DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

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Airmen,

On 4 November 2025, I assumed the responsibilities of Chief of Staff with an understanding of our Air Force's purpose: to deter aggression and, if deterrence fails, to fight and win our Nation's wars. You have shown the grit that makes our Air Force the most capable in the world. From Operations ABSOLUTE RESOLVE and EPIC FURY to high-impact rescue and humanitarian missions around the world, I am proud to lead and serve alongside our dedicated Airmen.

Our operating environment is becoming more demanding, and our adversaries are not standing still. We must continue moving with urgency, removing obstacles, and aligning our resources to meet the demands of today's environment while preparing for the challenges ahead. In doing so, our priorities remain unchanged, but how we execute them must evolve.

Fly & Fix. Our job is to generate combat-credible airpower, ready to fight tonight and capable of winning tomorrow. That requires every Airman to understand how their work contributes to putting combat power in the air. Whether you fly, fix, support, or defend, you are part of the fight. Every mission matters and each Airman has a role in delivering the advantage our Nation expects.

Readiness is Fundamental. Over the past year, our Airmen proved what a ready force can accomplish, executing combat operations across multiple theaters while continuing to train, adapt, and prepare for the next fight. We sustained a demanding tempo while strengthening our readiness: we operationalized forward bases, advanced our new Force Design, and met our pilot production target. Those are significant accomplishments, and we must continue to build on them every day.

A high-end fight against a capable adversary will demand speed, adaptability, and the ability to generate combat power under fire. Bureaucracy, unnecessary processes, and a culture of risk aversion have no place in that fight. At the unit level, we need empowered commanders who can make decisions and drive our mission at the speed of combat. At the service level, we will focus our efforts this year on aligning Formal Training Units, improving pilot absorption, overhauling our maintenance enterprise, and refining how we present combat forces through AEW 2.0.

Modernizing with Urgency. We cannot ask tomorrow's Airmen to fight with yesterday's equipment, organizations, or procedures. Air base defense is a perfect example: we responded to a changing threat environment by establishing Point Defense as a distinct specialty to build consistency and depth of expertise for defending against drones and similar threats.

We also achieved several milestones in building the Air Force of the future: human-machine teaming between the F-22 and Collaborative Combat Aircraft, starting construction on Sentinel ICBM infrastructure, and continuing steady progress on airframes such as the F-47, B-21, and VC-25B. We are delivering connectivity across our aircraft and developing new weapons to give our warfighters more options.

We are entering an era where advanced computing, autonomy, and low-cost mass will increasingly shape the battlefield. We will continue to aggressively pursue super intelligence,

advanced computing, and autonomous systems while ensuring our investments translate into real combat capability. That also means building systems designed to evolve. Software-defined, adaptable systems and connectivity will allow us to integrate new capabilities, respond to emerging threats, and deliver more combat power.

Warrior Culture: Standards, Accountability, and Lethality. A warrior culture is built on high standards, technical mastery, accountability, and the toughness to perform under pressure. It demands Airmen who are proud of their profession, hold themselves and their teammates accountable, and have the grit to accomplish the mission when conditions are at their worst.

Standards matter because lives and mission success depend on them. Our renewed emphasis on physical fitness reflects the demands of military service and the expectation that every Airman is prepared for the physical, mental, and spiritual challenges of combat.

We must also be committed to mastering our weapons systems, sharpening our tactics, and developing the judgment required to make difficult decisions in a fight. Our varying mission communities bring unique strengths to the fight, and we must build on those strengths while developing talent, particularly within our Air Operations Centers.

Airmen and Families. Our greatest competitive advantage has always been our Airmen, and behind them are the families whose strength and sacrifices make our service possible. Taking care of our people is fundamental to sustaining the force.

Over the past year, we completed a full inspection of our dormitories and directed additional funding to address deficiencies. Our tempo this year placed a high demand on reintegration programs. In response, we have trained over 200 DAF personnel to deliver critical reintegration workshops at installations for Airmen returning home from deployments. That's meaningful progress, but there is still work to do.

We will continue improving quality of life for our Airmen and families, with particular attention to reintegration programs, addressing medical care shortages, as well as housing and childcare at remote and high-tempo installations. These investments matter because our Airmen should be able to focus on the mission knowing their families are supported.

The past year has demonstrated what this force can accomplish when we are focused, disciplined, and united in purpose. Keep pushing and demanding excellence. Cut through the bureaucracy, master your craft, take care of your teammates, and stay focused on what matters most: delivering combat power and winning our Nation's wars. Stay ready to win.

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