

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,



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

(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
-
-
-

Description

(b)(5), Deliberative Process Privilege

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

(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
-
-
-
-

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



(b)(5), Deliberative Process

Implications for other agencies



(b)(5), Deliberative Process

(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: [Redacted]

- (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
-
-
-
-
-
-
-

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
-
-
-

Justification

(b)(5);Deliberative Process Privilege

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

(b)(5);Deliberative Process Privilege

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

(b)(5);Deliberative Process Privilege

- (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



(b)(5);Deliberative Process

Measuring Success

-
-
-
-
-
-
-
-

(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
-
-
-
-
-
-

(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



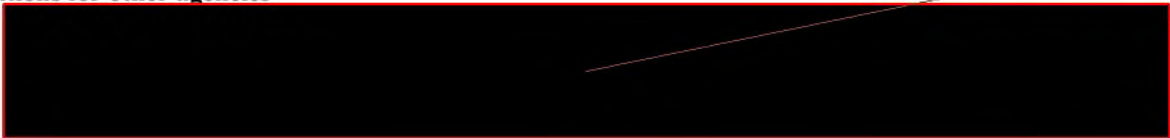
(b)(5); Deliberative Process

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
-
-
-
-
-
-

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
-
-
-
-

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
-
-

(b)(5), Deliberat

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

2. Description

- (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.

Supporting Evidence

(b)(5), Deliberative Process Privilege

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

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

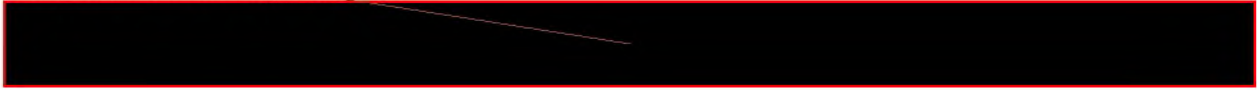
Mechanism

Administrative/Legislative:

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

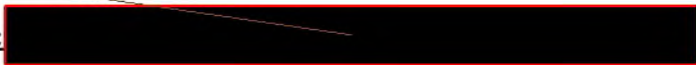
(b)(5);Deliberative Process

Budget and FTE changes



(b)(5), Deliberative Process

Proposal Name:



Scope

Forest Service

Type

Improve organizational efficiency and effectiveness

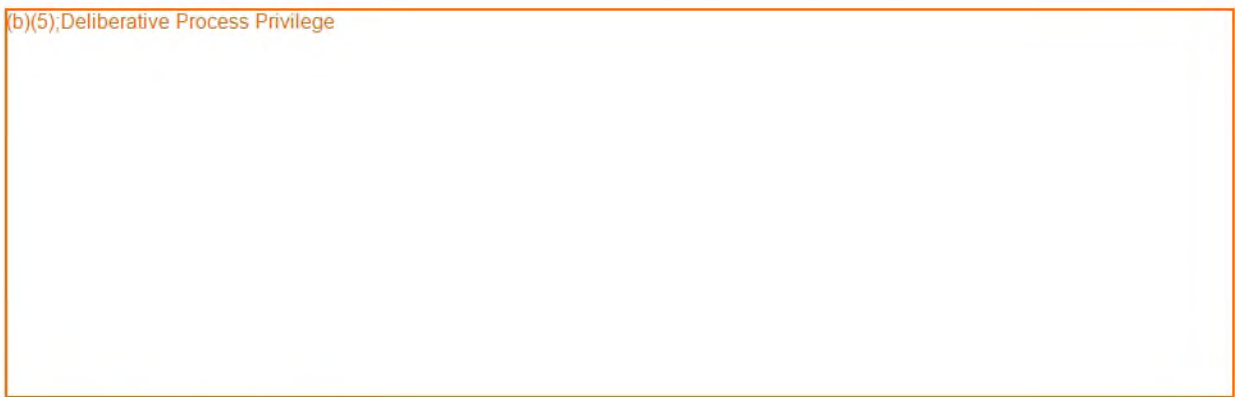
USDA Strategic Goals

USDA Strategic Goal 6.3 – Mitigate Wildfire Risk

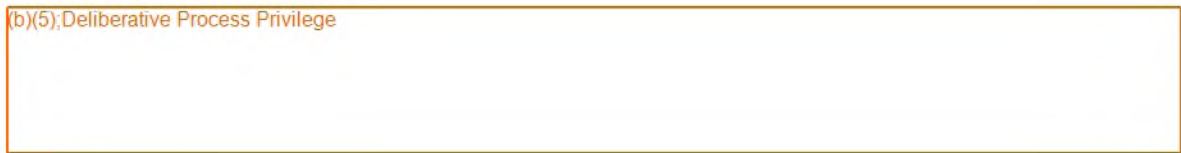
USDA Strategic Goal 6.2 – Ensure Lands and Watersheds are Sustainable, Healthy and Productive

Proposal-at-a-Glance

- (b)(5), Deliberative Process Privilege



- (b)(5), Deliberative Process Privilege



(b)(5), Deliberative Process

Description



(b)(5), Deliberative Process



Justification

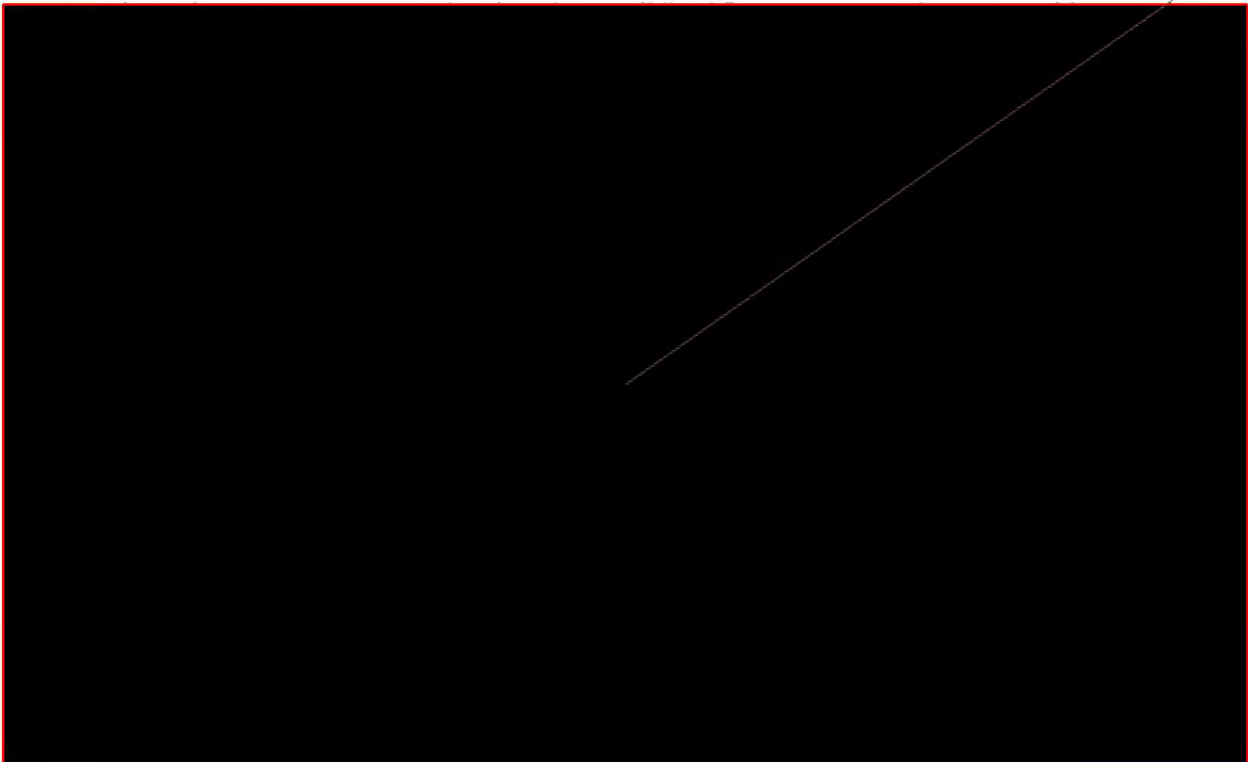
(b)(5), Deliberative Process Privilege

(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 Justification]

(b)(5), Deliberative Process

Supporting Evidence

[Redacted Supporting Evidence]

- 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

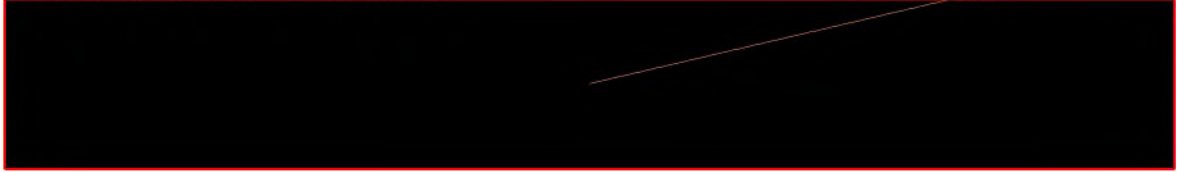
[Redacted]

Budget and FTE changes

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Implications for other agencies (optional)



(b)(5);Deliberative Process

Proposal Name: [REDACTED]

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.

[REDACTED]

Supporting Evidence

(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
-
-
-

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.

From: Weeks, Andria -FS
Sent: 10 Jul 2017 18:22:50 +0000
To: Cloyes, Mackenzie - FS
Subject: Emailing:

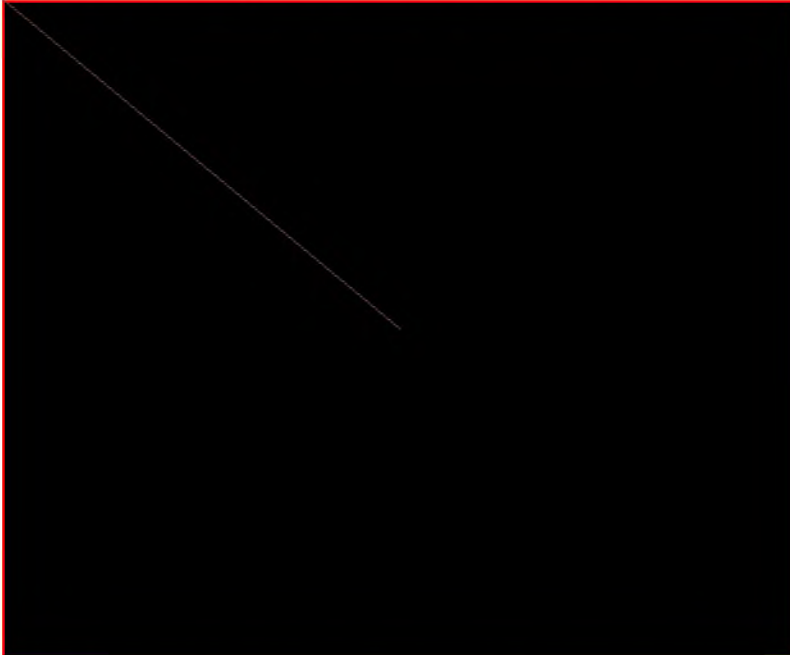
(b)(5),Deliberative Process Privilege

Attachments:

(b)(5),Deliberative Process Privilege

(b)(5),Deliberative Process

Your message is ready to be sent with the following file or link attachments:



Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.

(b)(5), Deliberative Process

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

2. **Scope**

Departmental

3. **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)

4. **USDA Strategic Goals**

Ensure Productive and Sustainable Use of our National Forest System Lands

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

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

6. **Description**

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

(b)(5);Deliberative Process Privilege

7. Justification

- (b)(5);Deliberative Process Privilege

-

8. Supporting Evidence

(b)(5);Deliberative Process Privilege

9. Proposal Implementation and Time Horizon to Start Action

(b)(5);Deliberative Process Privilege

- (b)(5);Deliberative Process Privilege

-

-

10. Measuring Success

- (b)(5);Deliberative Process Privilege

-

-

-

11. Affected Stakeholders

Internal stakeholders

(b)(5);Deliberative Process Privilege

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

Administrative.

(b)(5);Deliberative Process Privilege

13. Budget and FTE changes

This proposal requires no budget or FTE changes to implement,

(b)(5);Deliberative Process Privilege

14. Implications for other agencies (optional)

Not applicable

(b)(5), Deliberative Process

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

2. **Scope**
Forest Service

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**

Ensure Productive and Sustainable Use of our National Forest System Lands

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

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

6. **Description**

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

(b)(5), Deliberative Process

7. **Justification**

[Redacted]

(b)(5), Deliberative Process

8. **Supporting Evidence**

[Redacted]



9. Proposal Implementation and Time Horizon to Start Action

(b)(5), Deliberative Process Privilege

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

(b)(5), Deliberative Process Privilege

10. Measuring Success

(b)(5), Deliberative Process Privilege

11. Affected Stakeholders

Internal stakeholders: (b)(5), Deliberative Process Privilege

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

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

13. Budget and FTE changes

This proposal requires no budget or FTE changes to implement (b)(5), Deliberative Process Privilege

14. Implications for other agencies (optional)

Not applicable.



7. Justification:

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

(b)(5);Deliberative Process Privilege

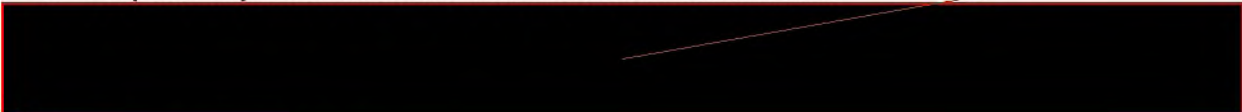
(b)(5);Deliberative Process

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

11. Affected Stakeholders:



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

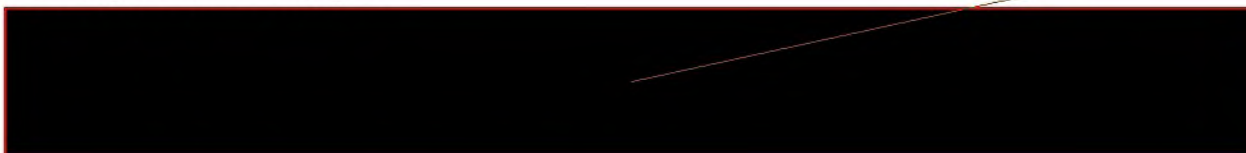
Administrative.



(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

13. Budget and FTE changes:



14. Implications for other agencies (optional)

See paragraph 13.

(b)(5);Deliberative Process

1. Proposal Name:

[Redacted]

2. Scope:

Department

3. Type:

Restructuring or merging activities

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

5. Proposal-at-a-Glance

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

[Redacted]

(b)(5);Deliberative Process

6. Description

[Redacted]

(b)(5);Deliberative Process

7. Justification

[Redacted]

(b)(5);Deliberative Process

8. Supporting Evidence

[Redacted]

(b)(5);Deliberative Process

(b)(5);Deliberative Process

[Redacted]

(b)(5);Deliberative Process

9. Proposal Implementation and Time Horizon to Start Action

[Redacted]

10. Measuring Success

(b)(5);Deliberative Process Privilege

[Redacted]

11. Affected Stakeholders

External stakeholders should not be impacted.

(b)(5);Deliberative Process Privilege

[Redacted]

12. Mechanism:

Administrative.

(b)(5);Deliberative Process Privilege

[Redacted]

(b)(5), Deliberative Process



(b)(5), Deliberative Process

13. Budget and FTE changes



(b)(5), Deliberative Process

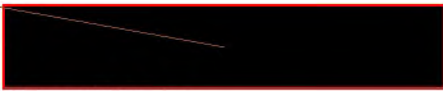
14. Implications for other agencies



(b)(5), Deliberative Process

(b)(5), Deliberative Process

1. **Proposal Name -**



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

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

4. **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.

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

- (b)(5), Deliberative Process Privilege



(b)(5), Deliberative Process

6. **Description**



(b)(5), Deliberative Process



7. **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

8. Supporting Evidence

[Redacted]

(b)(5);Deliberative Process

9. Proposal Implementation and Time Horizon to Start Action

[Redacted]

10. Measuring Success

National metrics already exists to measure success through standard inspection criteria. Actual costs will need to be tracked and accounted for.

(b)(5);Deliberative Process

11. Affected Stakeholders

[Redacted]

12. Budget and FTE changes

No budget or FTE changes are expected from this effort.

(b)(5);Deliberative Process Privilege

1. Proposal Name:

(b)(5);Deliberative Process Privilege

2. Scope:

(b)(5);Deliberative Process Privilege

- (b)(5);Deliberative Process Privilege

- (b)(5);Deliberative Process Privilege

3. Type

✓ Eliminating activities

4. USDA Strategic Goals

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

5. Proposal-at-a-Glance

- (b)(5);Deliberative Process Privilege

-

(b)(5),Deliberative Process

Description



6. Justification

- (b)(5);Deliberative Process Privilege

-

-

-

- (b)(5);Deliberative Process Privilege

-

(b)(5);Deliberative Process

7. Supporting Evidence



8. Proposal Implementation and Time Horizon to Start Action

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

9. Measuring Success

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

(b)(5);Deliberative Process

10. Affected Stakeholders

[Redacted]

11. Mechanism:

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

(b)(5);Deliberative Process

12. Budget and FTE changes

[Redacted]

(b)(5);Deliberative Process

13. Implications for other agencies

[Redacted]

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

2. **Scope:** (b)(5);Deliberative Process Privilege

3. **Type**

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**

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

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

[Redacted]

(b)(5);Deliberative Process

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

[Redacted]

(b)(5);Deliberative Process

7. **Justification**

[Redacted]

(b)(5);Deliberative Process

8. **Supporting Evidence**

[Redacted]

(b)(5), Deliberative Process

9. Proposal Implementation and Time Horizon to Start Action

[Redacted]

(b)(5), Deliberative Process

10. Measuring Success

[Redacted]

(b)(5), Deliberative Process

11. Affected Stakeholders

[Redacted]

12. Mechanism:

Administrative.

(b)(5), Deliberative Process Privilege

13. 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

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

(b)(5), Deliberative Process Privilege

(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

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

2. **Scope** - USDA Forest Service

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

4. **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.

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

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

6. **Description**

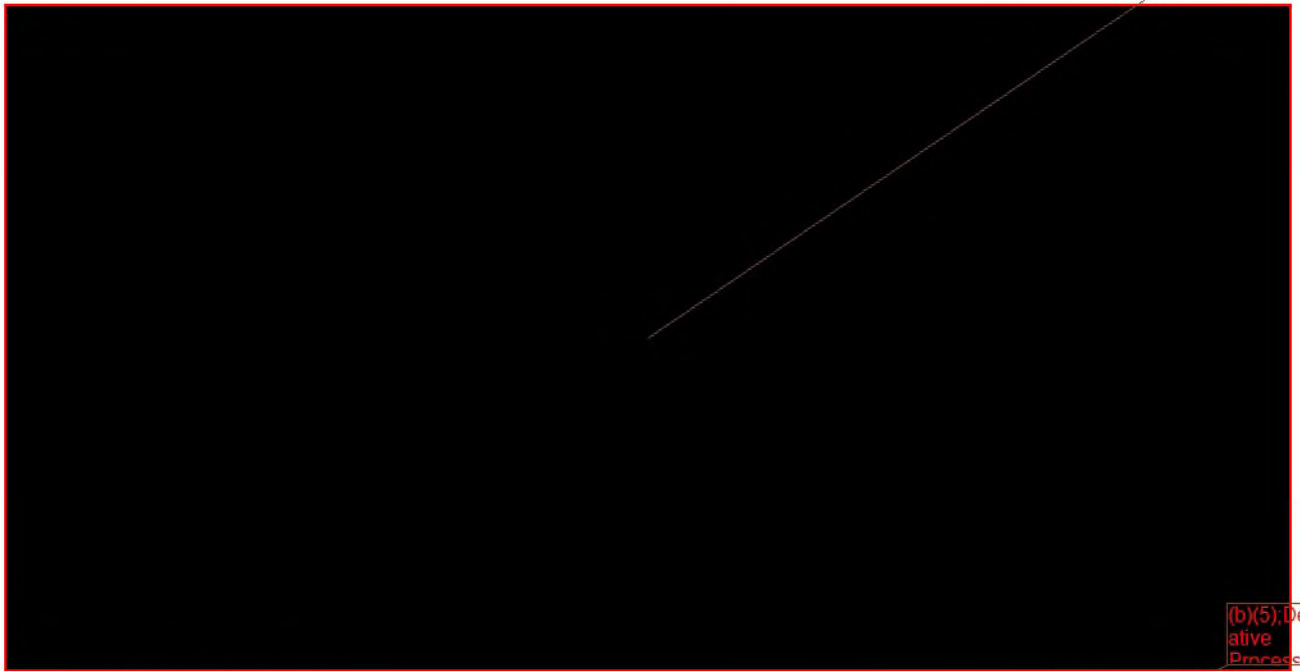
National Forests were originally envisioned as working forests with multiple objectives to improve and protect the forest, secure favorable watershed conditions, and to furnish a continuous supply of timber for use by citizens of the United States. During the post-World War II housing boom, national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

7. **Justification**

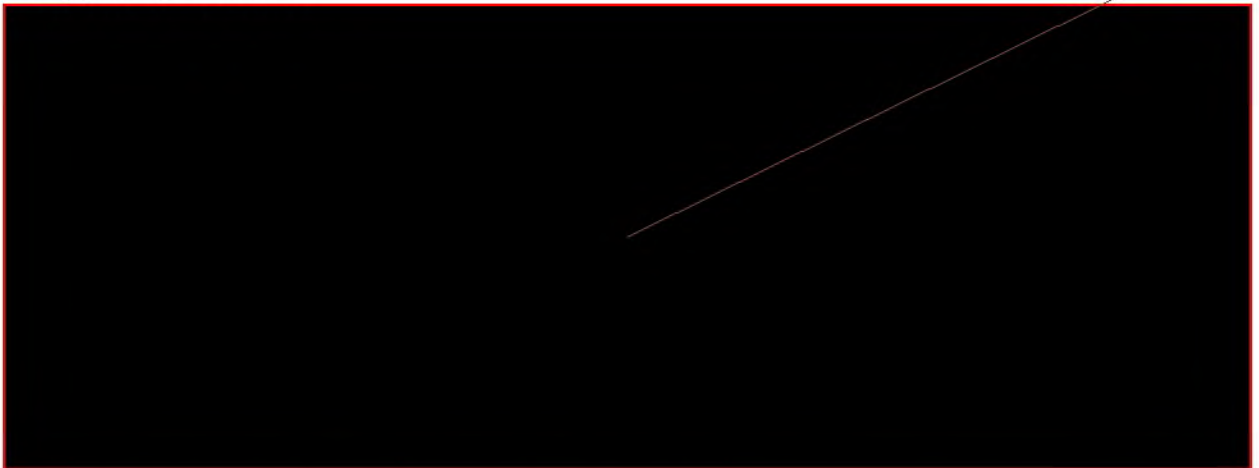
Our current practices and processes are not delivering results at the pace and scale expected of the Forest Service. We aspire to significantly improve our practices and processes to meet the pace and scale of results expected of the Forest Service in a sustainable way.

(b)(5), Deliberative Process



(b)(5), Deliberative Process

8. Supporting Evidence



9. 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

10. Measuring Success

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

11. Affected Stakeholders

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

12. Mechanism

Administrative/Regulatory.

(b)(5), Deliberative Process Privilege

13. Budget and FTE changes

No budget or FTE changes are expected from this effort. There may be some process savings; any savings would be re-invested into increasing outputs.

1. **Proposal Name:**

[Redacted]

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

2. **Scope** – Forest Service

3. **Type**

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

4. **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

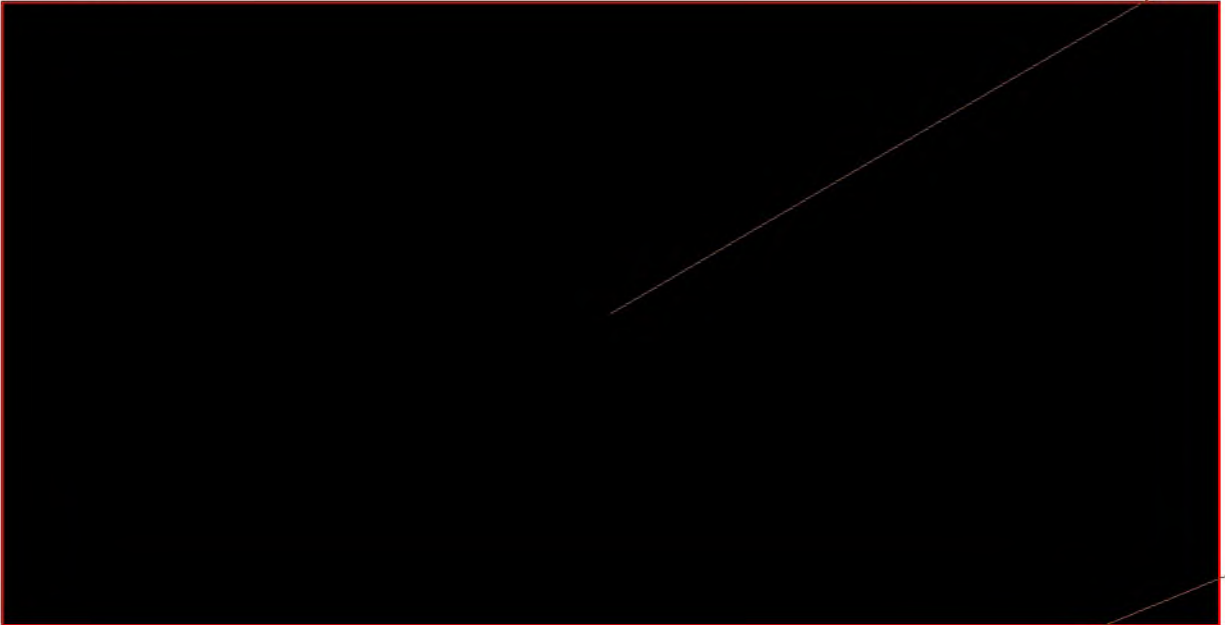
Objective 6.2: Ensure Lands and Watersheds are Sustainable, Healthy, and Productive

Objective 6.3: Mitigate Wildfire Risk

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

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

6. Description



(b)(5), Deliberative Process

(b)(5), Deliberative Process



(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process Privilege

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

- (b)(5);Deliberative Process Privilege

7. Justification

(b)(5);Deliberative Process Privilege

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

(b)(5);Deliberative Process Privilege

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

(b)(5);Deliberative Process Privilege

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

(b)(5); Deliberative Process

8. Supporting Evidence



(b)(5); Deliberative Process

9. Proposal Implementation and Time Horizon to Start Action

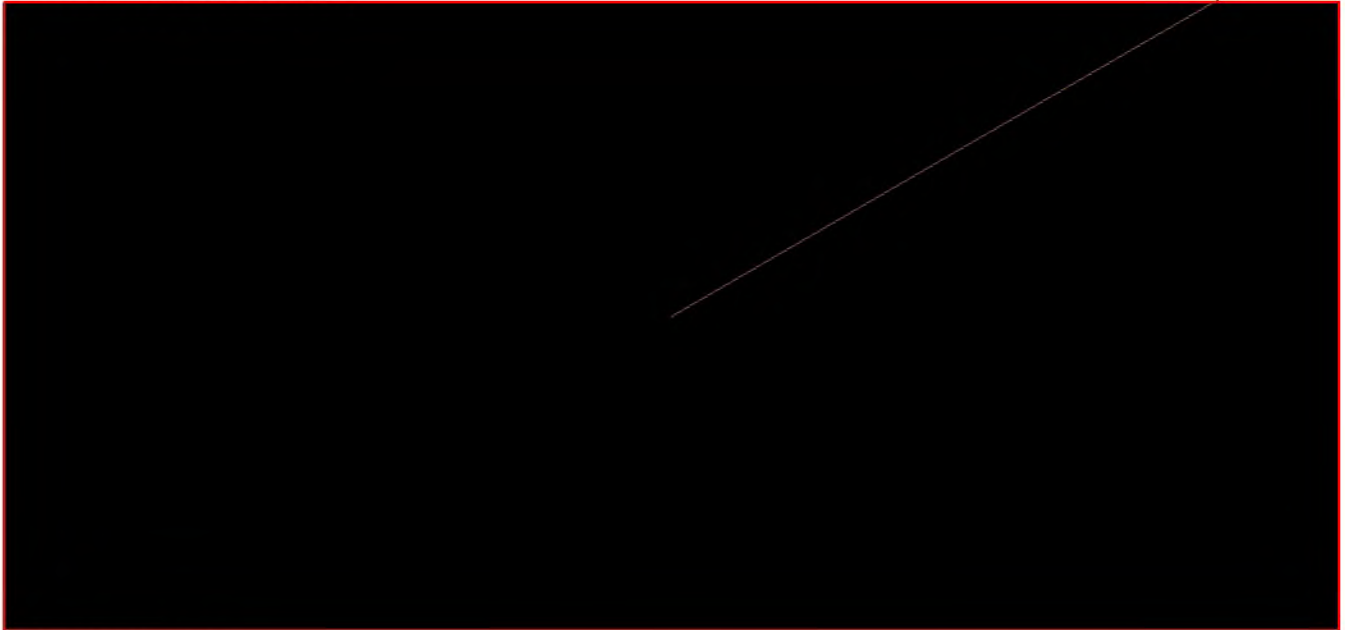


10. Measuring Success

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

(b)(5); Deliberative Process

11. Affected Stakeholders



12. Mechanism:

Administrative

(b)(5); Deliberative Process

(b)(5); Deliberative Process Privilege

13. Budget and FTE changes



(b)(5); Deliberative Process

14. Implications for other agencies



1. Proposal Name: Centralization of certain functions of FOIA processing

2. Scope

Forest Service

3. Type

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

4. USDA Strategic Goals

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

5. Proposal-at-a-Glance

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

6. Description

(b)(5);Deliberative Process Privilege



(b)(5), Deliberative Process

7. Justification



(b)(5), Deliberative Process

(b)(5), Deliberative Process

8. Supporting Evidence



9. Proposal Implementation and Time Horizon to Start Action

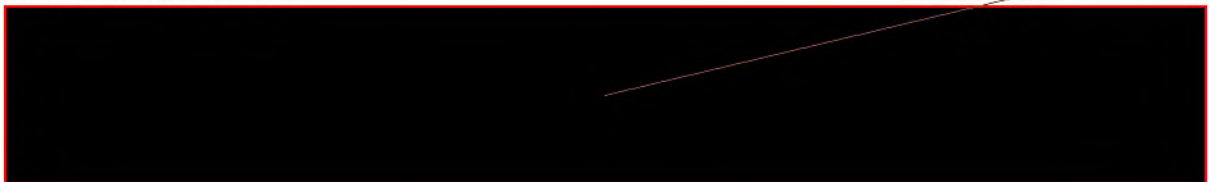
Proposed timeline:

- FY 2017 – Early FY 2018 –
- Early-Mid FY 2018 –
-

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

10. Measuring Success



(b)(5);Deliberative Process Privilege

11. Affected Stakeholders

Internal stakeholders.

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

12. Mechanism: primary mechanism for change category: Administrative

(b)(5);Deliberative Process

13. Budget and FTE changes

(b)(5);Deliberative Process

14. 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;

(b)(5), Deliberative Process

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

[Redacted]

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?

Meaningful oversight to ensure taxpayers' dollars are properly spent through the most efficient use of employees resources on critical and priority work products.

8. **Supporting Evidence**

What evidence can be cited to support this proposal?

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process Privilege

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

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

2. **Scope:** Forest Service

3. **Type**

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

4. **USDA Strategic Goals**

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

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

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

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?

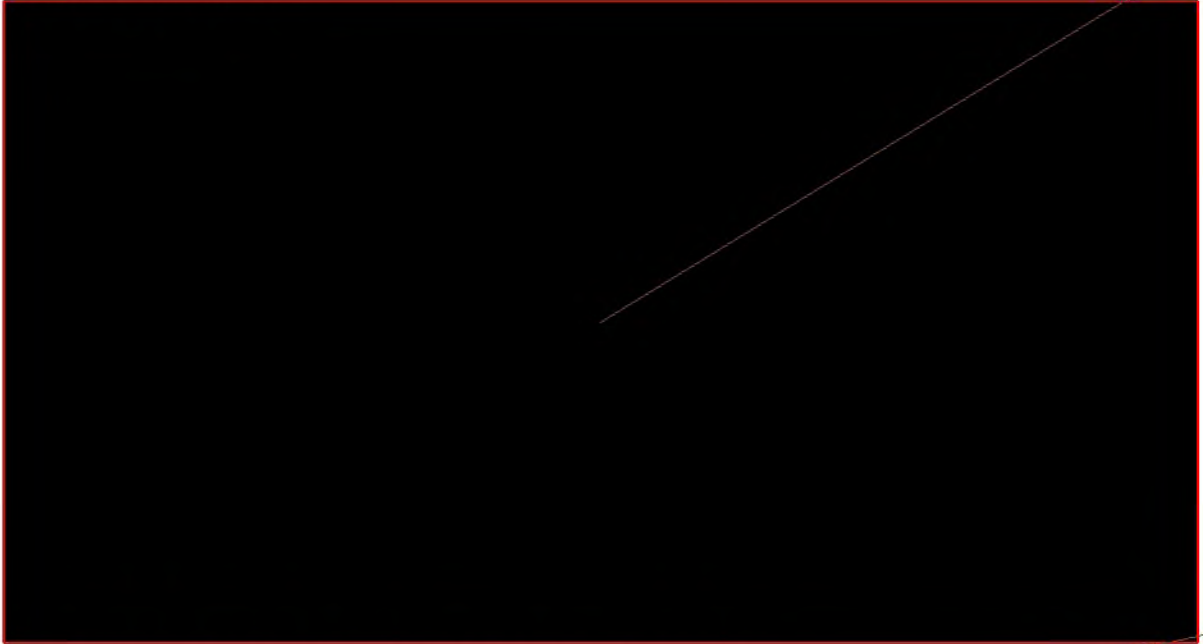
(b)(5), Deliberative Process Privilege

How will your reform improve customer experience for USDA's constituents?

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

8. Supporting Evidence



(b)(5), Deliberative Process

9. Proposal Implementation and Time Horizon to Start Action



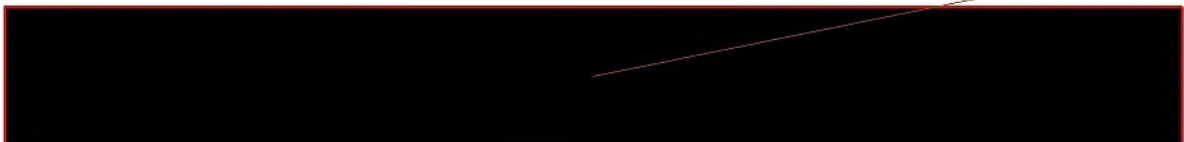
(b)(5), Deliberative Process

10. Measuring Success



(b)(5), Deliberative Process

11. Affected Stakeholders



12. Mechanism:

Administrative.

(b)(5), Deliberative Process Privilege

13. 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

14. 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
-
-

Description -

(b)(5);Deliberative Process Privilege

1. 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 Privilege

2. Supporting Evidence

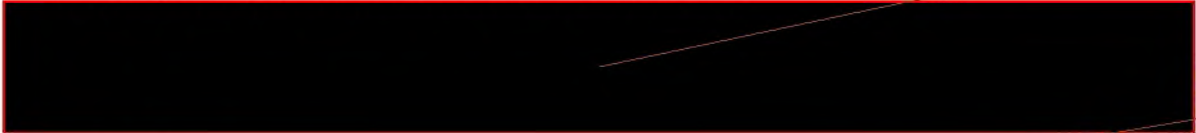
(b)(5);Deliberative Process Privilege

(b)(5), Deliberative Process



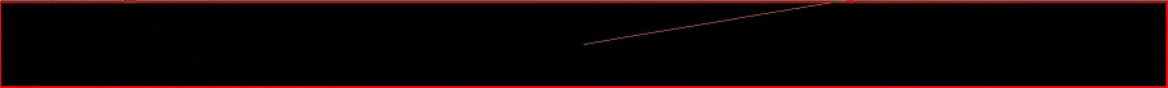
(b)(5), Deliberative Process

3. Proposal Implementation and Time Horizon to Start Action



(b)(5), Deliberative Process

4. Measuring Success



5. Affected Stakeholders

Internal and External stakeholders



(b)(5), Deliberative Process

6. Mechanism



7. Budget and FTE changes

No significant budgetary or FTE changes are anticipated.

8. 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
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Description

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Justification -

[Redacted]

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]

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

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

2. **Scope** - USDA Forest Service

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

4. **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.

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

(b)(5), Deliberative Process Privilege

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

(b)(5), Deliberative

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

6. **Description**

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

7. **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.

8. **Supporting Evidence**

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

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

FY2017 – FY2019

(b)(5), Deliberative Process

10. **Measuring Success**

[REDACTED]

11. **Affected Stakeholders**

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

- General public

12. Mechanism

Administrative/Legislative:

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

13. Budget and FTE changes

No significant budgetary or FTE changes are anticipated.

(b)(5), Deliberative Process

(b)(5), Deliberative Process

1. **Proposal Name:**

[Redacted]

2. **Scope** - Department

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]

(b)(5), Deliberative Process

9. Proposal Implementation and Time Horizon to Start Action

[Redacted]

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 and possibly Statutory

13. Budget and FTE changes

No budget or FTE changes would be required.

14. 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

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

(b)(5);Deliberative Process

6. **Description**

(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**

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:**

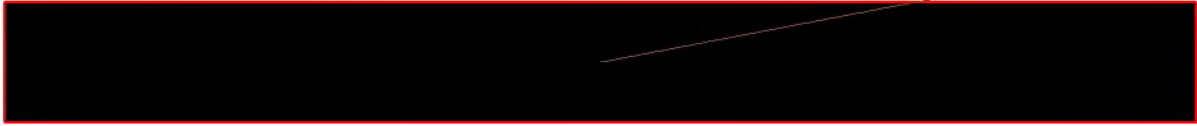
Regulatory

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

1. Proposal Name:

[Redacted]

2. Scope

Forest Service

3. Type

Improve organizational efficiency and effectiveness

4. 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

5. Proposal-at-a-Glance

- (b)(5), Deliberative Process Privilege

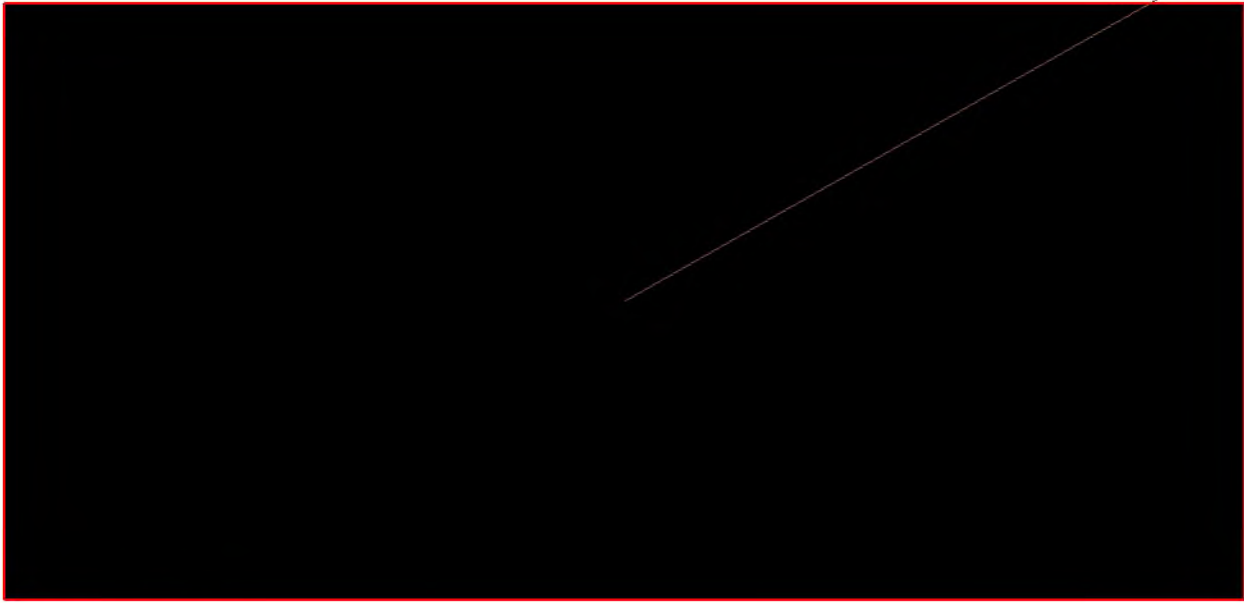
[Redacted]

(b)(5), Deliberative Process

6. Description

[Redacted]

(b)(5), Deliberative Process



(b)(5), Deliberative Process

7. Justification

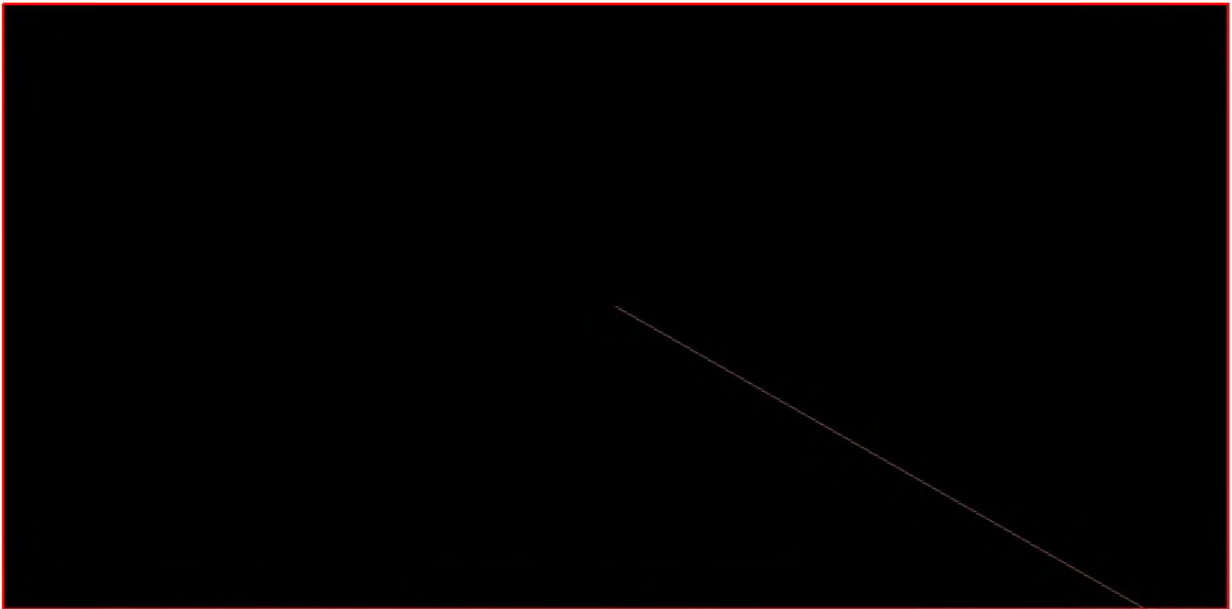


(b)(5), Deliberative Process

8. Supporting Evidence



(b)(5), Deliberative Process



9. Proposal Implementation and Time Horizon to Start Action

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

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

(b)(5);Deliberative Process

10. Measuring Success



11. Affected Stakeholders

Internal and External.

(b)(5);Deliberative Process Privilege

12. Mechanism:

Administrative.

(b)(5);Deliberative Process Privilege

13. Budget and FTE changes

This Initiative does not require any budget or FTE changes

(b)(5);Deliberative Process Privilege

14. Implications for other agencies

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

(b)(5);Deliberative Process Privilege

(b)(5); Deliberative Process

1. **Proposal Name**

[Redacted]

2. **Scope**

Interagency – Forest Service

(b)(5); Deliberative Process Privilege

3. **Type**

Improve organizational efficiency and effectiveness

4. **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.

5. **Proposal at a Glance**

a.

(b)(5); Deliberative Process Privilege

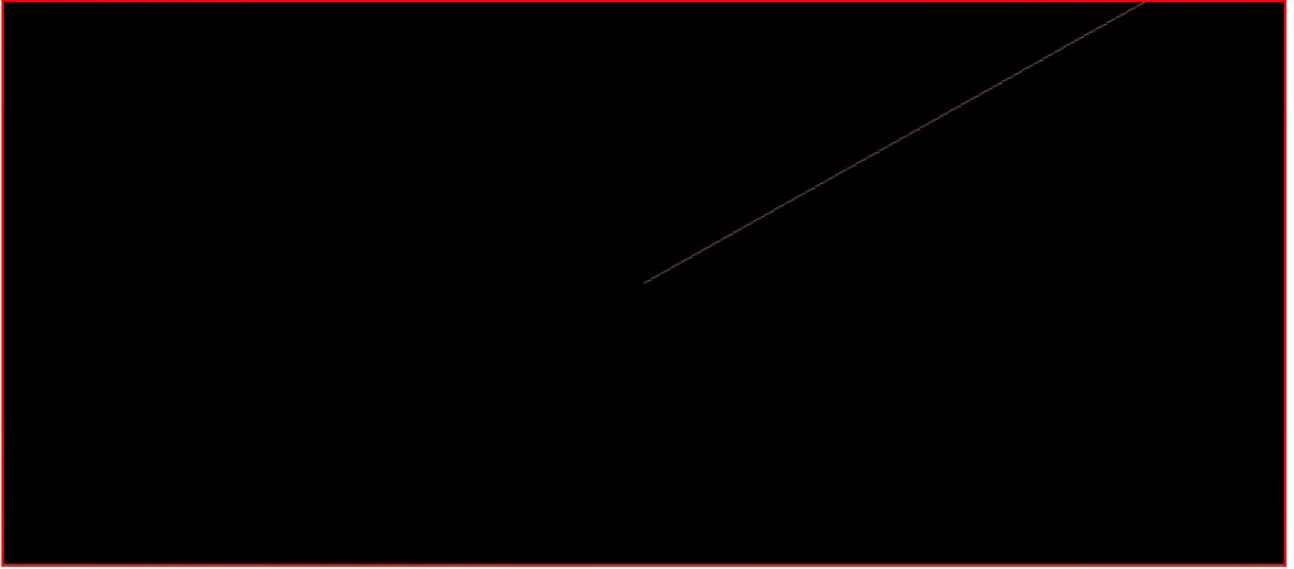
b.

c.

(b)(5); Deliberative Process Privilege

(b)(5), Deliberative Process

6. Description



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

7. Justification

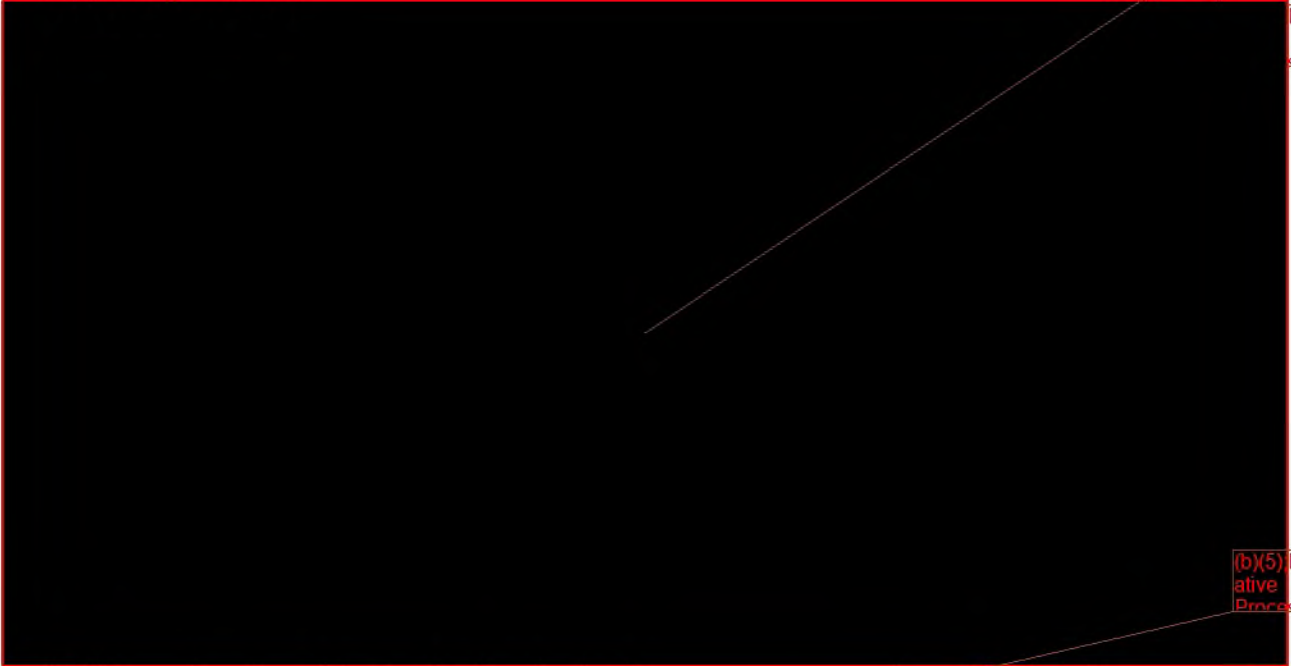
(b)(5), Deliberative Process Privilege





(b)(5), Deliberative Process

8. Supporting Evidence



Deliberative Process

(b)(5), Deliberative Process



(b)(5), Deliberative Process

9. Proposal Implementation and Time Horizon to Start Action



(b)(5), Deliberative Process

(b)(5); Deliberative Process

[Redacted]

(b)(5); Deliberative Process

10. Measuring Success

[Redacted]

(b)(5)

11. Affected Stakeholders

[Redacted]

12. Mechanism

The actions necessary to achieve the goals will be accomplished primarily through changes in existing administrative processes.

13. Budget and FTE changes

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

(b)(5); Deliberative Process

14. Implications for other agencies (optional)

[Redacted]

From: Weeks, Andria -FS
Sent: 15 Sep 2017 21:34:51 +0000
To: Nelson, Christopher - OBPA;Murray, Mariel J - OBPA, Washington, DC
Cc: Lago, Lenise -FS;Malkowski, Anton - FS
Subject: FS Reform Plan Proposals
Attachments: FS_REFORM PLAN_20170915 (Final).docx

Good evening Chris and Mariel,
I understand that OBPA is no longer incorporating agency reform plan proposals into the FY2019 Department Estimate. Therefore, I'm sending the Forest Service's final proposals directly to you. Please let me know if you have any questions or need additional information.

Thanks,



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

p: 202-205-5102

c: (b)(6)

f: 202-649-1161

aweeks@fs.fed.us

1400 Independence Avenue, SW
Washington, DC 20250

www.fs.fed.us



Caring for the land and serving people

(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

(b)(5), Deliberative Process

Proposal-at-a-Glance

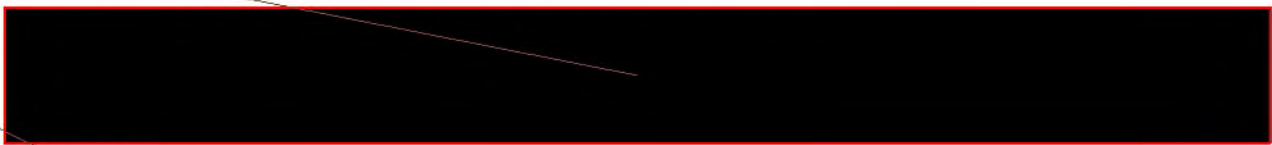
[Redacted]

(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

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



(b)(5); Deliberative Process Privilege

Measuring Success

(b)(5); Deliberative Process



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

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:

Forest Service

Type (select one) – Supports all actions below

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

USDA Strategic Goals

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

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

Proposal-at-a-Glance

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

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

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

(b)(5);Deliberative Process

Justification Projected result/outcomes, both positive and negative.

[Redacted]

(b)(5);Deliberative Process

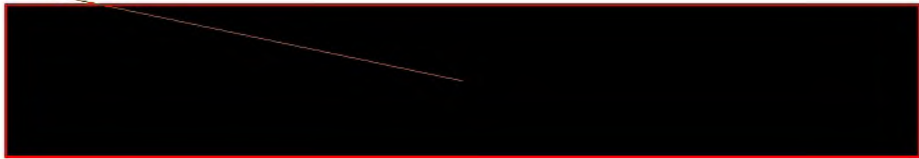
Supporting Evidence

[Redacted]

(b)(5);Deliberative Process

[Redacted]

(b)(5);Deliberative Process



What We Learned in 2013:

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

What Is Different About This Proposal for 2017:

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

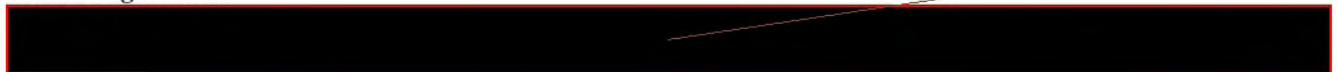
(b)(5);Deliberative Process

Proposal Implementation and Time Horizon to Start Action



(b)(5);Deliberative Process

Measuring Success



Affected Stakeholders

Internal stakeholders:

(b)(5);Deliberative Process Privilege

Mechanism:



Budget and FTE changes

This proposal requires no budget or FTE changes to implement

(b)(5), Deliberative Process Privilege

Proposal Name: Streamlining Environmental Analysis and Decision Making

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.



[Redacted]

(b)(5); Deliberative Process

Description

[Redacted]

(b)(5); Deliberative Process

Justification

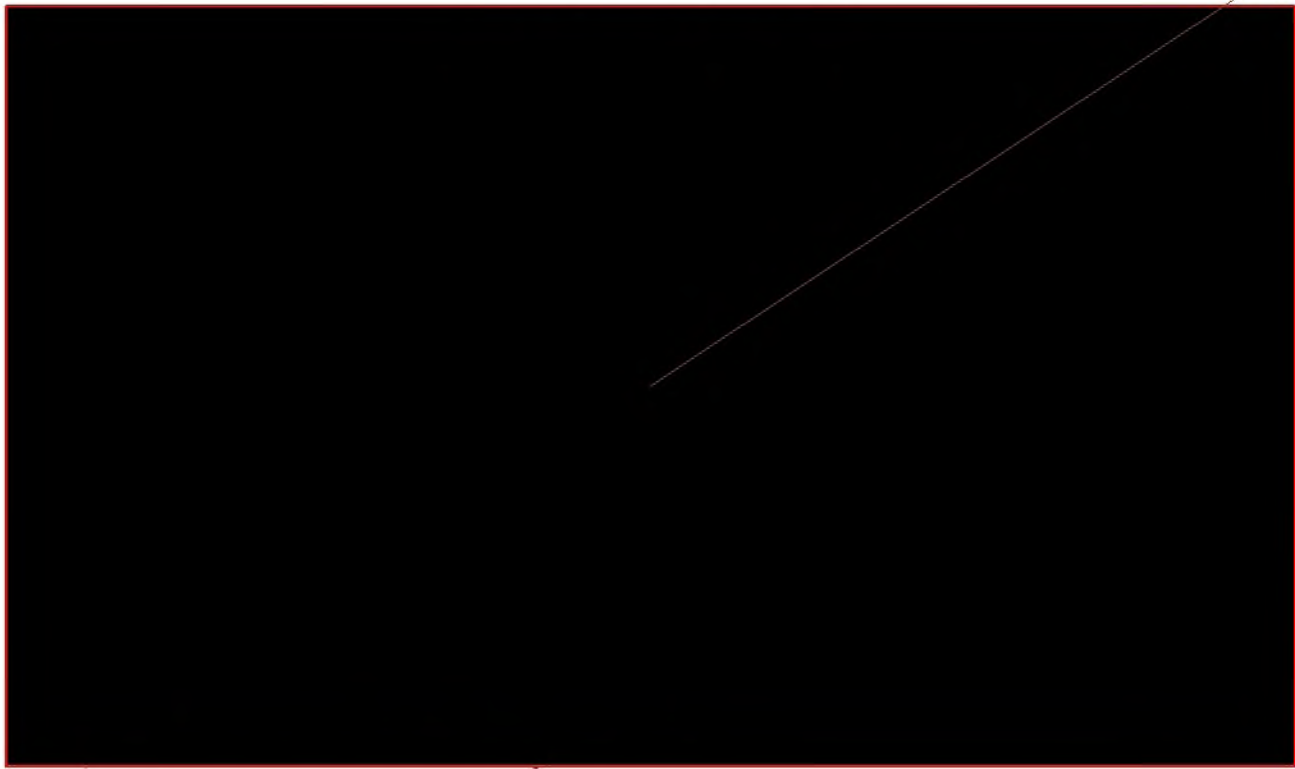
[Redacted]

(b)(5); Deliberative Process

[Redacted]

Supporting Evidence

(b)(5), Deliberative Process



(b)(5), Deliberative Process

Proposal Implementation and Time Horizon to Start Action



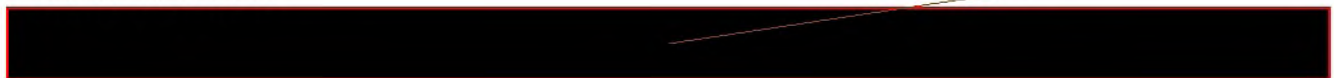
(b)(5), Deliberative Process

Measuring Success



(b)(5), Deliberative Process

Affected Stakeholders



(b)(5), Deliberative Process



Mechanism



Budget and FTE changes

no budget or FTE changes are expected.
(b)(5), Deliberative Process Privilege

Implications for other agencies (optional)

(b)(5), Deliberative Process Privilege

Proposal Name: Forest Products Delivery System Modernization

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
-

Description

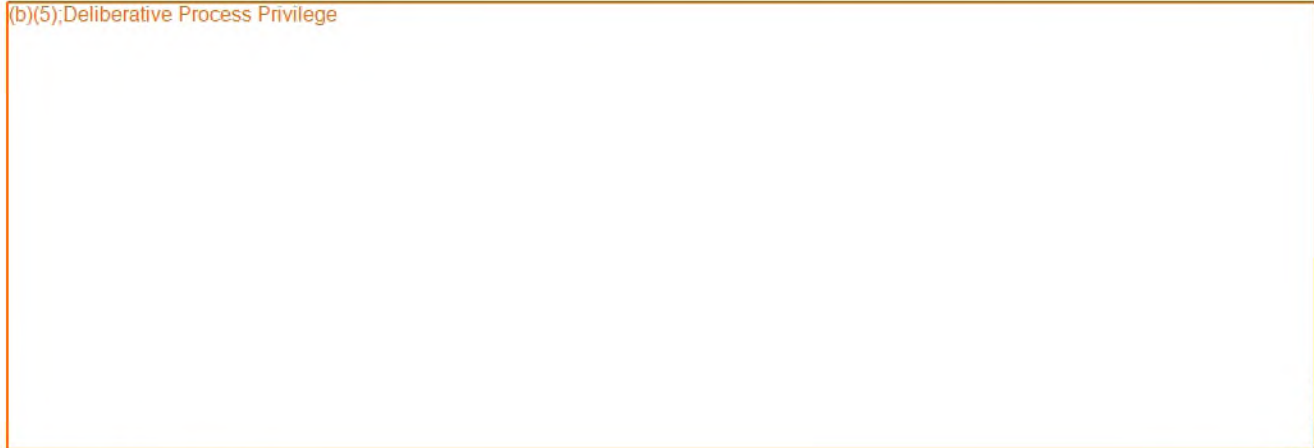
National Forests were originally envisioned as working forests with multiple objectives to improve and protect the forest, secure favorable watershed conditions, and to furnish a continuous supply of timber for use by citizens of the United States. During the post-World War II housing boom, national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



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

Supporting Evidence



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
-

Affected Stakeholders

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

Mechanism

Administrative/Regulatory: These changes are anticipated to be pre-dominantly administrative in nature. There may be a few regulatory changes, and an even smaller number of statutory changes.

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Budget and FTE changes:

(b)(5);Deliberative Process

Proposal Name -

(b)(5);Deliberative Process

Scope

USDA and Forest Service

Type

Improve organizational efficiency and effectiveness

USDA Strategic Goals

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

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

Proposal-at-a-Glance

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

(b)(5);Deliberative Process

Description

(b)(5);Deliberative Process

(b)(5);Deliberative Process

(b)(5);Deliberative Process

Justification

- (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

National metrics already exists to measure success through standard inspection criteria. Actual costs will need to be tracked and accounted for.

(b)(5);Deliberative Process

Affected Stakeholders

[Redacted]

(b)(5);Deliberative Process

Budget and FTE changes

[Redacted]

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

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

(b)(5);Deliberative Process

Description

[Redacted description text]

(b)(5);Deliberative Process

[Redacted description text]

- (b)(5);Deliberative Process Privilege

Justification

(b)(5);Deliberative Process Privilege

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

(b)(5);Deliberative Process Privilege

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

(b)(5);Deliberative Process Privilege

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

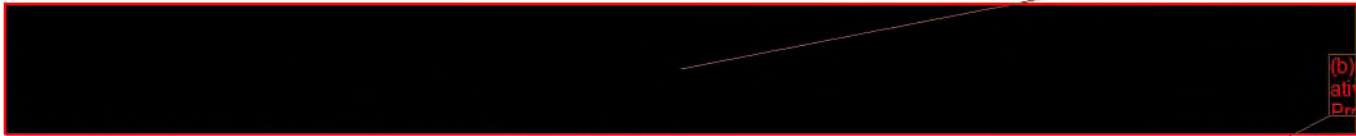
(b)(5);Deliberative Process

Supporting Evidence



(b)(5), Deliberative Process

(b)(5), Deliberative Process

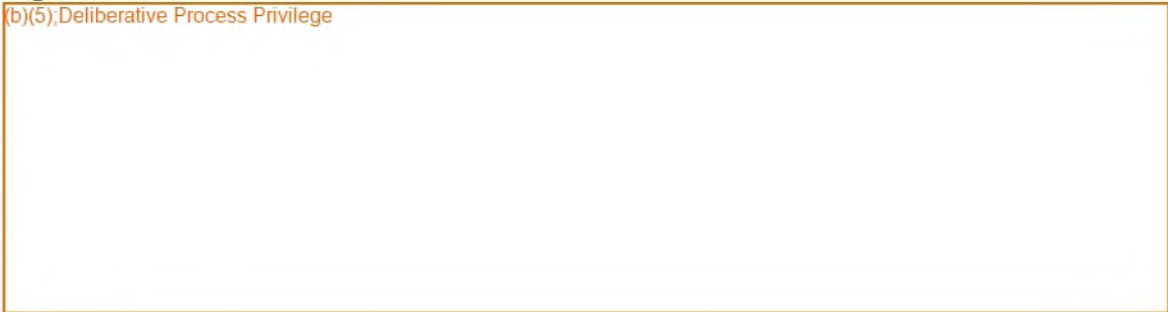


Proposal Implementation and Time Horizon to Start Action



Measuring Success

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



(b)(5), Deliberative Process

Affected Stakeholders



Mechanism:

(b)(5), Deliberative Process Privilege



(b)(5), Deliberative Process

Budget and FTE changes



(b)(5), Deliberative Process

Implications for other agencies



(b)(5), Deliberative Process

(b)(5), Deliberative Process

Proposal Name:



Scope:

Forest Service

Type

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

USDA Strategic Goals

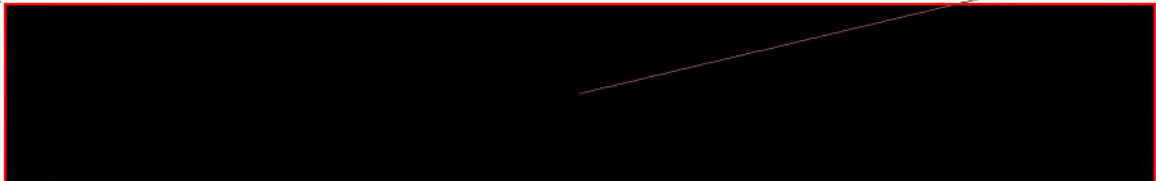
Strategic Goal 1: Ensure USDA programs are Delivered Efficiently, Effectively, and with Integrity.

Proposal-at-a-Glance

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

(b)(5), Deliberative Process

Description



(b)(5); Deliberative Process

[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

(b)(5); Deliberative Process

Budget and FTE changes

[Redacted]

(b)(5);Deliberative Process



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

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
-
-

(b)(5);Deliberati

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

Description

- (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.

Supporting Evidence

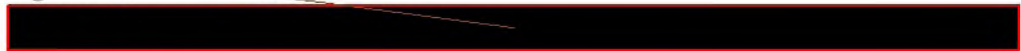
(b)(5);Deliberative Process Privilege

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

Proposal Implementation and Time Horizon to Start Action

FY2017 – FY2019

Measuring Success



Affected Stakeholders

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

Mechanism

(b)(5);Deliberative Process

Administrative/Legislative:

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

(b)(5);Deliberative Process

Budget and FTE changes

(b)(5);Deliberative Process

[Redacted]

Proposal Name -

[Redacted]

Scope

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
-
-

(b)(5);Deliberative Process

Description

[Redacted]

(b)(5);Deliberative Process

Justification

[Redacted]

Supporting Evidence

(b)(5), Deliberative Process

[Redacted]

(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
- [Redacted]

-
-
-

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Description

(b)(5);Deliberative Process

Justification

(b)(5);Deliberative Process

Supporting Evidence

(b)(5);Deliberative Process

Proposal Implementation and Time Horizon to Start Action

(b)(5);Deliberative Process

Affected Stakeholders

(b)(5);Deliberative Process

Budget and FTE changes

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

Mechanism

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

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

Description

- (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.

Supporting Evidence

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

Proposal Implementation and Time Horizon to Start Action

FY2017 – FY2019

Measuring Success

(b)(5);Deliberative Process Privilege

Affected Stakeholders

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

Mechanism

- Statutory, regulatory, and administrative

Budget and FTE changes

No significant budgetary or FTE changes are anticipated.

Proposal Name: [REDACTED]

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
-

(b)(5);Deliberative Process

- (b)(5);Deliberative Process Privilege

-
-
-
-

(b)(5);Deliberative Process

Description

[Redacted Description]

(b)(5);Deliberative Process

[Redacted Description]

(b)(5);Deliberative Process

Justification

[Redacted Justification]

(b)(5);Deliberative Process

Supporting Evidence

[Redacted Supporting Evidence]

Proposal Implementation and Time Horizon to Start Action

Proposed timeline:

- FY 2017 – Early FY 2018

(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

External stakeholders.

(b)(5);Deliberative Process Privilege

(b)(5);Deliberative Process

Mechanism: primary mechanism for change category: Administrative

[Redacted]

(b)(5);Deliberative Process

Budget and FTE changes

[Redacted]

(b)(5);Deliberative Process

Implications for other agencies

[Redacted]

(b)(5), Deliberative Process

Proposal Name:

[Redacted]

Scope:

(b)(5), Deliberative Process Privilege

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

[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]

(b)(5), Deliberative Process

Description

[Redacted]

Justification

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

g.

h.

i.

[Redacted]

(b)(5), Deliberative Process

Supporting Evidence

[Redacted]

[Redacted]

Proposal Implementation and Time Horizon to Start Action

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

Measuring Success

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

(b)(5);Deliberative Process

Affected Stakeholders

[Redacted]

Mechanism:

Statutory:

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

Budget and FTE changes

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

(b)(5);Deliberative Process

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

- 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

