

Strategic Communication Plan, FY2011

Purpose and overview

The purpose of this plan is to maximize the effectiveness of NRCS Massachusetts communications, information, marketing and outreach efforts and to support the national NRCS strategic plan. Communications tactics are tied to state and national business plan objectives and are designed to achieve the communication goals, reach the key audiences, and employ the communication strategies listed below.

Communication Goals

1. Better awareness of NRCS programs and services, agriculture and conservation. (**awareness**)
2. Strengthened partnerships through communication, education and outreach. (**partners**)
3. Increased media coverage of NRCS, conservation and agriculture. (**media**)
4. Enhanced employee and partner communication skills. (**skills**)
5. Consistent internal communication. (**internal**)
6. Appropriate and effective information resources. (**resources**)

Key Audiences

1. Customers
2. Limited resource farmers
3. New farmers
4. Underserved groups
5. Partners
6. Employees
7. Stakeholders

Communication Strategies

1. **Campaign approach** – Communication goals are achieved through strategic planning and a comprehensive selection of appropriate and sustained communication tactics. (**campaign**)
2. **Cooperative communication** – Communication goals are achieved through the assistance and cooperation of partners who have mutual conservation goals, share target audiences and who may be able to contribute resources. (**cooperative**)
3. **Communication support** – Communication goals are achieved by providing employees and partners with information and communication tools and skills. (**support**)
4. **Direct communication** – Communication goals are achieved through methods – such as direct mail, e-blasts and social media – that directly reach target audiences. (**direct**)
5. **Conservation education** – Communication goals are achieved by educating target and intermediary audiences about the benefits and relevance of conservation to local citizens and communities. (**education**)

Communication Tactics Supporting National Goals and State Objectives

See [Strategic Comm Plan FY2011.mpp](#) (or following pages in PDF version). Note: key words above (in purple) correspond to goals and strategies associated with tactics.

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updated Mon 11/28/11

ID	Rank	WBS	Task Name	Start	Finish	Lead	Partners	Comm Goal	Comm Strategy	Cost	Cost, Actual	%Progress
1		1	Public Affairs and Outreach	Thu 1/21/10	Mon 10/3/11					\$9,230.00	\$0.00	70.31
2		1.1	Goal 1: Ensure conservation gets on the ground. >>>> (i.e. Farm Bill and other conservation program/initiative implementation.)	Fri 10/1/10	Fri 9/30/11					\$500.00	\$0.00	70
3	Critical	1.1.1	Objective 1.1: Implement the 2008 Farm Bill.	Thu 10/7/10	Fri 9/30/11					\$500.00	\$0.00	60
4	Critical	1.1.1.1	Develop and implement marketing and outreach plans for at least four 2008 Farm Bill conservation programs.	Thu 10/7/10	Fri 9/30/11			awareness	campaign, support	\$500.00	\$0.00	66
5	Critical	1.1.1.1.1	Announce four program sign-ups through news releases, e-blasts, the NRCS Mass. website, discussion boards and ag and environmental social media.	Thu 10/7/10	Fri 9/30/11	PAO/SRC		awareness, media	campaign, support	\$0.00	\$0.00	100
6	Critical	1.1.1.1.2	Produce program brochures for four Farm Bill programs.	Thu 10/7/10	Fri 9/30/11	VIS		awareness	campaign, support	\$0.00	\$0.00	50
7	Critical	1.1.1.1.3	Produce five new topical fact sheets in a series designed to provide Farm Bill program information to special audiences.	Thu 10/7/10	Fri 9/30/11	VIS		awareness	campaign, support	\$0.00	\$0.00	50
8	Critical	1.1.1.1.4	Update and restructure the Programs section of the NRCS Massachusetts website to improve usability.	Thu 10/7/10	Fri 9/30/11	VIS		awareness	support	\$0.00	\$0.00	30
9	Normal	1.1.1.1.5	Advertise Farm Bill programs and NRCS services in the NOFA Summer Conference Program book or similar publication(s).	Tue 5/3/11	Fri 9/30/11	VIS		awareness	campaign	\$500.00	\$0.00	100
10	High	1.1.1.2	Conduct at least three activities to inform the public about Farm Bill program results.	Mon 1/10/11	Wed 6/22/11			awareness, internal partners, resources	cooperative, support	\$0.00	\$0.00	50
11	High	1.1.1.2.1	Develop a presentation summarizing contract activity by conservation district. Include money obligated, number of contracts, number of NRCS staff.	Thu 2/10/11	Fri 3/11/11	PAO	MACD	awareness, internal, partners, resources	cooperative, support, education	\$0.00	\$0.00	50
12	High	1.1.1.2.2	Write and disseminate at least two news releases on the impact of conservation programs in Massachusetts.	Mon 1/10/11	Fri 4/29/11	PAO		awareness	media	\$0.00	\$0.00	100
13	High	1.1.1.2.3	Develop three maps or other graphical representations of the impact of conservation programs for use in publications, presentations and displays.	Mon 3/7/11	Wed 6/22/11	VIS		awareness, partners, resources	campaign, cooperative, support, education	\$0.00	\$0.00	0
14		1.1.2	Objective 1.2: Implement other conservation programs and initiatives.	Fri 10/1/10	Fri 9/30/11					\$0.00	\$0.00	90
15	High	1.1.2.1	Plan and implement an informational activity for the ARRA-funded George H. Nichols Dam rehabilitation project in the SuAsCo watershed.	Wed 3/16/11	Fri 4/29/11	PAO		awareness, media	cooperative	\$0.00	\$0.00	100
16	Normal	1.1.2.2	Develop and implement public participation plans for four additional proposed SuAsCo watershed projects.	Fri 1/21/11	Fri 5/27/11	PAO		awareness	education	\$0.00	\$0.00	100

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Blue = national business plan goals

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17	High	1.1.2.3	Plan and implement five public information activities or products for the Cape Cod Water Resources Restoration Project.	Fri 10/1/10	Fri 9/23/11	PAO		awareness, media	cooperative	\$0.00	\$0.00	100
18		1.1.2.4	Conduct three public information activities to educate the public about soil and soil surveys.	Thu 10/7/10	Fri 9/30/11	PAO		awareness	support, education	\$0.00	\$0.00	60
19		1.2	Goal 2: Get our house in order. >>>> (i.e. policy updates, strengthen internal controls, simplification, streamlining.)	Fri 10/1/10	Fri 9/30/11					\$4,500.00	\$0.00	56.07
20		1.2.1	Objective 2.1: Update policy at the state level and communicate national and state policy changes to staff.	Thu 3/10/11	Fri 9/30/11					\$0.00	\$0.00	41.67
21	Normal	1.2.1.1	Formalize state policies regarding production of public information materials. Communicate to staff.	Fri 3/11/11	Fri 9/30/11	PAO				\$0.00	\$0.00	0
22	Normal	1.2.1.2	Establish guidelines and procedures for responding to media inquiries in compliance with the Privacy Act and section 1619 of the Farm Bill.	Thu 3/10/11	Fri 7/29/11	PAO				\$0.00	\$0.00	25
23	Normal	1.2.1.3	Communicate national public information guidelines, standards and policies to staff.	Tue 4/5/11	Fri 9/30/11	PAO		internal	support, direct	\$0.00	\$0.00	100
24		1.2.2	Objective 2.2: Strengthen internal controls.	Thu 10/7/10	Fri 9/30/11					\$0.00	\$0.00	100
25	Normal	1.2.2.1	Update the emergency communications plan biannually.	Thu 10/7/10	Fri 9/30/11	PAO		internal, media, skills	support, direct	\$0.00	\$0.00	100
26		1.2.3	Objective 2.3: Simplify and streamline processes.	Fri 10/1/10	Fri 9/23/11					\$4,500.00	\$0.00	56
27	Critical	1.2.3.1	Develop a program participant information packet.	Mon 1/10/11	Fri 6/3/11	PAO/VIS		resources	support, direct	\$1,500.00	\$0.00	100
28	Critical	1.2.3.1.1	Develop a "Program Participant Pocket Guide" to help customers understand the NRCS application, ranking and contract process.	Mon 1/10/11	Fri 6/3/11	VIS		resources	support, direct	\$500.00	\$0.00	100
29	Critical	1.2.3.1.2	Update the "Landowner Responsibilities" brochure.	Thu 3/10/11	Fri 6/3/11	PAO		resources	support, direct	\$500.00	\$0.00	100
30	Critical	1.2.3.1.3	Develop a "Your Information: What's Public? What's Private?" brochure.	Thu 3/10/11	Fri 6/3/11	PAO		resources	support, direct	\$500.00	\$0.00	100
31	High	1.2.3.2	Publish a Conservation Planning Workbook for use by field offices to help applicants self-screen.	Tue 5/3/11	Fri 8/26/11	VIS		resources	support, direct	\$3,000.00	\$0.00	30
32	Normal	1.2.3.3	Review and update website for redundant, trivial and outdated information (ROT).	Fri 10/1/10	Fri 9/23/11	PAO		resources	support	\$0.00	\$0.00	30
33	Normal	1.2.3.4	Revise conservation practice standard documents to have consistent content and format.	Fri 1/7/11	Fri 5/20/11	VIS				\$0.00	\$0.00	0
34	Normal	1.2.3.5	Work with Engineering to develop a web page for engineering tools and resources.	Mon 1/17/11	Fri 4/15/11	VIS				\$0.00	\$0.00	100

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35	High	1.2.3.6	Establish digital photographic libraries for access by employees and the public.	Fri 10/1/10	Fri 9/23/11	PAO		resources	support	\$0.00	\$0.00	50
36	Normal	1.2.3.7	Obtain and install a Munsell soil color palette for use on soil scientist and visual information specialist computers.	Fri 1/7/11	Fri 4/15/11	VIS				\$0.00	\$0.00	0
37	Low	1.2.3.8	Conduct an employee training session in writing, media relations, and/or photography to help staff with communication and outreach.	Fri 10/1/10	Fri 9/23/11	PAO		internal, skills	support	\$0.00	\$0.00	50
38		1.3	Goal 3: Create a climate where the agency can succeed. >>>> (i.e. enhance relationships with partners and customers, enhance diversity and inclusion.)	Thu 1/21/10	Mon 10/3/11					\$4,230.00	\$0.00	85
39		1.3.1	Objective 3.1: Enhance relationships with partners and customers.	Thu 1/21/10	Mon 10/3/11					\$4,230.00	\$0.00	85
40	High	1.3.1.1	Produce a new edition of a publication showcasing NRCS Mass. customers and projects. Include program results.	Thu 3/10/11	Thu 6/30/11	PAO/VIS	MACD, State Commission, RC&D	awareness, partners, resources	education	\$3,000.00	\$0.00	100
41	High	1.3.1.2	Work with FAC outreach subcommittee to develop a strategic and coordinated approach to informing the public about federal and state programs.	Wed 12/1/10	Mon 10/3/11	PAO	FSA, RD, MDAR	awareness, partners	cooperative	\$1,170.00	\$0.00	93.75
42	High	1.3.1.2.1	Create a template for and produce two publications on complementary programs.	Mon 4/4/11	Tue 7/5/11	PAO/VIS		awareness, partners	cooperative	\$0.00	\$0.00	25
43	Normal	1.3.1.2.2	Coordinate a USDA presence at trade shows, conferences and events.	Wed 12/1/10	Mon 10/3/11	PAO		awareness, partners	cooperative	\$1,170.00	\$0.00	100
44	Normal	1.3.1.2.2.1	Exhibit at the Massachusetts Farm Bureau Federation Annual Meeting to reach farmers and other members of the ag community.	Thu 12/2/10	Thu 12/2/10	PAO		awareness	campaign, direct	\$200.00	\$0.00	100
45	Normal	1.3.1.2.2.2	Exhibit at the New Entry Sustainable Farming Project's Farmer-to-Farmer Conference to reach beginning farmers.	Thu 12/9/10	Thu 12/9/10	PAO		awareness	direct	\$100.00	\$0.00	100
46	Normal	1.3.1.2.2.3	Exhibit at the Northeast Aquaculture Conference and Exposition to reach aquaculture growers.	Wed 12/1/10	Fri 12/3/10	PAO		awareness	direct	\$200.00	\$0.00	100
47	Normal	1.3.1.2.2.4	Exhibit at the NOFA Winter Conference to reach small and beginning organic farmers.	Sat 1/15/11	Sat 1/15/11	PAO		awareness	direct	\$70.00	\$0.00	100
48	Normal	1.3.1.2.2.5	Exhibit at the Bristol County Conservation District Agricultural Conference to reach local farmers.	Sat 3/19/11	Sat 3/19/11	PAO		awareness	direct	\$0.00	\$0.00	100
49	Normal	1.3.1.2.2.6	Exhibit at the Harvest New England Farm Marketing Conference.	Tue 3/1/11	Thu 3/3/11	PAO		awareness	direct	\$100.00	\$0.00	100

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50	Normal	1.3.1.2.2.7	Exhibit at the Mass. Agriculture in the Classroom Winter Teachers' Conference to reach educators.	Sat 3/12/11	Sat 3/12/11	PAO		awareness	direct	\$0.00	\$0.00	100
51	Normal	1.3.1.2.2.8	Exhibit at Agriculture Day at the State House to reach farmers, state officials and legislators, and other members of the ag community.	Thu 4/7/11	Thu 4/7/11	PAO		awareness	campaign, direct	\$0.00	\$0.00	100
52	Normal	1.3.1.2.2.9	Exhibit at the Mass. Land Conservation Conference to reach land trusts and community leaders.	Sat 3/26/11	Sat 3/26/11	PAO		awareness	campaign, direct	\$100.00	\$0.00	100
53	Normal	1.3.1.2.2.10	Exhibit at the NOFA Summer Conference to reach small and beginning organic farmers.	Fri 8/12/11	Sun 8/14/11	PAO		awareness	campaign, direct, education	\$100.00	\$0.00	100
54	Normal	1.3.1.2.2.11	Produce and staff the Team USDA exhibit at the Eastern States Exposition (The Big E).	Mon 4/4/11	Mon 10/3/11	PAO	FSA, RD, FS, NASS, FNS	awareness, partners	cooperative	\$300.00	\$0.00	100
55	Normal	1.3.1.3	Provide layout and educational content development assistance for the "Mass. Agriculture Calendar" in collaboration with MDAR and MAC.	Thu 1/21/10	Mon 8/16/10	VIS	MDAR, MAC	awareness, cooperative	education	\$0.00	\$0.00	100
56	Normal	1.3.1.4	Provide public information and curriculum resources support for the Massachusetts Envirothon.	Mon 3/14/11	Fri 5/13/11	PAO	Mass. Envirothon, MACD, state agencies	awareness, partners	cooperative	\$0.00	\$0.00	100
57	Normal	1.3.1.5	Develop and design educational signs on conservation practices for display at two work sites to which the public has access.	Fri 10/1/10	Fri 9/30/11	VIS	all	awareness	education	\$60.00	\$0.00	100
58	Normal	1.3.1.6	Create agriculture and conservation statistics fact sheets for each conservation district.	Thu 1/20/11	Thu 5/19/11	PAO	MACD	awareness, resources	education	\$0.00	\$0.00	0
59	Normal	1.3.1.7	Collaborate with Berkshire-Pioneer RC&D on layout of the Mass. Farm Energy Program BMP manuals.	Wed 12/15/10	Fri 4/15/11	VIS	RC&Ds	awareness, partners	cooperative, support	\$0.00	\$0.00	75
60	Normal	1.3.1.8	Collaborate with the Patriot RC&D on layout of the Stormwater Management for Municipalities manual.	Fri 10/1/10	Fri 2/18/11	VIS	RC&Ds	awareness, partners	cooperative	\$0.00	\$0.00	0
61	Normal	1.3.1.9	Collaborate with the Pilgrim RC&D on a communication plan and materials to communicate the Dartmouth Cost of Community Services study.	Tue 1/11/11	Fri 4/29/11	PAO	RC&Ds	awareness, partners	cooperative	\$0.00	\$0.00	100
62		1.4	Objective 3.2: Enhance diversity and inclusion.	Fri 10/1/10	Fri 9/30/11					\$0.00	\$0.00	40
63	Normal	1.4.1	Update the state outreach plan with two new initiatives to reach underserved customers.	Fri 10/1/10	Fri 9/30/11	PAO	all	awareness, skills	support, direct	\$0.00	\$0.00	50
64	Normal	1.4.1.1	Compile community assessments for each field office to be used in targeting outreach efforts.	Wed 6/1/11	Wed 8/31/11	PAO		awareness, resources, partners	support, direct, cooperative	\$0.00	\$0.00	0

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65	Normal	1.4.1.2	Provide quarterly outreach reports to the Massachusetts/Rhode Island Civil Rights Committee.	Fri 10/1/10	Fri 9/30/11	PAO				\$0.00	\$0.00	100
66	Normal	1.4.2	Review and update website for 508 compliance.	Fri 10/1/10	Thu 9/29/11	PAO		internal	support	\$0.00	\$0.00	20