



NATIONAL GUARD BUREAU

3500 FETCHET AVENUE
ANDREWS AFB, MD 20762

13 February 2013

Fellow Airmen of the Air National Guard:

On 4 February 2013, I began my service as your 11th Command Chief Master Sergeant of the Air National Guard. The appointment to this position is truly humbling, and Marie and I consider it a great privilege and opportunity to be able to walk alongside each of you as we represent the needs of the enlisted force. Marie and I recognize that your decision to serve is no small choice and that as professional Airmen and representatives of our Air National Guard, you and your families make daily sacrifices, and for that we thank you.

As we begin our journey I want to assure you that I stand ready to represent and address those matters that influence the enlisted community's health, morale and welfare. As I serve as your Command Chief, I intend to maintain open and honest dialogue to ensure your voice is heard in both policy and execution on behalf of our Nation, our States and our Air National Guard.

I look forward to engaging with our Guard Airmen over the next four years. I'm here to champion your causes and to ensure that your voice is heard. I'm confident that working together we will continue to execute our mission to fly, fight and win our Nation's wars and serve our communities.

From the original Minutemen of 1636, to the expeditionary Citizen Airmen of 2013, our Air National Guard represents a proud heritage and a legacy of combat ready response domestically and abroad that is only accomplished by men and women who stand ready to balance that responsibility. You are America's heroes because you are America's Airmen.

You should know that Marie and I take your contribution seriously and as such we will be working alongside you and your families to ensure that you are provided everything you need to accomplish your mission.

Maintain that Warrior Spirit and thank you for your continued service.

Sincerely,

A handwritten signature in black ink, appearing to read "James W. Hotaling", is written over the typed name.

James W. Hotaling, USAF
11th Command Chief Master Sergeant of the
Air National Guard