I supervised in my civilian clergy capacity.

Although my time here at Niagara has been short, I hope that my mission of helping to facilitate my fellow airmen's rights to their free expression of religion has indeed been accomplished. For sure, the top notch Chapel staff that welcomed me is truly one of the best that I have worked with in my entire career. I am also grateful for the New Bethel Christian Methodist Episcopal Church in Rochester, N.Y. for their support and understanding as I have served my country. My wife and family also deserve my thanks.

As my career ends this month serving as a Cat A -traditional reservist, my prayers and hope for you all at the 914th is that you continue to keep the Air Force core values uppermost in your minds as your strongest motivation by always maintaining integrity first; keeping service to fellow airmen before self, and pursuing excellence in all you do. May God bless each of you, the U.S. Air Force, and the United States of America

In Memoriam: Niagara mourns the loss of Firefighter

The Niagara fire community, members of the 914th and 107th family mourned the passing of a Brother Firefighter who was taken from us at an all too early age. Earlier this month, Jeffrey F. Snaza responded to his last alarm. He passed after a short period of

hospitalization. Snaza had served as the training officer for the military and retired from the 914th Civil Engineering Squadron in 2004, after 21 years of service. Before his passing, Snaza was the Assistant Chief of Operations of the 914th Fire Department.

He will be greatly missed.



Jeff Snaza

Employment Opportunities

The following are vacancies that we are currently recruiting:

The Webpage for viewing job announcements and applying is located at <https://ww2.afpc.randolph.af.mil/resweb/> (for current federal AF employees) or www.afrc.af.mil/jobs (for ART positions). All external applicants have to apply through USA Jobs at www.usajobs.opm.gov. The rules for applying for civil service positions can be complicated or confusing, so if you or someone you know is interested, they should contact the Civilian Personnel Office at 236-2218 or 2205.

For ART positions all external applications may contact Master Sgt. Bill Hose, ART recruiter, at william.hose@westover.af.mil or by phone at 413-557-2943 (DSN 589).

WING

Civilian Pay Technician, GS-0544-05 pot. 06
Accounting Tech, GS-0525-06 pot. 07
Medical Admin Asst (ART), GS-0303-05 pot. 07
Budget Technician, GS-0561-07
Accounting Technician, GS-0525-07

OPERATIONS

Human Resources Tech (ART), GS-0203-07

MISSION SUPPORT GROUP

Firefighter, GS-0081-06/07 (several positions)
Training Technician, GS-1702-05
Logistics Management Specialist (ART), YA-346-02
Civil Engineer, YD-810-02
Environmental Engineer, YD-819-02
Administrative Support Asst (ART), GS-0303-05
Training Tech, ART, GS-1702-05 pot. 07
Human Resources Tech (ART), GS-203-07

MAINTENANCE SQUADRON

Production Controller (ART), GS-1152-09
Electronic Inte. Systems Mech (ART), WG-2610-12
Sheet Metal Mechanic (ART), WG-3806-10
Aircraft Electrician (ART), WG-2892-10
Production Controller (ART), GS-1152-09

Welcome Newcomers

Senior Airman David Alton, 914 CES
Airman 1st Class Brandon Callahan, 914 AW
Staff Sgt. Steven Carroll, 914 CS
Senior Airman William Chapnick, 914 MSF
Staff Sgt. William Greene, 914 LRS
Airman Maria Hechabarria, 914 CES
Airman Jerry Jerome, 914 SFS
Master Sgt. Savine Marshall, 914 MSF
Staff Sgt. Jacqueline McCoy, 914 LRS
Airman 1st Class Jose Rivera, 914 MXS
Senior Airman Sophia Spadacino, 914 ASTS
Airman 1st Class Thomas Vacca, 914 SFS

Promotions

Captain


Gina Pizziconi- Cupples, 914 AW 




Master Sergeant

Roland Gray, 914 ASTS

Technical Sergeant

William Day, 914 LRS
Edward Zupkov, 914 CES 

Staff Sergeant

Corey Clark, 914 ASTS
Alan Eckert, 30 APS
Etoya Mackroy, 914 CES
Brian Parkison, 914 CES
Michael Wydysh, 914 CES 

Senior Airman

Jessica Arnold, 914 MXS
Kaitlyn Bippes, 914 SFS
Matthew Bohn, 914 SFS
Dominick Caito, 914 SFS
Wilson DeJesus, 914 ASTS
Eric Krupczyk, 914 LRS
Markeya Lucasdrisdorn, 914 ASTS
Melissa Michael, 914 ASTS 

Airman 1st Class

Kaitlyn Livingston, 914 ASTS
Danielle Watson, 30 APS 

Farewell

Master Sgt. Cynthia Brown, 914 MSG
Master Sgt. Linda Chapman, 914 MSG
Staff Sgt. Kevin Dash, 914 SFS
Staff Sgt. Drew Gugliuzza, 914 MXS
Tech. Sgt. Karen Humphrey, 914 MSF
Master Sgt. Heather Jackson, 914 CS
Chief Master Sgt. John Mondoux, 914 ASTS
Staff Sgt. Thomas Roche, 30 APS
Staff Sgt. Jason Sutter, 914 SFS
Lt. Col. Weldon Thomas, 914 AW

914 Airlift Wing Fetal Protection Program

The Fetal Protection Program is alive and well at the 914th Airlift Wing and is only as good as members and supervisors make it. The purpose of this program is to protect the mother and fetus, while ensuring the mother can work as long as safely possible.

If you are pregnant or have a pregnant worker in your section, regardless of work area, have the member contact the Aeromedical Staging Squadron at ext. 2300 to set up an appointment to be interviewed by a Military Provider. Once the ASTS is notified they will initiate the process that involves input from the supervisor, Bioenvironmental Engineering and Public Health concerning the duties and a review of the workplace hazards.

Updated Uniform Policies

Effective Immediately:

- Trousers must be tucked into boots and present a bloused appearance at all times;
- Tuck in boot laces; excess boot laces may be wrapped around the boot and tucked in.
- Eliminate authority to attach organizational cap to BDU trouser;

- Eliminate wear of the metal rank by enlisted airmen on the light weight blue jacket; rank must be worn using only the chevron rank insignia sewn on the sleeves **Effective: NLT January 1, 2010**

ATTENTION:

Due to mandatory training attendance, Customer Service will be closed July 27-31st. Identification cards will be issued in Bldg. 901 Mon.-Thur. 0730 -1130 and again from 1230 -1400. Friday July 31 is a down day for the 107th. Both ID Card Section will be closed. The 107th ID Card Section can be reached at DSN: 238-2435 or COMM: 716-236-2435. Normal ID Card Hours will resume on Monday August 3rd.



Complaint Numbers

914 AW IG Hotline: (716) 236-3361
AFRC Hotline: (800) 223-1784

“This nation will remain the land of the free only so long as it is the home of the brave.”

~Elmer Davis



Courtesy Photo

The *Niagara Frontiersman* is published monthly for unit members like Tech. Sgt Reginald Johnson of the 914th Services Squadron. Johnson was recognized by the Niagara Falls Chiefs’ Group because of his demonstration of exemplary standards, appearance and professionalism on a continuous basis.

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The 914th Airlift Wing

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Remember When? >>>

Can you Identify who is in this photo, where and when it was taken? Submit your answers to the Public Affairs Office at 914awpa@niagarafalls.af.mil See future editions of the *Niagara Frontiersman* for more nostalgic photos highlighting the rich history of Niagara Falls Air Reserve Station.

