

**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**

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**Caring for the land and serving people**

(b)(5), Deliberative Process

Agency Reform Plan

**Proposal Name -** [Redacted]

**Scope -** USDA and Forest Service

**Type -** Improve organizational efficiency and effectiveness

**USDA Strategic Goals**

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

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

**Proposal-at-a-Glance**

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

(b)(5), Deliberative Process Privilege

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

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

**Justification**

- [Redacted]

- (b)(5), Deliberative Process Privilege

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

(b)(5), Deliberative Process

**Supporting Evidence**

[Redacted]

(b)(5), Deliberative Process

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

[Redacted]

**Measuring Success**

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

**Affected Stakeholders**

[Redacted]

(b)(5), Deliberative Process

**Budget and FTE changes**

[Redacted]

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

**Scope:**

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

**Type**

- ✓ Eliminating activities

**USDA Strategic Goals**

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

**Proposal-at-a-Glance**

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

(b)(5),Deliberative Process

**Description**



**Justification**

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

d.

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

(b)(5), Deliberative Process

**Supporting Evidence**



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

- (b)(5), Deliberative Process Privilege
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**Measuring Success**

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

**Affected Stakeholders**

(b)(5), Deliberative Process Privilege

**Mechanism:**

Statutory:

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

**Budget and FTE changes**

(b)(5), Deliberative Process

[Redacted]

(b)(5), Deliberative Process

**Implications for other agencies**

[Redacted]

(b)(5), Deliberative Process

**Proposal Name:** [Redacted]

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

**Type**

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

**USDA Strategic Goals**

This proposal is consistent with USDA Strategic Goals:

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

(b)(5), Deliberative Process

**Proposal-at-a-Glance**

[Redacted]

(b)(5), Deliberative Process

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

[Redacted]

(b)(5), Deliberative Process

**Justification**

[Redacted]

(b)(5), Deliberative Process

**Supporting Evidence**

[Redacted]

**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:**

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

**Budget and FTE changes (1-2 paragraphs)**

Short term: [Redacted]  
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]

(b)(5), Deliberative Process

**Justification**

[Redacted]

(b)(5), Deliberative Process Privilege

[Redacted]

(b)(5), Deliberative Process



(b)(5), Deliberative Process

**Supporting Evidence**



(b)(5), Deliberative Process



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

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

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

FY19: Short-term changes have been implemented, long-term changes have been initiated

**Measuring Success**

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

**Affected Stakeholders**

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

**Mechanism**

Administrative/Regulatory.

(b)(5), Deliberative Process Privilege

**Budget and FTE changes**

(b)(5);Deliberative Process Privilege

(b)(5),Deliberative Process

**Proposal Name:**

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

STRATEGIC GOAL 1: Ensure USDA programs are Delivered Efficiently, Effectively, and with Integrity

**Objective 1.1:** Modernize information technology infrastructure, facilities, and support services to improve the customer experience

**Objective 1.4:** Improve financial stewardship of resources and utilize data-driven analyses to maximize the return on investment

STRATEGIC GOAL 5: Strengthen the Stewardship of Private Lands through Technology and Research

**Objective 5.1:** Enhance conservation planning with science-based tools and information

**Objective 5.2:** Promote productive working lands

STRATEGIC GOAL 6: Ensure Productive and Sustainable Use of our National Forest System Lands

**Objective 6.1:** Contribute to the Economic Health of Rural Communities through Use and Access Opportunities

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

**Objective 6.3:** Mitigate Wildfire Risk

**Proposal-at-a-Glance**

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

[Redacted]

(b)(5), Deliberative Process

(b)(5), Deliberative Process

[Redacted]

(b)(5), Deliberative Process

[Redacted]

(b)(5), Deliberative Process Privilege

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

(b)(5), Deliberative Process Privilege

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

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

- (b)(5), Deliberative Process Privilege
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**Supporting Evidence**

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

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

**Measuring Success**

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(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

**Affected Stakeholders**



**Mechanism:**

(b)(5), Deliberative Process

Administrative.

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

**Budget and FTE changes**



**Implications for other agencies**

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

**Proposal Name:**



**Scope**

Forest Service

**Type**

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

**USDA Strategic Goals**

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

**Proposal-at-a-Glance**

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

**Description**



(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

[Redacted]

(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]

**Proposal Name:**

(b)(5);Deliberative Process Privilege

**Scope:** Forest Service

**Type**

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

**USDA Strategic Goals**

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

**Proposal-at-a-Glance**

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

What are you proposing?

(b)(5);Deliberative Process Privilege

What problem are you trying to solve?

(b)(5);Deliberative Process Privilege

**Justification**

Why is this good government?

(b)(5);Deliberative Process Privilege

How will this lead to efficiencies, cost savings, and/or workforce reductions?

(b)(5);Deliberative Process Privilege

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

(b)(5);Deliberative Process Privilege

(b)(5), Deliberative Process

**Supporting Evidence**

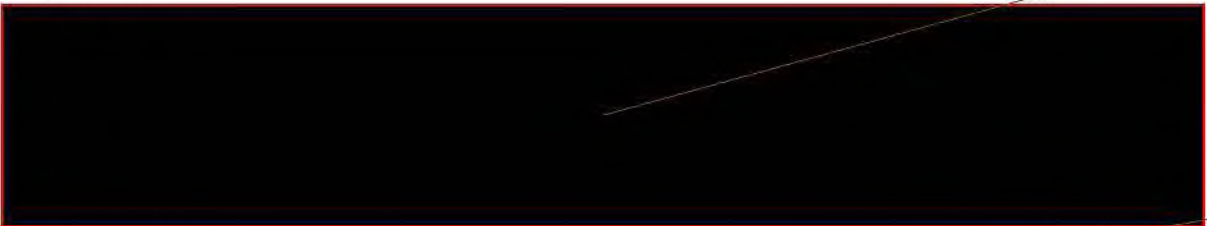


**Proposal Implementation and Time Horizon to Start Action**

(b)(5), Deliberative Process Privilege

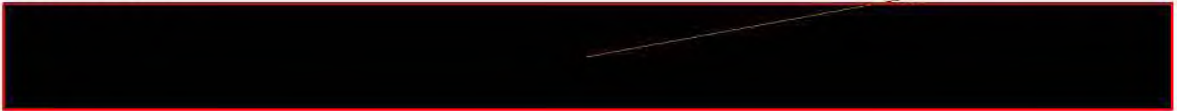
(b)(5), Deliberative Process

**Measuring Success**



(b)(5), Deliberative Process

**Affected Stakeholders**



**Mechanism:**

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

**Budget and FTE changes**

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

**Proposal Name -** [Redacted]

**Scope -** USDA Forest Service

**Type -** Restructuring or merging activities

**USDA Strategic Goals**

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

**Proposal-at-a-Glance**

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

**Description -**

[Redacted]

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

**Justification**

[Redacted]

(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
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

**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]

(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
- [Redacted]
- [Redacted]

(b)(5), Deliberat

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

**2. Description**

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

(b)(5), Deliberative Process

**Justification**

- [Redacted]

**Supporting Evidence**

(b)(5), Deliberative Process Privilege

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

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

FY2017 – FY2019

**Measuring Success**

(b)(5), Deliberative Process Privilege

**Affected Stakeholders**

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

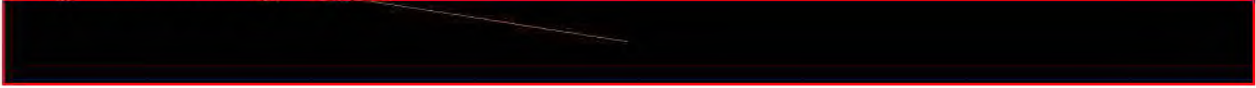
**Mechanism**

Administrative/Legislative:

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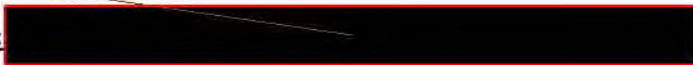
(b)(5), Deliberative Process

**Budget and FTE changes**



(b)(5), Deliberative Process

**Proposal Name:**



**Scope**

Forest Service

**Type**

Improve organizational efficiency and effectiveness

**USDA Strategic Goals**

USDA Strategic Goal 6.3 – Mitigate Wildfire Risk

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

**Proposal-at-a-Glance**

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

**Description**



(b)(5), Deliberative Process



**Justification**

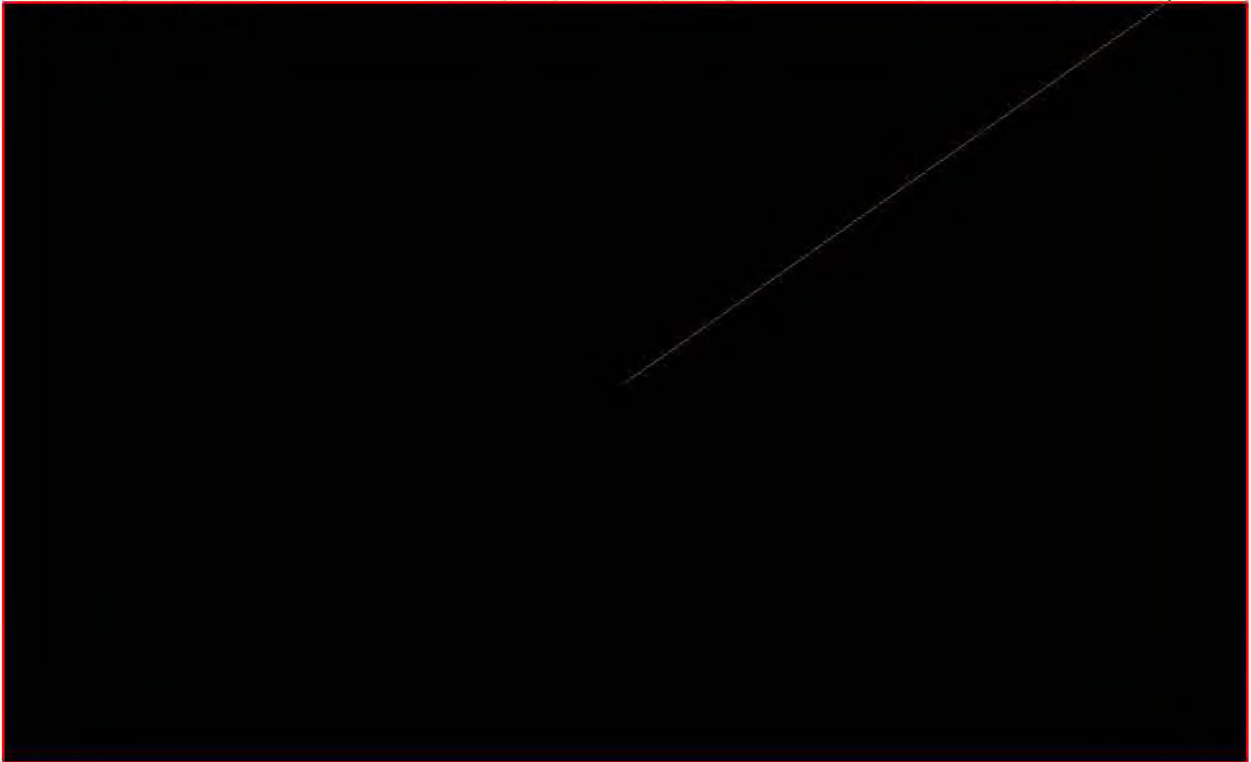
(b)(5), Deliberative Process Privilege

(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**

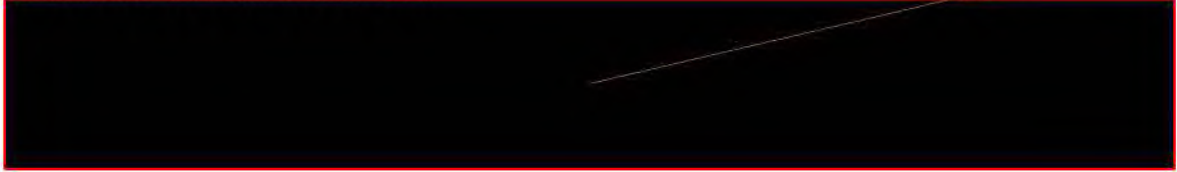
[Redacted]

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

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

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(b)(5), Deliberative Process Privilege

## What Is Different About This Proposal for 2017:

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(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]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

(b)(5), Deliberative Process Privilege

**Description**

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

(b)(5), Deliberative Process Privilege

(b)(5), Deliberative Process

**Justification**

- [Redacted]

**Supporting Evidence**

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

(b)(5), Deliberative Process Privilege

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

FY2017 – FY2019

**Measuring Success**

[Redacted]

**Affected Stakeholders**

- [Redacted]
- [Redacted]
- [Redacted]

(b)(5), Deliberative Process Privilege

**Mechanism**

- Statutory, regulatory, and administrative

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

