

From: Weeks, Andria -FS
Sent: 6 Jul 2017 20:17:14 +0000
To: Blount, Emilee -FS
Cc: Freeman, John -FS
Subject: ACTION ITEM: Agency Reform and Restructure plan
Attachments: FS Workforce Re-Shaping Brief 05-02-17 v2.docx, Agency Reform Plan Instructions.docx, FS RRTF Data Call June13.xlsx
Importance: High

(b)(5), Deliberative Process
Emilee
Hi Emilee,

I just spoke to Glenn about some additional proposals for the agency's reshaping/reform/restructure plan. The following [redacted] items were submitted to the Department as part of the regulatory reform data call:

- (b)(5), Deliberative Process Privilege
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-
-
-
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OBPA recommended that we include any items we recently submitted for our regulatory reform proposals. Glenn and I discussed reaching out you to prepare proposals for any or all of the following if we want these to be included in the reform plan. The challenge is I need the write-ups by 10am tomorrow as we are planning to brief Angela at Noon so they can be transmitted to NRE for clearance tomorrow. Please confirm with John Freeman and I whether you will be submitting any of these proposals and then we'll look out for them in the morning.

Thanks,



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U.S. Forest Service

Briefing Paper

Business Operations Deputy Area

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Issue: Forest Service Response and Approach to Workforce Reshaping and Reform

Background: The Executive Order on a Comprehensive Plan for Re-Organizing the Executive Branch (March 13, 2017) and subsequent OMB Memo M-17-22: Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce (April 12, 2017) require agencies to initiate strategic workforce reforms that fulfill hiring freeze guidance and align budget blueprint proposals. Workforce reforms should result in a leaner, more accountable government that effectively and efficiently deliver programs of the highest need to the public.

Action: To accomplish these objectives, the Forest Service formed a Reform and Restructure Team to respond the Executive Order and OMB Guidance on workforce re-shaping. The team is co-led by the Deputy Chief for Business Operations and Region 6 Regional Forester and includes leaders from National Forest System, Research and Development, State and Private Forestry, Human Resources and Budget.

The Reform and Restructure Team identified four thematic areas for exploring re-shaping opportunities:

1. **Redesign the customer service delivery functions across program areas:** Change service delivery processes to be more customer-oriented, with a focus on what makes good business sense and limiting scope to policies and processes that are within the agency's purview/span of control. Potential functional areas could include:

(b)(5), Deliberative Process Privilege

2. **Consider geographic combinations, along with Service First Opportunities:** Combine Forest Service offices/functions that serve similar geographic footprints; provide opportunities for shared services in these locations (e.g., (b)(5), Deliberative Process Privilege etc.). Identify and replicate best practices from Service First authorities and experiences.

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

3. **Create service centers for excellence:** For technical skills where demand and surge varies, establish concentrated centers of excellence that can serve the entire agency: Potential areas for consideration include:

- a.

(b)(5), Deliberative Process

- b. (b)(5), Deliberative Process Privilege
- c.
- d.
- e.

4. Streamline policies and processes that could maximize efficiency and effectiveness.

Identify targeted areas where large scale process improvements could generate savings or efficiencies:

Potential examples include:

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

Next Steps:

1. Pending USDA guidance on workforce re-shaping, establish teams of subject matter experts to develop more detailed proposals associated with 1-4.
2. Use FTE trends and FTE changes in 2018 to drive any future VERA/VSIP requests.

EXHIBIT – AGENCY REFORM PLAN

The Agency Reform Plan provide an overview of proposals submitted with regard to the OMB-signed memorandum, *Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce*.

GENERAL INSTRUCTIONS

On April 12, 2017, OMB signed a memorandum for a Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce. This memorandum provides agencies guidance on fulfilling the requirements of the Hiring Freeze Presidential Memorandum (PM) and the Reorganization Executive Order (EO) while aligning those initiatives with the Federal budget and performance planning processes. To access the Reform Memorandum please visit the following page: <https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/memoranda/2017/M-17-22.pdf>

The Office of the Secretary has established a USDA Reform Task Force made up of representatives from the programmatic mission areas and Departmental staff offices. The Reform Task Force will work to develop crosscutting reforms, select proposals submitted through this process, and make final reform recommendations to the Office of the Secretary. The selected reform proposals will be included in USDA's Reform Plan submission to OMB in September 2017.

Consideration should be given to reform proposals that increase the effectiveness of your agency's organizational structure and enhance the delivery of USDA's programs. All submittals need to include a description of how the proposed reform will improve customer experience for USDA's constituents. Lastly, in an effort to ensure consistency, agencies that submitted administrative (non-regulatory) reform proposal through the Regulatory Reform Task Force are encouraged to resubmit their proposal using the template below.

USDA agencies and Departmental staff offices providing reform proposals should use the following template:

USDA agencies and Departmental staff offices providing reform proposals should use the following template:

1. Proposal Name:

2. Scope

Agency specific or Departmental

3. Type (select one)

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

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

5. Proposal-at-a-Glance

Please describe this initiative using 3-4 bullet points. This will be used to communicate initiatives at a high-level.

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

What are you proposing?
What problem are you trying to solve?

7. Justification Projected result/outcomes, both positive and negative. (1-2 paragraphs)

Why is this good government?
How will this lead to efficiencies, cost savings, and/or workforce reductions?
How will your reform improve customer experience for USDA's constituents?

8. Supporting Evidence (1 paragraph)

What evidence can be cited to support this proposal? Agencies should consider recommendations outlined in relevant GAO and OIG audits and USDA Management Challenges Report while developing reform proposal.

9. Proposal Implementation and Time Horizon to Start Action

Timelines and risks, including administrative challenges; capacity needed for implementation; and any impacts on personnel, physical assets, and other agencies, where applicable. (1-2 paragraphs)

Select: FY 2017, FY 2018, FY 2019, FY 2020, Beyond. For legislative proposals, agencies can consider the "start" when the idea is submitted to Congress through the President's FY 2019 Budget in February 2018.

10. Measuring Success (1-2 paragraphs)

What current or new metrics and milestones will assist the Department in measuring the impact of this proposal?

11. Affected Stakeholders (1 paragraph)

How will this reform affect internal and external stakeholders?

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

Analysis of underlying statutory, regulatory, and other legal authorities at issue, litigation risk, and whether the proposal requires statutory or regulatory changes or can be done administratively. If the proposal requires legislation, agencies should note if the legislative change would be necessary in appropriations language or in authorization language.

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

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.

14. Implications for other agencies (optional)

Summary of how other USDA agencies would be impacted, if at all. If appropriate, provide brief explanation of how other federal agencies may be impacted.

USDA Regulatory Reform Task Force

List of USDA Regulations to be Considered for Review and Reform

USDA REGULATIONS													Pre-Decisional Deliberative DR		
MISSION AREA	LEAD AGENCY	RELATED AGENCY	ISSUE TO BE ADDRESSED	REQUIRES LEGISLATION	LEGAL CITATION	TITLE OF REGULATION	RIN NUMBER	STAGE OF RULEMAKING	OMB DESIGNATION	ESTIMATED PUBLICATION DATE	2017 SPRING AGENDA ENTRY	ESTIMATED COST SAVINGS	SOURCE OF ANTICIPATED SAVINGS	REQUIRES 2 FOR 1	REQUIRES OFFSETS
	Forest Service		(b)(5), Deliberative Process Privilege	No	(b)(5), Deliberative Process Privilege		RIN not yet provided. Workplan # 16-2	(b)(5), Deliberative Process Privilege				Modest cost savings associated with reducing publication costs.	USDA	No	No
	Forest Service		(b)(5), Deliberative Process Privilege	No	(b)(5), Deliberative Process Privilege							Significant efficiency gains (time and budget); improves clarity of agency process;	USDA	No	No
	Forest Service		(b)(5), Deliberative Process Privilege	No	(b)(5), Deliberative Process Privilege							(b)(5), Deliberative Process	USDA	No	No
	Forest Service		(b)(5), Deliberative Process Privilege	No	(b)(5), Deliberative Process Privilege							Significant savings in staff time (estimated millions)	USDA	No	No
	Forest Service		(b)(5), Deliberative Process Privilege	No	(b)(5), Deliberative Process Privilege							Significant savings in staff time (estimated millions)	USDA	No	No
	Forest Service		(b)(5), Deliberative Process Privilege	No	(b)(5), Deliberative Process Privilege							Savings in staff time (estimated thousands)	USDA	No	No

USDA Regulatory Reform Task Force

List of USDA Regulations to be Considered for Review and Reform

USDA REGULATIONS													Pre-Decisional Deliberative Process			
MISSION AREA	LEAD AGENCY	RELATED AGENCY	ISSUE TO BE ADDRESSED	REQUIRES LEGISLATION	LEGAL CITATION	TITLE OF REGULATION	RIN NUMBER	STAGE OF RULEMAKING	OMB DESIGNATION	ESTIMATED PUBLICATION DATE	2017 SPRING AGENDA ENTRY	ESTIMATED COST SAVINGS	SOURCE OF ANTICIPATED SAVINGS	REQUIRES 2 FOR 1	REQUIRES OFFSETS	
	Forest Service		(b)(5), Deliberative Process Privilege	No	(b)(5), Deliberative Process Privilege							Travel (not within agency constraint); (b)(5), Deliberative Process Privilege	FED & PRIVATE	No	No	
	Forest Service			No									N/A		No	No
	Forest Service			No									Adds efficiency to (b)(5), Deliberative Process Privilege	FED & PRIVATE	No	No
	Forest Service			No									Cost savings to operations associated with greater consistency, increased efficiency, and reduced redundancy	FED & PRIVATE	No	No

USDA Regulatory Reform Task Force
 List of USDA Paperwork Collections
 to be Considered for Review and Reform

USDA PAPERWORK COLLECTIONS											
MISSION AREA	AGENCY	ISSUE TO BE ADDRESSED	REQUIRES LEGISLATION	LEGAL CITATION	TITLE	OMB CONTROL NUMBER	CURRENTLY APPROVED BURDEN HOURS	EXPIRATION DATE OF CURRENT COLLECTION	ESTIMATED REDUCTION	ASSOCIATED RIN	2017 SPRING AGENDA ENTRY
	Forest Service	(b)(5), Deliberative Process Privilege	No		(b)(5), Deliberative Process Privilege	(b)(5), Deliberative Process Privilege	560	(b)(5), Deliberative Process Privilege	197,365		No
	Forest Service		No				56		108,480	No	
	Forest Service		No				21		6,716	No	

USDA Regulatory Reform Task Force

List of USDA Administrative Actions to be Considered for Review and Reform

ADMINISTRATIVE ACTIONS									
MISSION AREA	AGENCY	RELATED AGENCY	ISSUE TO BE ADDRESSED	TYPE OF ACTION	TITLE	DATE ISSUED	CATEGORY OF REDUCTION OR BENEFIT	ASSOCIATED RIN	2017 SPRING AGENDA ENTRY
			(b)(5), Deliberative Process Privilege						
NRE		Forest Service	(b)(5), Deliberative Process Privilege	Agency Directive	(b)(5), Deliberative Process Privilege		Efficiency Gain	N/A	No
			(b)(5), Deliberative Process Privilege						
		Forest Service	(b)(5), Deliberative Process Privilege		(b)(5), Deliberative Process Privilege		Efficiency Gain		

USDA Regulatory Reform Task Force

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ADMINISTRATIVE ACTIONS									
MISSION AREA	AGENCY	RELATED AGENCY	ISSUE TO BE ADDRESSED	TYPE OF ACTION	TITLE	DATE ISSUED	CATEGORY OF REDUCTION OR BENEFIT	ASSOCIATED RIN	2017 SPRING AGENDA ENTRY
		Forest Service	(b)(5), Deliberative Process Privilege		(b)(5), Deliberative Process Privilege		Efficiency Gain	N/A	No
		Forest Service	(b)(5), Deliberative Process Privilege	Agency Directive	(b)(5), Deliberative Process Privilege	(b)(5), Deliberative Process Privilege	Efficiency Gain	N/A	No
		Forest Service	(b)(5), Deliberative Process Privilege	Agency Directive	(b)(5), Deliberative Process Privilege		Efficiency Gain	N/A	No

USDA Regulatory Reform Task Force

List of USDA Administrative Actions to be Considered for Review and Reform

ADMINISTRATIVE ACTIONS										
MISSION AREA	AGENCY	RELATED AGENCY	ISSUE TO BE ADDRESSED	TYPE OF ACTION	TITLE	DATE ISSUED	CATEGORY OF REDUCTION OR BENEFIT	ASSOCIATED RIN	2017 SPRING AGENDA ENTRY	
		Forest Service	(b)(5), Deliberative Process Privilege	Agency Directive	(b)(5), Deliberative Process Privilege		Efficiency Gain	N/A	No	
		Forest Service	(b)(5), Deliberative Process Privilege		(b)(5), Deliberative Process Privilege	(b)(5), Deliberative Process Privilege	Burden Reduction	N/A	No	
		Forest Service		(b)(5), Deliberative Process Privilege			(b)(5), Deliberative Process Privilege	Burden Reduction	N/A	No
		Forest Service		(b)(5), Deliberative Process Privilege			(b)(5), Deliberative Process Privilege	Cost Savings	N/A	No
		Forest Service		(b)(5), Deliberative Process Privilege			(b)(5), Deliberative Process Privilege	Burden Reduction	N/A	No
		Forest Service		(b)(5), Deliberative Process Privilege			(b)(5), Deliberative Process Privilege			

USDA Regulatory Reform Task Force

List of USDA Administrative Actions to be Considered for Review and Reform

ADMINISTRATIVE ACTIONS									
MISSION AREA	AGENCY	RELATED AGENCY	ISSUE TO BE ADDRESSED	TYPE OF ACTION	TITLE	DATE ISSUED	CATEGORY OF REDUCTION OR BENEFIT	ASSOCIATED RIN	2017 SPRING AGENDA ENTRY
		Forest Service	(b)(5), Deliberative Process Privilege		(b)(5), Deliberative Process Privilege	(b)(5), Deliberative Process Privilege	Cost Savings	N/A	No
		Forest Service			(b)(5), Deliberative Process Privilege		Cost Savings	N/A	No
		Forest Service			(b)(5), Deliberative Process Privilege		Cost Savings	N/A	No
		Forest Service			(b)(5), Deliberative Process Privilege		Efficiency Gain	N/A	No
		Forest Service			(b)(5), Deliberative Process Privilege		Burden Reduction	N/A	No
		Forest Service			(b)(5), Deliberative Process Privilege				
		Forest Service			Agency Directive		(b)(5), Deliberative Process Privilege		Cost Savings

USDA Regulatory Reform Task Force

List of USDA Administrative Actions to be Considered for Review and Reform

ADMINISTRATIVE ACTIONS									
MISSION AREA	AGENCY	RELATED AGENCY	ISSUE TO BE ADDRESSED	TYPE OF ACTION	TITLE	DATE ISSUED	CATEGORY OF REDUCTION OR BENEFIT	ASSOCIATED RIN	2017 SPRING AGENDA ENTRY

USDA Regulatory Reform Task Force List of Non-USDA Regulations to be Considered for Review and Reform

NON-USDA REGULATIONS AND ACTIONS															
DEPARTMENT	AGENCY OR BUREAU	ISSUE TO BE ADDRESSED	REQUIRES LEGISLATION	LEGAL CITATION	TYPE OF ACTION	TITLE	RIN NUMBER	OMB DESIGNATION	PUBLISHED DATE	PUBLISHED STAGE	ESTIMATED COST SAVINGS	SOURCE OF ANTICIPATED SAVINGS	REQUIRES 2 FOR 1	REQUIRES OFFSETS	
(b)(5), Deliberative Process Privilege	(b)(5), Deliberative Process Privilege	(b)(5), Deliberative Process Privilege	No	(b)(5), Deliberative Process Privilege	Regulation	(b)(5), Deliberative Process Privilege					Total savings related to staff time in affected agencies could approach million of dollars annually (no analysis available)	FEDERAL	No	No	
			No	(b)(5), Deliberative Process Privilege	Regulation	(b)(5), Deliberative Process Privilege					Reduces backlog of (b)(5), Deliberative Process Privilege	FEDERAL	No	No	
			No	(b)(5), Deliberative Process Privilege	Regulation	(b)(5), Deliberative Process Privilege					Cost savings could be achieved by (b)(5), Deliberative Process Privilege	FEDERAL	No	No	
			In part	(b)(5), Deliberative Process Privilege	Regulation	(b)(5), Deliberative Process Privilege						FED & PRIVATE	No	No	
			No	(b)(5), Deliberative Process Privilege	Regulation	(b)(5), Deliberative Process Privilege									
			No	(b)(5), Deliberative Process Privilege	Regulation	(b)(5), Deliberative Process Privilege									