



Enterprise Program

Enterprising People

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DIRECTOR'S CORNER - NOTEWORTHY OBSERVATIONS FROM EP LEADERSHIP

KAREN GILSON, ENTERPRISE PROGRAM ACTING DEPUTY DIRECTOR

Author note: This article was written weeks ago – before our country was experiencing all the impacts from COVID-19. Right now there are changes in our daily lives that were never imagined. I invite you to take a small pause from today's demands to read the article below and enjoy a small look into 40 years of change in the Agency.

There's a quote that according to Professor Google is frequently attributed to Benjamin Franklin. It goes something like: There are only two certainties in life – death and taxes. It seems Ben missed the biggest certainty in life – change. Reflecting on the change that has occurred in the Forest Service (FS) since I accepted my first position in 1980, it has been significant. Below are some reflections on my personal experience of things that have changed:

1. The computer was a large main frame behind a curtain (think Wizard of Oz) in a small air conditioned space. There were three work stations and very few people authorized to use them.
2. Environmental documents were handwritten on yellow legal pads, with sections from specialists taped in at the applicable place. The handwritten document was typed by someone authorized to use the three computer work stations.
3. The Data General (DG) arrived in the mid 80's. It too had its own air conditioned room, this time with a door that was locked. Ready or not, welcome to the computer age because a computer would soon be standard issue for most employees. (See photo above. That's me – circa late 80s.)



(Article continued on next page)



4. Vacancy announcements arrived hardcopy in the office mail. The positions were advertised by putting the announcement on a clipboard hanging on the wall in the break room. Next to the vacancy announcement clipboard was a second one with FBI wanted posters.
5. A job application required completing a hardcopy form SF 171, Application for Federal Employment. The application and any required documents had to be mailed or hand delivered. True story: A co-worker missed the postmark deadline so had to hand carry his application. During the road trip, his dog applied a big muddy paw print to the first page. He still got the job.
6. Everyone had a rotary dial desk phone. Outside calls came in through a switchboard staffed by the receptionist. If someone wasn't there to receive a transferred call, a hand written official government phone message form with the pertinent information was put in the recipient's mailbox.
7. The first government travel card I received was issued by Diner's Club. Never heard of it? Neither had most hotels and restaurants encountered while traveling.
8. Hand cranked pencil sharpeners mounted on the wall were necessary office equipment.
9. A red card was actually red. Then it was pink, and now it's white. It's still called a red card.
10. A red dog was an OF-288 Emergency Firefighter Time Report. It was a pink form with multiple carbons and completed by hand.
11. A timesheet was a hardcopy green and white form measuring 11" by 18" with multiple carbons. It was completed using a number two pencil following strict rules for proper format. (An eight could not be snowman style with two circles on top of each other.) Completed forms were mailed to the National Finance Center (NFC).
12. Filing a travel voucher meant using a blue ink pen to complete a hardcopy form OF 1012 and sending it to NFC.
13. There was no direct deposit. All money arrived in the mail as a hardcopy check.
14. Each summer the fire crew cut and stacked enough firewood to use in the wood stove that was the only heat source in the winter for the fire building.
15. Smoking in the office was allowed and people had ash trays on their desk.
16. The smokejumper base on the forest had a resident cat named Turbo. The base classroom was used for various types of training. Turbo attended many classes – rarely taking a seat and instead walking across attendee tables.
17. If it was an unusually warm fall, it was perfectly acceptable to hang game in the district tree cooler.
18. The district hired 100 seasonal fire crew employees in order to meet burning targets. The government housing option consisted of large wall tents on wooden platforms with metal barrel wood stoves. Kitchen facilities were in a cookhouse a half mile away.
19. The signature Forest Service green vehicles aka green fleet, were slowly being phased out and replaced by white vehicles aka fleet vehicles. The reason for the change? Rumor has is that white paint is less expensive.

Over the years there have been other changes and some felt deeply personal and other times were just really hard. At some point along the way, I realized the best advice on change I ever received came disguised as parental advice to a new mom. It was: Enjoy every stage because they all pass quickly. I apply that advice to the workplace by trying to recognize and appreciate when something is good. It has been things like an assignment, colleague, team, supervisor, direct report, or leadership. Likewise, when there are challenges, I remind myself that it will eventually change. In the meantime, it's always an opportunity to improve something in my own skillset. Just like being a parent, there are workplace "stages" that pass too quickly and others that can't change fast enough. ■

REGARDING COVID-19

CHRIS FEUTRIER, ENTERPRISE PROGRAM ACTING DIRECTOR

Enterprisers, we have set up a site in our one-stop shop in Pinyon where we will keep up to date information as we get it on COVID-19 and our workplace policies: <https://usfs.app.box.com/folder/106872981466>

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I also would like to take a moment here to acknowledge that this situation isn't just about work anymore, we are going through an unprecedented collective moment that is causing some real stress and impacts to the whole of our lives including a wide range of emotions from disbelief to fear as well as a great deal of uncertainty about what lies ahead not only at work but at home. We are experiencing school closures, having plans that we were looking forward to dashed, and more importantly, experiencing real concern about our loved ones who may be in vulnerable age groups or who have pre-existing conditions that make this time particularly scary. Every day we are met with events and news that can be incredibly difficult to understand, our minds so tuned by evolution to hyper focus on threats and the amplification of risk. The markets tanking and rebounding and tanking again, the cancellation of sporting events that reliably mark the time of year, store shelves shed of their toilet paper. It's a scary time. And we are all in this together.

I know that times like these can be particularly difficult in Enterprise. On one hand, we are really well positioned to work from home and for social distancing and yet on the other, it can lead to feeling even more vulnerable and detached. I want you all to feel free to pick up the phone and to spend more time now staying connected with each other. Our leadership team is committed to working with each of you to find the best solutions available to whatever may be in front of us next. Let's make sure that we are looking out for one another and helping wherever we can. I know that there are often more questions than answers right now. Please know that Agency leadership is meeting on the daily to get these questions answered and that we need to stay flexible and make sure that we are being extra compassionate and understanding of one another during this time. Please know that we will do our best to mitigate impacts large and small that occur here at work and at home, so that we can make sure we are doing our very best to take care of each other. Now is a time for us to truly practice our compassion, our grace and our kindness. Let's help where we can and continue to do our best. We will get through this. ■

ENTERPRISE SPECIALISTS CONTRIBUTE TO LAUNCH OF CHIEF'S 10-YEAR TRAIL SHARED STEWARDSHIP CHALLENGE

GABRIELLE SNIDER, ENTERPRISE PROGRAM PROJECT MANAGER, NATURAL RESOURCE SPECIALIST-RECREATION

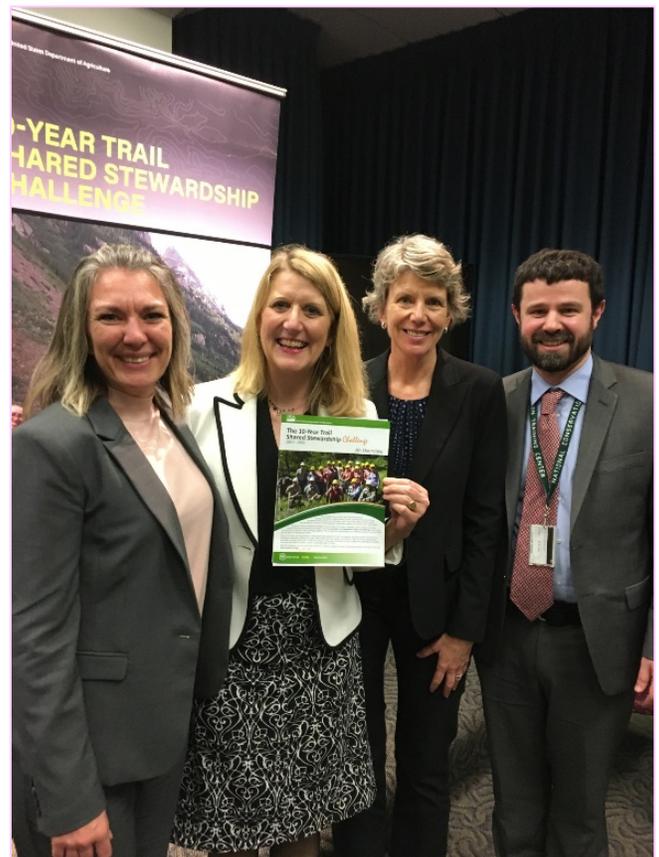
Trail partners from around the country gathered February 8-11 in Washington, DC, to meet with agency leaders and congressional staff to advocate for trail funding and support for the national trail system.

The "Hike the Hill" event, now in its 23rd year, was also the stage for Chief Vicki Christiansen's launch of the [10-Year Trail Shared Stewardship Challenge](#), a national initiative aimed at catalyzing the Forest Service and partners, to prioritize, invest, and innovate for a more sustainable system of trails. Enterprise program specialists brought their trademark creativity, work ethic, and professionalism to the table under incredible time pressure and high-level review.

Communications specialist Peggy Wilson brought her graphic design expertise to the design of the initiative's "[overview](#)" and "[Launch and Learn](#)" [phase](#) documents that are being distributed nationwide. Wilson also designed three event banners that were displayed behind the chief and executive leaders during the chief's partner meeting.

Public affairs specialist Paul Meznarich edited the "overview" and "Launch and Learn" content, as well as the initiative's first trail "[success story](#)," posted on the Trail Challenge [website](#).

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Pictured above, left to right: Meckenzie Helmandollar-Powell, National Trail Program Specialist; Vicki Christiansen, USFS Chief; Jaime Schmidt, Assistant Director (Acting)-Recreation, Heritage & Volunteers; Jeff Mast, Assistant National Trails Program Manager)

10-YEAR TRAIL SHARED STEWARDSHIP CHALLENGE

Working together to maintain 159,000 miles of National Forest System trails.

Call to Action!

- Improve our collective capacity to care for trails over the long term
- Directly increase on-the-ground results benefiting trails

Trails need our help, so let's go!

<https://www.fs.usda.gov/managing-land/trail/10/TC>

#TrailsConnect

Graphic designer Kristi Hinson responded to a critical, last-minute request by designing a professional and eye-catching PowerPoint for the chief's announcement event, only a few short hours before it was displayed behind the Chief, executive leaders, national trail partners, youth advocates, and congressional staff.

Recreation specialist Gabrielle Snider, who is serving as the project manager for the 10-Year Challenge project, worked with the Washington Office's Trails staff to provide review and feedback on the 10-Year Challenge's development, its products, and facilitation of the National Trail System's council and partners operational meeting and recreation directors meetings during the Hike the Hill event.

The products produced by the Enterprise Program have been referenced and shared through a [national press release](#), the [Leadership Corner](#) section of "Inside the Forest Service," and in a February 12 letter to all employees from Chief Christiansen.

Meckenzie Helmandollar-Powell, National Trail Program specialist (NTE), praised the Enterprise Program in an email, writing "Enterprise talent continues to be a cornerstone of development and implementation of the national trail strategy and

now the 10-Year Trail Shared Stewardship Challenge. The partnership between Enterprise and other agency program areas is an incredible resource..." ■

The 10-Year Trail Shared Stewardship Challenge
2020 - 2030

An Overview

With 159,000 miles of trails, the USDA Forest Service manages the nation's largest system of trails, including thousands of miles of national scenic, historic, and recreation trails. These trails depend on the support and dedication of Forest Service employees, volunteers, partners, and communities nationwide.

The Forest Service's National Strategy for a Sustainable Trail System, released in 2017, outlines 26 actions toward achieving a sustainable trail system. Trail strategy Action 1.2, **Implement 10-Year Trail Challenge**, calls for the Forest Service to launch a bold challenge, together with our partners, that improves our collective capacity to care for trails and increases on-the-ground results.

We are moving in the right direction toward shared stewardship of trails, and together we can go further. Forest Service employees, working in collaboration with other Federal partners, States, communities, Tribes and Tribal organizations, volunteers, partners, and others (collectively known as the trails community), are encouraged and challenged to prioritize, innovate, and invest to achieve a more sustainable system of trails.

The Trail Challenge is a call to action to increase our collective capacity to care for trails and increase on-the-ground results. *Trails need our help, so let's go!*

Forest Service FS-1145 February 2020



TWIN BUTTES RESERVOIR TRAVEL AND TRAILS MANAGEMENT

MICHAEL MCNAMARA, ENTERPRISE PROGRAM HYDROLOGIST/SOIL SCIENTIST

A team of resource specialists from the Enterprise Program was asked to develop a travel management plan and environmental assessment in 2017 for the U.S. Bureau of Reclamation on lands they manage in partnership with the City of San Angelo in west Texas. The lands were adjacent to the Twin Buttes Reservoir on the South and Middle Concho Rivers. Twin Buttes Reservoir is managed for flood control for San Angelo and other areas, as well as irrigation and municipal water. It is also managed for recreation, including fishing, boating and swimming.

Since its construction in 1963, the reservoir has only partially filled in most years. Therefore, user-created trails for off-road vehicles, including motorcycles and four-wheel drive vehicles, have been created on the lake bed and surrounding upland areas. Continued off-road use has resulted in vegetation impacts, soil erosion, adverse water quality impacts, loss of fish and wildlife habitat, public safety concerns, and risks to cultural and archeological resources.



The travel management plan is adaptive and provides a framework and guidance for the efficient implementation, monitoring, and enforcement of motorized use. It was developed in collaboration with local four-wheel drive and mountain biking clubs, as well as State and local officials.

Members of the Enterprise team attended focus group sessions and a public meeting to facilitate coordination between the agencies and local interest groups. Following completion of the travel management plan and environmental assessment, Forest Service engineers provided site-specific designs to mitigate erosion and stabilize roads and trails. Implementation will be coordinated by the Bureau of Reclamation with its managing partners. The development and subsequent implementation of this plan will protect natural resources, while providing a quality recreational opportunity for the local community for years to come. ■

Top photo: Mountain bikes were valuable tools for trail surveys because they could go over most terrain, were portable and it was easy to stop and take notes and photographs. Local project partners came along and guided us on the trails. U.S. Forest Service Engineer Jordan Burge, left, and local biking guide volunteer on right.

Left photo: Gully erosion on an OHV trail.

Bottom photo: The highlighted area is one of the trail areas that had severe erosion. The Travel Management Plan addressed problem areas on trail systems over a broad area.



CAMPTON POND DAM NATIONAL REGISTER DETERMINATION OF ELIGIBILITY

DAN O'TOOLE, ENTERPRISE PROGRAM HISTORIAN

A Civilian Conservation Corps-era dam might be on the path for historic preservation thanks to the work of two Enterprise Program historians. Dan O'Toole and Rachel Kline developed a determination of eligibility report this last fall and winter on behalf of the White Mountain National Forest for the Campton Pond Dam. The solid concrete dam was built between 1934 and 1935 by the Civilian Conservation Corps. Unlike modern dams built for purposes of power generation or habitat enhancements, this dam was constructed to create opportunities for lake-side recreation, which consisted of a swimming beach, a bathhouse, and a "forest camp" or campground, along the west bank of Campton Pond.



The report will be forwarded to the New Hampshire State Historic Preservation Office for review. If they agree with Dan and Rachel's findings, the dam could be nominated and considered for inclusion on the National Register of Historic Places.

At the time of the Campton Pond Dam's completion, it was the largest concrete dam in the country constructed by Civilian Conservation Corps labor. This type of project would have been unthinkable either a decade earlier or just a few decades later. A decade earlier, providing for large-scale recreational infrastructure from public funds was simply not within the budget, workforce capacity, or mission of the Forest Service. Decades later, an ecosystem management approach to natural resources would not have allowed for the installation of recreational infrastructure at the expense of dynamic aquatic ecosystems.



But in the 1930s, funds and labor were available in the form of the young men of the Civilian Conservation Corps and funding through the Works Progress Administration, as part of Franklin D. Roosevelt's New Deal Program. At the same time, the Forest Service was forced to rethink its own self-perceived role in recreational development due to factors such as public demand, competition with the National Park Service, and the emerging centrality of landscape architecture as core to the mission and work of the Forest Service.

The Campton Pond Dam is significant because of its Civilian Conservation Corps craftsmanship, as well as its unique association with the Forest Service's philosophical approach to outdoor recreation at a time of much transition. ■

Top photo: View of the spillway of the CCC-constructed Campton Pond Dam in Campton, New Hampshire. Photograph by Rachel Kline.

Bottom photo: Enterprise Historian Dan O'Toole ascends to the catwalk of the Campton Pond Dam. Photograph by Rachel Kline.

A SPECIALIST'S PERSPECTIVE OF USING ECOLOGICAL SITE DESCRIPTIONS FOR IMPROVING EFFICIENCY OF EFFECTS ANALYSES

CYNTHIA ENGLEBERT, ENTERPRISE PROGRAM BOTANIST/RANGELAND MANAGEMENT SPECIALIST

As an Enterprise Program employee, I work on projects all over the country. For the last 10 years, most of that work has been writing effects analyses for NEPA documents. Under the current Environmental Analysis and Decision Making effort, we're all being asked to increase our efficiency. I'd like to share how I've used ecological site descriptions as tool for effective and efficient analyses, helping us meet the intent of the Environmental Analysis and Decision Making effort.

(Article continued on next page)

Ecological site descriptions are not a new concept. They are an interdisciplinary tool, useful to rangeland management specialists, wildlife biologists, soil scientists, reclamation specialists, and botanists. We have congressional and agency direction to use them. Yet, across the agency, we aren't. At least, not as broadly as we could be.

Ecological site descriptions provide a consistent framework for classifying and describing rangeland and forestland soils and vegetation. This lets us delineate land units that will respond similarly to management activities or disturbance. Ecological site descriptions help us evaluate the suitability of land for various uses, predict its capability to respond to different management activities or disturbance processes, and assess its ability to sustain long-term productivity. We can use ecological site descriptions to estimate costs for reclamation and predict likelihood of success. Ecological site descriptions can help us identify potential habitat for threatened and endangered species and design more efficient surveys protocols. Ecological site descriptions help us answer the what, where, and when questions in analyses—what is predicted to happen, where will it happen, and when will it happen? And ecological site descriptions let us do all these things more efficiently.

As a rangeland management specialist, my job is to effectively display how the proposed action and alternatives might affect my resource. I always define my resource as having at least two elements: livestock grazing operations and native plant communities. For this discussion, I'm focusing on the native plant communities. The indicator I use for my analysis is always some form of species composition.

In 2012, I was assigned to an ongoing project on the Dakota Prairie Grasslands. The project had a long history of starts, stops, and personnel changes, but it was blessed with a motherlode of range data, and some ecological site descriptions had been completed for the project area. So ecological site descriptions became the foundation for my effects analysis. The ecological site descriptions let me identify the existing plant community phase at each site and easily lay out an effects analysis supported by the best science available.

I used existing species composition data to determine which plant community phase I felt best fit each site. Then I used the state-and-transition diagrams and accompanying descriptions (don't forget to read the information about pathways and transitions—it's important) to predict an expected plant community phase for each site based on the actions we were proposing. And I could cite the ecological site descriptions to support my conclusions. Citing ecological site descriptions eliminates the need to justify using professional judgement or to dig into the science for more supporting evidence—the folks developing the ecological site descriptions have done that for us. Land managers and resource specialists on the Dakota Prairie Grasslands have completed other successful projects using ecological site descriptions and the analysis framework I employed.

In contrast, I worked on another project in an area that did not have ecological site descriptions available. The project was in a different region (Region 3) and not on a grasslands unit; however, the actions and alternative being proposed were similar. There was a lot of data available for the Region 3 project, but it was Parker three-step data. Fortunately, it had been consistently collected from the 1950s up to the current year. My task was the same—determine and effectively display the effects to the native plant communities from the proposed action and the alternatives. However, without ecological site descriptions, my analysis was more time consuming—months versus days.

I had to study the Parker three-step data in depth, looking for changes in species composition over the decades. I used the data to identify areas where the species composition had changed and correlate that to changes in the grazing management. I also identified areas where the species composition hadn't changed, where the plant community was in a state that wasn't going to respond to changes in grazing management. The results of my analyses were similar to the results on the grasslands project. I used species composition to display the expected effects to the rangeland vegetation from the proposed action and alternatives. The difference was delving into the data and making supported inferences about expected changes in species composition took months. For the project with ecological site descriptions, it had only taken days.

Based on my experience, the on-the-ground functionality and relevance of ecological site descriptions make them a perfect fit with the Environmental Analysis and Decision Making emphasis on streamlining and efficiency. It is past time to make ecological site descriptions development and use a priority. If you are a specialist working in an area where ecological site descriptions are available, familiarize yourself with this valuable tool. And to those in positions to help make ecological site descriptions available, commit to getting them completed and available. ■

ENTERPRISE SUPPORTS SALVAGE EFFORTS IN WISCONSIN – CHEQUAMEGON-NICOLET NATIONAL FOREST

RYAN PEDERSON, ENTERPRISE PROGRAM TIMBER SALE ADMINISTRATOR

A sudden and severe windstorm, known as a “derecho,” caused an estimated 286,000 acres of damage July 2019 when it blew across the forests of northeastern Wisconsin. The Lakewood-Laona Ranger District on the Chequamegon-Nicolet National Forest sustained more than 150,000 acres of blowdown, of which about 25,000 acres suffered greater than 50% mortality.

The forest responded by modifying existing timber sales and offering salvage sales, which to date, cover about 10,000 acres, with timber volumes

estimated between 90-100 MMBF.

Additionally, the forest has proposed harvesting another 40,000 acres (300 MMBF) through 100 to 150 additional timber sales to address safety concerns, reduce fire risk, capture the commercial value of the damaged timber, reduce potential infestation and disease risk, and facilitate reforestation efforts.

To help it manage the number and volume of timber sales, the Chequamegon-Nicolet National Forest signed a work order with the Enterprise Program for timber sale contract administration services.



The timber sale administrator works with the forest’s existing contract administration team and other district staff to increase capacity in administering 2400-6 (deck scale) and 2400-6T (tree measurement) timber sales. The forest is using a variety of tools, including DxP (designation by prescription), DxDam (designation by damage class), virtual boundaries, and deck scaling methods to harvest the damaged timber more efficiently. ■



Top photo: Processor and forwarders operating

Middle photo: Chequamegon-Nicolet National Forest sign

Bottom photo: Hot saw and processors harvesting damaged Red Pine

LENGTH OF SERVICE AWARDS

In Enterprise, people are and always will be our greatest asset. The success of the Agency is a direct result of employee efforts and dedication. We particularly want to thank Tim, Kathy, Lynette and Jan for their 30 years of service. That is an incredible achievement! And, we’d be remiss if we didn’t highlight our Acting Deputy Director’s 40 years of service. Karen is truly an asset to Enterprise and to the Forest Service. What a remarkable milestone, you are an example to us all. We are delighted to recognize our Enterprise Program employees’ recent Length of Service milestones below:

EMMA VAKILI – 5 years

JESSICA RUBADO – 15 years

PATTI TURECEK – 25 years

MOLLY COBBS – 10 years

GABRIELLE SNIDER – 15 years

TIM HOLDEN – 30 years

AMY SUTTON – 10 years

ANDREW TASLER – 15 years

KATHY MITCHELL – 30 years

TIFFANY TOTTEN – 10 years

NANCY KELLY – 20 years

LYNETTE MYHRE – 30 years

KRISTEN WALTZ – 10 years

AMANDA WRIGHT – 20 years

JAN SPENCER – 30 years

THEODORE BROOM – 15 years

TRACIE BUHL – 20 years

KAREN GILSON – 40 years

Thank you for your service!

VIRTUAL “PROJECT MANAGEMENT HUB” COMING SOON

MOLLY COBBS, EP SERVICE LINE MANAGER FOR FOREST PLANNING, NEPA, AND PROJECT MANAGEMENT

A new SharePoint “hub” will facilitate professionalizing project management by creating a space for the exchange of ideas, healthy habits, best practices, and tools that can be used to support success throughout a project’s life cycle. Initially, the hub will be used to share tools and resources developed in support of the program’s project management integration efforts. For example, soon you will be able to access new tools and resources to support the flow of incoming work, change management, and project closeout. The hub reflects the Enterprise Program’s commitment to learning, growth, and continual improvement. For more information, contact Molly Cobbs at molly.cobbs@usda.gov. ■

THE DESERT IS GETTING HOTTER: CHILI PEPPER COUNT ON THE CORONADO NATIONAL FOREST

SARA (ZYA) LEVY, EP SUPERVISORY BIOLOGIST/BOTANIST & ERICA LEE, EP WILDLIFE BIOLOGIST



The joyous call “wild chili pepper!” bounced down the rugged Sonoran canyons as crews conducted botanical surveys on the Coronado National Forest. Counting chili peppers is not your average day of field work, but with the potential to protect native crop genetics and meet the forest’s objective of delivering benefits to the public, it was day well spent.

Enterprise Program botanist Zya Levy and biological technician Erica Lee created a survey design, laced up their snake gaiters, and led a crew of volunteers, forest staff, and Borderlands Restoration employees into the desert in fall 2019. The crew searched for wild chilis and other wild crop relatives, such as cotton, tepary beans, and amaranth. The botanical area had not been visited since 2006.

Wild chili peppers, known regionally as Chiltipenes (or to botanists as *Capsicum annuum*, var. *glabriusculum*), have been a part of the North American diet for 8,000 years. The small red peppers are about as spicy as jalapenos and are the predecessor to most varieties of peppers we eat today — from the sweet green bell to the fiery serrano.

While uncommon, this sensitive species thrives in the Tumacacori Mountains Wild Chili Botanical Area. A traditional harvesting area for local tribes, “Tumacacori” means “place where the little red pepper is found in abundance” in the Tohono language. In recognition of this cultural resource, the botanical area was founded in the 1990s in collaboration with local ethnobotanist, author, and co-founder of Native Seeds/SEARCH, Gary Nabhan.

The Forest will use the survey data to conserve the species and work toward designating the area as a genetic resource reserve. Partner organization Borderlands Restoration will use the survey maps for future seed collection, and someday parent seeds from the Wild Chili Botanical Area could be used to genetically enhance modern crops to be more drought-, insect-, heat-, and disease-tolerant. During the survey, 453 individual chili plants were found and mapped. Now that’s one hot desert! ■

Top photo: EP planning group supervisor, Rachael Hohl, and Coronado National Forest natural resource staff officer, Chris Thiel head into the rugged Tumacacori Mountains to look for wild chili peppers.

Bottom photo: The rugged Tumacacori Mountains, home of wild chili plants.

Photos by Sara (Zya) Levy



HISTORY OF TERM OCCUPANCY AND YOUTH RECREATION CAMPS ON THE SAN BERNARDINO NATIONAL FOREST

SEVRIE CORSON, ENTERPRISE PROGRAM ARCHAEOLOGIST

Summer camp might seem like a distant memory to many adults, but it's been the focus of one Enterpriser for the last year. Sevrie Corson, Enterprise Program Archaeologist, has been researching the Term Occupancy Act of 1915 and its Amendment of 1956 in regards to its effect on the national conservation and recreational movement within national forests.

The Term Occupancy Act opened the door for youth organizations to establish summer camps on forests such as the San Bernardino National Forest for children to escape unfavorable home settings and communities in the cities. The summer camps and their organizers offered the children lessons in life skills, morality, and self-reliance through hiking, playing games, and talking around a campfire, all within an idyllic natural setting.



The Outdoors is mine: to see, to share, to explore
There is more to camping than sleeping and eating.
Don't miss the wonders, the thrills, and silent moments
Of looking and listening.

-Camp Fire Girls Trail to Outdoor Fun
("Camp Fire Girls, Mt. San Antonio Council, 1963
Camping Program," brochure, San Bernardino
National Forest Archive)

The purpose of the project is to present the history of these youth organization camps within the context of the Term Occupancy Act, the recreational explosion on the national forests through the 20th century, and the evolution of youth organizations; and to provide an evaluation strategy to assess the historic significance and integrity of the historic camp buildings. ■

Pictured: 1961 Camp Osceola, Photo Courtesy of USDA Forest Service, San Bernardino National Forest Archives

STATELINE RANGE NEPA PROJECT ON THE GILA AND APACHE-SITGREAVES NATIONAL FORESTS



KATHERINE SÁNCHEZ MEADOR, EP WILDLIFE BIOLOGIST
& CHAD HERMANDORFER, EP HYDROLOGIST

A remarkable Enterprise Program interdisciplinary team completed the analysis and writing of the environmental assessment for the Stateline Range Project for 14 allotments on the Gila and Apache-Sitgreaves National Forests in Region 3 this past fall. The allotments were a priority for completing planning in conformance with the requirements of the 1995 Rescission Act. The best thing about the entire project is the team rescued a puppy who is now a beloved member of a Gila National Forest employee's family. *(Article continued on next page)*

Pictured: Riparian and stream channel condition assessment along the San Francisco River corridor. Horsemen and horses include Andrew Bryant on Alibi, crossing the stream is Vernon Lente riding Rusty, and Kendall Brown is in the lead on Biscuit.

A unique component of the project included work with two forests, one with a new forest plan and one with an old forest plan. The project covered allotments on both forests in two states, which added complexities the team responded to gracefully. The project area covered about 271,665 acres, with about 126,243 acres in Arizona and 145,422 acres in New Mexico. The team streamlined its analysis as they guided the forests through the NEPA change effort connected to the Environmental Analysis and Decision Making initiative, focusing its analysis on one action alternative and a required no action alternative for a range project. This approach ensured the project focused on addressing the law, regulation, and policy needed for making an informed decision.

The selected alternative included an adaptive management strategy that would accommodate the potential for changing conditions or circumstances. Some adaptive management options included administratively adjusting the annual stocking rates, the specific dates for grazing, class of livestock, constructing or removing cross fences, developing water features, and modifying pasture rotations, as determined necessary and appropriate.

The team focused on several critical topics during its analysis, including:

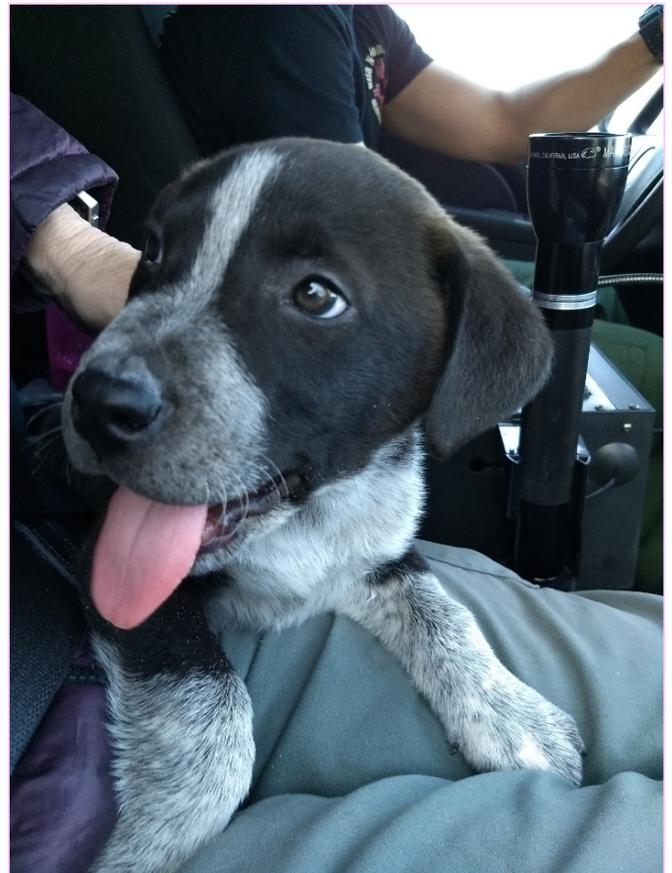
- moving riparian areas into proper functioning condition,
- managing grazing levels in balance with available forage,
- protecting federally listed species, such as wolves and Chiricahua leopard frogs,
- protecting archaeological properties with historical or cultural importance,
- considering the unique and special characteristics of the Gila and Blue Range Wildernesses and the Blue Range Primitive Area,
- identifying structural improvements necessary to properly manage livestock grazing while considering costs, cost apportionment, and maintenance needs, and
- managing the San Francisco River corridor for threatened and endangered species that rely on the river corridor, as well as providing for downstream users.

The team consisted of Cissie Englebert, Janet Moser, Mike McNamara, Chad Hermandorfer, Amy Oakes, Leslie Horsch, and Katherine Sánchez Meador. ■

Top photo: Team field discussion with range staff from the Glenwood RD, Enterprise Program staff and the permittee. Left to Right Chad Hermandorfer, Kendall Brown, Andrew Bryant, Cissie Englebert, and permittee Tommy Humphreville.

Middle photo: Enterpriser Mike McNamara explores a riparian and stream channel for an assessment in the Blue Range Primitive Area.

Bottom photo: This little guy was found roaming a forest road during a field visit. He has since grown into a great family member for a Gila National Forest employee.



ALVIN CREEK AQUATIC ORGANISM PASSAGE (AOP) PROJECT

LISA WHITCOMB, EP SERVICE LINE MANAGER FOR ENGINEERING

Civil engineer Peter Fleischmann is new to the Enterprise Program, but experienced an age-old Enterprise problem: regulatory scope creep (or “requirements creep”). What is that? It’s the condition that arises when the regulatory requirements set forth during the initial drafting of the work order change mid-project.

At the beginning of every work order, the service line manager, supervisor, and project managers identify and document the **regulatory requirements** for the service or deliverable. These could include required training or certifications for people performing the work, the process followed, such as with NEPA, or required contents or formatting of the finished product, such as with bridge inspection reports, etc.

However, as with Peter’s project, sometimes the **regulatory requirements change** during project execution. With the Alvin Creek Project, the Wisconsin Department of Transportation changed its expectations for coordination and some technical aspects of the aquatic organism passage culvert design. Peter recognized this deviation from the original work order and did several things well to manage the situation.

Successful Change Management with Regulatory Requirements:

1. **Review periodically:** The work order included a 30% and 60% design review and approval. The required changes were identified at the 60% review stage. Changes identified earlier in the process generally cost less to fix! When our services or deliverables are approved by an agency or person “outside the control” of the project (like the Fish and Wildlife Service, SHPO, regional program staffs, etc.), it is better to coordinate with them early and often.
2. **Stop work:** Peter STOPPED WORK and communicated with the client and his service line manager and supervisor when he became aware of the requirements creep. When regulatory requirements change, project managers should always stop or pause the work.
3. **Analyze consequences:** Evaluate the project’s financial context and ANALYZE CONSEQUENCES for the change in regulatory scope. Earned value analysis is another way of saying, “Well, how much of the project have we completed? And what will the change in scope cost? Is there enough money in the work order or project to cover the cost of changing the regulatory requirements changing?” Peter conducted an analysis, NEGOTIATED with the client on the outcome and consequences, and determined we needed an additional \$5,000 in salary funds to address the change. The client agreed with Peter’s analysis and estimate.
4. **Document the change:** Peter worked with his service line manager to DOCUMENT the change through a work order amendment due to the need to add funds to cover the additional costs.

A lot of work we do within the Enterprise Program includes people or other governmental organizations which control the quality expectations for deliverables and services — including regulatory requirements. When clients or agencies “change their mind” and the expectations for quality or regulatory requirements change, we always STOP WORK, ANALYZE CONSEQUENCES, NEGOTIATE, AND DOCUMENT. ■

ENTERPRISERS ON THE MOVE

BRANDY MONCIBAIS



The Enterprise Program welcomes Brandy Moncibais as its new financial management specialist. Brandy is coming to us from the Albuquerque Service Center’s Travel Branch.

Brandy has worked for the Forest Service since 2007, starting as a GS-4 with the Albuquerque Service Center’s Travel Operations and Incident Finance Department. In 2011, she started working virtually as the military moved her family from state to state. She has worked in various roles in travel from financial management, reporting, trainer, content development, and Web development. She has worked within several travel management platforms, from Fed Traveler to Govtrip, and now ConcurGov.

Brandy and her husband, Jason, have two beautiful kids: Gracie (14) and Brandon (22). They recently celebrated Jason’s retirement from the Air Force after 24 years, and are now settling down in their hometown of Denton, Texas. Brandy enjoys spending time with family, crafting, and woodworking. Welcome to Enterprise, Brandy!

ENTERPRISERS ON THE MOVE

VANESSA DEJEAN-GARDNER



The Enterprise Program congratulates Vanessa DeJean-Gardner on her new permanent role as the Recreation Analysis Supervisor in the Public Services Pod. Vanessa has been Acting in the position for the past few months and we are excited to have her in the position permanently.

Vanessa currently lives in Missoula, Montana and works for the USDA Forest Service Enterprise Program in the Recreation Service Line under the Recreation Business Pod as a Program Analyst. She supports the National Recreation Fee Program as a Financial Manager monitoring the overall Recreation Enhancement Act funding for the National Office.

Vanessa's wide and varied background has given her extensive knowledge in the world of government finance and administration. She has worked for the Forest Service since 2003 in different departments and positions including: Albuquerque Service Center (ASC), Finance in Misc.-Pay; Region 6: RO, Acquisitions in Grants & Agreements and Property; Deschutes National Forest SO in Budget & Finance, Engineering, and HR; Bend Fort-Rock District in Administration; and Enterprise Program (since 2010) as Administration/Budget Coordinator and Program Analyst. Vanessa has also served as an incident support Buying Team member in the past. Congratulations, Vanessa!

DAN MCKEAGUE



The Enterprise Program welcomes Dan McKeague as its new Assistant Director of Ecosystems. Dan comes to Enterprise from the George Washington and Jefferson National Forests, where he served as its Eastern Divide district ranger in Blacksburg, Virginia. Under his leadership, the district was named the Southeastern Region's District of the Year in 2017.

Dan holds a bachelor's degree in forestry from the University of Florida and a master's degree in environmental planning from Florida State University. Before joining the agency in 2010, he worked for Alaska State Parks, the New Zealand Department of Conservation, St. Johns Water Management District, and the Florida Trail Association.

Dan's wife, Lauren, previously worked in the Florida governor's office and served as the lead public information officer for Florida's emergency management agency. She is now completing a doctorate degree in public administration at Virginia Tech. Their 7-year-old son, Grant, and 5-year-old daughter, Lynley, keep them busy exploring public lands, learning about ancient Egypt and deep sea creatures, and reading Harry Potter books.

Dan's start date with the Enterprise Program is March 30. Welcome to Enterprise, Dan!

JENA RIZZI



The Enterprise Program welcomes Jena Rizzi, a new archaeological technician to the Heritage Pod. Jena's started March 2 with Enterprise; her duty station is Custer, South Dakota, on the Black Hills National Forest

Jena has been interested in archaeology since she her youth and graduated from the University of Oregon with a bachelor's degree in anthropology and a minor in art history. She has worked as an archaeologist or archaeological technician throughout the western United States for the last eight years, including for the Devil's Tower National Monument in Wyoming, Bureau of Land Management offices in Oregon and California, and ASM Affiliates, Inc., in Tehachapi, California. She has spent the past three and a half years working with the Black Hills National Forest on the Bearlodge Ranger District in Wyoming as an archaeological technician.

In her free time, Jena loves to hike, camp, cook, and give public outreach presentations. She also really enjoys traveling to see new landscapes, try new foods, and experience other cultures.

"I am excited for this new path in my career with Enterprise and to have the opportunity to travel more within the United States," Jena said. Welcome to Enterprise, Jena!

ENTERPRISERS ON THE MOVE

RICHARD PARKER



The Enterprise Program welcomes Richard Parker as a new GS 9-11 public affairs specialist. Richard Parker was previously a visitor service information assistant with the Hidden Springs Ranger District on the Shawnee National Forest in Vienna, Illinois.

Richard first became a Forest Service employee by teaching at the Golconda Civilian Conservation Center (Job Corps) for two years after teaching in the public school system for 4 years. He is currently working on his Master of Education degree. In addition to his regular job, Richard has been assisting the Shawnee National Forest with public affairs duties for the past 2 years. He enthusiastically embraces, and is an early adopter of, various technologies, including AdobePro, PowerPoint, Adobe Photoshop, Adobe Spark, and Adobe Illustrator. Richard has a robust skill set including graphic design, video, communication/sign plans, educational content development, and other communication/public affairs services.

Richard lives in historic Paducah, Kentucky with his wife Emily, their son Ellis, and two cats Carl and Simon. He enjoys the outdoors, international travel, research and writing about local historical topics, and playing banjo and guitar.

Richard's start date with the Enterprise Program is March 30. Welcome to Enterprise, Richard!

PEGGY WILSON



The Enterprise Program congratulates our very own Peggy Wilson of Great Falls, Montana, in her new position as a GS 9-11 public affairs specialist. Peggy has served in Enterprise since 2016 as a project manager and single resource specialist (writer/editor, graphic designer, section 508 compliance specialist, publication specialist, recreation, and communications subject matter expert). Peggy lives in Montana with her husband (Kendal) and 2 amazing kids, Kenai (18) and Nylie (15), doing the Montana thing - hiking, fishing, skiing, boating, mountain biking, and basically anything outdoors.

Prior to working with Enterprise, Peggy was a recreation staff officer for the Sierra Vista Ranger District on the Coronado National Forest in Arizona. She has served the agency for 20 years, starting in 2000 on the Evanston-Mountain View Ranger District Ranger in Wyoming on the Uinta-Wasatch-Cache National Forest. During the seasonal years, she worked in timber, recreation, planning, and any other program who had money for a seasonal on the Ogden and Logan Ranger Districts in Utah. In those seasonal years, she worked in the private sector in print production as a Prepress Proofing Specialist in the off season. Peggy graduated in 1998 with a bachelor's in political science and in 2008 with a master's of natural resources. Peggy brings a wealth of knowledge and skills to her position. Congratulations, Peggy!

LENORE LAMB



The Enterprise Program welcomes Lenore Lamb as its new supervisory Natural Resource program leader. Lenore comes to Enterprise from Wisconsin's Chequamegon-Nicolet National Forest, where she served as a staff officer since September 2014. Throughout her tenure with the Chequamegon-Nicolet, she oversaw both Public Services and Technical Services. Prior to joining the Forest Service, Lenore was a Natural Resources staff officer for the Bureau of India Affairs in southern California and an environmental director for the Pala Band of Mission Indians in California.

Lenore and her husband, Chase, live in Rhinelander, Wisconsin. They have two children, Jacob (25) and Alyssa (12). They spend time supporting Alyssa's figure skating pursuits, as well as cooking, traveling, creating art, and playing with their dog and two cats.

Lenore's start date with the Enterprise Program is April 12. Welcome to Enterprise, Lenore!

ENTERPRISERS ON THE MOVE

EMMA CHAMBERS-KOENIG



The Enterprise Program welcomes Emma Chambers-Koenig as a new archaeological technician. She has worked on the Beaverhead-Deerlodge National Forest in Montana and Okanogan-Wenatchee National Forest in Washington.

While a student at the University of Colorado in Boulder, she attended field school in Belize, excavating a small Mayan center. She worked in Belize from 2009-2013 while earning a master's degree. Emma credits family camping trips to southern Utah for instilling in her a love for archaeology.

Emma enjoys skiing, fly fishing, hiking, mountain biking, and gardening. She is married to her husband, Drew, and has a cat named Pete.

Emma's start date with the Enterprise Program is March 30. Welcome to Enterprise, Emma!

SHANNON SMITH



The Enterprise Program welcomes Shannon Smith back into the Enterprise Program after a few years working in Forestry Research, Education, and Management overseas in New Zealand. He spent a year managing the Forest Industry Informatics team at Scion (The New Zealand Forest Research Institute). From there, he moved to Toi Ohomai Institute of Technology where he managed the Forestry, Wood Manufacture (including a Saw Mill), and Environment programs.

Prior to that, he worked for the US Forest Service for 17 years, the majority of which was with the Enterprise Program, serving in many positions from field surveyor to Executive Officer.

Shannon will be joining the Service Line Management area of the program. Shannon's start date is Monday, March 30. Welcome back, Shannon!

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.

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 at <https://www.fs.fed.us/enterprise/news-and-events.php>.