

UNCLAS

SUBJECT: PUBLIC AFFAIRS GUIDANCE (PAG) ON THE ARMY CAMPAIGN PLAN.

1. **REFERENCES.** THE REFERENCES ARE POSTED ON ARMY KNOWLEDGE ONLINE (AKO), ARMY KNOWLEDGE COLLABORATION CENTER (KCC), ARMY PUBLIC AFFAIRS, OCPA, STRATEGIC COMMUNICATIONS, PAG, AND ARMY CAMPAIGN PAG.
 - A. OUR ARMY AT WAR...READY AND RELEVANT: MOVING FROM THE CURRENT FORCE TO THE FUTURE FORCE...NOW.
[HTTP://WWW.ARMY.MIL/THEWAYAHEAD/FOREWORD.HTML](http://www.army.mil/thewayahead/foreword.html).
 - B. ARMY COMMUNICATIONS GUIDANCE 2004. OPEN AKO AND THEN CLICK:
[HTTPS://WWW.US.ARMY.MIL/PORTAL/JHTML/FILELOADER.JHTML?DOID=806444](https://www.us.army.mil/portal/jhtml/fileloader.jhtml?doId=806444)
 - C. ARMY FOCUS AREAS: REORGANIZE, RE-EQUIP, REFOCUS. [HTTP://WWW-TRADOC.ARMY.MIL/PAO/WEB_SPECIALS/FOCUSAREAS/](http://www-tradoc.army.mil/pao/web_specials/focusareas/)
 - D. DEPUTY CHIEF OF STAFF, G-3, PLANNING DIRECTIVE – ARMY CAMPAIGN PLAN MEMORANDUM, DTD. 20FEB04.
 - E. POWERPOINT PRESENTATION, TRANSFORMING THE ARMY THIS DECADE: COMMUNICATING THE ARMY PLAN, DTD. 01MAR04.
 - F. PUBLIC AFFAIRS GUIDANCE ON THE ARMY FORCE CAPABILITY CONCEPT, 302116ZJAN2004.
 - G. PUBLIC AFFAIRS GUIDANCE ON FORCE STABILIZATION, 041738ZFEB2004.
 - H. PUBLIC AFFAIRS GUIDANCE (PAG) FOR THE ARMY'S 15 FOCUS AREAS (CURRENTLY 17 FOCUS AREAS), 202055ZOCT2003.
2. **CONTEXT.** OUR ARMY IS AT WAR. AT THE SAME TIME, OUR ARMY IS UNDERGOING FAST-MOVING AND COMPREHENSIVE CHANGE. THE ARMY CAMPAIGN PLAN (ACP) IS THE TRANSFORMATION OF THE ARMY THIS DECADE. IT DIRECTS THE PLANNING, PREPARATION, AND EXECUTION OF ARMY OPERATIONS AND ARMY TRANSFORMATION WITHIN THE CONTEXT OF THE CURRENT TO FUTURE FORCE. THE ACP IS THE CONSTRUCT, OR "UMBRELLA," WHICH SERVES TO ORGANIZE AND SYNCHRONIZE THE MULTI-FACETED CHANGES UNDERWAY IN OUR ARMY TODAY WHILE OUR ARMY REMAINS AT WAR. THE SEVENTEEN FOCUS AREAS ARE SUB-COMPONENTS OF THE ACP.
3. **PURPOSE.** THIS MESSAGE PROVIDES GENERAL PUBLIC AFFAIRS GUIDANCE FOR THE ARMY CAMPAIGN PLAN. ALL USERS OF THIS PAG MUST REALIZE THAT DETAILS OF THE ACP CHANGE DAILY AS PLANNING AND COORDINATION PROGRESS. THE PURPOSE OF THIS PAG, THEREFORE, IS TO PROVIDE GENERAL INFORMATION FOR ARMY COMMUNICATORS TO INFORM, EDUCATE, AND DEMONSTRATE THE ARMY'S INTENT TO TRANSFORM THE ARMY OVER THE NEXT DECADE TO INTERNAL AND EXTERNAL AUDIENCES.
4. **RULES FOR USE.**
 - A. ALL COMMUNICATIONS WILL DEMONSTRATE THAT THE ACP SUPPORTS THE ARMY'S ACHIEVEMENT OF ITS TWO CORE COMPETENCIES: 1) TRAIN AND EQUIP SOLDIERS AND GROW LEADERS AND 2), PROVIDE A

RELEVANT AND READY LAND POWER CAPABILITY TO THE COMBATANT COMMANDERS AS PART OF THE JOINT TEAM. SEE REFERENCE B ABOVE FOR MORE INFORMATION ON HOW TO DO THIS.

- B. ALL COMMUNICATIONS WILL ADDRESS EFFORTS THAT AFFECT SOLDIERS, FAMILIES, ARMY CIVILIANS, AND CONTRACTORS AND SPECIFICALLY ANSWER THE QUESTION: “HOW DO I FIT INTO THE ARMY’S FUTURE?”

- 5. **POSTURE.** PUBLIC AFFAIRS POSTURE IS ACTIVE. ARMY PUBLIC AFFAIRS SUPPORTS THE ARMY EFFORT TO BUILD A CAMPAIGN-CAPABLE, JOINT AND EXPEDITIONARY ARMY IN THIS DECADE, WHILE SUSTAINING OPERATIONAL SUPPORT TO COMBATANT COMMANDERS AND MAINTAINING THE QUALITY OF THE ALL-VOLUNTEER FORCE AND WIN THE GLOBAL WAR ON TERRORISM. UNITS AND SOLDIERS MUST FULLY UNDERSTAND THE INITIATIVES FOR THEM TO EMBRACE AND SUPPORT THEM. PUBLIC AFFAIRS MUST GET ACROSS THE MESSAGE THAT THE ARMY MUST “MOVE FROM THE CURRENT FORCE TO THE FUTURE FORCE...NOW” WHILE UNITS ARE IN THE MIDST OF COMBAT, DEPLOYMENT, OR REDEPLOYMENT.

- 6. **STATEMENT.** “WE ARE A NATION AND AN ARMY AT WAR — A WAR UNLIKE ANY WE HAVE EXPERIENCED IN OUR HISTORY. AT THE SAME TIME WE ARE ALSO UNDERGOING FAST-MOVING AND COMPREHENSIVE CHANGE. THE ARMY CAMPAIGN PLAN (ACP) IS THE TRANSFORMATION OF THE ARMY THIS DECADE. IT DIRECTS THE PLANNING, PREPARATION, AND EXECUTION OF ARMY OPERATIONS AND ARMY TRANSFORMATION WITHIN THE CONTEXT OF THE CURRENT TO FUTURE FORCE. THE ACP IS THE CONSTRUCT, OR “UMBRELLA,” WHICH SERVES TO ORGANIZE AND SYNCHRONIZE THESE CHANGES.

THE ARMY FOCUS AREAS FURTHER CONCENTRATE THE ACP. TRANSFORMATION DURING A TIME OF WAR REQUIRES THE DEEP AND PERSONAL COMMITMENT OF EVERY MEMBER OF THE ARMY TEAM – EVERY LEADER, EVERY SOLDIER, EVERY CIVILIAN, AND EVERY FAMILY MEMBER.

THE END RESULT OF THIS CAMPAIGN WILL BE A MORE RELEVANT AND READY FORCE—A JOINT AND EXPEDITIONARY ARMY WITH A CAMPAIGN-QUALITY CAPABILITY.”

- 7. **THEME:** TRANSFORMING THE ARMY THIS DECADE: COMMUNICATING THE ARMY CAMPAIGN PLAN

8. **TOP FIVE MESSAGES:**

- A. TRANSFORMATION DURING A TIME OF WAR WILL REQUIRE THE DEEP AND PERSONAL COMMITMENT OF EVERY MEMBER OF THE ARMY TEAM – EVERY LEADER, EVERY SOLDIER, EVERY CIVILIAN, EVERY CONTRACTOR AND EVERY FAMILY MEMBER.
- B. THE END RESULT OF THE ARMY CAMPAIGN PLAN WILL BE A MORE RELEVANT AND READY FORCE— A JOINT AND EXPEDITIONARY ARMY WITH A CAMPAIGN-QUALITY CAPABILITY.

- C. THIS IS THE BIGGEST INTERNAL ARMY RESTRUCTURING IN 50 YEARS. WE MUST TAKE ADVANTAGE OF BEING AN ARMY IN MOTION TO RESET AND TRANSFORM TO WHERE WE WANT TO BE – RELEVANT AND READY TO MEET THE CURRENT AND FUTURE OPERATIONAL ENVIRONMENT.
- D. THE ARMY FOCUS AREAS, WHILE NOT ALL-INCLUSIVE, WILL FURTHER CONCENTRATE THE TRANSFORMATION EFFORT.
- E. THE ARMY WILL REORGANIZE ITS COMBAT AND INSTITUTIONAL ORGANIZATIONS TO BEST MEET THE NEEDS AND REQUIREMENTS OF OPERATING IN THE CURRENT AND PROJECTED SECURITY ENVIRONMENT.

9. PLANNING

- A. **MISSION.** ARMY PUBLIC AFFAIRS PROFESSIONALS AT ALL LEVELS COMMUNICATE THE ARMY CAMPAIGN PLAN TO TRANSFORM THE ARMY THIS DECADE TO INTERNAL AND EXTERNAL AUDIENCES.
- B. **GENERAL.** EFFECTIVE EMPLOYMENT OF ARMY PUBLIC AFFAIRS IMPACTS POPULAR AND POLITICAL SUPPORT FOR THE CAMPAIGN PLAN BY PROVIDING TRUTHFUL, ACCURATE AND TIMELY INFORMATION TO ARMY LEADERS, SOLDIERS, FAMILY MEMBERS, DA CIVILIANS, AND CONTRACTORS WHO SUPPORT THE ARMY AS WELL AS OTHER KEY AUDIENCES.
- C. **INTENT.** PA OPERATIONS WILL BALANCE EFFORTS TO REACH THESE AUDIENCES THROUGH COMMAND INFORMATION (CI), PUBLIC (MEDIA) INFORMATION (PI), AND COMMUNITY RELATIONS (CR).
- D. **END STATE.** MEMBERS OF THE ARMY FAMILY UNDERSTAND THE IMPORTANCE OF TRANSFORMATION AND HOW THEY FIT INTO THE PLAN.
- E. **CONCEPT OF IMPLEMENTATION.** IAW DCS, G-3 MEMORANDUM PLANNING DIRECTIVE – ARMY CAMPAIGN PLAN, 20 FEB. 04, ARMY PUBLIC AFFAIRS WILL SYNCHRONIZE ITS COMMUNICATIONS STRATEGY TO THE 22 LINES OF OPERATIONS AND 21 DECISION POINTS (PP. 5-9). ARMY PUBLIC AFFAIRS WILL ALSO USE MACOM EVENTS SUCH AS: (1) MODULAR CONVERSION OF THE 101ST AIRBORNE DIVISION (AIR ASSAULT) AND 3RD INFANTRY DIVISION (MECHANIZED), (2) ANNOUNCEMENT AS DIFFERENT BRIGADE COMBAT TEAMS' STABILIZE, (3) THE STANDING UP OF THE ADDITIONAL BRIGADE IN THE 10TH MOUNTAIN DIVISION, AND (4) THE RETURN OF UNITS FROM STATIONING IN EUROPE AND KOREA, THAT SUPPORT THE MAJOR AND SUPPORTING CAMPAIGN OBJECTIVES, LINES OF OPERATIONS, AND DECISION POINTS, TO COMMUNICATE AND REINFORCE TO OUR AUDIENCES HOW EACH ARMY FOCUS AREA WILL TRANSFORM THE ARMY OVER THE NEXT DECADE. THESE WILL THEN BE EXAMPLES SOLDIERS CAN RELATE TO THAT THEY TRULY FEEL THE ARMY TRANSFORMING. OUR GOAL IS TO KEEP THE ARMY CAMPAIGN PLAN MESSAGE OUT IN THE FIELD AND BE ABLE TO SHOW THE INITIATIVES ARE TAKING HOLD.
- F. **TIMING.** EACH MACOM EVENT WILL BE PRECEDED BY A PUBLIC AFFAIRS CAMPAIGN INCLUDING MEDIA RELATIONS (MEDIA OPPORTUNITIES, INTERVIEWS, PHOTO OPPORTUNITIES), PUBLIC INFORMATION (COMMUNITY RELATIONS AND OUTREACH) AND COMMAND INFORMATION (ARNEWS, SRTV, SOLDIERS, ARMY WEBSITE) TO REACH OUR TARGET

AUDIENCES. ARMY PUBLIC AFFAIRS WILL ALSO LEVERAGE ARMY WELL-BEING AND COMMUNITY AND FAMILY SUPPORT CENTER TO REACH OUR TARGET AUDIENCE – SOLDIERS, FAMILIES, DA CIVILIANS, AND CONTRACTORS.

- G. **NEAR-TERM.** INITIALLY, THE ARMY PUBLIC AFFAIRS PLAN FOR THE ARMY CAMPAIGN PLAN IS A CONTINUUM OF THE FOCUS AREA PLAN. ARMY PUBLIC AFFAIRS WILL SYNCHRONIZE ENGAGEMENT STRATEGIES WITH OCLL, EOH STRATCOM AND MACOMS TO ENSURE THE ARMY SPEAKS WITH ONE VOICE TO OUR AUDIENCES. PUBLIC AFFAIRS PROFESSIONALS AT ALL LEVELS SHOULD COORDINATE WITH LIKE AGENCIES AT THEIR LEVEL. BETWEEN MARCH AND JUNE OF 2004, THE PLAN WILL LEVERAGE ALREADY PLANNED COMMUNICATION EVENTS AND PRODUCTS TO CONTINUE TO GET OUT THE INFORMATION ON THE ARMY FOCUS AREAS.
- H. **LONG-TERM.** PUBLIC AFFAIRS COMMUNICATIONS STRATEGY IS PROACTIVE AND COINCIDES WITH EVENTS THAT SUPPORT THE ARMY CAMPAIGN PLAN IN CONUS AND OCONUS.

10. QUESTIONS AND ANSWERS:

Q. WHAT IS THE ARMY CAMPAIGN PLAN?

A. THE ARMY CAMPAIGN PLAN (ACP) IS THE TRANSFORMATION OF THE ARMY THIS DECADE. IT DIRECTS THE PLANNING, PREPARATION, AND EXECUTION OF ARMY OPERATIONS AND ARMY TRANSFORMATION WITHIN THE CONTEXT OF THE CURRENT TO FUTURE FORCE. THE ACP IS THE CONSTRUCT, OR "UMBRELLA," WHICH SERVES TO ORGANIZE AND SYNCHRONIZE THE MULTI-FACETED CHANGES UNDERWAY IN OUR ARMY TODAY WHILE OUR ARMY REMAINS AT WAR.

Q. WHAT ARE SOME OF THE MAJOR CHANGES THAT WILL OCCUR?

A. THE MAIN EFFORT IS THE MODULAR CONVERSION OF 43 TO 48 ACTIVE COMPONENT (AC) UNITS OF ACTION (UAX), TRANSITION OF DIVISION BASE STRUCTURES TO UNITS OF EMPLOYMENT (UEX) MODULAR DESIGN; AND CONVERSION OF EAD AND EAC COMBAT SUPPORT AND COMBAT SERVICE SUPPORT STRUCTURE TO MODULAR SUPPORT UNITS OF SUPPORT (UAS).

Q. WHAT IS THE SEQUENCE OF THESE CONVERSIONS?

A. AC MODULAR CONVERSION SEQUENCE IS 3 ID, 101 ABN DIV (AA), 10 MTN DIV, 4 ID, 1CD, 25 ID, 82 ABN DIV, 2 ID, 1 ID AND 1 AD. ARNG AND USAR CONVERSION SEQUENCES TBA.

Q. HOW WILL RESTRUCTURING THE ARMY – ACTIVE COMPONENT, ARMY NATIONAL GUARD AND ARMY RESERVE – BENEFIT THE ARMY?

A. ACTIVE COMPONENT AND RESERVE COMPONENT (AC/RC) REBALANCE WILL BETTER ALIGN THE ARMY'S STRUCTURE AND CAPABILITIES TO MEET THE NATION'S NEEDS. THIS WILL LOWER THE DEPLOYMENT TEMPO OF THE ARMY'S UNITS AND SOLDIERS, FREE UP RESOURCES TO IMPROVE TRAINING AND BETTER PREPARE US TO MEET THE CHALLENGES OF THE FUTURE OPERATIONAL ENVIRONMENT.

Q. WHY WOULD YOU MAKE THESE CHANGES IN AN ELECTION YEAR? IS IT NOT TRUE SOME OF THESE CHANGES WILL CHANGE THE VOTER MAKEUP IN SOME STATES?

A. WE ARE AN ARMY AT WAR DOING WHAT IS BEST FOR THE ARMY. THIS IS NOT A POLITICAL DECISION.

Q. WHEN WILL THESE CHANGES TAKE PLACE?

A. BETWEEN FY04 AND FY09.

Q. WHAT ARE SOME OF THE CHALLENGES THE ARMY WILL FACE AS IT TRANSFORMS THIS DECADE?

A. IMPLEMENTING INSTITUTIONAL CHANGE IS ALWAYS CHALLENGING. TRANSFORMING THE ARMY WHILE WE ARE AT WAR IS EVEN MORE SO. IT REQUIRES A DEEP AND PERSONAL COMMITMENT OF EVERY MEMBER OF THE ARMY TEAM – EVERY LEADER, EVERY SOLDIER, EVERY CIVILIAN, AND EVERY FAMILY MEMBER. OBTAINING THIS COMMITMENT WILL BE A CHALLENGE.

11. POINTS OF CONTACT:

FOR QUESTIONS ABOUT THIS PAG CONTACT STRATEGIC COMMUNICATIONS DIVISION, ARMY PUBLIC AFFAIRS, MAJ STEVE STOVER, DSN 224-2459, CMCL (703) 614-2459, E-MAIL STEVE.STOVER@HQDA.ARMY.MIL.

REPORT MEDIA ENGAGEMENT AND REFER ALL OTHER ARMY-LEVEL MEDIA QUERIES TO OCPA MEDIA RELATIONS DIVISION, CONTACT LTC CHRISTOPHER RODNEY, AT DSN 227-3491, CMCL (703) 697-3491, E-MAIL CHRISTOPHER.RODNEY@HQDA.ARMY.MIL.

FOR COMMUNITY RELATIONS AND OUTREACH QUESTIONS RELATED TO THIS PAG, CONTACT THE ARMY PUBLIC AFFAIRS COMMUNITY RELATIONS AND OUTREACH DIVISION, MR. TOM HANKUS, DSN 223-4961, CMCL (703) 693-4961, E-MAIL THOMAS.HANKUS@HQDA.ARMY.MIL.

FOR COMMAND INFORMATION QUESTIONS RELATED TO THIS PAG, CONTACT THE ARMY PUBLIC AFFAIRS COMMAND INFORMATION DIVISION, MAJ ALLEN HING, DSN 227-1849, CMCL (703) 697-1849, E-MAIL ALLEN.HING@HQDA.ARMY.MIL.