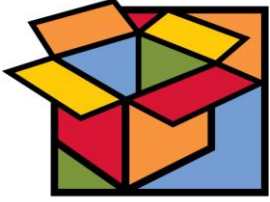


RELOCATION
ASSISTANCE
PROGRAM



Moving Made Easy

RAP Strategic Plan and Communication Plan



2010

RAP Working Group

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Introduction

With the military in an extended wartime footing, the need to increase the quality of life (QOL) for military members and their families has never been more important. The Relocation Assistance Program is one of the premiere QOL programs developed to help prepare military members and their families to manage the challenges experienced as a result of living a military lifestyle. Congressionally mandated, the Relocation Assistance Program specifically assists with information and services necessary to support Department of Defense (DoD) personnel and their families who are undergoing a permanent change of station (PCS) move.

Over the past few years, there have been major changes and improvements to the Relocation Assistance Program. Online applications, such as MilitaryHOMEFRONT's (MHF) Plan My Move (PMM) and MilitaryINSTALLATIONS (MI), relocation workshops and trainings, and an increased focus on Sponsorship are just a few of the latest developments. These improvements help to expand the base of service, information, and support for service members and provide multiple, flexible service access points. The value of "high-tech, high-touch" is clearly evident in the multi-modal system offered by the Relocation Assistance Program.

Purpose

The last decade placed many demands on military service members and the QOL infrastructure. In order to meet the current needs and requirements of the Services, and to ensure future needs of the mobile military lifestyle are met, the Office of the Secretary of Defense (OSD) Relocation Working Group engaged in strategic planning and communication planning activities. The results of those two processes are outlined in this report.

Strategic Planning

Strategic planning has long been used as a tool for transforming and revitalizing organizations, agencies and companies - governmental and commercial, private and public. And, it is a tool best utilized in a changing environment. No organization or program exists in a static environment. Social, political, and economic trends continually impact the demand for offerings and services. Program needs and outcomes can change and can be defined or driven by leadership, legislators, or the Services themselves. Technology presents new opportunities, but these advances also generate new expectations. The military landscape is often changing and so too are methods for delivering programs and services.

A successful Relocation Assistance Program strategic plan will examine environment realities and use them as the basis for making informed projections. The strategic plan will help the program anticipate and respond to change and clarify its mission and goals; target its resources; and reshape its services, workforce, and other aspects of operations. The greatest value of strategic planning comes when the group sets clear, realistic goals, defines action steps explicitly,

and elicits the views of major stakeholder groups. This will result in a Relocation Assistance Program that is focused, accountable, and productive.

A RAP strategic plan will also provide the foundation on which all Relocation Assistance Program activities can be connected and “aligned.” The plan will provide each Service foundational concepts and guidelines for service delivery that reinforce the essential concept of continuity of care. No matter what Relocation Assistance Program office a service member works with, the high level of professionalism, service, and support will be the same.

The Process

The OSD Relocation Working Group, National Capitol Region Relocation Assistance Program representatives, and an ad hoc group of installation Relocation Assistance Program representatives formed at the Annual Relocation Conference, were all involved in the strategic planning process. Through group facilitation and OSD program manager guidance, the following strategic planning outcomes were targeted:

- define Relocation Assistance Program mission/vision/core values
- facilitate strengths, weaknesses, opportunities and threats (SWOT) analysis
- define long-range strategic program goals and objectives
- develop an Action Plan for completion of goals and objectives to include a timeline and action officer/lead agent assignments

The results are detailed below.

Strategic Plan – Mission/Vision/Core Values

Mission:

To support, educate, and empower the mobile DoD force.

Vision:

To provide world class relocation services to all relocating DoD personnel and their families.

Core Values:

Commitment: The Relocation Assistance Program will provide world class service to all military families in a timely, focused fashion.

Integrity: The Relocation Assistance Program will treat all customers equally, with honesty and respect.

Credibility: The Relocation Assistance Program will remain committed to ongoing learning and professional development in the mobility/relocation field.

Innovation: The Relocation Assistance Program will go above and beyond in seeking creative solutions.

Strategic Plan – SWOT Analysis

Through utilization of the SWOT analysis, Working Group members were tasked to identify the internal strengths and weaknesses of the current Relocation Assistance Program and the external opportunities and threats it faces (especially as the group looks three to five years out). The key SWOT results are as follows:

<p>STRENGTHS: Capitalize on</p> <ul style="list-style-type: none"> • customer service • knowledge, skills, and abilities of program personnel • flexible delivery system 	<p>OPPORTUNITIES: Invest in</p> <ul style="list-style-type: none"> • training and certifications • standardized service delivery • leveraging technology
<p>WEAKNESSES: Shore up</p> <ul style="list-style-type: none"> • non-utilization of social networking tools • lack of technology skill sets • limited manpower • lack of training • lack of funding 	<p>THREATS: Identify and reframe</p> <ul style="list-style-type: none"> • Military OneSource (MOS): marketed as the destination of choice for all service delivery • MI and PMM technology seen as replacement to face-to-face

Strategic Plan – Long-Term Program Goals

Having compiled the SWOT analysis, the next step was the development of long-range strategic goals, leveraging strengths and opportunities over perceived weaknesses and threats. The following list represents the top four goals as identified by the various groups. Additional goals were identified and are listed below for informational purposes. They will not be part of the Action Plan at this time. When the top four long-term goals are accomplished, additional goals from the original list can be re-examined and targeted for action, per approval by the Working Group. Some of these additional goals (five through eight) may be completed through the efforts of the OSD Relocation Assistance Program Manager as well.

1. Empower a team of experienced Relocation Assistance Program practitioners (field-level experts), customers, and web service personnel across all competencies and from within the continental United States (CONUS) and outside CONUS (OCONUS), to rework MI and PMM layouts to make the web design more relevant, less labor intensive, and more user-friendly

2. Create annual blended training (platform + practical application) and ongoing Common Access Card (CAC)-free online learning opportunities dedicated to understanding and applying new technology to better meet the training/service delivery needs of Relocation Assistance Program practitioners and their customers worldwide (i.e., in person training especially with social media).
3. Establish a partnership with MOS to set a path towards maximizing resources, mainstreaming services, reducing redundancies, and better serving our military and civilian support personnel and their families in both the high-touch and high-tech arenas.
4. Maximize readiness and retention through the development of a premiere, independent DoD Relocation Program through aligned staffing profiles, workload and support processes, cycle times, program usage tracking, standardized automation and financial record keeping, efficiencies, and overall infrastructure.
5. Develop a customized and accredited DoD Relocation Assistance Program certification that is industry recognized and offers continuing education credits (CEU).
6. Enlist practitioner field experts and component program managers to be engaged in the DoD Instruction (DoDI) rewrite process, developing core competencies and ensuring that all components are represented, specifically the Defense Logistics Agency (DLA) and civilians.
7. Ensure MOS consultants are properly trained on installation relocation services, informational opportunities, and resources, and consistently market them to all DoD clients.
8. Work towards an integrated solution for the PCS process, building relationships with housing and transportation communities within AT&L in an effort to minimize redundancy and maximize resource utilization.

Strategic Plan – Action Plan

The resulting action plan identifies each goal and the supporting strategies and tactics for meeting that goal. A time frame for completion and a designated component lead(s) are also noted. In taking on the role of component lead(s) it was agreed that each component program manager would identify a headquarters-level representative (if not themselves) to coordinate meetings, develop agendas, facilitate the process, and report back monthly to the DoD Relocation Assistance Program manager and affiliate component managers on group progress towards meeting the defined strategic goal.

Component program managers agreed to request volunteer participation for each of the required task force/working group Relocation Assistance Program representatives, including OCONUS representatives where noted and to send names and contact information to the designated leads by no later than 1 August 2001.

It is the responsibility of the component lead(s) to set meeting dates and times, secure meeting facilities, and determine how to accommodate virtual participants (especially those teams with

OCONUS members). It is recommended that CONUS participants be recruited from local installations in the interest of logistics and budget limitations.

Component leads are encouraged to establish regular/routine strategy meetings (conference calls) and to keep in mind the following guidelines:

- schedule meetings for the same time/day each month
- make meetings mandatory
- set a time limit of thirty minutes
- start and end on time and stay on task
- submit brief status report updates via email to the DoD Relocation Assistance Program Manager and Management team members after each meeting

Additionally, formal, quarterly meetings should be scheduled to provide participants the opportunity to come together (in person where possible) to report out on/present successes and to collaborate on overcoming real or perceived obstacles to success. The following can help guide these meetings and target outcomes:

- Will time frames for completion be met? If no, why not?
- Should deadlines be modified?
- Are the goals/actions still realistic?
- Should the goals be changed? If so, why?
- Acknowledge adaptations (keep copies of past plans and include updated dates)
- Create report to acknowledge progress

As goals are met, thank team members and CELEBRATE!

Table 1 on the following page outlines the Action Plan for goals one through four.

Table 1. DoD Relocation Assistance Program Strategic Planning – Action Plan

DoD RAP Strategic Planning Action Plan

GOAL 1: Rework MHF MI and PMM layouts to make the web design more relevant, less labor intensive, and user-friendly.

Strategies		Tactic	Lead	Time Frame	Expense
1.	Create DoD Relocation Assistance Program task force to work directly with web designers/content developers to streamline content and make layout user-friendly	Relocation Assistance Program managers select one CONUS and one OCONUS practitioner to serve as a member of the MHF MI/PMM review task force, set meeting times, and facilitate, delegate, and monitor taskings	Air Force/Navy	July-Sept 2010	Nominal: use video teleconferencing (VTC) and local reps
2.	Remedy communication/training disconnect with MHF MI and field practitioners: monthly tracking system; tracking checklist; offsite CAC access; and customized local content updates in PMM	Utilize MHF MI/PMM task force to brainstorm innovative communication/training initiative for existing systems	Air Force/Navy	July-Sept 2010	Nominal: use VTC and local reps
3.	In PMM ninety-day calendar section, develop a drop-down calendar for users to select items independently and insert into a personal customized timeline (especially overseas)	Can be addressed by task force with input from web designer/content developer	Air Force/Navy	Oct-Dec 2010	To be determined (TBD)
4.	Solicit input from site program managers regarding formatting (i.e., floor plans align with content, photos align with text)	Can be addressed by task force with input from web designer/content developer	Air Force/Navy	Oct-Dec 2010	Requires updated software

GOAL 2: Create blended training and CAC-free online learning dedicated to applying new technology to meet the needs of DoD Relocation Assistance Program practitioners and customers worldwide.

Strategies		Tactic	Lead	Time Frame	Expense
1.	Establish a DoD-level technical position to investigate and lead the development of a computerized, direct access, joint training site	DoD Relocation Assistance Program Manager to research and take for action	Army	July-Sept 2010	TBD
2.	Identify Relocation Assistance Program practitioner/customer training gaps and investigate cost effective training solutions, options, and venues (includes utilization of social networking)	Appoint DoD Relocation Assistance Program task force to identify training gaps and investigate solutions (include web designer on team)	Army	Oct-Dec 2010	TBD
3.	Use the existing Air Force Family Matters Family Integrated Results and Statistical Tracking as a guide for creating an online joint Service training venue	Can be addressed by task force with input from web designer	Army	Oct-Dec 2010	TBD
4.	Integrate platform CAC-free social media/eLearning training into the annual Relocation Assistance Program conference agenda	Can be addressed by task force with input from web designer/content developer-presentation developed	Army	April-June 2011	Requires updated software

GOAL 3: Establish a partnership with MOS towards maximizing resources, mainstreaming services, and reducing redundancies

Strategies		Tactic	Lead	Time Frame	Expense
1.	Designate cross-program representatives from the Relocation Assistance Program and MOS to participate in joint working group to build community, trust, and respect and to jointly tackle critical service delivery issues as noted	Relocation Assistance Program managers select one field practitioner each to serve as a member of the Relocation Assistance Program-MOS working group; lead will set meeting	Marine Corps/DLA	July-Sept 2010	TBD

		times and facilitate, delegate, and monitor taskings			
2.	Explore options to increase interaction between MOS service delivery reps and Relocation Assistance Program practitioners across installations on a quarterly basis, sharing expertise, discussing “hot topics,” combining trainings, and building community (i.e., Skype or other virtual technology...live “hosted” chat)	Relocation Assistance Program-MOS working group in conjunction with technical specialist	Marine Corps/DLA	July-Sept 2010	TBD
3.	Tackle critical joint Service issues including, but not limited to, greater Relocation Assistance Program service provider access to MOS when assisting customers and streamlining the intake process jointly to simplify and expedite customer assistance (e.g., institute file sharing)	Relocation Assistance Program-MOS working group	Marine Corps/DLA	Oct-Dec 2010	TBD
4.	Create and plan for a joint information session (joint panel Q&A and/or keynote) with MOS reps and Relocation Assistance Program service providers to be presented at the annual Relocation Assistance Program conference	Relocation Assistance Program-MOS working group	Marine Corps/DLA	Jan-June 2011	TBD

GOAL 4: Develop a premiere, standardized, “purple” DoD Relocation Program

	Strategies	Tactic	Lead	Time Frame	Expense
1.	Establish guidance, training, and policy to increase access to the Relocation Assistance Program and direct service information through Facebook/Twitter and other social networking venues	In conjunction with Relocation Assistance Program Communication Plan and technical advisor	Navy	July-Sept 2010	TBD
2.	Re-examine/streamline current notification systems to better reach Relocation Assistance Program service providers equally across all components with critical “need to know”	In conjunction with Relocation Assistance Program Communication Plan and technical advisor; include	Navy	July-Sept 2010	TBD

	information, DoD guidance, and the latest and greatest program updates from the field	select/cross section of Relocation Assistance Program service providers to provide insight and clarify issues with current systems			
3.	Develop a marketing plan to educate military and civilian personnel and their families about joint Service focus within the Relocation Assistance Program	Aligns with Relocation Assistance Program Communication Plan proposal	Navy	Oct-Dec 2010	TBD
4.	Re-examine and possibly re-work to ensure standardized Relocation Assistance Program service delivery processes (from initial contact to follow-up after service delivery) across components are current; examine cross-component training development and presentation at joint DoD Relocation Assistance Program annual conference	Relocation Assistance Program managers select one CONUS and one OCONUS practitioner to serve as a member of the service delivery process review task force, set meeting times, and facilitate, delegate, and monitor tasking	Navy	Jan-June 2011	TBD

Strategic Communication Plan - Purpose

In response to critical issues and recommended actions identified in the 2009 DoD Annual Report to Congress, the Department has developed a list of six action items that will guide its plans for family readiness policies and programs for the next five years. Action item number two charges the Department with the design and implementation of strategic communications plans to improve service member and family awareness of existing resources/programs.

In keeping with this overarching DoD action item, the Military Community and Family Policy's (MC&FP) strategic planning process identified communicating critical information to the military community and providing open and transparent communication on QOL issues with the military community, key stakeholders, and community partners as a primary goal. The development and implementation of strategic communications plans within MC&FP, such as the development and implementation of the Relocation Assistance Program strategic communication plan, represents a key action item to accomplish the MC&FP and DoD goal.

A strategic communication plan must be at the forefront of all communication activities. It provides guidance and direction, and clearly identifies audiences, messages, and proposed outcomes. It plays a vital role within program management and operations and helps focus and synchronize a program's words and deeds.

Strategic Communication Plan - Process

The OSD Relocation Working Group participated in all facets of the strategic communication planning process. The National Capitol Region Relocation Assistance Program representatives were invited to participate as well and provided crucial installation-level feedback and insights. Through group facilitation and OSD program manager guidance, the following strategic communication planning outcomes were targeted:

- identify target audiences
- identify current metrics
- define goals and objectives
- develop a relocation communication signature – logo and tagline
- identify strategies and tactics
- establish partnerships
- develop the plan
- determine the evaluation process

Communication Plan - Goals

- To strengthen existing partnerships among program stakeholders to include military members and their families, Service leadership, program staff, policy makers, and other non-governmental agencies.
- To increase the marketing of the program so stakeholders are aware of the services, information, and resources available.

Communication Plan - Objectives

- Establish a Relocation Assistance Program brand by September 2010.
- Develop a comprehensive communication and outreach plan targeting new initiatives utilizing electronic media, print media, and social networking assets targeting stakeholders at all levels by November 2010.
- Establish a two-way communication process with key stakeholders to facilitate ongoing, consistent, and timely information delivery and feedback.

Communication Plan - Main Message

- The Relocation Assistance Program offers world class service for a worldwide military. Customized, personalized, efficient, and effective.
- When you utilize the Relocation Assistance Program tools, services, and support, your move will be:
 - smoother
 - more efficient
 - more cost effective
 - less stressful
 - more productive

Communication Plan - Target Audiences

The following is a list of the target audiences for the RAP awareness campaign:

- **Service members:** active duty, new recruits, and activated Reservists
- **Family members:** eligible spouses and eligible adults with Power of Attorney authority
- **Legislators:** senators, representatives, and professional staff
- **Service leadership:** Service secretariats, Service headquarter program managers, and OSD

▪ **Professional partners:**

- *Internal:* Relocation Assistance Program managers, Manpower-Assignments, Household Goods Office, Family Center personnel, Office of Communications (OC)/MC&FP, Exceptional Family Member Program (EFMP), Housing Office, DoD Education Activity (DoDEA), Joint Family Support Assistance Program (JFSAP), Public Affairs Office, School Liaison Officers, Military OneSource
- *External:* Employee Relocation Council, realtors, chambers of commerce, moving companies

The desired outcomes, key messages, and talking points for each target audience are highlighted in Table 2.

Table 2. Target Audience Desired Outcomes, Key Messages, and Talking Points

Target Audience	Desired Outcome	Key Message and Talking Points	Recommended Communication Vehicles/Methods
Service Members	<ul style="list-style-type: none"> • Raise program awareness • Increase utilization of Service offerings/programs • Increase face-to-face consultations at family/readiness centers • Increase in online applications • Provision of actionable information that improves service member's QOL • Resource referral at the right time - during their departure, in-transit and arrival phases of the move • Increase in word of mouth referrals to the Relocation Assistance Program 	<ul style="list-style-type: none"> • The Relocation Assistance Program is here to assist service member/ family in locating the services you need • The Relocation Assistance Program can help first time movers or experienced movers • Access services online or in person • Relocation support is "one of your benefits – use it!" • All services are free • Trained Relocation Specialists are available to support you • Contact the Relocation Assistance Program as soon as you get orders • Assistance can be face-to-face, group, or virtual. Online resources are available 24-7 • Workshops, classroom trainings, and individual counseling are available • Utilizing one of the many relocation services or programs will: <ul style="list-style-type: none"> ○ reduce your stress ○ save you money ○ make your move easier ○ increase productivity – yours, the unit's, the Service's 	<ul style="list-style-type: none"> • Policies/administrative messages (ALMAR/BOSS) • Read board/electronic bulletin board • Service-specific news feed (Early Bird) • Installation newspaper • DFAS-Leave and Earning Statement stubs • Installation cable channel, Military Times, newspapers • Posters in the barracks • Posters at Military Sales Transportation Management Office • Household Goods offices

		<ul style="list-style-type: none"> • Be more efficient so you can spend more time on leave and not on planning your move 	
Family Members	<ul style="list-style-type: none"> • Raise program awareness • Increase utilization of Service offerings/programs • Increase attendance at Welcome Aboard brief • Increase utilization of PMM • Quick turnaround between receiving orders and visiting the Relocation Assistance Program • Decrease stress and increase confidence in Relocation Assistance Program capabilities 	<ul style="list-style-type: none"> • Use relocation programs and services and your moves will be <ul style="list-style-type: none"> ○ smoother ○ more efficient ○ more cost-effective ○ less stressful ○ more productive • The Relocation Program can make your move easier from the moment you receive PCS orders to the time the last box is unpacked • The Relocation Assistance Program supports you 24-7 (visit in person, log on PMM/MI, call MOS). We're ready when you are! • Classroom training and face-to-face counseling are available • Trained Relocation Specialists are available to support you • Assistance can be face-to-face, group, or virtual • Relocation is one of your benefits – use it! • Online resources are available 24-7 • Personalized service is tailored to meet your moving and relocation needs • There are classes just for spouses 	<ul style="list-style-type: none"> • Installation channel • Installation newspaper • Family readiness group/network • Child Development Center • Military Spouse Career Network (website) • Command-specific invitations • Family Day • Hospitals (certain clinics – OB-GYN/Pediatrics) • ID Card Center • Morale, Welfare, and Recreation (MWR) activities • Schools/School Liaison Officers • Military spouse magazine • Post information at MWR outlets (gym, library, etc) • Commissary • Laundry facilities
Target Audience	Desired Outcome	Key Message and Talking Points	Recommended Communication Vehicles/Methods
Congressional Leaders	<ul style="list-style-type: none"> • Raise program awareness • Legislative and funding support • Communicate the benefits of the program for families • Communicate how we provide the program (e.g., onsite, outreach, online) • Communicate the financial impact by providing the cost savings from a more productive, efficient, less 	<ul style="list-style-type: none"> • The Relocation Assistance Program is congressionally mandated • Keep funding coming – the Relocation Program touches 400,000 per year due to rotations alone. Additional 30% due to transitions in/out of Services • Relocation impacts every facet of life: work, family, education, medical, etc. • Successful relocation experiences 	<ul style="list-style-type: none"> • Presentation, info paper • House Armed Services Committee • Senate Armed Services Committee • House Appropriations Committee • Senate Appropriations Committee

	<ul style="list-style-type: none"> stressful move Communicate how our program interfaces with other family programs and the financial savings achieved through dove-tailed programs 	<ul style="list-style-type: none"> positively impacts retention. Take care of the families to retain service members - issue of workforce development The ESponsorship Program supports active duty commands and overall unit readiness 	<ul style="list-style-type: none"> Tweet Facebook Face-to-face Join a hearing Email Letter
Target Audience	Desired Outcome	Key Message and Talking Points	Recommended Communication Vehicles/Methods
Professional Partners - Internal	<ul style="list-style-type: none"> Raise program awareness Improve partnerships and enhance collaboration processes Decrease barriers between installation and civilian resources Leverage resources Decrease barriers between commands and program support staff 	<ul style="list-style-type: none"> Educate on Relocation Assistance Program roles and responsibilities in the overall QOL arena The Relocation Assistance Program is congressionally mandated The Relocation Program touches one in three service members each year Training, ongoing education, and family support are available We are partners in educating spouses and family members We can help each other 	<ul style="list-style-type: none"> Partner meetings Website updates Family center staff meetings Human Resources Council RACC meetings Conferences Classroom presentations Email Website updates Face-to-face meetings Group presentations
Target Audience	Desired Outcome	Key Message and Talking Points	Recommended Communication Vehicles/Methods
Professional Partners - External	<ul style="list-style-type: none"> Raise program awareness Improve partnerships and enhance collaboration processes Leverage resources Decrease barriers between installation and civilian resources 	<ul style="list-style-type: none"> The military moves their own people Face-to-Face counseling and classes are available RAP personnel cannot make recommendations or endorse companies/products There are many online resources that are helpful when supporting military movers 	<ul style="list-style-type: none"> Conferences Telephone Email

Target Audience	Desired Outcome	Key Message and Talking Points	Recommended Communication Vehicles/Methods
Service Leadership	<ul style="list-style-type: none"> • Raise program awareness • Garner policy and resource support • Increase understanding of the importance of the program and its impact on QOL and retention 	<ul style="list-style-type: none"> • The Relocation Assistance Program is congressionally mandated • Relocation impacts every facet of life - work, family, education, spiritual, medical, etc. • The ESponsorship Program support active duty commands and overall unit readiness • New online tools make the Relocation Program more efficient/accessible – PMM/MI/MHF • The Relocation Assistance Program touches 400,000 per year due to rotations alone. Additional 30% due to transitions in/out of Services. • Increases QOL 	<ul style="list-style-type: none"> • Headquarters-level program managers provide briefs, updates, and info papers • Online access to senior leadership via chat rooms, discussions, message boards • Facebook, twitter, new media sites • Regional advisory boards, family readiness committees • General officers symposiums • Senior Spouses • MC&FP eMagazine

Communication Plan – Logo and Tagline

The development of a Relocation Assistance Program logo and tagline plays a vital role in the overall communication plan. Consistency of message and a primary visual image combine to make a positive user interaction. The image and the tagline work to remind the viewer of the nature of the product or service, In this case, they answer what is Relocation all about. Moving. **Moving Made Easy.**



Communication Plan - Strategies

Table 3. Goals, Objectives, and Strategies

Goal		Goal
To increase the marketing of the program so stakeholders are aware of the available services, information, and resources.		To strengthen existing partnerships among program stakeholders to include military members and their families, Service leadership, program staff, policy makers, and non-governmental agencies.
Objective	Objective	Objective
Establish a Relocation brand by September 2010.	Develop a comprehensive communication and outreach plan targeting new initiatives utilizing electronic media, print media, and social networking assets targeting stakeholders at all levels within six months.	Establish a two-way communication process with key stakeholders to facilitate ongoing, consistent, and timely information delivery and feedback.
Strategy	Strategy	Strategy
<ul style="list-style-type: none"> • Develop and disseminate Relocation Assistance Program branding package (logo, tagline, approved MC&FP seal, MC&FP tagline, and guidance on use). • Present Relocation Assistance Program capabilities and recent initiatives at key Service and organization conferences. 	<ul style="list-style-type: none"> • Institutionalize outreach and communications activities horizontally across the OSD Relocation Assistance Program to link information and communication issues with broader Relocation policies, plans, and actions. • Launch eSponsorship Application and Training (eSAT) in three phases, leveraging OSD, Service Headquarters, and installation outreach and communication capabilities (Phase I – Soft Launch, Phase II – Formal eSAT Launch, Phase III – Sustainment/Assessment). • Promote Relocation eLearning modules as positive professional education tools for Relocation Assistance Program staff and for complimentary support personnel. 	<ul style="list-style-type: none"> • Maximize existing Relocation outreach capabilities and partnerships. • Leverage new Media to promote communication exchange on program initiatives. • Foster a credible dialogue with stakeholders utilizing non-electronic/interpersonal means.

Communication Plan – Evaluation

Conducting a formal and summative evaluation is essential to determining whether progress towards the objectives is being achieved. Of equal importance is using these evaluation processes to determine whether strategies, messages, or communication channels are effective and/or need to be changed. Evaluation metrics, desired results, and sources for data are identified in Table 4.

Table 4. Evaluation Metrics

Metric	Desired Results	Source	Measurement Frequency
Face-to-face counseling sessions	Increased	Service program managers	Monthly
MHF feedback – “Questions/Comments”	Positive	MHF	Annually
Testimonials	Positive	Blog comments Social networks	Annually
Focus group feedback (during accreditation)	Positive	Focus groups	Annually
PMM online application visits	Increased	MHF	Monthly
MI online application visits	Increased	MHF	Monthly
PMM content visitors – individual page	Increased	MHF	Monthly
MI content visitors – individual page	Increased	MHF	Monthly
Number of contacts made on social networking sites	Increased	HOMEFRONTConnections Public social networking sites	Monthly
ICE feedback – electronic collection	Positive	Family center managers	Monthly

ICE feedback – paper collection	Positive	Family center managers	Monthly
Family center customer feedback forms	Positive	Family center managers	Monthly
Workshop/class evaluations	Positive	Service program managers	Monthly
Army client tracking system	Positive	Army Headquarters/MWR	Annually
eSAT - sponsors accessing the system	Increased	MHF	Monthly
eSAT - sponsors trained	Increased	MHF	Monthly
eSAT - newcomer records created	Increased	MHF	Monthly

Plan of Action and Milestones

The Plan of Action and Milestones document is a living document. It is expected to be updated on a periodic basis by the OSD PM. It is supplied here as a print ready PDF. A word document file was also provided to the OSD PM for editing purposes.

Relocation Assistance Program Plan of Action and Milestones

Goal: To increase the marketing of the program so stakeholders are aware of the available services, information, and resources.

Goal: To strengthen existing partnerships among program stakeholders to include military members and their families, Service leadership, program staff, policy makers, and non-governmental agencies.

Objective: Establish a RAP brand by 1 October 2010.

Strategy 1: Disseminate RAP logo and tagline.

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Develop RAP brand	RAP PM - OSD	5/1/2010	All	N/A	Logo, tagline, communication signature		The Bowen Group	Completed	
Promote at RAP conference	RAP PM - OSD	5/17/2010	All	Use RAP branding on all products (print and electronic)	PPT presentations, posters, sample products	Word of mouth, briefs, presentations	The Bowen Group	Completed	
Engage PAO - MC&FP	RAP PM - OSD	4/1/2010	All	Announcement of new RAP brand, general information about RAP	Press release fact sheet for interviews	Military distribution channels per PAO	PAO	Working	
Provide to MHF for use on appropriate web pages	RAP PM - OSD	4/2/2010	All	Introducing new RAP brand; will see it on all products	Graphic file, content, list of where to place logo, instructions on when to use logo	Email, meeting with OC Content Liaison	OC, Content Liaison	Completed	
Provide RAP personnel with the branding package	RAP PM - OSD	4/1/2010	RAP personnel	Introducing new RAP brand; will see it on all products; use branding tools in daily operations; use new logo/marketing tools when updating/developing marketing materials (brochures, handbooks, etc.)	Graphic file, content, list of where to place logo, instructions on when to use logo	Email, post to HFC community	RAP PM - HQ staff	Completed	

Objective: Establish a RAP brand by 1 October 2010.

Strategy 1: Disseminate RAP logo and tagline. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Provide branding package to MOS	RAP PM - OSD	4/1/2010	MOS staff	Introducing new RAP brand; will see it on all products; use branding tools in daily operations; use new logo/marketing tools when updating/developing marketing materials (brochures, handbooks, etc.)	Graphic file, content, list of where to place logo, instructions on when to use logo	Email	RAP PM - HQ staff	Completed	
Provide branding package to all Service level POAs	RAP PM - OSD	4/1/2010	Service Level HQ	Introducing new RAP brand; will see it on all products; use logo with communication signature; will see it used on new initiatives such as eSponsorship	Graphic file, content, list of where to place logo, instructions on when to use logo	Email	RAP PM - HQ staff		
Promulgate using MC&FP eMagazine	RAP PM - OSD	4/1/2010	All	Introducing new RAP brand; will see it on all products; will see it used on new initiatives such as eSponsorship	Graphic file, content	Email, eMagazine,	RP HQ level staff, OC Content Liaison	Ongoing	
Promulgate using MC&FP Special Announcement	RAP PM - OSD	4/1/2010	All	Introducing new RAP brand; will see it on all products; will see it used on new initiatives such as eSponsorship	Graphic file, content	Email	RAP PM - HQ staff, OC Content Liaison	Ongoing	

Objective: Establish a RAP brand by 1 October 2010.

Strategy1: Disseminate RAP logo and tagline. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Promulgate using MC&FP social media capabilities	RAP PM - OSD	4/1/2010	All	Introducing new RAP brand; will see it on all products; will see it used on new initiatives such as eSponsorship	Graphic file, content	Email, Facebook post, Twitter tweet	RAP PM - HQ staff, OC Content Liaison		
Promulgate using MHF RAP webpage	RAP PM - OSD	4/1/2010	All	Introducing new RAP brand; will see it on all products.	Graphic file, content	Email, web page	RAP PM - HQ staff, OC Content Liaison		
Promulgate using MHF capabilities	RAP PM - OSD	4/1/2010	All	Introducing new RAP brand; will see it on all products.	Graphic file, content	Email, web page, scrolling marquee, headlines and highlights	RAP PM - HQ staff, OC Content Liaison		
Introduce to MC&FP directors	RAP PM - OSD	4/2/2010	OSD MC&FP staff	Introducing new RAP brand; will see it on all products.	Printed version of logo, tagline, communication signature	Print	OC Director	Completed	
Information posted on the HQC Messenger – goes to DLA HQC employee emails	DLA - RAP POC	8/31/2010	DLA HQC employee	Announcement of new RAP brand; general information about RAP	Graphic file, content	Email	DLA POC		
Post in HQC Bulletin – goes to all DLA HQC employees	DLA - RAP POC	8/31/2010	DLA HQC employee	Announcement of new RAP brand; general information about RAP	Graphic file, content	Bulletin	DLA POC		

Objective: Establish a RAP brand by 1 October 2010.

Strategy1: Disseminate RAP logo and tagline. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Send information to DLA Training Coordinators to disseminate	DLA - RAP POC	8/31/2010	DLA employee	Announcement of new RAP brand; general information about RAP	Graphic file, content	Handouts, slides	DLA POC		
Blurbs about program on static digital display monitors (SDDM) and on TVs; information can run for thirty days at a time	RAP PMs - installation level	8/31/2010	All	Announcement of new RAP brand; general information about RAP	Graphic file, content	Digital displays	RAP PMs at the installation level, installation PAO/marketing		
Provide information at Orientation for New Employees during RAP briefing (both military and civilians attend)	RAP PMs - installation level	8/31/2010	All	Announcement of new RAP brand; general information about RAP		Handouts	RAP PMs at the installation level, Human Resources Training Division		
Provide information at twice-monthly In-Processing (only civilians attend)	RAP PMs - installation level	8/31/2010	All	Announcement of new RAP brand; general information about RAP	Graphic file, content	Handouts	RAP PMs at the installation level, Human Resources Training Division		

Objective: Establish a RAP brand by 1 October 2010.

Strategy1: Disseminate RAP logo and tagline. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Provide information at RACC meetings	RAP PMs - installation level	8/31/2010	RACC members	Announcement of new RAP brand; general information about RAP	Graphic file, content	Handouts	RAP PMs at the installation level		
Add information to RAP webpage	RAP PMs - installation level	8/31/2010	All	Announcement of new RAP brand; general information about RAP	Graphic file, content, list of where to place logo, instructions on when to use logo	Website	RAP PMs at the installation level, installation webmaster /PAO		

Goal: To increase the marketing of the program so stakeholders are aware of the available services, information, and resources.

Goal: To strengthen existing partnerships among program stakeholders to include military members and their families, Service leadership, program staff, policy makers, and non-governmental agencies.

Objective: Establish a RAP brand by 1 October 2010.

Strategy 2: Present RAP capabilities and recent initiatives at key Service and organization conferences.

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Develop conference kit	RAP PM - OSD	9/15/2010	RAP PMs - Service HQ and installation level, RAP contractors	Standard overview of all RAP services; see service member and family member key messages and talking points list	Information sheets for PMs - overview of products, instructions for use (PPT slide deck), RAP overview handouts, table top display, looping video clip - testimonials	Email and physical mailing	RAP PM - OSD, The Bowen Group, Rothleder Associates	Not started	Determine funding availability - OSD PM; determine when content needs to be updated /reprinted (annually?)

<p>Use conference kit at relocation-related conferences: Relocation Conference, Leadership training commands- EOS/GOS, TRICA RE Conference, Airmen and Family Chief Orientation, Military Surface Deployment and Distribution Command, GSA Expo, GSA Schedule 48 Conference, EFMP Conference, Professional Housing Management Association, National Military Family Association, Military Officers Association of America, Children and Youth conferences, Family Center/Family Readiness Conference</p>	<p>RAP PMs - Service and installation level</p>	<p>9/15/2010</p>	<p>All</p>	<p>Standard overview of all RAP services; see service member and family member key messages and talking points list</p>	<p>PPT slide deck, RAP overview handouts, table top display, looping video clip - testimonials</p>	<p>Display table, conversational, presentations/briefs</p>	<p>RAP PM - OSD, The Bowen Group, Rothleder Associates</p>	<p>Not started</p>	
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Goal: To increase the marketing of the program so stakeholders are aware of the available services, information, and resources.

Goal: To strengthen existing partnerships among program stakeholders to include military members and their families, Service leadership, program staff, policy makers, and non-governmental agencies.

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 3: Institutionalize outreach and communications activities horizontally across OSD RAP to link information and communication issues with broader RAP policies, plans, and actions.

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Establish RAP Working Group to develop recommendations on communication activities for RAP 2011 initiatives at the OSD, Service HQ, and installation levels	RAP PM - OSD	10/31/2010	RAP personnel at all levels	Need to synchronize actions for 2011 with communication messaging; introducing new policy and other initiatives	Series of working group meetings, meeting package (agenda, deliverables, timeline, outcomes, personnel, minutes, report), web-based workspace	Possible webinars or face-to-face meetings; online meeting using collaboration space such as HFC community or Google Docs	RAP PM - OSD, RAP PMs - Service HQ level, OC, HFC Administrator	Not started	
Establish procedures to plan, approve, implement, revise, and report on communication activities	RAP PM - OSD	10/31/2010	RAP personnel at all levels	Need to synchronize actions for 2011 with communication messaging; introducing new policy and other initiatives	SOP, report template, possibly online database	Print and electronic version of SOP, final report	RAP PM - OSD, RAP PMs - Service HQ, PAO	Not started	
Identify/establish information portal to post, track, & update communication activities	RAP PM - OSD	10/31/2010	RAP personnel at all levels	Provide activities, impact, samples, best practices of RAP outreach activities	Database/online application	MHF website, online collaboration site	RAP PM - OSD, RAP PMs - Service HQ, OC - MHF Tech Team	Not started	

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 3: Institutionalize outreach and communications activities horizontally across OSD RAP to link information and communication issues with broader RAP policies, plans, and actions. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Review RAP policy and make recommendations for integrating communication plan activities and processes	RAP PM - OSD	8/1/2010	RAP PMs - Service HQ	Provide input/comments regarding how best to make communication planning happen at all levels	Policy edits, recommendation papers	Draft policy	RAP PM - OSD, RAP PMs - Service HQ, Office of Family Policy	Not started	
Provide proposal outlining manpower, financial, and materials impact	RAP PM - OSD	10/31/2010	RAP PM - OSD, RAP PMs - Service HQ; leadership	Proper planning of resources will ensure communication process is a major program management asset; need to resource process in order to provide positive outcomes	Information paper, background information, excel spreadsheet for financial projections, report	electronic or print version of proposal	RAP PM, OSD; RAP PMs - Service HQ	Not started	
Establish Service-level procedures to plan, approve, implement, revise, and report on communication activities	RAP PM - OSD, RAP PMs - Service HQ	10/31/2010	Service leadership	Need to synchronize actions for 2011 with communication messaging; introducing new policy and other initiatives	SOP, report template, possibly online database	Print and electronic version of SOP, final report	RAP PM - OSD, RAP PMs - Service HQ, Service PAOs	Not started	

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 3: Institutionalize outreach and communications activities horizontally across OSD RAP to link information and communication issues with broader RAP policies, plans, and actions. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Review Service RAP policy and PAO policy and make recommendations for integrating communication plan activities and processes	RAP PMs - Service HQ	10/31/2010	Service leadership	Need to synchronize and publicize 2011 RAP communications/messaging; introducing new policy and other initiatives	Policy edits, recommendation papers	Draft policy	RAP PMs - Service HQ, Service PAOs	Not started	
Determine and allocate resources required to fulfill communication plan implementation	RAP PMs - Services/installations	10/31/2010	Service leadership	Proper planning of resources will ensure communication process is a major program management asset; need to resource process in order to provide positive outcomes	Information paper, background information, excel spreadsheet for financial projections, report	electronic or print version of proposal		Not started	

Goal: To increase the marketing of the program so stakeholders are aware of the available services, information, and resources.

Goal: To strengthen existing partnerships among program stakeholders to include military members and their families, Service leadership, program staff, policy makers, and non-governmental agencies.

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 4: Launch eSAT in three phases leveraging OSD, Service HQ, and installation outreach and communication capabilities. Phase I – Soft Launch.

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Create three unique DIMS messages	RAP PM - OSD	7/1/2010	Installation RAP personnel	New online system for sponsorship - requirement, makes it easier for sponsor and newcomer; include URL; provide Newcomer and Sponsor Quick Start Guides and overview flyers; outline report capabilities and leadership access	Content for email	DIMS service	DMDC	Completed	
Post announcement on MC&FP Facebook page	RAP PM - OSD	6/30/2010	All	Log on and check out new eSponsorship training; fast, easy, helpful	Web post	Social media outlets - MOS and MC&FP Facebook and Twitter pages	OC	Completed	

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 4: Launch eSAT in three phases leveraging OSD, Service HQ, and installation outreach and communication capabilities. Phase I – Soft Launch. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Collect eSAT user feedback and develop testimonial archive (audio, video, print) for use in future outreach activities.	RAP PM - OSD	8/30/2010	RAP PM - OSD, RAP PMs - Service HQ; Rothleder Associates , OC	Please collect and forward any feedback regarding eSAT launch; need to make improvements, hear about issues	Content for email	Email, word of mouth, meetings, TAR	OC	Ongoing	
Format for electronic/digital messaging (IPods, Mobile hand-held devices)	RAP PM - OSD	10/1/2010	All	Overview about Newcomer and Sponsor Quick Guides, unit applicability/leadership tool	Content, script, audio file	Podcast, MWV file for website/sharing, social media outlets - MOS and MC&FP Facebook and Twitter pages	OC, PAO, MOS	Not started	
Post new user testimonial on MC&FP Facebook page to start buzz/conversation; ask others to post their experiences using eSAT	RAP PM - OSD	10/2/2010	All	Testimonials - join in the conversation; best thing about eSAT, helpful, challenges, rate the tool; eSAT URL; URL to Newcomer and Sponsor Quick Start Guides and overview flyers	Web post	Social media outlets	OC	Not started	

Goal: To increase the marketing of the program so stakeholders are aware of the available services, information, and resources.

Goal: To strengthen existing partnerships among program stakeholders to include military members and their families, Service leadership, program staff, policy makers, and non-governmental agencies.

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 5: Launch eSAT in three phases leveraging OSD, Service HQ, and installation outreach and communication capabilities. Phase II – Formal eSAT Launch.

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Develop event packet for leadership brief to include agenda for event, calendar/timeline, PPT slide packet (overall plan of action, funding requirements, venue location details, audiences identified, baseline information on eSAT use to date, testimonials, images of Desk Guides, etc.), demonstration of application, press release, information sheets	RAP PM - OSD	10/1/2010	Leadership	Readiness tool; efficient use of time and manpower; supports policy; well-received by users; good leadership tool; eSAT URL; URL to Newcomer and Sponsor Quick Start Guides and overview flyers	Brief - slides, information papers, excel spreadsheet (funding), online demonstration	Meeting	RAP PM - OSD	Underway	In the front office as of 13 August 2010

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 5: Launch eSAT in three phases leveraging OSD, Service HQ, and installation outreach and communication capabilities. Phase II – Formal eSAT Launch. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Coordinate press event with MC&FP PAO	RAP PM - OSD	10/1/2010	All	Readiness tool; efficient use of time and manpower; supports policy; well-received by users; good leadership tool; reduces stress; your command wants you to transition easily; decrease stress and feel welcomed; someone is available to help you	Press release, audio and video clips, outreach kit	Soldiers Magazine, Navy All Hands Magazine, Marines Magazine, AFRTS, The Pentagon Channel, AFRTS Programming, Air Force Magazine		Underway	Identify spokesperson; package in the front office
Develop an electronic eSAT outreach kit	RAP PM - OSD	10/1/2010	RAP personnel, RAP Service HQs, PAO - OSD, PAO - Services	Readiness tool; efficient use of time and manpower; supports policy; well-received by users; good leadership tool; reduces stress; your command wants you to transition easily; decrease stress and feel welcomed; someone is available to help you	Background information/fact sheet, statistics packet, biography of program, literature developed to date, testimonials, audio/video files, list of web links for access, electronic files with logos, visuals, etc., eSAT URL, URL to Newcomer and Sponsor Quick Start Guides and overview flyers	MOS website, MHF website, Defense Link, Service websites, Soldiers Magazine, Navy All Hands Magazine, Marines Magazine, AFRTS, The Pentagon Channel, AFRTS Programming, Air Force magazine	OC, PAO, RAP PM - OSD, RAP PMs - Service HQs, MOS, Rothleder Associates	Working	

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 5: Launch eSAT in three phases leveraging OSD, Service HQ, and installation outreach and communication capabilities. Phase II – Formal eSAT Launch. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Develop MHF special announcement highlighting launch	RAP PM - OSD	10/1/2010	All	Readiness tool; efficient use of time and manpower; supports policy; well-received by users; good leadership tool; reduces stress; your command wants you to transition easily; decrease stress and feel welcomed; someone is available to help you	Content, images, quotes/testimonials, statistics	MC&FP MHF distribution lists	OC, RAP PM - OSD, MOS, Rothleder Associates	Working	
Update content on MC&FP websites	RAP PM - OSD	10/1/2010	All	Readiness tool; efficient use of time and manpower; supports policy; well-received by users; good leadership tool; reduces stress; your command wants you to transition easily; decrease stress and feel welcomed; someone is available to help you ; new online system for sponsorship - requirement; makes it easier for sponsor and newcomer	Content, images, quotes/testimonials, statistics; eSAT URL; URL to Newcomer and Sponsor Quick Start Guides and overview flyers	MHF and MOS website	OC, RAP PM - OSD, MOS, Rothleder Associates	Working	

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 5: Launch eSAT in three phases leveraging OSD, Service HQ, and installation outreach and communication capabilities. Phase II – Formal eSAT Launch. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Spotlight application in MC&FP eMagazine	RAP PM - OSD	10/1/2010	All	Same as above	Same as above	MHF eMagazine	OC, RAP PM - OSD	Working	
Social media blast	RAP PM - OSD	10/1/2010	All	Same as above	Same as above	MC&FP and MOS Facebook and Twitter pages	OC, RAP PM - OSD	Working	
Leverage HFC	RAP PM - OSD	10/1/2010	All	Same as above	Same as above	HFC	OC, RAP PM - OSD	Working	
Brief leadership - Service HQ - family programs	RAP PMs - Service HQ	10/1/2010	Leadership	Same as above	Information paper, event roll out calendar, live demonstration, PPT	Brief, information kit	RAP PM - OSD	Not started	
Information packet for Service Manpower personnel in charge of orders/PCS, school-houses, recruit training, etc.	RAP PMs - Service HQ	10/1/2010	Manpower	Same as above	Same as above	Same as above	RAP PM - OSD		

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 5: Launch eSAT in three phases leveraging OSD, Service HQ, and installation outreach and communication capabilities. Phase II – Formal eSAT Launch. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Brief and provide demonstration of eSAT to military personnel team for DLA HQ and DTRA	RAP PM - DLA	10/1/2010	Leadership	Same as above	Same as above	Same as above	RAP PM - OSD	Not started	
Brief and provide demonstration of eSAT at RACC meeting	RAP PMs - Service HQ	10/1/2010	RACC, internal audiences	Same as above	Same as above	Same as above	RAP PM - OSD	Not started	
Brief key contacts in DTRA who provide inbound contact information and assign sponsors	RAP PMs - Service HQ	10/2/2010	DTRA	Same as above	Same as above	Same as above	RAP PM - OSD	Not started	
PAO article in DLA's daily "news" located on website - Today & Tomorrow	RAP PM - DLA	10/2/2010	DLA personnel	Same as above	Article - electrons, images, quote/testimonials, statistics	Today & Tomorrow, web-based news	RAP PM - OSD	Not started	

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 5: Launch eSAT in three phases leveraging OSD, Service HQ, and installation outreach and communication capabilities. Phase II – Formal eSAT Launch. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Demonstrations - various opportunities, various locations	RAP PM - DLA	10/3/2010	DLA personnel	Same as above	Website, instructor, announcement/invitation	Instructional class/demonstration	RAP PM - OSD		
Flyers	RAP PMs - Service HQ	10/2/2010	All	Same as above	Flyer, image, content, electrons	Kiosks and on SDDM and TV monitors	RAP PM - OSD		
MWR websites (separate)	RAP PMs - Service HQ	10/1/2010	All	Same as above	Same as above	MWR websites	PAO, webmaster		

Goal: To increase the marketing of the program so stakeholders are aware of the available services, information, and resources.

Goal: To strengthen existing partnerships among program stakeholders to include military members and their families, Service leadership, program staff, policy makers, and non-governmental agencies.

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 6: Launch eSAT in three phases leveraging OSD, Service HQ, and installation outreach and communication capabilities. Phase III - Sustainment/Assessment.

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Develop monthly and quarterly report template	RAP PM - OSD	9/1/2010	Leadership, Congress	Statistics; summaries; recommendations	Report, RAP logo	Email	OC - Greber, Rothleder Associates	Underway	
Provide reports to OSD leadership and Service level representatives on a monthly/quarterly basis	RAP PM - OSD	Ongoing	Leadership, Congress, program staff	Statistics; summaries; recommendations; testimonials; readiness tool; efficient use of time and manpower; supports policy; well-received by users; good leadership tool; reduces stress; your command wants you to transition easily; decrease stress and feel welcomed; new online system for sponsorship requirement; makes it easier for sponsor and newcomer	Reports - electronic, link to posted report, RAP logo, eSAT URL, URL to Newcomer and Sponsor Quick Start Guides and overview flyers	WAR, eMagazine, five-year report, MHF Reports page, MOS moving pages, HFC, MHF Moving and Relocation pages	OC - Greber, Rothleder Associates	Underway	Coordinate testimonial content/authorizations/file sharing/image waivers/etc. with OSD program manager and Service HQ

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 6: Launch eSAT in three phases leveraging OSD, Service HQ, and installation outreach and communication capabilities. Phase III - Sustainment/Assessment. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Develop one year anniversary media event recapping uses and success of past year	RAP PM - OSD								
Update blog/social media sites with anniversary announcement and significant milestone events (e.g., 10,000 service members have become sponsors)	RAP PM - OSD	TBD	All	Statistics; summaries; testimonials; readiness tool; efficient use of time and manpower; supports policy; well-received by users; good leadership tool; reduces stress; your command wants you to transition easily; decrease stress and feel welcomed	Content, post, chart, RAP Logo, eSAT URL, URL to Newcomer and Sponsor Quick Start Guides and overview flyers	MOS and MHF Facebook & Twitter pages, HFC, RAP blog			
Provide eSAT update at 2011 Relocation Conference	RAP PM - OSD	9/1/2010	All	Standard overview of all RAP services; see service member and family member key messages and talking points list	PPT slide deck, RAP overview handouts, table top display, looping video clip - testimonials	Display table, conversational, presentations/briefs	RAP PM - OSD, OC, The Bowen Group, Rothleder Associates	Not started	

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 6: Launch eSAT in three phases leveraging OSD, Service HQ, and installation outreach and communication capabilities. Phase III - Sustainment/Assessment. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Develop RAP annual report	RAP PM - OSD	9/1/2010	Leadership, Congress, RAP staff	Program overview; highlights; 2010 initiatives update; initiatives for 2011; statistics; summaries; testimonials	Images, logo, content, report, charts	Package sent to MC&FP leadership	RAP PM - OSD, OC, The Bowen Group, Rothleder Associates	Not started	* Listed below
*Track list of program updates/changes; collect testimonials for use in future outreach activities (AMS messages, emails, ICE/installation feedback channels); request Service level feedback from unit commanders about eSAT use/advantages/challenges/improvements; collect installation program manager feedback about eSAT use/advantages/challenges/improvements; coordinate testimonial content/authorizations/file sharing/image waivers/etc. with OSD program manager									
Provide Service leadership regular updates on program success using Service-specific and OSD comprehensive information	RAP PMs - Service HQ	Ongoing	Leadership	Service and OSD statistics, summaries, recommendations, testimonials; readiness tool; efficient use of time and manpower; supports policy; well-received by users; good leadership tool; reduces stress; your command wants you to transition easily; decrease stress and feel welcomed; new online system for sponsorship requirement; makes it easier for sponsor and newcomer	Reports - electronic, RAP logo, eSAT URL, URL to Newcomer and Sponsor Quick Start Guides and overview flyers, email	eMagazine, emails, printed reports as requested, HQ level program update meetings	OC, Rothleder Associates		

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by November 2010.

Strategy 6: Launch eSAT in three phases leveraging OSD, Service HQ, and installation outreach and communication capabilities. Phase III - Sustainment/Assessment. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Testimonial collection /"speak out" campaign	RAP PMs - Service HQ	Ongoing	All	Testimonials - join in the conversation; best thing about eSAT, helpful, challenges, rate the tool; eSAT URL; URL to Newcomer and Sponsor Quick Start Guides and overview flyers;	Web post	Social media outlets	OC	Not started	Target Service level feedback from unit commanders about eSAT use/advantages/challenges/improvements; collection points - AMS messages, emails, ICE/installation feedback channels)
Internal RAP staff evaluation of eSAT	RAP PMs - Service HQ	Ongoing	RAP staff	Provide feedback about eSAT use/advantages/challenges/improvements ; consider actionable implementation improvements programatically, locally/installation-specific	Email, DIMS message, survey	Relo RAP page HFC, email, DIMS	Rothleder Associates	Not started	Considering into online learning feedback from RAP personnel

Goal: To increase the marketing of the program so stakeholders are aware of the available services, information, and resources.

Goal: To strengthen existing partnerships among program stakeholders to include military members and their families, Service leadership, program staff, policy makers, and non-governmental agencies.

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by FY 2011.

Strategy 7: Promote relocation online learning modules as positive professional education tool for RAP staff and for complimentary support personnel.

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Develop DIMS messages to be sent to installation RAP personnel to announce module activations	RAP PM - OSD	10/1/2010	Installation RAP personnel	Online learning modules provide baseline of education for all RAP personnel; all Services collaborated on development; augment current RAP training options; provide core competencies and certification; can be included in personnel file; offer career portability for RAP personnel relocating to another installation; resume builder; can provide non-RAP personnel good background information on program (e.g., other Family Center staff, HHG, assignments)	Online learning modules, message content	DIMS service, Relo RAP HFC post, internal distribution emails from Service HQ to installation program managers	OC, Rothleder Associates	Not started	Must also develop program user's guide, module summaries

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by FY 2011.

Strategy 7: Promote relocation online learning modules as positive professional education tool for RAP staff and for complimentary support personnel. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Collect online learning module user feedback and develop testimonial archive for use in future outreach activities	RAP PM - OSD	10/1/2010	RAP staff	Provide feedback about online learning: use/advantages/challenges/improvements	Email, DIMS message, survey	Relo RAP page HFC, email, DIMS	Rothleder Associates	Not started	Consider tying into eSAT feedback from RAP personnel; define survey outcomes and data points
On-demand information based on mobile messaging opportunities	RAP PM - OSD	10/1/2010	RAP staff	Overview addressing online learning opportunities: benefits to individual RAP managers; overview of each module and process for access	Script, announcement, information/background paper, digital audio files	Podcasts on MOS, and DefenseLink, installation websites, RAP pages MHF, MOS	PAO, webmasters - Services, MOS technical/digital development team	Not started	
Coordinate announcement with Service-specific workforce development offices and/or human resources offices	RAP PM - OSD	10/1/2010	Service-specific civilian workforce offices	Same as above	Content, program user's guide, module summaries, calendar	Email, brief	Rothleder Associates	Not started	

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by FY 2011.

Strategy 7: Promote relocation online learning modules as positive professional education tool for RAP staff and for complimentary support personnel. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Develop electronic special announcement highlighting launch of modules	RAP PM - OSD	10/1/2010	RAP staff,	Online learning modules provide baseline of education for all RAP personnel; all Services collaborated on development; augment current RAP training options; provide core competencies and certification; can be included in personnel file; offer career portability for RAP personnel relocating to another installation; resume builder; can provide non-RAP personnel good background information on program (e.g., other Family Center staff, HHG, assignments); process for access	Content, testimonials, RAP logo, statistics, enewsletter/announcement, program user's guide, module summaries, calendar	MHF distribution list, MOS newsletter, post link to Service-specific web pages, Relo RAP HFC page, MOS pages	OC, Rothleder Associates	Not started	

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by FY 2011.

Strategy 7: Promote relocation online learning modules as positive professional education tool for RAP staff and for complimentary support personnel. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Brief Service HQ PMs	RAP PM - OSD	10/1/2010	RAP staff	Online learning modules provide baseline of education for all RAP personnel; all Services collaborated on development; augment current RAP training options; provide core competencies and certification; can be included in personnel file; offer career portability for RAP personnel relocating to another installation; resume builder; can provide non-RAP personnel good background information on program (e.g., other Family Center staff, HHG, assignments); process for access and use to include HQ representative's roles and responsibilities	PPT, handouts, online demonstration, program user's guide, module summaries	Webinar via MOS, 2011 RAP Conference	MOS, Rothleder Associates	Not started	

Objective: Develop a comprehensive communication and outreach plan for new program initiatives using electronic media, print media, new media, and social networking assets targeting stakeholders at all levels by FY 2011.

Strategy 7: Promote relocation online learning modules as positive professional education tool for RAP staff and for complimentary support personnel. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Recognition/incentives for module/course completion	RAP PM - OSD	10/1/2010	RAP staff	Certificates; quarterly DIMS update on completion status; Service vs. Service completion competition; OSD monthly goals (e.g., twenty percent trained in 1st quarter FY11)	Contest rules, incentives list, content for email	Relo RAP HFC page, email, DIMS	OC, Rothleder Associates, Service HQ RAP Representatives	Not started	

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Objective: Establish a two-way communication process with key stakeholders to facilitate ongoing, consistent, and timely information delivery and feedback.

Strategy 8: Maximize existing RAP outreach capabilities and partnerships.

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Quarterly update	RAP PM - OSD	Ongoing	RAP staff, leadership, Congress, internal/external partners	Update on RAP initiatives; testimonials; statistics; What can RAP do to better support service members and their families? - Engage for change; please provide feedback/questions	Article - electrons, images, quote/testimonials, statistics, RAP logo, links to important URLs	MHF special announcement	OC, Rothleder Associates	Not started	
Leverage existing outreach vehicles	RAP PM - OSD	Ongoing	All	Update on RAP initiatives; Testimonials; statistics; provide feedback- first hand experiences, suggestions	Content, images, statistics	MC&FP eMagazine, HFC Relo RAP page, MOS and MHF Facebook and Twitter pages	OC, Rothleder Associates	Underway	
Host bi-annual partner's meeting	RAP PM - OSD	TBD	Civilian professional partners – ERC, NMFA, HRSA, etc...	Please join us for important RAP updates/ educational opportunities/issue-resolution sharing	Meeting, products for meeting, invitations, agendas, etc...	Meeting/webinar	OC, MOS, Rothleder Associates	Not started	
Host annual meeting	RAP PM - OSD	TBD	MC&FP program managers	Same as above	Same as above	Meeting/webinar	OC, MOS, Rothleder Associates	Not started	

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Strategy 9: Leverage new media to promote communication exchange on program initiatives.

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Provide MHF RAP Content Liaison with timely information on RAP initiatives for posting to MC&FP Facebook and Twitter pages	RAP PM - OSD	Ongoing	All	Update on RAP initiatives; testimonials; statistics; What can RAP do to better support service members and their families? - Engage for change; please provide feedback/questions	Post, images, logo	MOS, MC&FP, Service-specific Facebook pages, Twitter	OC, MOS, Rothleder Associates, Service Social Media POCs	Underway	Limited amount of space to provide information, use links to existing content
Contact HFC administrator with information on RAP initiatives to review specific utilizations options on HFC	RAP PM - OSD	Ongoing	All	Same as above	Post, images, logo	HFC Relo RAP page	OC, MOS, Rothleder Associates	Underway	
Coordinate with MOS to develop RAP blog	RAP PM - OSD	Ongoing	All	Same as above	Post, images, logo	MOS Blog Brigade	OC, MOS, Rothleder Associates		

Goal: To increase the marketing of the program so stakeholders are aware of the available services, information, and resources.

Goal: To strengthen existing partnerships among program stakeholders to include military members and their families, Service leadership, program staff, policy makers, and non-governmental agencies.

Objective: Establish a two-way communication process with key stakeholders to facilitate ongoing, consistent, and timely information delivery and feedback.

Strategy 10: Foster a credible dialogue with stakeholders using non-electronic/interpersonal means.

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Quarterly brief to MC&FP directors and program managers/staff	RAP PM - OSD	10/1/2010	Internal audience - MC&FP staff	Update on RAP initiatives; testimonials; statistics; What can RAP do to better support service members and their families? - Engage for change; please provide feedback/questions	PPT, logo, quotes/testimonials, statistics, links to important URLs, online demonstration of eSAT	Brief at meeting, webinar	OC, Rothleder Associates, MOS	Not started	
Quarterly brief with OSD Office of Legislation	RAP PM - OSD	10/1/2010	Internal audience - Office of Legislation	Update on RAP initiatives; testimonials; statistics; What can RAP do to better support service members and their families?	PPT, logo, quotes/testimonials, statistics, links to important URLs, online demonstration of eSAT	Brief at meeting, webinar	OC, Rothleder Associates, MOS	Not started	

Objective: Establish a two-way communication process with key stakeholders to facilitate ongoing, consistent, and timely information delivery and feedback.

Strategy 10: Foster a credible dialogue with stakeholders using non-electronic/interpersonal means. - *Continued* -

Tactic (Milestone)	POC/Action Officer	Completion Date	Target Audience	Content/Messages	Communication Product	Communication vehicle	Resource	Status	Comments
Monthly meeting - Service HQ RAP personnel	RAP PM - OSD	10/1/2010	Internal audience - Service HQ RAP personnel	Working meeting to ensure RAP is meeting 2010 initiatives, goals; expect Services to come prepared with service data on program implementation	OSD report - quotes/testimonials, statistics,	Brief at meeting, webinar	OC, Rothleder Associates MOS	Underway	
Quarterly brief - Service heads	Service HQ RAP personnel	10/1/2010	Internal audience - Service HQ	Update on RAP initiatives; testimonials; statistics; What can RAP do to better support service members and their families? - Engage for change; please provide feedback/questions	PPT, logo, quotes/testimonials, statistics, links to important URLs, online demonstration of eSAT	Brief at meeting, webinar	RAP PM - OSD, OC, Rothleder Associates MOS	Not started	
Annual brief - MCCS/AFRC/FFS C/ACS directors	Service HQ RAP personnel	10/1/2010	Internal audience - MCCS/AFRC /FFSC/ACS directors	Same as above	Same as above	Brief at meeting, webinar	RAP PM - OSD, OC, Rothleder Associates MOS	Not started	
Monthly briefs - installation QOL/Family Support meeting/councils /committee meetings	Service HQ RAP personnel	10/2/2010	Internal audience - installation stakeholders	Same as above	Same as above	Brief at meeting, electronic report/printed report	RAP PM - OSD, OC, Rothleder Associates MOS	Not started	

