2017 President's Budget
Office of the Secretary
Office of Communications

Contents

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 of the office, 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, 2015, there were 59 full-time permanent employees, funded by appropriated and working capital funds.

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

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<u>Available Funds and Staff Years (SYs)</u>
(Dollars in thousands)

Item	2014 Actual		2015 Actual		2016 Enacted		2017 Estimate	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
Salaries and Expenses:								
Discretionary Appropriations......................................	$8,065	55	$7,750	55	$7,500	54	$8,512	60
Transfers Out..	-75	-	-	-	-	-	-	-
Total Available..	7,990	55	7,750	55	7,500	54	8,512	60
Lapsing Balances..	-72	-	-57	-	-	-	-	-
Obligations..	7,918	55	7,693	55	7,500	54	8,512	60
<u>Obligations under other USDA appropriations:</u>								
Agency Photo Services...	34	-	10	-	34	-	34	-
Employee Details..	35	-	-	-	-	-	-	-
Executive Scheduling..	-	-	364	-	369	-	374	-
Total, Other USDA..	69	-	374	-	403	-	408	-
<u>Working Capital Fund</u> a/:								
Creative Media and Broadcast Center (USDA).............	4,018	19	5,228	16	5,489	26	5,184	26
Creative Media and Broadcast Center (Non-USDA)....	23	1	585	2	168	1	560	1
Total, Working Capital Fund........................	4,041	20	5,813	18	5,657	27	5,744	27
Total, OC..	12,028	75	13,880	73	13,560	81	14,664	87

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

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Permanent Positions by Grade and Staff Year Summary a/

Item	2014 Actual Wash. D.C.	2015 Actual Wash. D.C.	2016 Enacted Wash. D.C.	2017 Estimate Wash. D.C.
SES..	2	2	2	2
GS-15......................................	11	10	10	10
GS-14......................................	13	13	13	13
GS-13......................................	10	11	11	11
GS-12......................................	14	11	11	11
GS-11......................................	5	5	5	5
GS-9..	5	5	5	5
GS-7..	4	2	3	3
GS-4..	1	-	-	-
Total Perm. Positions..	65	59	60	60
Total, Perm. Full-Time Employment EOY...........................	65	59	54	60
Staff Year Est......................................	55	55	54	60

a/ Positions shown are appropriated only. For WCF financed positions, refer to WCF Explanatory Notes 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:

Office of the Secretary

For necessary expenses of the Office of the Secretary, [$45,555,000] $64,403,000, of which not to exceed
1   [$5,051,000] $10,178,000 shall be available for the [immediate] Immediate Office of the Secretary, of which
2   not to exceed [$250,000] $253,000 shall be available for the Military Veterans Agricultural Liaison, and of
which not to exceed $5,000,000 shall be available for outreach services supporting new, beginning, and
veteran farmers and ranchers; not to exceed [$502,000] $755,000 shall be available for the Office of Tribal
Relations; not to exceed [$1,496,000] $1,592,000 shall be available for the Office of Homeland Security and
Emergency Coordination; not to exceed [$1,209,000] $11,220,000 shall be available for the Office of
Advocacy and Outreach; not to exceed [$25,928,000] $28,227,000 shall be available for the Office of the
Assistant Secretary for Administration, of which [$25,124,000] $27,420,000 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] $3,919,000 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 [$7,500,000]
$8,512,000 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
3   available under this paragraph for the [immediate] 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
4   for the Immediate Office of the Secretary may be transferred to agencies of the Department of Agriculture for
outreach activities supporting new, beginning, and veteran farmers and ranchers: 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
5   personnel at the agency level [: *Provided further*, That no funds made available under this heading for the
Office of 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: *Provided further*, That within 180 days of the
date of enactment of this Act, the Secretary shall submit to Congress the report required in section 7 U.S.C.
6935(b)(3)].

The first and third changes are to correct grammar within the language.

The second change in language is to provide funding for the new, beginning, and veteran farmers and ranchers program, a new program for 2017.

The fourth change in language is to provide transfer authority of the new, beginning, and veteran farmers and ranchers program to agencies within the Department.

The fifth change in language is for the purpose of deleting restrictive language in the Consolidated Appropriations Act, 2015, that requires Congressional notification prior to funds being obligated after 30 days from the date of enactment.

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<u>Lead-Off Tabular Statement</u>

Budget Estimate, 2017...	$8,512,000
2016 Enacted...	7,500,000
Change in Appropriation...	+1,012,000

<u>Summary of Increases and Decreases</u>
(Dollars in thousands)

	2014 Actual	2015 Change	2016 Change	2017 Change	2017 Estimate
Discretionary Appropriations:					
Office of Communications..	$8,065	-$315	-$250	+$1,012	$8,512

<u>Project Statement</u>
Adjusted Appropriations Detail and Staff Years (SYs)
(Dollars in thousands)

Program	2014 Actual Amount	SYs	2015 Actual Amount	SYs	2016 Enacted Amount	SYs	Inc. or Dec. Amount	SYs	2017 Estimate Amount	SYs
Discretionary Appropriations:										
Office of Communications....................	$8,065	55	$7,750	55	$7,500	54	+$1,012 (1)	+6	$8,512	60
Transfers Out:										
WCF..	-75	-	-	-	-	-	-	-	-	-
Total Available.......................................	7,990	55	7,750	55	7,500	54	+1,012	+6	8,512	60
Lapsing Balances....................................	-72	-	-57	-	-	-	-	-	-	-
Total Obligations...................................	7,918	55	7,693	55	7,500	54	+1,012	+6	8,512	60

<u>Project Statement</u>
Obligations Detail and Staff Years (SYs)
(Dollars in thousands)

Program	2014 Actual Amount	SYs	2015 Actual Amount	SYs	2016 Enacted Amount	SYs	Inc. or Dec. Amount	SYs	2017 Estimate Amount	SYs
Discretionary Obligations:										
Office of Communications...........	$7,918	55	$7,693	55	$7,500	54	+$1,012 (1)	+6	$8,512	60
Total Obligations.........................	7,918	55	7,693	55	7,500	54	+1,012	+6	8,512	60
Lapsing Balances...........................	72	-	57	-	-	-	-	-	-	-
Total Available.............................	7,990	55	7,750	55	7,500	54	+1,012	+6	8,512	60
Transfers Out to WCF.....................	75	-	-	-	-	-	-	-	-	-
Total Appropriation......................	8,065	55	7,750	55	7,500	54	+1,012	+6	8,512	60

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Justification of Increases and Decreases

The base funds will continue to support the mission of the Office of Communications (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. In addition to Departmental Administration funding used for human resources operational services, current year and budget year base funds may also be used to support expedited and enhanced classification, staffing and processing efforts.

(1) An increase of $1,012,000 and 6 staff years for the Office of Communications ($7,500,000 and 54 staff years available in 2016).

The funding change is requested for the following items:

a. An increase of $112,000 for pay costs ($23,000 for annualization of the fiscal year 2016 pay raise and $89,000 for the anticipated fiscal year 2017 pay raise).

b. An increase of $192,000 for the implementation of a Digital Asset Management Application, (Software as a Service, (SAAS)).

USDA currently lacks a comprehensive, enterprise-wide Digital Asset Management tool for multimedia records, including production files. This puts it in violation of Departmental Regulation 1480-001, Section 9, which states "OC Photography Services Division shall maintain the centralized USDA archive. Due to the current process of mobile devices and each agency managing the majority of their own photography, this can cause legal issue if not in adherence as we are unable to determine if proper record archiving is being done, as required by the National Archives and Records Administration (NARA). All assets originating in USDA agencies are the property of USDA and under the jurisdiction of the OC Photography Services Division. Agencies shall upload their assets to the centralized Digital Asset Management application in accordance with OC standards." This system would allow USDA and the Office of Communications to accomplish this requirement, as well as to allow the public to easily find subject matter photography in one place. This regulation also adheres to provisions of OMB Circulars A-130 on records management and archival and A-76 on Most Efficient Organization (MEO). With the current methodology, there is significant opportunity for human error that could result in the unintentional publication of material that has not been cleared or unnecessary duplication. The consequences of this could include PII release, unauthorized publication of minors/others without consent, and releasing material that is detrimental to the USDA, its staff and Secretariat, and its mission.

Currently, USDA has over 90 manual and database imagery archives. As a consumer, one must search numerous databases in USDA, often with frustration, to locate the content needed. The risk of not having a comprehensive, enterprise-wide solution would be a continuation of our digital assets being stored throughout the Department in many disparate repositories with no aggregated inventory or standardization of these assets. The opportunity for benefit to the public is endless, a centralized enterprise system would alleviate the current stovepipe configuration and create a more robust and powerful tool that would add values to all public and internal stakeholders relating to agriculture from news organizations to students preparing book reports to the creation of publications or digital services to name a few. This initiative would have the ability to store and have accessible imagery, audio and video assets. Based on similar configurations in industry planning, the anticipated task efficiency level would be around 30%. Our estimated measuring in terms of labor efficiency (process improvement), public assets value and loss risk, and reduced operating costs scale, would be as it is leveraged across the department which again speaks to MEO.

As a Department-wide implementation, a Digital Asset Management system will strengthen the One USDA approach and provide streamlined and automated access to digital assets for Departmental stakeholders, the general public, and media outlets. The Department will be able to maximize efficiencies and add significant value to our varied communities and constituencies with a relatively low-level of effort and financial responsibility by implementing this application.

Implementation of a robust Digital Asset Management application will streamline and simplify production workflow for both internal, external clients, and the general public. Various types of multimedia files will be searchable and accessible in multiple formats and delivered using web-based browsers, limiting the need for additional resources, e.g. librarians and editors to assist with this self-help search capability. Existing Agency archives and collections can be migrated to the centralized Digital Asset Management application saving additional resources for managing, hosting and servicing of these assets. The lack of centralized acquisition resources and the wide use of digital technology increase the need for this application to help manage and deliver these assets in a timely manner for both internal and external usage. Assets not cleared for public release can also be stored and accessed using a rights-managed distribution list allowing access to these assets for briefing, investigative and scientific purposes.   Currently, these assets are not centralized and are housed in various systems throughout the Department and are difficult to locate and retrieve.

c.   An increase of $708,000 and 6 staff years to backfill vacancies.

This increase is needed to continue the delivery of mission critical communication when current onboard personnel retire, as identified during succession planning. OC needs the staffing level to be maintained in order to enhance integrated content and message development. Without filling these vacancies we will not be able to implement the use of clear and understandable tools with which to reach the maximum audience possible, including new and untraditional audiences – a major goal of the Department. Filling these vacancies will enable OC to continue operating efficiently and effectively through leadership, expertise and coordination, to develop successful communication strategies and products that advance the mission of USDA and the priorities of the Administration.

Geographic Breakdown of Obligations and Staff Years
(Dollars in thousands and Staff Years (SYs))

State/Territory	2014 Actual		2015 Actual		2016 Enacted		2017 Estimate	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
District of Columbia..................	$7,918	55	$7,693	55	$7,500	54	$8,512	60
Lapsing Balances......................	72	-	57	-	-	-	-	-
Total, Available.....................	7,990	55	7,750	55	7,500	54	8,512	60

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Classification by Objects
(Dollars in thousands)

		2014 Actual	2015 Actual	2016 Enacted	2017 Estimate
Personnel Compensation:					
	Washington D.C.	$5,492	$5,042	$5,025	$5,674
11	Total personnel compensation	5,492	5,042	5,025	5,674
12	Personnel benefits	1,494	1,694	1,608	1,742
13.0	Benefits for former personnel	6	126	-	-
	Total, personnel comp. and benefits	6,992	6,862	6,633	7,416
Other Objects:					
21.0	Travel and transportation of persons	52	73	64	55
22.0	Transportation of things	4	1	5	5
23.1	Rental payments GSA	-	3	3	3
23.3	Communications, utilities, and misc. charges	338	288	338	338
24.0	Printing and reproduction	33	22	40	40
25.2	Other services from non-Federal sources	82	95	107	135
25.3	Other purchases of goods and services from Federal sources	369	306	260	370
26.0	Supplies and materials	41	31	40	65
31.0	Equipment	7	3	10	85
42.3	Litigation Fees	-	9	-	-
	Total, Other Objects	926	831	867	1,096
99.9	Total, new obligations	7,918	7,693	7,500	8,512
Position Data:					
	Average Salary (dollars), SES Position	$166,000	$159,000	$163,000	$167,000
	Average Salary (dollars), GS Position	$100,000	$92,000	$93,000	$95,000
	Average Grade, GS Position	13.5	13.2	13.2	13.2

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<u>Shared Funding Projects</u>
(Dollars in thousands)

	2014 Actual	2015 Actual	2016 Enacted	2017 Estimate
Working Capital Fund:				
Adminstration:				
Beltsville Service Center..	$20	$22	$27	$30
HR Enterprise System Management.............................	-	-	1	1
Mail and Reproduction Management.............................	76	76	81	74
Procurement Operations...	27	7	11	11
Integrated Procurement System..................................	8	8	7	7
Subtotal..	131	113	127	123
Communications:				
Creative Media & Broadcast Center..........................	102	105	161	193
Finance and Management:				
NFC/USDA..	19	20	21	20
Financial Management Services..................................	57	51	52	54
Subtotal..	76	71	73	74
Information Technology:				
NITC/USDA...	533	435	1,027	1,047
Telecommunications Services.....................................	214	244	767	767
Subtotal..	747	679	1,794	1,814
Correspondence Management......................................	3	2	2	3
Total, Working Capital Fund................................	1,059	970	2,157	2,207
Departmental Shared Cost Programs:				
1890's USDA Initiatives...	2	2	3	3
Classified National Security Information......................	-	1	1	1
Continuity of Operations Planning.............................	2	2	2	2
E-GOV Initiatives HSPD-12.....................................	5	6	6	6
Emergency Operations Center....................................	2	2	2	2
Hispanic-Serving Institutions National Program...........	2	2	2	2
Human Resources Transformation (inc. Diversity Council).	1	2	2	2
Medical Services...	3	7	9	9
Personnel and Document Security...............................	4	3	3	3
Pre-authorizing Funding..	3	3	3	3
Retirement Processor / Web Application......................	-	1	1	1
Sign Language Interpreter Services.............................	4	-	-	-
TARGET Center...	1	1	1	1
USDA 1994 Program..	1	1	1	1
Virtual University...	1	2	2	2
Total, Departmental Shared Cost Programs...........	31	35	38	38
E-Gov:				
Enterprise Human Resources Intigration......................	2	2	2	2
E-Training..	2	2	2	-
Integrated Acquisition Environment - Loans and Grants.......	2	2	-	-
Integrated Acquisition Environment...........................	1	1	-	-
Total, E-Gov..	7	7	4	2
Agency Total..	1,097	1,012	2,199	2,247

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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 aided by the effectiveness of communication, and public education campaigns, and the ease of public access to 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): 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. 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. 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 17 agencies and 7 mission areas. The Division ensures compliance with Federal regulations and USDA Departmental Regulations and guidelines.

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 traditional 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.

Digital Communications Division (DCD): The DCD manages and maintains the USDA.gov web portal and ensures content is available, accessible, and relevant to the Department's diverse stakeholders. DCD contributes to digital communication efforts in coordination with the press office, 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. 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, and the use of emerging tools or technologies. Additionally, DCD works collaboratively 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 coordinates and administers the use of Information Technology within OC and 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 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 and the Office of Management and Budget. 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.

Photography Services Division (PSD): The PSD provides various types of photography, including, but not limited to: photojournalism, editorial, portraiture, still life photography, multimedia productions, scientific, fireline (Red Card certified photographer on staff) 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 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, a commercial off the shelf solution. PSD is working closely with OC/CIO to procure a digital asset management (DAM) solution in the common interest of a Departmental, industry standard enterprise-wide application.

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.

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 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.

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.

Selected Examples of Recent Progress:

Branding Events Exhibits and Editorial Review Division (BEEERD): Highlights include:
- Assisted national constituent organizations by serving as the conduit for their events and providing current information about agricultural related briefings to a total of 1,500 people at USDA headquarters. The constituent team arranged briefings for international agricultural constituents from China, Italy and Germany.
- The editorial review and clearance team cleared 234 manuscripts and 204 camera-ready proofs for printing or Web release; worked with agencies on the One USDA initiative, OIG Congressional Reports and more.
- BEEERD was instrumental in the Departmental Equal Opportunity Public Notification Policy Task Force, one of the functions included updating the EEO Departmental Regulation that appears on all USDA information products.
- BEEERD continues to provide leadership to define, protect and promote the One USDA Brand. This leadership includes reviewing partnerships agreements and contracts to ensure appropriate commercial use of the USDA Brand; reviewing statements of work to ensure the incorporation of the USDA Brand is appropriate; monitoring social media for inappropriate use of the USDA Brand, replying to inquiries both from varies entities including the public on inappropriate use of the USDA Brand and providing guidance on issuance of cease and desist memorandums in the event the USDA logo is inappropriately used. This leadership of the USDA Brand included educating and informing as well as enforcement of the newly established Departmental Directives such as the USDA logo and seal DR 5160-001; as well as a new USDA Facility Signage Directive 5160-003 with the development of new One USDA Facility Signage Visual Style Guide for the consistent use USDA signature. The agencies are utilizing the USDA logo we have successfully reduced public confusion by phasing out the agency logos.
- OMB M12-12 and BEEERD's Events/Exhibit Team (EET) were integrated into the USDA Departmental Travel and Conference Regulations with the Chief Financial Officer USDA-wide team to ensure compliance. We continued to successfully provide USDA with a consolidated effort for exhibiting by co-locating at many of the conferences across the nation.
  BEEERD was instrumental in the creation of the USDA wide Employee Art and Agricultural Competition as part of USDA's Cultural Transformation. In its third year over 340 entries came from across the nation and the globe.

Creative Media and Broadcast Center (CMBC): Highlights include:
- CMBC provided creative collateral materials including video and radio, graphic design and webcasting in support of USDA's Farm Bill Implementation Outreach efforts.
- CMBC created "workplace security" training video for all USDA employees on behalf of USDA Security office.

- Training and recruitment video for Forest Service. Footage for Forest Service regarding preventing drones from flying near fires and airborne fire suppression operations.
- CMBC produced web broadcasts of 35 diversity events for employees;
- A total of 1456 Webinars were coordinated for USDA agencies almost double the volume from FY14;
- Created new streamlined process for review and contracting for Agencies that need assistance with communications and marketing. .
- Success stories from Schools that adopted new nutrition guidelines.

USDA Radio: Highlights include:
- Our three USDA Radio producers cover a diverse range of topics for the Office of the Secretary and USDA agencies, as well as providing technical support and a moderator for radio news conferences in our studio with the Secretary, Deputy Secretary and other top government officials. In 2015, USDA radio hosted 28 media news conferences. The reporter/producers created 2,542 news stories, aired 572 radio features, including 52 five-minute documentaries, 254 Consumer Time Features and 254 Ag Update Features.

Digital Communications Division (CD): Highlights include:
- Led the Department-wide effort to redesign all Agency and Office websites to conform to the USDA Web Standards and Guidelines. Successfully launched 11 major Agency websites in 2015.
- Support the management of USDA.gov's Drupal migration and creation of an Enterprise-level Open Source Content Management System that will provide cost and resource savings across the board, from technical to human resources.
- Successfully launched the New Farmers website project (phase 2), a website that provides a centralized collection of resources for new and beginning farmers and ranchers, with simple guidance on how to obtain grants/financing and other information needed to start farming or get back into farming. Led the coordinated effort between the Deputy Secretary's Office and Digital Communications and contractors supporting the mission.
- Launched the Disaster Resource Center mandated by the White House to house disaster resources based on a matrix developed by USDA that will eventually become a Federal-wide tool.
- Led the Department's Digital Strategy effort, successfully meeting OMB's deadlines for delivering 21st century services and systems to customers.
- Led the ongoing USA Search effort, a free open-source tool provided by GSA, resulting in a cost savings to USDA.gov and several agency web programs.
- Led efforts to streamline content publishing and management leading to more immediate digital publishing and more timely access for important information.
- Led the USDA Digital Analytics Program, implementing regular reporting and analytics assessments that include recommendations to improve outreach and content delivery across the USDA mission. In 2015, successfully added all but two agencies to the DAP. Opened the DAP to all USDA agencies and provided access to other Federal agency DAP metrics. Federal-wide analytics show USDA consistently in the top 10 most used websites.
- Successfully conducted multiple Google Hangout to utilize a free product to engage with the public in a way USDA has never done before, putting faces to the names the general public rarely sees.
- Convened a monthly Social Media Roundtable, which meets at least monthly, to discuss best practices and develop coordinated strategic communication plans.
- Contributed to social and web strategy development, execution and evaluation for programs or campaigns including Farm Bill, Farm to School, Healthier Next Generation, #MyFarmBill, Food Waste Challenge, Feds Feed Families campaign, #ruralmade, #womeninag, and more.
- Continued to support Office of Communications Press and Creative Operations with Digital strategy and collateral. Successfully helped strategize around monthly themes to deliver an impactful online engagement with USDA customers. Utilized web and social media to support monthly themes through various digital mechanisms including web, social media, and email distribution and strategized with teams and agencies to

provide unique communications for different themes.
- Successfully managed the creation of a standout feature, Five Faces of the Farm Bill, in direct support of USDA's message to promote the successes of the implementation of the Farm Bill. The Five Faces web page was used heavily in social media promotion and appeared prominently on USDA.gov.

Information Technology Resource Management (ITRM): Highlights include:
- OC has been working with Food Nutrition Service (FNS) and the Office of the Chief Information Officer (OCIO) to build out an Open Source Drupal Platform at USDA. Implemented National Information Technology Center (NITC) Open Stack Infrastructure as a Service (IaaS) test-dev cloud service environment, implemented Security components of: Secure Socket Layer (SSL) technology support for all sites, Web Application Firewall through Akamai, and Traffic Filtering & Validation.
- Assessment & Authorization (A&A) on one OC System and Continuous Monitoring (CM) of another system and continued Drupal Migration of USDA.GOV.
- Zero material weaknesses and OC had 14 control deficiencies. They all were addressed and 3 were corrected. The remaining 11 were United States Government Configuration Baseline (USGCB) deviations with signed and approved Risk Based Decision forms submitted to Agriculture Security Operations Center (ASOC). Had 1 security incident for Cyber Security and ASOC during this fiscal year.
- Our security staff performed annual FISMA reporting activities for all of our systems. All of our activities comprised of reviewing and/or updating and testing approximately 150 controls on each system in Cyber Security Assessment & Management (CSAM). ASOC's Oversight and Compliance Division is kept apprised of all OC cyber statuses via bi-weekly Cyber liaison conference call. All other deadlines have been met.
- The Information Services staff responded to over 87,000 requests for information during 2015 including:
  - 69,429   self-served information hotline requests;
  - 5,187   submitted questions to Ask the Expert;
  - 8,659   telephone/hotline requests;
  - 3,083   U.S. and foreign mail requests;
  - 637   direct e-mail requests; and
  - 9   telephone and letter requests from members of Congress
- Coordinated implementation of *Ask the Expert*, a Customer Relations 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 458,097 questions; the system answered 448,869 for a self-service rate of 98.0 percent. This is a 0.6 percent increase over the last year. There was also an increase in usage by 100,000 from last year.

Photography Services Division (PSD): Highlights include:
- The Photography Services Division had 8,832,339 hits on the Flickr site of agricultural subjects.
- Completed 712 work requests in 2015 for photographic services. Services included:
  - Passports, portraits, both local and onsite assignments documenting Departmental and agency programs; and
  - Printing of photo exhibits and displays and prints total of 1126 finished products.
- PSD also reviewed and cleared 140 photo requests for publication, resulting in review and approval of 1454 images.

Photography Services Division provided photographic coverage for the following events:
- 2015 Outlook Forum
- Drought Mitigation/Drought Disaster coverage in California
- WIC 40th Anniversary
- Farm to School Event w/FLOTUS

- 50th Anniversary of SNAP
- Vice President Biden & Secretary at Anacostia River
- 2015 Agricultural Outlook Forum
- World Food Prize Laureate Announcement Ceremony
- Cesar Chavez Dedication Ceremony
- Child Abuse/Human Sex Trafficking Prevention Program
- Farmer/Veterans Program Announcement at Pentagon
- Transfer Ownership of 1916 Soils Collection & publication to NAL
- Cultural Transformation photography support for poster session
- Forest Service Recruitment production

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, craft communications plans, and drafted and edited press materials.

Printing Division (PD): Highlights include:
- Managed11 direct deal printing contracts that were written by GPO for use by USDA. PD is 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. PD is the liaison with the GPO to establish the contract and represent USDA customers when disputes occur. USDA customers are 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 290 print jobs were placed on the SPA contract in 2015.
- 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 2014 has reported purchases of $296,809.27, with an average transaction of $236. This is a $530,106 savings, i.e., 64.2 percent off of the retail price of $826,915. 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 2015, with comparative figures for 2014. In 2015, GPO reported 4,541 USDA print orders processed with 1,989 performed in the Washington, DC area totaling $2,811.722.81 (these figures do not include USDA In-House facility).

Publications and Forms Printed	FY 2014	FY 2015
Dollars billed to USDA by GPO (nationwide)	$7,846,200	$7,968,903
Dollars billed to USDA by GPO (Wash. area)	$4,138,560	$2,811,723
Dollars billed to USDA by GPOEXPRESS Program (nationwide)	$254,577	$296,809
Print jobs processed through GPO and/or contract (Wash. area)	1,959	1,989

<u>Speechwriting:</u> 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.

OFFICE OF THE SECRETARY
OFFICE OF COMMUNICATIONS

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.

OC has one strategic goal and three strategic objectives.

USDA Strategic Goal 5: *Create a USDA for the 21st Century that is High-Performing, Efficient, and Adaptable*

USDA Strategic Objective 5.1: *Develop a customer-centric, inclusive, and high-performing workforce by investing in and engaging employees to improve service delivery*

USDA Strategic Objective 5.1: *Build a safe, secure, and efficient workplace by leveraging technology and shared solutions across organizational boundaries*

USDA Strategic Objective 5.1: *Maximize the return on taxpayer investment in USDA through enhanced stewardship activities and focused program evaluations*

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 Measures:

Annual Performance Goals, Indicators, and Trends	Actual				Target	Actual	Result	Estimate/ Target	Target
	2011	2012	2013	2014		2015		2016	2017
Percent of prepared materials that are accepted for use by commercial media	95%	95%	95%	95%	95%	95%	95%	95%	95%
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%	95%	95%
Allowable Data Range for Met Target is considered met if actual is within 5% of target.									
Assessment of Performance Data									
Data source – The data was collected within OC's internal records.									
Completeness of Data – The data collected real-time and recorded electronically.									
Reliability of Data – The data is considered as being very reliable.									
Quality of Data - The data is generally regarded as being very accurate.									

Analysis of Results

Selected Past Accomplishments Toward Achievement of the Key Outcome FY 2015:

- Kicked-off development of an Enterprise-level Open Source Content Management System that will lower costs by eliminating the current separate content management and development platforms.
- Successfully launched USDA's New Farmers website that provides a centralized collection of resources for new and beginning farmers and ranchers. Website consistently ranks in the top 3 most viewed pages for all of USDA.
- Coordinated implementation of *Ask the Expert*, a Customer Relations 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 458,097 questions; the system answered 448,869 for a self-service rate of 98.0 percent.
- Established a Department-wide Blanket Purchase Agreement (BPA) for communications services and products, which is expected to lower costs across the Department.
- Oversaw the GPO Express Program for the Department, which saved over $530,000 in printing costs by encouraging agencies to sign up for the GPO Express program, as it is an ideal solution for last-minute print projects, and affords the Department a substantial savings off the retail prices. In 2015, the Department had purchases totaling $296,809, the retail price of which would have been $826,915, resulting in a $530,106 savings. There are currently 12 agencies enrolled in the program.
- Continued to provide leadership to define, protect and promote the One USDA Brand. This leadership includes reviewing partnerships agreements and contracts to ensure appropriate commercial use of the USDA Brand; reviewing statements of work to ensure the incorporation of the USDA Brand is appropriate; monitoring social

media for inappropriate use of the USDA Brand, replying to inquiries from various entities, including the public, on inappropriate use of the USDA Brand and providing guidance on issuance of cease and desist memorandums in the event the USDA logo is inappropriately used.

Selected Accomplishments Expected at the FY 2017 Proposed Resource Level / Challenges for the Future:

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 2017:

- 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.
- OC plans to launch an Enterprise-level Digital Asset Management System to allow all USDA agencies to store photographic, audio and video assets in one location for internal and public consumption.
- 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 Funding Matrix
(Dollars in thousands)

Program / Program Items	2014 Actual	2015 Actual	2016 Enacted	Increase or Decrease	2017 Estimate
Department Strategic Goal 5: Create a USDA for the 21st Century that is High-performing, Efficient, and Adaptable					
Department Objective 5.1: Develop a customer-centric, inclusive, and high-performing workforce by investing in and engaging employees to improve service delivery					
Office of Communications.................	$2,663	$2,583	$2,500	+$337	$2,837
Staff Years..	18	18	18	+2	20
Department Objective 5.2: Build a safe, secure, and efficient workplace by leveraging technology and shared solutions across organizational boundaries					
Office of Communications.................	2,663	2,583	2,500	+337	2,837
Staff Years..	18	18	18	+2	20
Department Objective 5.3: Maximize the return on taxpayer investment in USDA through enhanced stewardship activities and focused program evaluations					
Office of Communications.................	2,664	2,584	2,500	+338	2,838
Staff Years..	19	19	18	+2	20
Office of Communications........	$7,990	$7,750	$7,500	+$1,012	$8,512
Staff Years...................................	55	55	54	+6	60

Full Cost by Department Strategic Goal
(Dollars in thousands)

Create a USDA for the 21st Century that is High-performing, Efficient, and Adaptable

Program / Program Items	2014 Actual	2015 Actual	2016 Enacted	2017 Estimate
Office of Communications				
Administrative costs (direct)...	$6,992	$6,862	$6,633	$7,416
Indirect costs...	926	831	867	1,096
Total Costs...	7,918	7,693	7,500	8,512
Total FTEs...	55	55	54	60
Performance Measure:				
Percent of prepared materials that are accepted for use by commercial media				
Measure..	95%	95%	95%	95%
Cost per measure (unit cost)...	7,051	6,847	6,675	7,576
Performance Measure:				
Percent of ongoing and information campaigns timely				
Measure..	95%	95%	95%	95%
Cost per measure (unit cost)...	867	846	825	936