



# US Forest Service Enterprise Program

**Strategic Plan FY2008-2012**



# Introduction

The Enterprise Program Strategic Plan defines the goals and objectives of the Program, strategies to achieve these benchmarks, and feedback and monitoring metrics to measure accomplishments. The mission of the Enterprise Program is to be a strategic Forest



*Trails Unlimited providing on-the-job trail construction training on Utah's Dixie NF.*

Service resource, providing managers a highly skilled and motivated workforce for flexible, on-demand services to achieve agency priorities. Its flexible structure enables the Program to achieve its mission through delivery of high-quality products and services while achieving management excellence.

This five-year plan, covering a time frame concurrent with agency transformation efforts and initiatives, serves as a framework for the Enterprise Program's upcoming business plan—its first business plan since becoming a national program. The strategic plan

describes the Program's foundation in cost recovery, program evaluation, and resiliency for the future. The business plan will outline the means by which the Program will contribute its products and services to the agency's strategic goals and outcomes through the transformation. Together the strategic plan and business plan are the vision and framework for the Enterprise Program's continued growth and success.

The Strategic Plan discusses the Enterprise Program's future through its:

- Strategic goals and objectives;
- Programmatic strategies to achieve results; and,
- Evaluation and performance measurement.

## Overview

The Enterprise Program is an internal consulting service that provides the Forest Service with additional managerial flexibility as the agency transforms itself for the 21st century. The Program is set up to be adaptive and customer driven. Comprised

**The mission of the Enterprise Program is to be a strategic Forest Service resource, providing managers a highly skilled and motivated workforce for flexible, on-demand services to achieve agency priorities.**

of a number of Enterprise Units (EUs), each with certain specializations, the Program provides services for national forests, grasslands, our partners, and the Department of Interior's (DOI) cooperative partnership Service First.

The Enterprise Program grew out of "reinventing government" efforts in the 1990s. In 1997, the Forest Service chartered it as a Region 5 Program, later designating it as a permanent, national program in 2006. Leadership for the national Program is provided by a Director located in the Business Operations Deputy Area at National Headquarters, with direct oversight of the Program provided by a Steering Committee.

In June 2001, the USDA Inspector General (OIG) recommended that the Forest Service "limit the expansion of the Enterprise Program until the program's overall value to the Government has been proven." Through several audits and internal and external reviews, the reviewers found that the Enterprise Program does provide value to the Forest Service. OIG closed this recommendation; however, the USDA Chief Financial Officer (OCFO) and OIG reserved the right to perform follow up reviews of the Program. As a national program with proven value, the Executive Leadership Team (ELT) decision in 2006 provided the go ahead for the Enterprise Program to

expand its services.

Enterprise Units offer Forest Service managers with an alternative to external contracting or to recruiting and training temporary staffs, while providing agency employees with additional career options. "Enterprisers" offer a competitive advantage over contractors because they are familiar with the framework of Forest Service policies and procedures, and already work with the corporate natural resource applications, and the business and financial systems.

"Enterprisers" are Forest Service employees who possess valuable skills that the agency's leadership needs to retain, although not on a permanent basis at every national forest or ranger district. At the same time, the Enterprise Program provides the Forest Service the ability to retain its investment in this talented pool of professionals and specialists.

The Enterprise Program is unlike other national programs in that it collects revenue for its services and funds its programmatic activities through the Forest Service's Working Capital Fund (WCF). The Program receives no appropriated or base funds—each EU works to achieve full cost recovery for its direct and indirect costs. As such, EUs are a variable cost for a local unit.



*Recreation Solutions Archaeology and Historic Structures Branch lead (r) and volunteers installing new siding during restoration of the Aldo Leopold House on the Carson National Forest in New Mexico.*

**The Enterprise Program is set up to be adaptive and customer-driven.**



*Adaptive Management Services staff taking notes at a study plot during a prescribed fire in Georgia.*

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Currently, the Enterprise Program’s portfolio of project work aligns closely with the following three strategic outcomes (U.S. Forest Service’s Strategic Plan 2008—2012):

- Forests and grasslands with the capacity to maintain their health, productivity, diversity, and resistance to unnaturally severe disturbance.
- Forests and grasslands with sufficient long-term multiple socioeconomic benefits to meet the needs of society.
- A variety of high-quality outdoor recreational opportunities on the Nation’s forests and grasslands are available to the public.

driven by declining budgets, increasing operating expenses, and pending retirements. Any one of these factors is a potential risk; in combination, these factors may affect leadership’s ability to accomplish the Forest Service’s strategic objectives.

The Enterprise Program has the capability to be an essential component of the agency’s business strategy, helping ensure success throughout these transformation efforts. The Program also recognizes that declining budgets affect our customers’ ability to meet their program of work. The Program’s inherent flexibility over contractors offers program managers the discretion to quickly alter staffing challenges or implement workload solutions. In the coming years of national and regional transformation, the Enterprise Units stand fully trained and ready to support the design, development, and implementation of the agency’s critical work.

## Program in the Context of the Agency

The Forest Service is undergoing several major transformation initiatives,



*This graphic outlines how the Enterprise Program fits into a complementary organizational structure to focus on the agency’s mission and achieve its strategic outcomes.*

# Mission, Vision, Goals, and Objectives

## Mission

The Enterprise Program is a strategic Forest Service resource, providing managers a highly skilled and motivated workforce for flexible, on-demand services to achieve agency priorities.

## Vision

The Enterprise Program is the “go to” place in the agency for assistance with a broad range of services.

## Goals and Objectives

To realize the Forest Service’s vision for the Enterprise Program, we will:

### Goal 1: Deliver quality services and products that provide a significant contribution to the Forest Service mission

#### Objectives:

- **Support of Agency Goals:** Deliver a range of services that contribute to mission-critical priorities.
- **Client Satisfaction:** Maintain high-level of repeat customers and referrals.
- **Results:** Produce excellent work in a timely manner, regardless of challenges that typically face land managers.

### Goal 2: Achieve management excellence

#### Objectives:

- **Financial Viability:** Annual assessment of each Enterprise Unit (EU); terminate EUs that are not financially solvent.
- **Efficiency:** Full cost recovery and full utilization of employees.
- **Work Environment:** Set the standard in the agency for employee satisfaction, a safe working environment, diversity, and retention of talent/skill mix.

*Recreation Solutions staff providing assistance to the Huron-Manistee NF on the Pere Marquette Scenic River Corridor Management Plan Revision Environmental Assessment.*



**The Enterprise Program’s vision is to be the “go to” place in the agency for assistance with a broad range of services.**

**Strategic measures for the Program focus on value, efficiency and viability.**

## Measuring Our Performance

As an in-house consulting service, the Enterprise Program contributes to the Forest Service mission by achieving strategic objectives and agency targets for national forests and grasslands across all regions. Each EU works as a partner in achieving the client's project goals. Consequently, the metrics for the Program differ from other national programs.

Three strategic measures for the Enterprise Program will tie to both of the program's strategic goals and focus on value, efficiency, and viability.

These metrics will apply to work with both internal and external clients. The Enterprise Program's upcoming business plan will provide detail and additional metrics that tier off of the strategic measures.

It is important to note that, while these metrics are necessary, they are not sufficient for the Program's success. The real success, or failure, of the Enterprise Program lies in the productivity inherent in its employees.

Every team leader and team member recognizes that to be truly successful we must continue to demonstrate our worth to the agency.



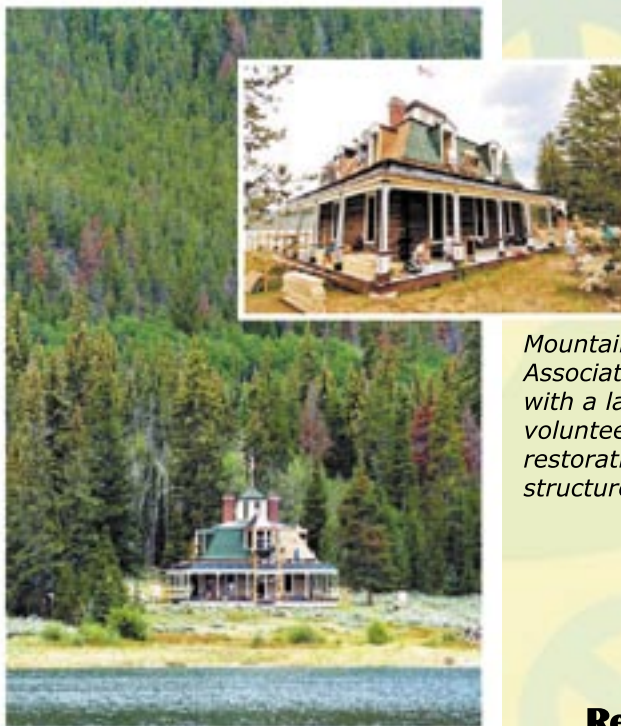
*As soon as Trails Unlimited put the finishing touches on a trail constructed as part of a training session in Colorado, an enthusiastic customer gave it a trial run.*

# Program Monitoring & Evaluation

As stated, the Enterprise Program was reviewed by the Forest Service's Chief Financial Officer Staff (CFO), several independent firms, and OIG.

Reviews found the Program to be effective at achieving results for the Forest Service. The recurring theme in these reviews is that the Enterprise Program has proven its value and demonstrates results for its customers. Deficiencies on issues such as funding, financial viability, and consistent business processes across the EUs have been addressed and resolved.

The Enterprise Program emerged from these reviews as a more efficient and effective organization.



*Mountain Heritage Associates working with a large crew of volunteers on the restoration of a historic structure in Colorado.*

As such, the Program recognizes the important role that external and internal reviews play in making the Program stronger. To evaluate and strengthen the national Enterprise Program, program monitoring and evaluation will continue to be emphasized.

**Reviews found the Program to be effective at achieving results for the Forest Service.**

**Monitoring and evaluation will continue to be emphasized.**



*Enterprisers, like other Forest Service employees, often volunteer their time for community events. Here, a TEAMS Planning fisheries biologist teaches kids about salmon in the "salmon tent" at an Earth Day event in California.*

**In order to support the transformation of the Forest Service the Enterprise Program must continue to provide innovative approaches.**



*Mediation, conflict resolution and team development are among the services Creative Conflict Resolution offers.*

## **Future Growth**

The Enterprise Program grew from an organization providing products and services valued at \$200,000 in 1998 to a virtual national organization reporting over \$27,000,000 in revenue in 2006.

The Deputy Chief of Business Operations recently announced that the agency would consider new business proposals. The Program's growth will be incremental to allow for a smooth transition for existing or new Enterprise Units. Two necessary drivers of this growth are:

1. Demand within the agency for expanded or new services; and
2. Availability of staff with the subject matter

expertise and professional ability to undertake such a venture.

Further, building and maintaining a satisfied customer base across the agency is crucial in guaranteeing that services will continue to be in demand. Additionally, in order to support the transformation of the Forest Service the Enterprise Program must continue to provide innovative approaches.

Growth may be from a current or a new EU. In all cases, future growth (by new EU or new Line of Business for existing EU) will be assessed for risk and approved by the Enterprise Program Steering Committee based on demand for the service and a high probability of financial success.



*Adaptive Management Services and Recreation Solutions staff working together on a fire plan for the Grand Canyon. Enterprise Units often combine their skills to meet the needs of their customers.*



# Maintaining Program Resiliency

For nearly 10 years, the Enterprise Program has demonstrated the feasibility of accomplishing work through a matrix organization in support of the agency's line-staff structure.

Its current position at the national level of the Forest Service better aligns the program with leadership's vision and direction, focuses project work on achieving the strategic outcomes of the Forest Service's Strategic Plan 2008-2012, and helps assure success of the transformation initiatives and efforts.

In addition to its primary clients (Forest Service units), the Enterprise Program will maintain resiliency by working with Forest Service partners, such as Department of Interior agencies, through Service First. The total external client base is not to exceed twenty percent of the program-wide revenue stream.

A continued focus on full cost recovery is essential to the Program's long-term success and resiliency. Other future internal alternatives would have an unfair advantage if they are provided base funding, putting the Enterprise Program at a competitive disadvantage. There are



*TEAMS Implementation assisting the National Forests in North Carolina Hurricane Ivan Storm Recovery Team. Enterprise Units are uniquely positioned to provide such short-term emergency staffing.*

examples that this is already occurring.

The Enterprise Program will also maintain its resiliency through market analysis, assessing demand, and keeping an eye on the horizon for opportunities to seize or threats to mitigate. These efforts will identify trends that could indicate the need for new or expanded services.

**A continued focus on full cost recovery is essential to the Program's long-term success and resiliency.**

## Conclusion

The Enterprise Program currently fills an important role, assisting agency units across the country. It is part of the solution for the agency as transformation efforts progress. As changes continue, the flexible organizational structure inherent in the Enterprise Program can help provide necessary services to Forest Service units.

**Tomorrow will be different than today.  
The Enterprise Program will help the  
Forest Service get there.**

**For nearly 10 years the Enterprise Program has demonstrated the feasibility of accomplishing work through a matrix organization in support of the agency's line-staff structure.**



*ACT2 staff rerouting a trail in the Charles C. Deam Wilderness, Hoosier National Forest in Indiana.*



*Heritage Design--shown here at the inaugural run of an excursion train in Jamaica--offers expertise in tourism and interpretation in the US and abroad.*



*ACT2 is providing data stewardship for the Southern California Arrowhead Tunnels Inland Feeder Project on the San Bernardino NF.*

*A TEAMS Planning member and client brave icy waters while conducting a survey for a stream restoration project on the Chugach NF in Alaska.*



*Private and commercial mushroom harvesters in Oregon reap benefits from Forest Resource Enterprises work with the Region 6 Special Forest Products Program.*



**The Enterprise Program is part of the solution for the agency as transformation efforts progress.**

*Recommended by:*

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*Deputy Chief, Business Operations*

*Approved by:*

/s/ Abigail R. Kimbell  
*Chief, US Forest Service*

*Date:*

October 16, 2007



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