

# Fiscal Year 2009 Budget Estimates

## **DEFENSE MEDIA ACTIVITY**



February 2008

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**DEFENSE MEDIA ACTIVITY (DMA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2009 Budget Estimates**

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

**Budget Activity (BA) 4: Administrative and Service-wide Activities**

	<u>FY 2007</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2008</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2009</u> <u>Estimate</u>
Defense Media Activity	167,849	3,352	-23,616	147,585	3,209	63,014	213,808

\* The FY 2007 Actual column includes \$18,785.0 thousand of FY 2007 Global War on Terror (GWOT) Emergency Supplemental funds (PL 110-28) and \$149,064.0 thousand of the American Forces Information Service (AFIS) funds. Figures exclude military service funds.

\* The FY 2008 Estimate column excludes \$9,300.0 thousand of FY 2008 Consolidated Appropriations Act funding. Figures exclude military service funds.

**I. Description of Operations Financed:**

The Defense Media Agency (DMA) is the DoD's direct line of communication for news and information to U.S Forces deployed world-wide, on land, sea and air. The DMA operates in a complex, fast paced news environment and strives to be the most comprehensive source of information to U.S. Forces anywhere in the world. The DMA trains public affairs professionals and presents news, information, and entertainment through media outlets including radio, TV, internet and print media to the DoD and the public at large.

**DoD-Wide Support:** The DMA provides information outlets and products, in peace and war that are viewed through the American Forces Press Service, American Forces Radio/Television Service, Web Specials/DefenseLink, Pentagon Channel, Early Bird, and Stars & Stripes newspaper. The DMA's Defense Imagery Management Operations Center (DIMOC) serves as DoD's central receiving and distribution point for all joint-interest still and motion imagery recorded worldwide, to include Combat Camera. The DMA acquires, preserves, stores and distributes visual information and media and protects records significant to DoD imagery in support of the Offices of the Secretary of Defense, Joint Staff, Combatant Commands, Military Departments and other organizations. The DMA's Defense Information School (DINFOS) provides joint-service education and training in the career fields of public affairs and visual information. The DINFOS trains military and

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**I. Description of Operations Financed (continued):**

civilian public affairs, broadcast, and visual information professionals of all the Military Departments, including the Coast Guard, and other DoD Components. The DMA's programs inform internal and external audiences of the professionalism, capabilities and efforts the military services to provide towards security and stability around the world.

**Support to the Army:** The DMA provides information products to the Army and external audiences through all available media. The DMA develops, produces, acquires, distributes, and archives video, print, radio, and web products. These products convey Army-wide messages, consistent with the Army's strategic communication objectives, in products like Soldiers Radio and Television (SRTV), Army News Service, Soldiers Magazine, Army Today, Army Now, Army Newswatch, Soldiers Radio Satellite Network, Stand-To! and hometown news releases in Army unique formats.

**Support to the Navy and Marine Corps:** The DMA provides information products to the Navy, Marine Corps and external audiences through all available media. The DMA develops news and information products that convey Navy and Marine Corps-wide messages, consistent with the Services' strategic communication objectives. These products include All Hands Magazine, All Hands Television, Daily News Update, All Hands Radio, Navy News Service, Captain's Call Kit and Web services. The DMA also provides engineering, warehousing and programming services to support the Navy's deployed audiences, including Direct to Sailor Television/Radio, shipboard systems and Support Detachments in fleet concentration areas.

**Support to the Air Force:** The DMA provides information products to the Air Force and external audiences through all available media. The DMA develops news and information products that convey Air Force-wide messages, consistent with the Air Force's strategic communication objectives, in products like AFLink, Air Force Public Web, "Airman" magazine, Around the Air Force and hometown news releases in Air Force unique formats.

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**I. Description of Operations Financed (continued):**

The DMA is a consolidation of the American Forces Information Service (AFIS) and military service media operations intended to modernize and streamline media into a single, integrated and transformed organization. This program change will create an organization of approximately 1,700 military service members and civilians dedicated to the synchronization and the utilization of its world-wide media assets in a manner that provides a more efficient, timely, responsive and comprehensive distribution of information products and services to the DoD family and the public through both traditional and emerging media technologies. The DMA supports transitioning efforts to streamline the organizational structure and provides opportunities for exploiting economies of scale in the execution of DoD media functions.

**II. Force Structure Summary: N/A**

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**III. Financial Summary (\$ in thousands)**

	FY 2008						
	FY 2007 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>		<u>Appropriated</u>	<u>Current Estimate</u>	FY 2009 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>			
<b>A. <u>BA Subactivities</u></b>							
a. Defense Media Operations	149,665	131,831	-2,046	-1.5	129,785	129,785	195,553
b. Training - Defense Information School	18,184	17,800	0	0	17,800	17,800	18,255
<b>Total</b>	<b>167,849</b>	<b>149,631</b>	<b>-2,046</b>	<b>-1.4</b>	<b>147,585</b>	<b>147,585</b>	<b>213,808</b>

\* The FY 2007 Actual column includes \$18,785.0 thousand of FY 2007 Global War on Terror (GWOT) Emergency Supplemental funds (PL 110-28) and \$149,064.0 thousand of the American Forces Information Service (AFIS) funds. Figures exclude military service funds.

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**III. Financial Summary (\$ in thousands)**

**B. Reconciliation Summary**

	<u>Change FY 2008/FY 2008</u>	<u>Change FY 2008/FY 2009</u>
<b>Baseline Funding</b>	149,631	147,585
Congressional Adjustments (Distributed)	-	-
Congressional Adjustments (Undistributed)	-1,233	-
Adjustments to Meet Congressional Intent	-66	-
Congressional Adjustments (General Provisions)	-747	-
<b>Subtotal Appropriated Amount</b>	<b>147,585</b>	<b>-</b>
Fact-of-Life Changes (CY to CY Only)	-	-
<b>Subtotal Baseline Funding</b>	<b>-</b>	<b>-</b>
Anticipated Supplemental	9,300	-
Reprogrammings	-	-
Price Changes	-	3,209
Functional Transfers	-	53,804
Program Changes	-	9,210
<b>Current Estimate</b>	<b>156,885</b>	<b>213,808</b>
Less: Wartime Supplemental	9,300	-
<b>Normalized Current Estimate</b>	<b>147,585</b>	<b>213,808</b>

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**III. Financial Summary (\$ in thousands)**

<b>C. <u>Reconciliation of Increases and Decreases</u></b>	<b><u>Amount</u></b>	<b><u>Totals</u></b>
<b>FY 2008 President's Budget Request (Amended, if applicable)</b>		149,631
1. Congressional Adjustments		-2,046
a. Distributed Adjustments	-	
b. Undistributed Adjustments	-1,233	
c. Adjustments to meet Congressional Intent	-66	
d. General Provisions	-	
1) Sec 8097 - Contractor Efficiencies	-242	
2) Sec 8104 - Economic Assumptions	-505	
e. Congressional Earmarks - Indian Lands Environmental Impact	-	
<b>FY 2008 Appropriated Amount</b>		147,585
2. War-Related and Disaster Supplemental Appropriations		9,300
3. Fact of Life Changes		
<b>FY 2008 Baseline Funding</b>		156,885
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2008 Estimate</b>		156,885
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations		-9,300
<b>FY 2008 Normalized Current Estimate</b>		147,585
6. Price Change		3,209
7. Functional Transfers		53,914
a. Transfers In		



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**III. Financial Summary (\$ in thousands)**

<b>C. <u>Reconciliation of Increases and Decreases</u></b>	<b><u>Amount</u></b>	<b><u>Totals</u></b>
1) From Air Force	15,358	
2) From Army	27,400	
3) From Navy	10,096	
4) From Marine Corps	950	
5) From American Forces Information Service (memo)	160,004	
6) Transfer of one FTE from WHS for decrease in Human Resources Support	110	
b. Transfers Out - To Defense Media Activity from American Forces Information Service (memo)	-160,004	
8. Program Increases		
a. Annualization of New FY 2008 Program		
b. One-Time FY 2009 Increases		
c. Program Growth in FY 2009		9,100
1) One time program decrease in FY08 to fund BRAC adjustment, program restored to required baseline (FY 2008 baseline: \$147,585K).	4,140	
2) Compensation and Benefit - The increase provides for the conversions of military to civilian full-time equivalents (\$1,260K) and for the additional workload to implement transitioning efforts of the Defense Media Activity (FY 2008 baseline: \$476K).	1,736	
3) Defense Finance and Accounting Service costs will increase due to consolidation of activities transferring to the Defense Media Activity (FY 2008 baseline: \$940K).	384	
4) Increase required for sustaining contract support for transitioning efforts of DMA and equipment modernization for AFRTS, The Pentagon Channel, DMC broadcast operations and an increase for DINFOS student training load.	2,840	
9. Program Decreases		
<b>FY 2009 Budget Request</b>		<b>213,808</b>

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**IV. Performance Criteria and Evaluation Summary**

**Air Force News Services**

AFNEWS news, photography, internal information, and associated products are the primary means by which the Secretary of the Air Force, Air Force Chief of Staff, and senior Air Force officials communicate strategic goals, missions, personnel policies and programs, and important messages to the Air Force internal and external audiences worldwide. Products and services like AFLink, Air Force Public Web, and "Airman" magazine, and Army and Air Force Hometown News contribute significantly to the readiness, morale, and welfare of Air Force members and government service civilian employees and their families.

AFNEWS textual, video, photographic news and information products reside on AFLink, the Air Force's official public website, for communicating with internal and external audiences. An electronic mail list server reaches subscribers of Air Force news products via e-mail.

The Air Force Public Web Program supports overall Air Force Public Affairs strategic communication goals and objectives by providing senior leadership with a centrally managed Web delivery solution that standardizes the content and design of more than 310 active duty Air Force, AF Reserve and Air National Guard public Web sites. This powerful communications tool delivers key themes and messages via print, audio and video mediums to inform and educate their audiences on a global scale.

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**Air Force News Services (continued):**

<b>AFNEWS Web Page Views of Air Force PA Products Metrics</b>			
	<b>FY2007</b>	<b>FY2008</b>	<b>FY2009</b>
<b>AF Link</b>	116.77M	122.6M	128.7M
<b>AF Public Web</b>	227M	445M*	467.25M*

\* Includes migration of a projected 111 Air National Guard Public Web Sites in Calendar year 2008.

AFNEWS expects the demand Web-based products to increase as more DoD users and other authorized audiences become aware of their availability and rely upon Air Force-produced Web-based products for news and information.

AFNEWS news, photography, and associated products support the DoD goals by informing all DoD personnel of DoD policies, goals, and objectives. AFNEWS news products support military personnel, their family members, and government civilian employees by communicating pertinent information that affects their lives and careers. Keeping forces informed of their leaders' goals and efforts is vital to maintaining a highly motivated, effective, and fighting force.

The Army & Air Force Hometown News products enhance and foster a close relationship between the civilian population and the uniformed services which is critical for maintaining morale and meeting future recruitment goals. Experience has shown that meeting armed forces recruiting goals are impacted by the success of the hometown news mission.

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**Air Force News Services (continued):** In pursuit of this "grassroots identity" with our armed forces, each military service strives to inform America about the contributions its sons and daughters are making to national security. It is beneficial for men and women serving in an all-volunteer force to have a strong connection to their homes and communities. The DMA measures Army & Air Force Hometown News Service by the number of products released to potential audiences.

Army & Air Force Hometown News Service				
<u>Product</u>	<u>TOTAL STORIES</u>	<u>INTERVIEWS</u>	<u>RELEASES GENERATED</u>	<u>POTENTIAL AUDIENCE</u>
<i>2007 Actual</i>				
Print Features	16	1,302	3,397	21,821,599
Radio	4	61	1,066	10,400,000
Television	6	70	149	24,880,000
TV Holiday Greeting	-	8,591	-	-
News Release Forms	-	92,991	476,364	160,000,000
<i>2008 Projected</i>				
Print Features	20	1,800	4,500	35,000,000
Radio	20	800	2,200	18,000,000
Television	20	600	1,500	50,000,000
TV Holiday Greeting	-	9,000	-	40,000,000
News Release Forms	-	110,000	700,000	190,000,000
<i>2009 Projected</i>				
Print Features	30	2,200	5,400	50,000,000
Radio	40	1,600	3,000	26,000,000
Television	40	1,300	3,000	100,000,000
TV Holiday Greeting	-	10,000	-	47,000,000
News Release Forms	-	140,000	900,000	250,000,000

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**American Forces Radio and Television Service (AFRTS)**

The AFRTS communicates DoD policies, priorities, programs, goals and initiatives through the American Forces Network (AFN) satellite programming platform, which reaches DoD service members, civilians, co-located State Department members and their families overseas, and sailors and Marines onboard Navy ships. The AFRTS sets policy, manages worldwide resources including manpower standards, project management, broadcasting equipment, maintenance and engineering assets for the AFN network and the Pentagon Channel.

The internal information provided to U.S. Navy ships has been significantly enhanced by the live reception of AFRTS TV Direct-to-Ship (DTS) satellite transmissions that provide three channels of television, three radio services, and textual products like Stripes Lite and the Early Bird.

DoD radio and television internal information spots and news products are used to replace commercials in programming and provide DoD information and news to the soldiers, sailors, airmen, Marines, DoD civilians and their families stationed overseas.

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**American Forces Radio and Television Service (AFRTS) (continued):**

Radio & Television Broadcasting

<u>American Forces Network (AFN)/The Pentagon Channel:</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>
Countries receiving radio and TV programming	177	177	177
Navy ships receiving radio & television programming	300	300	300
Hours of radio news, sports & info, 24 hours/day (5 channels)	43,800	43,800	43,800
Hours of radio music service, 24 hours/day(7 channels)	61,320	61,320	61,320
Hours of TV programming, 24 hours/day (9 channels)	78,840	78,840	78,840
TV & radio news programs produced by Pentagon Channel News Center	2,264	2,264	2,264
Number of radio/TV internal information spots produced	350	350	350
Pentagon TV Channel (24 hours a day/7 days a week)	8,760	8,760	8,760

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**American Forces Radio and Television Service (AFRTS)(continued):** The Pentagon Channel, a TV program service, broadcasts DoD and the primary Military Services' internal information programs, live Pentagon events and briefings. This television service provides the U.S. and overseas audience immediate access to this information on a daily basis. The Pentagon Channel website produces webcasts and Podcasts of all of its live and internally produced products.

<u>Pentagon Channel:</u>	<u>FY 2007</u>	<u>Change</u>	<u>FY 2008</u>	<u>Change</u>	<u>FY 2009</u>
Original Programs Produced	1560	260*	1820	260*	2080

\* Change between fiscal years is as a result of efforts to stay current and relevant by producing original programming

**Defense Media Center (DMC)**

The DMC is the sole source for procuring, acquiring, scheduling, and distributing stateside radio and television news, sports, and entertainment programming to authorized audiences worldwide. Through its broadcast center operation in Riverside, CA, DMC serves as the broadcast hub for the American Forces Network (AFN).

STRATEGIC OBJECTIVE: Broadcast America's top-rated radio and television programming to reach overseas military community serving their country.

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**IV. Performance Criteria and Evaluation Summary**

- **OUTPUT:** Provide satellite delivery of nine distinct channels of television, 12 channels of radio, overseas distribution of the Pentagon Channel, and program delivery to the Navy's Direct-to-Ship (DTS) program (See AFRTS "Radio & Television Broadcasting" table.)
- **OUTCOME:** Deliver the highest rated stateside radio and television programming to an overseas audience of almost 1 million personnel serving in 177 countries and aboard Navy ships at sea.
- **EFFICIENCY:** Provides a highly efficient delivery platform for the effective distribution of DoD internal communication (IC) and military command information to the overseas military community.
- **QUALITY:** DMC delivers the top-rated radio and television programs aired in the U.S. as determined by Nielsen Media Research, Arbitron, Talkers Magazine and other broadcast industry rating services. Audience feedback from AFRTS worldwide scientific surveys and anecdotal audience data received by email, indicate that DMC's highly targeted group of AFN programming services are preferable to the multitude of diverse channel choices available from U.S. domestic satellite and cable providers.



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**IV. Performance Criteria and Evaluation Summary**

**Defense Information School Training (DINFOS)**

<u>Specialized Skill (Initial Entry Training)</u>	<u>FY 2006</u>			<u>FY 2007</u>			<u>FY2008</u>	
	INPUT	OUTPUT	WORKLOAD (\$000K)	INPUT	OUTPUT	WORKLOAD (\$)	INPUT	WORKLOAD (\$000K)
Active	1,316	1,115	8,664.5	934	568	8,855.3	1,289	7,717.2
Guard	200	172	1,316.8	189	115	1,791.9	372	2,227.2
Reserve	179	154	1,178.5	140	87	1,327.3	207	1,239.3
Other/Civilian	1	1	6.6	0	-	-	13	77.9
<b>Subtotal</b>	<b>1,696</b>	<b>1,442</b>	<b>11,166.4</b>	<b>1,263</b>	<b>770</b>	<b>11,974.5</b>	<b>1,881</b>	<b>11,261.6</b>
<u>Skill Progression (Advance Training)</u>								
Active	626	619	4,121.6	590	515	5,593.8	1,054	6,310.3
Guard	86	75	566.2	120	102	1,137.7	152	910.0
Reserve	126	114	829.6	95	83	900.7	244	1,460.8
Other/Civilian	139	129	915.1	147	117	1,393.7	160	957.9
<b>Subtotal</b>	<b>977</b>	<b>937</b>	<b>6,432.5</b>	<b>952</b>	<b>817</b>	<b>9,025.9</b>	<b>1,610</b>	<b>9,639.0</b>
<b>Total Training</b>	<b>2,673</b>	<b>2,379</b>	<b>17,598.9</b>	<b>2,215</b>	<b>1,587</b>	<b>21,000.4</b>	<b>3,491</b>	<b>20,900.6</b>

NOTES:

1. FY 2006 and FY 2007 output represents those students that actually graduated. Non-graduates are a result of academic and/or administrative reasons. Data for FY 2007 is as of 4 September 2007.
2. FY 2008 input figures represent service requirements.
3. These figures include Advance-Distance Learning (ADL) students, but do not include Mobile Training Team (MTT) students.
4. Workload is calculated by dividing the total annual funding by the overall total resident student load (input) for the year indicated, this calculation provides the cost per student. The cost per student multiplied by the number of students input equals the workload.

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**Defense Visual Information (DVI)**

The DVI provides policy and oversight for visual information, including the Joint Combat Camera Program. On October 26, 2007 the Defense Imagery Management Operations Center (DIMOC), under the authority, direction and control of the ASD(PA), was established, resulting in the disestablishment of the Joint Combat Camera Center (JCCC), Defense Visual Information Center (DVIC) and the Joint Visual Information Services Distribution Activity (JVISDA), transferring their missions, functions and responsibilities to the DIMOC. The DVI, through the DIMOC, serves as DoD's central reception and distribution point for all joint-interest still and motion imagery recorded worldwide. They electronically process, edit, and distribute real-time joint interest operational imagery while leveraging technology to rapidly exploit, preserve, store and distribute visual information and media. The DVI protects our history and records significant DoD imagery in support of the Offices of the Secretary of Defense, Joint Staff, Combatant Commands, Military Departments, State Department, and other organizations. The DIMOC is in a transitional period with the exact design and structure under development, the JCCC, DVIC and JVISDA will be identified separately.

Defense Visual Information Center (DVIC) The DVIC is the DoD's central records center for the storage, preservation, and distribution of general purpose Defense imagery. The DVIC provides a working repository of imagery received from all the DoD military departments and activities. The DVIC's performance criteria reflect the evolution of imagery processing from analog to digital technology. The DVIC continues to increase its digital holdings with goals to eliminate analog storage and distribution, while relying on new technologies to increase digital, user-based, discovery and distribution.

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<u>Defense Visual Information Center</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>
Minutes of Motion Media Accessioned	25,000	35,000	45,000
Customer Requests Completed	4,500	5,000	5,000
Minutes of Motion Media Duplicated	200,000	200,000	175,000
 <u>Defense Visual Information Center</u>	 <u>FY 2007</u>	 <u>FY 2008</u>	 <u>FY 2009</u>
Still Images Accessioned	45,000	60,000	80,000
Still Images Reproduced (Hard Copies)	7,600	7,600	3,500
CD-ROMs/DVDs Distributed	20,000	24,000	30,000
Still Images Downloaded	2,800,000	3,100,000	4,000,000

**Joint Combat Camera Center (JCCC)** The JCCC serves as the DoD's central reception and distribution point for all joint-interest still and motion imagery shot by Combat Camera (COMCAM) and most Visual Information (VI) and Public Affairs (PA) Photographers and Videographers around the globe. This imagery is repurposed by numerous DoD and other government agencies to support their operational and Strategic Communication missions. The JCCC continues to see an increase in its customer and submission base, thus setting a continued progression of increased growth in imagery processed and imagery distributed.

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<u>Joint Combat Camera Center</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>
Registered Users of Defense Imagery Server DIS)	23,000	24,000	25,000
Customer Imagery Requests Completed (Still/Video)	800S / 550V	850S / 550V	900S / 600V
Subscriber Accounts on DoD Image Gallery List Serve	8,000	8,500	9,000
Still Images Processed and Posted DIS	54,000	57,000	60,000
Total Images Accessed/Viewed on DIS	83,100,000	87,300,000	91,600,000
Total High-Resolution Images Downloaded from DIS	1,500,000	1,600,000	1,700,000
Average Unique IP's Accessing DIS Daily	6,300	6,700	7,000
Video Footage Received and Edited	340.0 hours	360.0 hours	370.0 hours

**Joint Visual Information Services Distribution Activity (JVISDA)**

The JVISDA products are used for training, education, and recruiting purposes. These products contribute to the DoD corporate level goals of maintaining ready forces and ensuring they are trained to support operational missions around the globe. Demands for digital delivery formats, such as DVD and other emerging technologies, are continuing to increase and change the methods used to deliver product.

<u>Joint Visual Information Services Distribution</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>
Number of Titles of New/Initial Distribution AV Productions	61	70	80
Number of Copies of New/Initial Distribution AV Productions	62,429	70,000	80,000
Number of Reorder Copies of Visual Information Products	117,165	135,000	150,000

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**Navy Services**

STRATEGIC OBJECTIVE: Design, produce, and generate graphical multimedia and various visual information sources that are of interest to DoD and the public environment.

<u>Naval Media Support</u>	<u>FY 2009</u>	
	<u>QTY</u>	<u>\$000</u>
ALL HANDS Magazine (# copies per year)	720,000	769
Navy.Mil	VAR	663
All Hands Television (# shows produced)	12	113
Daily News Update (# shows produced)	1600	71
Navy Information Spots (# produced)	25	52
Special Programs/Broadcasts (# produced)	8	54
Navy Marine Corps Radio (# news reports)	1500	5
Broadcast Services (# Detachments)	27	510
Engineering Services	VAR	760
Operations	VAR	1,125
Civilian Personnel (# Employees)	65	5,974
 Total Navy		 10,096

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**Stars and Stripes (S&S)**

STRATEGIC OBJECTIVE: Publish daily news and information (including information about products and services available wherever the reader is located) for the DoD Military community worldwide (to include active and reserve military personnel, family members, members of the DoD civilian component, and DoD contractors)

The Stars and Stripes media organization is uniquely positioned to enhance and maintain unit and individual readiness, quality of life and morale support by providing news and information important to the command environment and for individual reader interests and entertainment.

- OUTPUT: Readership of over 170,000 daily of Stripes products.
- OUTCOME: Recent customer surveys of Stars and Stripes' programs indicate an intense desire for and loyalty to Stripes' products, and high satisfaction regarding the accomplishment of Stripes' mission.
- EFFICIENCY: Stars and Stripes serve approximately 265K military and DoD personnel daily. The daily cost to the taxpayer is less than 20 cents per reader.

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**IV. Performance Criteria and Evaluation Summary**

**Stars and Stripes (Continued)**

STRATEGIC OBJECTIVE: Ensure readers have adequate information to exercise their first Amendment rights as US Citizens.

Stars and Stripes is dedicated to providing independent and unbiased news and information of the highest quality as a service to the U.S. military community overseas, in peace and war, with coverage of daily news and information making possible the continued, informed exercise of responsibilities of citizenship by DoD personnel and their families overseas.

- OUTPUT: Daily delivery (newspaper, web site, other electronic products) of news and information that furnishes the readership with a source of information from all major news and wire services and from Stars and Stripes newsgathering activities.
- OUTCOME: According to reader surveys, Stars and Stripes ranked high against local hometown newspaper organizations from around the US.
- EFFICIENCY: Reader comments and survey results indicate that the reporting within Stars and Stripes is fair and balanced. The cost to the taxpayer of gathering and transmitting this information is just five cents a day per reader.
- QUALITY: Readership surveys and sales data rate Stars and Stripes as preferable to USA Today and other news sources available overseas.

**DEFENSE MEDIA ACTIVITY (DMA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2009 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Stars and Stripes (Continued)**

STRATEGIC OBJECTIVE: Delivery of news and information in the most economical, efficient and desired method to the military community.

Media delivery methods are by print, web sites, electronic papers, abbreviated versions, and newsletters, with greater interaction in the form of forums, blogs and other citizen participation options.

- OUTPUT: Stars and Stripes has an effective growing web site, that daily delivers three replica editions of the newspaper in an electronic format, has three active bloggers, delivers a monthly newsletter to over 9,500 requestors and provides content using video and audio delivery methods.
- OUTCOME: There are over 90,000 page views of the web site daily by over 12,000 daily website visitors, and over 5200 readers daily download the electronic paper offerings. The value of electronic delivery is measured by the continued growth in usage of electronic products.
- EFFICIENCY: Three daily versions of the newspaper (an average of 130 pages a day) are converted to an electronic product, in addition to the posting of over 50 unique Stars and Stripes stories and images.
- QUALITY: As a result of the varied electronic delivery methods, the availability of Stars and Stripes material is greatly expanded and timeliness of delivery has significantly improved. Consequently, Stars and Stripes receive daily requests from other media for reuse of its material.



**DEFENSE MEDIA ACTIVITY (DMA)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2009 Budget Estimates**

**V. Personnel Summary**

	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	Change <u>FY 2007/ FY 2008</u>	Change <u>FY 2008/ FY 2009</u>
<u>Active Military End Strength (E/S) (Total)</u>	271	310	1,027	39	717
Officer	31	43	60	31	17
Enlisted	240	267	967	27	700
<u>Reserve Drill Strength (E/S) (Total)</u>	-	-	42	-	42
Officer	-	-	10	-	10
Enlisted	-	-	32	-	32
<u>Civilian End Strength (Total)</u>	263	278	682	15	404
U.S. Direct Hire	263	278	604	15	326
Foreign National Direct Hire	-	-	33	-	33
Total Direct Hire	263	278	637	15	359
Foreign National Indirect Hire	-	-	45	-	45
<u>Active Military Average Strength (A/S)</u> <u>(Total)</u>	271	310	1,027	39	717
Officer	31	43	60	12	17
Enlisted	240	267	967	27	700
<u>Reserve Drill Strength (A/S) (Total)</u>	-	-	42	-	42
Officer	-	-	10	-	10
Enlisted	-	-	32	-	32
<u>Civilian FTEs (Total)</u>	263	278	682	15	404
U.S. Direct Hire	263	278	604	15	326
Foreign National Direct Hire	-	-	33	0	33
Total Direct Hire	263	278	637	15	359
Foreign National Indirect Hire	-	-	45	-	45
Average Annual Civilian Salary (\$ in thousands)	99.3	105.8	86.9	6.5	-18.9

**DEFENSE MEDIA ACTIVITY (DMA)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2009 Budget Estimates**

**VI. OP 32 Line Items as Applicable (Dollars in thousands):**

<u>OP 32 Line</u>	<u>Change from</u> <u>FY 2007 to FY 2008</u>			<u>FY 2008</u> <u>Estimate</u>	<u>Change from</u> <u>FY 2008 to FY 2009</u>		<u>FY 2009</u> <u>Estimate</u>
	<u>FY 2007</u> <u>Actuals</u>	<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>		<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	
101 Total Civilian Personnel Compensation	26,116	627	2,677	29,420	897	25,733	56,050
103 Total Wage Grade Compensation	-	-	-	-	-	60	60
104 Foreign National Direct Hire	-	-	-	-	-	1,270	1,270
308 Total Travel	1,247	29	(439)	837	17	2,205	3,059
771 Commercial Transportation	322	7	496	825	-8	300	1,117
912 Rental Payments to GSA (SLUC)	1,790	45	(277)	1,558	39	-	1,597
913 Purchased Utilities (Non-Fund)	483	11	(95)	399	8	414	821
914 Purchased Communications (Non-Fund)	24,626	566	(2,837)	22,355	447	2,139	24,941
915 Rents (Non-GSA)	71	2	(9)	64	1	-	65
917 Postal Services (U.S.P.S)	44	0	70	114	0	80	194
920 Supplies & Materials (Non-Fund)	2,802	64	(786)	2,080	42	2,493	4,615
921 Printing & Reproduction	1,380	32	-	1,412	28	1,258	2,698
922 Equipment Maintenance By Contract	5,858	135	(1,171)	4,822	96	1,425	6,343
923 Facility Sustainment, Restoration, and Modernization by Contract	2,182	50	69	2,301	46	2,612	4,959
925 Equipment Purchases (Non-Fund)	11,478	264	117	11,859	237	12,674	24,770
989 Other Contracts	88,432	1,569	(21,599)	68,402	1,368	7,615	77,385
673 DFAS	805	-39	174	940	-8	343	1,275
672 PRMRF Purchases	213	-10	(6)	197	6	8	211
635 NPWC - Public Works	-	-	-	-	-	260	260
671 Communications (DoD)	-	-	-	-	-	298	298
901 Foreign National Indirect Hire	-	-	-	-	-8	1,828	1,820
<b>Total</b>	<b>167,849</b>	<b>3,352</b>	<b>-23,616</b>	<b>147,585</b>	<b>3,209</b>	<b>63,014</b>	<b>213,808</b>

\* The FY 2007 Actual column includes \$18,785 thousand of FY 2007 Supplemental funds.

\* The FY 2008 Actual column excludes \$9,300 thousand of FY 2008 Bridge Supplemental funds.

\* The FY 2007 and FY 2008 AFIS program transferred to the Defense Media Activity.

\* The FY 2009 includes \$53,804 thousand of FY 2009 Air Force, Army, Navy, and Marine Corps activities transferred to Defense Media Activity.