



DEPARTMENT OF THE AIR FORCE
UNITED STATES AIR FORCES CENTRAL COMMAND (AFCENT)

To the Airmen and Civilians of US Air Forces Central Command

October 7, 2011 marks the 10th anniversary since we began Operation ENDURING FREEDOM and the Global War on Terror. For the Air Force, it also marks the 21st year since we first deployed to the CENTCOM AOR in support of Operation DESERT SHIELD. Over these past two decades, from Lt Gen Horner through Lt Gen Hostage, USAFCENT Airmen and Civilians have been in the fight, both in the air and on the ground, as trusted partners on a lethal joint and coalition team. Our responsiveness in bringing ever-improving vigilance, reach, and power to this theater is unprecedented as we have relentlessly hammered Al Qaida and the Taliban in Iraq, Afghanistan, and throughout the region. Simultaneously, we have strengthened relationships and built partner capacity with our allies to set the conditions for enduring stability throughout the region. Whether air-dropping supplies to a SOF team on a mountainside ... or fighting our way into a hot LZ to bring Guardian Angel care to a wounded Marine ... or attacking the enemy in close proximity of friendly forces ... or providing the expeditionary support which makes it possible ... Airmen have given and continue to give their all in this fight. We have good reason to stand tall.

It is the honor and privilege of my career to take the stick and lead USAFCENT over the next two years as we continue to take the fight to the enemy. This letter to Airmen and Civilians will restate our mission, outline my vision, and lay out my priorities for our time together.

MISSION

U.S. Air Forces Central Command delivers decisive Airpower for United States Central Command and America.

VISION

U.S. Air Forces Central Command will continually improve our support to CENTCOM's campaign strategy in Iraq, Afghanistan, and designated regions. We will be responsive to supported commanders' needs by understanding their scheme of maneuver and intent. We will fully leverage the unique capabilities USAFCENT brings to the fight by bringing an Airman's perspective to the joint dialogue and presenting Airpower options during initial planning efforts. Finally, we will stand ready to lead as well as support future CENTCOM contingencies as an asymmetric arrow in the CENTCOM Commander's quiver.

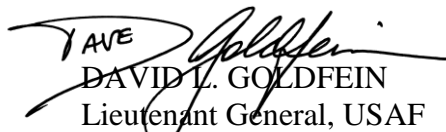
PRIORITIES

1. **DECISIVE AIRPOWER** -- Support CENTCOM campaign plans in Iraq, Afghanistan, and designated regions with delivery of the full spectrum of USAF capabilities in both a proactive and responsive manner.
2. **DEFEND THE REGION** -- Continuously improve US and partner Integrated Air and Missile Defense capabilities across the region.
3. **DEFEND THE BASE** -- Remain constantly vigilant in defending personnel, critical C2, and base infrastructure against both symmetric and asymmetric threats.
4. **ENGAGE** -- Strengthen and build partner capacity throughout the CENTCOM area of responsibility.
5. **PREPARE** -- Aggressively plan, prepare, and stand ready to lead and/or support future CENTCOM contingencies.

We must never forget that every Airman and Civilian in USAFCENT serving today is part of the long blue line. Hap Arnold ... Robin Olds ... Bud Day ... John Levitow ... Jason Cunningham ... Israel "DT" Del Toro ... names that will live forever. We are the descendents of Airmen who built our service in 1947 and committed their blood, sweat, and treasure to hand us the greatest Air Force the world has ever known. Their blood runs in our veins. We must defend the faith and further their cause.

While we face a determined and ruthless enemy, he is no match for this combined arms team. Together, with laser-like focus on our mission ... with the knowledge that no challenge we may be handed is too much for an innovative Airman ... and knowing that our cause is just ... we will continue to deliver decisive Airpower for CENTCOM and America. Thank you and your families for your service and sacrifice.

Fight's on!


DAVID L. GOLDFEIN
Lieutenant General, USAF
Commander



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GUIDING PRINCIPLES

The following are Guiding Principles we must all understand and follow as we work together to deliver decisive Airpower for CENTCOM and America:

Mission Focus – we must remain laser focused on the mission we are here to accomplish. As President Kennedy famously said, “In the long history of the world, only a few generations have been granted the role of defending freedom in its hour of maximum danger.” This is our time ... our moment in history ... our opportunity to make a difference. Every Airman and Civilian in USAFCENT must do their part and we must all pull together ... as wingmen ... to understand and accomplish our mission.

Wingman Consideration – we must treat each other with dignity and respect and continue to check each other’s six. Our strength comes from our diversity ... in thought, in upbringing, in how we approach challenges. The bonds of friendship forged in the crucible of combat last lifetimes. We must take this incredible opportunity we have been given to serve our nation in a time of war and build the bonds which enable us to overcome adversity, take care of each other as wingmen, and take the fight to the enemy.

In Every Challenge an Opportunity – throughout our history, Airmen have faced daunting challenges and found innovative ways to overcome them through ingenuity, creativity, and just plain guts. We must foster a culture that allows good ideas to make their way to decision makers. The brilliance required to develop the next game-changing TTP is resident today in our Airmen and Civilians ... our job is to free these ideas and ensure this creativity is both encouraged and rewarded.

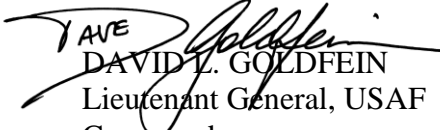
Team-Building as a Contact Sport -- The relationships we are forging across the region with Host Nations, Embassy Country Teams, Coalition Partners, and our Joint Comrades in Arms are force multipliers. As we work to build partner capacity, we must remember that we have as much to learn as we have to teach -- it is a two-way street. Respect for the rich history and culture of our regional partners ... appropriate humility ... and a willingness to be both student and teacher are critical to our long-term success. We must treat team-building as a contact sport and every Airman and Civilian in USAFCENT has a position on this team.

We Improve What We Measure – As Lt Gen Hostage stated before me, “We will grade ourselves in the COIN fight by the supported commander’s measure of success.” This requires us to continually strive to understand the ground scheme of maneuver and the intent of the supported commander. At the same time, we will also measure ourselves against a set of metrics which help us improve our ability to bring an Airman’s perspective to the joint dialogue as we advocate Airpower options at the beginning of the planning cycle.

Discipline First – whether an EOD technician disarming an IED ... or a fighter or bomber aircrew employing precision fires with a JTAC ... or a crew chief accomplishing the final checks before launch ... or a JET Airman out on patrol ... we must be disciplined to succeed in this fight and the next. Strict compliance with technical orders ... absolute adherence to the ROE and tactical directives ... precise communication when training new Iraqi and Afghan Airmen ... it all matters. Every day, USAFCENT personnel accomplish thousands of tasks that lead to saving coalition lives and protecting innocent civilians while killing or capturing the enemy. If we put discipline first in all our actions ... we will succeed.

Character Matters – we have been entrusted with lethal force in the defense of our Nation and Allies. How we act both when times are good ... and more importantly ... when adversity strikes, defines us both individually and as a trusted partner on a joint and coalition team. Let it be said when our duty here is complete and we return home to family and friends, that we served honorably and lived up to the core values and traditions of our service.

Forward Together ...


DAVID L. GOLDFEIN
Lieutenant General, USAF
Commander