



Fellow Airmen,

I just completed my 3<sup>rd</sup> month as your 21<sup>st</sup> Chief of Staff and have had the opportunity to see many of you in action. I continue to be inspired by your daily contributions to the joint fight in ALL of our core missions. Thank you and your families for your continued dedication and commitment to excellence!

Today, I am releasing the second in a series of short papers that provide my thoughts and intent on the key focus areas we will address during my tenure. As with the first focus area (***Revitalizing Squadrons***), the second directly aligns with our strategic vision and supports Secretary James priorities: Taking Care of Airmen; Balancing Today's Readiness with Future Modernization; and Making Every Dollar Count.

The second CSAF focus area is ***Strengthening Joint Leaders and Teams ... a Combined Arms Imperative***. Airpower and what our Air Force brings to the joint team is foundational to all current and future campaigns. Our ability to operate seamlessly as a joint force across multiple domains on a global scale is critical to ensuring mission success throughout the spectrum of conflict. As such, strengthening how we organize, train, and present forces to combatant commanders ... and how we build joint leaders with the tools, experience, and training to both support and lead joint teams is critical to success.

Additional information will follow as the team lead, Brig Gen Brian Killough, develops the plan and sets future milestones. For now, I need all of us to be thinking about how our daily activities contribute to joint operations. Airmen across our Active, Guard, Reserve, and Civilian force have always been innovators - we've been breaking barriers since 1947. This is an area where our creativity will serve us well.

Thank you for your continued leadership, dedication, and excellence. While we face challenges today, they are not the worst challenges we have faced in our 69 year history ... and we follow a long line of Airmen who found opportunity in every

challenge. We remain the finest Air Force on the planet with unlimited opportunities ahead. This is now our time ... and I'm proud to serve with you as the 21<sup>st</sup> Chief of Staff.

Fight's on!

DAVE GOLDFEIN  
General, USAF  
Chief of Staff

Air Force: <http://www.af.mil/>

AF Strategic Documents: <http://www.af.mil/Airpower4America.aspx>

CSAF: <http://www.af.mil/AboutUs/AirForceSeniorLeaders/CSAF.aspx>

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