



# Message From the Air Force Chief of Staff

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987-6970



Airmen,

Since the dawn of airpower, Airmen and innovation instinctively aligned to create the world's dominant Air Force. However, diminishing competitive advantage threatens our national security. This is why I wrote Accelerate Change or Lose. Just as the very first Airmen supporting the trench warfare of World War I lived by the mantra of "over, not through," Airmen today must lead the innovative change required to secure our nation tomorrow. In my first year, I've witnessed Airmen doing this worldwide; from using local additive manufacturing to rapidly reconstitute aircraft here at home, to slimming down the footprint necessary to achieve air superiority in austere environments overseas. We must continue building upon this momentum.

Innovation is more than a buzzword—it goes beyond just creative thinking and lofty expectations. It is evolutionary or revolutionary changes to existing processes, capabilities, and mindsets. To succeed, we must properly identify problems, empower decentralized solutions by individuals and teams, and infuse an ethos of innovation at all levels.

Innovation depends on both creative individuals and supportive organizations to turn concepts into reality.

Keep in mind that our Airmen, at all levels, already identify innovative solutions to address complex problems and drive modernization. If they do not have the answer yet, they will be the ones to discover it, given the right environment. I expect leaders, from front-line supervisors to MAJCOM commanders, to provide the intent and authority critical to creating an environment that allows experimentation and encourages innovated Airmen. The Air Force needs a culture underwritten with empowerment and trust. Airmen need their leaders to be their early supporters and early adopters.

Not all ideas will be practical; some will be prioritized over others, some will be shelved, and not all of them will be perfect—that is okay. An idea that is never presented is worse than an idea that does not work. Innovation requires courage, and rewards tenacity; we must iterate to find the best solution. For those that are truly innovative, setbacks are fully expected. The lessons learned during those attempts are necessary parts of the

process and frequently serve as springboards for further improvements. This is why we debrief.

Remember, we value boldness and initiative. We need both innovative Airmen and their supportive leaders to achieve "over, not through" approaches for the 21st century. This takes an innovative ethos, this takes courage and creativity—this takes you!

**CHARLES Q. BROWN, JR.**  
General, USAF  
Chief of Staff



# Air Force News

## Air Force Reserve demonstrates strategic depth of combat airlift on Wyoming highway during training exercise

Air Force Reserve Command kicked off a week-long exercise, Rally in the Rockies 2021, by landing a C-130J Super Hercules aircraft on the highway near Rawlins, Wyoming, Sept. 13.

The highway closed early in the morning to ensure the aircrew could safely practice recovering personnel without access to a runway within simulated enemy territory.

This was one of many training scenarios scheduled for Sept. 13-16 across Colorado and Wyoming, involving more than 12 Reserve and National Guard units. Units are tasked with delivering critical cargo and personnel to U.S. Forces located in simulated contested areas.

“The Rally in the Rockies exercise ensures the Air Force Reserve and National Guard can provide an instantaneous surge capacity across most mission sets to strengthen our active duty counterparts,” said Maj. Nick Hainsfurther, 913th Operations Support Squadron pilot and lead exercise planner. “With the help of the Wyoming Department of Transportation, we were able to successfully demonstrate our versatile combat airlift capabilities.”

The 913th Airlift Group based out of Little Rock Air Force Base, Arkansas, served as the lead planning unit in the mobility-focused exercise. Reserve Citizen Airmen crafted the scenario and aligned logistics to ensure each unit could focus on training. In order to effectively accomplish combat operations, current scenarios assume traditional bases will be immediately threatened.



The exercise required various units to come together to deliver cargo, paratroopers, artillery, task force resupply and to conduct personnel extraction. The scenario was designed to test the interoperability of Reserve and National Guard units to execute Multi-Capable Airmen missions in challenging, contested scenarios.

“This is an exercise evolution of the Rally in the Valley 2020 exercise conducted in West Virginia,” said Maj. Christopher Acs, 327th Airlift Squadron pilot and exercise planner. “Our efforts will prepare Reserve and National Guard units to

execute at the speed and range required to take on near-peer adversaries. Additional training included combat airlift as well as multi-capable mobility Airmen who are able to refuel and re-arm aircraft in austere locations with minimal support.”

Hainsfurther added that exercises such as RitR21 are critical to ensuring Reserve forces can project the Joint Force when called upon, enabling strategic depth for the future fight.

[Click here to read more](#)

# Congratulations

## Newly Promoted Members

Congrats to the folks who promoted in September!

Senior Airman Anna Miller, 96 APS  
 Senior Airman Bethany Woodruff, 913 FSS  
 Airman Tykirra Warren, 913 FSS

### A&FRC Embedded Support



Airman & Family Readiness Center support will still be available the Monday through Friday of the week before and after the UTAs below:

2-3 October – Ms. Lyndsey Ballard and Mr. Mike “Rudy” Rudisill will be at the embedded office (B276 room 115)

4-5 December – Mr. Mike “Rudy” Rudisill and Ms. Stephanie Koonst will be at the embedded office (B276 room 115)

# Did you know?



Please note the following deadlines regarding the mandatory COVID vaccine:

1. All Exemptions will be submitted NLT 30 Oct 21
2. For the October UTA, the expectation is that AFR Airmen either
  - a) Take the vaccination
  - b) Submit proof they are vaccinated
  - c) Submit/start exemption process
  - d) Submit a vaccine declination
3. Members will be fully vaccinated by 2 Dec 21

## UPCOMING TRAFFIC CHANGES: HOW YOUR COMMUTE MAY BE AFFECTED ARNOLD DRIVE - PHASE 1

**TRAFFIC PATTERN CHANGES**

- █ Inbound Traffic
- █ Outbound Traffic
- Construction Zone
- ! Attention

**Arnold Drive Construction:**

- ▶ 4 Phases of Construction: 11 Oct 21 - 27 Jan 22
- ▶ Construction area will be Arnold Gate to CDC
- ▶ Arnold Gate (399 Arnold Drive) is closed for the duration of the construction.  
*Arnold gate is expected to reopen Jan 2022*

**Alternate Gates:**

- ▶ The Vandenberg Gate (24/7) is located at 1500 Vandenberg Blvd.
- ▶ Harris Gate is located 2905 Harris Road  
 Open: 6:30-8:30 AM & 2:30-4:30 PM

**Phase 1 Construction (11 Oct 21 to Late Nov):**

- ▶ Lakeview Housing residents use Alabama Dr.

# UTA Schedule

## UTA Schedule, Friday, 1 October 21

- 📅 1300-1410 Pre-UTA Meeting & Strategic Alignment (HQ Conf Rm)
- 📅 1415-1515 CIMB (HQ Conf Rm)
- 📅 1520-1620 Sq Commander Meeting (HQ Conf Rm)
- 📅 1500-1600 1st Sgt Meeting (Bldg. 266)
- 📅 1625-1655 ART/SORTS/DRRS Meeting (HQ Conf Rm)

## UTA Schedule, Saturday, 2 October 21

- 📅 0800-1030 Newcomer's Brief (APS Auditorium)
- 📅 0830-0930 F2F Profiles (Clinic) \*\*must hand-carry medical documentation
- 📅 0830-1500 PHA/Labs/Immunizations/Audio/Optomety/Dental Exams (Clinic)
- 📅 0830-0900 Group Staff Meeting (HQ Conf Rm) \*All Group Staff
- 📅 0900-1000 Group Staff Directors Meeting (HQ Conf Rm) \*Group Staff Directors
- 📅 1030-1130 EO Meeting (HQ Conf Rm)
- 📅 1200-1300 Women's Brown Bag Luncheon (HQ Conf Rm)
- 📅 1500-1600 AG/CC Walk-In Time \*Group Staff Directors and Sq/CCs as needed

### Fitness Assessments, Saturday, 2 October 21

- 📅 0630-0800 APS Fitness Assessments (Warfit Pavilion)
- 📅 0830-1000 AMXS Fitness Assessments (Warfit Pavilion)

## UTA Schedule, Sunday, 3 October 21

- 📅 0800-1100 CBRNE Training (APS Auditorium)
- 📅 0830 EOC/PME testing (Base Ed Center)
- 📅 0900-1100 COVID vaccine administration (Ops Auditorium, Bldg 266)
- 📅 1000-1100 Art 137 UCMJ Brief (HQ Conf Rm) \*\*for re-enlistment
- 📅 1200-1500 CSS, AFIPPS, HSR Training (HQ Conf Rm)
- 📅 1430-1530 CHEATER University (Bldg 266, Ops Auditorium) \*\*Security Clearance required

### Fitness Assessments, Sunday, 3 October 21

- 📅 0700-0830 AMDS Fitness Assessments (Warfit Pavilion)
- 📅 0730-0900 FSS/Group Staff Fitness Assessments (Warfit Pavilion)
- 📅 0830-1000 327th/OSS Fitness Assessments (Warfit Pavilion)

## SAPR Classes, Saturday, 2 October 21

- 📅 0900-1000 (Ops Auditorium)
- 📅 1300-1400 (Ops Auditorium)
- 📅 1430-1530 (Ops Auditorium)

## Fiscal Year 22 UTA Schedule

- 2-3 October 2021
- 6-7 November 2021
- 4-5 December 2021
- 8-9 January 2022
- 5-6 February 2022
- 5-6 March 2022
- 31 Mar - 3 April 2022
- 30 April - 1 May 2022
- 4-5 June 2022
- No July UTA
- 6-7 August 2022
- 10-11 September 2022

# Health and Wellness

## Guidelines to progress your physical training over time

A stalled physical training program can be one of the most frustrating parts of working out. Whether you're trying to get back into shape or advance to an elite level of fitness, loss of progress is a motivation killer. It happens because your body is very good at adapting to things over time. But you can overcome lack of progress by leveraging that very same ability to adapt.

### SAID principle

The SAID principle—Specific Adaptations to Imposed Demands, also called “specificity”—describes your body's ability to adapt to physical demands. As you change stressors to your body, it will change to meet the demands of those stressors. If you stop exercising, you can lose lean muscle mass because your body doesn't need to use energy to maintain muscle if you aren't using it. On the other hand, if you start a resistance-training program, you'll get stronger. In fact, the concept of specificity is where the guidelines for weight, set, and repetition come from for building muscular strength, endurance, and muscle hypertrophy. Training to improve cardiorespiratory endurance also follows the SAID principle. For example, if you only train to run 2 miles at a time, you'll only be good at running 2 miles. And then it's hard to improve your run time because your body is used to an overly specific training program.

### Progressive overload

In order to make progress—called “progression”—you need to follow the overload principle, or simply overload. Progressive overload is the increase in workout volume or intensity over time. Without it, your body has no added stimulus to adapt



to, so you eventually reach a plateau, and your body says, “We're good here.”

You can increase volume and intensity in a variety of ways: Increase the reps and sets of certain exercises, the weight you use, the number of workouts per week or per day, or decrease rest between sets, or any combination of those. How you choose will depend on what components of fitness you are targeting and your fitness goals.

### Cardio progression

To progress your cardio training, follow the 10% rule. That means you increase your cardio frequency, intensity, or volume by no more than 10% each week. One of the first ways you can progress your cardio is to vary your workouts. Take a couple weeks to work on sprint training. Your volume goes down because sprints are fairly short, but the intensity goes up. You're running faster, so you're running at a higher percentage of your max heart rate.

You can also stay in the heart-rate zone you exercise at while you increase the number of times per week and the duration of each workout by a few minutes. This will increase your total weekly volume.

Once you're at a level of cardiorespiratory fitness that matches your goal, you can keep intensity consistent but reduce your cardio to as little as 2 days a week, or drop your exercise duration as to as little as 15 minutes per session. You'll be able to maintain your level of fitness for up to 15 weeks, which makes this an ideal training schedule if you can't exercise regularly.

### Weight-training progression

For Military Service Members, a few practical ways exist to progress your resistance training workouts: Add reps and sets, add weight, and vary your exercises. If you're new to resistance training or haven't lifted weights for a few months, increasing reps and sets to build muscular endurance is one of the first things you can do. All military physical fitness tests include a muscular-endurance component, so that's a good place to start. In a 4-week block to improve muscular endurance, start with 3 sets of 10. Then in the following weeks, keep the weights the same but increase to 12, 14, and 16 reps. Over time, though, you'll need to add weight as well as increase reps and sets.

[Click here to read more](#)

Personnel scheduled to physically show for drill are requested to answer the "Safe to Work" questions below. Communicate with your supervisors if you have questions or concerns.



- Air Force COVID Website
- AFRC COVID Website
- Little Rock AFB COVID Website
- AR Dept. Of Health
- CDC Website
- DoD Updates

LRAFB Mask Guidance: Most facilities will require masks indoors regardless of vaccination status.

**ATTENTION**

**MASKS MUST BE WORN IN THIS FACILITY**

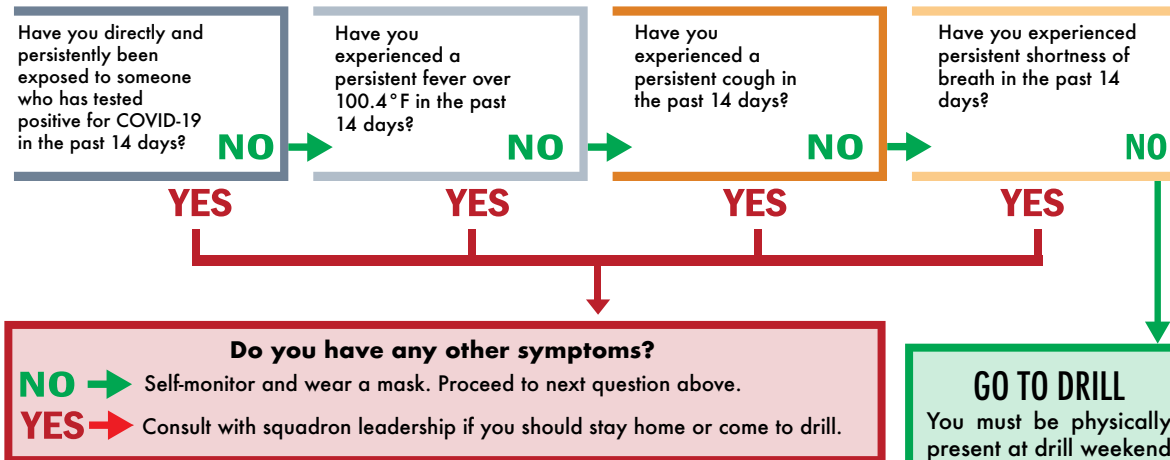


**REGARDLESS OF YOUR VACCINATION STATUS**

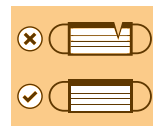
\*IN ACCORDANCE WITH CDC GUIDANCE, MAINTAIN PHYSICAL DISTANCE FROM PATIENTS, VISITORS, NOT A PART OF YOUR GROUP, AT ALL TIMES.



## 913th Airlift Group Safe to Work Questions



### How to Wear Cloth Face Coverings



**CHECK YOUR MASK**  
Make sure it's not damaged



**SECURE YOUR MASK**  
Secure the strings behind your head or over your ears



**COVER YOUR MOUTH AND NOSE FULLY**  
make sure there are no gaps

Cloth face coverings should –

- Fit snugly but comfortably against the side of the face
- Be secured with ties or ear loops
- Include multiple layers of fabric
- Allow for breathing without restriction
- Be able to be laundered and machine dried without damage or change to shape.

**GO TO DRILL**  
You must be physically present at drill weekend with appropriate PPE.  
  
If member is not having symptoms (fever, chills, body aches, persistent cough or shortness of breath) then member must self-monitor and wear a mask.

# Safety Highlights

## Injury Safety Tips

Courtesy of the AFRC Safety Office

# Report ALL Injuries & Damage



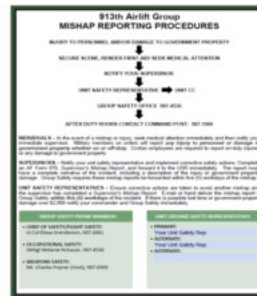
Personnel injury or damage to government property will be reported to the Group Safety office within 5 days using the *AF Form 978, Supervisor's Mishap Report*. Personnel injury is applicable to:

- Military members [in mil status] – Injury occurring On & Off-duty
- Federal civilians [includes ARTs] – Injury occurring On-duty only

Military members injured on UTA should inform their supervisor immediately. Waiting until next UTA or later, results in late reporting, and is unfavorable for the unit and MAJCOM.

For serious injuries and property damage, please contact the Safety office immediately, 501-987-4536.

References: AFI 91-202, DAFI 91-204 and AFMAN 91-224



**SUPERVISOR'S MISHAP REPORT**

**Authority:** Executive Order 12196, 29 CFR 1950, 10 USC 2613, DoD 6055.07 and AFI 91-204. **Privacy Act:** This form requires collecting and maintaining information protected by the Privacy Act of 1974. Form will be safeguarded from unauthorized disclosure. **Purpose:** To assist safety professionals in making identification of individuals and to obtain required personal information to complete mishap reports. **Routine Use:** Used to (a) Establish the severity of injury/illness and to ensure proper reporting accountability within the Department of the Air Force; (b) Identify causes of mishaps/losses so supervisors and functional managers can take appropriate action to eliminate or control unsafe and unhealthy conditions; (c) Prepare statistical and historical reports as required by Executive Order 12196 and Department of Defense; (d) Provide documentation for cumulative summation of treatment cases. **Disclaimer:** Voluntary, however failure to provide requested information may delay appropriate corrective action to ensure personal safety and reporting mishap to AFSEC.

**MISHAP DATA INFORMATION**

1. NAME (Last, First, Middle Initial) 2. GRADE/RANK 3. AGE 4. SEX

5. UNTOFFICE SYMBOL 6. DAFSC/OCC SERIES 7. JOB TITLE 8. QUITY CODE

9. DATE OF MISHAP 10. TIME OF MISHAP (24hr Format) 11. MISHAP OCCURRED 12. ON/OFF DUTY 13. DUTY STATUS

14. DAYS SCHEDULED TO WORK (check all that apply) 15. WORK SHIFT HOURS (day/night) 16. HOURS ON DUTY PRIOR TO MISHAP

17. WEATHER CONDITIONS 18. LIGHT CONDITIONS 19. # DAYS SINCE LAST DEPLOYMENT/TROOP 20. # DAYS DEPLOYED/TROOP IN LAST 365 DAYS

21. LOCATION OF MISHAP SITE (Bldg #, room, street name, intersection, parking lot, room 600, etc.)

22. DESCRIPTION OF MISHAP (who, what, when, where, and why. If more space is needed use separate sheet (s) of paper)

23. WITNESSES 24. WITNESS NAME(S)

25. DISPOSITION OF INJURY/ILLNESS (check all that apply to include the number of days):

No Medical Treatment/Injured or Sought

Returned to workstation duty number of days

Admitted to Hospital number of days

Treated and released back to regular duty hours

Placed on quarters number of days

Placed on con leave for number of days

First/Def aid only

26. TYPE OF INJURY/ILLNESS (e.g., bruise, fracture, cut, sprain, etc.)

27. BODY PART(S) INJURED (e.g., lower back, head, right knee, etc.)

Comments

AF FORM 978 20140403



Detailed mishap reporting procedures can be found on the unit's safety bulletin board and in the unit's JSTO.

# OPSEC Highlights

Courtesy of National Cybersecurity Alliance

## October is National Cybersecurity Awareness Month

At a time when we are more connected than ever, being “cyber smart” is of the utmost importance. This year has already seen more than a fair share of attacks and breaches, including the SolarWinds and Kaseya breaches as well as high-profile attacks on the Colonial Pipeline and other critical infrastructure. Furthermore, as has been underlined by these recent breaches, cyber attacks are becoming more sophisticated with more evolved bad actors cropping up each day. Luckily, there are several steps that we can take on a daily basis to mitigate risks and stay one step ahead of malefactors. Here are a few quick tips:

### Enable MFA

Multi-factor authentication (MFA) adds that necessary second check to verify your identity when logging in to one of your accounts. By requiring multiple methods of authentication, your account is further protected from being compromised, even if a bad actor hijacks your password. In this way, MFAs make it more difficult for password cracking tools to enable attackers to break into accounts.

### Use strong passphrases/password manager

This may seem obvious, but all too often securing strong passphrases/password managers is overlooked. People spending more time online during the pandemic has certainly contributed to more bad actors prowling for accounts to attack. Using long, complex, and unique passwords is a good way to stop your account from being hacked, and an easy way of keeping track and remembering your passwords is by using a password manager.



*Do Your Part. #BeCyberSmart*

### Perform software updates

When a device prompts that it's time to update the software, it may be tempting to simply click postpone, and ignore the message. However, having the latest security software, web browser, and operating system on devices is one of the best defenses against online threats. So, don't wait - update.

### Do your research

Common sense is a crucial part of maintaining good online hygiene, and an intuitive step to stay safe online is to do some research before downloading anything new you are downloading to your device, such as apps. Before downloading any new learning app on your device, make sure that it's a by checking who created the app, what the user reviews say, and if there are any articles published online about the app's privacy and security features.

### Check your settings

Be diligent to double check your privacy and security settings,

and be aware who can access your documents. This extends from Google docs, to Zoom calls, and beyond. For meetings on Zoom, for example, create passwords so only those invited to the session can attend, and restrict who can share their screen or files with the rest of the attendees.

Being cyber smart and maintaining stellar online hygiene is the best way to protect yourself and others from cyber attacks. No single tip is foolproof, but taken together they can make a real difference for taking control of your online presence. Following these tips is also easy, and free. By taking preventive measures and making a habit of practicing online safety, you can decrease your odds of being hacked exponentially - and prevent lost time and money, as well as annoyance.

[Click to read more](#)

**...PRACTICE GOOD OPSEC!  
"SHRED, ENCRYPT, PROTECT"**



# Camera Roll

Click to connect:



Comm: 501-987-6970  
DSN: 731-6970

