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## DEFENSE INTELLIGENCE AGENCY

WASHINGTON, D.C. 20340-5100



U-18-7532/FAC-2A1 (FOIA)

**MAY 21 2018**

Mr. John Greenewald  
[REDACTED]  
[REDACTED]

Dear Mr. Greenewald:

This responds to your Freedom of Information Act (FOIA) request, dated February 27, 2015, that you submitted to the Defense Intelligence Agency (DIA) for *a copy of records, electronic or otherwise, pertaining to the current social media strategy utilized by your agency, which would include, but not be limited to, Facebook and Twitter*. I apologize for the delay in responding to your request. DIA continues its efforts to eliminate the large backlog of pending FOIA requests. In order to properly respond, it was necessary consult with another office within the agency.

A search of DIA's systems of records located one document (10 pages) responsive to your request.

Upon review, I have determined that some portions of the document (10 pages) must be withheld in part from disclosure pursuant to the FOIA. The withheld portions are exempt from release pursuant to Exemption 3 of the FOIA, 5 U.S.C. § 552 (b)(3). Exemption 3 applies to information specifically exempted by a statute establishing particular criteria for withholding. The applicable statute is 10 U.S.C. § 424. Statute 10 U.S.C. § 424 protects the identity of DIA employees, the organizational structure of the agency, and any function of DIA.

If you are not satisfied with my response to your request, you may contact the DIA FOIA Requester Service Center, as well as our FOIA Public Liaison at 301-394-5587.

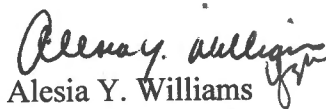
Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. You may contact OGIS by email at [ogis@nara.gov](mailto:ogis@nara.gov); telephone at 202-741-5770, toll free at 1-877-684-6448 or facsimile at 202-741-5769; or you may mail them at the following address:

Office of Government Information Services  
National Archives and Records Administration  
8601 Adelphi Road-OGIS  
College Park, MD 20740-6001

You may also exercise your right to file an administrative appeal by writing to the address below and referring to case number 0172-2015. Your appeal must be postmarked no later than 90 days after the date of this letter.

Defense Intelligence Agency  
7400 Pentagon  
ATTN: FAC-2A1 (FOIA)  
Washington, D.C. 20301-7400

Sincerely,



Alesia Y. Williams  
Chief, FOIA and Declassification Services Office

1 Enclosure

# **Defense Intelligence Agency**

## **Social Media Vision and Guiding Principles**

**Aug 2017 – Feb 2018**

## **Table of Contents**

**Section 1: Guiding principles, Purpose, Vision**

**Addendum 1: Situational Analysis**

**Addendum 2: Tactics**

## **Social Media Vision and Guiding Principles**

### **Purpose**

In the complex and ever-changing arena of social media, this document was created to outline OCC's vision and guiding principles on social media strategy - giving communicators direction and guidance to ensure synchronized DIA goals, while maintaining the agility and freedom to make the tactical communication decisions needed for social media.

### **Overarching Objectives/Vision**

Social media will be used to increase brand awareness of DIA as the indispensable source of Defense Intelligence expertise. Specifically:

- Increase DIA credibility as the leader in foreign military intelligence.
- Demonstrate DIA's relevance by highlighting our mission and customers.
- Showcase science, technology and innovation.
- Gain recognition as a desirable employer for college graduates.

### **Communication Guidance**

The DIA social media plan is a subcomponent of the overall OCC communication strategy, with the aim of using DIA social media channels to support overall DIA communications objectives. As such, social media communication should not be stand-alone or ad-hoc initiatives – they should be coordinated and nested in a broader communication plan that includes internal communication, press engagement, Congressional engagement, website posts and a multimedia (photo/video) plan.

### **Situational Analysis (Addendum 1)**

An analysis of the social media landscape will be done once every six months and added as an addendum to this plan. This analysis will inform the tactics in Addendum 2.

### **Tactics (Addendum 2)**

Specific tactics will be reviewed once every three months and adjusted accordingly.

## **Addendum (1)**

### **July 2017 Situation Analysis**

DIA is a key member of the IC yet lacks the same brand awareness as the CIA, FBI, and NSA. In addition, journalists and government leaders, at times, have commented unfavorably about DIA's competence and relevance.

As of July 2017, DIA's social media engagement has significantly improved over the past 9 months. To continue with this momentum and refine our practices, this document will inform the social media strategy from August 2017 to Feb 2018 and will be updated NLT 16 Feb 2018.

### **Social Media Challenges**

**Challenge 1:** content. Content is king and DIA exists in a world of classified information. The challenge we face is creating and approving timely and relevant unclassified content that is useful and interesting to our primary audiences.

We currently have a number of major annual milestones that provide a great source of content (see calendar in Addendum 2), but those alone are not enough. We must maximize every opportunity to create approved content and maximize each event across all forms of multimedia communication (photo/video/news).

**Challenge 2:** personnel. Social media is currently a collateral duty. With the additional of Major Jackson in August 2017 we'll be in much better shape. An additional challenge lies with a lack of personnel who can edit photos and videos.

**Challenge 3:** photo and video agility. There is a continuing issue with currently needing weeks or even months to properly edit and upload a photo or video. This needs to be reduced to hours or minutes.

### **Bi-annual Objectives (Aug 17-Feb 18)**

- By Nov 2018, establish and maintain active presence on LinkedIn.
- By Jan 2018, at least 33% of social media posts will be multimedia (include a photo, video or graphic)
- By Feb 2018, increase engagement rates by 10%.
- By Feb 2018, review and make a recommendation on outsourcing metrics to a commercial company.
- By Feb 2018, research and determine whether HR should launch a separate employment/internship account on facebook or twitter.

### **Brand Strategy**

At least 67% of social media communication should further one of the following goals (see bins 1 and 2 in addendum 2):

- **Credibility:** If DIA provides useful and accurate information, we will increase our credibility as experts in foreign military intelligence.
- **Relevance:** Relevance can will be demonstrated by providing timely information related to current events and the news cycle. For example, if a foreign military tests a missile or moves into a new area, DIA should make every effort to provide unclassified intelligence and background on that event and topic.
- **Science, technology and innovation.** Competition is fierce in the tech world, with every agency desiring to tell their story to the public about how they are leading innovation. Here we must provide examples of how innovation supports DIA efforts in order to stand out.

### **Key Publics**

#### **Primary Audiences**

##### **Influencers, journalists, DoD/Govt leadership, Congressional/staff leadership:**

This is our critical mass for social media engagement. This audience typical reads online news every day and stays on top of current events. They are an "informed" audience, meaning they typically have a baseline of knowledge and new issues don't need to be explained at a beginner level.

This audience is also weary of blatant advertising, self-promotion, or overuse of sappy click-bait like American flag pictures on the Fourth of July. This audience is desirous of news that makes them more informed of current event and policy. Our posts should reflect that.

##### **News/Journalists**

We know journalists watch our twitter feed, therefore it can be leveraged as a distribution mechanism for organic DIA content, as well as content written by the press. In addition, social media can be used as an effective way to immediately deliver factual information when communication is needed quickly.

##### **Industry**

Industry follows twitter closely, as evidenced by 80+ white papers received by  for the August Industry days.

##### **College Students/Post-Graduate Students (18-25 years old)**

DIA is always actively recruiting talent. The main issue is HR content competing with other content on social media – with potential that it gets overrun and lost among other

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USC 424



posts. One goal for this period is to strongly consider starting HR accounts on social media.

### **Secondary Audiences**

#### **Current Employees, Friends and Families**

Many current and former employees follow DIA on social media. The Agency needs to be able to reach them and encourage them to share DIA's posts to provide credibility to Agency messages and increase DIA's brand awareness. Sometimes they can even provide insightful and add emotion to a story. This audience is best reached through facebook.

#### **IC Agencies**

The other IC agencies are a resource for content as a force multiplier. DIA can tag or repost IC content to multiply our audiences. Of the 17 IC members, the focus should be on the following Agencies:

- National Geospatial Intelligence Agency
- Central Intelligence Agency
- National Security Agency
- National Reconnaissance Office

## Addendum 2

### Tactics

#### **Bins**

Content bins are general guidelines to help organize and manage content to ensure that different mission areas of being covered in the optimal amount. Typically, posts will be planned so that each bin is about equal in terms of content (meaning bins 1 and 2 should be about 67% of content; with bin 3 at 33%):

1. Unclassified intelligence. This includes unclassified information on foreign militaries. Examples include military power books, Congressional statements and testimony, speeches, leadership panels and briefs to the media. This content typically comes from IICs (DI) or public remarks. This bin is the priority.
2. Science, Technology and innovation. This includes [redacted] as well as highlighting specialized centers such as [redacted] etc.
3. Public Interest Stories. This is communication that is interesting and engaging to the general public, and puts a human face on DIA people. It includes history, Attaché remarks, public/school visits and outreach, job fairs, cultural references such as movies or TV shows, and sometimes humor. This bin is the lowest priority and we must avoid overdoing the "easy" things just because bins 1 and 2 are harder to coordinate.

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#### **Tactics Based on Current Environment**

- Content will be created based on coordinated communication campaigns across all of OCC. The guiding principle is to avoid content which is just "social media content" and not coordinated with other aspects of OCC. Campaigns will include the following plans at a minimum:
  - Internal communication plan
  - Multimedia plan
  - Press engagement plan
  - Congressional engagement plan
  - Social media plan
- Every event will have a multimedia support plan, whether photos, videos, graphics or publications. This will include an estimate of time needed to edit, process and upload finished content to NIPR.
  - The timespan for providing facts to inform reporting is extremely short – sometimes minutes. Video and photo editors must make quick work on editing and uploading imagery.

- The DR has stated strong support for communicating "unclassified intelligence," writing on 7 July 17: *"there is a growing demand for this type of unclassified product. We can do more, or private companies will."*
  - Every IIC must contribute to this bin. It is impossible for OCC to generate this content alone; it must be an all-DIA effort. [redacted] DI representative will assist with this effort.
  - If the media gets its unclassified foreign military intel from someone else because DIA is too slow won't engage with them – DIA loses its relevance.
  - Examples are key. We must avoid hypothetical or vague statements such as "DIA is the leader in technology" and use specific examples to illustrate how technology and innovation helped solve a problem.
- To establish brand credibility, DIA should minimize talking about ourselves (advertising). Instead, we must primarily talk about our products and let them do the talking. DIA's product is primarily foreign military intelligence, with a secondary product of [redacted] and innovation.
  - Every effort will be made to ensure bins 1 and 2 account for 67% of social media posts, with bin 3 limited to 33% of posts.

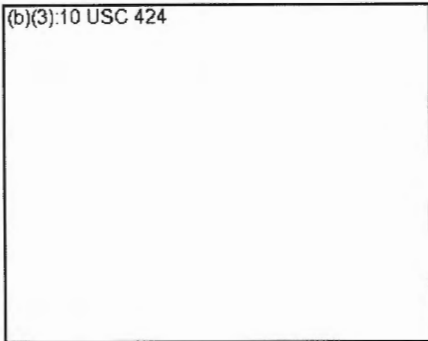
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### Calendar

The calendar of events will consist of milestone events such as testimony, Military power book releases, speeches, Industry days, DoDIIS and other conferences (bins 1 and 2). Secondly, it will include historic and cultural events (bin 3).

The following personnel will meet at least once per week to discuss the production calendar:



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USC 424

#### January

- [redacted] focus month (bin 2)
- Martin Luther King Jr Birthday (bin 3)
- National Mentoring Month (bin 3)

#### February

- Press briefing (bin 1)

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USC 424

- [redacted] focus month (bin 2)
- Quarterly Industry Days (bin 2)
- Presidents Day (bin 3)
- Black History Month (bin 3)

### March

- Annual Threat Assessment testimony (bin 1)
- Women's History Month (bin 3)

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USC 424

### April

- Press briefing (bin 1)
- DR media engagement (bin 1)
- [redacted] focus month (bin 1)
- April Fool's Day (bin 3)
- Earth Day (bin 3)
- Bring your Kid to Work Day (bin 3)
- Holocaust Remembrance Day (bin 3)

### May

- Press briefing (bin 1)
- Innovation/IHub focus month (bin 2)
- Asian/Pacific Heritage Month (bin 3)
- Armed Forces Day (bin 3)
- Memorial Day (bin 3)
- National Physical Fitness and Sports Month (bin 3)
- International Museum Day (bin 3)
- NIU focus month (bin 3)

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USC 424

### June

- [redacted] Industry days (bin 2)
- Flag Day (bin 3)
- National Donut Day (bin 3)
- National Selfie Day (bin 3)
- Army Birthday (bin 3)
- [redacted] focus month (bin 3)

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### July

- GEOINT (bin 1)
- Independence Day (bin 3)
- Museum focus month (bin 3)

### August

- DoDIIS Conference/CIO (bin 2)

### September

- INSA (bin 1)
- National Hispanic Heritage Month (15 Sep-15 Oct) (bin 3)
- DIA Birthday (1 Oct) (bin 3)
- Air Force Birthday (bin 3)
- POW/MIA Day (bin 3)
- Premier of "The Brave" on NBC (bin 3)

#### **October**

- U.S. Navy Birthday (bin 2)

#### **November**

- USMC Birthday (bin 3)
- Veterans Day (bin 3)
- Thanksgiving (bin 3)
- Torchbearers (bin 3)

#### **December**

- Christmas/holiday season (bin 3)

### **Current Social Media Snapshot**

As of June 2017, DIA has five social media accounts:

- Facebook: 384k followers and 388k likes
  - Followers are 17% women and 83% men; 110k are from India, 90k are from the United States.
  - On average, 11k "reaches" per page post.
- Twitter: 108k followers and 1,592 tweets, used daily
  - Twitter engagement ranges from 1.2% on the low end to 6% for an engaging post. This is an increase from 2016 where we typically saw a 1.2-1.6% engagement rate.
- Instagram: 3,512 followers and 49 posts. Not actively being used.
- LinkedIn
  - 32,268 followers
  - Current information is basic about agency
  - No current open positions listed
- YouTube
  - 1,397 followers
  - Youtube is essentially a host site for video, just as DIA.mil is a host site for text and DVIDS is a host site for photos.