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Headquarters, Department of the Army
Pentagon, Washington, D.C.

OPERATIONS ORDER for Army Participation in the 2011 Association of the United States Army (AUSA) Annual Meeting

References: AUSA Participation AAR dated 10 November 2010.

Time Zone Used Throughout the Order: Local

Task Organization: Army Commands-ACOMs, Army Service Component Commands-ASCCs, Direct Reporting Units-DRUs, Army Secretariat, and Army Staff.

1. SITUATION. According to its webpage, <http://www.ausa.org>, AUSA is a private, non-profit educational organization that supports America's Army – Active, National Guard, Reserve, Army Civilians, Veterans, Retirees, and Family members. The AUSA seeks to represent the Army, foster public support, and provide professional education and information-sharing opportunities by producing numerous symposia and other events that enhance Soldier professional development and allow the Army to communicate its key themes and messages to a wide variety of audiences.

2. MISSION. The Office of the Chief of Public Affairs (OCPA) plans, prepares, coordinates, and assesses Army participation at the 2011 Association of the United States Army Annual Meeting, 10-12 October 2011, to enhance Soldier professional development and communicate with key audiences.

3. EXECUTION.

Intent. The purpose of Army-wide participation in the AUSA Annual Meeting is to enhance Soldier professional development and to set the conditions for a positive outcome in the Army's two major priorities—maintain our combat edge while reconstituting the force for other missions and building resilience of our people.

We will achieve positive outcomes through well-coordinated preparation and execution by all involved, and with all speaking with one voice using the Army Legislative Objectives, the Thematic Guidance, and specific messages found in Annex A of this order and adjustments as they develop.

The goal is that on 10 October 2011 and beyond, the Army's requirements and priorities for the immediate, and long-term, future are well understood by the public and Army supporters/champions, and the Army's reputation as a world class fighting force is further enhanced through the effective integration of themes and messages across the Army.

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a. Concept of Operations. The Army's participation in the AUSA Annual Meeting requires a year-round planning effort to ensure that the Army's activities are tied to our communication priorities. The Director of the Army Staff (DAS) will guide this effort through a series of In Progress Reviews (IPRs) developed and presented by the Army Chief of Public Affairs, supported by the Secretariat, Army Staff, and subordinate Army Commands, Army Service Component Commands, and Direct Reporting Units. Army participation includes: providing key leaders as speakers for and hosts of Annual Meeting events; developing and presenting educational panels focused on the Army's key themes and messages, legislative objectives, programs, and important initiatives; developing high quality military exhibits that feature unit and agency programs and initiatives and link their efforts to the Army's broader goals; preparing professional articles; and allowing attendance within budgetary and statutory constraints. Working within these same constraints, the Army also provides planning, information, and material support for plenary events during the Annual Meeting (e.g. Opening Ceremony and George C. Marshall Award Dinner), ancillary events such as the Army Ten-Miler (9 October 2011), and information briefings for the AUSA National Resolutions Committee (7 October 2011).

This operation is divided into four broad activities: Planning, Preparation, Execution, and After Action Review (AAR).

(1) Planning: Planning for the 2011 annual meeting consists of preparing and publishing guidance for military exhibits, developing thematic guidance, legal guidance, professional development guidance, public affairs guidance, a communication plan, and developing preliminary lists of speakers and panels along with the conceptual design of the Army exhibit.

(2) Preparation: The Preparation period overlaps with the Planning portion which began in February 2011. The DAS-level IPRs will continue throughout the spring and summer months and will conclude with the DAS walk-through of the Army Exhibit on 9 October 2011. Preparation will also include key decision points and rehearsals.

(3) Execution: 7-12 October 2011. The annual meeting takes place 10-12 October 2011. Other important events will take place prior to the Opening Ceremony, such as: Army Staff briefings to the AUSA National Resolutions Committee on 7 October 2011, the Army Ten-Miler on 9 October 2011, and the Chapter President's Reception and Dinner on 9 October 2011.

(4) After Action Review: There will be an AAR NLT 30 days following the end of the annual meeting.

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b. Tasks.

(1) Tasks to Army Commands: CG, U.S. Army Forces Command (FORSCOM); CG, U.S. Army Materiel Command (AMC); CG, U.S. Army Training and Doctrine Command (TRADOC).

(a) CG, U.S. Army Forces Command (FORSCOM):

1. Be prepared to support OCPA sponsored film/video crews to up to four divisions (TBD) to capture video and still photography products. Units should be identified to MSG Betancourt NLT 1 June 2011. The expected window for unit visits is 27 June through 12 August 2011.
2. Provide speakers for Warriors Corner presentations IAW Annex G. The POCs for organizations presenting at Warriors Corner should be identified NLT 1 June 2011. The suspense for identifying speakers is 29 July 2011.
3. Provide seven (7) NCOs (4 active duty, 3 USAR) to man the Army Exhibit at the AUSA Annual Meeting from 10-12 October 2011. The NCOs should have leadership and/or deployment experience and be able to address/interact with the public and senior military/civilian leaders.
4. Nominate topics for Institute of Land Warfare panels IAW Annex F. The suspense for initial nominations is 15 June 2011.

(b) CG, U.S. Army Training and Doctrine Command (TRADOC):

1. Provide speakers for Warriors Corner presentations IAW Annex G. The POCs for organizations presenting at Warriors Corner should be identified NLT 1 June 2011. The suspense for identifying speakers is 29 July 2011.
2. Nominate topics for Institute of Land Warfare panels IAW Annex F. The suspense for initial nominations is 15 June 2011.

(c) CG, U.S. Army Materiel Command (AMC):

1. Provide speakers for Warriors Corner presentations IAW Annex G. The POCs for organizations presenting at Warriors Corner should be identified NLT 1 June 2011. The suspense for identifying speakers is 29 July 2011.

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2. Nominate topics for Institute of Land Warfare panels IAW Annex F. The suspense for initial nominations is 15 June 2011.

(2) Tasks to Army Service Component Commands (ASCCs): CG, Army Central Command (USARCEN)/Third Army; CG, U.S. Army North (USANORTH)/Fifth Army; CG, U.S. Army South (USARSO)/Sixth Army; CG, U.S. Army Europe (USAREUR)/Seventh Army; CG, U.S. Army Pacific (USARPAC); CG, Eighth U.S. Army (EUSA); CG, U.S. Army Space and Missile Defense Command/Army Strategic Command (SMDC/ARSTRAT); CG, U.S. Army Special Operations Command (USASOC); CG, Military Surface Deployment and Distribution Command (SDDC); CG, Southern European Task Force - U.S. Army Africa.

1. Provide speakers for Warriors Corner presentations IAW tasking in Annex G. Speakers should be identified to Warriors Corner POCs NLT 21 July 2011.

2. See Coordinating Instructions.

CG, Third U.S. Army. Provide and fund Defense Video and Imagery Distribution System (DVIDS) to deliver the following tasks:

(a) Live-stream the Opening Ceremony, the Eisenhower Luncheon presentation, all Family Forum presentations.

(b) Be prepared to live-stream up to twelve (12) Institute of Land Warfare (ILW) panel presentations DVIDS.

(c) Coordinate requirements with OCPA's Social Media Division (SMD) and Army Multimedia and Visual Information Directorate (AMVID).

(3) Tasks to Direct Reporting Units (DRUs): See coordinating instructions.

(a) CG, U.S. Army Network Enterprise Technology Command/9th Signal Command (NETCOM)

(b) CG, U.S. Army Medical Command (USAMEDCOM). Coordinate the Medical Exhibit Pavilion.

(c) CG, U.S. Army Intelligence and Security Command (USAINSCOM)

(d) CG, U.S. Army Criminal Investigation Command (USACIC)

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(e) CG, U.S. Army Corps of Engineers (USACE)

(f) CG, Military District of Washington (MDW)

1. Provide planning and production support for the Opening Ceremony.
2. Plan and execute the Army Ten-Miler.
3. Provide Old Guard and ceremonial support IAW approved AUSA request.

(g) CG, U.S. Army Test and Evaluation Command (ATEC)

(h) Superintendent, U.S. Military Academy (USMA)

(i) Director, U.S. Army Acquisition Support Center (USAASC)

(j) CG, U.S. Army Installation Management Command (IMCOM)

(k) CG, U.S. Army Accessions Command (USAAC)

(l) CG, U.S. Army Cyber Command

(4) Tasks to HQDA: See coordinating instructions.

(a) Administrative Assistant to the Secretary of the Army.

1. Coordinate shuttle bus support between the Pentagon and Walter E. Washington Convention Center (formerly Washington DC Convention Center), 10-12 October 2011. Provide schedule to OCPA POCs by 15 September 2011.

2. Task AMVID to:

a. Provide audiovisual and broadcast support for the following AUSA events: rehearsal of opening ceremony (9 October), opening ceremony (10 October), Eisenhower Luncheon (11 October), Marshall Dinner (12 October).

b. Video capture and package Institute of Land Warfare (ILW) Panel events in order to extend the reach of Army professional development activities at the Annual Meeting.

c. In conjunction with DVIDS, live stream events IAW paragraph 3b(2)(a)1.

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3. Develop the Senior Army Leader Board display. Coordinate review and approval. Coordinate with the Office of the Sergeant Major of the Army (SMA) for production of the Distinguished Soldier Board and the Command Sergeants Major Board. Coordinate with OCPA for production by AUSA.

4. Be prepared to support senior leader video production.

(b) Assistant Secretary of the Army, Acquisition, Logistics and Technology (ASA(ALT)). Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(c) Assistant Secretary of the Army, Civil Works (ASA (CW)). Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(d) Assistant Secretary of the Army, Financial Management and Comptroller (ASA(FMC)). Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(e) Assistant Secretary of the Army, Installations, Energy and Environment (ASA(IE&E)).

1. Coordinate with AUSA Family Programs for the Army Family Pavilion.

2. Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(f) Assistant Secretary of the Army, Manpower and Reserve Affairs (ASA(M&RA)). Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(g) Office of the General Counsel. Prepare legal guidance pertaining to Army participation in the AUSA Annual Meeting and be prepared to respond to questions from Army commands and agencies.

(h) Chief Information Officer (CIO)/G-6. Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(i) Deputy Under Secretary of the Army (DUSA). Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

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(j) Deputy Under Secretary of the Army (Business Transformation) (DUSA-BT).

Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(k) Deputy Under Secretary of the Army (Efficiencies). Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(l) Director of the Army Staff (DAS).

1. Executive Strategy Group – serve as lead agency to coordinate briefings and position papers to assist the AUSA National Resolutions Committee.

2. Protocol – Coordinate with the Office of the Administrative Assistant to the Secretary of the Army (OAA) to ensure that the Army leader board reflects the correct order of precedence.

(m) Deputy Chief of Staff, G-1.

1. Human Resources Command- Provide OCPA with names, pictures and award citations for all recipients of the Silver Star, Distinguished Service Cross, and Medal of Honor since 9/11, for use in the Army Exhibit's Gallery of Heroes NLT 15 July 2011. Provide a final update of any new recipients NLT 15 September 2011.

2. Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(n) Deputy Chief of Staff, G-2. Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(o) Deputy Chief of Staff, G-3/5/7. Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(p) Deputy Chief of Staff, G-4. Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(q) Deputy Chief of Staff, G-8. Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

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(r) Assistant Chief of Staff, Installation Management (ACSIM).

1. Coordinate and execute four Army Family Forum sessions (and related media opportunities) jointly with AUSA Family Programs Division.
2. Coordinate the Army Family Programs Pavilion.
3. Coordinate with OAA and OCPA-SMD for live-streaming of Family Forum sessions.
4. Provide a representative at all DAS and CPA level IPRs.
5. Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(s) Chief of Engineers. Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(t) Director, Army National Guard.

1. Provide four (4) NCOs to man the Army Exhibit at the AUSA Annual Meeting from 10-12 October 2011. The NCOs should have leadership and/or deployment experience and should be able to address/interact with the public and senior military/civilian leaders.
2. Be prepared to support an OCPA sponsored film crew to an east coast location to capture video and still photographs for use in preparing Army products for the event. The expected window is 27 June through 12 August 2011.
3. Nominate topics for Institute of Land Warfare panels IAW Annex F. The suspense for initial nominations is 15 June 2011.

(u) The Surgeon General. Nominate topics for Institute of Land Warfare panels. The suspense for initial nominations is 15 June 2011.

(v) The Judge Advocate General.

1. Assist the Office of the General Counsel in preparing legal guidance pertaining to Army participation in the AUSA Annual Meeting and be prepared to respond to questions from Army commands and agencies.
2. Provide attendee to all DAS and CPA-level IPRs.

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(w) Chief of Chaplains.

(x) Chief, Legislative Liaison. Coordinate and execute the Congressional staff breakfast and post-breakfast Congressional staff activities (Army Exhibit visit, panel discussions, and visits to other military and industry exhibits) on 11 October 2011.

(y) Chief, Public Affairs.

1. Lead agency to plan, coordinate, and assess Army participation in the annual meeting.
2. Develop slate of keynote speakers for SA/CSA decision.
3. Develop slate of Institute of Land Warfare panel leads and topics for SA/CSA decision.
4. Develop and operate The Army Exhibit (large).
5. Develop slate of speakers for "Warriors Corner" in The Army Exhibit.
6. Establish, man, and operate the Army Media Operations Center 10-12 October 2011 to maximize senior leader media opportunities and coordinate Army media activities.
7. Validate and monitor requests for military exhibit space for all military branches, DoD, and Defense agencies, and prepare and publish Military Exhibit Guidance (Annex C).
8. Manage the submission of Green Book articles and conduct a security review on all articles submitted for publication in the Green Book. The suspense for submitting Green Book articles to OCPA for security review is 1 June 2011.
9. Develop and publish Army Thematic Guidance to guide and unify Army communication efforts (Annex A).
10. Develop a measurement system to assess effects of Army participation at the annual meeting, and include results in the Army's AAR.
11. Prepare a comprehensive after action report NLT 30 days following the conclusion of the annual meeting.

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12. Assist AUSA Annual Meeting marketing efforts by coordinating the positioning of “color inserts” at pre-designated locations within the Pentagon from 30 September – 12 October 2011.

(z) Director, Army Safety

d. Coordinating Instructions.

(1) This order is effective upon receipt.

(2) This order does not supersede statutory or regulatory requirements.

(3) Identify a lead point of contact (POC) for your organization and submit telephone and email contact information NLT 1 June 2011 to Mr. Brian Mays (Army Contractor), COM 703-695-6437, DSN 225-7589, brian.mays@us.army.mil, or Mr. Michael Land (Army Contractor), michael.j.land2@us.army.mil, COM 703-695-3952, DSN 225-3952.

(4) Organizations tasked with providing NCOs to man The Army Exhibit should provide standard name lines of selected NCOs to MSG Alberto Betancourt (alberto.betancourt@us.army.mil or 703-697-5591) NLT 15 September 2011.

(5) Uniform for annual meetings events are as follows:

a. Civilian Dress Code

1. Marshall Reception and Dinner: Black Tie
2. Exhibit Floor and all other events: Business attire

b. Military Uniform Dress Code

1. Guard/Reserve Dinner: Business attire
2. President’s Reception: Army Service Uniform/Class A
3. Opening Ceremony: Duty Uniform (ACU)
4. Marshall Reception and Dinner:

A: Officers: Mess Dress/Army Service Uniform with bowtie/Class A with bowtie

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B: Soldiers: Mess Dress/Army Service Uniform with bowtie/Class A with bowtie

5. Exhibit Floor and all other events (including ILW Panels): Duty uniform (ACU)

6. Awards Luncheon: Duty Uniform (ACU)

7. Award Recipients: Army Service Uniform

(6) Participation: Refer to Annex B.

(7) Military Exhibitors: Refer to Annex C.

(8) ILW Panels: The OCPA will prepare the slate of ILW panels for approval through the DAS to the CSA and Secretary of the Army. Upon approval, the slate will be distributed. Panel leads are then responsible to develop the panel content, panel members, and provide OCPA with a panel synopsis. A template will be provided to the panel leads upon topic approval. Upon approval, coordination with AUSA is encouraged. Units nominating ILW topics for consideration will submit to their nominations NLT 15 June 2011. The OCPA POC for ILW panels is Mr. Brian Mays (Army Contractor), brian.mays@us.army.mil, 703-695-6437.

(9) All addressees will be prepared to:

(a) Provide high-quality images and footage to Army Public Affairs for use in development of multi-media products.

(b) Provide keynote speakers, professional development panel members, and speakers in support of The Army Exhibit (Warriors Corner).

(c) Provide key leaders and subject matter experts for on-camera and off-camera interviews, and current images and video footage in order to help develop up-to-date and accurate multi-media products for use at AUSA and other venues.

(d) Provide subject matter experts to assist in the development of content for The Army Exhibit, and to operate The Army Exhibit, 10-12 October 2011.

(e) Propose Institute of Land Warfare panel topics, IAW Annex F. The suspense for nominations is 15 June 2011.

(10) The Army's goal is for each speaker and panel leader to conduct a media engagement during the Annual Meeting. Each speaker and panel leader (panel members

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optional) will coordinate with the OCPA Media Relations Division (POC is Mr. Dave Foster at 703-697-5344, dave.foster@hqda.army.mil) regarding any planned or anticipated media engagements.

(11) Units/Agencies preparing Green Book articles will submit them for security review NLT 1 June 2011 to Mr. Jim Hill, james.w.hill@us.army.mil, 703-697-4122. Upon completion of the security review, Mr. Hill will forward to AUSA. Annex A provides thematic guidance for use in the preparation of these articles.

(12) Lodging: The OCPA will reserve rooms for Warriors Corner presenters; however, units must pay for these rooms. Units are responsible for all costs incurred, including travel, lodging, and per diem. Presenters should contact Tyra Dyson, tdyson@dozier-tech.com, 301-918-3193, to obtain one of the rooms that OCPA has reserved.

(13) Organizations are responsible for funding activities unless directed otherwise.


4. SERVICE SUPPORT. N/A

5. COMMAND AND SIGNAL.

a. Command. Headquarters, Department of the Army (HQDA) is the supported command. Other commands, organizations, and agencies are supporting commands and offices. The Office of the Chief, Public Affairs, is the HQDA lead.

b. Signal. The OCPA POCs are COL Virginia Zoller, COM 703-614-2486, DSN 224-2486, virginia.zoller@us.army.mil, Mr. Brian Mays (Army Contractor), COM 703-697-7589, DSN 227-7589, brian.mays@hqda.army.mil, and Mr. Michael Land (Army Contractor), (703) 695-3952, DSN 225-3952, michael.j.land2@us.army.mil.

OFFICIAL


WILLIAM J. TROY
Lieutenant General, U.S. Army
Director of the Army Staff

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ANNEXES:

- A – Thematic Guidance
- B – Legal Guidance
- C – Military Exhibit Guidance
- D – 2011 Annual Meeting Events
- E – Speaker Slate (TBP)
- F – Institute of Land Warfare Panels
- G – Warriors Corner Guidance
- H – Key Milestones
- I – Social Media Annex

DISTRIBUTION:

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Commander

- U.S. Army Forces Command
 - U.S. Army Training and Doctrine Command
 - U.S. Army Materiel Command
 - U.S. Army Europe
 - U.S. Army Central
 - U.S. Army North
 - U.S. Army South
 - U.S. Army Pacific
 - U.S. Army Africa
 - U.S. Army Special Operations Command
 - Military Surface Deployment and Distribution Command
 - U.S. Army Space and Missile Defense Command/Army Forces Strategic Command
 - Eighth U.S. Army
 - U.S. Army Network Enterprise Technology Command/9th Signal Command (Army)
 - U.S. Army Medical Command
 - U.S. Army Intelligence and Security Command
 - U.S. Army Criminal Investigation Command
 - U.S. Army Corps of Engineers
 - U.S. Army Military District of Washington
 - U.S. Army Test and Evaluation Command
 - U.S. Army Reserve Command
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 - Superintendent, United States Military Academy
 - Director, U.S. Army Acquisition Support Center
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CF:

Commander, U.S. Army Accessions Command

Commander, U.S. Army Cyber Command

Director of Business Transformation

Executive Director, Arlington National Cemeteries Program

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ANNEX A (THEMATIC GUIDANCE) to OPERATION ORDER for Army Participation in the 2011 Association of the United States Army's (AUSA) Annual Meeting

SUBJECT: Army Communication – 2011 Thematic Guidance

1. Why You Need Thematic Guidance:

- It is the top-driven Strategic Communication guidance that you refine for your program/initiatives.
- It helps you – Soldiers, Families and Army Civilians – tell the Army Story in Green Book articles, ILW Panels, Exhibits, and the Congressional Breakfast and at Warriors Corner at AUSA.
- It helps to shape the culture of engagement within the Army.
- It encourages the review and refinement of messages of the 2011 Army Posture Statement, Army Campaign Plan, and Strategic Communication Resource Guide.
- It helps you to identify programs, issues, and initiatives for Legislative Objectives, the Army Posture Statement, and other strategic documents.

The following theme and messages are subject to change based upon Army senior leader priorities. Changes to thematic guidance will be disseminated via FRAGOs to this order.

2. The current Army theme is ***America's Army: The Strength of the Nation.***

3. Messages: The following are the current messages and short descriptions. Changes and/or updates to these messages will be distributed as required.

- **RESTORING BALANCE:** The Army is achieving our goals to restore balance in 2011. Our plan remains centered on four imperatives—Sustain, Prepare, Reset and Transform. Beginning in FY12, deploying Soldiers can expect at least two years at home for every year deployed and a Reserve Component Soldier will get four years at home for every year deployed.
- **MAINTAINING OUR COMBAT EDGE:** The war is not over. The Army is transitioning to a period where we must maintain our combat edge at an appropriate tempo while reconstituting the Force for other missions in an era of persistent conflict.
- **MODERNIZING THE FORCE:** The Army is developing and fielding a versatile and affordable mix of equipment to allow Soldiers and units to succeed in full spectrum operations today and tomorrow to maintain our decisive advantage over any enemy we face.
- **BUILDING RESILIENCE:** The Army is continuing to build resilience in our Soldiers, Families and Civilians – all of whom have been affected by the cumulative effects of nine years at war. We have developed a comprehensive approach that puts mental fitness on the same level as physical fitness.

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ANNEX A (THEMATIC GUIDANCE) to OPERATION ORDER for Army Participation in the 2011 Association of the United States Army's (AUSA) Annual Meeting

- **RECONSTITUTING THE FORCE:** A decade of combat has taken its toll on our Army's Soldiers and Equipment. Sustained funding for equipment reset will be essential for years to come in order to restore the capability to build readiness in next-to-deploy and surge forces to succeed in our current operations as well as restore strategic flexibility to the Nation.
- **TRANSFORMING THE GENERATING FORCE:** The sector of the Army that is charged with training and equipping our Soldiers must become a force driven by innovation, able to adapt quickly and field what our Soldiers and their Families will require. We are adapting our institutions to effectively and efficiently generate trained and ready forces for full spectrum operations at a tempo that is predictable and sustainable for our All Volunteer Force.
- **SEEKING EFFICIENCIES AND AFFORDABILITY:** The Army continues to seek ways to improve efficiency and reduce overhead expenditures as good stewards of our Nation's valuable resources.

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ANNEX B (LEGAL GUIDANCE) to OPERATION ORDER for Army Participation in the 2011 Association of the United States Army's (AUSA) Annual Meeting

Legal Guidance for Participation in AUSA-Sponsored Events

1. **Purpose.** To provide the legal authority and additional clarity for Army participation in the AUSA Annual Meeting and AUSA-Sponsored events. The Army may provide support to a non-Federal entity, which includes AUSA, under a number of different authorities.

2. **Legal Authority – Support to AUSA.**

a. By law, the Army may provide the following support to AUSA's Annual Meeting: (1) limited air and ground transportation; (2) communications; (3) medical assistance; (4) administrative support; and (5) security support. This support may be provided only if the Secretary of the Army (SA) approves the support in advance and makes the following determinations: (1) the provision of the services in any case is approved in advance by the Secretary of the Army; (2) the services can be provided in conjunction with training in appropriate military skills; and (3) the services can be provided within existing funds otherwise available to the Secretary of the Army. Only the SA can make these determinations and Commanders cannot provide support unless and until the SA makes these determinations and approves the support. This provision is particularly important, since official transportation assets to events, such as the Marshall Memorial Dinner, generally may not be used unless approved by the SA. Note that this support is available only for the AUSA Annual Meeting, not for other events that AUSA sponsors, including AUSA Chapter events that occur during the AUSA Annual Meeting.

b. The Joint Ethics Regulation (JER), DoD 5500.7-R, Para. 3-211.a, allows the Army to provide logistical support to an AUSA-sponsored event, on a limited basis. Logistical support, such as speakers, panel members, or facilities and equipment may be provided if all factors listed in Para. 3-211 of the JER are met. Only the Director of the Army Staff may make the determinations required by the JER and approve the support. **All requests for logistical support must be forwarded to the Director of the Army Staff for approval before any logistical support can be provided.**

c. The JER, Para. 3-201.a, allows Army employees to be appointed as liaison(s) to AUSA if there is a significant and continuing Army interest to be served by such representation. Liaisons serve as part of their official Army duties and may only represent Army interests to AUSA. Liaisons cannot bind the Army to any action or inaction, and may not be involved in any matters involving the management or control of AUSA or AUSA Chapters. The Director of the Army Staff is the official liaison to AUSA from HQDA. **Only the Director of the Army Staff may appoint additional liaisons.**

d. Army personnel (including both military and Civilian) cannot man AUSA or contractor booths, exhibits or static displays.

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3. Guidance on Attendance.

a. Personnel may attend, in their official capacities, the AUSA Annual Meeting if their supervisors (who are commissioned military officers or civilians above GS/GM 11 (or NSPS equivalent) in the chain of command or supervision) make a determination that the Soldier's or employee's attendance furthers a legitimate Army interest. When a Soldier or employee requests permission to travel to or participate in activities of AUSA and the supervisor or travel approving authority is an active participant in AUSA in his/her personal capacity, that supervisor or travel approving authority must refer the matter to the next higher superior (JER 3-203).

b. Certain commands, such as the U.S. Army Materiel Command, have issued regulations as to who may authorize both attendance and support. These local regulations need to be consulted.

c. Soldiers attending AUSA events in an official capacity will wear their military uniforms. Wear of the uniform while attending in a personal capacity is regulated by AR 670-1, which is applicable for all AUSA Annual Convention occasions on the wear of the uniform.

4. Acceptance of travel and travel-related benefits. If AUSA or another non-Federal entity offers to pay for a Soldier's or employee's travel or travel-related benefits to the AUSA Annual Meeting, such as lodging, and the Soldier or employee is traveling in a official capacity, he or she may accept such benefits but only if: (1) personnel are not assigned to the National Capital Region; (2) the travel approval authority approves acceptance of such benefits **in advance** of travel in writing; (3) the Soldier's or employee's ethics counselor concurs with the acceptance (JER, Para. 4-100 and 31 USC 1353); (4) the acceptance of benefits does not create a conflict of interest; and (5) acceptance of benefits is not for events that are essential or required to carry out the Army's statutory and regulatory functions, such as inspections, audits, site visits, or negotiations. The Secretary of the Army's Travel Policy contains additional guidance on the acceptance of 31 USC 1353 travel benefits.

5. Acceptance of Gifts, to include free attendance.

a. AUSA routinely offers Army personnel free attendance at the Annual Meeting or other AUSA-sponsored events, such as the Guard/Reserve Breakfast; President's Reception; Eisenhower Luncheon; Civilians' Luncheon; Marshall Memorial Reception; and Marshall Memorial Dinner. Free attendance at such events is considered to be a personal gift to the individual. Under the ethics rules, Army personnel may only accept a gift of free attendance if certain conditions are met. First, there must be a determination that the event qualifies as a widely attended gathering. The ethics counselor may make this determination. Once the event is determined to be a widely attended gathering, the Soldier's or employee's supervisor, as defined in paragraph 3a above, must make a determination that acceptance of the free gift of attendance: (1) will further the programs, operations, and policies of the particular command or organization and (2) will not denigrate the integrity of the Army's

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operations or programs. Supervisors are to consult with an ethics counselor before making such a determination. Since acceptance of a gift of free attendance to an AUSA event is generally considered to be a personal gift to the individual, Army personnel must be in a non-duty status to attend these events, if accepted as a gift, and are prohibited from using official travel resources to attend, unless approved by the Secretary of the Army under the provisions of 10 U.S.C. § 2558.

b. Contractors and other non-Federal entities sometimes offer Army personnel free attendance to their own events occurring during the AUSA Annual Meeting. Army personnel may only accept a gift of free attendance to such events if the conditions described in Para. 5a, above are met. Supervisors must coordinate with an ethics counselor before making a determination for attendance at such events. The other guidance described above in Para. 5a also applies. Offers of free attendance may not be accepted if the offeror has interests that may be substantially affected by the performance or nonperformance of the recipient's official duties. Attendance at the event will be in a personal capacity.

c. Contractors and other non-Federal entities also offer Army personnel free attendance to events they are not sponsoring which occur during the AUSA Annual Meeting. Army personnel may only accept a gift of free attendance offered by a contractor or other non-Federal entities to such events if more than 100 persons are present and if the market value of the gift is \$335 or less. The other guidance described above in Para. 5a also applies. Supervisors must coordinate with an ethics counselor before making a determination regarding attendance at such events. Offers of free attendance may not be accepted if the offeror has interests that may be substantially affected by the performance or nonperformance of the recipient's official duties. Attendance at the event will be in a personal capacity. The restrictions in paragraph 5a also apply.

d. In general, Army Soldiers who accept a gift of free attendance under the circumstances described in Para. 5a-5c above will wear their military uniform when attending such events. If there are ever any questions, AR 670-1 sets forth the policy for wear of the uniform.

e. Army personnel cannot accept door prizes offered by AUSA and vendors during the AUSA Annual Meeting because the general public is not eligible for such prizes. To keep a door prize, Army personnel must pay the fair market value. Consult your ethics counselor for further information.

f. AUSA and vendors will offer promotional items, which are considered to be gifts, during the Annual Meeting and associated events. Army personnel may accept such gifts only under the following rules. Promotional items with an aggregate per-occasion value of \$20 or less offered by AUSA or a vendor may be accepted. But, remember, Soldiers or employees cannot accept more than \$50 in gifts during the calendar year from any one source.

g. "Special" gifts given because of one's rank or position cannot be accepted.

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h. Gifts given out at the Marshall Memorial Reception cannot be accepted, except those valued at \$20 or less. See 5c above.

i. It has been determined that AUSA is a non-profit organization with tax exempt status as a 501(c)(3) charitable organization. The Office of Government Ethics provided guidance that appointees of the Obama administration who sign the Ethics Pledge ("covered appointees") may accept offers of gifts under applicable standards of conduct from 501(c)(3) organizations registered as lobbying organizations. Covered appointees may accept the offers of free meals offered by AUSA at events that have been determined to be Widely Attended Gatherings. Covered appointees are restricted from accepting gifts from organizations, corporations or individuals other than AUSA, i.e., defense contractors at their exhibits. Many defense contractors are registered as lobbying organizations, and they do not have 501(c)(3) tax exempt status. Therefore, covered appointees may not accept similar gifts from registered lobbyist or lobbying organizations, which is any entity that employs at least one in-house lobbyist on its behalf. However, covered appointees may accept modest refreshments (coffee and doughnuts), items of little intrinsic value and intended solely for presentation, benefits available to all Government employees (such as Government employee group discounts), gifts based on a personal relationship, gifts resulting solely from spouse's business or employment, gifts accepted by the Army under specific statutory authority. All questions about gifts offered to covered appointees during the AUSA Annual Conference should be directed to the Office of General Counsel, 703-695-4296.

6. Specific Guidance on Collaterals or Promotional Items Purchased with Appropriated Funds. Collaterals, promotional items, "awareness items," informational items, or novelty items purchased with appropriated funds are used to enhance the message portrayed at exhibits. These include but are not limited to coffee mugs/beverage containers, lanyards, key chains, hats, tote bags, or desk items. Commands cannot purchase these items to be given away at the AUSA Annual Meeting or other associated events. Under no circumstance may items purchased with appropriated funds be given to Federal employees, military personnel, or contractors. Commands should be aware of and discourage spending on items that even appear to be frivolous or wasteful."

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ANNEX C (MILITARY EXHIBIT GUIDANCE) to OPERATION ORDER for Army Participation in the 2011 Association of the United States Army's (AUSA) Annual Meeting

1. Request widest dissemination of the following guidance within your command/unit/agency.
2. The Association of the United States Army (AUSA) 2011 Annual Meeting will be held at the Walter E. Washington Convention Center 10-12 October 2011 (formerly the Washington DC Convention Center). AUSA generally apportions approximately twenty percent of the available exhibit space for military unit/agency exhibits.
3. **2011 Army Theme:** *America's Army: The Strength of the Nation*. See Annex A for detailed thematic guidance. Changes to the theme and messages will be distributed as required. Units are encouraged to thematically support one or more of the Army's themes in their exhibit.
4. AUSA has assigned the cost of \$19.00 per square foot for the participation by all U.S. military commands and military organizations at the Annual Meeting. The Army Budget Office will not consolidate and pay booth rental fees. Units are fully responsible for the cost of their exhibits, including booth rental fees.
5. The Director of the Army Staff has tasked the Office of the Chief of Public Affairs to manage the available military exhibit space in order to accommodate as many military exhibits as possible. The military exhibit coordinator does not select or negotiate specific positions for the exhibits on the exhibit floor, but will assist units in clarifying their request/requirements with AUSA. A limited amount of exhibit space is available for military exhibits. Past participation or denial of space in previous meetings does not guarantee space in the 2011 Annual Meeting. Units are encouraged to consolidate or combine exhibits with sister units or higher headquarters to better conserve space and allow more units to participate. For those units that are building new exhibits: recommend building smaller, more modular exhibits which could adjust to fit multiple space accommodations. The OCPA military exhibit coordinator will work with AUSA to resolve any disputes involving floor space allocation or location.
 - a. For 2011, units will submit a communications plan for their exhibit that describes the communication goals, key messages, communication products, desired outcomes, and measures of effectiveness for their exhibit. OCPA will not validate military exhibit requests without the submission of an exhibit communication plan. Units will submit their communication plan along with their exhibit space application. See Appendix 1 to Annex C (Communication Plan Template).
 - b. The AUSA point of contact for exhibit space requirements is Mr. Rand Meade, AUSA Industry Affairs, remade@ausa.org, 800-336-4570 ext. 393. The OCPA point of contact for military exhibit space management is Mr. Michael Land (Army Contractor), Michael.j.land2@us.army.mil, 703-695-3952 (DSN: 225-3952; Fax 703-697-5746).

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6. AUSA has appointed GES (Global Experience Specialists) to serve as the show management contractor to manage the sale of exhibit space to military commands at the 2011 AUSA Annual Meeting. GES will send all previous exhibitors a prospectus and space application for the 2011 Annual Meeting. New exhibitors may request a copy of the prospectus and space application by contacting Jennifer Chagnon at (703) 926-2696 or via email to jchagnon@ges.com. **Prospective exhibitors should complete and forward the exhibit space application to GES NLT 20 May 2011 and furnish a copy via email to the military exhibit coordinator listed in paragraph 6.b of this annex. All billing inquiries should also be directed to the GES point of contact.**

7. After receiving all exhibit space applications by 20 May 2011, AUSA will forward a consolidated list of potential exhibitors to the OCPA military exhibit coordinator. Once the list is evaluated and approved, AUSA will execute contracts with the selected exhibitors. Exhibit applications received after the 20 May 2011 deadline will be allocated space, if and when it becomes available. Potential exhibitors with outstanding contract payments due to AUSA from previous events will not be granted floor space until those previous obligations are fulfilled and receipt copies are provided to OCPA.

8. Security requirements: AUSA will provide an area guard force. Neither AUSA, nor the Army, nor the Walter E. Washington Convention Center will assume responsibility for the security of high dollar items such as weapons, DVD players, TVs, or computers.

9. Noise restrictions: Due to the size of the AUSA Annual Meeting and the variety of activities that will be occurring simultaneously in the convention center, it's important that noise levels be kept to an acceptable level at each of the individual booths. Any booth creating noise that is disruptive to other events or to the general order of the symposium will receive a warning from the floor space manager. If the booth has to be warned twice, the offending booth will be shut down for the remainder of the day. If noise violations continue the following day, the booth will lose exhibit privileges for the remainder of the event and will not have their symposium fees refunded.

10. Each military unit/command/activity/agency selected to have a display at the Annual Meeting will assume complete responsibility for installation and removal of its display even if the installation and removal is contracted with a civilian commercial firm. Lodging/funding of exhibit personnel is the responsibility of the exhibiting organization. Exhibiting organizations are responsible for making reservations at Washington DC area hotels through the AUSA Housing Bureau at (800) 492-7886 or (847) 940-4211, well in advance of the Annual Meeting.

Appendix 1 to ANNEX C (MILITARY EXHIBIT GUIDANCE) to OPERATION ORDER for Army Participation in the 2011 Association of the United States Army's (AUSA) Annual Meeting



2011 AUSA EXHIBIT COMMUNICATION PLAN (Exhibiting unit, staff section, etc.)

(Name the ARSTAF, ACCOM or DRU lead; name coordinating staff leads, give POC information)

Desired End State / Outcome

- (Briefly describe the senior leader's desired end-state.)

Communication Objectives:

(list the communication objectives for this opportunity)

Communication Overview:

- (Address who, what, when, where and how)

Exhibit Theme: (what is the Exhibit's main theme?)

Supported Communication Theme(s): (what Army communication themes does the plan support) (REFER TO THEMATIC GUIDANCE)

Key Messages: (what are the key messages for the exhibit and/or engagement)

Target Audience

- (Name specific Key Leader Engagements necessary to conduct campaign)
- (Name specific audience groups that must be engaged/addressed)

Measures of Effectiveness

- (How will communication effects be measured?)
- (Indicate whether quantitative, quantitative, formal and/or informal measurement will be used.)

Planned Leader Engagements

(List planned or confirmed planned engagements)

Planned Communication Products

(List planned collateral communication products offered in the exhibit)

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(POC Information)

(AS OF DATE)

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ANNEX D (ANNUAL MEETING EVENTS) to OPERATION ORDER for Army Participation in the 2011 Association of the United States Army's (AUSA) Annual Meeting

The following table reflects the base events for the 2011 AUSA Annual Meeting. Detailed calendars reflecting time place details will be released as decisions are made.

FRI – 7 OCT	SAT – 8 OCT	SUN – 9 OCT	MON-10 OCT	TUES – 11 OCT	WED – 12 OCT
			ARNG/USAR Breakfast	Congressional Staff Breakfast & Exhibit Tour	Regional Breakfasts
National Resolutions Committee			Opening Ceremony	Family Forum 2	Family Forum 4
LEGEND  Senior Army Leader Event  Army-recommended Speaker  Institute of Land Warfare Army Panel  Family Forum Panel  Other Events			SMA Luncheon	Military Forum 3	Military Forum 8
			ROTC Reception and Luncheon	Military Forum 4	Military Forum 9
			Corporate Member Reception and Luncheon	Eisenhower Reception & Luncheon	DA Civilian Reception and Luncheon
			Military Forum 1	Family Forum 3	Sustaining Member Reception and Luncheon
			Military Forum 2	Military Forum 5	Military Forum 10
			Family Forum 1	Military Forum 6	Military Forum 11
			International Reception	Military Forum 7	
			Chapter President's Reception and Dinner	President's Reception	George C. Marshall Reception and Dinner

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ANNEX E (Speaker Slate) to OPERATION ORDER for Army Participation in the 2011 Association of the United States Army's (AUSA) Annual Meeting

The Speaker Slate will be published upon approval by the CSA via FRAGO.

Event	Date	Speaker
Chapter Presidents Reception/Dinner	9 October	TBD
National Guard/Army Reserve Breakfast	10 October	TBD
Opening Ceremony	10 October	TBD
SMA Luncheon	10 October	TBD
ROTC Reception and Luncheon	10 October	TBD
Corporate Member Reception and Luncheon	10 October	TBD
Eisenhower Reception and Luncheon	11 October	TBD
DA Civilian Reception and Luncheon	12 October	TBD
Sustaining Member Reception and Luncheon	12 October	TBD
George C. Marshall Reception and Dinner	12 October	TBD

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ANNEX F (Institute of Land Warfare Panels) to OPERATION ORDER for Army Participation in the 2011 Association of the United States Army's (AUSA) Annual Meeting

1. The Institute of Land Warfare (ILW) provides an excellent professional opportunity to Annual Meeting attendees. The intent is also to extend this professional development opportunity to those who cannot attend via live streaming and/or taping, editing, and then posting these video products on the web (website – TBD) for on-demand access.
2. Units may nominate topics for inclusion in the ILW panel slate. The Chief of Staff, Army and the Secretary of the Army are the final approvers of the ILW panel slate. Once nominations are received, the topic nominations will be evaluated to determine their thematic and content relevance. The OCPA will compile a nomination slate to be submitted through the DAS to the senior leadership for approval and guidance. Submission will occur in conjunction with scheduled DAS-level In Progress Reviews (IPRs).
3. The slate and schedule of Institute for Land Warfare panels will be published upon approval by the Secretary of the Army and the Chief of Staff, Army.
4. To aid in the submission and evaluation process, units submitting nominations will use the ILW template at Appendix 1 to this annex.
5. Suspense for submission is 15 June 2011 to Mr. Brian Mays (Army Contractor), brian.mays@us.army.mil, 703-695-6437.

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Appendix 1 to ANNEX F (Institute of Land Warfare Panels) to OPERATION ORDER for Army Participation in the 2011 Association of the United States Army's (AUSA) Annual Meeting

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Title: *(OFFICIAL TITLE OF THE PANEL)*

Lead/Facilitator: *(RANK, NAME, POSITION)*

Concept: *(Brief description of what the panel will present)*

Panel Members: *(Prospective panel members and whether or not they are confirmed)*

- *(Rank, name, position)*
- *(Rank, name, position)*
- *(Rank, name, position)*
- *(Rank, name, position)*
- *(Rank, name, position)*

Desired Outcome: *(What ideas or knowledge that you want the audience to take away from the presentation)*

Point of Contact – Name, organization, email, phone number

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ANNEX G (Warriors Corner Guidance) to OPERATION ORDER for Army Participation in the 2011 Association of the United States Army's (AUSA) Annual Meeting

1. SITUATION. The Army Exhibit at the AUSA Annual Meeting is the focal point of the exhibit floor. The exhibit is divided into three zones, one of which is called "Warriors Corner." Warriors Corner provides a forum for individuals below the senior leader level to tell their story to the audience on the floor. Warriors Corner also provides commands throughout the Army a unique opportunity to tell their story and connect with the Annual Meeting audience in a unique and meaningful way.

2. MISSION. Warriors Corner presenters tell their story 10-12 October 2011 that support the Army themes and messages in order to take full advantage of AUSA venues and audience accessibility.

3. EXECUTION

Intent. The purpose of Warriors Corner is to set the conditions for a positive outcome through dynamic and compelling live presentations given by Soldiers, Family Members, and Army Civilians representing various commands. The intent of the presentations is to further reinforce Army priorities and messages. Warriors Corner is another professional development opportunity available to attendees.

Desired end state is that the Army's professionalism, dedication, and needs for the future are well understood by the public and Army supporters/champions, and that the Army's reputation as a world class fighting force is further enhanced.

a. Concept of Operations. Warriors Corner consists of 16 live presentations given in an amphitheater which seats approximately 100 people. Each presenter is allocated 50 minutes for their presentation and a question and answer session. As the Army themes become available, commands are encouraged to select their topic to support one or more of the Army themes. Commands are encouraged to have junior officers and NCOs as presenters, however, commands should determine the right speaker(s) for the topic presented. Presenters are encouraged to incorporate multi-media to enhance the presentation. The Opening Ceremony and the Eisenhower Luncheon presentation will be simulcast on the large video screens in Warriors Corner to afford floor participants who're unable to attend either event to see them live.

b. Invitations to present at Warriors Corner will be distributed as updated Army themes become available. Scheduling information will be distributed via FRAGO.

Unit	Number of Presentation Slots
FORSCOM	2
TRADOC	2
AMC	1
USASOC	2

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USAR	1
NGB	1
USF-I	1 DVIDS
USF-A	1 DVIDS
USARSO	1
USARPAC	1
USAREUR	1
USACYBER	1
MEDCOM	1

a. Coordinating Instructions.

- 1) Presentations will be 50 minutes in total length, including an allocation of 10-15 minutes for questions and answers.
- 2) Commands will ensure that they have obtained written authorization to use any copyrighted material during their presentations (e.g., music to accompany a video, images, or graphics), and will provide OCPA a copy of the authorization.
- 3) Units submitting Warrior Corner topics will use the template at Appendix 1 of this annex.
- 4) Timeline.

Event	Suspense
Invitations for presentations distributed to commands	23 Jun 11
POC(s) designated	7 Jul 11
Draft presentation submitted	1 Sep 11
Final presentation submitted	22 Sep 11
Conduct rehearsals at the Army Exhibit	8-9 Oct 11

4. SERVICE SUPPORT

- a. **Presentation Technical Guidelines.** See Appendix 2 (TBP).
- b. **Logistical Support.** See 3d (11) in base OPORD.

5. COMMAND AND SIGNAL

a. Command

b. Signal. Warriors Corner POCs are MSG Alberto Betancourt, alberto.betancourt@us.army.mil, COM: 703-693-5591) and Ms. Stefanie Pidgeon, Stefanie.love@us.army.mil, 703-697-4109.

Appendix 1 to ANNEX G (Warriors Corner Guidance) to OPERATION ORDER for Army Participation in the 2011 Association of the United States Army's (AUSA) Annual Meeting



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Warriors Corner Presentation Synopsis

Title: *(OFFICIAL TITLE OF THE PANEL)*

Unit: *(ACOM, ASCC, DRU, and/orUnit)*

Presenter(s): *(RANK, NAME, POSITION)*

Concept: *(Brief description of the presentation)*

Desired Outcome: *(What ideas or knowledge that you want the audience to take away from the presentation)*

Special Technical Requirements: *(video, video format, microphone requirements, etc.)*

Point of Contact – Name, organization, email, phone number

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ANNEX H (Key Milestones) to OPERATION ORDER for Army Participation in the 2011 Association of the United States Army's (AUSA) Annual Meeting

The following key milestones are highlighted:

27 April 2011	Provide organizational POC contact information to OCPA
20 May 2011	Exhibit Space requests due to GES (See Annex C)
20 May 2011	Copy of Exhibit Space requests (with Communications Template) due to OCPA (See Annex C)
1 June 2011	Provide Warriors Corner coordination POC contact information to OCPA
1 June 2011	GREEN BOOK articles due to AUSA (submit to OCPA for security review)
15 June 2011	Submit ILW topic nominations to OCPA
15 July 2011	<i>Gallery of Heroes</i> information due to OCPA from G1
29 July 2011	Warriors Corner presenter information due to OCPA
1 September 2011	Warriors Corner draft presentations and technical requirements due to OCPA
1 September 2011	Submit high-resolution photos of senior leaders (ACOM Commanders, ASCC Commanders, DRU Commanders, ARSTAF Principals, and Secretariat Principals) for the Army Leader Board to OAA
15 September 2011	Update of <i>Gallery of Heroes</i> information due to OCPA from G1
15 September 2011	Army Exhibit manning nominees due to OCPA (USAR, ARNG, FORSCOM)
15 September 2011	Shuttle bus schedule from OAA due to OCPA
22 September 2011	FINAL Warriors Corner presentations due to OCPA (Annex G)
8-9 October 2011	Army Exhibit rehearsals for Warriors Corner (rehearsal schedule TBP)
24 November 2011	AAR complete (TBP)

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ANNEX I (Social Media) to OPERATION ORDER for Army Participation in the 2011 Association of the United States Army's (AUSA) Annual Meeting