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From: [REDACTED] (OPA) (FBI)
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Over the next week, many of you will have your annual performance discussion with your unit chief. As we look back on the past year's accomplishments, I wanted to take a few minutes to provide some context by sharing highlights of OPA's overall accomplishments for FY15. You'll see that some achievements are the work of a single unit, but many more reflect collaboration across units. In the coming weeks, we'll have many discussions, within units and across OPA, about our goals and priorities for FY16. First, let's take a well-deserved victory lap.

Media Relations – NPO and IPPAU led the FBI's media relations program during a busy year. OPA wrote and issued more than 50 press releases and statements and ably responded to issues including: Charleston shooting/Dylann Roof gun purchase, Chattanooga shooting, Office of Personnel Management (OPM) cyber intrusion, the Sony Pictures Entertainment cyber intrusion, JP Morgan Chase cyber intrusion, Hillary Clinton email server, FBI aviation program, and cell site simulators.

- To ensure consistent messaging across the FBI, OPA issued 15 Public Affairs Guidance documents for media coordinators in the field, providing talking points and FAQs on topics such as color of law, Going Dark, agent-involved shootings, major cyber intrusions, cell site simulators, countering violent extremism (CVE) and active shooters.
- NPO produced the daily *Horizon*, and introduced the daily *FBI in the News* and *Forecast* products.
- NPO provided on-site support to field offices handling high profile events, such as Knoxville to assist with the Chattanooga shootings, and Pennsylvania to assist with the search for Top Ten fugitive Eric Frein.

OPA provided extensive counsel and support to the FBI Director and other senior executives. OPA successfully managed press interactions, including the Director's quarterly, on-the-record meetings with the national news media, an appearance on *60 Minutes* which was nominated for an Emmy award, the "Georgetown speech" on race and law enforcement, a major Going Dark speech at Brookings, and the Director's appearance at the Aspen Security Forum.

- EWU crafted more than 95 full-text speeches and more than 70 sets of outlines and talking points.
- OPA also created more than two dozen executive video messages – a collaborative effort of [REDACTED] ECU, EWU and FIOU.

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OPA provided extensive support for the Director's and Deputy Director's priority initiatives, as well as other branch and division level priorities.

- **Going Dark** – OPA worked closely with DOJ and the White House on consistent messaging to press, lawmakers, and the private sector. EWU researched and crafted the Director's remarks on Going Dark/encryption for the Brookings Institution and crafted a stock speech and talking points for use by the field. NPO facilitated press

interviews with the *Washington Post*, *Wall Street Journal*, *New York Times* and trade publications to inform the discussion. FIOU published three news blogs on related topics on FBI.GOV.

- **Cyber** – In response to major cyber intrusions, NPO coordinated messaging with victim entities, the White House, State Department and others to ensure consistent and responsive messaging. To improve coordination going forward, NPO organized and hosted a gathering of 50 interagency public affairs communicators to brief them on cyber threats and discuss coordination on messaging.

To educate the public, OPA organized a Bureau-wide media campaign on cyber crimes, involving IPPAU, NPO, FIOU and the media reps. Over 25 field offices conducted on-camera interviews highlighting their local cyber crimes efforts, and these aired on the night that CBS debuted their new *CSI: Cyber* drama series. OPA arranged a briefing for reporters with senior executives, participated in a joint press event with the Secret Service on cyber threats, and published 14 feature stories on cyber topics on FBI.GOV. OPA also publicized on FBI.GOV the FBI's efforts to hire cyber agents, and used social media platforms to amplify the message.

- **Race and Law Enforcement** – In support of the Director's effort to address tensions between minority communities and law enforcement, EWU drafted the Director's "Hard Truths" speech to Georgetown University and NPO managed press surrounding the event. Despite the sensitive topic, the speech was very well received. In June of 2015, CRU facilitated an initiative to encourage all field offices to engage diverse communities and facilitate discussions with local law enforcement. CRU trained the community outreach specialists, and with help from EWU provided scripts, FAQs, videos and other materials to field offices to assist them. To date 54 field offices have held events, either directly or in coordination with other agencies.
- **Diversity** – ECU handled marketing related to the addition of "Diversity" to the FBI's Core values, including poster design, script and production of Director Comey's video announcing addition, and all-employee messages. ECU promoted eight diversity-related events including Hispanic Heritage Month and LGBT Pride Month. CRU also supported diversity through the Community Outreach Program.
- **Enhancing Private Sector Outreach** – Working with the Office of Private Sector, FIOU designed, built and launched a completely new web portal for the Domestic Security Alliance Counsel (on an astonishing five-week timeline). FIOU also provided on-site support to train DSAC staff on use of the new portal.
- **Countering Violent Extremism (CVE)** – FIOU conceived, programmed, designed, and wrote an interactive website for teens called "Don't Be a Puppet: Pull Back the Curtain on Violent Extremism." The program, which uses the latest analysis from the CVE Office and Behavioral Analysis Unit, is designed to educate and teach critical thinking about violent extremism in all its forms. FIOU, CRU, and NPO facilitated focus groups with community leaders and teens; and produced marketing and background materials. The website will launch next week.
- **Counterintelligence** – OPA coordinated a national economic espionage awareness campaign, including the rollout of the "Company Man" training film, a press conference featuring AD Randy Coleman and National Counterintelligence Executive Bill Evanina, and an online rollout on FBI.GOV, where the film was viewed more than 16,000 times. The rollout garnered significant media coverage, including stories in the *Wall Street Journal*, the *Washington Post*, CNBC, NBC and CBS, among others.
- **Active Shooter** – OPA produced talking points and marketing materials for the field to support the Office of Partner Engagement's efforts to rollout the "Coming Storm" to our state and local law enforcement partners to provide information on best practices in the event of an active shooter situation.

Investigative Publicity - As of the end of the 3rd quarter, IPPAU handled 319 requests for assistance with publicity and employed a combination of media, web, social media, radio, and digital billboards as appropriate for each case. Four cases were solved as a result of OPA publicity, including the location of cyber fugitive [REDACTED] and the identification of a deceased Jane Doe. IPPAU handled publicity for: the addition of [REDACTED] to the FBI's Most Wanted Terrorist list; the addition of [REDACTED] to the FBI's Seeking Information Terrorism list; announcement of a \$5 million reward for information leading to the safe return of retired Special Agent [REDACTED] location of [REDACTED] who was wanted in connection with several murders in Charleston, South Carolina; announcement of a \$3 million reward for cyber criminal [REDACTED] and requesting information regarding John Doe 29, an unknown male suspected of crimes against children. b6 b7C

- **Sexstortion** – IPPAU, with help from NPO and FIOU, coordinated a nationwide media campaign on sexstortion in conjunction with *Glamour Magazine* and the National Center for Missing and Exploited Children. The campaign was geared towards locating the remaining 350 unidentified victims of Lucas Michael Chansler. All 56 field offices participated in the campaign, which resulted in over 400 articles. To date, the campaign successfully identified five victims of Chansler and 21 victims of other sexstortioners.
- **Fugitive television** – IPPAU provided liaison, guidance and identification of cases for John Walsh's show "The Hunt." In addition, OPA was instrumental in supporting development of #Captured, a show which will air on A&E Network and will feature FBI fugitives.

Popular Media – As of the 3rd quarter, IPPAU provided assistance in response to 490 requests from producers, writers, authors, and researchers. IPPAU referred more than 300 closed FBI cases to television shows, with 36 profiled as of the end of the third quarter. In order to enhance accurate depictions of the FBI in popular media, OPA hosted information workshops for the West Coast Writers Guild, 100 crime writers attending "Thrillerfest" in New York and 100 screenwriters in Los Angeles. IPPAU is also working closely with major television producers such as Dick Wolf, Gary [REDACTED] to develop prime time programs featuring the FBI. b6 b7C

Radio and Podcasts – [REDACTED] produced 55 editions of the *FBI, This Week* radio show, 20 *Wanted By the FBI* podcasts, 5 *Inside the FBI* podcasts, and 18 additional vodcasts and PSAs, many in support of the initiatives mentioned above.

Effective Use of Technology to Enhance Communications

- **BUNET** – ECU designed and managed the transition of the FBI intranet to the new BUNET, which launched in August with improved navigation, standardization and consistency. In preparation ECU worked with every division to update their content and use the new template effectively. ECU worked to bring divisions who were not part of the original intranet SharePoint community, into the new BUNET, and created new websites for the Director and Deputy Director. ECU trained 350 division content managers in 20 training sessions, and created a community of practice for content managers. ECU worked with legal, records management, and web services experts to create the governance plan and style guide, and ensured access requirements for the disabled were met. The BUNET launch was the culmination of three years of hard work.
- **FBI.GOV** – To keep the FBI.GOV dynamic, FIOU completed 9,882 updates; researched, wrote and published 94 original print stories, 46 videos stories and 153 blogs. As a result, the website had 85.3 million visits, with 27.7 million outside websites linked back to it, and 4,485 U.S. and international media stories citing FBI.GOV as a source. In addition to the DSAC and CVE projects mentioned above, FIOU built new web capabilities to improve business processes, transparency and security.
- **e-FOIA** - FIOU built for the Records Management Division, a public facing website to allow the public to request materials through the Freedom of Information Act electronically. The eFOIA system will improve

efficiency and transparency, while meeting the public's expectations to conduct business with the Government online. The project involved developing new architecture and cross domain solutions.

- **Tips.fbi.gov** – FIOU continues to work with the Counterterrorism Division to modernize the Tips on FBI.GOV, and worked with Resource Planning Office's business process team to develop eComplaints, a plan to centralize intake of all tips, including those received through the website.
- **Regional Computer Forensic Laboratories (RCFL)**. – FIOU moved RCFL sites into the more secure FBI.GOV environment, improving security and reducing costs.
- **Social Media** – FIOU launched a new official presence on Flickr, expanding the FBI's social media presence to this growing photo-sharing site, while ensure appropriate security, record keeping and privacy protections. FIOU and NPO also enhanced the use of Twitter, increasing the number of tweets in support of fugitive publicity and partnerships, and increasing the number of followers this FY by 27% to 1.27 million.

Internal Communications - ECU sent out more than 40 executive messages, published more than 100 articles on the intranet, and published the *Investigator* magazine and weekly *Employee E-Brief*. ECU also provided communication advising to elevate the quality of internal communications in fifteen divisions and offices, including the Weapons of Mass Destruction Directorate, Criminal Investigative Division, Cyber Division, Finance and Facilities Divisions, the Intelligence Branch, and the Washington Field Office.

- **OPM Breach** - In response to the OPM cyber breach, ECU created a website on day one of the announcement to keep FBI employees abreast of information and communications from DOJ, OPM, and FBI leadership. ECU coordinated with DOJ, OPM, Cyber Division, and Society of Former Agents, and was highly proactive in pushing out timely and valuable information to FBI employees.
- **HQ Consolidation** - ECU handled communications on the Headquarters Consolidation Project, including a website with FAQs and other information, as well as working with key news organizations covering the issue.
- **ideaSTORM** - ECU applied lessons from "FBI Save" to review ideation tools that could be used by the Bureau, advised on implementation, and ultimately developed the ideaSTORM branding and marketing.

Tours and Exhibits – ESECU hosted approximately 8,000 visitors to the FBI Education Center (these are just OPA visitors, not total visitors), and coordinated 260 shooting range demonstrations. In addition, OPA worked closely with the Newseum to double the size of their current FBI exhibit. The current exhibit has had 4 million visitors and the new expanded exhibit, which debuts next month, is expected to have even wider appeal.

Events – OPA organized several highly successful events. ESECU organized FBI Family Day, with an estimated 4,200 visitors. In addition to organizing the overall event, [REDACTED] and NPO developed a popular interactive booth with a miniature television studio where more than 200 people, mainly children of employees, played TV reporter. CRU organized a flawless Director's Community Leadership Award Ceremony. ESECU also coordinated 33 Citizens Academy visits to FBI Headquarters, and 56 Director/Deputy Director courtesy visits.

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History – FBI Historian John Fox wrote 41 research papers and handled nearly 500 research requests in FY15. To mark the 20th anniversary of the Oklahoma City bombing, ESECU produced an exhibit at FBIHQ and organized an event featuring a retired agent who worked on the case. FIOU conducted and produced numerous video interviews of bombing survivors and FBI investigators for a multi-media feature on FBI.GOV.

Building a Foundation for Future Success

- **Organization, Process and Policy** – AD Kortan reorganized OPA to create a more balanced span of control between the sections and allow for strategic changes and growth in the Community Outreach Program. Within OPA, the National Press Office was reorganized and new standard operating procedures developed to better

empower specialists to handle issues quickly. A new program policy guide for media relations was completed (thanks [redacted])

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- **Training** – CRU provided in-service training in two regional sessions for all field office community outreach coordinators. In addition, OPA provided media training for several SACs, including on-camera training.
- **Resources** – OPA competed and awarded a contract for seven contractors to backfill some of the positions lost in the sequestration cuts and to staff the growing public tour. The contractors will be working in FIOU, IPPAU, ECU, ESECU and the front office. The contractors started to arrive this week.
- **New Personnel** – We brought onboard exceptional new employees: [redacted] (FIOU), [redacted] (NPO); [redacted] (NPO), [redacted] (CRU), [redacted] (Front Office).

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