

From: Weeks, Andria -FS
Sent: 15 Sep 2017 01:29:21 +0000
To: Malkowski, Anton - FS
Cc: Freeman, John -FS
Subject: RE: Reform Plan Edits based on Departmental Passback
Attachments: Agency Reform Plan_track changes_09142017revADW.docx

Anton,
Language has been added in response to the three questions.

Thanks,



Andria Weeks
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Washington Office, Business Operations

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c: (b)(6)

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Caring for the land and serving people

From: Malkowski, Anton - FS
Sent: Thursday, September 14, 2017 11:55 AM
To: Weeks, Andria -FS <aweeks@fs.fed.us>; Freeman, John -FS <johnfreeman@fs.fed.us>
Subject: Reform Plan Edits based on Departmental Passback

Andria & John,

Good morning. Yesterday afternoon we received passback from USDA on the Department Estimate, which includes updates to the Reform Plan that was submitted.

Because OBPA requires we send a copy in tracked changes, one of my analysts extracted the reform plan portion and made the grammatical edits. However, there are three comments that need addressing. They have been highlighted in yellow.

At first glance, the comments don't appear to require much work to do the follow up, but I could be wrong. We have to return this tomorrow. Would it be possible to get your inputs by COB today?

If you'll leave the document in track changes, make any edit in the document, and then reply to the comment, with something to the effect of "changes made" or "we didn't make this update because..."

I'll swing over to discuss and please let me know if you have any questions.

v/r
Anton



Anton Malkowski
Presentations Branch Chief

Forest Service
Business Operations - Strategic Planning, Budget and Accountability

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Caring for the land and serving people

(b)(6)

(b)(5), Deliberative Process

Agency Reform Plan

Proposal Name: [REDACTED]

Scope

Forest Service

Type

Improve organizational efficiency and effectiveness

USDA Strategic Goals

USDA Strategic Goal 6.3 – Mitigate Wildfire Risk

USDA Strategic Goal 6.2 – Ensure Lands and Watersheds are Sustainable, Healthy and Productive

Proposal-at-a-Glance

(b)(5), Deliberative Process Privilege

[REDACTED]

(b)(5), Deliberative Process

Description

[REDACTED]

(b)(5); Deliberative Process

[Redacted]

Justification

(b)(5); Deliberative Process

[Redacted]

(b)(5); Deliberative Process

Supporting Evidence

[Redacted]

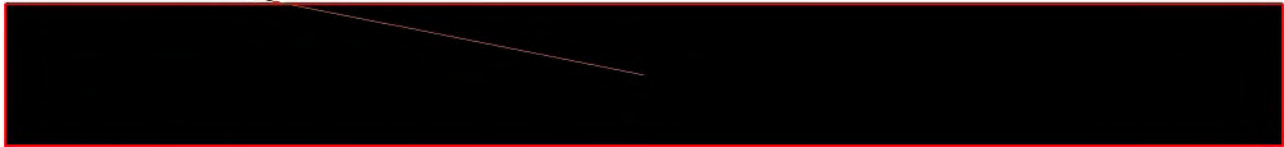
(b)(5); Deliberative Process

Proposal Implementation and Time Horizon to Start Action

[Redacted]

(b)(5); Deliberative Process

(b)(5); Deliberative Process



(b)(5); Deliberative Process

Measuring Success



Affected Stakeholders

Internal and External.



(b)(5); Deliberative Process Privilege

Mechanism:

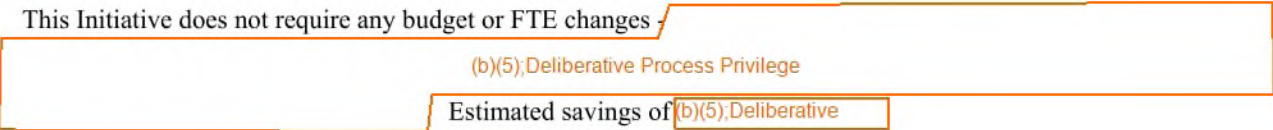
Administrative.



(b)(5); Deliberative Process Privilege

Budget and FTE changes

This Initiative does not require any budget or FTE changes.

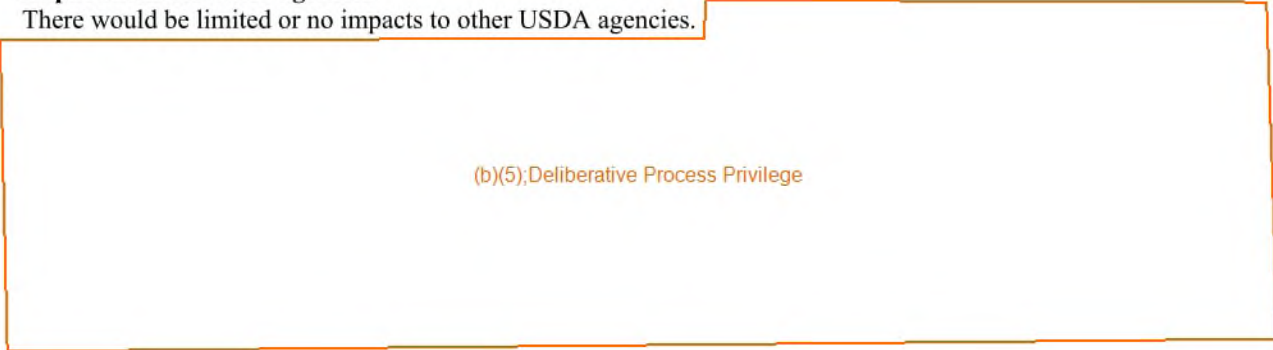


(b)(5); Deliberative Process Privilege

Estimated savings of (b)(5); Deliberative

Implications for other agencies

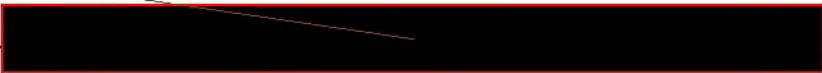
There would be limited or no impacts to other USDA agencies.



(b)(5); Deliberative Process Privilege

(b)(5);Deliberative Process

Proposal Name:



Scope:

Forest Service

Type (select one) – Supports all actions below

- ✓ Eliminating activities
- ✓ Restructuring or merging activities
- ✓ Improve organizational efficiency and effectiveness
- ✓ Workforce management (improve performance, increase accountability, and/or reduce cost/size)

USDA Strategic Goals

Identify which of the new USDA Strategic Goals (see Appendix A) will the reform proposal help achieve:

- Strategic Goal 1: Ensure USDA programs are Delivered Efficiently, Effectively, and with Integrity;
- Strategic Goal 6: Ensure Productive and Sustainable Use of our National Forest System Lands

Proposal-at-a-Glance

- (b)(5);Deliberative Process Privilege
-
-

Description Short explanation of the existing issue and rationale for the proposed change.

- (b)(5);Deliberative Process Privilege
-

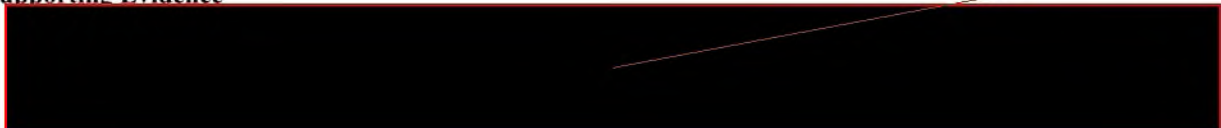
(b)(5);Deliberative Process

Justification Projected result/outcomes, both positive and negative.



(b)(5);Deliberative Process

Supporting Evidence



(b)(5), Deliberative Process



Comment [HT-F]: OBPA comment: update needed?

What We Learned in 2013:

- (b)(5), Deliberative Process Privilege
-
-
-
-

What Is Different About This Proposal for 2017:

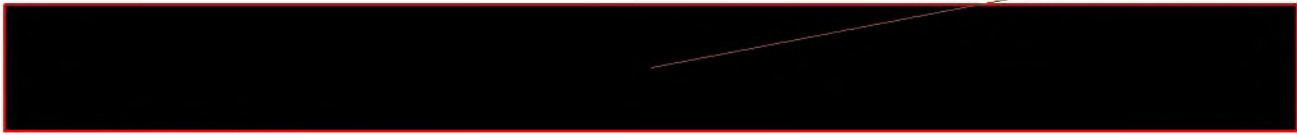
- (b)(5), Deliberative Process Privilege
-
-
-

(b)(5), Deliberative Process

Proposal Implementation and Time Horizon to Start Action



Measuring Success



Affected Stakeholders

Internal stakeholders:

(b)(5), Deliberative Process Privilege

Mechanism:

(b)(5), Deliberative Process Privilege

Budget and FTE changes

This proposal requires no budget or FTE changes to implement

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

Proposal Name:

[Redacted]

Scope

Interagency – Forest Service

(b)(5), Deliberative Process Privilege

Type

Improve organizational efficiency and effectiveness

USDA Strategic Goals

Strategic Goal 1: Ensure USDA programs are delivered efficiently, effectively, and with integrity.

Strategic Goal 6: Ensure productive and sustainable use of our National Forest System Lands.

Proposal at a Glance

a. (b)(5), Deliberative Process Privilege

b.

c. (b)(5), Deliberative Process Privilege

Description

[Redacted]

(b)(5), Deliberative Process

(b)(5), Deliberative Process

[Redacted]

(b)(5), Deliberative Process

Justification

[Redacted]

(b)(5), Deliberative Process

[Redacted]

(b)(5), Deliberative Process

Supporting Evidence

[Redacted]

[Redacted]

(b)(5), Deliberative Process

Proposal Implementation and Time Horizon to Start Action

(b)(5), Deliberative Process

[Redacted]

(b)(5), Deliberative Process

Measuring Success

[Redacted]

(b)(5), Deliberative Process

Affected Stakeholders

[Redacted]

Mechanism

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

(b)(5), Deliberative Process

Budget and FTE changes

[Redacted content]

(b)(5), Deliberative Process

Implications for other agencies (optional)

[Redacted content]

[Redacted content]

[Large vertical redacted area]

(b)(5), Deliberative Process

Proposal Name: [REDACTED]

Scope

-USDA-Forest Service

Type

-Improve organizational efficiency and effectiveness

USDA Strategic Goals

Strategic Goal 1: Ensure USDA programs are delivered efficiently, effectively, and with integrity.

Strategic Goal 6: Ensure productive and sustainable use of our National Forest System Lands.

Proposal-at-a-Glance

- (b)(5), Deliberative Process Privilege

Description

National Forests were originally envisioned as working forests with multiple objectives to improve and protect the forest, secure favorable watershed conditions, and to furnish a continuous supply of timber for use by citizens of the United States. During the post-World War II housing boom, national forests were viewed as a ready supply of building material resulting in high volume outputs that peaked in the 1980s. This era had a significant influence on our forest management culture and associated internal direction that persists to this day.

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

Justification

[REDACTED]

(b)(5), Deliberative Process



Supporting Evidence

(b)(5), Deliberative Process



Proposal Implementation and Time Horizon to Start Action

FY 2017: Project initiated, breadth and depth of problem/issues described, potential program changes identified.

FY 2018: Problem/issues further refined, potential program changes identified, top priority program changes identified and selected, and work initiated.

FY 2019: Short-term changes have been implemented, long-term changes have been initiated.

Measuring Success

- (b)(5), Deliberative Process Privilege
- [Redacted]

Affected Stakeholders

- (b)(5), Deliberative Process Privilege
- [Redacted]
- [Redacted]

(b)(5), Deliberative Process

Mechanism

Administrative/Regulatory:



(b)(5), Deliberative Process
(b)(5), Deliberative Process

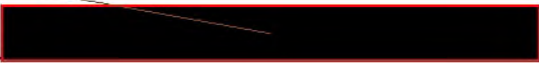
Budget and FTE changes:



(b)(5), Deliberative Process

(b)(5);Deliberative Process

Proposal Name



Scope -

-USDA and Forest Service

Type

-Improve organizational efficiency and effectiveness

USDA Strategic Goals

Strategic Goal 1: Ensure USDA programs are delivered efficiently, effectively, and with integrity.

Strategic Goal 6: Ensure productive and sustainable use of our National Forest System Lands.

Proposal-at-a-Glance

- (b)(5);Deliberative Process Privilege

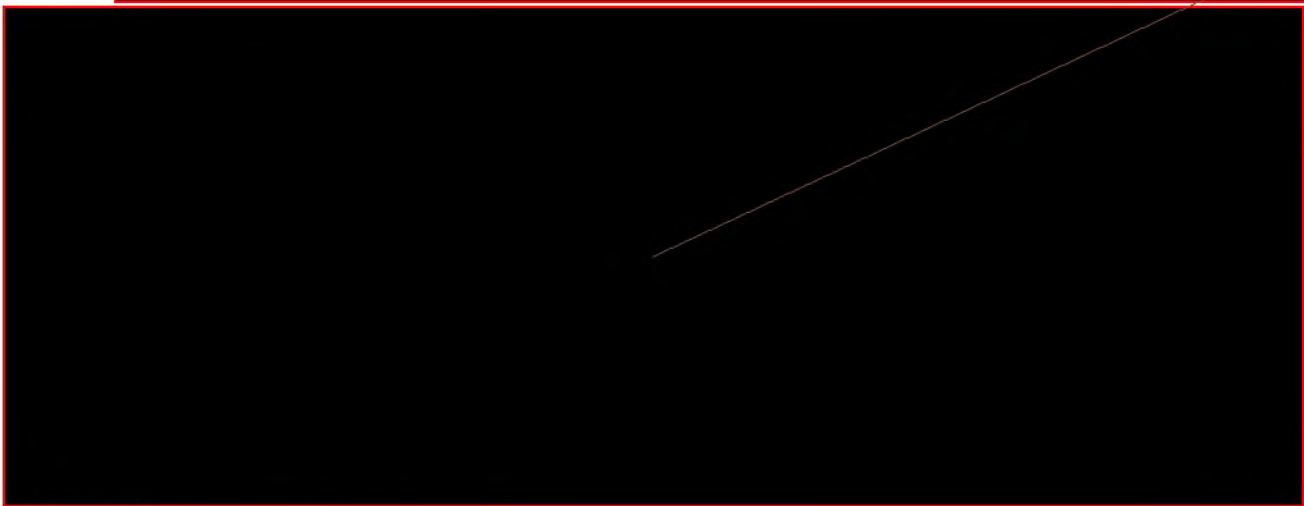


(b)(5);Deliberative Process

Description



(b)(5);Deliberative Process



Justification

- (b)(5);Deliberative Process Privilege



(b)(5);Deliberative Process Privilege

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[Redacted]

(b)(5),Deliberative Process

Supporting Evidence

[Redacted]

(b)(5),Deliberative Process

Proposal Implementation and Time Horizon to Start Action

[Redacted]

Measuring Success

(b)(5);Deliberative Process Privilege

[Redacted]

(b)(5),Deliberative Process

Affected Stakeholders

[Redacted]

(b)(5),Deliberative Process

Budget and FTE changes

[Redacted]

Proposal Name:

[Redacted]

- (b)(5), Deliberative Process Privilege
-
-

[Redacted]

Scope

—Forest Service

Type

- ✓ Workforce management (improve performance, increase accountability, and/or reduce cost/size)
- ✓ Restructuring or merging activities

USDA Strategic Goals

~~STRATEGIC GOAL~~ Strategic Goal 1: Ensure USDA programs are Delivered Efficiently, Effectively, and with Integrity

~~Objective 1.1: Modernize information technology infrastructure, facilities, and support services to improve the customer experience~~

~~Objective 1.4: Improve financial stewardship of resources and utilize data-driven analyses to maximize the return on investment~~

~~STRATEGIC GOAL~~ Strategic Goal 5: Strengthen the Stewardship of Private Lands through Technology and Research

~~Objective 5.1: Enhance conservation planning with science-based tools and information~~

~~Objective 5.2: Promote productive working lands~~

~~STRATEGIC GOAL~~ Strategic Goal 6: Ensure Productive and Sustainable Use of our National Forest System Lands

~~Objective 6.1: Contribute to the Economic Health of Rural Communities through Use and Access Opportunities~~

~~Objective 6.2: Ensure Lands and Watersheds are Sustainable, Healthy, and Productive~~

~~Objective 6.3: Mitigate Wildfire Risk~~

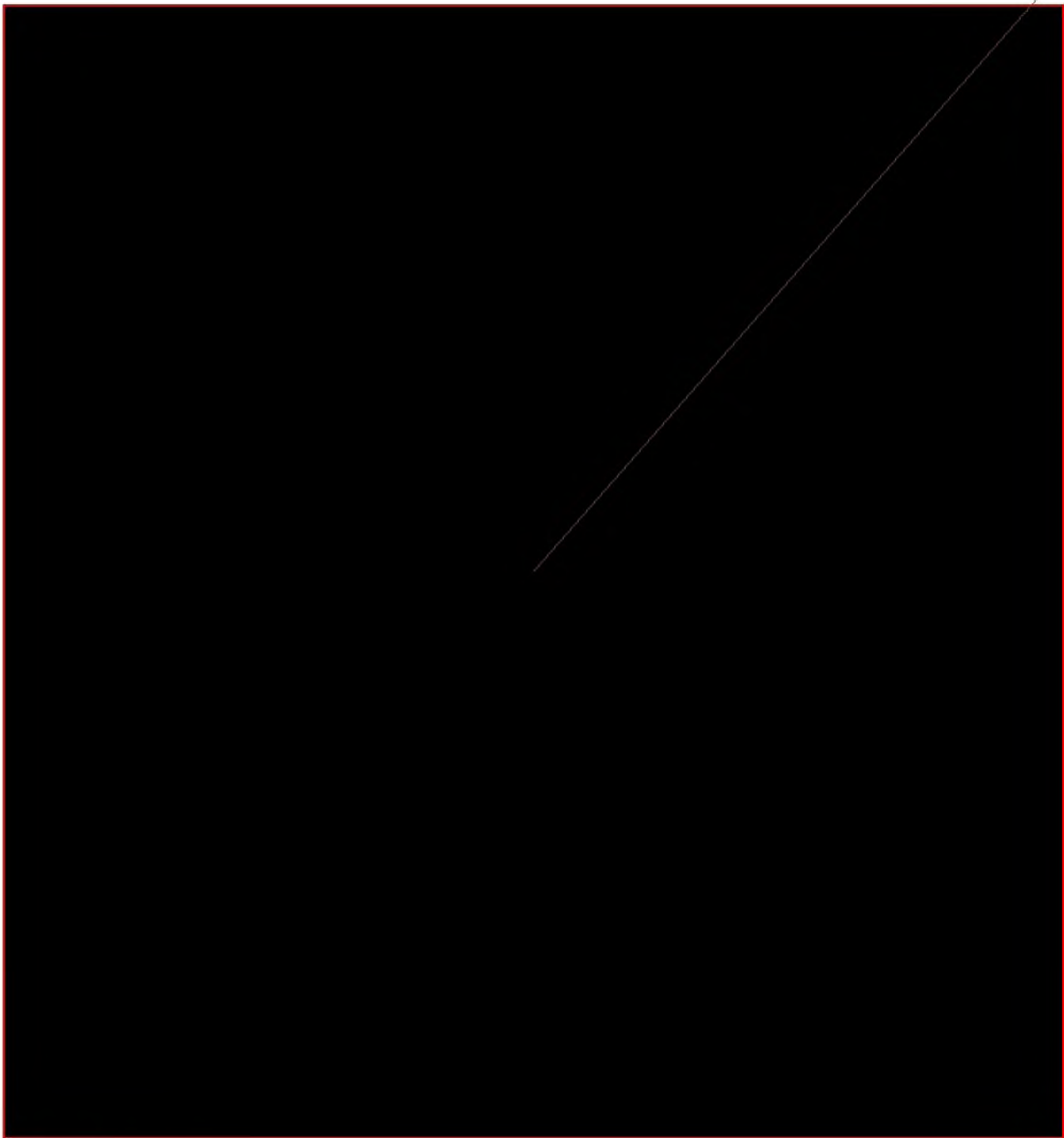
Proposal-at-a-Glance

- (b)(5), Deliberative Process Privilege
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[Redacted]

Description

[Redacted]



Justification

(b)(5), Deliberative Process Privilege

- (b)(5), Deliberative Process Privilege
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- (b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process Privilege

- (b)(5);Deliberative Process Privilege
-
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PSW and PNW:

- (b)(5);Deliberative Process Privilege
-
-

(b)(5);Deliberative Process Privilege

Supporting Evidence



(b)(5);Deliberative Process Privilege

Proposal Implementation and Time Horizon to Start Action



(b)(5); Deliberative Process



Measuring Success

- (b)(5); Deliberative Process Privilege
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(b)(5); Deliberative Process

Affected Stakeholders



Mechanism:

Administrative. (b)(5); Deliberative Process Privilege

(b)(5); Deliberative Process

Budget and FTE changes



[Redacted]

(b)(5), Deliberative Process

Implications for other agencies

[Redacted]

(b)(5), Deliberative Process

(b)(5), Deliberative Process

(b)(5), Deliberative Process

Proposal Name: [Redacted]

Scope:
Forest Service

Type

- ✓ Eliminating activities.
- ✓ Restructuring or merging activities:
- ✓ Improve organizational efficiency and effectiveness:

USDA Strategic Goals

Strategic Ggoal #1: Ensure USDA programs are Delivered Efficiently, Effectively, and with Integrity.

Proposal-at-a-Glance

- (b)(5), Deliberative Process Privilege
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Description

What are you proposing? (b)(5), Deliberative Process Privilege

What problem are you trying to solve? (b)(5), Deliberative Process Privilege

Justification

Why is this good government? (b)(5), Deliberative Process Privilege

How will this lead to efficiencies, cost savings, and/or workforce reductions? (b)(5), Deliberative Process Privilege

How will your reform improve customer experience for USDA's constituents? (b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

Supporting Evidence

[Redacted]

[Redacted]

(b)(5); Deliberative Process

Proposal Implementation and Time Horizon to Start Action

[Redacted]

(b)(5); Deliberative Process
(b)(5); Deliberative Process

Measuring Success

[Redacted]

(b)(5); Deliberative Process

Affected Stakeholders

[Redacted]

Mechanism:

Administrative. [Redacted] (b)(5); Deliberative Process Privilege

Budget and FTE changes

~~Provide a description of any budget and FTE changes the reform proposal would require.~~ If this proposal requires additional funding or changes in FTEs, agencies and staff offices should integrate this request for additional funding in the Justification exhibit.

[Redacted] (b)(5); Deliberative Process Privilege

(b)(5), Deliberative Process

Proposal Name - [Redacted]

Scope
~~USDA~~ Forest Service

Type - Improve organizational efficiency and effectiveness

USDA Strategic Goals

- Strategic Goal 1: Ensure USDA programs are delivered efficiently, effectively, and with integrity.
- Strategic Goal 6: Ensure productive and sustainable use of our National Forest System Lands.

Proposal-at-a-Glance

(b)(5), Deliberative Process

- (b)(5), Deliberative Process Privilege
-
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(b)(5), Deliberat

- (b)(5), Deliberative Process Privilege
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Description

- (b)(5), Deliberative Process Privilege
-
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Justification

- (b)(5), Deliberative Process Privilege

Supporting Evidence

(b)(5), Deliberative Process Privilege

- (b)(5), Deliberative Process Privilege
-
-

Proposal Implementation and Time Horizon to Start Action

FY2017 – FY2019

Measuring Success

[Redacted]

Affected Stakeholders

- Internal and external [Redacted] constituents.
- General public

Mechanism

Administrative/Legislative:

- (b)(5), Deliberative Process Privilege
-

(b)(5), Deliberative Process

(b)(5), Deliberative Process

(b)(5); Deliberative Process

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(b)(5); Deliberative Process Privilege

Budget and FTE changes



(b)(5); Deliberative Process

Proposal Name -

[Redacted]

Scope

~~USDA~~ Forest Service

Type - Restructuring or merging activities

USDA Strategic Goals

Strategic Goal 1: Ensure USDA programs are delivered efficiently, effectively, and with integrity.

Proposal-at-a-Glance

- (b)(5); Deliberative Process Privilege

- [Redacted]
- [Redacted]
- [Redacted]

(b)(5); Deliberative Process

Description

[Redacted]

Justification

Our current practices and processes are not delivering results at the pace and scale expected of the Forest Service. We aspire to significantly improve our practices and processes to meet the pace and scale of results expected of the Forest Service in a sustainable way.

(b)(5); Deliberative Process Privilege

[Redacted]

(b)(5); Deliberative Process

Supporting Evidence

[Redacted]

(b)(5); Deliberative Process

Proposal Implementation and Time Horizon to Start Action

[Redacted]

(b)(5), Deliberative Process

[Redacted]

(b)(5), Deliberative Process

Measuring Success

[Redacted]

Affected Stakeholders

Internal and External stakeholders.

[Redacted]

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

Mechanism

[Redacted]

Budget and FTE changes

No significant budgetary or FTE changes are anticipated.

Implications for other agencies (optional)

Other USDA agencies will not be impacted by this agency reform.

[Redacted]

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

Proposal Name: [Redacted]

Scope
-Forest Service

Type
Improve organizational efficiency and effectiveness

(b)(5), Deliberative Process

USDA Strategic Goals
Strategic Goal 1: Ensure USDA programs are delivered efficiently, effectively, and with integrity.
Strategic Goal 6: Ensure productive and sustainable use of our National Forest System Lands.

Proposal at a Glance

[Redacted]

(b)(5), Deliberative Process

Description

[Redacted]

(b)(5), Deliberative Process

Justification

[Redacted]

(b)(5), Deliberative Process

Supporting Evidence

[Redacted]

(b)(5), Deliberative Process

Proposal Implementation and Time Horizon to Start Action

[Redacted]

(b)(5), Deliberative Process

Affected Stakeholders

[Redacted]

Budget and FTE changes

-Estimated savings of (b)(5), Deliberative Process per year.

Mechanism

-Regulatory. (b)(5), Deliberative Process Privilege

Comment [WA-]: Additional language added in response to question.

Comment [HT-F]: OBPA comment: Already?

(b)(5), Deliberative Process

Proposal Name: [Redacted]

Scope -
-Forest Service

Type – Improve Organization efficiencies & effectiveness

USDA Strategic Goals

- Strategic Goal 1: Ensure USDA programs are delivered efficiently, effectively, and with integrity.
- Strategic Goal 6: Ensure productive and sustainable use of our National Forest System Lands.

Proposal-at-a-Glance

(b)(5), Deliberative Process Privilege

- (b)(5), Deliberative Process Privilege
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Description

- (b)(5), Deliberative Process Privilege
- [Redacted]
- [Redacted]
- [Redacted]

Justification

- (b)(5), Deliberative Process Privilege
- [Redacted]

Supporting Evidence

- (b)(5), Deliberative Process Privilege
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

(b)(5), Deliberative Process

Proposal Implementation and Time Horizon to Start Action
FY2017 – FY2019

Measuring Success

[Redacted]

Affected Stakeholders

- (b)(5), Deliberative Process Privilege
- [Redacted]
- [Redacted]

Mechanism

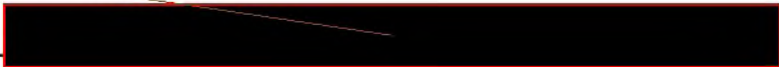
- Statutory, regulatory, and administrative

Budget and FTE changes

–No significant budgetary or FTE changes are anticipated.

(b)(5); Deliberative Process

Proposal Name:



Scope

Forest Service

Type

- ✓ Restructuring or merging activities
- ✓ Improving organizational efficiency and effectiveness
- ✓ Workforce management

USDA Strategic Goals

Strategic Goal 1: Ensure USDA programs are Delivered Efficiently, Effectively, and with Integrity

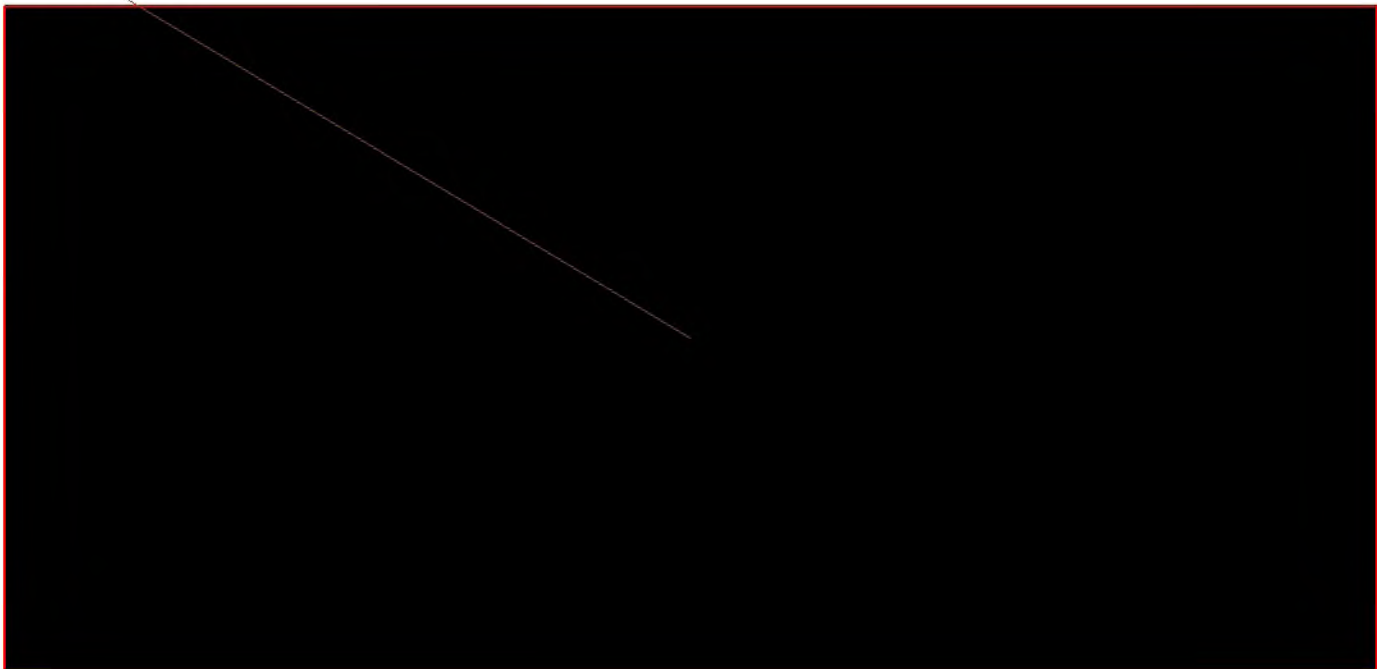
Proposal-at-a-Glance

- (b)(5); Deliberative Process Privilege
-
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-
-
-



(b)(5); Deliberative Process

Description



(b)(5); Deliberative Process

[Redacted]

(b)(5); Deliberative Process

Justification

[Redacted]

(b)(5); Deliberative Process

Supporting Evidence

[Redacted]

Proposal Implementation and Time Horizon to Start Action

Proposed timeline:

- FY 2017 – Early FY 2018 – [Redacted] (b)(5); Deliberative Process Privilege
- Early-Mid FY 2018 – [Redacted] (b)(5); Deliberative Process Privilege
- [Redacted]

(b)(5); Deliberative Process

Measuring Success

[Redacted]

Affected Stakeholders

Internal stakeholders

[Redacted] (b)(5); Deliberative Process Privilege

External stakeholders

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

Mechanism: primary mechanism for change category: Administrative

(b)(5), Deliberative Process

Budget and FTE changes

(b)(5), Deliberative Process

Implications for other agencies

(b)(5); Deliberative Process

Proposal Name:

[Redacted]

(b)(5); Deliberative Process

Scope:

[Redacted]

Type

✓ Eliminating activities

USDA Strategic Goals

Strategic Goal 1: Ensure USDA programs are Delivered Efficiently, Effectively, and with Integrity

Strategic Goal 5: Strengthen the Stewardship of Private Lands through Technology and Research

Proposal-at-a-Glance

e.

(b)(5); Deliberative Process Privilege

[Redacted]

Description

[Redacted]

Justification

f.

(b)(5); Deliberative Process Privilege

g.

h.

i.

[Redacted]

(b)(5); Deliberative Process

(b)(5), Deliberative Process

Supporting Evidence

[Redacted]

Proposal Implementation and Time Horizon to Start Action

- (b)(5), Deliberative Process Privilege
-
-
-
-

Measuring Success

- (b)(5), Deliberative Process Privilege
-

Affected Stakeholders

(b)(5), Deliberative Process Privilege

Mechanism:

Statutory:

- (b)(5), Deliberative Process Privilege
-

(b)(5), Deliberative Process

Budget and FTE changes

[Redacted]

(b)(5), Deliberative Process

Implications for other agencies

[Redacted]

(b)(5);Deliberative Process

Proposal Name:

[Redacted]

Scope:

[Redacted]

Type

- ✓ Eliminating activities
- ✓ Restructuring or merging activities
- ✓ Improve organizational efficiency and effectiveness
- ✓ Workforce management (improve performance, increase accountability, and/or reduce cost/size)

USDA Strategic Goals

~~This proposal is consistent with USDA Strategic Goals:~~

~~Strategic Goal OAL 1: Ensure USDA programs are Delivered Efficiently, Effectively, and with Integrity~~

~~Strategic Goal OAL 6: Ensure Productive and Sustainable Use of our National Forest System Lands~~

Proposal-at-a-Glance

(b)(5);Deliberative Process Privilege

Description ~~Short explanation of the existing issue and rationale for the proposed change. (1-2 paragraphs)~~

[Redacted]

Justification

[Redacted]

Supporting Evidence

[Redacted]

Proposal Implementation and Time Horizon to Start Action

[Redacted]

Measuring Success

(b)(5);Deliberative Process

(b)(5);Deliberative Process

(b)(5);Deliberative Process

(b)(5);Deliberative Process

(b)(5), Deliberative Process

[Redacted]

(b)(5), Deliberative Process

Affected Stakeholders

[Redacted]

Mechanism:

Administrative.

(b)(5), Deliberative Process Privilege

Budget and FTE changes (1-2 paragraphs)

Short term:

Long term:

(b)(5), Deliberative Process Privilege