

From: Weeks, Andria -FS
Sent: 23 Aug 2017 12:52:51 +0000
To: Snieckus, Mary -FS;Chambers, Lawrence F -FS
Subject: Clean Copy of FS Reform Proposals
Attachments: FS Reform Plan Proposals 82317.docx
Importance: High

Good morning Mary and Larry,
I understand that Dan has a pre-brief this morning at 9 in advance of a briefing with the Secretary at 10.
Please let me know if you have any questions.

Thanks,



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Caring for the land and serving people

(b)(5),Deliberative Process

Agency Reform Plan

Proposal Name - [Redacted]

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
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Description

(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

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 Privilege
-

(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

(b)(5), Deliberative Process

Affected Stakeholders

[Redacted]

(b)(5), Deliberative Process

Budget and FTE changes

[Redacted]

Proposal Name: (b)(5),Deliberative Process Privilege

Scope:

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

Type

- ✓ Eliminating activities

USDA Strategic Goals

Ensure USDA programs are Delivered Efficiently, Effectively, and with Integrity
Strengthen the Stewardship of Private Lands through Technology and Research

Proposal-at-a-Glance

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

(b)(5),Deliberative Process

Description



Justification

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

d.

- e. (b)(5);Deliberative Process Privilege
- f.

(b)(5);Deliberative Process

Supporting Evidence



Proposal Implementation and Time Horizon to Start Action

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

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

Affected Stakeholders

(b)(5);Deliberative Process Privilege

Mechanism:

Statutory:

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

Budget and FTE changes

(b)(5), Deliberative Process

[Redacted]

(b)(5), Deliberative Process

Implications for other agencies

[Redacted]

(b)(5);Deliberative Process

Proposal Name: [Redacted]

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

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:

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

(b)(5);Deliberative Process

Proposal-at-a-Glance

[Redacted]

(b)(5);Deliberative Process

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

[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

Measuring Success

[Redacted]

(b)(5);Deliberative Process

Affected Stakeholders

[Redacted]

Mechanism:

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

Budget and FTE changes (1-2 paragraphs)

Short term:
Long term: [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 Privilege
- [REDACTED]

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

[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



(b)(5); Deliberative Process

Supporting Evidence



(b)(5); Deliberative Process



Proposal Implementation and Time Horizon to Start Action

FY17: Project initiated, breadth and depth of problem/issues described, potential program changes identified.

FY18: Problem/issues further refined, potential program changes identified, top priority program changes identified and selected, and work initiated.

FY19: 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]

Mechanism

Administrative/Regulatory.

(b)(5); Deliberative Process Privilege

Budget and FTE changes

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Proposal Name:

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

Scope – Forest Service

Type

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

USDA Strategic Goals

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 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 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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Description

[Redacted]

(b)(5);Deliberative Process

(b)(5);Deliberative Process

[Redacted]

(b)(5);Deliberative Process

[Redacted]

(b)(5);Deliberative Process Privilege

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

(b)(5);Deliberative Process Privilege

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

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(b)(5);Deliberative Process Privilege

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

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Proposal Implementation and Time Horizon to Start Action

Measuring Success

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(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Affected Stakeholders



Mechanism:

(b)(5); Deliberative Process

Administrative.

(b)(5); Deliberative Process Privilege

(b)(5); Deliberative Process

Budget and FTE changes



Implications for other agencies

(b)(5); Deliberative Process Privilege

(b)(5); Deliberative Process Privilege

(b)(5), Deliberative Process

Proposal Name:

[Redacted]

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
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(b)(5), Deliberative Process

Description

[Redacted]

(b)(5); Deliberative Process



(b)(5); Deliberative Process

Justification



(b)(5); Deliberative Process

Supporting Evidence



Proposal Implementation and Time Horizon to Start Action

Proposed timeline:

- FY 2017 – Early FY 2018 –



(b)(5); Deliberative Process Privilege

- Early-Mid FY 2018 –



(b)(5); Deliberative Process Privilege

- (b)(5); Deliberative Process Privilege



(b)(5); Deliberative Process

Measuring Success



Affected Stakeholders

Internal stakeholders.



(b)(5); Deliberative Process Privilege

(b)(5); Deliberative Process



(b)(5); Deliberative Process

Mechanism: primary mechanism for change category: Administrative



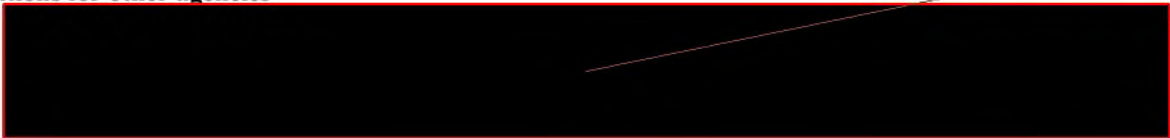
(b)(5); Deliberative Process

Budget and FTE changes



(b)(5); Deliberative Process

Implications for other agencies



Proposal Name:

(b)(5);Deliberative Process Privilege

Scope: Forest Service

Type

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

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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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



Proposal Implementation and Time Horizon to Start Action

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

Measuring Success



(b)(5), Deliberative Process

Affected Stakeholders



Mechanism:

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

Budget and FTE changes

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process Privilege

(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]

Description -

[Redacted]

(b)(5), Deliberative Process Privilege

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]

Supporting Evidence

(b)(5), Deliberative Process Privilege

[Redacted]

(b)(5);Deliberative Process Privilege

- (b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Proposal Implementation and Time Horizon to Start Action

[Redacted]

(b)(5);Deliberative Process

Measuring Success

[Redacted]

Affected Stakeholders

Internal and External stakeholders.

(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.

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Proposal Name: [Redacted]

Scope - 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 Privilege
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Description -

(b)(5);Deliberative Process Privilege

Justification -

(b)(5);Deliberative Process Privilege

Supporting Evidence

(b)(5);Deliberative Process Privilege

- (b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Proposal Implementation and Time Horizon to Start Action

[Redacted]

(b)(5);Deliberative Process

Affected Stakeholders -

[Redacted]

[Redacted]

(b)(5);Deliberative Process

Budget and FTE changes -

(b)(5);Deliberative Process Privilege

Mechanism – Regulatory.

(b)(5);Deliberative Process Privilege

- (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 Privilege

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

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

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

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.

Supporting Evidence

(b)(5), Deliberative Process Privilege

- (b)(5), Deliberative Process Privilege
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Proposal Implementation and Time Horizon to Start Action

FY2017 – FY2019

Measuring Success

(b)(5), Deliberative Process Privilege

Affected Stakeholders

- Internal and external (b)(5), Deliberative constituents.
- General public

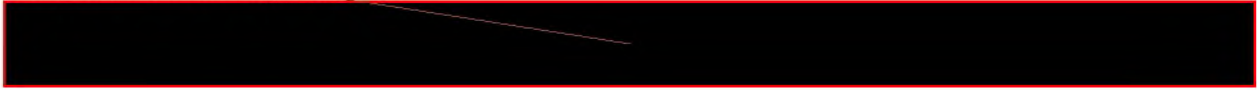
Mechanism

Administrative/Legislative:

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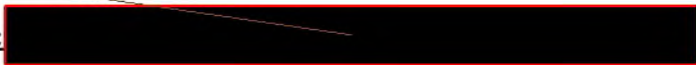
(b)(5);Deliberative Process

Budget and FTE changes



(b)(5), Deliberative Process

Proposal Name:



Scope

Forest Service

Type

Improve organizational efficiency and effectiveness

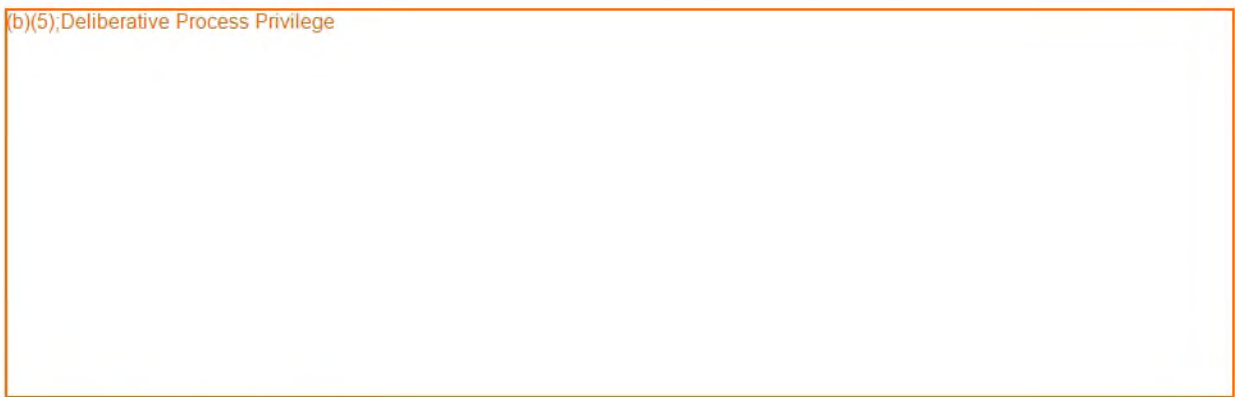
USDA Strategic Goals

USDA Strategic Goal 6.3 – Mitigate Wildfire Risk

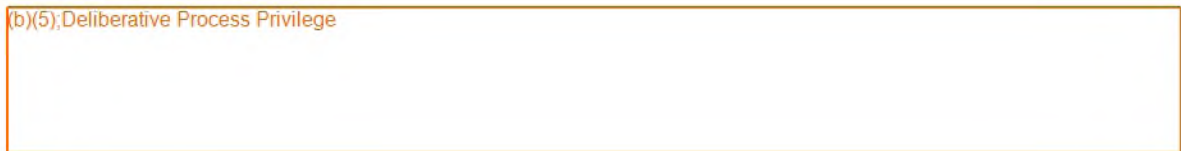
USDA Strategic Goal 6.2 – Ensure Lands and Watersheds are Sustainable, Healthy and Productive

Proposal-at-a-Glance

- (b)(5), Deliberative Process Privilege



- (b)(5), Deliberative Process Privilege



(b)(5), Deliberative Process

Description



(b)(5), Deliberative Process



Justification

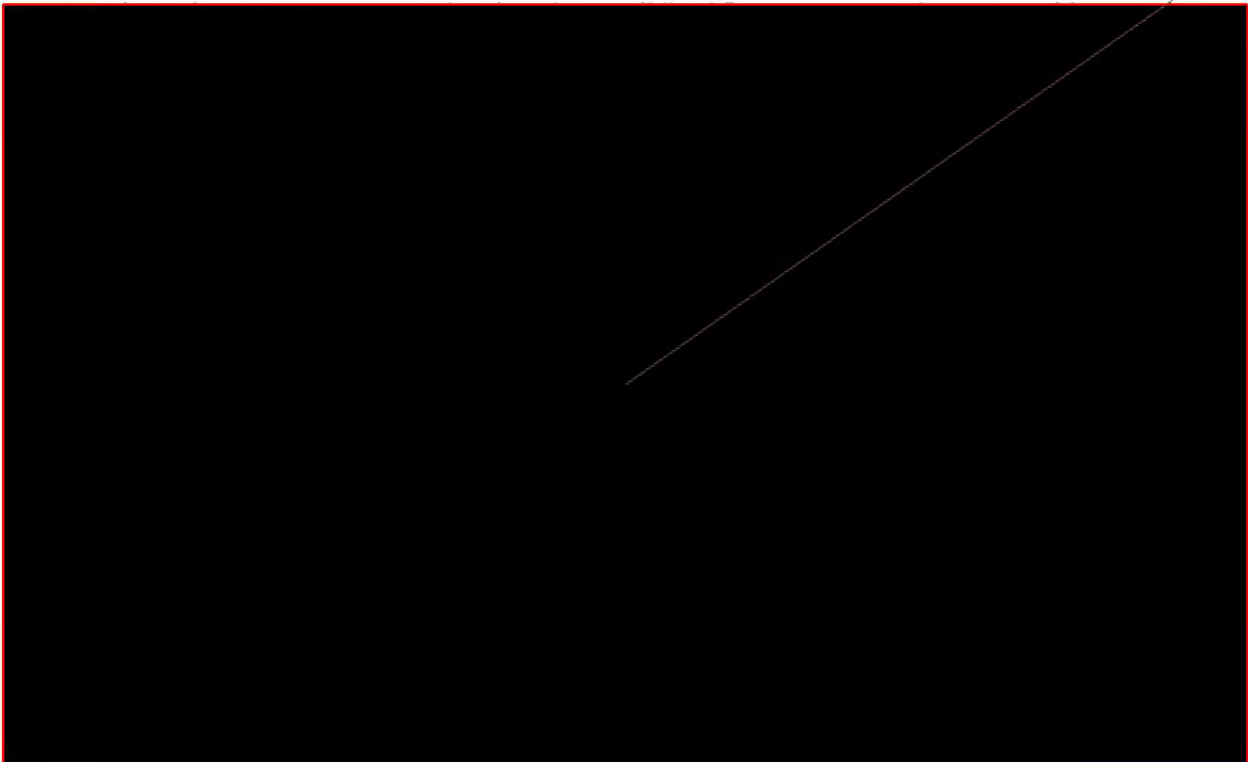
(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

Supporting Evidence



(b)(5);Deliberative Process



Proposal Implementation and Time Horizon to Start Action

(b)(5);Deliberative Process Privilege



(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

(b)(5);Deliberative Process Privilege

Estimated savings of (b)(5);Delibe million.

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:

[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
 - i. (b)(5), Deliberative Process Privilege
 - ii.
 - iii.
- b. (b)(5), Deliberative Process Privilege
 - i. (b)(5), Deliberative Process Privilege
 - ii.
 - iii.
 - iv.
 - v.
 - vi.
 - vii.
 - viii.
- c. (b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

Description

[Redacted]

(b)(5), Deliberative Process Privilege

- 1) (b)(5), Deliberative Process Privilege
- 2)
- 3)
- 4)
- 5)

(b)(5), Deliberative Process

Justification

[Redacted content]

(b)(5), Deliberative Process

Supporting Evidence

[Redacted content]

- a) (b)(5);Deliberative Process Privilege
- b)
- c)
- d)
- e)

(b)(5);Deliberative Process

Proposal Implementation and Time Horizon to Start Action

[Redacted]

(b)(5);Deliberative Process

Measuring Success

[Redacted]

(b)(5);Deliberative Process

Affected Stakeholders

[Redacted]

(b)(5);Deliberative Process

Mechanism

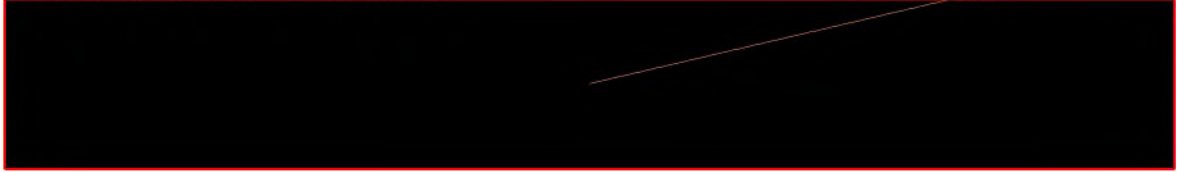
[Redacted]

Budget and FTE changes

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Implications for other agencies (optional)



(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:

- Ensure USDA programs are Delivered Efficiently, Effectively, and with Integrity;
- 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.



Supporting Evidence

(b)(5);Deliberative Process Privilege

What We Learned in 2013:

- (b)(5);Deliberative Process Privilege
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What Is Different About This Proposal for 2017:

- (b)(5);Deliberative Process Privilege
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Proposal Implementation and Time Horizon to Start Action

(b)(5);Deliberative Process Privilege

- (b)(5);Deliberative Process Privilege

- (b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Measuring Success

[Redacted]

Affected Stakeholders

Internal stakeholders:

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Mechanism:

[Redacted]

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 - 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

[Redacted]

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.

Supporting Evidence

[Redacted]

Proposal Implementation and Time Horizon to Start Action

FY2017 – FY2019

Measuring Success

[Redacted]

Affected Stakeholders

[Redacted]

Mechanism

- Statutory, regulatory, and administrative

Budget and FTE changes - No significant budgetary or FTE changes are anticipated.

