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DIRECTOR’S CORNER – NOTEWORTHY OBSERVATIONS FROM EP LEADERSHIP

CHRIS FEUTRIER, ENTERPRISE PROGRAM DEPUTY DIRECTOR

Why are we Enterprisers?

The proud history of Enterprise is one where the Entrepreneurial spirit rests right at the core of who we are. A unique environment ripe with initiative and appreciation for action, spirit and can-DO. The fulfillment that comes with being able to work on things you are passionate about, in service to the Agency that we love, is the core of what it means to me to be an Enterpriser.

I know that these last eight months since realignment have been difficult. Change is hard, no doubt about it. We have spent a significant amount of time focused on building new relationships with each other and learning how to effectively work as a much bigger team in One-Enterprise. An important part of this has been a focus on centralized processes and re-establishing the minimum essential controls to safely steward our program into the future, all while staying focused on project delivery for our clients and delivering value to our Agency.

I also think it is fair to say that living exclusively in the land of centralized processes and management controls is really hard on us as it has a natural, dampening effect on innovation, creativity and freedom of action. As we are realizing the gains from the efficiencies, common language and safety of centralized processes, it is now time to turn and find the sweet spot in the middle. (Article continued on page 2)
(Article continued from page 1) That sweet spot being where we can integrate the healthy parts of the Enterprising Spirit, and once again re-harness the engine of initiative, creativity, innovation and speed, but do so in a way that don’t drive full bore off a cliff. Where we do right by our clients and deliver for the Agency so that the Forest Service can continue to be the world standard for land management. After all, we care about the land, like the rest of the Forest Service cares about the land, and above all, we want to deliver for the land, for those that need our assistance, and for the public that we serve.

In this virtual networked intelligence that is Enterprise, there is so much that we can do. We are becoming. We are reaching for new heights where we are truly exceptional at customer service. Every day Enterprisers all over the country innovate and create with our partners in the Agency and take brilliant ideas and proven strategies from one Forest to the next. We are uniquely positioned to serve in that role, and are increasingly finding new ways to do it even better without unit boundaries in the way. I believe that Enterprise can continue to be the place where talented and gifted Forest Service employees come to develop, to deliver and to learn. We are a place where great products and projects are born. And in order to enhance this vision and continue to build on it, we have to hold ourselves and each other accountable to those goals. And we have to believe it first. It is time to find the new middle. It’s time to re-engage. We need your ideas, energy and effort to help chart the path. The future after all is ours to create. That’s why I came to Enterprise... How about you?

Jim Harrison: “It’s not so much that I got from there to here, which is everyone’s story: but the shape of the voyage, how it pushed outward in every direction until it stopped...” That’s what counts. ■

PROJECT HIGHLIGHT - NATIONAL WEB REDESIGN EFFORT

PEGGY WILSON, ENTERPRISE PROGRAM NATURAL RESOURCE SPECIALIST

Throughout FY’17, the Enterprise Program assisted with designing the external website of the Forest Service. I, graphic designer Peggy Wilson, project manager Amanda Patrick, and Enterprise web genius Jason Flaherty, were instrumental in the redesign of the public facing website for the Forest Service. We worked with Region 2 webmaster, Margot Bucholtz, to develop what will become the redesigned Forest Service website. The process was compressed from a one year design process to six months, with regional webmasters currently developing wireframes for a rollout in the fall of 2018. The work will have a national impact internally for people managing the public facing sites and for the public making Forest Service pages more accessible and relevant to its users. We are excited to have worked on this project and even more excited that the public will have an easier time getting the information they want. We would give you a teaser of the new look but it is still in super-secret, covert, special-ops mode right now – just know that it involves images, buttons, and is mobile-friendly.

CLIENT QUOTES

JAMEY STOGSDILL, ENTERPRISE PROGRAM COR, DEMONSTRATING PROFESSIONALISM ON COMPLEX CRVR PROJECT

“We have been worked through Enterprise to have Jamey Stogsdill serve as the COR on the very large and complex Crooked River Valley Rehabilitation (CRVR) project for the last 2 years. In addition, Jamey has taken on several other projects in the same general vicinity. I wanted to let you know how happy we have been with Jamey’s work. Jamey’s interactions with the contractors have been very professional yet cordial and she has had to process several complicated contract mods. The CRVR project in particular has been fairly controversial locally and Jamey has, very professionally, responded to inquiries from our County Commissioners and others. Jamey is always engaged and interested in the work and learning about the area too. This project has been beyond the capacity of the Forest to administer and the ability to bring in a competent COR from the Enterprise Program has really enabled us to implement the project. We are looking forward to working with Jamey again this year!”

- ANNE HALL CONNOR, WATERSHED RESTORATION PROGRAM LEAD
NEZ PERCE-CLEARWATER NATIONAL FORESTS
Adding Value in a Time of Need - El Yunque in Reñace* (*Spanish, meaning “to be reborn”)  

Stan Helin, EP Service Line Manager of Special Uses, Lands, & Minerals

With contributions from Mary Ellen Emerick, EP Natural Resource Specialist + David Fothergill, EP Forest Landscape Architect

On September 6, 2017, Category 5 Hurricane Irma passed approximately 30 miles north of the island and territory of Puerto Rico. Just 14 days later, Category 4 Hurricane Maria came over Puerto Rico from the southeast moving northwest across the island. These back to back hurricanes resulted in unprecedented damage and destruction across the entire Island. As a result, the El Yunque National Forest (EYNF) was shut down to ensure the health and safety of the Forest Service employees and general public.

El Yunque is one of the smallest forests (29,000 acres) in the National Forest System, yet is one of the most biologically diverse. It is the only tropical rain forest managed by the USDA Forest Service, and one of the oldest Spanish Forest Reserves in the Western Hemisphere dating back hundreds of years. It is the largest protected area in Puerto Rico providing 20% of the Island’s drinking water, wildlife and fishery habitat, recreation, tourism, and scientific research.

USDA Forest Service staff, Incident Management Team members from across the U.S., Puerto Rico Inter-Agency Fire Crews, Enterprise Program individuals, and locally hired temporary employees and contractors are working diligently to restore services and facilities to the El Yunque National Forest. The monumental hurricane damage and recovery efforts have been difficult and the effects will be long-lasting, but the resiliency of the rain forest and the people that live and work in its shadow will endure.

The ability for Enterprise staff to mobilize quickly, provide short term capacity, and national expertise is exactly what the forest and surrounding communities need during this time of restoration. Enterprisers Jen Wright, David Fothergill, Mary Blanchard, Katherine Worn, Jan Spencer, Mary Ellen Emerick, Stephanie Valentine, and Stan Helin have already begun work on the island.

(Article continued on page 4)

Top, right picture: Hurricane Irma and Maria storm track through Puerto Rico.

Middle, left picture: The Catalina Headquarters Office of the El Yunque National Forest. The building roof was damaged and is being marginally protected by FEMA installed tarps, which are deteriorating and in need of replacement.

Pictured below from left to right: Before and after views from Yokahu Tower, an observation tower within the El Yunque National Forest on the island of Puerto Rico.
Jennifer Wright and David Fothergill were sent to perform a rapid assessment of hurricane damage to the El Yunque trail system. Enterprise’s model of a flexible, mobile workforce with technical expertise, empowered the forest to meet timelines and apply for Emergency Relief for Federally Owned roads program (ERFO) funding through the Federal Highways Administration. Trails are eligible through this program because they fit the criteria of having an engineered surface and providing public access.

Every single hard copy and electronic copy of the forest’s files and documents were destroyed during the hurricanes and ensued months of mold accumulation as employees began the physical process of digging out their offices. Mary Blanchard created a strategic documents restoration plan and is now implementing restoration efforts in phase two of the work. It involves re-establishing Mercury and building all new Pinyon systems, digitizing salvaged documents, decontaminating documents, setting up new Forest servers, and developing asset condition surveys for facilities, roads, and trails. Katherine Worn is developing the NEPA strategy and will create the compliance documents for all of the restoration work to be performed through FEMA (Federal Emergency Management Agency), Federal Highways Administration, and USDA Forest Service projects identified in the hurricane restoration funding. This NEPA work will exemplify the new EADM (Environmental Analysis and Decision Making) streamlining initiatives set forth by the Department while also meeting rapid paced restoration timelines.

Stan Helin is working toward restoring partnership and community connections with the 8 municipalities that surround EYNF by opening off-forest community/information centers, developing NFF agreements for supplemental funding with the vast resort and cruise ship industries, creating new partnerships and increasing volunteer capacity, and developing the EYNF Facebook site as a critical source of connection to the forest.

Another one of the many challenges facing the El Yunque NF is restoring visitor services to the forest. Along with allowing for opportunities for education and recreation, this also includes providing an important economic benefit to local communities through permitting of outfitter-guides. Prior to the hurricane, there were approximately 200 outfitters operating on the forest, primarily offering hiking and interpretive tours. There was an urgent need to quickly assess and analyze the need and capacity for visitors in the 7% of the forest that was currently open. This was especially important because cruise ships are beginning to visit the island again, bringing a high demand for guided activities.

Jan Spencer, Mary Ellen Emerick, and Stephanie Valentine formed a “strike team” that completed a needs assessment, capacity analysis, and allocation recommendation for the forest. This allowed the forest to then issue short-term permits to 101 proponents, which will facilitate guided visitor access to three popular recreation sites along the 191 and 988 corridors. As more of the forest opens, additional services may be accommodated. This project had to be compressed into a short timeline, but ultimately was successful in restoring crucial visitor services to the popular forest.

All in all, it is an honor to be serving the people of Puerto Rico and the employees of the El Yunque National Forest. Working on this project is a once in a career opportunity and displayed the best of Enterprise alongside the best of the EYNF.

Left photo: A large landslide just below the El Toro Trail located in Wilderness. The head of the escarpment is approximately 20 feet away from the trail and will likely require a reroute of the trail for public safety.

Right photo: El Toro Trail – tread is completely gone and the trail is becoming a stream channel due to the frequent precipitation received in this area.
HELPING TO RESHAPE POLICY - ENVIRONMENTAL ANALYSIS DECISION MAKING (EADM) EFFORT

PEGGY WILSON, ENTERPRISE PROGRAM NATURAL RESOURCE SPECIALIST

The Washington Office (WO) Ecosystem Management Coordination (EMC) Program, with help from the Enterprise Program communications service line, is developing a series of cohesive communication products supporting the agency’s Environmental Analysis Decision Making (EADM) effort. These products consist of document templates, PowerPoint templates, web mockups, and a primer to name a few.

The EADM effort is a national level effort to increase efficiency, reduce the cost of Environmental Analysis and Decision Making, and sustain the diversity, health, resilience, and productivity of the nation’s forest and grasslands, while remaining true to the agency obligation of environmental stewardship. The goal of EADM is to build on past and ongoing efforts to improve processes and implement a comprehensive, national approach to reforming our Agency culture, policies, and procedures for implementing laws and regulations with the realities of current and future on-the-ground resource objectives and public benefits.

Kacy Ellsworth is the project manager and the writer-editor for the project and has done a wonderful job balancing the number of requests and the quick turnarounds. Peggy Wilson has assisted with layout and graphic design. A special thanks to Patty Burel for her help and guidance. These products should be making their way to an Environmental Planner soon.

ENTERPRISER CORNER – NEWS ABOUT THE PEOPLE OF ENTERPRISE

CONGRATS, CHRISTINE WEST!

Congratulations to Christine and her husband Jeff Kane on the adoption of their daughter! Gabriella “Gabby” Grace Kane was born on September 2, 2017. Gabby is a sweet and smiley little girl, and like her parents, warms the room with her great sense of humor.

LUNCH CELEBRATION FOR RECENTLY RETIRED ENTERPRISER, VICKEY EUBANK

On January 25, 2018, Lucretia Smith, Stephanie Valentine and I took Vickey to lunch to celebrate her retirement.

Vickey Eubank, GIS extraordinaire, has been an Enterpriser since 2005 with a federal career spanning more than 35 years. Attached is a photo from our gathering. – Tracie Buhl

CONGRATS, LAURA NANCE!

Congratulations to Laura Nance! Her first grandchild – a baby girl Ava Kathleen Nance was born on December 31, 2017 at 8 pounds and 4 ounces to Chase Nance and Dominique Allen.
The Enterprise Program (EP) executed an agreement with the Washington Office Recreation, Heritage and Volunteer Resources (RHVR) office last summer for a multi-faceted project involving the Resource Assistants Program or RAP. RAP is a fairly new intern type program that focuses on bringing emerging natural and cultural resource professionals into the Forest Service work environment through partnerships with nongovernmental organization (NGO) partners, and allowing them to gain valuable experience working on Forest Service projects and programs.

This exciting project is on track to meet all of the client’s objectives and has included the excellent work of many talented EP specialists. Nine months into the two-year project, EP has completed numerous projects and accomplishments, which include designing a new SharePoint site, developing a strategic communication plan, creating various document and presentation templates for use by the RAP office, drafting an MOU between the client and a NGO partner to create a RAP Community Facebook page (thus increasing collaboration and networking among the resource assistants dispersed throughout the nation), creating RAP orientation videos and assisting the client with edits, and coordinating OC review on a new RAP brochure the client created. Remaining work includes completing additional orientation videos for FS staff and partners and planning/conducting an in person three day professional development conference for 75 RA's this summer in the DC area.

Welcome, Amy Ballard

Amy holds 28 years of experience serving the Forest Service on four national forests in Montana, Nevada, and South Dakota in the natural resource, recreation, special uses and lands, conservation education, and outreach professions. The majority of her career has been spent working as the recreation forester on the Black Hills National Forest, Mystic Ranger District in South Dakota. She is skilled in planning, implementation, supervision and program monitoring for the developed recreation program, special use permit administration for various lands and recreation permits, and managing 3 rounds of the forest NVUM visitor use monitoring survey. Amy has been a leader in education and outreach by implementing the Moon Walk Program for 23 years, initiating a 9 consecutive year video teleconferencing fire ecology program for students across 3 states, and representing the Forest Service in developing and leading the local Women in Science STEM program.

Amy earned a Master of Forestry degree from the University of Montana, a Master of Science degree in Recreation from Colorado State University, and a Bachelor of Science degree in aquatic biology from Allegheny College, a liberal arts institution. Her education based theses and professional papers supported national forest training programs and partnerships by using social research techniques to analyze internal and external federal, state and local issues. Amy’s educational background coupled with her on the ground experience make her a well-rounded professional in the field of natural resources - specifically recreation, special uses and education.

Welcome, Jonathan Berry

Jonathan is a Geotechnical Engineer with the Enterprise Program. He recently came from the Pacific Northwest Regional Office in Portland, Oregon. He is a professional engineer licensed in Oregon and California, and has worked for the Forest Service for 15 years. Jonathan has worked on a wide variety of geological engineering, and geotechnical issues, including storm damage repair, foundation investigations for building and bridges, landslide investigations, design of retaining walls, surface hydrology and hydraulics, groundwater hydrology, erosion control, stream restoration projects, and pavement management (gravel and paved roads.

Jonathan graduated in 2003 with a B.S. in Geology (emphasis in groundwater hydrology), and a B.S. in Geological Engineering from the University of Idaho. He has worked as a zone resource specialist for the Forest Service in Northern California until 2015, and was a resource to R6/R10 from 2015 to 2017. He recently moved back to Quincy, California when he began working for Enterprise.
Welcome, Jodi Leingang

Please join me in welcoming Jodi Leingang to the Environmental Coordinators/Project Managers/Writer Editors/eMNEPA group! Jodi will be joining us on a 120-day detail as an Environmental Coordinator effective February 4 thru May 26, 2018. We are very excited to have Jodi join us and she brings a wealth of skills and expertise to serve our clients and we hope some recipe sharing! 😊

Jodi has 25 years in practice in natural resource management as Ecosystems Resource Group Leader, Leadership Team Member, Program Manager, Acting District Ranger, Interdisciplinary Team Leader, Northwest Forest Plan Implementation Monitoring Provincial Team Leader and District Resource Specialist. Jodi has gained a diversity of experience as the Tapash Collaborative Forest Restoration Program Coordinator where formal collaboration and cross-boundary restoration program planning and implementation was the emphasis of her work. Jodi has been, and continues to be, intimately involved in the development and implementation of the Okanogan Wenatchee Forest Restoration Strategy. Jodi holds a M.S. in ecology from Washington State University.

Jodi grew up in Arizona and moved to Washington State in 1986. She currently resides in eastern Washington on a 10-acre hobby farm with her husband Colin, short-haired pointers Chloe and Emma, and cat, Latke. Jodi has a passion for gardening and preserving the rewards reaped, cooking (and eating!), Hawaii, and the Los Lonely Boys. – Charlene Bucha

Congratulations, Jason Flaherty

Enterprisers, please help me to congratulate Jason Flaherty as he begins a 120 day supervisory detail in the Technology service line. Jason has been with Enterprise for a number of years in a developer role and will now be branching out a bit as a supervisor for the web development staff within the Technology pod. Here is a little more background on Jason: “Originally from Southern Oregon, I received my B.S(s) attending college in the Sierra Nevada Mountains studying Ecology and Computer Science. During college I worked ecology, timber and web related temporary positions within the US Forest Service and US Geological Survey as well as for private industry. Being a web developer, I help the Forest Service, and closely related agencies, build amazing web sites. When I am not working, my wonderful wife and I, married 11 years now, enjoy our two amazing (silly, smart, crazy, intense ...) children, 7 year old (Sage) and 8 year old (Juniper). We currently live in Southern Oregon, enjoy our open property and the dirt therapy it provides. While not working around the house, I take time to enjoy the outdoors by running, mountain biking and skiing. I love a good outdoor adventure!” Welcome, Jason. – Stephen Nelson

Welcome, Kaye Orme

Please join me in welcoming Kaye Orme, who started a 120 day assignment as the Recreation Service Line Manager this week. She is coming to us from the Caribou-Targhee NF in Idaho, where she serves as the Recreation Program Manager. Kaye has 27 years of experience with the Forest Service agency, working in recreation, lands, minerals and special uses. Kaye has worked in these fields in Regions 1, 2 and 4. Kaye also served as the Regional Representative for the Recreation Steering Committee for the National Technology and Development Centers for Regions 1, 2 and 4.

Welcome, Kaye. We look forward to working with you. – Rhonda O’Byrne

Welcome, Carmari Gómez

An introductory note from Carmari; I studied Civil Engineering in the University of Puerto Rico and then moved to the mainland to work for NRCS for four years where I did design work on streambank restoration, wetland restoration, erosion and sediment control as well as watering and mortality facilities for livestock. In 2014, I moved to Pennsylvania and started working with the Forest Service in the Allegheny National Forest as a Transportation Planner and completed other design work for two years. In 2016, I worked with the Air Force for 1 year as a Project Engineer until was offered the opportunity to join the Enterprise Program. I currently live in Northeast Ohio with my husband, waiting for our first baby this spring.
Welcome, Jessica Rubado

Please join us in welcoming Jessica Rubado to the Enterprise Program! Jessica has been on detail to our group since pay period 19 where she stepped right in and carried the ball on several challenging work orders as a Project Manager. Effective December 24th, Jessica joins us permanently via a lateral reassignment. She’ll work from Portland, Oregon and comes to us from Region 6 where she has been the Northwest Forest Plan Regional Planner for two and half years. She came to the Forest Service from the Bureau of Land Management (BLM) where she spent 13 years in a variety of positions in New Mexico, Washington D.C., and most recently as a land use planner in Portland, Oregon. While in Washington D.C., Jessica served as BLM’s National Sage-grouse Coordinator for the recent plan amendments, a Legislative Fellow at the United States Senate (Senator Crapo), and as a Wildlife Biologist working on national policy. Jessica is grateful for the opportunity to work with Enterprise and is looking forward to the varied work assignments. Jessica and her partner Rich have two toddler sons and enjoy international travel, backcountry hiking, and skiing. Jessica holds a Bachelor’s Degree in Wildlife Science from Oregon State University and is from Eugene, Oregon. We are very excited to have Jessica join our team! - Charlene, Rachael, and Cristi

Welcome, Aaron Fargo

Aaron comes to us from Salt Lake City, Utah where he has spent the last 5 years with the Forest Service primarily as a Landscape Architect working on projects in Region 4. His background includes a B.S. in Public Relations and a Masters of Landscape Architecture from the School Of Natural Resources at the University of Michigan. Aaron has spent most of his Forest Service career with the R4 Regional Facilities Design Team working on facilities and developed recreation projects, scenery management and master planning. Outside of work, Aaron enjoys spending time with his wife and two children, camping, hiking, scuba diving, sports, home improvement projects and anything outdoors. He enjoys experiencing different cultures and landscapes through travel including international travels to Central Africa, Central America, South East Asia, New Zealand and Europe. Aaron is looking forward to what the future holds with the Enterprise Team!

Welcome, Amanda Walker

I have been with the Forest Service for about 17 years, which includes work on four forests and in three regions. I started at Land Between the Lakes NRA in R8 as an Environmental Education Assistant and then changed to become Assistant Manager of Trails and OHV. Next, I was on the Rio Grande National Forest in R2 as Recreation Special Uses Permit Administrator, Rec Planner, and Forest Rec SUDS Coordinator (all simultaneously). Then, I was a District Rec Staff on the Ouray RD of the Grand Mesa Uncompahgre Gunnison NF in R2 and oversaw everything related to recreation, trails, wilderness, and rec special uses. My most recent position was being the Forest Recreation, Wilderness and Trails Program Manager on the Mark Twain NF in R9 where I managed the recreation, trails, wilderness, and rec special uses programs and budget for the forest. Now, I am on detail as a Recreation Planner for the Enterprise Program. My husband took a job in western Colorado with a nonprofit to manage Meals on Wheels and other senior community programs for a few counties. So, I am currently in Montrose Colorado with my husband, son who is in second grade, and 2 dogs.

Welcome, Nick DiGiacco

I would like to introduce Nick DiGiacco to the Enterprise Program. Nick joined the Lands, Minerals, and Special Uses service line late last year in an advanced trainee detailer position for special use administration. Nick will be supporting lands projects in multiple regions while acquiring a progressively broader background in the knowledge and skills necessary for him to pursue a career in special uses. Nick’s home unit is the White Mountain where he is the Visitor Services Supervisor on the Androscoggin District. Welcome, Nick. – Christine Brown
**Welcome, Lynn DiFiore**

I have 28 years of experience with the Forest Service as a Civil Engineer, mostly within Region 8. I have worked in transportation and facilities and most recently was the North Zone Engineer for the Cherokee NF in Tennessee. I’ve also served as Forest Engineer for the Rio Grande NF in R2 for a few years.

My passion is trails – I am an ultra-marathoner and section maintainer for one of the prettiest sections of the Appalachian Trail in the Roan Highlands. I enjoy any outdoor activity, especially hiking, backpacking, cycling and kayaking. My duty station is located in Unicoi, Tennessee on the Cherokee National Forest.

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**Goodbye, Christopher Murphy**

Hey All –

I’m headed off for new country. I have taken a new position as a project leader with the Missoula Technology and Design Center (MTDC). Andy Gaston will be moving into the position of EP Trails supervisor.

I want to emphasize that this was not an easy decision to make. The past three years have been an educational and rewarding experience. I’ve relished my work with Enterprise Program as well as the rare chance to work with such high caliber employees. However, after long hours of consideration, I have decided that presently a position with MTDC is the best path to take. I sincerely hope that in future there will be an opportunity for me to work with the Enterprise Program again.

I appreciate the opportunities I have been given and would like to thank you all for your support, cooperation and mentorship during my time with the Enterprise Program. I wish you all the greatest success in the coming years.

Regards,

Chris Murphy

*Photo: Chris Murphy (left) and Kevin Klinefelter (right) getting work done in the AK bush on the Chugach National Forest.*

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**Length of Service Awards**

People are and always will be our greatest asset. The success of the agency is a direct result of employee efforts and dedication. We are delighted to recognize our Enterprise Program employees’ most recent Length of Service milestones below:

- Charlene Bucha – 30 years
- Elaine Alexander – 25 years
- Charles Gondeiro – 20 years
- Judith York – 30 years
- Steven Collins – 20 years
- Lauren Payne – 30 years
- Mary Lihou – 20 years

Thank you for your service!

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**About Enterprising People**

*Enterprising People* is a bimonthly publication focusing on the Enterprise Program and their partners. Both Enterprisers and partners are encouraged to share stories, provide comments or questions, and join our mailing list by contacting the editor, Kathrina Magno (*kathrinaqmagno@fs.fed.us*). **Content submissions for the next issue are due May 4, 2018 to the editor.**