USDA

REORGANIZATION IMPLEMENTATION: KEY FACTS AND PROJECTIONS BRIEFING BOOK

NOVEMBER 17, 1993

INTRODUCTION

This binder provides detailed estimates on the personnel and budget impact of Secretary Espy's proposals to reorganize and streamline the Department of Agriculture, and narrative information about the operating structure and streamlining efforts of USDA agencies. This information is based on implementation plans developed by planning teams for each subcabinet area and submitted to the Secretary during the period November 1-15, 1993. In using this information, recipients should understand that this data is still under review by the Department and will be further reviewed within the Executive Office of the President as part of the fiscal year 1995 budget process. Therefore these estimates are necessarily tentative.

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PERSONNEL PROJECTIONS

OVERVIEW

U.S. Department of Agriculture
Proposed Headquarters Organization

Assistant Secretary for Administration

Proposed	Existing
Civil Rights Enforcement*	No change, except Small and Disadvantaged Business Utilization becomes a separate staff office.
Information Resources Management	No change
Operations	No change
Personnel*	No change
Small and Disadvantaged Business Utilization	Current function of Civil Rights Enforcement becomes a separate staff office.
Administrative Law Judges/Judicial Officer	No change
Board of Contract Appeals	No change

*As previously announced, dispute resolution functions are transferred from Personnel to Civil Rights Enforcement

U.S. Department of Agriculture
Proposed Headquarters Organization

Assistant Secretary for Research, Education and Economics

Proposed	Existing
Agricultural Research and Education Service	Agricultural Research Service
	Cooperative State Research Service
	Extension Service
	National Agricultural Library
Economic Research Service	Economic Research Service
	Office of Energy
National Agricultural Statistics Service	No change

U.S. Department of Agriculture
Proposed Headquarters Organization

Assistant Secretary for Marketing and Inspection Services

Proposed	Existing
Food Safety and Inspection Service	No change
Animal and Plant Health Inspection Service	No change
Agricultural Marketing Service	No change
Grain Inspection, Packers and Stockyards Administration	Federal Grain Inspection Service Packers and Stockyards Administration

U.S. Department of Agriculture
Proposed Headquarters Organization

Assistant Secretary for Natural Resources and Environment

Proposed	Existing
Forest Service	No change
Natural Resources Conservation Service	Soil Conservation Service
	Agricultural Stabilization and Conservation Service cost-share programs.

NOTE: Also includes:

Council on Environmental Quality:
- Pesticides Policy
- Water Quality

U.S. Department of Agriculture
Proposed Headquarters Organization

Assistant Secretary for Congressional Relations

Proposed	Existing
Office of Congressional and Intergovernmental Relations	Congressional Relations Staff
	Office of Intergovernmental Affairs (transferred from the Office of Public Affairs)

U.S. Department of Agriculture
Proposed Headquarters Organization

Assistant Secretary for Communications

Proposed	Existing
Office of Communications	Office of Public Affairs, except Office of Intergovernmental Relations will be transferred to the Office of Congressional Relations

U.S. Department of Agriculture
Proposed Headquarters Organization

Under Secretary for Food, Nutrition and Consumer Services

Proposed	Existing
Food and Consumer Service	Food and Nutrition Service
	Office of the Consumer Advisor
Nutrition Research and Education Service	Human Nutrition Information Service

U.S. Department of Agriculture
Proposed Headquarters Organization

Under Secretary for Rural Economic and Community Development

Proposed	Existing
Rural Utilities Service	REA telephone/electric programs RDA water/sewer programs
Rural Housing and Community Development Service	FmHA rural housing programs RDA & REA rural community lending programs
Rural Business and Cooperative Development Service	RDA & REA business development programs
	Alternative Agricultural Research and Commercialization
	Agricultural Cooperative Service

U.S. Department of Agriculture
Proposed Headquarters Organization

Under Secretary for Farm and International Trade Services

Proposed	Existing
Farm Service Agency	Agricultural Stabilization and Conservation Service, except for conservation cost-share programs transferred to the new Natural Resources Conservation Service and the National Appeals Division which is separate.
	Farmers Home Administration Farmer Pprograms
	Federal Crop Insurance Corporation
International Agricultural Trade Service	Foreign Agricultural Service
	Office of International Cooperation and Development

U.S. Department of Agriculture
Proposed Headquarters Organization

Executive Operations

Proposed	Existing
Chief Economist	Assistant Secretary for Economics World Agricultural Outlook Board Economic Analysis Staff
Office of Budget and Program Analysis	No change
Office of Executive Secretariat	No change
National Appeals Division	Agricultural Stabilization and Conservation Service Appeals Division Farmers Home Administration Appeals Division Soil Conservation Service Appeals Staff Federal Crop Insurance Corporation Appeals Staff
Chief Financial Officer	Finance and Management (Assistant Secretary for Administration is current Chief Financial Officer)

U.S. Department of Agriculture
Proposed Headquarters Organization

Inspector General

Proposed	Existing
Office of Inspector General	No change

U.S. Department of Agriculture
Proposed Headquarters Organization

General Counsel

Proposed	Existing
Office of General Counsel	No change

AGENCY BY AGENCY

TOTAL STAFF YEARS

UNITED STATES DEPARTM[illegible]F AGRICULTURE
Staff Years - Propos[illegible]rganization

	1993 Ceiling	1994	1995	1996	1997	1998	Change 1998-1993 Amount	Change 1998-1993 Percent
Farm Service Agency	7,883	7,756	7,629	7,502	7,374	7,246	-637	-8.1%
Non-Federal County (Excluding Disaster)	(13,726)	(13,266)	(13,050)	(12,929)	(12,808)	(12,686)	(-1,040)	(-7.6%)
International Agricultural Trade Service	1,106	1,097	1,076	1,068	1,061	1,055	-51	-4.6%
Rural Utilities Service	957	940	923	907	891	867	-90	-9.4%
Rural Housing and Community Development Ser.	8,316	7,958	7,766	7,779	7,656	7,627	-689	-8.3%
Rural Business and Cooperative Development Service	203	198	193	190	185	185	-18	-8.9%
Food and Consumer Service	1,990	1,990	1,947	1,931	1,901	1,860	-130	-6.5%
Nutrition, Research and Education Service	99	92	82	82	82	82	-17	-17.2%
Forest Service	41,155	40,857	39,600	39,088	38,250	37,550	-3,605	-8.8%
Natural Resources Conservation Service	13,925	13,813	13,248	13,101	12,934	12,815	-1,110	-8.0%
Food Safety and Inspection Service	9,722	9,877	10,042	10,292	10,342	10,392	670	6.9%
Animal and Plant Health Inspection Service	6,530	6,470	6,400	6,300	6,190	6,075	-455	-7.0%
Agricultural Marketing Service	4,273	4,300	4,253	4,126	4,078	4,010	-263	-6.2%
Grain Inspection, Packers and Stockyards Administration	941	941	912	905	895	880	-61	-6.5%
Agricultural Research and Education Service	8,769	8,729	8,617	8,473	8,332	8,183	-586	-6.7%
Economic Research Service	789	758	727	712	698	678	-111	-14.1%
National Agricultural Statistics Service	1,152	1,142	1,138	1,138	1,137	1,077	-75	-6.5%
Office of the Secretary	93	92	91	90	90	90	-3	-3.2%
Executive Operations	1,922	1,875	1,817	1,819	1,820	1,737	-185	-9.6%
Office of the General Counsel	420	413	412	408	402	396	-24	-5.7%
Office of the Inspector General	850	850	831	825	825	800	-50	-5.9%
Office of Communications	150	146	141	138	134	130	-20	-13.3%
Departmental Administration	894	919	904	887	863	854	-40	-4.5%
Total, USDA	112,145	111,213	108,749	107,761	106,140	104,589	-7,556	-6.7%

AGENCY BY AGENCY

HEADQUARTERS / FIELD

STAFF YEARS

UNITED STATES DEPARTMENT OF AGRICULTURE
Staff Years - Headquarters vs. Field

	1993 Ceiling	1994	1995	1996	1997	1998	Change 1998-1993 Amount	Change 1998-1993 Percent
Farm Service Agency:								
Headquarters	3,379	3,324	3,270	3,216	3,161	3,106	-273	-8.1%
Field	4,504	4,432	4,359	4,286	4,213	4,140	-364	-8.1%
Total	7,883	7,756	7,629	7,502	7,374	7,246	-637	-8.1%
International Agricultural Trade Service:								
Headquarters	832	834	813	805	798	792	-40	-4.8%
Field	274	263	263	263	263	263	-11	-4.0%
Total	1,106	1,097	1,076	1,068	1,061	1,055	-51	-4.6%
Rural Utilities Service:								
Headquarters	445	436	427	419	411	400	-45	-10.1%
Field	512	504	496	488	480	467	-45	-8.8%
Total	957	940	923	907	891	867	-90	-9.4%
Rural Housing and Community Development Service:								
Headquarters	1,358	1,323	1,295	1,265	1,243	1,214	-144	-10.6%
Field	6,958	6,635	6,471	6,514	6,413	6,413	-545	-7.8%
Total	8,316	7,958	7,766	7,779	7,656	7,627	-689	-8.3%
Rural Business and Cooperative Development Service:								
Headquarters	120	118	116	115	112	112	-8	-6.7%
Field	83	80	77	75	73	73	-10	-12.0%
Total	203	198	193	190	185	185	-18	-8.9%
Food and Consumer Service:								
Headquarters	738	738	718	714	703	687	-51	-6.9%
Field	1,252	1,252	1,229	1,217	1,198	1,173	-79	-6.3%
Total	1,990	1,990	1,947	1,931	1,901	1,860	-130	-6.5%

	1993 Ceiling	1994	1995	1996	1997	1998	Change 1993 Amount	Change 1993 Percent
Nutrition, Research and Education Service:								
Headquarters	99	92	82	82	82	82	-17	-17.2%
Field	0	0	0	0	0	0	0	0.0%
Total	99	92	82	82	82	82	-17	-17.2%
Forest Service:								
Headquarters	1,564	1,554	1,518	1,486	1,440	1,440	-124	-7.9%
Field	39,591	39,303	38,082	37,602	36,810	36,110	-3,481	-8.8%
Total	41,155	40,857	39,600	39,088	38,250	37,550	-3,605	-8.8%
Natural Resources Conservation Service:								
Headquarters	579	544	508	480	474	473	-106	-18.3%
Field	13,346	13,269	12,740	12,621	12,460	12,342	-1,004	-7.5%
Total	13,925	13,813	13,248	13,101	12,934	12,815	-1,110	-8.0%
Food Safety and Inspection Service:								
Headquarters	735	735	700	700	700	700	-35	-4.8%
Field	8,987	9,142	9,342	9,592	9,642	9,692	705	7.8%
Total	9,722	9,877	10,042	10,292	10,342	10,392	670	6.9%
Animal and Plant Health Inspection Service:								
Headquarters	962	962	935	930	914	898	-64	-6.7%
Field	5,568	5,508	5,465	5,370	5,276	5,177	-391	-7.0%
Total	6,530	6,470	6,400	6,300	6,190	6,075	-455	-7.0%
Agricultural Marketing Service:								
Headquarters	702	702	699	690	686	682	-20	-2.8%
Field	3,571	3,598	3,554	3,436	3,392	3,328	-243	-6.8%
Total	4,273	4,300	4,253	4,126	4,078	4,010	-263	-6.2%

	1993 Ceiling	1994	1995	1996	1997	1998	Change 1993 Amount	Change 1993 Percent
Grain Inspection, Packers and Stockyards Administration:								
Headquarters	198	198	193	192	190	187	-11	-5.6%
Field	743	743	719	713	705	693	-50	-6.7%
Total	941	941	912	905	895	880	-61	-6.5%
Agricultural Research and Education Service:								
Headquarters	1,232	1,218	1,189	1,158	1,135	1,101	-131	-10.6%
Field	7,537	7,511	7,428	7,315	7,197	7,082	-455	-6.0%
Total	8,769	8,729	8,617	8,473	8,332	8,183	-586	-6.7%
Economic Research Service:								
Headquarters	789	758	727	712	698	678	-111	-14.1%
Field	0	0	0	0	0	0	0	0.0%
Total	789	758	727	712	698	678	-111	-14.1%
National Agricultural Statistics Service:								
Headquarters	420	418	416	416	416	378	-42	-10.0%
Field	732	724	722	722	721	699	-33	-4.5%
Total	1,152	1,142	1,138	1,138	1,137	1,077	-75	-6.5%
Office of the Secretary:								
Headquarters	93	92	91	90	90	90	-3	-3.2%
Field	0	0	0	0	0	0	0	0.0%
Total	93	92	91	90	90	90	-3	-3.2%
Executive Operations:								
Headquarters	394	376	373	373	372	369	-25	-6.3%
Field	1,528	1,499	1,444	1,446	1,448	1,368	-160	-10.5%
Total	1,922	1,875	1,817	1,819	1,820	1,737	-185	-9.6%

	1993 Ceiling	1994	1995	1996	1997	1998	Change 1993 Amount	Change 1993 Percent
Office of the General Counsel:								
Headquarters	198	191	191	188	187	186	-12	-6.1%
Field	222	222	221	220	215	210	-12	-5.4%
Total	420	413	412	408	402	396	-24	-5.7%
Office of the Inspector General:								
Headquarters	165	165	161	160	160	155	-10	-6.1%
Field	685	685	670	665	665	645	-40	-5.8%
Total	850	850	831	825	825	800	-50	-5.9%
Office of Communications:								
Headquarters	150	146	141	138	134	130	-20	-13.3%
Field	0	0	0	0	0	0	0	0.0%
Total	150	146	141	138	134	130	-20	-13.3%
Departmental Administration:								
Headquarters	647	687	674	662	644	637	-10	-1.5%
Field	247	232	230	225	219	217	-30	-12.1%
Total	894	919	904	887	863	854	-40	-4.5%
Total, USDA:								
Headquarters	15,805	15,611	15,237	14,991	14,750	14,497	-1,308	-8.3%
Field	96,340	95,602	93,512	92,770	91,390	90,092	-6,248	-6.5%
Total	112,145	111,213	108,749	107,761	106,140	104,589	-7,556	-6.7%

AGENCY BY AGENCY ADMINISTRATIVE STAFF YEARS

UNITED STATES DEPARTMENT OF AGRICULTURE
Staff Years - Administrative vs. Other

	1993 Ceiling	1994	1995	1996	1997	1998	Change 1998-1993 Amount	Change 1998-1993 Percent
Farm Service Agency:								
Administrative	1,985	1,945	1,906	1,866	1,826	1,787	-198	-10.0%
Other	5,898	5,811	5,723	5,636	5,548	5,459	-439	-7.4%
Total	7,883	7,756	7,629	7,502	7,374	7,246	-637	-8.1%
International Agricultural Trade Service:								
Administrative	199	188	177	169	164	164	-35	-17.6%
Other	907	909	899	899	897	891	-16	-1.8%
Total	1,106	1,097	1,076	1,068	1,061	1,055	-51	-4.6%
Rural Utilities Service:								
Administrative	0	0	0	0	0	0	0	0.0%
Other	957	940	923	907	891	867	-90	-9.4%
Total	957	940	923	907	891	867	-90	-9.4%
Rural Housing and Community Development Service:								
Administrative	1,149	1,126	1,103	1,080	1,061	1,032	-117	-10.2%
Other	7,167	6,832	6,663	6,699	6,595	6,595	-572	-8.0%
Total	8,316	7,958	7,766	7,779	7,656	7,627	-689	-8.3%
Rural Business and Cooperative Development Service:								
Administrative	0	0	0	0	0	0	0	0.0%
Other	203	198	193	190	185	185	-18	-8.9%
Total	203	198	193	190	185	185	-18	-8.9%
Food and Consumer Service:								
Administrative	284	284	273	270	264	258	-26	-9.2%
Other	1,706	1,706	1,674	1,661	1,637	1,602	-104	-6.1%
Total	1,990	1,990	1,947	1,931	1,901	1,860	-130	-6.5%

	1993 Ceiling	1994	1995	1996	1997	1998	Change 1993 Amount	Change 1993 Percent
Nutrition, Research and Education Service:								
Administrative	0	0	0	0	0	0	0	0.0%
Other	99	92	82	82	82	82	-17	-17.2%
Total	99	92	82	82	82	82	-17	-17.2%
Forest Service:								
Administrative	3,640	3,558	3,476	3,394	3,312	3,230	-410	-11.3%
Other	37,515	37,299	36,124	35,694	34,938	34,320	-3,195	-8.5%
Total	41,155	40,857	39,600	39,088	38,250	37,550	-3,605	-8.8%
Natural Resources Conservation Service:								
Administrative	633	633	615	596	576	557	-76	-12.0%
Other	13,292	13,180	12,633	12,505	12,358	12,258	-1,034	-7.8%
Total	13,925	13,813	13,248	13,101	12,934	12,815	-1,110	-8.0%
Food Safety and Inspection Service:								
Administrative	340	340	330	322	314	306	-34	-10.0%
Other	9,382	9,537	9,712	9,970	10,028	10,086	704	7.5%
Total	9,722	9,877	10,042	10,292	10,342	10,392	670	6.9%
Animal and Plant Health Inspection Service:								
Administrative	817	800	784	767	751	735	-82	-10.0%
Other	5,713	5,670	5,616	5,533	5,439	5,340	-373	-6.5%
Total	6,530	6,470	6,400	6,300	6,190	6,075	-455	-7.0%
Agricultural Marketing Service:								
Administrative	179	181	178	169	166	161	-18	-10.1%
Other	4,094	4,119	4,075	3,957	3,912	3,849	-245	-6.0%
Total	4,273	4,300	4,253	4,126	4,078	4,010	-263	-6.2%

	1993 Ceiling	1994	1995	1996	1997	1998	Change 1[illegible]/93 Amount	Change 1[illegible]/93 Percent
Grain Inspection, Packers and Stockyards Administration:								
Administrative	29	29	28	27	26	26	-3	-10.3%
Other	912	912	884	878	869	854	-58	-6.4%
Total	941	941	912	905	895	880	-61	-6.5%
Agricultural Research and Education Service:								
Administrative	845	840	837	822	808	793	-52	-6.2%
Other	7,924	7,889	7,780	7,651	7,524	7,390	-534	-6.7%
Total	8,769	8,729	8,617	8,473	8,332	8,183	-586	-6.7%
Economic Research Service:								
Administrative	189	186	184	176	168	160	-29	-15.3%
Other	600	572	543	536	530	518	-82	-13.7%
Total	789	758	727	712	698	678	-111	-14.1%
National Agricultural Statistics Service:								
Administrative	130	128	126	119	113	106	-24	-18.5%
Other	1,022	1,014	1,012	1,019	1,024	971	-51	-5.0%
Total	1,152	1,142	1,138	1,138	1,137	1,077	-75	-6.5%
Office of the Secretary:								
Administrative	0	0	0	0	0	0	0	0.0%
Other	93	92	91	90	90	90	-3	-3.2%
Total	93	92	91	90	90	90	-3	-3.2%
Executive Operations:								
Administrative	1,726	1,679	1,621	1,623	1,624	1,542	-184	-10.7%
Other	196	196	196	196	196	195	-1	-0.5%
Total	1,922	1,875	1,817	1,819	1,820	1,737	-185	-9.6%

	1993 Ceiling	1994	1995	1996	1997	1998	Change 1993 Amount	Change 1993 Percent
Office of the General Counsel:								
Administrative	12	12	12	12	12	12	0	0.0%
Other	408	401	400	396	390	384	-24	-5.9%
Total	420	413	412	408	402	396	-24	-5.7%
Office of the Inspector General:								
Administrative	65	65	63	63	63	61	-4	-6.2%
Other	785	785	768	762	762	739	-46	-5.9%
Total	850	850	831	825	825	800	-50	-5.9%
Office of Communications:								
Administrative	4	4	4	4	4	4	0	0.0%
Other	146	142	137	134	130	126	-20	-13.7%
Total	150	146	141	138	134	130	-20	-13.3%
Departmental Administration:								
Administrative	894	919	904	887	863	854	-40	-4.5%
Other	0	0	0	0	0	0	0	0.0%
Total	894	919	904	887	863	854	-40	-4.5%
Total, USDA:								
Administrative	13,126	12,917	12,621	12,366	12,115	11,788	-1,338	-10.2%
Other	99,019	98,296	96,128	95,395	94,025	92,801	-6,218	-6.3%
Total	112,145	111,213	108,749	107,761	106,140	104,589	-7,556	-6.7%

AGENCY BY AGENCY

SES AND GM-15 / 14

LEVELS

UNITED STATES DEPART[illegible] OF AGRICULTURE
Staff Years - GM [illegible]S vs. Other

[illegible]/93

	1993 Ceiling	1994	1995	1996	1997	1998	Change 1998-1993 Amount	Change 1998-1993 Percent
Farm Service Agency:								
GM-14,GM-15 and SES Levels	355	350	345	340	335	331	-24	-6.8%
Other	7,528	7,406	7,284	7,162	7,039	6,915	-613	-8.1%
Total	7,883	7,756	7,629	7,502	7,374	7,246	-637	-8.1%
International Agricultutal Trade Service:								
GM-14,GM-15 and SES Levels	277	272	262	260	259	255	-22	-7.9%
Other	829	825	814	808	802	800	-29	-3.5%
Total	1,106	1,097	1,076	1,068	1,061	1,055	-51	-4.6%
Rural Utilities Service:								
GM-14,GM-15 and SES Levels	69	68	66	63	63	63	-6	-8.7%
Other	888	872	857	844	828	804	-84	-9.5%
Total	957	940	923	907	891	867	-90	-9.4%
Rural Housing and Community Development Service:								
GM-14,GM-15 and SES Levels	150	139	129	120	120	120	-30	-20.0%
Other	8,166	7,819	7,637	7,659	7,536	7,507	-659	-8.1%
Total	8,316	7,958	7,766	7,779	7,656	7,627	-689	-8.3%
Rural Business and Cooperative Development Service:								
GM-14,GM-15 and SES Levels	54	46	46	46	46	46	-8	-14.8%
Other	149	152	147	144	139	139	-10	-6.7%
Total	203	198	193	190	185	185	-18	-8.9%
Food and Consumer Service:								
GM-14,GM-15 and SES Levels	147	147	140	137	135	133	-14	-9.5%
Other	1,843	1,843	1,807	1,794	1,766	1,727	-116	-6.3%
Total	1,990	1,990	1,947	1,931	1,901	1,860	-130	-6.5%

	1993 Ceiling	1994	1995	1996	1997	1998	Change 1993 Amount	Change 1993 Percent
Nutrition, Research and Education Service:								
GM-14,GM-15 and SES Levels	12	11	11	11	11	11	-1	-8.3%
Other	87	81	71	71	71	71	-16	-18.4%
Total	99	92	82	82	82	82	-17	-17.2%
Forest Service:								
GM-14,GM-15 and SES Levels	1,121	1,096	1,069	1,042	1,012	983	-138	-12.3%
Other	40,034	39,761	38,531	38,046	37,238	36,567	-3,467	-8.7%
Total	41,155	40,857	39,600	39,088	38,250	37,550	-3,605	-8.8%
Natural Resources Conservation Service:								
GM-14,GM-15 and SES Levels	471	471	436	417	407	407	-64	-13.6%
Other	13,454	13,342	12,812	12,684	12,527	12,408	-1,046	-7.8%
Total	13,925	13,813	13,248	13,101	12,934	12,815	-1,110	-8.0%
Food Safety and Inspection Service:								
GM-14,GM-15 and SES Levels	220	220	214	214	214	214	-6	-2.7%
Other	9,502	9,657	9,828	10,078	10,128	10,178	676	7.1%
Total	9,722	9,877	10,042	10,292	10,342	10,392	670	6.9%
Animal and Plant Health Inspection Service:								
GM-14,GM-15 and SES Levels	389	383	376	366	355	343	-46	-11.8%
Other	6,141	6,087	6,024	5,934	5,835	5,732	-409	-6.7%
Total	6,530	6,470	6,400	6,300	6,190	6,075	-455	-7.0%
Agricultural Marketing Service:								
GM-14,GM-15 and SES Levels	145	145	145	143	142	140	-5	-3.4%
Other	4,128	4,155	4,108	3,983	3,936	3,870	-258	-6.3%
Total	4,273	4,300	4,253	4,126	4,078	4,010	-263	-6.2%

	1993 Ceiling	1994	1995	1996	1997	1998	Change 1993 Amount	Change 1993 Percent
Grain Inspection, Packers and Stockyards Administration:								
GM-14,GM-15 and SES Levels	34	34	31	31	30	28	-6	-17.6%
Other	907	907	881	874	865	852	-55	-6.1%
Total	941	941	912	905	895	880	-61	-6.5%
Agricultural Research and Education Service:								
GM-14,GM-15 and SES Levels	1,350	1,320	1,291	1,214	1,182	1,168	-182	-13.5%
Other	7,419	7,409	7,326	7,259	7,150	7,015	-404	-5.4%
Total	8,769	8,729	8,617	8,473	8,332	8,183	-586	-6.7%
Economic Research Service:								
GM-14,GM-15 and SES Levels	206	197	187	185	183	181	-25	-12.1%
Other	583	561	540	527	515	497	-86	-14.8%
Total	789	758	727	712	698	678	-111	-14.1%
National Agricultural Statistics Service:								
GM-14,GM-15 and SES Levels	144	142	140	138	136	134	-10	-6.9%
Other	1,008	1,000	998	1,000	1,001	943	-65	-6.4%
Total	1,152	1,142	1,138	1,138	1,137	1,077	-75	-6.5%
Office of the Secretary:								
GM-14,GM-15 and SES Levels	54	53	52	51	51	51	-3	-5.6%
Other	39	39	39	39	39	39	0	0.0%
Total	93	92	91	90	90	90	-3	-3.2%
Executive Operations:								
GM-14,GM-15 and SES Levels	142	142	140	134	132	129	-13	-9.2%
Other	1,780	1,733	1,677	1,685	1,688	1,608	-172	-9.7%
Total	1,922	1,875	1,817	1,819	1,820	1,737	-185	-9.6%

	1993 Ceiling	1994	1995	1996	1997	1998	Change 1993 Amount	Change 1993 Percent
Office of the General Counsel:								
GM-14,GM-15 and SES Levels	201	198	198	198	198	198	-3	-1.5%
Other	219	215	214	210	204	198	-21	-9.6%
Total	420	413	412	408	402	396	-24	-5.7%
Office of the Inspector General:								
GM-14,GM-15 and SES Levels	108	108	105	103	103	97	-11	-10.2%
Other	742	742	726	722	722	703	-39	-5.3%
Total	850	850	831	825	825	800	-50	-5.9%
Office of Communications:								
GM-14,GM-15 and SES Levels	43	43	38	36	34	31	-12	-27.9%
Other	107	103	103	102	100	99	-8	-7.5%
Total	150	146	141	138	134	130	-20	-13.3%
Departmental Administration:								
GM-14,GM-15 and SES Levels	201	204	202	198	193	191	-10	-5.0%
Other	693	715	702	689	670	663	-30	-4.3%
Total	894	919	904	887	863	854	-40	-4.5%
Total, USDA:								
GM-14,GM-15 and SES Levels	5,899	5,789	5,623	5,447	5,341	5,254	-645	-10.9%
Other	106,246	105,424	103,126	102,314	100,799	99,335	-6,911	-6.5%
Total	112,145	111,213	108,749	107,761	106,140	104,589	-7,556	-6.7%

SUPERVISOR TO EMPLOYEE RATIOS

UNITED STATES DEPARTMENT OF AGRICULTURE 11/18/93

Supervisor to Employee Ratios for Major Agencies

	Current	Proposed
Farm Service Agency	1:21	1:21
Rural Utilities Service	1:5	1:14
Rural Housing and Community Development Ser.	1:8	1:14
Rural Business and Cooperative Development Service	1:6	1:14
Food and Consumer Service	1:5	1:14
Forest Service	1:6	1:15
Natural Resources Conservation Service	1:10	1:15
Food Safety and Inspection Service	1:20	1:20
Animal and Plant Health Inspection Service	1:5	1:11
Agricultural Marketing Service	1:18	1:18
Agricultural Research and Education Service	1:12	1:13
Economic Research Service	1:5	1:11
National Agricultural Statistics Service	1:6	1:12

BUDGET SAVINGS

UNITED STATES DEPARTMENT OF AGRICULTURE 11/18/93

Staff Year Reductions

	1993	1994	1995	1996	1997	1998	1999	Change 1998 From 1993	Change 1999 From 1993
Staff Years									
Federal									
Headquarters	15,805	15,611	15,237	14,991	14,750	14,497	14,497	-1,308	-1,308
Field	96,340	95,602	93,512	92,770	91,390	90,092	90,092	-6,248	-6,248
Total	112,145	111,213	108,749	107,761	106,140	104,589	104,589	-7,556	-7,556
County Office (non-Federal)	13,726	13,266	13,050	12,929	12,808	12,686	12,686	-1,040	-1,040

Savings Due to Staff Year Reductions
(Dollars in Thousands)

	1994	1995	1996	1997	1998	1999	Total Savings 1994-1998	Total Savings 1995-1999
Savings From 1993								
Headquarters	$10,476	$30,672	$43,956	$56,970	$70,632	$70,632	$212,706	$272,862
Field								
Federal	39,852	152,712	192,780	267,300	337,392	337,392	990,036	1,287,576
Non-Federal	17,020	25,012	29,489	33,966	38,480	38,480	143,967	165,427
Total, Field	56,872	177,724	222,269	301,266	375,872	375,872	1,134,003	1,453,003
Subtotal	67,348	208,396	266,225	358,236	446,504	446,504	1,346,709	1,725,865
Up Front Costs	40,000	40,000	20,000	0	0	0	100,000	60,000
Total, Savings	$27,348	$168,396	$246,225	$358,236	$446,504	$446,504	$1,246,709	$1,665,865

UNITED STATES DEPARTMENT OF AGRICULTURE
Administrative Savings - Reductions from the Base
Proposed Organization
(Dollars in Thousands)

	1994	1995	1996	1997	1998	Total
Farm Service Agency	10,012	20,552	31,587	50,366	51,640	164,157
International Agricultural Trade Service	1,951	4,004	6,155	9,814	10,062	31,986
Rural Utilities Service	551	992	1,519	2,416	2,476	7,954
Rural Housing and Community Development Serv.	6,660	13,670	21,012	33,502	34,349	109,193
Rural Business and Cooperative Development Service	94	192	294	469	481	1,530
Food and Consumer Service	831	1,709	2,623	4,182	4,287	13,632
Nutrition, Research and Education Service	152	309	474	756	776	2,467
Forest Service	32,966	67,666	104,002	165,828	170,021	540,483
Natural Resources Conservation Service	3,976	8,159	12,541	19,995	20,502	65,173
Food Safety and Inspection Service	1,464	3,005	4,618	7,364	7,550	24,001
Animal and Plant Health Inspection Service	4,270	8,764	13,470	21,478	22,021	70,003
Agricultural Marketing Service	695	1,426	2,192	3,495	3,583	11,391
Grain Inspection, Packers and Stockyards Administration	167	343	527	841	862	2,740
Agricultural Research and Education Service	7,218	14,714	22,626	36,075	36,975	117,608
Economic Research Service	0	0	0	0	0	0
National Agricultural Statistics Service	255	528	812	1,294	1,327	4,216
Office of the Secretary	32	66	101	161	165	525
Executive Operations	44	93	141	227	231	736
Office of the General Counsel	59	120	185	295	303	962
Office of the Inspector General	323	663	1,019	1,624	1,665	5,294
Office of Communications	56	114	176	280	287	913
Departmental Administration	865	1,774	2,728	4,347	4,459	14,173
Total, USDA	72,641	148,863	228,802	364,809	374,022	1,189,137

FARM SERVICE AGENCY OPERATIONS

FARM SERVICE AGENCY

SUMMARY OF OPERATING STRUCTURE

- A new Farm Service Agency (FSA) will be formed to be responsible for administering the domestic commodity price and income support, farm credit, disaster assistance, and crop insurance programs of the Department. It will also assist in the delivery of conservation-cost share programs.

- The mission of the new agency is to:

  - Ensure a healthy and abundant supply of food and fiber while conserving our land, water, and wildlife, and

  - Efficiently deliver services to protect the economic security of American farmers.

- The FSA will combine the FCIC, the farm credit programs of FmHA, and ASCS, except for conservation cost-share programs transferred to the Natural Resources and Conservation Service (NRCS). Administrative appeals functions at the national level will also be shifted from the FSA parent agencies to an independent National Appeals Staff.

- The FSA will consolidate the State, area, and county field structure of ASCS, FCIC, and the farm assistance portions of FmHA into a single agency for delivery of farm services.

- The Under Secretary for International Affairs and Commodity Programs will be renamed the Under Secretary for Farm and International Trade Services and a Deputy Under Secretary for Farm Services will be designated to oversee the FSA.

- FSA's headquarters will be organized under an administrator with deputy administrators for program/policy development, monitoring and evaluation responsibilities in each of the four major program areas:

  Farm Programs -- commodity price support and production adjustment programs.

  Farm Credit Programs -- farm ownership, operating and other loan programs.

  Risk Management Programs -- crop insurance, emergency and disaster assistance.

  Commodity Operations -- commodity purchase and disposition, storage and warehouse licensing.

- FSA programs will be delivered through a single delivery service function using State and county offices. Managers in headquarters and area offices will provide coordination between the State and county committees and offices responsible for program delivery and the national program and policy development and administrative divisions.

- FSA will integrate administrative services from ASCS, FCIC, and a portion of FmHA to support the programs.

- FSA headquarters will incorporate FmHA Farmer Program and associated staff, FCIC staff, ASCS national staff except for conservation program staff and the national appeals division.

- The field structure will include 51 State offices, about 2,500 county offices plus area and district offices.

- FSA programs will be administered in each State under the direction of State FSA Committees and their staffs which will coordinate the activities of county FSA committees and offices.

- New FSA county or area committees will be formed to replace the current ASCS and FmHA committees and will assume their functions for both credit and farm programs administered by the FSA. One committee will be formed for each FSA field service center to represent and assume responsibilities for the area served by the FSA office. These committees will be comprised of five members, three elected by farmers in the area and two appointed by the Secretary.

- FSA programs will be delivered at the local or county level in consolidated offices which combine ASCS and FmHA offices. These offices will to the extent possible be collocated with NRCS and other USDA offices to provide "USDA Service Centers" at the local level.

- FSA field service center staff will provide administrative support for delivery of conservation cost-share programs under a reimbursible agreement with NRCS. ASCS county level (non-Federal) staff with conservation program responsibilities will be retained in the FSA rather than transferred to NRCS. Producers will, thus, be able to continue to apply for the Agricultural Conservation Program and for related NRCS assistance through FSA offices. Agricultural Conservation Committees will be established with representation from FSA county/area committees and soil and water conservation districts to oversee implementation of the conservation cost-share programs.

FARM SERVICE AGENCY

STREAMLINING EFFORTS

- The consolidation of services into one agency with farm oriented clientele will produce administrative efficiencies through economies of scale and reduced overhead in support functions at the national and State headquarters levels as well as in local county or area offices.

- The consolidated field office structure will provide for one stop delivery of farm services to increase customer convenience. While the number of county office sites for programs currently delivered by ASCS will be reduced to about 2,500, the number of local offices through which farm credit program services can be accessed will be increased with the new FSA delivery system since FmHA currently has about 1,700 county offices. Collocation with NRCS and other USDA offices into USDA service centers will further enhance customer access to services in a single location.

- Paperwork burden will be reduced and services improved through continued development of common automated data or information sharing, farm record systems, and agency accounting systems. The "Info Share" and other information system projects will be aggressively pursued by FSA.

- Consolidation of common or related functions such as crop insurance and disaster assistance programs under one mission oriented structure will facilitate development of improved policies and strategies such as for risk management for farm producers.

- The new agency structure will facilitate collaboration with U.S. producer and trade groups, universities and other organizations.

- The consolidation of agencies will create more diverse occupational disciplines that will be available to employees for career and professional development.

CONSERVATION

PROGRAM OPERATIONS

Natural Resources and Environment

Natural Resources Conservation Service

Summary of Conservation Program Operations Structure

- A new agency -- the Natural Resources Conservation Service -- will be created with the consolidation of the conservation programs of the Agricultural Stabilization and Conservation Service and the Soil Conservation Service. The head of the NRCS will report to an assistant secretary for natural resources and environment. In addition, the Farm Services Agency will be created with the merger of the farm program functions of ASCS, the Farmers Home Administration, and the Federal Crop Insurance Corporation. While the head of FSA will report to an under secretary for farm and international trade services, county-level field offices of both agencies will be collocated.

- All current conservation cost-share programs, except the Conservation Reserve Program, will be transferred to NRCS. CRP program operations, which primarily involve payments and administration of existing contracts, will be retained by FSA. Responsibility for future CRP initiatives would, at a minimum, be shared between the two agencies.

- All current conservation programs and responsibilities carried out by the SCS will be carried out in the future by the NRCS. No major changes in organizational structure, program delivery mechanisms, or relationships with cooperators or program clientele are planned.

- All current funding accounts related to ASCS conservation cost-share programs (except CRP) would be transferred to NRCS, including personnel at the national and State office level and salaries and expense funding for administrative support for these programs. Non-Federal ASCS county committee employees will remain in FSA and these employees will retain their current status. The new FSA will be reimbursed by NRCS for the conservation program functions performed by these employees.

- All conservation program policy development and implementation, program management and oversight will be the responsibility of the NRCS. Technical and financial assistance would come through the NRCS. Farmers will work directly with non-Federal FSA county committee employees in signing up for USDA conservation cost-share programs. The current ASCS/FSA system will also be used to make cost-share payments to program participants.

- An agricultural conservation committee will be established at each USDA field service center level. This committee, with equal representation from FSA committees and soil and water conservation districts, will have authority to approve NRCS recommendations on individual cost-share applications.

- NRCS, along with the newly formed FSA, will operate at the county level out of approximately 2,500 USDA field service centers. In moving to this new structure about 660 current SCS field offices will be impacted -- an estimated 374 offices will be closed and an estimated 286 will move within the county to achieve collocation.

- USDA field service centers will enable the Department to improve program delivery and reduce program costs. The field office restructuring, coupled with other Departmental initiatives in information resources management will result in a more efficient and user friendly agency.

Natural Resources and Environment

Natural Resources Conservation Service

Summary of Conservation Program Streamlining

- Staffing levels for the new NRCS are estimated to decline from the base of 13,900 in 1993 to 12,800 in 1998, a reduction of 8 percent in the 5-year period. Reductions in staffing and program delivery costs will come from three major areas:

  -- Administrative and financial management functions will be shared with the Forest Service.

  -- County-level field service centers will be established to house NRCS, FSA, and other agencies where appropriate. Collocation will present additional opportunities for administrative cost reduction. In addition, it will enable the Department to make major investments in information processing and office automation under the "Info Share" initiative.

  -- Conservative cost-share programs will be moved to NRCS and changes in administrative procedures and automation will be made to enable the agency to achieve reductions in administrative costs and personnel in the order of 30 to 40 percent for these programs by 1998. Specific opportunities for cost savings include:

    - Consolidating policies and procedures for all conservation programs in one manual.

    - Promulgating a consistent set of conservation program policies.

    - Streamlining program administration by:

      -- Eliminating several data sharing steps.

      -- Reducing the number of contract and application forms to one.

      -- Consolidating quality oversight functions.

      -- Providing full automation of performance indicators through the use of the Field Office Computing System.

RURAL DEVELOPMENT

PROGRAM OPERATIONS

RURAL COMMUNITY AND ECONOMIC DEVELOPMENT

SUMMARY OF OPERATING STRUCTURE

- Three new agencies will be created by transferring functions and resources from the Farmers Home Administration, the Rural Development Administration, the Rural Electrification Administration, the Agricultural Cooperative Service, and the Alternative Agricultural Research & Commercialization Center. The three new agencies will be called the Rural Business & Cooperative Development Service (RBCDS), the Rural Housing & Community Development Service (RHCDS), and the Rural Utility Service (RUS).

- The three new agencies will have the following missions:

  RBCDS - To assist cooperative and other business development through partnership with rural communities.

  RHCDS - To improve the quality of life in rural America through providing community facilities, home ownership opportunities, multi-family housing facilities, technical assistance, and outreach.

  RUS - To serve a leading role in improving the quality of life in rural America by administering its electrification, telecommunications, and water and waste programs in a service-oriented, forward looking and financially responsible manner.

- The Under Secretary for Small Community and Rural Development will be renamed the Under Secretary for Rural Community and Economic Development (RCED).

- Within each State, a single State Director will have line authority over all three agencies, and will be responsible for the activities of each agency in their State.

- The field structure will consist of 47 State offices, 200 district offices, and 1,200 county and multi-county offices. Regional offices, currently operated by the Rural Development Administration, will be abolished.

- Most field offices will be collocated with those of the Farm Service Agency. Separate offices will be maintained where dictated by the workload for meeting RCED needs.

- Headquarters staff will be reduced by about 10%.

- Administrative units to support the three agencies will be consolidated and housed within the RHCDS.

- The farm credit programs, currently operated by the Farmers Home Administration, will be transferred to the Farm Service Agency, although the finance center at St. Louis, which will remain with the RECD agencies, will continue to provide accounting support for the farm credit programs on an interim basis. Eventually, the Farm Service Agency will develop its own accounting system for these programs.

RURAL COMMUNITY AND ECONOMIC DEVELOPMENT

SUMMARY OF STREAMLINING EFFORTS

- Each agency will adopt strategic planning processes and outcome-oriented performance measures in accordance with the Government Performance and Results Act.

- There will be a fundamental change in the use of automation. Rather than doing work manually and then tracking it in an automated system, work will be done on systems that will provide for electronic transmission and processing of data. Paperwork will be reduced, and reports and management information will be the by-products of the work that is done, not an extra burden.

- The mission and structure of each agency will encourage closer working relationships with communities and organizations, as well as better coordination with other development agencies.

- Additional loan approval authority will be delegated to State and local offices, which should result in more expedient processing of loans. The existing regional offices of the Rural Development Administration will be phased out by April 1, 1994, eliminating this layer of bureaucracy.

- Through changes in regulations and administrative procedures, field employees will be given additional discretion for making loans. This should result in far fewer loans being reviewed in the national office. It should also provide more flexibility for serving customers' needs.

- Systems will be developed to enable customers to obtain information and to submit applications electronically.

- Pre-application advisory assistance will be improved through cross training of field staff.

- Regulations will be revised to weed out unnecessary or unproductive requirements. For example, an effort is already underway to relieve borrowers with small business loans from having to provide an audited annual financial statement, the cost of which may make a difference between a profit or a loss.

- Scoring systems for evaluating applications will be examined to give more credit for proven performance and service to under-represented groups.

- An initiative already implemented to assist remote areas to participate in the rural housing programs will be extended to provide more outreach to smaller communities as well as minority and woman-owned developers.

- A separate initiative is being developed to extend running water into poorer communities.

- Recruitment for agency positions will be expanded to ensure diversity. For example, opportunities to use a broader base of job classifications will be explored.

NATIONAL APPEALS DIVISION

PROPOSED NATIONAL APPEALS DIVISION

I. APPEALS TO BE HANDLED

The proposed National Appeals Division would handle all administrative appeals under programs presently conducted by the Agricultural Stabilization and Conservation Service, the Farmers Home Administration, the Federal Crop Insurance Corporation, and the Soil Conservation Service. This would include all producer appeals from ASCS; all appeals from decisions under the farmer programs, community facilities, business and industry, and housing programs presently conducted by FmHA; and all appeals from decisions of the FCIC and the SCS. While these programs would be administered, under the Secretary's proposed reorganization, by the Farm Service Agency, the Rural Community Development Service, the Rural Business and Cooperative Development Service, and the Natural Resources Conservation Service, all administrative appeals from program decisions of these agencies would be made to the National Appeals Division. A summary of these appeal categories, by numbers, staff years, and budget resources, is attached (Attachment 1).

II. PROCEDURES FOR APPEALS

At the State and local levels, all administrative appeals would be handled under procedures akin to those presently utilized. Thus, appeals from decisions of the Farm Service Agency at the local and State levels would be handled and determined by county and State committees or within other currently existing appeals structures. Field-level appeals from decisions under programs presently conducted by FmHA (including farmer program loans, B&I loans, community facility loans, and housing loans) and SCS would likewise be handled at the field level as is presently done.

At the Washington level, all appeals would be handled under procedures to be developed, which will incorporate the provisions of and the rights afforded under procedures presently in place for ASCS and FmHA appeals. A corps of hearing officers will be created to handle all such appeals. After hearing, the hearing officer will render an initial decision. The program participant will then have the opportunity to appeal that decision directly to the Director of the National Appeals Division. The Director will have authority to make a final decision for the Department or to delegate such authority to a Deputy or Associate Deputy Director.

III. STRUCTURE

As discussed above, the National Appeals Division will utilize a corps or pool of hearing officers, who will be qualified to hold hearings or otherwise consider all appeals assigned to the Division. While final details of the organizational structure for the National Appeals Division have yet to be determined, we envision that two or three separate units will be created, each headed by a Deputy or Associate Deputy Director, to handle assigned segments of the Division's responsibilities. Three different options for the structural organization of the National Appeals Division are attached as Attachments 2 (Option A), 3 (Option B), and 4 (Option C).

IV. NUMBERS OF APPEALS, STAFFING, AND BUDGETARY RESOURCES

In all categories of appeals which the National Appeals Division will handle, approximately 13,700 appeals were filed, and approximately 10,800 were decided, during the last year. Approximately 160 staff years, and a total of approximately $10,300,000, were devoted to the performance of these functions in the USDA agencies presently handling such appeals. We anticipate that those numbers of appeals are likely to continue, and that the same levels of staff years and budgetary resources will be required to carry out the handling of these appeals in the consolidated National Appeals Division. All such staff years and budgetary resources would be transferred to and consolidated in the National Appeals Division.

Summary of Appeals

APPEAL CATEGORY	# APPEALS/YR Latest Year FILED/DONE	STAFF YEARS	COST/YEAR
1. Housing (FmHa)	5822/3636	61.1	$4,032,774
2. Farmer Programs (FmHA)	5426/4587	64.8	$4,273,909
3. Community and Business Programs (RDA)	18/7	1	$8315
4. Food Security Act (SCS)	131/89	0	$75,000
5. Great Plains Conservation Reserve Program (SCS)	3/3	<.1	$2000
6. Rural Abandoned Mine Program (SCS)	<1/<1	0	0
7. AFIDA (ASCS)	25/25	.04	$2400
8. Warehouse Act License Suspension (ASCS)	4/4	0.1	$8200

9. Farmer Programs (ASCS)	1148/1148	17.5	$960,000
10. Conservation Cost Share Programs (ASCS)	352/352	4.5	$240,000
11. Reinsured Company Appeals (FCIC)	49/97 (backlog)	1.1	$71,353
12. Direct Busines Appeals (FCIC)	716/839 (backlog)	9.9	$642,181
TOTALS	13,695/ 10,788	160.14	$10,316,132

DIRECTOR NATIONAL APPEALS DIVISION

DEPUTY DIRECTOR FARM SERVICE AGENCY APPEALS

1. ASCS/CCC Farm Programs
2. AFIDA (ASCS)
3. ASCS Warehouse License Suspension
4. FmHA Farmer Programs
5. FCIC Appeals
   a. Reinsured company appeals
   b. Direct business appeals

DEPUTY DIRECTOR NATURAL RESOURCES CONSERVATION SERVICE APPEALS

1. SCS Appeals
   a. Food Security Act Appeals
   b. GPCP Appeals
   c. RAMP Appeals
2. ASCS Conservation Cost Share Programs
   a. Conservation Reserve Program
   b. Agricultural Conservation Program
   c. Water Bank Program
   d. Forestry Incentive Program
   e. Emergency Conservation Program
   f. Wetlands Reserve Program
   g. Long Term Agreements

DEPUTY DIRECTOR RURAL DEVPT. APPEALS

1. FmHA Appeals
   a. Rural Housing
   b. Community and Bus. Programs
2. Rural Comm. Devpt. Service Programs

HEARING OFFICER POOL
(Direct appeal from HO to Director)

TOTALS
Staff--93.44
Appeals--7368
$--5,958,043

TOTALS
Staff--4.6
Appeals--487
$--317,000

TOTALS
Staff--62.1
Appeals--5840
$--4,041,089

DIRECTOR NATIONAL APPEALS DIVISION

DEPUTY DIRECTOR FARM SERVICE AGENCY AND NATURAL RESOURCES CONSERVATION SERVICE APPEALS

ASSOCIATE DEPUTY

1. ASCS/CCC Farm Programs
2. FmHA Farmer Programs

ASSOCIATE DEPUTY

1. SCS Appeals
   a. Food Security Act Appeals
   b. GPCP Appeals
   c. RAMP Appeals
2. ASCS Conservation Cost Share Programs
   a. Conservation Reserve Program
   b. Agricultural Conservation Program
   c. Water Bank Program
   d. Forestry Incentive Program
   e. Emergency Conservation Program
   f. Wetlands Reserve Program
   g. Long Term Agreements
3. AFIDA (ASCS)
4. ASCS Warehouse License Suspension
5. FCIC Appeals
   a. Reinsured company appeals
   b. Direct business appeals

DEPUTY DIRECTOR RURAL DEVPT. APPEALS

1. FmHA Appeals
   a. Rural Housing
   b. Community and Bus. Programs
2. Rural Comm. Devpt. Service Programs

HEARING OFFICER POOL
(Direct appeal from HO to Director)

TOTALS
Staff--82.3
Appeals--6574
$--5,233,909

TOTALS
Staff--15.74
Appeals--1281
$ -1,041,134

TOTALS
Staff--62.1
Appeals--5840
$--4,041,089

DIRECTOR NATIONAL APPEALS DIVISION

DEPUTY DIRECTOR FARM SERVICE AGENCY AND NATURAL RESOURCES CONSERVATION SERVICE APPEALS

ASSOCIATE DEPUTY

1. FmHA Farmer Programs

TOTALS
Staff--64.8
Appeals--5426
$--4,273,309

ASSOCIATE DEPUTY

1. CCC Appeals
   a. Food Security Act Appeals
   b. CRCP Appeals
   c. RAMP Appeals
2. ASCS Conservation Cost Share Programs
   a. Conservation Reserve Program
   b. Agricultural Conservation Program
   c. Water Bank Program
   d. Forestry Incentive Program
   e. Emergency Conservation Program
   f. Wetlands Reserve Program
   g. Long Term Agreements
3. AFIDA (ASCS)
4. ASCS Warehouse License Suspension
5. FCIC Appeals
   a. Reinsured company appeals
   b. Direct business appeals
6. ASCS/CCC Farm Programs

TOTALS
Staff--33.74
Appeals--2422
$--2,001,134

DEPUTY DIRECTOR RURAL DEVPT. APPEALS

1. FmHA Appeals
   a. Rural Housing
   b. Community and Bus. Programs
2. Rural Comm. Devpt. Service Programs

TOTALS
Staff--62.1
Appeals--5840
$--4,041,089

HEARING OFFICER POOL
(Direct appeal from NO to Director)

STREAMLINING NON-COUNTY BASED AGENCIES

UNDER SECRETARY FOR
FARM AND INTERNATIONAL TRADE SERVICES

International Agricultural Trade Service

- The Foreign Agricultural Service (FAS) and the Office of International Cooperation and Development (OICD) will be merged to establish a new International Agricultural Trade Service (IATS). The IATS will be responsible for implementing the Department's major international programs and activities.

- The IATS's functions will cover the following 4 broad programmatic areas:

  -- international trade policy;
  -- international commodity reporting and analysis;
  -- international cooperation and development; and
  -- export promotion and market development activities, including administration of the Department's major commercial export and foreign food assistance programs.

- The establishment of the IATS will result in improved coordination and a strengthening of the Department's international activities. For example, it will achieve closer coordination and integration of development assistance initiatives with export expansion goals and activities; improved coordination among land-grant universities, international organizations, and U.S. producer and trade groups; and increased emphasis for bilateral and multilateral scientific and technical exchanges with other countries.

- The organization plan for the IATS elevates the role of the General Sales Manager through greater involvement in policy planning and coordination of all of the agency's export promotion and market development activities, including the development of new marketing initiatives.

- The IATS organization plan anticipates that the Department's overseas Counselor, Attache, and Agricultural Trade Offices will remain at current levels.

- The merger of FAS and OICD and establishment of the IATS will provide management efficiencies.

UNDER SECRETARY FOR FOOD, NUTRITION AND CONSUMER SERVICES

Food and Consumer Service

- FCS will reduce headquarters staff by about 7 percent by 1998, reduce administrative staff overall, and reduce its supervisory ratio.

- 8 satellite offices out of 94 field offices have already been identified for closure and a top to bottom review of all regional and field operations has begun with an eye to streamlining operations and reducing costs.

Nutrition Research and Education Service

- The agency operates at a single location in the Washington metropolitan area. Its research activities require no field structure. NRES will reduce its staff by 15 percent, plus 11 administrative staff will be transferred to FCS, for an overall reduction in NRES staff year requirements of 25 percent.

Nutrition Education Research Coordinating Council

- A Council, which will include representatives from all USDA agencies with nutrition education and research responsibilities, will be established and co-chaired by the Under Secretary for Food, Nutrition and Consumer Services and the Under Secretary for Research, Education and Economics. The Council will assure coordination of programs and budgets for nutrition education and research activities of USDA and, to the extent feasible, with other government entities.

ASSISTANT SECRETARY FOR COMMUNICATIONS

Office of Communications

- The Office of Communications (OC), which has no field structure, has proposed several major organizational changes to streamline and simplify its internal operations and administrative processes.

- OC has proposed to reduce separate units within the agency by combining them into 3 new Communications centers:

  -- News, Information Planning and Placement Center
  -- Creative Services Center
  -- Coordination and Oversight Center.

- The Office of Intergovernmental Affairs has been transferred to the Assistant Secretary for Congressional Relations.

- OC has proposed a Department-wide streamlining plan to reduce duplication and costs in the area of public affairs. For example, the agency has proposed to consolidate various public affairs functions, such as photography, radio, television, and graphics, within OC and to consolidate agency regional and field public affairs audiovisual activities into selected field "centers".

ASSISTANT SECRETARY FOR CONGRESSIONAL RELATIONS

- The Office of Congressional Relations and Intergovernmental Affairs will report to the Assistant Secretary for Congressional Relations. This office merges the previously separate Office of Congressional Relations (OCR) with the Office of Intergovernmental Affairs and combines their responsibilities.

- OCR serves as the primary contact with the Congress on all Departmental issues; collects and distributes throughout the Department information about pending legislation and Congressional hearings on subjects relevant to USDA; and coordinates Congressional relations of agencies within the Department.

- Intergovernmental Affairs facilitates and coordinates the communication of USDA policies and procedures to federal, state and local units of government; American Indian tribes; private organizations; and USDA's internal agencies.

ASSISTANT SECRETARY FOR NATURAL RESOURCES AND ENVIRONMENT

Forest Service

- During FY 1993, the Forest Service employed 41,155 full-time equivalents. This will be reduced to 37,550 by FY 1999, with an annual savings in salary and expenses of as much as $150 million. In addition to program funding reductions, reorganization and "reinvention" will play a major role in accomplishing this 8.8 percent drop in employment in the Department's largest agency.

- The Forest Service and the Natural Resources Conservation Service will consolidate appropriate Headquarters administrative offices within the next 6 months. Over a 2-to-3 year period additional functions will be consolidated at both Headquarters and field locations. Major features include:

  -- The lead agency and center of excellence concepts will be utilized in the consolidation process.

  -- A board of directors consisting of the two agency heads and officials responsible for finance, administration, civil rights, and small and disadvantaged business utilization will provide a policy and oversight linkage between the new administrative organization and the office of the Assistant Secretary for Natural Resources and Environment.

- The Assistant Secretary has approved the establishment of a Forest Service Reinvention Team to analyze agency practices and procedures as well as its field structure.

  -- The Forest Service is proposed as a reinvention laboratory to explore, develop, and implement processes, approaches, and structures that would strengthen mission delivery and customer service while increasing efficiency.

  -- The review process will be open and will involve both external and internal customers in shaping the agency's future. There will be continuous communication with all stakeholders as concepts are developed.

  -- An earlier review of the Forest Service will be used as a starting point for developing recommendations to consolidate regional offices from 9 to 7, 6, or 5; to consolidate as many as 40 forest supervisor's offices; and to consolidate as many as 70 ranger districts.

ASSISTANT SECRETARY FOR MARKETING AND INSPECTION SERVICES

- A new agency will be created by transferring the functions and resources from the Federal Grain Inspection Service and the Packers and Stockyards Administration to a new agency that will be called the Grain Inspection, Packers and Stockyards Administration (GIPSA). The agency will facilitate the marketing of grains, livestock, poultry and meat.

- The Agricultural Cooperative Service will be transferred to the Under Secretary for Rural Community and Economic Development.

- The Food Safety and Inspection Service will be reorganized to emphasize its public health mission by encouraging sound science and new technologies to ensure food safety.

- The Agricultural Marketing Service will continue its mission of carrying out a wide range of programs that facilitate the marketing and distribution of agricultural products.

- The Animal and Plant Health Inspection Service (APHIS) will continue to provide leadership in ensuring the health and care of animals and plants.

- The administrative functions within MIS will be consolidated into "centers of excellence" within the agencies. There will be a 10 percent savings in administrative staff. The centers will be coordinated by a Chief Operating Officer reporting to the Assistant Secretary.

- The field office structure of 863 existing offices will be streamlined by:

  -- closing 11 field offices for Agricultural Marketing Service and GIPSA in 1994;

  -- determining which additional field offices should be closed for APHIS and GIPSA;

  -- evaluating which of the 97 field offices for meat and poultry inspection should be consolidated. This evaluation will begin after the FSIS headquarters reorganization is underway; and

  -- studying collocation of additional MIS field offices.

ASSISTANT SECRETARY FOR RESEARCH, EDUCATION AND ECONOMICS

- Research, education and economics programs will be organized under a single Assistant Secretary for Research, Education and Economics to achieve benefits of closer interaction among those programs and achieve administrative and managerial efficiencies.

- Research and education functions currently conducted by four separate agencies will be consolidated into one mission-oriented agency named the Agricultural Research and Education Service.

- Combined program planning, management and administrative functions will lead to better coordination of Federal and state research and technology transfer programs and therefore better service to producers, processors and consumers of agricultural products.

- Field operations of the Agricultural Research and Education Service will be streamlined through the closure of inefficient and low priority labs. 12 of the existing 126 laboratory locations will be closed and an additional 10 locations are being evaluated for potential consolidation. Opportunities for other field structure changes will be evaluated as the reorganization proceeds.

- The mission, programs, functions and name of the National Agricultural Statistics Service will remain the same.

- Field operations of the National Agricultural Statistics Service will remain essentially unchanged.

- The mission, programs, and functions of the Economic Research Service will be broaden to include those of the Office of Energy.

ASSISTANT SECRETARY FOR ADMINISTRATION

- Departmental Administration is responsible for overall policy and program guidance, leadership and coordination for all aspects of administrative management in the Department. Financial management will be the responsibility of the Chief Financial Officer under Executive Operations and will no longer be the responsibility of Departmental Administration.

- Other changes in Departmental Administration include the following:

  -- A separate Office of Small and Disadvantaged Business Utilization has been established under the Assistant Secretary for Administration to strengthen the Department's efforts in this area.

  -- The Office of Civil Rights Enforcement is reorganizing to consolidate and have direct responsibility for the EEO counseling, mediation, complaints management and employee grievances and appeals functions of the Department.

- The Assistant Secretary for Administration will play a lead role in advancing the initiatives of the National Performance Review and implementing directives associated with the reinvention of USDA. Key initiatives include:

  -- Providing administrative and management leadership and support in Departmental reorganization -- emphasis will be given to human resource management policies.

  -- Overseeing technology integration and standard specifications in the area of telecommunications and information systems for all USDA agencies.

  -- Significantly increase the participation of small disadvantaged and women-owned businesses in USDA contracting by achieving the five percent goal.

  -- Strengthening equal employment opportunity and civil rights enforcement and compliance throughout the Department.

  -- Developing a new labor-management relationship through the use of partnership councils.

  -- Strengthening and modernizing administrative and general management practices through business reengineering, quality management initiatives and improved management training.

  -- Improving the procurement processes and reducing costs by increasing efficiency, effectiveness and equity through streamlining and enhanced professionalism of the work force.

OFFICE OF THE GENERAL COUNSEL

- No major organizational changes are planned for the Office of the General Counsel, which determines legal policy, provides legal services and directs the performance of all legal work for the Department.

- Although a major reorganization of its field structure was completed in 1991, OGC will review all regional offices as other USDA agencies reorganize the field structure to determine what OGC field structure is appropriate to serve clients best.

- The Department is considering initiating a legislative proposal to allow the use of private attorneys for farm foreclosure cases. If this change occurs, fewer OGC resources in the field will be needed.

OFFICE OF THE INSPECTOR GENERAL

- No major organizational changes are planned for the USDA Inspector General (OIG). This office is responsible for conducting independent audits and investigations to promote efficiency and economy, and combat fraud and abuse in USDA programs and activities.

- As part of the streamlining effort, the investigation staff at headquarters will be reduced by consolidating the General Investigations Division and the Policy Development, Oversight and Training Division. This should occur within the next year.

- A recent organizational study of OIG's field structure determined that most audit and investigation functions are already collocated within OIG field offices.

- OIG field offices will continue to be evaluated to identify opportunities for future consolidations. As a part of this process, new criteria have been issued to assist managers in the decision making process.

- In an effort to streamline OIG activities, it is anticipated that within the next two years the Great Plains Regional Office in Kansas City and the financial management and ADP audit operations staff located in Kansas City but assigned to headquarters will be consolidated into one field office.

- Further study of OIG field office structure will be conducted as USDA agencies' field office structure changes. This will allow OIG to change as needed to serve the needs of the newly organized USDA.

EXECUTIVE OPERATIONS

- Executive Operations consists of the:

  -- Chief Economist;

  -- Chief Financial Officer;

  -- National Appeals Division;

  -- Office of Budget and Program Analysis; and

  -- Executive Secretariat, which manages correspondence for the Department.

- Chief Economist:

  -- The mission of the office is to advise the Secretary on the economic implications of policies and programs affecting the U.S. food and fiber system and rural areas and to coordinate, review and improve the Department's projections of the agricultural economy.

  -- The Office consists of the Chief Economist and immediate staff and two units, the Economic Analysis Staff and the World Agricultural Outlook Board.

- Chief Financial Officer:

  -- The mission of the office is to provide leadership in assuring effective and efficient financial management of the Department.

  -- The office consists of the Chief Financial Officer and immediate staff and the Office of Finance and Management.

- The National Appeals Division is discussed separately in this book.

- The Office of Budget and Program Analysis and the Executive Secretariat will retain their current structure.

STREAMLINING COUNTY BASED AGENCIES

PLANS FOR ESTABLISHING USDA FIELD LEVEL SERVICE CENTERS

FOR COUNTY-BASED AGENCIES

The United States Department of Agriculture (USDA) was founded on the principle of service to agriculture and other clients related to the missions of the various agencies. Efforts to improve the services have been and continue to be a priority of the Department.

The effort to evaluate field offices began over 18 months ago. The early studies, plans, and proposals emphasized the efficiency and productivity of the "point of delivery" offices. As these studies were evaluated, the Department recognized that these factors such as workload, clients, geography, and costs were important, but more emphasis was needed to be placed on customer service. The early plans submitted from USDA representatives in each State highlighted the need for more collocation, common service areas and consistency in closure and consolidation application across agency lines. In fact, by focusing on the number of individual agency office sites allowed regardless of the other agencies represented in the service area, earlier plans had the effect of decollocating many of the currently collocated USDA agencies, thereby requiring the customer to travel to several locations to receive USDA services.

In late summer 1993, agency representatives in each State were asked to review the plans for their States and make necessary changes which focuses on one-stop shopping for the USDA customer. Essentially, the new plans developed since then promote collocation, common service areas, and common computer communications and data bases of shared information as well as the sharing of resources.

It is envisioned that when establishment of USDA Field Office Service Centers is complete, USDA customers will be served at one location by a minimum of two new agencies; the Farm Service Agency (current ASCS, FCIC, and the farm loan portion of FmHA) and the National Resources Conservation Service (current SCS and conservation programs of ASCS). In addition, other agencies such as the new Rural Housing and Community Development Service (FmHA rural housing program, RDA and REA rural community loan programs) may be collocated in the USDA Field Office Service Center.

Currently, USDA has 3,700 office locations across the Nation serving 3,071 counties. This structure, however, reflects many instances where USDA agencies operate single, stand alone offices. When the proposed plan is implemented, the Department will have about 2,500 USDA Field Office Service Centers nationwide providing one-stop shopping for USDA customers. Full implementation of USDA Service Centers is expected to be achieved as soon as feasible within the next few years.