



New Century of Service

Accomplishment Report, 2000–2005

REFLECTING ON THE FUTURE. HONORING THE PAST AND PRESENT.

ENCOURAGING RELATIONSHIPS, INNOVATION, SERVICE, AND EXCELLENCE.

COMMEMORATING 100 YEARS OF SERVICE TO THE NATION, 1905–2005.



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USDA Forest Service

Acknowledgements:

New Century of Service's achievements would not have been possible without the enthusiastic energy, ideas, support, and contributions of time and funds from innumerable employees and partners. We thank them all not only for making the centennial and this program a success, but also for helping to set the stage for a proud and successful second century of service.

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Introduction



In 2005, the U.S. Department of Agriculture (USDA) Forest Service commemorated its centennial. Over the past century, more than half a million Forest Service employees have cared for the land and served people, creating and demonstrating a spirit of excellence in public service.

In 2000, the Forest Service began planning for a second century of service. Agency leadership chartered an effort called New Century of Service to reflect on the future of the agency while honoring accomplishments of the past century. A team of representatives from all Forest Service units across the country developed a strategic plan and accompanying actions, and they carried out those actions through the centennial year.

At the beginning of the 21st century, the Forest Service faces many new challenges. Rapid natural and social changes, evolving public desires, and new technologies test the agency's capacity to meet the country's expectations for ecologically healthy forests and the benefits they provide. Yet the words of Gifford Pinchot—the first Chief of the Forest Service—ring as true today as they did 100 years ago:

“We have an obligation to the American people to look to the future and promote positive change in protecting, sustaining, and benefiting from our great natural resources.”

New Century of Service was created to help address these challenges and to help commemorate the agency's 100th anniversary by bridging the past, present, and future. New Century of Service has been about many things:

- Building and investing in relationships;
- Nurturing the workforce;
- Encouraging and sharing new ways of doing Forest Service work;
- Informing each other and the public about excellence in Forest Service work, programs, and leadership;
- Supporting and encouraging the use of arts and humanities as a way to convey conservation messages;
- Honoring retirees; and, especially,
- Honoring Forest Service history and present work life as a way to reflect on and envision the future.

From the beginning, New Century of Service relied on and encouraged the inspirations and commitment of Forest Service employees and retirees across the Nation. This report highlights just a few of the innumerable accomplishments of New Century of Service. For examples, it shares mostly national activities and events. New Century of Service also encouraged local activities that added value to the ongoing work of Forest Service employees. Activities and events, too numerous to count, took place across the country. Yet each was significant in its own way.

VISION FOR A NEW CENTURY

We have a committed, highly skilled, well-informed, innovative, and connected workforce. There is respectful, consistent delivery of services across all units. We feel a part of the Forest Service team and contribute our best. As a result, people work together for sustainable ecosystems and communities.

To link the vision to accomplishments, New Century of Service developed the following themes:

- Employees and Leadership
- Connections with the Land and Public
- ◆ Appreciation for Agency History and Culture



Organizational Culture

ACCOMPLISHMENTS



Nurturing the Workforce



Partnerships & Relationships

“Shine-a-light”

New Century of Service concentrated its activities in several emphasis areas as described in the following pages. Each emphasis area reflected one or more aspects of the vision. The icons in this section identify which aspects of the vision are most visibly reflected in a particular emphasis area.

The national team provided leadership and coordination for numerous special activities, events, and programs, often building on existing Forest Service actions and projects. The sampler of activities described here gives a flavor of how each emphasis area was brought to life. Although most activities sampled below are national in scope, New Century of Service catalyzed, influenced, or coordinated many hundreds of additional activities nationwide.



A woman wearing a blue cap, a black t-shirt, a white floral jacket, and blue jeans stands in a garden. She is holding a rusty metal wheelbarrow. In the background, another person in a green shirt and blue jeans is working with a shovel. The garden is filled with green plants and a wooden fence is visible behind them.

Accomplishments

Northeastern Area employee Sally Claggett serves the local community on Honor Day by planting new flowers at Drexel Lodge township park.

730

individuals and groups at regions, stations, and areas won annual NCS awards.



Forest Service employees share their talents and passion for the agency on Honor Day in Alaska.

Nurturing the Workforce

Outcomes

New Century of Service supported Forest Service people who are, have been, and will be public stewards, by conducting new-employee orientation sessions, encouraging the retention and mentoring of existing employees, honoring retirees and past employees, and improving employee and retiree morale.

facts & figures

4

individuals and 4 groups
won the Chief's NCS Award

100+

Honor Day events took
place around the country

500,000+

employees have worked for the
Forest Service since 1905

*Northeastern Area employee
Kathy Greene serves the local
community on Honor Day by
planting new flowers at Drexel
Lodge township park.*



Sampler of Activities

■ CHIEF'S AWARD

This special Chief's Award recognized individuals and groups who made outstanding contributions to the Forest Service mission, exemplifying dedication to the New Century of Service vision.

■ MAY 3, 2005, HONOR DAY

A host of nationwide activities honored current and past employees, volunteers, and partners, as well as employees who died in the line of duty.

■ MEMORIAL PLAQUE

This new three-dimensional plaque in the Washington Office honors all those who lost their lives in service to the agency and their country.

■ NEW EMPLOYEE ORIENTATION VIDEO

This 30-minute video helps new employees understand the agency's history, traditions, culture, tools, and technology through the eyes of a diverse set of Forest Service employees across the country.

■ WASHINGTON OFFICE SERVICE TEAM

New permanent exhibits along hallways in the Washington Office's Yates Building include a 65-foot timeline of the agency, award-winning fire photographs, and a Native American Hall, all of which improve customer service and enhance the health and well-being of Washington Office employees.



Honor Day

May 2005

*Centennial lobby display at
Gifford Pinchot National Forest*



“Friends, We have invited you here to honor you. You’ve put many years of your life and your soul into what this agency is today. You might look around at these younger workers who represent the Forest Service and ask yourself, what have we (they) become. Some of you have expressed that you might feel like dinosaurs in this digital age. Regardless, we are here today to say we remember what you offer and gave: hard work, team work, camaraderie, and getting the job done.

Many of the campgrounds we see today, the roads, the signs, fences, the hand tools, and even the documents in our files are your legacy. Not only is your legacy throughout the agency, but I see it present on the land. I think you have done a fine job leaving a place that I, and my children, can enjoy.

While I don’t usually speak for everyone, I believe I am safe in saying, ‘Thank You,’ from all of us, on this special day of honor. You are remembered and we continue to honor you, respect you, and learn from you. Thank you!!”

*—Excerpted from speech
presented to retired
employees of the Medicine
Bow-Routt National
Forests and Thunder Basin
National Grasslands on
New Century of Service’s
Honor Day. Speech written
and presented by acting
Public Affairs Officer Steve
Kozlowski.*

*The Alaska Region of the Forest
Service was privileged to have
the support of the United States
Coast Guard on Honor Day.*





70

lectures given by Dr. Char Miller
on Forest Service history

The Judith Ranger Station was restored (photo, left) in the Centennial year. Before (photo, right.)



A young visitor learns about the Forest Service at a community Centennial event hosted by the Shasta-Trinity National Forest

Organizational Culture

Outcomes

New Century of Service helped support Forest Service core values, spirit, history, and traditions through activities that highlighted and shared organizational excellence, change, and the agency's many contributions to the Nation. Information gathered, archived, and widely distributed through these projects provides employees and the public a richer understanding of the history and culture of the Forest Service.

facts & figures

5,000

people attended Dr. Miller's lectures

1,000

Greatest Good
documentary showings
took place nationwide

15,000

people attended Greatest
Good showings

Sampler of Activities

Tony Guinn, visitor information specialist, was one of the many Forest Service participants at the Smithsonian Folklife Festival

■ THE GREATEST GOOD

This 2-hour documentary vividly and objectively documents the history of the Forest Service. It has been viewed at more than 1,000 venues nationwide. Three-DVD sets of the documentary were distributed to each Forest Service office for their own use.

■ BREAKING NEW GROUND

Informative posters and accompanying planners highlight major accomplishments of the Forest Service and its employees over the first 100 years.

■ CHAR MILLER LECTURE SERIES

A series of 70 lectures by historian Dr. Char Miller provided nationwide audiences with a richer understanding of the environmental and political history that shaped the Forest Service and the American landscape.

■ FIRE TOWER LOOKOUT

The Forest Fire Lookout Association worked with a small team to create a vision for the future of fire tower lookouts, resulting in an operating plan to preserve and care for Forest Service lookouts and an educational plan for those who visit them.

■ CHAUTAUQUA FESTIVALS

These local celebrations are a unique blend of symposium and festival designed by local communities in partnership with local Forest Service offices. Each of the nine chautauquas was unique, integrating components of the arts and humanities to connect communities to local traditions while planting the seeds of understanding.





Local youth sing at a community Centennial event hosted by the Shasta-Trinity National Forest

The Greatest Good

—Excerpted from Gifford Pinchot: A Life of Leadership, presented by Char Miller for New Century of Service

Gifford Pinchot, who was the founding chief of the Forest Service, was a remarkable figure in American history. Step by step, between 1898 and 1905, Pinchot created the profession of forestry, the work the professionals would do, the curriculum around which the professionals would be trained, and the licensing agency (Society of American Foresters) and its professional journal, the *Journal of American Forestry*. For the first time, there would be American training for American foresters in American environmental conditions.

Still, the fledgling division (then bureau) of forestry within the Department of Agriculture needed forests to be successful—and all the public forested lands in the U.S. were located in the Department of

the Interior. So Pinchot schemed with influential figures, notably President Roosevelt. Finally, in 1905, the laws were passed and signed by Roosevelt moving public forests from Interior to Agriculture, thus creating the U.S. Forest Service. Two years later those lands were re-named the national forests.

The name is not an accident. For Pinchot and Roosevelt, these were public lands owned by the Nation, not by the States, not by the localities. This meant that a citizen of New Hampshire was as invested in the Lolo National Forest in Montana as anyone who lived in Missoula might be.

By World War II, Pinchot and Roosevelt were arguing further that conservation was designed not only to rehabilitate the landscape

but also to repair human society. Pinchot understood that there would be no global peace unless support for the environment was twined with social justice. His claims were radical.

“Conservation matters enormously,” Pinchot wrote, “but it has to evolve.” That idea is captured in the dictum he wrote in 1905: “The greatest good for the greatest number for the longest time.” “The greatest good for the greatest number” was an old term... but Pinchot added, “for the longest time.” He didn’t know the word sustainability, but that’s what he was talking about. Sustainability has to evolve over time. The land has to be repaired so that all lives, not just a few lives, can be made better.

Accomplishments

Quilters Teresa Trulock and Michelle Ryan (left to right) stand with one of their two Centennial quilts at the Folklife Festival

20

Chautauquas and festivals took place



Fiddlin' Foresters entertain at the Smithsonian Folklife Festival. From left to right—Jim Maxwell, Lynn Young, Jane Leche, Tom McFarland (photo right)



Smithsonian Folklife Festival participant Warren Miller shows a visitor how to use a crosscut saw. This was part of the Traditional Tools demonstrations.

Partnerships & Relationships

Outcomes

The New Century of Service strategy encouraged internal and external partnerships to leverage funds for projects of lasting value. Projects forged new connections and reinforced existing ones. New Century of Service efforts improved relations in communities where employees live, supported employees in performing community service, and helped explain natural resources through the use of arts and humanities.

facts & figures

200

volunteers helped make
2 Centennial quilts

5,000

new Junior Forest Rangers
were sworn in during the
Smithsonian Folklife Festival

\$2.3

million was leveraged through
partnerships and collaboration

Smithsonian Folklife Festival Facts & Figures

481

people were interviewed

100

interviewees were selected

30

employees from 28 units, plus 3
retirees conducted interviews

2,900

staff hours were donated for
conducting interviews

300

retiree volunteer hours were
donated for conducting interviews

\$75,000

was granted to professional
folklorists thru the National
Endowment for the Arts

148,000

Woodsy Owl hand-fans were given
to the public

1.1 million

people attended the Folklife
Festival over 10 days

Sampler of Activities

■ SMITHSONIAN FOLKLIFE FESTIVAL

“Forest Service, Culture, and Community” was one of four program areas for the 39th annual Smithsonian Folklife Festival in 2005. With help from the National Forest Foundation, National Endowment for the Arts, and others, this event brought together about 100 employees and retirees and 17 community artisans who shared the agency’s culture and heritage with over 1 million visitors in a living exhibition on the National Mall. A traveling exhibit, “Inspirations from the Forest,” will follow beginning in 2006, with help from the National Endowment for the Arts and Smithsonian Institution.

■ CONSERVATION AND THE ARTS

This effort explored ways of teaching and interpreting natural resource conservation through the arts and humanities. Through Conservation and the Arts, the Forest Service has reached underserved audiences and fostered support for the talented artists and artisans of the agency to further its mission. Accomplishments include:

- An alliance of national, State, and local agencies, organizations, and individuals who fostered interest in natural resource conservation through the arts.
- Two national centennial quilts interpreting Forest Service history and culture, designed and made by Forest Service employees and retirees their family members, friends, and neighbors.
- Community chautauquas or festivals raising conservation awareness through performances, lectures, and art.
- Traveling exhibit, “Inspirations from the Forest,” through the Smithsonian Institution and National Endowment for the Arts.
- 12 sessions at the 2003 Interagency Partnership Conference.
- Interpretive musical performances by Fiddlin’ Foresters, Riders in the Dirt, Blues Rangers, Rita Cantu, and others.

*Pat York, recreation program
manager, teaches music to children
at the Smithsonian Folklife Festival*

■ GREAT OUTDOORS

In partnership with Greenfield Village, this outdoor living history museum in Detroit launched a 2-year pilot program for 2,000 children and their parents, helping to teach urban audiences the importance of conserving natural resources.

■ COMMUNITY CONNECTIONS

This project recognizes and encourages the time and effort Forest Service employees give to community service, making a difference in their local communities through volunteer work.

■ COMMEMORATIVE SURVEY MARKER

The Forest Service partnered with the National Oceanic and Atmospheric Administration and National Geodetic Survey (NGS) to install a 12-inch commemorative disk on the grounds of the USDA in Washington, DC. The disk is now included in the NGS National Spatial Reference System of high-accuracy reference points, providing the foundation for transportation and communication systems and other uses. Smaller replicas were placed on 17 national forests throughout the country, each of which became part of the National Spatial Reference System.

■ EUROPEAN/U.S. FORESTRY SYMPOSIUM

In partnership with the Pinchot Institute for Conservation, this two-part symposium for policymakers and forestry practitioners in the United States and Europe took place to recognize the role of the French National Forestry School and others in educating the first cadre of American forestry.

Below, top:

A living history Old-Time Ranger speaks with Forest Service employees at the opening of Greenfield Village

Below, bottom:

Bird specialist Kevin Cooper shares various bird calls with young Smithsonian Folklife Festival visitors





“Shine-a-light”

Outcomes

New Century of Service assessed, highlighted, integrated, and communicated ongoing efforts that demonstrate the principles of New Century of Service—service, excellence, relationships, and innovation—by engaging with people in a variety of ways to keep them up to date on activities and opportunities.



*New Century of Service
Field Representatives at
their 2004 meeting at
Grey Towers, PA.*

facts & figures

26

New Century of
Service newsletters
were produced

1

Centennial pin and 1
Breaking New Ground
planner were made for each
employee



127

activities listed on the New Century
of Service online calendar

Sampler of Activities

■ NETWORK

A national team of field representatives from each region and research station, the Northeastern Area, and the International Institute of Tropical Forestry planned and coordinated all New Century of Service activities. They worked with local employees and retirees in ways that fit with their particular place and culture to produce and facilitate activities, events, and products representing their unique niche within the Forest Service over the past 100 years.

■ PLANNING

The national team developed strategic and communication plans for New Century of Service, laying out 5-year strategies, actions, and projects.

■ ELECTRONIC NEWSLETTER

Published six times per year, this newsletter highlighted current activities, local stories, award winners, and ongoing accomplishments.

■ WEB SITE

The New Century of Service Web site shares and provides a central location for information on activities, history, and accomplishment of the agency, with links to associated activities and information.

■ TOOLKIT

The centennial toolkit for Forest Service units included: key messages, theme art, historical publications, exhibits, brochures, lapel pins, on-line calendars, events checklists, and a support package for units hosting major events through 2005.



*Living
History
Performance*



*New Century of Service Field
Representatives at their 2003
meeting at the Forest Products Lab*

■ FOR THE BOOKSHELF

In conjunction with the Forest History Society, Society of American Foresters, Museum of Forest Service History, and University of Nevada, New Century of Service produced a suite of historical publications of particular relevance to the centennial and to the history of the agency.

■ SUPPORT SERVICES

The New Century of Service team provided support and consultation on the opening of the new Washington Office Information Center and provided volunteers to work at the reopening of Grey Towers National Historic Landmark.



On August 18, 2005, a dramatic Underground Railroad reenactment was held at the Lake Vesuvius Recreation Area on the Wayne National Forest. Susan Taylor, a lifetime resident of nearby Ironton, OH, portrayed a slave journeying to freedom on the Underground Railroad. She interspersed some absolutely captivating slave spirituals that were used historically as signals for fleeing slaves—"Wade in the Water," "Swing Low, Sweet Chariot," and "Soon and Very Soon." The performance was part of the "Music in the Woods" series sponsored by the Forest, Ohio University Southern, and the Lawrence County Historical Society.

Springboard to the Future

The contributions and pride in public service that our employees displayed in the first hundred years reaffirm the agency's culture and knowledge to be passed on to new employees. The New Century of Service team has helped create a dialogue and has crafted a springboard to take the agency into the next century.

The biggest challenge for New Century of Service was to harness the excitement and energy of Forest Service employees and retirees across the Nation and to help them bring their great ideas to fruition. The test for the next century of service will be to maintain the enthusiasm, good will, and pride engendered by the efforts of the past 5 years.

Following are some of the New Century of Service projects that have lives beyond the centennial year:

■ EMPLOYEES AND LEADERSHIP

- **Memorial plaque** is displayed in the entry area of the Washington Office's Yates Building for all to see and remember.
- **Breaking New Ground 18-month planners**, produced for all employees, will continue to be used through December 2006.
- **The New Employee Orientation video**, produced through New Century of Service and the agency's Office of Communication, will continue to be used at new employee orientation sessions around the country.
- **Honor Day** set in motion the practice of setting aside a day to honor employees and retirees. Some Forest Service offices may continue this practice in future years.

■ CONNECTIONS WITH THE LAND

- **Survey markers:** Eighteen new geodetic markers that were established around the country for the centennial are now part of the National Spatial Reference System. There is interest in establishing more markers at additional Forest Service sites.
- **"Inspirations from the Forest"** (Smithsonian Folklife Festival): In partnership with the Smithsonian and National Endowment for the Arts, this 3-year traveling exhibit will teach connections between the arts and natural resources at agency visitor centers nationwide. Signs from the Smithsonian Folklife Festival will be mounted on the third floor of the Washington Office's Yates Building as a teachable moment and a reminder of the festival.

- **Chautauqua festivals:** Seeds have been sown for future festivals and chautauquas in local communities.
- **Junior Forest Ranger Program:** About 5,000 new Junior Forest Rangers were sworn in at the Smithsonian Folklife Festival. This rejuvenated program will continue on, with many more teachable moments.
- **Forest fire lookouts:** Plans for the future care of Forest Service lookout towers are now in place, thanks to the Forest Fire Lookout Association.
- **Recreation:** Numerous local campgrounds, trails, museum displays, and other projects that were built or rebuilt as centennial projects will be enjoyed by visitors across the country.

■ APPRECIATION FOR AGENCY HISTORY AND CULTURE

- **“The Greatest Good” DVD:** The program will continue to be seen by many, as a teaching tool for people to better understand the history and complexities of the Forest Service.
- **Char Miller’s Lecture Series:** The lectures live on through the CDs and DVDs produced directly from Dr. Miller’s lectures.
- **Dutch-oven cooking:** A new generation of Dutch-oven cooks will have a cookbook to guide them, thanks to the Intermountain Region and the Museum of Forest Service History.
- **Commemorative quilts:** At least five quilts were created to commemorate the Forest Service, sewn with loving care by hundreds of agency employees, retirees, friends, and volunteers. Two national centennial quilts will travel with the Smithsonian exhibit; others will be displayed for many to see and appreciate as products of Forest Service history and culture.

“Fish Around Town”

Fish Art Educates Community on Water “Fish Around Town” was an educational effort engaging local artists of diverse media to create installations at 34 sites in Teton Valley, Idaho. Each installation contained science-based information about the critical role water plays in the community. In addition, each site provided a token “little fish,” an individual piece of art containing a fact about water that could be taken home to contemplate, share, and inspire. Partners with the Caribou-Targhee National Forest included the Teton Arts Council, Teton Regional Land Trust, Trout Unlimited, Idaho Department of Water Resources, Natural Resources Conservation Service, Idaho Fish and Game Department, and Friends of the Teton River, with major funding from Teton Springs Golf and Casting Club and the Community Foundation of Jackson Hole.

New Century of Service Team

Staff

Coordinator	Linda Feldman, Conservation Education Staff, Washington Office
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Partnership Coordinator	Susan Alden, National Partnership Office
Centennial Congress Coordinator	Jacqueline Emanuel, Recreation and Heritage Staff

Field Representatives

Those designated with an asterisk () were representatives through the close of New Century of Service. Others were representatives in prior years. A special thanks to Rick Fletcher, Terry Hoffman, Brenda Kendrix, Joy Kimmel, Deidra McGee, Sue Paulson, Sherri Richardson Dodge, and Carlos Rodriguez for their dedication to all 5 years of New Century of Service.*

Northern Region (R1)	Paula Nelson* Ed Nesselroad Gayle McMurray
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Rocky Mountain Region (R2)	Denise Tomlin* Lynn Young Jane Leche
Southwestern Region (R3)	Sheila Poole* Connie Stubbs
Intermountain Region (R4)	Danny Ebert* Beth King* James Stone Dan Jiron John Knorr Bob Swinford
Pacific Southwest Region (R5)	Brenda Kendrix*
Pacific Northwest Region (R6)	Shandra Terry* Patti Burel Al Matecko
Southern Region (R8)	Linda Adams-Brown Shirley Twiggs
Eastern Region (R9)	Sandi Forney* Donna Hepp
Alaska Region (R10)	Teresa Haugh* Jim Franzel Pamela Finney
Northeastern Area, State and Private Forestry	Terry Hoffman* Teri Heyer
Forest Products Laboratory	Sue Paulson*
International Institute of Tropical Forestry	Carlos Rodriguez*
North Central Research Station	Deb Deitzman* Connie Stubbs*

Northeastern Research Station	Deidra McGee*
Pacific Northwest Research Station	Sherri Richardson Dodge*
Pacific Southwest Research Station	Christie Aldrete* Sara Garetz
Rocky Mountain Research Station	Rick Fletcher*
Southern Research Station	Rod Kindlund* Carol Ferguson
Union Representative	Jennifer Hickenbottom*
Job Corps Representative	George Rink* Wilma Vialpando
Retiree Representative	Dick Hoffmann*
Facilitator	Joy Kimmel*

Team Leaders:

Breaking New Ground	Terry Hoffman* Deidra McGee Rick Fletcher Sue Paulson
Community Connections	Don Howlett*
Folklife Festival	Christine Murray* Karen Fiore
"Greatest Good" documentary	Ann Dunsky* Steve Dunsky* Dave Steinke* Alana DeJoseph*
Recognition program	Karen Finlayson*
Centennial quilts	Joy Berg*
Conservation and the arts	Rita Cantu*

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 Thelma Strong, Jeff Waalkes, and Jerry Will.*

“OUR RESPONSE TO THE NATION IS TO BE MORE THAN CAREFUL STEWARDS
OF THE LAND, WE MUST BE CONSTANT CATALYSTS FOR POSITIVE CHANGE.”

—Gifford Pinchot, *first Chief of the Forest Service*



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