

(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]

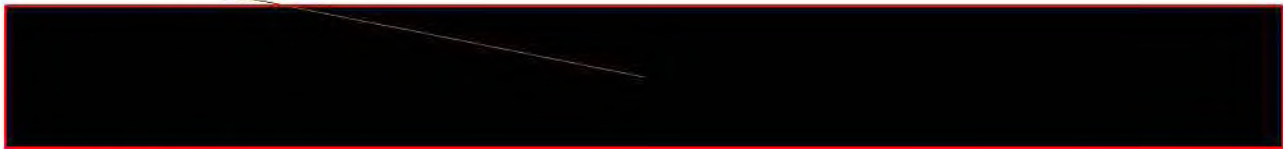
(b)(5), Deliberative Process

Proposal Implementation and Time Horizon to Start Action

[Redacted]

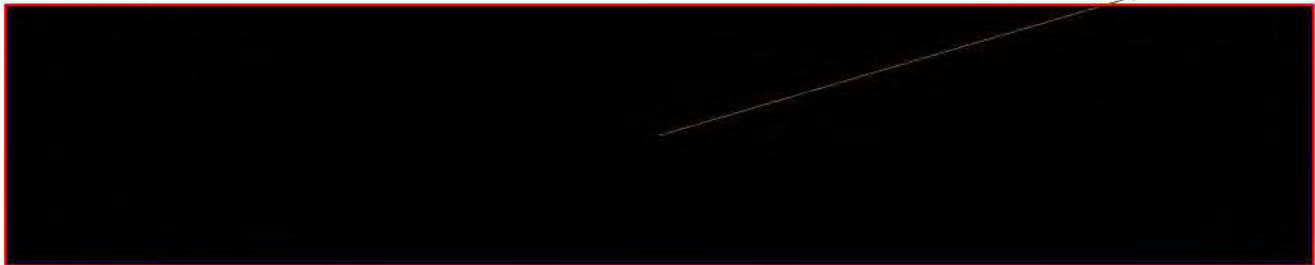
(b)(5), Deliberative Process

(b)(5), Deliberative Process



(b)(5), Deliberative Process

Measuring Success



Affected Stakeholders

Internal and External.



(b)(5), Deliberative Process Privilege

Mechanism:

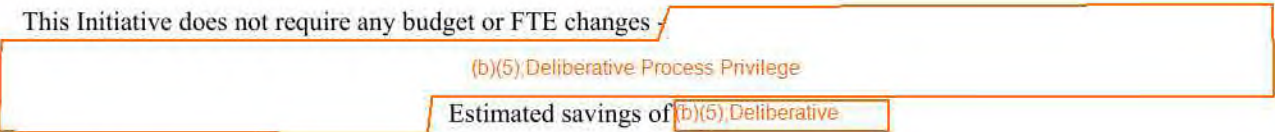
Administrative.



(b)(5), Deliberative Process Privilege

Budget and FTE changes

This Initiative does not require any budget or FTE changes.

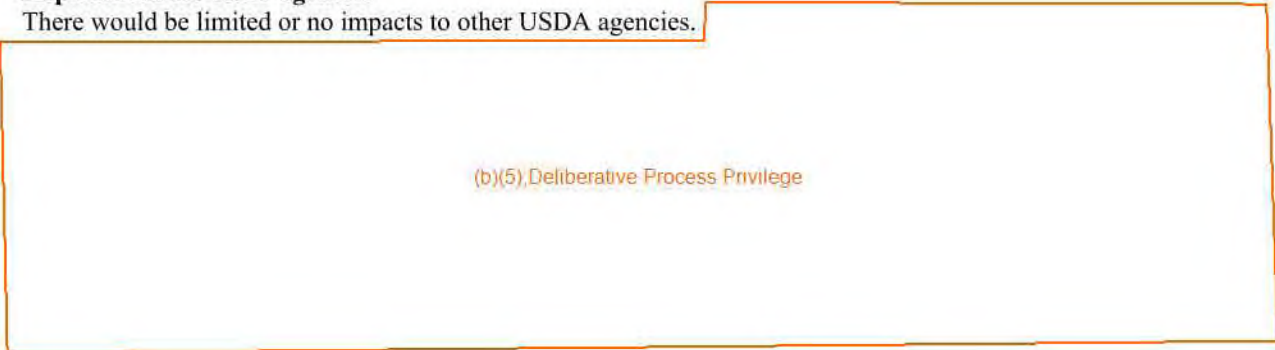


(b)(5), Deliberative Process Privilege

Estimated savings of (b)(5), Deliberative

Implications for other agencies

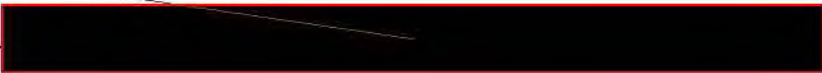
There would be limited or no impacts to other USDA agencies.



(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

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-

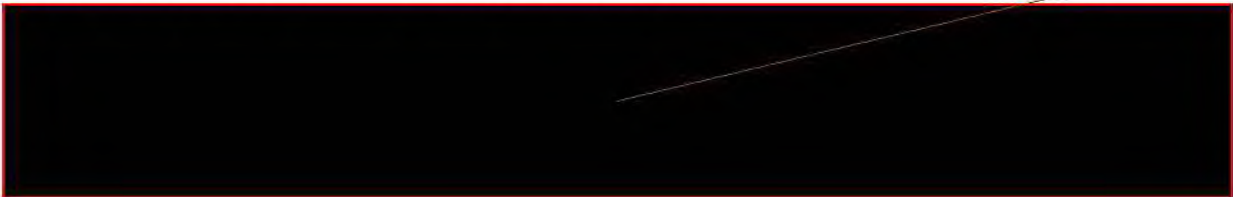


Description Short explanation of the existing issue and rationale for the proposed change.

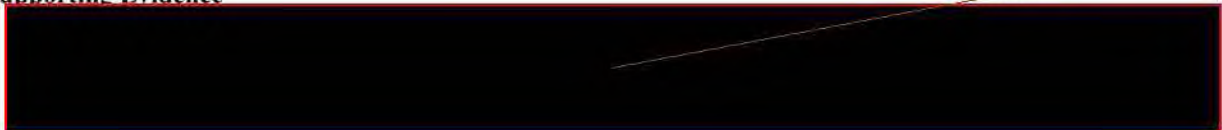
-
-



Justification Projected result/outcomes, both positive and negative.



Supporting Evidence



(b)(5), Deliberative Process

(b)(5), Deliberative Process

(b)(5); Deliberative Process



(b)(5); Deliberative Process Privilege

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]

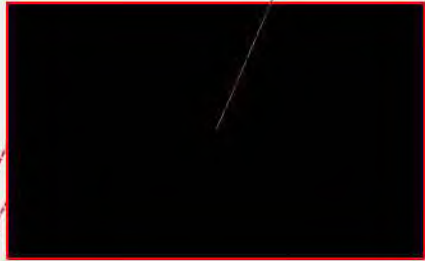
Mechanism

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

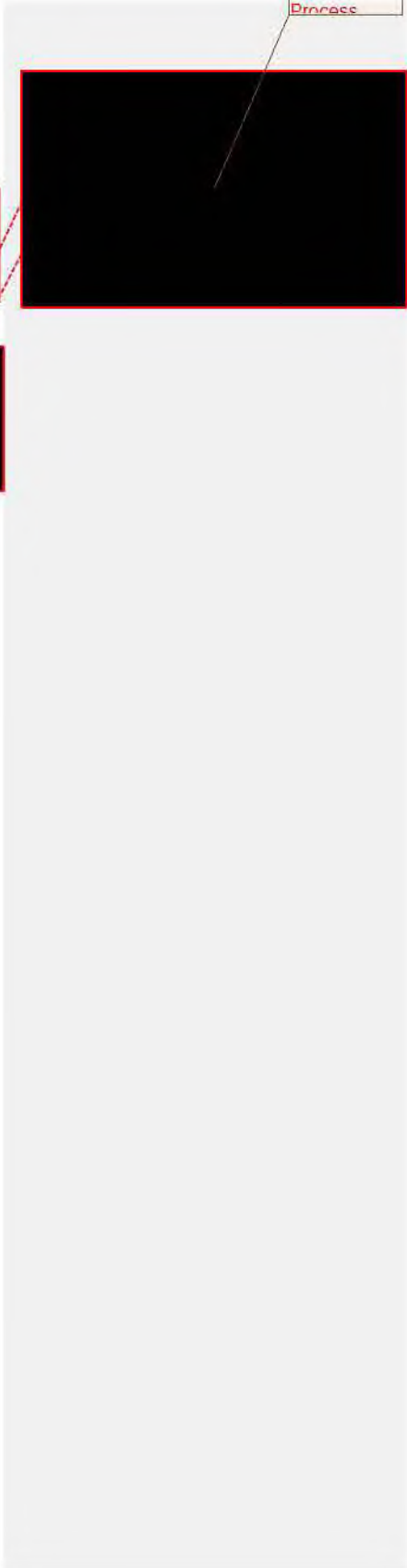
(b)(5), Deliberative Process

Budget and FTE changes



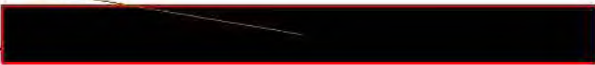
(b)(5), Deliberative Process

Implications for other agencies (optional)



(b)(5), Deliberative Process

Proposal Name:



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

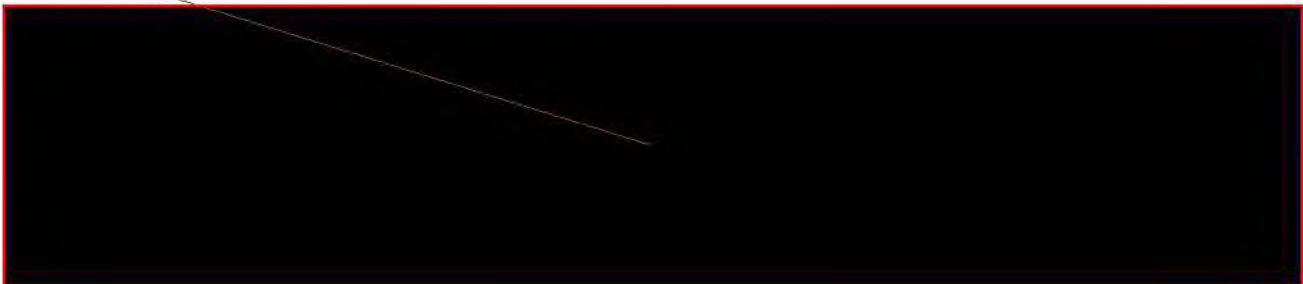
National Forests were originally envisioned as working forests with multiple objectives to improve and protect the forest, secure favorable watershed conditions, and to furnish a continuous supply of timber for use by citizens of the United States. During the post-World War II housing boom, national 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



(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

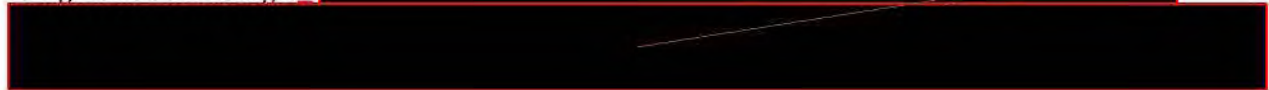
Mechanism

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
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(b)(5), Deliberative Process

Description



(b)(5), Deliberative Process



Justification

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

[Redacted]

(b)(5), Deliberative Process

Affected Stakeholders

[Redacted]

(b)(5), Deliberative Process

Budget and FTE changes

[Redacted]

(b)(5), Deliberative Process

Proposal Name:

[Redacted]

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

—Forest Service

Type

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

USDA Strategic Goals

(b)(5), Deliberative Process Privilege

[Redacted]

Proposal-at-a-Glance

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

Description

[Redacted]

(b)(5) Deliberative Process Privilege

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
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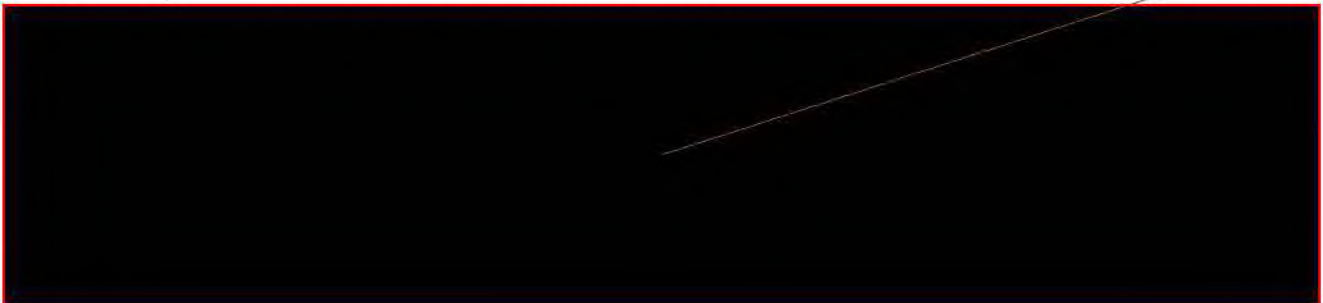
(b)(5), Deliberative Process Privilege

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

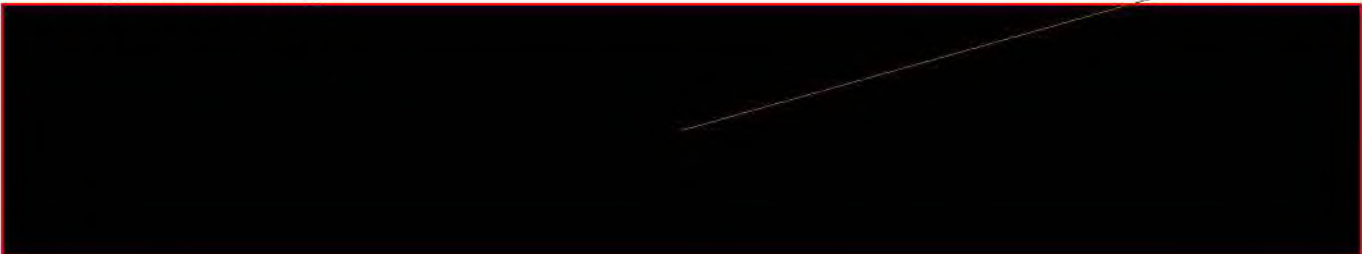


Mechanism:

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.

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

(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
-
-

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

[Redacted content]

(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]

(b)(5), Deliberative Process

Description

[Redacted]

Justification

(b)(5), Deliberative Process Privilege

[Redacted]

(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 Privilege

(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

(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

- (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
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(b)(5), Deliberative Process

Proposal Implementation and Time Horizon to Start Action
FY2017 – FY2019

Measuring Success

[Redacted]

Affected Stakeholders

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

Mechanism

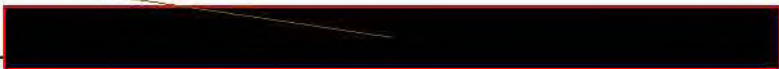
- Statutory, regulatory, and administrative

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]

Measuring Success

[Redacted]

(b)(5), Deliberative Process

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
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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
-

(b)(5), Deliberative Process

Budget and FTE changes

[Redacted]

Implications for other agencies

[Redacted]

(b)(5), Deliberative Process

(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

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

Proposal-at-a-Glance

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

Measuring Success

(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

From: Weeks, Andria -FS
Sent: 10 Jul 2017 18:32:09 +0000
To: Cloyes, Mackenzie - FS
Subject: RE: reform proposals
Attachments: Final_Consolidated.docx



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

p: 202-205-5102
c: [REDACTED]
f: 202-649-1161
aweeks@fs.fed.us

1400 Independence Avenue, SW
Washington, DC 20250
www.fs.fed.us



Caring for the land and serving people

From: Cloyes, Mackenzie - FS
Sent: Monday, July 10, 2017 1:42 PM
To: Weeks, Andria -FS <aweeks@fs.fed.us>
Subject: RE: reform proposals

The edited versions are attached as a single document.

From: Weeks, Andria -FS
Sent: Monday, July 10, 2017 1:24 PM
To: Cloyes, Mackenzie - FS <mcloyes@fs.fed.us>
Subject: reform proposals



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

1400 Independence Avenue, SW
Washington, DC 20250

www.fs.fed.us



Caring for the land and serving people

(b)(5), Deliberative Process

1. **Proposal Name:** [REDACTED]

2. **Scope:**

Department

3. **Type:** – Supports all types below

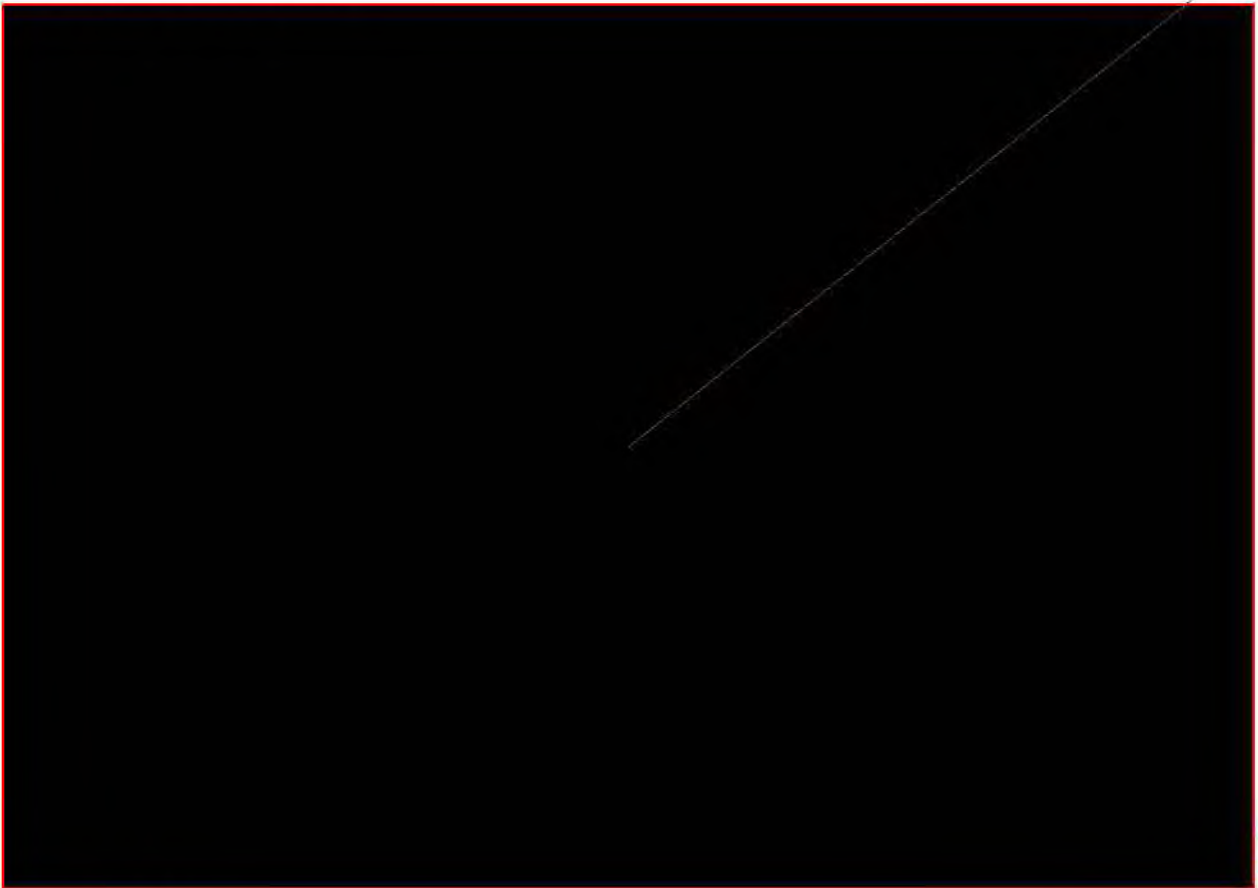
- ✓ Eliminating activities
- ✓ Restructuring or merging activities
- ✓ Improve organizational efficiency and effectiveness
- ✓ Workforce management (improve performance, increase accountability, and/or reduce cost/size)

4. **USDA Strategic Goals:**

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

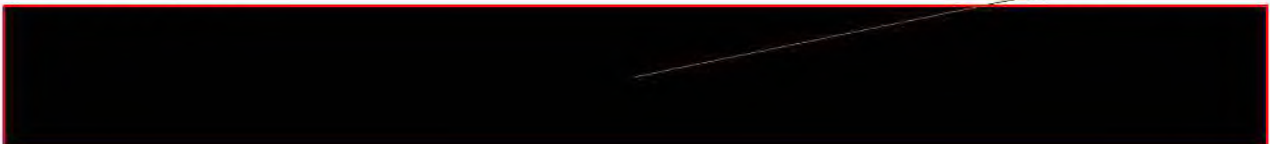
(b)(5), Deliberative Process

5. **Proposal-at-a-Glance:**



(b)(5), Deliberative Process

6. **Description:**



(b)(5), Deliberative Process

(b)(5), Deliberative Process



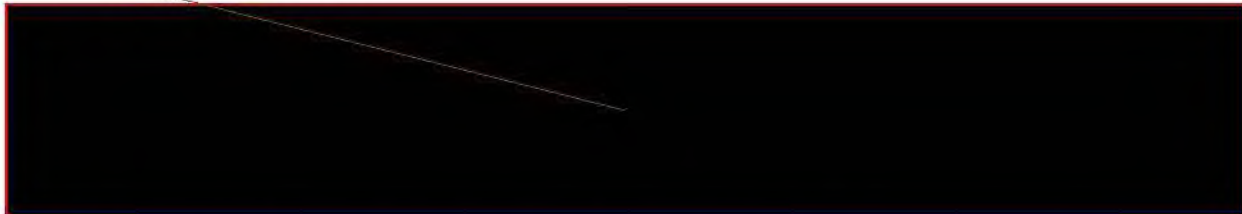
(b)(5), Deliberative Process

7. Justification:



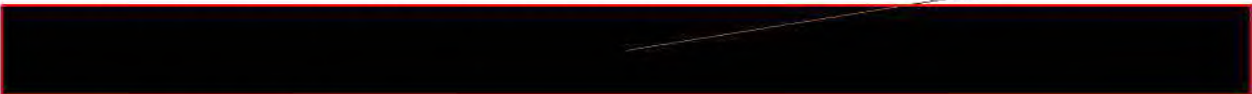
(b)(5), Deliberative Process

8. Supporting Evidence:



(b)(5), Deliberative Process

9. Proposal Implementation and Time Horizon to Start Action:



(b)(5), Deliberative Process

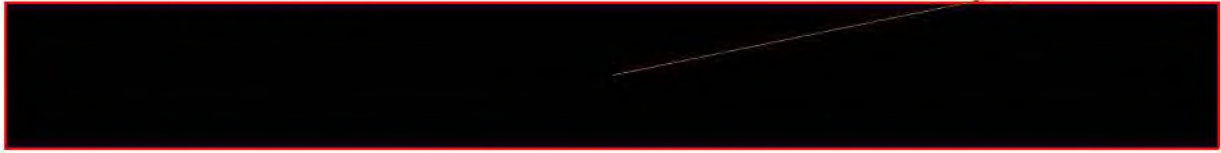
10. Measuring Success:



(b)(5), Deliberative Process

(b)(5), Deliberative Process

11. Affected Stakeholders:



12. Mechanism: primary mechanism for change category: Statutory, Regulatory, Administrative (1-2 paragraphs)

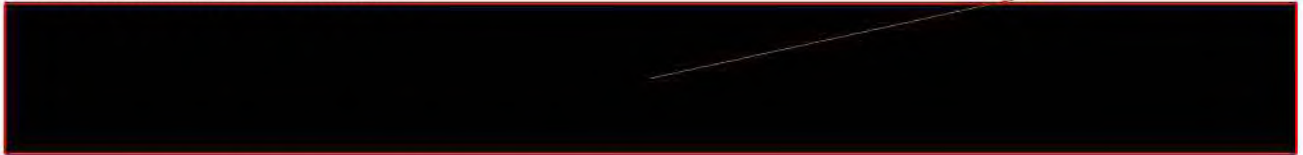
Administrative.



(b)(5); Deliberative Process Privilege

(b)(5), Deliberative Process

13. Budget and FTE changes:



14. Implications for other agencies (optional)

(b)(5); Deliberative Process

15. Proposal Name:

[Redacted]

16. Scope:

Department

17. Type:

Restructuring or merging activities

18. USDA Strategic Goals

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

19. Proposal-at-a-Glance

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

[Redacted]

(b)(5); Deliberative Process

20. Description

[Redacted]

(b)(5); Deliberative Process

21. Justification

[Redacted]

(b)(5); Deliberative Process

22. Supporting Evidence

[Redacted]

(b)(5); Deliberative Process

(b)(5), Deliberative Process



(b)(5), Deliberative Process

23. Proposal Implementation and Time Horizon to Start Action



(b)(5), Deliberative Process

24. Measuring Success



25. Affected Stakeholders

External stakeholders should not be impacted.



(b)(5), Deliberative Process Privilege

26. Mechanism:

Administrative.



(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

[Redacted]

(b)(5), Deliberative Process

27. Budget and FTE changes

[Redacted]

(b)(5), Deliberative Process

28. Implications for other agencies

[Redacted]

(b)(5), Deliberative Process

29. **Proposal Name** - [Redacted]

30. **Scope** - USDA and Forest Service

31. **Type** - Improve organizational efficiency and effectiveness

32. **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.

33. **Proposal-at-a-Glance**

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

(b)(5), Deliberative Process

34. **Description**

[Redacted]

(b)(5), Deliberative Process

[Redacted]

35. **Justification**

(b)(5), Deliberative Process Privilege

(b)(5) Deliberative Process Privilege

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

(b)(5) Deliberative Process

36. Supporting Evidence

[Redacted]

(b)(5) Deliberative Process

37. Proposal Implementation and Time Horizon to Start Action

[Redacted]

(b)(5) Deliberative Process

38. Measuring Success

[Redacted]

(b)(5) Deliberative Process

39. Affected Stakeholders

[Redacted]

40. Budget and FTE changes

No budget or FTE changes are expected from this effort.

(b)(5) Deliberative Process Privilege

(b)(5), Deliberative Process

(b)(5), Deliberative Process

41. Proposal Name: [Redacted]

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

42. Scope: [Redacted]

[Redacted]

43. Type

- ✓ Eliminating activities

44. USDA Strategic Goals

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

45. Proposal-at-a-Glance

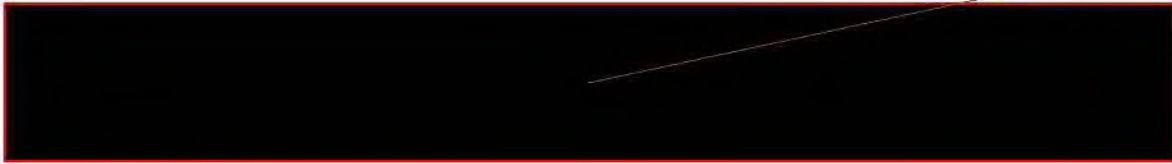
- a. (b)(5), Deliberative Process Privilege
- b.

(b)(5), Deliberative Process

Description

[Redacted]

(b)(5), Deliberative Process



46. Justification

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

b.

c.

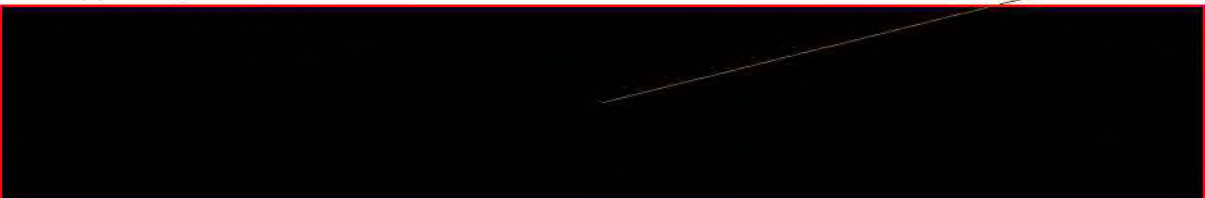
d.

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

f.

(b)(5), Deliberative Process

47. Supporting Evidence



(b)(5), Deliberative Process



48. Proposal Implementation and Time Horizon to Start Action

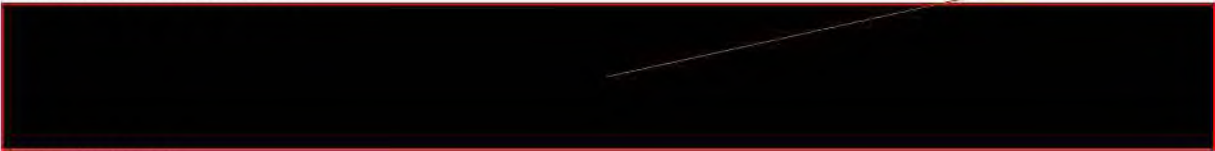
- (b)(5), Deliberative Process Privilege
-
-
-
-
-

49. Measuring Success

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

(b)(5), Deliberative Process

50. Affected Stakeholders



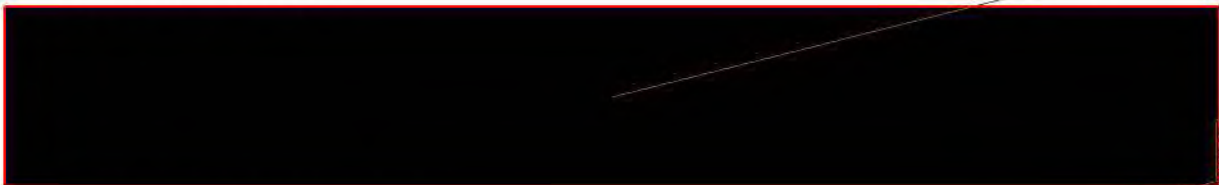
51. Mechanism:

Statutory:

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

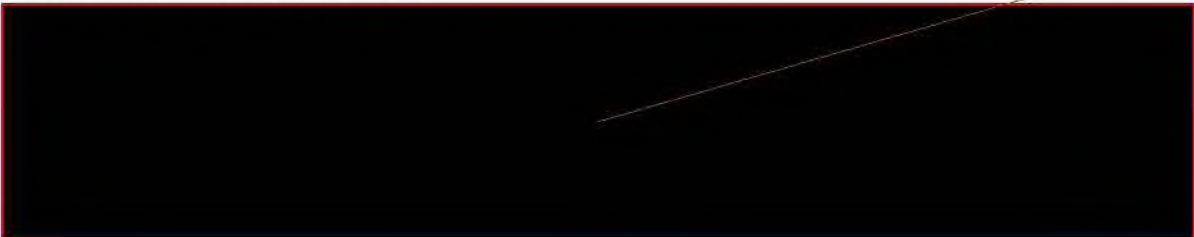
(b)(5), Deliberative Process

52. Budget and FTE changes



(b)(5), Deliberative Process

53. Implications for other agencies



54. Proposal Name:

[Redacted]

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

55. Scope:

[Redacted]

56. Type

Eliminating activities

Restructuring or merging activities

➤ **Improve organizational efficiency and effectiveness**

Workforce management (improve performance, increase accountability, and/or reduce cost/size)

57. 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

58. Proposal-at-a-Glance

(b)(5), Deliberative Process Privilege

[Redacted]

(b)(5), Deliberative Process

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

[Redacted]

(b)(5), Deliberative Process

60. Justification

[Redacted]

(b)(5), Deliberative Process

61. Supporting Evidence

[Redacted]

(b)(5), Deliberative Process

62. Proposal Implementation and Time Horizon to Start Action

[Redacted]

(b)(5), Deliberative Process

63. Measuring Success

[Redacted]

(b)(5), Deliberative Process

64. Affected Stakeholders

[Redacted]

65. Mechanism:

Administrative.

(b)(5), Deliberative Process Privilege

66. Budget and FTE changes (1-2 paragraphs)

This project requires no changes to budget or FTEs.

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

1. **Proposal Name:**

[Redacted]

2. **Scope** - Departmental

3. **Type** - Improve organizational efficiency and effectiveness

4. **USDA Strategic Goals**

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

(b)(5), Deliberative Process

5. **Proposal-at-a-Glance**

[Redacted]

(b)(5), Deliberative Process

6. **Description**

[Redacted]

(b)(5), Deliberative Process

7. **Justification**

[Redacted]

(b)(5), Deliberative Process

8. **Supporting Evidence**

[Redacted]

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

This proposal could take effect immediately

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

10. Measuring Success

[Redacted]

11. Affected Stakeholders

This proposal should have no effect on internal or external stakeholders and should be transparent

12. Mechanism:

Administrative

13. Budget and FTE changes

No budget or FTE changes would be required.

(b)(5), Deliberative Process

14. Implications for other agencies (optional)

[Redacted]

(b)(5), Deliberative Process

67. Proposal Name:



68. Scope - USDA Forest Service

69. Type - Improve organizational efficiency and effectiveness

70. 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.

71. Proposal-at-a-Glance

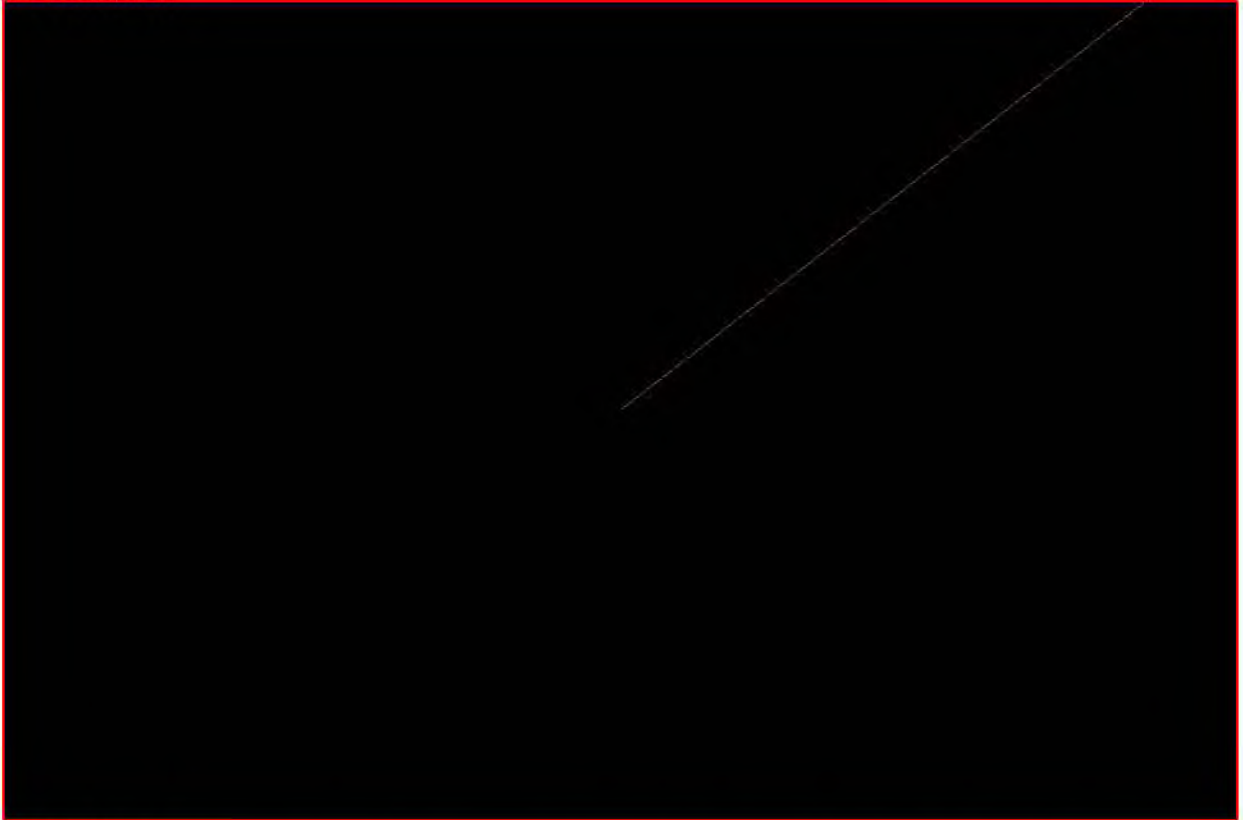
- (b)(5), Deliberative Process Privilege



-

(b)(5), Deliberative Process

72. Description

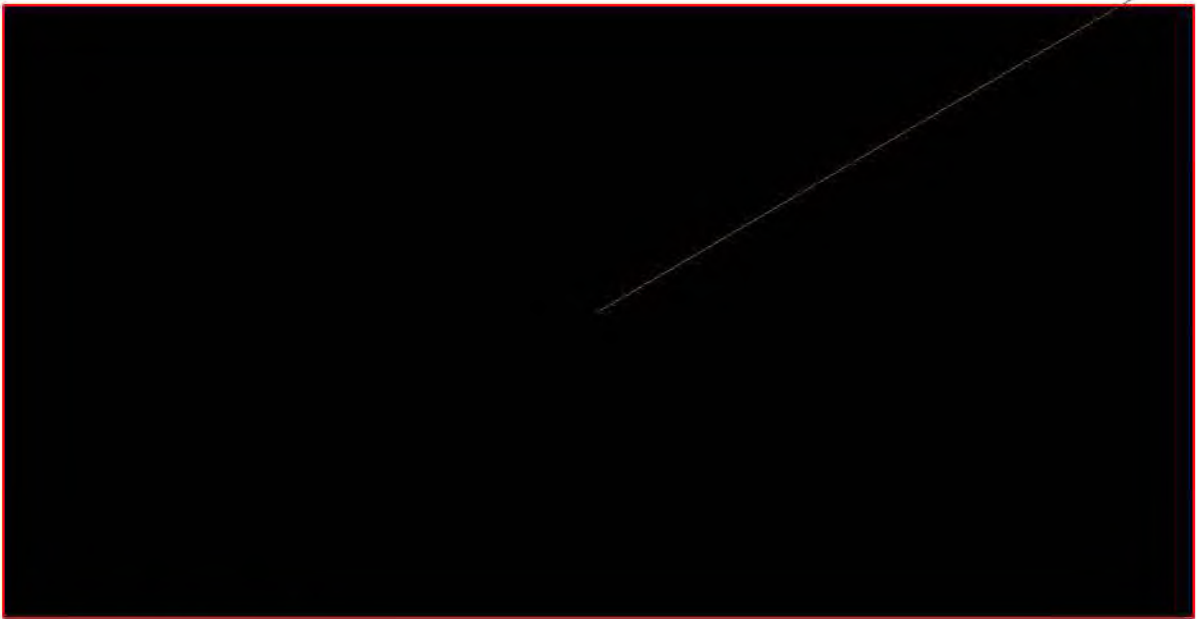


73. Justification

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

(b)(5), Deliberative Process



(b)(5), Deliberative Process

74. Supporting Evidence



75. 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

76. Measuring Success

- (b)(5), Deliberative Process Privilege

-

77. Affected Stakeholders

- (b)(5), Deliberative Process Privilege

-

-

78. Mechanism

Administrative/Regulatory.

(b)(5), Deliberative Process Privilege

79. Budget and FTE changes

No budget or FTE changes are expected from this effort.

(b)(5), Deliberative Process Privilege

80. Proposal Name:



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

81. Scope – Forest Service

82. Type

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

83. 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

84. Proposal-at-a-Glance

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

(b)(5), Deliberative Process

85. Description

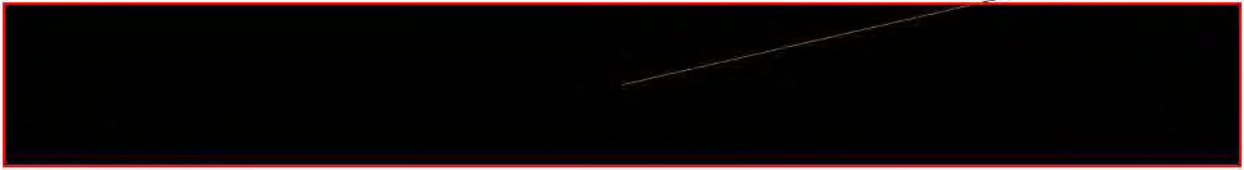
[Redacted]

(b)(5), Deliberative Process

[Redacted]

(b)(5), Deliberative Process

[Redacted]



86. 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
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(b)(5), Deliberative Process Privilege

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

(b)(5), Deliberative Process

87. Supporting Evidence



(b)(5), Deliberative Process

88. Proposal Implementation and Time Horizon to Start Action



89. Measuring Success

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(b)(5), Deliberative Process Privilege:



(b)(5), Deliberative Process

90. Affected Stakeholders



91. Mechanism:

Administrative.



(b)(5), Deliberative Process Privilege

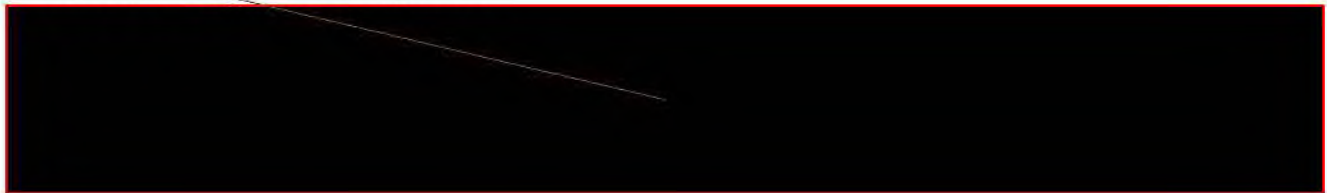
92. Budget and FTE changes



(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

93. Implications for other agencies



(b)(5), Deliberative Process

94. Proposal Name: [Redacted]

95. Scope

Forest Service

96. Type

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

97. USDA Strategic Goals

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

98. Proposal-at-a-Glance

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

99. Description

[Redacted]

(b)(5), Deliberative Process



(b)(5), Deliberative Process

100. Justification






(b)(5), Deliberative Process

101. Supporting Evidence



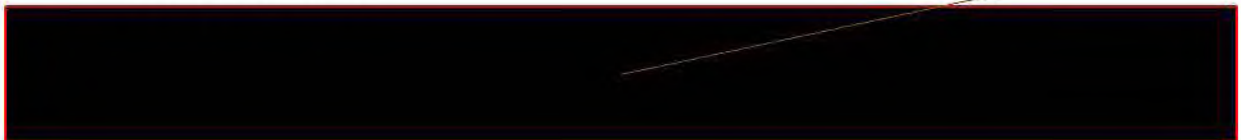
102. Proposal Implementation and Time Horizon to Start Action

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

103. Measuring Success



(b)(5), Deliberative Process



104. Affected Stakeholders

Internal stakeholders,



(b)(5), Deliberative Process Privilege

External stakeholders,



(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

105. Mechanism: primary mechanism for change category: Administrative



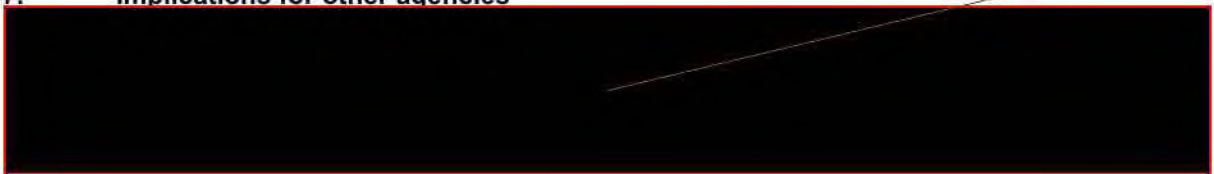
(b)(5), Deliberative Process

106. Budget and FTE changes



(b)(5), Deliberative Process

107. Implications for other agencies



(b)(5), Deliberative Process

1. **Proposal Name:**

[Redacted]

2. **Scope - USDA**

3. **Type**

Improve organizational efficiency and effectiveness.

4. **USDA Strategic Goals**

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

5. **Proposal-at-a-Glance**

[Redacted]

(b)(5), Deliberative Process

6. **Description**

What are you proposing?

(b)(5), Deliberative Process Privilege

What problem are you trying to solve?

(b)(5), Deliberative Process Privilege

7. **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

8. **Supporting Evidence**

[Redacted]

(b)(5), Deliberative Process

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

FY18 Q2

(b)(5), Deliberative Process

10. Measuring Success



11. Affected Stakeholders

Not applicable

12. Mechanism:

Administrative.

(b)(5), Deliberative Process Privilege

13. Budget and FTE changes

None at this time,

(b)(5), Deliberative Process Privilege

14. Implications for other agencies

(b)(5), Deliberative Process Privilege

15. **Proposal Name:** [Redacted]

16. **Scope:** Forest Service

17. **Type**

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

18. **USDA Strategic Goals**

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

19. **Proposal-at-a-Glance**

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

20. **Description**

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

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

21. **Justification**

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

(b)(5), Deliberative Process



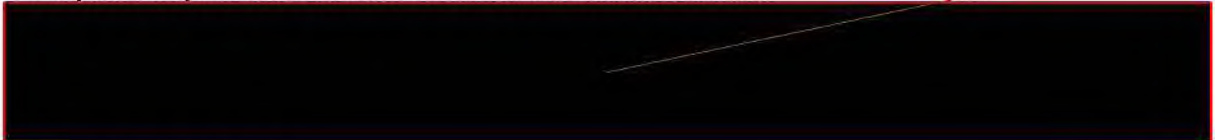
(b)(5), Deliberative Process

22. Supporting Evidence



(b)(5), Deliberative Process

23. Proposal Implementation and Time Horizon to Start Action



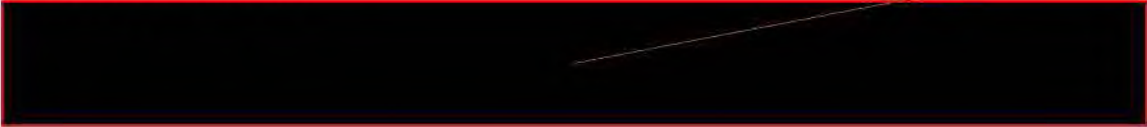
(b)(5), Deliberative Process

24. Measuring Success



(b)(5), Deliberative Process

25. Affected Stakeholders



26. Mechanism:

Administrative.

(b)(5), Deliberative Process Privilege

27. 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.

(b)(5), Deliberative Process Privilege

28. Implications for other agencies Not applicable.

(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 -

(b)(5), Deliberative Process Privilege

29. 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

(b)(5), Deliberative Process

30. Supporting Evidence

[Redacted]

[Redacted]

(b)(5); Deliberative Process

31. Proposal Implementation and Time Horizon to Start Action

[Redacted]

(b)(5); Deliberative

(b)(5); Deliberative Process

32. Measuring Success

[Redacted]

33. Affected Stakeholders

Internal and External stakeholders.

[Redacted]

(b)(5); Deliberative Process Privilege

(b)(5); Deliberative Process

34. Mechanism

[Redacted]

35. Budget and FTE changes

No significant budgetary or FTE changes are anticipated.

36. 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

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

(b)(5); Deliberative Process

Supporting Evidence

[Redacted]

Proposal Implementation and Time Horizon to Start Action

Under implementation. (b)(5); Deliberative Process Privilege

Affected Stakeholders

(b)(5); Deliberative Process Privilege

Budget and FTE changes - No budget or FTE changes are expected from this effort.

(b)(5); Deliberative Process Privilege

Mechanism

- (b)(5); Deliberative Process Privilege

(b)(5), Deliberative Process

37. Proposal Name - [REDACTED]

38. Scope - USDA Forest Service

39. Type - Improve organizational efficiency and effectiveness

40. 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.

(b)(5), Deliberative Process

41. Proposal-at-a-Glance

[REDACTED]

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

(b)(5), Deliberative Process

[REDACTED]

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

42. Description

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

43. 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.

44. Supporting Evidence

(b)(5), Deliberative Process Privilege

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

45. Proposal Implementation and Time Horizon to Start Action

FY2017 – FY2019

(b)(5), Deliberative Process

46. Measuring Success

[REDACTED]

47. Affected Stakeholders

- Internal and external (b)(5), Deliberative Process Privilege constituents.

- General public

48. Mechanism

Administrative/Legislative:

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

49. Budget and FTE changes

No significant budgetary or FTE changes are anticipated.

50. Proposal Name:

(b)(5), Deliberative Process Privilege

51. Scope - Department

52. Type - Improve organizational efficiency and effectiveness

53. USDA Strategic Goals

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

54. Proposal-at-a-Glance

(b)(5), Deliberative Process Privilege

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

(b)(5), Deliberative Process

55. Description

[Redacted]

(b)(5), Deliberative Process

56. Justification

[Redacted]

(b)(5), Deliberative Process

57. Supporting Evidence

[Redacted]

58. Proposal Implementation and Time Horizon to Start Action

Immediate implementation (b)(5), Deliberative Process Privilege

59. Measuring Success

Not applicable

60. Affected Stakeholders

This proposal should have no effect on internal or external stakeholders and should be transparent.

61. Mechanism:

Regulatory and possibly Statutory

62. Budget and FTE changes

No budget or FTE changes would be required.

63. Implications for other agencies (optional)

(b)(5), Deliberative Process Privilege

1. **Proposal Name:** (b)(5), Deliberative Process Privilege

2. **Scope** - Departmental

3. **Type** - Improve organizational efficiency and effectiveness

4. **USDA Strategic Goals**

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

(b)(5), Deliberative Process

5. **Proposal-at-a-Glance**

[Redacted]

(b)(5), Deliberative Process

6. **Description**

[Redacted]

(b)(5), Deliberative Process

7. **Justification**

[Redacted]

(b)(5), Deliberative Process

8. **Supporting Evidence**

[Redacted]

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

This proposal could take effect immediately (b)(5), Deliberative Process Privilege

10. **Measuring Success**

Not applicable

11. **Affected Stakeholders**

This proposal should have no effect on internal or external stakeholders and should be transparent

12. **Mechanism:**

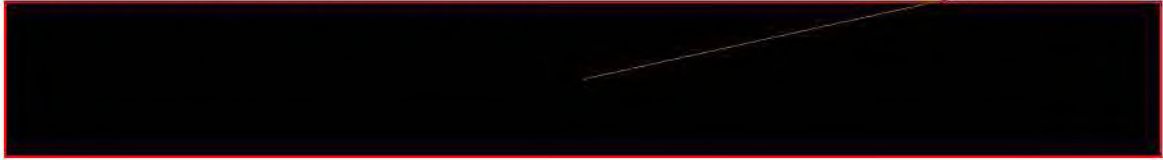
Regulatory

13. **Budget and FTE changes**

No budget or FTE changes would be required.

(b)(5), Deliberative Process

14. Implications for other agencies (optional)



(b)(5), Deliberative Process

64. Proposal Name: [Redacted]

65. Scope

Forest Service

66. Type

Improve organizational efficiency and effectiveness

67. 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

68. Proposal-at-a-Glance

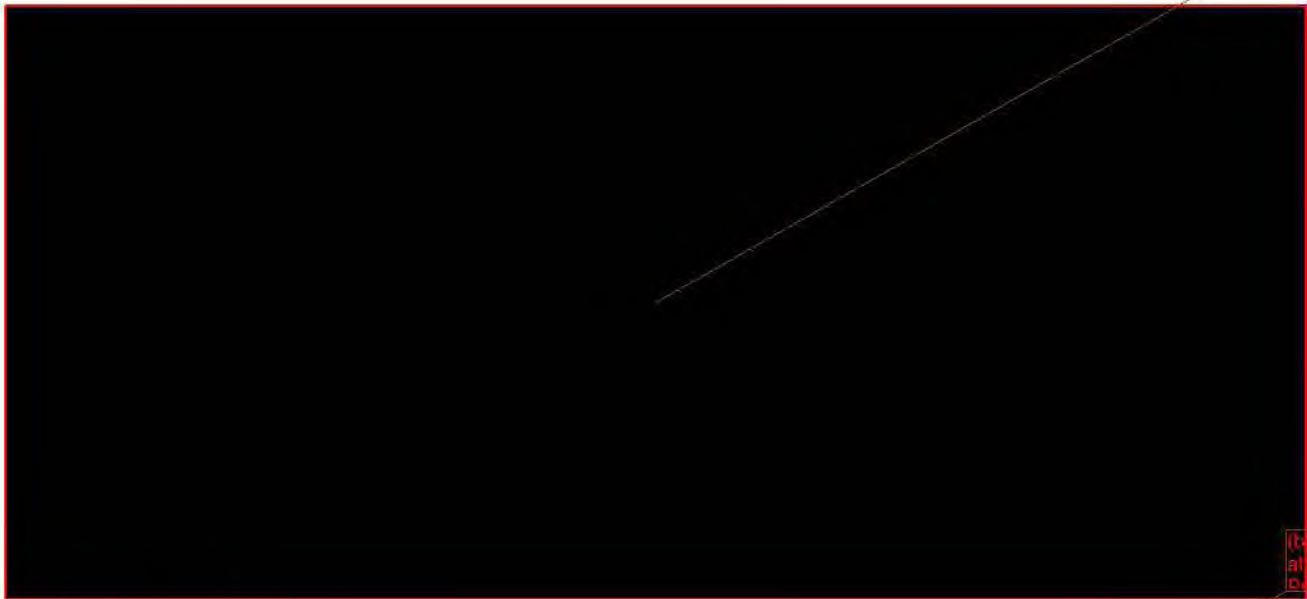
- (b)(5), Deliberative Process Privilege
- [Redacted]

(b)(5), Deliberative Process

69. Description

[Redacted]

(b)(5), Deliberative Process



(b)(5), Deliberative Process

70. Justification



(b)(5), Deliberative Process

71. Supporting Evidence



(b)(5), Deliberative Process

(b)(5), Deliberative Process



72. Proposal Implementation and Time Horizon to Start Action

The Forest Service proposes to begin implementing this Initiative in FY 2017/



(b)(5), Deliberative Process

73. Measuring Success



74. Affected Stakeholders

Internal and External/



(b)(5); Deliberative Process Privilege

75. Mechanism:

Administrative.

(b)(5), Deliberative Process Privilege

76. Budget and FTE changes

This Initiative does not require any budget or FTE changes.

(b)(5), Deliberative Process Privilege

77. Implications for other agencies

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

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

78. Proposal Name

[Redacted]

79. Scope

Interagency – Forest Service,

(b)(5), Deliberative Process Privilege

80. Type

Improve organizational efficiency and effectiveness

81. 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.

82. Proposal at a Glance

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

[Redacted]

b.

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

[Redacted]

(b)(5), Deliberative Process

83. Description

[Redacted content]

(b)(5), Deliberative Process

(b)(5), Deliberative Process

84. Justification

[Redacted content]

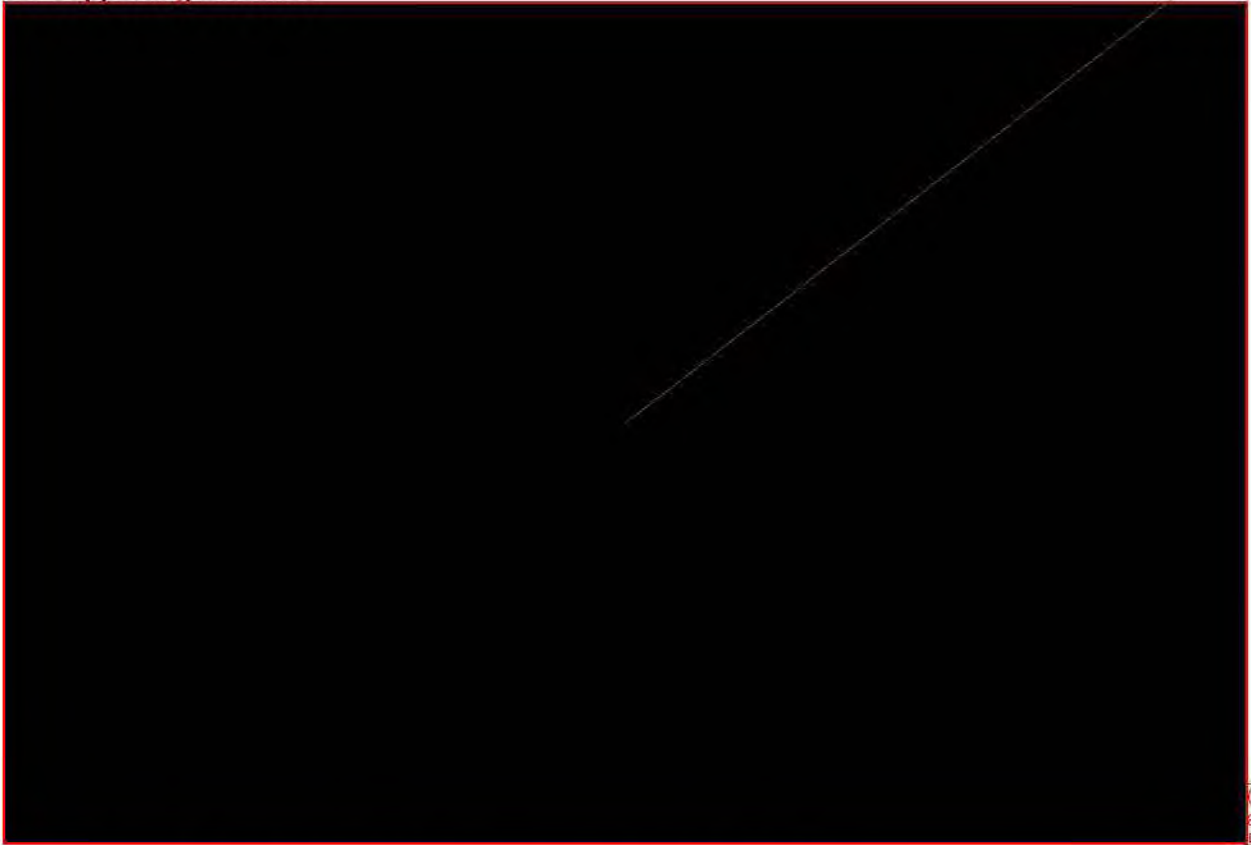
[Redacted content]

(b)(5), Deliberative Process



(b)(5), Deliberative Process

85. Supporting Evidence



(b)(5), Deliberative Process

86. Proposal Implementation and Time Horizon to Start Action



(b)(5), Deliberative Process

[Redacted]

(b)(5), Deliberative Process

87. Measuring Success

[Redacted]

(b)(5), Deliberative Process

(b)(5), Deliberative Process

88. Affected Stakeholders

[Redacted]

(b)(5), Deliberative Process

89. Mechanism

[Redacted]

90. Budget and FTE changes

no budget or FTE changes are expected, [Redacted]
(b)(5), Deliberative Process Privilege

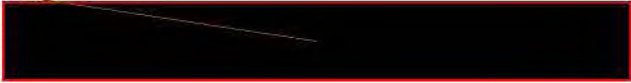
(b)(5), Deliberative Process

91. Implications for other agencies (optional)

[Redacted]

(b)(5), Deliberative Process

92. Proposal Name:



93. Scope

Departmental

94. Type (select one) – Supports all types below

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

95. USDA Strategic Goals

Ensure Productive and Sustainable Use of our National Forest System Lands

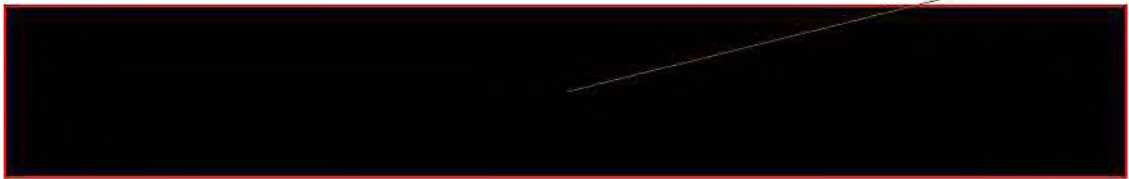
96. Proposal-at-a-Glance

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

97. Description

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

(b)(5), Deliberative Process



98. Justification

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

99. Supporting Evidence

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

100. Proposal Implementation and Time Horizon to Start Action



101. Measuring Success

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

102. Affected Stakeholders

Internal stakeholders:

(b)(5);Deliberative Process Privilege

103. Mechanism: primary mechanism for change category: Statutory, Regulatory, Administrative (1-2 paragraphs)

Administrative.

(b)(5);Deliberative Process Privilege

104. Budget and FTE changes

This proposal requires no budget or FTE changes to implement,

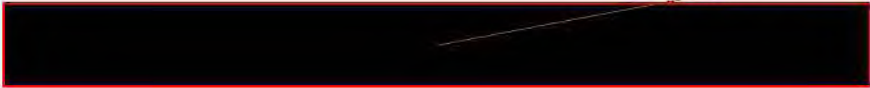
(b)(5);Deliberative Process Privilege

105. Implications for other agencies (optional)

Not applicable

(b)(5), Deliberative Process

106. **Proposal Name:**



107. **Scope**
Forest Service

108. **Type:** – Supports all types below

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

109. **USDA Strategic Goals**

Ensure Productive and Sustainable Use of our National Forest System Lands

110. **Proposal-at-a-Glance**

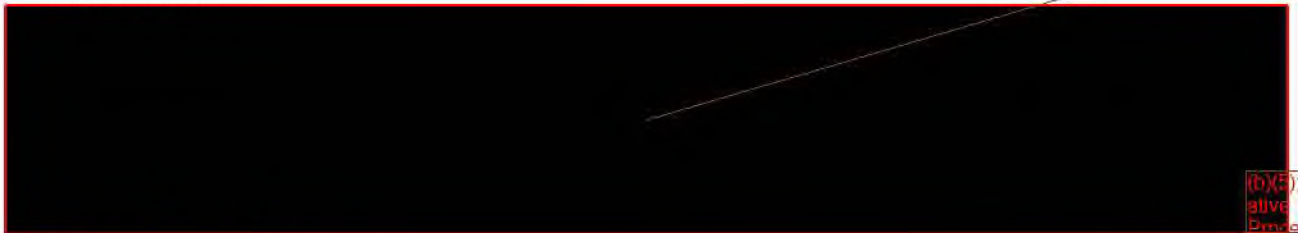
- (b)(5), Deliberative Process Privilege
-
-

111. **Description**

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

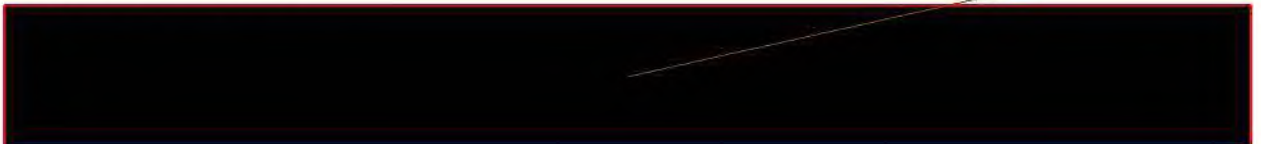
(b)(5), Deliberative Process

112. **Justification**



(b)(5), Deliberative Process

113. **Supporting Evidence**



(b)(5), Deliberative Process



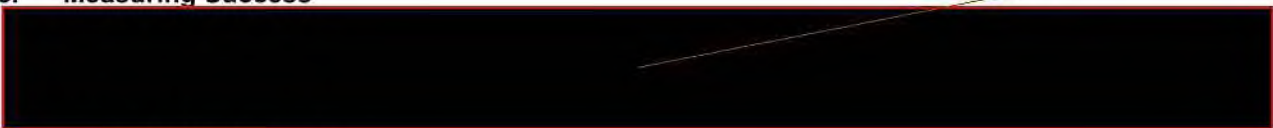
(b)(5), Deliberative Process

114. Proposal Implementation and Time Horizon to Start Action



(b)(5), Deliberative Process

115. Measuring Success



116. Affected Stakeholders

Internal stakeholders:



(b)(5), Deliberative Process Privilege

117. Mechanism: primary mechanism for change category: Statutory, Regulatory, Administrative (1-2 paragraphs)

Administrative.



(b)(5), Deliberative Process Privilege

118. Budget and FTE changes

This proposal requires no budget or FTE changes to implement



(b)(5), Deliberative Process Privilege