



## **United States Forest Service**

### **USFS in Alaska Grows More than Trees: Performance Budgeting**

Like all federal agencies came under increased pressure from the OMB and GAO to develop an internal accountability system United States Forest Service came under increased pressure from the OMB and GAO to develop an internal accountability system in 2002. In response, the US Forest Service's Region 10 (Alaska) volunteered to serve as the pilot for the agency's new "Credibility Through Accountability" effort. Region 10 hired Weidner to assist them in building an integrated management system focused on accountability and an organizational culture focused on results for the customer.

Weidner conducted an extensive assessment of the current management system, compared it to the best practice in Managing for Results and provided a report to Region 10's Regional Leadership Team (RLT). The RLT accepted the recommendations made in the Assessment Report. These included recommendations for strategic and business planning, employee performance integration, change management, capacity building and training, communications, and documentation of the accountability process.

The Forest Service's primary impediment in demonstrating accountability lay in the dual set of activities for budget formulation and execution. Weidner facilitated a USFS commissioned Work Group through two one-week sessions, concluding with one consolidated set of activities fully mapped to objectives in the National Strategic Plan.



The USFS awarded Weidner a national contract to develop Strategic Business Plans for all 150+ activities and 60+ programs provided by the FS' 30,000 employees, training for USFS employees to facilitate Weidner methodology, and templates for data collection and analysis. Weidner facilitated the development of all Strategic Business Plans for 60+ programs in approximately 12 weeks.

The USFS now possess program purpose statements and measures that adeptly capture the work done at the forest level and provide the OMB and GAO documentation demonstrating the accountability held by the Forest Service to its customers.

Region 10, Alaska, has had a performance based budget each year since the work with Weidner.

