

# CROSSROADS

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Vol. 18, No. 34 September 6, 2013

Lajes Field, Azores, Portugal

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

FY 2013



1191

SORTIES

11,542

LODGED



6,73 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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## Feature: Lajes civilians are in the fight!

*Jennifer Couch, Lajes Field Child Development Center director, greets Tech. Sgt. Maria Hudgeons, 65th Comptroller Flight NAF financial analyst, during Hudgeons' lunchtime visit to see her seven-week-old daughter, Emma, at the CDC Aug. 26, 2013, at Lajes Field, Azores. As a mother and military spouse Couch understands the experiences of a military family and applies what she learns from her own family to help others. Couch's husband, Staff Sgt. Paul Couch works in the 65th Operations Support Squadron. (U.S. Air Force photo by Staff Sgt. Angelique N. Smythe/Released)*

## U.S. civilian heads Lajes childcare, enabling mission success

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

Airmen who know their spouses and children are healthy and cared for is a crucial element to overall mission success. With peace of mind during the work day, Airmen can focus on the task at hand instead of worrying about their children's well-being. So, when it comes to childcare, military child development centers play an important role in supporting the mission.

Therefore, it's clear that Lajes Field CDC director, Jennifer Couch, and her staff of seven CDC teachers and caretakers are in the fight at Lajes.

Couch and her staff manage CDC curriculum, funding, food and supplies, but most importantly, are focused on caring for the 24 children currently enrolled in Lajes' CDC.

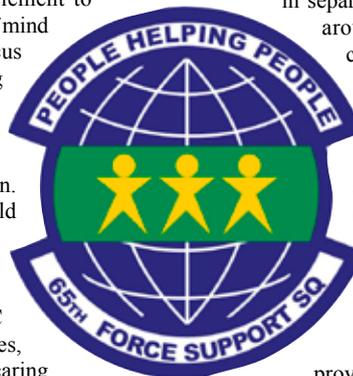
As director of the childcare facility, Couch is responsible

for ensuring all classrooms function in the healthiest, safest and most nurturing way possible. The CDC cares for children ranging from six-weeks through five-years old. Infants, toddlers and pre-school children are placed in separate classrooms that develop lesson plans around the collective group and individual child's developmental needs.

"If my son, who's in the toddler room, needs to work on jumping, then they develop lessons around him being able to work on those jumping skills and then further into something more effective," said Couch, whose two-year-old son, Wyatt, is enrolled in Lajes' CDC. "It's all based on the individual child even though we're incorporating a large group scenario."

Couch and the CDC staff help children by providing motor activities, cognitive activities and social activities which help the students learn

For more on "U.S. civilian" see page 4



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



# Setting a pace for your Airmen through optimism and determination

By Chief Master Sgt. Alan G. Boling  
65th Air Base Wing command chief

In a Ted Talk video I viewed recently, Dr. Angela Lee Duckworth, an assistant professor of psychology, talked about achievement and why some people do well and some do not. In her research, Duckworth studied many different groups including, school children, West Point cadets, rookie teachers in tough neighborhoods and salespeople in very challenging positions. Her goal: determine which individuals succeeded and why. She found that personal grit, or determination, was the greatest single predictor of personal success. In fact, determination was an even stronger predictor of success than intelligence, family income, personal safety, social skills, good looks and even physical health.



Like many studies, this confirms what many of us come to suspect during our time in the Air Force: it takes determination and grit to succeed. I've seen many Airmen who weren't always the smartest or most popular, but worked hard to become technical experts and top leaders. Those Airmen often attained the coveted title of "Go-to Airman;" the type of Airman that is trusted time and again to make things happen in tough situations. Grit and determination produce "Go-to Airmen," and those are the Airmen we need on our team.



Conversely, I've seen too many intellectuals and socially-intelligent people that were mediocre Airmen at best. Because they lacked heart or drive, they squandered their innate gifts by complaining, criticizing or directing their energy to useless drama or the party scene. These Airmen failed to achieve their potential because they did not have the drive to reach for goals beyond their current grasp.

But there's more to the complete package when it comes to adopting the right Airman attitude. Coupled with determination, optimism is the fuel that drives Airman and those around them. Optimism sustains forward momentum and energy, bringing out excellence in people, not just compliance.

On the other hand, a pessimist focuses on why things can't be done instead of how it can be done. Like a bad apple in a barrel, the pessimist tries to spoil the rest of the bunch. Several years ago while stationed in Alaska I received a valuable piece of advice on this attitude trait. While talking with an experienced outdoorsman about navigating tough hunting terrain in Alaska, his best advice was, "pick your hunting partner wisely." It only took one trip with a bad hunting partner to know exactly what he was talking about; you see, my hunting partner was a pessimist and in the tough situations we encountered, my partner's attitude made the situation excruciatingly difficult.

In 24 years in the Air Force, I've come to know a few types of people who possess varying degrees of optimism and determination. The "driver" is determined to get the mission done at all costs. Drivers make things happen, but too often at the expense of the Airmen around them. "Caretakers" are the over-the-top optimist who insists that everything is "just fine." Oftentimes, caretakers make you feel great about things, but their organization makes little positive movement in any one direction. Some would say, caretakers just "mind the store." But the best I've seen is the "pace-setter," or that Airman that possesses the best qualities of the drivers and caretakers.

This Airman establishes direction, encouraging and inspiring the people around him. Pace-setters influence their organization to do more and achieve team goals.

The balance exhibited by pace-setters inspires others through optimistic confidence and motivates their teammates with raw determination, enabling teams to achieve long-term goals and overcome short-term hardships.

I believe that most of us are naturally a driver or a caretaker depending on our personality. No matter where you're at in your Air Force career – whether driving hard to reach goals or taking care of those around you – I challenge you to balance these traits and become a determined and optimistic team member that sets the pace and inspires others to achieve Excellence.

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



The 65th Air Base Wing Public Affairs staff prepares all editorial content in the Crossroads.

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Submissions can be e-mailed to [65abw.pa@lajes.af.mil](mailto:65abw.pa@lajes.af.mil) or faxed to 535-6326 and are due the Thursday prior to the required publication date. Call 535-6161 for more details.

This Air Force funded newspaper is an authorized weekly publication for members of the U.S. military services overseas.

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# Flight med NCO stays grounded, keeps Air Force flying

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

Although the 65th Air Base Wing has no owned aircraft, Lajes Field's strategic importance as the world's only mid-Atlantic, military airfield ensures that one Lajes medical technician stays plenty busy.

Even though only a handful of rated officers are assigned to the wing, Staff Sgt. Yvette Baldwin, NCOIC of flight medicine, stays busy caring for some of the Airmen who enable the wing's operations support and other missions, namely air traffic controllers, but also other Airmen whose day-to-day jobs take them onto Lajes' flightline.

"We take care of the Airmen that keep other Airmen safe, whether it's air traffic controllers, safety experts, firefighters or other first responders," said Baldwin, a Fairfield, Calif., native. "We take care of those career fields with occupational hazards, like shift workers, making sure their work environment is safe, teaching them ways to beat fatigue and just checking on everyone's wellness."

Baldwin is a medical technician, but she has specialized in flight medicine her entire 8-year career.

In flight medicine, Baldwin cares for first responders – firefighters, medics, or security forces members – whose work days can include dangers like aircraft accidents or fires.

Ironically, she also cares for the 65th Operations Support Squadron air traffic controllers who work long, stressful hours managing multiple, in-flight or taxiing aircraft while ensuring that each operates safely.

Baldwin also cares for transient pilots, such as those stopping at Lajes during fighter movements.

"I enjoy flight medicine because I know a lot about it, and I am a hands-on type of person," said Baldwin, whose father and two older sisters also served in the Air Force. "We deal with lots of medical standards, so you've got to be on top of it."

Because of the flying-related nature of her work, Baldwin is specially trained in responding to aircraft accidents and participating in mishap investigations. During an August major accident response exercise, Baldwin tested her readiness alongside many of Lajes' other medics as they responded to a mock aircraft accident that caused multiple injuries.

As the lone NCO in her clinic, Baldwin is essentially always on-call for her patients. A typical, after hours call from one of Baldwin's air traffic controllers may find her advising the Airman on what type of over-the-counter medicine the controller can take, and how it may affect his ability to work in the air traffic control tower the following day.

"My patients know that they can get in contact with me anytime," said Baldwin, even though she values spending her off-duty time

cooking and playing with her two-year old son. "I know all of them by first name and they're just assured knowing that they can always get in because it's important; it's their pay and the mission."

As is human nature, Airmen sometimes shy away from visiting the flight medicine clinic, Baldwin said, fearing they may be diagnosed with a duty-limiting condition. No matter the ailment, though, Baldwin's main objective is to get the Airman healthy and back on duty status again.

"If they see me once, they see me twice. That's typically how it goes,"

Baldwin said. "If one of my patients has to come in for an appointment because of illness, we may 'DNIC' him, meaning duties not to include flying or controlling. Then he has to come back for a second appointment before we place him back on controlling status."

"But, if a controller is sick, he can't work anyway," she pointed out. "So, when they come to see me, we get them well and back to work. Those two appointments are their 'ticket to fly'."

Previously assigned to Laughlin Air Force Base, Texas, for six years, Baldwin's patient base at Lajes is smaller, but equally



U.S. Air Force Staff Sgt. Yvette Baldwin, 65th Medical Operations Squadron medical technician and NCOIC of flight medicine, gives first aid to a mock victim during a major accident response exercise Aug. 23, 2013, at Lajes Field, Azores. Baldwin is a medic and is the focus of the final feature story in the series "Medics - more than just vitals." The flight medicine clinic is responsible for medical care of Lajes Field air traffic controllers and other Airmen whose jobs include occupational hazards. (U.S. Air Force photo by Guido Melo/Released)

important.

"Laughlin is a big flying training base, so I was taking care of a lot of student pilots," she said. With a smaller patient base here, Baldwin's patients include the base's two flight surgeons and family members of the air traffic controllers.

As a technical school student, Baldwin's mettle as a medic was tested early in her career.

"I was at Lackland Air Force Base during Hurricane Katrina," she said. "We had to stay an extra week and that's where I got most of my trauma experience. I was just certain I was going to be assigned to an emergency room unit after that."

After gaining significant experience in trauma situations and working in flight medicine clinics, Baldwin is applying to become a physician's assistant in the Air Force. Despite her personal ambitions, Baldwin's professional focus remains on flight medicine.

"Once you work flight medicine, some say you can get stuck there because you're such an asset. But I love what I do," she said.

Like her fellow Lajes medics, Baldwin draws job satisfaction from caring for and building relationships with her patients.

"My patients treat me well. I'm happy to help them because they know I'm here to take care of them, so they take care of me," said Baldwin. "Aside from money, one thing people are truly concerned with is their health."





# AF tuition assistance application window delayed for FY14

65th Air Base Wing Public Affairs  
Staff Report

Airmen applying for tuition assistance in fiscal 2014 will see several changes in both eligibility for and administration of the program.

Due to these changes, the application window for classes beginning on or after Oct. 1 will not open until Sept. 9 to allow for system updates.

"These changes were made based on new fiscal realities, and this valuable in-service benefit remains intact for our Airmen. It's a win-win situation and helps us preserve this privilege," said Chief Master Sgt. Alan Boling, 65th Air Base Wing command chief.

The cornerstone of the Air Force's FY14 program will be supervisor involvement. Airmen who apply for TA will be required to obtain supervisor approval for all requests.

Supervisors may deny requests for Airmen in any level of upgrade training, if the Airman will be TDY or will be PCSing during the academic term, if the Airman is enrolled in PME or for any other factors the supervisor determines would impede the Airman's ability to complete the course.

"Supervisor involvement provides an opportunity for leaders to become more involved in the professional development of their Airmen and improves supervisor-to-Airman mentoring," Boling noted.

Requests for TA for foreign language courses will only be approved if they are part of a degree or are on the approved language shortage list. TA will not be approved for Airmen seeking a degree at the same level as they currently hold, with a few exceptions in support of certain graduate foreign language/affairs programs, cyber law master's degrees and multiple Community College of the Air Force degrees for Airmen who hold multiple enlisted Air Force specialty codes.

"Air Force leaders worked very hard to develop a TA program

that provides the best opportunities for Airmen and meets Air Force needs. Higher education continues to be a cornerstone of Airmen's development at all levels," said Kimberly Yates, the Air Force Voluntary Education chief. The Air Force instruction for voluntary education will be rewritten to reflect these changes.

Failing to meet Air Force standards will impact an Airman's eligibility. TA requests from Airmen who have unfavorable information files, failed/overdue physical fitness testing, received referral performance reports or are on a control roster will automatically be denied.

The fundamental financial benefits of TA are unchanged. Airmen who are approved to receive TA may receive up to \$4,500 per fiscal year and a maximum of \$250 per semester hour including tuition and allowable fees.

"The changes to TA in FY14 require Airmen and their supervisors to more actively engage in managing academic pursuits and goals," said Russell Frasz, the director of Force Development. "This will help leaders ensure Airmen take advantage of academic opportunities while balancing their goals with mission requirements."

The Air Force Virtual Education Center will undergo significant modifications to accommodate these changes, which has driven a delay in the opening of the application window for FY14 courses from Aug. 1 until Sept. 9.

"The delay will help us test the system and ensure it is user friendly and will work smoothly for Airmen," Yates said. For the first time, Airmen in the field are involved in testing the updated system and providing feedback to make it as user friendly as possible.

Airmen should contact the Lajes Field Education Center in building T-146 at 535-3355 for more information. Education Center hours are Monday-Friday from 9 a.m. to 5 p.m. Or view their website: <http://www.lajesfss.com/Education-and-Training-Center.html>

## "U.S. civilian" from page 1

how to better socialize with one another. Children also participate in various indoor and outdoor activities.

"Our preschool classroom gets to take it one step further where they can go on field trips," she said. "They go for walks in the park, go to the post office and commissary and even to the swimming pool. We try to give them those meaningful experiences out in the community."

Couch, who's responsible for hiring staff members, ensures her employees are people who generally love to be around children and have the skills to teach children, but most importantly, are people who should be caring for children. It's all about hiring credible and caring employees, said Couch, when building the trust between the CDC and military families.

"Even though I'm not in the classroom caring for these children all day long, I'm making sure that the right people are in there and that we have all the right resources for them to have the best environment possible," she said, noting the in-depth screening process that CDC employees must complete before being hired.

As a mother and military spouse Couch understands the experiences of a military family and applies what she learns from her own family to help others. Couch's husband, Staff Sgt. Paul Couch works in the 65th Operations Support Squadron.

"I understand the dynamic of what a military family is and what they have to go through, whereas, someone who doesn't have any kind of military affiliation at all would have to learn all of that," said Couch, who's been the CDC director since November 2011. Couch applied for the position upon her family's arrival to Lajes in September 2011.

Prior to coming here, Couch was the CDC director at Incirlik, Turkey. Larger installations often have expansive CDC facilities with many classrooms. However, CDCs at Incirlik and Lajes – smaller, overseas bases – have only nine and three classrooms, respectively.

"It's an interesting dynamic because our program is so small compared to everywhere else," said Couch, who supervises seven staff members here. "But, this allows us to have a more personal contact with the families. Here, we can be personable but still provide that large group care."



Jennifer Couch, Lajes Field Child Development Center director, reads to her 2-year-old son, Wyatt, in the toddler room of the CDC Aug. 26, 2013. As director of the childcare facility, Couch is responsible for ensuring all classrooms function in the healthiest, safest and most nurturing way possible. The CDC cares for children six-weeks through five-years old. (U.S. Air Force photo by Staff Sgt. Angeliqye N. Smythe/Released)



# Around Lajes Field

U.S. Air Force Airman 1st Class Anthony Williamson, 65th Communications Squadron radio frequency technician, tells Col. Chris Barger, 65th Air Base Wing commander, how the MARK IVB Weather System operates Aug. 28, 2013, at Lajes Field, Azores. The weather system provides real-time, mid-Atlantic weather imagery and services to more than 2,000 users. (U.S. Air Force photo by Guido Melo/Released)



Jennifer Couch, Lajes Field Child Development Center director, and her staff manage CDC curriculum, funding, food and supplies, but most importantly, are focused on caring for the 24 children currently enrolled in Lajes' CDC. As director of the childcare facility, Couch is responsible for ensuring all classrooms function in the healthiest, safest and most nurturing way possible. The CDC cares for children ranging from six-weeks through five-years old. (U.S. Air Force photo by Staff Sgt. Angelique N. Smythe/Released)



Lajes Field local national employee Diamantino Sebastiao, 65th Civil Engineer Squadron fire department driver, helps a Lusophone University student don protective gear during a visit to the Lajes Field fire department Aug. 28, 2013, at Lajes Field, Azores. The university students toured the fire department and learned about vehicle operations, proper wear of personal protective equipment and personnel management. (U.S. Air Force photo by Guido Melo/Released)

# 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!

- 65th Air Base Wing Unit Effectiveness Inspection, September 5 - 9, Basewide
- 65th Air Base Wing Training Day, September 10, Basewide (Some facilities closed - Medical Group)
- 9/11 Wing Ceremony and Formation Run, September 11, 7:15am @ Fire Department
- Single, Unaccompanied Member Dinner, September 16, 5:30pm @ Chapel
- Combined Federal Campaign Begins, September 16
- CFC Kickoff Event - "Tuff Mudder" 5K Run & Obstacle Course, September 16 @ 7:30am at SFS multi-purpose field



### 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

<http://www.flickr.com/photos/lajesfield/collections>

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.



Friday, September 6: 6:00 p.m. Ribeira Seca  
Friday, September 6: 6:00 p.m. Altares  
Saturday, September 7: 6:00 p.m. Rua do Picão, Lajes  
Sunday, September 8: 6:00 p.m. Estrada 25 de Abril  
Monday, September 9: 4:00 p.m. Pico da Serreta  
Wednesday, September 11: 6:00 p.m. Serreta  
Thursday, September 12: 6:00 p.m. Pico da Serreta

## ASK ED

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

By Eduardo Lima, Community Relations Advisor



### Island of São Jorge

Unlike other Azorean islands, São Jorge is very long and narrow, about thirty-four miles long and just five miles wide, featuring a line of volcanic peaks along its terrain. The coast is very steep, almost vertical, particularly on the island's northern side.

For centuries, a lack of sheltered ports caused isolation and affected the trade with other islands. The island has also been affected by several natural disasters, namely volcanic eruptions. The 1808 eruption destroyed the village of Urzelina, leaving only a church bell-tower sticking out of the lava. That tower still stands today and constitutes the village's landmark.

The island is divided into two counties: Velas and Calheta. Velas is the island's main town, where you will find many attractive buildings as well as the island's main port. It's also the main economic and trade center. Calheta is a small town, built parallel to the coast with white buildings forming a sharp contrast against the green of the nearby cliffs and the black lava rocks. It offers a characteristic view, especially if observed from the ocean.

Other villages worth visiting for their scenic beauty, slow and easy pace are Ribeira Seca, Urzelina, Manadas, Santo Amaro, Santo Antão, Topo, Norte Grande and Norte Pequeno.

São Jorge's main attractions are the "Fajãs," the flat, low-lying areas, originated from the collapse of cliffs and mudslides, which stretch along the coastlines on both sides of the island. Many have been converted into fertile fields where farmers grow agricultural products. Some of the Fajãs are inhabited and their population



increases significantly in the summer months when island natives and emigrants return to occupy their summer houses. Perhaps the most known fajã is the Caldeira de Santo Cristo, because it features an underwater cave and a lake where one can find clams, the only place in the Azores where these bivalve mollusks can be found.

Just like on Terceira, the Holy Ghost Festival is celebrated intensively throughout the island. The street bullfight tradition, which were imported from neighboring Terceira, are also held during the summer months. Both the towns of Velas and Calheta organize cultural events during the month of July which attract hundreds of tourists from the neighboring islands.

For those who enjoy outdoor activities, the island offers three campsites, located respectively in Velas, Urzelina and Calheta. These areas feature showers and kitchens and are also located near swimming areas. They are ideal for a relaxing time in contact with the nature and ocean.

São Jorge's restaurants offer a variety of typical Azorean meat and fish dishes. A special mention should be made of its cheese, which is considered the best in the Azores and has long enjoyed international fame.

Thanks to an abundance of fish and other marine life, São Jorge is a paradise for those who enjoy fishing, snorkeling and other water activities. Like the other Azores' islands, São Jorge is served by the regional airline SATA-Air Azores and the ferryboats during the summer months.