



Enterprise Program

Enterprising People

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DIRECTOR'S CORNER

LAURA NANCE, ENTERPRISE PROGRAM DIRECTOR

Enterprise began in 1997, as an idea sparked by Gifford Pinchot III to bring private sector business principles and a new level of innovation into the Forest Service. Now some 22 years later, WOW what a journey. I joined the fledgling Program in 1999, when I was approved to start the Digital Visions Enterprise Unit. Serving as the Director was never on my radar, until Bill Helin (Director 2006-2012) made the suggestion to me, to consider stepping in behind him saying 'You are uniquely qualified for this job, Laura'. I had no idea what he meant other than I had served as an Executive Officer in the Program when no other Director had. Bill had been instrumental in helping me get out of my own way a number of times, so I took another leap of faith.



In stepping, I read all the business plans, annual reports and financial statements from every enterprise unit as well as the 2012 Risk Assessment; engaging the business acumen the Forest Service had invested in me, and quickly realized we had some serious work ahead to stabilize the program. The 2017 realignment was the culmination of that stabilization, birthing a new organization model of 'One Enterprise' with the objective to unite all of the creative energy of Enterprise having everyone pulling in the same direction; to maintain our strong business savvy while refocusing us to be in-service to each other and the Forest Service by delivering value based upon the ever changing needs of our Agency; to be the flexible workforce our Agency needs.

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(Article continued from previous page) In 2019 we experienced an ultimate test from a 5-week furlough. This stressed our financial model, our relationships, our interdependence, and we made-it! We counted on each other as we weathered the uncertainty during the furlough, the turbulence of a restart where 134 national forest clients were reorganizing their priorities, tapped into our ready financial reserves, and closed the year with appreciative clients and financially stronger than projected. Although this stress test demonstrated the durability of our business practices, customer service and financial model – the real strength of our program is us. We are a phenomenal organization because of each of you and the relationships we hold with each other. I have learned that no matter how brilliant the business model and the financial practices, it means nothing without the people to believe in it and make it all come true. I feel tremendously honored that you have allowed me to serve as your Director for these 7 years. Because of all of us, our program has never been stronger and the value we bring to the Agency shows. ■

ENTERPRISE PROGRAM ARTWORK FEATURED IN THANKSGIVING CAMPAIGN

PAUL MEZMARICH, ENTERPRISE PROGRAM PUBLIC AFFAIRS SPECIALIST

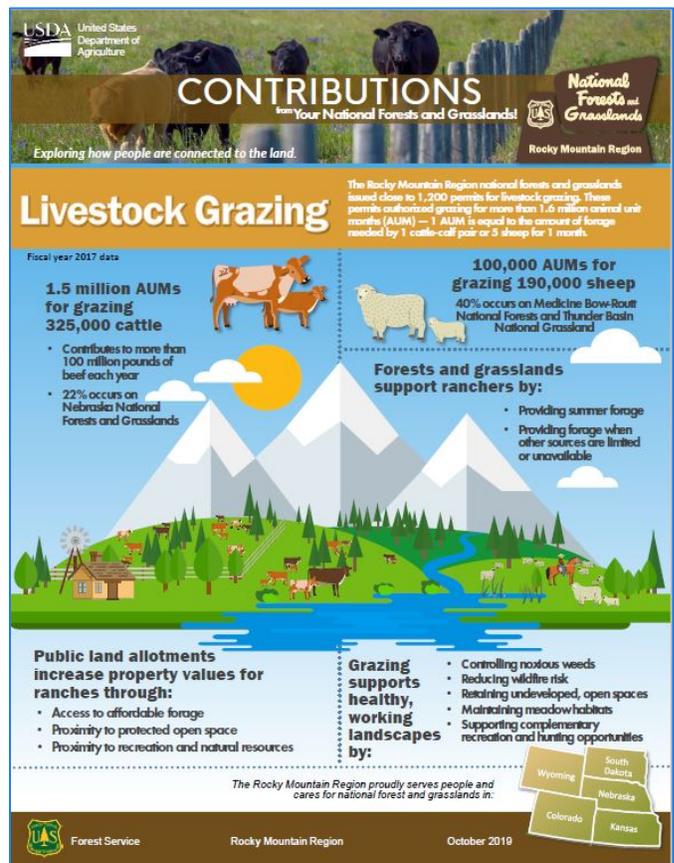
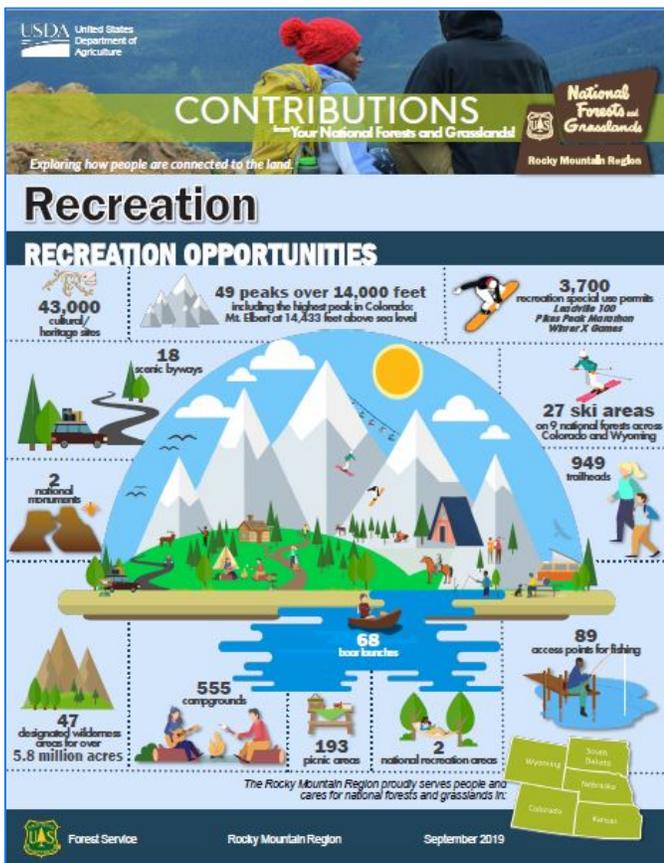
A picture may be worth 1,000 words, but how about 1,000 thanks?

Infographics created by Enterprise Program communication specialists were the centerpiece of a Thanksgiving social media campaign orchestrated by the Rocky Mountain Region.

Writer-editor Tammy Cefalu, public affairs specialist Paul Mezmarich, graphic artist Peggy Wilson, and project manager Kristen Waltz worked with the regional office economist and social scientists to visually illustrate the benefits people derive from their national forests and grasslands. The factsheets focused on water, timber, recreation, minerals and energy, grazing, and jobs.

In the days leading up to Thanksgiving, the Rocky Mountain Regional Office, along with national forests throughout Region 2, shared the factsheets across their social media platforms under a #Thankful campaign. The campaign supports the second of the Forest Service’s four outcome-oriented goals in its strategic plan: deliver benefits to the public.

“I’m proud of this effort and thankful for your time and talents,” said Lawrence Lujan, Regional Press Officer for the Rocky Mountain Region. ■



EMERGENCY RELIEF FOR FEDERALLY OWNED ROADS WITH THE MARK TWAIN NATIONAL FOREST

NATE REZEAU, ENTERPRISE PROGRAM RECREATION SERVICE LINE MANAGER

Enterprise Program Engineering and Recreation-Trails teamed up on a trail bridge replacement project associated with an Emergency Relief for Federally Owned Roads work order with the Mark Twain National Forest, Potosi Ranger District. The Turkey Creek Day Use Bridge, where Turkey Creek empties into the scenic St. Francis River, was a 60-foot wooden bridge that would be underwater during flood stages. Beaver habitat in the abutment areas had compromised the footings and they had begun to sink. Being of wooden construction, rot had set in and compromised the structure, creating a public safety hazard.

Tom Laurent (Enterprise Program Engineering), Rick Pinson, Scott Johnson, Sean Gwin, and Kevin Klinefelter (Enterprise Program Recreation-Trails) teamed up this fall to complete replacement of the wooden bridge with an 85-foot-long, 6-foot wide steel truss style pedestrian bridge. This bridge was moved upstream and raised 15-feet higher than the previous structure. After removing the needed vegetation along the banks, a pre-cast concrete abutment system was installed to accommodate the 23,800-pound structure. This bridge arrived in two halves from Minnesota and was assembled on site then hoisted into place by a 120-ton crane.

A special thanks to Karen Weaver (Enterprise Program Procurement Services Coordinator) for the purchasing support, and Chris Woods (Mark Twain NF Watershed, Recreation, Trails & Wilderness Zone Manager) for utilizing Enterprise Program for this project. This successful project has received positive feedback from the local community. ■

***Pictured:** Photos of the bridge replacement.*



OAK CREEK WATERSHED RESTORATION PROJECT ON THE RED ROCK RANGER DISTRICT IN SEDONA, ARIZONA

KATHERINE SÁNCHEZ MEADOR, EP ENVIRONMENTAL COORDINATOR WITH CHRIS BARRETT, EP DATA RESOURCE SPECIALIST



An amazing Enterprise Program Interdisciplinary Team completed the Oak Creek Watershed Restoration Project on the Red Rock Ranger District of the Coconino National Forest this fall. The decision notice and Finding of No Significant Impact was signed on September 20th with no objections. A testament to the superior analysis by the Interdisciplinary Team, frequent communication, and excellent efforts all round is evident in the form of a letter from the Sierra Club that fully supported this project. The letter is destined to be framed! This team was one of the first to be comprised from several former Enterprise units just as the realignment began.

A unique component of the project included mentoring. Katherine Sánchez Meador and Christie Handler both mentored Chris Barrett as the Interdisciplinary Team Lead. This was part of an arrangement that was agreed upon and funded by the Coconino National Forest. This mentorship is a wonderful example of agency-wide support of professional development and promoting internal capacity building.

The Interdisciplinary Team also encouraged the Forest to apply the National Environmental Policy Act change effort known as Environmental Analysis Decision Making. The Interdisciplinary Team streamlined their analysis of the no action alternative and focused the analysis on the proposed action alternative. This effort guided the forest through Environmental Analysis Decision Making, and ensured the project focused on law regulation and policy needed for a successful and sound decision.

The project built on collaborative efforts with stakeholders including area residents, the Oak Creek Watershed Council, Arizona Department of Transportation, Northern Arizona Forest Foundation, Northern Arizona Climbing Coalition, and the Arizona Department of Environmental Quality. Two public meetings were hosted to share information with the public and stakeholders. The meetings were a great success and were supported by the district staff with exceptional assistance from Elizabeth Munding, National Environmental Policy Act Planner on the Red Rock Ranger District.

The selected alternative includes nine activities to improve watershed conditions, wildlife habitat, and water quality in the watershed including closing unauthorized roadside parking pullouts in locations along State Route 89A in Oak Creek Canyon. The Arizona Department of Transportation is operating in partnership with the Coconino National Forest to assist with closing the unauthorized roadside parking pullouts.

The Decision Notice and Finding of No Significant Impact was signed by Amy Tinderholt, the new Red Rock District Ranger. This was her first decision as the new ranger, and she is super excited to implement a project that is designed to improve riparian habitat for plants, animals, and people. ■

***Pictured, left to right:** Katherine Sánchez Meador, Angela Gatto, Chris Barrett, Jake Hemingway, Stephanie Valentine, Chris Mease, and Zack Mondry. Enterprisers Rock!*

COEUR D'ALENE ADVANCED EFFECTS ANALYSIS ENTERPRISE PROGRAM SESSION

KATHERINE MALENGO, ENTERPRISE PROGRAM WILDLIFE BIOLOGIST

In October, approximately 30 Enterprise employees including Environmental Coordinators, Geographical Information System Specialists, Wildlife, Fisheries, Plant Biologists, Writer/Editors, Hydrologists, Soil Scientists, and Foresters, gathered in Coeur d'Alene, Idaho to attend an Enterprise Program-specific Advanced Effects Analysis Course at the Idaho Panhandle Forest Supervisors Office. The course, developed by the Washington Office, is consistent with efficient environmental analysis and decision making principles and acknowledges and seeks to reduce long timelines for completing environmental analysis by focusing analyses on what is required by law, regulation, and policy, and no more or less. The class was taught by former Enterprise employee, Bruce Higgins, now a National Environmental Protect Act Program Specialist with the Washington Office, and Katherine Malengo, Enterprise Program Wildlife Biologist. Not surprisingly, the Enterprise Program session included lively discussion and debate, excellent questions, and a high level of enthusiasm and engagement; more than either instructor have witnessed in other classes to date. Tim Holden took group discussions notes on ideas for creating or improving Enterprise processes and developing marketable services. Attendees are grateful to Kristi Eichner for well-executed logistics and the magic she worked securing lake view accommodations at the federal government lodging rate at the Coeur d'Alene Resort on beautiful Lake Coeur d'Alene. Another Enterprise Program-specific session for this training, required for all Enterprise employees involved in the National Environmental Protect Act Program process, is expected to be planned for this coming spring. Individuals are also encouraged to contact their local Forest Service units for additional opportunities to meet this requirement locally. ■



Top left photo: Enterprise Program Coeur d'Alene Advanced Effects Analysis participants

Top right photo: Working through group exercises

Bottom left photo: Enterprisers meet, reconnect with, and learn from one another

Bottom right photo: Bruce Higgins in teaching mode

CAPITOL CHRISTMAS TREE MAKES A STOP IN ALBUQUERQUE'S CIVIC PLAZA

CONTRIBUTED BY ERIK D. TAYLOR, ENTERPRISE PROGRAM FIRE, FUELS, AND SAFETY SERVICE LINE MANAGER

Erik D. Taylor, Enterprise Service Line Manager, visited the Capitol Christmas Tree in November when it made an appearance at Civic Plaza before it began its journey to Washington D.C.

The public came out to the plaza to celebrate the 60-foot tall blue spruce cut from the Carson National Forest. People were out signing well wishes on the truck and enjoying some caroling to get in the holiday spirit.

The tree made 16 stops across the state for a series of community celebrations before it headed to Washington, D.C. for the official tree lighting on the West Lawn in early December.



ENTERPRISE PROGRAM SPEARHEADS JOB CORPS LEADERSHIP ACADEMY

PAUL MEZNRICH, ENTERPRISE PROGRAM PUBLIC AFFAIRS SPECIALIST

Improving student retention and graduation rates, stopping conflict before it becomes a crisis, and finding new and better ways to partner with local ranger districts are just a few skills participants will learn in the new Job Corps Leadership Academy, starting next month.

The Job Corps National Office entered into an agreement through the Communications Service Line to facilitate the creation of the Job Corps Leadership Academy, provide instructors and coaches, and develop curriculum and supporting materials through an amended work order in July as a part of the national Job Corps reform effort lead by Secretary Perdue.

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(Article continued from previous page) Education specialists and Enterprise Deputy Director Chris Feutrier worked with Job Corps Center leaders and directors, as well as a representative with the Work Environment and Performance Office, to identify topics, develop lesson plans, and create presentations that would help center directors improve student outcomes and better integrate their operations with their National Forest System colleagues.

The leadership academy will entail two week-long in-person sessions, eight monthly webinars, and an ongoing coaching and mentorship program. The academy begins with a week-long seminar, starting January 27 at the Pine Knot Job Corps Center in Pine Knot, Kentucky. The inaugural class of 15 students is a mix of Job Corps Center directors and leadership staff, as well as Forest Service leaders who have expressed interest in becoming a center director.

“To have really begun the project in earnest in October, and then be teaching students in January, is remarkable,” said Paul Meznarich, Enterprise Program public affairs specialist and project manager for the academy. “It attests to the importance of this project to agency and the students who will be benefitting from the training.” ■

FUNGI OF THE CALIFORNIA NORTHWEST FORESTS

CHRISTINE WEST, ENTERPRISE PROGRAM BOTANIST

The Northwest Forest Plan (1994) and subsequent decisions (2001) marked the beginning of new considerations and requirements for National Forests within the range of the northern spotted owl. Amongst other key elements, six new categories (A-F) were created for plants and animals associated with old growth forests. These categories outlined the guidance and how to survey for and manage these species.

Category B includes over 200 species per the last update to the official list, the vast majority of which are fungi. These fungi are considered rare species for which all known sites must be managed. Additionally, for any projects that propose habitat disturbing activities in old growth and are not exempt from surveys under specific circumstances, National Forests must complete either equivalent effort surveys which often require four field visits over two years or document that strategic surveys have been completed for the ecological province in which the project area falls.

The Enterprise Program has worked with Region 5 botanists, primarily from the Six Rivers National Forest, over the past six years to assist in completing strategic fungi surveys for the Klamath and Cascades provinces. This effort has involved both a field component as well as analysis, and writing. Field surveys began in 2013 and most recently occurred in 2019 on the Shasta-Trinity National Forest. Analysis and writing have included habitat modeling, evaluating past survey data, cross-walking element occurrence information in fungi databases such as Mycoportal and Natural Resource Information System, as well as statistical analysis and assistance with the summary report.



This collaborative effort has involved four National Forests of northern California, specialists from the Region 6 Interagency Special Status/Sensitive Species Program, as well as several employees within Enterprise. This document will aid in adding to the much-needed information about the species range, distribution, and habitat requirements. It will also assist managers in making better recommendations and decisions about these species. ■

Top photo: *Ramaria largentii*, photo by Wendy Boes; **Bottom photo:** *Boletus haematinus*, photo by Christian Schwartz

ENTERPRISERS ON THE MOVE

WELCOME, LAURA KING



Laura King (Thompson) has joined Enterprise as a Support Services Specialist. Laura began her career with the Forest Service as a Student Temporary Employee in May 2007 with the Regional Aviation Group in Region 6, where she became a permanent full-time employee in 2009. Laura has a Bachelor of Science degree from Eastern Oregon University in Business Administration. She comes from the Deschutes and Ochoco National Forests where she most recently served as their Transportation Assistant in Fleet. Laura just got married in October of this year, her name may show up as Laura Thompson (maiden name) or Laura King as the Forest Service systems catch up. She enjoys spending time with her husband and their dog, an Alaskan Klee Kai named Kahlua.

WELCOME, CARLA TURBIVILLE



Carla Turbiville joined Enterprise September 30th as a Fleet and Equipment Specialist. She began her career in 2000 as an Information Receptionist for the Bureau of Land Management in South Dakota. In her nearly 20 years of federal service she has worked for multiple federal agencies including Forest Service. Carla joined the Forest Service as a Support Services Specialist for the Northern Hills Ranger District, Black Hills National Forest and most recently served as a Property Management Specialist and Assistant Fleet Manager for the Black Hills National Forest. Carla and her husband operate a cattle ranch in the northwest corner of South Dakota, so all her free time is spent talking to cows, horses, and dogs. She has two children, Braxton (19) and Keeli (15). Carla is excited to bring her fleet knowledge to

Enterprise and looks forward to the challenges fleet brings.

WELCOME, EMMA VAKILI



Emma Vakili is stepping into a Timber Specialist role as a Forestry Technician (Measurements and Contract Appraisal Specialist). Emma is coming to Enterprise from the Medicine Bow-Routt National Forests, where she started her Forest Service career in 2015 as a pre-sale forester. Since then she has completed details as a miscellaneous-project-finisher for the Measurements group at the Forest Management Service Center, Timber Management Assistant on the Kaibab National Forest, and Geographical Information System Analyst for Region 2, Forest Plan Revision Support Team. She is also qualified as a fire Geographical Information System Specialist. When she is not working, she enjoys traveling, hiking, backpacking, knitting, cooking, and playing the bassoon. Emma's duty station is Fort

Collins, Colorado where she lives with her fiancé Wade and their dog Wesson. Emma is very excited to join Enterprise and looks forward to getting to know the team.

WELCOME, LEIGHTON QUARLES



Leighton Quarles recently joined Enterprise as a permanent full-time historian. He is a public lands historian, formerly serving as Assistant Director of the American West Center at the University of Utah. He is a PhD candidate in Western American and public history. Leighton holds a Bachelor of Art in history from Montana State University, a Master's in Northern Studies from the University of Alaska Fairbanks, and a graduate certificate in historic preservation from the University of Utah. His dissertation is an administrative history of Zion National Park, under contract with the National Park Service. Leighton is skilled in oral history, having been extensively involved in oral history projects in Alaska and Utah. He has already worked on numerous Forest Service oral histories, preparing them for

public use with the Forest Service National Library. Leighton and his family reside in Prescott, AZ and enjoy hiking the Bradshaw Mountains and Sierra Prieta Mountains on the Prescott National Forest and the Sedona area on the Coconino National Forest.

ENTERPRISERS ON THE MOVE

WELCOME, VIRGINIA GIBBONS



Virginia Gibbons started her career in Region 3 as a seasonal firefighter working on engine and helitack crews and was immediately hooked! Eventually, she realized that she needed a more permanent job, and began the quest to find one. She has been working in the public affairs realm now for close to 30 years. She got her first permanent job as a Public Affairs Specialist working at the Verde Ranger District on the Prescott National Forest and was eventually zoned to include the Sedona and Beaver Creek Ranger Districts of the Coconino National Forest. Eventually she moved up to Region 6 to work as a Public Affairs Specialist on the Deschutes National Forest and then began working in a Service First Public Affairs Specialist position for the Ochoco National Forest, and the Prineville District Bureau of Land Management. In 2010, she became the Public Affairs and Partnerships Staff Officer for the Rogue River-Siskiyou National Forest located in southwest Oregon. Meanwhile, she spent 25 plus years working on fire teams as a Lead Public Information Officer, allowing her to travel to many amazing locations in the National Forest System. In her spare time, she loves to hike with her dog, dance, workout, and garden.

WELCOME, PATTI TURECEK



Patti grew up in Shelton, Connecticut and went to school at University of Massachusetts, Amherst with a Bachelor of Science in Natural Resource studies. She got her start with the Forest Service in 1990 as a Student Conservation Association volunteer on the Olympic National Forest in Forks, Washington doing environmental interpretation. The following year she graduated and moved to Boulder, Colorado where she became a Wilderness Ranger on the Boulder Ranger District, Arapaho and Roosevelt National Forests. Except for five years doing recreation special uses and trails on the Pike National Forest in Fairplay, Colorado she has been on the Arapaho and Roosevelt National Forests her whole career. She has dabbled in fire, wilderness, trails and recreation planning, until 2008 when she made the switch to lands and minerals.

Her most recent job was as the Lands and Minerals Program Manager at the Supervisors Office in Fort Collins, Colorado where she currently resides with her husband Scott. In her spare time, she loves to rock and ice climb, travel, mountain bike, ski, do yoga, listen to music (currently stuck in the alternative 80's) and eat! She also will not pass up a thrift store or a margarita if presented the opportunity. She is most excited about working on a team and providing support to forests that need it.

WELCOME, HILLARIE JACKSON



Hillarie has been working with the Forest Service since 2000 in a wide variety of disciplines including: fire suppression, fire dispatch, aviation contracting, administrative assistance, National Environmental Protection Act coordination, with the last twelve years spent in land and realty management, special use and mineral administration, and recreation management. She enjoys guiding and educating interested parties (inside and outside the agency) through legal regulations and agency policy relating to proposed activities on National Forest System lands. Hillarie is adept at developing and maintaining relationships, which are keys to reaching collaborative solutions to complex issues that arise in resource management. Fostering these relationships is critical, and she relies on actively listening to concerns and clearly communicating our mission as land stewards. She is excited and honored to have an opportunity to work in the challenging and varied environment of Enterprise. The specific skills she brings to projects are a strong foundational knowledge of laws, policy, and regulations coupled with a keen interest in developing relationships nationwide within the Forest Service and with partners outside the agency. She is an avid hiker, gravel grinder (cyclist), and mushroom forager. You will find her in the woods with her dog, children, and spouse.

ENTERPRISERS ON THE MOVE

WELCOME, AMY CREWS



Amy Crews is a Civil/Environmental Engineer with 15 years of experience. She spent the first part of her career as an environmental engineer at the Missouri Department of Natural Resources and the US Army, working on dams, spill response, lead/asbestos, with emphasis on storm water and sustainability. Despite her passion for the environment, she decided to move to a traditional civil engineering role, and in 2012, she accepted a position for the US Army in the Public Works department. There, she oversaw a vast array of large-scale installation-wide operation and maintenance as well as minor construction task order contracts that included elevator and fire alarm maintenance, trash, recycling, sewer repairs, concrete/asphalt, and more. She has most recently been the Facilities Engineer on Mark

Twain National Forest in Missouri, where she has been responsible for everything from building repairs, water, wastewater, boat ramps, and has a unique emphasis in dams. She resides in Rolla, MO with her 14-year-old daughter, significant other, Karl, and two dogs. She enjoys adventures of all kinds, including concerts, do it yourself house projects, biking, adventure racing, and relaxing at home. One notable adventure was in 2018 when she completed the MR340, a 340-mile boat race down the Missouri River.

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 kathrina.magno@usda.gov.

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