

May 19, 1993

TO: UNDER SECRETARIES AND ASSISTANT SECRETARIES

FROM: FRANK VACCA, ASSISTANT SECRETARY-DESIGNATE
OFFICE OF CONGRESSIONAL RELATIONS

SUBJ: WORKING RELATIONSHIPS--OFFICE OF CONGRESSIONAL RELATIONS

I would appreciate your comments concerning how the Office of Congressional Relations should function in relationship to your offices. As the policy-makers for the Department, I would hope that you would view OCR as a way to help you achieve the Administration's and Secretary's goals when working with Congress.

I realize that in order to do this, it is incumbent on OCR to establish a relationship of trust, communication, and confidence with each of your offices. I ask for your help in establishing strategies, and in executing them, when working with Congress. Below is a list of items detailing some of my thoughts on what OCR should do and how it could function with your offices. Please let me know what you think.

Function

Serve as focal point for Department's non-budgetary Congressional contacts -- policy advocate, organizational representative, and problem solver.

Duties

- Keep Departmental leadership informed of legislation that impacts them.
- Brief Congressional staffs on USDA programs and activities.
- Coordinate and clear USDA testimony.
- Coordinate comments on testimony to be given by other agencies or departments.
- Respond to Congressional inquiries.
- Cover hearings of interest to USDA.
- Coordinate preparation of draft legislation, as requested by Congress.
- Track bills of interest to USDA.
- Participate in informing Congressional staffs on critical issue areas.
- Provide assistance for Hill visits.
- Provide on-call assistance to Sub-cabinet officers.
- Establish liaison between OCR & Agency legislative staffs.
- Maintain relations with representatives of private organizations who deal with legislation affecting USDA programs or activities.

Options

- Assign an OCR staff person to those Sub-cabinet offices which have a Congressional workload.
- OCR staffer would attend staff meetings, become familiar with issues, and serve as a liaison between OCR, Sub-cabinet Office, and Agency legislative staffs.
- When critical issues arose, OCR would provide additional support.

STAFF OF OFFICE OF CONGRESSIONAL RELATIONS

NAME	AREAS OF COVERAGE	ROOM#	WORK#	HOME#
Jennifer Harris	FAS, ASCS, OICD, AMS	139W	720-7978	703-684-3334
Moe Vela	APHIS, FGIS, FNS, FSIS, HNIS	234W	720-7977	
Buck Humphrey	ERS, NASS, ARS, S&E, CSRS, ES and press information.	235W	720-4865	202-547-2143
Clark Ray	FS, SCS and clearing of testimony.	233W	720-7376	202-332-8584
Glenn Rushing	FmHA, FCIC, REA, RDA and clearing of testimony.	239W	720-4644	

OCR STAFF

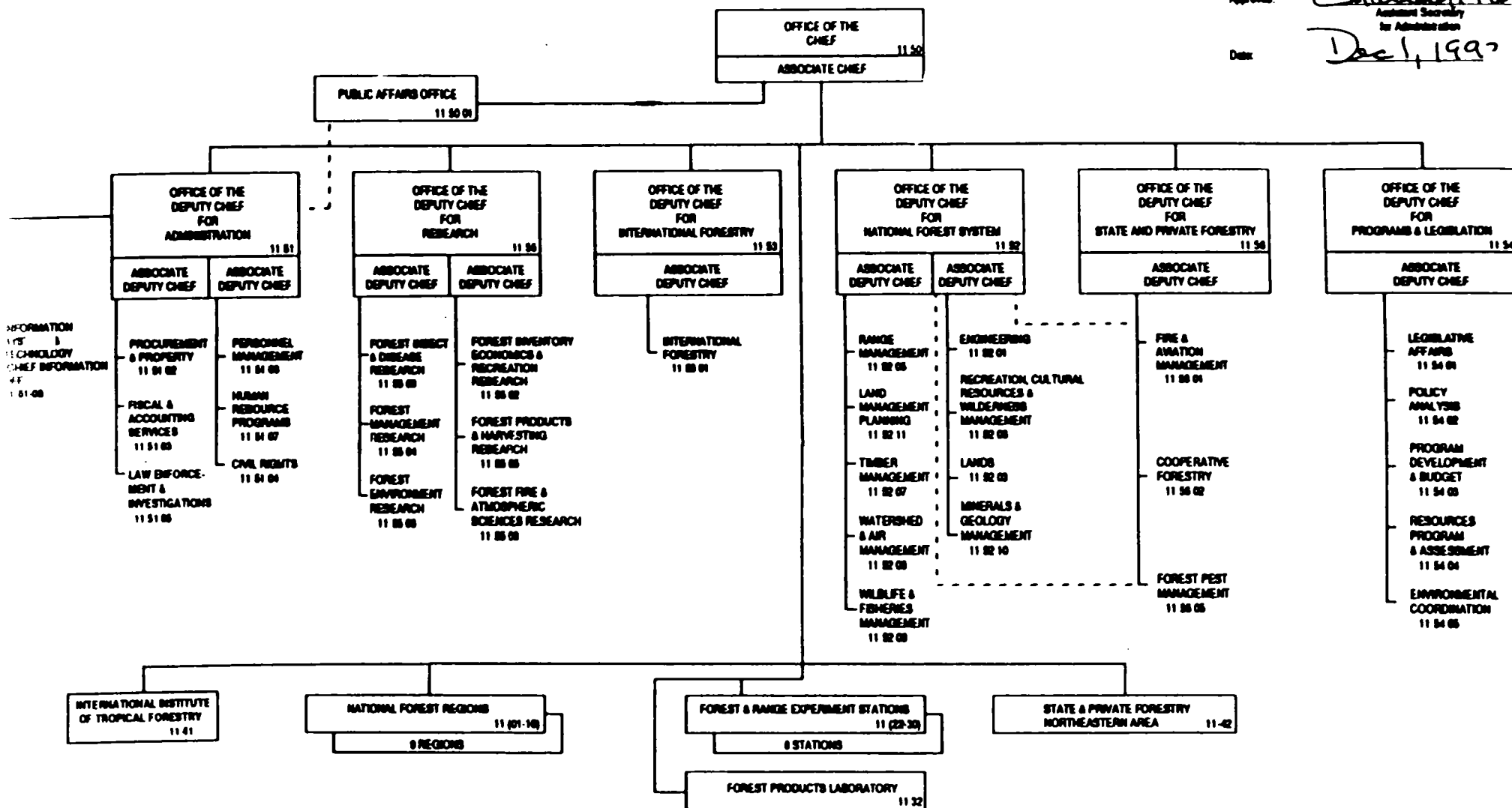
AGENCY CAREER CONGRESSIONAL RELATIONS STAFF

Jennifer Harris	FAS: ASCS: OICD: AMS:	Rich Schroeter, Acting Administrator Dreema Hinton, Legislative Liaison Staff Director Dave Winkelmann, Director/Cong'l Relations Officer Sandra Hogan, Legislative & Regulatory Review Staff
Moe Vela	APHIS: FGIS: FNS: FSIS: HNIS:	John Duncan, Director, Legislative/Public Affairs Paula Henstridge, Dep. Dir., Legislative/Public Information Staff Dave Galliard, Deputy Administrator Frank Ippolito, Office of Governmental Affairs/Public Information Officer Linda Swacina, Deputy Director/Legislative Affairs Diane Odland, Acting Director/Office of Gov'l Affairs and Public Information
Buck Humphrey	ERS: ARS: CSRS: ES:	Milton Erickson, Agency Staff Analysis Coordinator Loretta Owens, Chief/Legislative Staff Lilly Davis, Ass't to the Administrator Joan Fanelli, Program Leader/Legislative and Intergovernmental Affairs
Clark Ray	FS: SCS:	Bjorn Dahl, Director/Legislative Affairs Dave White, Legislative Director
Glenn Rushing	FmHA: FCIC: REA: RDA:	Joe O'Neill, Acting Director, Legislative Affairs and Public Information Staff Price Grisham, Public Affairs Specialist Mary Pat Dascall, Director Legislative Affairs and Public Information Staff Marlin Aycock

U.S. DEPARTMENT OF AGRICULTURE

FOREST SERVICE

Recommended: *Wm. H. McNamee*
 Chief, Forest Service
 Concurred: *Robert A. [Signature]*
 Assistant Secretary for Natural
 Resources and Environment
 Approved: *Charles R. [Signature]*
 Assistant Secretary
 for Administration
 Date: *Dec 1, 1997*



Supersedes Chart Dated: **OCT 14 1992**
 Prepared by: Work Force Management and Systems Branch
 Personnel Management Staff
 Forest Service

MISSION OF THE FOREST SERVICE IS TO PROVIDE NATIONAL LEADERSHIP IN FOREST MANAGEMENT, PROTECTION, AND UTILIZATION, INVOLVING PARTICIPATION IN DESIGNATING NATIONAL PRIORITIES FOR LAND USE FORMULATION OF PROGRAMS TO MEET NATIONAL OBJECTIVES, AND ESTABLISHMENT OF FEDERAL FORESTRY POLICIES TO ASSURE MAXIMUM CONTRIBUTION OF ENVIRONMENTAL, SOCIAL, AND ECONOMIC BENEFITS TO PRESENT AND FUTURE GENERATIONS. ACCOMPLISHMENT OF THE FOREST SERVICE MISSION INCLUDES THREE MAJOR AREAS OF OPERATION: (1) MANAGEMENT, PROTECTION, AND DEVELOPMENT OF THE 191 MILLION ACRE NATIONAL FOREST SYSTEM; (2) COOPERATION WITH STATE FORESTERS, PRIVATE OWNERS OF FOREST LANDS, WOODS PROCESSORS, AND PRIVATE AND PUBLIC AGENCIES; AND (3) CONDUCTING RESEARCH ACTIVITIES THAT DIRECTLY OR INDIRECTLY SUPPORT THE FOREST SERVICE MISSION TO IMPROVE FORESTRY AND FOREST-RELATED RESOURCES ON ALL PUBLIC AND PRIVATE FOREST AND RANGE LANDS.

Agricultural Marketing Service

The mission of the Agricultural Marketing Service (AMS) is to carry out a wide range of programs that facilitate the marketing and distribution of agricultural products, ensure fair trading practices, and assure consumers of an abundant, high quality food supply. AMS administers programs to make the private sector marketing system for food and agricultural products more efficient, dependable, economical and equitable.

The Agricultural Marketing Service adapts its services to changing domestic and international marketing practices and technologies. In cooperation with other USDA agencies and agricultural industries, AMS promotes a strategic marketing perspective that adapts product and marketing decisions to consumer demands. Through its programs, AMS seeks to stimulate growth and development in rural America.

Authority

The Secretary of Agriculture established the Agricultural Marketing Service on April 2, 1972. AMS programs are authorized by approximately 50 different statutory authorities. The primary one is the Agricultural Marketing Act of 1946. Under its various authorities, the Agency:

- * Reports unbiased and timely market information on commodity prices and supply;
- * Develops standards of quality for trading of agricultural products;
- * Provides impartial quality grading and certification of agricultural commodities;
- * Administers programs aimed at finding alternative crops or uses, and improved markets and transportation methods for commodities;
- * Oversees industry-run programs that promote use and support increased producer return on agricultural commodities;
- * Enforces fair trading regulations for buyers and sellers of perishable commodities and buyers of seed;
- * Certifies the rights of developers of new plant varieties;
- * Inspects egg products to ensure wholesomeness;
- * Collects and reports information on agricultural chemical residues found in randomly-sampled fruits and vegetables at the wholesale level; and
- * Purchases commodities used in domestic feeding programs.

Funding

User fees and reimbursements presently account for approximately 69 percent of AMS' operating budget. Commodity grading services and plant variety certification are provided on a fee basis. License fees support AMS activities conducted under the Perishable Agricultural Commodities Act. AMS costs incurred in oversight of research and promotion activities are reimbursed by the industry. The rest of AMS programs are funded by appropriations. Appropriated programs include market news reporting, standardization, mandatory egg products inspection, pesticide data collection, wholesale market development, transportation services, Federal-State Marketing improvement projects, and Federal Seed

regulatory activities. Commodity purchase buying and the oversight of marketing orders are funded through appropriations from Customs receipts.

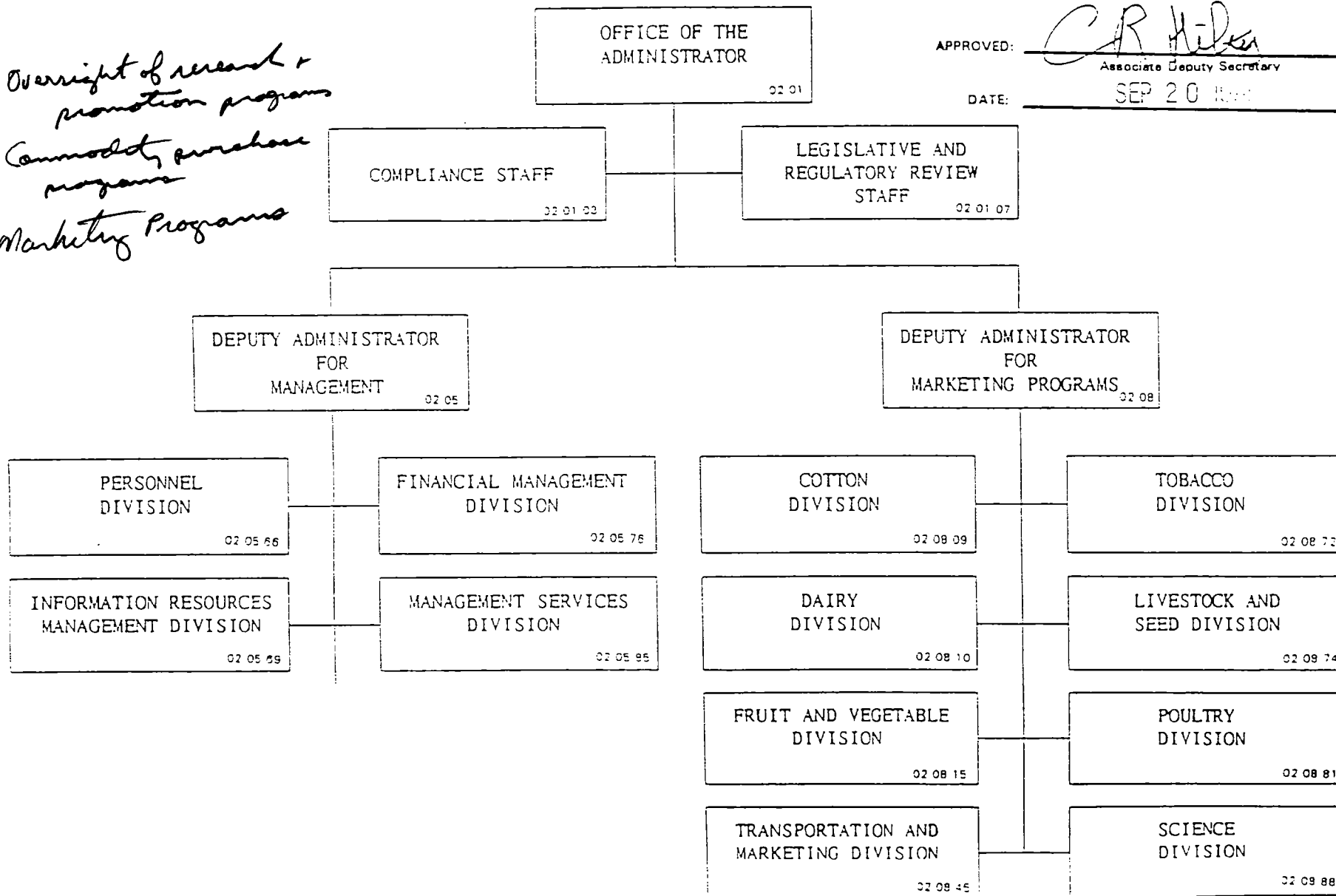
Organization

AMS headquarters is located in Washington, D.C. The agency's organization is largely along commodity lines, including the Cotton, Dairy, Fruit and Vegetable, Livestock and Seed, Poultry, and Tobacco Divisions. Each division conducts programs relating to its commodities. For example, the Poultry Division inspects egg products and conducts market news, standards, grading, and commodity purchase activities for poultry products and eggs. This design enables the agency to address the specific requirements of each agricultural industry. The Science Division is responsible for laboratory analyses supporting grading services, plant variety certification, and pesticide-related programs. The Transportation and Marketing Division is responsible for transportation and market research activities. Management support for program activities is provided by the Personnel Division, the Information Resources Management Division, the Financial Management Division, and the Management Services Division. Compliance and Legislative and Regulatory Review Staff Offices report to the Administrator. Approximately 201 year-round and seasonal field offices are strategically located near grading, inspection, and market sites to minimize the cost of providing services at plant or market locations.

U.S. DEPARTMENT OF AGRICULTURE
 AGRICULTURAL MARKETING SERVICE

Supersedes AMS chart dated January 3, 1991

- Oversight of research & promotion programs
- Commodity purchase programs
- Marketing Programs



RECOMMENDED:

Carol Bailey
 Administrator

CONCURRED:

Jo Ann R. Smith
 Assistant Secretary for Marketing and Inspection Services

APPROVED:

C.R. Hiken
 Associate Deputy Secretary

DATE:

SEP 20 1991



Office Automation Support and Information Systems

*Serving the automation needs
of the Office of the Secretary*



Revised November 1992

**OASIS Support Line
720-1716**

What is OASIS?

OASIS, the Office Automation Support and Information Systems Branch, provides a full range of office automation consulting services to the immediate offices of the Secretary, Under and Assistant Secretaries and Department-level Staff Offices. Customers are connected from personal computers to the Local Area Network (LAN) and/or an HP 3000 mini-computer.

OASIS provides telephone support between 7:00a.m. and 6:00p.m., Monday through Friday. This line is staffed by OASIS personnel who can resolve many problems over the phone or who can dispatch another OASIS staff member to your office for onsite problem resolution. **You may reach the OASIS support line on 720-1716.**

OASIS provides training courses in many of the most popular microcomputer software packages. Current course offerings include introductory and advanced Word Perfect for word processing, introductory and advanced Lotus 1-2-3 for spreadsheets and Harvard Graphics for business graphics. To register for any of these classes or for more information, contact the OASIS support line on 720-1716 or see your OASIS representative.

OASIS develops and maintains computer programs, systems and documentation for applications developed for personal computers or the HP 3000. OASIS will assist you in developing specific single and multi-user database applications.

OASIS will respond to reports of computer hardware problems by sending a staff member to your office to attempt to resolve the problem. IF the problem is in the computer itself, OASIS will arrange repair or replacement of the defective equipment.

OASIS Staff members work closely with their customers and will make every attempt to stop by each office on a regular basis. Feel free to ask questions and make requests of the OASIS representatives assigned to your office. Remember, in order for OASIS to succeed, you, our customers, must be satisfied with our service.

SPECIAL PROJECTS

SIES - OASIS is the lead organization in the development, implementation and maintenance of the Standard Information Exchange System (SIES). SIES was established to meet the Secretary of Agriculture's objective or providing better information management within USDA.

SIES provides a standard framework for an information exchange network including electronic mail, electronic document transfer, calendaring and scheduling via access to the Local Area Network (LAN). Access to the LAN enables the Office of the Secretary to efficiently and effectively maintain information exchange required by all the other policy level officials of USDA such as Assistant and Under Secretaries and Agency Heads. Currently, over 300 customers are connected directly to SIES, with hundreds of others connected indirectly via an X.400 gateway.

Executive Correspondence Tracking and Archival System (ExecTrac) - WSC and OASIS provided support to the Office of the Executive Secretariat (OES) during the development and implementation of ExecTrac. OASIS provides ongoing support to OES' technical support staff.

The OASIS Commitment to Quality

OASIS is committed to providing customers with the highest quality support. With this in mind, OASIS sets forth the following goals:

Provide high quality, valuable services to customers;

Assist the immediate offices of the Secretary, Under and Assistant Secretaries and Staff Offices in achieving USDA goals;

Offer a standard set of services in a stable environment;

Enhance Departmental program delivery;

Be equitable to all customers, treating each with honesty and fairness; and

Provide expertise and leadership in implementing technology that is compatible with customer's goals and with the Departmental Information Resources Management Plan.



Agenda for Agency Briefings

Monday, May 17, 1993

10:00 A.M. to 12:00 P.M.

Assistant Secretary for Administration

Wardell Townsend Jr.

Office of Operations

John Kratzke, Director

THAT
MANAGE PROPERTY 460
- PERSONAL AIRPLANE!
- REAL 83,000
- MAEL MANAGEMENT VEHICLES!
- PROCUREMENT - MISSION
42.5 B RELATED
- BOUGHT THROUGH GSA
DE LEASE

Office of Information Resources Management

John Okay, Director

Chief Financial Officer

Wardell Townsend

Irwin T. David, Deputy Chief Financial Officer

Office of Finance and Management

Larry Wilson, Director

42 AGENCIES (USDA)

SOUTH BLD. - PROBLEM!

FIRE - AIR CIRCULATES
BACK INTO WALLS - TOXIC SMOKE

VENTILATION AIR
NEED MAJOR WORK

DAYTONVILLE LOCATION
FINIS - NOT ACCEPTABLE

14th + L - FIRST CLASS FACILITY

WE WANT A BELTSVILLE CAMPUS
SHUT DOWN S. BLD 1 CORRIDOR AT
A TIME
"SWING SPACE"

Office of Operations
John P. Kratzke
Director
720-3937

What do we do?

- o Oversight of USDA real property
 - GSA leases
 - USDA leases
 - Owned property
- o Oversight of procurement
 - 1300 locations \$2.5 billion per annum
 - Office of Secretary procurement
 - ADP procurement
- o Oversight of personal property
 - Vehicles
 - Aircraft
 - Excess Property - Warehouse in Landover, MD
 - 1890 Excess Property
- o Mail Management in Washington, DC
 - Leading Governmentwide review
 - Consolidated mailroom
- o Forms Warehouse
 - Service eight agencies
- o Space Management - DC Metro area
- o Facilities Management
 - Administrative
 - South Building
 - Cotton Annex
 - Auditors
- o Executive Services (Norman Downs, tele: 720-8482)
 - Imprest Fund
- o Engineering and Architecture

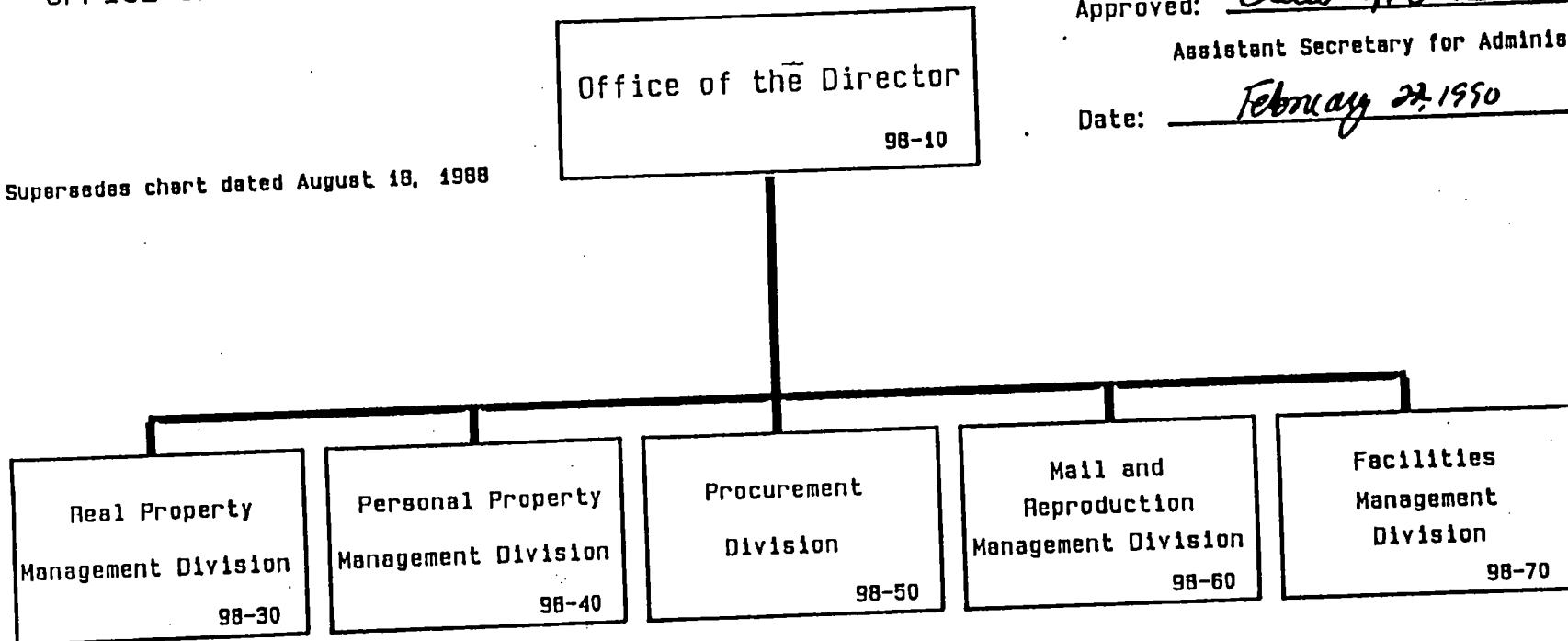
U.S. DEPARTMENT OF AGRICULTURE
OFFICE OF OPERATIONS

Supersedes chart dated August 18, 1988

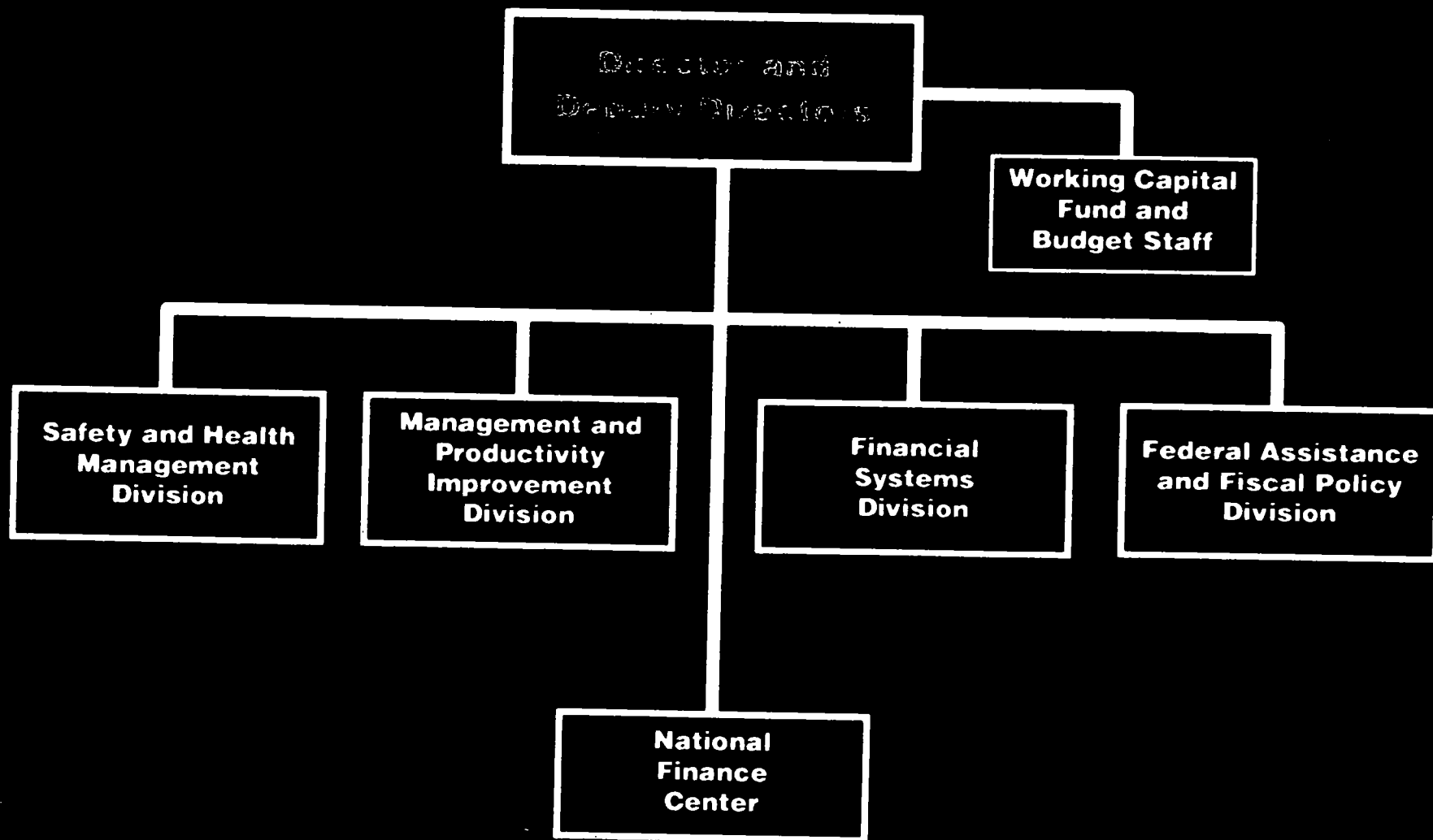
Recommended: Walter S. Searle, Jr.
Director, Office of Operations

Approved: Adis M. Vela
Assistant Secretary for Administration

Date: February 27, 1990



The mission of the Office of Operations is to formulate and promulgate Department policies and provide overall general direction, leadership and coordination of procurement, mail, real and personal property activities, and to provide consolidated administrative functions and services within the Department.





OFFICE OF FINANCE AND MANAGEMENT

Presentation

for

Under and Assistant Secretaries

OFFICE OF FINANCE AND MANAGEMENT

The Office of Finance and Management provides Departmental leadership and support in the following areas:

- **Finance and Accounting**
- **Federal Assistance**
- **Management Control**
- **Productivity Improvement**
- **Financial Management Systems**
- **Management Improvement**
- **Audit Resolution**

Services specifically for the Office of the Secretary and Staff Offices

- **Budget**
- **Accounting**
- **Fiscal Services**

OFFICE OF FINANCE AND MANAGEMENT

Organizational Structure

- **Financial Systems Division**
- **Federal Assistance and Fiscal Policy Division**
- **Management and Productivity Improvement Division**
- **Working Capital Fund, Budget, and Fiscal Services Staff**
- **Safety and Health Management Division**
- **National Finance Center**

FINANCIAL SYSTEMS DIVISION

The Financial Systems Division is responsible for:

- **Cash Management**
- **Prompt Payment**
- **Credit Management and Debt Collection**
- **Management (Internal) Control**
- **Financial Systems**
- **Performance Measures**
- **Audited Financial Statements and Annual Report**

FEDERAL ASSISTANCE AND FISCAL POLICY DIVISION

The Federal Assistance and Fiscal Policy Division is responsible for:

- **Audit Follow up and Reporting**
- **Single Audit Act of 1984**
- **Federal Assistance (Grants Policy)**
- **Travel Policy**
- **Pay Policy**

MANAGEMENT AND PRODUCTIVITY IMPROVEMENT DIVISION

The Management and Productivity Improvement Division is responsible for:

- **Conversion to the Metric System**
- **Total Quality Management**
- **ADP Security**
- **Information Resources Management**
- **Cost Management Program (Unemployment Compensation Contract
- 15 other Federal Departments and Agency ride this Contract)**

WORKING CAPITAL FUND, BUDGET, AND FISCAL SERVICES STAFF

The Working Capital Fund, Budget, and Fiscal Services Staff is responsible for:

- **Monitoring Office of the Secretary Appropriation Accounts**
- **Improving and Maintaining Fiscal Integrity of External Reports**
- **Working Capitol Fund**

SAFETY AND HEALTH MANAGEMENT DIVISION

The Safety and Health Management Division is responsible for:

- **Health Units**
- **Drug-Free Federal Workplace**
- **Safety and Occupational Health Program Management**
- **Workers' Compensation Program Management**
- **Employee Counseling Services Program**

NATIONAL FINANCE CENTER

The National Finance Center is responsible for:

- **Operating and Maintaining Administrative Systems**
 - payroll/personnel
 - administrative payments
 - billings and collections
 - property management information
 - accounting
- **Operation of the Thrift Savings Plan System**

Clinton Presidential Records Digital Records Marker

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a publication.

Publications have not been scanned in their entirety for the purpose of digitization. To see the full publication please search online or visit the Clinton Presidential Library's Research Room.

NFC newsletter

United States Department of Agriculture
Office of Finance and Management

No. 60

March 1993

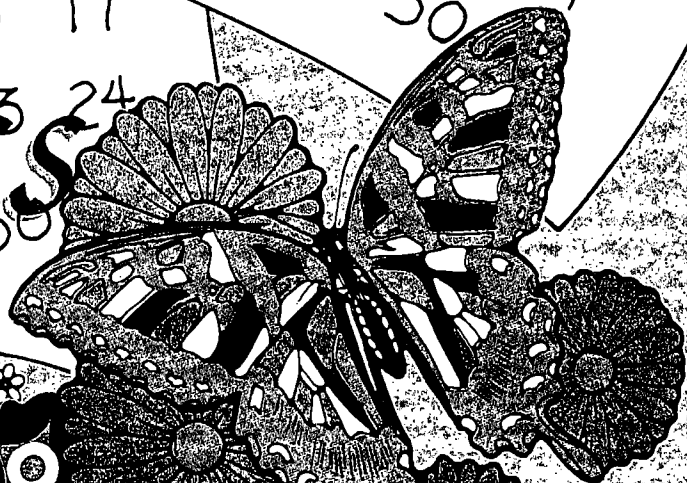


Celebrates

20 Years of

Service and

Success



PRESENTATION TO THE DEPUTY, UNDER AND ASSISTANT SECRETARIES

ON

**REINVENTING FINANCIAL MANAGEMENT
AND
IMPLEMENTING THE CFO ACT IN USDA**



May 17, 1993

USDA IS A BIG, COMPLEX ENTERPRISE

USDA FINANCIAL HIGHLIGHTS (BILLIONS)	
CATEGORY	FISCAL YEAR 1992*
TOTAL EXPENDITURES	\$ 80.4
ASSETS	\$138.8
LOANS RECEIVABLE (NET)	\$ 82.9
LOANS RECEIVABLE (GROSS)	\$107.2

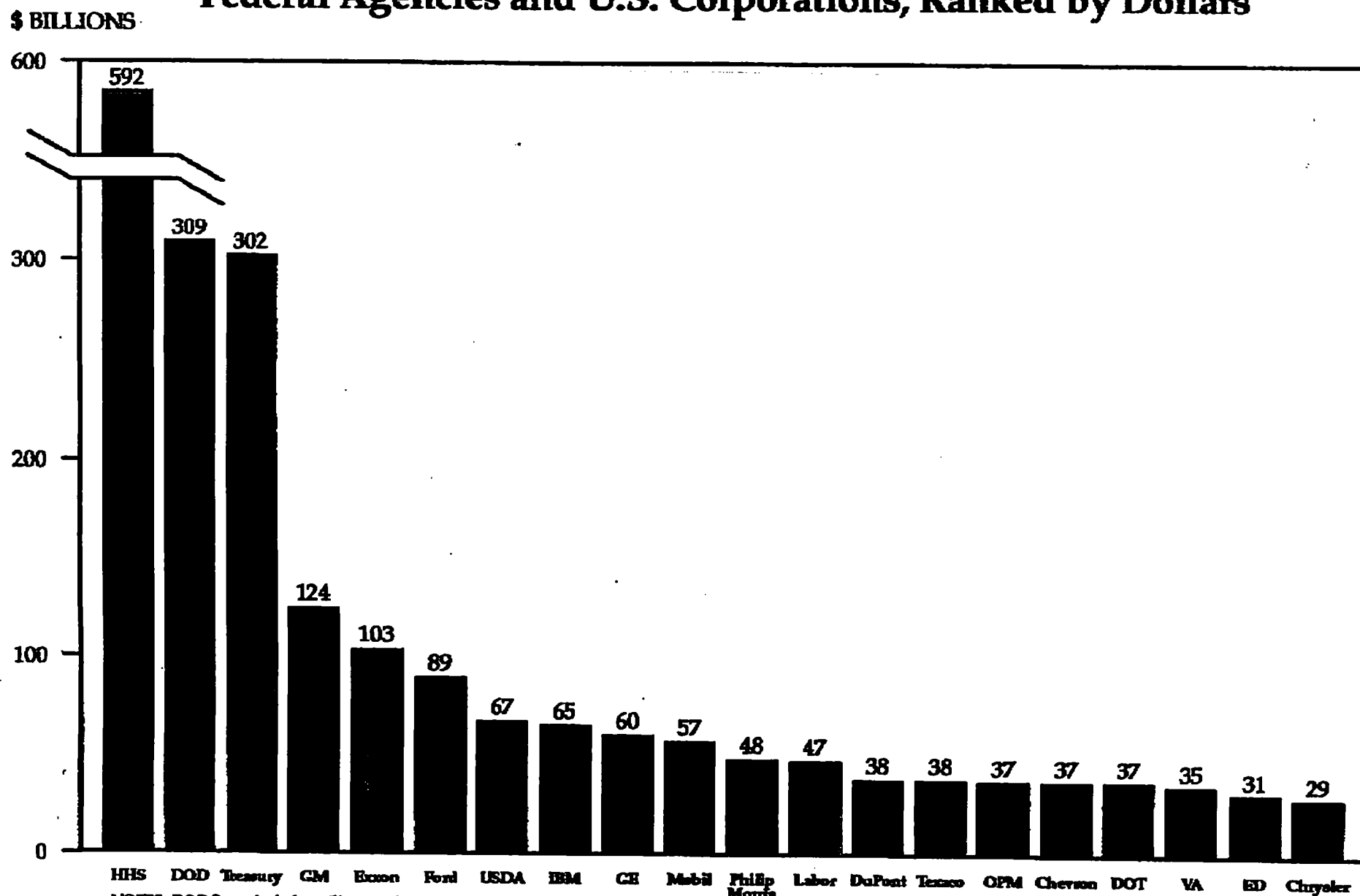
USDA is responsible for approximately 55% of all loans receivable (gross) for the Federal Government**

*Based on preliminary FY 1992 data.

**Based on FY 1991 financial statements prepared by Treasury

TOP 20 ORGANIZATIONS

Federal Agencies and U.S. Corporations, Ranked by Dollars



NOTES: DOD figure includes military and civilian functions.
 Corporate = 1991 Sales (Fortune, April 20, 1992).
 Federal = Estimated FY 1993 Outlays (A Vision of Change for America, February 1993).

OBJECTIVES OF THE CHIEF FINANCIAL OFFICERS ACT

(1990)

- Reform financial and general management in the Federal Government by establishing a controllership organizational structure
- Provide for improvement of accounting systems, financial management systems, and internal controls to assure that reliable financial information is issued and to deter fraud, waste, and abuse of Government resources
- Provide for production of complete, reliable, timely, and consistent financial information for decision making

Source: Chief Financial Officers Act of 1990

CFO RESPONSIBILITIES

- Directing, managing, and providing policy guidance and oversight of all financial management personnel, activities, systems, and operations;
- Developing and maintaining integrated accounting and financial management systems;
- Approving and managing financial management systems design and enhancement projects;
- Developing budgets for financial management operations and improvements;
- Overseeing the recruitment, selection, and training of personnel to carry out financial management functions;
- Implementing asset management systems, including systems for cash management, credit management, debt collection, and property and inventory management and control;
- Monitoring the financial execution of the Department budget in relation to actual expenditures;
- Ensuring systems of internal controls;
- Overseeing Department consolidated financial statements; and
- Providing useful financial and performance information for policy, management, and operating personnel.

Source: CFO Act and OMB Guidance

REINVENTING FINANCIAL MANAGEMENT IN USDA

- Develop and implement the Financial Information Systems Vision and Strategy (FISVIS)
 - Provide timely, accurate, consistent, reliable, and useful information to policy, management, and operating personnel
 - Streamline financial and related operations (reduce costs)
 - Integrate financial, budget, and performance information
 - Develop cost of service information
 - Develop "single integrated financial management system"
- Enhance the "competitive advantage" of the National Finance Center (NFC)
- Improve management (internal) controls
 - Reduce/eliminate high risk areas and material weaknesses
 - Streamline the process
 - Enhance the value to policy and management personnel
- Prepare Department-wide audited financial statements
 - USDA - a pilot department
 - Attain "unqualified opinions" and eliminate material weaknesses (see attached)

- Reduce preparation effort and complete earlier
- Develop and utilize performance measures
- Educate top policy and management officials
- Upgrade financial management personnel - attract, retain, train, promote, and nurture the "best and the brightest"
- Finalize agency financial management organizations and relation to CFO
- Develop and utilize performance measures
 - Required under CFO Act
 - New requirements under S20 "Government Performance and Results Act of 1993" requires:
 - . Strategic plans
 - . Performance plans - goals, indicators, and reports
 - . Part of budget process
 - . Performance budgeting
 - . Managerial accountability and flexibility
 - S20 pilot agencies for FY's 1994 and 1995 ✕ *STRATEGIC PLANS*
- Develop and implement asset management systems
- Initiate/continue other activities
 - Financial management budgets
 - Rates, fees, and royalties
 - Accounting standards
 - External communications

AUDIT RESULTS

USDA, as a pilot Department under the CFO Act, prepares Department-wide and agency financial statements. The Office of the Inspector General audits the statements and renders an opinion. Below are the results of the OIG audits for FY 1991 and 1992 to date:

AUDIT RESULTS OF USDA FINANCIAL STATEMENTS				
AGENCY	FY 1991 OPINION	MATERIAL WEAKNESSES	FY 1992 OPINION	MATERIAL WEAKNESSES
FARMERS HOME ADMINISTRATION	UNQUALIFIED	YES		
COMMODITY CREDIT CORPORATION	UNQUALIFIED	YES		
RURAL ELECTRIFICATION ADMINISTRATION	UNQUALIFIED	YES	UNQUALIFIED	YES
FEDERAL CROP INSURANCE CORPORATION	UNQUALIFIED	NO	UNQUALIFIED	NO
FOOD AND NUTRITION SERVICE	QUALIFIED	YES		
FOREST SERVICE	ADVERSE	YES		
USDA CONSOLIDATED STATEMENTS	ADVERSE	YES		

Unqualified opinion--the financial statements fairly present the financial position of an entity and are in conformity with established accounting principles and standards.

Qualified opinion--the financial statements fairly present the financial position of an entity and are in conformity with established accounting principles and standards; however, there are aspects of the accounts and statements that cannot be supported or validated.

Adverse opinion--the financial statements are not in compliance with prescribed accounting principles and standards.

CONCLUSION

- We are reinventing financial management in USDA.
- The CFO Act provides the base for USDA initiatives.

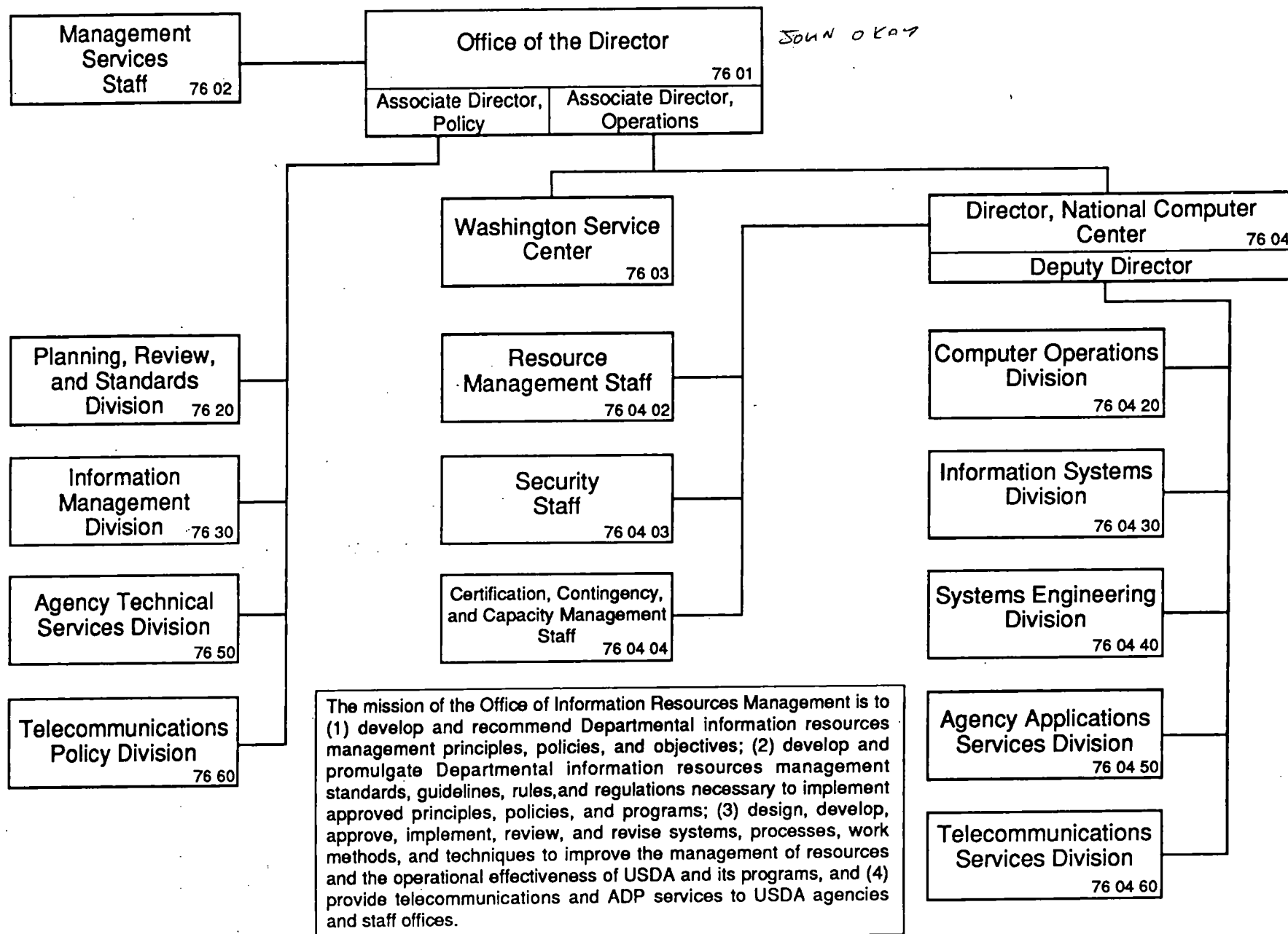
*OMB oversight - monitor & complement
Office Fed Fin. + GAO*

*- accountability
- better management info.
-> better management*

U. S. Department of Agriculture Office of Information Resources Management

Supersedes chart dated January 28, 1988

RECOMMENDED: John L. Okey
Acting Director, OIRM
APPROVED: Odys M. Vith
Assistant Secretary for Administration
DATE: 3-1-91





IRM FOR USDA

**DEPARTMENT–WIDE SCOPE
PLANNING, BUDGETING & OVERSIGHT
INFORMATION, SYSTEMS & TECHNOLOGY**

MISSION

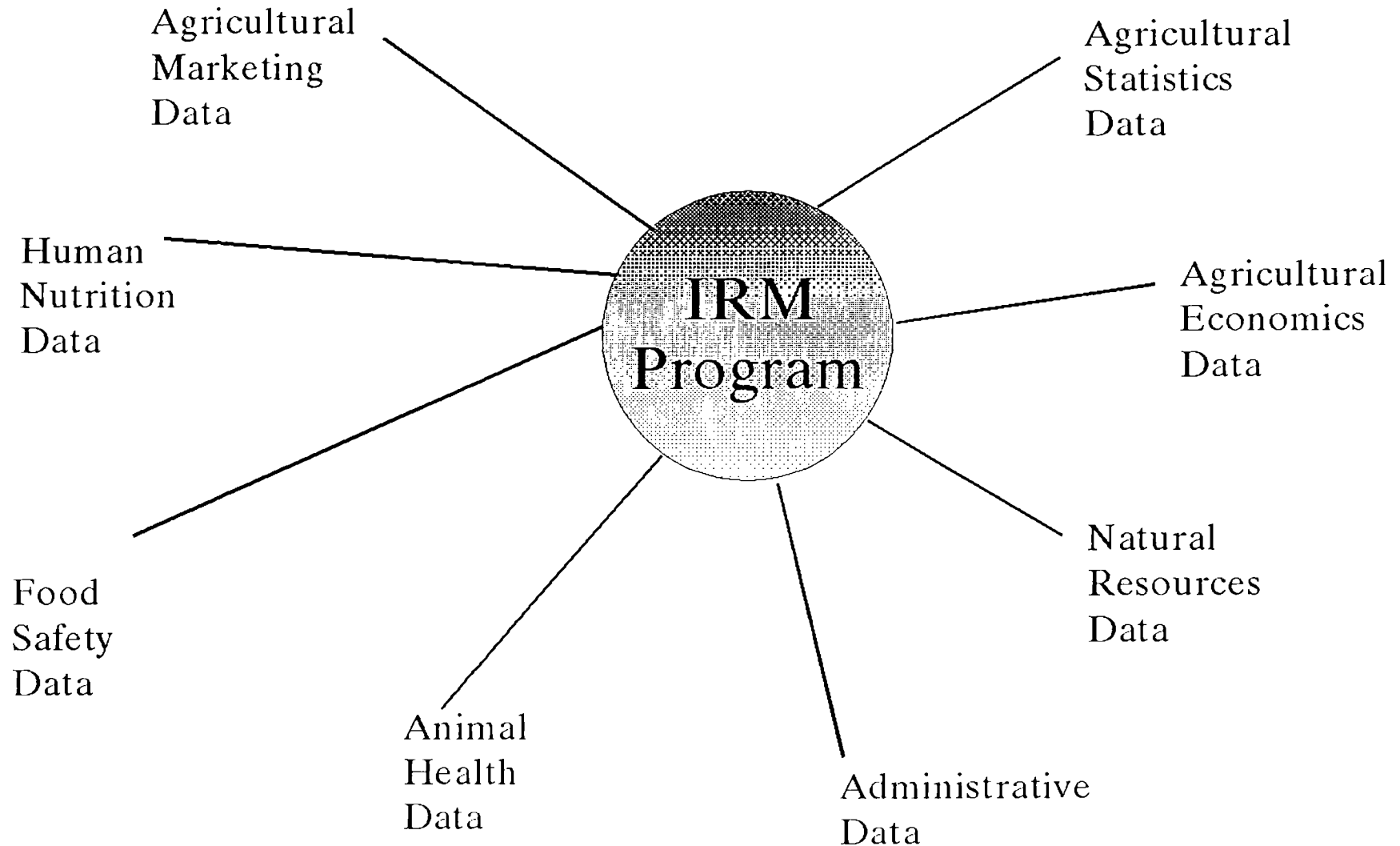
**SUPPORT DELIVERY OF USDA PROGRAMS
SUPPORT INTERNAL MANAGEMENT**

ACTIVITIES

**PLAN/IMPLEMENT TECHNOLOGIES
REVIEW/ASSIST AGENCY ACTIONS
MAINTAIN EXTERNAL RELATIONS**



IRM Linkages





USDA IRM ISSUES

LACK OF COMPATIBLE SYSTEMS

LACK OF STANDARDIZED DATA

LACK OF TIMELY EXECUTIVE INFORMATION

EVOLVING ORGANIZATIONAL STRUCTURE

HEADQUARTERS

FIELD STRUCTURE

LIMITED RESOURCES



OIRM ORGANIZATION

**WASHINGTON HEADQUARTERS
PLANNING & POLICY
SUPPORT USDA SENIOR IRM OFFICIAL
INTERNAL/EXTERNAL RELATIONS**

**WASHINGTON SERVICE CENTER
METRO AREA TECHNICAL SUPPORT**

**NATIONAL COMPUTER CENTER
KANSAS CITY, MO FACILITY
FORT COLLINS, CO SERVICE CENTER**



IRM SERVICES

- **NATIONAL COMPUTER CENTER
LARGE-SCALE COMPUTING
DATA WAREHOUSE
SECURE RESOURCES**
- **TELECOMMUNICATIONS SERVICES
DATA, VOICE & VIDEO
15,000 AGENCY SITES
INTERNATIONAL SERVICE
BACKBONE ELECTRONIC MAIL SYSTEM**



IRM SERVICES, CONT.

- **SYSTEMS DESIGN/PROGRAMMING**
- **WASHINGTON AREA TECHNICAL SUPPORT
OFFICE AUTOMATION/E.MAIL FOR OSEC
VOICE & DATA COMMUNICATIONS
VIDEO CONFERENCING
COMMUNICATIONS GATEWAY TO OUTSIDE
WHITE HOUSE CONNECTION**



IRM STRATEGIC PLAN

- **DEPARTMENTAL FRAMEWORK**
SUPPORTS ALL AGENCIES & PROGRAMS
EMPHASIZES DATA MANAGEMENT
RESPONSIVE TO USDA REORGANIZATION
RESPONSIVE TO USDA STRATEGIC PLAN
- **KEY INITIATIVES**
IRM PLANNING EXECUTIVE COMMITTEE
TELECOMMUNICATIONS STRATEGY
EXECUTIVE DECISION SUPPORT SYSTEMS
INFO SHARE



INFO SHARE

- **INFO SHARE GOALS**
SUPPORT SECRETARY'S POLICY GOALS
IMPROVE PROGRAM DELIVERY
REDUCE PAPERWORK
PROMOTE DATA SHARING
- **INFO SHARE PROGRAM**
OIRM LEAD, 6 AGENCY PARTNERS
MEET SHORT/ LONG- TERM NEEDS
DEVELOP COMPATIBLE SYSTEMS
PILOT THE FUTURE USDA FIELD OFFICE

Agenda for Agency Briefings

Friday, May 14, 1993

2:00 P.M. to 4:00 P.M.

Deputy Secretary of Agriculture

Richard Rominger

Assistant Secretary for Food and Consumer Affairs

Ellen Haas - Designate
George Braley - Acting

Food and Nutrition Service

Andrew Hornsby, Acting Administrator

Human Nutrition Information Service

David Rust, Acting Administrator

Office of the Consumer Advisor

Bill Wasserman, Director

Office of Public Affairs

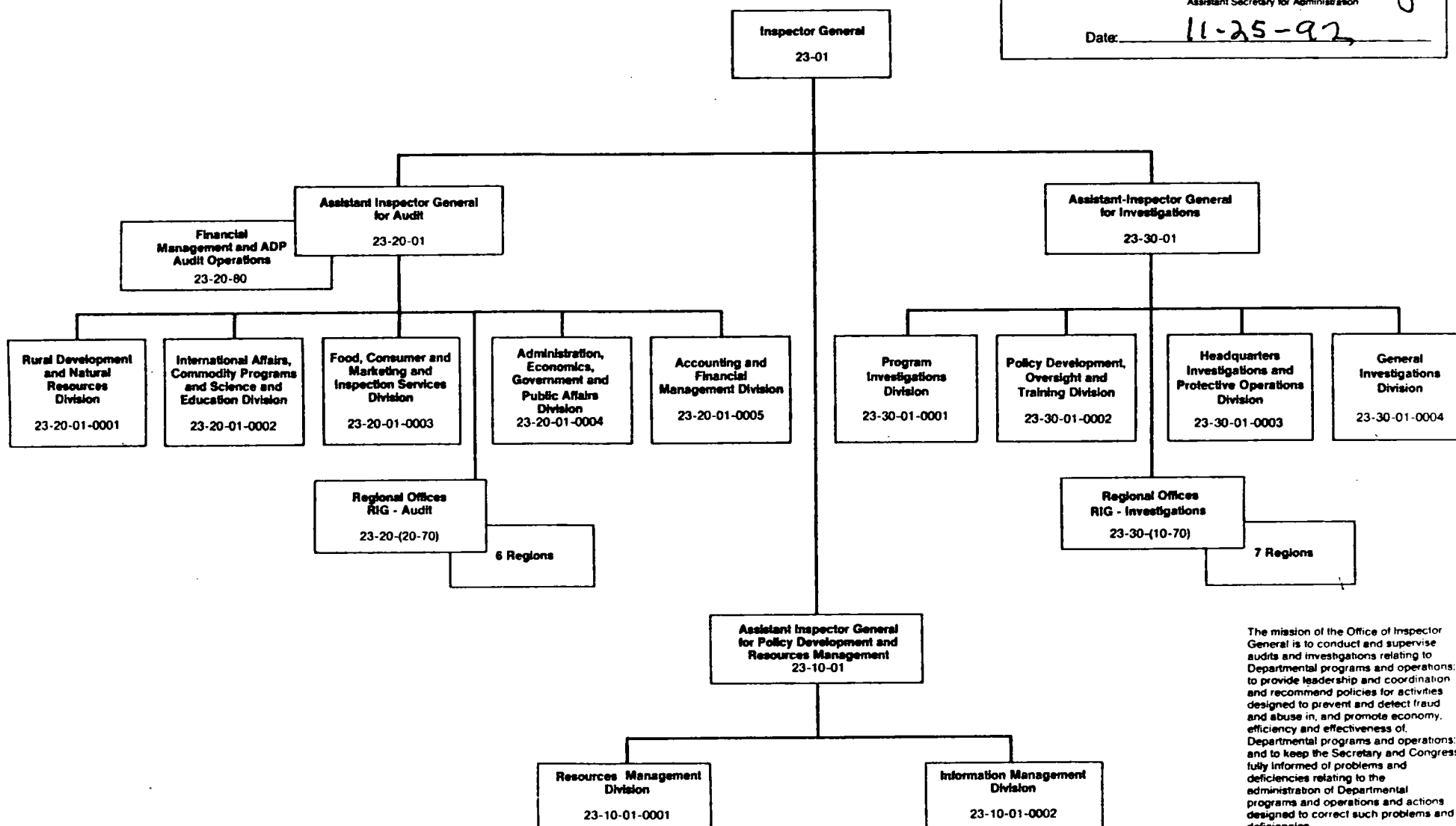
Ali Webb, Director

United States Department of Agriculture
Office of Inspector General

Recommended: Leon Sneed
Inspector General

Approved: Charles R. Hilley
Assistant Secretary for Administration

Date: 11-25-92



The mission of the Office of Inspector General is to conduct and supervise audits and investigations relating to Departmental programs and operations; to provide leadership and coordination and recommend policies for activities designed to prevent and detect fraud and abuse in, and promote economy, efficiency and effectiveness of, Departmental programs and operations; and to keep the Secretary and Congress fully informed of problems and deficiencies relating to the administration of Departmental programs and operations and actions designed to correct such problems and deficiencies.

DEP. SEC.

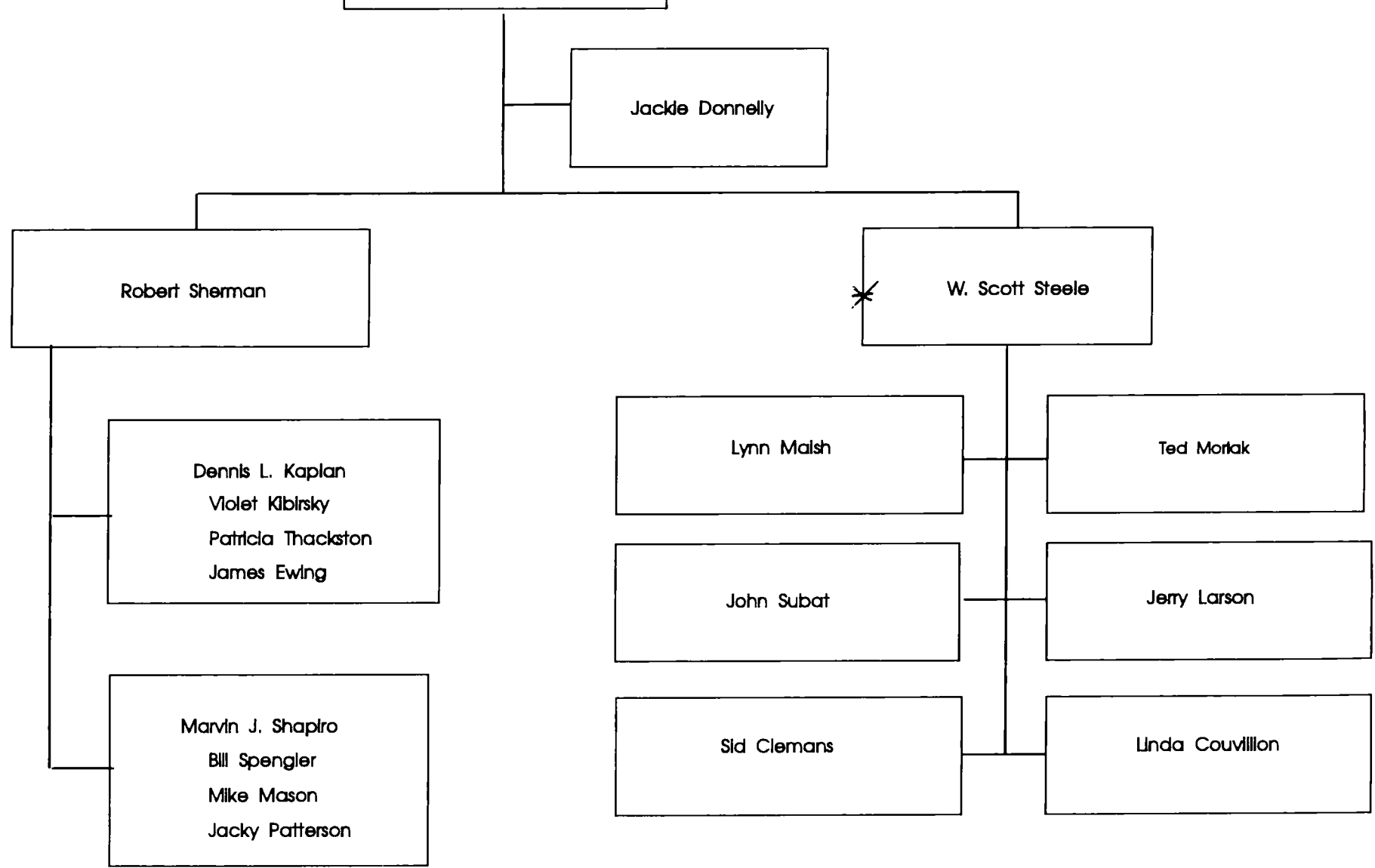
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MAY 13, 1993

U. S. DEPARTMENT
OF AGRICULTURE
OFFICE OF BUDGET
AND PROGRAM ANALYSIS

Stephen B. Dewhurst, Director
* Larry Wachs, Associate Director

72 PEOPLE



5-14-93

ASCS > Split responsibility for
SCS conservation ... ?

SCS is deeply involved in academy study
Wetlands

Small Watershed Program —
— should become centerpiece of Dept.
Cons. effort

Comp — using 87 manual
Reg — from Bill 85, 90

ANAS Study will go a long way to
resolving issue
— this fall

USDA
Legislative Program — 1 per year
Prior Budget &
other legislation

USDA
Budget
Summer

Red jackets
Yellow jackets

Regulations approval process?

2% Budget transfer authority ... Interchange
250 accounts — W/N Agers only Authority

— unless Sec. declares a

2 weeks ago Sec. ~~did~~ did
just that
\$385m moved w/n CCC

Russia
deal

Also
= from C Res. to
Emergency Loan Program for
S. Florida

Beyond that... Sec. can't really
do much between agencies except
Plant or Animal
Med-fly — Emergency
— must act now

1995 Farm Bill

— this level task force will
be put together

U. S. DEPARTMENT OF AGRICULTURE
OFFICE OF BUDGET AND PROGRAM ANALYSIS

Supersedes chart dated January 13, 1960

RECOMMENDED:

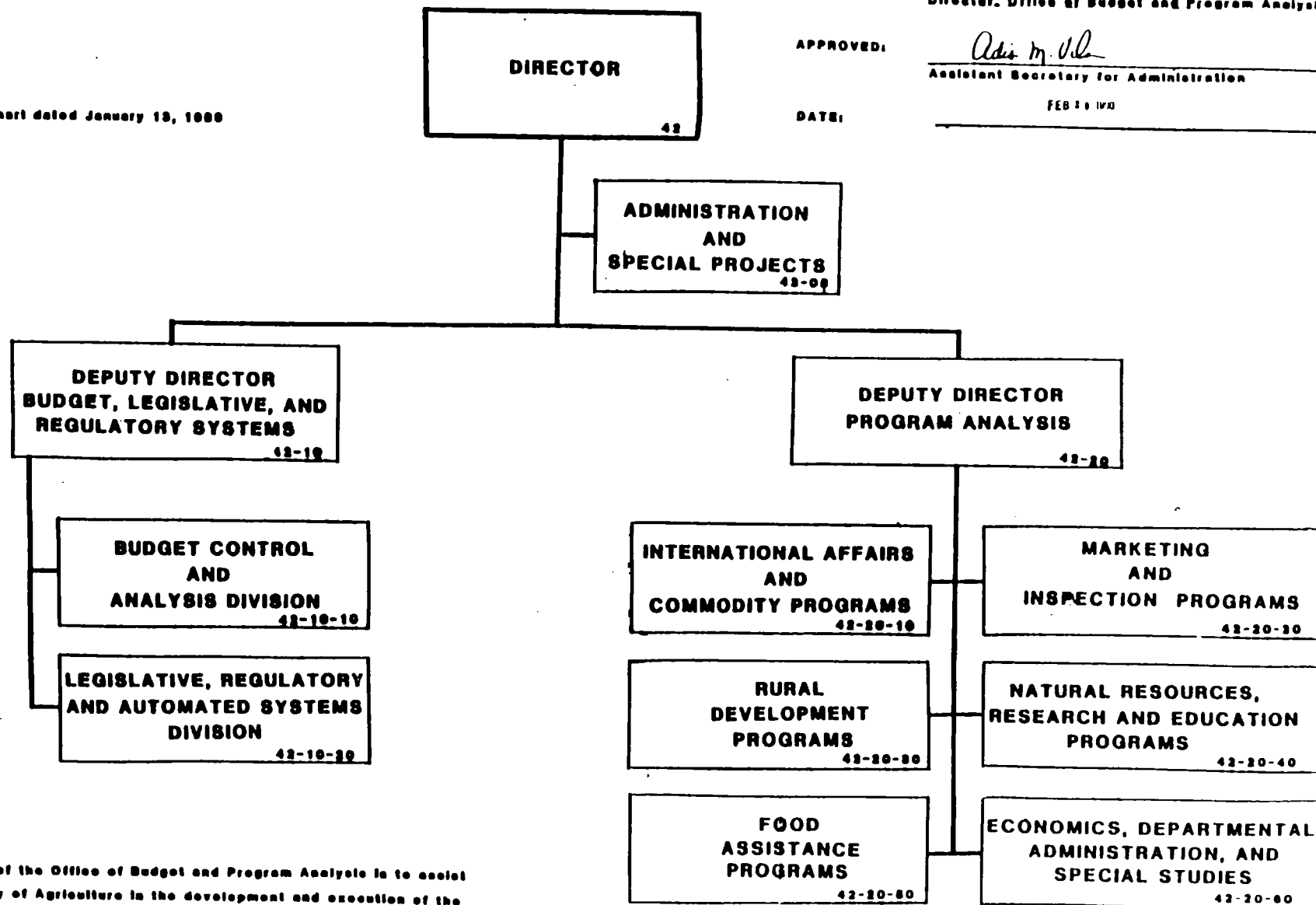
Stephen B. Newkirk
Director, Office of Budget and Program Analysis

APPROVED:

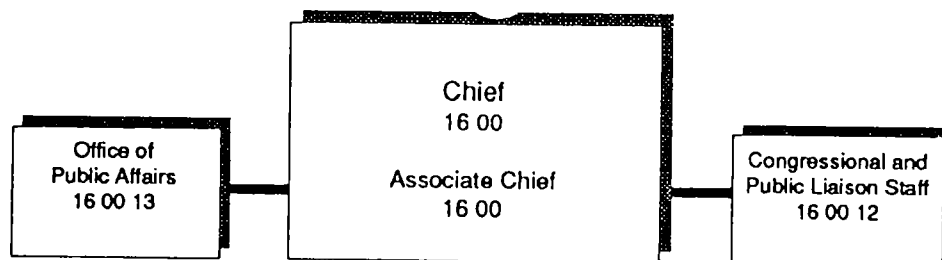
Adrian M. Vile
Assistant Secretary for Administration

DATE:

FEB 2 1970



The mission of the Office of Budget and Program Analysis is to assist the Secretary of Agriculture in the development and execution of the Department budget program analysis programs



Recommended:

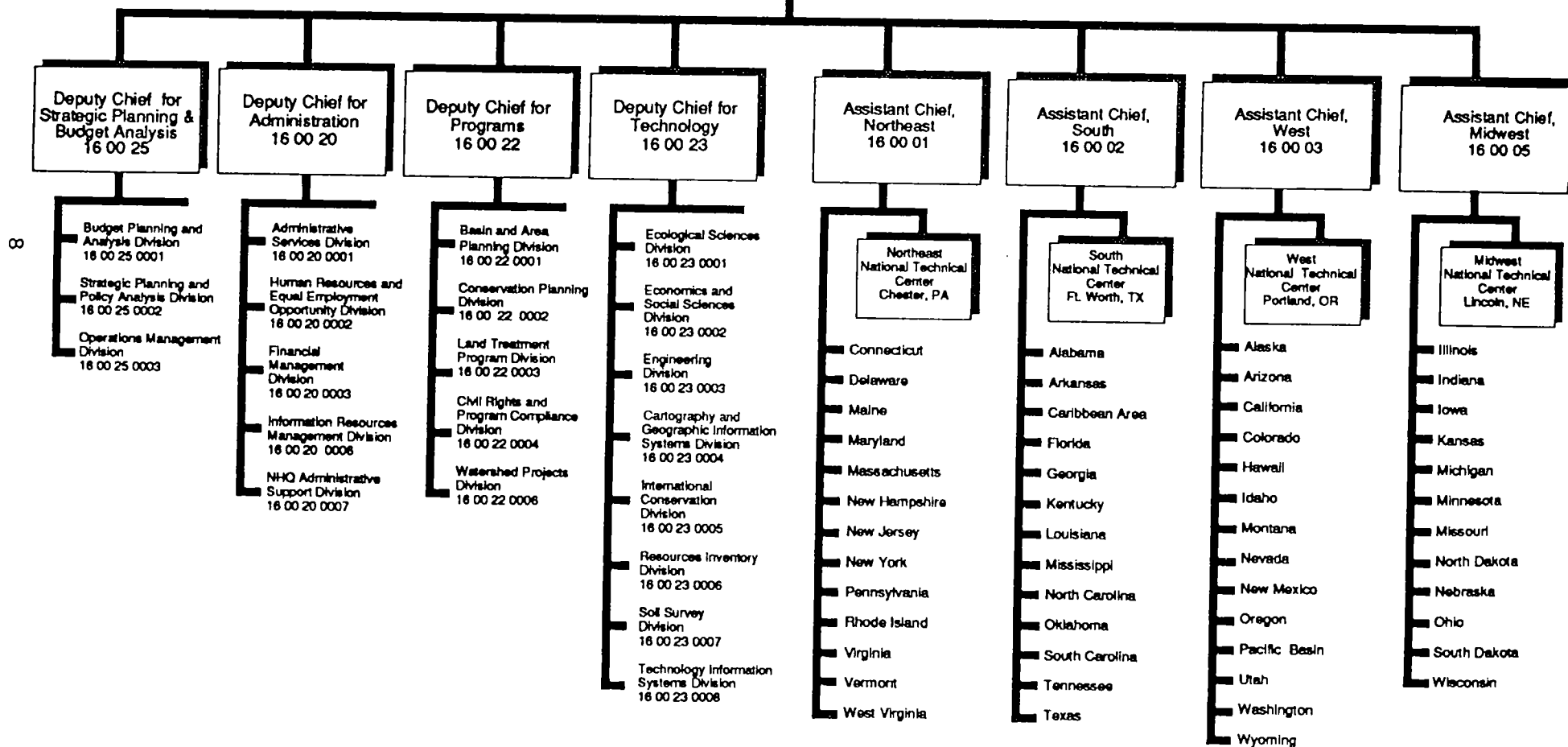
William Richards
Chief, Soil Conservation Service

James R. Moseley
Assistant Secretary for Natural Resources
and Environment

Approved:

Charles R. Hilly
Assistant Secretary for Administration

Date: 2-6-92



The mission of the Soil Conservation Service is to provide national leadership in the conservation and wise use of soil, water, and related resources through a balanced, cooperative program that protects, restores, and improves those resources.

Agenda for Agency Briefings

Wednesday, May 12, 1993

2:00 P.M. to 4:00 P.M.

Under Secretary for International Affairs and Commodity Programs

Eugene Moos - Designate
Charles J. O'Mara - Acting

Agricultural Stabilization and Conservation Service

Randy Weber, Acting Administrator

Foreign Agricultural Service

Richard Schroeter, Acting Administrator

Office of International Cooperation and Development

John Miranda, Acting Administrator

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF INTERNATIONAL COOPERATION
AND DEVELOPMENT

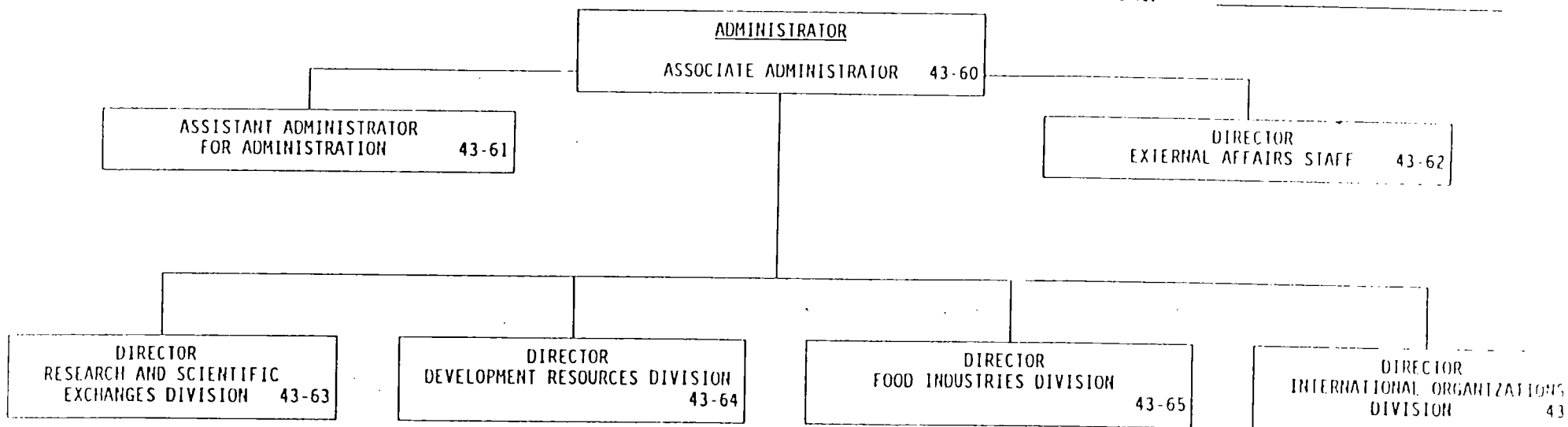
OICD

RECOMMENDED: *[Signature]*
ADMINISTRATOR, OICD

CONCURRED: *[Signature]*
UNDER SECRETARY FOR INTERNATIONAL
AFFAIRS AND COMMODITY PROGRAMS

APPROVED: *[Signature]*
ASSISTANT SECRETARY FOR ADMINISTRATION

DATE: 8-30-90



MISSION OF OICD

"OICD's mission is to help the total U.S. Department of Agriculture, other Federal agencies, and associated institutions, industries, and organizations with global responsibilities serve worldwide human needs by strengthening food and agricultural systems in developing countries and, at the same time, strengthen U.S. Agriculture's international competitiveness and leadership through collaborative programs. Current programs include:

- Germplasm and scientific exchanges
- Collaborative research on mutual problems
- Linkages to international organizations
- Food industry, agribusiness, agriculture and natural resources development projects
- Fellowships and training for developing countries."

SUPERSEDES CHART DATED AUGUST 14, 1986

ASCS COUNTY OFFICE DETAIL

STATE	COLLOCATION COMBINATIONS												(Stand Alone) ASCS ONLY	TOTAL COUNTY OFFICES	TOTAL COUNTIES
	ASCS ES FmHA SCS	ASCS ES FmHA	ASCS ES SCS	ASCS FmHA SCS	ASCS FCIC SCS FmHA	ASCS ES	ASCS FmHA	ASCS SCS	ASCS FCIC ES & SCS FmHA	ASCS FCIC ES	ASCS FCIC SCS	ASCS FCIC			
Alabama	14	0	14	22	0	1	0	8	0	0	0	0	8	67	67
Alaska	0	0	0	1	0	0	0	3	0	0	0	0	0	4	0
Arizona	0	0	0	3	1	0	0	3	0	0	0	0	4	11	15
Arkansas	9	0	0	52	0	0	2	7	0	0	0	1	4	75	75
California	4	0	1	12	1	0	2	4	0	0	1	0	7	32	58
Colorado	0	0	3	16	1	2	1	16	0	0	0	0	2	41	63
Connecticut	1	0	5	1	0	0	0	1	0	0	0	0	0	8	8
Delaware	0	0	0	2	0	0	1	0	0	0	0	0	0	3	3
District of Columbia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Florida	7	0	10	9	0	1	2	8	0	0	0	0	8	45	67
Georgia	13	0	53	11	2	4	2	35	0	2	0	0	22	142	159
Hawaii	0	0	0	3	0	0	1	0	0	0	0	0	0	4	0
Idaho	0	0	1	16	1	2	0	13	0	0	0	0	8	41	44
Illinois	8	0	11	37	0	0	0	40	0	0	0	0	1	97	102
Indiana	1	0	4	28	0	0	0	54	0	0	0	0	4	91	92
Iowa	12	0	8	40	0	0	2	32	0	0	0	0	6	100 a /	99
Kansas	2	0	2	29	0	0	2	60	0	0	0	0	9	104	105
Kentucky	2	0	7	40	1	1	1	50	1	0	0	0	11	114	120
Louisiana	8	1	5	21	1	2	1	13	0	0	0	0	4	56	64
Maine	0	0	0	15	0	0	0	1	0	0	0	0	0	16 b /	16
Maryland	4	0	3	9	0	0	0	3	0	0	0	0	3	22	23
Massachusetts	0	0	0	4	0	1	0	1	0	0	0	0	3	9	14
Michigan	0	0	1	27	0	0	4	28	0	0	0	0	8	68	83
Minnesota	6	1	10	35	0	0	0	25	0	0	0	0	5	82 c /	87
Mississippi	4	0	0	67	0	1	1	5	0	0	0	0	2	80	82
Missouri	2	0	2	64	0	0	0	46	0	0	0	0	0	114	114
Montana	1	0	2	20	0	0	0	24	0	0	0	0	2	49	56
Nebraska	0	0	3	20	0	0	0	28	0	0	0	0	33	84	93
Nevada	1	0	0	3	0	1	0	1	0	0	0	0	2	8	17

ASCS COUNTY OFFICE DETAIL

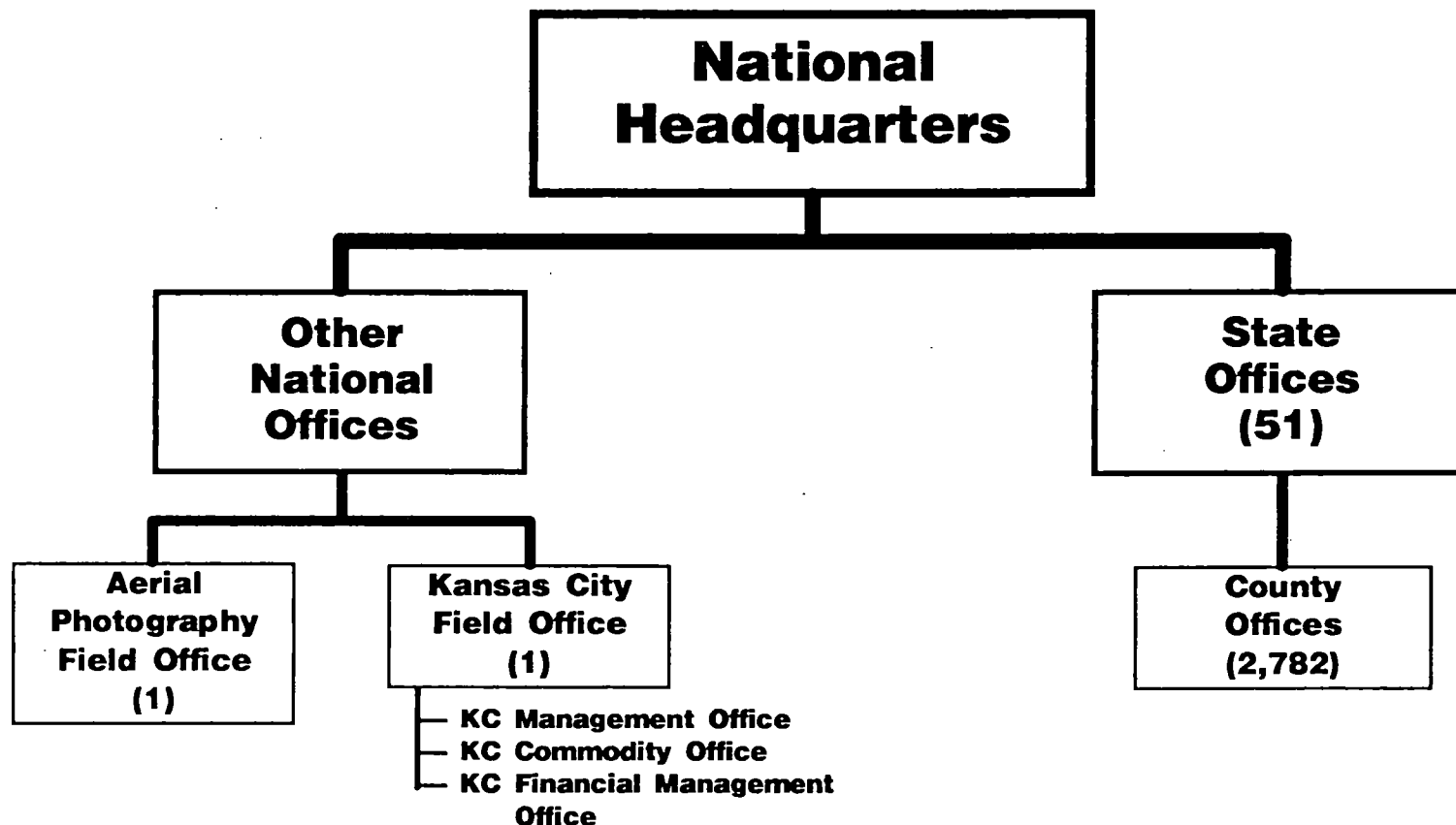
STATE	COLLOCATION COMBINATIONS												(Stand Alone) ASCS ONLY	TOTAL COUNTY OFFICES	TOTAL COUNTIES
	ASCS ES FmHA SCS	ASCS ES FmHA	ASCS ES SCS	ASCS FmHA SCS	ASCS FCIC SCS FmHA	ASCS ES	ASCS FmHA	ASCS SCS	ASCS FCIC ES & SCS FmHA	ASCS FCIC ES	ASCS FCIC SCS	ASCS FCIC			
New Hampshire	0	0	1	4	0	0	1	2	0	0	0	0	0	8	10
New Jersey	0	0	1	2	0	0	1	0	0	0	0	0	4	8	21
New Mexico	0	0	0	16	0	1	2	5	0	0	0	0	1	26	33
New York	13	0	8	17	0	1	1	7	0	0	0	0	3	50	62
North Carolina	29	1	32	8	0	3	2	11	1	0	0	0	10	97	100
North Dakota	0	0	0	30	1	1	4	8	0	0	0	0	9	53	53
Ohio	6	0	18	14	0	1	1	33	0	0	0	0	8	81	88
Oklahoma	1	0	8	39	0	0	4	20	0	0	0	0	5	77	77
Oregon	1	0	2	16	0	0	0	8	0	0	0	0	0	27	36
Pennsylvania	8	1	4	26	0	1	1	17	0	0	0	0	2	60	67
Puerto Rico	0	0	1	1	0	1	0	0	0	0	0	0	3	6	0
Rhode Island	0	0	0	0	0	0	1	0	0	0	0	0	0	1	5
South Carolina	16	0	6	16	2	0	0	2	0	0	0	0	4	46	46
South Dakota	0	0	2	32	0	0	1	17	0	0	0	0	8	60	66
Tennessee	10	0	4	34	0	2	2	20	0	0	0	0	23	95	95
Texas	4	0	9	70	1	5	11	69	0	1	0	0	66	237	254
Utah	0	0	0	14	0	0	1	7	0	0	0	0	0	22	29
Vermont	3	0	1	5	0	2	0	1	0	0	0	0	2	14	14
Virginia	8	0	10	26	0	5	1	13	0	0	0	0	22	85	100
Virgin Islands	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Washington	1	0	1	10	1	0	0	15	1	0	0	0	2	31	39
West Virginia	0	0	1	21	0	0	1	19	0	0	0	0	5	47	55
Wisconsin	12	0	18	13	0	0	6	2	0	0	0	0	13	64	72
Wyoming	0	0	2	8	0	0	0	3	0	0	0	0	6	19	23
TOTALS	211	4	274	1,029	13	39	63	788	3	3	1	1	352	2,781	3,071

a/ Pottawattamie County has 2 committees and 2 main offices (East and West Pottawattamie)

b/ Aroostook County has 2 sub offices and 1 headquarter ASCS County Office

c/ Ottertail, Polk & St. Louis Counties have 2 committees each and 2 main offices each.

ASCS



Agricultural
Stabilization and
Conservation Service



Extension
Service



Farmers Home
Administration



Federal Crop
Insurance
Corporation



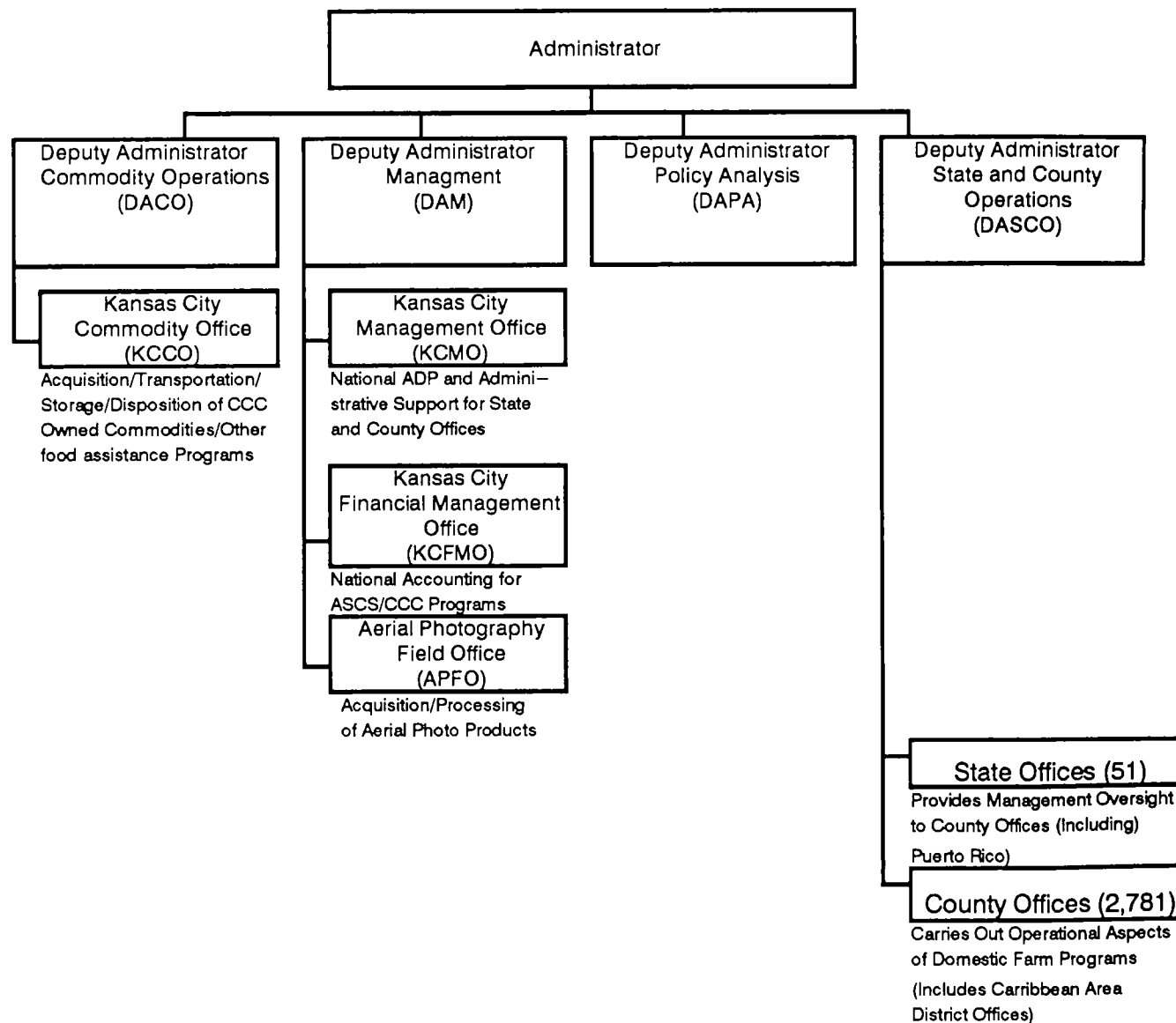
Soil
Conservation
Service

ASCS STRUCTURE

5/4/93

LEVELS		Total Employment Estimated FTE FY 1993 a/
	<u>OFFICE</u>	
1	WASHINGTON	717
	<u>FIELD OFFICES</u>	1,497
2	KCCO	394
	KCMO	702
	KCFMO	298
	APFO	103
	STATE OFFICES	1,135
	TOTAL FEDERAL	3,349
3	COUNTY OFFICES	15,476
	TOTAL AGENCY	18,825

a/ As presented in the FY 1994 Budget.



ASCS

U.S. DEPARTMENT OF AGRICULTURE
AGRICULTURAL STABILIZATION AND CONSERVATION SERVICE

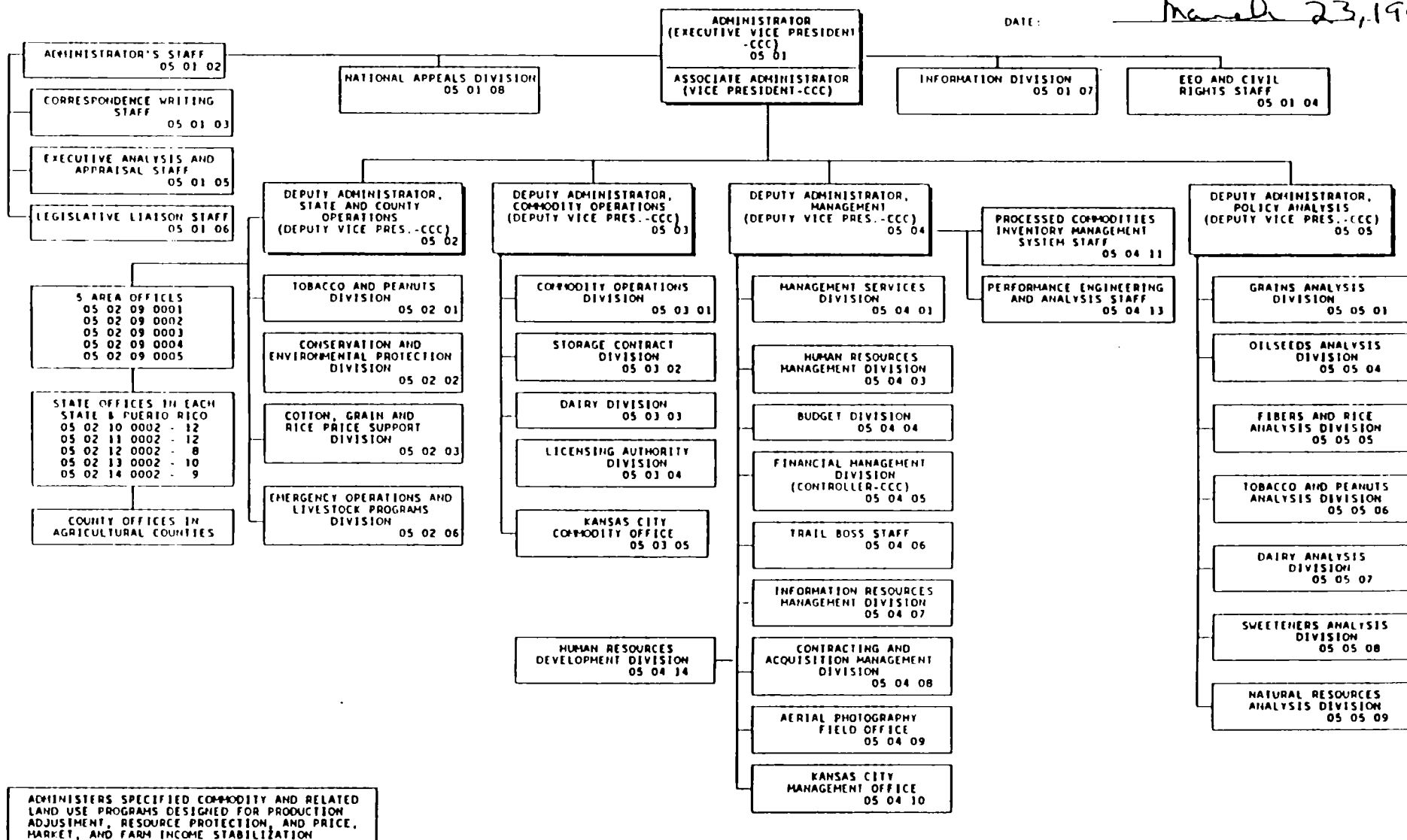
RECOMMENDED:

CONCURRED:

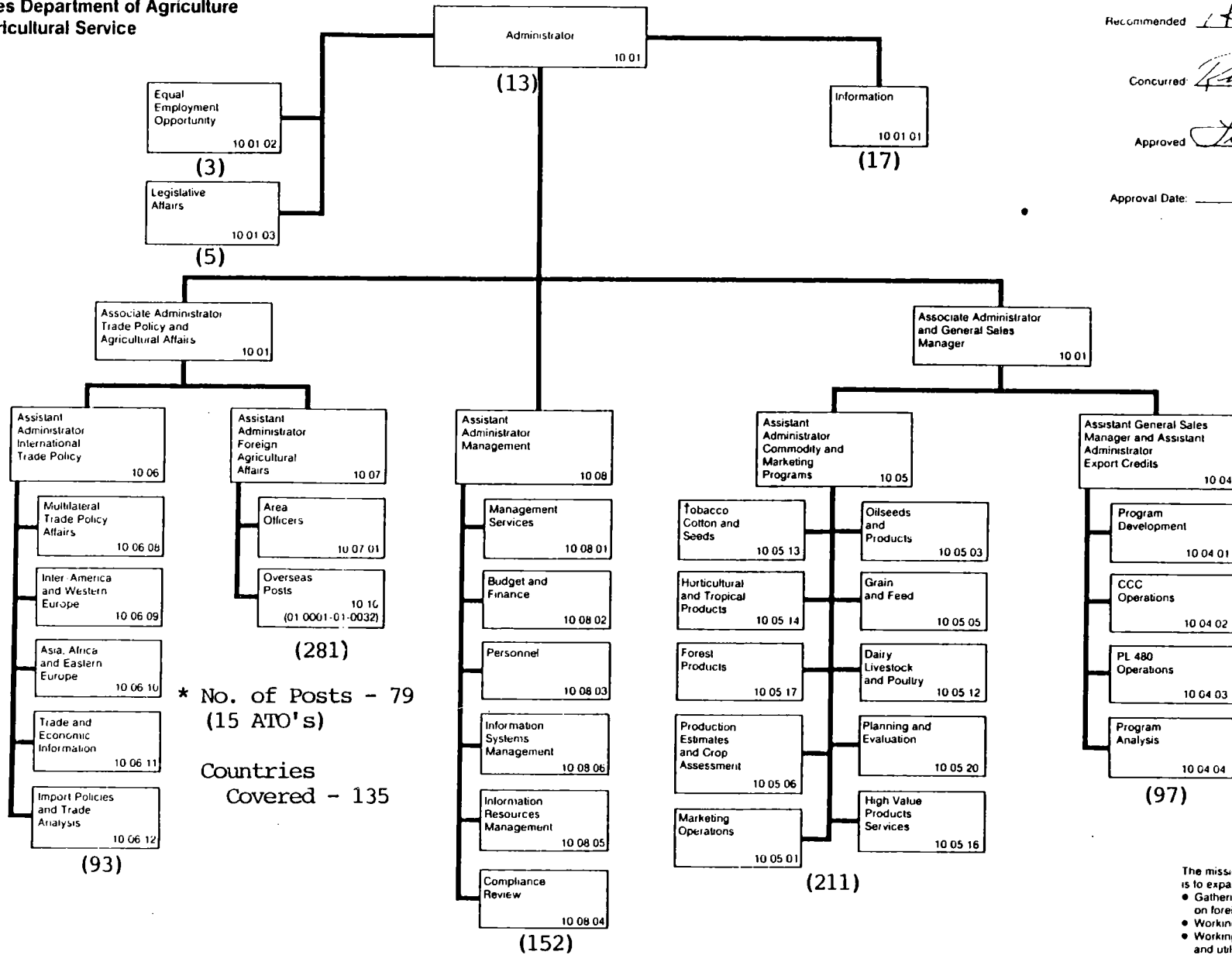
APPROVED:

DATE:

[Signature]
VICE PRESIDENT
UNDER SECRETARY FOR INTERNATIONAL
AFFAIRS & COMMODITY PROGRAMS
[Signature]
ASSISTANT SECRETARY FOR ADMINISTRATION
March 23, 1993



United States Department of Agriculture
Foreign Agricultural Service



Recommended: *[Signature]*
FAS Administrator

Concurred: *[Signature]*
Under Secretary for International Affairs and Commodity Programs

Approved: *[Signature]*
for Assistant Secretary for Administration

Approval Date: MAR 1 1990

Supersedes FAS Chart
Dated May 27 1988

(On-Board Employment)

TOTAL AS OF 4/17/93 - 872

The mission of the Foreign Agricultural Service is to expand foreign markets for U.S. farm commodities by:

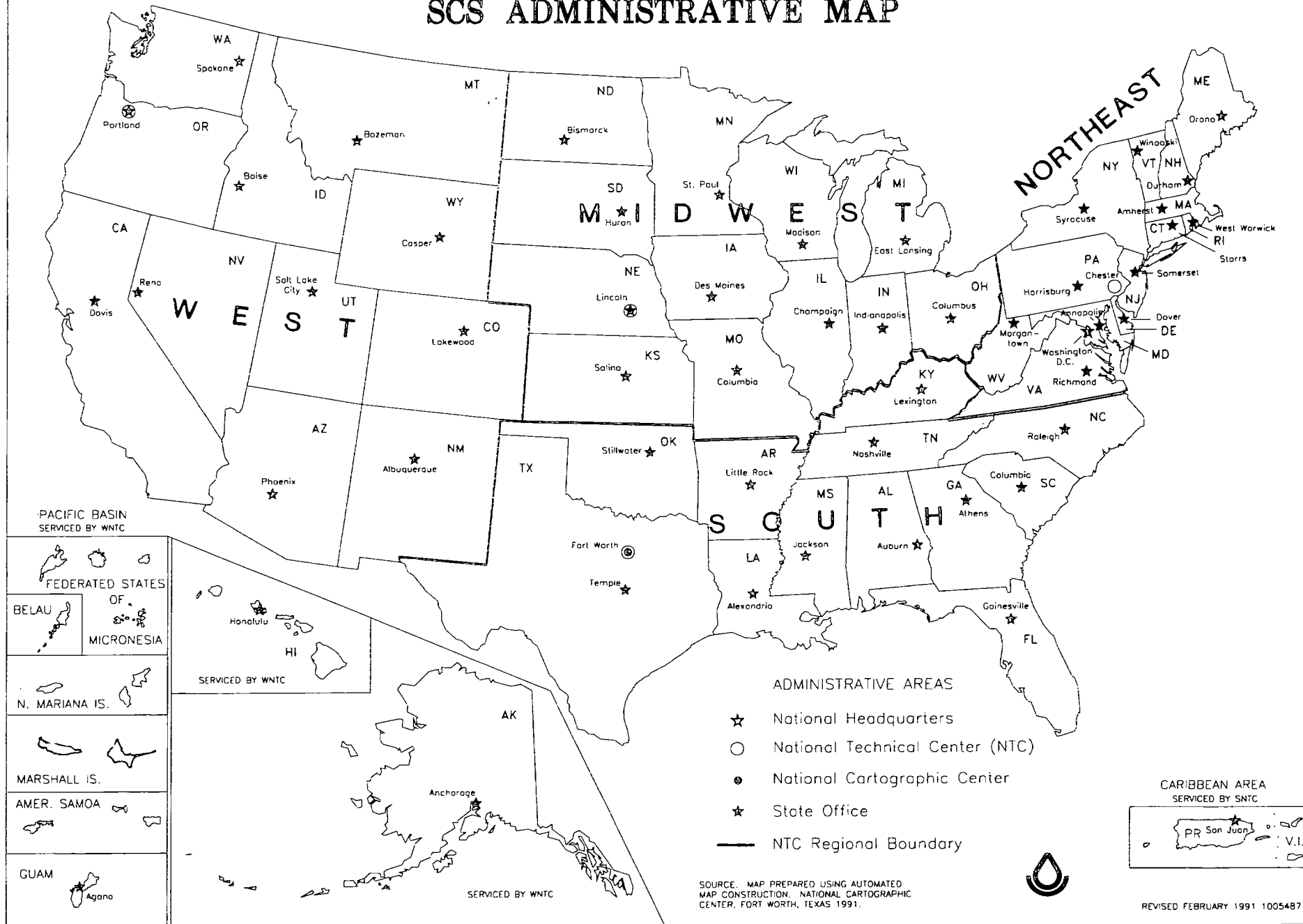
- Gathering, analyzing and disseminating information on foreign market supply and demand situations
- Working to gain access to foreign markets
- Working to promote increased foreign consumption and utilization of U.S. agricultural commodities

S C S

PROGRAM DELIVERY STRUCTURE

OFFICE	FTE	FUNCTIONS
NATIONAL HEADQUARTERS	494	* Department-wide Leadership for Soil and Water Conservation Programs * National coordination, Direction, Control, & Procedures * Administrative Support
NATIONAL TECHNICAL CENTERS 4 offices	650	* Technical Quality Assurance & technology Transfer * Regional Technical Specialists * No Administrative Oversight Functions
STATE OFFICES 52 offices	2,704	* State Specific Technical & Administrative policies & standards * Inspection and Evaluation * Information / Education * Coordination at State Level * Statewide Technical Specialists
OR AREA OFFICES 170 offices	1,781	* First Line Supervisory Office in 70% of States * Technical Expertise to Service Multi-county Area
FIELD OFFICES 2971 offices	6,948 (+ 6978 District Employees)	* Basic County-level Program Delivery * Deals Directly With Landowners/Operators, Units of Government, etc. * Staffed by SCS Technical Specialists, Volunteers, & Non-Federal District Personnel * Activities Coordinated by SCS District Conservationist Working With District Board
OTHER 314 offices	795	* Include Temporary Soil Survey, Planning, & Construction Offices, Plant Materials Centers, & Resource Conservation & Development Offices, not Physically Located With Another SCS Office

SCS ADMINISTRATIVE MAP



Agenda for Agency Briefings

Wednesday, May 12, 1993

10:00 A.M. to 12:00 P.M.

Under Secretary for Small Community and Rural Development

Bob Nash - Designate
Robert Peters - Acting

Farmers Home Administration

Sharron Longino, Acting Administrator

Federal Crop Insurance Corporation

Kathleen Connely, Acting Manager

Rural Development Administration

Glen Bennet, Acting Administrator

Rural Electrification Administration

Jim Huff, Administrator

Kathy Collins

Acting - Governor

RDA

interacting - / PM 4/6

Sharon Jennings

From Service Agency

Steve
Inherent
Budget
OPPA

What do you want the agency to do
look at agency as whole

FCIC

1990 Bill

- Improve ...

- Use private sector delivery as
much as possible

1992 - 663,492 policies sold

32% insurable acres are covered

91% of premium is sold by private companies (insured by FCIC)
(25-30,000 jobs)

22 - 2-9%

State Marketing actually sell fed. paper.

Reinsurance really - but shared with other
private sector reinsurers.

21A & L - HQ (Poling, North)

Kansas City - Operations HQ - R & D

Pilot insurance plan soybeans in S.E.
based on statistics of County Yield

State Director FIDA - Miss. -

problems w/ RDA

why as taxpayer should we support another
level of bureaucracy ???

Gini Huff
RDA

872 elec. dist. system

- 75% of loan are in state

5% loan

but a portion must be gotten from private sources
30%

backlog of applications ...

\$ 622m / yr approx.

1.5 million wait now

50 %

161 emp. was 238-1981

Telephone @ direct 5% \$239m

(2) rural telephone bank \$157m

1996 - privatization mandate

(3) Guarantee program

- option to take direct or guarantee
(Farm bill)

1,000
Telephone
2,000
elect

"New" Programs - loan or grant

Coop gets loan, but then lend to 3rd Party

350 loans made

\$ 37 m

Rural Development Program in RCD

- 182 applications for
distance learning & health care grant program
reps. out

94 budget also proposed for
\$5m

Rural Bus. Incubator Program -
but not funded

- once rural always rural

Til Co.

Hilton Head

Waldell Townsend
"Boys' Share" network

ASCS

15,476 full time people

18,000 Total

170 state committees

3,000 county committees

no DE

Programers - KP

Food for Progress -- walk through

— couldn't offer more export credit

- { FAS — MAKES DEAL
- { ASCS — BUYS COMMODITIES IF NOT IN INVENTORY
- { FAS — TRANS.
- { ASCS — FINANCE

MPP -- 148 n

COOPERATOR PROGRAM -- 30 n
FAS

— SIMILAR OBJECTIVES

— P.L. 480 I, II, III

— Export Credit Guarantee Program

TITLE I — LONG-TERM
CONCESSIONAL
SALES
II, III — AID

Reorg.

{ Policy
Consistency
— efficiency
from people

— from nego. standpoint,
one agency needs resp. for
foreign & domestic

— ASCS — spends $\frac{1}{3}$ of time on
payment limitations —
determination of "persons"

Gene: accountability requirements —
big problem to reorganization

Agenda for Agency Briefings

Friday, May 14, 1993

2:00 P.M. to 4:00 P.M.

Deputy Secretary of Agriculture

Richard Rominger

Assistant Secretary for Food and Consumer Affairs

Ellen Haas - Designate
— George Braley - Acting

Food and Nutrition Service

7 40 3

Andrew Hornsby, Acting Administrator

Human Nutrition Information Service

6 11 m

David Rust, Acting Administrator

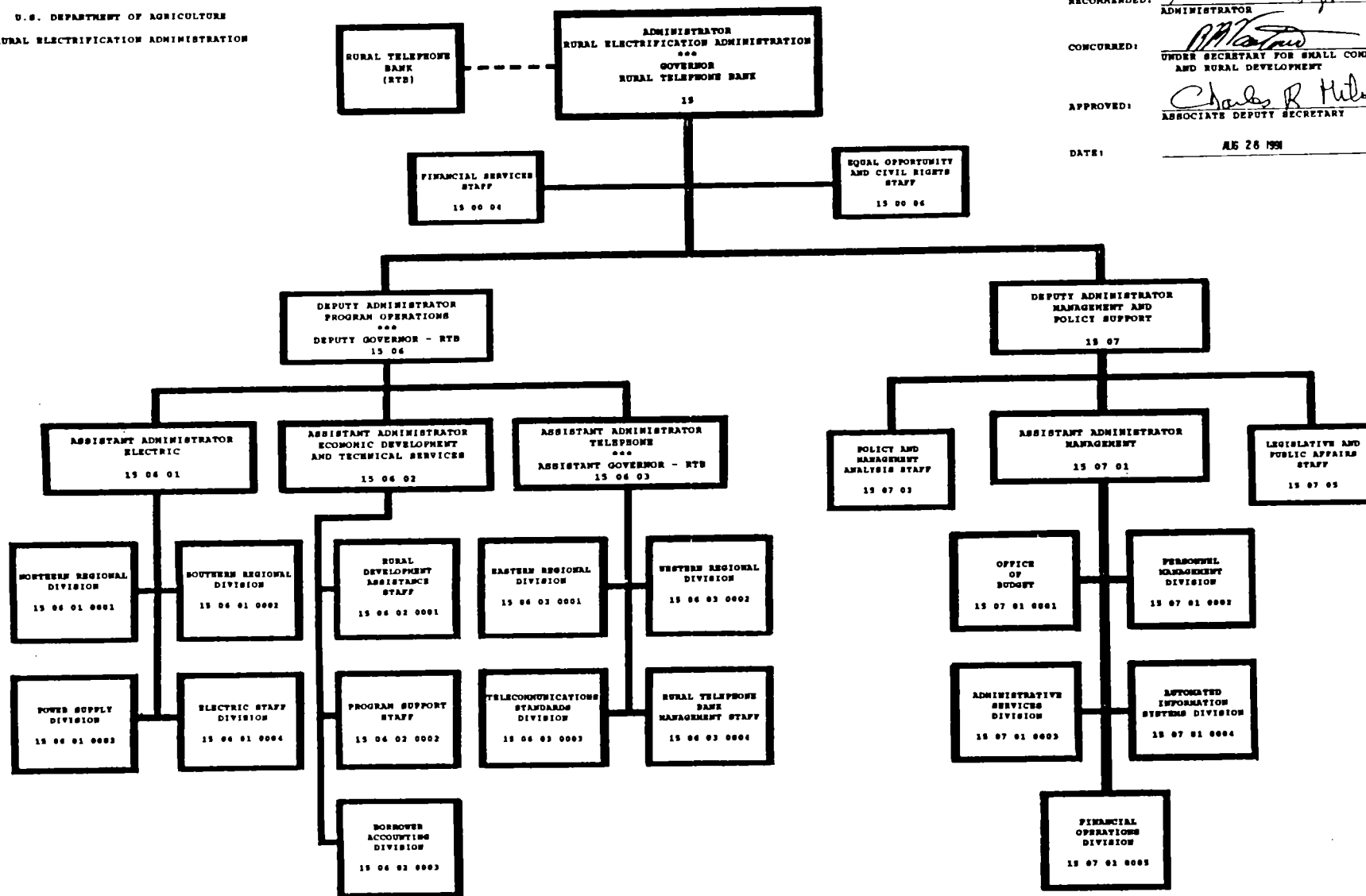
Office of the Consumer Advisor

Bill Wasserman, Director

Office of Public Affairs

Ali Webb, Director

U.S. DEPARTMENT OF AGRICULTURE
RURAL ELECTRIFICATION ADMINISTRATION



RECOMMENDED: *A. C. Byrum*
ADMINISTRATOR

CONCURRED: *[Signature]*
UNDER SECRETARY FOR SMALL COMMUNITY
AND RURAL DEVELOPMENT

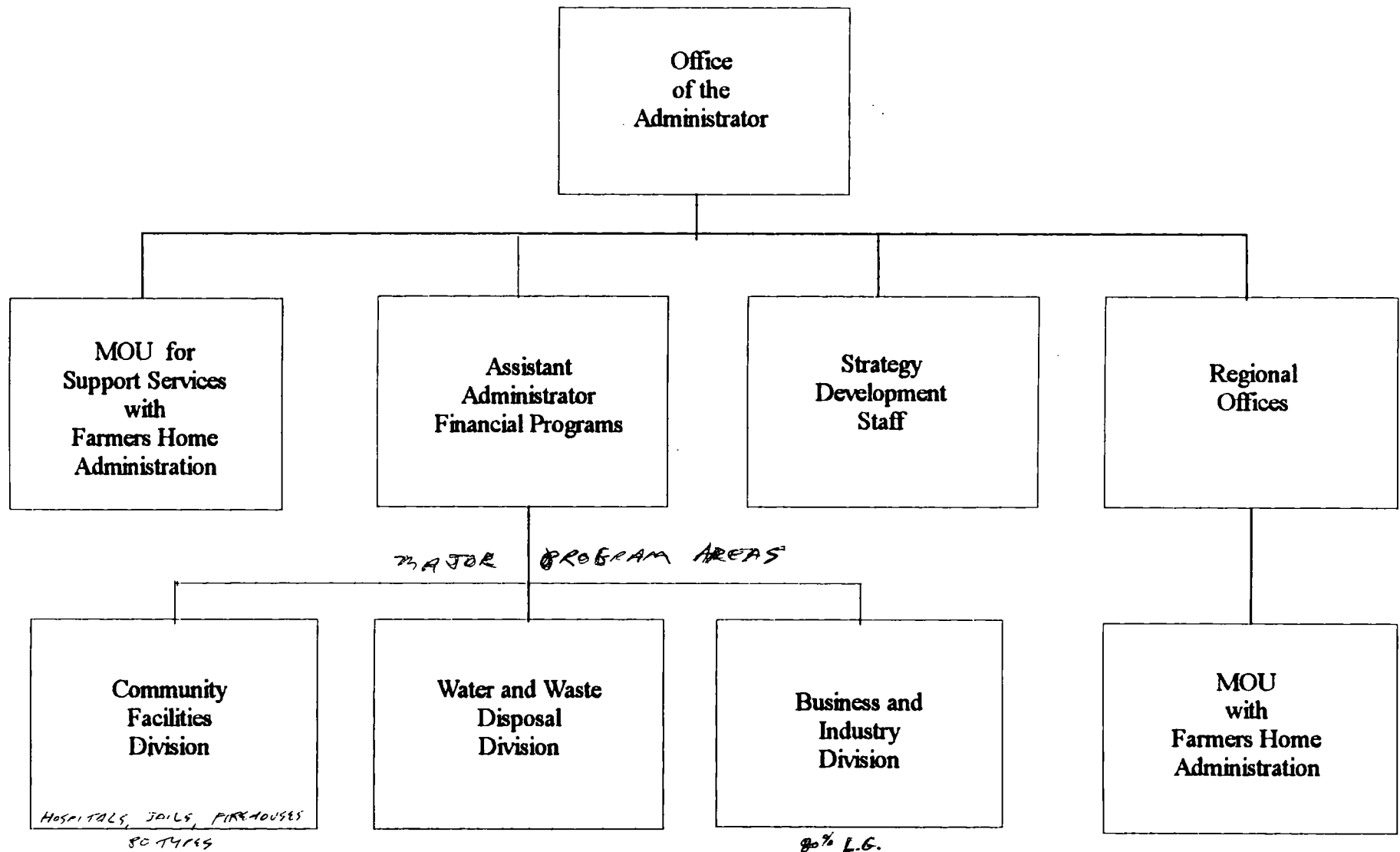
APPROVED: *Charles B. Hiley*
ASSOCIATE DEPUTY SECRETARY

DATE: AS 26 1991

The mission of the Rural Electrification Administration is to make or guarantee loans to finance the provision of initial and continued adequate electric and telephone service to persons in rural areas, and to provide grants and/or loans for rural economic development or rural job creation. The principal responsibilities of the Agency are to make or guarantee loans, or assist borrowers in obtaining loans from other sources, and to provide management and technical assistance to achieve program objectives and to assure repayment of loans.

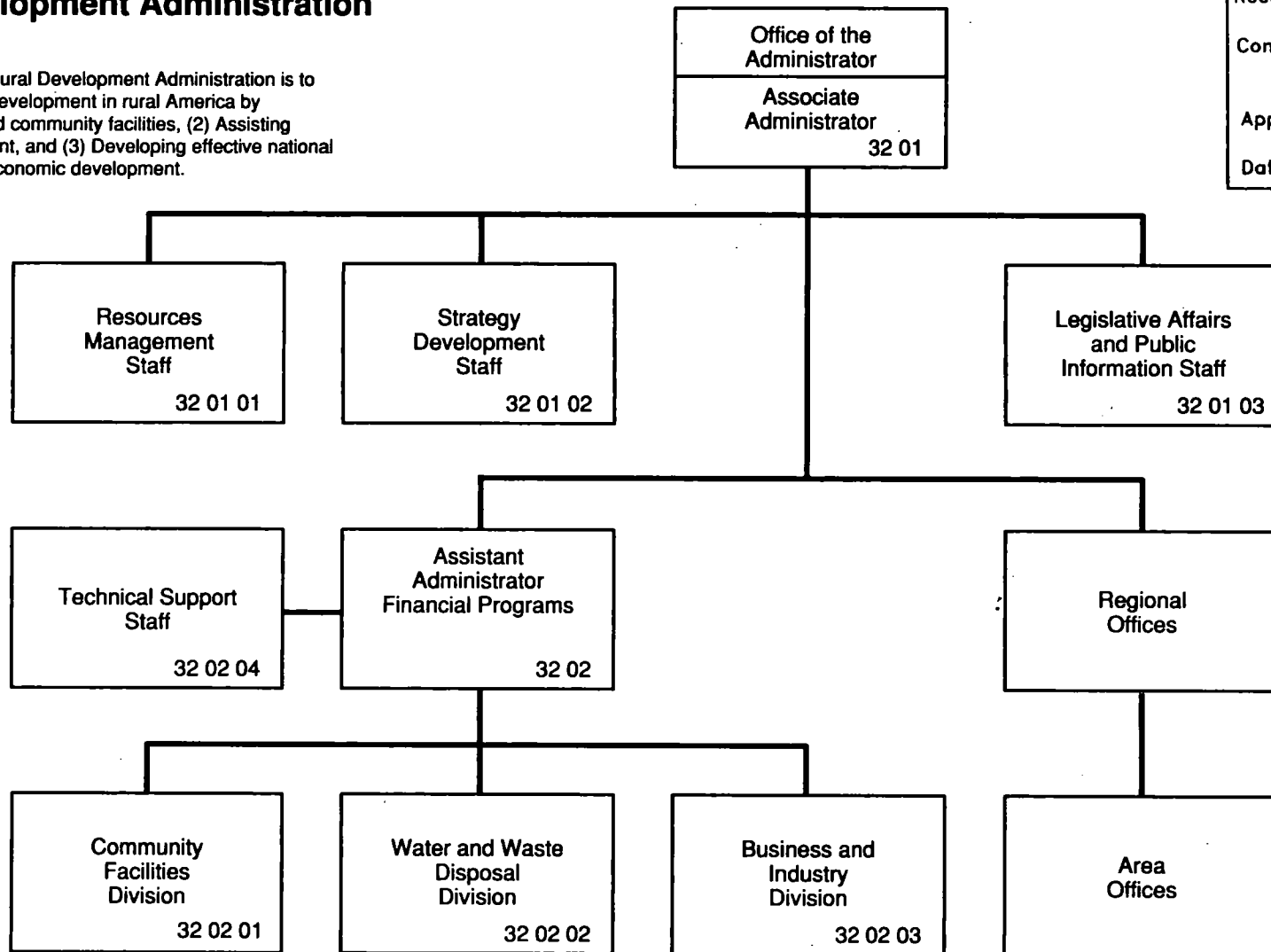
Supersedes Chart Dated September 14, 1990

U.S. Department of Agriculture Rural Development Administration



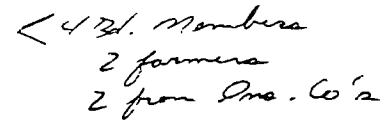
U.S. Department of Agriculture Rural Development Administration

The mission of the Rural Development Administration is to promote economic development in rural America by (1) Financing needed community facilities, (2) Assisting business development, and (3) Developing effective national strategies for rural economic development.



Recommended:	<i>Walt Hill</i> Acting Administrator
Concur:	<i>R. M. [Signature]</i> Under Secretary for Small Community and Rural Development
Approved:	<i>Charles R. Hieby</i> Assistant Secretary for Administration
Date:	Feb. 10, 1992

UNITED STATES DEPARTMENT OF AGRICULTURE
FEDERAL CROP INSURANCE CORPORATION



James E Casor
MANAGER

R. F. Kautner

 UNDER SECRETARY
 SMALL COMMUNITY & RURAL DEVELOPMENT

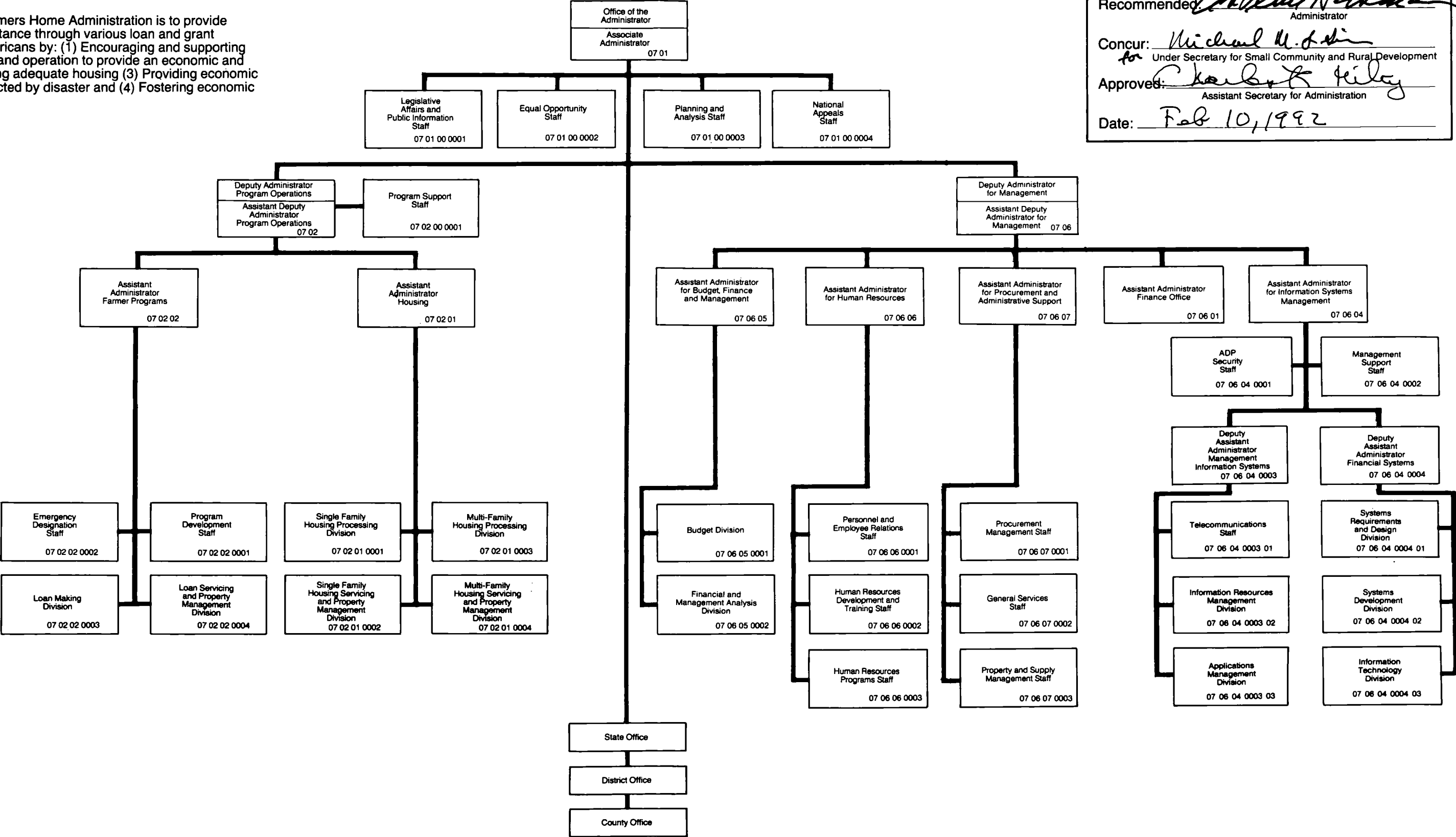
Charles R Hilkey
ASSOCIATE
DEPUTY SECRETARY

November 14, 1991

THIS CHART SUPERCEDES FCIC CHART DATED JANUARY 9, 1989

U.S. Department of Agriculture Farmers Home Administration

The mission of the Farmers Home Administration is to provide supervised credit assistance through various loan and grant programs, to rural Americans by: (1) Encouraging and supporting family farm ownership and operation to provide an economic and social base (2) Providing adequate housing (3) Providing economic support to farmers affected by disaster and (4) Fostering economic rural development.



Recommended: *Allen Arman*
Administrator

Concur: *Michael H. J. Smith*
for Under Secretary for Small Community and Rural Development

Approved: *Charles K. Wiley*
Assistant Secretary for Administration

Date: Feb 10, 1992

FNS —

\$160 Million for purchases

eligible at income

= 130% of poverty level

\$1,500/m = \$18,000/yr

\$10/month
AT THIS LEVEL

MAX

— benefits decrease with income

MAX = \$400/m

School lunch — Run by State Sys.
30¢ Subsidy of Ed.

UNIS —

— lead agency in
nutrition monitoring

Consumer Advisor

White House has not
appointed the Consumer Advisor, so
this has yet to come together in
the Clinton Admin.

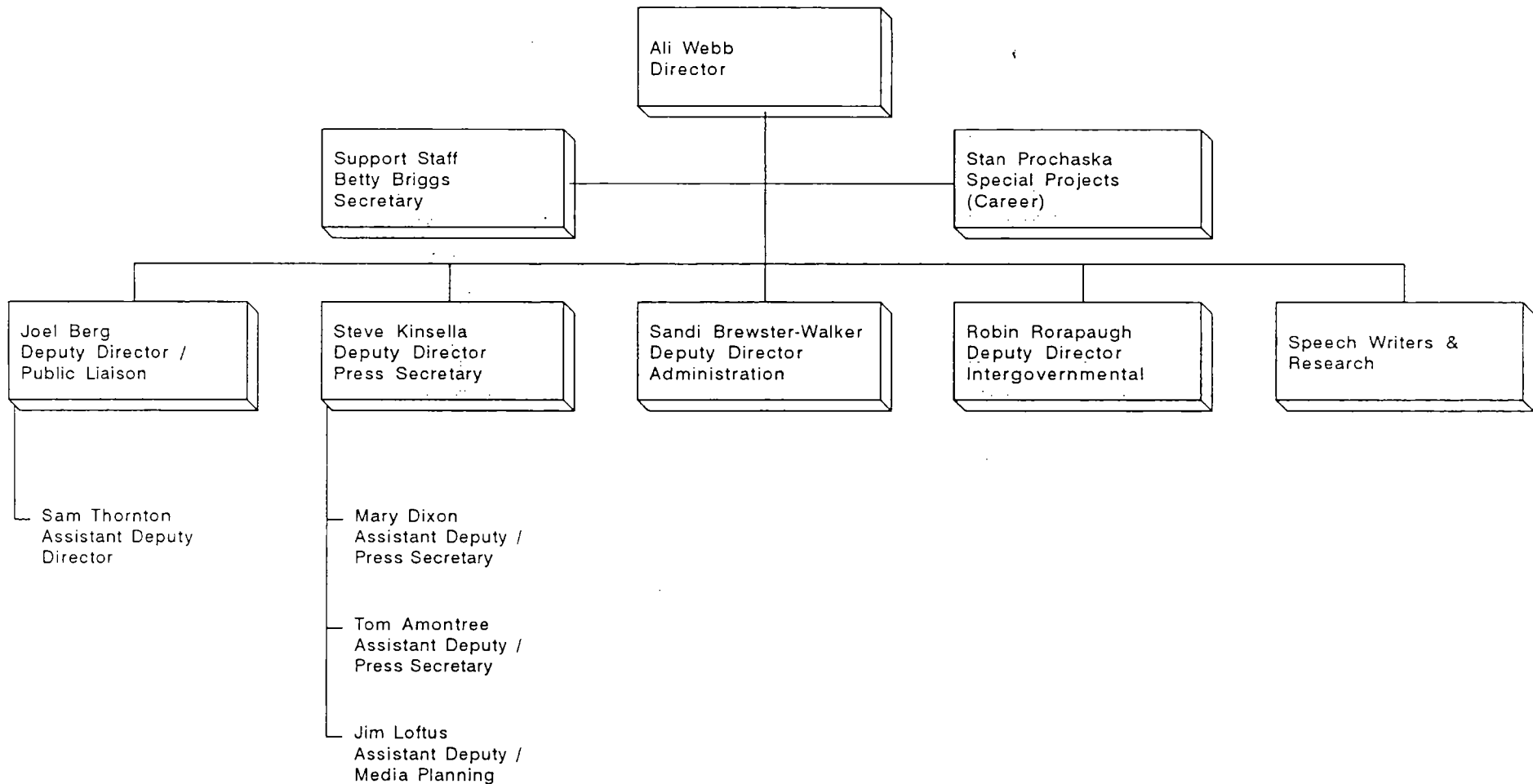
O.P.A. \$9.6m

156 F.T.E.s

1913 — Office of Info.

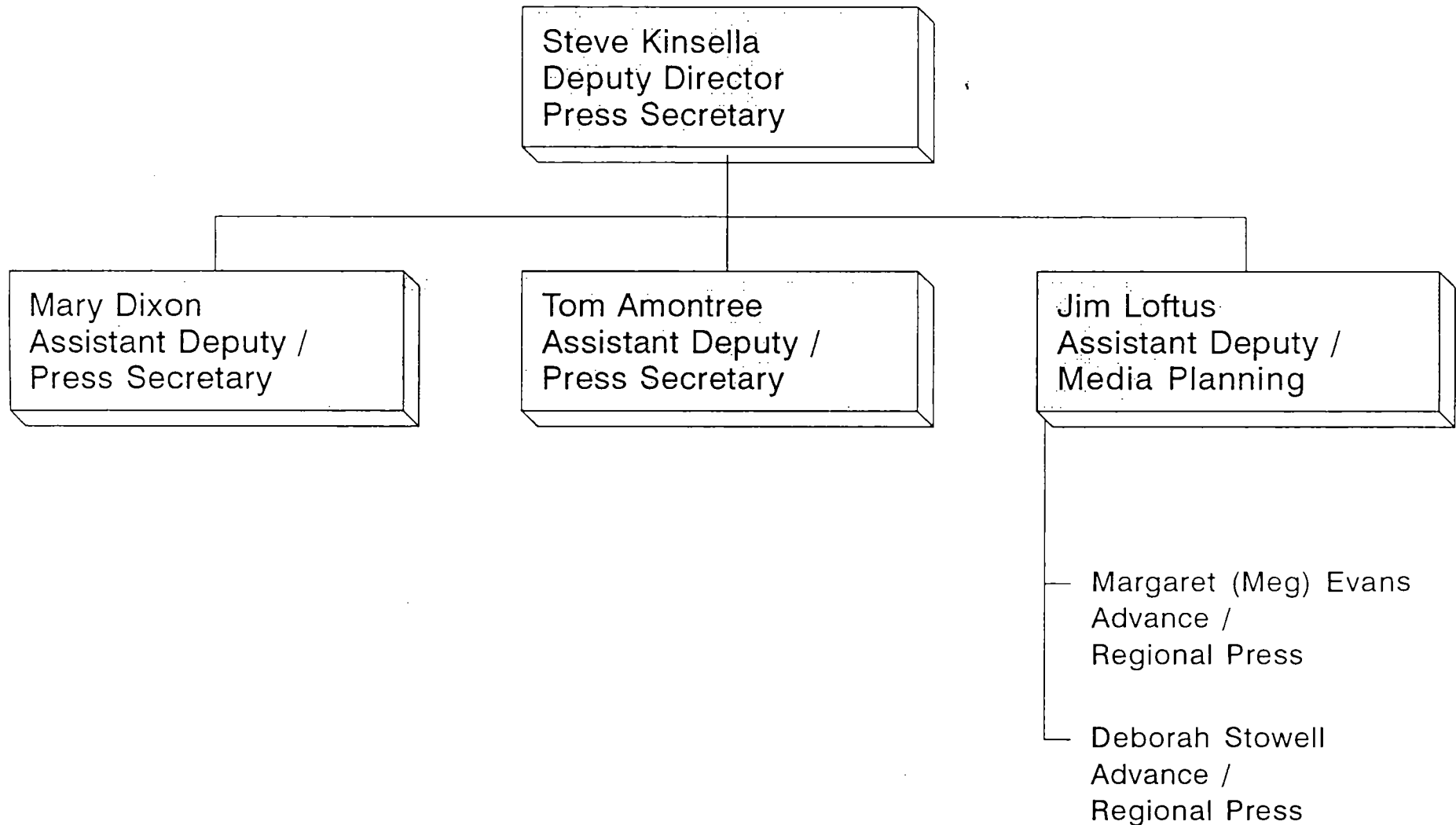
Office of Public Affairs Director's Office

Draft 5/14



Office of Public Affairs Press Secretary

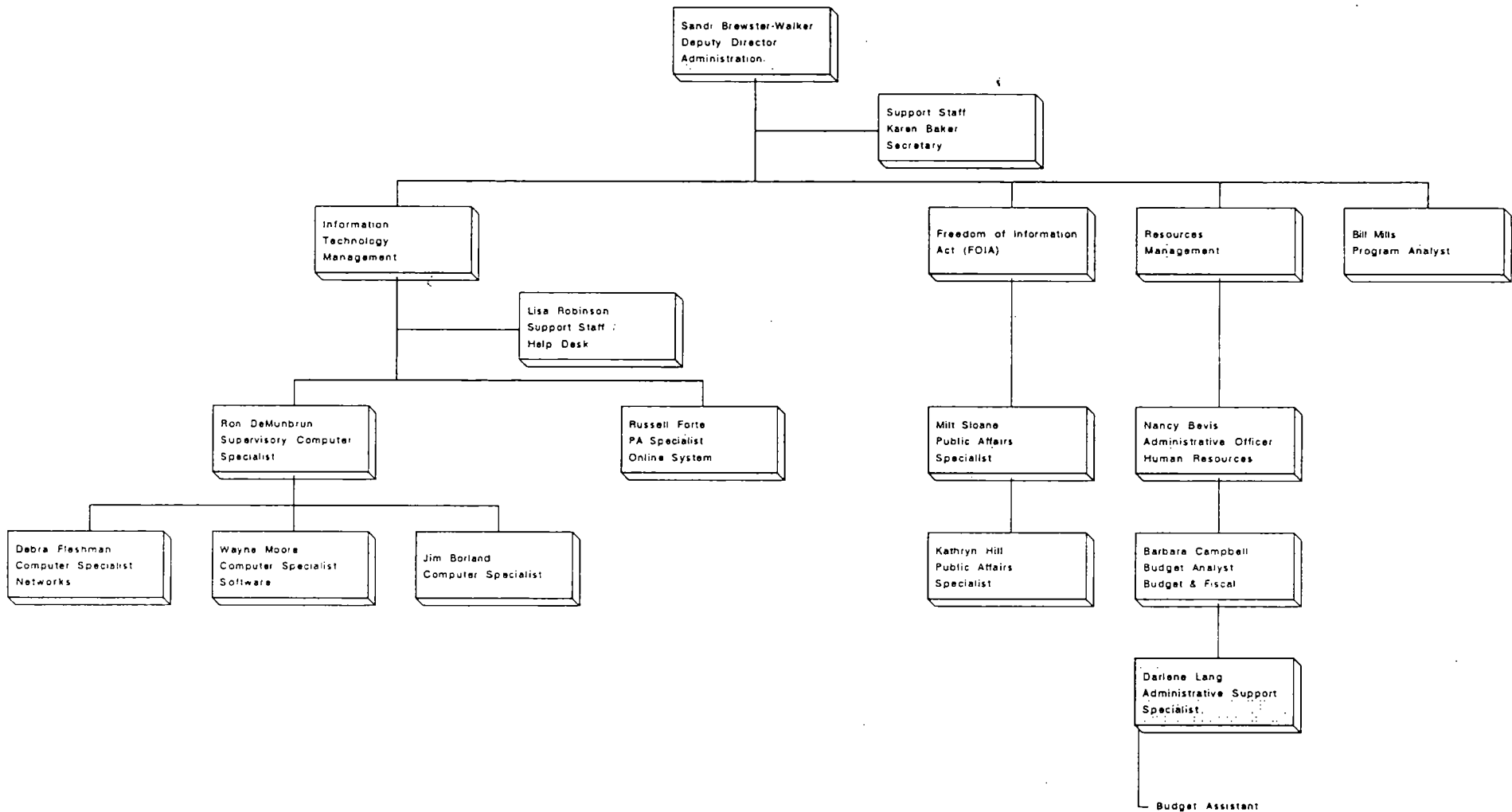
Draft 5/14



Office of Public Affairs

OPA Administration

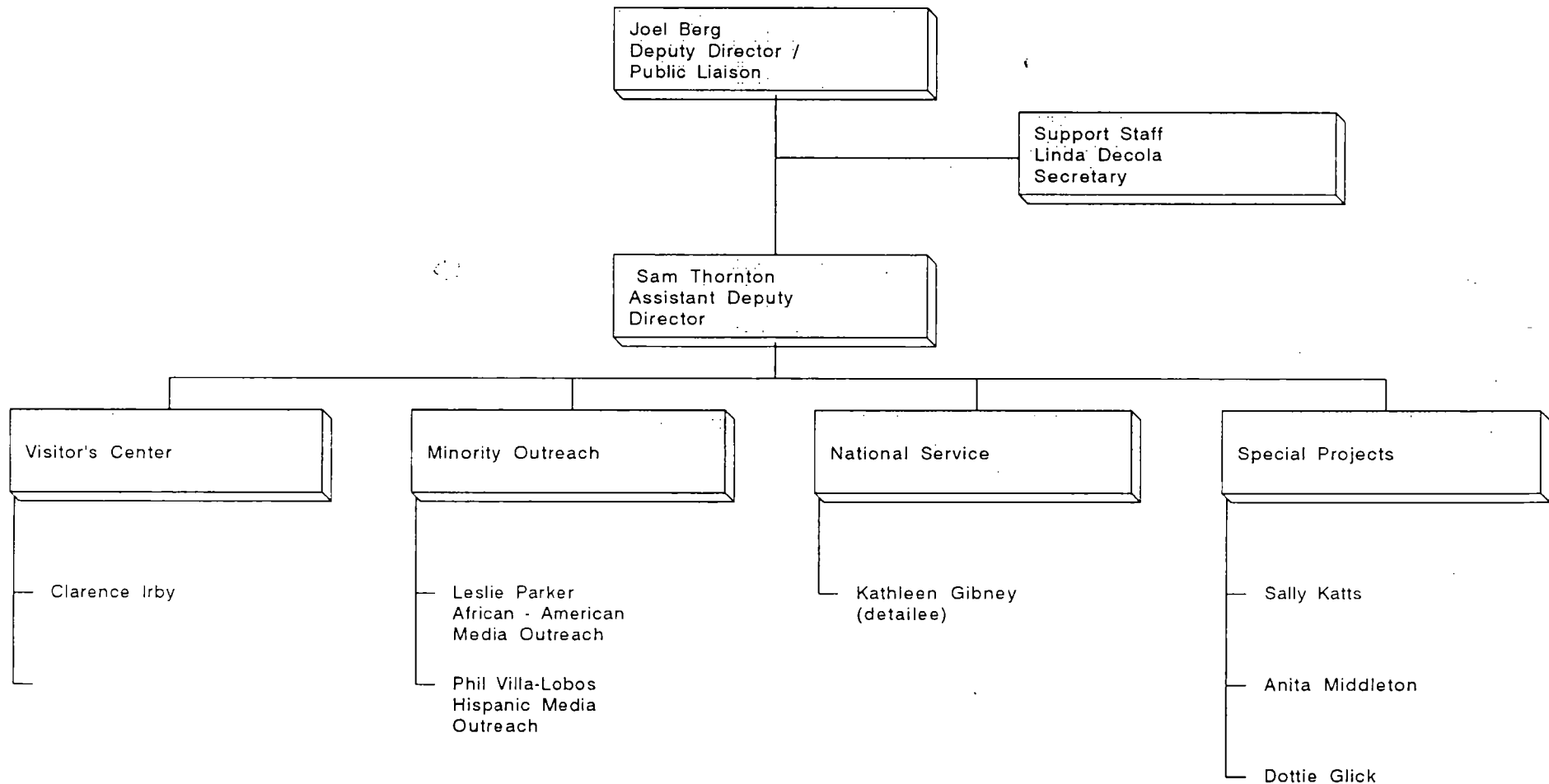
Draft
5/14



Office of Public Affairs

Public Liaison

Draft
5/14



Office of Public Affairs Intergovernmental Affairs

Robin Rorapaugh
Deputy Director
Intragovernmental

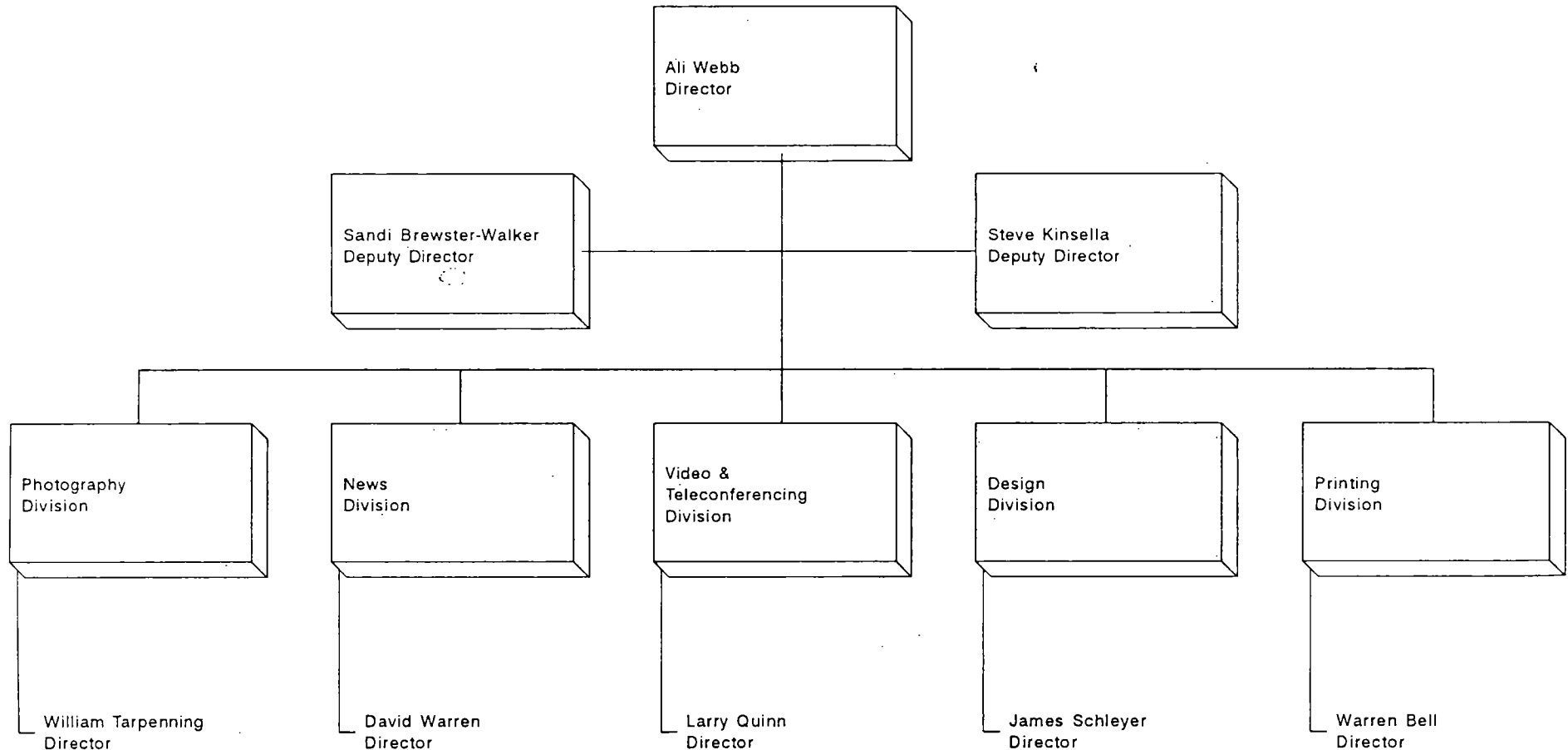
Chris Wilson
Assistant Deputy
Director

Jim Pace
Program Analyst
Native American

George Holcomb
Public Affairs
Specialist / Native Am

Draft 5/14

Office of Public Affairs Director's Office Divisions



RURAL DEVELOPMENT

Agenda for Agency Briefings

Monday, May 17, 1993

1:30 P.M. to 3:30 P.M.

Assistant Secretary for Marketing and Inspection Services

Eugene Branstool

Agricultural Cooperative Service

Randall Torgerson, Administrator

RANDY

- WE'VE FOR COOPERATIVELY
OWNED BUSINESSES

② ACTS OF CONG. 6 MISSIONS:
COOPERATIVE MARKETING ACT: 1926
MINI USDA
46. MARKETING ACT OF
1946

Animal and Plant Health Inspection Service

Lonnie King, Acting Administrator

APHIS

Food Safety and Inspection Service

Don White, Associate Administrator

Packers and Stockyards Administration

Calvin Watkins, Acting Administrator

FGIS

AMS

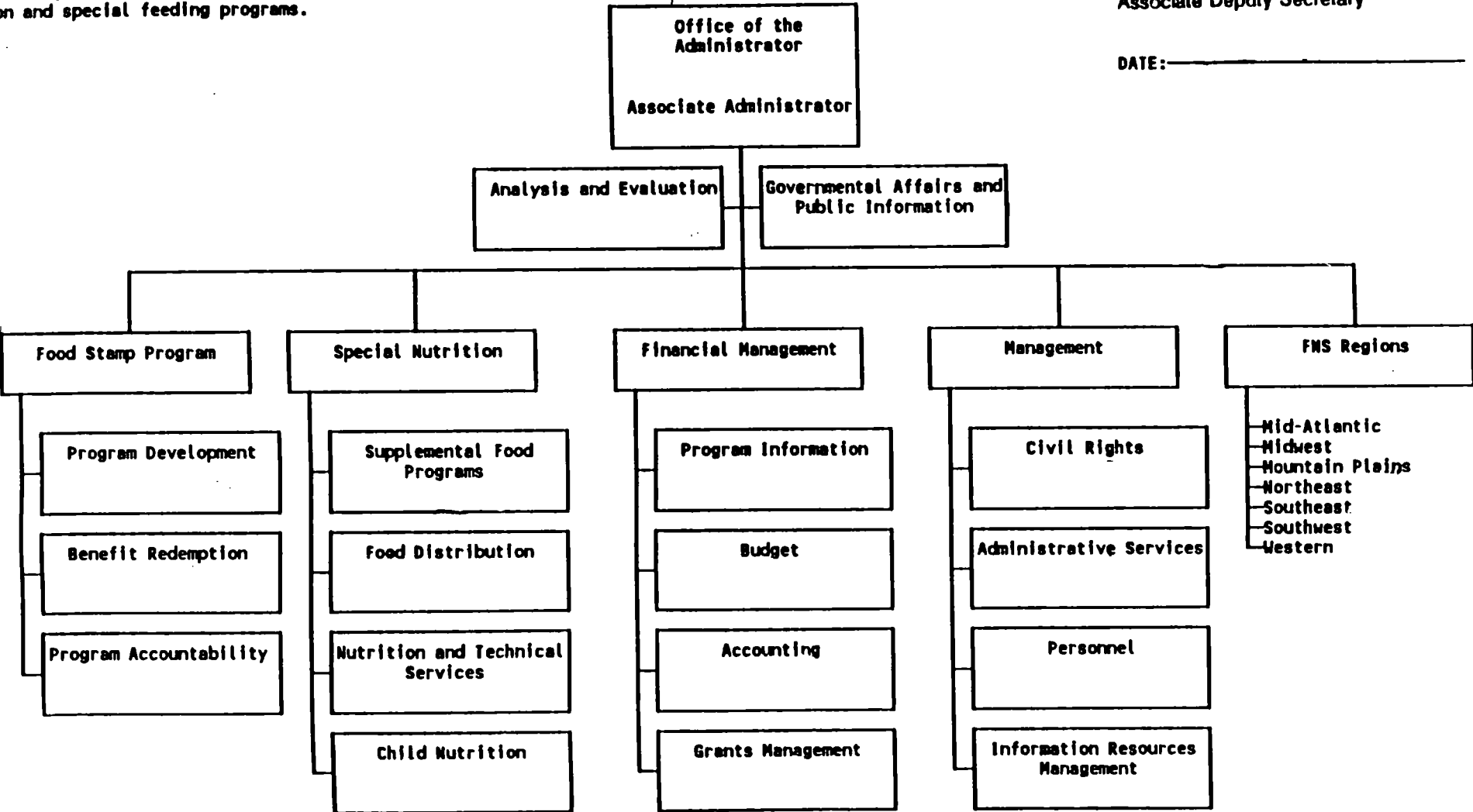
UNITED STATES DEPARTMENT OF AGRICULTURE
FOOD AND NUTRITION SERVICE

The mission of the Food and Nutrition Service is to help combat poverty related hunger and malnutrition in America through the administration of Food Stamp and Direct Food Distribution Programs, School Lunch and School Breakfast Programs, Child Care Food Program for Children, and other child nutrition and special feeding programs.

ASS. SEC - AFFAIRS
FOOD & CONS.

RECOMMENDED: Bette Jo Nelson
Administrator
CONCURRED: [Signature]
Asst. Secy for Food and Consumer Services
APPROVED: C R Hilkey
Associate Deputy Secretary

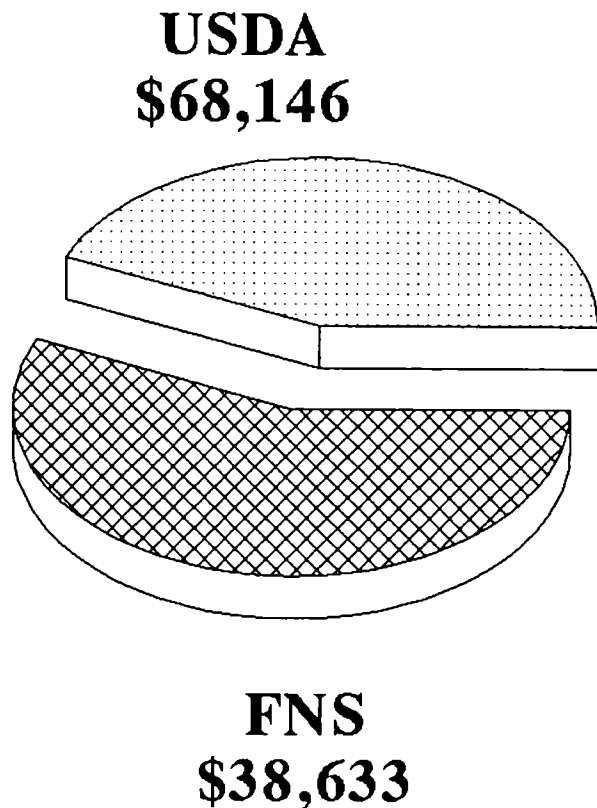
DATE: _____



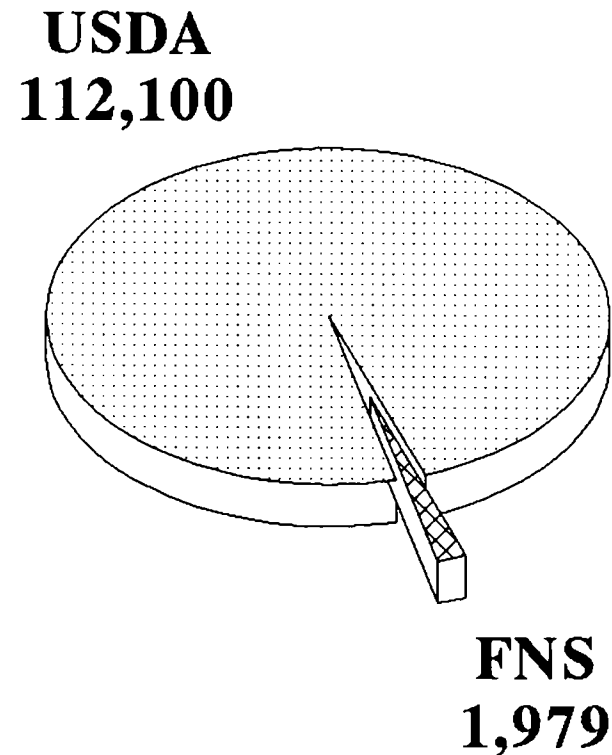
The Food and Nutrition Service FY 1993 Share of the USDA Budget

(Dollars in Millions)

*FNS spends 57% of
USDA Budget Authority*

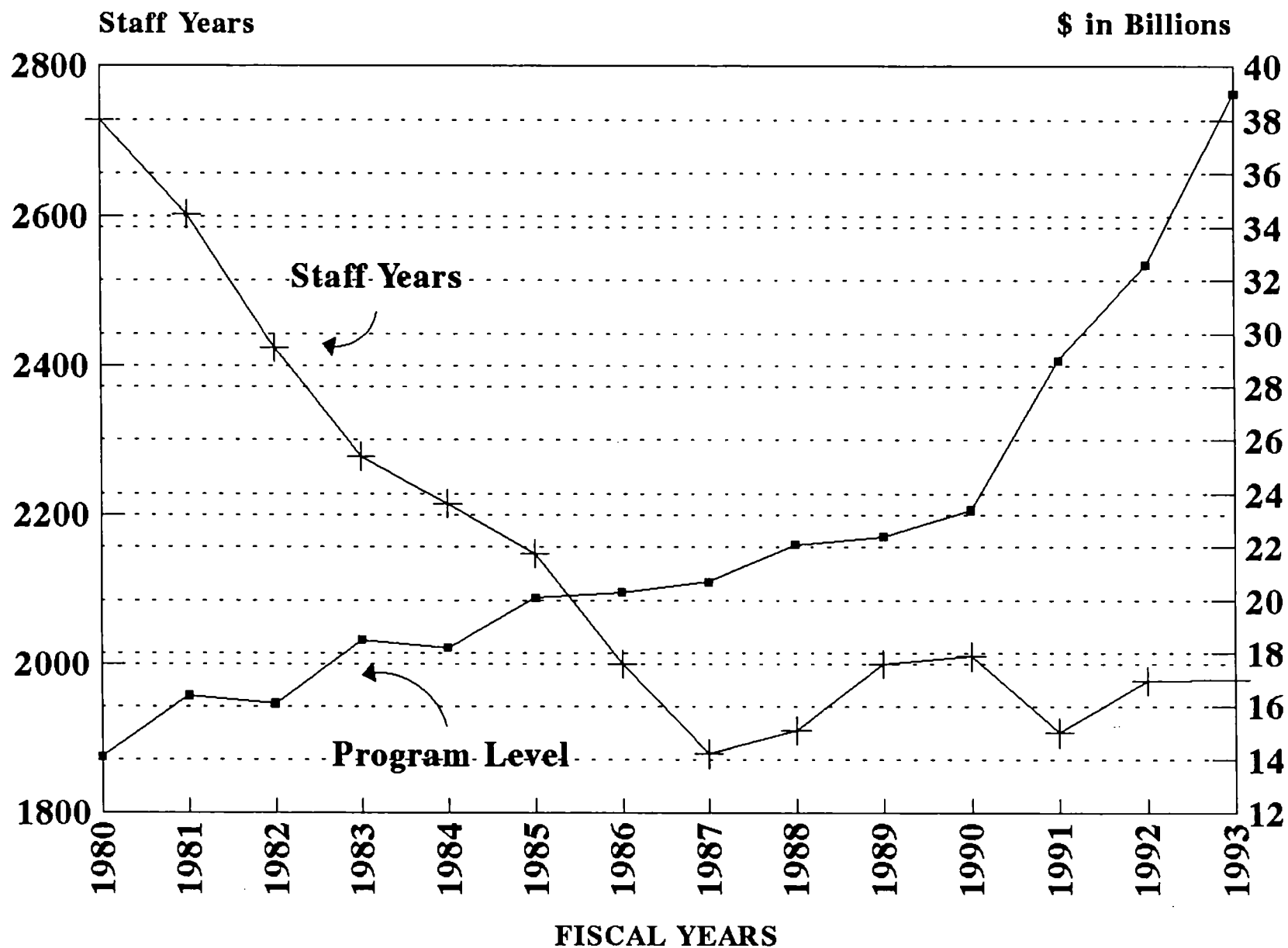


*FNS has approximately
1.8% of USDA Staff Years*



Source: Fiscal Year 1994 Budget

FNS STAFF YEARS VS. PROGRAM LEVELS



UNIS

U.S. DEPARTMENT OF AGRICULTURE
HUMAN NUTRITION INFORMATION SERVICE

The mission of the Human Nutrition Information Service is to conduct and interpret research in human nutrition to improve professional and public understanding of the nutritional adequacy of diets and food supplies as well as the nutritive value of food, and to develop knowledge needed to improve the nutritional quality of diets, thereby improving the general health of the American public; and to collect, disseminate and consult on technical, educational and nonprint material and information on food use, management, and human nutrition problems.

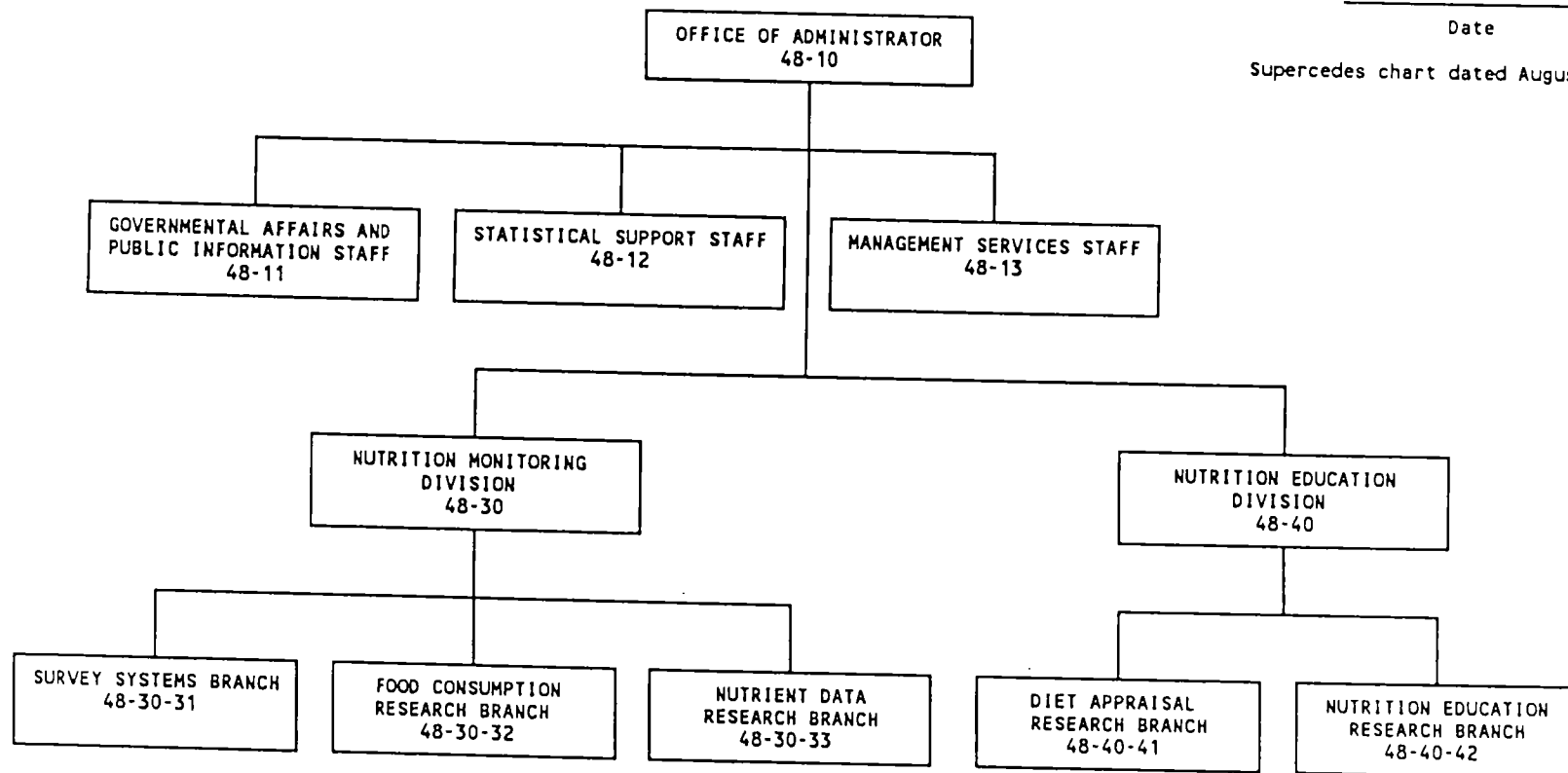
RECOMMENDED: *James H. Little*
Administrator

CONCURRED: _____
Asst Secy for Food and Consumer Services

APPROVED: _____
Assistant Secretary for Administration

Date

Supercedes chart dated August 28, 1991



U.S. DEPARTMENT OF AGRICULTURE
HUMAN NUTRITION INFORMATION SERVICE

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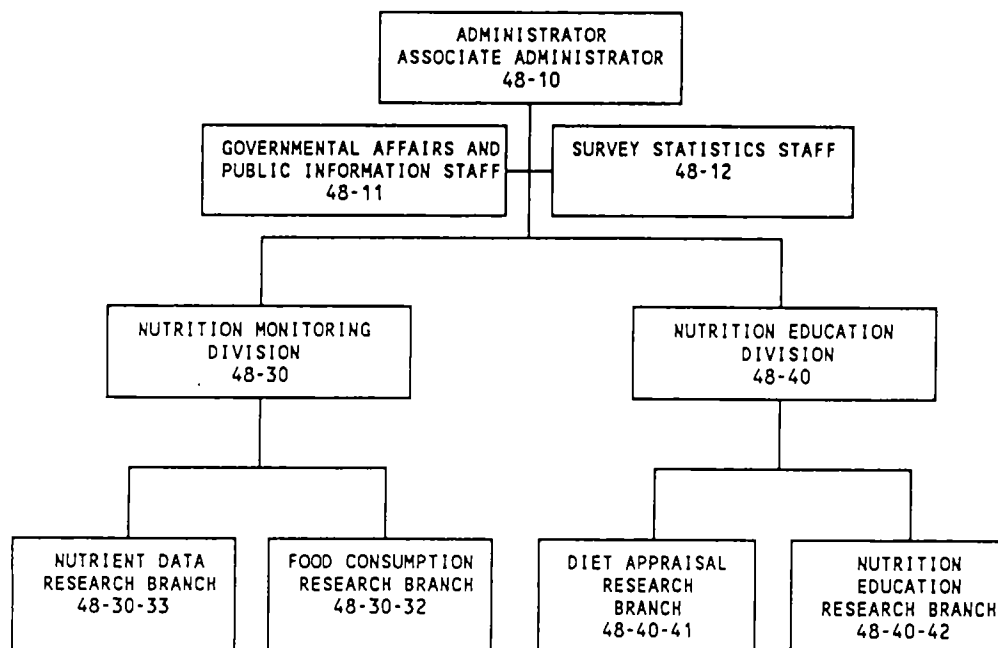
RECOMMENDED: *Susan L. Little*
Administrator

CONCURRED: *Stella V. R. Can*
Asst Secy for Food and Consumer Services

APPROVED: *Elizabeth Ford*
Associate Deputy Secretary

8/28/91
Date

Supersedes chart dated May 22, 1984





HUMAN NUTRITION INFORMATION SERVICE



Our Mission:

- Contributing to the USDA mission of ensuring health and well-being of Americans
- Conducting applied research in food and nutrition:
 - What Americans buy and eat
 - Nutrient content of foods
 - Making informed food choices
- Providing leadership in National Nutrition Monitoring Program
- Developing and promoting Dietary Guidelines for Americans
- Disseminating information used to formulate policies for:
 - Food Assistance Programs, Food Labeling, Food Safety
 - Food formulation, production, marketing
 - Development of nutrition education programs.

HUMAN NUTRITION INFORMATION SERVICE

Our Mission Links Us with...



Pesticide Data Program AMS, EPA, FDA

Food Labeling support FDA, FSIS

Survey Design,
Survey Management Census

Thrifty Food Plan,
Food Stamp Program,
School Lunch Program FNS

Food Composition ARS

Dietary Guidelines DHHS, Private Sector
and General Public

Nutrition Education ES, FNS, DHHS,
Private Sector

Nutrition Monitoring DHHS, EPA, DOD, DOE,
NMFS, AID, DVA, BLS,
Census, 6 USDA agencies

HUMAN NUTRITION INFORMATION SERVICE



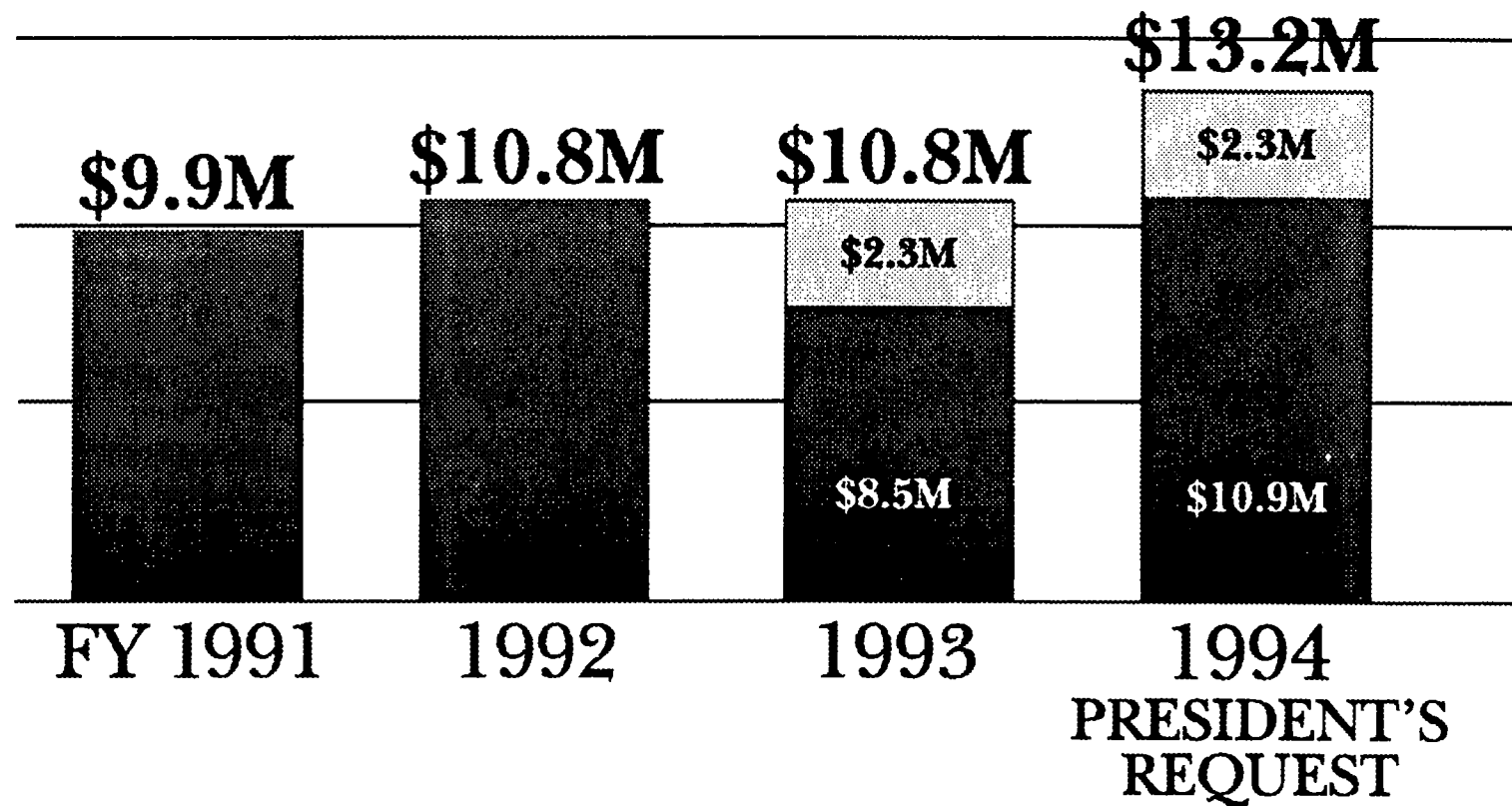
New Initiatives for 1994:

- Continuing Survey of Food Intakes by Individuals (1993-95)
- Household Food Consumption Survey Development (1996-97)
- Research/Coordination Activities of 10-Year Comprehensive Plan
- Standardized Automated Interview System
- Food Grouping System, ready to provide data to users
- Public/Private Promotion of:
 - Dietary Guidelines for Americans
 - Food Guide Pyramid
- Update Dietary Guidelines for publication in 1995 (with DHHS)

HUMAN NUTRITION INFORMATION SERVICE



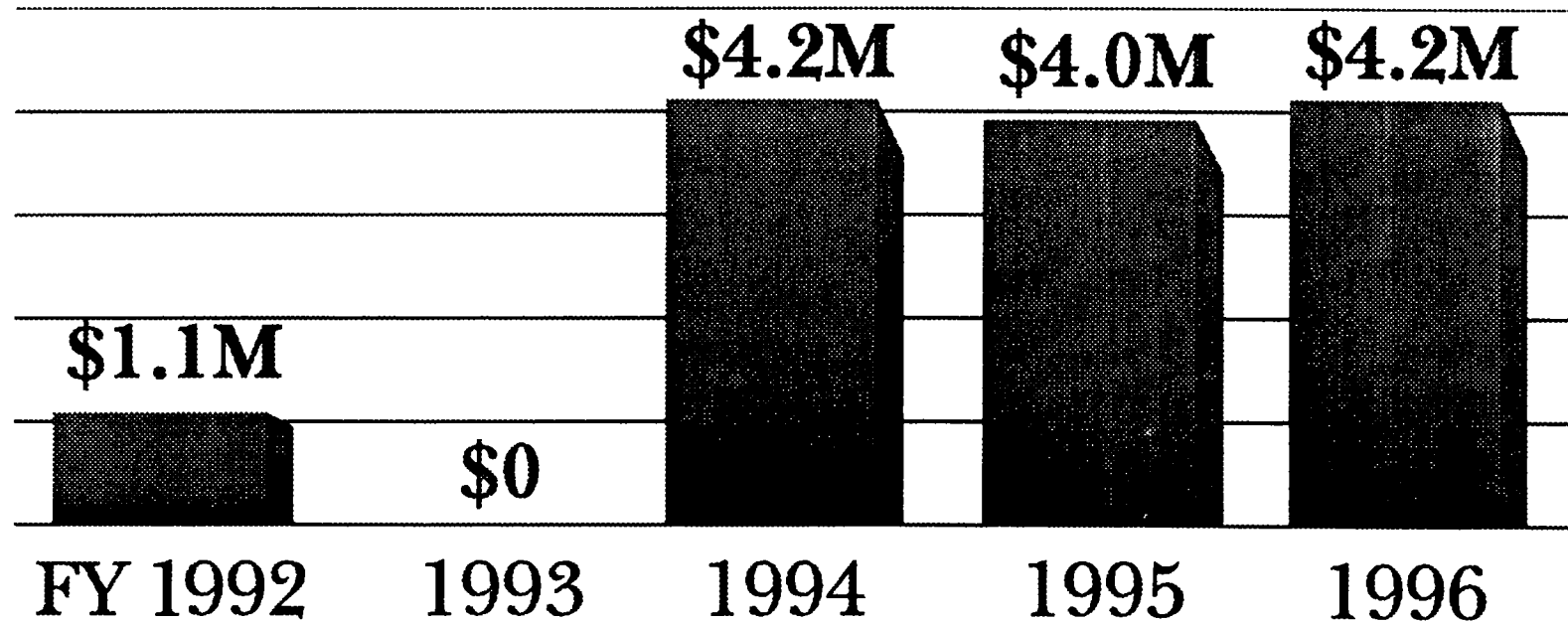
HNIS Budget, FY 1991 to 1994



HUMAN NUTRITION INFORMATION SERVICE



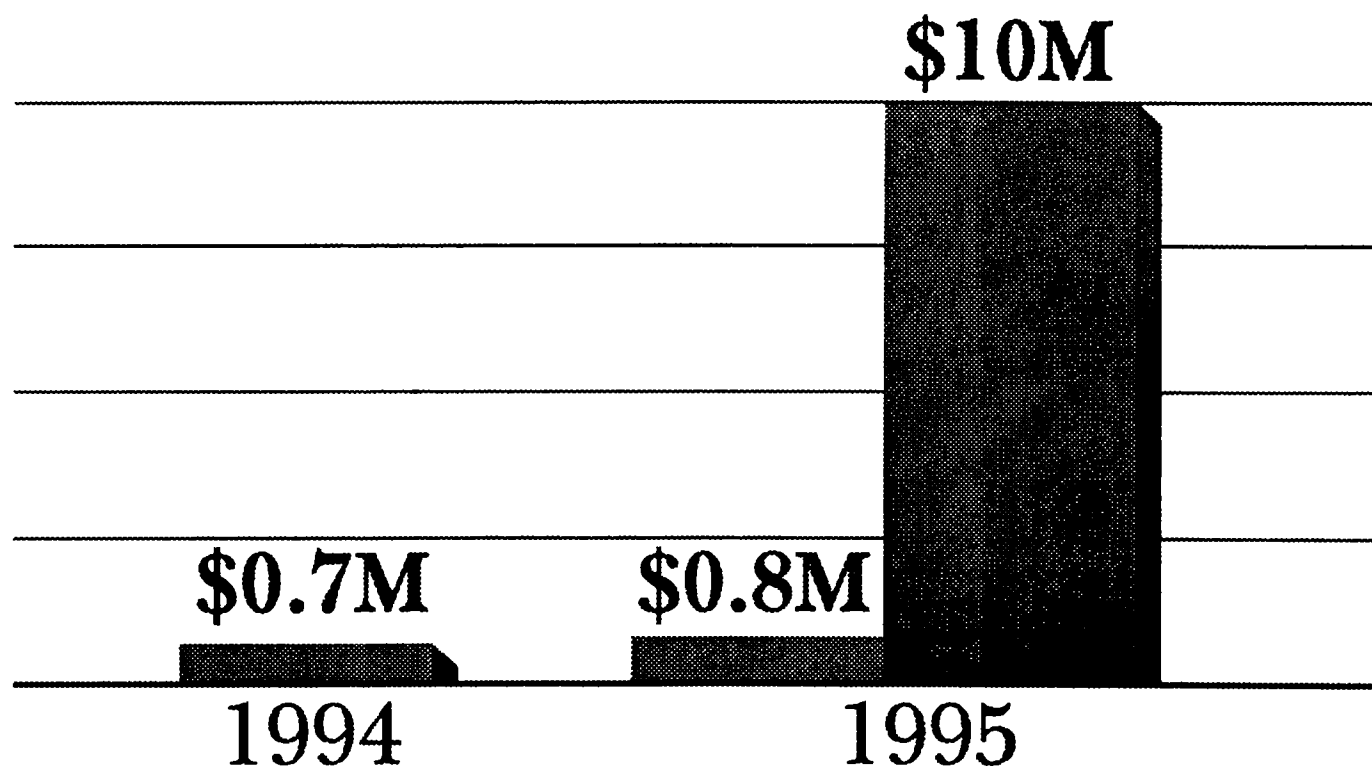
Continuing Survey of Food Intakes by Individuals



HUMAN NUTRITION INFORMATION SERVICE



Household Food Consumption Survey



HUMAN NUTRITION INFORMATION SERVICE



Essential Priorities, FY 1994

- ☞ Continuing Survey of Food Intakes by Individuals
- ☞ Household Food Consumption Survey
- ☞ 10-Year Plan
- ☞ Food Composition Research
- ☞ Dietary Guidelines
- ☞ Pesticide Data Program
- ☞ Automated Interview System
- ☞ Databank Redesign

HUMAN NUTRITION INFORMATION SERVICE

Agenda for Agency Briefings

Tuesday, May 18, 1993

10:00 A.M. to 12:00 P.M.

Assistant Secretary for Science and Education

R.D. Plowman, Acting

Agricultural Research Service

Essex E. Finney, Jr. Acting Administrator

Cooperative State Research Service

J. Patrick Jordan, Administrator

*X LARGEST
ORGANIZATION
OF ITS KIND IN
WORLD*

Extension Service

Myron Johnsrud, Administrator

National Agricultural Library

Joseph H. Howard, Director

U. S. DEPARTMENT OF AGRICULTURE
NATIONAL AGRICULTURAL LIBRARY

RECOMMENDED:

Joseph H. Howard
Director, National Agricultural Library

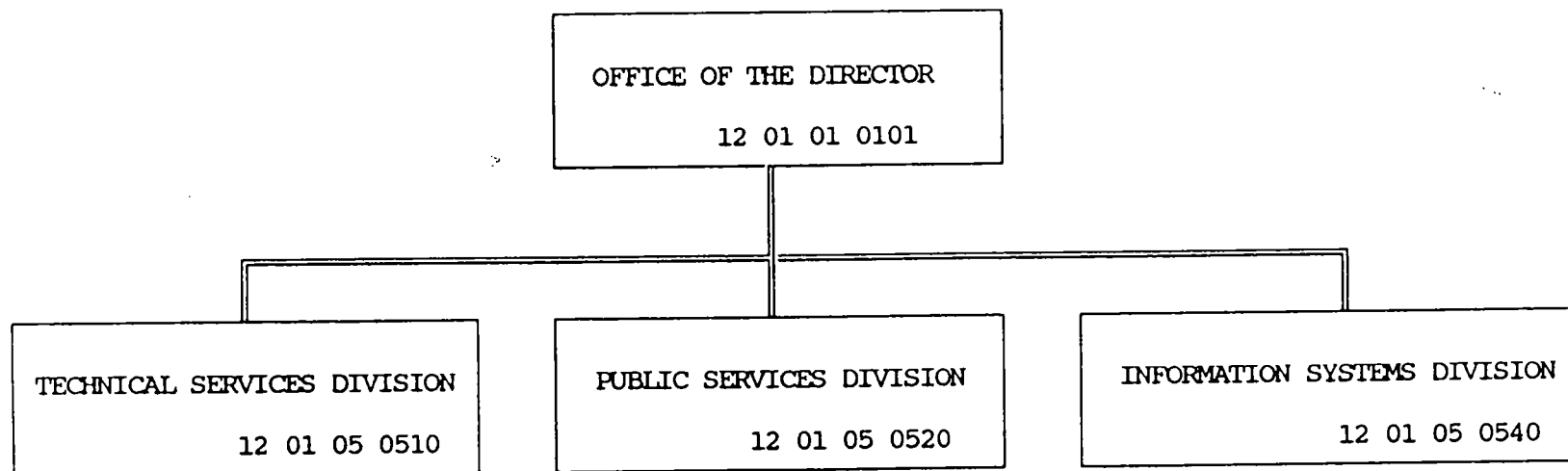
CONCUR:

Charles E. Hess
Assistant Secretary, Science and Education

APPROVED:

Adis M. Vile 8/27/90
Assistant Secretary for Administration

DATE: AUG 28 1990



MISSION: The National Agricultural Library (NAL) serves as the Nation's chief Agricultural Information resource. It provides agricultural information products and services through traditional library functions and through modern electronic dissemination to agencies of the USDA, public organizations, and individuals. The NAL coordinates a national network of public and private libraries consisting of the land-grant colleges and universities, other state supported colleges and universities, other state supported colleges and universities with agriculturally related programs, other public organizations, industry, and other private sector organizations. The NAL provides a leadership role in U.S. participation in international agricultural library and information systems and in efforts to promote worldwide availability of agricultural information.

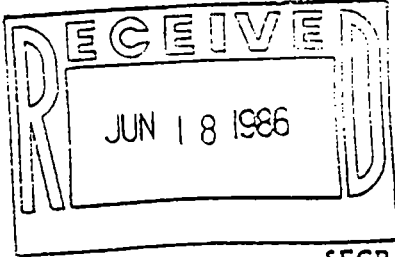
Supersedes chart dated January 29, 1988

Prepared by the Personnel Policy and
Systems Branch, Personnel Division, ARS

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250



June 9, 1986

SECRETARY'S MEMORANDUM 1020-25

Mission Statement for the National Agricultural Library

1 PURPOSE

This memorandum provides a statement of the guiding purpose and role of the National Agricultural Library.

2 MISSION STATEMENT

The Department of Agriculture was established by the Act of May 15, 1862, as amended (the Organic Act of 1862), which sets forth a mission, "to acquire and to diffuse among the people of the United States useful information on subjects connected with agriculture, rural development, aquaculture, and human nutrition in the most general and comprehensive sense of those terms," and places upon the Secretary the responsibility to "procure and preserve all information concerning agriculture, rural development, aquaculture, and human nutrition, which he can obtain by means of books..." In carrying out this Departmental charter, the National Agricultural Library (NAL) serves as the Nation's chief agricultural library information resource and service. Its mission is to facilitate access to and utilization of needed information in any medium by agricultural researchers, regulators, educators, and extension personnel; those employed in agriculture; those living in rural areas and communities; consumers of agricultural products; and the public at large, insofar as they need agricultural information. As a national library, it develops and provides agricultural information products and services not only to agencies of the USDA and the Federal government, but to public and private organizations and individuals as well. The NAL coordinates a national network of public and private agricultural libraries and information centers, especially with libraries of the land-grant colleges and universities, and other state supported colleges and universities with agriculturally related programs, other public organizations, and industry and other private sector organizations.

The NAL ensures the acquisition, organization (including cataloging and indexing), management, preservation, accessibility, and diffusion of information in all phases of the food and agricultural sciences, as defined in section 1404(8) of the National Agricultural

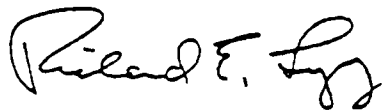
DISTRIBUTION: 10

OPI: National Agricultural Lib.

June 9, 1986

Research, Extension and Teaching Policy Act of 1977, as amended. A significant part of this mission is the development and coordination of a national agricultural science library information network. The NAL provides leadership for the management of agricultural information resources through products and services, including bibliographies, loans, photocopies, microforms, structured agricultural thesaurus, computerized data base repositories, indexing of agricultural information, and personal reference services including on-line computerized literature searches. NAL works closely with other agencies in the Department, coordinates closely with the National Library of Medicine (NLM) and Library of Congress (LC), and cooperates with other groups in both the public and private sectors, to ensure that the results of research and other types of agricultural information are rapidly disseminated to the ultimate user. NAL promotes the use of modern technology in support of library and information activities.

The NAL provides a leadership role in U.S. participation in international agricultural library and information systems and in efforts to promote worldwide availability of agricultural information. In addition, the NAL serves as the Nation's major source of agricultural information received from and relayed to other countries, as the agricultural information liaison to international organizations and organizations outside of the United States, and as the U.S. agricultural representative in the setting of library and information standards internationally.



SECRETARY OF AGRICULTURE

1890 Institutions Capacity Building Grants

Program. Serves as the crux of the Department's high priority initiative to advance the research and teaching capacity of the 1890 institutions and Tuskegee University. Matching is encouraged.

Contact: Mr. Richard Hood (Teaching), (202)-401-1790
Dr. McKinley Mayes (Research), (202)-401-5620

Small Business Innovation Research Program

Authorizes the award of competitive grants to science-based small business firms for the support of research dealing with Forests and Related Resources; Plant Production and Protection; Animal Production and Protection; Air, Water and Soils; Food Science and Nutrition; Rural and Community Development; Aquaculture; and Industrial Applications.

Contact: Dr. Charles F. Cleland, (202)-401-4002

Building And Facilities. Authorizes grants to States and other eligible recipients for acquisition of land, construction, repair, improvement, extension, alteration, and purchase of fixed equipment or facilities necessary to carry out the agricultural research, extension, and teaching programs of the Department of Agriculture.

Contact: Evelyn O'Connor-Miller, (202)-401-6466

Biotechnology Risk Assessment Research Grants

Awards competitive grants to resolve risk assessment questions in support of biotechnology research and regulation.

Contact: Dr. David R. MacKenzie, (202)-401-4892

HIGHER EDUCATION PROGRAMS

Graduate Fellowships Grants. Competitively awarded grants program available to land-grant and other colleges and universities having demonstrated excellence in food and agricultural sciences teaching and research. Doctoral students are recruited and supported for three years of training in targeted specializations characterized by shortages of expertise.

Contact: Dr. Jay Jackman, (202)-401-1790

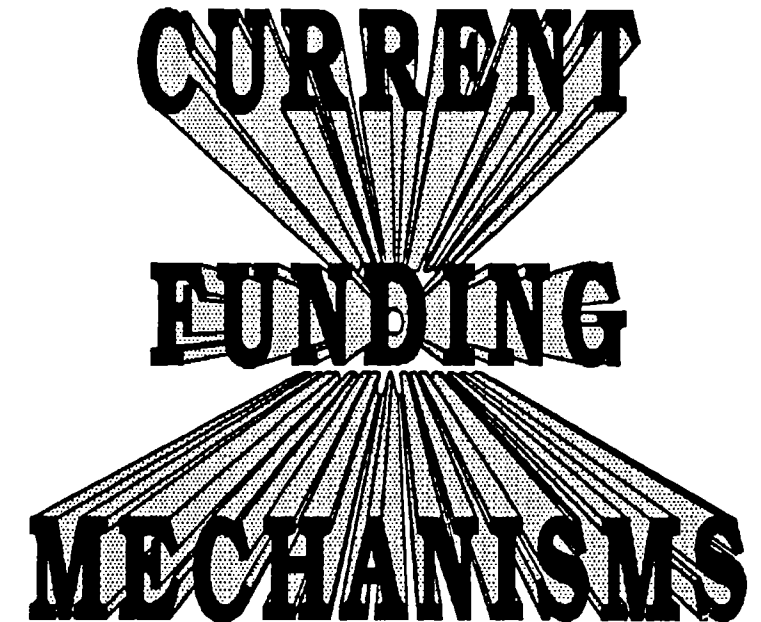
Competitive Institutions Challenge Grants. Competitively awarded grants program designed to stimulate and enable colleges and universities to provide the quality of education necessary to produce graduates capable of strengthening the Nation's food and agricultural scientific and professional workforce. Matching required.

Contact: Dr. Jay Jackman, (202)-401-1790

Morrill-Nelson. Supports higher education in the food and agricultural sciences at land-grant institutions through a permanent appropriation in the Second Morrill Act of 1890. \$50,000 per State and territory.

Contact: Mr. Richard Hood, (202)-401-1790

COOPERATIVE STATE RESEARCH SERVICE



U.S. Department of Agriculture

July 1992

PARTNERSHIP FORMULA PROGRAMS

Hatch Act. Allocates funds on a formula basis to the State Agricultural Experiment Stations of the 50 States, District of Columbia, Puerto Rico, Guam, Virgin Islands, Micronesia, American Samoa, and Northern Mariana Islands for research to promote a sound and prosperous agriculture and rural life. Matching required.

Contact: Dr. C.I. Harris, Telephone (202)-720-7441

Evans-Allen Program. Allocates funds on a formula basis for agricultural research at the 1890 Institutions and Tuskegee University. No matching required.

Contact: Dr. McKinley Mayes, (202)-401-5620

McIntire-Stennis Cooperative Forestry Program. Allocates funds on a formula basis for forestry research in designated State institutions. Matching required.

Contact: Dr. Boyd W. Post, (202)-401-6516

Animal Health and Disease, Sec. 1433. Allocates funds on a formula basis for support of livestock and poultry diseases research in accredited schools or colleges of veterinary medicine or State Agricultural Experiment Stations that conduct animal health and disease research. Matching required.

Contact: Dr. George E. Cooper, (202)-401-4847

GRANTS PROGRAMS

National Research Initiative Competitive Grants (NRI). Authorizes the award of competitive grants, for periods not to exceed five years, for the support of agricultural research projects to further the programs of the Department of Agriculture.

*Contact: Dr. William D. Carlson, (202)-401-1761 or
Dr. Rosemary Grady, (202)-401-6234*

Special Research Grants. Concentrates on problems of national and local interest beyond the normal emphasis in the formula programs. Funds are earmarked by Congress or competitively awarded and grants may be awarded for periods not to exceed five years.

Contact: Dr. Edward M. Wilson, (202)-401-4329

Critical Agricultural Materials Act. Authorizes a program of research, technology development, and technology transfer for the development of critical agricultural materials from native agricultural crops having strategic and industrial importance.

Contact: Dr. L. Davis Clements (202)-401-4929

Supplemental and Alternative Crops. Authorizes a research and pilot project program for the development of supplemental and alternative crops.

Contact: Dr. Daniel E. Kugler, (202)-401-4640

Rangeland Research Grants. Authorizes grants to land-grant colleges and universities, state agricultural experiment stations, and to colleges, universities, and Federal laboratories having a demonstrated capacity in rangeland research, as determined by the Secretary, to carry out rangeland research.

Contact: Dr. Wayne K. Murphey, (202)-401-4089

Aquaculture Centers. Authorizes the establishment of aquacultural research, development, and demonstration centers in the United States for the performance of aquacultural research, extension work, and demonstration projects.

Contact: Dr. Henry S. Parker, (202)-401-4929

International Trade Development Centers. Authorizes a grants program to States for the establishment and operation of international trade development centers, or the expansion of existing international trade development centers, in the United States to enhance the exportation of agricultural products and related products.

Contact: Dr. Clark R. Burbee, (202)-401-4772

Sustainable Agriculture Research and Education (SARE). Authorizes a program to encourage research designed to increase our knowledge concerning an integrated system of plant and animal production practices having a site-specific application.

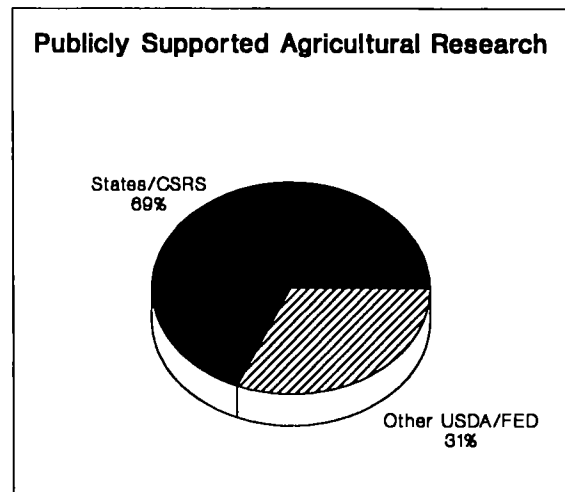
Contact: Dr. George W. Bird, (202)401-4640

USDA's Cooperative State Research Service - A National Research and Education Partnership

The Cooperative State Research Service (CSRS) is the U.S. Department of Agriculture's principal link with the university system of the United States for conducting agricultural research and higher education in the food and agricultural sciences. It works in longstanding partnership with State Agricultural Experiment Stations and other institutions, employing a total Federal support staff of 230 to work with a university research and education system of 45,000 people. CSRS works with:

- More than 130 Colleges of agriculture
- 59 Agricultural Experiment Stations
- 63 Schools/Units (FORESTRY)
- 17 1890 Land Grant Institutions and Tuskegee University
- 27 Colleges of Veterinary Medicine
- 42 Schools and Colleges of Home Economics
- Other eligible institutions

This system of institutions accounts for more than two-thirds of all publicly supported agricultural research. The Federal funds administered by CSRS serve as catalyst for this larger program, leveraging state and other non-Federal funds at a ratio of 1 to 4. The effectiveness of Federal funds invested through this Federal/State partnership is far greater than would be expected solely on the basis of the amount of funds provided.



CSRS provides focus for nationwide system of agricultural research program planning and coordination among the State institutions, USDA, and the agricultural industry as a whole. The strategic plan, *Research Agenda for the 1990's*, identifies priority issues in six areas of agricultural science--Environment and natural resources; Nutrition, food safety, and health; Developing value-added products; Economic and social issues; Animal systems; and Plant systems. This plan is regularly updated as part of the broader plan of the National Agricultural Research Committee and the Joint Council on Food and Agricultural Sciences, and is therefore closely coordinated with research planning in sister USDA agencies such as the Agricultural Research Service, Forest Service, Economic Research Service, Extension Service, and National Agricultural Library.

Through the higher education programs of CSRS, USDA supports and encourages university efforts to provide the expertise required by the Nation's knowledge-based food and agricultural system. CSRS programs stimulate private-sector initiatives, and build coalitions to strengthen college and university degree programs in food and agricultural sciences.

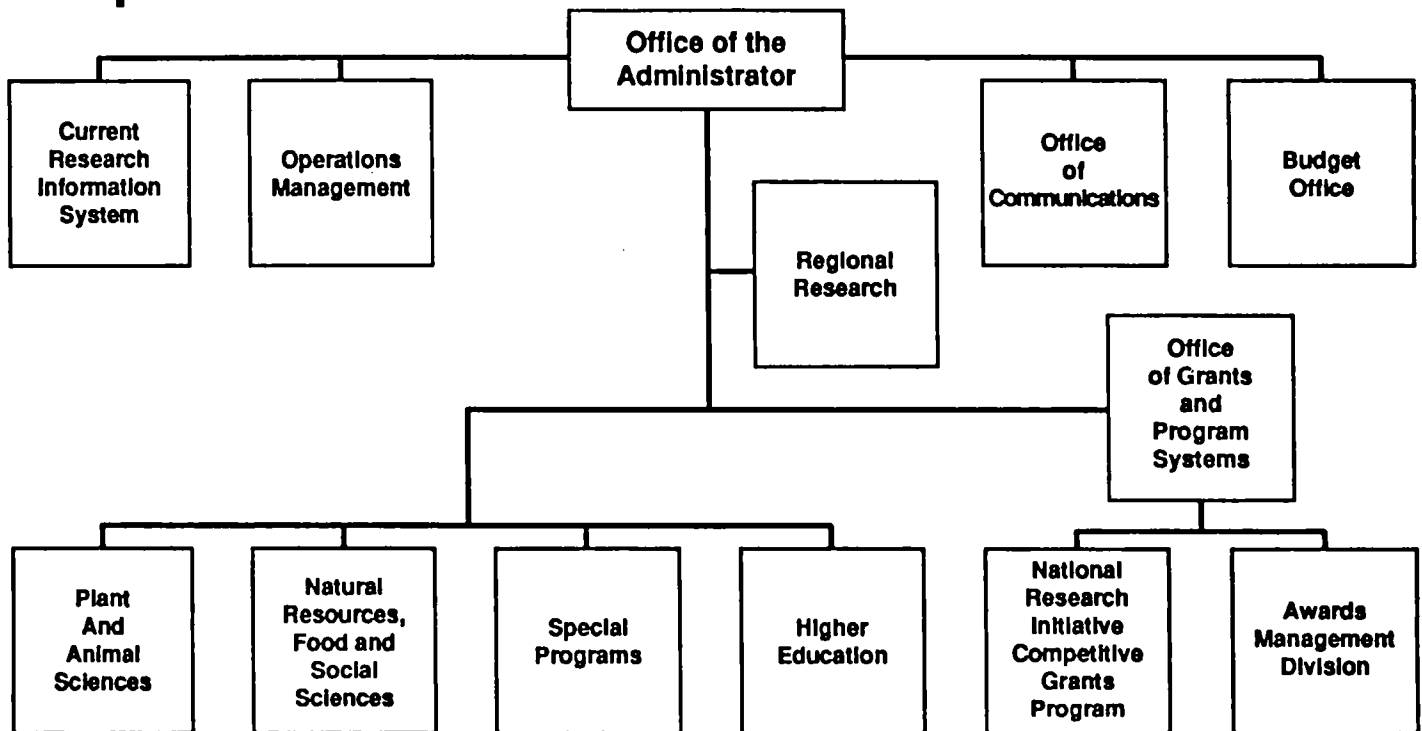
Mission

The mission of the Cooperative State Research Service (CSRS) is to advance science, technology and education in support of agriculture, forestry, people and communities through a partnership with the system of State Agricultural Experiment Stations, colleges, universities and other public and private research and educational organizations and in concert with the Secretary of Agriculture and intent of Congress.

How?

- ***Planning***
- ***Coordination***
- ***Quality Assurance***

Cooperative State Research Service



U.S. DEPARTMENT OF AGRICULTURE
AGRICULTURAL RESEARCH SERVICE

OFFICE
OF
ADMINISTRATOR

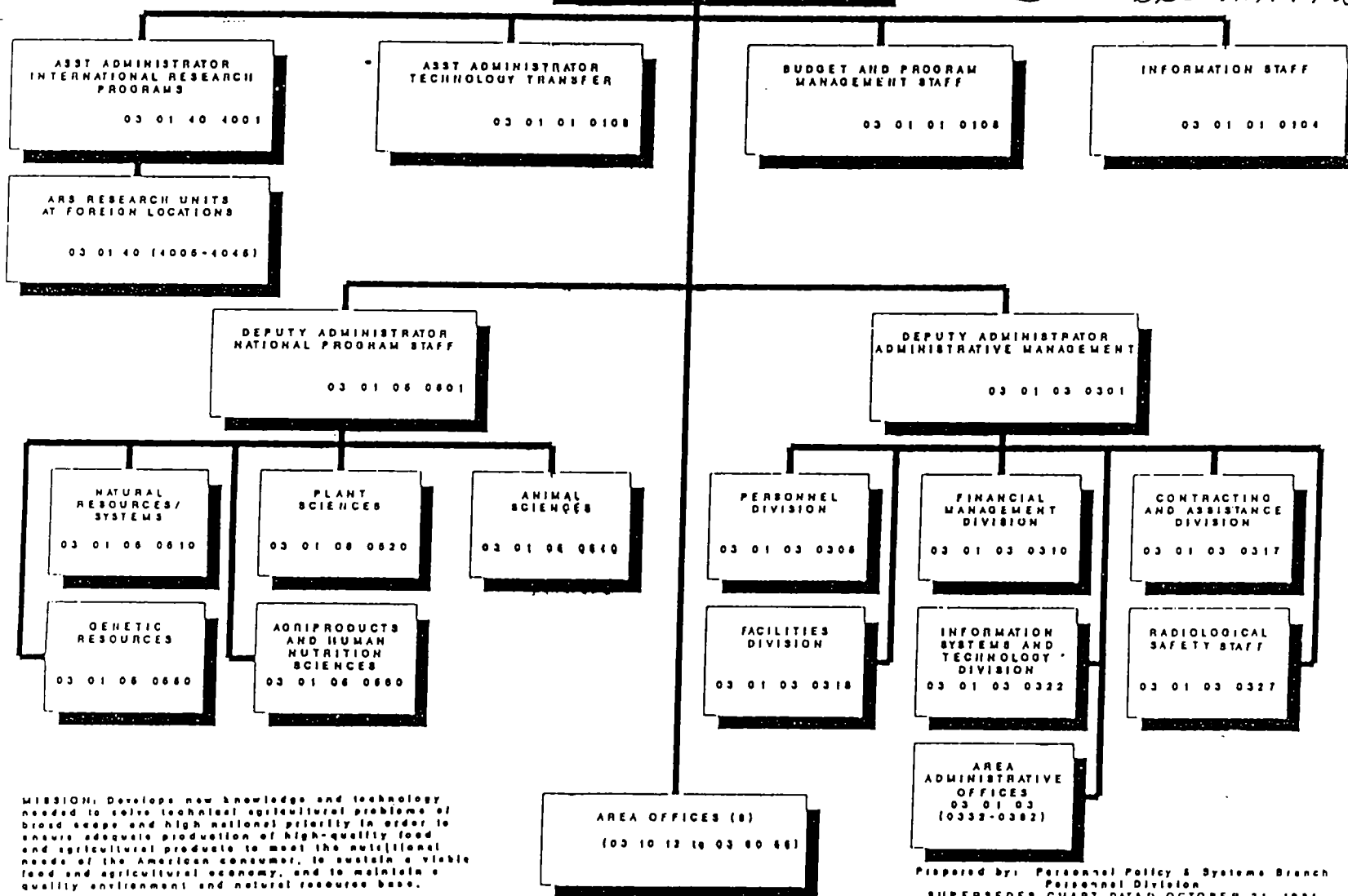
03 01 01 0101

RECOMMENDED: *Donald D. Blawie*
Administrator, Agricultural Research Service

CONCURRED: *William C. Clark*
Assistant Secretary for Science and Education

APPROVED: *Robert H. Kelly*
Assistant Secretary for Administration

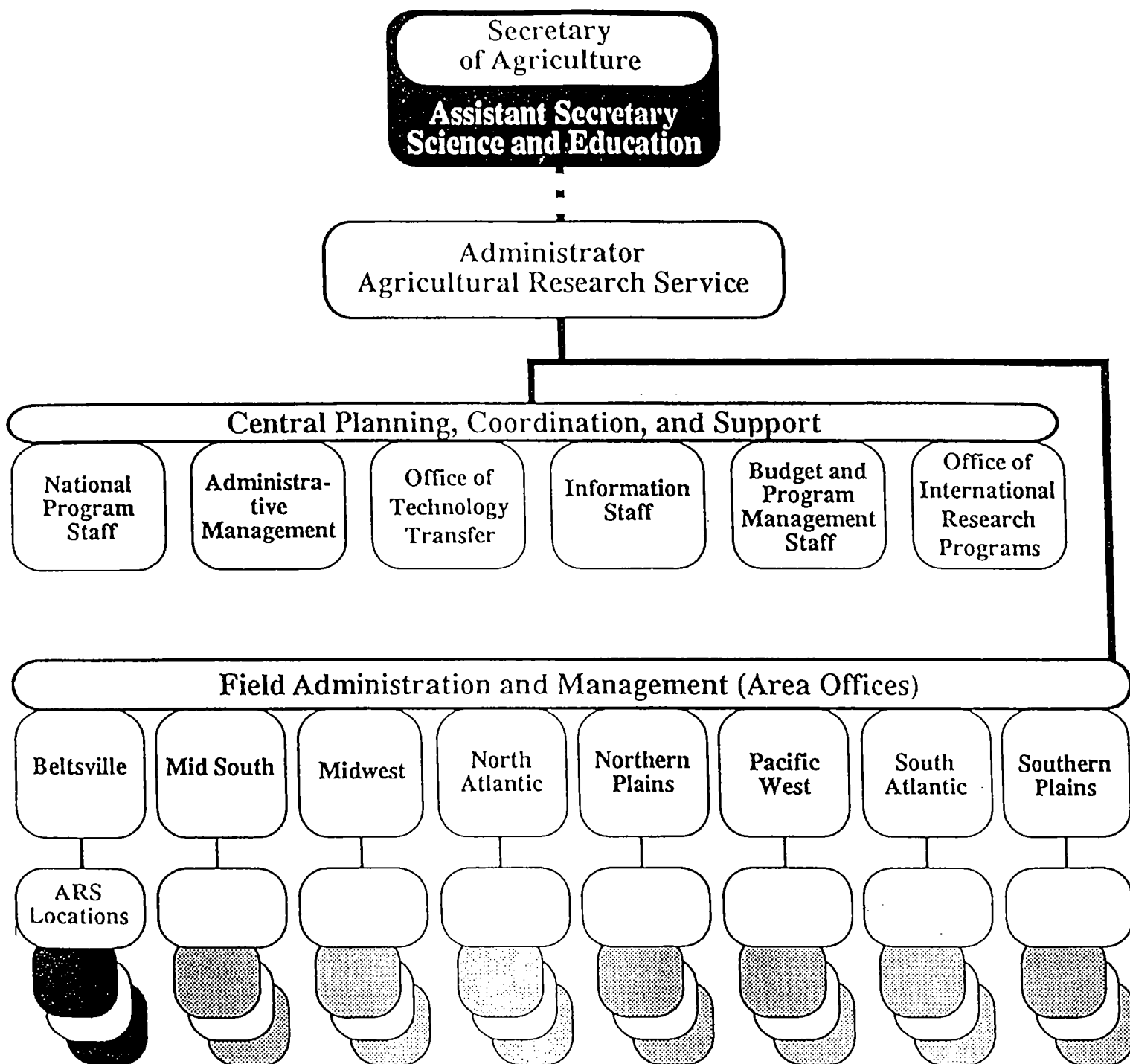
DATE: *DECEMBER 28, 1992*



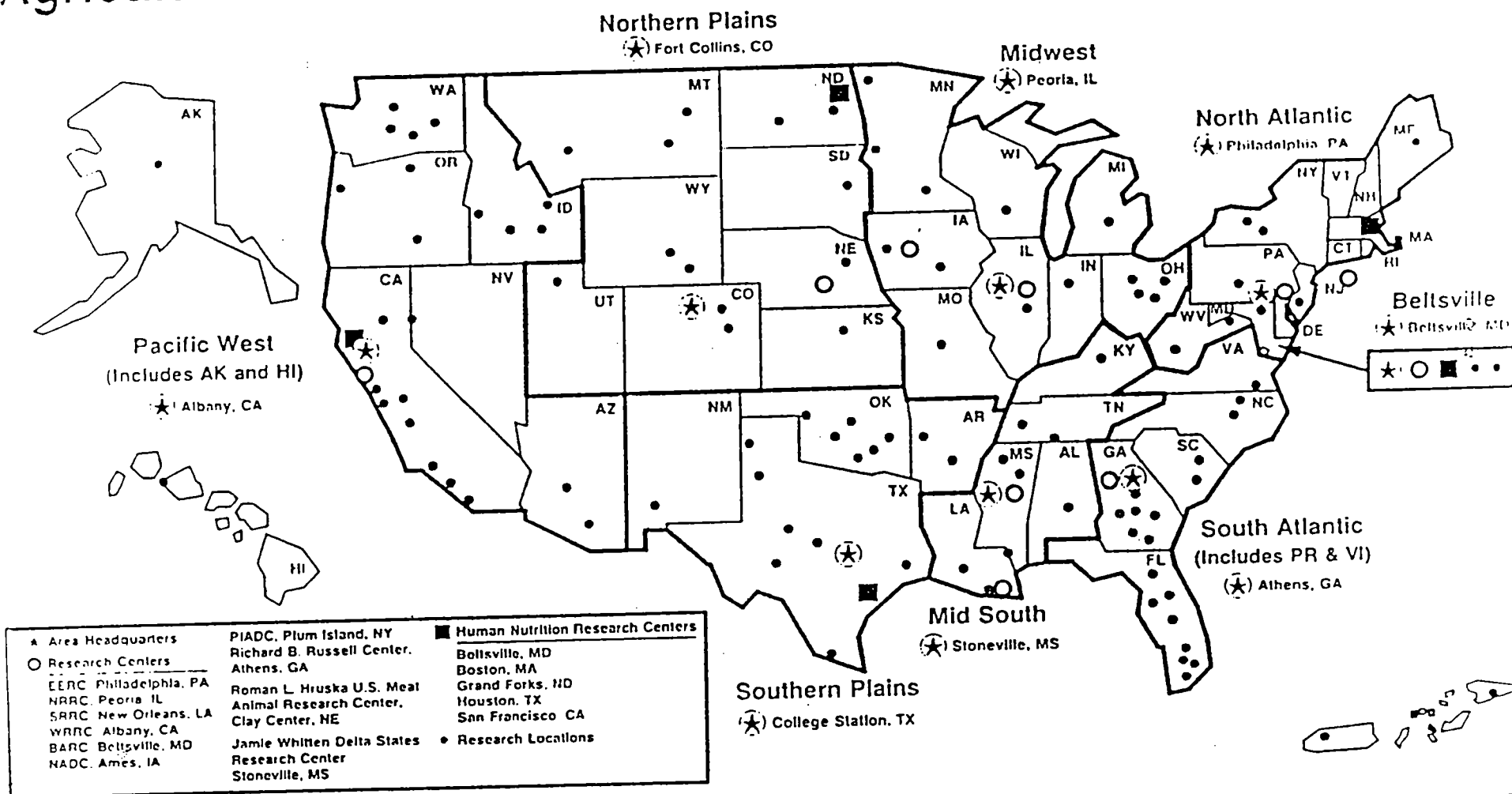
MISSION: Develops new knowledge and technology needed to solve technical agricultural problems of broad scope and high national priority in order to ensure adequate production of high-quality food and agricultural products to meet the nutritional needs of the American consumer, to sustain a viable food and agricultural economy, and to maintain a quality environment and natural resource base.

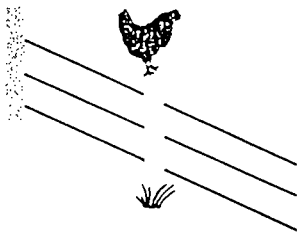
Prepared by: Personnel Policy & Systems Branch
Personnel Division
SUPERSEDES CHART DATED OCTOBER 21, 1991

Agricultural Research Service—Organization



Agricultural Research Service - Area Organization





ARS Mission

As the in-house research arm of the U.S. Department of Agriculture, the Agricultural Research Service has a mission to:

Develop new knowledge and technology needed to solve technical agricultural problems of broad scope and high national priority in order to ensure adequate production of high-quality food and agricultural products to meet the nutritional needs of the American consumer, to sustain a viable food and agricultural economy, and to maintain a quality environment and natural resource base.

ARS Responsibilities

ARS has primary responsibility to:

Provide initiative and leadership in agricultural research.

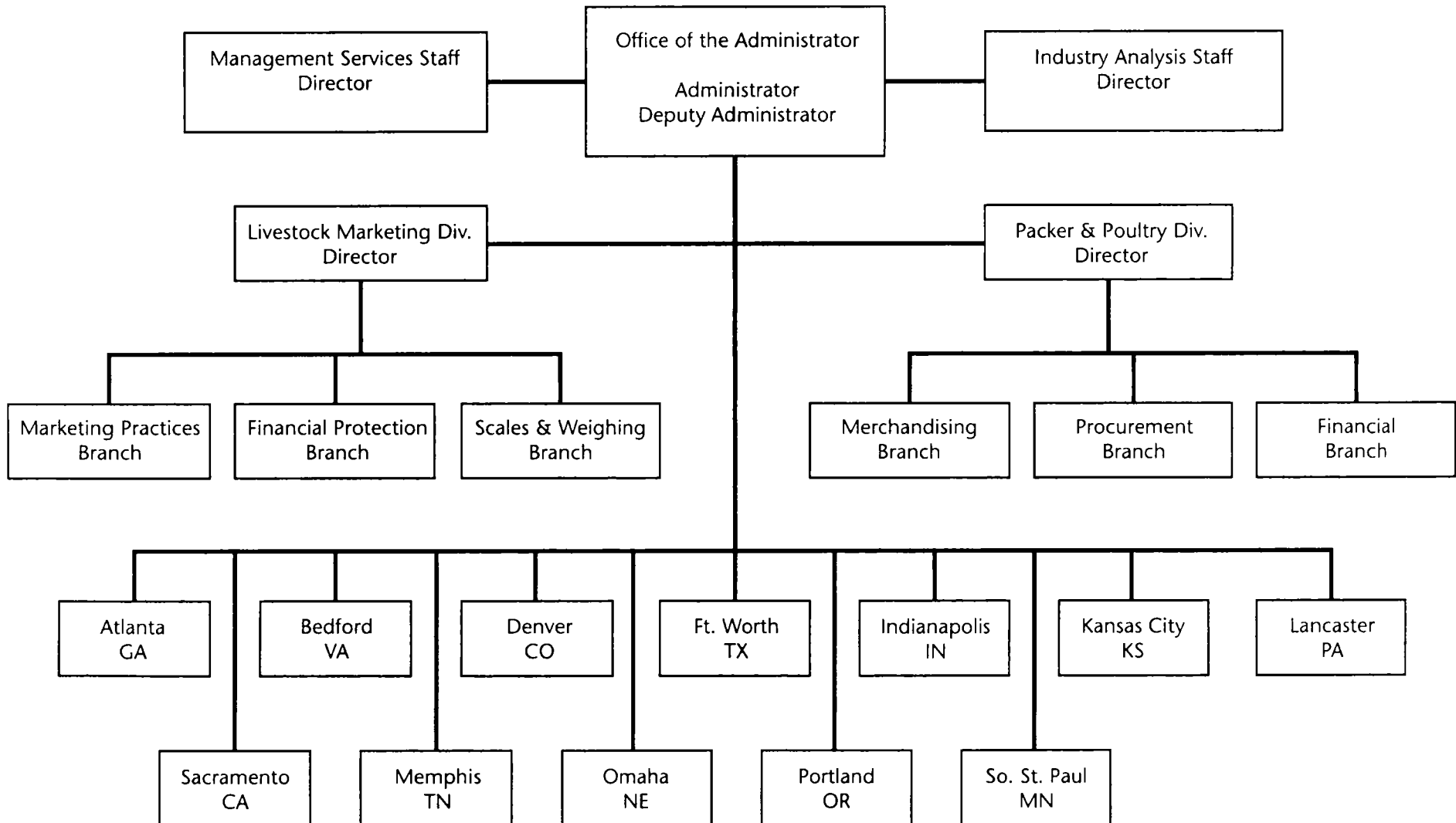
Conduct research on broad regional and national agricultural and related problems.

Conduct research in support of Federal action and regulatory agencies.

Provide technical expertise to meet national food, food safety, and environmental emergencies.

Serve as an agricultural science resource to the executive and legislative branches.

Packers & Stockyards Administration



ISSUES:

① PACKER CONCENTRATION =

1987 began

73% - all top 3 companies

1992 - \$500,000 study appropriated
red meat slaughter concentration

1994 study done

② Animal Welfare Issue

- care & handling of livestock

Stockyards . . .

"downers"

③ Review of all regs. issued under Act,
economic impact, etc.

PACKERS AND STOCKYARDS ADMINISTRATION

P&SA AT A GLANCE

MISSION: The Packers and Stockyards Administration was established to administer the provisions of the Packers and Stockyards Act. The Agency's mission is to assure fair business practices and competitive markets for livestock, meat, and poultry that benefit producers, consumers, and those engaged in the marketing of livestock, meat and poultry.

In addition, the Agency carries out the Secretary's responsibilities under Section 1324 of the Food Security Act of 1985 covering "central filing systems" established by States for pre-notification of security interests against farm products.

PROGRAMS: The programs of the Agency are designed to foster fair and open competition, guard against deceptive and fraudulent practices, assure accurate weights, and provide payment protection in the marketing of livestock, meat and poultry.

SCOPE OF OPERATIONS: At the close of fiscal year 1992, there were 1,581 stockyards, 7,296 market agencies/dealers, and 2,320 packer buyers registered with the Agency to engage in the livestock marketing business. There were also approximately 6,500 slaughtering and processing packers and an estimated 6,900 meat distributors, brokers, and dealers operating subject to the P&S Act. There are an estimated 275 poultry firms subject to the P&S Act.

PRIORITY ISSUES FOR FY 1993

MEAT PACKER CONCENTRATION: Meat packer concentration, feeding, and forward contracting continue to be a matter of concern, especially among livestock producers. Concentration accelerated during 1987 and has continued since that time.

These developments, along with the moves on the part of meat packers to gain captive supplies through feeding and forward contracting, have prompted the Agency to review industry structure and market performance on a continuing basis

STUDY OF MEAT PACKER CONCENTRATION: A sum of \$500,000 was included in P&SA's fiscal year 1992 appropriation to conduct a study and report on concentration in the red meat packing industry, with at least half the funds to be used to contract with universities and other organizations. Contracts totaling \$491,861 were awarded for six projects in September 1992. Data collection efforts and other work on the study will require a significant amount of Agency time in fiscal years 1993 and 1994. A final summary report on the study is planned for late fiscal year 1994.

CARE AND HANDLING OF LIVESTOCK: Recently the handling of nonambulatory animals at stockyards has received considerable attention in the media. P&SA is currently investigating stockyards to determine whether their services, facilities, and procedures for receiving and handling livestock are adequate.

PROGRAM ADMINISTRATION: Headquarters of the Agency is located in Washington, D.C., with 12 regional offices located in Atlanta, Georgia; Bedford, Virginia; Denver, Colorado; Fort Worth, Texas; Indianapolis, Indiana; Kansas City, Kansas; Lancaster, Pennsylvania; Memphis, Tennessee; Omaha, Nebraska; Portland, Oregon; Sacramento, California; and South St. Paul, Minnesota. As of September 30, 1992, there were 182 full-time permanent and 2 other employees. Of the total, 50 full-time employees worked in the Headquarters office; 132 full-time employees and 2 other employees worked in the regional offices.

BUDGET: The 1993 appropriations is \$11,996,000 and 191 staff-years. The Agency's funding is 100 percent appropriated. Seventy-four percent of the personnel are in regional offices and 26 percent are in Washington.

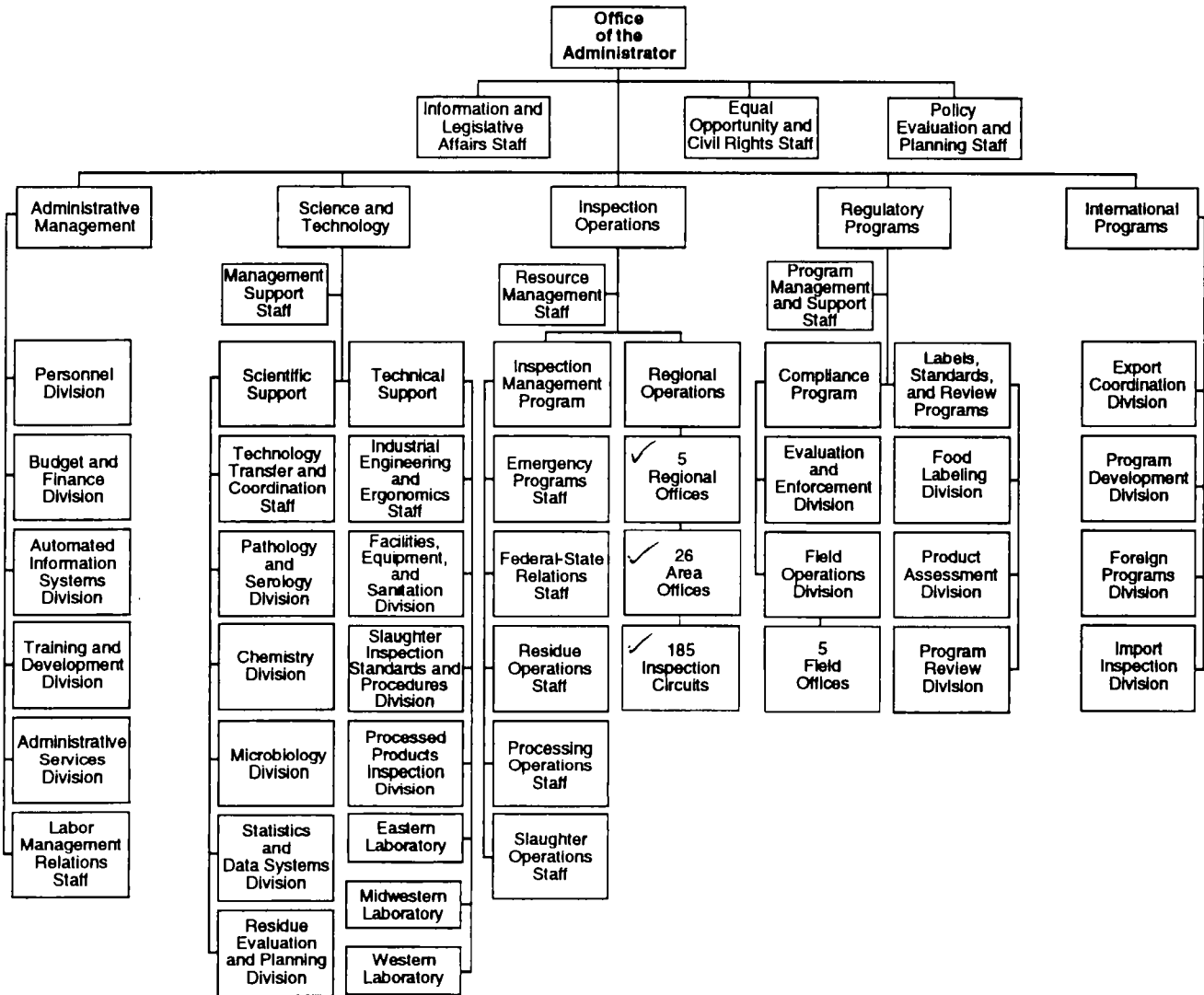
EMPLOYMENT
GROWING - ONLY
AGENCY
C/O USDA

Food Safety and Inspection Service

Organizational Structure (as of 5/17/93)

"PUBLIC
HEALTH AGENCY"

GOAL: SCIENCE -
RISK BASED
DECISION MAKING



7,400 INSPECTION PERSONNEL



PATHOGEN REDUCTION PLAN: Approved by Enron

- Education
- Regulation
- Risk Analysis
- Research

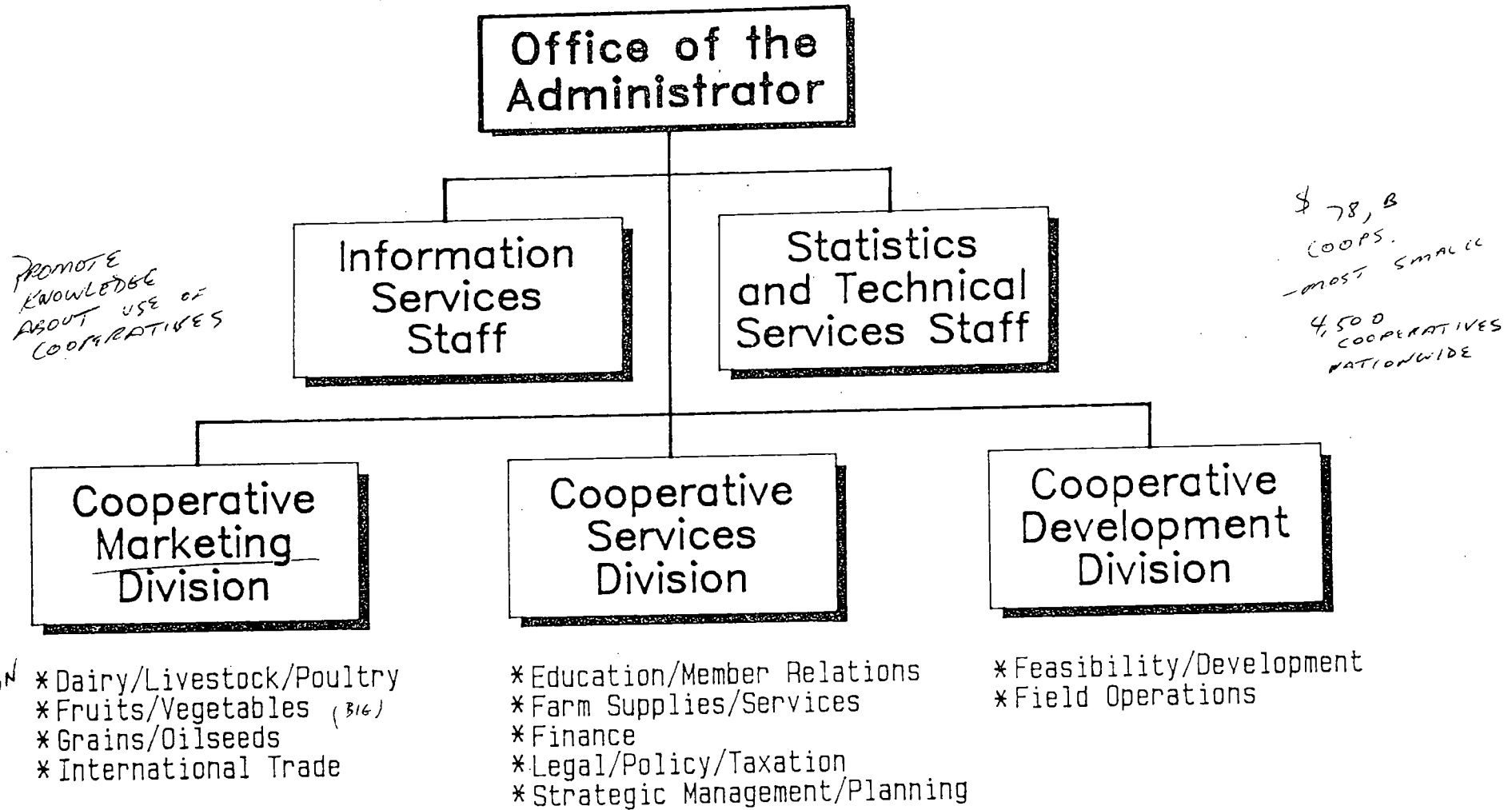
USDA FEES ???
\$104m

TRACE II ?

— USER FEES ? NOT AT PRESENT
FOR THESE
SERVICES

United States Department of Agriculture

Agricultural Cooperative Service



— RALEIGH, NC OFFICE
+ 2 others



Missions of ACS

Agricultural Cooperative Service / United States Department of Agriculture / March 1993 / 202-720-2556

Agricultural Cooperative Service (ACS) devotes its total effort to promote understanding, use and development of the cooperative form of business as a viable option for enhancing the income of agricultural producers and other rural residents. The ACS role stems from the long-standing and clear public mandate to the U.S. Department of Agriculture to foster and support agricultural producers, large and small, as the means by which our Nation's food and fiber are produced.

ACS's direct role is providing knowledge to improve the effectiveness and performance of the farmer's cooperative business. The agency helps in several ways.

Information and Education

ACS has a distinct mission in information and education. The agency has the responsibility under the Cooperative Marketing Act of 1926 "to promote the knowledge of cooperative principles and practices and to cooperate in promoting such knowledge with educational and marketing agencies, cooperative associations, and others." Primary information and education efforts include:

Farmer Cooperatives Magazine—This monthly publication is circulated nationwide to cooperatives' professional management and selected leadership. The magazine reports significant actions by cooperatives, activities of ACS, and perspectives of leaders on issues, problems and challenges facing farmers and their cooperatives.

Information Storehouse—ACS maintains the largest storehouse of information about farmer cooperatives in the United States, made available through more than 150 research reports and informational publications and videos.

Understanding Cooperatives—A self-contained secondary-school level course on cooperatives developed to encourage the teaching of cooperative topics. ACS has placed more than 1,000 packages in high schools throughout the country.

Education Task Force—A task force on cooperative education, composed of ACS and National Council of Farmer Cooperatives staff, recently completed a comprehensive study of the U.S. system for cooperative education. The study is providing a framework and catalyst for all components of the cooperative education system to make changes and improvements needed to ensure that cooperative education needs are met.

Workshops—Each year, ACS conducts workshops for managers and directors dealing with financial management, cooperative legal issues, cooperative principles and practices, communications, and with problem solving and decision making.

Outreach—Each year, ACS plays host to hundreds of visitors from many countries. ACS conducts orientation sessions to acquaint visitors with U.S. agricultural cooperatives. The sessions enable them to better understand and work with domestic cooperatives as well as develop their own cooperative system so they become better trade partners.

Research

Research is conducted to acquire and maintain the base of information necessary for ACS to give farmers relevant and expert assistance pertaining to their cooperatives. Studies of functional cooperative aspects concentrate on their financial, structural, managerial, policy, member, legal, social, and economic activities. Recent research accomplishments include:

Rural Development—Cooperatives are an economic tool, a model used effectively in development efforts. Published research shows how using cooperatives as a self-help organization can empower people in rural development efforts.

Equity Redemption—This collection of ACS studies provides cooperatives with details of what can and is being done regarding revolving equity. Theoretical and applied financial, legal, and member-related considerations are used in their financial planning.

Membership Characteristics—ACS studies have documented and detailed the characteristics of memberships held in farmer-owned cooperatives. A variety of demographic measures including age, farm income, type of farm, and location provide cooperatives with a clear understanding of their current and potential membership base.

Strategic Planning—ACS has a series of published studies designed to provide cooperatives with methods and structures for adopting effective programs of strategic or long-range planning. They examine and provide models for this critical function under a range of cooperative situations, from the small organization with limited resources for conducting planning to large, sophisticated cooperative organizations.

Compensation and Benefits—An ACS study examines the compensation and benefits packages offered by a sample of more than 400 cooperatives. Information about five generic job descriptions including general manager, division

manager, sales representative, field representative, and office manager are included. Factors in establishing compensation and benefits levels were analyzed.

Niche Marketing—This ACS study examines ways small groups of producers can develop niche markets for their production. A recent case presented lamb producers, whose markets have disappeared and prices have dropped, with a look at alternatives to market lamb profitably.

Cooperative Exports—ACS has conducted research on how cooperatives access the export marketplace, including ways they have attempted to expand their position in the international marketplace. Research examined how much is exported, and which cooperatives are actively involved in exporting.

Technical Assistance

ACS provides technical assistance to cooperatives in response to specific problems. Requests may come from a few farmers who want to organize a cooperative, or from farmer-elected directors seeking to improve operations. Business organization, operating efficiency, and member control are examined. Work can involve determining the economic feasibility of new facilities or adding new products or services. Advice is given on the merits of merging organizations or forming new ones. The agency is prepared to evaluate any one link in the farm economic system or to design an entirely new system under the cooperative framework. Recent technical assistance efforts include:

Member Attitude Study—ACS surveyed the full membership of two dairy marketing cooperatives to assess members' perspective on the cooperatives' performance and direction. Several of the findings led the cooperatives' management and board to consider a number of significant program changes.

AI Cooperative Merger Study—Artificial insemination cooperatives in the United States are in the midst of a period of organizational turmoil and introspection. ACS conducted a series of technical assistance studies analyzing merger, consolidation, and other structural options available to different groups of cooperatives. As a result, this part of the cooperative industry is far more knowledgeable of its situation, and has developed a cooperative structure that is more efficient and capable of long-term profitability.

Processing Cost Studies—Each year ACS collects detailed dairy product manufacturing cost data for a group of participating cooperatives. Results enable these cooperatives to have a clearer understanding of their cost performance and plant efficiency. Similar studies examined cottonseed crushing cooperatives and fresh vegetable packing cooperatives.

Emerging and Developing cooperatives—ACS works with almost 100 projects involving emerging and developing cooperatives and producer groups representing thousands of members. In some cases the projects are not economically

feasible. Those producers saved much time and avoided potential investment in an unfeasible project. Each year, new cooperatives incorporate that have received ACS assistance. Commodities represented include a variety of fruit, vegetable, and specialty crops; livestock, poultry, and other animals such as deer and rabbits; fish and aquaculture; specialty dairy such as goat cheese; organically grown grain; crafts; nuts; forestry, including Christmas trees; and others.

Statistics

ACS collects cooperative statistics to detect growth trends and changes in structure and operations. Data help identify and support research and technical assistance activities. Legislative and executive branches of government use the information in formulating agricultural and cooperative-related policy. Primary statistical efforts include:

Local Cooperative Cost Data—Annual and audit report data voluntarily provided to ACS by local supply cooperatives is included in an extensive base of financial and operating cost data. About 1,500 local cooperatives are represented in the data base. Local cooperatives can use the data to assess the strengths and weaknesses of their performance compared with similar organizations.

Annual Cooperative Statistics—ACS collects and publishes annual statistics of basic cooperative information including sales, numbers, members, and financial condition. Researchers, cooperatives, and their trade associations use statistics in describing the critical role played by cooperatives in the United States.

Information for Special Studies—ACS uses data for special studies such as the role of cooperatives in selected industries, cooperatives' equity redemption practices, operating costs of local farm supply cooperatives, utilization of cooperative assets, and historical trends. Cooperatives use these studies to assess their performance relative to similar organizations and for long-range planning purposes.

Cooperative Share of Marketing/Purchasing—ACS uses statistics to develop share estimates for selected commodities and farm supply items. Cooperatives' share of farm marketings represents estimates of cooperative activity at the farmgate or first-handler level. Share estimates for farm production supplies represent cooperative activity in sales to farmers. These data are often used by cooperative leaders to describe the role and importance of cooperatives.

Cooperative Petroleum Data—ACS data on cooperative memberships and the cooperative role in supplying fuel to U.S. farms was used by the National Council of Farmer Cooperatives and lawyers representing regional petroleum cooperatives in the stripper oil well refund decision in the late 1980s. Because of the existence of official Government data collected by ACS, cooperatives established their claim to their role as representatives of farmers. Cooperatives shared in the \$45 million settlement refund.