

# Air Citizen AIRMAN

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Air Force Reserve



## Making Every Drop Count

**Total force team puts  
the focus on fuel  
efficiency**

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## Getting the Most from Your Run

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## Citizen Airman Scholar

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## From the Top

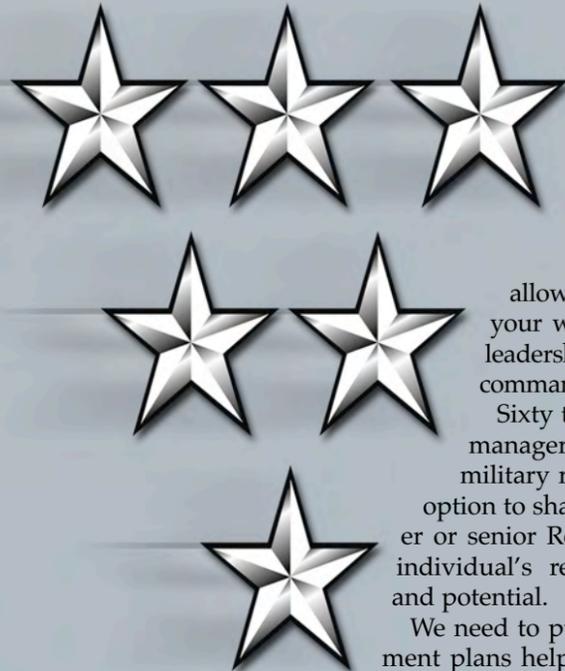
By Lt. Gen. Charles E. Stenner Jr.  
Commander, Air Force Reserve Command



## Chief's View

By Chief Master Sgt. Dwight Badgett  
Command Chief Master Sergeant,  
Air Force Reserve Command

### Plan helps you reach leadership potential



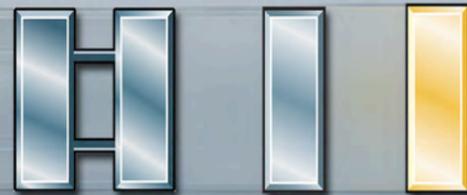
**R**eserve development plans are critical tools to identify the next generation of Air Force Reserve leaders. The Reserve Officer Development Plan allows officers to communicate their career goals to senior leaders within their career field, and soon a Reserve Enlisted Development Plan will be available. A 20-minute investment can significantly impact your ability to achieve your leadership potential.

The development plan, which should be updated at least annually, allows you to identify desired participation categories. You may also indicate your willingness to compete for in-residence development education or key leadership opportunities. In short, the development plan informs senior leaders, commanders and board members of your intentions.

Sixty to 90 days prior to a scheduled development team board, career field managers send information to the field instructing Reservists to review their military records and update their development plan. Reservists then have the option to share the plan with a mentor or send it directly to their rater, commander or senior Reservists for endorsement. When the board meets, it evaluates each individual's records and provides a vector in line with the Airman's desires, goals and potential.

We need to put the right people in the right place at the right time, and development plans help us do that. Development teams are so important for molding our future leaders that we are expanding their use. The Air Reserve Personnel Center conducted the first enlisted DT board for chief master sergeants last August and will add DTs for senior master sergeants this summer.

As a command, we are working diligently to implement the development plan process to assist all members in managing their career progression. Additional information is available online through the virtual Personnel Center-Guard and Reserve or by contacting the ARPC Total Force Service Center at 800-525-0102. ★



### Take charge of your career — it's yours

**Y**ou are an important part of an Air Force Reserve Command that is stronger than ever because of your talents, professionalism and commitment to our nation. Over the past few years, we have worked to provide you opportunities to advance in your Air Force career to make us even better.

Force development has a major impact on how we provide the opportunities in your Air Force career and how you move toward satisfying your career goals, no matter what your status. As enlisted professionals, we must manage our career by ensuring we accomplish the appropriate education, training and experience to prepare for the next level of development.

Professional military education is essential in building leadership skills and understanding the operational and strategic vision of our leaders. Civilian education makes us better leaders and broadens technical and managerial knowledge that will come in handy at higher levels of responsibility. Earning a degree in your specialty from the Community College of the Air Force is a must for senior levels of management because of the unique mix of Air Force specialty code, leadership and management training. Competence in your career field while building and working with teams makes you a more valuable asset to our military community and the nation.

We will ask each of you to work with your leadership in the coming year to develop a Reserve Enlisted Development Plan so that we can help you develop yourself and help us understand your goals. I ask that you give this plan the attention it deserves so that we can maximize your opportunities. Without the R-EDP, we won't be able to suggest ways to advance through your career. You will hear more about enlisted force development in the next few months.

It's your career, and our job as senior leaders within AFRC is to help you reach your career goals while enhancing mission accomplishment. ★



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On the front cover: (Top) The Air Mobility Command Fuel Efficiency Office is a shining example of the total force at work. To find out how experts from the regular Air Force, Air Force Reserve, Air National Guard and civilian companies are helping the command cut aviation fuel costs, see the story on Page 14. (Photo illustration) (Bottom left) Are you looking to get more out of your run? Our expert has some ideas that might help. The story is on Page 28. (Bottom right) 2nd Lt. Oriana Mastro juggles a busy academic career with service to her country as an individual mobilization augmentee at the Pentagon. See her story on Page 24. (Chris MacPherson)

**Gen. Norton A. Schwartz** *Chief of Staff, United States Air Force*

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Senior Airman Jocelyn Corriveau, a crew chief with the 440th Aircraft Maintenance Squadron, peers out of a C-130 toward Pope Air Force Base, N.C. Airman Corriveau, who recently completed technical school, is undergoing "seasoning" training at her unit, where she receives hands-on experience in aircraft maintenance practices. "[Being a mechanic] is fun," she said. "You get covered in grease, but nothing that won't wash off." Members of the 440th Airlift Wing are training for worldwide deployment. (Staff Sgt. Peter R. Miller)



Deshawn Hobbs, the son of Senior Airman Shawn Hobbs, takes the wheel during the recent Family Day at the 433rd Airlift Wing, Lackland Air Force Base, Texas. The event was open to family members of Alamo Wing Reservists and featured games, carnival-style food, and motorcycle and car shows. (Airman First Class Brian McGloin)



Tech. Sgt. Scott Tracy of the 944th Fighter Wing's security forces squadron at Luke Air Force Base, Ariz., takes aim with his M-4 rifle at the Ability To Survive and Operate area during a recent unit training assembly. (Staff Sgt. Louis Vega Jr.)

Maj. Sheila Wojewodzki, a flight nurse with the 446th Aeromedical Evacuation Squadron, McChord Air Force Base, Wash., sets up a patient roll pack on a stanchion arm in a C-17 Globemaster III in preparation for a training mission to Joint Base Pearl Harbor-Hickam, Hawaii. (Master Sgt. Jake Chappelle)



Firefighters from the 932nd Airlift Wing, Scott Air Force Base, Ill., find a "survivor" mannequin and take him from a simulated fire outside to fresh air during a recent exercise. (Tech. Sgt. Chris Parr)

The Band of the U.S. Air Force Reserve's concert band gives one of eight free concerts during its nine-day winter concert tour of the Southeast in January. The 45-piece concert band is the largest and most versatile unit of the Reserve band. It plays a variety of tunes ranging from classical overtures to Sousa marches to Broadway show tunes, popular music, movie themes and patriotic favorites. (Master Sgt. Chance Babin)



# Round the Reserve

A brief look at what's happening throughout Air Force Reserve Command

## New Fitness Requirement Applies to Deploying Airmen

Airmen preparing to attend Army-taught combat skills training before deploying to a joint expeditionary tasking in direct support of combatant commander or joint task force ground component missions are now required to possess a current and passing fitness assessment.

The new standards, which already applied to Air Force-taught combat Airman skills training, went into effect Feb. 1.

"Joint expeditionary training courses can range from 21 to 70 days and are very physically demanding," said Lt. Gen. Douglas H. Owens, Air Education and Training Command vice commander. "Due to the

physical demands of the courses and requests from air expeditionary group commanders, Airmen will be required to have a passing fitness assessment on record before attending CST."

If a wing wants to deploy an Airman to CST without a current or passing fitness assessment, the Airman must provide a letter signed by a medical provider, and that letter must be endorsed by the wing commander or equivalent certifying the Airman can complete specific physical tasks performed during training.

Airmen who attend CST are put through an intense simulation of what they may experience while deployed and must be physically fit to complete the rigorous training, said Col. Chuck Douglass, 602nd Training Group (provi-

sional) commander.

"Soldiers who have recently returned from a deployment, in Iraq or Afghanistan, train Airmen on what they went through and what could be expected," Colonel Douglass said. "Airmen learn how to actively participate in convoy operations, they are put in combat scenarios, they learn how to call for medical evacuations and perform combat lifesaving techniques."

The training is very physically demanding because of the movements required and the weight of protective gear worn by Airmen, he said.

Airmen who arrive at CST who are not in compliance with the fitness assessment requirement will be eliminated from training and returned to home sta-

**TANDEM JUMP FOR MEDAL OF HONOR RECIPIENT — Master Sgt. Rick McClure of the 70th Flying Training Squadron at the U.S. Air Force Academy in Colorado Springs, Colo., guides a parachute in for a smooth landing during a tandem jump he performed with Army Staff Sgt. Salvatore Giunta, a Medal of Honor recipient. Sergeant Giunta visited the academy Feb. 24-25 to participate in the 2011 National Character and Leadership Symposium. He was awarded the Medal of Honor for his actions during a Taliban ambush while deployed to Afghanistan in 2007. Sergeant Giunta is the first living person to receive the Medal of Honor since the Vietnam War. The 70th FTS is an Air Force Reserve unit that augments the regular Air Force 94th FTS for glider training and the 98th FTS for parachute training. In addition, the 70th supports the 557th FTS by assisting with the cadet flying team in national intercollegiate competitions and providing oversight in the academy flight screening program.**



tion, Colonel Douglas said. (Capt. Omar Villarreal, AETC public affairs)

## Leaders Praise New Approach to Military Family Support

Lt. Gen. Charles E. Stenner Jr., Air Force Reserve Command commander, joined leaders from the top echelons of the Defense Department and other government agencies to voice their unanimous approval of a ground-breaking new effort to support and strengthen military families.

President Barack Obama unveiled Jan. 24 a new whole-of-government approach to military family support, with agencies uniting to create new resources and support programs for military families worldwide.

From health care to child care to spouse employment, President Obama announced the government has made nearly 50 commitments to improving families' quality of life and well-being, with numerous agencies — ranging from the Veterans Affairs Department to the Education Department — involved in the effort.

"Through this effort, you now have the entire Cabinet and other agencies literally saying, 'This is one of our top priorities,'" said Sarah Farnsworth, deputy assistant secretary of defense for community outreach. "This is not a political discussion. ... We all have a responsibility to our military families and our troops."

Initiatives specific to the Guard and Reserve include:

- As of October 2010, the Tricare Reserve Select option added more participating providers to ensure that Guard and Reserve service members seeking care under this program can find viable options in most communities.

- The DOD committed to evaluating compensation levels for Guard and Reserve members.

- The Small Business Administration instituted a new program called Operation Endure & Grow, which targets Guard and Reserve members, along with their families and business partners. The program aims to mitigate the economic hardship of deployed members and their families. The eight-week online course focuses on the fundamentals of launching and growing a small business for those who would sustain businesses when the service member deploys,

## Pope's Puns



becomes injured or is killed.

- The Department of Education has worked to eliminate administrative barriers to financial aid for military spouses. The department also committed to sending guidance to all financial aid officers highlighting the need to be sensitive to the special needs of military personnel and families and emphasizing flexibility in cases where a military family may lose financial aid due to temporary spikes in pay caused by activations and deployments.

- The DOD, Department of Health and Human Services, Department of Education, and Department of Agriculture committed to increase the availability of quality child-care options to support reserve component families when the service member deploys. (Elaine Wilson, American Forces Press Service/Master Sgt. Angela Vazquez, 403rd Wing historian, Keesler Air Force Base, Miss.)

## Software Available for Free or Reduced Price

Even after toiling eight or more hours at work each day, some Airmen are still compelled to take their projects home.

Because of this, Air Force officials have partnered with major software companies to provide Airmen with a variety of

software products, such as anti-virus, middleware and desktop programs, free of charge or at a discounted price.

"The Department of Defense Antivirus Software License Agreement with McAfee and Symantec allows DOD employees to use the antivirus software for home use," said Master Sgt. Michael Hackett, a 31st Communications Squadron network operations section chief at Aviano Air Base, Italy. "The Microsoft Home Use program permits eligible Air Force personnel to order a licensed copy of select Microsoft Office desktop applications to install and use on their home (computer). ActivClient middleware enables DOD personnel to conduct official business away from their office with the capability, security and access of their Common Access Cards."

Under the Microsoft HUP, eligible employees may obtain one licensed copy of each qualifying Microsoft Office desktop software program available to install and use on a home computer. The HUP is a partnership between Microsoft and the Air Force.

"Part of the agreement was for Air Force personnel to reap these benefits by buying Microsoft programs at a discounted price," Sergeant Hackett said.

Software applications are available for approximately \$10 through the HUP. Those eligible to participate in this pro-

gram include Air Force active-duty members, members of the Air National Guard and Air Force Reserve, Air Force contractors, and federally funded research and development centers personnel working on Air Force installations with government-furnished equipment.

Software available through the Microsoft HUP includes Office Professional Plus 2010, Microsoft Project Professional 2010, Microsoft Visio Premium 2010 and Office 2008 for Mac. Office Professional Plus 2010 includes Word 2010, Excel 2010, PowerPoint 2010, Outlook 2010, OneNote 2010, SharePoint Workspace 2010, Publisher 2010, Access 2010 and InfoPath 2010.

Home use of the antivirus products will not only protect personal computers

at home, but will also potentially lessen the threat of employees bringing malicious logic into work and compromising DOD networks. DOD military and civilian personnel can download free antivirus software for their home computers from the DOD Patch Repository website. Contractors are excluded from using the software at home or on any other system not belonging to the DOD.

"Having the antivirus software helps your personal computer at home to be better protected," said Tech. Sgt. Oran McClellan, 31st CS configuration management NCO in charge. "The safer the actual computers are at home, the safer the (files) that Air Force personnel are going to bring back to work."

The middleware package provides soft-

ware for conducting official Air Force business from non-government machines. Availability of this software by the Air Force Public Key Infrastructure System Program office does not infer approval to access Air Force resources and/or working away from the office. Approval for accessing Air Force resources from non-Air Force machines and/or working away from the office is at the discretion and direction of the appropriate command authority.

Middleware enables interface between a computer and the certificates on Common Access Cards. These certificates are required to access Outlook Web Access for e-mail, the Air Force Portal, networks and systems, and DOD websites.

For more information on how to purchase discounted Microsoft products or

download middleware and antivirus software, visit the Home Use Software website on the Air Force Portal. (Staff Sgt. Julius Delos Reyes, 31st Fighter Wing public affairs, Aviano AB)

## Pittsburgh Security Forces Answer Call to Fill Deployment Void

Acting on a short-notice request for volunteers, 13 members of the 911th Security Forces Squadron at Pittsburgh International Airport Air Reserve Station, Pa., answered the call to fill a deployment void created by a deadly shooting attack at Frankfurt International Airport in Germany.

The appeal went out shortly after the attack March 2 on a security forces team assigned to the 48th Security Forces Squadron at Royal Air Force Lakenheath, England. When the attack occurred, members of the team were on an Air Force bus that was parked at a terminal in front of the airport. The Airmen were waiting to be transported to Ramstein Air Base.

The team had flown to Frankfurt from Lakenheath and was in the process of deploying to Afghanistan in support of Operation Enduring Freedom. A lone gunman fired numerous shots into the bus where the Airmen were waiting. The gunman was captured and is now in the custody of German authorities.

One member of the Lakenheath team was killed, along with a vehicle operator from Ramstein AB. Two other security forces members were injured in the attack.

After the Air Force request for volunteers to replace the team went out, it was sent to Air Force Reserve Command security forces units through AFRC's numbered air forces. Less than 2 1/2 hours after receiving the request, the 911th SFS sent notification through command channels that it was ready to step up with 13 volunteers and carry out the deployment.

"Here at the unit, we stress the importance of being prepared to respond to any of these out-of-cycle requests," said Maj. John Bojanac, 911th SFS commander. "After finding out the significance behind this request, it made volunteering that much more meaningful and increased our level of motivation."

It wasn't until after the security forces members volunteered that they learned the sobering news about what their volunteerism meant to the Air Force.

"It is extremely difficult to put into words (our feelings) when we lose a fellow Airman," Major Bojanac said. "This tragedy reinforces the fact that we are still at war and that the threats from extremists around the world are real. We will all mourn the loss of our comrades, remember their sacrifice and proudly serve in their memory."

"I am proud of the security forces professionals at Pittsburgh who stepped up to the plate and volunteered," said Lt. Gen. Charles E. Stenner Jr., AFRC commander. "They volunteered to deploy and do what they have been trained to do." (Tech. Sgt. Scott Pryor, 911th Airlift Wing public affairs, Pittsburgh IAP ARS) ★

## Mississippi Reservists contribute to record-setting unit

By Senior Airman Tabitha Dupas

Members of the 815th Airlift Squadron from Keesler Air Force Base, Miss., are key contributors to a record-setting total force integrated unit at Kandahar Airfield, Afghanistan.

The Reservists are deployed with the 772nd Expeditionary Airlift Squadron, which also comprises members of the 345th AS, a regular Air Force unit associated with the 815th at Keesler, and the 41st AS, a regular Air Force unit assigned to Little Rock AFB, Ark.

In January, the 772nd set a record for the most airdrops in a month with 51. The previous record was 40 airdrops.

"It feels good to be setting records, but what you'll find with most of the guys here is that it doesn't matter if you break a record, it matters that you complete the mission and get the supplies where they need to go so we can help those guys on the ground," said Lt. Col. Walt Ord.

Colonel Ord is a pilot with the 815th AS who led the crew making the 41st airdrop. The aircraft delivered a load of water, food and fuel to a forward operating base.

In addition to successfully completing 51 airdrops, delivering more than 1.1 million pounds of cargo, the 772nd EAS moved close to 4,000 passengers and flew more than 420 sorties with approximately 400 flight hours during the month of January.

While the Army only expects a 90 percent recovery of airdropped supplies in this particular location, the accuracy of the 772nd EAS has boosted the recovery rate to 99 percent, according to Lt. Col. Frank Poukner of the 815th AS.

The 815th and 345th squadrons joined together in August to form the first C-130J total force integrated unit in the Air Force.

"The total force integration has helped both squadrons in that the active-duty Airmen tend to be a little younger, and they can learn from the experience of the 815th (AS)," Colonel Poukner said. "At the same time, the 345th (AS) has new guys



Loadmaster Tech. Sgt. Josh Romero loads a bundle of supplies for an airdrop mission Feb. 2 at Kandahar Airfield, Afghanistan. A parachute is attached to each bundle, allowing 99 percent of supplies to be recovered undamaged during the month of January.

coming in and are bringing fresh ideas from other squadrons. The squadron also can fill bodies on deployments, lifting some of the burden of missions off of the 815th."

The 772nd AS was established in March 2009 to support troops in locations where delivering supplies by means other than airdrops is both dangerous and difficult.

"Our guys are working hard," Colonel Poukner said. "Everyone has the can-do attitude toward doing what has to be done to get the mission accomplished. It is all due to the teamwork of everyone involved, from maintenance to loadmasters to pilots." ★

(Airman Dupas is assigned to the 403rd Wing public affairs office at Keesler AFB. Senior Airman Melissa B. White, Air Education and Training Command public affairs at Lackland AFB, Texas, also contributed to this article.)

# It's Your Money

By Ralph Lunt

## Dear Family ...

I'm sorry. There was so much going on, and we all were busy. And let's face it; I was hoping this wouldn't happen to me.

I never thought I would be the one to get hurt and that you'd be the one receiving the "phone call," dealing with the "how bad is it" anxiety, working through the process of leaving home to be with me as I heal, and dealing with military pay and benefits issues. Sorry.

My current Reserve assignment has afforded me many opportunities, new friends, frequent travel, trips to the Pentagon and plenty of opportunities to learn. That said, hands down, the most memorable part has been my trips to Brooke Army Medical Center and, very recently, Walter Reed Army Medical Center.

I could fill up many pages with thoughts about sacrifice, treasure and pain. But, to what end? Better to pass on what I've heard from spouses and parents that have had to deal with the reality of caring for an injured warrior.

Again, my Reserve gig and the kindness of the people I work with have given me unique opportunities to learn first-hand the challenges faced by families of our wounded warriors. From a financial perspective, a few simple acts on your part would be of great benefit to those who would be your caregivers should the reality of military life involve them.

Straight up, some troops out there don't require a lot of care and feeding, and there are some who can't get enough! Do me a favor and think this through. Chances are the people who have been injured didn't expect to get deployed, get hurt, be heavily medicated, and have their caregivers leave home and fly to some hospital they've never been to before to take care of them. Now what?

Please don't force your potential caregiver to get a crash course on pay and benefits, allotments, auto drafts, debts, garnishments, etc. I say this after hearing first-hand from loving spouses and parents who have lived this.

Before you send someone or before you go, take an hour and walk whoever would have the stick through your financial world. Where does your direct deposit go? What should your pay be? What would change if you went from the theater of operations to a hospital? What do you want to happen if you get hurt or don't come back?

Do right by them. You know they'll do right by you. ★  
(Editor's note: This feature is designed to provide financial advice and information of a general nature. Individuals should conduct their own research and consult a financial adviser before making any financial decisions. Based in Cleveland, Ohio, Mr. Lunt is a certified financial planner and vice president of a financial planning and consulting firm. He is also a lieutenant colonel in the Air Force Reserve, serving as the reserve forces director for the Great Lakes region of the Civil Air Patrol adviser's program.)



# The Operational Reserve

## A new Department of Defense efficiency?

By Col. Robert Thompson

Almost 10 years of combat in Iraq and Afghanistan have led to a fundamental shift in the role the Department of Defense's reserve components play in day-to-day military operations. And more changes are on the horizon as the military looks to the reserve components to provide efficient and cost-effective manning solutions during tight financial times.

Senior DOD leaders gathered in Washington, D.C., Jan. 19 – Feb. 2 to discuss these and other issues during the National Security Symposium and Reserve Component Expo hosted by the Reserve Officers Association.

Since 9/11, reservists have played an ever-increasing role in ongoing military operations around the globe. This increased reliance on reservists is called the "operational reserve," while the traditional role of the "strategic reserve" can still be seen during surges such as those in Iraq in 2007 and Afghanistan in 2010.

"Ideas about the reserve components have changed," said Dennis M. McCarthy, assistant secretary of defense for reserve affairs at the Pentagon. "No longer is the 'strategic reserve' used only once in a lifetime."

"There is a change under way," said Lt. Gen. Charles E. Stenner Jr., chief of Air Force Reserve and Air Force Reserve Command commander. "There is a need to rebalance the force and the important roles that all three components play. This is being discussed at the absolute highest levels today."

In the next five years, Secretary of Defense Robert M. Gates has tasked the armed forces to find more than \$100 billion in overhead savings. The Air Force's share is \$34 billion.

"The reserve components are the cost-effective part of our nation's military," said U.S. Rep. Tom Latham during his acceptance of the Minuteman of the Year award at the symposium. "The process of shifting to an 'operational reserve' must continue as the current conflicts wind down."

All three of the Air Force's total force components — regular Air Force, Air National Guard and Air Force Reserve — are seeking ideas to generate savings that can be invested in force structure, modernization and readiness.

"The contributions of the Guard and Reserve are never lost on us," said Daniel B. Ginsberg, assistant secretary of the Air

Force for manpower and reserve affairs. "We have the responsibility to get the most bang for the buck — to be as efficient as possible. The ARC (air reserve component) can do it for less."

The Quadrennial Defense Review provides senior leaders guidance for strategy and future force structures. The 2010 QDR report called for an in-depth review of all the military services' reserve components and for detailed research into what the new balance of forces should be.

After eight months and input from all DOD offices, Secretary McCarthy's team delivered this review to the secretary of defense Jan. 31.

"This report met its goal of being very comprehensive," Secretary McCarthy said. "I'm very proud of the end product."

The secretary said he looks forward to Secretary Gates' reaction to the report's recommendations and the public release of the findings.

"We're going to have to make adjustments to the (DOD) base budget," Secretary Ginsberg said. "As OCO (overseas contingency operations) change, we must support the expanded role of the Guard and Reserve."

Air Force Reservists are active in every Air Force specialty and continue to be on the leading edge of new and emerging missions. And as the federal government looks for ways to save money, General Stenner said his team is working hard to ensure the Reserve continues to become ever-more efficient and cost-effective, delivering what the combatant commanders and nation require.

"Our Air Force Reserve provides a 'tier-one' capability — ready to go within 72 hours," he said. "We're the only service that maintains this level of readiness in all three components. We're seamlessly ready to integrate and go anywhere in the world."

Several new and on-going initiatives are already solidifying the Reserve as first and foremost a strategic reserve that also

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**"THERE'S NEVER BEEN A BETTER TIME TO BE IN THE RESERVE. WE HAVE RESERVISTS IN EVERY MISSION SPECIALTY AND EVERY AGENCY, AND OUR EFFICIENCY AND COST-EFFECTIVENESS ARE BEING RECOGNIZED AT A TIME WHEN OUR NATION NEEDS US THE MOST."**

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Lt. Gen. Charles E. Stenner Jr.,  
AFRC commander

provides an operational, combat-ready force or operational reserve.

"We're engaged in a series of actions to ensure we're a full partner at every single Air Staff function as well as at the squadron, wing and major command levels," General Stenner said. "By mid-2012, we plan for these changes to gain full operational capability."

These initiatives include the growth of the new Force

Generation Center that began standing up in August 2010. This center is designed to be the "one-stop shop" for combatant commanders to request Reserve help and the single doorway for Air Force Reservists to enter active duty.

The Reserve continues to expand its involvement in different mission areas. Reservists are leading aircrew training for B-52 bombers with Air Force regular Airmen working alongside them as an "active associate" unit based at Barksdale Air Force Base, La. In another unit at Barksdale, the regular Air Force combat-coded B-52 mission is supported now by a "classic associate" AFRC team — a first for the Reserve, directly augmenting the nuclear mission.

Also, after establishing two new intelligence squadrons in 2010, the Reserve plans to add more and eventually expand into new groups and wings.

"There's never been a better time to be in the Reserve," General Stenner said. "Recruiting and retention is at a 16-year high. Benefits like the Post-9/11 GI Bill are the best since World War II. We have Reservists in every mission specialty and every agency, and our efficiency and cost-effectiveness are being recognized at a time when our nation needs us the most." ★

*(Colonel Thompson is director of public affairs in the Air Force Reserve Policy and Integration Directorate, Office of Air Force Reserve in the Pentagon.)*





# FUEL EFFICIENT

In Air Mobility Command, a total force team is determined to make its fleet of aircraft more ...

By Bo Joyner

In a small office at Scott Air Force Base, Ill., a true total force team is working to address one of the most pressing issues facing the Air Force today — how to use aviation fuel as efficiently as possible. Established in 2008, the Air Mobility Command Fuel Efficiency Office is a shining example of how today’s Air Force brings the right people from the regular Air Force, the Air Force Reserve, the Air National Guard and civilian companies together to tackle the toughest issues. The office also serves as a role model for how a government agency can look to private industry for ways to improve how it operates.

According to the Federal Aviation Administration, the U.S. airline industry reduced its fuel consumption by roughly 5 percent from 2000 through 2006. Over the same time period, the airline industry carried 12 percent more passengers and 22 percent more cargo. Not content to rest on past successes, U.S. airlines have committed to achieving an additional 30-percent improvement in fuel efficiency between 2005 and 2025.

“When AMC officials established the charter for the Fuel Efficiency Office in 2008, they knew the commercial aviation industry was having a lot of success in cutting fuel consumption, so they looked for people with experience with the airlines to bring on board,” said Col. Kevin Trayer, an Air Force Reservist who has been with the office from the beginning. He is also an American Airlines pilot who has witnessed first-hand what the company is doing to cut fuel consumption.

Another of the FEO’s early hires was Lt. Col. Eric Lepchenske, also an American Airlines pilot and Air Force Reservist. Today, Colonel Lepchenske serves as the FEO deputy, while Colonel Trayer is the office’s director of operations. The chief of the FEO is a regular Air Force O-6, Col. Bobby Fowler. Rounding out the office are two additional Reservists — Lt. Col. Charles Sargent and Maj. Darren Loftin — two Guardsmen and nine contractors.

Maj. Gen. Mark Anderson, mobilization assistant to the commander of Air Mobility Command, is also heavily involved in the FEO. At AFRC headquarters, Robins AFB, Ga., Lt. Col. Brent Merritt is the point man for aviation fuel efficiency within the Directorate of Air, Space & Information Operations. Another pilot with commercial airline experience, Colonel Merritt works closely with the FEO to help AFRC improve its fuel efficiency.

“Like in many career fields, Reservists have unique skill sets from their civilian job experience,” he said. “Aviation fuel efficiency is no exception. Mobility air forces and the AMC Fuel Efficiency Office are trying to replicate fuel efficiencies that airlines have applied for years with positive results. Providing personnel and initiative ideas along with shaping policy are the duties I and other Reservists with commercial airline experience bring to the effort.”

“I think we’ve got a great total force mix here,” Colonel Fowler said. “I’ve only been here a short time, but the people who have come before me bring a tremendous amount of experience and expertise to the team.”

It’s vital that the FEO brings the right mix of people together because the challenge the office has been handed is huge. The secretary of the Air Force issued a mandate in 2008 for the Air Force to cut its fuel consumption 10 percent by 2015, using 2006 as a baseline.

Within the Department of Defense, the Air Force is the largest energy user, with Air Force aviation operations accounting for 79 percent of the service’s energy usage. Within the Air Force, mobility air forces operations consume 60 percent of the aviation fuel used.

“The goal set forth in the mandate is a very ambitious one, but I really think we can get it done,” Colonel Fowler said.

To help the Air Force reach its goal, the FEO is looking at every aspect of mobility air forces flight operations — from how planes are maintained and loaded to how flight plans are created and flights scheduled to how pilots execute missions.

“There is the potential for savings at every step in the process,” Colonel Lepchenske said, adding that the potential pay-off of reducing fuel consumption within the mobility air



Air Mobility Command’s Fuel Efficiency Office is comprised of experts from the regular Air Force, the Air Force Reserve, the Air National Guard and civilian companies. In addition to epitomizing the total force concept, the FEO team is also an example of how a government agency can benchmark off of successes within private industry. (Above) Maj. Gen. Mark Anderson (second from left in the back row), mobilization assistant to the AMC commander, is pictured with FEO team members (clockwise from top left): Tony Hart, a contractor and retired Air National Guardsman; Reserve Col. Kevin Trayer; Reserve Lt. Col. Eric Lepchenske; Air Force Col. Bobby Fowler; Rick Turcotte, a contractor and Air Force retiree; and Reserve Maj. Darren Loftin.



The AMC Fuel Efficiency Office is looking for savings within every aspect of mobility air forces flight operations, from how planes are loaded (above) to how pilots execute missions. (At right) Capt. James Sprys, a C-17 aircraft commander, operates mission index flying software. MIF helps aircrews fly at optimal altitudes and airspeeds based on current flight conditions.

forces is huge. One of the main ways the commercial airline industry has reduced fuel consumption is by constantly upgrading its planes and engines. AMC is following suit and is committed to modernizing its fleet. Beyond that, one of the first things the FEO did was realize that it needed better data on how, when and where fuel was being used throughout the mobility air forces.

"We created a web-based fuel tracker that is now in place across the MAF," Colonel Trayer said.

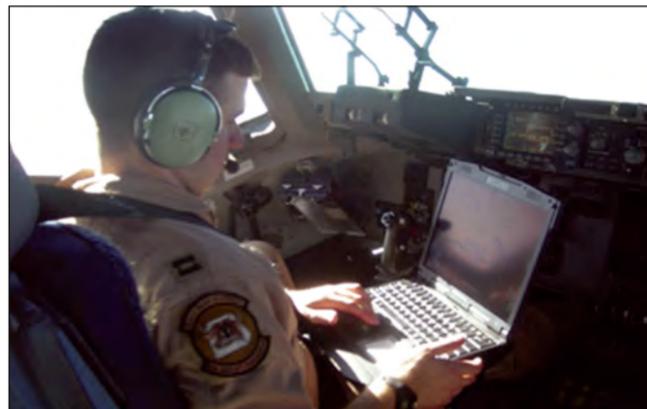
During a mission, aircrew members gather critical data regarding fuel planning and execution and input this information into the tracker when their mission is completed.

FEO officials use the data gathered in the fuel tracking system to improve the accuracy of fuel loads in computer flight plans distributed to aircrews. Carrying less fuel means a lighter — and therefore more efficient — aircraft.

"This is something that the commercial aviation industry has been doing for some time, and AMC saw the opportunity to piggyback off of what it was doing," Colonel Trayer said.

The idea for another FEO initiative — mission index flying — also came from the commercial airline industry. MIF uses airborne solution software in the cockpit, allowing aircrews to fly at optimal altitudes and airspeeds for their current flight conditions, thereby minimizing flight time and fuel burn.

MIF airborne solution software is a stand-alone, Windows-



based flight planning program that aircrews use on AMC-mission laptop computers or electronic flight bags during sortie execution. Flight crews based at McGuire AFB, N.J., recently used MIF on C-17 flights from the United States to Europe to evaluate this fuel savings concept. During 15 sorties, the Globemaster III pilots operated the test software and hardware and commented on how this new system affects their responsibilities in the cockpit during different phases of flight.

Although MIF is still in the testing phase, FEO officials believe it could eventually reduce fuel consumption across the MAF by 1 to 2 percent.

The FEO is also looking at how more efficient cargo loading could lead to fuel savings throughout AMC.

"If we can get 10 percent more cargo on each flight through precision loading, then we don't have to fly that 10th mission," Colonel Lepchenske said.

The FEO tested the proof of principle for the next-generation

cargo capability initiative at Dover AFB, Del., last year and said the preliminary results from the test are very positive.

Still another area of potential savings is improving efficiency in auxiliary power unit and aerospace ground equipment usage. All aircraft require the use of some type of AGE during maintenance and servicing operations. The primary purpose of the APU is to provide power to start an aircraft's main engines. APUs are also used to run accessories while the engines are shut down.

FEO officials recently were part of an AGE/APU efficiency test at Joint Base Charleston, S.C., and Joint Base Lewis-McChord, Wash. Each airframe has different use rates for its APUs, and APUs on different airframes burn fuel at different rates.

"AGE burns a certain percentage more efficiently than the average APU," said Capt. Sarah Good, AMC project officer for the APU/AGE test. "So, if it is possible to reduce APU usage and increase AGE usage, we can achieve fuel savings."

Colonel Trayer said flight crews, planners and maintainers throughout AMC are doing a tremendous job of pursuing fuel efficiencies while staying focused on the mission at hand.

"Getting the supplies to the warfighter on the ground is always our first priority, but we owe it to the American taxpayers to be good stewards of our nation's resources," he said. "Putting some of our initiatives into practice can be a lot like changing shoes while you're in the middle of running a race. It's not always easy to do, but it will pay off in the long run." ★

## Reservists play critical role on Energy Analysis Task Force

By Bo Joyner

Striving to use energy as efficiently as possible is certainly not a new concept within the Air Force, but there is a new total force team at the Pentagon designed to put the Air Force's drive for energy efficiency into a higher gear.

The Energy Analysis Task Force works under the umbrella of the deputy assistant secretary of energy for the Air Force to support energy-focused programs and develop energy policies through robust analyses. The task force is committed to the three pillars of the overall Air Force Energy Plan: reduce demand, increase supply and change the culture. Changing the culture calls for all Airmen to make energy use and conservation a consideration in everything they do.

The EATF traces its roots back to the spring of 2010 when a team of Air Force Reserve Command senior leaders came together with the idea of creating an Energy Center of Excellence — a total force organization that would provide enterprise-wide cost-benefit analyses to demonstrate energy solutions and optimize capability.

"With numerous Air Force energy projects across the major commands, an integrated implementation strategy was needed to drive system-wide efficiencies," said Brig. Gen. Jocelyn Seng, AFRC lead for the EATF and the team leader during that initial meeting.

"We felt like we could leverage the reserve components' ability to touch all other major commands, operational agility, personnel with unique civilian experiences and access to private-sector best practices to address Air Force energy issues," she said.

After that initial meeting, the Energy Center of Excellence was established with a mission to develop analytical tools, analyze issues and propose operational energy solutions for total force mission assurance.

Less than a year old, the ECOE partnered with the Air Force Research Laboratory, the Air Mobility Command Fuel Efficiency Office and the Air Force Energy Office to host an inaugural aviation workshop in November.

"The aviation workshop engaged aviators and ground personnel from the field to establish a dialog and provide key solutions integration ideas," General Seng said. "The ideas gath-



ered from participants validated that a modest investment in procedural and flying practices could yield significant near-term maximum energy savings. The workshop also established an efficient process for vetting energy solutions and demonstrated great promise for leveraging the total force to help the Air Force reach its energy goals."

The successful conclusion of the ECOE study led to the name change and stand-up of the EATF earlier this year.

"We're lucky within AFRC to have a number of subject matter experts who work energy-related issues every day in their civilian jobs," General Seng said.

"What we try to do is leverage their civilian expertise to help the command and the Air Force meet their energy goals."

Nineteen Reservists — engineers, pilots and other specialists — served tours of various lengths with the task force in the last year. At any given time, there are usually six Reservists pulling tours with the task force. General Seng and Col. Miriam Michael, acting program manager, are assigned to the office on a full-time basis.

Because the personnel make-up of the task force team is always changing, team members work in a collaborative environment, hosted on a SharePoint site. Work on the site falls into three main categories: establishing leading-edge tools and metrics, developing robust analytical analysis, and finding innovative approaches to integrating energy solutions into the Air Force.

"It's critical that we start with the right data and the right metrics," General Seng said. "From there, we can analyze the numbers we have and work with the subject matter experts to come up with the best solutions."

Helping an organization as large and diverse as the Air Force use energy more efficiently is a huge task, but it's one the EATF embraces, General Seng said.

"For strategic, operational and fiscal reasons, energy will continue to be a major focus of the Air Force for the foreseeable future," she said. "Everything we do is centered on decreasing demand, increasing supply and changing the Air Force culture so we can help the Air Force reach its energy goals in the days, months and years to come." ★

# Congress, Legislative Integration and the Gentleman from New Hampshire

By Gene Vandeventer

**A**s the Air Force Reserve has evolved from a peacetime force in the 1980s designed to augment the regular Air Force when needed to an operational force today that serves as an active partner in the day-to-day operation of every major command, one small, yet important, office at the Pentagon has been at the forefront of this metamorphosis. The Policy Integration Directorate, under the leadership of Wayne Gracie, a modest gentleman from the great state of New Hampshire, has led the way for new laws and funding for Reserve manpower, modernization and military construction projects that helped pave the way for a new Air Force Reserve.

"After 9/11, it took several years to put in place legislation that helped usher in the Air Force Reserve emphasis as an operational reserve force provider," Mr. Gracie said. "It not only included legislation that affected Reservists, but also their families who were impacted by the increased operations tempo. Legislation included changes to duty, health-care benefits, retirement and education."

Funding provided by Congress to the Reserve employs more than 70,000 Citizen Airmen who maintain and operate leading-edge weapons systems and facilities. During the late 1970s and early 1980s, the condition of the facilities and resources assigned to the Reserve were tolerable but definitely not up to today's standards. As the Reserve's mission

transformed over the years from being solely strategic in nature to both strategic and operational, the service's requirements, capabilities and resources have increased as well.

While the link between the Policy Integration Directorate and the day-to-day activities involved in providing agile combat support to the regular Air Force might not be obvious, that support would come to a screeching halt without Mr. Gracie and his team's successful efforts.

"Integration" is an appropriate word when describing the actions of an intermediary whose duties are to get one party to learn, understand and sometimes advocate for that of another. Mr. Gracie and his staff do exactly that when acting as the liaison between the chief of Air Force Reserve and Congress, the secretary of the Air Force and the Department of Defense.

Since 1995, Mr. Gracie has led his staff in collecting and providing the chief of Air Force Reserve with historical and up-to-date information regarding policy, legislation, budget, personnel, operations, force structure, military construction and medical issues. In an annual report to Congress, the chief reports on the strength and well-being of Air Force Reserve forces, presenting facts and analyses supportive of the command's mission and goal accomplishments. Mr. Gracie and his crew gather the statistics, analyses and historical background pertinent to the chief's presentation.

Mr. Gracie would be the first to acknowledge that the Reserve's successes "on the Hill" would not be possible if not for the extensive staff work completed by the entire Office of Air Force Reserve staff as well as those at Headquarters Air Force Reserve Command, the Air Reserve Personnel Center, the three numbered air forces and all of the units in the field.

The Policy Integration Directorate has the responsibility to tie military authorization and funding requests to the civilian legislation process through oversight and liaison initiatives from within the Pentagon complex. These responsibilities include submitting and justifying proposed legislation through the Air Force and the Office of the

Secretary of Defense. These proposals can then be included in the Defense Authorization and Appropriations bills, through omnibus and



Wayne Gracie

unified legislation, and budgeting processes.

The office provides representation on the Air Force Posture Team to prepare the secretary, undersecretary, chief of staff, vice chief of staff, chief master sergeant of the Air Force and chief of Air Force Reserve for testimony to Congress regarding Air Force Reserve issues. Under Mr. Gracie's direction, the office is also the lead agency for preparing responses to all congressional and high-level inquiries, including any formal requests from the White House.

Additionally, the office schedules wing commanders once a year to visit Washington, D.C., to meet with their state representatives in Congress. These interactions provide commanders with the opportunity to inform their political representatives with up-to-date information concerning Air Force Reserve

installations/organizations within their states and other issues such as construction projects, operations tempo and ongoing personnel initiatives affecting Air Force Reservists.

So what do all these integration duties with Congress have to do with the wings and Airmen in the field? What is the connection? The answer can be found in the facilities Reservists work in every day and the equipment they use.

Through the program objective memorandum process each year, commanders submit their requirements up through their respective numbered air force to HQ AFRC, where mission needs are prioritized and funneled to the Headquarters Air Force level for submission to the secretary of Defense and, finally, to Congress for authorization/appropriation. To illustrate the magnitude and complexity of AFRC's operational needs, the command's input to the president's budget for fiscal year 2011 (for operations, maintenance and Reserve personnel appropriations) totaled about \$4.9 billion. Whatever the final legislative appropriation turns out to be, the proactive efforts of the Policy Integration Directorate, acting as the final mediator between the Reserve's needs and congressional scrutiny, are truly one area where the "rubber meets the road."

To the person, Mr. Gracie's crew of office professionals tells a story of a soft-spoken and determined boss who is quick to point out team victories and, yet, hesitant to acknowledge his own contributions. Prior to assuming his present duties in 1995, Mr. Gracie served on the chief of Air Force Reserve staff for 12 years as a chief budget officer and the comptroller director. Prior to that, he worked as a branch chief and program analyst

assigned to the Pentagon in the office of the Air Force deputy chief of staff for logistics beginning in 1975. Further, his stint in uniform as a voice intercept specialist with the U.S. Army Security Agency in the late 1960s provided insight into the workings of the Department of Defense.

During the past 15 years, Mr. Gracie's "integration" team was instrumental in helping move the Reserve forward. Through his team's initiatives and the chief of Air Force Reserve's tenacity, the 1997 National Defense Authorization Act, Title XII, created AFRC as the ninth major command of the Air Force on Feb. 17, 1997. This act further enumerated chief of Air Force Reserve responsibilities, authorized a three-star billet for the AFRC commander position, and energized personnel benefits reviews that helped provide parity between the regular Air Force and the air reserve component.

"Legislative change is not an instantaneous process, but rather it sometimes takes several years to achieve," Mr. Gracie said.

This is especially true when it comes to legislation passed since 9/11. It took several years for legislative initiatives to support not only affected individual Reservists but also their dependents in the areas of health care, pay, retirement and education benefits/entitlements. Other successes included the enhanced G.I. Bill provisions and permanent reimbursement authorizations for Reservists' billeting charges when performing unit training assemblies and inactive duty training. Again, these were changes that took years of persistence and persuasion before coming to fruition.

As Mr. Gracie highlights, in a time of austere financial scrutiny, the command's military construction projects for fiscal year 2010 were an outstanding example of cooperation and collaboration from wing leadership all the way to the halls of the Pentagon. Fifteen major MILCON projects totaling approximately \$112 million were funded by Congress last year thanks in large part to the efforts of the wings' initiators and Mr. Gracie's "integrators."

It is well known that Mr. Gracie is the behind-the-scenes champion on the integration staff as he meets with congressional staff officers, DOD agencies and Air Staff organizations. He successfully expounded upon Air Force Reserve capabilities, contributions and major achievements in front of influential audiences, having a direct impact on the Reserve's mission and strategic objectives successes.

"The congressional committees really depend on our military leadership to be apolitical and to come to the table to address the issues without consideration of political party affiliation," Mr. Gracie said, when asked what has been a major ingredient to his office's success.

Since 1983, through five presidential administrations and seven chiefs of Air Force Reserve, Mr. Gracie has provided the historical background, rationale and statistics that made things matter for the command, turning words into programming actions. Today, his office continues in this progress as the command pursues the AFR 2012 plan and full operational capability.

American Gen. John Stark, the victorious colonial officer-in-charge at the Battle of Bennington during the American Revolution and, like Mr. Gracie, a native of New Hampshire, made famous the phrase, "Live free or die." Suggested in these words is the perpetual American spirit. ... to provide one's best to the cause of liberty, for freedom has no price.

Today, the Policy Integration Directorate, led by the gentleman from New Hampshire, continues this sustainment effort providing agile combat supporters and, indeed, all Citizen Airmen with the wherewithal to accomplish the Reserve's diversified missions. The "linkage" between the daily activities occurring in the wings and the directorate's efforts in Washington keeps the command mission-ready, reliable and responsive to the nation's security needs. ★

*(A regular contributor to Citizen Airman magazine, Mr. Vandeventer is assigned to the Expeditionary Combat Support Division of the Installation and Mission Support Directorate, Headquarters AFRC, Robins Air Force Base, Ga.)*



# SPACE AVAILABLE

## Reservists should learn basics before flying space-A flights

Staff Sgt. Shawn J. Jones

**T**he ability to fly to destinations all over the country for little or no cost is a significant benefit for Air Force Reservists.

At the same time, space-available travel on military aircraft can be frustrating for those Reservists who try to use it without knowing how the program works.

Space-A travel is not guaranteed. Military members traveling on official duty and cargo get first priority before any seats are made available to space-A travelers.

"It's all about the mission," said Staff Sgt. Adeline Belardo, a traditional Reservist who serves as an air transportation specialist with the 88th Aerial Port Squadron at Joint Base McGuire-Dix-Lakehurst, N.J. "The mission has to come first."

Though the mission comes first, Reservists do not necessarily come second when it comes to space-A.

Once seats on a flight are made available for space-A travel, they are assigned according to a priority based on categories and registration time. Traditional Reservists who are not on active-duty orders fall into category six — the category with the lowest priority — along with retirees and their dependents. Despite being assigned to a low-priority category, Reservists can still take advantage of space-A travel if they are patient and learn how to set themselves up for success.

Reservists should request a Department of Defense Form 1853, Authentication of Reserve Status for Travel Eligibility, from their unit commander as soon as possible if they expect to fly space-A within the next 60 days. Once Reservists have this form, they should register with the space-A system by calling the passenger terminal they plan to use. Since space-A seats are awarded on a first-come, first-served basis within each category,



Space-available passengers board a C-17 at Hickam Air Force Base, Hawaii, bound for Andersen AFB, Guam.

ry, registering before other travelers in the same category can mean the difference between getting a seat and waiting around the terminal for several hours or days.

Travelers who are operating on a strict timeframe and are unwilling to experience significant delays should probably not consider space-A travel.

"If you don't have patience, don't fly space-A," said Mark Jones, an air transportation specialist from the 305th Aerial Port Squadron at Joint Base McGuire-Dix-Lakehurst.

The time of year is an important factor when attempting to travel by space-A. Since an active-duty service member can walk into a terminal at the last minute with a family of four and bump a group of Reservists from potential space-A seats, it is essential that Reservists avoid times when family vacations are more likely.

"Don't travel when school is out, and don't travel during major holidays," Mr. Jones said.

To increase their chances of getting to their destination, Reservists might have to get creative with the space-A travel system. Though a particular terminal might not offer many flights to the destination, it might offer flights to another terminal, which offers more flights to the destination.

For example, take a space-A traveler who is trying to reach Elmendorf Air Force Base, Alaska. If the closest passenger terminal only offers flights there once per week, then the traveler should also register to fly space-A to another base — such as Joint Base Lewis-McChord, Wash., or Travis AFB, Calif., both of which offer more frequent flights to Elmendorf.

"That's where the term 'hop' came from," Mr. Jones said. It refers to space-A travelers "hopping" all over the map to reach their final destination.

Airmen can learn about space-A opportunities by calling the passenger terminal at their departure location. Flight information for the next 72 hours is usually available. Flexibility is important because flight schedules frequently change from their original time, Mr. Jones said. ★

*(Sergeant Jones is assigned to the 514th Air Mobility Wing public affairs office at Joint Base McGuire-Dix-Lakehurst.)*

### Key points for Reservists flying space-A

- Reserve and National Guard members may only fly within the United States and its territories unless they are on active-duty orders.
- Family members of Reserve or National Guard members are not authorized to fly unless the members are serving on active orders of 120 days or more. Family members must fly with their sponsor unless the member is deployed and the family members hold a command sponsor letter.
- Space-A travelers may check two pieces of luggage that do not exceed 70 pounds and 62 linear inches each. One carry-on that fits under a seat is authorized per passenger.
- Travelers should wear conservative civilian attire. Open-toed shoes and heels are prohibited.
- Gray-area retirees who are waiting to receive non-regular retirement pay when they turn age 60 must adhere to the same space-A rules that apply to Reservists who are not on active orders.
- Upon reaching age 60, Reserve retirees gain the full space-A benefits of active-duty military retirees, meaning they are able to fly overseas with ID card-holding dependents.

# Something great is happening at Seymour Johnson

## Total force integration has taken hold at North Carolina base

By Maj. Shannon Mann

**I**n an era of growing budget deficits and declining DOD funding, we must find a more efficient way of providing for our nation's defense." — Lt. Gen. Charles E. Stenner Jr., Air Force Reserve Command commander, in an E-note dated Dec. 16, 2010.

For members of an Air Force Reserve wing in North Carolina, the general's call to action is not a new message, but rather one they've been successfully putting into practice for the past five years.

In 2005, a Base Realignment and Closure Commission recommendation changed the way the Air Force Reserve at Seymour Johnson Air Force Base did business, and the 916th Air Refueling Wing took its place in U.S. Air Force history as the first KC-135R unit to enter into an active association partnership with a regular Air Force organization, the 911th Air Refueling Squadron.

Over the next three years, eight aircraft and more than 280 regular Air Force Airmen would align themselves under a concept that had been tested but never implemented to its true potential. Today, the 916th ARW is not only ready to show the active duty, Air National Guard and Reserve that this concept works, but that it can have remarkable results for all involved.

Capt. Carmen Thompson, a pilot and the executive officer for the 911th, said that initially regular Air Force officers were hesitant to take a tour of duty at a

unit that they believed would stifle their career. Joining the squadron meant they'd see plenty of time in the cockpit and overseas, but they would get little opportunity to work in key jobs occupied by 916th ARW Reservists. As a result, when it came time for them to meet a promotion board, their records wouldn't stand out against their counterparts in bigger wings with a larger active-duty presence.

That changed in June 2010 with the arrival of Col. Randy Ogden as the 916th ARW commander and Lt. Col. Phil Heseltine as the 911th ARS commander. Together, they implemented a vision that called for pushing the status quo envelope.

"There was an inherent fear that the active-duty member couldn't work for a Reservist," Colonel Heseltine said. He explained that in a wartime environment, having an active-duty Airman supervised by a Reservist wasn't a problem. But, somehow, when that scenario played out stateside, eyebrows were raised.

Leadership examined the needs of the wing, called the Air Force Personnel Center to ask a few questions and then established a benchmark that allowed a select group of 911th ARS captains to serve as executive officers at the wing and group levels.

"It's a huge professional development opportunity to have our folks working directly for a full colonel," Colonel Heseltine said. "Because of the limited leadership positions within the 911th, it

is more difficult for them to compete well with their active-duty peers at the 6th Air Mobility Wing. This opportunity is impressive. People should want to come here."

Even though the squadron's 285 active-duty Airmen fly and maintain KC-135 aircraft alongside their Reserve counterparts on a day-to-day basis, they still report administratively to the 6th AMW located at MacDill AFB, Fla.

As of the first of January, 11 active-duty officers filled jobs within the 916th ARW, including executive officer, wing plans, operation plans, safety and aircrew flight equipment positions. There's even an active-duty member filling a coveted command billet in the 916th Operations Support Squadron.

Maj. James Barker, 911th pilot and interim OSS commander, was called from the desert to fill a critical vacancy that opened when the Reserve squadron commander left for a new position on the West Coast.

"I got a message that said to call Colonel Heseltine about a leadership position," Major Baker said.

He knew the 916th ARW was preparing for a major inspection followed closely by a deployment, and the major thought he would be needed to help prepare crews. Little did he know a larger opportunity awaited.

"It surprised me once we got through the greetings when he said, 'Do you

A KC-135R from the 916th Air Refueling Wing, Seymour Johnson Air Force Base, N.C., refuels an F-15E during a recent training mission. The 916th is pushing the status quo envelope in its active association partnership with the regular Air Force's 911th Air Refueling Squadron. (Staff Sgt. Michael B. Keller)

want to be the OSS commander?" Major Barker said. "This is an opportunity I never thought I'd get."

While the major fills the command position on a daily basis, he currently does not have official command authority granted by G-series orders, but that doesn't change the way he views the job.

"The data is going to be there that I was the commander, whether or not my duty title at the top of my performance report reflects it," he said. "This is a great experience."

Colonel Heseltine said most officers wouldn't get total force integration experience until after they completed Air Command and Staff College at the rank of major or above.

"We have earned the trust of 916th leadership with our execs," he said.

Capt. Nick Alcocer, 911th pilot and 916th Mission Support Group executive officer, stepped into a huge void that originally was only filled on drill weekends. As the full-time group executive officer over five squadrons and flights, he has not only been tapped to serve a key role during the wing's upcoming operational readiness inspection, but he's also learning about policies, acronyms and procedures of the Reserve world that were once like a foreign language to him.

"It's been a huge learning curve," he said.

For a young pilot, getting an insider's look at how a mission support group functions is rare.

"This is a once-in-a-lifetime opportunity for my career," Captain Alcocer said. "It's taught me to appreciate what everybody brings to achieve mission accomplishment."

The captain said there have been challenges along the way in finding a compromise between how the regular Air Force conducts business versus the Reserve, but ultimately it's about finding the most effective and efficient way to get things done.

"I work with some of the most experienced people who are willing to teach me," he said. "There's no better person to learn from than someone who's been doing the job for 15 years. That will serve me well if I'm ever lucky enough to become a commander."

Working to find more commonality between how the regular Air Force and Reserve conduct business is a task for Col. Carolina Evernham, 916th Operations Group commander. She said that while the model of placing active-duty officers throughout the Reserve wing is a huge success, there are still



Col. Randy Ogden (left), 916th ARW commander, practices for an inspection with his executive officer, Capt. Carmen Thompson, a pilot with the 911th ARS and one of 11 active-duty officers filling key Reserve positions in the wing.



Capt. Nick Alcocer (left), active-duty pilot and executive officer for the 916th Mission Support Group, reviews a map with his Reserve commander, Col. James Hurley. Captain Alcocer is one of 11 active-duty officers implementing a new kind of total force integration into this historic active-associate wing.

many areas within the TFI model that could be more effective.

"Awards and decorations have been a huge issue," Colonel Evernham said.

Another issue, Colonel Evernham said, is there isn't a means for accurately reflecting the true job duties of these cross-over officers in their personnel records. While active-duty yearly performance reports will soon be written by the Reserve supervisor, personnel records help paint a complete and accurate account of one's career.

The wing's air expeditionary force rotation is another area that could be improved, the colonel said. Currently, the 916th is tasked with two different AEF rotations: one designated for 916th Reservists and one designated for those in the 911th.

When needed, leadership has successfully found a way to swap active-duty and Reserve aircrew members for activations, since their deployment time is the same. However, swapping out maintenance personnel hasn't proven as easy, since active-duty maintainers deploy for 120 days and Reserve maintainers have traditionally been tasked with 60-day rotations. This may be changing due to a new Air Force Central Command rotational policy that allows active-duty Airmen in an associate unit to rotate on the same schedule as the host unit.

Colonel Evernham said she plans to bring these and other issues up at a TFI summit this month.

"We should be able to communicate with higher headquarters so that other units can learn from this," she said.

Even with these hiccups, the overwhelming feedback from junior and senior leaders within both organizations is that something great is happening at Seymour Johnson.

"Reservists offer so much corporate knowledge," Colonel Evernham. "The active duty brings fresh new faces and fresh new ideas with enthusiasm. They are sponges to learn. It's beautiful. It's been an incredible change." ★

(Major Mann is chief of public affairs for the 916th ARW at Seymour Johnson AFB.)

# Citizen Airman/Scholar

## Second lieutenant excels in the classroom ... and at the Pentagon

By Bo Joyner

**O**riana Mastro is not your typical second lieutenant. While it's true that all entry-level officers in Air Force Reserve Command are well educated, it would be hard to find another butter bar who can match Lieutenant Mastro's record of academic achievement.

Currently a doctoral candidate in the politics department at Princeton University, the Chicago native received a master of arts degree with an emphasis in politics from Princeton in 2009. She did her undergraduate work at Stanford University, where she majored in East Asian studies with a minor in economics and political science. Her cumulative grade-point average at Stanford was 3.808 on a 4.0 scale.

In addition to working on her Ph.D., the young lieutenant is a visiting scholar at the Institute for Security and Conflict Studies at the Elliott School, George Washington University, and a next-generation national security leader at the Center for New American Security in Washington, D.C. Her studies have led her all over the world. She has spent time in 27 different countries and taken part in intensive study programs in China, France, Costa Rica and Italy.

Her work in the classroom and in the field have earned Lieutenant Mastro the reputation as a nationally recognized expert on Northeast Asia, military operations and strategy, and war termination. She can tell you all about China's defense philosophy and posture. ... and she can do it in English, Mandarin or Italian.

As if pursuing a Ph.D. and working for national security think-tanks in the nation's capital weren't enough, the scholar accepted a commission as a second lieutenant in the Air Force Reserve in May of last year to help her satisfy the deep desire she has to give something back to her country.

"Because of my areas of study, I have had the chance to talk with a number of military leaders over the years," she said. "And one of those people, (retired Lt.) General Dan Leaf, became a mentor of mine and told me I ought to think about joining the military."

General Leaf retired in 2008 as the deputy commander of U.S. Pacific Command, Camp H.M. Smith, Hawaii.

**As an Air Force Reservist, 2nd Lt. Oriana Mastro is an individual mobilization augmentee who works on the chief of staff of the Air Force's Strategic Studies Group, where she provides an analytical focus on U.S. policy in Northeast Asia with an emphasis on China.**

"I've always had the desire to serve, but I never even knew anyone in the military growing up, and there wasn't an ROTC program at Stanford, so it's something I had never really considered," Lieutenant Mastro said. "To be honest, I thought I was too old to join; but when I found out that wasn't the case, I decided to look into it. I had so many questions. I was afraid I wouldn't be able to travel to China anymore, and I was worried that I wouldn't be able to publish if I joined the military. ... and those things are extremely important to me."

With all of her questions answered, Lieutenant Mastro decided the Air Force Reserve was the right fit for her. Calling it "one of the best decisions I've ever made in my life," she accepted her commission in May and headed off to Officer Training School at Maxwell Air Force Base, Ala.

A distinguished graduate and recipient of the USAA Leadership Award, Lieutenant Mastro served in several key leadership roles at OTS, including wing commander for Basic Officer Training Class 10-05.

"OTS was a real eye-opener," she said. "Having spent so long in the academic world where I call my teachers and advisers by their first names, I wasn't used to the whole 'sir' or 'ma'am' thing. And even though I've been all over the world, I had never been to the southern part of our country. It took a little getting used to, but it was a great experience. It definitely taught me how to be a better leader."

Currently an individual mobilization augmentee assigned to the chief of staff of the Air Force's Strategic Studies Group, Lieutenant Mastro is responsible for providing an analytical focus on U.S. policy in Northeast Asia with an emphasis on China. The SSG serves as a catalyst for strategic initiatives and directly supports the chief of staff and Air Force leaders with independent, critical assessment of proposed strategic actions. It also acts as a focal point for interaction with joint, interagency and research communities around Washington.

The only Reservist and lowest-ranking member of the SSG, Lieutenant Mastro produces reports that are routinely used by the Air Force chief of staff and other senior leaders.

"Lieutenant Mastro is the perfect fit for the chief's Strategic Studies Group," said Col. David Fahrenkrug, director of the SSG. "She provides both an academic and professional perspective on national security. Her will-

**A doctoral candidate in the politics department at Princeton University, Ms. Mastro is also a visiting scholar at the Institute for Security and Conflict Studies and a next-generation national security leader at the Center for New American Security in Washington, D.C.**

ingness to serve her country as an Airman and a scholar is having a profound impact on the decisions of our senior leaders.”

“I think working on the SSG is the ideal position for me. It’s a great example of how the Air Force uses people to the best of their abilities,” the lieutenant said, adding that the IMA program provides the flexibility she needs to fulfill her military requirements while keeping up with her busy academic and civilian careers.

As a Reservist, Lieutenant Mastro has caught the attention of some of the Air Force’s most senior leaders. In her civilian capacity, she is becoming well known among government officials on Capitol Hill.

In January, she was asked to testify before the United States-China Economic and Security Review Commission on China’s active defense strategy and its regional impact. The commission was established in 2000 to monitor, investigate and submit to Congress an annual report on the national security implications of the bilateral trade and economic relationship between the United States and the People’s Republic of China, and to provide recommendations to Congress for legislative and administrative action.

“It was definitely an honor to be asked to testify before the congressional committee,” Lieutenant Mastro said. “The committee members had read my report very carefully and were ready with a number of thoughtful questions and comments. I hope I provided the committee with some helpful information, and I look forward to testifying again someday.”

Next up for Lieutenant Mastro, the Reservist, is a trip to technical school at Goodfellow AFB, Texas, in May. The school will last about 6 1/2 months. While learning more about military intelligence at tech school, Lieutenant Mastro will have to put her Ph.D. studies on hold.

“Princeton has been very accommodating with my leave for OTS and tech school,” Lieutenant Mastro said. “It’s a very military-friendly school. My advisers — Tom Christensen, Aaron Friedberg and Jake Shapiro — have been very supportive of my Reserve career, but they haven’t let up on me despite all my new responsibilities.”

Next up for Oriana Mastro, the scholar, is a trip to China and Vietnam for research. While there, she hopes to have the opportunity to work more on her doctoral dissertation. Once she is finished with her dissertation, Lieutenant Mastro isn’t exactly sure what the future holds. She has the desire to teach as well as continue her work with national security research organizations in Washington. No matter which direction Lieutenant Mastro’s life takes, she definitely sees the Air Force Reserve in her future.

“I can see myself being an Air Force Reservist for a long time,” she said. “I love having the opportunity to serve, and the Reserve has given me the perfect opportunity to do just that.” ★



# Prepared for Battle

## Afghanistan-bound Airmen to get new uniform

By Tech. Sgt. Jess Harvey

**A**s of March, Airmen deploying to Afghanistan are receiving a new uniform as part of their deployment gear.

The new uniform is the result of a joint initiative that ensures all outside-the-wire deployers in Afghanistan, regardless of branch of service, have the best ground combat uniform in order to enhance combat effectiveness.

According to Lt. Col. Shawna McGowan, the Air Force Future Programs Branch chief, Air Force leaders collaborated with Army experts to develop a solution to meet evolving camouflage and fire-retardancy demands in theater.

The new uniform, called the Operation Enduring Freedom Camouflage Pattern, or OCP, is the same uniform recently fielded in Afghanistan to U.S. Soldiers, Colonel McGowan said.

“At first, Airmen receiving the (Airman Battle System-Ground, or ABS-G) uniforms with mission responsibilities outside the wire in Afghanistan will have priority for the OCP,” she said.

But the plan is for the OCP uniform to eventually become the only ground-combat uniform worn by Airmen in Afghanistan both inside and outside the wire, the colonel said. This will minimize the number of bags Airmen will carry into and out of the theater.

“The OCP uniform is scientifically developed to blend in with Afghanistan’s terrain, which will make our Airmen safer and more effective on the battlefield,” Colonel McGowan said.

The new material is flame resistant and lighter in weight than either the ABS-G or the Airman Battle Uniform, she said. In addition, the material contains a bug repellent.

The colonel said working jointly with the Army to use a tested uniform is the fiscally responsible thing to do.

“It’s not only a joint use of the best ground combat uniform available,” Colonel McGowan said, “it saves fiscal resources and also aligns with the National Defense Authorization Act language that encourages collaborative efforts

between the services.”

Since the OCP is replacing the other uniforms, there also will be a savings that will come from not needing to store and supply both the ABS-G and ABU, she said.

This isn’t the first time Airmen have worn this particular camouflage pattern in Afghanistan.

“Some Air Force personnel who are assigned to Army units were already issued the OCPs in the Army fielding initiative that began in August,” Colonel McGowan said.

Individual units will not be authorized to purchase these uniforms for the foreseeable future, the colonel said.

“The only authorized OCP uniforms are those purchased and issued by Air Force Central Command,” Colonel McGowan said. “While some units are interested in procuring the OCP for training, future deployments and such, they won’t be authorized to do so because those orders would take away from supplies that are prioritized for the most at-risk deployers.”

The colonel emphasized that patience and teamwork are critical during any individual equipment transition. While actions to field the OCP as quickly as possible are ongoing, Airmen should be reassured they will have it as soon as it can be fielded.

She discouraged individuals from purchasing their own uniforms as that could result in them receiving non-tested, non-compliant uniforms that ultimately could put lives at risk. “Essentially, any unauthorized purchase of the OCP uniforms could result in putting Airmen at risk either on the front lines or at home,” Colonel McGowan said.

She said switching to the OCP and having AFCENT as the sole issue point for these uniforms will meet the ultimate goal of ensuring that Airmen are equipped with the best, most advanced uniform available today. ★

(Sergeant Harvey is assigned to the secretary of the Air Force public affairs office in Washington, D.C.)

**Airmen deploying to Afghanistan are receiving the new Operation Enduring Freedom Camouflage Pattern uniform. This is the same uniform that was recently provided to U.S. soldiers, like the one shown here, serving in Afghanistan.**



# The Three Habits of Highly Effective Runners

Have a plan, pay attention, do the math

By Lt. Col. Kenneth Rose

*(Editor's note: Veteran runners know their capabilities and limits. The habits experienced runners have in common may surprise you, but learning them may help you run faster and reduce the likelihood of injury. The common habits of seasoned runners are distilled into eight words: Have a plan. Pay attention. Do the math. This article illustrates how a good plan, good self-feedback and some key computations can help runners make informed decisions about their training.)*

People who are avid runners accept the fact that eventually they are going to get dinged up, beat up, laid up, banged up or otherwise hurt or injured as pretty much the price of doing business, so to speak.

According to a *Runner's World* survey, two out of three runners were injured in 2009. Depending on the source, studies estimate a range of 45 percent to 70 percent of runners are injured each year. That's a lot of athletes on the sidelines.

These numbers include recreational joggers as well as athletes who train regularly. For war fighters, training isn't recreational. It's anything but. The ability to run is a condition of employment. However, as many mid-career Airmen aren't hardened athletes, the transition to high-stakes training has been difficult and painful.

The result is we have Airmen, who are essentially part-time runners, pushing hard to improve their run times. In order to get in shape, they push the limits of what their bodies can take. Doing so greatly increases their risk of suffering an injury, and getting injured results in more downtime. The need to improve may conflict with the need to remain healthy.

Sound familiar? It's an age-old runner's dilemma. Conventional wisdom says to avoid overuse injuries, runners should take it easy, except that taking it easy gets runners out of shape. On the other hand, applying the physical stress theory, which states that the body adapts to the physical stresses it's exposed to, running more, not less, is what protects runners from injury.

So how does anyone thread this needle? What separates seasoned runners from the rest? As it turns out, the differences aren't complicated. Seasoned runners have a plan. They pay attention. They do the math.

Interestingly, none of these behaviors relate to footwear, nutrition, mileage or even talent. There's little agreement among runners in these matters. In the end, what is common to virtually all veteran runners is that they know themselves, their goals and their limits. More importantly, the actions they take are within the reach of anyone committed to improvement.

## Habit #1: Have a Plan

If we aspire to improve our running and do it safely, we should take note.

Veteran runners think strategically. Today's run is part of the weekly plan, and the weekly plan is part of the seasonal plan. The seasonal plan is built around specific events or goals. It's a

continuous cycle of building up, maintaining or recovering, where nearly every run contributes to a larger goal or purpose.

If this sounds like overkill, remember the old coach's saying: Games aren't won on game day — they're won at practice. It's especially true for running. The clock is soul-crushingly honest. No amount of willpower or good luck can make up for skipped runs due to random training.

The objective of every good plan is to get the runner to the next event in the best shape possible without injury. Many injuries result from runners doing too much too soon. Planning ahead gives runners a roadmap that allows time to build strength and cultivate speed on a safe, controlled schedule. That's worth restating: A good plan helps runners become stronger and faster gradually and without getting injured.

Consequently, for many Air Force runners, it is the calendar — not the stopwatch — that figures largely into success or failure. Runners who meet their training milestones in the months, weeks and days leading up to their personal fitness test have every reason to believe they'll be at their best when they get to the starting line. But don't lose that stopwatch. You'll need it later.

The ability to run 20 minutes without stopping increases leg strength and aids not only protection from injury but also the initial development of speed. Runners who are unable to run 20 minutes slowly should start with a walk-run combination three times a week for the first few weeks.

In the beginning, the plan is to run for two minutes, then walk for two and repeat for a total time of 20 minutes. After a week or two, the amount of time running may be increased and the number of walk breaks reduced; the total time will remain 20 minutes during this build-up and should include a rest day (no running) after each workout as endurance increases. Dramatic increases are to be avoided.

The runner's calendar should have "quality" workouts scheduled occasionally. There are two basic types of quality workouts: long runs and speed training. When it comes to quality workouts, elite runners are tempted to do them too much, developing runners too little or not at all.

Quality workouts focus on the two critical components of running: leg strength (long run) and cardiovascular development (speed). These components complement each other. Speed is built on leg strength; leg strength is essential for speed. Elite runners often do two quality workouts a week. Developing runners may schedule one quality run a week, alternating

types from week to week. Long runs are an important means to improving leg strength and resistance to fatigue. They are a sure-fire way to improve one's overall running ability, even for shorter endurance events. Nearly every good running plan uses long runs. A rough estimate for long runs is 150 percent of an average daily run. For example, if a person runs 20 minutes per session, a long run would be 30 minutes in duration. Remember the 10 percent rule and build to this distance gradually week by week. Run at a normal pace or slower; the focus is on distance, not speed.

Speed work teaches the body to run well when it's tired. When Roger Bannister broke the four-minute mile, he trained by running the quarter mile in sixty seconds so his body would adapt to the pace he'd need to set on race day. He would run a 60-second quarter mile and then catch his breath for 60 seconds before repeating the cycle over and over, striving to hold pace each time.

Modern speed work isn't much different. If the goal is to run 1.5 miles in 12 minutes, a sample workout would involve running the quarter mile in roughly a two-minute interval with two minutes of recovery or less. If the goal is 14 minutes, a good interval pace would be approximately 2:20.

Again, the objective is to hold pace for six to 10 quarter-mile intervals, so it's important not to overdo it on the first one or two intervals. If no track or treadmill is available, running fast two-minute "pick-ups" in the neighborhood is an option, too. Running more than a few intervals on the first day is not recommended.

Quality workouts such as long runs and speed work challenge runners to exceed their usual distance or speed, but never do both in the same workout. While the potential for injury exists, quality workouts are simply controlled increases in intensity and are much safer than indiscriminate changes in training. Runners are encouraged to consult a physician, make only gradual increases and stop training when sharp pain occurs.

In summary, a good plan will have weekly goals with quality workouts mixed in throughout. Sample plans for a variety of distances are available at runnersworld.com or coolrunning.com. Most importantly, a plan will allow time for gradual increases and be a custom guide for consistent and controlled training.

## Habit #2: Pay Attention

Some runners have the ability to remember their training in great detail. Veteran runners have an eye for the minutest details, it seems. As a result, they are attuned to listening to their bodies, knowing their capabilities and making informed decisions. Feedback is good. Runners who are totally checked out may fail to properly assess their workout, if they assess it at all.

While many experienced runners enjoy running with music or partners, no one runs with their brain on autopilot. There's no shortage of things to pay attention to. How's my form? How is the time? What's my pace? Am I working too hard or feeling too good? Is this pace working for me? Shouldn't my Achilles tendon be loose by now? What if I relaxed a bit now and pressed later? Why does my hamstring act up on the third mile?

Many runners go as far as to write down their observations in a log. For starters they may track their time, the distance, the

overall pace, the temperature, their weight, their fuel intake and anything else they consider to be the basic facts about each workout.

When it comes to keeping a log, many runners agree it's worth a try, although some will say it's overkill. The idea behind the log is that over time, runners will notice certain trends will break out, and they'll be able to make a fair reckoning of their capabilities with data squarely in mind. Other runners say after years of running they "know their numbers" intuitively and don't need to write them down.

Some of the numbers worth knowing may include:

- Average time and pace for daily run in the summer/winter.
- Average time and pace for long run in the summer/winter.
- Quarter-mile interval times and reps in the summer/winter.
- The weight at which run times are best.
- The amount of water weight lost on a hot run.

In addition to knowing their numbers, veteran runners pay close attention to their physical well-being. This includes such elements as their perceived exertion during the run, onset of pain and soreness, hydration and fatigue, perceived body temperature, breakdowns in form, etc.

So how does paying attention actually work? Let's take a breakdown in form, for example. First of all, perceiving a breakdown is tricky, but let's say Natalie is an experienced runner who runs 45 minutes four times a week. Natalie expects all of her footfalls to be clean and light. No scuffs, stumbles or wobbles.

Late in her run she hears a little scuff — a slightly rough step. A few seconds later, another scuff. She wonders, what's the deal? Well, she knows she's tired, but how tired? She remembers she started off really fast. She passed her first landmark 25 seconds earlier than normal — that's a lot for her. Her overall time is a few seconds slow. She concludes her form is showing the first signs of breaking down, and the fast start is the likely cause. She resolves not to press her luck by forcing a fast finish but rather to attempt a more controlled start next time as a means to help her hold her form throughout.

And what if those scuffs came early in the run? Natalie would need to search her mind for causes. Is she sore? Is it super cold outside? Was her warm-up sufficient? Did she get enough sleep last night? Or is sloppy running normal for her until she gets her rhythm?

It is possible that a scuff is just a scuff. Natalie need not act on every little observation, but there's no reason she shouldn't keep her eyes and ears open and make notes. In the end it is the very act of paying attention that helps runners notice those trends that point to their capabilities and help them know their limits.

## Habit #3: Do the Math

For runners who pay attention and know their numbers, "runner's math" is the means by which many decisions are made. With the exception of some high school athletes and some other young runners, most trained, experienced athletes are extremely conversant in projecting finishing times, computing goals and splits, and calculating pace. It's almost second nature.

The math problems help runners obtain information on their run while they're running. To wait until the end for feedback is akin to running blindfolded. When it's time to remove the blindfold, it's too late to make corrections.

Invariably, the purpose of math is to assure a well-conceived plan for pacing throughout the run.

Nearly every practiced runner strives to run at an even effort throughout most runs, especially races. It's one of the principal running commandments. Running like a lunatic in the beginning in an effort to "bank" time is a notoriously bad practice and may lead to injury, but even imperceptible surges too early in the run may backfire and cause runners to run out of gas early.

There's a tendency for runners to experience a false euphoria in the first part of a race — the 1.5 mile run is no exception — that causes them to overreach and spend the latter portion of the run fighting the effects of muscle fatigue. To run at an even pace ideally should feel easy in the beginning and difficult at the finish, with the last drop of gas at the very last step. Running even splits helps runners run well to the finish.

But to do so, the splits have to be computed first.

The first step is to compute a goal finish time. If one's training has been consistent, the last 1.5-mile time is an excellent benchmark. If one's training has improved, then a (slightly) faster goal is warranted. If not, then the opposite is true.

Interval training is a good predictor workout. Remember Roger Bannister? A speed workout involving quarter-mile intervals may be a better predictor than running a 1.5-mile trial run (nearly everyone runs trials slower than the real thing). The pace at which runners can run quarter-mile intervals is usually just a smidge faster than what they'll do on race day.

As a rough example, a runner who can run six 1:30 intervals for the quarter-mile (with 1:30 rest in between) should run a little slower than 9:00 for the 1.5-mile run.

With a rough goal computed, the next step is to compute an average pace (see chart below). For the 1.5-mile run, the chart

provides the necessary information. For those not running at a quarter-mile track, it's not against the rules to obtain a global positioning system device and set up quarter-mile landmarks.

After a goal pace is computed, a little addition will tell the runner what his watch needs to say at each quarter-mile split.

Example — 12:30 goal (2:05 splits)

Lap 1 (first quarter mile) = 2:05

Lap 2 = 4:10

Lap 3 = 6:15

Lap 4 = 8:20

Lap 5 = 10:25

Lap 6 = Finish by 12:30

For runs of other distances, runners must arrange to do the math themselves. The basic idea is know how fast one is supposed to run. For those who are slightly "math impaired," an excellent running calculator for longer races may be found at [www.mcmillanrunning.com](http://www.mcmillanrunning.com). Another option is to search for "running calculators" to find online tools to help project finishing times and calculate pacing.

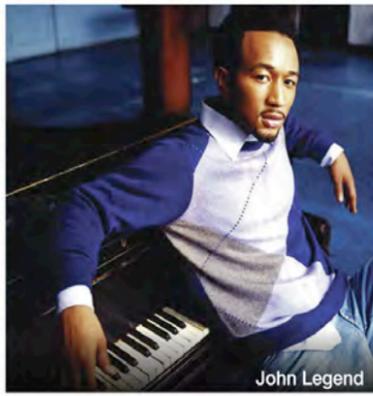
## Putting It All Together

Having a plan, paying attention and doing the math. These three habits complement each other in a continuous cycle. A new plan may require a new focus and new computations. New observations may warrant a revamped strategy with recomputed goals.

For every runner striving to improve, the landscape is in continuous flux. If the first step toward mastery is understanding, it behooves every runner to understand himself and his limits. A good plan and a strategy for good feedback will help Airmen build strength and speed safely. ★

*(Colonel Rose is an air reserve technician with the 84th Test and Evaluation Squadron, 926th Group, Eglin Air Force Base, Fla. He is a long-time running enthusiast and has a 100 percent lifetime average on the personal fitness test.)*

Goal Time 1.5 Miles	Pace Per Mile	Pace Per 1/4 Mile Lap	Goal Time 1.5 Miles	Pace Per Mile	Pace Per 1/4 Mile Lap
8:30	5:40	1:25	13:00	8:40	2:10
8:45	5:50	1:27	13:15	8:50	2:12
9:00	6:00	1:30	13:30	9:00	2:15
9:15	6:10	1:32	13:45	9:10	2:17
9:30	6:20	1:35	14:00	9:20	2:20
9:45	6:30	1:37	14:15	9:30	2:22
10:00	6:40	1:40	14:30	9:40	2:25
10:15	6:50	1:42	14:45	9:50	2:27
10:30	7:00	1:45	15:00	10:00	2:30
10:45	7:10	1:47	15:15	10:10	2:32
11:00	7:20	1:50	15:30	10:20	2:35
11:15	7:30	1:52	15:45	10:30	2:37
11:30	7:40	1:55	16:00	10:40	2:40
11:45	7:50	1:57	16:15	10:50	2:42
12:00	8:00	2:00	16:30	11:00	2:45
12:15	8:10	2:02	16:45	11:10	2:47



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