

Enterprise Program

Enterprising People

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DIRECTOR’S CORNER - *NOTEWORTHY OBSERVATIONS FROM EP LEADERSHIP*

FRAN SMITH, ENTERPRISE PROGRAM ASSISTANT DIRECTOR

My husband and I were vacationing in Alaska this past July. One evening in Juneau, we were standing in front of our hotel waiting for our ride to town for dinner. A Forest Service pick-up pulled in and parked across the parking lot from where we were. I looked up at my husband while grinning and said, “I wonder if that’s an Enterpriser.” He gave me a side glance, smirked and said, “You think Enterprisers are everywhere and how would you know anyway?” A man and a woman got out of the vehicle, grabbed their gear and headed towards the hotel doors where we were standing. From across the parking lot the woman squints her eyes and shouts, “Is that you, Fran; Fran Smith?” I answered, “Yes, it’s me, who are you?” I didn’t recognize her. She said giggling, “I can’t believe it’s you,” while simultaneously I asked laughing, “How did you recognize me?” We connected instantly. This is how I had the pleasure of meeting a fantastic fellow Enterpriser, Mary Blanchard for the first time. She recognized me from the various video platforms we use in our virtual workplace. *(Article continued on next page)*



Staying In Touch

Working virtually has its advantages. There is privacy and solitude, great for getting loads of work done and not so great when it turns into isolation. As enterprisers, we need to stay in touch with each other and that means communicating. We have many tools at our disposal that allow us to communicate easily: phones, computers, tablets and webcams to name a few. Effective communication involves using all these tools. Here's some additional ways to stay in touch within the Enterprise Program.

- Form a weekly virtual water cooler gathering where you could dialogue with a colleague about how to solve a tough problem or let off steam about an unexpected change in your project plan.
- For one-on-one calls try using the video call option in Skype or the FaceTime app on your smart phone so you can see each other.
- Expand your network and build new relationships by collaborating. Join a working group or volunteer to take on a program-wide task that requires you to connect with other enterprisers you haven't met yet.

Staying Productive

As employee happiness and satisfaction increases, so does productivity. Being connected with and focusing on team member contributions and accomplishments as well as strengthening trust are important factors to staying productive. Here's some ways to boost productivity in the Enterprise Program.

- Build project management skills.
- Engage in team meetings, pod meetings, community of practice meetings. This means actively participate rather than be a fly on the wall.
- Make yourself accessible. While important for everyone, this is particularly important for supervisors, project managers and service line managers.
- Participate in communication that saves time. Pick up the phone when email or text messages aren't effective. When you can hear and see others on a video platform use your vocal chords not your keyboard.

Staying Sane

We all have heard about work-life balance but do we all really put into practice methods to balance our work and life more effectively? Here's some ideas about staying sane while working virtually.

- Take breaks from your screens and keyboards. Stretch. Listen to your pet when they remind you it's time to take 5 and give them a treat.
- Put your shoes on in the morning. This way you're ready to get up from your chair and move around or you're ready to use that standing desk comfortably and effectively.
- Go out to lunch periodically
- Define work time and personal time with clear boundaries. Set a work schedule and stick to it. Turn off work when it's time to. This means logging off your computer and turning off your phone.
- Likewise, define your physical work space. Dedicated space for work helps you connect with work when you're occupying that space and disconnect from work when you're not.

After telling me who she was and greeting each other with a hug, Mary said "I've been seeing you on my computer screen for a long time now, that's how I recognized you. You look exactly like you look on screen." Proof that even in a virtual work setting and in the most unexpected places we can make connections with each other. What are other creative ways you can think of to stay connected with fellow enterprisers? And the next time you're out and about in the world, keep a keen eye peeled.

Enterprisers ARE everywhere! ■

ASSISTING ENVIRONMENTAL MANAGEMENT COORDINATION WITH NATIONAL NEPA TRAINING PROJECT HIGHLIGHT

PEGGY WILSON, ENTERPRISE PROGRAM PROJECT MANAGER

The Communications Service Line (CSL) is working with Environmental Management Coordination (EMC) to assist with the development of four new national level trainings for National Environmental Policy Act (NEPA) analysis. The courses will promote a common understanding of what is required to comply with governing laws, as well as to provide tools to reduce the time it takes and increase the efficiency of the environmental analysis process. [\(Article continued on next page\)](#)

The new training program is part of the Environmental Analysis and Decision Making (EADM) effort, which aims to improve the health, diversity, resilience and productivity of national forests and grasslands by improving project analysis and make decisions.

The courses are:

1. **Legal Foundation for EADM:** An overview and shows the boundaries of laws, regulations and policies related to Forest Service project-level environmental analysis. The online course is a prerequisite for the Line Officer and Advanced Effects Analysis courses and will be available in Aglearn.
2. **Line Officer NEPA Leadership:** The role line officer's play in effectively and efficiently leading the NEPA process. Currently, this is intended to be an in-person course.
3. **Advanced Effects Analysis:** How to complete rational, methodical, and clear analysis for informed decision making. Currently, this is intended to be an in-person course.
4. **The fourth course has not been formally announced.**

The CSL was tasked with assisting two national cadres to develop courses using best practices for adult learning for all four courses, adapt content for a virtual environment for the Legal Foundations Course, and package the other three courses to have a consistent feel for all four training courses. Course materials were reviewed and made Section 508 compliant for digital distribution. Legal Foundations for EADM will be available through Aglearn Fiscal Year 2019.

Two national cadres are teaching these modules across the Forest Service. The first cadre completed training in February. The new cadre completed training in June. Classes will be institutionalized within the agency's available training program and continue to be offered to those working under the requirements of NEPA

During the process of developing the courses, the Planning Service Line was recruited by EMC to assist with content development as cadre participants and to conduct in-person trainings for their expertise and knowledge of NEPA.

The Enterprise Program personnel who have worked on this project for the CSL work order are:

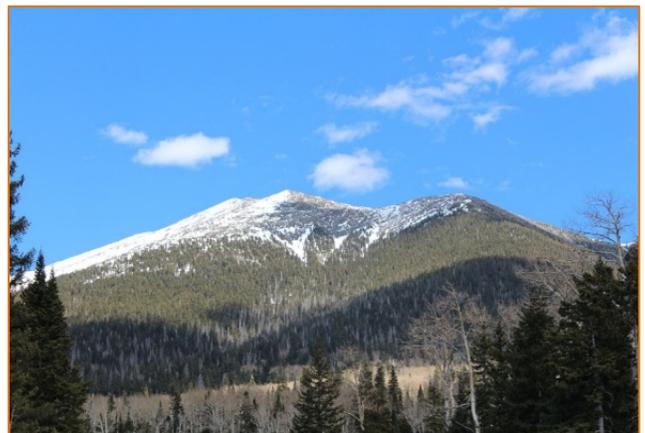
- Peggy Wilson, Project Manager and Module Development (Graphic Designer, Lectora Developer, layout and design, Section 508 Compliance)
- Melanie Church, Content Specialist
- Shanna Kleinsmith, Content Specialist, Writer/Editor
- Clay Coleman, Narration
- Esha Kirby, Narration
- Kristi Hinson, Section 508 Compliance (presentation and audio)
- Charles Lindemuth, Section 508 Compliance (documents)
- Rachael Lipsky, Subject Matter Expert (Planning Service Line)
- Katherine Sanchez Meador, Subject Matter Expert (Planning Service Line)

FOUR FOREST RESTORATION INITIATIVE (4FRI) PROJECT

PROJECT HIGHLIGHT

JAN HOPKINS, EP SUPERVISORY FOREST TECHNICIAN

In support of the Four Forest Restoration Initiative (4FRI), a large scale 2.4 million acre, multi-resource project, Enterprise is partnering with the Coconino, Apache-Sitgreaves, Tonto and Kaibab National Forests by providing various services, including planning, recreational, biological, cultural resources, and timber related services. Enterprise's Timber Services group has been focused primarily on field services requested by the 4FRI coordinators to reduce fuel loads affecting potential extreme fire danger as well as selective treatment of timber stands to meet restoration goals. Specifically in Fiscal Year (FY) 2018, Enterprise performed timber sale layout and boundary painting on an estimated 4,800 acres, plot cruising on an estimated 900 acres, and sale area determination on an estimated 3,000 acres in support of 4FRI forests. [\(Article continued on next page\)](#)

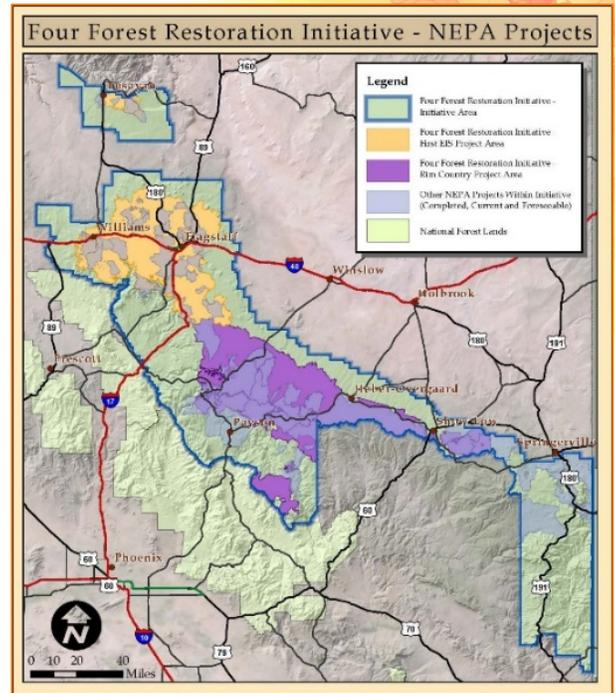


Pictured: San Francisco Peaks outside of Flagstaff, Arizona on the Coconino National Forest; Photo Credit: Jan Hopkins

Enterprise crews have been working in coordination with one of the 4FRI forests to implement newer technology involving ‘Tablet Marking’ on treatment areas in the field, which historically would have been designated on the ground using tree marking tracer paint. The loggers are subsequently provided the ‘Tablet Marking’ crew data and expected to select trees for removal based on the electronically mapped data; utilizing their own devices capable of viewing this virtual information. The implementation of ‘Tablet Marking’ allows for reduced front end expenses related to tree marking tracer paint and improved visual aesthetics with less paint remaining on trees within the forest.

The Enterprise Program has been partnering with 4FRI units by providing services under work orders for over four years. 4FRI is slated to be a 20 year project and Enterprise is already planned to provide additional services over the next several years. For example, in early October 2018, Enterprise successfully partnered with the Kaibab National Forest by laying out, painting boundaries, and collecting sale area data for approximately 1,700 acres. ■

Link to [the USFS 4FRI site: https://www.fs.usda.gov/main/4fri/home](https://www.fs.usda.gov/main/4fri/home)



Pictured: 4FRI Nepa Project map found at https://www.fs.usda.gov/Internet/FSE_DOCUMENTS/fseprd519526.pdf

CORONADO NATIONAL FOREST HYDROLOGY ANALYSIS AND WATER RIGHTS – PROJECT HIGHLIGHT

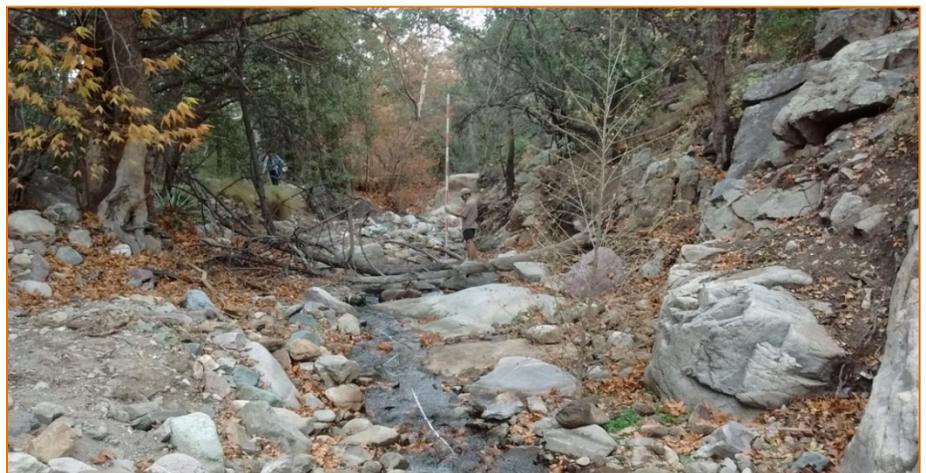
ERIC MOSER, ENTERPRISE PROGRAM HYDROLOGIST



***Pictured above:**
Flow measure on Harshaw Creek*

***Pictured on right:**
Survey of channel on Miller Creek,
both on Sierra Vista Ranger District,
Coronado National Forest*

One of the longer continuously running watershed projects and of the one of the largest in scope, is managing a stream gaging network on the Coronado National Forest for purpose of applying for in-stream water rights through the state water appropriation system. Since 2013 Enterprise employees have first assisted Forest staff in selecting and installing water pressure transducers to continuously monitor stage, and now are principle lead for the project, which has grown to 21 sites throughout the Sky Island ranges. Many of the sites are on wilderness boundary and only accessible by hiking trail, or UTV. An average field trip to visit each site for equipment maintenance, flow measurement, surveying is 10 days. With now years of stage data, channel topography and actual flow measure, emphasis has turned to developing channel stage-discharge rating curves for the data period of record. These will be used to develop gage site hydrographs, and statistical work-ups to fulfill the state requirements for application of in-stream water rights.



FIRE TOWERS IN REGION 8 – PROJECT HIGHLIGHT

ROBYN MORRIS, ENTERPRISE PROGRAM ARCHAEOLOGIST

For the past few months, Robyn Watkins Morris, Enterprise Program Archaeologist, has been working on writing the history of fire towers in Region 8. Robyn has been writing about the physical changes of the fire towers, as well as the cultural changes people have experienced who worked in them. She is using hundreds of newspaper articles culled by the regional historian, oral histories collected over the years; some collected for the [Weeks Act centennial](#) by Rachel Kline, Enterprise Historian and others; and assistance from [Forest Fire Lookout Associations](#) and other tower enthusiasts, and historic photographs.

If anyone knows of an employee, retired or otherwise, who has worked in the fire towers in Region 8, please contact Robyn (rwmorris@fs.fed.us). She would love to hear their story.

***Pictured:** One of the first Range finder signal towers #2 on the Arkansas National Forest. Forest Officer sending heliograph signal, reporting location of forest fire. 1911 Photo courtesy of Forest History Society, Durham, NC.*



ENTERPRISERS AT GREY TOWERS – MEETING HIGHLIGHT

LAURA NANCE, ENTERPRISE PROGRAM DIRECTOR

In mid-September, the Enterprise core leadership team met with the Enterprise service line managers at Grey Towers, Pennsylvania. The main objective of the meeting was to build a shared understanding around the importance of project management in reaching objectives and outcomes.

Some of the key results from the meeting include a vision for the role of project management in Enterprise and the definition of project management in the context of Enterprising. Other dialog included roles and expectations, tools that will help the program be successful in achieving the vision, what level of rigor is needed for the varying types of projects the program performs and building a common project management vocabulary in Enterprise.

The work from these 3 days was a fantastic kick off effort. In the months to come, core leadership will continue this work with service line managers leading out and engaging the rest of the program so Enterprise can achieve the vision. It was a great week.

***Pictured:** the group outside the back patio of Grey Towers. From left to right: Stan Helin, Laurie Thorpe (facilitator), Tamara Holcomb, Amanda Etestad, Nancy Arkin, Fran Smith, Molly Cobb, Karen Gilson, Jan Spencer, Rhonda O'Byrne, Laura Nance, Alison Kammer, Chris Feutrier, Bob Wiebe (facilitator), Paul Weese, Janelle Geddes, Brad Eckert, Erik Taylor*



CELEBRATING ONE YEAR REALIGNMENT ACCOMPLISHMENTS – PROGRAM HIGHLIGHT

KATHRINA MAGNO, ENTERPRISE PROGRAM NATURAL RESOURCE SPECIALIST

Within Enterprise, we celebrated the one year anniversary of our organizational realignment, and all of the accomplishments Enterprisers have made this year working as a more integrated program. This year has been a big shift with many foundational accomplishments worth recognition and celebration.

To recognize the milestone of the first year as One Enterprise and the significant employee commitment and efforts that were instrumental to achieving these accomplishments and outcomes, the EP workforce was each provided a keepsake award. To highlight management's appreciation, a special wooden Forest Service shield was made by Job Corps, expressing "Thank You" from the Enterprise Program.

The effort was a big undertaking with over 350 keepsake awards shipped out successfully. Employee feedback has been overwhelmingly appreciative for the recognition of employee efforts and contributions. Many thanks again to all employees for staying engaged, staying invested, and demonstrating once again the incredible outcomes Enterprisers can achieve.

Top picture: The Forest Service shield made of maple wood that says in the back "Thank You from the Enterprise Program", made by Job Corps.

Bottom picture: Kathrina Magno preparing to ship keepsake awards.



COMMUNICATION'S POD HOSTS EXPLORERS LEARNING SESSIONS – PROJECT HIGHLIGHT

KRISTEN WALTZ, ENTERPRISE PROGRAM ECONOMIST

Kristen Waltz and Kenton Call developed a new learning session for the Communication's POD called Explorers Learning Sessions. These sessions take place a few Fridays each month to bring together folks interested in shared learning and professional development. Before each meeting, a volunteer selects and reads an article from the Harvard Business Review and then leads a discussion about the topic. The article is shared with the group in advance of the session to allow participants time to read the article and contribute to the discussion. This group-based learning strategy promotes shared leadership and relationship building with peers. The short and regular micro-trainings are one approach to grow employee's skills without the need for travel or high training costs. While the group started with the Communication's POD, it is open to anyone interested. Some past topics have been New Science of Team Chemistry, Problem Solving, and The Focused Leader. For more information, contact Kenton Call (ckcall@fs.fed.us) or Kristen Waltz (kwaltz@fs.fed.us).

RECORDS MANAGEMENT TEAM VISITS SAN BERNARDINO – PROJECT HIGHLIGHT

ALLISON STEWART, EP PROGRAM SPECIALIST

The Enterprise Program Records Management Team has been actively developing a plan of action to address our program files and compliance with records retention direction. The team met in San Bernardino, California late August to engage in a week-long strike team effort to identify current and future needs of the program and to obtain a working knowledge of records retention and its parameters. Region 6, Records Manager, JoLynn Anderson, and Records Assistant, Rolene Mesa, provided hands-on training and facilitation. Led by Project Manager, Tamara Holcomb, the team comprised of Doug Farris, Kathrina Magno, and Allison Stewart. With the inception of eRecords, and the focus on standardized folder and file naming conventions in Pinyon, there is more to come.

Top picture: *The team going through and working on boxes of Enterprise Program records in San Bernardino*

Left bottom picture: *Doug Farris disposing of records*

Right bottom picture: *Allison Stewart evaluating files*



RECORDS RECOVERY AND DATA MANAGEMENT SERVICES IN EL YUNQUE – PROJECT HIGHLIGHT

LISA WHITCOMB, EP ENGINEERING SERVICE LINE MANAGER

The Enterprise Program (EP) assisted the El Yunque National Forest (EYNF) by developing and implementing a document recovery plan to preserve the entire EYNF's volume of hard copy records that were in danger of becoming mold contaminated. This resulted in early adoption of eRecords for the Forest and established a template for eRecords implementation on other units. This effort included assembling a Records Strike Team to provide training and assist the EYNF in records management activities

associated with the eRecords process. EP is currently providing COR services on the records digitization contract. EP also assisted EYNF by providing Pinyon training and arranging through CIO for early access to transferred documents.

Pictured: *El Yunque records to be preserved with the help of the Enterprise Program*



STAND UP FOR EACH OTHER – A FOREST SERVICE EVENT

LAURA NANCE, ENTERPRISE PROGRAM DIRECTOR

In June, the Enterprise Program (EP) conducted 12 ‘Stand Up for Each Other’ events, all virtually. These sessions were designed and held for small groups of 20 and included Enterprise employees along with virtual employees from Civil Rights, CFO, HRM, Safety, AQM and CIO. Just over 250 folks attended an EP delivered session. Including employees of other programs helped to bring in diverse perspectives and experiences for dialog with EP employees. Doing so also provided outside EP folks a look into EP culture and how facilitation and virtual technologies are used to build a welcoming and connecting virtual environment.

Participant Quotes:

“I just wanted to let you know that I really appreciate your sincerity and availability.”

“I compliment you both for leading us through our session yesterday and I want to thank you for including AQM members. Well done!”

“Thanks for a great job at facilitating this and for sharing and adding meaning to these discussions. I have enjoyed getting to know you.”

“Thank you for the great session and making it a place where we could share our thoughts. I think it was quite the challenge to keep us engaged and keeping the discussion moving”.

“We are glad to be doing the session away from our home units, in what felt like a safer space.”

TAMARA HOLCOMB’S INTERNATIONAL PROGRAMS AWARD – EMPLOYEE SPOTLIGHT

Tamara Holcomb’s support was instrumental in the implementation of the US Forest Service International Program’s office fourth International Seminar on Forest Landscape Restoration, a four-week program for 24 international visitors held from May 29 to June 22, 2017. In the lead up to the seminar, Tamara provided exceptional support through her logistical and planning skills, knowledge of the local area, and ability to foster connections with key Forest Service personnel in seminar locations.

Throughout the planning process for the seminar and during a March scoping trip by the US Forest Service International Programs Seminar staff, Tamara facilitated meeting arrangements with key Forest Service personnel in the three seminar locations and handled all critical elements for a successful implementation of the seminar.

Tamara’s positive relationships with the locals assisted with new additions to the seminar for 2018. During the seminar, Tamara provided exceptional logistical support; she addressed a last minute logistical crises and advised on a complicated government contracting issue. She organized excellent interpretive walking tours and a gracious American-style barbecue for the international guests. Tamara served as a great ambassador for the Forest Service and for the state of Oregon.

As an advisor to all the members of the seminar team, Tamara gave helpful professional guidance from small details to the big picture relationships in a local context, which made the experience more comfortable and conducive for learning. As a result of Tamara’s time and commitment, the US Forest Service International Seminar on Forest Landscape Restoration was implemented effectively and was a success!

ENTERPRISE PROVIDES SME ASSISTANCE TO WO NFS-ECOSYSTEM MANAGEMENT COORDINATION PROJECT HIGHLIGHT

VALERIE STEIN FOSTER, ENTERPRISE PROGRAM WILDLIFE BIOLOGIST

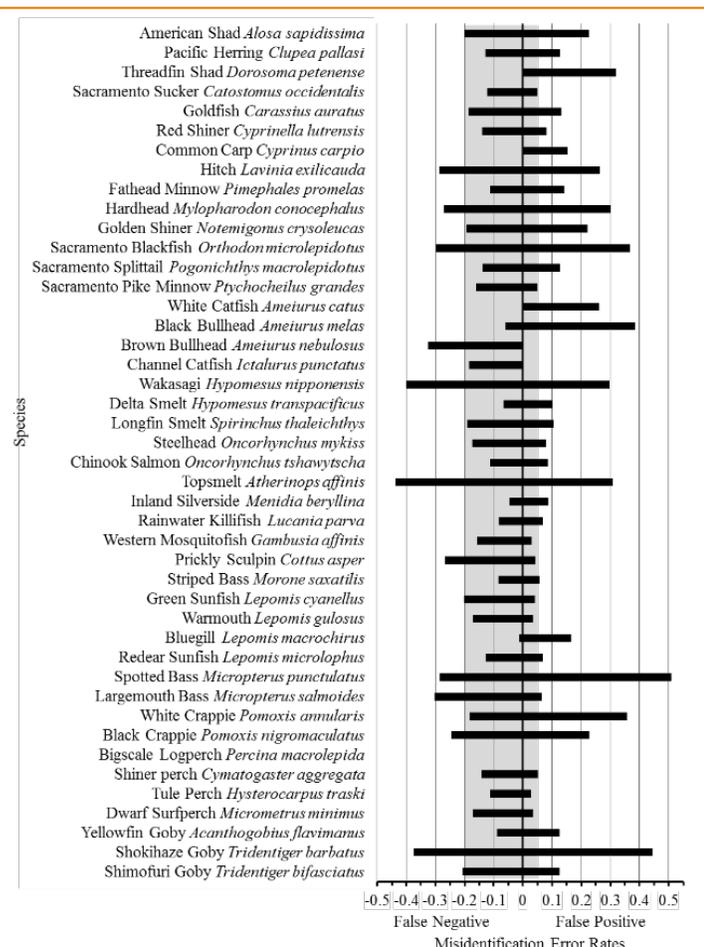
For the past year, Valerie Stein Foster from the Wildlife pod has been providing support to WO-NFS-Ecosystem Management Coordination staff. Valerie has provided subject matter expertise (SME) to two working groups focused on gaining efficiencies in forest plan monitoring, evaluation and reporting under the 2012 planning rule. Key outputs include development of a biennial evaluation monitoring report template which is being piloted by a number of forests this year, and development of a prototype tool to examine efficiencies and utility among existing data sources and tools used to answer common forest plan monitoring questions. Please visit the [EMC portal and RIMC briefing papers \(https://usdagcc.sharepoint.com/sites/fs-nrm-imac/SitePages/Home.aspx\)](https://usdagcc.sharepoint.com/sites/fs-nrm-imac/SitePages/Home.aspx) to learn more about these national efforts.

INTERAGENCY FISHERY RESEARCH – PROJECT HIGHLIGHT

JOSEPH KIRSCH, ENTERPRISE PROGRAM FISH BIOLOGIST

Effective land and water management strategies are dependent on using accurate and precise data to inform decisions. As a result, extensive management resources are often allocated for the collection of fish occupancy and abundance data over time within and outside of National Forest System lands. Although most fishery professionals generally understand that the accurate identification of individual fish can be difficult when relying solely on external morphological features, nearly all fish research and monitoring programs assume perfect identification within their assessments despite a lack of scientific support.

In 2017, the Enterprise Program collaborated with the U.S. Fish and Wildlife Service, U.S. Geological Survey, and Metropolitan Water District of Southern California to evaluate the fish misidentification rates among professional observers working within the San Francisco Estuary and lower Sacramento and San Joaquin rivers. The Enterprise Program was funded to lead the project and conducted a suite of statistical analyses using fish identification exam data collected by the U.S. Fish and Wildlife between 2012 and 2014. The project demonstrated that fish misidentification was fairly common, varied considerably among species and observers, and may be an important source of sampling bias within similar systems containing diverse fish assemblages. The information generated by the project can be used to improve observer hiring and training practices, develop useful analytical tools to properly calibrate raw data and reduce bias, and in turn better inform management decisions within natural resource agencies.



The project and its findings were presented at the annual Interagency Ecological Program workshop in California during 2018 and were recently published by the Journal of Fish and Wildlife Management (see Kirsch et al. *In press*). Based on the success of the project, the clients have requested that the Enterprise Program develop new collaborative proposals to further the research on this topic. This provides another example of how the Enterprise Program possesses skilled staff that have the ability to facilitate complex and unique research and development related projects to fulfill the needs of the U.S. Forest Service and its partners.

Top picture: Observers identifying fish specimens during an examination proctored by the U.S. Fish and Wildlife Service in 2017. Picture Credit: Steve Martarano, U.S. Fish and Wildlife Service

Bottom picture: Fish species included in the fish identification examinations and their false-negative and false-positive error rates among observers during fish identification examinations conducted between 2012 and 2014. Misidentification rates in the unshaded region can bias occupancy estimation. Credit: Kirsch et al. (*In press*).

ENTERPRISE COR AND THE LARGE SCALE WATERSHED RESTORATION EFFORT – PROJECT HIGHLIGHT

JAMEY STOGSDILL, ENTERPRISE PROGRAM CIVIL ENGINEER

The Enterprise Program has a work order with the Nez Perce-Clearwater National Forest for design review, project management, and construction contract administration for the Crooked River Valley Rehabilitation project. This project is a partnership between the Forest Service, Nez Perce Tribe, and the Bonneville Power Administration. The purpose of this effort is to address the impacts of historical dredge mining on aquatic habitat conditions for threatened and endangered fish species including steelhead trout and bull trout and other focal aquatic species including spring chinook salmon and westslope cutthroat trout. Civil Engineer Jamey Stogsdill is the solicitation and construction COR (contracting officer's representative) on the project.



"Pictures are from the day we set the temporary bridge and diverted the river into our temporary channel beneath the bridge. At first, the crane was not able to lift the bridge which made for a heck of a day! We proceeded to regrade 22 acres of dredge mining tailings and ponds and construct new floodplain and river channel to complete our work for this season. In total, this project will construct 7350 feet of new river channel and restore over 80 acres of floodplain." - Jamey



Pictured: Prework photo on left and finished floodplain on right.

AFTER THE FIRES: ROAD ASSESSMENTS FOR FIRE SALVAGE TIMBER SALES – PROJECT HIGHLIGHT

JAYME BERARD, EP LEAD TRANSPORTATION ENGINEER

Everyone knows that wildfires are happening across the Country, but what happens after the devastation?

One of the most critical elements that goes into remediation is the role Engineers play. Engineers, specifically those with Timber Sale knowledge and skills, are called in afterwards to do road and transportation system assessments. Access to the land is critical and without these assessments, it would not be possible to remediate these areas and get timber salvage sales out in a timely manner. [\(Article continued on next page\)](#)

Usually, Forests and their own teams of engineers can handle most of this work, but with declining staff numbers, Enterprise has become a very useful tool to utilize other Forest Engineers with the skills needed for such work. For the EP Engineering group, it begins with a call, an Enterprise work order, and then the Transportation and Roads Engineers are off and running.

The Transportation Engineers look at and assess the integrity of the road, sign damage, whether culverts survived (plastic culverts are usually melted, while corrugated metal and aluminum survive), bridge damage, fill slope failures due to burned organics in the soil, etc. Then they will determine what it will take to reconstruct the road in order to get it back to a standard that can handle the remediation traffic, such as log trucks and vehicles for tree-planting, etc.

After the assessment and road logs are taken, the Engineers pull together a cost estimate and put together a Timber Salvage Road package for the client, including Drawings, Specifications, Maps, and Timber Road Appraisal information. This can take anywhere from 2 weeks to 6 weeks, depending on complexity or what structures were found to be affected. From there, the client Forest is then able to sell the sale and begin cleaning up the damage on their forests.

All remediation starts with access via roads and other transportation systems, and Engineering is the mechanism to make that happen. It is a critical role that is usually happening quickly and under the radar, but the Engineers that do this work love it and greatly enjoy being a part of the solution.

So the next time you see huge fires happening around the country, remember, it will be a key Engineering group that will go in, assess the road systems, determine the reconstruction efforts necessary, and aid in process of getting access back for the remediation process to begin. ■

Top picture: A road after a fire (Kootenai NF Road, 5/3/18)

Middle picture: Where a tree buried in the fill slope burned out and left a gaping hole (Kootenai NF Road, 5/3/18)

Bottom right picture: Damaged signs are another thing that needs to be replaced. Some will be through the Timber Sales, others will be fixed through BAER

Bottom left picture: A culvert outlet that weathered the fire. It is still functioning well, just needs to be cleaned to remove the debris that flowed down during spring runoff



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' recent Length of Service milestones below:

JOHN SMITH – *5 years*

ZACK MONDRY – *15 years*

TRISH JOHNSON – *25 years*

HEIDI KLINGEL – *10 years*

PAUL WEESE – *15 years*

SHIRLEY FRANK – *25 years*

MARY BLANCHARD – *15 years*

MATT SHAFFER – *15 years*

DEBRA PROCTOR – *30 years*

DOUG FARRIS – *15 years*

TODD HARBIN – *20 years*

MARCIA ROSE-RITCHIE – *30 years*

KENTON CALL – *15 years*

TERRY MILLER – *20 years*

ALLISON STEWART – *30 years*

CRAIG MERRIMAN – *15 years*

MICHELLE DISNEY – *20 years*

SCOTT WILLIAMS – *35 years*

Thank you for your service!

ENTERPRISE CORNER – NEWS ABOUT THE PEOPLE OF ENTERPRISE

NEWSLETTER SHOUT OUT

"The Enterprising People newsletter is really very cool. As a new employee to the Enterprise Program, the newsletter provided me a tremendous amount of information. I really enjoyed the bios and information sharing about the employees and our projects around the country. Thank you to everyone who worked to put this together! It is greatly appreciated!"

- Jodi Leingang,
Enterprise Program Environmental
Coordinator/Project Manager



CONGRATS, CHRIS FEUTRIER!

Congrats to Enterprise Program Deputy Director Chris Feutrier and his wife. Baby Esme Louisa Feutrier is here! Born on October 5, 2018, Esme weighed in at 6 lbs., 9 ounces, and 18 inches.

CONNECTIONS: GETTING TO MEET A CLIENT IN PERSON

JUDY YORK, ENTERPRISE PROGRAM LEAD WRITER-EDITOR

Enterprise Program editor, Judy York, spent many years working virtually with the planning team for the Blue Mountains forest plan revision documents (for the Malheur, Umatilla, and Wallowa-Whitman National Forests). As a thanks for Judy's editing work, the team sent her a t-shirt and several bottles of wine. On August 13th, Judy met Dennis Dougherty, recreation planning specialist on the Wallowa-Whitman National Forest, when he and his family stopped in Sandpoint, Idaho as part of their vacation. Former Enterprise Program employee, Jodi Kramer, who finished the last years of her career at the Wallowa-Whitman National Forest in public affairs, hosted a gathering. There, Judy and Dennis shared the last bottle of wine.

Left picture, left to right: Judy York, Dennis Dougherty, and Jodi Kramer.

Right picture: Judy York in the shirt she was gifted from the team.



ENTERPRISERS ON THE MOVE

WELCOME, NATE REZEAU



Please welcome Nathan (Nate) Rezeau. He accepted the new Recreation Service Line Manager position and reported on October 29. The Enterprise Program is very excited to have Nate join the team.

Nate began his career in public service and land management with the Florida Park Service as a park services specialist at Talbot Island and Fort Clinch State Parks. He then worked for the City of Jacksonville, Florida as a division chief, managing 36 nature-based city parks for the Department of Recreation and Community Service. His Forest Service career began in 2010 as a district recreation staff officer, and then deputy district ranger for the Shasta-Trinity National Forest, National Recreation Area Management Unit. Since 2014, Most recently, the district ranger for the Los Padres National Forest, Santa Lucia Ranger District.

Nate and his wife, Aurora, enjoy water sports such as surfing, kayaking, fishing and paddle boarding. They also like camping, hiking and traveling whenever time allows. He is looking forward to getting to know everyone and serving on the Enterprise Program team.

WELCOME, ROBERT GUEBARD



Robert accepted the Enterprise Program's Forester GS-0460-11/12 timber contracting officer position and started October 14.

Robert comes to the Enterprise Program from the Lake Tahoe Basin Management Unit located in Northern California. The Enterprise Program is excited about the knowledge and experience he will bring. He has previous experiences as a timber sale administrator, contracting officer representative, and timber contracting officer. His experience with grants and agreements, stewardship, good neighbor authority, and program management / leadership will also be great assets for the program. Robert's duty station will remain in South Lake Tahoe, California.

Robert and his wife have two teenagers. They enjoy skiing and snowboarding as a family. Please welcome Robert into the Enterprise Program.

WELCOME, VALENCIA MORRIS



Valencia Morris officially onboarded to the Enterprise Program on October 1 as a GS-13 recreation supervisor. She has been a natural resources management professional for the past 14 years. Since 2015, she served as district ranger on the Delta Ranger District of the National Forests in Mississippi. Prior to that, she worked as a recreation program manager on the Blue Ridge Ranger District of the Chattahoochee-Oconee National Forests in Georgia. Other previous positions have included district ranger details on the Homochitto and Blue Ridge Ranger Districts. Prior to working for the Forest Service, Morris worked at the US Army Corps of

Engineers as a natural resource specialist, focusing on recreation and natural resources management on the Black Warrior, Tombigbee, and Alabama Rivers in Alabama and Lake Sidney Lanier and West Point Lake in Georgia.

Morris, a native of Lake Charles, Louisiana, received a bachelor's degree in environmental science with a concentration in natural resources management from Tuskegee University and a Master of Business Administration with a concentration in environmental management from Ashford University in Iowa.

WELCOME, TJ BROOM



Please welcome TJ Broom to the Enterprise Program as a new recreation natural resource specialist. TJ was the mountain sports and recreation special uses program lead for the Aspen-Sopris Ranger District of the White River National Forest in Colorado. Prior to his work on the Aspen-Sopris Ranger District, he worked in Region 6 in many roles related to trails, wilderness, and recreation. He started as a wilderness ranger in the Cascade Mountains in 2002 and his professional interests focus on recreation and protected area management, trails, recreation capacity, and recreation experience. [\(More about TJ on the next page\)](#)

TJ received his master's degree in natural resources from the University of Idaho and his undergraduate in recreation from Western Washington University. TJ and his family have recently relocated to Leavenworth, Washington to be closer to their families in the Puget Sound area. When not at work, TJ skis, runs, bikes, or goes on mini-adventures with his daughter, Greta (8), Son, Olin (5) and wife, Gabrielle Snider.

WELCOME, MARISSA KARCHUT



Please welcome and congratulate the new permanent heritage group supervisor, Marissa Karchut. She officially started with the Enterprise Program on August 21, 2018.

Marissa began her career for the Alpine Archaeological Consultants at the age of 15. She copied SHPO reports. After Marissa received her bachelor's degree from Fort Lewis College in Durango, Colorado, she worked her way up to a staff archaeologist and GIS specialist for the firm. In 2000, she worked with the Bureau of Land Management at the Canyons of the Ancients National Monument in Dolores, Colorado. In 2002, she received a master's degree in applied anthropology from Northern Arizona University. She worked in various positions on the Bridger-Teton and Black Hills National Forests, and the Rocky Mountain Regional Office, which includes several details as a heritage program manager, recreation, lands, minerals staff officer, and district ranger.

She enjoys spending time with her husband, Bryan, and sons, Austin and Tyler. They like to go four-wheeling, hunting, camping, hiking, and are avid sporting enthusiasts! Marissa is excited about joining the Enterprise Program permanently, getting to know other people in the program, and leading the great hard-working heritage staff again. Many may remember, Marissa detailed into the position during the initial transition into the One Enterprise Program.

WELCOME, GABE SNIDER



Gabe Snider is the new recreation sub-supervisor within the Recreation and Trails Group on a 120-day detail! She has been with the Enterprise Program for two years as a natural resource specialist in the Recreation Service Line working in national visitor use monitoring, wilderness planning, sustainable recreation research, and recreation special uses and has worked for the Forest Service since 2002. She has graduate degrees in forest science and forest resource management from Oregon State University (Go Beaves!) and an undergraduate degree in outdoor recreation from Western Washington University.

In her free time, Gabe likes to adventure in wild places with her husband, TJ Broom, and littles, Greta (8) and Olin (5), listen to geeky work-life podcasts, make time for trail runs, long-suffering hikes, and powder skiing (let's be honest-any skiing will do). She currently lives in beautiful Carbondale, Colorado.

Enterprise is so excited to have Gabe's enthusiastic leadership in the Recreation and Trails Group! Please extend a warm welcome to Gabe in this new position!

WELCOME, RAY RIVERA



Enterprise welcomes Ramon (Ray) Rivera into a permanent fisheries biologist in the Muddy Fish group. Ray is looking forward to his next adventure with the Enterprise Program and his first day is November 26.

Ray is originally from New Mexico, born in Santa Fe but grew up in two places - a small community in northern New Mexico called Rainsville and in Albuquerque. He double majored in Wildlife and Fisheries Sciences and received a minor in Biology from New Mexico State University in Las Cruces. While still in school he received an internship with the Forest Service through the cooperative education program, and worked as a wildlife biologist trainee on the Gold Beach Ranger District, Siskiyou National Forest. He spent his co-op appointment searching for spotted owl nest sites, mapping osprey nests along the Rogue River, using radio telemetry to monitor elk herds, conducting stream surveys, and working in all the other district departments. After graduating in 1990 he accepted the fisheries biologist position at GBRD where he got to work with a variety of anadromous fish on one of the most important salmon rivers in the country. He worked on the Siskiyou until 1997 and then accepted a job on the McKenzie River Ranger District, Willamette National Forest. He worked on the Willamette for 21 years doing restoration work on spring Chinook salmon and bull trout habitat. Our hiring panel was impressed by his depth of experience, particularly with anadromous species planning and management through complex collaborative processes including FERC relicensing as well as the designation of three Wild and Scenic Rivers (Rogue, Illinois, and McKenzie).

CONGRATS, CHRISTINA ANGEL

Congratulations to Christina Angel! Christina accepted a position with Region 3, Engineering Section, as a financial management specialist, effective September 2. Her new office is just a few minutes away in downtown Albuquerque.

On June 27, 2007, Christina started with the Enterprise Program as a student and has spent her entire career with Enterprise. The Enterprise Program appreciates her dedication and wishes her well in her new position. Christina's last day was August 31.

FAREWELL, BROOKE DEVAULT

After 14+ years working for TEAMS and the Enterprise Program, Fisheries Biologist Brooke DeVault has decided to leave her position with the agency to spend more time with her family and pursue other aspirations. Her last day at work was October 5.

Brooke worked seasonally with TEAMS since 2004, becoming an SCEP in the spring of 2008 and a permanent employee in 2011. Her fisheries biologist role included preparing fisheries analysis for NEPA documents (EA, EIS, and CE), coordinating multi-year fish passage assessments, assisting an Arizona Game and Fish and Apache-Sitgreaves National Forest partnership for Apache trout restoration, as well as planning and conducting monitoring surveys. Her work included a number of agencies including multiple National Forests, Game and Fish departments, and National Preserves across the country. Prior to working for TEAMS, Brooke worked for California Department of Fish and Wildlife, the Golden Gate National Recreation Area, and the Tahoe National Forest. Brooke has a natural resource management undergraduate degree from the University of Michigan and a master's degree from Humboldt State University.

Brooke has gone from being a fisheries trainee to serving as an experienced trainer and mentor for new folks in the Muddy Fish group and beyond. Her unique perspective, intelligence, and wit will be sorely missed.

FAREWELL FROM CINDY WHITE, RETIRING FOREST SERVICE EMPLOYEE



This is how I will look in retirement; on the beach, with a baseball cap, and a smile, either fishing, crabbing, or clamming, and being the beach bum I am.

I am thankful and happy about the time I spent in the Enterprise Program. There are so many amazing experiences I can reflect upon and the memories of travelling to all reaches of the US. This was my dream job. I am glad I made the leap of faith 10 years ago. Thank you to everyone that I have had the honor of working with, I especially appreciate the times we worked side by side on projects—in person. I will miss you.

If you are ever in the Pacific Northwest, my email is: cwhite98241@gmail.com. Look me up!

Cindy White

ABOUT ENTERPRISING PEOPLE

The Enterprising People newsletter is a quarterly publication wherein content is created by and for Enterprise Program employees with a main focus on sharing project work obtained and performed by the Enterprise Program and its partners. The newsletter is circulated to its employees and partners on a regular basis; project work obtained and performed by the Enterprise Program and its partners are not always inclusive and rarely include all facets of obtained client unit's/organization's project, mission, or goals. The articles in the newsletter are therefore not necessarily a description of the unit's/organization's objective in its entirety, but only that of the work acquired and contractually obligated to perform. The portrayal of a project in the newsletter is not all encompassing of the project due to the Enterprise Program and its partners working only on a piece of the larger project.

The Enterprise Program employees and their partners are encouraged to share stories, provide comments and/or questions, and join the mailing list by emailing the newsletter editor Kathrina Magno at kathrinamagno@fs.fed.us. Content submissions for the next issue are due to the editor before **Friday, December 14, 2018**.

The *Enterprising People* archive can be found on the Enterprise Program website at <https://www.fs.fed.us/enterprise/news-and-events.php>.