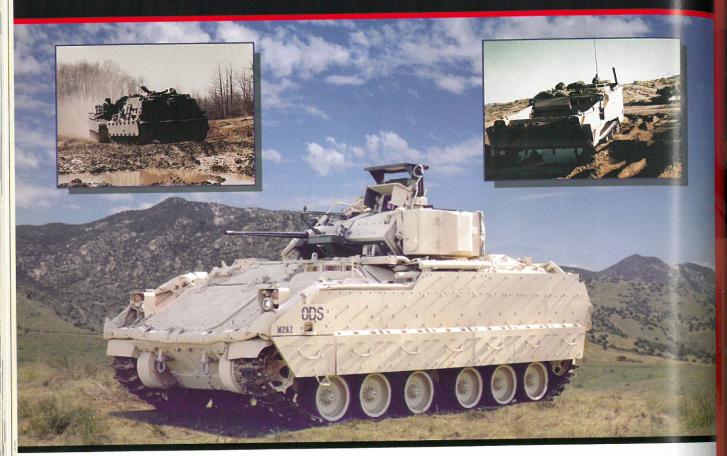
The experienced upgrade partner for systems modernization



Skill, experience, and reliability are critical ingredients in any successful program. These qualities are consistently demonstrated by United Defense, the nation's leading producer of tracked, armored combat vehicles and military support systems.

Our reputation for quality engineering and manufacturing has extended into other areas including upgrades and conversion of existing systems. Our expertise covers vehicles from light to heavy and a broad range of systems development technologies.

The ODS Bradley, Bradley FIST, and the entire Bradley Family, the M88 Recovery Vehicle Family, the M9 Armored Combat Earthmover, and the M109 Family of Vehicles are current successes. Each delivers world-class performance, supportability and affordability.



The fact of the matter is, a combat organization is only as good as its least modernized major system. Our experience in upgrading critical systems enables us to tailor a program to meet the customer's

specific force modernization requirements.

Our skills in technology integration and flexible manufacturing mean lower cost, higher quality and rugged durability in the field.

These capabilities are available from United Defense—the experienced upgrade partner for systems modernization.

United Defense





Maj. Gen. Richard C. Alexander (ret.)

Jane Matthias
DEPUTY EXECUTIVE DIRECTOR

Chris Small LEGISLATIVE DIRECTOR

ohn Goheen DIRECTOR OF COMMUNICATIONS

Kristin Patterson News EDITOR

Brian R. Calvert STAFF WRITER, PHOTOGRAPHER

Kevin McAndrews Business Manager

Bonnie Carte

Pixels & Ink ARTWORK AND LAYOUT

ADVERTISING
ADVERTISING

Volume 53, Number 3 www.ngaus.org

Features

18 Anthrax: A Close Look at A Vexing Vaccine

Concern and confusion over the Defense Department's force-wide anthrax vaccination policy have led to Guardsmen's refusal of the shot and even resignation. Pentagon officials are responding.

21 How to Be A Grassroots Player

Washington, D.C., and national politics can seem a world away. They aren't. With a concentrated grassroots effort, you can effectively lobby your hometown congressman. Here are the tools to do so. See where we're going with our efforts, and help us get there.

36 Full-time Manning, This Year's Number One Issue

One of the cornerstones of the National Guard's preparedness is its full-time personnel, but cuts in defense are threatening a harmful amount of positions. Saving these jobs is a top priority.

44 Uncommon Value

From counter-drug missions to partnership programs, the Army Guard is the force America can afford with the skills Americans need.

47 Aim High, Think Higher

To aim its highest, the Air Guard needs the right equipment, training and enough personnel to carry out its newest missions and oldest traditions. That will require embracing change and keeping an eye on the horizon.

52 A Plan of Action

Each year the association publishes a legislative action plan. Here is a sneak preview.

Departments

| Sound Off! | | | | | | | | | | |
|---------------------|------|------|------|------|--|--|----|--|--|-----|
| President's Message | | | | | | | | | | |
| Capital Views | | | | | | | | | | .10 |
| Tielines | | | | | | | | | | .1: |
| Newsbreaks | | | | | | | | | | |
| State Roundup | | | | | | | | | | 9 |
| Association News | | | | | | | 12 | | | 9 |