



NGAUS 101

WHO WE ARE AND WHAT WE DO

LEGISLATION — NGAUS provides states and our members unified representation before Congress. The NGAUS legislative department is the lobbying branch of the association. It seeks modern equipment, training, missions and personnel benefits for the Army and Air National Guard by lobbying Congress and the Executive Branch.

Lobbying efforts begin with an annual resolutions process that originates with the states, the state associations, and the adjutants general. Delegates to the annual NGAUS general conference debate and approve resolutions, which are prioritized by the NGAUS Board of Directors, the NGAUS task forces and the NGAUS legislative staff for the next congressional cycle.

The NGAUS legislative staff presents the association's legislative priorities directly to members of Congress and their staff. In addition, the NGAUS staff works with the National Guard Bureau (NGB), state associations, the Adjutants General Association of the United States (AGAUS), the Enlisted Association of the National Guard of the United States (EANGUS), and industry representatives. Also critical to this process are the Congressional Action Contact Officers (CACOs) in each state. They meet once a year in Washington for a legislative seminar and serve as the point person in each state for time-sensitive legislative issues.

NGAUS legislative efforts have contributed consistently to the continued resourcing and readiness of the National Guard.

You can find out more about all NGAUS activities by visiting our web site at www.ngaus.org.

MEMBERSHIP – State and individual membership dues provide nearly \$1.8 million annually to help support NGAUS efforts in Washington, D.C.

Each of the 54 states and territories belong to the association. State membership symbolizes the mandate for NGAUS to represent all of the National Guard, officers and enlisted alike.

NGAUS members have the option of individual annual or life memberships. Most current Guard officers have joined. In addition, thousands of retired Guard officers continue to be members. 100-percent states receive preferred seating as well as recognition at the annual NGAUS general conference.

Increasing individual memberships is a top NGAUS priority. The association maintains a membership committee of volunteers nationwide that seeks new ways to recruit and retain members.

The NGAUS staff, in concert with the Membership Committee and state associations, has developed several membership marketing tools. These include a NGAUS “smart card”, a prepared membership presentation, ads for state conference programs and an “Early Bird” rebate program that rewards state associations for forwarding dues to NGAUS by March 31. In addition, NGAUS staffers attend several state conferences to rally membership support and provide legislative updates.

COMMUNICATIONS – The association’s communications department tells the Guard story in general and the NGAUS story in particular. This is accomplished through the monthly NATIONAL GUARD magazine, the weekly NGAUS NOTES electronic newsletter, the association’s web site (www.ngaus.org) and the news media.

Magazine circulation includes NGAUS members, federal lawmakers, senior Executive Branch officials, governors, National Guard units and other interested parties. Commanders are encouraged to bring their magazine to their units as a NGAUS membership and message marketing tool.

The NGAUS communications department manages the NGAUS Awards Program. It recognizes individuals outside the Guard who have contributed to the organization as well as outstanding National Guard men and women. Individual awards include the Harry S. Truman Award, which is the association’s highest honor; the NGAUS Distinguished Service Award for contributions to the NGAUS by military or Defense Department civilians; the G.V. “Sonny” Montgomery Medal, the Charles Dick Medal of Merit for elected officials; the Patrick Henry Award for outstanding support by community members; and the Valley Forge Cross for heroism by Guard members.

NATIONAL GUARD EDUCATION FOUNDATION – Established in 1975 as a non-profit 501(c) (3) organization, originally named as the Historical Society of the Militia and the National Guard, today’s National Guard Educational Foundation (NGEF) continues to tell the story of the National Guard. The mission of the NGEF is to educate the general public, government, military, and National Guard members about the long and proud heritage of the National Guard from its inception in 1636. The crown jewel of the NGEF is the National Guard Memorial Museum, the only national museum showcasing the history of the National Guard. The NGEF operates an impressive, nationally recognized research library rich with documents, archives, and books all related to National Guard history.

Co-located in the National Guard Memorial Building in Washington, D.C., the NGEF relies solely on charitable contributions. The museum and library location, a few blocks from the U.S. Capitol and the Smithsonian museums on the National Mall, places it at

the epicenter of American history. Twenty million visitors come to Washington, D.C. every year to visit museums and historic sites and to take part in the city's historic pageantry. The National Guard Memorial Museum and Library benefit from active visitation from citizens of every state and many foreign nations.

The Legion de Lafayette of the National Guard Educational Foundation recognizes major donors. The first two levels are the Legion de Lafayette Companion for donations of \$10,000 and the Order of Governor Patrick Henry for donations of more than \$30,000. The names of these donors are prominently displayed in the museum. The highest level is the Order of President George Washington, which recognizes donors of \$50,000 or more. Members of this Order may request dedication of a room within the museum. All donations are tax deductible.

INDUSTRY RELATIONS – NGAUS' partnerships with industry links defense contractors with their National Guard customers. This helps industry better serve the Guard while assisting NGAUS in defining and executing its legislative priorities. It also aids the association's grass roots efforts to obtain congressional ads for urgently needed equipment.

Partnerships with industry are fostered through the NGAUS Corporate Associate Program (CAP). There are four categories of corporate membership, with ascending levels of benefits and services:

- Platinum - \$2500
- Gold - \$1500
- Silver - \$1000
- Bronze - \$500

Those seeking to market products and services to the National Guard may attend the annual NGAUS Industry Day, which gathers buyers and sellers in the multi-billion National Guard marketplace. The event, traditionally held in early December, also attracts adjutants general and congressional staffers.

Contractors can also demonstrate their support of the National Guard within the Legion de Lafayette program. All donations are tax deductible.

MEMBER BENEFITS – The NGAUS Member Benefits Program offers an array of discounts, and individual benefits to NGAUS members. Current benefits available to members include:

- **NGAUS Travel** - Online leisure travel designed to provide members and their families' savings in booking flights, hotels, rental cars, vacations and cruises through nuTravel.
- **NGAUS Visa/Master credit cards**
- **FTD.COM** – Save 15% on flowers and gifts

Additional benefits are offered through the NGAUS Insurance Trust. Visit our website at www.ngaus.org/membership/memberposter for an up-to-date list.

NGAUS Insurance Trust (NGAUSIT) offers insurance products specially designed for the National Guard's full-time federal technicians. These products include disability income protection and group term life insurance. Currently, more than 10,500 technicians are enrolled in the technician insurance program.

State Human Resource Offices make NGAUS Insurance program information available to newly hired technicians and provide open enrollment periods. To facilitate participation, Congress enacted legislation that allows technician insurance premiums to be deducted from a technician's pay.

The Insurance Trust provides every dues paying NGAUS and EANGUS member under the age of 80 with a no-cost, \$1,000 accidental death and dismemberment insurance policy.

The Preferred Vision Care Plan saves members and their families up to 60% on most eyewear and discounts hearing exams and aids.

Income from insurance programs typically exceeds \$1 million per year. NGAUSIT shares these proceeds with the NGAUS, EANGUS and state associations.

FINANCIAL OPERATIONS – The annual NGAUS operating budget is about \$5.9 million, which supports all NGAUS functions and activities except for building operations. The National Guard Memorial (building operations) budget is approximately \$6 million.

Sources of revenue include membership dues, conference revenues, Insurance Trust royalties, magazine advertising sales, affinity program revenues, investment earnings and building rental revenues. The success of these income sources and sound fiscal management have balanced the budget and placed the association in its best financial posture in a decade.

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WHAT HAS NGAUS DONE FOR YOU LATELY?

The question “What has NGAUS done for me lately?” is commonly heard by association representatives during the annual membership drive. However, the more appropriate question is “What have *our* associations done for me lately?” because it is the combined efforts of the individual state associations, NGAUS, EANGUS, AGAUS, and others that result in legislative action to enhance both unit readiness and quality-of-life for our personnel and their families.

When asked this question, my answer is “Just about everything!”

The National Guard Association of the United States (NGAUS) began in 1878, when a group of volunteer officers, veterans of the Civil War from both the North and South, gathered in Richmond, VA to discuss “matters of practical reform which would make the Militia a more effective instrumentality in our system of National Defense.”

The officers’ military experiences had demonstrated the importance of a trained Militia, and they in turn sought changes that would again make the Militia a key element in America’s defense. Out of their informal meeting grew an organization they called the “Association of Officers.”

The group met again, this time in St. Louis, MO where they renamed their organization the “National Guard Association.” Today, the two major reasons for establishing the organization remain relatively the same: to promote national security and to improve and maintain a strong Army and Air National Guard of the United States as the nation’s first line of defense as part of the Total Force.

In 1944, the first permanent headquarters of the Association was established in a two-room suite in Washington, DC. During the next 15 years the Association was relocated several times as its responsibilities and full-time staff grew. In 1959 the Association moved to its present location, The National Guard Memorial, located at 1 Massachusetts Ave. N.W., just a few blocks from our nation’s Capitol and Congress.

Some members of the National Guard are under the mistaken impression that the Department of Defense (DOD) *automatically* provides the equipment, resources, and policies necessary to ensure a robust and ready National Guard. However, although the flow of funding and policies comes from the DOD to the National Guard Bureau (NGB), then states and individual units, it is questionable just how much of those resources would be identified for the Guard without direction from Congress.

The United States Constitution establishes the basis for the Militia, now referred to as the National Guard, on several key provisions. First, Section 8 – Powers of Congress – establishes that Congress shall have the Power to... “provide for the common defense”, “to raise and support Armies”, “to provide for calling forth the Militia to execute the Laws of the Union, suppress Insurrections and repel Invasions”, and “to provide for organizing, arming, and disciplining the Militia, and for governing such Part of them as may be employed in the Service of the United States, reserving to the States respectively, the Appointment of the Officers, and the Authority of training the Militia according to the discipline prescribed by Congress.” And the Second Amendment – the Right to Bear Arms – states that “A well regulated Militia, being necessary to the security of a Free State, the right of the people to keep and bear Arms, shall not be infringed.”

These very important provisions of the United States Constitution clearly place responsibility for ensuring National Guard readiness directly in the hands of Congress, not the Department of Defense. Congress exercises this responsibility by legislating “authorizations” and “appropriations” that provide funding and policies specifically for ensuring that the National Guard is “organized and armed.”

The National Guard Bureau provides annual defense budget inputs to the Department of Defense. However, due to budget “caps”, the Department is often faced with tough choices that could result in under-funding many National Guard (and active duty) programs.

Additionally, since National Guard Bureau personnel are on Title 10 orders, they are duty-bound to support the President’s DOD budget. Additionally, National Guard Bureau legislative liaison (NGB/LL) personnel are not authorized to “lobby”, although they are permitted to “inform” Congress.

The National Guard Association of the United States (NGAUS) is a private organization that “is” permitted to lobby Congress on behalf of its 45,000 members. The National Guard Memorial (NGAUS Headquarters) serves as a perfect location to facilitate lobby efforts by NGAUS and state association delegations.

The National Guard Memorial is an impressive building with well-appointed meeting areas, state of the art audio/visual equipment, a library, museum, and the ability to host a variety of receptions or social events for the purpose of establishing a dialog with Congress to discuss National Guard priorities.

So, back to the question “What have our associations done for me lately?”...

Each year in its *National Guard* magazine (April edition in 2006), NGAUS publishes an article entitled “What Has NGAUS Done for You” that highlights our association’s legislative successes and accomplishments on behalf of the National Guard. These successes are the result of a team effort, with NGAUS coordinating the efforts of the National Guard Bureau, states, and industry.

Just a few examples of these successes include:

- In 1916 the National Defense Act guaranteed the states Militia status as the Army’s primary reserve force and mandated the use of the term “National Guard.” That same year annual drills were increased from 24 to 48 and annual training from 5 to 15 days.
- In 1948, Public Law 810 provided Guardsmen their first comprehensive retirement benefits, established death and disability benefits, and the associations beat back a proposal to fold the Army Guard into the Army Reserve.
- In 1950, Congress approved the first armory construction bill that provided federal funds amounting to 75 percent of the cost of new armories (states acquire the land and pay 25 percent of construction costs).
- Title III of Public Law 810 established medical care to retired Guardsmen and their family members in 1950, and Public Law 881 increased benefits for survivors of deceased Guardsmen.
- In the 1960s, Public Law 86-632 clarified re-employment rights and job protection for Guardsmen performing an initial period of active duty for training up to six months; our associations were able to neutralize efforts to reduce Army Guard end-strength and eliminate four combat divisions, resulting in Congress maintaining overall Army Guard end-strength at 400,000 troops. The associations were also able to defeat a DOD proposal to cut Guard and Reserve pay tables to 75 percent of the active-component rate.
- During the 70s and 80s, Association efforts resulted in bolstering Guard benefits to improve recruiting and retention, expanded exchange privileges, improved group life insurance, and established space-available travel...just to name a few. The late 70s also saw the Air National Guard receiving its first new C-130 transports as a result of congressional “adds.”
- In 1983, the Defense Appropriations Act, for the first time, provided dedicated funding for the procurement of miscellaneous equipment in support of Army Guard support units.
- In 1985, Public Law 98-525 provided temporary G.I. Bill funding to any Guardsman working toward a baccalaureate degree or equivalent and our associations persuaded Congress to make the Montgomery G.I. Bill permanent in 1987.

- Throughout the 90s, as the military was drawing down following the Cold War, NGAUS defeated several attempts to reduce National Guard force structure, and attempts by the executive branch to cut the military technician force under its “reinventing government” initiative.
- During the late 90’s and into the 21st Century, many of NGAUS’ efforts were directed at congressional “adds” for equipment, full-time manning, military construction and force sustainment. Retirement points for inactive duty were increased from 75 to 90, special pay, bonuses and benefits, including VA home loans were established, and Montgomery G.I. benefits and commissary privileges were enhanced.
- Finally, during the FY2007 legislative season, the efforts of our associations resulted in the reinstatement of the Army National Guard end-strength of 350,000 soldiers. And, after a 7-year campaign, all Guardsmen were granted better access to TRICARE at an affordable rate and lawmakers also lowered the basic housing allowance threshold from 140 days to 30 days for members of the Guard.

This is just a sample of what our associations have accomplished on behalf of our members and their families. There is much more. The real value of what our associations have done for us is the coordinated effort to ensure Congress is fully informed of the readiness status of the National Guard and what resources and policies are needed to achieve desired readiness levels.

The National Guard Association of the United States will lead the way to ensure the Guard message is told. However, it is the responsibility of each of us to support the associations that provide our voice in Congress. Be a member, know the issues, visit the NGAUS web site often, read the *National Guard* magazine, and participate in the political process...because Congress is our direct link to readiness and success.

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NGAUS
The National Guard Association of the United States

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WRITING LETTERS TO CONGRESS

Writing a letter to your members of Congress is not significantly different from writing a letter to anyone else. However, there are a few key tips to remember when writing a letter to your representative or senators.

Write to the whole delegation

When writing to your delegation, send letters to both senators and your representative. The only exception to this rule is when you are writing a very specific letter dealing with an issue that your senator or representative is specifically advocating or opposing.

Writing to members of Congress is relatively easy.
For senators, address your letter to:

The Honorable <insert name>
United States Senate
Washington, DC 20510

For representatives, write to:

The Honorable <insert name>
United States House of Representatives
Washington, DC 20515

The easiest way to write directly to your senators and representative is through NGAUS' "Write to Congress" feature. This valuable tool is located on our website (<http://www.ngaus.org>).

State the concerns you are writing about in the first paragraph

Most letters are read by staff, so clearly stating why you are writing in the first paragraph will ensure that you get a timely response.

Personalize your letters

Senators and representatives are constantly bombarded with mail from various interest groups. Make sure that you talk about how it matters in your state and community. Personalizing a letter makes it of more interest to the reader and more memorable – which translates to being more effective.

Talk about the impact in your community as well as the impact nationwide

Members of Congress are always concerned about the impact national policy will have in their district. You should always include both the big picture (what a policy will do to the nation as a whole) as well as the local picture (what it will do to your local community). Including both aspects is crucial.

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LEGISLATIVE PROCESS

The primary function of Congress is to make laws. The legislative process comprises a number of steps, and to help understand the information and how it interrelates, a very brief overview of the legislative process is presented:

Forms of Congressional Action

The work of Congress is initiated by the introduction of a proposal in one of four principal forms: the bill, the joint resolution, the concurrent resolution, and the simple resolution.

Bills

A bill is the form used for most legislation, whether permanent or temporary, general or special, public or private. A bill originating in the House of Representatives is designated by the letters "H.R." and the Senate by "S.", followed by a number that it retains throughout all its parliamentary stages. Bills are presented to the President for action when approved in identical form by both the House of Representatives and the Senate.

Joint Resolutions

Joint resolutions may originate either in the House of Representatives or in the Senate. There is little practical difference between a bill and a joint resolution and both are subject to the same procedure. Joint resolutions become law in the same manner as bills.

Concurrent Resolutions

Matters affecting the operations of both the House of Representatives and Senate are usually initiated by means of concurrent resolutions. On approval by both the House of Representatives and Senate, they are signed by the Clerk of the House and the Secretary of the Senate. They are not presented to the President for action.

Simple Resolutions

A matter concerning the operation of either the House of Representatives or Senate alone is initiated by a simple resolution. They are not presented to the President for action.

Introduction and Referral to Committee

Any Member in the House of Representatives or Senator may introduce a bill at any time while the House or Senate is in session by simply placing it in the “hopper” provided for the purpose at the side of the Clerk or Secretary's desk and the sponsor's signature appears on the bill. The bill is assigned its legislative number by the Clerk or Secretary and referred to the appropriate committee. The bill is then printed in its introduced form, which you can read in the Congressional Record or online at the Library of Congress's Thomas site.

An important phase of the legislative process is the action taken by committees. It is during committee action that the most intense consideration is given to the proposed measures; this is also the time when the people are given their opportunity to be heard. Each piece of legislation is referred to the committee that has jurisdiction over the area affected by the measure.

For more information on this step of the legislative process see [Introduction and Reference to Committee](#) of [How Our Laws Are Made](#).

Consideration by Committee

Public Hearings and Markup Sessions

Usually the first step in this process is a public hearing, where the committee members hear witnesses representing various viewpoints on the measure. Each committee makes public the date, place and subject of any hearing it conducts. The [Committee Meetings](#) scheduled for today are available along with other [House Schedules](#). Public announcements are also published in the Daily Digest portion of the [Congressional Record](#).

A transcript of the testimony taken at a hearing is made available for inspection in the committee office, and frequently the complete transcript is printed and distributed by the committee.

After hearings are completed, the bill is considered in a session that is popularly known as the “mark-up” session. Members of the committee study the viewpoints presented in detail. Amendments may be offered to the bill, and the committee members vote to accept or reject these changes.

This process can take place at either the subcommittee level or the full committee level, or at both. Hearings and markup sessions are status steps noted in the Legislative Action portion of [Bill Status](#).

Committee Action

At the conclusion of deliberation, a vote of committee or subcommittee Members is taken to determine what action to take on the measure. It can be reported, with or without amendment, or tabled, which means no further action on it will occur. If the committee has approved extensive amendments, they may decide to report a new bill incorporating all the amendments. This is known as a “clean bill,” which will have a new number. Votes in committee can be found in Committee Votes.

If the committee votes to report a bill, the [Committee Report](#) is written. This report describes the purpose and scope of the measure and the reasons for recommended

approval. House Report numbers are prefixed with “H.Rpt.” and then a number indicating the Congress (currently 107).

For more information on bills and resolutions see [Consideration by Committee](#) in [How Our Laws Are Made](#).

House Floor Consideration

Consideration of a measure by the full House can be a simple or very complex operation. In general a measure is ready for consideration by the full House after it has been reported by a committee. Under certain circumstances, it may be brought to the Floor directly. The consideration of a measure may be governed by a “rule.” A rule is itself a simple resolution, which must be passed by the House that sets out the particulars of debate for a specific bill—how much time will allow for debate, whether amendments can be offered, and other matters. Debate time for a measure is normally divided between proponents and opponents. Each side yields time to those Members who wish to speak on the bill. When amendments are offered, these are also debated and voted upon. If the House is in session today, you can see a summary of [Current House Floor Proceedings](#). After all debate is concluded and amendments decided upon, the House is ready to vote on final passage. In some cases, a vote to “recommit” the bill to committee is requested. This is usually an effort by opponents to change some portion or table the measure. If the attempt to recommit fails, a vote on final passage is ordered.

Resolving Differences

After a measure passes in the House, it goes to the Senate for consideration. A bill must pass both bodies in the same form before it can be presented to the President for signature into law. If the Senate changes the language of the measure, it must return to the House for concurrence or additional changes. This back-and-forth negotiation may occur on the House floor, with the House accepting or rejecting Senate amendments or complete Senate text. Often a conference committee will be appointed with both House and Senate members. This group will resolve the differences in committee and report the identical measure back to both bodies for a vote. Conference committees also issue reports outlining the final version of the bill.

Final Step

Votes on final passage, as well as all other votes in the House, may be taken by the electronic voting system which registers each individual Member's response. These votes are referred to as Yea/Nay votes or recorded votes, and are available in House Votes by Bill number, roll call vote number or words describing the reason for the vote. Votes in the House may also be by voice vote, and no record of individual responses is available. After a measure has been passed in identical form by both the House and Senate, it is considered “enrolled.” It is sent to the President who may sign the measure into law, veto it and return it to Congress, let it become law without signature, or at the end of a session, pocket-veto it.

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TASK FORCES

NGAUS task forces are special committees appointed by the NGAUS chairman of the board, with concurrence of the board of directors. Task forces work closely with the NGAUS legislative staff throughout the resolutions cycle.

What do task forces accomplish for NGAUS?

- Provide input for draft resolutions
- Advise the general conference on resolutions
- Provide input for fact sheets
- Address special issues assigned by the chairman of the board

Task Forces provide subject matter expertise on issues related to the Army and Air National Guard.

Categories and types of task forces

Task forces are grouped into three separate areas: Air, Army, and Joint. Within these three areas are more specified task forces.

Air Task Forces

- Combat Air Forces
- Mobility Air Forces
- Combat Support
- Mission Support

Army Task Forces

- Army Aviation
- Combat Vehicle
- Command, Control, Communication, Computers, and Intelligence (C4I) Fire Support
- Combat Support/ Combat Service Support
- Engineer

Joint Task Forces

- Personnel and Benefits
- Medical

Who are members of task forces?

Each task force has a chair to preside over all meetings of the task force and a vice chair to assume the responsibilities of the chair in his or her absence. The NGAUS chairman of the board will appoint both of these positions. Each task force should also include a member from each of the six NGAUS geographical areas. The task forces may also have “professional staffers”, which are non-voting members and can include the NGAUS legislative staff, National Guard Bureau (NGB) staff, active service component members, industry representatives, or any other individual invited by the task force chair.

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CONGRESSIONAL ACTION CONTACT OFFICER (CACO)

The Congressional Action contact Officer (CACO) is the legislative point-of-contact for the state, appointed by the Adjutant General. Their purpose is to serve as a channel of communications to represent legislative issues between the state, NGAUS, members of the National Guard and their congressional delegations. The CACO formulates, coordinates, supervises, and executes the state's congressional affairs policy and strategy.

CACO Methods and Strategies

- Become familiar with your congressional delegation and staff
- Organize a state association visit to Washington, DC; consider using the National Guard Memorial – NGAUS Headquarters to stage your visit; NGAUS will provide facilities at no charge and facilitate catering services for receptions
- Receive a legislative update from the NGAUS when visiting DC
- Organize congressional delegation visits to major training events in your state
- Publish state priorities for distribution to congressional delegations
- Know which states and industry partners share similar objectives; build coalitions with them
- Contact NGAUS throughout the legislative cycle for the latest information on your top issues
- Develop a state email list to distribute legislative alerts and other materials
- Regularly update your adjutant general on the status of legislative initiatives

Lobbying Tips

- Keep it short and to-the-point; good lobbyists say exactly what they want and why in the least amount of words; have an “action” step
- Say “thank you”; so few people say anything positive to members of Congress or their staff; if you know that they've done something good, say thank you – they'll remember

- Get to know the staff; don't complain or feel slighted if you don't get to meet with the member of Congress; the staff does most of the work; if you don't know the staff person's name; call ahead to find out; ask who handles defense issues; normally the military legislative assistant (MLA)
- Tell the whole story; don't sugar-coat a tough topic; acknowledge when something is difficult and be up-front about the opposition; relate the good news about unit accomplishments and economic impact
- Timing is everything; know the process of Congress and when to make inputs; avoid last minute requests; early is better than late
- Keep your written materials short (one page); have a written statement of what you want (fact sheet) and leave a copy with the staff; be specific and include contact information
- Don't be surprised if the staff person you meet with is very young; be prepared to do a lot of walking from office to office

The most effective legislative strategy for the CACO is direct, factual, to-the-point, and a coordinated effort with partners who share your interests such as; industry, NGAUS, NGB, AGAUS, EANGUS, and state coalitions. Formulating and delivering a clear and coordinated message to Congress is the best method to obtain the resources needed to support readiness and quality-of-life for our people.

Each year, in the February-March timeframe, NGAUS hosts a CACO Legislative Seminar to conduct CACO training and to facilitate networking with counterparts. We review the hot issues, legislative techniques and strategies, and best practices. Key Hill staffers from the National Guard caucus and defense committees relate their perspectives and provide valuable insights. Visit our web site www.ngaus.org for details for upcoming CACO seminars.

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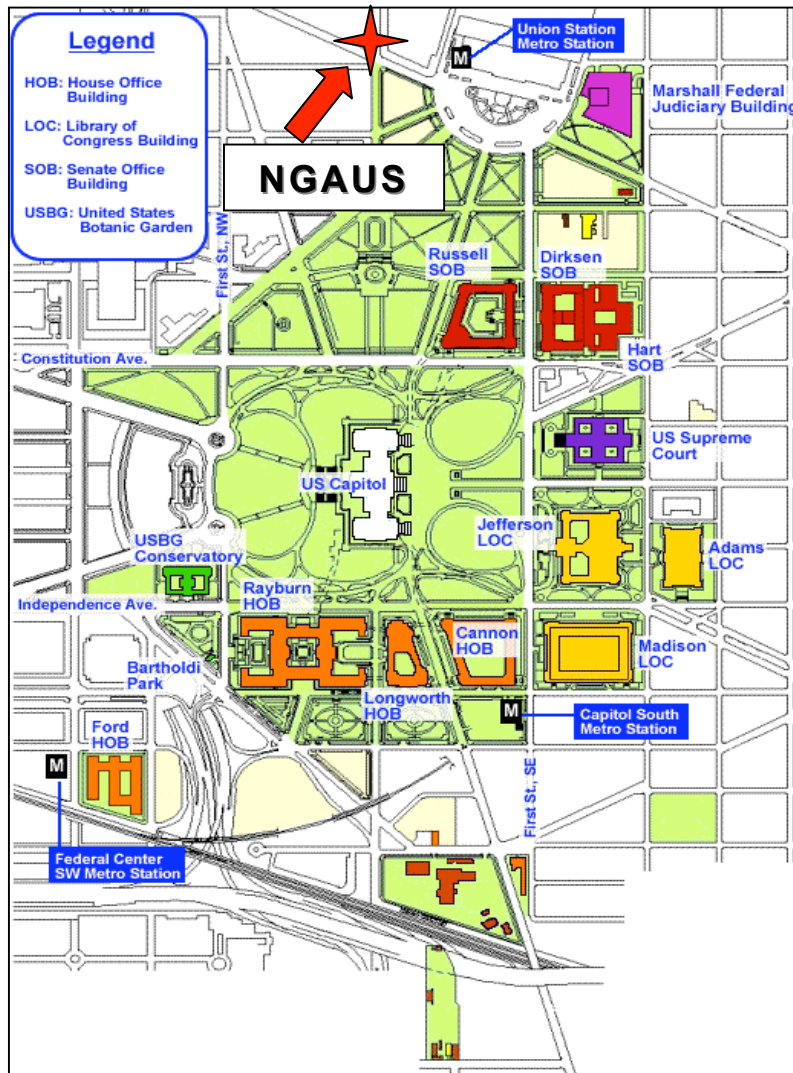


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