

2008 Explanatory Notes

Office of Communications

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OFFICE OF COMMUNICATIONS

Purpose Statement

The Office of Communications (OC) traces its history back to June 7, 1913, when Agriculture Secretary David Houston 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. The most recent reorganization was approved November 13, 1995, designating the office as OC. 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 remains constant to communicate to the public the programs and policies of the Department.

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.

OC is located in Washington, D. C. As of September 30, 2006, there were 91 full-time permanent employees in OC funded by appropriations and Working Capital Fund charges to customer agencies.

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

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Available Funds and Staff Years
2006 Actual and Estimated 2007 and 2008

Item	<u>Actual 2006</u>		<u>Estimated 2007</u>		<u>Estimated 2008</u>	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
Direct Appropriation.....	\$9,509,000	70	9,278,000 ^{b/}	79	\$9,856,000	79
Rescission.....	-95,090	--	--	--	--	--
Total, Available or Estimate.....	9,413,910	70	9,278,000	79	9,720,000	79
<u>Obligations Under Other USDA Appropriations:</u>						
Agency Photography Services.....	261,265	--	267,797	--	274,224	--
Subtotal, Appropriated and Reimbursement.....	9,675,175	70	9,545,797	79	10,130,224	79
<u>Working Capital Fund a/:</u>						
Video, Teleconference, & Visual Design.....	7,506,073	20	6,732,000	29	6,877,000	29
Capital Equipment.....	143,000	--	150,000	--	0	--
Subtotal, Working Capital Fund.....	7,649,073	20	6,882,000	29	6,877,000	29
Total, Agriculture Appropriations.....	17,324,248	90	16,427,797	108	17,007,224	108
<u>Non-Federal Funds:</u>						
Sale of Photos.....	8,370	--	7,000	--	6,000	--
Total, Office of Communications.....	17,332,618	90	16,434,797	108	17,013,224	108

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

b/ The Freedom of Information Act (FOIA) Officer was transferred out of OC to Departmental Administration.

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Permanent Positions By Grade and Staff Year Summary

2006 Actual and Estimated 2007 and 2008

Grade	2006	2007	2008
	Washington, D.C.	Washington, D.C.	Washington, D.C.
ES	1	1	1
GS-15	15	12	12
GS-14	15	14	14
GS-13	11	11	11
GS-12	9	13	13
GS-11	9	9	9
GS-9	11	12	12
GS-8	1	0	0
GS-7	3	3	3
GS-5	0	0	0
GS-4	2	2	2
Ungraded Positions	2	2	2
Total Permanent Positions	79	79	79
Unfilled Positions end-of-year	-9	--	--
Total, Permanent Full -Time Employment, end-of-year	70	79	79
Staff Year Estimate	70	79	79

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

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Appropriation Language and Explanation of
Changes in Language

For necessary expenses to carry out services relating to the coordination of programs involving public affairs, for the dissemination of agricultural information, and the coordination of information, work, and programs authorized by Congress in the Department, \$9,720,000: Provided, That not to exceed \$2,000,000 may be used for farmers' bulletins.

Lead-off Tabular Statement and
Summary of Increases and Decreases

Estimate, 2007	\$9,414,000
Budget Estimate, 2008	<u>9,720,000</u>
Increase in Appropriation	<u>+306,000</u>
Adjustments in 2007:	
Estimate, 2007	9,414,000
Transfer FOIA Function and FTE from OC <u>a/</u>	<u>-136,000</u>
Adjusted base for 2007	9,278,000
Budget Estimate, 2008	<u>9,720,000</u>
Increase over adjusted 2007	<u>+442,000</u>

a/ The FOIA Officer was transferred out of OC to the Departmental Administration.

Summary of Increases and Decreases
(On basis of appropriation)

<u>Item of Change</u>	<u>2007</u> <u>Estimated</u>	<u>Pay Costs</u>	<u>2008</u> <u>Estimated</u>
Office of Communications.....	\$9,278,000	\$442,000	\$9,720,000

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Project Statement
(On basis of appropriation)

	<u>2006 Actual</u>		<u>2007 Estimated</u>		<u>Increase or Decrease</u>	<u>2008 Estimated</u>	
	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>		<u>Amount</u>	<u>Staff Years</u>
Office of Communication	\$9,253,058	70	\$9,278,000	79	+\$442,000	\$9,720,000	79
Unobligated Balance.....	160,852	--	--	--	--	--	--
Total Available or Estimate.....	9,413,910	70	9,278,000	79	+442,000 (1)	9,720,000	79
Rescission.....	95,090	--	0	--			
Total, Appropriation...	9,509,000	70	9,278,000	79			

Justification of Increases and Decreases

- (1) An increase of \$442,000 for the Office of Communications (OC) consisting of:
- (a) A total increase of \$442,000, of which \$228,000 is for fiscal year 2008 increased pay costs, and \$214,000 is for fiscal year 2007 pay costs.

Approximately 90 percent of the OC's budget is needed to pay salaries, employee benefits and mandated central charges, leaving essentially no flexibility to cover additional pay costs. This increase is needed to maintain the current level of staffing to ensure OC provides leadership, expertise, counsel, and coordination for the development of communications strategies, which are vital to the overall formation, awareness and acceptance of USDA programs and policies. Without funds to cover the pay increase, OC would need to further reduce staffing, continuing the staffing decline of recent years.

Geographic Breakdown of Obligations and Staff Years
2006 Actual and Estimated 2007 and 2008

	<u>2006 Amount</u>	<u>Staff Years</u>	<u>2007 Amount</u>	<u>Staff Years</u>	<u>2008 Amount</u>	<u>Staff Years</u>
District of Columbia.....	\$9,253,058	70	\$9,278,000	79	\$9,720,000	79
Unobligated balance.....	160,852	--	--	--	--	--
Total, Available or Estimate.....	9,413,910	70	9,278,000	79	9,720,000	79

OFFICE OF COMMUNICATIONS

Classification By Objects
2006 Actual and Estimated 2007 and 2008

	<u>2006</u>	<u>2007</u>	<u>2008</u>
Personnel Compensation:			
Washington, D.C.....	\$6,271,086	\$6,307,000	\$6,639,000
11 Total personnel compensation.....	6,271,086	6,307,000	6,639,000
12 Personnel benefits.....	1,333,344	1,329,000	1,439,000
13 Unemployment Comp.....	0	0	0
Total pers. comp. & benefits.....	7,604,430	7,636,000	8,078,000
Other Objects:			
21 Travel and transportation of persons.....	93,961	94,000	94,000
22 Transportation of things.....	1,649	2,000	2,000
23.3 Communications, utilities, and misc. charges.....	357,232	400,000	400,000
24 Printing and reproduction.....	52,427	52,000	52,000
25.2 Other services.....	804,255	752,000	752,000
25.3 Purchases of goods and services from Government Accounts.....	147,756	150,000	150,000
26 Supplies and materials.....	150,489	150,000	150,000
31 Equipment.....	40,812	41,000	41,000
42 Insurance claims and indemnities.....	0	1,000	1,000
43 Interest.....	47	0	0
Total other objects.....	1,648,628	1,642,000	1,642,000
Total direct obligations.....	9,253,058	9,278,000	9,720,000
<u>Position Data:</u>			
Average Salary, ES positions.....	\$139,330	\$142,395	\$146,667
Average Salary, GS positions.....	79,367	81,113	83,546
Average Grade, GS positions.....	13.2	13.2	13.1

OFFICE OF COMMUNICATIONS

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. OC has also taken on an increasingly important role in coordinating the Department's communications during emergencies or other incidents that potentially affect segments of the public or industry.

Current Activities:

Web Services and Distribution: The Office of Web Services and Distribution (WSD) disseminates electronic media, including but not limited to USDA Web Portal and distribution lists for OC. Functions associated with WSD also include: templating for USDA.gov (including the Department's Webmaster who compiles and maintains a registry of agency home pages); coordinating work flow and content flow with agencies and Departments as needed with the Director, Deputy Director, Press Secretary and OC Coordinators; and support functions. 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; 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.

Constituent Affairs: The Office of Constituent Affairs (OCA) serves as a conduit for information about USDA's seven mission areas to the general public, the media, agricultural and industry constituent groups and USDA employees.

To raise awareness and acceptance of USDA's programs and policies, OCA maintains a comprehensive database of national and State groups, industry, and key foreign embassies. Through this network, OCA distributes transcripts of speeches, news releases and statements from the Secretary, as well as information about Federal rule making; the Department can contact State Directors of Homeland Security and State Veterinarians in the event of an emergency; and individual USDA agencies can disseminate information or announcements.

On the public liaison side, OCA staff works 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. The information staff responds to mail, e-mail and telephone inquiries for information and documents from the public and Congress.

OCA acts as a liaison to keep USDA agencies apprised of issues and concerns voiced by stakeholder groups. To accomplish this, OCA:

- Provides feedback from briefings to the appropriate subcabinet offices and personnel;
- Provides periodic feedback describing interest group opinion as articulated in their publications to give USDA officials a constituent perspective; and
- Publishes USDA's employee newsletter.

Media Communications Coordination: The Media Communications Coordination Team coordinates public and media communications for the Office of the Secretary, USDA general offices and mission areas, and develops policies and plans for effective execution of overall basic and operating policy for development and dissemination of public affairs information.

The Media Communications Coordination Team:

- Coordinates development, production, and dissemination of Department-wide communications;
- 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 five communications coordinators serving as senior communications advisors to USDA's seven mission areas, working directly with Under Secretaries and top staff, as well as servicing the Secretary's Office and Departmental staff offices for media relations and press and public communications and strategic services.

Broadcast, Media & Technology: The Broadcast Media & Technology (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 TB news packages for broadcast and cable outlets. A weekly radio feature service including five consumer topics, five agricultural topics and a 5-minute documentary is sent on CD's to over 150 radio stations and networks that have requested the service. The BM&T Center's television service provides a 15-minute weekly news 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. The BM&T Center also creates a variety of multimedia products including audio and video Web streaming (live and archived), DVD and CD projects.

Creative Services Center: The Creative Services Center (CSC) provides design, editing, photography, and printing services. CSC has centralized resources to improve the flow and coordination of visual communication projects. This provides a one-stop source for services and clearance--thus eliminating agencies' need to maintain expensive equipment and similar staffs. The agencies pay only for services rendered.

CSC's diversified talent includes design, editing, 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, editorial review/clearance, 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.

CSC's Editorial Review/Clearance Unit reviews publication manuscripts that have been written and edited throughout USDA's agencies, in order to determine their acceptability for publication by USDA, it is the central office for coordination of policy review with regard to USDA publications. CSC's design services include logo development, illustrations, ad 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.

Information Technology Resource Management: The staff, headed by the OC Chief Information Officer provides and coordinates information technology services to the agency including information architecture development, cyber security, continuity of operations and network support.

Budget and Operations: The staff, directed by the Assistant Director for Communications Operations, provides administrative support to all OC operations including budget planning, preparation, justification and execution, telecommunication services, and the processing of all training, travel, and procurement requests. They also manage development, clearance, and issuance of policy governing USDA communications.

Selected Examples of Recent Progress:

Web Services and Distribution Staff:

- Reviewed reports and maintained comprehensive databases of 7,000 media contacts;
- Created and maintained over 5,000 Web pages with current and up-to-date information;
- Worked closely with the communications coordinators and the Press Secretary's office to ensure quick dissemination of 441 news releases, public statements, and other current information through electronic and other means; and
- Responded to 6,215 e-mail inquiries from the public concerning the USDA home page or other related issues.

Constituent Affairs: In fiscal year 2006, OCA hosted and provided speakers for 2,800 farmers, ranchers, students and others at 66 meetings at USDA headquarters. For many Americans as well as foreign visitors, these briefings constitute the first and perhaps only look at the U.S. Department of Agriculture. It is often the only opportunity to meet Secretary of Agriculture Mike Johanns, who makes a point of spending time with nearly every group. 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.

In fiscal year 2006, OCA helped create a new five minute "Welcome" video that is shown to each visiting group. It gives an overview of each USDA mission area with a focus on presenting a coordinated portrait of this vast Department. OCA continued to distribute its "Quick Facts about USDA" brochure, which was used again this year as a recruitment tool by USDA's Office of Human Resources. The OC created a brochure about Avian Influenza which was also distributed to visitors.

The Information Services staff responded to approximately 14,000 requests for information during FY 2006:

- 5,714 U.S. mail requests;
- 8,102 telephone/hotline requests;
- 203 direct e-mail requests; and
- 145 requests from Members of Congress.

Media Communications Coordination: In fiscal year 2006, communications coordinators developed and cleared 441 national media releases, official remarks and background papers covering USDA's major issues, in addition to coordinating tele-news conferences and in-person press events. The team also leveraged other USDA

communications resources to deliver information to the media, including broadcast media, still photography, Web streaming, internet posting, and design services, as appropriate. 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 a thousand agency media releases that covered routine program announcements.

Coordinators provided media guidance and overall communications strategies about USDA major programs, including disaster relief and Avian Influenza communications. Coordinators also assisted in introducing and communicating issues like improvements in natural resources and water quality, bridging the digital divide in rural America, alternative energy development, international trade negotiations, global food security, food safety, and animal health. Coordinators also worked on press and public communications issues concerning the *MyPyramid* initiative, childhood obesity, dietary advice, Healthy Forests Initiative, Community Initiatives, e-Government Initiative, food stamp outreach (including new immigrant provisions), biotechnology, drought, disaster relief, energy, bioenergy programs, and grants for community development projects. A significant amount of effort was spent on the issues of Bovine Spongiform Encephalopathy (BSE).

Broadcast, Media & Technology: Highlights of fiscal year 2006 achievements by the Broadcast, Media & Technology Center:

Fiscal year 2006 was a milestone year for USDA Radio because the first stories created and produced overseas were sent via the Internet as MP3 files directly into USDA's Radio DigaSystem for delivery on both the daily news and weekly feature service. In October, one USDA Radio producer traveled to the world's largest food show, ANUGA, in Cologne, Germany and covered the show through its entirety, feeding news stories and features for USDA Radio directly into the DigaSystem for delivery to more than 700 clients in the U.S. as well as the FAO Rural Radio Network. This was followed in December by coverage of the World Trade Talks in Hong Kong. The challenges were tough but surmountable. First there was the 13 hour time difference with only one producer covering a very large event. In addition, Japan chose to announce the reopening of its beef market to the U.S. The coverage of these fast moving events was made easier due to a user-friendly production and delivery system.

In fiscal year 2006, the USDA Radio team produced a total of 2,208 news stories. These daily news stories are accessed by radio stations via digital telephone lines, as well as the USDA Radio News line Web site, by downloading MP3, Real Audio or Wave files. In fiscal year 2006, the USDA Radio news line received 2,847 phone calls and 24,869 hits to the news line Web site. Highlights of stories featured on the radio news line in FY 2006 included coverage of the Japanese beef market access, Avian Influenza progress across the globe, Soybean Rust, U.S. House and Senate hearings, U.S. crop reports and U.S. world supply and demand reports, which are given extensive monthly coverage.

The radio unit also produces a feature service on CD subscribed to by 150 Radio stations nationwide. Also, feature service is located on the USDA Broadcast Services Web site. In FY 2006, the feature's Web site received 7,014 hits. The radio team produced 572 short features up to 3 minutes each and 52 longer documentary type features of 5-minutes in length. These features are equally divided between programming of interest to the general public through both the *Consumer Time* and *Agriculture USA* series and programming directed to the agricultural audience through the feature *Ag Update*. Much of the consumer time programming was devoted to obesity, nutrition research, food safety and school nutrition programs.

Subjects on the *Ag Update* series included the World Trade talks, crop reports, world supply and demand, crop prices, Avian Influenza updates and economic reports of various commodities. In addition, location reporting continued to play a vital role in reporting and access out in the field. This work was supported by funding from Foreign Agricultural Service (FAS), Natural Resources and Conservation Service (NRCS) and Farm Service Agency (FSA). USDA Radio personnel covered conservation stories in States such as Delaware, West Virginia, Missouri, Maryland, Virginia, and Illinois.

USDA Radio personnel also traveled to the Radio/TV News Directors Association (RTNDA), the Communications Officers of State Departments of Agriculture (COSDA) and the National Association of Farm Broadcasting meetings. RTNDA provides training and the latest look in techniques for radio producers. COSDA offers a great way to talk with State communications officers on their specific interests and do interviews as well. The National Association of Farm Broadcasting offers both an opportunity to do interviews for features as well as introducing our clients to products coming from USDA Radio.

In addition, Agriculture Secretary Mike Johanns, and members of the subcabinet, conducted telephone news conferences with farm broadcasters from USDA Radio studios on a number of occasions. The topics included conservation issues, Avian Influenza, Japan and beef trade, WTO Trade talks, farm program announcements and Forest Service issues, as well.

Television news producers in the BM&T Center created 108 stories in FY 2006. The stories covered mission messages including: Soybean Rust, Avian Influenza, Food Safety and Nutrition, Japanese beef trade, BSE, trade – in general, biotechnology, rural development, research, water quality, national forests, cooperative extension, small farms, marketing and food aid. These stories were aired on two nationally syndicated agricultural TV programs specifically targeted to rural areas and farmers and many other smaller networks and outlets. Video news releases 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.

The BM&T Center provided Avian Influenza Preparedness video materials and Public Service Announcements which were used to help with outreach to television stations, the public as well as for information to USDA employees and interested groups. The BM&T Center's high definition editing system was used in several high quality products including Cooperative State Research, Education and Extension Service (CSREES) video magazine "Partners". Over 12 major video projects including television and radio public service announcements for the general public and the agriculture community on the subjects of: Avian Influenza and "Power Out" – which informed the general public how to keep food safe when there is a power failure. The BM&T Center also created videos about Dangerous Travelers – Controlling Invasive Plants Along America's Roadways, Natural Resources Conservation Service Plant Materials Program, coverage of the Agricultural Research Service's (ARS) Scientist of the Year awards and the new USDA Welcome Video. USDA agencies sponsoring these projects included, CSREES, Food Safety and Inspection Service (FSIS), Animal Plant Health and Inspection Service (APHIS), NRCS and ARS and OC. The BM&T Center received outside recognition for production excellence in FY 2006 winning five Telly Awards for work done on Forest Service "Lifelines" and CSREES "Partners" as well as projects for Natural Agricultural Statistics Service and FSIS.

The BM&T Center coordinated and produced audio and video streaming through USDA's Internet home page with high-end Web streaming servers providing multiple streams in Real Player and Windows Media. They provided desktop coverage of several press conferences by the Secretary including issues regarding the Avian Influenza and beef trade. This service offered immediate access through the Internet by the public and news organizations around the world for events as they happened. The BM&T Center staff also coordinated satellite media tours for Secretary Johanns, which included a live interview on Bloomberg News.

The BM&T Center's Data Exchange and Ready Talk which allows Federal agencies to provide desktop training to employees worldwide has been very popular. Additionally, the BM&T Center automated audio bridge allowed employees the use of the BM&T Center's conferencing system 24 hours a day 7 days a week. With it, the BM&T Center produced a total of 5,100 audio conferences.

The BM&T Center coordinated a total of 100 compressed video conferences during this period. The BM&T Center compressed video system has provided access to conferences from India, Angola and Italy. This system has saved thousands of dollars as agencies are able to conduct critical meetings with constituents worldwide without travel away from USDA headquarters. The FAS has been a major client of this service.

The Multimedia department provided technical advice to members of USDA's FSA to create a virtual university for online modules. As a result, FSA has been able to train employees nationwide while simultaneously saving thousands of dollars. Also, the multimedia staff worked with the Forest Service and developed the SAFETLU Web-based training modules for the Forest Service and Department of Transportation.

Creative Services Center (CSC):

CSC staff members responded to 262 new requests and continue to work on projects which began in the prior year, both for USDA agencies and for other Federal agencies and organizations. In FY 2006, CSC Design managed over \$3.8 million in outreach/educational campaigns that included NAIS, Avian Influenza/Biosecurity for the Birds, Emerald Ash Borer and Asian Longhorned Beetle. CSC has made significant progress on acquiring additional educational/outreach campaigns. Each campaign consisted of marketing and media planning, as well as theme, content, and creative development. Products and services included publications, photography, information kits, Web sites, trade show exhibits, ad development for various media from print to radio, negotiations for value-added efforts in media, placement of ads, news release support, and events coordination. For example, CSC worked closely with APHIS to manage and implement an outreach/education campaign for NAIS. The communications plan incorporates APHIS support for State promotional programs, media relations, outreach activities, and partnership opportunities for States. The Bio Security for the Birds/Avian Influenza Campaign is now in its third year, in FY 2006 the successful Bio Security for the Birds campaign focused on grassroots outreach to backyard poultry producers through a series of stakeholder briefings held in five States. Partnerships with Future Farmers of America, 4-H, and non-profit organizations have also been emphasized resulting in a strong presence and distribution of materials at State, county and local agricultural fairs around the country. The campaign has also been expanded this year to include outreach to wildlife communities. Furthermore, CSC worked on a joint Avian Influenza media event hosted by the Department of Interior, the Department of Health and Human Services and USDA held in March 2006 by providing support with the design and output of brochures, presentation materials, AI image CD-ROM, directional signage and backdrops. Government agency representatives and national media correspondents attended the event. The Design staff also created the USDA Avian Influenza brochure. The brochure is a critical informational response to the global Avian Influenza pandemic. CSC staff is managing distribution of approximately 600,000 brochures for requesting agency, State, county offices and schools.

The Department of Energy and USDA hosted the first Energy Conference focusing on the Advanced Energy Initiative. Creative Services Design staff worked closely with DOE to produce the full gamut of conference materials that included: identity development, Web site development, conference signage, stage backdrops, presentation slides, e-postcards, brochures, banners, backdrops, display graphics and registration signage.

CSC measures performance in key areas of operation that affect customer service to help improve the delivery of projects on time in budget. CSC Design Center developed and implemented a Web-based billing and tracking system for all design projects. The new system integrates over nine separate databases into one single system allowing users and clients to determine the status of projects in a timely manner via a Web-based browser. This new reporting system will help reduce cost over runs and ensure project deadlines are met.

Requests for agency visual information design standards and logos continue to be handled, including USDA printing standards/formats. These visual identities must be able to be integrated with USDA design standards so that they cohesively reflect a Department speaking with one voice.

Editorial Review/Clearance staff members reviewed and cleared for publication a total of 304 final-stage manuscripts and 285 printer-ready materials developed by USDA agencies during FY 2006. 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 for the following highly-significant publications:

- *2007 Farm Bill Issue Briefs* (41 briefs);
- *Farm Bill Theme Papers* (5 policy papers);
- *Avian Influenza—Protecting the United States: USDA Preparations and Response* (informational brochure);
- *Pre-Harvest Security Guidelines and Checklist* (USDA Homeland Security Office booklet for producers);
- *Agricultural Security and Food Defense Accomplishments* (USDA Homeland Security Office informational bulletin);
- *Advancing Renewable Energy: An American Rural Renaissance Conference* (the chief informational booklet/agenda for this conference);
- *Renewable Energy for America* (brochure highlighting USDA agencies' renewable energy programs); and
- *President's Council on Integrity and Efficiency: FY 2005 Progress Report to the President* (an interdepartmental report coordinated by USDA's OIG).

CSC Photography Centers photographers completed 260 photographic assignments with 550 photographic services requests for USDA agencies. CSC's photography Internet Web site is being reorganized in FY 2007 as CSC partners 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. The photography staff shoots exclusively in digital format and in FY 2006, the images that the photography staff supplied to users included digital format, color or black and white print enlargements. In FY 2006, the photography staff photographed:

- Avian Influenza imagery at multiple on location sites;
- Two Forest Service projects:
 - one involving roads in National Forests and
 - the second on both animal and plant invasive species;
- WIC Program;
- National School Lunch Program;
- Energy photography;
- Documented Secretary of Agriculture's activities; and
- Processed newsworthy images.

In FY 2006, Printing Services staff members managed 16 printing contracts written by the GPO. The contracts allow the staff to deal directly with the contractors, meet critical deadlines as well as regular schedules, and print in various sizes, in multiple colors, and on several paper stocks. The contracts utilize camera copy, CD-ROM, tapes, and/or disk, for state-of-the-art output to pre-press and/or press operations. Also, over 200 GPOExpress FEDEX-Kinkos accounts were opened for direct deal use for our customers for duplicating, copying and other printing related services at Kinkos copy centers. Listed below are figures showing publications and forms printed during FY 2006, with comparative figures in FY 2005.

<u>Publications and Forms Printed</u>	FY 2005	FY 2006
Dollars billed to USDA by GPO	\$19,316,601	\$17,084,799
Print jobs through the GPO and/or on contract	4,223	3,539
Printing through the USDA Duplication Facility	3,126	5,636
(includes miscellaneous orders reviewed, cleared, and processed by OC Printing Services staff)		
Total printing orders	7,349	9,175

Information Technology Resource Management.

- Drafted, finalized and tested contingency plans for all four of OC's major IT systems;
- Closed out 24 of 25 material weakness in OC's systems; and
- Implemented procedures and installed hardware and software to uniformly update OC's 28 server and network devices.

Budget and Operations Staff: In addition to preparing all of OC budget materials and processing all of OC Foundation Financial Information System transactions, the staff continues to prepare all of OC's budget submissions; operate a Web-based procurement system; and monitor OC facilities maintenance and repairs and assure efficient telecommunications usage.

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Summary of Budget and Performance
Statement of Goals and Objectives

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

USDA Strategic Goal	Agency Strategic Goal	Agency Objectives	Programs that Contribute	Key Outcome
All USDA Strategic Goals	<u>Agency Goal 1:</u> Provide maximum support to all mission areas of the Department in the development of programs and in creating awareness among the American public about USDA's major initiatives and services.	<u>Objective 1.1:</u> Provide resources and state-of-the-art facilities to enhance communication by USDA and its agencies to increase awareness by the American public about USDA's program initiatives and services. <u>Objective 1.2:</u> Provide efficient coordination and instructive guidance to enhance communication by USDA and its agencies to achieve greater awareness by the American public about USDA's program initiatives and services.	All programs and activities within OC. All programs and activities within OC.	Intended audiences receive the material or information distributed.

Description of Programs: OC was established September 30, 1994, by Secretary's Memorandum 1020-40 as a successor to the Office of Public Affairs. OC follows a mandate established by the Secretary of Agriculture in 1913 to centralize information services of the Department. OC leads and coordinates the carrying-out of USDA's original mandate, i.e., when Congress wrote the law establishing USDA in 1862, it said the new Department's "general designs and duties shall be to acquire and diffuse among the people of the United States useful information on subjects connected with agriculture in the most general and comprehensive sense of the word." OC delivers information about 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.

In order to provide the highest level of support to the Secretary and the Department's agencies, OC further reorganized in FY 2002 into the following major program areas that deliver the activities under this appropriation: Web Services & Distribution; Constituent Affairs; Media Communication and Coordination; Broadcast, Media and Technology; Budget and Operations Staff; and the Creative Services Center.

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GOAL 1: Provide maximum support to all mission areas of the Department in the development of programs and in creating awareness among the American public about USDA's major initiatives and services.

Strategic Objective and Funding Matrix
(On basis of available funds)

	<u>2006 Actual</u>	<u>Staff Years</u>	<u>2007 Estimated</u>	<u>Staff Years</u>	<u>Increase or Decrease</u>	<u>2008 Estimated</u>	<u>Staff Years</u>
Goal 1:	\$9,413,910	70	\$9,414,000	79	+\$442,090	\$9,856,000	79

Selected Accomplishments Expected at the FY 2008 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 2007 and FY 2008:

- Upgrade OC information technology infrastructure to support electronic information dissemination to the public, including, but not limited to, 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 under served 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.

OFFICE OF COMMUNICATIONS

Summary of Budget and Performance
Key Performance Outcomes and MeasuresKey Performance Measures:

- Measure #1: Commercial media outlets have high acceptance and use of prepared materials. Materials equal or exceed industry standards for quality. Facilities are updated with latest technological improvements and software to meet industry standards.
- Measure #2: Policies and standards are developed for effective communication of USDA programs and initiatives. Strategies are developed and employed to ensure maximum impact and effectiveness of communications goals. Coordination of ongoing and information campaigns is timely and thorough to promote unified accomplishment by USDA mission areas.

Key Performance Targets

<u>Performance Measure</u>	<u>2003 Actual</u>	<u>2004 Actual</u>	<u>2005 Actual</u>	<u>2006 Actual</u>	<u>2007 Target</u>	<u>2008 Target</u>
1. Commercial media outlets have high acceptance and use of prepared materials. Materials equal or exceed industry standards for quality. Facilities are updated with latest technological improvements and software to meet industry standards.	95%	95%	95%	95%	95%	95%
Dollars in Millions	\$7.000	\$7.000	\$8.268	\$8.377	\$8.377	\$8.756
2. Policies and standards are developed for effective communication of USDA programs and initiatives. Strategies are developed and employed to ensure maximum impact and effectiveness of communication goals. Coordination of ongoing and informational campaigns is timely and thorough to promote unified accomplishment by USDA mission areas.	95%	95%	95%	95%	95%	95%
Dollars in Millions	\$2.081	\$2.058	\$1.022	\$1.037	\$.901	\$.964

OFFICE OF COMMUNICATIONS
 Summary of Budget and Performance
 Full Cost by Strategic Objective

Agency Objective 1.1: Provide resources and state-of-the-art facilities to enhance communication by USDA and its agencies to increase awareness by the American public about USDA's program initiatives and services.

PROGRAM	PROGRAM ITEMS	Dollars in thousands		
		FY 2006	FY 2007	FY 2008
Communications				
	Administrative Costs (direct)	\$8,377	\$8,377	\$8,756
	FTEs	65	75	75
	Performance Measure: Random surveys of selected communication initiatives reveal that intended audience received the material or information distributed.	95%	95%	95%

Agency Objective 1.2: Provide efficient coordination and instructive guidance to enhance communication by USDA and its agencies to achieve greater awareness by the American public about USDA's program initiatives and services.

PROGRAM	PROGRAM ITEMS	Dollars in thousands		
		FY 2006	FY 2007	FY 2008
Communications				
	Administrative Costs (direct)	\$1,037	\$901	\$964
	FTEs	5	4	4
	Performance Measure: Random surveys of selected communication initiatives reveal that intended audience received the material or information distributed.	95%	95%	95%
Total Costs for All Objectives		\$9,414	\$9,278	\$9,720
FTEs		70	79	79