

# CROSSROADS

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Vol. 18, No. 26 July 12 2013

Lajes Field, Azores, Portugal

"6-5...  
IN THE FIGHT!"

FY 2013



1057  
SORTIES

10,614  
LODGED



6,02 M  
gallons  
FUEL ISSUED

## Popular Numbers

### Medical Appointment:

Base: 535-3261  
Off base: 295-573-261  
Base Alt: 535-1089  
Off base Alt: 295-571-089

### Emergency:

Base: 911  
Off base: 295-571-911

### Lajes Against Drunk Driving:

Fri & Sat: 295-57-5233

### Sexual Assault Response Coordinator:

24/7: 535-7272  
Off base: 966-677-266

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## "Readiness, Discipline, Unity"



Col. Chris Bargery, 65th Air Base Wing commander, took the opportunity to address 65th ABW Airmen on readiness, discipline, unity and resiliency during an all-call following a wing formation run, July 5, 2013. "Unity as a wing, a family and a community is paramount as we tackle the challenges ahead of us," said Bargery. (U.S. Air Force photo by Staff Sgt. Angelique N. Smythe/released)

## Wing formation run highlights key focus areas for Team Lajes

By Staff Sgt. Angelique N. Smythe  
65th Air Base Wing Public Affairs

Lajes Airmen commemorated Independence Day with a wing formation and readiness run July 5, honoring America's 237th birthday.

At the event, Col. Chris Bargery, 65th ABW commander, commended Airmen for their service and excellence. After the two-mile run on Lajes' airfield, Bargery gathered Airmen for a commander's call focused on readiness, discipline and unity.

Bargery said the formation was a symbol of readiness, the wing's most important focus area for the coming months.

"Today's wing formation symbolizes the readiness that the Air Force demands of the 65th Air Base Wing. A pervasive Lajes Field culture of readiness to respond to any event, be it contingency operations or natural disaster, is essential," said Bargery. "Your day-to-day actions as Airmen and unwavering mission accomplishment prove our readiness."

The outcome of military readiness spreads beyond Lajes

Field, the commander said, noting Team Lajes' support to nearby communities recently affected by flooding. More importantly, Lajes Field regularly supports aircraft operations in and deploys Airmen to three combatant commands: EUCOM, CENTCOM and AFRICOM.

In discussing military discipline with the Airmen, the wing commander noted the significance of discipline when real-world situations arise, noting a correlation with readiness.

"When disaster strikes and our Airmen know exactly what to do and how to do it, that's our military discipline kicking in, ensuring that we'll carry out our orders effectively," Bargery added. "In battle, in a fight, under pressure and under stress, we're going to react the way we've trained. It's your training - the discipline we practice day-to-day - that's going to come out. It's discipline that sets us apart and makes us who we are as an Air Force."

Lastly, Bargery reiterated the extreme importance of



To read more on "Formation Run" see page 5

**Today's Fight—Airmen and Families—Host Nation Relationship—Future Challenges**



# Back to mission basics: accomplishment vs. enhancement

By Maj. Frank Skrypak  
65th Comptroller Squadron

For far too long the phrase, "doing more with less" has dominated the Air Force's fiscal vocabulary. With sequestration taking full effect, the Department of Defense has implemented a \$450 billion budget cut over the next 10 years, while reshaping its mission around the world. In fact, "doing less with less" is the mantra of a new operating environment for all of the service components, including the Air Force.

This statement isn't meant as a defeatist attitude or to discourage Airmen from excelling in all they do, but a call to reevaluate our operations and adapt to changing expectations.

Have fiscal expectations changed? Guaranteed.

So how do you "do less with less"? Get back to basics.

First and foremost, getting back to the mission basics is a step in the right direction. With sequestration and funding cuts to each wing's top line this fiscal year, this concept is critical. An essential task for every leader is to analyze what their unit's mission is – what the Air Force demands of a unit. It's time to re-visit what each unit is doing and why.

Over time, a unit's original mission often gets lost or grows unintentionally. Now is the time to ask some tough questions about this mission creep. Is the additional growth necessary? Was it once necessary, but is no longer? Has one unit duplicated the function of another? How much funding is exhausted by new mission requirements?

Air Force leaders must know the difference between activities and requirements that drive mission accomplishment and those that enhance mission accomplishment. It's all a matter of prioritization. In this fiscal environment, only those requirements that are critical to mission accomplishment should be ranked as high priorities. After all, units are getting less money and should be doing less, so prioritization is key.

Leaders can successfully execute a back to basics approach through consistent and clear communication of expectations, positioning Airmen to contribute to the most basic mission requirements. For example, not one, but two USAFE bases have already benefited from the efforts of a handful of Airmen operating with some back to basics guidance. In this instance, an Airman highlighted an excess amount of individual protective equipment that could be transferred to another USAFE unit. That Airman was armed with two very important weapons: technical knowledge to conduct an inventory, but more importantly, understanding of the unit commander's vision to get "back to basics".



This situation's outcome: in only a few weeks, a container loaded with 5,122 pieces of equipment valued at \$218,700 departed Lajes Field, Portugal, heading

for its new home at Aviano Air Base, Italy. The shipping charge for the container was minute when compared to the cost of new equipment.

Finally, encourage others to rethink the way the Air Force does business and act on new ideas. Question assumptions and beliefs about spending, especially the "sacred cows" in each unit. Make the phrase, "but we've always done it this way," an unacceptable answer. Leadership's job is to identify the acceptable level of risk and to take action. In doing so, make it safe for people to take the designated level of risk, and reward and recognize those who do.

The Air Force has recently completed a call for cost saving ideas that was answered with good success. In fact, some units are setting up enduring, websites to collect these ideas. There are thousands of great ideas out there, and many Airmen's ideas bloom into positive returns when acted on.

"Doing less with less" may be the new expectation the Air Force must adapt to, but doing less through getting back to basics goes a long way towards implementing the big changes we must make.



Commander's Action Line  
535-4240  
abw.cc@us.af.mil

The Commander's Action Line is your link to the commander for suggestions, kudos and as a way to work problems or issues within the 65th Air Base Wing for which you can't find another solution.

Your chain of command should always be your first option — but when that's not the answer, call or e-mail the Commander's Action Line at 535-4240 or [abw.cc@us.af.mil](mailto:abw.cc@us.af.mil).



Col. Chris Bargery

Col. Chris Bargery  
Commander, 65th Air Base Wing



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## "Proud Bulls" of 65th OSS welcome new commander

By Capt. Mark Graff  
65th Air Base Wing Public Affairs

*This article is featured in the July 12 Crossroads due to no scheduled issue during the 4th of July holiday week.*

Lt. Col. Richard Steele assumed command of the 65th Operations Support Squadron during a change of command ceremony at Lajes Field, June 27. Col. Chris Bargery, 65th Air Base Wing commander, presided over the ceremony as Lt. Col. Shawn Cotton relinquished command.

The mission of the 65th ABW, specifically the 65th OSS, is strategically important for U.S., North Atlantic Treaty Organization and third nation aircraft using Lajes Field; the world's only mid-Atlantic military base. Steele now leads the 65th OSS "Proud Bulls," Airmen who routinely support Air Force fighter coronets and airlift and aerial refueling aircraft, as well as U.S. Navy and Marine Corps aircraft in

the 12th Operations Support Squadron operations officer. He is a command pilot, with experience as an F-15 flight lead, instructor pilot, mission commander and evaluator pilot. He has flown combat missions in the F-15C Eagle in Operations Northern Watch and Allied Force.

The incoming squadron commander is a third-generation Airman, following his father and grandfather into the Air Force. He commissioned from the University of Texas at San Antonio's ROTC program as a distinguished graduate.

During Cotton's tenure at Lajes Field, the squadron commander's leadership was felt across the base, Bargery said.

"(Under Lt. Col. Cotton's command) the 65th OSS has shown... the ability to serve customers of a myriad variety; we're a USAFE base but we serve all NATO partners. 65th OSS Airmen have done an amazing job of touching each of these jets and moving iron to the fight," Bargery said.

The wing commander noted Cotton's contribution to bilateral relations between the U.S. and Portuguese Air Forces. As squadron



*Lt. Col. Richard Steele, 65th Operations Support Squadron's new commander, speaks about how duty, honor and country are principles that guide and imprint everyone in many ways, especially those who serve, during a change of command ceremony, June 27, 2013. (U.S. Air Force photo by Tech. Sgt. Chenzira Mallory/released)*



*Col. Chris Bargery, 65th Air Base Wing commander presents the unit guidon to Lt. Col. Richard Steele during a change of command ceremony. Steele assumed command of the 65th Operations Support Squadron from Lt. Col. Shawn Cotton. (Photo by Guido Melo/released)*

support of that mission.

Bargery said that the incoming 65th OSS commander is a proven leader who is more than ready for squadron command.

"He's quick. He's smart," said Bargery, of Steele. "We've brought in a leader... he's proven warrior in the air and leader on the ground."

Noting the importance of family support to the Air Force, Bargery welcomed Steele's family to Lajes.

"But probably (Lt. Col. Steele's) mightiest weapon is his family," said Bargery. "He's got a great family and we're extremely excited to have you at Lajes and involved in the wing, both on the mission side and in our community."

Steele spoke directly to his new Airmen about some key, guiding principles of military service.

"The same things that motivate you... also motivate me," said Steele, to 65th OSS Airmen. "Duty, honor, country... these things are not just values. These are principles that guide and imprint all of us in many ways, especially those of us... in the service."

The incoming squadron commander said that honoring Air Force heritage is essential, as it forces Airmen to hold themselves to a higher standard.

"Let us not forget those who have gone before us; those who have paid the ultimate price. Let's never forget to remember those who can no longer be with us today," Steele remarked. "We truly serve on their shoulders. We do our duty not just for ourselves, but for them. So, 'Proud Bulls,' stand proud; stand strong."

Steele arrives from Randolph Air Force Base, Texas, where he was

commander, Cotton orchestrated the U.S. Air Force's supporting role to the Portuguese Air Force's search and rescue mission at Lajes Field. The lieutenant colonel also served as officer-in-charge of the 65th ABW's Political Affairs office.

Shortly after being presented the Meritorious Service Medal, Cotton commended the "Proud Bulls" on accomplishing the squadron's mission with professionalism.

"Two years ago I stood in almost this exact spot with great excitement as I knew I was about to become a part of an amazing organization. When I took command, I promised that I would give credit for any successes we enjoyed to the Airmen of the 65th OSS. The citation for this medal... makes it sound like I did it all by myself," said Cotton, before symbolically presenting the squadron his newly-awarded medal by placing it the uniform of Maj. Joseph Okasinski, 65th OSS operations officer and formation commander.

Cotton departs to Air Force Global Strike Command headquarters at Barksdale AFB, La. He is a senior pilot who has flown combat sorties in the F-15C Eagle and the B-2 Spirit in Operations Southern Watch and Iraqi Freedom. The lieutenant colonel is a Brigham Young University graduate, where he was an ROTC distinguished graduate.

The mission of the 65th OSS is to enable expeditionary forces by providing world-class air traffic control, airfield management, transient aircraft maintenance services, aerospace ground equipment, non-destructive testing, sheet metal fabrication and weather support to U.S. and allied forces transiting the Atlantic or conducting contingency operations from Lajes Field.



# 65th ABW, employee representatives committed to LN's best interests

By Capt. Mark Graff  
65th Air Base Wing Public Affairs

65th Air Base Wing leadership met with the Committee of Employee Representatives, a group responsible for acting as Portuguese local national employees' official representation to the wing, June 20. The CRT is comprised of Lajes Field local national employees, who are elected by their peers.

The CRT discussed a variety of issues, including the Lajes Field transition, with Col. Chris Bargery, 65th Air Base Wing commander, Col. John Oliver, 65th Mission Support Group commander, and Col. Lorn Heyne, 65th Medical Group commander. Members of the 65th Force Support Squadron Civilian Personnel Section and the 65th ABW Political Affairs also attended.

The 65th ABW command team and the CRT meet on a monthly

basis to discuss and review matters affecting local national employees. CRT officials are also responsible for calling general meetings of local national workers, eliciting their inputs on work-related matters and disseminating pertinent information to Portuguese employees.

CRT members are Joao Ormonde, Bruno Nogueira, Jose Borges, Luis Moniz and Fatima Homem. Additional members are Ricky Baptista, Susana Simoes and Duarte Cardoso.

The group maintains an office in the building T-146, the base education center, and may be contacted via email at [crtbasedaslajes@gmail.com](mailto:crtbasedaslajes@gmail.com) or 535-6832.

Resources for local national employees and supervisors of local national employees are available online at the 65th FSS CPS' website: <http://www.lajesfss.com/Civilian-Personnel-Section.html>. CPS is located in building T-112, the 65th FSS headquarters, and may be contacted at 535-5137.



65th Air Base Wing leaders meet with the Committee of Employee Representatives to discuss issues affecting local national employees. The CRT meets with wing leadership monthly to officially represent local national employee interests before the wing. Members of the CRT are elected by their peers. (U.S. Air Force photo by Guido Melo/Released)

## Senate confirms Gorenc as new USAFE commander

By Lt. Col. Carl Grusnick  
U.S. Air Forces in Europe-Air Forces Africa Public Affairs

"I'm proud to again serve with the dedicated men and women who perform the mission in this important theater."

Lt. Gen. Frank Gorenc, currently the Assistant Vice Chief of Staff and Director, Air Staff, Headquarters U.S. Air Force, Washington D.C., has received U.S. Senate confirmation for appointment to the grade of General and Commander, U.S. Air Forces in Europe; U.S. Air Forces Africa; Allied Air Command; and Director, Joint Air Power Competence Centre, Ramstein Air Base, Germany.

Gorenc was born in Ljubljana, Slovenia and has been serving in his current position since April 2012. As the assistant vice chief of staff he oversees the administration and organization of the air staff, which develops policies, plans and programs, establishes requirements and provides resources to support the Air Force mission.

"I am pleased and humbled to receive the Senate confirmation," Gorenc said. "I have roots in Europe and as an Airman have been fortunate enough to spend three tours there, most recently as the commander of 3rd Air Force."



Gorenc received his commission in 1979 as a distinguished graduate of the U.S. Air Force Academy and has since earned his master's degrees in aeronautical science from Emery-Riddle and national security strategy from the National War College.

He has been assigned to numerous operational, command and staff positions and has completed four overseas tours. He has commanded two fighter squadrons, an operations group, two fighter wings and a numbered air force.

Additionally, he has served as Commander of the Air Force District of Washington, Director of Air and Space Operations, Air Combat Command, and special assistant to the U.S. European Command and Supreme Allied Commander Europe.

Gorenc is a command pilot with more than 4,500 hours, primarily in the F-15C.

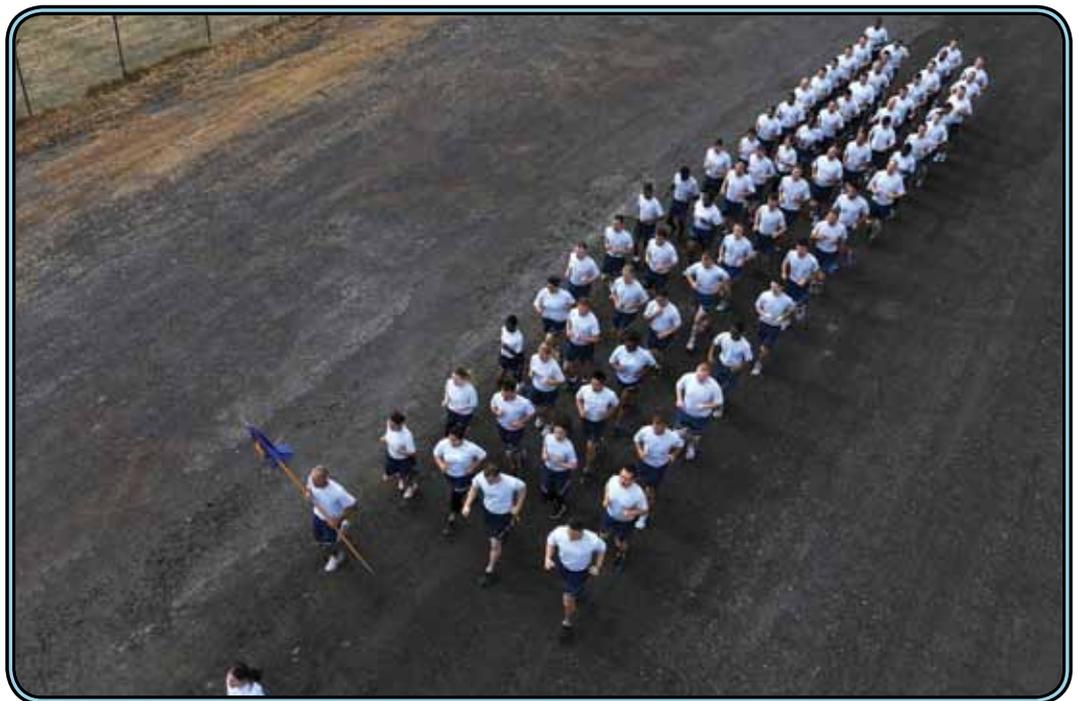
His awards include the Distinguished Service Medal, Defense Superior Service Medal and the Legion of Merit.



## Wing readiness run and formation



*The 65th Air Base Wing command team leads the way during a wing formation run, July 5, 2013. The wing formation is a symbol of the Airmen's military readiness. (U.S. Air Force photo by Tech. Sgt. Chenzira Mallory/released)*



*Members of the 65th Communications Squadron take part in a wing formation run, July 5, 2013. After the nearly two-mile run on Lajes' airfield, Col. Chris Bargery, 65th ABW commander, held a commander's call focused on readiness, discipline and unity. (U.S. Air Force photo by Tech. Sgt. Chenzira Mallory/released)*

### **"Formation Run" from page 1**

unity among Lajes Airmen.

"Each day we must operate as a wing - one unified team. Consider yourselves members of the 65th Air Base Wing - a Lajes Airman - first and foremost. That includes civilians, dependents, children, Portuguese Airmen: one team. Unity as a wing, a family, and a community is paramount as we tackle the challenges ahead of us - both short-term and long-term."

The commander alluded to future challenges on the individual level, stating that every Airman must remain resilient in the face of personal challenges. In addition, he described 65th ABW-wide challenges, noting the planned 2014

drawdown of the wing to an air base group. In the future, families will not accompany Airmen to Lajes Field.

"As we tackle future challenges, we must extend our culture of teamwork and unity to future generations of Lajes Airmen," Bargery said. "The 65th Air Base Wing is facing a crucial juncture in the evolution of Lajes Field."

Americans have served in the Azores since 1940, and will continue to do so, Bargery noted.

"We must welcome new Airmen, new commanders... and weave them into the fabric of our community, ensuring that each is supported," the wing commander stated. "Afford the next generation of Lajes Airmen the opportunity to excel by working today's tough challenges head-on."

# LAJES ON THE WEB



## Lajes Field

6-5...  
in the FIGHT!

"Lajes Link" - [www.lajes.af.mil](http://www.lajes.af.mil)

The 65th ABW Events Calendar is online! For a complete list of events, visit Lajes Link!

- S/UM Dinner, July 15 @ 5:30pm - 65th ABW Chapel
- Bundles for Babies, July 19, 1pm @ A&FRC Classroom
- SNCO Professional Enhancement Class, July 23-26 @ Base Education Center
- Quarterly CAIB Meeting, July 23, 3pm @ Wing Conference Room
- 65th ABW Exercise, July 24, All Day - Basewide
- SNCO Induction Ceremony, July 26, 6pm @ TORC Ballroom
- Monthly Promotion Ceremony, July 31, 3pm @ CAC Ballroom



### Lajes Field, Azores

[www.facebook.com/65abw.lajes](http://www.facebook.com/65abw.lajes)

'Like' Lajes Field, Azores for the latest news stories, photos, videos and weather updates!



### Lajes Field Photos

Looking for photographs from the latest promotion ceremony or Warrior Welcome?

We post these photos on Flickr so Airmen, civilians and family can access them anywhere.

## BULLFIGHT SCHEDULE



Remember: Airmen and families assigned to Lajes Field are not allowed to participate in bullfights. If you are viewing a bullfight, you must maintain a safe distance, be behind adequate barricades or located on/in a building. Contact Wing Safety at 535-6137 for more info.

Tuesday, July 13: 6:30 p.m. Rua das Beiras, Casa da Ribeira  
Tuesday, July 13: 6:30 p.m. Corpo Santo, Angra  
Tuesday, July 13: 6:30 p.m. Ribeirinha  
Wednesday, July 14: 6:30 p.m. Street next to Continente, Angra  
Wednesday, July 14: 6:30 p.m. Vila Nova  
Friday, July 16: 6:30 p.m. Fishing port of Porto Judeu  
Saturday, July 17: 6:30 p.m. Largo São Bento, Angra  
Sunday, July 18: 6:30 p.m. Terreiro do Porto Judeu  
Monday, July 19: 6:30 p.m. Terreiro do Porto Judeu  
Monday, July 19: 6:30 p.m. Ribeirinha

## ASK ED

A column that looks at the culture and history of the Azores

By Eduardo Lima, Community Relations Advisor



### Exploring Terceira's Caves



Terceira Island has four caves that can be visited by enthusiasts of Mother Nature, especially during the summer months.

The two most visited caves are Algar do Carvão, the second largest cave, located close to Cabrito area and the Christmas Cave located near

Lagoa do Negro (Black's Lake) in the center of the island.

The other two caves are Balcões, the largest one, located near the village of Biscoitos and Agulhas in the village of Porto Judeu.

Algar do Carvão is actually an extinct volcano chimney not totally filled with lava in the form of a cone, which are the remains of a 2000-year-old volcanic eruption. The name means "coal pit" and was given because the cave walls are formed from dark black lava.

A tunnel and stairs offer access to the cave. At its end there's a small subterranean lake formed by rainwater. The whole cave is spacious and contains magnificent stalactites and stalagmites. The cave and surrounding area were declared a natural monument after the initiative of the local spelunking group "Os Montanheiros."

The Christmas Cave, although less known, is also worth a visit. It was named Christmas because it held a live nativity scene and a Christmas cantata shortly after it was discovered. Both caves are maintained by "Os Montanheiros."

In addition to the caves, "Os Montanheiros" also maintain a volcanology museum at their office located at # 6, Rua da Rocha in Angra. However, the museum is currently closed due to renovation works.

The Algar do Carvão and the Christmas caves will be open daily from 2 – 6 p.m. during the months of July and August and 2:30 p.m.- 5:45 p.m. through September 30.

"Os Montanheiros" also organize special visits between Oct. 1 and May 31 for groups with more than 10 people. Interested parties should call the spelunking group at 295 212 992 or 961 362 215.

There's an admission fee of 5 Euros to visit either Algar do Carvão or the Christmas Cave, and an 8 Euros fee for both caves. To find out the actual cost and other information check their web page at [www.montanheiros.com](http://www.montanheiros.com).

The Balcões and Agulhas caves are unattended and not lighted, so be careful going inside because of the slippery floors. Flashlights and appropriate clothing will also be needed for exploration of these two caves.