

2021 USDA EXPLANATORY NOTES – OFFICE OF COMMUNICATIONS

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AGENCY-WIDE

PURPOSE STATEMENT

The Office of Communications (OC) was established on June 7, 1913, when the Secretary of Agriculture established an Office of Information. The office was to serve as a news service to communicate findings and 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.

As new technology has become available and as additional segments of the public have become constituents, OC has expanded its activities to better inform and serve the public. OC's mission is to provide leadership, expertise, management, counsel and coordination that result in successful communication strategies and products that serve and engage the public in a timely, fair, equal, transparent, and easily accessible manner while advancing the mission of USDA and priorities of the Administration.

OC is located in Washington, D.C. As of September 30, 2019, there were 60 full-time permanent employees, with 59 stationed in Washington, D.C.

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

AVAILABLE FUNDS AND STAFF YEARS

Table OC-1. Available Funds and Staff Years (thousands of dollars, staff years (SY))

Item	2018		2019		2020		2021	
	Actual	SY	Actual	SY	Enacted	SY	Budget	SY
Salaries and Expenses:								
Discretionary Appropriations	\$7,500	38	\$7,500	38	\$7,261	38	\$7,411	38
Transfers Out	-250	-	-230	-	-	-	-	-
Total Available	7,250	38	7,270	38	7,261	38	7,411	38
Lapsing Balances	-303	-	-48	-	-	-	-	-
Subtotal Obligations, OC	6,947	38	7,222	38	7,261	38	7,411	38
Ob. Under Other USDA Appr.:								
Agency Photo Services	39	-	40	-	40	-	40	-
Shared Services Reimbursement.....	48	-	-	-	-	-	-	-
Total, Other USDA.....	87	-	40	-	40	-	40	-
Total, Agriculture Appropriations	7,034	38	7,262	38	7,301	38	7,451	38
<u>Working Capital Fund a/:</u>								
Creative Media Broadcast Center (USDA)	6,186	20	6,109	18	3,594	19	4,128	19
Total, OC.....	13,220	58	13,371	56	10,895	57	11,579	57

a/ This section includes OC managed Working Capital Fund (WCF) activities. Please refer to the WCF Explanatory Notes for more details about the WCF.

PERMANENT POSITIONS BY GRADE AND STAFF YEARS

Table OC-6. Permanent Positions by Grade and Staff Years

Item	2018			2019			2020			2021		
	D.C.	Field	Actual	D.C.	Field	Actual	D.C.	Field	Enacted	D.C.	Field	Budget
SES	2	-	2	2	-	2	2	-	2	2	-	2
GS-15	10	-	10	3	-	3	3	-	3	3	-	3
GS-14	12	-	12	14	-	14	14	-	14	14	-	14
GS-13	10	-	10	13	-	13	14	-	14	14	-	14
GS-12	10	-	10	17	-	17	13	-	13	13	-	12
GS-11	2	1	3	5	1	6	6	1	7	6	1	7
GS-9	5	-	5	4	-	4	4	-	4	4	-	4
GS-7	1	-	1	1	-	1	1	-	-	1	-	-
Total Permanent....	52	1	53	59	1	60	57	1	58	57	1	57
Unfilled, EOY	-	-	-	-	-	-	-	-	-	-	-	-
Total Perm. FT												
EOY	52	1	53	59	1	60	57	1	58	57	1	57
Staff Year Est	57	1	58	55	1	56	57	1	58	57	1	57

SHARED FUNDING PROJECTS**Table OC-2. Shared Funding Projects (dollars in thousands)**

Item	2018 Actual	2019 Actual	2020 Enacted	2021 Budget
Working Capital Fund:				
Administration:				
Material Management Service.....	\$27	\$17	\$14	\$14
Mail and Reproduction Services	106	138	159	162
Integrated Procurement Systems	15	17	17	17
Procurement Operations Services.....	42	52	52	39
Human Resources Enterprise Management Systems	1	1	1	1
Subtotal.....	191	225	243	233
Communications:				
Creative Media & Broadcast Center	565	367	123	224
Finance and Management:				
National Finance Center.....	20	21	17	16
Financial Shared Services.....	69	68	49	121
Subtotal.....	89	89	66	137
Information Technology:				
National Finance Center.....	-	-	-	-
Client Experience Center.....	420	152	735	734
Department Administration Information Technology	-	-	666	742
Digital Infrastructure Services Center	723	288	534	366
Enterprise Network Services	46	73	66	62
Subtotal.....	1,189	513	2,001	1,904
Correspondence Management	2	-	-	-
Total, Working Capital Fund.....	2,036	1,194	2,433	2,498
Department-Wide Shared Cost Programs:				
Agency Partner Outreach.....	6	5	6	6
Human Resources Transformation.....	1	-	-	-
Medical Services.....	5	4	3	-
Office of Customer Experience.....	2	2	2	2
Personnel and Document Security.....	2	2	2	2
Physical Security	-	-	4	3
Security Detail	4	3	3	3
Security Operations	8	7	4	5
TARGET Center	1	1	1	1
USDA Enterprise Data Analytics Services.....	-	-	4	4
Virtual University	1	-	-	-
Total, Department-Wide Reimbursable Programs	30	24	29	26
E-Gov:				
Enterprise Human Resources Integration.	1	1	-	-
Total, E-Gov	1	1	-	-
Agency Total.....	2,067	1,219	2,462	2,524

ACCOUNT 1: SALARIES AND EXPENSES

LEAD-OFF TABULAR STATEMENT

Table OC-3. Lead-Off Tabular Statement

Item	Amount
2020 Appropriation	\$7,261,000
Change in Appropriation	+150,000
Budget Estimate, 2021	<u>7,411,000</u>

APPROPRIATIONS LANGUAGE

The appropriations language follows (new language underscored; deleted matter enclosed in brackets):

For necessary expenses of the Office of the Secretary, [~~\$46,139,000~~]\$47,836,000 of which not to exceed [~~\$5,051,000~~]\$5,143,000 shall be available for the Immediate Office of the Secretary; not to exceed [~~\$1,496,000~~]\$1,336,000 shall be available for the Office of Homeland Security; not to exceed [~~\$6,211,000~~]\$1,957,000 shall be available for the Office of Partnerships and Public Engagement, [of which \$1,500,000 shall be for 7 U.S.C. 2279(c)(5)]; [~~\$22,251,000~~]\$28,048,000 shall be available for the Office of the Assistant Secretary for Administration, of which [~~\$21,376,000~~]\$27,161,000 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; Provided, That funds made available by this Act to an agency in the Administration mission area for salaries and expenses are available to fund up to one administrative support staff for not to exceed [~~\$3,869,000~~]\$3,941,000 shall be available for the Office of the Assistant Secretary for Congressional Relations and Intergovernmental Affairs to carry out the programs funded by this Act, including programs involving intergovernmental affairs and liaison within the executive branch; and not to exceed and liaison within the executive branch; and not to exceed [~~\$7,261,000~~]\$7,411,000 shall be available for the Office of Communications: Provided further, 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 \$22,000 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 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 obligated 30 days after 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: Provided further, That of the funds made available under this heading, funding shall be made available to the Office of the Secretary to carry out the duties of the, working group established under section 770 of the Agriculture, Rural

Development, Food and Drug Administration, and Related Agencies Appropriations Act, 2019 (Public Law 116-6; 133 Stat. 89): Provided .further, That during any 30 day notification period referenced in section 716 of this Act, the Secretary of Agriculture, the Secretary, of Health and 21 Human Services or the Chairman of the Commodity Futures Trading Commission, (as the case may be) shall take no action to begin implementation of the proposal or make any public announcement in any form.

PROJECT STATEMENT

Table OC-4. Project Statement (thousands of dollars, staff years (SY))

Item	2018 Actual	SY	2019 Actual	SY	2020 Enacted	SY	Inc. or Dec.	Chg Key	SY	2021 Budget	SY
Discretionary Appropriations:											
Office of Communications..	\$7,500	38	\$7,500	38	\$7,261	38	+\$150	(1)	-	\$7,411	38
Transfers Out:											
Working Capital Fund	-250	-	-230	-	-	-	-	-	-	-	-
Total Available.....	7,250	38	7,270	38	7,261	38	+150		-	7,411	38
Lapsing Balances	-303	-	-48	-	-	-	-	-	-	-	-
Total Obligations	6,947	38	7,222	38	7,261	38	+150		-	7,411	38

JUSTIFICATION OF INCREASES AND DECREASES

The Office of Communications Salary and Expenses: An increase of \$150,000 from the FY 2020 Appropriations.

(1) An increase of \$150,000

The funding change is requested for the following items:

A) An increase of \$57,000 for pay costs (\$26,000 for annualization of the 2020 pay increase and \$31,000 for the 2021 pay increase).

This increase will support the pay increase for civilian employees. This increase will allow the OC to continue to perform its mission, to provide leadership, expertise, management, counsel and coordination that result in successful communication strategies and products that serve and engage the public in a timely, fair, equal, transparent, and easily accessible. This critical increase is needed to support and maintain current staffing levels to meet the program demands and statutory requirements imposed on OC. Elimination of the pay cost increase means the OC would not be able to fund approximately 1 FTE and/or would need to significantly cut travel, training, and mission support. Approximately 77 percent of our budget supports personnel compensation and benefits. Failure to receive this increase would prevent us from fully performing our mission, which is necessary to ensure OC can continue support for all areas of the Department as well as meeting the needs of the Executive Office of the President and members of Congress.

B) An increase of \$41,000 for performance awards.

This increase will support a 1 percentage point increase in awards spending, consistent with objectives outlined in the President’s Management Agenda, to enhance workforce development. Without this additional funding, OC will be unable to absorb these costs in FY 2021, resulting in reductions to planned to hire levels, eroding USDA’s ability to meet key Administration priorities contained in this Budget.

C) An increase of \$52,000 for the Department’s increased contribution to the Federal Employees Retirement System (FERS).

This increase will cover the expenses for the mandated increase of USDA’s contribution to FERS. These increases were effective January 1, 2020, and impact approximately 60 employees’ retirement packages

GEOGRAPHIC BREAKDOWN OF OBLIGATIONS AND STAFF YEARS

Table OC-5. Geographic Breakdown of Obligations and Staff Years (thousands of dollars, staff years (SY))

State/Territory/Country	2018		2019		2020		2021	
	Actual	SY	Actual	SY	Enacted	SY	Budget	SY
District of Columbia.....	6,852	37	7,125	37	7,163	37	7,312	37
Georgia.....	95	1	97	1	98	1	99	1
Obligations	6,947	38	7,222	38	7,261	38	7,411	38
Lapsing Balances	303	-	48	-	-	-	-	-
Total, Available.....	7,250	38	7,270	38	7,261	38	7,411	38

a/Positions shown are OC appropriated positions only. For WCF financed positions, please refer to the WCF Explanatory Notes for more details

CLASSIFICATION BY OBJECTS*Table OC-6 Classification by Objects (thousands of dollars)*

Item No.	Item	2018 Actual	2019 Actual	2020 Enacted	2021 Budget
	Personnel Compensation:				
	Washington D.C.	\$4,171	\$4,288	\$4,198	\$4,436
	Personnel Compensation, Field.....	95	97	98	100
11	Total personnel compensation	4,266	4,385	4,296	4,536
12	Personal benefits	1,287	1,347	1,302	1,419
13.0	Benefits for former personnel	36	2	2	-
	Total, personnel comp. and benefits.....	5,589	5,734	5,600	5,955
	Other Objects:				
21.0	Travel and transportation of persons	153	92	150	100
22.0	Transportation of things.....	1	1	1	1
23.1	Rental payments to GSA	4	3	4	5
23.3	Communications, utilities, and misc. charges	203	255	255	255
24.0	Printing and reproduction	20	11	20	20
25.0	Other contractual services.....	-	560	361	361
25.1	Advisory and assistance services.....	-	116	120	120
25.2	Other services from non-Federal sources.....	135	33	105	105
25.3	Other goods and services from Federal sources	504	204	410	389
25.4	Operation and maintenance of facilities.....	23	-	-	-
25.5	Research and development contracts	22	19	25	-
26.0	Supplies and materials	44	57	60	25
31.0	Equipment.....	249	137	150	75
	Total, Other Objects	1,358	1,488	1,661	1,456
99.9	Total, new obligations.....	6,947	7,222	7,261	7,411
	DHS Building Security Payments (included in 25.3)....	\$35	\$33	\$34	\$35
	Position Data:				
	Average Salary (dollars), ES Position	\$156,000	\$152,000	\$155,000	\$157,000
	Average Salary (dollars), GS Position.....	\$112,000	\$115,000	\$115,000	\$116,000
	Average Grade, GS Position	13.5	13.6	13.6	13.6

Status of Programs

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 outlets and often directly to farmers, consumers, environmentalists, the business community, and other interest groups. The success of the Department's initiatives is directly supported by effective communication and public education campaigns, making it easier for the public to 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

Branding, Events, Exhibits, and Editorial Review Division (BEEERD) and Printing Services

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 assurances to the public that the Department stands behind products and services that carry the USDA logo.

The Printing Services group remains the Department's central printing authority and liaison with the U.S. Government Printing Office (GPO) and the Congressional Joint Committee on Printing. The group 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. As audience preferences change, USDA is actively exploring expanding services into the digital realm.

The Constituent Affairs component within BEEERD manages briefings at USDA headquarters with major stakeholders, including national and international delegations. In 2019, this group worked closely with its partner the Office of Congressional Relations' Office of External and Intergovernmental Affairs, creating efficiencies for the farm, trade, consumer associations, natural resources, and environmental groups seeking opportunities to engage with key USDA officials in Washington, D.C., and across the country.

Editorial Review (ER) provides Departmental oversight for USDA's publishing activities. Providing the final Departmental authorization and clearance of traditional and online publications before going out to the public, the group serves the Department's 8 mission areas and 36 agencies and staff offices and ensures compliance with Federal regulations and USDA Departmental Regulations and guidelines.

Creative Media and Broadcast Center (CMBC)

CMBC is a central USDA resource for high-quality and cost-effective communications products and services. CMBC provides strategic communication planning solutions and tactical development, creation, production and distribution. CMBC creates and oversees a wide range of communication products, including video and audio, print, exhibits, and web. CMBC provides services to agencies for visitor centers, information campaigns, training, radio and TV public service announcements, webcasts, remote media interviews, and audio and video webinars.

CMBC supports a customer experience approach to the development of communication and training products and provides an essential service creating and disseminating communications for the Secretary, Deputy Secretary, and Sub-Cabinet. CMBC promotes the integrated use of traditional media and social media outreach. CMBC has a role in the USDA's continuity of operations and emergency response communications plans. CMBC production services are provided to headquarters, regional, and local USDA offices, and to other government agencies upon request.

CMBC's Creative business line is expanding capabilities to meet customers' needs and create efficiencies, including: flying drone video services with a certified operator; portable teleprompters to record messages outside a studio setting; and the addition of remote-controlled cameras to reduce crew size and client costs for events.

Digital Communications Division (DCD)

The DCD manages and maintains the USDA.gov web portal, ensuring content is available, accessible, and relevant to the Department's diverse stakeholders. DCD coordinates its digital communication efforts with the press office, providing expertise in web communications, online community engagement, and social media tactics. The group also supports agency and program area communications, evaluating web and social media analytics for USDA.gov and agency websites to better understand our users and their access of the Department's information and services.

Analytic trends are incorporated in ongoing communication planning efforts and web content strategies. The DCD team manages the USDA.gov search tool and seeks to optimize web content for search engines. The DCD team manages the Department's official social media assets such as the USDA Twitter, Facebook, Google, Instagram accounts, and the USDA Blog. DCD works collaboratively with agency web and communication teams, and chairs the Web Council within the Department, communicating best practices, Federal and USDA web initiatives, USDA web design and functionality guidance, and the use of emerging tools or technologies. Additionally, DCD works to ensure collaboration with the Office of the Chief Information Officer, public affairs directors, and program employees, to ensure our web communication and social media programs effectively support the Department's mission. The DCD develops and maintains current policy on the official use of social media, new media, and digital communications, and provides the standards and guidance to all USDA digital efforts.

Information Technology Management (ITM)

The ITM staff coordinated and administered the use of Information Technology (IT) within OC and was responsible for all IT activities in support of OC's operations, including: cyber security; network administration; application support; liaison with the Office of the Chief Information Officer units supporting OC; and oversight of contractors developing and maintaining applications for OC. The staff worked cooperatively with other agencies and offices of the Department. It also worked with other Departments at the Federal level such as the Department of Homeland Security and the Office of Management and Budget.

The group also managed an enterprise customer-relationship web application that provided the general public with relevant answers to queries via the website. The group answered, via an online knowledgebase system, written, telephone, and in-person inquiries from the general public, Federal and State agencies, foreign embassies, and others. ITM staff also provided administrative support to OC management. Included in these services were facilities and property management, oversight of telecommunications services, and the processing of all training and travel requests.

Photography Services Division (PSD)

The PSD provides photography services including, but not limited to: photojournalism, editorial, portraiture, still life, multimedia productions, scientific, Forest Fire line documentation (Red Card certified photographer on staff), and photographic research for internal and external clients. PSD ensures that photographic assets are periodically transferred to the National Archives. PSD also provides content, digital and multimedia service to the DCD, integrating with social media tools such as Twitter, Facebook, Google, and Instagram. PSD verifies photographic quality and subject content, along with copyright and clearances for all images used in publications, ensuring images are supported by key words and metadata for USDA photography used externally, both print and web. The PSD also provides imagery for internal and external requestors via USDA's Flickr photo stream 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, an off the shelf commercial solution.

Press Operations (PO)

PO provides outreach to media outlets and responds to reporters' questions about 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, as well as provides message guidance to USDA staff.

Selected Examples of Recent Progress

Branding Events Exhibits and Editorial Review Division (BEEERD)

- Defended the USDA Brand sending letters of cease and desist to stop the inappropriate use of the USDA Brand by a developer and loan institutions. BEEERD had numerous requests for the use of the USDA brand from various communication channels that include approximately 243 emails.
- Reviewed and edited over 7,918 pages that included significant publications such as: Food Safety and Inspection Service Annual Plan, Fiscal Year 2017 Report to Congress (FSIS); Major Forest Insect and Disease Conditions in the United States (FS); OIG Semiannual Report to Congress, April 1, 2018, through September 30, 2018 (OIG); America's Broadband Initiative Milestone Report (RD/OSEC) (WH); Research and Development Potentials in Indoor Agriculture and Sustainable Urban Ecosystems Workshop Report, February 2019 (OCS); The U.S. and European Animal Pharmaceutical Industries in the Age of Antibiotic Resistance (ERS); Cyber Security Awareness for Food and Agriculture (Office of Homeland Security); Climate Change and Agricultural Risk Management Into the 21st Century (ERS); Current Financial Conditions in U.S. Agriculture: Historical Comparisons (ERS)
- Completed numerous projects utilizing all printing programs including GPO Express program to ensure the best customer service with the most cost-efficient printing process.
- Hosted 400 members of the National Farmers Union, as well as the annual National Association of Farm Broadcasting and Georgetown University China Group. The team hosted a total of 1,262 constituents in FY19.

Creative Media and Broadcast Center (CMBC)

- Provided platform and development services to 15 USDA websites and one non -USDA website.
- Provided content and contract management support for: Ag Census outreach, Rural Development Office of External Affairs strategic communication plan, FDA's Office of Women's Health, and USDA BioPreferred program.
- USDA Radio service produces daily news reports for radio broadcasters and consumers via the web.
 - Produced 2,252 USDA radio stories-actualities.
 - Created 517 Radio features, including 47 Agriculture USA, 253 Consumer Time features, and 235 Ag Update features.

Digital Communications Division (DCD)

- Continued to lead the Department-wide effort to modernize all agency and office websites and social media to conform to the USDA new web standards and guidelines.
- Successfully expanded creative products on the web and social media; incorporated new data analysis and engagement strategies to increase engagement across all USDA social media, email, and web platforms; developed and implemented new technical strategies for social media live-streaming, supporting all the Department's major live events throughout the year.
- Provided oversight and coordination of all USDA agency web and social media campaigns and will introduce a set of new Enterprise level tools to support social media and web analytics across all of USDA.

Information Technology Management (ITM)

- Performed quarterly Federal Information Security Management Act (FISMA) reporting activities for all our systems.
- Managed *Ask the Expert*, a customer relations management system for USDA.gov, which provided self-service support for Web users by answering their questions 24 hours a day, 7 days a week.
 - Since inception, the service has been asked 972,696 questions, and answered 963,942, for a self-service rate of 99.1 percent. In FY 2019, there were 16,255 questions submitted to *Ask the Expert*.
- Responded to approximately 80,000 requests for information during, to include: 5,438 telephone/hotline requests; 5,899 U.S. and foreign mail requests; 911 direct e-mail requests; 11 telephone and letter requests from Member of Congress; 4,635 inquiries from *Ask the Expert*; and 62,303 self-served information hotline requests.

Photography Services Division (PSD)

- USDA's Flickr account had over 14,704 million hits.
- Completed 656 work requests for photographic services, ranging from passports and portraits in the studio to local and field assignments documenting the Department and agency programs and initiatives.
- Printed over 600 photos for Departmental requirements, agency exhibits and public displays.
- Reviewed and cleared 1,535 images for 69 publications.

Press Operations (PO)

- Arranged interviews with international, national and local media and the Secretary and Deputy Secretary, to increase awareness and build support for USDA programs and priorities.
- Organized press for travel for the Secretary and Deputy Secretary, and worked with agencies to respond to press inquiries, craft communications plans, and drafted and edited press materials.

Speechwriting

- Prepared speeches, briefings and remarks for use by the Secretary, Deputy Secretary and subcabinet and researched and interviewed event planners to ensure that remarks matched audience expectations and were appropriate for each audience makeup in terms of topics of interest and including information specific to each audience.
 - Topics of key speeches included, but were not limited to: Rural Development, trade, broadband, biofuels, agricultural commodities and markets outlook, forestry issues, future agriculture leaders, de-regulation, food safety, Veterans in Agriculture, young farmers, tax reform, the National School Lunch Program, OneUSDA transformation, and rural infrastructure. Key constituencies addressed included, but were not limited to, FFA, 4-H, local and state officials, farmers and ranchers, cooperative members and officials, USDA employees, transportation, technology and trade leaders, economists, educators, food service personnel, foresters, and others.