



SECRETARY OF THE AIR FORCE
WASHINGTON

To our Airmen and Guardians, our civilian employees, and their families and loved ones,

With a great sense of humility and dedication to our mission, I am honored to have been appointed as the 26th Secretary of the Air Force. I want to take this opportunity to introduce myself and to share some thoughts with you.

If there is one phrase that summarizes my intent in taking on the daunting responsibilities of a Military Department Secretary, it is this: *One Team, One Fight*. This phrase comes from my prior military experience, alas not in the Air or Space Forces, but in one of the other Services and in a different era. Nevertheless, I believe it applies fully to the Department of the Air Force and to the challenging times we find ourselves in today.

Our "One Fight" will be our efforts to deter, and if need be, win a conflict with a strategic competitor – China or Russia. This will be my overriding priority as your Secretary. I am a veteran of the Cold War. My time on active duty included service in West Germany looking across the inner German border at massed Soviet and East German forces. I know first-hand what it means to face a capable, well-resourced peer competitor. For over a decade, I have been sounding alarms about the threat to US interests and US military superiority posed by the military modernization programs of China especially, but also of Russia. These potential adversaries have demonstrated aggressive behaviors that threaten our interests and those of our close allies. The Department of the Air Force performs many missions for the Department of Defense and for our country, but our roles in both strategic deterrence and conventional deterrence, and if necessary, our ability to achieve victory against our most capable potential rivals is the "One Fight" that we must win.

I see the Department of the Air Force as "One Team" comprised of two military services, but also as a member of a much bigger team, one that includes not just all the components of the Department of the Air Force: active, guard, and reserve, but also the other military departments and the Defense Department organizations that contribute to joint force capabilities. We are also members of an even larger team that includes the other parts of the federal government, and our allies and partners around the world. We have major responsibilities as a member of those larger teams, and we must meet them as part of our overall contribution to national security, against any and all threats to the American people.

As with any competitive team, our success depends on getting the most from every person on the team. For the Department of the Air Force that includes our service members and civilian employees, their families, and even those we contract with for services and products. All of our team members deserve to be treated with respect and dignity and to serve in an environment in which they can grow and thrive. We must all do everything we can to help our fellow teammates be successful—our Nation's defense requires it.

My wife Beth and I are excited to have the opportunity to be part of the Department of the Air Force team, and I look forward to working with and getting to know all of you.

One Team, One Fight.

A handwritten signature in black ink, appearing to read "Frank Kendall", is positioned above the printed name.

Frank Kendall
Secretary of the Air Force