

**From:** Weeks, Andria -FS  
**Sent:** 6 Sep 2017 19:33:48 +0000  
**To:** Malkowski, Anton - FS  
**Subject:** RE: ACTION NEEDED: Reform plan- follow up

Okay, I remember this. Her comments were incorporated into the latest version of the proposals when she submitted them back in July. As far as I know, at this point we just need either an approval from OMB or her concurrent request for approval from OPM.

Thanks



**Andria Weeks**  
**Acting Chief of Staff**  
**Forest Service**  
**Washington Office, Business Operations**

p: 202-205-5102

c: (b)(6)

f: 202-649-1161

[aweeks@fs.fed.us](mailto:aweeks@fs.fed.us)

1400 Independence Avenue, SW

Washington, DC 20250

[www.fs.fed.us](http://www.fs.fed.us)



**Caring for the land and serving people**

---

**From:** Malkowski, Anton - FS  
**Sent:** Wednesday, September 6, 2017 3:30 PM  
**To:** Weeks, Andria -FS <[aweeks@fs.fed.us](mailto:aweeks@fs.fed.us)>  
**Subject:** FW: ACTION NEEDED: Reform plan- follow up

Hi Andria,

Attached is the spreadsheet with the HRM comments I mentioned to you a few moments ago. It looks like you were included on the original email from Mary Beth below. It seems she was providing to us (SPBA) to provide us with some background. 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**

Desk: 202-205-1147

Cell: (b)(6)  
[amalkowski@fs.fed.us](mailto:amalkowski@fs.fed.us)

201 14<sup>th</sup> St, SW  
Washington, DC 20227  
[www.fs.fed.us](http://www.fs.fed.us)



Caring for the land and serving people

---

**From:** Rapp, John - FS  
**Sent:** Tuesday, September 05, 2017 9:40 AM  
**To:** Malkowski, Anton - FS <[amalkowski@fs.fed.us](mailto:amalkowski@fs.fed.us)>  
**Subject:** FW: ACTION NEEDED: Reform plan- follow up

First of a couple emails. Let's talk about next steps early this afternoon.



**John Rapp**  
**Assistant Director**  
**Forest Service**  
**Business Operations - Strategic Planning, Budget and Accountability**

p: 202-205-1282  
c: (b)(6)  
[jmrapp@fs.fed.us](mailto:jmrapp@fs.fed.us)

1400 Independence Ave., SW  
Washington, DC 20250-1129  
[www.fs.fed.us](http://www.fs.fed.us)



Caring for the land and serving people

---

**From:** Lepore, Mary Beth -FS  
**Sent:** Thursday, July 20, 2017 6:22 PM  
**To:** Weeks, Andria -FS <[aweeks@fs.fed.us](mailto:aweeks@fs.fed.us)>  
**Cc:** Rapp, John - FS <[jmrapp@fs.fed.us](mailto:jmrapp@fs.fed.us)>; Sherman, Francis - FS <[fsherman@fs.fed.us](mailto:fsherman@fs.fed.us)>; Peters, Kimberley -FS <[kpeters@fs.fed.us](mailto:kpeters@fs.fed.us)>; Blankenbaker, Gene -FS <[gblankenbaker@fs.fed.us](mailto:gblankenbaker@fs.fed.us)>; Green, Mark D -FS <[mdgreen@fs.fed.us](mailto:mdgreen@fs.fed.us)>; Edgecombe, Laree S -FS <[ledgecombe@fs.fed.us](mailto:ledgecombe@fs.fed.us)>  
**Subject:** RE: ACTION NEEDED: Reform plan- follow up

Attached in red is the additional information requested for HRM proposals.



**Mary Beth Lepore**  
**Director, Human Resources Management**  
**Forest Service**  
**Business Operations**

p: 703-605-4604  
c: (b)(6)  
[mlepore@fs.fed.us](mailto:mlepore@fs.fed.us)

1400 Independence Ave SW

Washington, DC 20250

[www.fs.fed.us](http://www.fs.fed.us)



Caring for the land and serving people

---

**From:** Weeks, Andria -FS

**Sent:** Wednesday, July 19, 2017 5:31 PM

**To:** Jackson, Lamont - FS <[lamontjackson@fs.fed.us](mailto:lamontjackson@fs.fed.us)>; Pressman, Debbie -FS <[dpressman@fs.fed.us](mailto:dpressman@fs.fed.us)>; Butler, Deborah B -FS <[dbutler@fs.fed.us](mailto:dbutler@fs.fed.us)>; Lepore, Mary Beth -FS <[mlepore@fs.fed.us](mailto:mlepore@fs.fed.us)>; Lasko, Linda - FS <[llasko@fs.fed.us](mailto:llasko@fs.fed.us)>

**Cc:** Rapp, John - FS <[jmrapp@fs.fed.us](mailto:jmrapp@fs.fed.us)>

**Subject:** ACTION NEEDED: Reform plan- follow up

**Importance:** High

Hello all,

Per the request below provide input on the additional information needed and submit before 4pm tomorrow. I'll input your responses into the attached spreadsheet and return to OBPA by COB.

Thanks,



**Andria Weeks**  
Acting Chief of Staff

**Forest Service**  
Washington Office, Business Operations

p: 202-205-5102

c: (b)(6)

f: 202-649-1161

[aweeks@fs.fed.us](mailto:aweeks@fs.fed.us)

1400 Independence Avenue, SW

Washington, DC 20250

[www.fs.fed.us](http://www.fs.fed.us)



Caring for the land and serving people

---

**From:** Murray, Mariel J - OBPA

**Sent:** Wednesday, July 19, 2017 5:21 PM

**To:** Eberlien, Jennifer - OSEC, Washington, DC <[Jennifer.Eberlien@osec.usda.gov](mailto:Jennifer.Eberlien@osec.usda.gov)>

**Cc:** Weeks, Andria -FS <[aweeks@fs.fed.us](mailto:aweeks@fs.fed.us)>; Snieckus, Mary -FS <[marysnieckus@fs.fed.us](mailto:marysnieckus@fs.fed.us)>; Rapp, John - FS <[jmrapp@fs.fed.us](mailto:jmrapp@fs.fed.us)>

**Subject:** Reform plan- follow up

Hello,

Hope you are well! I had a meeting with OBPA leadership today where we went over the reform proposal in the FY2019 budget. They were generally receptive to the ideas, but had some questions/requests which I would appreciate your help in addressing:

1. Funding Impacts. As we have discussed, please provide the estimated funding impacts for the reform proposals. Ranges of potential costs and savings are acceptable. It might be easiest for you to fill out the "Funding Impacts" column in the attached excel sheet. I can then make edits to the actual proposal entries.
2. Integrate Oil & Gas Leasing proposal. How many leasing applications do you typically get per year?
3. Workforce Shaping proposal. What types of programs/areas are you looking to target in your workforce shaping plan?

Thank you!  
Mariel

**Mariel Murray**  
Program Analyst – Forest Service & GIPSA  
Office of Budget and Program Analysis  
U.S. Department of Agriculture  
[Mariel.Murray@obpa.usda.gov](mailto:Mariel.Murray@obpa.usda.gov)  
Office: 202 720 2049  
Cell: 202 600 0893

(b)(6)

**From:** Weeks, Andria -FS  
**Sent:** 20 Jul 2017 19:55:30 +0000  
**To:** Lasko, Linda - FS  
**Cc:** Scofield, Margaret - FS  
**Subject:** RE: ACTION NEEDED: Reform plan- follow up

Excellent! Thanks! Stay tuned. There may be more questions from the Department as the proposals wind through the process.



**Andria Weeks**  
**Acting Chief of Staff**  
**Forest Service**  
**Washington Office, Business Operations**

p: 202-205-5102

c: [aweeks@fs.fed.us](mailto:aweeks@fs.fed.us)

f: 202-649-1161

[aweeks@fs.fed.us](mailto:aweeks@fs.fed.us)

1400 Independence Avenue, SW

Washington, DC 20250

[www.fs.fed.us](http://www.fs.fed.us)



**Caring for the land and serving people**

---

**From:** Lasko, Linda - FS  
**Sent:** Thursday, July 20, 2017 3:42 PM  
**To:** Weeks, Andria -FS <[aweeks@fs.fed.us](mailto:aweeks@fs.fed.us)>  
**Cc:** Scofield, Margaret - FS <[mscofield@fs.fed.us](mailto:mscofield@fs.fed.us)>; Lasko, Linda - FS <[llasko@fs.fed.us](mailto:llasko@fs.fed.us)>  
**Subject:** RE: ACTION NEEDED: Reform plan- follow up

Actually they all fit.

The text below says that the Centralized office would identify additional functions that would benefit by centralization; I've already identified these functions and my various scenarios are actually a way to phase those in.

There will be an initial increased cost in salary and benefits, and space; however, the product will be more defensible in litigation. As centralization is phased in, there will be a substantial savings in salary and benefits, space costs may remain flat (due to having virtual employees), FX license costs will decrease, and litigation costs are expected to decrease.

Ultimately, we should strive to reach scenario 4; however, we will need to start with the first or second scenario.

- I would recommend starting with the second scenario - 2018
- Goal of reaching scenario 3 within 1 ½ - 2 years – 2019 - 2020

• (b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process Privilege

**From:** Weeks, Andria -FS  
**Sent:** Thursday, July 20, 2017 3:23 PM  
**To:** Lasko, Linda - FS <llasko@fs.fed.us>  
**Subject:** RE: ACTION NEEDED: Reform plan- follow up

Linda,  
This is the text of the final reform proposal that ELT agreed to and sent forward to the Department. While I'm compiling information received from other deputy areas, please take a look and let me know which scenario fits.

(b)(5);Deliberative Process

**Proposal Name:** (b)(5);Deliberative Process Privilege

**Scope**

Forest Service

**Type**

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

**USDA Strategic Goals**

Ensure USDA programs are Delivered Efficiently, Effectively, and with Integrity

**Proposal-at-a-Glance**

(b)(5), Deliberative Process Privilege

- 
- 
- 
- 
- 
- 

**Description**

(b)(5), Deliberative Process

(b)(5), Deliberative Process Privilege

(b)(5);Deliberative Process Privilege

**Justification**

(b)(5);Deliberative Process Privilege

**Supporting Evidence**

(b)(5);Deliberative Process Privilege

**Proposal Implementation and Time Horizon to Start Action**

(b)(5);Deliberative Process Privilege

(b)(5), Deliberative Process Privilege

### Measuring Success

(b)(5), Deliberative Process Privilege

### Affected Stakeholders

(b)(5), Deliberative Process Privilege

**Mechanism:** (b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process Privilege

(b)(5);Deliberative Process

(b)(5);Deliberative Process Privilege

**Budget and FTE changes**

(b)(5);Deliberative Process

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

**Implications for other agencies**

(b)(5);Deliberative Process Privilege



**Andria Weeks**  
**Acting Chief of Staff**  
**Forest Service**  
**Washington Office, Business Operations**

p: 202-205-5102

c: (b)(6)

f: 202-649-1161

[aweeks@fs.fed.us](mailto:aweeks@fs.fed.us)

1400 Independence Avenue, SW  
Washington, DC 20250

[www.fs.fed.us](http://www.fs.fed.us)



**Caring for the land and serving people**

---

**From:** Lasko, Linda - FS

**Sent:** Thursday, July 20, 2017 3:15 PM

**To:** Weeks, Andria -FS <[aweeks@fs.fed.us](mailto:aweeks@fs.fed.us)>

**Cc:** Rapp, John - FS <[jmrapp@fs.fed.us](mailto:jmrapp@fs.fed.us)>; Scofield, Margaret - FS <[mscofield@fs.fed.us](mailto:mscofield@fs.fed.us)>; Lasko, Linda - FS <[llasko@fs.fed.us](mailto:llasko@fs.fed.us)>

**Subject:** RE: ACTION NEEDED: Reform plan- follow up

Hi Andria,

Unfortunately not much time for more than a cursory analysis.

(b)(5);Deliberative Process Privilege

Page 340 of 600

Withheld pursuant to exemption

(b)(5), Deliberative Process Privilege

of the Freedom of Information and Privacy Act

Page 341 of 600

Withheld pursuant to exemption

(b)(5); Deliberative Process Privilege

of the Freedom of Information and Privacy Act

Page 342 of 600

Withheld pursuant to exemption

(b)(5), Deliberative Process Privilege

of the Freedom of Information and Privacy Act

(b)(5);Deliberative Process Privilege



**Linda Lasko**  
Assistant Director FOIA/PA  
**Forest Service**  
Office of Regulatory and Management Services

p: 202-401-4071  
f: 202-649-1161  
[llasko@fs.fed.us](mailto:llasko@fs.fed.us)

201 14th Street, SW  
Washington, DC 20250  
[www.fs.fed.us](http://www.fs.fed.us)



**Caring for the land and serving people**

---

**From:** Weeks, Andria -FS  
**Sent:** Wednesday, July 19, 2017 5:31 PM

**To:** Jackson, Lamont - FS <[lamontjackson@fs.fed.us](mailto:lamontjackson@fs.fed.us)>; Pressman, Debbie -FS <[dpressman@fs.fed.us](mailto:dpressman@fs.fed.us)>; Butler, Deborah B -FS <[dbutler@fs.fed.us](mailto:dbutler@fs.fed.us)>; Lepore, Mary Beth -FS <[mlepore@fs.fed.us](mailto:mlepore@fs.fed.us)>; Lasko, Linda - FS <[llasko@fs.fed.us](mailto:llasko@fs.fed.us)>  
**Cc:** Rapp, John - FS <[jmrapp@fs.fed.us](mailto:jmrapp@fs.fed.us)>  
**Subject:** ACTION NEEDED: Reform plan- follow up  
**Importance:** High

Hello all,

Per the request below provide input on the additional information needed and submit before 4pm tomorrow. I'll input your responses into the attached spreadsheet and return to OBPA by COB.

Thanks,



**Andria Weeks**  
**Acting Chief of Staff**  
**Forest Service**  
**Washington Office, Business Operations**

p: 202-205-5102  
c: (b)(6)  
f: 202-649-1161  
[aweeks@fs.fed.us](mailto:aweeks@fs.fed.us)

1400 Independence Avenue, SW  
Washington, DC 20250  
[www.fs.fed.us](http://www.fs.fed.us)



**Caring for the land and serving people**

---

**From:** Murray, Mariel J - OBPA  
**Sent:** Wednesday, July 19, 2017 5:21 PM  
**To:** Eberlien, Jennifer - OSEC, Washington, DC <[Jennifer.Eberlien@osec.usda.gov](mailto:Jennifer.Eberlien@osec.usda.gov)>  
**Cc:** Weeks, Andria -FS <[aweeks@fs.fed.us](mailto:aweeks@fs.fed.us)>; Snieckus, Mary -FS <[marysnieckus@fs.fed.us](mailto:marysnieckus@fs.fed.us)>; Rapp, John - FS <[jmrapp@fs.fed.us](mailto:jmrapp@fs.fed.us)>  
**Subject:** Reform plan- follow up

Hello,

Hope you are well! I had a meeting with OBPA leadership today where we went over the reform proposal in the FY2019 budget. They were generally receptive to the ideas, but had some questions/requests which I would appreciate your help in addressing:

1. Funding Impacts. As we have discussed, please provide the estimated funding impacts for the reform proposals. Ranges of potential costs and savings are acceptable. It might be easiest for you to fill out the "Funding Impacts" column in the attached excel sheet. I can then make edits to the actual proposal entries.
2. Integrate Oil & Gas Leasing proposal. How many leasing applications do you typically get per year?

3. Workforce Shaping proposal. What types of programs/areas are you looking to target in your workforce shaping plan?

Thank you!  
Mariel

**Mariel Murray**  
Program Analyst – Forest Service & GIPSA  
Office of Budget and Program Analysis  
U.S. Department of Agriculture  
[Mariel.Murray@obpa.usda.gov](mailto:Mariel.Murray@obpa.usda.gov)  
Office: 202 720 2049  
Cell: 202 600 0893