



COLORADO

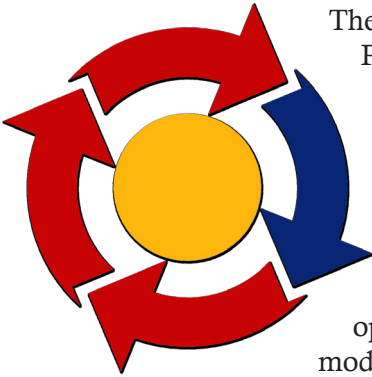
Department of Military
and Veterans Affairs



Strategic Communications Plan 2022-2024



Executive Summary



The Colorado Department of Military and Veterans Affairs Strategic Communications Plan guides our communication efforts to ensure our Department’s vision: we are an inclusive organization that earns and maintains the trust and confidence of those we serve at the local, state and federal levels; we are recognized for excellence in service to our military members, veterans, and their families; and, we are a state of choice for future force structure gains, equipment modernization, and infrastructure investment.

The SC Plan also supports The Adjutant General of Colorado’s Campaign Plan which operationalizes strategic guidance along three lines of effort: people; readiness; and, modernization.

Our desired end state is a deliberately developed, inclusive, ready, and modernized organization of resilient National Guard members, civilians, volunteers, and their families.

The SC Plan articulates the DMVA’s communication goal to tell our story in such a way that helps us achieve TAG’s strategic guidance.

To accomplish the overarching communication goal, the plan provides objectives, themes, key messaging, and target audiences, while mapping out effective communication strategies and timely tactics.

Your contribution is imperative to communicate to our internal and external audiences that we are an evolving organization that cares about our people who are Always Ready, Always There.

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Communication Goal

Tell the DMVA story by showing that we care about our people and that they are ready and committed to making a difference for the security, prosperity and well-being of our community, state and nation—now and into the future.



Communication Objectives

OBJECTIVE 1

Share the stories of our people, in their own words, with each other and our community.

OBJECTIVE 2

Internal and external communications address at least one of The Adjutant General of Colorado's three priorities—people, readiness and modernization—so that we speak with one voice.

OBJECTIVE 3

Inform key internal and external audiences about how the DMVA is serving our community, state and nation.

OBJECTIVE 4

Increase our reach to build public trust and support from partners to create an expanding and more engaged community committed to the success of the DMVA.

Overarching Themes

- We are one in who we are and all that we do.
- Always Ready, Always There to serve our community, state and nation—today and tomorrow.
- Hold the High Ground!



Communication Lines of Effort

The DMVA will deliberately communicate the following initiatives in support of three lines of effort: **people**, **readiness**, and **modernization**. Reform efforts are woven into each of the three. Allies and Partnerships should also be a key theme integrated into DMVA communication efforts.

1. People

People are our number one priority. Our people are Soldiers, Airmen, state employees, volunteers, veterans, Civil Air Patrol cadets, and their families.

Our people are the core of our organization. They are the ultimate denominator of our capabilities and what we do. Our missions begin and end with our people. We must improve the quality of experience for all DMVA members.

Deliberate development of our people ensures that our organization has the talent to accomplish its missions. Take care of our people and invest in them, so they are ready and resilient to serve our community, state and nation.

Recognize our people for their service, so they feel valued. Honor the sacrifices of our fallen and their Gold Star Families. Develop and retain the talent within our workforce.

Our people come from communities across our great state. The varying ideas, beliefs and backgrounds of these individuals help make our organization what it is today. Our diversity as a force is our strength. Our organization represents all Coloradans, embraces diversity, equity and inclusion, and rejects hate and prejudice in all its forms. These things have no place in our organization because they degrade morale, cohesion and the readiness of our force. We are dedicated to ensuring that everyone who qualifies can serve—regardless of ethnicity, gender, sexual orientation, or religious beliefs.

We will continue to work to build a better workforce and end bias and prejudice in all its forms in our ranks, while ensuring equal opportunity, dignity, and respect for all.



THEMES:

- a. **People first, mission always**
- b. **People are our strength**
- c. **We are one team serving one mission**
- d. **To have the best, we invest**
- e. **Connect to protect. Support is within reach.**
- f. **Cultivate an inclusive culture**
- g. **Honor our fallen**





KEY INITIATIVES:

- a. Evaluate all programs for their impact on Equity, Diversity and Inclusion
- b. Joint Diversity and Inclusion Group: Implementing EDI best practices from the civilian sector and across our organization
- c. Diversity discussions to promote inclusivity and retention
- d. Colorado Air National Guard Employee Resource Groups
- e. Equal Employment Opportunity Program
- f. Formal mentorship program that enables development and career growth
- g. Formal sponsorship program that establishes a coaching culture
- h. Exchange of Soldiers/Airmen/Civilians to facilitate unit culture and operational exchange
- i. Education, training and assignment opportunities (Force Development)
- j. Federal and State Tuition Assistance Programs
- k. Joint Leadership Development Program to create and maintain a repository of opportunities and to inform Service Members when they should seek these opportunities based on where they are in their career
- l. Yellow Ribbon Reintegration Program
- m. Family Support Program – outreach to families
- n. Suicide Prevention Program
- o. Sexual Assault Prevention and Response Program
- p. Chaplain programs
- q. Holistic Health and Fitness programs
- r. Communications/Training about Resiliency Resources and Life Skills
- s. Colorado Army National Guard Ready and Resiliency Council
- t. Professional licensure programs for military families
- u. Federal and state veterans’ benefits
- v. Command Climate Survey
- w. Implement a variety of recognition programs for outstanding Service Members, Civilians, and Families; communicate and engage award winners
- x. Leverage diverse military and civilian experience, education and training to promote recruiting and retention
- y. Events recognizing our fallen and Gold Star families
- z. Deployment and welcome home ceremonies
- aa. DMVA-sponsored veterans’ events

TOPLINE MESSAGES:

- a. We are an inclusive organization where everyone is welcomed, valued, respected and heard.
- b. We are the premier place to serve our communities, state and nation.
- c. Our employees are resilient and ready to serve.
- d. Emphasizing the importance of Diversity, Equity and Inclusion ensures that we are a cohesive and ready team.
- e. All of our people have an equal opportunity to maximize their unique talents and potential.
- f. We understand the signs and symptoms of at-risk behavior and encourage our people to seek support through available resources. Asking for help is a sign of strength.
- g. We honor the lives of our fallen and pay tribute to these heroes and their Gold Star families who have sacrificed in defense of freedom.
- h. Take care of our people now; they will always take care of our organization.



2. Readiness

Readiness is a measure of our capabilities to effectively meet organizational requirements. We must protect our readiness to meet simultaneous, emerging contingencies by mitigating risk. Our people must know the mission well and be ready to support our community, state and nation at a moment's notice.

We continuously fortify our readiness through partnerships, innovative technologies, and additional resources, leveraging Colorado's diverse force structure and the National Guard's citizen warrior concept.

To ensure that there is no loss of readiness, we meet the end strength goals of our workforce. To do this, we optimize effective manning, balancing recruiting and retention. We achieve readiness metrics on an individual and collective basis.



THEMES:

- a. Always Ready, Always There
- b. Ready today for tomorrow
- c. Train—Maintain—Endure
- d. Resiliency builds readiness
- e. Prepared to perform

KEY INITIATIVES:

- a. Evaluate all programs for their impact on readiness
- b. Implement readiness best practices from the civilian sector and across our organization
- c. State, Regional and National readiness competitions
- d. U.S. Army Combat Fitness Test and U.S. Air Force Fitness Test
- e. Medical/Dental readiness
- f. Force Health protection program
- g. Innovative Readiness Training Program
- h. Veterans Service Officer Annual Training conference
- i. Task Force Commander and Liaison Officer Annual Training
- j. Civil Air Patrol senior cadet and volunteer training
- k. ARNG Annual Collective Training
- l. Integration of training between Services within our force structure
- m. Military Exercises
- n. Individual Education, Training, Assignments and Deployments (Force Development)
- o. Leverage the civilian occupations and skill sets within our force to improve both readiness and retention
- p. Optimize manning and specialties
- q. Achieve 100 percent end strength at unit level





- r. Achieve assigned retention goal
- s. Retain underrepresented groups
- t. Recruiting outreach to young men and women across America to let them know about the career and educational opportunities the DMVA offers; achieve 100 percent of the approved recruiting goal
- u. Achieve mandatory readiness metrics at unit and Service levels
- v. Maintain facilities in optimal condition
- w. State Partnership Program 5-year strategy to build partner capacity and DMVA readiness
- x. Create interagency and community partnerships to facilitate new training and leadership development opportunities

TOPLINE MESSAGES:

- a. Readiness requires support from our families, employers, community, and each other.
- b. Maintaining a ready and resilient workforce in a challenging environment enables us to accomplish any mission.
- c. We are committed to growing a knowledgeable, trained, and highly skilled workforce.
- d. The finest, most highly qualified, and capable people are part of our workforce.
- e. Training is the key to future readiness.
- f. We meet readiness requirements so that we are prepared to answer the call of our community, state and nation.
- g. We align with our community partners, first responders, and allies to be ready to serve.
- h. Diverse skills, talents, experiences and perspectives make a cohesive workforce ready to meet the mission.
- i. Leveraging civilian occupations and skill sets within our force improves both readiness and retention.
- j. Achieving full strength helps us serve Colorado's growing population.

3. Modernization

We must acquire a force structure aligned with national-level strategy and postured to support all missions in an emerging operational environment. Modernizing equipment, systems and processes; investing in infrastructure and expanding airspace; and implementing progressive principles to include EDI enable us to recruit, train, and sustain a 21st-century workforce. This increases our capability to execute future state and national missions.

The department must adapt its business processes and, where possible, adopt innovative, cost-saving measures. By harnessing employee skills and efficiently leveraging organizational energy, we remain relevant and ready to meet state and federal missions. Gathering feedback from our partners and customers helps improve how we do business.



THEMES:

- a. Evolve for tomorrow
- b. Adapt and adopt
- c. Current and relevant
- d. Build today for tomorrow
- e. Learn from the past, plan in the present, focus on the future
- f. Hold the High-Tech Ground

KEY INITIATIVES:

- a. Implement modernization best practices from the civilian sector and across our organization
- b. Meet or exceed National Guard Bureau growth metrics
- c. Acquire force structure to align with national-level strategy; assess evolving role in national-level strategy
- d. Maintain parity with Active Component that fully integrates the joint force and enables joint interoperability



- e. Integrate operational structures during execution
- f. Prioritize innovations and investments that increase productivity
- g. Automate services to support digital preferences of younger veterans
- h. Reorganize and re-base the Division of Veterans Affairs
- i. Institutionalize Joint Stationing Committee that maintains 50-year basing plan
- j. Consolidate our footprint where possible
- k. Reduce average facility age to 24 years
- l. Dispose of obsolete facilities due to location, mission or inability to be modernized
- m. Modernize, adapt and expand existing facilities to optimize lifecycle, relevancy, resiliency and energy efficiency
- n. Close gaps on deferred maintenance at our facilities
- o. Acquire new sites and build to standards that support current and future needs
- p. Modernize weapons systems that support next generation capabilities and future force structure/objectives
- q. Research and acquire modern equipment
- r. Modernize communication systems
- s. Repurpose existing equipment
- t. Re-mission capabilities
- u. Increase full-time support
- v. Realign units
- w. Expand targeted capabilities
- x. Build and leverage partnerships that support modernization
- y. Host advanced military training programs (mountain warfare; modernized airspace)
- z. Participate in emerging domain military exercises overseas and domestically (Arctic Eagle; Cyber Shield; Agile Combat Employment)
- aa. Participate in cutting-edge warfighting (Army Space Support Teams) and domestic operations (Task Force FireGuard)

TOPLINE MESSAGES:

- a. Growing our capabilities leads the way to new frontiers.
- b. To be the most versatile organization of tomorrow, we must reimagine how we serve today.
- c. We value and support diversity, boldness, initiative and innovation within our workforce.
- d. For our people to continue to succeed in an ever-evolving environment, we must leverage technology and modernize our equipment, infrastructure, processes and organization.
- e. We encourage educational standards to build a skilled, modern workforce.
- f. We constantly campaign for high-tech capabilities and capitalize on Colorado's cutting-edge, integrated partners in the civil and defense sectors



Key Audiences

Internal Audiences:

DMVA. Our people are our Soldiers, Airmen, civilians, state employees, volunteers, Civil Air Patrol Cadets, veterans/retirees, and their families. Our primary objective when communicating with this audience is to recognize their contributions and sacrifice, demonstrate how and why we care about them, and the benefits of their service.

The Governor, staff, and State agencies. To keep them informed about and confident and invested in our capability to support domestic and overseas operations.

National Guard Bureau / Active Duty and Reserve / Office of the Secretary of Defense. To keep them informed about our capabilities and issues when making decisions that directly impact our Service members, veterans, and/or their families. Additionally, to demonstrate our ability to be a force-multiplier and interoperable with our Active Duty, Guard, and Reserve counterparts.

National Guards of other states, territories, and District of Columbia. To share best practices and to promote interoperability within the National Guard for domestic and overseas operations.



External Audiences:

The American People. Members of the public who have no military affiliation. To foster support and trust by building awareness of our presence, role and impact.

Our Allies and Partners. These groups have a stake in the achievement of our DMVA priorities. They include U.S. Allies, State Partnership Program partners, community partners, Veterans Service Organizations, federal agencies, local jurisdictions, first responders, defense contractors, etc. To convey the benefits of partnering with the DMVA.

Influencers. These are individuals and groups who can carry our message and act as champions for DMVA priorities. They include employers of National Guard members, business leaders, nonprofit leaders, museums, Chambers of Commerce, social media influencers, associations, news media, entertainers, etc. To show the wide range of DMVA capabilities to capture the attention of these audiences.

Elected Officials and their staff. Elected Officials include Congressional Delegation, State Legislature, and elected City and County leaders external to our chain-of-command. To showcase our capacity and capability to serve our community, state and nation.

Affiliated Educational Programs. These include High Schools, JROTC, ROTC, Tuition Assistance Institutions, Boy Scouts of America, Girl Scouts of the USA. To inform interested parties involved in these programs about professional development opportunities within the DMVA.



Communication Strategies and Tactics

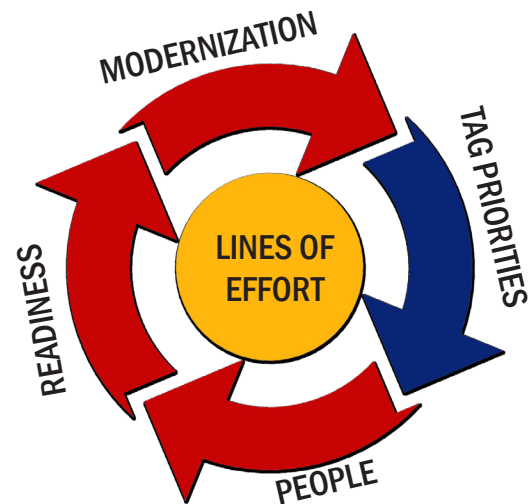
Strategy 1: Integrate and synchronize internal communications



Our people must communicate a unified, consistent message about who we are, what we do, where we are headed, and our value to our community, state and nation through many diverse voices. For our people to speak as one, everyone in the organization, down to the lowest level, must be knowledgeable of and understand our priorities and lines of effort to convey our mission and messages. Our priorities must be visible and accessible to everyone in our organization. Our communications efforts must also combine and reinforce each other to support a holistic communications and branding strategy.

TACTICS:

- a. Three-year Public Affairs Campaign Plan – who / what / when
- b. LOE graphic displays for digital and print signage in DMVA facilities using real-world examples and pull-up infographic banners
- c. Submit LOE graphic displays with Quick Response codes to DMVA newsletters (Cougar Tales; JDIG newsletter; The Dispatch; Legislative Liaison update; unit newsletters; Family Support newsletter; Chaplain newsletter; retiree group publications; Peaks and Planes; Year in Review)
- d. Executive Summary LOE handouts with QR code at: COARNG Reception; COANG Newcomers Orientation; State New Employee Orientation; Leadership Summits; JDIG; CAP Volunteer Orientation; CAP Senior Squadron training; face-to-face Senior CAP tours of DMVA operations; Military Balls and Dining Ins; National Guard Association of Colorado conference; Drill; Retiree events; Annual VSO training; Enlisted Advisory Councils; TAG Staff call; state employee meeting; COANG leadership meeting; unit sponsorship packets; COARNG Battalion staff call; COARNG Major Support Command Staff call; Colorado Outreach Exchange
- e. Monthly mandatory division PA planning teleconferences to synchronize / reinforce PA messages, build standards for tactics, and create shared situational awareness. Note: optional for: State Equal Opportunity Manager; Chief Diversity Officer; Air and



Army Recruiting and Retention; Family Support; Ministry Team

- f. Develop and implement hashtag framework for social media that supports organizational themes and LOEs
- g. Monthly synchronization between PA and DMVA Legislative Liaison to identify key issues and communication opportunities
- h. DMVA-wide distribution of transformed TAG Weekly Report to integrate key information
- i. Disseminate senior leader video messages to all members of the DMVA
- j. Deploy Senior Leader “quotes” via news releases, digital signage, flyers, etc.
- k. Employ coordinated, cohesive approach by using one of the themes per month through our communications outlets

Strategies and Tactics (continued...)

- l. Build organizational pride through branding on all digital and print PA products (e.g.: COARNG Mountain Strong initiative – “Mission First, Mountain Strong”) and all internal and external PowerPoint slides (bottom section, ideally) and other internal documents. Include training “break” slides with more details about LOEs. Include a pre-made slide deck, communicating priorities
- m. Include priorities on troop cards for emergency response operations

Evaluation tools:

- QR codes / unique taglines and hashtags focused on LOEs
- Establish a current baseline, re-measure bi-annually to check for increases on hashtag reach
- Evaluate products for consistency of information
- Review current DMVA employee surveys

Strategy 2: Engage our organization to tell our collective story

The people doing the mission are often the best spokespeople when engaging our internal and external audiences, and the best testament of our priorities. Our people must know our themes and messages and must seek and exploit opportunities to communicate them. DMVA employees need to be engaged in moving the organization forward towards the desired end state of the evolution of our culture, improvement of our readiness, and the modernization of our force. When our people have avenues to express their uniqueness, it strengthens our organization. Our community can better relate to our organization when our community sees the reflection of its values and diversity in our people. We generate interest in serving through the examples of those who serve.

TACTICS:

- a. Monthly graphic advertisements sent via email/digital signage/social media asking for DMVA member stories 60 days before observance
- b. Send stories to entire DMVA via email
- c. Celebrate our workforce through storytelling: monthly observance stories (print/visual) featuring DMVA members recognizing their contributions (showcases diversity and gender integration); deliberately highlight our civilian work force
- d. Market observance stories to local news media outlets
- e. Communicate success stories from the mentorship and coaching programs
- f. Stories about LOE initiatives / operational ideas / best practices from our people
- g. Stories about specialized / affinity groups within DMVA and their initiatives
- h. Stories about the impact of readiness on operations and about the career fields that make the mission happen (We are doctors, construction workers, etc.)
- i. Stories that highlight innovation, cutting-edge capabilities, and modernization
- j. “Person on the street” interviews where one question is asked to multiple DMVA personnel and pick top 3-5 answers and post them (plus headshots)
- k. Communicate Best Warrior and Soldier/Airman/Employee of the Year (community service) and facilitate community engagement by award winner, “Community Heroes”
- l. Annual media roundtable featuring Soldiers / Airmen who deployed during the past year
- m. Senior leader presentations about progress on priorities: Leadership Summits; NGACO; state employee meetings

Evaluation tools:

- Establish a current baseline, re-measure every other month to check for increases: Facebook Analytics; News clips; TVEyes



Strategy 3: Engage our community

Show that we not only serve our community but are part of it as well. Create and strengthen partnerships within our community and leverage these relationships through collaborative communications. Showcase our people and our missions so that our audiences get to know our people and understand what they do. Build trust, confidence, understanding and support among stakeholders and influencers. If our community acknowledges our people's dedication, hard work and accomplishments, then morale, readiness, and vision awareness increase within our organization. Those with no prior association with the military will have a better opportunity to connect with us.

- a. Facilitate engagement with demographic Chambers of Commerce one month before monthly observance as well as other civic organizations in Colorado that represent ethnic and cultural groups
- b. Loan Colorado National Guard artifacts to Colorado museum exhibits; install multi-media COARNG rotary aircraft exhibit and update COANG exhibit at Wings over the Rockies Air & Space Museum
- c. News releases about senior leader community engagement where feasible
- d. Establish and market a speaker's bureau to the public and DMVA employees to deliver key messages about priorities at Community Relations Outreach events
- e. Invite civic leaders, employers, and media to observe military training (COANG Agile Combat Employment; COARNG Annual Training; etc.)
- f. Build and leverage communication partnerships within our communities to amplify our story
- g. Leverage recruiting efforts by deploying information videos to their target audiences (JROTC, ROTC, CAP, Scouting, etc.)
- h. Tie into military- or veterans- themed community events (air shows; military and veterans appreciation events, etc.)
- i. Create a QR code link to websites to use on flyers at DMVA events
- j. Digital bulletin board to "Thank a DMVA/ CONG member" that incorporates community feedback
- k. Update CONG trifold with priorities

Evaluation tools:

- Establish a current baseline, re-measure every other month to check for increases: News clips; TVEyes; community attendance at CRO events; CRO requests; number of schools/audience reached; video subscriptions/reach; websites reach



Strategy 4: : Increase and improve our online presence

We can appeal to a much larger audience in our workforce, community and beyond by using DMVA digital platforms. Therefore, when we are more accessible, our audiences will have an easier time connecting with us conveniently and globally. People who have no affiliation with the military can more easily understand us. Through compelling content, we build our brand. We gain credibility with the public by being more prominent and visible. We increase engagement, sharing, pride and morale among DMVA members.

TACTICS:

- Posts employing LOE messages
- Posts showing Key Leadership Engagements
- Posts about organizational history that support LOEs
- Posts showing diversity and gender integration
- Posts profiling our people / tag their employers; highlight M-day/Traditional members' military and civilian jobs (split screen)
- Posts about operational ideas / best practices from our people
- Unit-related LOE spotlights
- Posts about training using photos and short videos from DMVA members (photo of the month)
- Posts about facilities innovation, cutting-edge capabilities, and modernization
- Develop social media campaigns relevant to our communities (environmental, fitness, etc.)
- Engage with audiences that comment on social media with likes and responses
- Include feeders/teasers to our stories; cross-connect online stories and videos; post stories to social media
- Leverage reach of established military- and veterans-themed podcasts by providing them content
- Leverage reach of established military-themed YouTube channels by providing them content
- YouTube information series (includes Soldier Stories and Airmen/DMVA stories)
- Content of public-facing websites supports priorities; video of TAG speaking about priorities
- Create a QR code link to webpages for digital signage

Evaluation tools:

- Evaluate social media messages; number of photos / videos submitted from the field; establish a current baseline, re-measure every other month to check for increases: Social media engagement and reach; websites reach; video subscriptions / reach; unique tags / hashtags focused on LOEs



Distribution Plan

This Strategic Communications plan should be distributed to our people since everyone has a role in supporting the DMVA's LOEs. Distribute this plan via the following means:

- a. Fragmentary Order
- b. Mass email to DMVA with link to websites and COARNG/COANG portals
- c. Graphic displays with QR code for digital and print signage in DMVA facilities
- d. Submit graphic with QR code to newsletters
- e. Executive Summary handouts with QR code at: Departmental meetings; COARNG Reception; COANG Newcomers Orientation; State New Employee Orientation; Leadership Summits; JDIG; CAP Volunteer Orientation; CAP Senior Squadron training; face-to-face Senior CAP tours of DMVA operations; Military Balls and Dining Ins; National Guard Association of Colorado conference; major unit commander's calls; Retiree events; Annual VSO training; Enlisted Advisory Councils; TAG Staff call; state employee meeting; COANG leadership meeting; unit sponsorship packets; COARNG Battalion staff call; COARNG Major Support Command Staff call
- f. Printed brochure for Governor's Office, Congressional Delegation, State General Assembly, State Partnership Program leaders (Slovenia, Jordan) and civic leader influencers



Conclusion



The DMVA Strategic Communications Plan provides tools and tactics to help achieve our organizational vision by evolving our culture, readiness and relevance.

The SC Plan will ensure TAG's Strategic Guidance is available, visible and understood at all echelons within the organization and by our allies and partners.

Successful implementation of the SC Plan will integrate and synchronize internal communications, engage our organization to tell our collective story, engage our community to build trust, continued support and expanded partnerships, and enable us to reach large numbers of people by triggering engagement with internal and external audiences in an accessible manner.

Your passionate investment helps our organization Hold the High Ground and you to stay engaged and have your story told.



Annex A: Task Matrix (2022-2024)

SECTION/OFFICE INDIVIDUAL TACTICS - 2022

Frequency	Tactics	JFHQ-PA	COARNG PA	Wing PA	VI/History	SEEM	CDO(EDI)
Weekly	1.h.	X		X			
	4.a.	X	X	X			
	4.b.	X	X	X			
	4.d.	X	X	X			
	4.e.	X	X	X			
	4.k.	X	X	X			
	4.l.	X	X	X			
	Monthly	1.d.	X	X	X	X	X
	1.e.	X	X	X	X		
	1.g.	X					
	1.k.	X	X	X	X		
	2.a.	X			X		
	2.c.	X	X	X	X		
	2.d.	X					
	3.a.	X				X	X
	4.c	X	X	X			
	4.i.	X					
Quarterly	1.b.	X	X	X	X		
	4.f.	X	X	X			
	4.g.	X	X	X			
	4.h.	X	X	X			
	4.n.	X		X			
	Annually	1.c.	X	X	X	X	X
	1.f.	X	X	X	X		
	1.m.	X					
	2.e.	X					
	3.d.	X	X	X	X		
	3.j.	X			X		
	3.k.	X	X	X	X		
	4.j.	X	X	X			
	4.o.	X	X	X			
	4.q.	X			X		
Situational	1.i.	X					
	1.j.	X	X	X	X		
	1.l.	X	X	X	X	X	
	2.b.	X		X			
	2.f.	X	X	X		X	
	2.g.	X	X	X			
	2.h.	X	X	X			
	2.i.	X	X	X			
	2.j.	X		X	X		
	2.k.	X	X	X	X		
	2.m.	X					
	3.b.	X	X	X	X		
	3.c.	X	X	X			
	3.e.	X	X	X			
	3.f.	X	X	X			
	3.g.	X	X	X			
	3.h.	X	X	X			
	3.i.	X					
	4.b.	X	X	X			
	4.m.	X	X	X			
4.p.	X	X	X	X			
4.r.	X			X			



Acronym Key:
 VI - Visual Information (G6)
 SEEM - State Equal Employment Manager
 CDO - Chief Diversity Officer
 EDI - Equity, Diversity, Inclusion



SECTION/OFFICE INDIVIDUAL TACTICS - 2023

Frequency	Tactics	JFHQ-PA	COARNG PA	Wing PA	VI/History	SEEM	CDO(EDI)
Weekly	1.h.	X		X			
	4.a.	X	X	X			
	4.b.	X	X	X			
	4.d.	X	X	X			
	4.e.	X	X	X			
	4.k.	X	X	X			
	4.l.	X	X	X			
Monthly	1.d.	X	X	X	X	X	X
	1.e.	X	X	X	X		
	1.g.	X					
	1.k.	X	X	X	X		
	2.a.	X			X		
	2.c.	X	X	X	X		
	2.d.	X					
	3.a.	X				X	X
	4.c.	X	X	X			
	4.i.	X					
Quarterly	1.b.	X	X	X	X		
	4.f.	X	X	X			
	4.g.	X	X	X			
	4.h.	X	X	X			
	4.n.	X		X			
Annually	1.c.	X	X	X	X	X	X
	1.f.	X	X	X	X		
	1.m.	X					
	2.e.	X					
	2.l.	X	X	X			
	3.k.	X	X	X	X		
	4.j.	X	X	X			
	4.o.	X	X	X			
Situational	4.q.	X			X		
	1.i.	X					
	1.j.	X	X	X	X		
	1.l.	X	X	X	X	X	
	2.b.	X		X			
	2.f.	X	X	X		X	
	2.g.	X	X	X			
	2.h.	X	X	X			
	2.i.	X	X	X	X		
	2.j.	X	X	X	X		
	2.k.	X	X	X	X		
	2.m.	X					
	3.b.	X	X	X	X		
	3.c.	X	X	X			
	3.d.	X	X	X			
	3.e.	X	X	X			
	3.f.	X	X	X			
	3.g.	X	X	X			
	3.h.	X	X	X			
	3.i.	X					
3.j.	X						
4.b.	X	X	X				
4.m.	X	X	X				
4.p.	X	X	X	X			
4.r.	X			X			

Acronym Key:
 VI - Visual Information (G6)
 SEEM - State Equal Employment Manager
 CDO - Chief Diversity Officer
 EDI - Equity, Diversity, Inclusion



SECTION/OFFICE INDIVIDUAL TACTICS - 2024

Frequency	Tactics	JFHQ-PA	COARNG PA	Wing PA	VI/History	SEEM	CDO(EDI)
Weekly	1.h.	X		X			
	4.a.	X	X	X			
	4.b.	X	X	X			
	4.d.	X	X	X			
	4.e.	X	X	X			
	4.k.	X	X	X			
	4.l.	X	X	X			
Monthly	1.d.	X	X	X	X	X	X
	1.e.	X	X	X	X		
	1.g.	X					
	1.k.	X	X	X	X		
	2a.	X			X		
	2.c.	X	X	X	X		
	2.d.	X					
	3.a.	X				X	X
	4.c.	X	X	X			
	4.i.	X					
Quarterly	1.b.	X	X	X	X		
	4.f.	X	X	X			
	4.g.	X	X	X			
	4.h.	X	X	X			
	4.n.	X		X			
Annually	1.c.	X	X	X	X	X	X
	1.f.	X	X	X	X		
	1.m.	X					
	2.e.	X					
	2.i.	X	X	X			
	3.k.	X	X	X	X		
	4.j.	X	X	X			
	4.o.	X	X	X			
	4.q.	X			X		
Situational	1.i.	X					
	1.j.	X	X	X	X		
	1.l.	X	X	X	X	X	
	2.b.	X		X			
	2.f.	X	X	X		X	
	2.g.	X	X	X			
	2.i.	X	X	X	X		
	2.j.	X	X	X	X		
	2.k.	X	X	X	X		
	2.m.	X					
	3.b.	X	X	X	X		
	3.c.	X	X	X			
	3.d.	X	X	X			
	3.e.	X	X	X			
	3.f.	X	X	X			
	3.g.	X	X	X			
	3.h.	X	X	X			
	3.i.	X					
	3.j.	X					
	4.b.	X	X	X			
4.m.	X	X	X				
4.p.	X	X	X	X			
4.r.	X			X			

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Annex B: SC Plan Distribution Responsibilities

DISTRIBUTION PLAN

Task	JFHQ-PA	COARNG PA	Wing PA	VI/History	SEEM	CDO(EDI)	J3
a.	X						X
b.	X		X	X			
c.	X			X			
d.	X	X	X				
e.	X	X	X	X	X	X	
f.	X	X	X	X			

