Executive Summary

2016 was a significant year for the Defense Media Activity, as we implemented the One Vision-One Voice Strategy developed the previous year.

We used the “balanced scorecard” approach in building a strategy focused on Leadership and Empowerment, Strategic Partnerships, Operational Excellence, and a Culture of Innovation. From these themes, we further developed strategic objectives concentrating on improving client satisfaction, financial stewardship, business processes and the organizational capacity supporting our workforce.

The One Vision-One Voice Strategy helped us support Department-level initiatives with business process improvements, audit readiness, and improved contracted services.

This report summarizes all of our efforts in 2016. As you absorb the success of our products and client services, you’ll quickly see DMA is well on its way toward realizing its vision with an eye toward continued improvements, collaboration and efficiencies.

Ray B. Shepherd
DMA Director
Vision: Be the essential communication resource for America’s Defense Community.

Mission: Provide media services to inform and engage America’s Defense Community.
A Client-Focused Organization

The U.S. unified combatant commands represent nine of DMA's key clients. Each has a mission that is not only important, but is also complex. Each has compelling and dynamic stories, and DMA has many ways to make sure those stories are told.

- Direct photojournalism support for exercises
- Trusted counsel to combatant command PA offices
- Creation of feature web pages
- Amplifying combatant command coverage
- Public website hosting
- Social media training
- Live event web streaming
- DVIDS analytics
- DINFOS mobile training
- Exclusive interviews with senior leaders
- Special event production
- AFN amplification
- Visual information planning
- Message synchronization

Covering the Combatant Commands
When it absolutely has to be communicated on target, the Defense Department turns to DoD Production. The team of service members, civilians and contractors serves the Office of the Secretary of Defense, the Joint Chiefs of Staff, and the unified combatant commands. Still imagery, written products, multimedia broadcast products, live event streaming, web and mobile communications -- they’re all part of the DoD Production repertoire.

DoD Production

8,100+ photos
1,700+ print articles
900+ videos
300+ graphics
4,546 posts
18 million engagements
17.4 million video views
517.8 million reach
9.4 million more followers since 2015
When the DoD speaks, the world listens. Defense.gov is an ever-ready resource for service members and their families, but it’s also the department’s most effective way to reach external target audiences. It’s what allows DoD messages to reach foreign nations -- including heads of state and other senior government officials.
What's being viewed at Defense.gov
Page views by content type

- **Press Releases and Advisories**: 7.9 million Page views
- **News Articles**: 16.8 million Page views
- **Publications, Transcripts and Speeches**: 7.7 million Page views
- **Photos**: 12.4 million Page views
- **Videos**: 2.5 million Page views

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Special Reports DoD priorities on one page

- **U.S. Central Command**
  - Inherent Resolve
  - 596,000 views

- **U.S. European Command**
  - Atlantic Resolve
  - 140,000 views

- **U.S. Pacific Command**
  - Asia Pacific
  - 145,000 views

- **Department of Defense**
  - Observance Months
  - 129,000 views

- **Secretary of Defense**
  - SecDef Travel
  - 106,000 views

- **Joint Chiefs of Staff**
  - Chairman Travel
  - 80,528 views
Army Media

Army Media is the gold standard for news and information content produced throughout Army public affairs. Going where the operational stories are, Army Media creates content that supports all levels of Army command from the battalion to the service component commands. In 2016, they supported Army Africa, Army Alaska, Army Europe and Army Pacific, while supporting the communication objectives of the Office of the Chief of Public Affairs.

Army.mil

13.5 million visits
38.1 million views
Marines Media supports Headquarters Marine Corps by providing high-quality production via web, print, broadcasting and multimedia products. They promote readiness, training and education, integration with naval and joint forces, and modernization and technology. In 2016, they supported large scale exercises, training commands, the Marine Corps Warfighting Laboratory, multiple Marine and Fleet Weeks, and various units throughout the Marine Corps. In addition to telling the Marine Corps story, they provide crisis communication via the Marines flagship website and Marines mobile application.
Navy Media

Navy Media delivers the Navy message to the fleet and their families via a multitude of products and services including live events, social media, graphics support, and feature print and broadcast stories. They accomplish the Navy’s communication objectives and amplify operations by supporting the chief of information, commands, installations, carrier and expeditionary strike groups and the Fleet operating worldwide.

Navy.mil

960 news updates
30 command information products
25 live-streamed events

28 million visits
174 million views
Air Force Media

Air Force Media directly supports key communication efforts of the secretary of the Air Force, chief of staff of the Air Force, major commands and their subordinate units by planning, producing and publishing a diverse collection of information products. Their talented storytellers project messages around the world, connecting clients with their intended audiences. Air Force Media teams have also partnered with installations to address significant local community relations issues, as well as with combatant commands.
In 2016, DMA launched Defense TV, the first official on-demand military platform for the connected generation. Defense TV provides a customized viewing experience for our audience and gives combatant commanders -- and commanders of units worldwide -- a platform to reach previously untapped audiences. Through mobile devices and over-the-top streaming platforms such as Roku, Apple TV, Amazon Fire, content is available on-demand, 24/7, worldwide. Through the use of creative and cinematic storytelling, Defense TV original programming highlights the events and people featured by the military services. This has contributed to regular increases in viewership to the military flagship websites, many times in excess of 30 percent.

**Streamed Defense TV**

- **22,619** Roku subscribers
- **6,856** Amazon Fire TV subscribers
- **1,164** commercial news outlets downloaded Defense TV content

**100,000** average monthly reach
The Defense Video and Imagery Distribution System (DVIDS) is a state-of-the-art, 24/7 operation that provides a timely, accurate and reliable connection between the American people, the media around the world and the military serving at home and abroad. Through a global network of portable Ku-band satellite transmitters, robust IP connectivity and a distribution hub, DVIDS makes available real-time broadcast-quality video, audio, still images and print products, as well as immediate interview opportunities with service members, commanders and subject matter experts. The DVIDS360 Content Management System also provides unrivaled, customized analytics capability for its clients.

DVIDS
Connecting Military and Civilian Media

DVIDShub.net
11 million visits
35.7 million views
675,000 placements in civilian media
For 50 years, Defense Visual Information has served as the proponent for the DoD visual information program providing oversight for production, collection and archiving of visual information. For 2016, their operational arm, the Defense Imagery Management Operations Center, delivered the following centralized visual information support: The Joint Combat Camera Center worked with the Joint Staff, combatant commands and military services to plan and coordinate the visual documentation of operations, exercises and high-profile events. The DoD Visual Information Records Center preserved DoD visual history by collecting, storing and managing new visual information records and digitizing physical media records. The Visual Information Services Center responded to requests for service, technical guidance, and assistance from DoD, other government agencies and the general public.
For 75 years, the American Forces Network has delivered a 'touch of home' to overseas service members, government civilians, and their family members by delivering the best of American TV and radio information and entertainment. Suppliers generously and graciously provide AFN the programming at little to no cost to the taxpayers.

AFN also manages the Direct-to-Sailor program, which provides a bouquet of content tailored for sailors and Marines on 200-plus Navy ships at sea. The program is enabled by a unique cluster of satellites covering 98 percent of the Earth, ensuring AFN information is delivered to disadvantaged users around the globe.

475,000+
Overseas service members, DoD civilians and family members reached daily
Since the Civil War, Stars and Stripes has been the only news organization in the world with an insider's view on the DoD that also reports from an independent perspective. Stars and Stripes has always marched alongside American service members, telling their stories and giving them a voice. Its widespread resources -- including digital and print editions, mobile apps and Stripes.com -- give readers news from back home and updates from the front lines, all while making them laugh, providing useful advice, and faithfully reporting sports scores for faraway fans who long to follow their favorite teams.
Public Web

Defense Enterprise Media Systems hosts the official public websites for hundreds of DoD clients through the one-of-a-kind American Forces Public Information System. DMA’s public web team constantly maintains peerless security, provides content management training and attends to help desk requests.

752 DoD websites
9,000 customers supported
914 million web users worldwide

5.2 billion combined page views
Defense Information School
Training DoD Communicators

For 80 years, the Defense Information School, known as DINFOS, has been training military and government members from across the DoD and from other countries in public affairs. Courses cover journalism, photography, videography, broadcasting, lithography, social media management, and media and community relations. Clients cover the globe, with more and more demand signals coming from allied countries -- especially with the growth of distance learning courses.

All U.S. Services

32 Courses

27 International Students from 15 Foreign Countries

Total Graduates: 2,321
Heading into 2017

- Continue to extend our clients’ global reach by amplifying, enhancing and distributing their strategic messages using targeted and multi-layered information products to the intended audience around the clock.

- Improve business management through program and performance measurement.

- Consolidate technology management resources to better manage capabilities reflecting how government and the industry do business.

- Prioritize and balance resources to DMA core mission areas ensuring good stewardship, full accountability and audit compliance.

- Continue consolidating public affairs and visual information military service Initial Entry Training at the Defense Information School.

- Continue to develop the DMA workforce ensuring our people are the best trained and certified to meet all certifications and qualifications.