

2011 Explanatory Notes
Office of Communications
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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, 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.

OC is located in Washington, D. C. As of September 30, 2009, there were 76 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
2009 Actual and Estimated 2010 and 2011

Item	<u>Actual 2009</u>		<u>Estimated 2010</u>		<u>Estimated 2011</u>	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
Salaries and Expenses.....	\$9,434,505	65	9,722,000	77	\$9,839,000	77
<u>Obligations Under Other</u>						
<u>USDA Appropriations:</u>						
Agency Photography Services.....	128,180	--	135,000	--	160,000	--
Total, Appropriated and Reimbursement.....	9,562,685	65	9,857,000	77	9,999,000	77
<u>Working Capital Fund a/:</u>						
Video, Teleconference, and Visual Design.....	4,508,370	17	4,312,000	21	4,253,000	21
Total, Agriculture Appropriations.....	14,071,055	82	14,169,000	98	14,252,000	98
<u>Non-Federal Funds:</u>						
Sale of Photos.....	117,902	--	40,000	--	40,000	--
Total, Office of Communications.....	14,188,957	82	14,209,000	98	14,292,000	98

a/ This section only includes WCF activities managed by OC. Please refer to the WCF Explanatory Notes for more details about the WCF.

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Permanent Positions by Grade and Staff Year Summary

2008 Actual and Estimated 2009 and 2010

Grade	2009	2010	2011
	Washington, D.C.	Washington, D.C.	Washington, D.C.
ES.....	2	1	1
GS-15.....	12	12	12
GS-14.....	15	15	15
GS-13.....	14	15	15
GS-12.....	14	14	14
GS-11.....	8	6	6
GS-10.....	1	0	0
GS-9.....	7	7	7
GS-7.....	2	2	2
GS-4.....	0	0	0
GS-3.....	0	2	2
GS-2.....	0	1	1
Ungraded Positions.....	2	2	2
Total Permanent Positions.....	77	77	77
Unfilled Positions end-of-year.....	-1	--	--
Total, Permanent Full -Time Employment, end-year.....	76	77	77
Staff Year Estimate.....	65	77	77

Note: Positions shown are appropriated only. For WCF financed positions, refer to the WCF Explanatory Notes for more details.

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Appropriation Language

For necessary expenses of the Office of Communications, [\$9,722,000] \$9,839,000.

Lead-off Tabular Statement

Appropriations Act, 2010	\$9,722,000
Budget Estimate, 2011	<u>\$9,839,000</u>
Increase in Appropriation	<u>117,000</u>

Summary of Increases and Decreases
(On basis of appropriation)

<u>Item of Change</u>	<u>2010 Estimate</u>	<u>Pay Costs</u>	<u>2011 Estimate</u>
Office of Communications	\$9,722,000	\$117,000	\$9,839,000

Project Statement
(On basis of appropriation)

	<u>2009 Actual</u>		<u>2010 Estimated</u>			<u>2011 Estimated</u>	
	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>	<u>Increase or Decrease</u>	<u>Amount</u>	<u>Staff Years</u>
Office of Communications...	\$9,434,505	65	\$9,722,000	77	\$117,000	\$9,839,000	77
Unobligated Balance.....	79,495	--	--	--	--	--	--
Total Available or Estimate.....	9,514,000	65	9,722,000	77	\$117,000	9,839,000	77

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Justification of Increases and Decreases(1) An increase of \$117,000 to fund increased pay costs.

Over 89 percent of the OC's budget is needed to pay salaries, employee benefits and mandated central charges, leaving essentially no flexibility to cover additional costs. This increase is needed to maintain the current level of staffing and the current functions of the office to continue its 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. Without funds to cover these increases, OC would need to further reduce staffing, continuing the staffing decline of recent years. A further decline in staffing would limit the agency's ability to serve as the principal USDA contact point for dissemination of consistent, timely information to farmers, ranchers, consumers, and the general American public.

Geographic Breakdown of Obligations and Staff Years
2009 Actual and Estimated 2010 and 2011

	<u>2009 Amount</u>	<u>Staff Years</u>	<u>2010 Amount</u>	<u>Staff Years</u>	<u>2011 Amount</u>	<u>Staff Years</u>
District of Columbia.....	\$9,434,505	65	\$9,722,000	77	\$9,839,000	77
Unobligated balance.....	79,495	--		--	--	--
Total, Available or Estimate.....	9,514,000	65	9,722,000	77	9,839,000	77

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Classification By Objects
2009 Actual and Estimated 2010 and 2011

	<u>2009</u>	<u>2010</u>	<u>2011</u>
Personnel Compensation:			
Washington, D.C.....	\$6,629,090	\$7,211,000	\$7,384,000
11 Total personnel compensation.....	6,629,090	7,211,000	7,384,000
12 Personnel benefits.....	1,411,589	1,588,000	1,645,000
Total pers. comp. & benefits.....	8,040,679	8,799,000	9,029,000
Other Objects:			
21 Travel and transportation of persons.....	142,734	107,000	100,000
22 Transportation of things.....	346	200	200
23.3 Communications, utilities, and misc. charges.....	220,859	135,000	90,000
24 Printing and reproduction.....	36,583	16,000	16,000
25.2 Other services.....	706,270	500,000	440,000
25.3 Purchases of goods and services from Government Accounts.....	203,961	129,000	128,000
26 Supplies and materials.....	76,017	30,000	30,000
31 Equipment.....	7,056	5,800	5,800
Total other objects.....	1,393,826	923,000	810,000
Total direct obligations.....	9,434,505	9,722,000	9,839,000
<u>Position Data:</u>			
Average Salary, ES positions.....	\$154,000	\$160,000	\$162,000
Average Salary, GS positions.....	100,139	100,604	100,924
Average Grade, GS positions.....	13.5	13.5	13.5

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STATUS OF PROGRAM

The Office of Communications (OC) delivers information about U.S. Department of Agriculture (USDA) programs and policies to the American people. To achieve that objective, OC reports through various media and often directly to farmers, consumers, environmentalists, the business community and other interest groups regarding the Department's programs, policies, and activities. The success of the Department's initiatives is 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 the Department's communications during emergencies or other incidents that potentially affect large segments of the public or industry.

Current Activities:

Editorial Review: The Editorial Review Staff reviews and oversees the Department's information products, both printed and electronic, for editorial content, design, and quality. This staff works closely with the communication coordinators and with public affairs specialists and other officials to ensure that the Department disseminates consistent and timely information to the public.

Web Services and Distribution (WSD): WSD Staff disseminates electronic media, including but not limited to USDA Web Portal and distribution lists for OC. Functions associated with WSD also include: creating templates for USDA.gov; and coordinating Web-based work flow and content flow with other Federal Departments and agencies as needed with the Director, Deputy Director, Press Secretary, and OC Coordinators. Support functions include: maintaining a comprehensive database of constituent groups; advising and consulting as needed with agencies on Web site migration as it relates to look and feel; linking to non-government sites; sending electronic information to specified lists; creating and maintaining the USDA Web Portal; and creating and maintaining special subject sites (e.g., energy) for all USDA.

As communications and Internet technologies improve, OC is actively pursuing ways to incorporate the emerging Web 2.0 and social media tools and communications outlets fully within the Department's operations wherever practicable. OC is committed to using the emerging Web 2.0 and social media tools and communication outlets to achieve greater transparency, accountability and participation by the public. As these products and tools are stabilized, OC will re-evaluate its current organizational structure see what changes, if any, should be made to allow OC to support the Department in the most efficient and cost effective manner.

Communication Coordination: The Communication Coordination Staff provides leadership, expertise, counsel and coordination for developing communications strategies which are vital to the overall formulation, awareness and acceptance of USDA programs and policies and serves as the principal USDA contact point for the dissemination of consistent, timely information. Specifically, this staff coordinates public and media communications for the Office of the Secretary, USDA mission areas and staff offices and develops policies and plans for effective execution of overall basic activities and operating policy for development and dissemination of public affairs information.

The Communication Coordination Team:

- Develops communications strategies for programs which are a priority for the Office of the Secretary;
- Develops and manages the incident communications strategies for USDA in the event of natural and man-made disasters;
- Coordinates development, production, and dissemination of Department-wide communications;

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- Develops national and significant Departmental news releases, statements for the media, letters-to-the editor, opinion-editorials and other information materials released through a variety of media;
- Counsels and advises senior decision makers and agency information directors and their staff in serving the Department's many audiences;
- Formulates policy and regulations for OC media coordination;
- Coordinates and reviews printed publications or reports prior to public release; and
- Coordinates response to inquiries from major national news outlets.

The team includes four communications coordinators serving as senior communications advisors to USDA's seven mission areas, working directly with Under Secretaries and top staff, as well as serving the Secretary's Office and Departmental staff offices for media relations and press and public communications and strategic services.

Constituent Affairs: The Office of Constituent Affairs (OCA) serves as a conduit for information about USDA's programs and policies to the general public, agricultural and industry constituent groups and USDA employees. In that capacity, Communications Coordinators focus on working internally with the agencies and staff offices within the Department.

To raise awareness and acceptance of USDA's programs and policies, OCA maintains a comprehensive database of national and State groups, industry contacts, and key foreign embassies. Through this network, OCA distributes to the Department's many constituencies transcripts of speeches, news releases and statements from the Secretary, as well as information about Federal rule making.

On the public liaison side, OCA Staff works to provide farm, trade, rural development, consumer associations, natural resources and environmental groups with opportunities to hear from key USDA officials in Washington, D.C. and across the country. The information staff responds to mail, e-mail and telephone inquiries for information and documents from the public and Congress.

Administrative and Operations Staff: The Administrative and Operations Staff provides administrative services to the agency. Included in these services are facilities and property management, oversight of telecommunications services, and the processing of all training, travel, and procurement requests.

Budget Operations Staff: The Budget Operations Staff provides administrative support to all OC operations including budget planning, preparation, justification, and procurement requests. The Staff also assists in the development, clearance, and issuance of policy governing USDA communications.

Broadcast, Media & Technology (BM&T): The BM&T Center produces a variety of media products in support of USDA mission areas. Products include: informational videos, radio and TV public service announcements, telecasts by satellite and Web cast, satellite media interviews, audio and videoconferences. The BM&T Center creates daily and weekly radio and TV news packages for broadcast and cable outlets. A weekly radio feature service including five consumer topics, five agricultural topics and a 5-minute documentary are available via the Internet. The BM&T Center's television service provides a 15-minute weekly feature and actuality service distributed via satellite to broadcast TV stations. Tapes are mailed to requesting stations. Stories are also posted for viewing on the Internet on USDA's Web site as well as on the USDA YouTube channel. The BM&T Center also creates a variety of multimedia products utilizing new technologies such as audio and video Web streaming of Secretarial events (live and archived) on the Internet.

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Information Technology Resource Management (ITRM): ITRM staff provides and coordinates information technology services to the agency including enterprise architecture; 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.

Creative Services Center (CSC): CSC provides design, photography, and printing services. CSC has centralized resources to improve the flow and coordination of visual communication projects. The agencies pay only for services rendered.

CSC's diversified talent includes design, photography, and printing specialists for print media, non-print media, and exhibit fabrication. CSC maintains an electronic archival storage site for Departmental print and exhibit materials as well as an extensive centralized USDA Photo Library of captioned black-and-white prints, color transparencies, color negatives, and digital imagery. CSC offers complete services in communications planning for print, interactive media, marketing, language translations for print material, production art, specialized contracting, and exhibit fabrication. CSC provides digital photography services to USDA agencies as well as photographic research services, distributes photographs and digital imagery to the news media and the public, and verifies photographic quality along with copyright clearances for photography in all USDA publications and provides photos to the public via Flickr.

CSC's design services include logo development, illustrations, public service announcement development, specialized copywriting, copyediting, posters, brochures, Web sites, banners, trade-show exhibits, visitor centers, special media events, and coordination of information print campaigns. Services are provided to international, national, regional, State, and local USDA offices, as well as to other government agencies upon request. CSC 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.

Selected Examples of Recent Progress:

Editorial Review: In fiscal year (FY) 2009, the Editorial Review Staff reviewed and cleared for publication a total of 328 final-stage manuscripts developed by USDA agencies. In addition to ongoing review and clearance of agencies' prepublication manuscripts, which is intended to ensure that USDA speaks with one voice, the staff provided final editorial review of highly significant prepublication manuscripts with topics such as fire management, nutrition assistance, rural development, energy, animal research, plant health, food safety, agricultural economics, marketing, and natural resources.

Web Services and Distribution: Highlights of FY 2009 achievements by the WSD include:

- Created the American Recovery and Reinvestment Act Recovery Web site, the Rural Tour Web site the Know Your Farmer Web site and integrated Social Media and Web 2.0 tools in WSD's operations to allow for better interaction and communication with all of USDA's constituents;
- Responded to 6,473 e-mail inquiries from the public concerning the USDA home page or other related issues; and
- Worked closely with the communications coordinators and the Press Secretary's office to ensure quick dissemination of 584 news releases, public statements, and other current information through electronic and other means.

Communication Coordination: In FY 2009, OC coordinators processed 547 national media releases, fact sheets, statements, official remarks and background papers covering USDA's major issues, in addition to coordinating television news conferences and national press events. The team also leveraged other USDA communications resources to deliver information to the media, including broadcast media, social media,

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still photography, Web casts, and visual graphics products. Coordinators responded directly to media calls from reporters seeking information about USDA programs and policies, the majority of them urgent or sensitive in nature. The coordinators also cleared more than 1,250 agency press releases that covered routine program announcements.

- Communication Coordinators have focused on numerous priorities for the Office of the Secretary, such as Know Your Farmer, Know Your Food, The People's Garden Initiative, as well as the 2009 pandemic H1N1 influenza. Specifically, Know Your Farmer, Know Your Food: Deputy Secretary Kathleen Merrigan launched the Know Your Farmer, Know Your Food initiative on Sept. 15, 2009, to connect consumers with local producers to create new economic opportunities for rural communities. Coordination activities on this initiative include drafting news releases and blog items, working to help launch a Web site, and identifying prime audiences, messages, and what informational materials will be needed to effectively educate the public, our constituents and our customers about this crucial initiative.
- 2009 pandemic H1N1 influenza: Educating the media and the public about the complexities of the 2009 pandemic H1N1 influenza virus strain versus swine influenza as a disease among pigs is one of USDA's primary communications objectives. As part of this effort, USDA, in partnership with the U.S. Department of Health and Human Services, developed several scenarios in the event of a detection and/or outbreak of 2009 pandemic H1N1 influenza in the U.S. swine herd and provision of USDA services during the pandemic. The messages focus on the following: general animal health; a detection of 2009 pandemic H1N1 influenza in commercial swine; USDA services during pandemic; and food safety. The communications strategy also has focused on media events and public appearances by Agriculture Secretary Vilsack to further disseminate these key messages. All information has been posted on USDA's H1N1 flu Web site.
- The People's Garden Initiative: With the groundbreaking of the People's Garden by Agriculture Secretary Vilsack occurring on Feb. 12, 2009, communications coordination has involved a series of outreach activities which centered on garden events with the Secretary and Deputy Secretary. The communications strategy has incorporated media events, social media, gardening and cooking workshops, informational material, non-traditional media outreach such as Food Network, Planet Green, etc., as well as video messages.

Coordinators also assisted with the annual USDA Outlook Forum. Additionally, coordinators provided guidance and leadership, as well as developed other communications strategies about USDA major programs which included the renewable energy initiatives, climate change, earned media, disaster relief and ongoing incident communications and pandemic efforts. Coordinators also assisted with emerging communications issues such as social media.

Constituent Affairs: In FY 2009, OCA hosted and provided speakers for meetings with 2,559 farmers, ranchers students and others from 36 States as well as China at USDA Headquarters. For many Americans well as foreign visitors, these briefings constitute the first and perhaps only look at USDA. It is often the only opportunity to meet the Secretary of Agriculture. For commodity and farm groups and agribusiness groups that visit, it is a chance to reconnect with experts on issues that concern them. Accordingly the facilities, the preparation, and the execution of these meetings are extremely important to perceptions about USDA. Reviews of questionnaires from participants indicate great satisfaction with their experiences here.

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The Information Services staff responded to over 36,000 requests for information during FY 2009:

- 32,680 telephone/hotline requests;
- 3,718 U.S. and foreign mail request;
- 52 direct e-mail requests; and
- 35 telephone and letter requests from Members of Congress.

Administrative and Operations Staff: The Administrative and Operations Staff performed all its facilities and property management, oversight of telecommunications services, and processed all training, travel, and procurement requests efficiently and in a timely manner.

Budget Operations Staff: The Budget Operations Staff processed all OC budget materials, submissions and Foundation Financial Information System transactions. The Staff prepared all of OC's budget submissions; performed oversight functions regarding the Web-based procurement system; and monitored OC facilities maintenance and repairs and assured efficient telecommunications usage.

Broadcast, Media & Technology: Highlights of FY 2009 achievements by the BM&T Center include:

USDA radio continues to cover a diverse range of topics for the Office of the Secretary and other USDA agencies. This was done through USDA Radio's DigaSystem remote access system. News stories were produced and made available through our radio news line and Web site as well as through distribution programs such as I-Tunes. Weekly features were made available through our features Web page and I-Tunes and via CD to affiliated stations.

For FY 2009, USDA radio aired 1,888 news stories of which all but 25 contained actualities. They also aired 572 radio features including 52 five minute documentaries, 260 Consumer Time Features and 260 Ag Update Features. In addition, USDA radio has produced a total of 1160 features.

The distribution of the radio material continues to diversify, especially with the number of podcast based views through outlets such as I-Tunes and Zune. As a result more and more people are listening to USDA radio programs via the Web than ever before. There were 2,161 phone calls to the radio phone lines for FY 2009, 45,823 hits to the radio news Web site, 20,986 hits to the radio Web feature site, 29,156 hits to the radio newswire podcast sources (like I-Tunes), and 8,570 hits to the radio features podcast sources.

Television producers in the BM&T Center created 94 feature stories in fiscal year 2009. The stories covered USDA initiatives including: Know Your Farmer, Know Your Food; The People's Garden; Fighting Obesity and Improving Nutrition; Environmental and Conservation issues; Renewable Energy; Agricultural Research; Extension; Rural Development; Food Safety and Farm Bill programs. In addition, stories covered Secretary Vilsack's national rural tour and several examples of successful Recovery Act (ARRA) projects using USDA programs in rural America. These stories were aired on RFD-TV, the 24-hour satellite channel, and two nationally syndicated agricultural TV programs targeted to rural areas and farmers, as well as many other smaller networks and outlets. TV feature stories and selected sound bites are also available to the public as streaming media files with direct links from the USDA home page on the Internet, and on USDA's YouTube page.

BM&T Center helped document new projects funded by American Recovery and Reinvestment Act. Subsequent TV video features and YouTube videos showed that water, rural broadband, housing, medical and emergency response facilities, and other development projects are all making a difference in rural communities.

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Secretary Vilsack initiated a "Rural Tour" in 2009 to help communicate the best ideas and gain public input across the United States. BMTC produced videos to help educate the public about this tour, the process and the benefits on ongoing communications and sharing of best practices.

A total of 53 Webinars were coordinated for USDA agencies during FY 2009. The Agricultural Marketing Service Fruit and Vegetable division saved over \$100,000 by providing training using the BM&T Center's webinar service as opposed to traveling to the numerous conferences that were scheduled nationwide. In addition to other activities the BM&T Center provided 13,854 teleconferences in FY 2009.

Information Technology Resource Management: Highlights of FY 2009 achievements by the ITRM include:

- Prepared documentation, including Statements of Work (SOW) for FY 2010's Certification and Accreditation of OC's Systems;
- No material weaknesses requiring resolution were identified in FY 2009;
- Coordinated implementation of Microsoft Windows Office Suite 2007 within OC;
- Continued on-going maintenance and development of all Cyber Security documents; and
- Performed functional and table top exercises for Information Technology Contingency Plans on all 5 GSS.

Creative Services Center (CSC): Highlights of FY 2009 achievements by the CSC include:

For FY 2009, CSC Staff members responded to 300 design requests, completed 9,301 print orders and covered over 470 photographic assignments. In FY 2009, CSC provided service to the new initiatives that included the Recovery Act, Rural Tour and the Peoples Garden. CSC continues to manage the build out of the Food Safety and Inspection Service Food Safety Discovery Zone Pavilion an outreach effort to educate the public on food safety; Smokey Bear 65th Anniversary providing storybook and related products. CSC worked closely with the Food and Nutrition Service Campaign Manager to produce products for the newly named Supplemental Nutrition Assistance Program. In addition, CSC also provided communications support to USDA's CIO by assisting the agency with the creation of a report on the green initiatives. Several products were produced to outreach to the public including bus ads. Other products and services CSC developed for USDA and Federal agencies included publications, photography, information kits, Web sites, trade show exhibits, advertisements (ads) development for various media sources from print to web including events coordination both for USDA agencies and for other Federal agencies and organizations.

In FY 2009, CSC Photography Center photographers completed over 470 assignments. CSC's photography Internet Web site is being reorganized into an enterprise wide photography library where all photos for USDA will reside. USDA has created a partnership with another Federal agency to integrate a new image management system already in use to be user friendly, faster and more inclusive of the new digital imagery being photographed saving considerable costs to USDA agencies. In FY 2009, USDA initiated a membership with Flickr and posted 744 photographs that had 51,159 views. In FY 2009, the staff photographed:

- 65th Anniversary Celebration of Smokey Bear;
- 2009, Agricultural Outlook Conference;
- Harvest Festival;
- Recovery Act trips to California, Oklahoma and Pennsylvania;
- First Lady visit to USDA;
- Chiefs to Schools Initiative;

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- Earth Day;
- Food Safety Education Camp; and
- *Dietary Guidelines for Americans*.

In FY 2009, Printing Branch Staff managed 15 printing contracts written by the Government Printing Office (GPO). The contracts allowed the Branch to deal directly with the contractors, meet critical deadlines and schedules, and print in various sizes, multiple colors, on several paper stocks. The contracts utilized camera copy, CD-ROM, tapes, and/or disk, for state-of-the-art output to pre-press and/or press operations. In addition, over 750 GPOExpress/FEDEx-Kinkos accounts were opened and/or renewed for direct use to USDA customers for duplicating, copying and other printing related services. Listed below are figures showing publications and forms printed during fiscal year 2009 with comparative figures for fiscal year 2008.

<u>Publications and Forms Printed</u>	<u>FY 2008</u>	<u>FY 2009</u>
Dollars billed to USDA by GPO	\$12,776,430	\$13,833,183
Print jobs through the GPO and/or on contract	3,508	3,574
Printing through the USDA Duplication Facility (Includes miscellaneous orders reviewed, cleared, And processed by OC Printing Services staff)	6,869	5,727
Total printing orders	10,377	9,301

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Summary of Budget and Performance
Statement of Goals and Objectives

OC has two objectives that contribute to the strategic goals of the Department.

USDA Priority Goal	Agency Strategic Goal	Agency Objectives	Programs that Contribute	Key Outcome
<u>Priority Goal:</u> OC supports all USDA goals.	<u>Agency Goal:</u> 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.	<u>Objective 1.1:</u> Provide resources and state-of- the art facilities to enhance communication by USDA and its agencies. <u>Objective 1.2:</u> 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.	<u>Key Outcome 1</u> Intended audiences receive the material or information distributed, and intended audiences have access to tools to answer their questions and provide feedback on issues.

The basic mission of OC is 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. To fulfill this mission, OC reports through various media and often directly to farmers, consumers, environmentalists, the business community, and other interest groups regarding the Department's programs, policies and activities. The success of the Department's initiatives is aided by the effectiveness of communication and public education campaigns.

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Strategic Objectives

Strategic Objective 1.1: Provide resources and state-of-the-art facilities to enhance communication by USDA and its agencies.

Strategic Objective 1.2: Provide efficient coordination and instructive guidance to enhance communication by USDA and its agencies.

Strategic Objective and Funding Matrix
(On basis of appropriation)

	<u>2009 Actual</u>	<u>Staff Years</u>	<u>2010 Estimated</u>	<u>Staff Years</u>	<u>Increase or Decrease</u>	<u>2011 Estimated</u>	<u>Staff Years</u>
Strategic Objective 1.1.....	\$8,490,111	60	\$8,749,000	71	+\$105	\$8,854,000	71
Strategic Objective 1.2.....	944,394	5	973,000	6	+\$12	985,000	6
Total, Office of Communications	\$9,434,505	65	\$9,722,000	77	+\$117	\$9,839,000	77

Selected Accomplishments Expected at the FY 2011 Proposed Resource Level:

OC will continue to evaluate its strategies by ensuring that commercial media outlets have received 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.

Strategies for achieving performance in FY 2010 and FY 2011:

- Upgrade OC information technology infrastructure to support electronic information dissemination to the public, including, but not limited to, use of "New Media" and Web 2.0 technologies; digitized textual information, digitized photographs, other visuals, video, and audio for Internet access; as well as the electronic delivery of USDA news and information to the news media, constituent groups, and other stake holders.
- Use audio and video teleconferences, as well as public meetings, to communicate with representatives of minority and other underserved groups who should be served by USDA programs and services.
- 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.
- 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.

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Summary of Budget and Performance
Key Performance Outcomes and Measures

Goal 1: 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.

Key Outcome: 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:

- Measure #1: Percent of prepared materials that are accepted for use by commercial media outlets.
- Measure #2: Percent of ongoing and information campaigns timely completed and promoting unified accomplishments of USDA mission areas in an effective manner.

Key Performance Targets

<u>Performance Measure</u>	<u>2006 Actual</u>	<u>2007 Actual</u>	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Target</u>	<u>2011 Target</u>
Percent of prepared materials that are accepted for use by commercial media outlets.	95%	95%	95%	95%	95%	95%
Dollars in Thousands	\$8,377	\$8,404	\$8,322	\$8,490	\$8,749	\$8,854
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%
Dollars in Thousands	\$1,037	\$934	\$876	\$945	\$973	\$985

OFFICE OF COMMUNICATIONS

Summary of Budget and Performance
Full Cost by Strategic Objective

Strategic Objective 1.1: Provide resources and state-of-the-art facilities to enhance communication by USDA and its agencies.

	Dollars in thousands		
	FY 2009	FY 2010	FY 2011
Administrative Costs (direct)	\$8,490	\$8,749	\$8,854
FTEs	60	71	71
Performance Measure: Percent of prepared materials that are accepted for use by commercial media outlets.	95%	95%	95%

Strategic Objective 1.2: Provide efficient coordination and instructive guidance to enhance communication by USDA and its agencies.

Administrative Costs (direct)	\$945	\$973	\$985
FTEs	5	6	6
Performance Measure: Percent of ongoing and information campaigns timely completed and promoting unified accomplishment of USDA mission areas in an effective manner.	95%	95%	95%
Total Costs for All Objectives	\$9,435	\$9,722	\$9,839
FTEs	65	77	77