



# CAC Communications Plan



# Common Access Card Communications Plan

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## Introduction

Starting in Fall 2000 with beta testing, the Department of the Defense (DoD) will issue the Common Access Card (CAC), which is a smart card containing an Integrated Circuit Chip (ICC), bar codes, and a magnetic stripe. As stated in the Deputy Secretary of Defense's memorandum on November 10, 1999, the CAC shall be used for visual identification, access to buildings and controlled spaces, and access to computer networks and systems. Additional Component-specific uses may also be added. The CAC will be the new standard identification card for active duty military personnel, Selected Reserves, DoD civilian employees, and eligible contractors. The DoD CAC policy directive will provide additional guidance on individuals' eligibility to be issued a CAC.

The DoD is to issue CACs to all personnel in the Uniformed Services, which includes each of the Military Departments, as well as the U.S. Coast Guard and the Uniformed Services of the National Oceanic and Atmospheric Administration (NOAA) and U.S. Public Health Service. The functionality of the CAC for these latter three organizations may not change from the current Uniformed Services - Identification Card. Any CAC functionality aside from the standard identification card will be a decision of their respective agencies.

As the program office, the Access Card Office (DoD ACO) is chartered to provide operational, technical, program, and policy support to the DoD Chief Information Officer (CIO) in the execution of the CAC. As such, the DoD ACO has developed a communications strategy to ensure that all stakeholders are made aware of the functional, technical, and policy related aspects of the CAC. This plan presents the purpose of the communications effort; identifies the key message and themes; specifies target audiences, the information dissemination approach, roles and responsibilities, and end products; and discusses performance measures on the effectiveness of the awareness tools and techniques. This plan should be considered a dynamic, working document with action items and execution dates changing to meet the requirements.

## Purpose

The purpose of the communications strategy is to plan for and facilitate changes as a result of the CAC implementation by organizing resources to create a uniform and consistent awareness of the CAC, its functions, and capabilities. The communications strategy will ensure that all cardholders and those who use the CAC for identification, access, and benefits are educated and knowledgeable on the CAC prior to full implementation.

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## Communications Goal, Key Message, and Themes

The goal of the CAC communications strategy is to create an awareness and acceptance of the functionality, value, and benefits of the CAC. The baseline functionality is directed in the November 10, 1999 DEPSECDEF memorandum, Smart Card Technology and specified in detail in the CAC policy document. The value and benefits of the CAC are derived from improved business processes, operations, and quality of life that result from business process re-engineering or improvement made during CAC implementation. The key message to put forward during the awareness campaign is that “The CAC is an enabling technology that generates improvements to business processes, quality of life, and mission readiness.” This message is suitable for a wide range of the target audience, but can be modified to meet the needs of specific Components and organizations as long as the underlying themes are prevalent. The following themes will be part of all communications efforts regarding the CAC:

- ~~✍~~ The CAC will seamlessly replace the Uniformed Services Identification Card (i.e., “same functions, same value, same benefits”).
- ~~✍~~ The CAC will enable and enhance multiple functions on a single platform.
- ~~✍~~ The CAC will ensure individual privacy.
- ~~✍~~ The CAC will be used to eliminate paper-based systems and improve efficiency.
- ~~✍~~ The CAC will be used to improve quality of life and enhance readiness.

DoD will focus on using these communications themes to inform stakeholders on the operational aspects of the CAC both from a user perspective and a provider perspective. The key message (stated above) will be used consistently in all communications efforts, and the communications themes will be inherent throughout the end products. Although technology is a significant feature of the CAC, the key message and themes will not focus on the technological aspects of the CAC (except where it may be necessary to explain how information is protected or other features of the CAC), but the focus will be on the CAC functionality.

The following considerations were made in the development and execution of this strategy:

- ?? Involve key decision makers to achieve early “buy-in,” ownership, and commitment of the value and purpose of the CAC.
- ?? Monitor the execution of the communications plan and stress the importance of the plan to those who are accountable for its implementation.
- ?? Address all audiences with clear, regular communications, including external stakeholders such as the business communities, media, and general public as appropriate.

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- ?? Use internal DoD public relations and communications infrastructure for further insight into appropriate communications vehicles (e.g., newsletters and magazine articles) and production assistance.
- ?? Use presentation formats that are familiar to DoD personnel to make it easier for the audience to assimilate information.
- ?? Ensure that audiences are not too large to inhibit good communications (i.e., divide into smaller groups, if necessary).
- ?? Conduct “previews” with Components of communications materials to avoid any surprises and to address potential political problems before DoD-wide dissemination.
- ?? Enlist the support of internal informal networks to advise on the content and style of communications and to “spread the word.”
- ?? Recognise that communication is an ongoing process; consequently, this plan may require refinements to respond to the increasingly wide impact that the implementation of the CAC is likely to have.

### Target Audiences

The total population affected by the CAC implementation will exceed four million card holders as well as vendors, businesses, benefit providers, other U.S. government agencies, and foreign governments. Initial CAC issuance will occur over a two-year period. In the first year, approximately 1.3 million personnel will be issued a CAC with the remaining population in the second year. The target audience for education and awareness includes (but is not limited to) card holders, vendors and benefits providers, and is divided into two major categories: internal and external stakeholders. This mission and objectives of each targeted group is considered when developing communications end products and dissemination techniques.

Internal (Department) Stakeholders are as follows:

- ?? Card holders
- ?? Department and Component Leaders (may include card holders)
- ?? Information Officers/Public Affairs Officers (may include card holders)
- ?? Union Officials (may include card holders)

External Stakeholders are listed below:

- ?? Vendors and Business Owners
- ?? The Media (both print and broadcast)
- ?? U.S. Government officials who accept the CAC to perform mission (e.g. State Department, Immigration and Naturalization Service (INS), the Defense Commissary Agency and the Military Exchange Services)
- ?? Foreign Government Officials
- ?? General Public

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Card users, particularly personnel in the Uniformed Services, need to understand the differences between the old and new Uniformed Services Identification Card (i.e., the CAC). In explaining the differences to the users, the following points will be emphasized: how the new Uniformed Services Identification Card will affect the user; why the user should not be intimidated by the technology (e.g., data and applications contained on the ICC); what changes to expect between the old and new Uniformed Services Identification Card; how, when and where the CAC will be issued; and immediate and future uses of the card.

Base or Command leaders will be an integral target audience for the awareness of the CAC. Because they set the tone for their commands and organizations for implementing positive change, Commanding Officers and other senior leaders must be made aware of the CAC functions, value, and benefits. Furthermore, senior leaders will need information on how the CAC will impact and improve local operations.

Local vendors and business owners in the community need to be educated on the impact of the CAC. The current Uniformed Services Identification Card is regularly accepted as a form of identification in the civilian commercial sector world, and it must be communicated to the local businesses and vendors (located on and off military installations) that a new Uniformed Services Identification Card is being distributed. Also, organizations such as INS, the Department of State, and foreign governments use the Uniformed Services Identification Card for processing card holders outside of U.S. borders. All the benefits and uses of the current Uniformed Services Identification Card will be transferred to the CAC for those selected portions of the population identified in the DEPSECDEF Smart Card Policy memorandum. As such, the awareness campaign must reach card holders and those organizations which operate using the CAC or provide benefits or access granted to CAC card holders.

### Dissemination Approach

Working together with representatives from the Office of the Assistant Secretary of Defense (Public Affairs) (OASD(PA)) and the American Forces Information Service (AFIS), the DoD ACO will undertake a top-down approach to disseminate information. A top-down approach will show cardholders that Department leadership is supporting the CAC implementation and associated changes. The DoD ACO will lead top-down dissemination approaches such as coordinating a formal DoD announcement, issuing a SECDEF message to the CINCs, and developing Public Affairs Guidance (PAG) for Service and Agency-level information officers. At the same time, a bottom-up approach will provide *en masse* user populations with appropriate information to gain sufficient understanding of the CAC. The DoD ACO will initiate a bottom-up approach using the notification block on every Member's and civilian employee's Leave and Earnings Statements (LES). This effort will be fully coordinated with the Defense Finance and Accounting Service (DFAS).

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## *Review and Coordination*

All documents disseminated from the Department will undergo the appropriate coordination and approval. For those end products disseminated by the DoD ACO, the ASD(C3I) and the USD(P&R) will have final approval of content. For Component specific end products, the individual Component cognizant office will be responsible for approval; however, Components will use the approved PAG for formulating articles, press releases, and other information sources on the CAC. If the PAG is not used, draft end products will be sent to the DoD ACO for content review prior to final release.

## *Release*

Dissemination means and target audiences for Component level information are the responsibility of the Component. Generally, the DoD ACO will release public affairs and communications information to the ASD(Public Affairs), AFIS, and Component Information Officers for dissemination. In some cases, the DoD ACO will release information to a specific audience (e.g., SECDEF message to the CINCs). The DoD ACO will also work with the Defense Enrollment Eligibility Reporting System (DEERS)/Real-time Automated Personnel Identification System (RAPIDS) Program Office (DRPO) to use DEERS/RAPIDS operators as a "front-line" means for answering questions and disseminating information.

## *Release Timeline*

Planning for timely information dissemination, especially outside of the United States is vital for a successful implementation. The beta-testing period that commences in Fall 2000 will include test sites representing all of the Services including overseas sites. Concentrated communications to the beta sites will be the priority followed by wide spread communications to all sites since the CAC card holders will migrate as their duty stations and/or assignments change. The communications strategy timeline for information planning and dissemination is provided at the end of this plan.

To commence internal communications on the CAC, the Secretary of Defense (SECDEF) will send a message to the Secretary of each Military Department, the Chairman of the Joint Chief of Staff, the Director of each Defense Agency and DoD Field Activity, and each Combatant Commander in Chief (CINC). That message will address the change to the Uniformed Services Identification Card and the advantages and the capabilities of the CAC. Each addressee will be instructed to inform subordinate commands and activities about the CAC through separate message traffic or re-addressing the SECDEF message. This information will follow the normal chain of command to the card holders. External communications will follow in the form of an official announcement by a DoD official to be named at a later date. The DoD ACO will coordinate closely with ASD(Public Affairs) to arrange the formal announcement of the CAC to the press corps.

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It is imperative to begin dissemination of CAC information before the card is issued to gain user familiarity with the new card. A bottom-up approach needs to coincide with the dissemination of information through message traffic. One method used to reach every user is to provide a supplemental message on every Member's and civilian employee's Leave and Earnings Statement (LES). This method has proven to be very successful in other media campaigns.

The Defense Enrollment Eligibility Reporting System (DEERS)/Real-time Automated Personnel Identification System (RAPIDS) Program Office (DRPO) will also disseminate information to DEERS/RAPIDS personnel (operators, Verifying Officials, and other program personnel) on the operational changes to these integrated workstations and DRPO information on the CAC. The DoD ACO and DRPO are coordinating communications efforts so that information disseminated reflects decisions made by the Smart Card Senior Coordinating Group (SCSCG) and Smart Card Configuration Management Control Board (SCCMCB), as documented in DoD CAC policy.

CAC information will be disseminated to U.S. Public Health Service, NOAA, and U.S. Coast Guard uniformed personnel using the Uniformed Services Identification Card policy proponents (e.g., members of the Joint Uniformed Services Personnel Action Committee or a designated representative). In addition, several of the end products used for the Military Services can be used to inform card holders in the U.S. Public Health Service, NOAA, and U.S. Coast Guard.

### Roles and Responsibilities

#### SCSCG

The SCSCG is responsible for approving actions and end products associated with the CAC communications efforts. For example, the DoD ACO will develop an information pamphlet on CAC implementation with the final approval by the SCSCG.

#### DoD ACO

The DoD ACO is responsible for coordination of all communications actions and primary end products associated with the CAC communications efforts. The DoD ACO will closely coordinate with OASD(PA), AFIS and other public affairs organizations in these efforts. This does not include formal training for DEERS/RAPIDS or Local Registration Authority (LRA) RAPIDS operators or those responsible for issuing PKI certificates. In addition, the DoD ACO is not responsible for awareness, education, or formal training of responsibilities which fall under the cognizance of the Components (e.g., business process re-engineering).

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## DoD Components

The Military Services, Defense Agencies and DoD Field Activities are responsible for development of communications strategies and plans to adequately inform and educate personnel on Component-specific applications, changes to business processes (business process re-engineering), granting logical and physical access requirements, and hardware and system administration requirements for operation of the CAC.

## DEERS/RAPIDS Program Office

The DEERS/RAPIDS Program Office will provide formal training for operators of the integrated DEERS/RAPIDS/LRA workstations. In addition, the DEERS/RAPIDS Program Office will assist the DoD ACO in disseminating information to CAC card holders via the DEERS/RAPIDS operators during the issuance process.

## OASD (Public Affairs)

The Office of the Assistant Secretary of Defense (Public Affairs) will provide necessary coordination on all CAC communications dealing with the public (e.g., press corps, general public, etc). The DoD ACO will work in close coordination with OASD(PA) on all public affairs items for which OASD(PA) is responsible. The DoD ACO and OASD(PA) will work with DoD Component information officers and the AFIS to ensure that CAC public information is disseminated.

## End Products

The end products listed below are developed for a targeted audience. The figures below list the primary and secondary end products. The desired outcome for awareness of each end product is also listed so that performance can be measured as applicable. The performance measures to determine whether the results have been achieved will be determined and documented in the beta test plan. Overall, an awareness performance metric using a survey tool during the beta test will determine if both operators and card holders are fully informed on the CAC functionality. Communications strategy and end products (design, dissemination, and targeted audiences) will be evaluated during the beta test period and revised if necessary. Performance metrics for CAC communications are delineated in the beta test performance metrics matrix. These metrics will be reviewed by the ACO and Beta Test Working Group prior to implementation.

Those end products listed as primary end products are those which DoD ACO will lead in developing and will be developed first under the DoD ACO authority with final approval by the SCSCG. Those listed as secondary end products will be developed after the primary products as recommended by the DoD ACO and approved by the SCSCG. Components may chose to also develop primary or

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secondary end products using the Public Affairs Guidance or with content approval by the DoD ACO.

### **Primary End Products**

Figure 1 provides a reference to each of the primary end products regarding the target audience, timeframe, frequency, desired outcome, responsible development organizations, and coordinating organizations. In cases where end products specifically target Components and/or Component-specific applications, Component representatives will be requested to review end-products.

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## Primary End Products -- Figure 1

End Product	Description	Target Audience	Timeline	Frequency	Desired Outcome	Responsible Organization	Coordinating Organization
		(I) Internal Stakeholders (E) External Stakeholders					
Initial DoD Announcement	A Senior Department official to be named at a later date will perform this official announcement. The announcement will occur during a regularly scheduled Department press conference (Tuesdays at 1330 and Thursdays at 1330). "Visuals" required for the press conference will be closely coordinated with OSD Graphics (NOTE: Press conference facility does not support the use of on-line presentations, hard copy charts/slides are the preferred method).	(E) Members of the press corps who attend regularly scheduled DoD press conferences	Summer/ Fall 00	One time	Initial kick-off announcement for external stakeholders. Official press releases will follow announcement. DoD official will be determined at a later time.	DoD ACO will closely coordinate with OASD (PA) on announcement specifics (scheduling, pre-briefs, visuals).	ASD(C3I), USD(P&R) will provide approval.
Public Affairs Guidance (PAG)	PAG will be developed internally and will form the basis for articles and interviews published for internal and external sources. Frequently Asked Questions (FAQs) are being developed for the PAG. The PAG is a working document intended for use by all DoD Component Public Affairs Officers (PAO).	(I/E) DoD and Components Information Officers	Summer/ Fall 00	PAG will be developed and revised as needed throughout CAC implementation	PAG will form the basis for follow-on articles and interviews. The PAG documents the official CAC program information.	DoD ACO will develop the PAG	OASD(PA) representatives will closely coordinate.

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End Product	Description	Target Audience	Timeline	Frequency	Desired Outcome	Responsible Organization	Coordinating Organization
		(I) Internal Stakeholders (E) External Stakeholders					
SECDEF Message	Messages will include, at a minimum, a message from SECDEF to all CINCs with information on what the CAC is, how it will be used, and expressing support for the CAC.	(I) CINCs	Summer/ Fall 00	One time (minimum)	Messages will be issued from SECDEF to CINCs. Follow-on messages are expected throughout CAC implementation.	DoD ACO will prepare the initial message with assistance from OASD(PA) and SECDEF staff.	OASD(PA) and SECDEF staff as required. ASD(C3I) and USD(P&R) will provide approval at a minimum.
Blue Top	A press release to the Pentagon and Component-specific publications and external publications will be prepared to introduce the CAC and its uses. The press releases will provide--in non-technical terms--the functionality of the CAC, the basics behind smart card technology, privacy concerns, and changes to policy. Press releases will be issued first to internal sources, second to sources with a predominantly large Uniformed Service/DoD civilian readership, and lastly to external press corps.	(I/E) Information Officers responsible for official DoD and Component publications, those responsible for non-DoD publications with a large Uniformed Service/DoD civilian readership (e.g., Stars and Stripes, Army Times, Air Force Times, and Navy Times), and external press corps	Summer/ Fall 00	Multiple (as required)	Correct and consistent information disseminated to various internal and external press sources (technology publications, government employee publications, military publications)	DoD ACO will draft the Blue Tops with review and approval from OASD(PA)	OASD(PA) and SECDEF staff as required. ASD(C3I) and USD(P&R) will provide approval at a minimum.
ACO Web	The DoD ACO web site will	(I) All	Summer/	Continuous	DoD ACO web site will	DoD ACO will have	DMDC will provide

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End Product	Description	Target Audience	Timeline	Frequency	Desired Outcome	Responsible Organization	Coordinating Organization
		(I) Internal Stakeholders (E) External Stakeholders					
Site	include CAC program documentation and execution status as well as links to Component and Service smart card offices and other relevant government links. The web site will also include FAQs on smart card technology and the DoD's implementation of the CAC. A CAC web site for external stakeholders is planned but the initial web site will be restricted to users on the .mil domain.	authorized users within the .mil domain	Summer/ Fall 00		provide current information to those users in the .mil domain (initially). It may also be used as a library for reference information for SCSCG and SCCMCB members as well as Components offices dealing with smart card technology.	final approval of web site design, functionality, and content.	assistance on web site design and functionality.
Pamphlets	CAC informational pamphlets will be provided at the point of CAC issuance and at other locations such as the commissary, medical and dental clinics, and personnel offices.	(I/E) CAC holders and those who use the CAC to provide benefits and/or access	Summer/ Fall 00	Initial with revisions as necessary	Pamphlets are to provide simple and brief information on the CAC functions and operations.	DoD ACO will develop an informational pamphlet using Army's Task Force Eagle as a guideline.	ASD(C3I) and USD(P&R) will provide final approval of pamphlet.
Articles	Articles in DoD publications (e.g., <i>Stars and Stripes</i> ), private publications aimed at Uniformed Service Members, Retirees, and Family Members (e.g., <i>Navy Times</i> ), and locally printed media (e.g., installation newspapers) will reinforce the messages delivered via other methods.	(I/E) CAC holders and those who use the CAC to provide benefits and/or access	Summer/ Fall 00	Frequency depends on the schedule of each publication	Articles in widely read publications by CAC target audiences will announce new information and continue to reinforce information on CAC implementation.	DoD ACO will work with OASD(PA) in the development of the PAG which will form the basis for informational articles for publication.	OASD(PA) representatives will closely coordinate

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End Product	Description	Target Audience	Timeline	Frequency	Desired Outcome	Responsible Organization	Coordinating Organization
		(I) Internal Stakeholders (E) External Stakeholders					
Briefing Material	Briefing material will be used as a communications tool for almost every stakeholder group. The briefing material must be tailored to the individual audience but will contain the common themes listed in the Communications Themes and Key Messages Section.	(I/E) Various	Ongoing	Various (depends on audience)	Core briefing material has been developed. This material will be shared with DoD and Component leadership responsible for briefing audiences on the CAC implementation.	DoD ACO to develop template slides for CAC implementation including key message and themes. Component smart card offices may incorporate template slides into presentations using Component-specific presentation format for consistency.	Coordination will depend on specific brief.

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## Secondary End Products

Figure 2 lists secondary end products that may be considered include the following:

Secondary End Products -- Figure 2

End Product	Description	Target Audience	Timeline	Frequency	Desired Outcome	Responsible Organization	Coordinating Organization
		(I) Internal Stakeholders (E) External Stakeholders					
Interviews	Interviews with information officers, public affairs representatives and members of the press may be conducted to provide information. The interviews conducted internally can be embargoed until a formal announcement is made and then released to a wide spread audience. One month prior to initial card issuance date, the AFIS (i.e., American Forces Press Service and Armed Forces Radio & Television) conducts interviews with key official(s) to produce stories embargoed for release until roll-out of program. This coverage will be supplemented by coverage of any briefings conducted on the subject.	(I/E) CAC holders, internal and external press corps, general public	Summer/ Fall 00	Various	Any DoD official may be part of an interview. Close coordination with DoD ACO, OASD(PA) and internal information officers is recommended. The PAG may be used to assist in preparing for the interview.	DoD ACO will work with AFIS who will conduct the interviews with key officials	As required.

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End Product	Description	Target Audience	Timeline	Frequency	Desired Outcome	Responsible Organization	Coordinating Organization
		(I) Internal Stakeholders (E) External Stakeholders					
Videos	Videos may be prepared in support of the CAC rollout. One video may be aimed at senior DoD leadership to feature a senior DoD leader introducing the CAC, its uses, the migration to the new Uniformed Services Identification Card and new Civilian Identification Card, and a request for top-level leadership support. Another video may be aimed at the global user community and will focus on introducing the CAC, its uses, the migration to the new Uniformed Services Identification Card, and card issuance procedures. This video can be provided for use at military recruit depots for new Service Members and for showing in waiting areas where televisions/video cassette recorders are available. Both videos should be less than five minutes in length.	(I/E) CAC holders, benefit and access providers, DoD/Component leadership	Summer/ Fall 00	Various – depending on approval	Videos will provide a short (5 minutes) overview of the CAC functions and implementation. Repeated play of short videos can reach large audiences in a short period of time.	SCSCG will authorize and approve the development of videos.	OASD(PA) and U.S. Army Audiovisual Information Center may provide assistance as required.
Internal Radio and Television	Provide CAC information by means of the Armed Forces Radio and Television Service (AFRTS).	(I) Service Members and families, DoD civilians, overseas	Summer/ Fall 00	Various – depending on approval	The AFRTS News Center will produce radio and television news coverage of the CAC announcement and implementation	SCSCG will authorize and approve the development of Internal Radio and	AFIS and AFRTS as required.

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End Product	Description	Target Audience	Timeline	Frequency	Desired Outcome	Responsible Organization	Coordinating Organization
		(I) Internal Stakeholders (E) External Stakeholders					
		contractor personnel			activities as they occur for broadcast of the AFRTS radio and television networks overseas. Products will include television "Two-Minute Reports," "The Leaders," "Need to Know," and Radio Newscasts, as appropriate. Radio newscasts also will be linked to American Forces Press Service stories on the subject.	Television spots.  DoD ACO will coordinate with AFRTS.	
Formal Training	Formal training is required for personnel who will be operating the DEERS/RAPIDS workstations used to issue the CAC. Formal training may also be required for Process Owners as smart card-enabled applications are deployed in their functional areas. PKI specific training and education will fall under the cognizance of the PKI PMO.	(I) LRA-RAPIDS Operators (VO/LRA) and process owners as designated by the Components	Summer/ Fall 00	Various – depending on training curriculum	The Beta test will monitor the issuance process by VO/LRAs. Formal training will provide the necessary information to operators on CAC issuance (e.g., verification, certificate issuance)	Formal training for VO/LRA at DEERS/RAPIDS stations will be conducted by DMDC. Components developing smart card-enabled processes will be responsible for formal operator/user training as required. PKI specific training and education will fall under the cognizance of the PKI PMO.	As required
Functional Community	Functional Community Panel members may require	(I) Functional Community	Dependent on FCP	Various	As more Functional Community Panels are	DoD ACO and Functional	As required

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End Product	Description	Target Audience	Timeline	Frequency	Desired Outcome	Responsible Organization	Coordinating Organization
		(I) Internal Stakeholders (E) External Stakeholders					
Panel Material	information on the CAC to make evaluations and decisions regarding how their business processes will change or be improved.	Panel Members and Action Officers	timelines		developed, the DoD ACO may be required to provide briefing material and information on the CAC program to FCP members. Having up-to-date information on the CAC program will assist FCP members in enabling their business processes with the CAC.	Community Panel Members	
Briefing Material	Prepared material for senior leadership and policy makers to include briefs, white papers, information papers, and studies.	(I/E) Department and Component leadership and policy makers	Dependent on requests	Various	Briefing material may be required for educating leadership and others on CAC program status and implementation.	DoD ACO will act as a clearinghouse for information. The DoD ACO, Component smart card offices, PKI program offices, and others will prepare material as necessary to inform and educate senior leadership and policy makers.	As required

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## Schedule

The schedule for the communications strategy is dependent on decision milestones for CAC topology, CAC chip allocation, and beta testing requirements. Below is a schedule with planned dates and action points of contact. Dates and cognizant action organizations are subject to change.

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