

2015 President's Budget
Office of the Secretary
Office of Communications

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OFFICE OF THE SECRETARY
OFFICE OF COMMUNICATIONS

Purpose Statement

The Office of Communications (OC) was established on June 7, 1913, when the Secretary of Agriculture established an Office of Information. The purpose of this office was to act as a news service to communicate possible recommendations of USDA scientists and specialists to the widest audience possible. Section 7 CFR Subtitle A delegates authority for public affairs activities from the Secretary to the Director of OC. The activities of OC have expanded as new technology has become available and as additional segments of the public have become constituents. The basic purpose, however, remains constant: to provide leadership, expertise, management and coordination to develop successful communication strategies and products that advance the mission of USDA and priorities of the Administration, while serving and engaging the public in a fair, equal, transparent and easily accessible manner.

The mission of OC is to provide leadership, expertise, counsel, and coordination for the development of communication strategies, which are vital to the overall formation and awareness of USDA programs and policies. OC serves as the principal USDA contact point for dissemination of consistent, timely information to the public.

OC is located in Washington, D. C. As of September 30, 2013, there were 68 full-time permanent employees.

OC did not have any Office of Inspector General or Government Accountability Office evaluation reports during the past year.

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Available Funds and Staff Years (SYs)
(Dollars in thousands)

Item	2012 Actual		2013 Actual		2014 Estimate		2015 Estimate	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
Salaries and Expenses:								
Discretionary Appropriations.....	\$8,065	59	\$9,006	53	\$8,065	57	\$8,137	57
Rescission.....	-	-	-244	-	-	-	-	-
Sequestration.....	-	-	-402	-	-	-	-	-
Adjusted Appropriation.....	8,065	59	8,360	53	8,065	57	8,137	57
Transfers Out.....	-	-	-	-	-	-	-	-
Total Available.....	8,065	59	8,360	53	8,065	57	8,137	57
Lapsing Balances.....	-51	-	-67	-	-	-	-	-
Subtotal Obligations, OC.....	8,014	59	8,293	53	8,065	57	8,137	57
Obligations under other USDA appropriations:								
Agency Photo Services.....	32	-	35	-	35	-	35	-
OC Misc. Reimbursements.....	263	-	-	-	-	-	-	-
Working Capital Fund (WCF) a/.....	3,729	18	4,695	23	6,372	35	5,793	32
Purchase Card Rebate a/.....	35	-	-	-	-	-	-	-
Total, Other USDA.....	4,059	18	4,730	23	6,407	35	5,828	32
Total, OC.....	12,073	77	13,023	76	14,472	92	13,965	89

a/ This section only includes WCF activities managed by OC. Please refer to WCF President's Budget for more details about the WCF.

Permanent Positions by Grade and Staff Year Summary

Item	2012 Actual	2013 Actual	2014 Estimate	2015 Estimate
	Wash. D.C.	Wash. D.C.	Wash. D.C.	Wash. D.C.
SES.....	2	2	2	2
GS-15.....	11	11	10	10
GS-14.....	12	12	11	11
GS-13.....	9	9	10	10
GS-12.....	18	18	12	12
GS-11.....	6	6	3	3
GS-9.....	4	4	4	4
GS-7.....	3	3	2	2
GS-4.....	1	1	1	1
Ungraded				
Ungraded Positions.....	2	2	2	2
Total Perm.				
Positions.....	68	68	57	57
Unfilled, EOY.....	3	-	-	-
Total, Perm. Full-Time				
Employment EOY.....	65	68	57	57
Staff Year Est.....	59	53	57	57

Note: Positions shown are appropriated only. For WCF financed positions, refer to WCF President's Budget for more details.

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The estimates include appropriation language for this item as follows (new language underscored; deleted matter enclosed in brackets):

Salaries and Expenses:

For necessary expenses of the Office of the Secretary, [~~\$43,778,000~~] \$46,816,000, of which not exceed [~~\$5,051,000~~] \$5,086,000 shall be available for the immediate Office of the Secretary; not to exceed [~~\$498,000~~] \$502,000 shall be available for the Office of Tribal Relations; not to exceed [~~\$1,496,000~~] \$1,507,000 shall be available for the Office of Homeland Security and Emergency Coordination; not to exceed [~~\$1,209,000~~] \$1,217,000 shall be available for the Office of Advocacy and Outreach; not to exceed [~~\$23,590,000~~] \$26,470,000 shall be available for the Office of the Assistant Secretary for Administration, of which [~~\$22,786,000~~] \$25,661,000 shall be available for Departmental Administration to provide for necessary expenses for management support services to offices of the Department and for general administration, security, repairs and alterations, and other miscellaneous supplies and expenses not otherwise provided for and necessary for the practical and efficient work of the Department; not to exceed [~~\$3,869,000~~] \$3,897,000 shall be available for the Office of the Assistant Secretary for Congressional Relations to carry out the programs funded by this Act, including programs involving intergovernmental affairs and liaison within the executive branch; and not to exceed [~~\$8,065,000~~] \$8,137,000 shall be available for the Office of Communications: *Provided*, That the Secretary of Agriculture is authorized to transfer funds appropriated for any office of the Office of the Secretary to any other office of the Office of the Secretary: *Provided further*, That no appropriation for any office shall be increased or decreased by more than 5 percent: *Provided further*, That not to exceed \$11,000 of the amount made available under this paragraph for the immediate Office of the Secretary shall be available for official reception and representation expenses, not otherwise provided for, as determined by the Secretary: *Provided further*, That the amount made available under this heading for Departmental Administration shall be reimbursed from applicable appropriations in this Act for travel expenses incident to the holding of hearings as required by 5 U.S.C. 551-558; *Provided further*, That funds made available under this heading for the Office of the Assistant Secretary for Congressional Relations may be transferred to agencies of the Department of Agriculture funded by this Act to maintain personnel at the agency level [*Provided further*, That no funds made available under this heading for the Office of the Assistant Secretary for Congressional Relations may be obligated after 30 days from the date of enactment of this Act, unless the Secretary has notified the Committees on Appropriations of both Houses of Congress on the allocation of these funds by USDA agency].

The first change in language is for the purpose of deleting restrictive language in the Consolidated Appropriations Act, 2014, that requires Congressional notification prior to funds being obligated after 30 days from the date of enactment.

Lead-Off Tabular Statement

Budget Estimate, 2015.....	\$8,137,000
2014 Enacted	<u>8,065,000</u>
Change in Appropriation	<u>+72,000</u>

Summary of Increases and Decreases

(Dollars in thousands)

	2012	2013	2014	2015	2015
	<u>Actual</u>	<u>Change</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
Discretionary Appropriations:					
Office of Communications.....	\$8,065	+\$295	-\$295	+\$72	\$8,137

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Project Statement
Appropriations Detail and Staff Years (SYs)
(Dollars in thousands)

Program	<u>2012 Actual</u>		<u>2013 Actual</u>		<u>2014 Estimate</u>		<u>Inc. or Dec.</u>		<u>2015 Estimate</u>	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
Discretionary Appropriations:										
Office of Communications.....	\$8,065	59	\$8,360	53	\$8,065	57	+\$72 (1)	-	\$8,137	57
Rescissions, Transfers, and Seq. (Net).....	-	-	646	-	-	-	-	-	-	-
Total Appropriation.....	8,065	59	9,006	53	8,065	57	+72	-	8,137	57
Rescission.....	-	-	-244	-	-	-	-	-	-	-
Sequestration.....	-	-	-402	-	-	-	-	-	-	-
Total Available.....	8,065	59	8,360	53	8,065	57	+72	-	8,137	57
Lapsing Balances.....	-51	-	-67	-	-	-	-	-	-	-
Total Obligations.....	8,014	59	8,293	53	8,065	57	+72	-	8,137	57

Project Statement
(Obligations Detail and Staff Years (SYs))
(Dollars in thousands)

Program	<u>2012 Actual</u>		<u>2013 Actual</u>		<u>2014 Estimate</u>		<u>Inc. or Dec.</u>		<u>2015 Estimate</u>	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
Discretionary Obligations:										
Office of Communications.....	\$8,014	59	\$8,293	53	\$8,065	57	+\$72 (1)	-	\$8,137	57
Total Obligations.....	8,014	59	8,293	53	8,065	57	+72	-	8,137	57
Lapsing Balances.....	51	-	67	-	-	-	-	-	-	-
Total Available.....	8,065	59	8,360	53	8,065	57	+72	-	8,137	57
Rescission.....	-	-	244	-	-	-	-	-	-	-
Sequestration.....	-	-	402	-	-	-	-	-	-	-
Total Appropriation.....	8,065	59	9,006	53	8,065	57	+72	-	8,137	57

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Justification of Increases and Decreases

The base funds will continue to support the mission of OC, which is to provide leadership, expertise, counsel, and coordination for the development of communication strategies, which are vital to the overall formation, awareness and acceptance of USDA programs and policies. OC serves as the principal USDA contact point for dissemination of consistent, timely information to the public.

(1) An increase of \$72,000 for the Office of Communications (\$8,065,000 and 57 staff years available in 2014) consisting of:

a. An increase of \$70,000 for pay costs (\$18,000 for annualization of the fiscal year 2014 pay raise and \$54,000 for the anticipated fiscal year 2015 pay raise.)

This increase is needed to maintain the current level of staffing to ensure OC provides leadership, expertise, counsel, and coordination for the development of communications strategies, which are vital to the overall formation, awareness and acceptance of USDA programs and policies.

b. An increase of \$2,000 for Operational Costs.

This increase will support operational cost for Communications, Utilities, and Misc. Charges.

Geographic Breakdown of Obligations and Staff Years

(Dollars in thousands and Staff Years (SYs))

State/Territory	<u>2012 Actual</u>		<u>2013 Actual</u>		<u>2014 Estimate</u>		<u>2015 Estimate</u>	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
District of Columbia.....	\$8,014	59	\$8,293	53	\$8,065	57	\$8,137	57
Lapsing Balances.....	51	-	67	-	-	-	-	-
Total, Available.....	<u>8,065</u>	<u>59</u>	<u>8,360</u>	<u>53</u>	<u>8,065</u>	<u>57</u>	<u>8,137</u>	<u>57</u>

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Classification by Objects
(Dollars in thousands)

	2012	2013	2014	2015
	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
Personnel Compensation:				
Washington D.C.....	\$5,291	\$5,309	\$5,361	\$5,444
11 Total personnel compensation.....	5,291	5,309	5,361	5,444
12 Personnel benefits.....	1,478	1,481	1,517	1,547
13.0 Benefits for former personnel.....	5	6	-	-
Total, personnel comp. and benefits.....	6,774	6,796	6,878	6,991
Other Objects:				
21.0 Travel and transportation of persons.....	172	111	100	98
22.0 Transportation of things.....	11	7	4	4
23.2 Rental payments to others.....	12	11	10	10
23.3 Communications, utilities, and misc. charges.....	198	253	254	256
24.0 Printing and reproduction.....	23	28	25	25
25.2 Other services from non-Federal sources.....	390	357	205	205
25.3 Other purchases of goods and services from Federal sources.....	384	587	529	488
26.0 Supplies and materials.....	48	83	50	50
31.0 Equipment.....	2	60	10	10
Total, Other Objects.....	1,240	1,497	1,187	1,146
99.9 Total, new obligations.....	8,014	8,293	8,065	8,137
Position Data:				
Average Salary (dollars), SES Position.....	\$162,000	\$163,970	\$163,970	\$163,970
Average Salary (dollars), GS Position.....	\$92,001	\$89,033	\$95,919	\$98,916
Average Grade, GS Position.....	13.2	13.1	13.3	13.4

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Shared Funding Projects
(Dollars in thousands)

	2012	2013	2014	2015
	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
Working Capital Fund:				
Administration:				
Beltsville Service Center.....	\$35	\$23	\$25	\$26
Mail and Reproduction Management.....	87	96	86	91
Procurement Operations.....	-	27	27	27
Integrated Procurement System.....	11	8	8	8
Subtotal.....	<u>133</u>	<u>154</u>	<u>146</u>	<u>152</u>
Communications:				
Creative Media & Broadcast Center.....	143	202	275	290
Finance and Management:				
NFC/USDA.....	14	18	21	20
Financial Systems.....	19	19	18	18
Internal Control Support Services.....	59	56	38	38
Subtotal.....	<u>92</u>	<u>93</u>	<u>77</u>	<u>76</u>
Information Technology:				
NITC/USDA.....	33	637	1,025	1,025
Telecommunications Services.....	137	276	535	484
Subtotal.....	<u>170</u>	<u>913</u>	<u>1,560</u>	<u>1,509</u>
Correspondence Management.....	4	3	3	3
Total, Working Capital Fund.....	<u>542</u>	<u>1,365</u>	<u>2,061</u>	<u>2,030</u>
Department-Wide Reimbursable Programs:				
1890's USDA Initiatives.....	3	2	2	2
Continuity of Operations Planning.....	2	2	2	2
E-GOV Initiatives HSPD-12.....	6	5	4	4
Emergency Operations Center.....	2	2	2	2
Hispanic-Serving Institutions National Program.....	2	2	2	2
Human Resources Transformation (inc. Diversity Council)..	1	1	1	1
Intertribal Technical Assistance Network.....	2	-	-	-
Medical Services.....	3	3	3	3
Personnel and Document Security.....	3	4	4	4
Pre-authorizing Funding.....	3	3	3	3
Retirement Processor/Web Application.....	-	-	1	1
Sign Language Interpreter Services.....	7	8	7	7
TARGET Center.....	1	1	1	1
USDA 1994 Program.....	1	1	1	1
Virtual University.....	2	2	2	2
Visitor Information Center.....	1	1	1	1
Total, Department-Wide Reimbursable Programs.....	<u>39</u>	<u>37</u>	<u>36</u>	<u>36</u>
E-Gov:				
Enterprise Human Resources Intigration.....	2	2	2	2
E-Training.....	2	2	2	2
Integrated Acquisition Environment - Loans and Grants.....	1	1	1	1
Integrated Acquisition Environment.....	1	1	1	1
Total, E-Gov.....	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
Agency Total.....	<u>587</u>	<u>1,408</u>	<u>2,103</u>	<u>2,072</u>

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STATUS OF PROGRAM

The mission of the Office of Communications (OC) is to provide leadership, expertise, management and coordination, to develop successful communication strategies and products that advance the mission of the U. S. Department of Agriculture (USDA) and priorities of the government, while serving and engaging the public in a fair, equal, transparent and easily accessible manner. OC delivers information about USDA programs and policies to the American people. To fulfill that mission, OC disseminates information concerning USDA's programs, policies and activities through various media and often directly to farmers, consumers, environmentalists, the business community and other interest groups. The success of the Department's initiatives is directly aided by the effectiveness of communication and public education campaigns and the ease with which the public can access information on the Department's programs. OC has also taken on an increasingly important role in coordinating USDA's communications during emergencies or other incidents that potentially affect large segments of the public or industry.

Current Activities:

Press Operations (PO): PO does outreach to media outlets and responds to questions from reporters as they relate to the overall mission of the Department as well as the Secretary's priorities. Communication Coordinators provide the leadership, expertise, counsel and coordination needed to develop communications plans and implement strategies vital to the overall formulation and awareness of USDA programs and policies. In addition, PO coordinates public and media communications for the Office of the Secretary and assists USDA mission areas and staff offices in developing plans for effective crafting and dissemination of information.

Speechwriting: The Speechwriting section of OC compiles briefings and drafts speeches, Op-Eds and other remarks for the Secretary and Deputy Secretary, and also provides message guidance to USDA staff.

Creative Media & Broadcast Center (CMBC): The CMBC is a central resource for high-quality and cost-effective communications products and services. CMBC is an integral part of the OC Strategic Communications Planning Team, providing creative communication strategies and solutions for the USDA Secretary and the agencies. The CMBC is responsible for the creation and oversight of a wide range of communication products, including illustrations, posters, brochures, banners, trade-show exhibits, visitor centers, information campaigns, informational videos, radio and TV public service announcements, web cast, satellite media interviews, and audio and video conferences. Users can reduce travel costs through video teleconferencing while still providing mission outreach and training between headquarters and field offices, program participants, and the public.

The CMBC creates daily and weekly radio and TV feature packages for broadcast and cable outlets, including a weekly radio feature service covering five consumer and five agricultural topics and a five minute radio feature which are all available online. Stories are also posted on USDA's web site as well as on the USDA YouTube channel. The CMBC creates a variety of multimedia products, utilizing new technologies such as audio and video web streaming of Secretarial events (live and archived) via the Internet. The CMBC's combined capabilities, technology and collaboration supports the Secretary's goal of a coordinated and centralized approach to the development of communication and training products and provides an essential service in the immediate dissemination of communications for the Secretary, Deputy Secretary, and Sub-Cabinet. The CMBC promotes the integrated use of media in social media outreach. The CMBC has a role in the USDA's continuity of operations and Emergency Response Communications Plans. Services are provided to international, national, regional, state, and local USDA offices, as well as to other government agencies, upon request.

USDA radio provides technical support and covers the radio news conferences with the Secretary, Deputy Secretary and other top government officials.

Web Communications Division (WCD): The WCD manages and maintains the USDA.gov web portal and ensures content is available, accessible and relevant to the Department's diverse stakeholders. WCD contributes to digital communication efforts in coordination with PO, providing expertise in web communications, online community engagement and social media tactics. Web and social media analytics are evaluated for USDA.gov and agency websites to better understand our users and their access of the Department's information and services. Analytics trends are incorporated in ongoing communication planning efforts as well as web content strategies.. The WCD

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team manages the USDA.gov search tool and seeks to optimize web content for search engines. The WCD team manages the Department's official social media assets such as the USDA Twitter, Facebook, Google+ and Instagram accounts, as well as the USDA Blog. WCD works collaboratively with agency web and communication teams, and chairs the webmaster community within the Department, communicating best practices, Federal and USDA web initiatives, USDA web design and functionality, and the use of emerging tools or technologies. Additionally, WCD works collaboratively with the Office of the Chief Information Officer, public affairs directors and program employees to ensure our web communication program effectively supports the Department's mission.

Information Technology Management (ITM): The ITM staff coordinates and administers the use of Information Technology (IT) within OC. It is responsible for all IT activities in support of OC's operations, to include: cyber security; network administration; application support; liaison with the Office of the Chief Information Officer (OCIO) units supporting OC; and oversight of contractors developing and maintaining applications for OC centers and divisions. The staff works cooperatively with other agencies and offices of the Department. It also works with other Departments at the Federal level such as the Department of Homeland Security (DHS) and the Office of Management and Budget (OMB). Our Information Response team emphasizes maintaining effective relationships with the general public. This group answers via an online knowledgebase system, written, telephone, and in-person inquiries from Federal and State agencies, Members of Congress, non-governmental institutions, foreign embassies, and the general public. ITM staff also provides administrative support to OC management. Included in these services are facilities and property management, oversight of telecommunications services, and the processing of all training and travel requests.

Branding Events Exhibits and Editorial Review Division (BEEERD): The branding component within BEEERD provides strategic planning and oversight for the use of the USDA brand across all media. Implementation of the "One USDA" brand has increased visibility for USDA's wide-ranging products and services. Brand management also ensures that the logo is used only where authorized, providing assurance to the public that the Department stands behind products and services that carry the USDA logo. BEEERD's events/exhibit team coordinates outreach efforts across USDA to ensure maximum exposure using the most cost-effective means. This collaborative approach prevents duplication of effort and reduces costs Department-wide. The Constituent Affairs component within BEEERD manages briefings at USDA headquarters with major stakeholders, including numerous national and international delegations. They work to provide farm, trade, consumer associations, natural resources and environmental groups with opportunities to hear from key USDA officials in Washington D.C. and across the country. BEEERD's Editorial Review (ER) provides Departmental oversight for USDA's publishing activities. ER reviews manuscripts and authorizes final clearance for traditional and online publications from the Department's 15 agencies and 7 mission areas. The Division ensures compliance with Federal regulations and USDA guidelines.

Photography Services Division (PSD): The OC Photography Services Division provides various types of photography, including, but not limited to: photojournalism, editorial, portraiture, still life photography, multimedia productions, scientific and food photography, and photographic research for internal and external clients. PSD verifies photographic quality and subject content along with copyright and clearances for all USDA photography used externally, both print and web. The PSD also provides imagery for internal and external requestors via USDA's Flickr web site: <http://www.flickr.com/photos/usdagov/>. The PSD provides photographic training for Agency Public Affairs Specialists in documenting events, post production workflow and delivery. The PSD supports the Office of the Secretary with press and event photography, delivering both high quality prints and digital imagery (including multimedia products) as requested. PSD currently maintains the Department's comprehensive digital asset management archive collection using Flickr, a commercial off the shelf solution (COTS). PSD also continues to spearhead the Department's initiative for a Digital Asset Management (DAM) solution using industry standard technologies to migrate disparate, ad-hoc systems into one enterprise-wide system that is funded collectively by Agencies within the Department.

Printing Division (PD): PD has central printing authority and, therefore, is USDA's liaison with the U.S. Government Printing Office (GPO) and the Congressional Joint Committee on Printing (JCP). PD consults with, advises, instructs, and assists the agency printing specialists, administrative officers, editors, publications writers, and information specialists on the most economical and effective printing methods and procedures.

PD reviews publications submitted by the Department for conformity with printing, policy and regulations of the Department, JCP, and Office of Management and Budget. PD writes all specifications for printing and binding of

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administrative printing procured through the GPO and commercial firms, including booklets, pamphlets, forms, posters, flyers, and specialty items, such as magnets, fans, and over 50 specialty products. Our main focus is to provide the Department with guidance on all GPO matters, in accordance with Title 44, JCP Printing and Binding Regulations.

Selected Examples of Recent Progress:

Press Operations (PO): Highlights include:

- Arranged interviews for the Secretary and Deputy Secretary;
- Organized press for travel for Secretary and Deputy Secretary; and
- Worked with agencies to respond to press inquiries and drafted and edited press materials.

Speechwriting: Highlights include:

- Prepared speeches and briefings for use by the Secretary and Deputy Secretary;
- Wrote weekly radio messages and columns for the Secretary, along with additional columns as appropriate for the Secretary, Deputy Secretary, and Subcabinet; and
- Provided talking points and assisted members of the Subcabinet, Agency Heads, and their staff in preparing speeches.

Creative Media and Broadcast Center (CMBC): Highlights include:

- Produced video and radio public service announcements promoting School Breakfast for FNS;
- Coverage of Forest Service fire suppression and mitigation for training and recruitment;
- Worked with USAID both in US and in Africa creating training videos for teams working overseas;
- Created videos for two Forest Service Visitor Centers informing public of both history and unique opportunities while visiting those Forests;
- Created and provided support for the national USDA Hispanic Women, Farmers and Ranchers outreach effort;
- Provided virtual training modules for FSA, RD, AMS, OCIO and OGC, reducing travel costs;
- Media tours with FSIS officials on food safety education topics;
- CMBC produced 22 diversity employee broadcasts;
- Created 300 training modules for FSA, RD and AMS for web delivery reducing agency travel costs;
- A total of 110 Webinars were coordinated for USDA agencies during 2013;
- Provided services creating webcast modules for the Consumer Financial Protection Bureau; and
- Provided 18,358 audio conferences.

USDA Radio: Highlights include:

- Our three USDA Radio producers continue to cover a diverse range of topics for the Office of the Secretary and USDA agencies, as well as providing the technical support and a moderator for radio news conferences in our studio with the Secretary, Deputy Secretary and other top government officials. In 2013, USDA radio hosted 23 media news conferences. The reporter/producers created 2,344 news stories; aired 572 radio features including 52 five-minute documentaries, 260 Consumer Time Features and 260 Ag Update Features; and
- There were 114,136 hits to the radio news website, 24,330 hits to the radio web feature site, 213,663 hits to the radio newswire podcast sources and 157,159 hits to the radio features podcast sources. There were 2,191 calls to the radio story phone line service in 2013.

Web Communications Division (WCD): Highlights include:

- Led the Department's Digital Strategy effort, successfully meeting OMB's deadlines for delivering 21st century services and systems to customers. Coordinated activities with OCIO and agencies, resulting in official DR 1496-001 Digital Governance Strategy, and several new mobile-friendly websites and APIs;
- Implemented USA Search on USDA.gov in January 2013, a free open-source tool provided by GSA, resulting in a cost savings to USDA.gov and several agency web programs;
- Established a USDA Digital Analytics Program, implementing regular reporting and analytics assessments that include recommendations to improve outreach and content delivery across the USDA mission. Conducted training sessions for 8 agencies and hosted several group sessions to increase skill among agency web teams;
- Redesigned the USDA web site to give a more streamlined look and presentation. Standardized Department-

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wide web masthead and Twitter avatar images to ensure consistent Agency and Office branding to align with the OneUSDA vision;

- Initiated full-scale USDA.gov content audit in December 2012, reviewing more than 2,000 web pages. Of those pages, over 1,400 were identified as outdated or obsolete and removed from the website, reducing total site content by approximately 25% and topical content by more than 70%;
- Launched USDA's official Google+ and Instagram channels, facilitating new opportunities for customer engagement;
- Convened a Social Media Roundtable, which meets at least monthly, to discuss best practices, develop coordinated strategic communication plans, and consider new tools, technology or uses of social media platforms to fulfill the Department's mission;
- Contributed to social and web strategy development, execution and evaluation for programs or campaigns including StrikeForce, Farm Bill, Farm to School, Healthier Next Generation, #MyFarmBill, Food Waste Challenge, Feds Feed Families campaign, and more. Contributions include social media strategic outreach, digital media elements such as tile messaging, feedback on web design, and audience engagement;
- Published more than 825 blogs to the USDA Blog in 2013;
- Transmitted 271 news releases and 230 media advisory distributions for press operations and agencies in 2013; and
- WCD has been working with Press Operations and agencies to be more strategic in distributing news items, consolidating and streamlining announcements whenever possible to highlight cross-agency activities. FY13 has focused on quality of content based on available digital analytics and customer feedback.

Information Technology Resource Management (ITRM): Highlights include:

- Prepared documentation, including Performance Work Statements (PWS) for the 2013 Certification and Accreditation of one OC System and Continuous Monitoring (CM) of another system;
- Zero material weaknesses and we had 30 control deficiencies and they were addressed and corrected;
- Had zero security incidents for Cyber Security and ASOC during this fiscal year;
- Our security staff performed Annual System Security Controls testing on three server systems that comprised of testing approximately 150 controls on each system in CSAM and were completed two weeks before the Departmentally-mandated deadline;
- The Information Services staff responded to almost 93,000 requests for information during 2013 including:
 - 13,000 telephone/hotline requests;
 - 3,900 U.S. and foreign mail requests;
 - 30 direct e-mail requests;
 - 25 telephone and letter requests from Members of Congress; and
 - 76,000 self-served information hotline.
- Coordinated implementation of *Ask the Expert*, a Customer Relation Management system for USDA.gov. This application provides self-service support for Web users to have questions answered 24 hours a day, 7 days a week. The service was asked 314,675 questions; the system answered 304,868 for a self-service rate of 96.9 percent. This is a 4 percent increase over the last year and the self-service rate improved to just under 97 percent over last fiscal year.

Branding Events Exhibits and Editorial Review Division (BEEERD): Highlights include:

- Assisted 25 national constituent organizations by serving as the conduit for their events and providing current information about agricultural related briefings to a total of 1,250 people at USDA headquarters. The constituent team arranged briefings for international agricultural constituents from Japan, China, Italy, and Germany;
- BEEERD developed strategy, communication plan and did the roll out for the One USDA Brand with One Voice that integrates into all the USDA Strategic Goals. BEEERD provided leadership to define, protect and promote the One USDA Brand. This leadership included the change of USDA from the multitude of logos/silos to One USDA across all media with the exception of the Forest Service shield which is protected by law This major shift for USDA included development, alteration, clearance and posting of Departmental Directives for the USDA logo and seal; development of the One USDA Visual Style Guide for the appropriate use of the USDA signature; development of the Procurement Advisory; and one GPO approved site for Business Cards for reduction of overlap and excess spending in the procurement of logos, business cards and theme art across

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USDA;

- Working across the silos of the Department, we provided content, design and printing on a collaborative opportunity for the One USDA brochure;
- As a result of OMB M12-12 BEEERD's Events/Exhibit Team (EET) was integrated into the USDA Departmental Travel and Conference Regulations with the Chief Financial Office USDA-wide team to ensure compliance. They lead the effort of USDA wide conference coordination successfully providing USDA with a consolidated effort for exhibiting by co-locating at many of the conferences across the nation and establishing the OC SharePoint as the USDA wide schedule calendar for conferencing;
- BEERD was instrumental in the creation of the USDA wide Employee Art and Agricultural Competition as part of USDA's Cultural Transformation. In its second year over 300 entries came from across the nation and the globe including China and Puerto Rico; and
- The editorial review and clearance team cleared 307 manuscripts and 248 camera-ready proofs for printing or Web release; worked with agencies on the One USDA initiative, OIG Congressional Reports and more.

Photography Services Division (PSD): Highlights: completed 576 work requests in FY 2013 for photographic services. Services included: passports, portraits, both local and onsite assignments documenting Departmental and Agency programs, framing requests, and printing of photo exhibits and displays. PSD also reviewed and cleared 197 photo requests for publication.

Photography Services Division provided photographic coverage for the following events:

- 2013 Outlook Forum
- International School Meals Day
- Secretary w/Nutrition & Hunger Stakeholders Meeting
- Food Hubs
- Secretary Vilsack launching U.S. Food Waste Challenge with EPA
- Secretary Vilsack with Secretary of Homeland Security Napolitano interview
- USDA's Transformational Events
- StrikeForce Initiative
- MOU Signing with Secretary Wood, Energy Trade Association
- China Joint Committee on Cooperation in Agriculture
- Land-Grant Directory/Tribal Colleges Fellows Program

Printing Division (PD): Highlights include:

- Managed 10 printing contracts that were written by the Government Printing Office (GPO) for use by USDA. We are the Contracting Officer's Representatives (CORs) who order the printing work with these contractors, determining printing schedules, specifications, and costs. These contracts allow USDA to achieve the most economical cost and meet critical deadlines required by USDA customers;
- Manage and utilize the Program 960 Simplified Purchase Agreement (SPA) for OC and several customer agencies. We are the liaison with the GPO to establish the contract and represent our customers when disputes occur. Our customers experience satisfaction in being able to be involved hands-on in the selection and production process of their print jobs, thus saving time and allowing them to personally track their print procurements. Over 304 print jobs placed on the SPA contract in FY 2013; and
- Another important procurement activity is the use of the GPO Express program. The GPO has partnered with Federal Express (FED-EX) Office for copier/duplicating services. This program works effectively with many of our customers who travel and require materials for meetings, seminars, etc. The program provides established prices, schedules, and the assurance of a standard product nationwide. The GPO Express Program for 2013 has reported purchases of \$279,123.09, with an average transaction of \$164.09. This is a \$457,064.80 savings, i.e., 62 percent off of the retail price of \$736,188.70. By using these contracts, USDA is in compliance with Title 44, U.S. Code, Public Printing, and all Government printing and binding regulations.

Listed below are figures showing publications and forms printed during FY 2013 with comparative figures for FY 2012. In FY 2013, GPO reported 6,046 USDA print orders processed with 2,623 performed in the Washington, DC area totaling \$3,040,088.12 (these figures do not include USDA In-House facility).

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<u>Publications and Forms Printed</u>	<u>FY 2012</u>	<u>FY 2013</u>
Dollars billed to USDA by GPO (nationwide)	\$9,908,215.00	\$8,808,322.22
Dollars billed to USDA by GPO (Wash. area)	\$2,499,539.57	\$3,040,088.12
Dollars billed to USDA by GPOEXPRESS Program (nationwide)	\$383,209.75	\$279,123.90
Print jobs processed through GPO and/or contract (Wash. area)	2,897	2,623
Print jobs processed through the USDA In-House Facility	<u>3,660</u>	<u>2,713</u>
Total jobs processed (Wash. Area)	6,557	5,338

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Summary of Budget and Performance
Statement of Agency Goals and Objectives

The Office of Communications (OC) was established on June 7, 1913, when the Secretary of Agriculture established an Office of Information. The purpose of this office was to act as a news service to communicate possible recommendations of USDA scientists and specialists to the widest audience possible. Section 7 CFR Subtitle A delegates authority for public affairs activities from the Secretary to the Director of OC. The activities of OC have expanded as new technology has become available and as additional segments of the public have become constituents.

USDA Strategic Goal: OC supports all USDA strategic goals.

Agency Strategic Goal	Agency Objectives	Programs that Contribute	Key Outcomes
Provide maximum support to all mission areas of the Department in the development of programs, in creating awareness among the American public about USDA's major initiatives and services, and providing emergency public information and warnings when necessary.	Provide resources and state-of-the art facilities to enhance communication by USDA and its agencies. Provide efficient coordination and instructive guidance to enhance communication by USDA and its agencies.	All programs and activities within OC. All programs and activities within OC.	Intended audiences receive the material or information distributed, and intended audiences have access to tools to answer their questions and provide feedback on issues.

Key Performance Measure and Targets:

Performance Measure	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Target	2015 Target
Percent of prepared materials that are accepted for use by commercial media outlets and the public.	95%	95%	95%	95%	95%	95%	95%
Cost (thousands)	\$8,490	\$8,620	\$8,458	\$7,137	\$7,385	\$7,182	\$7,246
Percent of ongoing and information campaigns timely completed and promoting unified accomplishment of USDA mission area in an effective manner.	95%	95%	95%	95%	95%	95%	95%
Cost (thousands)	\$945	\$963	\$945	\$877	\$908	\$883	\$891

Selected Past Accomplishments Toward Achievement of Key Outcome:

- Implemented USA Search on USDA.gov in January 2013, a free open-source tool provided by GSA, resulting in a cost savings to USDA.gov and several agency web programs.
- Transmitted 271 news releases and 230 media advisory distributions for press operations and agencies in 2013.
- A total of 300 Webinars were coordinated for USDA agencies during 2013.
- Created 110 training modules for FSA, RD and AMS for web delivery, reducing agency travel costs.

Selected Accomplishments Expected at the 2015 Proposed Resource Level:

Commercial media outlets will receive the materials and information distributed by the Department; that there is a high acceptance and use of prepared materials; and that OC facilities can produce products meeting industry standards in ways that continue to enhance OC's ability to advance the mission of USDA and priorities of the Administration, while serving and engaging the public in a fair, equal, transparent and easily accessible manner.

Strategies for achieving performance in 2015:

- OC plans to continue to evaluate its strategic objectives and performance measures in light of revised budget authority to ensure it can provide the maximum support possible to agencies and the public.
- Continue to expand the use of appropriate open-source tools in support of USDA.gov to reduce costs to the Department and agencies.
- Continue to explore strategic sourcing strategies for the acquisition of communications products and services.
- Use audio and video teleconferences to assist USDA agencies in reducing their travel costs associated with regular meetings and training.
- Provide centralized operations for design and production, review/clearance, and distribution of messages and information (video, print, and broadcast) to USDA's primary constituencies and the general public to ensure that they get understandable and relevant information about USDA programs and services.
- Coordinate the development of communications plans for all USDA cross-cutting or interagency initiatives showing each mission's and/or agency's information role.
- Maintain capability to provide all of OC's basic services in a crisis situation even if it involves a relocation of senior Department officials from the Washington, D.C. metropolitan area.

Strategic Goal and Objectives Funding Matrix

(Dollars in thousands)

<u>Program/ Program Items</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Estimate</u>	<u>Change</u>	<u>2015 Estimate</u>
Department Strategic Goal: OC supports all of the department's goals and objectives.					
Office of Communications.....	\$8,065	\$9,006	\$8,065	+\$72	\$8,137
Staff Years.....	59	53	57	-	57

Full Cost by Department Strategic Goal
(Dollars in thousands)

Department Strategic Goal: OC supports all of the department's goals and objectives.

Program / Program Items	2012 Actual	2013 Actual	2014 Estimate	2015 Estimate
<u>Office of Communications</u>				
Administrative costs (direct).....	\$6,774	\$6,796	\$6,878	\$6,991
Indirect costs.....	1,240	1,497	1,187	1,146
Total Costs.....	8,014	8,293	8,065	8,137
FTEs.....	59	53	57	57
Performance Measure:				
Percent of prepared materials that are accepted for use by commercial media				
Measure.....	95%	95%	95%	95%
Cost per measure (unit cost).....	\$7,137	\$7,385	\$7,182	\$7,246
Performance Measure:				
Percent of ongoing and information campaigns timely completed and promoting unified accomplishments of USDA mission areas in an effective manner				
Measure.....	95%	95%	95%	95%
Cost per measure (unit cost).....	\$877	\$908	\$883	\$891