



NATIONAL GUARD BUREAU
1000 AIR FORCE PENTAGON, ROOM 4E126
WASHINGTON, DC 20330-1000

MEMORANDUM FOR ALL MEMBERS AIR NATIONAL GUARD

FROM: NGB/CF

SUBJECT: New Air National Guard Leadership Team

We are honored and humbled to serve as your new Director and Command Chief. We are extremely proud to lead our Air National Guard comprised of 105,500 Airmen, military and civilians. Our force has gone through significant changes since Operation Desert Storm and countless national and local contingencies over the years. Moving further into the twenty-first century, high operational tempos and scarce resources will further hone our Air National Guard. We will continue our evolution and transition to new missions and weapon systems to maintain our effectiveness as a member of the Total Air Force.

Our combined 64 years in the U.S. Air Force has taught us that our Guard Airmen are up to the challenges ahead. You, together with support from your families and employers, have continually stepped up to accomplish the mission and your professional dedication has not gone unnoticed. Undoubtedly, the future will usher in new challenges to the way we accomplish our missions. In some areas, we will continue to conduct operations and work as we always have. While in other mission sets, we may need to break the mold and start anew. This is where we are asking you, our Airmen, to continue to provide the innovation required for us to proceed into the future. I firmly believe we are always better served when our own Airmen are the drivers of change. In order for us to succeed as a force, we will need home-grown innovative ideas from our Guard Airmen and leaders to see those ideas through to fruition.

The Air National Guard is a vital and reliable member of the Total Force because of your dedication and flexibility to adapt in order to maintain our effectiveness. We are also certain that the Air Force, and our nation, will continue to rely on the Air National Guard as a member of the Air Force's Operational Reserve. Whether we are engaged in the warfight, conducting homeland operations or building partnerships, the Air National Guard will always be ready to respond to the needs of our nation, states and communities. We look forward to serving you, and thank you and your families for making our Air National Guard the world class organization that it is today.

RONALD C. ANDERSON JR.
Chief Master Sergeant, USAF
Command Chief, Air National Guard

L. SCOTT RICE
Lieutenant General, USAF
Director, Air National Guard