



Additional Errata to Fiscal Year 2008 Budget Justification

This table shows additional revisions and additions to the USDA Forest Service FY 2008 Budget Justification since the first errata posting on February 23, 2007. Changes listed below are included in the FY 2008 Budget Justification posted on the Forest Service internet site; dates of revisions are shown on revised pages.

Section	Location	Date of Change / Change
Overview- Table D	Page D-5	3/30/07 Subtotal, FS non-emergency in FY 2008 should be \$4,619,866, the same as the grand total; Percent Change is -8%
Overview – Table H	Page H-3	3/30/07 Under Recreation, Heritage, and Wilderness, heritage assets measure prior to FY 2008 included all assets; starting in FY 2008, it tracks only priority assets. Measure split into two measures to highlight change
Budget and Strategic Plan	Pages 3-1,6,9,12,13	3/30/07 Permanent Funds in FY 2006 shown under Goal 2 should have been under Goal 5
State and Private Forestry	Page 8-1	3/30/07 Footnote for Emergency and Supplemental funds left off Appropriations table
National Forest System	Page 9-25, Annual Output Measures Table	3/30/07 Same change as in Overview Table H, page 3.
National Forest System	Page 9-38 Grazing Management BLI table	3/30/07 Program Changes and Program Change Percent incorrect for both activities
Permanent Funds	Page 15-22 Table C	3/30/07 Added a table of additions to the Land and Facility Conveyance listing and removed Deputy Tower site (r-9) from the list of sites to be dropped
Trust Funds	Page 16-4,5 K-V Planned Program of Work FY 2007 -2008	3/30/07 Tables on pages 16-4 and 16-5 replaced
Special Exhibits	Table of Contents	3/30/07 Added Special Exhibit 29 to Table
Special Exhibit 10	Page 17-44, Indirect Costs	3/30/07 Cost Pool 9 assessment should be based on \$1.48 per gross square foot.
Special Exhibit 29	Pages 17-129 to 17-164. Performance Management System	3/30/07 Added Performance Management Report as requested in Congressional Directive in P.L. 109-54

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Three-Year Summary of Appropriations

	FY 2006 Final	FY 2007 Estimate	FY 2008 Budget	FY 2008 vs FY 2007	Percent of Change
(dollars in thousands)					
<u>Discretionary Appropriations</u>					
Trust Funds					
Cooperative Work - KV	\$77,584	\$75,000	\$75,000	\$0	0%
Cooperative Work - Other	\$42,985	\$48,000	\$55,000	\$7,000	15%
Subtotal, Cooperative Work	\$120,569	\$123,000	\$130,000	\$7,000	6%
LBL Trust Fund	\$256	\$270	\$290	\$20	7%
Reforestation Trust Fund	\$30,000	\$30,000	\$30,000	\$0	0%
Total, Trust Funds	\$150,825	\$153,270	\$160,290	\$7,020	5%
Total, Mandatory Appropriations	\$795,170	\$821,141	\$522,585	-\$298,556	-36%
Subtotal, FS non-emergency	\$4,996,142	\$5,012,539	\$4,619,866	-\$392,673	-8%
Subtotal, FS supplemental & emergency	\$177,000	\$0	\$0	\$0	
Grand Total, FS	\$5,173,142	\$5,012,539	\$4,619,866	-\$392-673	-8%

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U.S. Department of Agriculture - Forest Service
Overview of FY 2008 President's Budget

Appropriation Budget Line Item Measure	Output/Outcome by Activity			
	FY 2006 Plan	FY 2006 Actual	FY 2007 Plan	FY 2008 Plan
Recreation, Heritage, and Wilderness				
Number of recreation site capacity (PAOT days) operated to standard	80,999,000	82,482,208	76,300,000	70,655,000
Percentage of NFS lands covered by travel management plans resulting in visitor safety, resource protection using best management practices and less visitor conflict with off-road vehicle usage	1%	0.3%	21%	48%
Number of recreation interpretation & education products provided to standard*	13,460	15,725	9,200	---
Number of recreation special use authorizations administered to standard	11,899	10,091	9,335	7,910
Number of heritage assets managed to standard**	6,531	5,399	6,250	---
Number of priority heritage assets managed to standard**	---	---	---	2,275
Number of wilderness areas managed to minimum stewardship level	99	61	74	87
Number of wild & scenic river areas meeting statutory requirements***	---	47	51	55
Customer satisfaction with value for fee paid	83	82	84	85
* Not tracked after FY 2007 ** Definition changed in FY 2008 to include only priority heritage assets *** Definition changed from "...areas managed to standard" in FY 2008				
Wildlife and Fisheries Habitat Management				
Miles of stream habitat restored or enhanced*	1,457	1,655	1,300	900
Acres of lake habitat restored or enhanced**	13,742	15,996	8,600	7,500
Acres of terrestrial habitat enhanced	196,716	278,811	146,000	110,000
Number of wildlife interpretation & education products provided***	2,053	3,554	1,665	---
* Definition changed from "Miles of stream enhanced" starting in FY 2007. ** Definition changed from "Acres of lake enhanced" starting in FY 2007. *** Activity not tracked after FY 2007.				
Grazing Management				
Allotment acres and per cent administered to 100 percent of Forest Plan standards	23,089,000 (25%)	49,583,208 (54%)	21,517,618 (23%)	22,857,000 (25%)
Number of grazing allotments with signed decision notices	484	443	321	480



U.S. Department of Agriculture - Forest Service
Overview of FY 2008 President's Budget

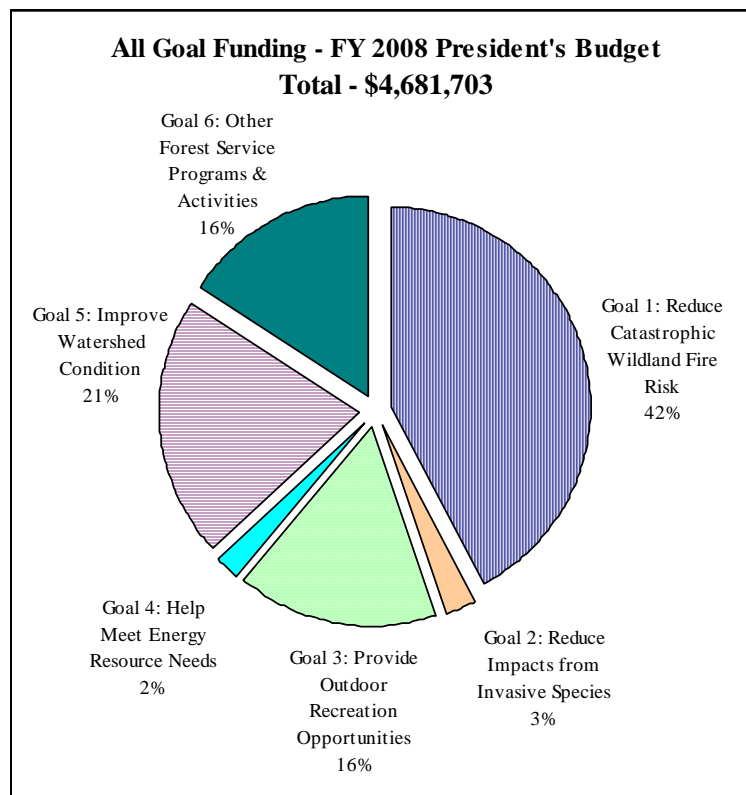
Appropriation Budget Line Item Measure	Output/Outcome by Activity			
	FY 2006 Plan	FY 2006 Actual	FY 2007 Plan	FY 2008 Plan
Forest Products				
Approved timber sale NEPA documents (through appeal and litigation)*	405	N/A	---	---
Volume of regular timber sold (Hundred Cubic Feet)**	3,417,500	2,956,316	4,200,000	4,600,000
Volume of regular timber harvested (CCF)***	3,071,084	4,427,703	4,600,000	4,000,000
Number of special forest product permits issued****	165,806	136,051	146,000	---
* Activity not tracked during or after FY 2006. **Activity rewoded from "timber volume sold" in FY 2008. ***Activity rewoded from "Timber volume harvested" in FY 2008. (Actual harvest volume includes regular plus salvage sales.) **** Activity "number of special forest products permits administered" redefined to "permits issued" in FY 2007 and dropped in FY 2008.				
Vegetation and Watershed Management				
Acres of forest vegetation improved	54,482	62,185	77,400	72,800
Establish Forest Vegetation acres	32,526	33,827	34,200	13,130
Acres of rangeland vegetation improved	1,751,300	1,755,824	1,726,440	1,794,000
Acres of watershed improvement	13,027	16,934	12,200	13,000
Acres of noxious weeds and invasive plants treated	80,800	79,069	115,702	129,000
Number of air quality services provided*	322	345	330	---
*Activity not tracked after FY 2007.				
Minerals and Geology Management				
Number of mineral operations administered	13,267	15,152	13,533	11,955
Number of mineral applications processed*	6,548	11,632	9,445	6,705
Number of AML safety risk features mitigated to "no further action**	312	346	539	474
Number of administrative units where audits were conducted	17	20	34	33
Number of contaminated or disturbed sites which have been mitigated ***	25	115	80	---
Percentage of contaminated sites mitigated ****	---	---	---	20%
Percentage of backlog (existing at the end of FY 03) in APDs reduced.	86%	90%	100%	100%
* Activity redefined in FY 2007 from "Number of mineral operations processed" **In FY 2008, accomplishments represent planned completion of multi-year projects. In FY 2006-2007, planned accomplishments included on-going multi-year projects that would not be completed until future years. *** Not tracked after FY 2007. **** New activity starting in FY 2008.				

Budget and Strategic Plan

The FY 2008 President's Budget includes funding levels necessary to best implement the mission and goals of the National Strategic Plan. The following table compares the FY 2006 Enacted and FY 2007 Estimate levels with the FY 2008 President's Budget by strategic goal.

Strategic Plan Goal	FY 2006 Enacted	FY 2007 Estimate	FY 2008 Pres Budget
Goal 1: Reduce Catastrophic Wildland Fire Risk	\$1,869,036	\$1,919,229	\$1,976,407
Goal 2: Reduce Impacts from Invasive Species	\$125,383	\$129,350	\$117,830
Goal 3: Provide Outdoor Recreation Opportunities	\$764,518	\$772,371	\$760,756
Goal 4: Help Meet Energy Resource Needs	\$108,345	\$108,897	\$102,233
Goal 5: Improve Watershed Condition	\$1,146,497	\$1,098,516	\$983,202
Goal 6: Other Forest Service Programs & Activities	\$1,043,941	\$1,070,000	\$741,275
Total, All Funds – Non Emergency	\$5,057,720	\$5,098,363	\$4,681,703
Total Emergency Funds, Goal 1 (P.L. 109-289)	\$100,000	---	---
Total Emergency Funds – Other Goals	\$77,000	---	---
TOTAL, ALL FUNDS	\$5,234,720	\$5,098,363	\$4,681,703

Every Forest Service activity is coded to one of the strategic goals and objectives. Each goal also includes performance measures to track results. The tables in the following section describe in detail the strategic goals, objectives, and associated performance measures. The graph below shows the FY 2008 President's Budget by strategic goal.



Goals, Objectives, and Performance Measures

Strategic Goal	Agency Objectives	Performance Measures
1. Reduce the risk from catastrophic wildland fire	1.1: Improve the health of National Forest System lands that have the greatest potential for catastrophic wildland fire.	1.1 a: Number of acres of hazardous fuels treated in the Wildland-Urban Interface and percent identified as high priority through collaboration consistent with the <i>10-year Comprehensive Strategy Implementation Plan</i> .
		1.1 b: Number of acres in the Wildland-Urban Interface treated per \$1 million gross investment.
		1.1 c: Number of acres of hazardous fuels treated in Condition Classes 2 or 3 in Fire Regimes 1, 2, or 3 outside the Wildland-Urban Interface, and percent identified as high priority through collaboration consistent with the 10-Year Plan.
		1.1 d: Number of acres treated outside the Wildland-Urban Interface per \$1 million gross investment.
		1.1 e: Number of acres in Condition Classes 2 or 3 in Fire Regimes 1, 2, or 3, treated by all land management activities that improve condition class, and percent that were identified as high priority through collaboration consistent with the 10-Year Plan.
		1.1 f: Percent of mechanically treated acres to reduce hazardous fuels with byproducts used.
		1.1 g: Number of acres brought into stewardship contracts.
	1.2: Consistent with resource objectives, wildland fires are suppressed at a minimum cost, considering firefighter and public safety, benefits, and values to be protected.	1.2.a: Percent of unplanned and unwanted wildland fires controlled during initial attack. *
		1.2.b: Number of acres burned by unplanned and unwanted wildland fires.
		1.2.c: Percent of large fires in which the value of resources protected exceeds the cost of suppression.
	1.3: Assist 2,500 communities and those non-National Forest System lands most at risk with developing and implementing hazardous fuels reduction and fire prevention plans and programs.	1.3 a: Percent of communities at risk with completed and current fire management plans or risk assessments.
		1.3 b: Number of acres covered by partnership agreements.

Strategic Goal	Agency Objectives	Performance Measures
6. Conduct mission-related work in addition to that which supports the agency goals	6.5: Develop and maintain the processes and systems to provide and analyze scientific and technical information to address agency priorities.	6.5.a: Number and percent of Land and Resource Management Plans developed and revised.
		6.5.b: Percent of data in information systems that is current to standard.
		6.5.c: Number and percent of forest plan monitoring reports completed.

* These performance measures have been identified through the PART Process as needing to be updated.

Strategic Goals

Goal 1: Reduce Catastrophic Wildland Fire Risk

	FY 2006 Enacted	FY 2007 Estimate	FY 2008 Pres Budget
Goal 1: Reduce Catastrophic Wildland Fire Risk			
Forest & Rangeland Research	\$30,302	\$34,792	\$31,693
State and Private Forestry	\$86,695	\$81,026	\$84,215
Wildland Firefighters *	[\$189,666]	[\$213,265]	\$219,710
Wildland Fire Management	\$1,738,453	\$1,803,411	\$1,640,789
Total, Appropriated Funds	\$1,855,450	\$1,919,229	\$1,976,407
Permanent Funds	\$13,586	\$0	\$0
Subtotal, Non-emergency funding	\$1,869,036	\$1,919,229	\$1,976,407
Emergency Funding (P.L. 109-289)	\$100,000	\$0	\$0
TOTAL, ALL FUNDS	\$1,969,036	\$1,919,229	\$1,976,407

* Wildland Firefighters is a new appropriation for FY 2008. Funding in brackets represents the equivalent portion of Preparedness funding from prior fiscal years.

Wildland fire is a natural component of ecosystem processes and, conversely, is also a threat to both communities and the environment. The challenge is to manage wildland fire within its place in natural systems while reducing the risk of losses from catastrophic fire. The agency addresses the complex challenge on both Federal and non-Federal lands by identifying when and where priority work can be implemented and specific field level projects that affect future fire behavior. The Forest Service, State foresters, and local fire departments assist private landowners in this challenge through the Firewise program. Firewise assists property owners in the Wildland-Urban Interface in increasing the survivability of their homes from wildfires and preventing fires.

The likelihood of loss from natural or human causes depends on the vulnerability of the ecosystems at the time of the event. Many ecosystems must be returned to, and maintained in, a resilient state to mitigate loss from unexpected events. Natural factors,

including prolonged drought and lower than average precipitation, contribute significantly to the risk of wildland fire. Other factors include arson and accidental human-caused fires, as well as administrative appeals of proposed fuel treatment projects and litigation. While wildland fire is an element of natural ecosystem processes, catastrophic wildland fire is not.

The President's Budget currently proposes a \$209,000 decrease within the hazardous fuels budget line item. The Forest Service plans to reduce hazardous fuels on 1.95 million acres in high priority areas, including 1.54 million acres in the Wildland Urban Interface (WUI) and an additional 411,000 in non-WUI areas. In FY 2008, emphasis will shift to more expensive WUI acres, resulting in reduced treatments outside the WUI.

The agency will also provide 5,455 communities with fire mitigation and prevention assistance through the Cooperative Fire Protection program, and will provide additional financial assistance to communities for an estimated 5,577 projects. The agency will also assist over 6,700 volunteer fire departments in becoming better equipped and prepared.

Goal 2: Reduce the Impacts from Invasive Species

Goal 2: Reduce Impacts from Invasive Species	FY 2006 Enacted	FY 2007 Estimate	FY 2008 Pres Budget
Forest & Rangeland Research	\$36,878	\$37,251	\$34,897
State and Private Forestry	\$59,065	\$62,693	\$51,496
National Forest System	\$21,802	\$22,251	\$23,259
Wildland Fire Management	\$7,638	\$7,155	\$8,178
Total, Appropriated Funds	\$125,383	\$129,350	\$117,830
Permanent Funds	\$0	\$0	\$0
TOTAL, ALL FUNDS	\$125,383	\$129,350	\$117,830

The threat of invasive species has become one of the most significant environmental and economic issues facing the Nation. The number of infestations and impacts from them are increasing every year. Concerns over the invasive species problem have reached global proportions. There has been a significant Federal and State response to addressing the issue. With the passage of the Executive Order 13112 and the establishment of the National Invasive Species Council in 1999, Federal agencies have increased their coordination and collaboration to deal with the host of species threatening the nation.

The Forest Service recognizes the danger invasive species pose to ecosystem health, the economy, and the agency's mission. The Forest Service has identified the invasive species threat as one of four significant threats affecting National Forest System lands, as well as neighboring State, tribal, and private lands. Invasive species cost the public more than \$138 billion per year in damage, loss, and control costs (Pimental et al. 2000. BioScience 50:1 pp 53-65). The 2000 Resource Planning assessment estimated 3.5 million national forest acres were infested with invasive plants. About half the species

consideration of environmental issues in close coordination with the States and other agencies. It will also increase the total biomass generated from National Forest System lands originating from small diameter and low valued trees to be used for energy production.

The Landownership Management program will direct \$5.0 million towards energy in FY 2008. Emphasis will continue on processing of new energy-related land use applications and on eliminating the backlog of pending applications and expired authorizations in order to get the production on-line and to markets. In response to the Energy Policy Act of 2005, the agency will complete the designation of utility rights-of-way corridors for oil, gas, and hydrogen pipelines in 11 Western States, incorporating these into forest land management plans and begin work necessary to designate corridors in the remaining States.

The President's Budget also proposes funding level of \$6.15 million to refocus research to wood-based biofuels development and conversion processes; biorefinery applications; energy efficient housing; and processing and manufacturing energy reduction, life cycle analysis of wood, and marketing analysis for energy and bio-based products. Progress will continue in developing efficient woody cellulosic ethanol conversion processes, contributing to U.S. energy independence.

Goal 5 – Improve Watershed Condition

Goal 5: Improve Watershed Condition	FY 2006 Enacted	FY 2007 Estimate	FY 2008 Pres Budget
Forest & Rangeland Research	\$94,117	\$90,655	\$81,383
State and Private Forestry	\$34,144	\$33,666	\$20,000
National Forest System	\$702,267	\$665,539	\$629,267
Capital Improvement and Maintenance	\$38,368	\$18,956	\$18,902
Other Appropriations	\$3,130	\$3,500	\$3,750
Total, Appropriated Funds	\$872,026	\$812,316	\$753,302
Permanent Funds	\$83,380	\$100,200	\$97,900
Trust Funds	\$191,091	\$186,000	\$132,000
TOTAL, ALL FUNDS	\$1,146,497	\$1,098,516	\$983,202

Over 60 million people receive at least a portion of their water from national forests and grasslands. This resource is a particularly scarce commodity in the arid West where many communities depend on national forests for their water. Many municipal watersheds in the Western States are at risk from catastrophic wildland fire and degradation from excessive use.

Careful planning for, and management of, basic physical and biological resources provides the foundation for healthy, viable watersheds, and for the social and economic needs of communities. Benefits of improved watershed conditions include improved

water quality, quantity, and timing of flows; improved forage conditions; healthier, more resilient forests; improved fish and wildlife habitats resulting in more robust populations; a reduction of risks associated with destructive wildfires; and resistance to the establishment and spread of invasive species.

Watershed research provides science-based validation of the effectiveness of current methods and techniques to improve watersheds. It provides new information and techniques to more effectively and efficiently achieve this goal, and helps managers predict future resource condition changes due to natural and human caused processes and actions.

The FY 2008 President's Budget will strategically focus available resources to improve watershed conditions. The proposed budget for Vegetation and Watershed Management program will provide for establishment of forest vegetation on over 13,130 acres, improve forest vegetation over 72,800 acres, and improve rangeland vegetation on over 1,794,000 acres. In addition, the proposed budget for Grazing Management will provide 22,857,000 grazing allotment acres-managed to 100 percent of Forest Plan standards. The proposed budget for Wildlife and Fisheries Habitat Management will provide wildlife habitat on 1,400 miles of streams, 12,900 lake acres and 189,000 terrestrial acres will be restored or enhanced.

Goal 6 – Mission Related Work in Addition to that which Supports the Agency Goals

Goal 6: Other Forest Service Programs & Activities	FY 2006 Enacted	FY 2007 Estimate	FY 2008 Pres Budget
Forest & Rangeland Research	\$90,453	\$98,460	\$92,387
State and Private Forestry	\$97,584	\$51,223	\$46,747
National Forest System	\$331,714	\$391,585	\$371,715
Land Acquisition	\$43,056	\$8,784	\$16,987
Other Appropriations	\$5,038	\$4,938	\$5,109
Total, Appropriated Funds	\$567,845	\$554,990	\$532,945
Permanent Funds	\$476,096	\$515,010	\$208,330
TOTAL, ALL FUNDS	\$1,043,941	\$1,070,000	\$741,275

The programs in this section are critical to the overall mission of the agency and support one or more of the agency goals. The President's Budget proposes approximately \$533 million to accomplish Goal 6.

In FY 2008, the agency will provide quality research products and service that meet 72 percent of customer expectations. In addition, the Forest Inventory and Analysis program will cover 94 percent of the Nation. With the proposed request of \$15.7 million in Land Acquisition, the agency will acquire 15,705 critical acres that will provide public access for outdoor recreation and improve and maintain ecological conditions for threatened and endangered species on National Forest System (NFS) lands. The President's Budget also proposes \$123.8 million in Law Enforcement Operations to protect NFS lands, the

public, and Forest Service employees. In FY 2008, the agency will continue to meet finance and budget performance standards.

The tables on the following pages show a matrix of strategic goal funding and FTEs for fiscal years 2006 through 2008.

FY 2006 - FY 2008 Funding and FTEs by Strategic Goal

(dollars in thousands)

	FY 2006 Enacted		FY 2007 Estimate		FY 2008 Budget		FY 2008 vs FY 2007	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
Goal 1: Reduce Catastrophic Wildland Fire Risk								
Forest & Rangeland Research	\$30,302	235	\$34,792	265	\$31,693	235	-\$3,099	-30
S&PF: Forest Health Management - Federal Lands	\$30,577	192	\$29,964	196	\$31,210	202	\$1,246	6
S&PF: Forest Health Management - Coop Lands	\$17,311	17	\$12,799	18	\$10,883	18	-\$1,916	0
S&PF: State Fire Assistance	\$32,895	50	\$32,434	50	\$33,122	49	\$688	-1
S&PF: Volunteer Fire Assistance	\$5,912	0	\$5,829	0	\$9,000	0	\$3,171	0
Wildland Firefighters*	[\$189,666]	[2,995]	[\$213,265]	[3,015]	\$219,710	3,200	[\$6,445]	
WFM: Preparedness	\$660,705	4,860	\$655,887	4,863	\$349,082	1,307	-\$306,805	-3,556
WFM: Operations - Suppression	\$690,186	6,695	\$741,477	5,672	\$911,032	5,645	\$169,555	-27
WFM: Operations - Hazardous Fuels	\$280,119	1,947	\$291,792	2,040	\$291,533	2,031	-\$259	-9
WFM: NFP - Rehabilitation	\$6,189	27	\$5,000	36	\$0	0	-\$5,000	-36
WFM: NFP - Research and Development	\$22,789	152	\$22,800	174	\$22,000	174	-\$800	0
WFM: NFP - Joint Fire Science	\$7,882	0	\$13,000	0	\$8,000	0	-\$5,000	0
WFM: NFP-Forest Health Management-Fed Lands	\$14,316	0	\$12,731	103	\$13,284	111	\$553	8
WFM: NFP-Forest Health Management-Coop Lands	\$2,678	0	\$4,914	7	\$2,804	5	-\$2,110	-2
WFM: NFP State Fire Assistance	\$45,816	1	\$43,000	2	\$35,004	2	-\$7,996	0
WFM: NFP Volunteer Fire Assistance	\$7,773	0	\$12,810	0	\$8,000	0	-\$4,810	0
Total-Appropriated Funds (Non-Emergency)	\$1,855,450	14,176	\$1,919,229	13,426	\$1,976,357	12,979	-\$162,582	-3,647
Permanent Funds	\$13,586	109	\$0	0	\$0	0	\$0	0
Emergency Funds*	\$100,000							
Total Funding - Goal 1	\$1,969,036	14,285	\$1,919,229	13,426	\$1,976,357	12,979	-\$162,582	-3,647

*Emergency Funds, FY 2006 come from P.L. 109-289, the Department of Defense Appropriations Act, 2007.

* Wildland Firefighters is a new appropriation for FY 2008. Numbers in brackets represent the funding and FTEs in Preparedness in previous fiscal years that are equivalent to those in FY 2008 budget request.

FY 2006 - FY 2008 Funding and FTEs by Strategic Goal

(dollars in thousands)

	FY 2006 Enacted		FY 2007 Estimate		FY 2008 Budget		FY 2008 vs FY 2007	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
Goal 2: Reduce Impacts from Invasive Species								
Forest & Rangeland Research	\$36,878	283	\$37,251	254	\$34,897	256	-\$2,354	2
S&PF: Forest Health, Federal Lands	\$22,586	143	\$22,455	148	\$21,749	141	-\$706	-7
S&PF: Forest Health, Cooperative Lands	\$29,593	30	\$33,448	31	\$27,247	31	-\$6,201	0
International Forestry	\$6,886	24	\$6,790	24	\$2,500	13	-\$4,290	-11
NFS: Vegetation and Watershed	\$21,802	169	\$22,251	180	\$23,259	172	\$1,008	-8
WFM: NFP - Forest Health, Federal Lands	\$463	95	\$2,069	17	\$968	8	-\$1,101	-9
WFM: NFP - Forest Health, Cooperative Lands	\$7,175	13	\$5,086	9	\$7,210	11	\$2,124	2
Total-Appropriated Funds (Non-Emergency)	\$125,383	757	\$129,350	663	\$117,830	632	-\$11,520	-31
Permanent Funds	\$0	0	\$0	0	\$0	0	\$0	0
Total Funding - Goal 2	\$125,383	757	\$129,350	663	\$117,830	632	-\$11,520	-31

FY 2006 - FY 2008 Funding and FTEs by Strategic Goal

(dollars in thousands)

	FY 2006 Enacted		FY 2007 Estimate		FY 2008 Budget		FY 2008 vs FY 2007	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
Goal 3: Provide Outdoor Recreation Opportunities								
Forest & Rangeland Research	\$9,231	70	\$7,458	57	\$6,987	51	-\$471	-6
NFS: Recreation, Heritage & Wilderness Resources	\$258,797	2,476	\$260,648	2,498	\$231,400	2,198	-\$29,248	-300
NFS: Wildlife and Fish Habitat Management	\$9,037	76	\$8,028	69	\$7,031	59	-\$997	-10
NFS: Centennial of Service Challenge	\$2,217	13	\$0	0	\$0	0	\$0	0
Capital Improvement & Maintenance	\$392,966	2,363	\$392,069	2,239	\$403,663	2,206	\$11,594	-33
Total -Appropriated Funds	\$672,248	4,998	\$668,203	4,863	\$649,081	4,514	-\$19,122	-349
Permanent Funds	\$53,507	488	\$60,300	542	\$58,600	542	-\$1,700	0
Trust Funds	\$38,763	0	\$45,080	236	\$53,075	251	\$7,995	15
Total Funding - Goal 3	\$764,518	5,486	\$773,583	5,641	\$760,756	5,307	-\$12,827	-334

FY 2006 - FY 2008 Funding and FTEs by Strategic Goal

(dollars in thousands)

	FY 2006 Enacted		FY 2007 Estimate		FY 2008 Budget		FY 2008 vs FY 2007	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
Goal 4: Help Meet Energy Resource Needs								
Forest & Rangeland Research	\$16,730	128	\$11,702	115	\$15,653	116	\$3,951	1
S&PF: Economic Action Programs*	\$1,478	0	\$0	0	\$0	0	\$0	0
NFS: Minerals and Geology Management	\$50,369	349	\$53,746	412	\$44,266	342	-\$9,480	-70
NFS: Landownership Management	\$39,443	351	\$43,074	378	\$37,439	300	-\$5,635	-78
Total -Appropriated Funds	\$108,020	828	\$108,522	905	\$97,358	758	-\$11,164	-147
Permanent Funds	\$325	1	\$375	1	\$4,875	26	\$4,500	25
Total Funding - Goal 4	\$108,345	829	\$108,897	906	\$102,233	784	-\$6,664	-122

* Economic Action Programs were moved to Goal 6 in FY 2006, but funding was provided for "Fuels for Schools" via a congressional earmark and is more appropriate for Goal 4.

FY 2006 - FY 2008 Funding and FTEs by Strategic Goal

(dollars in thousands)

	FY 2006 Enacted		FY 2007 Estimate		FY 2008 Budget		FY 2008 vs FY 2007	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
Goal 5: Improve Watershed Condition								
Forest & Rangeland Research	\$94,117	722	\$90,655	684	\$81,383	598	-\$9,272	-86
S&PF: Forest Stewardship	\$34,144	73	\$33,666	72	\$20,000	70	-\$13,666	-2
NFS: Inventory and Monitoring*	\$73,651	646	\$0	0	\$0	0	\$0	0
NFS: Wildlife and Fish Habitat Management	\$122,697	1,075	\$123,415	1,075	\$110,602	905	-\$12,813	-170
NFS: Grazing Management	\$47,826	454	\$47,720	453	\$47,025	420	-\$695	-33
NFS: Forest Products	\$277,583	2,663	\$310,114	2,748	\$318,562	2,952	\$8,448	204
NFS: Vegetation and Watershed Management	\$153,370	1,246	\$152,846	1,237	\$126,509	938	-\$26,337	-299
NFS: Minerals and Geology Management	\$24,923	200	\$30,232	207	\$26,569	109	-\$3,663	-98
NFS: Centennial of Service Challenge	\$2,217	13	\$0	0	\$0	0	\$0	0
Capital Improvement & Maintenance - Roads	\$38,368	233	\$18,956	87	\$18,902	92	-\$54	5
Other Appropriations: Range Betterment Fund	\$3,130	15	\$3,500	14	\$3,750	18	\$250	4
Total -Appropriated Funds	\$872,026	7,340	\$811,104	6,577	\$753,302	6,102	-\$22,938	-88
Permanent Funds	\$83,380	664	\$100,200	678	\$97,900	674	-\$2,300	-4
Trust Funds	\$191,091	0	\$186,000	1,084	\$132,000	862	-\$54,000	-222
Total Funding - Goal 5	\$1,146,497	8,004	\$1,097,304	8,339	\$983,202	7,638	-\$79,238	-314

* Inventory and Monitoring broadscale assessment activities moved to Goal 6 (All Other) in FY 2007 and combined with "Landscape Scale Assessments" into activity

*Number of ecosystem assessment activities completed

FY 2006 - FY 2008 Funding and FTEs by Strategic Goal

(dollars in thousands)

	FY 2006 Enacted		FY 2007 Estimate		FY 2008 Budget		FY 2008 vs FY 2007	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
Goal 6: Mission Related Work in Addition to That Which Supports the Agency Goals								
Forest & Rangeland Research	\$90,453	696	\$98,460	733	\$92,387	679	-\$6,073	-54
S&PF: Forest Legacy	\$56,524	23	\$9,280	24	\$29,311	25	\$20,031	1
S&PF: Urban and Community Forestry	\$28,413	58	\$28,015	57	\$17,436	55	-\$10,579	-2
S&PF: Economic Action Program	\$8,059	5	\$9,404	5	\$0	0	-\$9,404	-5
S&PF: Forest Resource and Inventory Analysis	\$4,588	17	\$4,524	17	\$0	0	-\$4,524	-17
NFS: Land Management Planning	\$57,675	427	\$57,547	416	\$52,607	384	-\$4,940	-32
NFS: Inventory and Monitoring*	\$92,987	543	\$166,269	1,177	\$146,462	1,002	-\$19,807	-175
NFS: Vegetation and Watershed Management	\$4,680	29	\$4,357	35	\$4,554	35	\$197	0
NFS: Minerals and Geology Management**	\$8,872	\$62	\$0	0	\$0	0	\$0	0
NFS: Landownership Management	\$51,489	437	\$47,657	419	\$43,401	354	-\$4,256	-65
NFS: Law Enforcement Operations	\$110,937	737	\$110,692	739	\$123,841	786	\$13,149	47
NFS: Valles Caldera National Preserve	\$5,074	0	\$5,063	0	\$850	0	-\$4,213	0
Land Acquisition	\$43,056	116	\$8,784	73	\$16,987	72	\$8,203	-1
Other Appropriations: Gifts, Donations & Requests	\$63	0	\$63	0	\$56	0	-\$7	0
Other Appropriations: Subsistence Management	\$4,975	23	\$4,875	25	\$5,053	25	\$178	0
Total -Appropriated Funds	\$567,845	3,173	\$554,990	3,720	\$532,945	3,417	-\$22,045	-303
Permanent Funds	\$476,096	235	\$515,010	268	\$178,738	134	-\$336,272	-134
Total Funding - Goal 6	\$1,043,941	3,408	\$1,070,000	3,988	\$711,683	3,551	-\$358,317	-437

* All funding for Inventory and Monitoring moved to Goal 6 in FY 2007

** Funding for Minerals and Geology Management - Manage Geologic Resources and Hazards moved to Goal 5 in FY 2007.

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Appropriation

State and Private Forestry

State & Private Forestry Appropriation (Dollars in Thousands)	FY 2006 Final	FY 2007 Estimate	Increase or Decrease			FY 2008 Budget	Program Change Percent
			Pay & Other Cost Changes	Cost Reductions	Program Changes		
Enacted Budget Authority							
Annual Appropriations	\$278,966	\$228,608	\$1,808	-\$3,354	-\$24,604	\$202,458	-11%
Emergency & Supplemental Appropriations*	\$30,000	\$0				\$0	
Total Enacted Budget Authority	\$308,966	\$228,608	\$1,808	-\$3,354	-\$24,604	\$202,458	-11%
Full Time Equivalents (FTEs)	632	642			-38	604	
Enacted Budget Authority by EBLI							
Forest Health Management - Federal Lands	\$53,163	\$52,419	\$1,004	-\$1,313	\$849	\$52,959	2%
Forest Health Management - Coop Lands	\$46,904	\$46,247	\$144	-\$564	-\$7,697	\$38,130	-17%
State Fire Assistance	\$32,895	\$32,434	\$147	-\$502	\$1,043	\$33,122	3%
Volunteer Fire Assistance	\$5,912	\$5,829	\$0	-\$117	\$3,288	\$9,000	56%
Forest Stewardship	\$34,144	\$33,666	\$210	-\$346	-\$13,530	\$20,000	-40%
Forest Legacy Program	\$56,524	\$9,280	\$70	-\$148	\$20,109	\$29,311	217%
Urban & Community Forestry	\$28,413	\$28,015	\$166	-\$306	-\$10,439	\$17,436	-37%
Economic Action Program	\$9,537	\$9,404	\$0	\$0	-\$9,404	\$0	-100%
Forest Research Information and Analysis	\$4,588	\$4,524	\$0	\$0	-\$4,524	\$0	-100%
International Forestry	\$6,886	\$6,790	\$67	-\$58	-\$4,299	\$2,500	-63%

-- FY 2006 BA includes rescissions of 0.476 percent and 1.0 percent.

-- Cost Reductions are calculated from staff attrition, technology efficiencies, and reductions in utility costs and travel.

-- Pay & Other Cost Changes are calculated increases in personnel compensation and benefits, rents and utilities, Unemployment Compensation payments, and Departmental Working Capital Fund charges.

* Emergency funding from P.L. 109-148 for hurricane related projects

State and Private Forestry Programs

State and Private Forestry provides technical and financial assistance to landowners and resource managers to help sustain the Nation's urban and rural forests, and to protect communities and the environment from wildland fires, insects, disease, and invasive plants. Through a coordinated effort in management, protection, conservation education, and resource use, State and Private Forestry programs help facilitate sound stewardship across lands of all ownerships on a landscape scale, while maintaining the flexibility for individual forest landowners to pursue their objectives. State and Private Forestry programs play a key role, along with the National Forest System, Forest and Rangeland Research, and the Department of the Interior, in implementing the National Fire Plan to manage the impacts of wildland fires on communities and the environment. Funds in the State and Private Forestry appropriation also support the International Forestry Program.

Forest Health Management

The Forest Health Management (FHM) program maintains healthy, productive forest ecosystems by preventing, detecting, and suppressing damaging insects and diseases. FHM is responsible for reporting insect, disease, invasive and noxious plants, and forest health trends across Federal and Cooperative Lands. FHM develops and applies new and improved technologies for detection, prevention, and suppression of forest insects,

diseases, and invasive plants. The FY 2006 revision of the National Insect and Disease Risk Map is used to help identify the highest priorities of risk from forest insects and diseases, help set treatment priorities and guide the allocation of agency resources.

Cooperative Fire Protection

The program provides technical and financial assistance to States and local volunteer fire agencies to promote efficient fire protection on State and private lands. Program activities focus on protecting homes and structures in the growing wildland-urban interface. The program enhances State and local wildfire management capabilities.

Cooperative Forestry

Cooperative Forestry Programs promote working in partnership with States, tribal governments, communities, and private landowners to improve forest land management, protection, and use of forest-based goods and services. Cooperative Forestry develops and applies technologies and information to assist landowners and partners in the sustainable management of forests and related resources. Cooperative Forestry has three key programs: Forest Stewardship, Forest Legacy, and Urban and Community Forestry.

International Forestry

International Forestry programs coordinate the expertise of Forest Service land managers and scientists with overseas assignments in the areas of technical cooperation and policy assistance. Programs focus on key natural resource issues in countries with significant forest resources and important forest-related trade with the United States. International Forestry programs focus on three major areas within sustainable natural resource management: invasive species, migratory species, trade and economic aspects of forest management.

Annual Output Measure	FY 2006		FY 2007	FY 2008	Change FY 2008 vs FY 2007
	Plan	Actual	Plan	Plan	
Number of recreation site capacity (PAOT days) operated to standard	80,999,000	82,482,208	76,300,000	70,655,000	-5,645,000
Percentage of NFS lands covered by travel management plans resulting in visitor safety, resource protection using best management practices and less visitor conflict with off-road vehicle usage	1%	0.3%	21%	48%	27%
Number of recreation interpretation & education products provided to standard*	13,460	15,725	9,200	---	n/a
Number of recreation special use authorizations administered to standard	11,899	10,091	9,335	7,910	-1,425
Number of heritage assets managed to standard**	6,531	5,399	6,250	---	n/a
Number of priority heritage assets managed to standard**	---	---	---	2,275	n/a
Number of wilderness areas managed to minimum stewardship level	99	61	74	87	13
Number of wild & scenic river areas meeting statutory requirements***	---	47	51	55	4
Customer satisfaction with value for fee paid	83	82	84	85	1%

* Not tracked after FY 2007

** Definition changed in FY 2008 to include only priority heritage assets

*** Definition changed from "...areas managed to standard" in FY 2008

FY2008 Program Changes

The FY 2008 budget request for Recreation, Heritage and Wilderness is \$231.4 million, a net program change of -\$24.1 million, or -9 percent from the FY 2007 Estimate. There are 2,198 FTEs in the program in FY 2008, a decrease of 300, or 12 percent from the FY 2007 Estimate.

Increased emphasis will be placed on implementing the travel management rule in order to better address issues surrounding unmanaged recreation, improving access and settings for outdoor recreation, and improving visitor satisfaction with our facilities and services. Strengthening relationships with private, volunteer-based, and nonprofit organizations, and establishing professionally managed partnerships and intergovernmental cooperative efforts will continue to be a priority, particularly in making our programs and services relevant to youth in diverse and underserved populations.

Specific priorities within each activity include:

Manage Recreation Operations – Implement existing, and continue developing, Recreation Site Facility Master Plans, which prioritize funding allocations for deferred maintenance. In addition, emphasis will be placed on implementing the

travel management rule by issuing motor vehicle use maps covering 48 percent of NFS lands.

Administer Special Use Authorizations – Priority will continue to be placed on implementing the Cabin User Fee Fairness Act of 2000 (CUFFA) and the renewal of recreation residence permits.

Manage Heritage Resources – Emphasis will be placed on accomplishing the Preserve America Summit goals that coincide with the Forest Service Heritage Strategy, including the protection, rehabilitation, and simultaneous reduction of deferred maintenance to priority heritage assets that will support opportunities for public interaction and local economic development through heritage tourism.

Manage Wilderness and Wild and Scenic Rivers – Continue implementation of the agency's "10 Year Wilderness Stewardship Challenge" and the Wild and Scenic Rivers Agenda – "Free Flowing Forever," emphasizing partnerships with non-governmental organizations to enhance overall stewardship of wilderness lands and wild and scenic rivers.

The proposed reduction in funds, combined with the needed emphasis on travel management planning and implementation, will result in a number of program reductions. Fewer developed and dispersed recreation sites will be operated at standard, with shortened seasons. Seasonal workforce will be reduced requiring permanent personnel to fill in behind, thereby reducing the agency's opportunities to leverage partnerships and volunteers. Hours for visitor information services would be reduced to core hours with minimal staffing. Administration of approximately 27 percent of the existing recreation special use authorizations would occur with primary focus on ensuring minimal standards of health and safety, while resources for processing new applications would be reduced. Restoration and adaptive reuse of heritage properties for interpretation, recreation, and tourism will occur at very low levels. A limited number of wilderness rangers will be available to provide visitor information and education.

Program Description

Approximately 192 million national forest visits occurred on National Forest System (NFS) lands, waters, and recreation sites in FY 2005. Recreation demand continues as increasingly diverse populations of visitors engage in activities such as camping, picnicking, winter sports, hunting, fishing, hiking, driving for pleasure, and visiting cultural sites and visitor centers. Program delivery is provided through the administration and management of recreation facilities, wilderness and heritage resources, partnerships and tourism, interpretive services, recreation special uses, congressionally designated areas, and national forest scenic-by-ways.

The Recreation, Heritage and Wilderness program oversees the management and administration of over 19,800 developed recreation sites, including campgrounds and day-use areas; 39 major visitor centers that provide services to more than 10 million

- Over 17,600 presentations were provided to external groups, such as school groups, civic groups, and garden clubs, reaching hundreds of thousands of participants.
- Initiated a cooperative pilot effort with the State of Washington Tourism Department to integrate national forests wildlife viewing sites, complete with full site descriptions, into the State Tourism Website.

Budget Line Item **Grazing Management**

Grazing Management (Dollars in Thousands)	FY 2006 Final	FY 2007 Estimate	Increase or Decrease			FY 2008 Budget	Program Change Percent
			Pay & Other Cost Changes	Cost Reductions	Program Changes		
Enacted Budget Authority							
Annual Appropriations	\$47,826	\$47,720	\$1,100	-\$2,313	\$518	\$47,025	1%
Emergency & Supplemental Appropriations	\$0	\$0				\$0	
Total Enacted Budget Authority	\$47,826	\$47,720	\$1,100	-\$2,313	\$518	\$47,025	1%
Full Time Equivalents (FTEs)	454	453			-33	420	
Estimated Funding by Activity							
Manage Grazing Allotments	\$32,576	\$23,720	\$749	-\$1,575	\$131	\$23,025	1%
Prepare Grazing Allotment NEPA	\$15,250	\$24,000	\$351	-\$738	\$387	\$24,000	2%

-- FY 2006 BA includes rescissions of 0.476 percent and 1.0 percent.

-- Cost Reductions are calculated from staff attrition, technology efficiencies, and reductions in utility costs and travel.

-- Pay & Other Cost Changes are calculated increases in personnel compensation and benefits, rents and utilities, Unemployment Compensation payments, and Departmental Working Capital Fund charges.

Annual Output Measure	FY 2006		FY 2007 Plan	FY 2008 Plan	Change FY 2008 vs FY 2007
	Plan	Actual			
Number of allotment acres administered to 100% of standard	23,089,000	49,583,208	35,000,000	35,000,000	0
Number of grazing allotments with signed decision notices	484	443	450	480	30

FY 2008 Program Changes

The FY 2008 budget for Grazing Management is \$47.0 million, a net program change of +\$518,000, or +1 percent from the FY 2007 Estimate. There are 420 FTEs in the program in FY 2008, a decrease of 33, or -7.3 percent from FY 2007 Estimate.

The proposed budget reflects the commitment to complete the backlog of NEPA-based environmental analysis on grazing allotments, in compliance with the Rescissions Act of 1995 (P.L. 104-19, section 504). The act required the agency to establish a schedule for the completion of NEPA analysis on 6,886 allotments with expired or expiring grazing permits. Actual accomplishments during the period from 1995 through 2003 were well below the scheduled levels. Accomplishments were significant from 2004 to 2006, but there remains a significant amount of NEPA workload for the final three years of the schedule (2008-2010)

Table B - FY 2008 Land and Facility Planned Conveyance Projects

Region	Project Name	State	Forest/Station	Cong. District	Authority Used	Acres of Land with Conveyance	Estimated Sale Value (\$ thous.)	Deferred Maintenance Reduced (\$ thous.)	Planned Conveyance Completion Date
10	Wrangell Residences	AK	Tongass	1	RF	0.6		\$92	FY09
10	Sitka Residences	AK	Tongass	1	RF	1		\$223	FY09
10	Seward Ranger District Office	AK	Chugach	1	RF	0.2		\$630	FY09
		Region 10 Total					\$925	\$945	
		Totals					\$101,797	\$13,171	

State Specific Authorities

S3 - Black Hills and Rocky Mountain Research Station Improvement Act (South Dakota) (P.L. 106-329)

FY 2002 Interior and Related Agencies Appropriations Act, P.L.107-63, Section 329, as amended by P.L. 108-7, P.L. 108-108, and P.L. 108-447

PE - Existing Pilot

Forest Service Facility Realignment and Enhancement Act of 2005 (FY 2006 Interior, Environment and Related Agencies Appropriations Act, Title V, P.L. 109-54)

RF - Facility Conveyance Project

RB - Bare Land Conveyance Project

Table C
Change in Land and Facility Planned Conveyance Projects

The following projects have been added to the Land and Facility Conveyance listing in FY 2007:

Fiscal Year	Region	State	Project Name	Forest/Station	Cong. District	Acres
2007	3	NM	Cloudcroft Work Center	Lincoln	2	16
2007	5	CA	Town of Truckee-Glenshire Drive Land Conveyance	Tahoe	2	2.2
2007	5	CA	March Air Force Land Parcel	San Bernardino	44	12.3

The following projects have been dropped from the Land and Facility Conveyance listings in FY 2006 and FY 2007:

Fiscal Year	Region	State	Project Name	Forest/Station	Cong. District	Acres
2006	2	SD	Fall River storage	Nebraska	1	0
2006	2	CO	Lower Mancos Warehouse/ VIS	San Juan	3	0.16
2006	4	UT	Myton Bench Repeater Site	Ashley	2	1
2006	5	CA	Los Pinos Correction Camp	Cleveland	43	80
2007	1	MT	Old Sheridan Admin Site	Beaverhead-Deerlodge	1	3.24
2007	1	MT	Old Madison Admin Site	Beaverhead-Deerlodge	1	0.27
2007	1	MT	Reinhart Gulch Parcel (Swamp Creek)	Kootenai	1	2.5
2007	2	SD	Allen Gulch Dwellings	Black Hills	1	21
2007	4	ID	Fairfield Housing & Elba Parcel	Sawtooth	2	2.2
2007	5	CA	Tulelake	Modoc	4	3.1
2007	5	CA	Los Pinos Correction Camp	Cleveland	43	13
2007	5	CA	Phase II	Angeles	26	40
2007	6	WA	Lopez Canyon	Mt. Baker-Snoqualmie	8	9
2007	6	OR	Snoqualmie Pass (Fire Hall) Summit RD Compound (Gov Camp)	Mt. Hood	3	3
2007	6	OR	Camp Cody/ Rock Creek	Mt. Hood	2	10
2007	6	OR	Dufur Ranger House	Mt. Hood	2	0.5
2007	6	OR	Roseburg Service Center	Umpqua	4	2.9
2007	6	WA	Liberty Ranger Station	Okanogan-Wenatchee	4	3
2007	8	AL	Elliott Work Center	NFs in Alabama	6	2
2007	8	VA	Konnarock Girls School (3 buildings)	George W-Jefferson	9	10
2007	9	MN	Swede Hill	Chippewa	8	110

developed from approved environmental analyses. SAI plans illustrate the proposed activities and costs of the work to be completed in the timber sale area. K-V can only be deposited up to the amount identified in the SAI plan, or to some lesser amount on those timber sales where the stumpage price paid by the timber purchaser cannot fully fund K-V work because of higher priority required deposits (e.g. National Forest Fund, Salvage Sale Fund, Timber Sale Pipeline Restoration Fund) or where there is insufficient value in the timber being harvested.

FY 2008 Plans

- Details provided in accompanying table (page 16-67)

FY 2007 Program

- Details provided in accompanying table (page 16-66)

FY 2006 Accomplishments

- Reforested 63,112 acres within timber sale areas and 39,641 acres outside timber sale areas and completed timber stand improvements on 59,426 acres within timber sale areas.
- Treated 13,791 acres of noxious weeds and invasive plants within timber sale areas and 59,784 acres outside timber sale areas.
- Accomplished 110,893 acres of prescribed burning and mechanical treatments. These acres were treated to improve condition class and restore fire-dependent ecosystems.
- Restored or enhanced 26,862 acres to improve a variety of terrestrial and aquatic habitats within timber sale areas, including structural construction for imperiled species, and 5,544 acres outside timber sale areas.
- Decommissioned 18 miles of roads within timber sale areas and maintained 1,908 miles of roads outside timber sale areas.

The following tables display national summaries of anticipated K-V funded programs of work for FY 2007 and FY 2008.

**Fiscal Year 2007 K-V Planned Program of Work
- Timber Sale Area Projects
National Summary**

Activity Type	Acres	Cost (\$)	Unit Cost (\$)	Miles	Cost (\$)	Unit Cost (\$)	Structures	Cost (\$)	Unit Cost (\$)	Other Units ***	Cost (\$)
Establish Vegetation – Reforestation *	129,081	\$18,961,246	\$147								
Other Activities Supporting Reforestation **	126,525	\$17,678,832	\$140								
Establish Vegetation – Other ****	50,292	\$2,386,157	\$47								
Improve Forest Vegetation - TSI	110,067	\$25,939,932	\$236								
Improve Forest Vegetation - All Other	9,002	\$1,139,660	\$127							18	\$14,701
Improve Rangeland Vegetation	2,811	\$456,000	\$162							35	\$56,389
Eliminate Noxious Weeds	29,866	\$3,987,573	\$134							14	\$392
Manage Stream Habitat	90	\$199,440	\$2,216	600	\$456,349	\$761	499	\$468,108	\$938	9	\$40,588
Manage Lake Habitat	1,169	\$259,723	\$222				140	\$90,109	\$644		
Manage Terrestrial Habitat	193,994	\$15,383,949	\$79	14	\$104,373	\$7,455	26,103	\$2,136,616	\$82	2,288	\$439,395
Improve Watershed Conditions - Soil & Water	5,445	\$3,159,601	\$580	69	\$369,656	\$5,357	94	\$398,400	\$4,238	154	\$185,516
CWKV - Other	20,598	\$3,099,944	\$151	57	\$433,753	\$7,610	61	\$193,629	\$3,174	479	\$792,861
Totals	678,940	\$92,652,057		740	\$1,364,131		26,897	\$3,286,862			\$1,529,842

FY 2007 Total Cost**\$98,832,892**

* Establish Vegetation – Reforestation - Includes site preparation for natural regeneration, certification of natural regeneration without site preparation, seeding, and planting.

** Other Activities Supporting Reforestation - Includes such activities as site preparation for seeding or planting, survival and stocking surveys, and animal damage control.

*** Establish Vegetation - Other - Includes activities needed to establish non-commercial tree species or other vegetation such as shrubs and grass.

**** Other Unspecified Units of Measure - Includes all activities with other units of measure, such as projects, each, plans, numbers of trees, and landings.

**Fiscal Year 2008 K-V Planned Program of Work
- Timber Sale Area Projects
National Summary*******

Activity Type	Acres	Cost (\$)	Unit Cost (\$)	Miles	Cost (\$)	Unit Cost (\$)	Structures	Cost (\$)	Unit Cost (\$)	Other Units *****	Cost (\$)
Establish Vegetation – Reforestation *	112,551	\$16,753,150	\$149								
Other Activities Supporting Reforestation **	110,060	\$8,864,747	\$81								
Establish Vegetation – Other ***	32,415	\$2,084,500	\$64								
Improve Forest Vegetation - TSI	79,279	\$18,728,313	\$236								
Improve Forest Vegetation - All Other	18,267	\$2,855,497	\$156							18	\$14,701
Improve Rangeland Vegetation	2,699	\$497,409	\$184							9	\$58,456
Eliminate Noxious Weeds	28,547	\$3,069,499	\$108							813	\$6,293
Manage Stream Habitat	3	\$2,128	\$709	53	\$109,226	\$2,061	166	\$537,775	\$3,240	31	\$114,331
Manage Lake Habitat	1,111	\$458,478	\$413				46	\$41,261	\$897		
Manage Terrestrial Habitat	186,944	\$11,992,077	\$64	13	\$81,165	\$6,243	24,620	\$2,931,647	\$119	2,399	\$483,191
Improve Watershed Conditions - Soil & Water	7,195	\$2,138,226	\$297	114	\$371,743	\$3,261	176	\$97,476	\$554	855	\$335,893
CWKV - Other	21,340	\$2,110,987	\$99	380	\$525,385	\$1,383	20	\$32,282	\$1,614	1,559	\$1,270,533
Totals	600,411	\$69,555,011		560	\$1,087,519		25,028	\$3,640,441			\$2,283,398

FY 2008 Total Cost**\$76,566,369**

* Establish Vegetation – Reforestation - Includes site preparation for natural regeneration, certification of natural regeneration without site preparation, seeding, and planting.

** Other Activities Supporting Reforestation - Includes such activities as site preparation for seeding or planting, survival and stocking surveys, and animal damage control.

*** Establish Vegetation – Other - Includes activities needed to establish non-commercial tree species or other vegetation such as shrubs and grass.

**** Other Unspecified Units of Measure - Includes all activities with other units of measure, such as projects, each, plans, numbers of trees, and landings.

***** In FY 2006, \$159 million of K-V funds were transferred for emergency wildfire suppression. If these funds are not repaid, some of this planned work may either go undone or have to be performed with appropriated funds.

**Fiscal Year 2007 (P.L. 109-54, Sec. 412 Authority) K-V Planned
Program of Work – Regional Projects
National Summary**

Activity Type	Acres	Total Cost (\$)	Unit Cost (\$)	Miles	Total Cost	Unit Cost (\$)
Establish Vegetation – Reforestation*	4,700	\$5,455,000	\$1,160			
Hazardous Fuels Reduction	48,500	\$5,714,000	\$118			
Eliminate Noxious Weeds	13,200	\$2,760,000	\$209			
Road Maintenance				2,300	\$2,857,000	\$1,242
Improve Aquatic and Terrestrial Habitat	100	\$428,000	\$4,280			
Provide watershed restoration, improve wildlife habitat, and control insects and disease with forest products utilized (Refer to Forest Products table for projected volume)	28,960	\$18,766,000	\$648			
Totals	95,460	\$33,123,000		2,300	\$2,857,000	

Program Total**\$35,980,000****

* Establish Vegetation - Reforestation - Includes all reforestation activities needed to assure reforestation of harvested areas. This includes such activities as planting, site preparation, survival and stocking surveys, and animal damage control.

** Program total reflects compliance with OMB direction to offset mandatory accounts, as set forth in OMB memorandum M-05-13, Budget Discipline for Agency Administrative Actions. For every dollar of budget authority in CWKV for region-wide projects, one offsetting dollar will be returned to the General Fund of the Treasury.

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Cost Pools

For management and tracking purposes, categories of similar expenses are combined into five cost pools. Cost pools 1 and 2 are 100 percent support costs (direct cost pool), cost pools 3 and 4 are 100 percent indirect, and cost pool 5 includes both indirect and direct components. Other cost pools (6 and 7) track Office of Workers' Compensation (OWCP) and Unemployment Compensation Insurance (UCI). Cost pool 9 collects facilities maintenance assessment funds. There is no cost pool 8.

Generally, the cost pools serve as an accounting tool, providing the Forest Service with financial data on categories of similar expenses. This permits the Forest Service to plan for and manage support, indirect, and direct pool costs at different levels in the organization. A description of these pools and their associated costs are listed below.

- **Cost Pool 1 - General Management:** This cost pool includes salaries, associated employee benefits, and related costs for general line managers and officers (including secretarial staff) at the WO, Regions/Stations/Area (R/S/A), national forest, and ranger district levels. Related costs include uniforms, travel, transfer of station, vehicles, cell phones, laptops, specialized supplies and equipment, and discretionary expenses associated with these positions. Cost pool 1 is entirely support costs and is based on direct full-time equivalents (FTEs) of total employees within the cost pool.

- **Cost Pool 2 - Direct Project Approved Activities:** This cost pool includes salaries, benefits, and related costs for a limited set of nationally designated cross-cutting projects, currently limited to Conservation Education, Tribal relations, Freedom of Information Act (FOIA), Resource Advisory Council (RAC) administration, and Grey Towers. Cost pool 2 is entirely program support and is based on direct FTEs of total employees within the cost pool.

- **Cost Pool 3 - Legislative and Public Communications:** This cost pool includes salaries, associated employee benefits, and related costs for general receptionists, public affairs, and legislative liaisons at the WO, R/S/A, national forest, and ranger district levels. Related costs include uniforms, travel, transfer of station, vehicles, cell phones, laptops, specialized supplies and equipment, and discretionary expenses associated with these positions. Cost pool 3 is entirely indirect costs and is based on direct FTEs of total employees within the cost pool.

- **Cost Pool 4 - Ongoing Business Services:** Cost pool 4 includes salaries, associated employee benefits, and related costs for business operations at the WO, R/S/A, national forest, and ranger district levels. Business operations include budget, finance, acquisition, human capital management, some grants and agreements, and information resource management. Calendar year national burden rate (collected from external and cooperative agreements) is credited to cost pool 4 through the FFIS Purchase Cost Allocation System (PCAS). Cost pool 4 is entirely indirect costs and is based on direct FTEs of total employees within the cost pool.

Cost Pool 5 - Common Services: This cost pool includes rent, utilities, communications, equipment, supplies, radios, phones, and computers. Cost pool 5 consists of both indirect and direct pool costs. The distribution of costs in pool 5 is based on direct FTEs for permanent employees only; the division between direct and indirect costs is based on the ratio of direct to indirect employees. For example, if the common services for a unit with 100 employees, consisting of 80 direct and 20 indirect, is \$500,000, then \$400,000 of these costs would be direct and \$100,000 would be indirect.

Cost Pool 6 - Office of Worker's Compensation Program (OWCP): This cost pool includes Office of Worker's Compensation Program costs charged on a case-by-case basis. Therefore, the charges will vary in both indirect and direct pool costs. Costs are distributed based on the work being performed at the time of the injury. OWCP for indirect employees is an indirect cost and allocated based on direct labor hours.

Cost Pool 7 - Unemployment Compensation Insurance (UCI): This cost pool includes Unemployment Compensation Insurance costs charged on a case-by-case basis. Therefore, the charges will vary in both indirect and direct pool costs. Costs are distributed based on the work performed while employed. UCI for indirect employees is an indirect cost and allocated based on direct labor hours (DLHs).

Cost Pool 9 - Facilities Assessment Fund: New in FY 2006, this cost pool contains the \$35 million facility assessment fund. This is a direct cost pool used to allocate facilities maintenance work funded by assessing each R/S/A a charge based on \$1.48 per gross square foot of facilities. These charges are then allocated by BLI using the same basis as cost pool 5 in compliance with the FY 2006 Appropriations Act and accompanying conference report language.

Cost Allocations – General Overview

The Forest Service allocates support, indirect, and direct pool costs among programs through the cost allocation process, which assesses each Forest Service budget line item a certain percentage of total cost pool costs. Cost pools are generally allocated using direct labor hours (DLH). DLH are converted to full-time equivalents (FTEs); 1 FTE = 2,096 DLHs (the DLH number varies depending on the year). For cost pools 1-4, DLHs are used for all employees charging to direct costs (all employees includes those holding permanent, temporary, intermittent, and other types of positions). This is because these costs generally reflect the entire organization. For cost pools 5 and 9, only permanent employee DLHs are used, because these costs (rent, communication, utilities, etc.) are driven primarily by the need to support the permanent workforce. Planning estimates for cost pool 6 are based on actual past cases for OWCP; and cost pool 7 is based on actual past cases for UCI. Because of their nature, the FTEs associated with supplemental, transfer, and emergency funds are dropped from the cost pools and are not used in calculating indirect costs.

The Forest Service uses cost allocation to charge expenses back to a single budget line item. Cost allocation is used for expenses that:

Report to Congress on Performance Management System

The report that follows on pages 17-130 to 17-164 was delivered to the congressional appropriations committees on June 2, 2006, in accordance with the requirements found in the Conference Report for the Department of the Interior, Environment, and Related Agencies Appropriations Act, 2006 (P.L.109-54). The report is also presented in this special exhibit of the Forest Service FY 2008 Budget Justification so that it is posted to the internet as required.



United States Department of Agriculture
FOREST SERVICE
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To: Chris Topik
B308 Rayburn House Office Building

Mike Stephens
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From: Ronald Ketter, rketter@fs.fed.us, 1400 Independence Ave., SW, Yates 5th Floor SW, 202-205-1265

Date: June 2, 2006

Subject: Forest Service Budget Allocation, Accomplishment Reporting and Performance Accountability System Overview

Enclosed is the USDA Forest Service report responding to the Congressional Directive in House Report 109-188 under Administrative Provisions on Performance Management System.

Sincerely,

Sincerely,


RONALD KETTER

Acting Director of Program and Budget Analysis

Enclosures

Interim Directive No. ID-1410-2005-1 (Attachment A)
Performance Management System – Alignment with Agency Goals and Objectives (Attachment B)
Performance Management Plans for Senior Executives – FY 2005 (Attachment C)
Accomplishment Certification Report (Attachment D)
Summary Action Plan for Implementing the Government Performance and Results Act
(Attachment E)

cc: John Pasquantino, OMB
David Tenny, NRE
Pat Sarver, OBPA
Lori Monfort, OGC
Virginia Nichols, FS

The Conference Report for the Department of the Interior, Environment, and Related Agencies Appropriations Act, 2006 (P.L.109-54) directed the Forest Service to provide a report on the performance management system, (H. Rept. 109-188, p. 125). The Conference Report refers to a March 2005 USDA Office of Inspector General (OIG) audit reviewing Forest Service implementation of the Government Performance and Results Act (GPRA). The audit found the Forest Service had not effectively implemented a comprehensive strategy to ensure that the performance data provided to interested parties is consistent, valid and supported. The Conference Report indicated that the Forest Service "...needs to implement a system of internal data controls and data transparency consistent with the recommendations by the USDA-OIG March 2005 audit." The Report also indicated that "...the Chief of the Forest Service should hold agency line officers accountable for reporting accurate performance data in fiscal year 2006" and "should establish an independent review process to review the reported data."

This document provides a brief overview of the Forest Service's performance management system, discusses issues raised in the conference report, and notes key improvements that will be put in place during FY 2006.

Forest Service Budget Allocation, Accomplishment Reporting and Performance Accountability System Overview

Performance accountability is an integral part of the Forest Service's operating standards for work planning and accomplishment reporting. The agency allocates its funds to WO staff, regions, stations, and areas based on authorized spending levels, the agency's strategic plan goals and objectives, and input from executive leaders as to on-the-ground capability.

Each unit within the agency develops a program of work consisting of specific projects planned in the Forest Service WorkPlan system that includes projected costs and accomplishments based on congressional direction, the strategic plan, resource management plans and budget allocations. Project plans are reviewed and updated throughout the fiscal year to reflect changed conditions. Annually, the Forest Service reviews the performance measures and definitions and revises them as necessary. Accomplishment data is reported in a designated system/database and is gathered at the forest level and summarized to the region and agency level for use by internal and external customers. The accomplishment data for key performance measures is used as part of the annual Regional Forester and other SES individual performance evaluations.

In order to provide more funds to the ground for target accomplishment, efforts are being made to reduce off-the-top (indirect) expenses at all levels of the organization, including the re-engineering of information resources management and financial management processes, and the establishment of the centralized IRM and Albuquerque Service Center staffs. Analysis and design of centralized human resources functions and staff are also currently underway to continue to streamline administrative processes and reduce indirect expenses.

Despite the Forest Service's commitment to improved performance management, we agree with the OIG findings that we continue to have problems obtaining valid, reliable performance data. Furthermore, we currently lack an effective internal control system to promote and ensure data quality. As a result of the OIG audit, however, we have taken specific steps and accelerated several efforts to improve our performance management system. These steps are consistent with the recommendations contained in the OIG audit as well as the direction in the FY 2006 Conference Report, and are described below.

Internal Control System

On February 16, 2005, the Forest Service issued an internal directive (ID-1410-2005-1, see attachment A) to improve internal controls over performance data reporting. The directive clarified the roles and responsibilities of line officers and Forest Service staff positions, including staff directors and program managers. (See attachment A)

During FY 2005, every Regional office conducted two field reviews (at the Forest level) to assess the quality of data reported by the field, using a sample of key performance measures. As a part of this review, we identified several discrepancies in the interpretation of these measures due to incomplete definitions or unclear data collection protocols. Two additional internal control performance field reviews, on different units in each Region, will be performed in FY2006.

Line Officer Accountability

Maintaining and reporting quality performance data is reinforced through individual performance plan evaluations. As stated in letters issued in February 28, and June 8 of 2005, all employee performance plans were to include an individual performance element on managing work assignments that links individual performance to organizational goals and desired outcomes and for improving data quality and reliability. (These letters are attached – see attachments B and C)

The Forest Service also requires line officers at the Regional level to certify that key performance data are valid and reliable while documenting those data items that do not meet this standard. Accomplishment data are rolled up from field units to the Regional level. At that time, the Regional Office staff reviews the data to ensure it is valid with supporting documentation, with any exceptions to this standard noted. The senior line officer in the region is then required to sign a certification form. A copy of a sample form is attached (see attachment D).

Review Process

Accomplishment data is reviewed at the Agency level at mid-year and third quarter. Managers, supervisors and project staff review the completeness and quality of the data on an on-going basis at the Region, Forest and District level. On-site activity and program reviews conducted by Washington Office staff increase the review and analysis of information reported during the year.

In FY 2006, performance reviews have been scheduled in four regions to evaluate and ensure the effectiveness of established internal controls and the reasonableness of reporting performance data. These reviews will supplement the Region, Station, and Area reviews required by the Forest Service directive discussed above.

Data Transparency

An internal website was established with the purpose of providing official performance/budget related information. Here, all employees can find performance measure definitions and data collection guidance. Additionally, WorkPlan, a web-based budget planning, implementation and accomplishment reporting system, standardized and thus provided more control over the way project work is planned and reported. A performance accountability system that will establish a change control process and stronger controls over data definitions for the purpose of improving the consistency and accuracy of the accomplishment data is scheduled to be operational in FY 2006 and fully implemented in FY 2007.

Improvements Recognized by OIG

The USDA OIG has recognized improvements made by the Forest Service. In its initial audit report, the OIG recommended that the Forest Service establish as a material weakness “inadequate controls over performance reporting” under the Federal Managers Financial Integrity Act. The Forest Service took immediate action to implement the audit recommendations, including those mentioned in this report. As a result of this work, the USDA-OIG supported a decision to change the material weakness to a reportable condition based on the significant efforts completed by the Forest Service to date.

Attachment E summarizes the OIG Audit Report No. 08601-01-HY, “FS Implementation of GPRA,” issued March 31, 2005, recommendations; the agreed to Forest Service Management actions and corresponding references to comments in this Report.



FOREST SERVICE MANUAL NATIONAL HEADQUARTERS (WO) WASHINGTON, DC

FSM 1400 – CONTROLS

CHAPTER 1410 – MANAGEMENT REVIEWS

Interim Directive No.: 1410-2005-1

Effective Date: February 16, 2005

Duration: This interim directive expires on August 16, 2006.

Approved: JESSE KING
Associate Deputy Chief/CFO

Date Approved: 02/14/2005

Posting Instructions: Interim directives are numbered consecutively by title and calendar year. Post by document at the end of the chapter. Retain this transmittal as the first page(s) of this document. The last interim directive was 1410-98-1 to FSM 1410.

New Document	id_1410-2005-1	10 Pages
Superseded Document(s) (Interim Directive Number and Effective Date)	None	

Digest:

1419 - This interim directive adds a new section titled, Performance Accountability Review and Validation. The section provides direction for improving agency performance accountability.

(ATTACHMENT A)

WO Interim Directive

id_1410-2005-1

EFFECTIVE DATE: 02/16/2005

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DURATION: This interim directive expires on 08/16/2006.

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CHAPTER 1410 - MANAGEMENT REVIEWS**

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1419 - PERFORMANCE ACCOUNTABILITY REVIEW AND VALIDATION**1419.1 - Authority**

Federal agencies are subject to numerous legislative and regulatory requirements that promote and support effective internal control. The following regulations set forth the policy for establishing effective internal controls for performance accountability in the Forest Service.

1. [Government Performance and Results Act \(GPRA\)](#). To support results-oriented management, GPRA requires agencies to develop strategic plans, set performance goals, and report annually on actual performance compared to goals (Section 3 and Section 4).
2. [Office of Management and Budget \(OMB\) Circular A-123, Management's Accountability and Control, December 21, 2004](#). Management is responsible for establishing and maintaining internal control to achieve the objectives of effective and efficient operation, reliable financial reporting, and compliance with applicable laws and regulations. Management shall consistently apply the internal control standards to meet each of the internal control objectives and to assess internal control effectiveness. Follow the [following link](#) for more information on A-123.
3. [Federal Managers' Financial Integrity Act \(FMFIA\) of 1982](#). Requires agencies to establish and maintain internal controls and provides the statutory basis for management's responsibility for and assessment of internal control.
4. [Departmental Regulation 1110-002, Management Accountability and Control](#). Establishes department-wide policy and detailed guidelines and procedures for all agencies and staff offices to improve the accountability and effectiveness of USDA's programs and operations through the use of sound systems of internal/management controls, and to ensure compliance with laws and regulations.

1419.2 - Objectives

A key component to implementing the Government Performance and Results Act (GPRA) of 1993 is the validation and verification of the information reported against the agency's performance measures. In the Office of Inspector General (OIG) audit report, "Implementation of the GPRA in the Forest Service," dated June 2000, the OIG recommended the Forest Service implement a comprehensive strategy for GPRA to ensure the collection and reporting of accurate, complete, and meaningful performance data. As part of the strategy, OIG stated that the Forest Service should put in place a set of effective internal controls, to include a plan of comprehensive management reviews, program level reviews, and controls to test the reasonableness of reported performance data.

1419.3 - Policy

(ATTACHMENT A)

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Management is responsible for establishing and maintaining internal control to achieve the objectives of effective and efficient operation, reliable financial reporting, and compliance with applicable laws and regulations. Management shall consistently apply the internal control standards outlined herein to meet the agency's objectives for the performance accountability requirements of GPRA.

It is the policy of the Forest Service that data quality is a shared responsibility. Senior management is responsible for ensuring that performance measures are appropriate, sufficiently defined and communicated.

1419.4 - Responsibility**1419.41 - Washington Office****1419.41a - Deputy Chiefs**

It is the Deputy Chiefs' responsibility to coordinate and carry out Forest Service programs at the National level. In carrying out this authority delegated by the Chief, Deputy Chiefs must ensure that necessary coordination occurs among WO Staff Directors that report to them and that they coordinate with other Deputy Chiefs to ensure consistent collection, interpretation, and reporting of accomplishment data and performance measures.

The Deputy Chief for Programs, Legislation and Communication is responsible for facilitating coordination among other Deputy Chiefs and the WO Staff Directors.

1419.41b - Staff Directors

The Staff Directors for the Washington Office are responsible for:

1. Providing clear protocols, operational definitions and performance standards.
2. Monitoring program performance.
3. Participating in conducting reviews.
4. Ensuring that appropriate records and documentation of reviews and follow-up actions are established and maintained.
5. Ensuring that personnel and records are available as requested by reviewing officials.
6. Assisting with the reviewing, modifying and administering of an effective performance measures oversight/accountability process.

(ATTACHMENT A)

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7. Proposing adjustments to the Deputy Chief where oversight reviews suggest that the national performance measures are hindering program delivery and attainment of the agency mission.

8. Providing performance accountability review training and guidance to employees who are expected to participate in conducting reviews. Inform staffs of relevance to GPRA and importance of sustaining a clean audit opinion.

9. Ensuring their reporting systems or databases have sufficient internal controls to make certain the data is complete, timely and accurate.

1419.41c - Director of Strategic Planning and Resource Assessment

The Director of Strategic Planning Resource Assessment is responsible for:

1. Coordinating with other Washington Office Staff Directors to resolve performance measures definitions.
2. Managing the change process to add, delete, or modify performance measures.
3. Ensuring any adjustments to performance measures are communicated to all affected staffs.
4. Ensuring performance measure documentation and system support and linkage is maintained.
5. Collecting, maintaining, and summarizing results of performance reviews.
6. Incorporating findings and planned actions into the Performance and Accountability Report, as required in FSM 1417, "Yearend Report on Management Control".

1419.41d - Director of Program and Budget Analysis

The Director of Program and Budget Analysis is responsible for:

1. Collecting and consolidating performance reporting.
2. Coordinating efforts to ensure performance data verification and validation procedures are followed.
3. Reviewing and filing certifications for yearend reporting, including the supporting documentation from performance reviews.

(ATTACHMENT A)

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**FSM 1400 - CONTROLS
CHAPTER 1410 - MANAGEMENT REVIEWS****1419.42 - Regions, Stations, and Area**

Regions, Stations, and Area Managers coordinate and carryout Forest Service programs at the Regional, Station, and Area levels. In carrying out this authority as it relates to strategic planning, these managers must coordinate among assigned programs and with the WO Staff Directors as necessary to ensure the consistent collection, interpretation, and reporting of accomplishment data and performance measures. RSAs are responsible for monitoring and overseeing field implementation of their program and activity areas including:

1. Monitoring unit and program performance.
2. Participating in conducting reviews.
3. Ensuring that appropriate records and documentation of reviews and follow-up actions are established and maintained.
4. Ensuring that personnel and records are available as requested by reviewing officials.
5. Ensuring that reviewers are knowledgeable of the programs they are reviewing.
6. Proposing adjustments to the appropriate staff director where oversight reviews suggest that the national performance measures are hindering program delivery and attainment of the agency mission.
7. Providing performance accountability review training and guidance to employees who are expected to participate in conducting reviews. Inform staffs of relevance to GPRA and importance of sustaining a clean audit opinion.
8. Certifying estimated accomplishments on or before September 9, 2005 and full-year actual accomplishments on or before December 5, 2005.

1419.43 - Line Officers

In conjunction with their responsibilities for management reviews, as outlined in FSM 1410.41, line-officers are responsible for:

1. Providing performance accountability review training and guidance to employees who are expected to participate in conducting reviews.
2. Ensuring that reviews evaluate the application and reporting of the national performance measures.
3. Taking prompt and thorough corrective actions identified in review findings, including the approval of follow-up action plans.

(ATTACHMENT A)

WO Interim Directive

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4. Participating fully in performance accountability reviews of their units, ensuring that reviewing officials have access to all personnel and records as necessary to conduct reviews.

5. Ensuring that accurate and complete performance data is entered into the databases of record in a timely manner.

1419.5 - Definitions

This section provides definitions related to terms used in this chapter.

Internal Control. The tools (organization, policies, and procedures) to help program and financial managers achieve desired results and safeguard the integrity of their programs.

Material Weakness. A deficiency that USDA leadership determines to be significant enough to be reported outside the Department. A material weakness results in a failure to meet one or more of the objectives of Section 2 or 4 of FMFIA.

Performance Goal. A target level of performance at a specified time or period expressed as a tangible, measurable and defined outcome, against which actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate. A performance goal is comprised of a performance measure with targets and timeframes.

Performance Measures. Indicators, statistics, or metrics used to gauge program performance. Collectively, measures convey a comprehensive story regarding what products and services agencies provide, how well they do so, and with what result.

1419.6 - Performance Accountability

Internal controls are an integral part of the entire agency cycle of planning, budgeting, management, accounting, reporting, and auditing. The Forest Service is establishing the following internal controls to facilitate improved performance accountability reporting:

1. Performance Measures Data Review (FSM 1419.61).
2. Performance Reporting Certification (FSM 1419.62).
3. Supplemental Review (FSM 1419.63).
4. Independent Validation of Performance Measures (FSM 1419.64).

(ATTACHMENT A)

WO Interim Directive

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**FSM 1400 - CONTROLS
CHAPTER 1410 - MANAGEMENT REVIEWS****1419.61 - Performance Measures Data Review**

In response to recommendations noted in the Office of Inspector General (OIG) audit titled, "Implementation of the Government Performance Results Act in the Forest Service," the agency is implementing an internal control data review process to validate the information reported in its national performance measures. For FY 2005, the review will only encompass the Executive Priorities performance measures. The intent is to implement this new process with minimum impact to the Field. Thus it is expected that the Regions, Stations, and Area (RSA) will incorporate this process as part of the standard management/activity review format.

Specifically, these reviews will be conducted by using the Performance Measures Review Template. See Exhibit 01. Each RSA will review all applicable Executive Priorities measures for at least 2 of their reporting units each fiscal year. Ultimately, each RSA's reporting unit will have at least one performance review every three-five years.

The following are examples of how this review would be implemented:

1. A Region will review each Executive Priorities measure on a minimum of two forests, or
2. A Region assigns each regional staff officer with their appropriate Executive Priorities, requesting the officer to validate the process in two separate reporting locations during the fiscal year.

The Washington Office (WO) Staff Directors are expected to participate in performance reviews to provide oversight and performance measures expertise and to address inconsistencies identified across multiple Regions, Stations, and Areas (RSAs). The RSAs are responsible for collecting the completed templates for their units, conducting an initial review of the results, and maintaining a file of the reviews and any supporting documentation. The RSAs then forward signed templates to the WO Strategic Planning and Resource Assessment (SPRA) Staff for preparation of a performance review summary report. SPRA will distribute the templates to the appropriate WO Staff Directors. The WO Directors are responsible for addressing any inconsistencies and sending the results of their analysis to the affected RSA and to SPRA to assure all issues are accounted for and/or resolved.

(ATTACHMENT A)

WO Interim Directive

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1419.61- Exhibit 01**Performance Measures Review Template**

USDA Forest Service Performance Measures Review Template (For Executive Priority Measures only)	
Performance Measure:	
Review Unit: Region1	Review Date: 3/05/2006
Reviewers: Ms. Velma Davis	
WO Staff/Program	EXAMPLE: NFS-RGE, SP&F-CF
Official Performance Measure Definition	SOURCE: WORKPLAN AND PROGRAM DIRECTION.
Unit of Measure	SOURCE: WORKPLAN AND PROGRAM DIRECTION.
Reported Value	THIS IS THE MOST RECENTLY REPORTED QUARTERLY VALUE.
Year/Month	YEAR/MONTH OF THE MOST RECENTLY REPORTED VALUE.
Method of Measurement	HOW THE MEASURE WAS CALCULATED (I.E., CONVERSION FACTORS; PROTOCOLS USED; HOW QUANTIFIED; DATA USED; ETC.)
Verified Value	THE VALUE DETERMINED BY REVIEWER(S).
Verification Method	METHODOLOGY USED BY REVIEWER(S) TO DETERMINE VALUE.
Finding(s) and Recommendation(s)	DID THE REPORTED VALUE APPEAR TO BE CONSISTENT WITH THE DEFINITION BASED ON THE REVIEWERS' OPINION?
Comments	EXPLAIN ANY DIFFICULTIES IN MEASUREMENT AND VERIFICATION; USEFULNESS OF MEASURE; ETC.
Routing	Required Actions
RSAs	RETAIN COPY FOR OFFICIAL FILE AND THE END OF YEAR CERTIFICATION.
Director of SPRA	RECEIVE RSA SUBMITS, TRANSIT TO THE STAFF DIRECTORS, AND PREPARE A SUMMARY REPORT.
WO Staff Director(s)	REVIEW AND TAKE ACTION AS NECESSARY. IF ACTION TAKEN, FORWARD RESULTS TO SPRA.

(ATTACHMENT A)

WO Interim Directive

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**FSM 1400 - CONTROLS
CHAPTER 1410 - MANAGEMENT REVIEWS****1419.62 - Performance Reporting Certification**

The Forest Service will continue to use the “Performance Reporting Certification Statement” to assure that the performance information reported has been carefully reviewed and validated as complete and accurate. The certification document must be signed by the Regional Forester, Station Director, Area Director, or an appointed substitute. The certification form will be sent by the Washington Office with a letter of explanation approximately 60 days prior to the date the information will be due. The format and process will be similar to that used in FY 2004. All completed performance review templates should be submitted prior to or along with the Performance Reporting Certification Statement.

1419.63 - Other Agency Reviews

Internal, or management controls, cover all aspects of an organization’s operations – program, administrative, financial, and compliance. To effectively assess and monitor internal controls, Forest Service managers should use the following sources, in addition to the Performance Measures Review Template (Exhibit 01), to ensure improved collection, interpretation, and reporting of accomplishment data and performance measures:

1. Management knowledge gained from the daily operation of agency programs.
2. Management reviews conducted to assess internal control or for other purposes.
3. Program activity evaluations.
4. Annual performance plans and reports.
5. Program Assessment Rating Tool (PART).
6. Other reviews or reports relating to agency operations.

1419.64 - Independent Validation of Performance

The Agency’s performance measures will be subjected to independent validation by the Government Accountability Office (GAO) and/or the USDA Office of Inspector General (OIG). As part of the OIG financial statement audit process, the auditors will review the Performance and Accountability Report and conduct an independent assessment on the reported performance information. Performance information is also subject to review by other entities.

(ATTACHMENT A)



United States
Department of
Agriculture

Forest
Service

Washington
Office

1400 Independence
Avenue, SW
Washington, DC 20250

File Code: 6140-3
Route To: (6140-3)

Date: February 28, 2005

Subject: Performance Management System - Alignment with Agency Goals and Objectives

To: Regional Foresters, Station Directors, Area Director, IITF Director, and WO Staff

REPLY DUE APRIL 1, 2005

A new supplemental performance standard that aligns the Forest Service Performance Appraisal System with Agency goals and objectives for non-SES employees is being established. The supplemental standard establishes a closer tie between organizational performance and the performance ratings of employees. This is necessary to administering a performance management system that meets U.S. Department of Agriculture (USDA) and Office of Personnel Management (OPM) requirements to effectively link individual performance to organizational goals and desired outcomes; to comply with the President's Management Agenda (PMA) Scorecard criteria for green (performance appraisal plans aligned with agency mission and goals through the organizational chain by January 1, 2005); and to integrate the Creditability Through Accountability (CTA) initiative within performance management.

To effectively implement this initiative, we asked for your preliminary review and comments. Based on the feedback provided, we believe implementation can be accomplished in conjunction with the mid-year performance review cycle.

Previously, in May 2004, Departmental and Agency direction was provided to Forest Service units that performance plans for all SES executives and GS-15 and GS-14 supervisors and managers required linkages to agency goals and objectives as of June 30, 2004. Subsequently, we are required to link agency goals and objectives to the remainder of the workforce.

Effective January 1, 2005, the Performance Plan and Appraisal Form (FS-6100-37) for all employees is supplemented with the following performance standard to Performance Element 1 – Managing Work Assignments:

Performance Element 1 – Managing Work Assignments:

Performance standard “a” has been revised to read as follows: Manages assignments and prioritizes work effectively; turns in acceptably accurate and timely products. Optimizes the use of all available resources and develops solutions, demonstrating positive approaches toward the job and accomplishments. Demonstrates support in the accomplishment of individual and or team assignments based on the unit's assigned targets and commitments as coordinated between the supervisor and employee, and which are linked to one or more of the following, where they exist: 1) unit work plans; 2) organizational objectives; 3) Chief's top 20 Performance Measures; 4) Forest Service Strategic Plan, and or 5) the Forest Service Business Operations Strategic Plan.

(ATTACHMENT B)

Strategic Objectives are as follows:

- a. Identified Annual Targets and or Goals: _____
- b. Identified Annual Commitments: _____

A copy of FS-6100-37 with the supplemented standard is attached. This supplementation is mandatory and applicable to all employees who are covered by the Forest Service Performance Management Program, FSH 6109.13 (temporary, seasonal, and permanent employees). Implementation for permanent employees is to begin immediately, whereas for any temporary or seasonal employees that may be off the rolls or in a non-pay status, implementation would be effective upon their return to duty or pay status. Supervisors should establish performance plans for new hires or employees who are placed into new positions within 30 days.

The addition of the supplemental standard is a negotiated agreement between the USDA Forest Service and the National Federation of Federal Employees.

Supervisors are responsible to explain how this supplemental standard applies to the individual's work assignment. The supplemental standard needs to be a discussion point between the supervisor and employee during their performance review. Performance evaluations based upon contributions to organizational results will make agency-wide goals and objectives personally relevant.

The information on the sample plans included as enclosures demonstrate how to tie specific work assignments and goals with specific desired outcomes. These are also cross referenced to the specific strategic planning documents from which the goals are taken and are tiered to those of the Agency. This creates a clear line of sight between the agency strategic plan and performance on the ground. The USDA Forest Service Strategic Plan is found at <http://www.fs.fed.us/publications/strategic/fs-sp-fy04-08.pdf>; the Forest Service Business Operations Strategic Plan is found at http://fsweb.wo.fs.fed.us/busops/docs/bosp_v2.pdf; and the Chief's Top 20 (Executive Priorities for 2005) are located at http://fsweb.wo.fs.fed.us/pdb/Program%20Direction/FY%202005/06_Performance%20Reporting/Accomp_pd2005_12Jan_05.pdf.

All units are requested to provide certification that the supplemental performance standard has been included in the 2005 Performance Plan and Appraisal (FS-6100-37) for applicable employees. Please provide certification of completion to Anita Adkins in WO HRM no later than April 1, 2005. If you have any questions concerning implementation of the above or need additional examples, please contact Anita Adkins, Human Resources Specialist at (703) 605-0846 for additional information.

/s/ CHRISTOPHER L. PYRON

/s/ Christopher L. Pyron

CHRISTOPHER L. PYRON

Deputy Chief for Business Operations

Enclosures (5)

cc: Anita Adkins-WO/HRM – LMER Staff

(ATTACHMENT B)

USDA Forest Service,

FS-6100-37 (97)

12. PERFORMANCE ELEMENTS AND STANDARDS	SUCCESSFUL	UNACCEPTABLE
ELEMENT 1: MANAGING WORK ASSIGNMENTS (Critical)		
Standards: <ul style="list-style-type: none"> a. Manages assignments and prioritizes work effectively; turns in acceptably accurate and timely products. b. Listens and responds to needs of customer/clients. Shows efforts to incorporate and respond to customer when feasible. c. Meets commitments made to customers/clients and coworkers in a timely and effective manner. d. Completes work assignments on time or negotiates changed due dates with supervisor. e. Provides sufficient warning of impending work management crises. f. Completes work without supervisor's being required to check on progress. g. Performs work in a careful manner. h. Stays within budget and follows agency policy regarding meetings, procurement, personnel, and computer use in completing assignments. 		
Supplemental Standards: (Optional) <ul style="list-style-type: none"> a. Performance Standard "a" above is further defined in support of Forest Service mission results. Optimizes the use of all available resources and develops solutions, demonstrating positive approaches toward the job and accomplishments. Demonstrates support in the accomplishment of individual and/or team assignments based on the unit's assigned targets and commitments as coordinated between the supervisor and employee, and which are linked to one or more of the following, where they exist: 1) unit work plans; 2) organizational objectives; 3) Chief's top 20 Performance Measures; 4) Forest Service Strategic Plan; and/or the 5) Forest Service Business Operations Strategic Plan. <p>Strategic Objectives as follows:</p> <p>A) Identified Annual Targets and or Goals: _____</p> <p>B) Identified Annual Commitments: _____</p>		

(ATTACHMENT B)

USDA Forest Service Forestry Technician, GS-0462-05 FS-6100-37/(97)

12. PERFORMANCE ELEMENTS AND STANDARDS	SUCCESSFUL	UNACCEPTABLE
ELEMENT 1: MANAGING WORK ASSIGNMENTS (Critical)		
Standards: <ul style="list-style-type: none"> a. Manages assignments and prioritizes work effectively; turns in acceptably accurate and timely products. b. Listens and responds to needs of customer/clients. Shows efforts to incorporate and respond to customer when feasible. c. Meets commitments made to customers/clients and coworkers in a timely and effective manner. d. Completes work assignments on time or negotiates changed due dates with supervisor. e. Provides sufficient warning of impending work management crises. f. Completes work without supervisor's being required to check on progress. g. Performs work in a careful manner. h. Stays within budget and follows agency policy regarding meetings, procurement, personnel, and computer use in completing assignments. 		
Supplemental Standards: (Optional) <ul style="list-style-type: none"> a. Performance Standard "a" above is further defined in support of Forest Service mission results. Optimizes the use of all available resources and develops solutions, demonstrating positive approaches toward the job and accomplishments. Demonstrates support in the accomplishment of individual and/or team assignments based on the unit's assigned targets and commitments as coordinated between the supervisor and employee, and which are linked to one or more of the following, where they exist: 1) unit work plans; 2) organizational objectives; 3) Chief's top 20 Performance Measures; 4) Forest Service Strategic Plan; and/or 5) the Forest Service Business Operations Strategic Plan. <p>Strategic Objectives as follows: Identified from the District's Performance Work Plans -</p> <p>A) Identified Annual Targets and or Goals: For GS-5 Trails position:</p> <p>Maintain 60 miles of system trail (Poverty Creek and Crawfish Valley systems) to standard. Lead trail crew in completion of 2.7 miles of new trail at Glen Alton by August 1. Conduct at least two "Leave No Trace" Workshops to increase public awareness in utilization of public lands.</p> <p>B) Identified Annual Commitments: For GS-5 trails position:</p> <p>Complete the on-the-ground lay out for proposed new trails that connect to the White Cedar horse camp by April 1, weather permitting. Complete new trail construction by July 1. Provide tailgate safety sessions with summer trail crew at the beginning of each project or at least beginning of each week on longer projects to provide knowledge of safe work practices and activities. Meet approximately every 6 months with the AT trail clubs, as schedules allow.</p>		

(ATTACHMENT B)

USDA Forest Service Forestry Technician, GS-0462-09 FS-6100-37 (97)

12. PERFORMANCE ELEMENTS AND STANDARDS	SUCCESSFUL	UNACCEPTABLE
ELEMENT 1: MANAGING WORK ASSIGNMENTS (Critical)		
Standards: <ul style="list-style-type: none"> a. Manages assignments and prioritizes work effectively; turns in acceptably accurate and timely products. b. Listens and responds to needs of customer/clients. Shows efforts to incorporate and respond to customer when feasible. c. Meets commitments made to customers/clients and coworkers in a timely and effective manner. d. Completes work assignments on time or negotiates changed due dates with supervisor. e. Provides sufficient warning of impending work management crises. f. Completes work without supervisor's being required to check on progress. g. Performs work in a careful manner. h. Stays within budget and follows agency policy regarding meetings, procurement, personnel, and computer use in completing assignments. 		
Supplemental Standards: (Optional) <ul style="list-style-type: none"> a. Performance Standard "a" above is further defined in support of Forest Service mission results. Optimizes the use of all available resources and develops solutions, demonstrating positive approaches toward the job and accomplishments. Demonstrates support in the accomplishment of individual and/or team assignments based on the unit's assigned targets and commitments as coordinated between the supervisor and employee, and which are linked to one or more of the following, where they exist: 1) unit work plans; 2) organizational objectives; 3) Chief's top 20 Performance Measures; 4) Forest Service Strategic Plan; and/or 5) the Forest Service Business Operations Strategic Plan. <p>Strategic Objectives as follows: Identified from the District's Performance Work Plans -</p> <p>A) Identified Annual Targets and or Goals: For GS-9 Recreation Manager:</p> <p>Complete electric upgrades to Stony Fork Campground, coordinating with SO Engineering. Complete trail restoration and warning sign installation at Cascade Falls , working w/SO on wording for signs and minimizing impact to visitors during trail work, by September 1. Complete NEPA for new trails associated with horse camp by March 1.</p> <p>B) Identified Annual Commitments: For GS-9 Recreation Manager:</p> <p>Ensure no deficit in NFRW. Provide oversight of host program, with particular attention to host situation at White Rocks Campground. Update five of the developed recreation site brochures by March 1. Update all developed recreation information on the web site by February 1. Ensure timely completion and administration of recreation special use permits..</p>		

(ATTACHMENT B)

USDA Forest Service Information Receptionist, GS-1001-05		FS-6100-37 (97)	
12. PERFORMANCE ELEMENTS AND STANDARDS		SUCCESSFUL	UNACCEPTABLE
ELEMENT 1: MANAGING WORK ASSIGNMENTS (Critical)			
<p>Standards:</p> <ul style="list-style-type: none"> a. Manages assignments and prioritizes work effectively; turns in acceptably accurate and timely products. b. Listens and responds to needs of customer/clients. Shows efforts to incorporate and respond to customer when feasible. c. Meets commitments made to customers/clients and coworkers in a timely and effective manner. d. Completes work assignments on time or negotiates changed due dates with supervisor. e. Provides sufficient warning of impending work management crises. f. Completes work without supervisor's being required to check on progress. g. Performs work in a careful manner. h. Stays within budget and follows agency policy regarding meetings, procurement, personnel, and computer use in completing assignments. 			
<p>Supplemental Standards: (Optional)</p> <ul style="list-style-type: none"> a. Performance Standard "a" above is further defined in support of Forest Service mission results. Optimizes the use of all available resources and develops solutions, demonstrating positive approaches toward the job and accomplishments. Demonstrates support in the accomplishment of individual and/or team assignments based on the unit's assigned targets and commitments as coordinated between the supervisor and employee, and which are linked to one or more of the following, where they exist: 1) unit work plans; 2) organizational objectives; 3) Chief's top 20 Performance Measures; 4) Forest Service Strategic Plan; and/or 5) the Forest Service Business Operations Strategic Plan. <p>Strategic Objectives as follows: Identified from the Unit's Performance Work Plans -</p> <p>A) Identified Annual Targets and or Goals:</p> <p>Provide support in administration of unit's correspondence and office management functions to effect a smooth flow of operations which are responsive to internal and external customer needs.</p> <p>Exceeds customers' expectations in providing business services and products by serving as the first point of contact for the public. Customer complaints decrease from the previous year.</p> <p>B) Identified Annual Commitments:</p>			

(ATTACHMENT B)

USDA Forest Service		Environmental Engineer, GS-0810-13		FS-6100-37 (/97)
12. PERFORMANCE ELEMENTS AND STANDARDS		SUCCESSFUL	UNACCEPTABLE	
ELEMENT 1: MANAGING WORK ASSIGNMENTS (Critical)				
Standards:				
<div>a. Manages assignments and prioritizes work effectively; turns in acceptably accurate and timely products.</div> <div>b. Listens and responds to needs of customer/clients. Shows efforts to incorporate and respond to customer when feasible.</div> <div>c. Meets commitments made to customers/clients and coworkers in a timely and effective manner.</div> <div>d. Completes work assignments on time or negotiates changed due dates with supervisor.</div> <div>e. Provides sufficient warning of impending work management crises.</div> <div>f. Completes work without supervisor's being required to check on progress.</div> <div>g. Performs work in a careful manner.</div> <div>h. Stays within budget and follows agency policy regarding meetings, procurement, personnel, and computer use in completing assignments.</div>				
Supplemental Standards: (Optional)				
<div>a. Performance Standard "a" above is further defined in support of Forest Service mission results. Optimizes the use of all available resources and develops solutions, demonstrating positive approaches toward the job and accomplishments. Demonstrates support in the accomplishment of individual and/or team assignments based on the unit's assigned targets and commitments as coordinated between the supervisor and employee, and which are linked to one or more of the following, where they exist: 1) unit work plans; 2) organizational objectives; 3) Chief's top 20 Performance Measures; 4) Forest Service Strategic Plan; and/or 5) the Forest Service Business Operations Strategic Plan.</div> <div>Strategic Objectives as follows: As identified in the Forest Service Strategic Plan and Forest Service Business Operations Strategic Plan.</div> <div>A) Identified Annual Targets and or Goals:</div> <div>3.1.2. Customer service standards established for major internal and external programs.</div> <div>4.3.c. Provide guidance to implement EMS across the agency to meet Presidential mandate.</div> <div>5.2.d. Monitor to reduce the number of significant non-compliance potable water systems.</div> <div>B) Identified Annual Commitments:</div> <div>4.1.1. Complete all health and safety action plan items and implement organizational changes based on FY-03 audit.</div> <div>5.1.a. ____ % of manuals and handbooks are updated and meet current standards (FY05).</div> <div>5.1.b. 80% of controlled correspondence responded to within given timeframes upon receipt from controlled correspondence office.</div> <div>5.1.d. Scheduled reviews will be accomplished on time.</div>				

(ATTACHMENT B)



United States
Department of
Agriculture

Forest
Service

Washington
Office

1400 Independence
Avenue, SW
Washington, DC 20250

File Code: 6140-3

Date: June 8, 2005

Route To: (6140-3)

Subject: Performance Management Plans for Senior Executives - FY 2005

To: Regional Foresters, Station Directors, Area Director, IITF Director, and WO Staff

REPLY DUE JUNE 24, 2005 AND JULY 15, 2005

By now, most of you have prepared your FY 2005 performance plans and related documents. However, for those of you who have not, this letter will serve as a reminder that performance plans for fiscal year 2005 must all be complete and in place for all Senior Executive Service (SES) members by no later than June 24, 2005. New SES members should have their plans established within 30 days of their entry into their new position.

As you all know, a new system that links pay and performance for the Senior Executive Service (SES) was established last year as a result of the National Defense Authorization Act of 2003 (Public Law 108-136, November 24, 2003). The primary reason for the change was to establish a closer tie between organizational performance and the performance ratings of its leaders. Under the law, the USDA plan must be certified by Office of Personnel Management (OPM) (with input from the Office of Management and Budget (OMB)) in order for the pay cap for Senior Executives to be raised. As was the case last year, this year's plan has received a one-year "provisional" certification.

To maintain certification we must ensure that we have a performance management system that effectively links individual/team/unit performance to organizational goals and desired outcomes and that meets OPM's requirements. Each executive's performance measures document needs to identify specific measures/indicators for each performance element. In addition, non-SES employees must also have measures that are aligned with agency goals and objectives as discussed in our 6140-3 letter dated February 28, 2005, Subject: Performance Management System--Alignment with Agency Goals and Objectives.

Senior Executive performance plan packages for fiscal year 2005 should be similar to those prepared for fiscal year 2004, and should include the following documents:

A. Performance Agreement - Signed by the Senior Executive and his/her supervisor, outlining the performance elements and performance requirements (standards) (Enclosure 1).

All Senior Executives' plans shall include the following performance elements:

- 1) Leadership/Management – Critical element
- 2) Mission Results – Critical element

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(ATTACHMENT C)

Regional Foresters, Station Directors, Area Director, IITF Director, and WO Staff

Page 2

3) Civil Rights – Critical element

This element must be connected to ASCR memo of May 4, 2005 (see <http://fsweb.wo.fs.fed.us/cr/>) that stipulates that the Agencies will be rated beginning FY'05 by quantitative measures. (Written accomplishments are due to your supervisor and the WO CR Director by July 15th of each year.)

4) Personal/Organizational Emphases – Non-critical element. Each Senior Executive will have one unique element that he or she will negotiate with his or her supervisor. It will address Personal/Organizational Emphases (generally 1-3 emphasis areas) that will contribute significantly to overall accomplishment for the Senior Executive's organization. This will have the effect of personalizing the PWP to identify meaningful performance requirements (standards) that vary based on the unique needs of the organization led and the executive's personal influence on the organization. The particular measures will be identified in the process of identifying which organizational issues need special attention for the individual Senior Executive.

5) Safety, Health and/or Homeland Security – Critical element (For Regional Foresters, Station Directors, Area Director, and Deputy Chiefs/Associate Deputy Chiefs), or Safety - Critical element (For all Staff Directors).

A. Performance Measures – In a separate document, each Senior Executive shall identify all the performance measures in each of the strategic plans that apply to them. The performance measures are to cross-reference and tier to the specific goals and objectives, the strategic planning documents they are related to, and to the specific performance element. References to the applicable strategic document(s) should be included with each performance measure.

Accomplishing the measures will ensure appropriate progress against the multi-year implementation strategies. That is, the measures ensure that the strategic plans will be accomplished in the timeframe of the plan (e.g.; 5 years for the Forest Service Strategic Plan).

The strategic planning documents include the President's Management Agenda; the USDA Strategic Plan; Forest Service Strategic Plan 2004-2008; Business Operations Strategic Plan, Version 2, October 2004; the Assistant Secretary for Civil Rights letter dated May 4, 2005; and the Safety & Health Action Plan (2005).

The links to the websites you will need to reference for applicable performance measures/indicators related to agency strategic documents and the element to which they are pertinent is listed in parentheses as follows:

- Forest Service Strategic Plan 2004-2008- <http://fsweb.wo.fs.fed.us/rpa/> (primarily Mission Results)
- Business Operations Strategic Plan (Version 2, October 2004) http://fsweb.wo.fs.fed.us/busops/docs/bosp_v2.pdf (Leadership/Management)
- Assistant Secretary for Civil Rights letter dated May 4, 2005 - <http://fsweb.wo.fs.fed.us/cr/> and <http://fsweb.wo.fs.fed.us/cr/CRAgyHeadassessment.doc> (Civil Rights)

(ATTACHMENT C)

Regional Foresters, Station Directors, Area Director, IITF Director, and WO Staff

Page 3

- Safety & Health Action Plan (2005)
http://fsweb.wo.fs.fed.us/OSOH/prog_elements/analysis.htm -click on Regional Foresters Evaluation Form OR Station Directors Evaluation Form OR Deputy Chiefs Evaluation Form. (Safety, Health and/or Homeland Security). Staff Directors should address items such as awareness and support in their Safety element.
- Executive Priorities – FY 2005 [Plan|Executive Priority](#) (see <http://fsweb.wo.fs.fed.us/results/>) (Mission Results)

C. Form AD-435-C (9/04), Senior Executive Service Appraisal Record (Enclosure 2) – Sections with Personal and Performance Element information to be completed

D. SES Executive Development Plan (Enclosure 3) – Plan to be completed and signed by Senior Executive.

All Senior Executives are to send their completed performance plans (including items A through D above) to their supervisor by no later than June 24, for their review and approval, if not previously approved. All plans must be approved prior to June 30, 2005.

If you have questions about any of the above, please contact Patty Bachtel at (703) 605-0854 or Darlene Herald at (703) 605-0834.

/s/ Robin L. Thompson (for)
DALE N. BOSWORTH
Chief

Enclosures

cc: Paul Brouha, Kathleen Gause, Ronald Banegas, Hank Kashdan, Dick King

(ATTACHMENT C)

USDA Senior Executive Service Performance Agreement

Executives in the Department of Agriculture are accountable for supporting the Department's mission to provide leadership on food, agriculture, natural resources, and related issues based on sound public policy, the best available science, and efficient management. The Department's strategic goals are:

- Expand markets for agricultural products and support international economic development;
- Further develop alternative markets for agricultural products and activities;
- Provide financing needed to help expand job opportunities and improve housing, utilities and infrastructure in Rural America;
- Enhance food safety by taking steps to reduce the prevalence of foodborne hazards from farm to table;
- Improve nutrition and health by providing food assistance and nutrition education and promotion; and
- Manage and protect America's public and private lands working cooperatively with other levels of government and the private sector.
-

Appraisal Period:	
Employee Name:	SSN:
Position Title:	Series and Salary:
Organization:	

Certification of development and receipt of Performance Agreement	
Signatures certify discussion with employee and receipt of Performance Agreement which reflects current position description.	
Employee Signature:	Date
Supervisor's Signature:	Date
Reviewing Official's Signature:	Date

PROGRESS REVIEWS

Employee's Initials & Date	Employee's Initials & Date	Employee's Initials & Date
Supervisor's Initials & Date	Supervisor's Initials & Date	Supervisor's Initials & Date

(ATTACHMENT C)

ELEMENT 1: Leadership/Management (critical):

Leads organizational change, motivating managers to incorporate vision, strategic planning and results-driven management into full range of the organization's activities. Addresses programmatic and organization requirements as necessary to motivate and lead organization. Designs and implements strategies to maximize employee potential in meeting organization's mission and goals. Acquires and administers human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission and uses new technology to enhance decision making.

Provides leadership to develop and implement strategic plans for civil rights. Enforces all civil rights laws, rules, regulations, and executive orders in leading and managing organization.

Provides leadership in the accomplishment of agency programs or service functions, incorporating the Forest Service Goals and Objectives in the Strategic Plan for FY 2004-2008 into program administration. Supports the President's priorities as well as those established by the Secretary.

Fully Successful Performance Requirement – Element 1:

Human, financial and property resources were effectively managed to achieve performance goals. Current and future needs assessments were based on organizational goals and budget realities, and opportunities to reduce program and administrative costs were sought.

Management control systems were established/maintained to monitor activities, identify problem areas, and initiate timely corrective action.

Employee performance plans are aligned with organizational goals and focus on results achieved. Data from employee feedback indicates improvement in or general satisfaction with the planning, developing, monitoring, rating and rewarding of performance.

Agency Civil Rights Plan and Strategic Plan were implemented timely. All applicable goals and objectives related to accountability, program delivery, outreach, workforce diversity, employment practices, resources and structure, performance, procurement activities, and communications were met in accordance with Department and agency policy.

A results-oriented annual performance plan that included performance measures consistent with GPRA requirements was implemented. Program goals were accomplished within specified timeframes. Interests were balanced and priorities were adjusted in response to changing demands. Customer feedback was analyzed and needs/concerns identified

For Performance Measures, see attachment. (Refer to 6140-3 WO Letter for links to sites with performance measures & allocated targets identified in the Forest Service Program Direction.)

Rating:

- ☐ Exceeds Fully Successful
- ☐ Meets Fully Successful
- ☐ Does Not Meet Fully Successful

(ATTACHMENT C)

ELEMENT 2: Mission Results (Critical)

Demonstrates support for business strategic goals and initiatives within own organization and contributes to the achievement of overall USDA initiatives. Stresses accountability and continuous improvement to managers, makes timely and effective decisions, and produces results through strategic planning and the implementation and evaluation of programs and policies.

Provides leadership for developing and implementing program initiatives, including Forest Service Goals and Objectives in the Strategic Plan for FY 2004-2008.

Ensures a high degree of responsiveness to organizational leadership, the public, and internal and external customers. Continually reviews, monitors, and strives to improve organizational performance to achieve USDA mission results.

Enforces all civil rights laws, rules, regulations, and executive orders in accomplishing the agency's mission

Fully Successful Performance Requirement – Element 2:

Addresses identified business priorities through activities that produced measurable results. New insights and innovative solutions were developed, where needed, which resulted in progress to resolve difficult issues, improve management or capitalize on emerging opportunities.

Recommendations and contributions were generally accepted because they were based on and demonstrated sound judgment, cost effectiveness, and sensitivity to the effects on overall policy, and were supported by sound analysis and rationale.

The mission area and agency's mission, core values, strategic goals and priorities were effectively communicated to employees, customers and other critical stakeholders who were involved in the development of objectives to accomplish those goals.

Administration and Department policies were supported and promoted in an affirmative manner. Policy issues were analyzed and strategic plans were developed from a long-term perspective. Strategies were developed and implemented that were consistent with the economic and political climate and agency goals.

Superiors were informed of sensitive and controversial emerging issues as well as problems and challenges that arose in the implementation and administration of Department programs.

Established schedules and deadlines for development of programs and policies were met and adaptations to changing priorities were made.

For Performance Measures, see attachment. (Refer to 6140-3 WO Letter for links to sites with performance measures & allocated targets identified in the Forest Service Program Direction.)

Rating:

- ☐ Exceeds Fully Successful
- ☐ Meets Fully Successful
- ☐ Does Not Meet Fully Successful

(ATTACHMENT C)

ELEMENT 3. Civil Rights (Critical)

Provides leadership to develop and implement strategic plans for civil rights. Enforces all civil rights laws, rules, regulations, and executive orders. Ensures that sufficient resources are available to provide for an effective civil rights program. Holds all managers and supervisors accountable for achieving measurable civil rights goals and objectives in all employment, program delivery, and procurement activities.

Fully Successful Performance Requirement – Element 3:

Incorporates the Civil Rights Performance Plan into the agency or staff office strategic and annual performance plans developed in compliance with the Government Performance and Results Act.

Implements and enforces all applicable policies, regulations, rules, memoranda, and other USDA guidance.

For Performance Measures, see attachment. (Refer to 6140-3 WO Letter for links to sites with performance measures & allocated targets identified in the Forest Service Program Direction.)

Rating:

- ☐ Exceeds Fully Successful
- ☐ Meets Fully Successful
- ☐ Does Not Meet Fully Successful

(ATTACHMENT C)

ELEMENT 4. Personal/Organizational Emphases (Non-critical)

Include a description of what this element means.

(This is where each SES executive has the opportunity to include a unique element that he/she will negotiate with his/her supervisor. It will address Personal/Organizational Emphases {generally 1-3 emphasis areas} that will contribute significantly to overall accomplishment for the senior executive's organization. This will have the effect of personalizing the Performance Agreement to identify meaningful performance requirements (standards) that vary based on the unique needs of the organization led and the executive's personal influence on the organization. The particular measures will be identified in the process of identifying which organizational issues need special attention for the individual executive.)

Fully Successful Performance Requirement – Element 4:

For Performance Measures, see attachment.

(Performance measures will be those agreed to between executive and his/her supervisor when determining what this element will measure.)

With respect to this element, enforces all civil rights laws, rules, regulations, and executive orders.

Rating:

- ☐ Exceeds Fully Successful
- ☐ Meets Fully Successful
- ☐ Does Not Meet Fully Successful

(ATTACHMENT C)

ELEMENT 5. Safety, Health, & Homeland Security (Critical). (Mandatory for Regional Foresters, Station Directors, Area Director, Deputy Chiefs and Associates Deputy Chiefs)

ELEMENT 5. Safety (Critical) (Mandatory for all Staff Director.)

Incorporates safety, health, and homeland security considerations into work projects, activities, and program policies, resulting in a workplace that is free from recognized hazards.

Fully Successful Performance Requirement – Element 5:

For Performance Measures, see attachment. *(Refer to 6140-3 WO Letter for links to sites with performance measures & allocated targets identified in the Forest Service Program Direction.)*

With respect to this element, enforces all civil rights laws, rules, regulations, and executive orders.

Rating:

- ☐ **Exceeds Fully Successful**
- ☐ **Meets Fully Successful**
- ☐ **Does Not Meet Fully Successful**

(ATTACHMENT C)

Senior Executive Service APPRAISAL RECORD		Employee Comments Attached <input type="checkbox"/> Yes <input type="checkbox"/> No		APPRAISAL PERIOD From: To:																																																																									
NAME (Last, First, MI)		BASE SALARY		TITLE																																																																									
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SUMMARY RATING (Check one) OUTSTANDING <input type="checkbox"/> All appraisal units are at "Exceeds". SUPERIOR <input type="checkbox"/> More appraisal units are at "Exceeds" than at "Meets fully successful" but none are rated "Does not meet". FULLY SUCCESSFUL <input type="checkbox"/> Any combination of appraisal units which falls between "Superior" and "Minimally Satisfactory". MINIMALLY SATISFACTORY <input type="checkbox"/> More appraisal units are at "Does not meet" than at "Exceeds". UNSATISFACTORY <input type="checkbox"/> One or more critical elements are appraised at "Does not meet". I have a copy of the Government-wide standards of conduct (including USDA/Agency regs). <input type="checkbox"/> Yes <input type="checkbox"/> No I attended the required annual ethics training. <input type="checkbox"/> Yes <input type="checkbox"/> No				PRB SUMMARY RATING (check one) <input type="checkbox"/> CONCUR WITH SUPERVISORY SUMMARY RATING <input type="checkbox"/> CHANGE SUMMARY RATING TO (specify): PRB RECOMMENDATIONS <input type="checkbox"/> RETAIN <input type="checkbox"/> BONUS <input type="checkbox"/> REASSIGN <input type="checkbox"/> D. RANK AWARD <input type="checkbox"/> REMOVE <input type="checkbox"/> M. RANK AWARD <input type="checkbox"/> BASE SALARY INCREASE TO \$ (INDICATE TOTAL PERCENTAGE %) PRB CHAIRPERSON'S SIGNATURE & DATE																																																																									
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FORM AD-435C (9/04)

(ATTACHMENT C)

(ATTACHMENT D)

REGION _____	Accomplishment Certification Report				Date Updated: _____
REGION _____	Fiscal Year 2005 Accomplishments				
Accomplishment Code	Accomplishment Description	Program Direction Target	Projected Total Accomplishment	Projected % Accomplished	Exceptions
FC-FAC-MNT-FN-NUM	_Number of facilities maintained to standard	_____	_____	_____%	
FM-STEWARD-FN	_Stewardship Contract Improvements - Acres of contracts and agreement awarded	_____	_____	_____%	
FP-FUELS-ACRES-FN	_Acres treated in cond class 2 or 3 in fire regimes 1, 2, or 3 outside the WUI (non-WUI subset)	_____	_____	_____%	
FP-FUELS-ACRES-FNOTH	_Haz fuels in cond class 2 or 3 treated w/ other dollars outside the WUI (fire regimes 1,2, or 3)	_____	_____	_____%	
FP-FUELS-ALL-FN	_Haz fuels in regimes 1, 2, or 3 moved to a better condition class -- WUI & non-WUI	_____	_____	_____%	
FP-FUELS-WUI-FN	_Wildland/urban interface (WUI) high-priority hazardous fuels treated w/Fuels \$	_____	_____	_____%	
FP-FUELS-WUI-FNOTH	_Wildland/urban interface (WUI) high-priority hazardous fuels treated w/other \$	_____	_____	_____%	
IM-LMP-M&E-FN	_Land Management Plan (LMP) Monitoring and Evaluation Reports	_____	_____	_____%	
LA-LND-PURCH-FN	_Acres Acquired	_____	_____	_____%	
LM-ENG-EXC-FN	_Number of energy facility applications processed exceeding prescribed timeframes	_____	_____	_____%	
LM-ENG-FAC-FN-NUM	_Number of energy facility applications processed within prescribed timeframes	_____	_____	_____%	
LM-OWNER-ADJ-FN	_Acres Adjusted	_____	_____	_____%	
LM-ROW-ACQ-FN	_Rights-of-way acquired	_____	_____	_____%	
MG-OG-APP-FN	_Oil and Gas applications processed in prescribed timeframes	_____	_____	_____%	
MG-OG-EXC-FN	_Oil and Gas applications not processed or pending longer than prescribed timeframes	_____	_____	_____%	
PN-LMP-COMP-FN	_Land Management Plan (LMP) Revisions/New Plans Completed	_____	_____	_____%	
RD-HIGH-FN	_Total miles of high clearance road maintained at level 1 & 2	_____	_____	_____%	
RD-PASS-FN	_Total miles of passenger car road maintained at levels 3, 4, & 5	_____	_____	_____%	
RG-GZ-NEPA-FN	_Grazing Allotment Decisions Signed (Analyzed/NEPA)	_____	_____	_____%	
RM-TRV-PLN-FN-NUM	_Acres of NFS lands covered by travel management implementation plans	_____	_____	_____%	
TL-MTC-STD-FN	_Miles of Trails receiving maintenance	_____	_____	_____%	
VW-INV-WFF-FN-NUM	_Number of inventoried watersheds in fully functioning condition	_____	_____	_____%	
VW-NOX-WD-TR-FN	_Noxious Weed Treatment	_____	_____	_____%	
WL-HAB-FN	_Terrestrial Wildlife Habitat Restored or Enhanced	_____	_____	_____%	
WL-LAK-RE-FN	_Lakes Restored or Enhanced	_____	_____	_____%	
WL-STR-RE-FN	_Streams Restored or Enhanced	_____	_____	_____%	

Performance information as reported has been validated and supporting documentation is available upon request. Exceptions are noted above.

Regional Forester

Date

USDA Forest Service

Summary Action Plan for Implementing the Government Performance and Results Act

Recommendation #/Description	FS/OIG Management Decision Dated March 31, 2005	'Report to Congress' Paragraph references and completed actions.
OIG Audit Report No. 08601-01-HY, "FS Implementation of GPRA," issued March 31, 2005		
1. Forest Service officials should reopen the previous audit's management decisions reached to reflect their current actions to resolve the findings from the previous OIG audit.	1. See responses below to audit no. 08001-01-HY. For final action, the FS needs to implement the corrective actions presented in the response and provide the OCFO documentation that the recommendations have been implemented.	1. Responses are at the end of this document.
2. Forest Service officials should ensure that the new system, PAS, when fully implemented, has an internal control system that ensures data quality and uniformity and addresses all areas of concern from our original recommendation.	2. To achieve final action, the Forest Service should provide the OCFO with documentation of the implementation of the interim internal controls set forth in FSM 1400. The Forest Service should also provide the OCFO with documentation supporting the implementation of the internal controls component of the Performance and Accountability System.	2. -- Page 2, <i>Internal Control System</i> section, paragraph 1. -- Page 2, <i>Internal Control System</i> section, paragraph 2. -- Page 3, <i>Review Process</i> section, paragraph 2.
3. Accountability for performance measure reporting accuracy should be established throughout the Forest Service as was done in FY 2004 for Forest Service Managers and Senior Executive Service personnel.	3. To achieve final action, the FS should provide the OCFO with documentation of the performance element on managing work assignments established to assure information reported is adequate, reliable, verifiable and useful.	3. -- Page 2, <i>Line Officer Accountability</i> section, paragraph 1.
4. The Chief of the Forest Service should redirect Forest Service line officers to implement GPRA, to include firm milestones and dates for accomplishment. This should include direction to Forest Service line officers to implement those management controls necessary to ensure adequate, reliable, verifiable, and useful information.	4. To achieve final action, the Forest Service should provide the OCFO with documentation of the directions to Forest Service line officers to implement management controls as set forth in FSM 1235.5 and FSM 1400 and that the managers and executives have been evaluated on performance accountability.	4. -- Page 2, <i>Line Officer Accountability</i> section, paragraph 1.
5. Reinstate the material weakness on performance measure reporting in the next available Performance and Accountability Report until internal controls over performance accountability are in place and functioning effectively.	5. To achieve final action, the Forest Service should provide the OCFO with a copy of the FY 2005 Performance and Accountability Report identifying performance measure reporting as a material weakness.	5. -- Based on significant work completed by the Forest Service, the OIG downgraded this material weakness to a reportable condition. -- Page 3, <i>Data Transparency</i> section, paragraph 1.
6. Establish an office or unit in the Washington Office to perform reviews of field units and identify areas where performance measures are reported inconsistently or erroneously.	6. To achieve final action, the Forest Service should provide the OCFO with documentation of the implementation of the performance accountability reviews set forth in FSM 1400.	6. -- Assigned responsibility to the Strategic Planning and Resource Assessment Staff.
7. The Performance and Accountability Report should identify all performance goals for which the available performance data are materially inadequate along with a brief reason why the data is inadequate. The annual report should briefly cite any actions being taken by the agency to remedy a material inadequacy.	7. To achieve final action, the Forest Service should provide the OCFO with the section in the FY 2005 Performance and Accountability Report covering materially inadequate performance data, reasons for inadequate data, and actions being taken to remedy the material inadequacy.	7. -- This was addressed in the FY2007 USDA Forest Service Budget Justification document issued in March 2006.

Attachment E – Page 1

USDA Forest Service

Summary Action Plan for Implementing the Government Performance and Results Act

Recommendation #/Description	FS/OIG Management Decision Dated March 31, 2005	'Report to Congress' Paragraph references and completed actions.
8. Revise the current strategic plan to include a section covering program evaluations and a schedule of future evaluations.	8. To achieve final action, the Forest Service should provide OCFO with a copy of the amended Forest Service Strategic Plan for FYs 2004-2008.	8. – Amendment was issued in July 2005.
9. Ensure that the target and goals not met are identified in subsequent editions of the Performance and Accountability Report. Ensure that a description of the plans and schedules to meet an unmet goal is included in the report.	9. To achieve final action, the Forest Service should provide OCFO with a copy of section in the FY 2005 Performance and Accountability Report identifying unmet targets and goals, and plans to address the unmet goals.	9. – This was addressed in the FY2007 USDA Forest Service Budget Justification document issued in March 2006.
OIG Audit Report No. 08001-01-HY, "FS Implementation of GPRA," issued June 28, 2000		
1. Develop and implement a comprehensive strategy to ensure the collection and reporting of accurate, complete, and meaningful performance data (the strategy addresses cultural issues and provides training to field level staff).	1. The FS is in the process of developing a comprehensive master schedule/strategy for implementing improved performance accountability within the Forest Service beginning FY 2005. Key to this strategy is the implementation of a new performance accountability system referred to as PAS. The system, processes, and controls to assure PAS is effectively implemented, i.e. ensures the collection and reporting of accurate, complete, and meaningful performance data, is in progress. Revisions to the agency directives, regarding the establishment of an internal control process and integrating performance reviews into the agency's review processes, have been drafted... will address every aspect of implementing the Government Performance Results Act (GPRA).... The performance accountability process will communicate the management objectives and provide a consistent, integrated mechanism for all employees to plan, implement, track, and report their activities. The integrated system, PAS, will be designed to reduce the number of data entries, improve the speed, accuracy and consistency of reporting, allow the work we accomplish to be more visible, and provide credible and timely information for leaders and managers to assess progress and make more effective decisions and course correction.	1. – Plan of action was developed for PAS. The system is in the process of being implemented.
2. As part of Recommendation No. 1, require managers and field officers to attest to the accuracy of reported accomplishments in a written certification and if cannot, include a written explanation of the reasons and proposed corrective actions.	2. The Forest Service began requiring written certifications to attest to the accuracy of the reported accomplishments in FY 2003. The agency recognized a need to revise the process and did so in FY 2004. In FY 2005, the Agency will implement a performance data review process that further assists managers in completing the end-of-year certifications by assuring that managers perform onsite assessments of a representative sample of the data elements reported. This process will assure the consistency in applying performance measures throughout the agency and ensure that identified issues are tracked, monitored, and resolved as quickly as possible.	2. – Written certifications were collected in FY 2005 from the regions, stations and areas attesting to the accuracy of the key performance measures.
3. Ensure the strategy developed in response to recommendation no. 1 incorporates a set of effective internal controls, to include a plan of strategic management review, program level review, and controls to test the reasonableness of reporting performance data.	3. The policy to implement effective internal controls over performance data reporting has been drafted and issued through an interim directive, effective February 16, 2005. The responsibilities of management at various levels of the organization are included.	3. – ID issued February 2005.

USDA Forest Service

Summary Action Plan for Implementing the Government Performance and Results Act

Recommendation #/Description	FS/OIG Management Decision Dated March 31, 2005	'Report to Congress' Paragraph references and completed actions.
4. Continue the process of establishing, publishing, and ensuring adequate written guidance defining each performance measure and setting forth the documentation needed to support reported accomplishments.	4. Implement a new set of performance measures. Use the new measures as a tool to assess and report on agency performance.	4. – Issued a new set of measures in FY 2006. The Forest Service continues to evaluate the effectiveness of its performance measures and to provide written guidance on their use.