

Enterprise Program 2006 Annual Report Highlights

The Enterprise Program began in 1997, when the Pacific Southwest Region and the Pacific Southwest Research Station (R5 and PSW) were designated as a Reinvention Laboratory (RL) as part of the Presidential Initiatives under the National Performance Review. Since that time, the program has grown significantly in size and in the contributions of Enterprise Units (EUs) in support of the Forest Service mission. The program's importance was recognized in August 2006 when the Forest Service's Executive Leadership Team (ELT) decided to make the Enterprise Program national in scope, based in the Business Operations Deputy Area in Washington, DC.

In his letter announcing the ELT's decision to make the program national, Hank Kashdan, Deputy Chief for Business Operations, noted, "It is important to highlight that, in general, customer satisfaction with the work of the Enterprise Units is high. This has been demonstrated in reviews conducted by external entities and is evident in the growth of program revenues. Also, one of the primary values of the EUs flows from the flexibility it gives to line managers to accomplish their program of work. It relieves them from the responsibility of developing and maintaining that work within their respective units. The EUs are also easier to employ than outside contractors and require less oversight as EU employees know the Forest Service and its work."

Annual Reports submitted by each of the Enterprise Units in 2006 highlight the contributions of Enterprisers to the accomplishment of the Forest Service mission. Each of the Enterprise Units that were active during FY2006 have unique business plans stating their individual missions, but the overarching mission of all EUs is to provide products and services that relate directly to supporting the Forest Service mission. The EUs reported numerous ways in which their work contributes to the agency in a general sense, including helping the agency operate in ways that are more effective, efficient and accountable. Enterprisers also feel that the program offers greater challenges, and more innovative work options for individual Enterprise employees which often leads to increased employee satisfaction and productivity.

This report highlights just a few of the many projects that kept Enterprisers busy during FY06. This sampling truly reflects the depth of skills available within the Enterprise Units and the diversity of work the EUs are engaged in across the nation. If you'd like to learn more about each EU's offerings, there are links to the team Web sites on the Enterprise Program site (www.fs.fed.us/enterprise).

2006 Project Highlights

Each Enterprise Unit was asked to include project highlights for the year in their 2006 Annual Report. Although the projects featured in this article are only a small sampling of the work accomplished, they exemplify the exciting and diverse work of Enterprisers.

ACT2's most exciting new project involves providing data stewardship for the Southern California Arrowhead Tunnels Inland Feeder Project which is under special use permit to

the San Bernardino National Forest (SBNF). The project consists of 43.7 miles of large diameter (>19 feet) tunnels and pipelines, stretching from the foothills of the San Bernardino Mountains to the junction of Colorado River Aqueduct and the San Diego Canal near the city of San Jacinto in Riverside County.

In, 2006, **ACT2** also provided NEPA support and technical writing to the Angeles, Klamath, Los Padres and Plumas national forests and support to Nebraska Travel Management. Other FY06 projects included project management services for thinning and mowing release projects on the Klamath NF, and vegetation management work for the Los Padres NF on the Santa Maria Air Tanker Base. Inventory, data stewardship and mapping services were provided to the Klamath, Modoc, San Bernardino, and Shasta-Trinity national forests and to the R5 Regional Office.

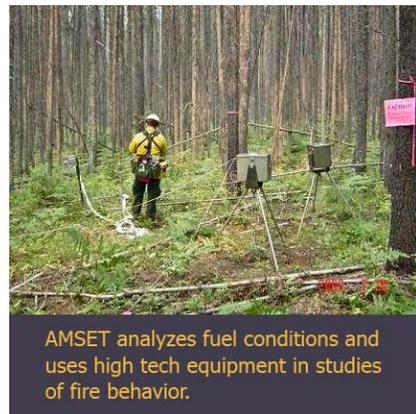
Adaptive Management Services (AMSET)

analyzed how fuel conditions around three subdivisions in the wildland-urban interface would influence fire behavior and identified clearance needs around houses for effective/safe fire suppression for the Ventura County CA Fire Department. **AMSET** provided fire behavior expertise not available in the county's fire department and developed an approach that will be useful in many other wildland urban interface areas.

AMSET provided administrative support to Region 5 Fire and Aviation Management, conducting outreach and preparing hiring packages for a backlog of 38 positions in the Region, and developing a tracking and interface system for managers for tracking the status of individual positions.

A third project highlight for **AMSET** was the development, testing and application of a model for safety analysis of potential fire arrival times and locations for fire acceleration in canyons. Many fire fatalities and shelter deployments have occurred in canyons or "chimneys." Applications were developed in direct collaboration with fire managers. The model was applied to the burn-over investigation for the Little Venus Fire, the Esperanza investigation, and to the Tiger-Rock Complex as a communication tool for a community at risk. **AMSET** presented at several fire operational refreshers, the Fire Safety Summit, and the International Fire Research Conference. Numerous fire behavior analysts have requested the application and the Australian national fire research consortium, Bushfire CRC, has invited **AMSET** to share information with their managers.

Creative Conflict Resolution (CCR) helped 86 parties in conflict to reach agreements, conducted 21 mediations and four group collaborative problem solving or team tune-up sessions, and facilitated eight meetings. Two EEO complaints were mediated through the Federal Executive Board Shared Neutrals Program—both were settled. Melissa Marosy achieved a 100 percent success rate during FY06 and all 40 individuals who returned evaluation forms indicated that they would use CCR again and would recommend the Enterprise to others in need of conflict resolution services.



AMSET analyzes fuel conditions and uses high tech equipment in studies of fire behavior.

Digital Vision (DV) considers the creation of a web-based mapping package designed to enable users to better visualize their data to be one of their major successes in FY06. The Center for Environmental Excellence (CEE) project supports the USDA Hazardous Materials Management Program by tracking both the cleanup of environmental contamination on department-managed lands and the budgets associated with the cleanup activities on about 20,400 identified sites mostly on Forest Service lands.

Another important product of **DV's** work in 2006 was the development of a working prototype for law enforcement and investigations personnel to use when recording and searching incident data from a vehicle in the field. This product will improve national data integrity by consuming data provided directly by officers. It will also enhance officer safety and awareness by delivering historical data for offenses, offenders and vehicles directly to officers in the field.

Forest Inventory Research (FIR) completed a study estimating deadwood in loblolly pine plantations, for Virginia Tech University and the Forest Service/Southern Research Station Forest Inventory and Analysis (FIA) program. This work advanced FIR's expertise in devising models to improve the design and usage of FIA's natural resources inventory and monitoring data for various resource needs.

FIR also initiated a study, in collaboration with Virginia Tech, to map pinyon-juniper range in Nevada using FIA data attributes for the Bureau of Land Management (BLM). This project explores the relationship between topographic variables (from GIS databases) and pinyon-juniper occurrence (from FIA data) for modeling landscape parameters for predicting the range of these species. **FIR's** model predictions give BLM land managers a basis for making decisions on whether pinyon-juniper are "invading" new areas or are simply "re-establishing" former habitat.

With data from the two previous studies, **FIR** and Virginia Tech's Remote Sensing Center initiated a "proof-of-concept" study to explore an innovative mapping concept that could enable managers and researchers to more easily map FIA inventory statistics for a variety of forest management applications without the need for numerous auxiliary models and methods. Pixel-based maps of forest carbon (and sampling variation) were developed for Alabama and Nevada, allowing a manager or researcher to "add-up carbon on the map" in any way desired—such as management boundaries, elevation zones, ownership, etc.

Forest Resource Enterprises' (FRE) work on the reconstruction of the R5 timber sale appraisal process was one of this unit's 2006 highlights. This contract allowed **FRE** to redesign the R5 Transaction Evidence (TE) and the Residual Value (RV) appraisal system, developing corporate databases that include base period and log price data. **FRE** also designed an interface between corporate databases and the TE and RV appraisal spreadsheets to accommodate changes and facilitate use by R5 employees. This appraisal is currently being field-tested and will undergo final changes in FY07.

In another project, **FRE** designed a Stewardship Contract which will be used as a template by employees of the Rogue-Siskiyou National Forests (R6). **FRE** redesigned two prior contracts for timber sales that didn't sell and incorporated the information into an Integrated Resource Timber Contract (IRTC).

FRE also prepared a logging feasibility plan for approximately 5,000 acres of commercial thinning on 50-year old plantations in the Clackamas River drainage of the Mt. Hood National Forest (R6). This project entailed field verification of units for appropriate logging systems, verification of landing locations, access roads and existing spurs, identification of road construction or culvert installation needed, GIS shape files for the proposed logging plan, and a cost-distance analysis for helicopter yarding in some units.



FRE promotes alternative forest products like these Matsutake mushrooms harvested in central Oregon.

FS Grant Strategists (FSGS) produced a *2005 Report on Partnerships* for the R5 Regional Forester's office to help identify the value of partnership work and to acknowledge and highlight the many contributions and accomplishments that R5 employees and partners make to the natural resources the FS manages. The R5 FY06 version of this report includes an additional section on quantifying values. **FSGS** has been hired to assist with a similar report for R2.

FSGS compiled and developed the *FS Centennial Service Challenge Report* for the WO (National Partnership Office and Recreation/Wilderness/Heritage program) two years in a row. The reports include success stories and financial summaries of regional projects completed through special Congressional appropriations which were used to leverage more funds through partnerships to accomplish work on the ground. The FY2005 report was a major factor in garnering the funds for the FS in FY06.

FSGS assisted in many aspects of the development of training videos for *SAFETEA-LU*, the transportation bill signed by the President in Aug. 2005. **FSGS** involvement included project management, development of a partnership module, assistance with PowerPoints, and other writing/editing and technical assistance. The training was developed in a collaborative effort with the Federal Highway Administration, USDA and several other federal agencies to inform employees and partners about funding opportunities in programs such as the Recreational Trails Program, National Scenic Byways Program, Federal Lands Highway Program, Transportation Enhancement Program, Alternative Public Transit, and more. **FSGS** clients for this work included WO—Engineering, WO—Recreation/Wilderness/Heritage, and the San Dimas Technology and Development Center.

Heritage Design (HD) offers best practice approaches and tools for sustainable development through tourism. In 2006, their success was evidenced by developments that highlight **HD's** growing reputation and expanding market share for the Forest Service as the premier provider of sustainable tourism assistance.



Heritage Design presented workshops on sustainable tourism in Jamaica, India and Micronesia during 2006.

During 2006, **HD** presented workshops on various aspects of sustainable tourism to various NGOs, communities, the hotel and guide industry, and USAID in New Delhi and Agra, India (home of the Taj Mahal) as part of an effort to build a new approach to using tourism for urban renewal and poverty alleviation.

HD also provided presentations and tourism planning assistance to government, NGOs, and numerous community leaders in Pohnpei and Kosrae, Micronesia, and to a large Russian tourism trade delegation focusing on ecotourism at the request of US State Department, and an international ecotourism

workshop to the Forest Service Regional Leadership Team in R10. **HD** also presented a number of tourism workshops to community, government, NGOs, and USAID leaders in Jamaica, and numerous rural community workshops focused on biodiversity conservation and sustainable livelihoods.

Independent Resources' (InRe) received national recognition for work related to the national Recreation Site Facility Master Planning (RS-FMP) process. This project is the perfect demonstration of business practices at work in the Forest Service. Facilitating three sessions with leadership on every forest provides a birds-eye-view of cultural change in the agency. Through this project, managers recognized the power of market research on decision making linked to the significance of their recreation programs to their forests and communities.

Mountain Heritage (MHA) Ecosystem Program Leader, Wally Woolfenden, received a national award for excellence ("Windows on the Past"), for his contributions to the study of past cultures and ecosystems. He was nominated for the award by the Pacific Southwest Region (R5).

MHA offered services in three core program areas in 2006: heritage stewardship, public service, and ecosystem analysis. In addition, reimbursable grant



Mountain Heritage Associates and an enthusiastic group of volunteers on restoration of the historic Dexter Cottage in Twin Lakes, CO.

management services were provided to two clients.

Recreation Solutions (RS) received \$214,188 Federal Highway funds for the Yuba Donner Scenic Byway in 2006, and began implementation of this project. This project follows three completed Region 5 scenic byway grants totaling approximately \$650,000 for which **RS** received funding.

In 2006, **RS** refurbished the Aldo Leopold House on the Tres Piedras District of the Carson National Forest and assisted the Prescott NF with refurbishing the Groom Creek Schoolhouse, adding the structure as the fifth cabin rental that **RS** manages for Region 3. **RS** took over managing the Upper Wolf Creek group campground and the parking fee and interpretive trail located within the Groom Creek Schoolhouse property. **RS** has been very successful in directly supporting historic structures that are at risk on Forest Service lands, making them self-sustaining revenue-generating facilities while providing quality service to the recreating public.

Streamline delivered the Forest Service national course in NEPA and NFMA, "Forest Plan Implementation 1900-01," to 93 FS employees from R5 (all Forests except the Inyo, Mendocino, & Six Rivers), PSW, and the Enterprise Program. Other training courses offered by **Streamline** in 2006 included FPI Toolbox Modules 1, 2, & 4 for the Superior, Ottawa and Angele national forests. **Streamline** also conducted Interdisciplinary Team (IDT) coaching for the Groveland Ranger District, Stanislaus NF.

New marketing contacts with R9 Forests resulted from **Streamline's** participation in Region 9's Annual NEPA & Appeals Meeting, in June, in Indiana. Additional marketing contacts with R2 forests resulted from Kelly Fike's involvement as a member of the WO's Healthy Forests Review Team in August.

TEAMS Implementation: After the Purdy Fire in Aug./Sept. 2006, the small timber shop on the Wind River District of the Shoshone NF in Wyoming was overwhelmed by the prospect of preparing salvage sales on 2,000 of the more than 23,000 acres burned on top of their normal workload. In mid-October, the Shoshone NF signed a work order with **TEAMS** and within a week the first **TEAMS** employee was on site and ready to go. By November 13, **TEAMS'** 6-person crew had over 2,000 acres laid out and flagged, all temporary roads flagged, and all boundaries mapped electronically. On November 14, the District accepted **TEAMS'** cruise design and implementation began the next day. By early December, cruising had been completed mapped cruise plots were approved by the District. The final volume of the sale will be 27,000 CCF which exceeds the total district target of 20,000 for FY07—a very positive outcome for all involved!

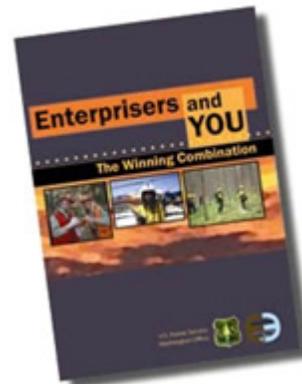


TEAMS Planning worked with many partners developing a management strategy for the Hwy. 74 Evacuation Route near Idyllwild, CA.

TEAMS Planning worked on the Highway 74 Evacuation Route Project with the San Jacinto Ranger District (San Bernardino NF) and their partners. The project was designed to address the decline in forest health and dangerous fuel conditions on the district and to ensure that forest health and fuel treatments, placed in the most critical community protection and evacuation route sites, will work seamlessly across ownership boundaries. Because Highway 74 is one of only two routes off the mountain for many small towns that are surrounded by national forest, this project transformed the landscape from an “explosion waiting to happen” to “forests with a future.” The San Jacinto Ranger

District and their partners received the *“Two Chiefs Partnership Award”* in recognition of their collaboration to support conservation and forest stewardship.

TEAMS Marketing was hired to produce a 12-minute DVD that demonstrates the value of the Enterprise Program in supporting the Forest Service mission. The DVD, *“Enterprisers and You: The Winning Combination,”* features vignettes of proud Enterprisers and clients who depend on Enterprisers to accomplish their program of work within ever-tightening budgets. TEAMS Marketing produced the video with Toni Stafford, Tom Iraci, Nadine Pollock, and Kendra Bourgart as the production team. They collaborated with 16 Enterprise Units, 10 videographers, three photographers, and a graphic designer. Tom Iraci, Pacific Northwest Region videographer, traveled to six different sites in California during an eight-day period to capture footage with eight enterprisers and their clients. Copies of the DVD were distributed to all Forest Service units in January 2007.



Trails Unlimited (TU) developed Region 5's *OHV Trail Signing Guidebook* in preparation for the National Travel Management Rule project. **TU** also completed 15 miles of design/layout and construction for the Pinhoti Trail—part of the Cross Alabama Trail for hikers and horseback riders—for the National Forests of Alabama.

TU did extensive trail redesign and reconstruction for watershed stabilization and water control (fire rehabilitation) after the Cedar Fire on the Cleveland NF, completed 14 miles of mountain bike trail redesign to improve water control, and designed and constructed three trail bridges for the Pisgah NF's Bent Creek Recreation/ Experimental Forest Area in conjunction with the Hurricane Damage reconstruction project for R-8.

TU donated \$30,000 in crew labor and equipment to help the Greater LA Disc Sports Association develop a disc (Frisbee) golf course for disabled children in an Los Angeles city park. **TU** brought in the trail dozer, excavator, ATV's, water trailers, fire hoses and drags to redesign the trail to each basket with ADA standards in mind. Other **TU** projects that enhanced accessible recreation opportunities included a partnership with California State Parks and the Bureau of Reclamation to make the Lake Side Trail ADA-accessible, and completion of 4.5 miles of the Freeman Creek Trail in the Sequoia NF in preparation for construction of an ADA accessible trail around the George W. Bush Giant Sequoia Tree.

Vegetation Management Solutions (VMS) provided support to all Regions and the WO in developing tools for extracting accomplishment reports from the Forest Activity Tracking System (FACTS) and migrating National Fire Plan Operations and Reporting System (NFPORS) data to FACTS.

VMS also provided support to all regions and the WO in developing tools for extracting accomplishment reports from FACTS. Additional support to FACTS included migration of planned project data from the National Fire Plan Operations and Reporting System (NFPORS).

VMS provided continuing support to the Herger-Feinstein Quincy Library Group (HFQLG) through contract preparation and administration, project coordination, and monitoring for the pilot project.

Clients

The clients who hire Enterprise Units are as varied as the products and services offered. All teams reported that in 2006 the majority of their clients were Forest Service units. A few work frequently at the regional and national office levels, however the majority of them worked largely at the field level, helping individual forests, districts, or other ground-level units accomplish their programs of work. Some teams have worked with Research Stations (**Forest Inventory Research**) and International Forestry (**Heritage Design**)

Because of the Enterprise Program's roots in Region 5, there are more projects in California than in other states or regions; however that's changing along with the Enterprise Program's growth and recognition throughout the Forest Service which has been augmented by the program's elevation to the national level in 2006. Being under the Washington Office is already bringing increased support and visibility to the program.

Non-Forest Service clients are most frequently with the Bureau of Land Management, however some EUs report working with other agencies. **AMSET's** work in fire and fuels management supports agencies involved in the National Fire Plan. **Heritage Design** has worked with USAID and other international partners on several tourism-related projects.

Enterprising's 2007 Outlook

The 14 Enterprise Units that are operating in FY07 (FIR and Asbestos Crew Services have disbanded this year) look forward to the challenges of the coming year with new strategies for continued success. Some plan to expand their offerings and services in response to shifts in demands or emerging opportunities to carve out new niches as the Forest Service continues to downsize and reorganize. Others plan to expand their markets to reach new internal and external clients. One asset the Enterprise Program offers is the ability to remain flexible and innovative to respond to changing needs of quickly and efficiently.

As the Forest Service continues to consolidate functions, and downsizing results in the loss of both staffing and expertise, managers are increasingly viewing the Enterprise Program as a viable way to complete their programs of work. Enterprisers are valuable assets to the organization in part because they give the WO, regions and forests alternatives for accomplishing work without having to increase their own staffing. Other agencies are increasingly turning to Enterprisers for this same reason. This trend promises to make the Enterprise Program's second decade a dynamic period during which the program will adapt and expand to meet the public lands management challenges.

The transition of the Enterprise Program to the Washington Office has increased internal networking and marketing opportunities and contributed to agency-wide recognition of the skills Enterprisers have to offer. Bill Helin was hired as the director of the Enterprise Program in September 2006, bringing experience, enthusiasm, and fresh ideas to the program as it enters its second decade in 2007. Hank Kashdan's letter about the FS Executive Leadership Team's decision to take the Enterprise Program to the national level stated that "There are opportunities and challenges that the Enterprise Program will have as it builds on the successes it has had over the last decade, now that it is national in scope...I believe this is an exciting development and one that will help the agency further meet its mission."

