DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

SEP 24 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Establishment of the Defense Media Activity

The 2005 Defense Base Realignment and Closure (BRAC) Commission recommended the consolidation of the Army Broadcasting Service-Soldiers Radio/TV, Soldiers Magazine, Naval Media Center, and Air Force News Agency-Army/Air Force Hometown News Service into a Defense Media Activity (DMA) at Ft. Meade, MD. The Commission also recommended that the Department collocate the Alexandria operations of the American Forces Information Service (AFIS), a DoD Field Activity under the Assistant Secretary of Defense (Public Affairs), with the new DMA at Ft. Meade, MD. AFIS is responsible for DoD-wide print, radio, television, and web products and services. The President, having approved the Commission's recommendations and Congress having failed to enact a joint resolution disapproving the recommendations, the Department must now close and realign all installations as recommended by the Commission.

While the BRAC recommendation is a positive step, its end result would be two DoD Field Activities, operating side-by-side, with each performing similar and closely related media functions. In order to exploit the full transformational potential of the BRAC, we will build upon this initiative and consolidate all of these organizations into a

OSD 14945-07
9/25/2007 8:46:20 AM

single Defense Media Activity (DMA) reporting to the Assistant Secretary of Defense (Public Affairs). Although not addressed in the BRAC recommendations, the collateral internal communications elements of the Marine Corps will also be included in the consolidation. This action will provide a streamlined organizational structure and opportunities for additional economies of scale in the execution of DoD media functions.

Furthermore, rather than wait for the physical relocation of the Army, Navy, Air Force, Marine Corps, and AFIS activities to Ft. Meade, the DMA will be established in place beginning on January 1, 2008, using a two-phased approach. First, on January 1, 2008, the Assistant Secretary of Defense (Public Affairs) will assume full operational control of these activities, along with their associated personnel and programs. Subsequently, all of the personnel, funding, and other resources budgeted or programmed for these activities and their attendant subordinate components, will transfer to the DMA in the Department's FY 2009 budget. This consolidation will be accomplished in accordance with the DMA Concept of Operations attached at Attachment 1. The table at Attachment 2 shows the manpower and operational funding transferring to the DMA. BRAC construction, relocation, and bed-down costs will be funded separately, once the Business Plan for these actions has been fully coordinated and approved.

Those components scheduled for realignment to Ft. Meade, MD, will continue to be housed in Service and AFIS facilities pending construction of the DMA facility at that location. Existing support contracts, Inter-Service Support Agreements, Same-Service Support Agreements, and non-reimbursed support arrangements will continue at current and programmed levels until they can be renegotiated or replaced. Resources for such support that are not included in the figures shown at Attachment 2 will be identified for follow-on transfer to DMA.

The Assistant Secretary of Defense (Public Affairs) will establish a Defense Media Oversight Board that will include representatives from the Military Services to advise and assist him in ensuring that DMA policies, priorities, and plans appropriately reflect DoD-wide and Service-unique requirements and strategic communications objectives. In addition, the Director, DMA will establish a Joint Assignment Desk and a Senior Editorial Board to ensure that DMA products and services appropriately integrate the needs of Service leadership and their internal and external audiences, and that they reflect appropriate Service program themes, messages, and formats. Further details on the Defense Media Oversight Board, Senior Editorial Board, and Joint Assignment Desk are contained in the Concept of Operations at Attachment 1.

Limited manpower and funding will be retained by the Army, Navy, Air Force, and Marine Corps to support small Service elements collocated with DMA and reporting to the Service Chiefs of Public Affairs. The elements will provide real-time liaison for the identification of Service-unique media products and messages. Their size will be

jointly determined by the Assistant Secretary of Defense (Public Affairs) and the Military Services.

The Assistant Secretary of Defense (Public Affairs), in coordination with appropriate DoD officials, will oversee establishment of the DMA and implementation of the realignment to Ft. Meade, consistent with the approved BRAC Business Plan. He has established a Transition Policy Oversight Board, which includes representatives from the Military Services, to advise and assist him in this process.

The Under Secretary of Defense (Comptroller) will ensure that the resources required to implement this action are appropriately realigned within the DoD budget for FY 2009-13. The Director for Administration and Management, OSD, in coordination with the Assistant Secretary of Defense (Public Affairs), and other cognizant DoD officials shall ensure that: (1) a DoD charter directive for the DMA is drafted, coordinated, and submitted to the Deputy Secretary of Defense for approval by December 1, 2007; and that (2) the organizational and management actions necessary to establish the DMA not later than January 1, 2008, and to transfer all associated resources in the FY 2009 budget are accomplished in a timely manner.

Attachments:
As stated

DEFENSE MEDIA ACTIVITY

CONCEPT OF OPERATIONS

1. SITUATION:

a. **General.** This document provides a summary Concept of Operations (CONOPS) to implement the realignments required by the 2005 Defense Base Closure and Realignment (BRAC), and associated organizational initiatives.

b. **Applicability.** The BRAC recommendation requires the relocation and consolidation of Army, Navy, and Air Force media activities from Northern VA, Washington D.C., and San Antonio, TX, into a new Defense Media Activity, the DMA, at Ft. Meade, MD. In addition, BRAC directed that American Forces Information Service (AFIS) activities located in Alexandria, VA, also realign to Ft. Meade, MD, and collocate with the new DMA. AFIS is an existing Defense Field Activity under the supervision of the Assistant Secretary of Defense (Public Affairs). Upon approval of the Deputy Secretary of Defense, beginning on January 1, 2008, the Military Service activities listed above and AFIS will be consolidated, as described below, into a single DoD Field Activity, designated as the DMA. Although not addressed in the BRAC recommendations, the collateral internal communications elements of the Marine Corps are also included in this consolidation. This new Field Activity will operate in accordance with the organizational and managerial arrangements outlined herein.

c. **Tasked Organizations.**

(1) The following organizations, along with their functions, personnel, funding, and associated resources, will transfer to the DMA:

American Forces Information Service (AFIS)

Army Broadcasting Service-Soldiers Radio/TV, Soldiers Magazine, Army News Service, and print components of the Army Soldiers Media Center (SMC)

Naval Media Center (NMC)

Marine Corps News (MCN)

Air Force News Agency (AFNEWS)

Army/Air Force Hometown News Center (AAFHNC)

Reserve units and IMAs in direct support of the above.

(2) The following organizations, along with their functions, personnel and associated resources will remain with their respective Service:

Navy Visual Information Policy Office and the Navy element that performs local photographic support for the SECNAV and the CNO

Secretary of the Air Force Public Affairs Pentagon Bureau (Detachment 16), SECAF PA Field Offices (Los Angeles, Chicago and New York), and the Public Affairs assignment element at the Air Force Personnel Center

Army Public Affairs elements not specifically identified in subparagraph 1.c.(1), above

(3) In addition:

(a) The BRAC requires consolidation of Navy and Air Force technical web support (web hosting) operations. DMA will assume responsibility for this consolidated function, along with Marine Corps technical web support operations. However, the Navy, Air Force, and Marine Corps will continue to have their own Service-unique web sites and will retain control of their appearance and content.

(b) Army web hosting operations (including army.mil) were not included in the BRAC recommendation and will continue to be performed by the Army. The Army will also retain control of web appearance and content.

(c) Army, Navy, Air Force and Marine Corps will each retain a small Service element (size TBD), collocated with DMA at Ft. Meade, MD, to provide real-time liaison for Service leadership and ensure that Service-unique media messages and products are developed, produced, and distributed by the DMA.

(d) The Navy's Fleet Hometown News Center, currently located in Norfolk, VA, has a mission that is similar to that of the Army/Air Force Hometown News Center, which is being transferred to the DMA, and should be considered for consolidation with DMA as a follow-on action.

d. **Assumptions.**

(1) A DMA DoD charter directive will be coordinated, approved, and published NLT January 1, 2008. This charter directive will delineate DMA responsibilities, functions, relationships, and authorities, as well as the products and services DMA will provide.

(2) An interim DMA organizational and management structure will be published NLT January 1, 2008.

(3) The organizational elements identified in subparagraph 1.c.(1), above, along with their associated personnel and programs, will be placed under the operational control of the Director, DMA (the ASD (Public Affairs) or his designee) on January 1, 2008.

(a) As used herein, the term operational control conveys full authority to give direction to those organizations identified in subparagraph 1.c.(1), and their subordinate elements, as well as the military and civilian personnel (including contract employees) assigned thereto; to coordinate their actions; and to assign leadership functions to subordinate commanders/supervisors.

(b) This authority will be exercised for each Service component through a military commander or civilian director designated by their respective Service Chief of Public Affairs.

(c) During this period, the Secretaries of the Military Departments will retain responsibility for, and authoritative direction over, logistics, administration, discipline, internal organization, and unit training for their respective Service components.

(4) All funding and manpower, as well as equipment and associated resources budgeted and programmed for these organizations, will transfer to DMA on October 1, 2008, through the execution of a Program Budget Decision or another appropriate budget document and be subject to the full authority, direction, and control of the Director, DMA.

(5) Assigned and attached military personnel will transfer to DMA on October 1, 2008. Civilian personnel will transfer on October 1, 2008, or as quickly as possible thereafter, consistent with National Security Personnel System and Federal civilian personnel policies and procedures.

(6) Existing support contracts, Inter Service Support Agreements, Same Service Support Agreements, and non-reimbursed support arrangements will remain in effect until amended, replaced, or renegotiated with DMA.

(7) DMA will support Service products at their current levels, subject to the transfer of appropriate resources.

(8) Provided that such action is not contrary to the Department's legal obligations under BRAC, it is planned to augment the AFIS detachment at the Pentagon to enable internal communications, public affairs, and media support of the Secretary and Deputy Secretary of Defense, the Assistant Secretary of

Defense (Public Affairs), the Secretaries and Chiefs of the Military Services and their Chiefs of Public Affairs.

2. **MISSION:** The mission of DMA is to provide comprehensive internal and external information to the entire DoD family through all available media. Communicate Secretary of Defense, Service Secretary and other DoD and Military Service messages and themes through the medium of print, the worldwide web, radio, and television in order to support and improve quality of life and morale, situational awareness, and sustain readiness. Provide U.S. radio and television news, information and entertainment programming to military service members, DoD civilians and their families overseas, and on board Navy ships.

3. **EXECUTION:**

a. **Command and Control:** The DMA will be established as a DoD Field Activity under the authority, direction, and control of the Assistant Secretary of Defense (Public Affairs), ASD (PA). The ASD (PA) will coordinate and consult with the Military Service Chiefs of Public Affairs in overseeing the DMA.

b. **Tasks and Responsibilities:**

(1) The ASD (PA) will:

(a) Select, supervise, and direct the Director, DMA

(b) Establish a Defense Media Oversight Board to advise and assist the Director, DMA and ASD (PA) and ensure that DMA policies, priorities, and plans properly reflect DoD-wide and Service-unique messages and strategic communications requirements. It will meet as required but not less than quarterly and consist of:

A Chair designated by the ASD (PA)

The Director, DMA

The Army Chief of Public Affairs

The Navy Chief of Information

The Director, Secretary of the Air Force Office of Public Affairs

The Director of Marine Corps Public Affairs

An Executive Secretary designated by the Chair

(c) Consult with the Defense Media Oversight Board in developing DMA policies, priorities, and plans that impact Military Service audiences and messages.

(2) The Director, DMA will:

(a) Organize, direct, and manage the DMA and all resources assigned to the DMA.

(b) Develop, produce, acquire, distribute, and archive video, print, radio, and web products that convey DoD-wide and Service-unique messages to internal and collateral external audiences, consistent with the strategic communications objectives of the Department of Defense and the Military Services, in appropriate products, to include Service unique formats.

(c) Maintain liaison with the Service Chiefs of Public Affairs and other appropriate officials, through formal and informal forums, in order to coordinate and assess DMA policies, programs and products.

(d) Establish a Senior Editorial Board to advise and assist the Director, DMA and other appropriate DMA officials in order to ensure that DMA products meet the needs and standards of Service leadership and their internal and external audiences, and that they reflect appropriate Service messages and formats. The Board will be composed of one DMA designee and one designee from each Military Service, and will meet as required, but not less than monthly.

(e) Establish a Joint Assignment Desk composed of DMA staff members from each of the Military Services who meet daily, or more often as circumstances require, in order to: identify, coordinate, and assign stories that will be carried via various DMA media. Their purpose is to:

Avoid duplication of effort in the coverage of stories

Ensure that the day's products appropriately address Service, OSD and DoD-wide needs

Identify important anticipated or emerging stories and set plans in motion for their coverage

(3) The Secretaries of the Military Departments, primarily through their respective Service Chiefs of Public Affairs, will:

(a) Provide personnel to staff military positions in the DMA in accordance with subparagraph 4.b.(1), below.

(b) Advise and assist the ASD (PA) in overseeing the DMA by providing an appropriate level of representation to the Defense Media Oversight Board and the DMA Senior Editorial Board.

(c) Staff and maintain a small Military Service element, collocated with the DMA, to provide real-time liaison for Service leadership and identify requirements for Service-unique products and messages in the development, production, and distribution of DMA media products.

(d) Maintain existing support contracts, Inter Service Support Agreements, Same Service Support Agreement, and non-reimbursed support arrangements until for the activities and functions transferring to DMA until they are amended, replaced, or renegotiated with DMA. Reimbursement will be provided by DMA to the extent that the associated resources have been transferred to DMA.

4. ADMINISTRATION, LOGISTICS AND TRAINING

a. **Resources.**

(1) DMA will include:

(a) All funds, manpower, equipment, and associated resources budgeted or programmed for those organizational elements transferring to DMA; support provided for these elements under contracts, Inter Service Support Agreements, Same Service Support agreements, and non-reimbursed support arrangements; and subsequent increases to support program growth.

(b) BRAC funds made available to DMA to carry out the required realignments to Ft. Meade, MD, listed in subparagraph 4.c. (2). The level of this funding will be determined in the approved BRAC Business Plan.

(2) Beginning with the FY 10-11 POM, funding and manpower for DMA programs and activities beyond those covered by the BRAC recommendation will be the responsibility of DMA, except for the collocated Service elements, which shall remain the responsibility of their parent organization.

b. **Personnel.**

(1) DMA military billets will be designated as Army, Navy, Air Force, or Marine Corps positions and filled as three-year stabilized tours, using established Service requisitioning procedures.

(2) DMA personnel will be deployed, as necessary, to support print, web, visual information, and broadcast requirements of wartime operational plans and contingency missions.

c. **Logistics.**

(1) Support contracts, Inter Service Support Agreements Same Service Support Agreements, and non-reimbursed support arrangements will be reviewed and amended, replaced or renegotiated as quickly as possible. Complete no later than October 1, 2008.

(2) In addition to transferring to DMA on October 1, 2008, personnel assigned to the organizations and locations listed below (approximately 25% of the workforce) will relocate to Ft. Meade, MD, under BRAC upon construction of the new DMA facility at that location. In the interim, they will remain in facilities provided by the Services or AFIS.

Air Force News Agency (AFNEWS) and Army/Air Force Hometown News Center (AAHNC), currently located at 203 Norton St., San Antonio, TX 78243

American Forces Information Service (AFIS) elements currently located at 601 North Fairfax St., Alexandria, VA 22314

Army Broadcasting Service-Soldiers Radio/TV, Soldiers Magazine, Army News Service and print components of the Soldiers Media Center (SMC), currently located at 2530 Crystal Drive, Arlington, VA 22202

Naval Media Center (NMC) currently located at 2713 Mitscher Road SW, Anacostia Annex, Washington, D.C. 20373

[Note: Prior to announcement of the BRAC recommendations, the Army's internal communications activities, including Army Broadcasting Service, Soldiers Radio/TV, and Soldiers Magazine were consolidated and scheduled to move from various locations in Virginia (Arlington, Alexandria, and Ft. Belvoir) to the new Soldiers Media Center, 2530 Crystal Drive, Arlington, VA, where they currently reside. The BRAC recommendation cites these former locations.]

(3) Personnel assigned to the organizations and locations listed below (approximately 75% or the workforce) will not be subject to BRAC relocation.

Defense Information School, Ft. Meade, MD

Defense Media Center, March Air Reserve Base, CA

Defense Visual Information Center, March Air Reserve Base, CA

Joint Combat Camera Center, Pentagon, Arlington, VA

Joint Visual Information Service Distribution Activity, Tobyhanna, PA

Stars & Stripes, Washington, DC, and Overseas Operations

Fleet Support detachments (CONUS/OCONUS)

AFRTS Overseas Broadcast Operations

(4) Personnel transferring to the DMA from Marine Corps News will also relocate to Ft. Meade, MD, upon completion of the new DMA facility.

(5) The Military Services will continue to maintain and fund for leased space occupied by Service elements transferring to DMA until the leases and their associated funding are transferred to DMA or the elements realign to Ft. Meade, MD.

d. **Training.** This CONOPS will be incorporated into DINFOS programs of instruction, where appropriate.

5. COMMUNICATIONS. The substance of this CONOPS will be incorporated into a DMA DoD charter directive that will be fully staffed with cognizant officials for signature by the Deputy Secretary of Defense, published and distributed through the DoD directives system, and made available to internal and external audiences on Defense Link.

DMA RESOURCE TRANSFERS		(Dollars in Millions)							
		2006	2007	2008	2009	2010	2011	2012	2013
ARMY									
Soldier Magazine									
O&M	Centrally funded	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Soldier's Media Center									
O&M									
	Executed	25.4							
	Programmed		25.6	24.86	26.4	27.9	26.5	27.1	27.7
OP									
	Executed	2.6							
	Programmed		1.0	1.0	1.6	0	0.399	0.408	0.417
U.S Civ		170	170	170	170	170	170	170	170
FN Dir		28	28	28	28	28	28	28	28
FN Indir		20	20	20	20	20	20	20	20
Officer		8	8	8	8	8	8	8	8
Enlisted		156	156	155	155	155	155	155	155
Total Manpower		382	382	381	381	381	381	381	381
Naval Media Center		2006	2007	2008	2009	2010	2011	2012	2013
O&M									
	Executed	12.757							
	Programmed		11.629	10.007	10.096	10.310	10.514	10.724	10.940
OP									
	Executed	4.885							
	Programmed		4.405	0	0	0	0	0	0
U.S Civ		64	70	62	62	62	62	62	62
FN Dir		2	0	0	0	0	0	0	0
FN Indir		3	3	3	3	3	3	3	3
Officer		9	9	7	7	7	7	7	7
Enlisted		242	242	241	241	241	241	241	241
Total Manpower		320	324	313	313	313	313	313	313
Marine Corps IC		2006	2007	2008	2009	2010	2011	2012	2013
O&M									
	Executed	0.95							
	Programmed		0.95	0.95	0.95	0.97	0.99	1.01	1.03
U.S. Civ		2	2	2	2	2	2	2	2
Officer									
Enlisted		43	43	43	43	43	43	43	43
Total Manpower		45	45	45	45	45	45	45	45
AFNEWS		2006	2007	2008	2009	2010	2011	2012	2013
O&M									
	Executed	13.566							
	Programmed		14.421	14.842	15.358	17.217	17.561	17.912	18.271
	Unfunded*		1.7	1.73	1.76	1.80	1.84	1.88	1.92
OP		5.871	2.742	3.11	3.192	3.214	3.278	3.344	3.41
U.S. Civ		79	76	76	76	76	76	76	76
FN Dir		5	5	5	5	5	5	5	5
FN Indir		22	22	22	22	22	22	22	22
Officer		7	7	7	6	6	6	6	6
Enlisted		277	271	267	264	264	264	264	264
Total Manpower		390	381	377	373	373	373	373	373
AFIS		2006	2007	2008	2009	2010	2011	2012	2013
O&M									
	Executed	160.287							
	Programmed		148.661	149.631	160.008	164.386	163.209	166.189	168.843
OP		6.34	5.613	2.361	6.384	6.583	6.667	6.833	6.971
U.S. Civ		263	263	278	293	313	323	323	323
Officer		43	43	43	40	39	39	39	39
Enlisted		282	282	267	255	236	226	226	226
Total Manpower		588	588	588	588	588	588	588	588
Grand Totals	**Summary**	2006	2007	2008	2009	2010	2011	2012	2013
O&M	Executed	213.96							
	Programmed		202.261	201.290	213.812	221.783	219.774	223.935	227.784
	Unfunded		1.7	1.73	1.76	1.80	1.84	1.88	1.92
OP		19.696	13.76	6.471	11.176	9.797	10.344	10.585	10.798
	Total Budget	**233.656**	**217.721**	**209.491**	**226.748**	**233.380**	**231.958**	**236.400**	**240.502**
	U.S. Civ.	578	581	588	603	623	633	633	633
	FN Dir.	35	33	33	33	33	33	33	33
	FN Indir.	45	45	45	45	45	45	45	45
	Officer	67	67	65	61	60	60	60	60
	Enlisted	1,000	994	973	958	939	929	929	929
	Total Manpower	**1,725**	**1,720**	**1,704**	**1,700**	**1,700**	**1,700**	**1,700**	**1,700**
	*Airman Magazine / AF Public Web.								
	NOTES: Includes DoD directed Mil/Civ adjustment FY 08 to FY11								
	Stars & Stripes NAF resources transferring to DMA not displayed								