

Enterprise Program

Enterprising People

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DIRECTOR’S CORNER

DAN MCKEAGUE, ENTERPRISE PROGRAM ASSISTANT DIRECTOR

Change, at its root, is simply the act of becoming different. Adaptation is the process by which something becomes better suited to its environment. As I reflect on our organization’s change and adaptation, I think about the ways in which people and organizations can all be in different environments while still pursuing paths to success. I also think about the ways in which the decisions of individuals within a culture can create that environment.

At their most basic, these concepts connect to my personal experiences with different cultures. A little bit about me: I’m a first-generation American with parents from Cuba and New Zealand, and I grew up in the South. Strange, right? As a kid, I was constantly switching between three very different cultures with different ways of communicating, showing emotion, and demonstrating values. I learned some lessons about staying true to myself and some lessons about change. But more importantly, I learned that despite their differences, I was exposed to many of the same core values in each of those cultures. Inherently, I learned that different organizations or in this case, families and social networks, could change or be different and still find success and still hold the same values. I learned that I could change the structure I was living in while still finding success and still being myself.



McKeague family trip to the highlands of Ecuador.

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(Article continued from the previous page) I came to the Enterprise Program on March 30 of this year. I joined our team for the same reasons as many Enterprisers: I had an interest in joining an innovative and enterprising culture, leading talented teams, engaging in complex challenges, and in following my own sense of adventure. My expectations for each of those has been exceeded in all of my experiences so far. Even better, I have yet to see those elements of our culture be threatened by our response to COVID-19 or by upcoming changes under budget modernization. I don't say that to minimize the very real impacts to our work. In one sense, we are clearly stepping away from the history of the Enterprise Program. But in another, we are keeping the same course by continuing to adapt to organizational change and making the choices that allow us to continue to operate at the tip of the spear. This should sound familiar: We are changing the structure we are living in, but we are still finding success and still being ourselves.

The Enterprise Program is adapting to upcoming changes to our structure and changes under COVID-19. But I think it is possible for us to go beyond just adapting. I have a favorite quote from Mary Parker Follett, an early pioneer in the study of organizational behavior, "Anticipating means more than forecasting or predicting. It means far more than meeting the next situation; it means making the next situation." I understand this to mean that we must do more than adapt to those changes; we must be proactive to the point of shaping the environment we work in. As a kid bouncing between the frequent changes of experiencing different cultures, I learned that I didn't have to simply conform to whichever space I was operating within. Instead, I was a part of each of those cultures, and my behavior and decisions created a new environment in each place.

This summer, that will take the form of creating an environment in which we can still work safely under COVID-19 and where we can meet our goals under a new governance model. We will be successful, not despite the changes around us, but because of those changes and the decisions we make to create our new culture. I'm looking forward to "making the next situation" with you. ■

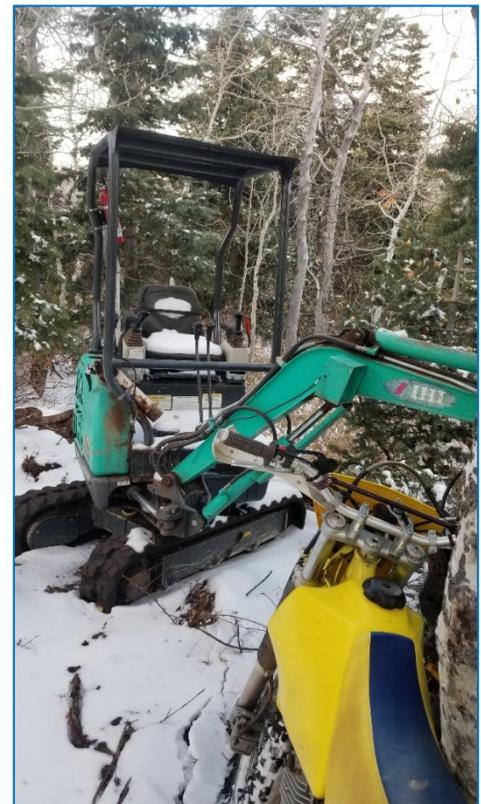
TRAIL CONSTRUCTION AFTER THE POLE CREEK FIRE ON UINTA-WASATCH-CACHE NATIONAL FOREST

SCOTT JOHNSON, ENTERPRISE PROGRAM NATURAL RESOURCE SPECIALIST -TRAILS

The Uinta-Wasatch-Cache National Forest, Spanish Fork Ranger District near Nephi, Utah, employed the Enterprise Program trail crew to design, lay out, and construct about 6.5 miles of the Summit Trail. The trail was damaged beyond repair from the 2018 Pole Creek Fire when 50% of the trail was bulldozed as a fire line.



A new reroute of Summit Trail #113 cut by Enterprise trail crew member Sean Gwin.



In September 2019, the Enterprise trail crew hiked the entire 6 miles of the ridgeline trail to evaluate its condition and identify sections suitable for rerouting. Six reroutes were identified, ranging from 0.3 to 3.25 miles on the trail, which supports multiple uses. The reroutes were constructed using the Spanish Fork Ranger District's trail dozer, truck, equipment trailer, and motorcycles. During construction, the trail crew was challenged with miles of extremely thick scrub oak and rock veins. District recreation staff also worked alongside the trail crew as part of their annual all-recreation work party, which

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(Article continued from the previous page) provided extra support and filled the day with camaraderie. The Summit Trail was fully restored with improved drainage on sustainable grades that can accommodate equestrians, motorcyclists, hikers, and bicyclists and is heavily used during hunting season. Acknowledgments to Sean Gwin, Scott Johnson, Rick Pinson, and Kevin Klinefelter for their trail expertise and perseverance on getting the project completed in such tight timeframes with many barriers at play (e.g., heavy scrub oak and rock veins). ■

MADERA SUGAR PINE COMPANY RAILROAD LOGGING SYSTEM

ROBYN MORRIS, ENTERPRISE ARCHAEOLOGIST

The Madera Sugar Pine Company Railroad Logging System covers a large amount of the Sierra National Forest. When Enterprise began planning NEPA efforts for a forest-wide prescribed fire project, the forest recognized that getting a better understanding of the current state of the complex historic railroad would help managers know how to implement prescribed fire best. Enterprise archaeologist Adam Crowther and Enterprise crew surveyed the field recording portions of the railroad that had yet to be recorded. At the same time, Dan O’Toole, Enterprise historian, prepared a document outlining why the site was eligible and which portions contributed to its eligibility. The railroad is a unique part of forest history as it was part of the industrialization of logging at the turn of the 20th century until the 1930s. This narrow-gauge railroad system included the region’s first steam locomotive (“Old Betsy”), steam-powered Shay railroad engines, early steam donkeys, a 54-mile V-flume, and some of the first instances of high-lead logging in the region. Thanks to Enterprise efforts, the contributing portions of the railroad system will be protected in a way that allows prescribed fire to be implemented at a much greater scale on the forest while protecting important cultural resources. ■



A Madera Sugar Pine Company Railroad steam donkey with taut mainline pulls trees down a chute. Photo credit: Harry Pidgeon (photo #333 is part of a collection housed at the Special Collections Branch of the Henry Madden Library of California State University, Fresno).



Adam Crowther (left) and Dan O’Toole stand before a remnant section of a V-flume at the Fresno Flats Historic Village. Photo credit: Ken Machoian, Fresno Flats Museum and Park, Sierra Historical Sites Association.

DAVID FOTHERGILL, ENTERPRISE LANDSCAPE ARCHITECT AND RECREATION PLANNER



Continental Divide Trail near Rogers Pass on the Helena-Lewis and Clark National Forest.

The Forest Service Scenery Management System is the agency’s latest science in fulfilling its legal requirement for managing scenic resources. At the foundation of the Scenery Management System is the notion of “scenic character,” defined as the physical, biological, and cultural images that give an area its scenic identity and contributes to its sense of place. Ecological classifications, such as ecological site descriptions discussed in the last issue of *Enterprising People*, are the starting point for mapping scenic character. A scenic character description is a narrative that articulates the attributes that make a landscape unique and identifiable. Scenic character descriptions are the frame of reference for the inventory, planning, and analysis of scenic resources.

In 1968, Congress enacted the National Trails System Act, which established national scenic trails: Extended trails so located as to provide for maximum outdoor recreation

potential and for the conservation and enjoyment of the nationally significant scenic, historic, natural, or cultural qualities of the areas through which such trails may pass. National scenic trails may be located so as to represent desert, marsh, grassland, mountain, canyon, river, forest, and other areas, as well as landforms which exhibit significant characteristics of the physiographic regions of the Nation. Congress amended the Act in 1978 to include the Continental Divide National Scenic Trail. The Continental Divide Trail traverses the United States 3,100 miles across the spine of the Rocky Mountains from the Canadian to the Mexican borders. It is one of eleven national scenic trails. The Forest Service is the Continental Divide Trail’s administering agency, one of five national scenic trails administered by the agency.

Successful land management planning is predicated on the stratification of the landscape into meaningful landscape units. Enterprise Program landscape architects David Fothergill and Nicole Hill are working on a project to develop scenic character descriptions for the Continental Divide Trail. The scenic character descriptions will provide a spatial framework for how the Forest Service fulfills its requirement to administer and manage the trail. The project dovetails with the “National Strategy for a Sustainable Trail System’s” areas of action: relevancy, sustainable systems, agency processes and culture, and information. The project is an example of how the Enterprise Program is able to work across scales and operationalize the most up-to-date Forest Service policy and guidance to effectively help the agency achieve its mission. ■



Beargrass in bloom on the Continental Divide Trail at Flesher Pass, Helena-Lewis and Clark National Forest.

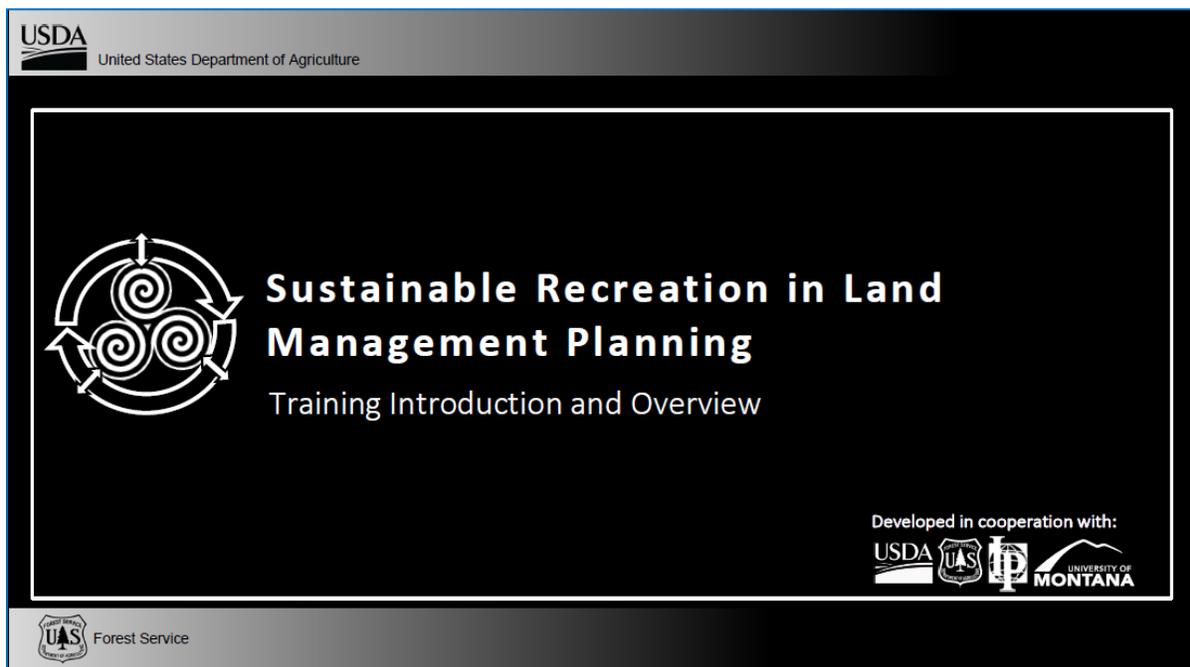
NICOLE R. HILL, ENTERPRISE LANDSCAPE ARCHITECT AND RECREATION PLANNER

Planning staff now have access to “Sustainable Recreation in Land Management Planning” training collaboratively developed by the Forest Service, International Programs, and the University of Montana. The training development team drew from expertise in recreation planning, social science, economics, forest planning, landscape architecture, and NEPA. The training is designed for recreation practitioners, planners, and interdisciplinary team members with land management planning responsibilities to ensure 2012 Planning Rule requirements for sustainable recreation are addressed, integrated, and lead to desired outcomes. Enterprise Program landscape architect and recreation planner Nicole Hill contributed to training content and the development of training modules focused on the Recreation Opportunity Spectrum and Scenery Management System.

Although the Forest Service has been managing recreation settings and scenery since the 1970s, the 2012 Planning Rule has new requirements to provide for sustainable recreation. The 2012 Planning Rule defines sustainable recreation as the set of recreation settings and opportunities on the National Forest System that is ecologically, economically, and socially sustainable for present and future generations. Sustainable recreation includes recreation settings, opportunities, access, and scenic character.

Public affairs specialist Paul Meznarich and natural resource specialist Zachary Wallace completed 508 remediation for the training modules. Communications specialist Peggy Wilson brought graphic design expertise to key graphics and training slide layouts. Communications staff will continue to prepare the modules for AgLearn over the next few months.

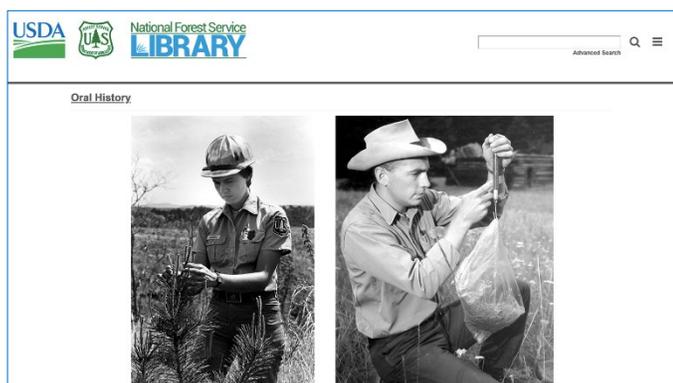
Several Enterprise projects in the last few years laid the foundation for the training development. Landscape architects Jan Spencer and Nicole Hill wrote National Scenery Management System inventory mapping protocols. Nicole Hill revised national Recreation Opportunity Spectrum inventory mapping protocols for both summer and winter seasons. The mapping protocols include detailed instructions for completing inventories prior to plan revision and tools to assist planning team members and GIS specialists. GIS specialist Michelle Hawks brought modeling and scripting expertise to develop a GIS model that complements the Recreation Opportunity Spectrum mapping protocols. Multiple Enterprise specialists from the recreation and landscape architecture supervisory pods contributed valuable reviews and lessons learned in all these efforts. ■



FOREST SERVICE RETIREE ORAL HISTORY COLLECTION

LEIGHTON QUARLES, ENTERPRISE HISTORIAN

Delivering benefits to the public and sustaining our nation's national forests and grasslands just got a little easier. Enterprise historians Leighton Quarles and Rachel Kline, along with National Forest Service Library technical information specialist Crystal Falconer, have developed the first agency-curated Forest Service Oral History Collection in cooperation with the Washington Office's History Program and the National Forest Service Library. Over the last several years, Forest Service employees and university cooperating personnel have worked to capture oral histories detailing the life experiences and valuable contributions of Forest Service retirees. Interviewers have collected scores of hours of material from triennial retirees' reunions at Vail, Colorado in 2012, Albuquerque, New Mexico in 2015, and Asheville, North Carolina in 2018. These interviews provide a valuable cross-section of experience and social history of Forest Service retirees from all levels and parts of the country. Some of the themes the interviews explore are the evolution of professional management, incorporating environmental legislation into forestry, and the critical development of a Forest Service culture that is inclusive to all persons. Enterprise facilitated the final step to making these valuable interviews, and many more to come, available, not just to local units, but to the entire Forest Service and the American public. The fully word-searchable Oral History Collection is hosted by the National Forest Service Library, where audiences can review both audio and transcriptions of the interviews. Enterprise will continue to assist in curating the site and adding more oral histories as they become available. Visit the site at <https://nfsli.contentdm.oclc.org/digital/collection/p17053coll8>. ■



Screenshot of National Forest Service Library website.



Naomi Gerakios interviews Win Green in October 2012 during a Forest Service retiree reunion in Vail, Colorado.



Vail, Colorado was one of three retiree reunion sites where oral history interviews were conducted.

COVID-19 TRAINING TURNAROUND

FREDERICK (AUGUST) WRIGHT AND DAWN KOERBER, ENTERPRISE TIMBER SERVICES REPRESENTATIVES

Days after the March travel pause because of the COVID-19 pandemic, Enterprise Program Timber Services representatives (timber managers, project managers, supervisors, crew members, and service line manager) met in groups to brainstorm options for gainful employment, training, and local travel tasks that could be safely done during the first phase of shelter-in-place. Shortly thereafter, Timber Services employees were busy completing various office tasks, mandatory AgLearn trainings, or other professional development training. This quick pivot also produced updates of safety documents, project operating procedures, equipment inventories, and maintenance spreadsheets. Following suggestions provided by employees, an Enterprise training cadre consisting of representatives from several supervisory groups (Timber Services, Ecosystems, Communications, Public Services, Projects and Planning) and partners began to retrofit in-person trainings to work within the now-mandatory virtual environment.

Led by Enterprise timber training coordinator Jeff Halbrook, Enterprise instructors Michael Salazar, Emma Vakili, Gary Scott, Ted Frank, Becky Riegle, and Rachel Kline; in-service agreement representatives Lisa Ball and Chris Bielecki; and ACES employee Bob Rich developed virtual-format trainings and began weekly offerings of timber-focused courses: R9 Qualified Cruiser training, Basic Timber Sale Prep, Logging and Roads Institute 100 and 101 trainings, ArcGIS Online Collector training, TwoTrails Mapping Program training, and a Train-the-Trainer FSCruiser Suite seminar. Additionally, the Enterprise timber sale administration group, led by Robert Guebard with fellow instructors Amanda Rogers, K'Lynne Weldon, and Ryan Pederson, taught a Timber Contract Administration course. Communications representatives Alexis Waldron and Tiffany Totten provided wonderful content-design modification and logistical design/Adobe Connect support throughout training development and delivery, respectively.

Within only two months and about 20 sessions with at least four additional trainings planned in late May and June 2020, these virtual trainings will have been provided to well over 1,000 Forest Service employees from every region and Enterprise.

These amazing results are a testament to the skill and hard-working, get-it-done ethos of Enterprise and partner instructors and training supporters, providing an excellent virtual training program in such a condensed timeframe. Bravo and kudos to all! ■

ENTERPRISE TEAM'S NEW SPECIALIST ANALYSIS TEMPLATE FOR EA SELECTED FOR AGENCY-WIDE USE

LYNETTE MILLER, ENTERPRISE ENVIRONMENTAL COORDINATOR

In 2019, the team of resource specialists, environmental coordinators, and writer-editors met to develop a new template for resource specialists' analyses for environmental assessments in alignment with the agency's Environmental Analysis and Decision Making initiative. Our goal was to create a template that provided sufficient documentation to meet law, regulation, and policy, walk specialists through the analysis process, and remain concise and focused on the issues and relevant information to be used directly in an environmental assessment without producing a full "specialist report" and requiring an additional summary for the assessment. The team produced the original template in winter 2019 and rolled it out in presentations throughout Enterprise and encouraged its use by Enterprise and client team members for environmental assessments.

In August 2019, we solicited feedback from Enterprise staff who had used the template on projects. The team then reconvened in December to discuss and incorporate feedback from within Enterprise as well as EMC staff into a newer version of the template. I led the team, which was comprised of the following core team members with additional help from others: Mike McNamara, Katherine Malengo, Stephanie Valentine, Angela Gatto, Ray Rivera, Bruce Davidson, Chad Hermandorfer, Judy York, Bart Lander, Shanna Kleinsmith, Matt Shaffer, Rachel Lipsky, Joe David, and Jennie O'Connor Card. It was an iterative process, with much debate and discussion of law, regulation, and policy, while incorporating interdisciplinary input from various resource specialists, environmental coordinators, writer-editors, and clients. Kathy Schnider then transformed the team's product into a 508-compliant, user-friendly template. The template is now in use throughout Enterprise, and it has also been implemented by many of our clients across the nation for specialist analyses for environmental assessments.

In April 2020, EMC hosted a workshop to review tools and best practices gathered from throughout the agency and to identify a few to share out and support nationally. The tool that was selected to best support environmental analysis was this specialist analysis template that we developed. The EMC workshop reviewers reported that they appreciated the format, all the specific instructions and prompts, and the focus on key requirements, as well as the intention that it can feed into an environmental assessment (vs. a separate specialist report). They saw it as a complete tool that needed little to no additional work to be ready for national use. They are planning to incorporate it into the Advanced Effects Analysis training curriculum, as well as make it a tool supported and available for national use. Interested in using the template or sharing it with your clients? It's available [here](#) on the Enterprise Writer-Editor SharePoint page. ■

ENTERPRISERS ON THE MOVE

WELCOME, TONJA OPPERMAN



Tonja is excited to start a new chapter of her career with the Enterprise Program and looks forward to getting to know her new EP colleagues and everyone in the Fire, Fuels, and Safety group. Tonja earned a bachelor's degree in Forestry from Michigan Tech and a master's degree in Forest Science from Yale University. Tonja has worked primarily in the western United States in fuels, helitack, search and rescue, fire management, fire planning, and fire ecology positions for the Forest Service and the National Park Service, and she worked in New Zealand for a year as a fire research scientist. Tonja has been the co-chair for *S-495: Geospatial Fire Analysis, Interpretation, and Application* since 2008, developing fire behavior modeling course materials for Long-Term Analysts and rostered with a Northern Rockies IMT as an LTAN. Since 2009, Tonja has been a fire applications specialist for the Wildland Fire Management RD&A (WO-FAM, S&P Forestry), providing virtual and in-person decision support for fires nationwide, working on risk management, and developing WFDSS NextGen fire management software. Tonja lives near Yellowstone National Park in Gardiner, Montana.

WELCOME, KAREN HARDY



Karen began her Forest Service career as a seasonal firefighter in 1998 on the Lolo National Forest. As a fire apprentice, she gained experience with Fire and Fuels programs, as well as the unique field experience that a district brings. In 2005, she transitioned from the field to administrative support services, including micro-purchasing and acquisition management. She most recently served as the records, directives, and forms manager for the Northern Region. She enjoys connecting with programs and is always looking for creative ways to keep administrative systems and functions moving forward. Karen graduated from the University of Montana with a bachelor's degree in Resource Conservation. Most of her time is spent enjoying the outdoors with her husband and two daughters under the big sky in Missoula, Montana. Karen has joined Enterprise as the supervisory program analyst.

WELCOME, ELIZABETH CASSELLI



Elizabeth Casselli began her career with the Bitterroot National Forest as a trainee. Since then, she has worked for the Flathead, Lolo, Helena, Lewis and Clark, and Custer National Forests in Montana, the Dakota Prairie Grassland in North Dakota, and the Chugach National Forest in Alaska. In these beautiful places, she worked as a landscape architect, recreation program manager, trails program manager, the director of the Lewis and Clark National Historic Trail Interpretive Center, and, most recently, as a recreation specialist for a Forest Plan Revision team. Elizabeth is a Montana native and a farm girl. Her parents were secondary education teachers and farmers/ranchers, and she grew up believing that hard work and personal development are very important. She has been married to her husband, John (also Forest Service), for 23 years. They have a beautiful 16-year-old daughter who is the center of their world and keeps them extremely busy! When not busy at work, farm, or the school, Elizabeth enjoys kayaking, camping, hiking, and fishing. She also spends a lot of time birdwatching and gardening. Elizabeth is on a 120-day detail with Enterprise as the supervisor for recreation planners and landscape architects within Public Services.

WELCOME, CHRIS SACK



Chris Sack comes to Enterprise from the Fort Campbell Army Garrison in Tennessee and Kentucky, where he had been a forestry technician for about 3 years. Chris splits his time there between timber sale administration, timber sale preparation, invasive species management, wildland fire, and heavy equipment operations. Prior to that, he worked on the Pike, Wayne, and Mark Twain National Forests doing mostly sale prep work. Chris recently moved to northern Illinois, to be closer to where he grew up and to be near family. His hobbies include fishing, camping, and hiking.

WELCOME, Emily Stoddard



Emily is serving a 120-day detail with Business Operations to assist in auditing and reconciling external agreements and comes to Enterprise from the Southwestern Region's grants and agreements organization. After completing a fellowship appointment that began in 2009 with the State Department and included stints at the International Joint Commission and the Forest Service, she permanently joined the agency in 2011. Initially working as a planning specialist in forest plan revision and public coordination on the Coconino National Forest, in 2014, Emily became a certified grants management specialist and took over management of the forest's busy grants and agreements program. She has since transitioned to serve as a regional resource in the Southwestern Region's newly centralized grants and agreement organization. Emily holds a bachelor's degree from Texas A&M University in International Studies and English literature and a master's degree from the University of Denver in International Administration with emphases in environmental policy and conflict resolution. She recently relocated to her childhood stomping grounds in beautiful northern Wisconsin with her husband, Shad, and their puppy, Fiona, and all three have loved exploring their new home! She's thrilled to have this opportunity to work with and learn from the talented people within Enterprise!

WELCOME, CHRIS LUNDGREEN



Chris "Chud" Lundgreen comes to the Enterprise Engineering Group from the Northern Region, where he currently serves as the regional geotechnical, materials, and pavements engineer. He has both a bachelor's degree in Civil Engineering and a master's degree in Civil Engineering with a geotechnical and materials engineering emphasis. He is registered as a professional engineer with the state of Montana. Chud started his career with the Forest Service as a summer seasonal in 2006 with the Uinta National Forest while he was an engineering student. He worked as a student civil engineer, inspecting public works projects and facilities. In 2008, he accepted a seasonal student geotechnical engineer position in the Northern Region in Missoula, Montana. In 2010, he became a full-time employee as a geotechnical and pavements engineer in the Regional Office. It was his time working on soils and road problems in the Northern Region that he realized his love of "playing in the dirt." This was the motivating factor for him pursuing further education. Chud has worked on a variety of geotechnical and materials projects, including slope stability investigation/analysis, foundation investigation, retaining wall design/analysis, aggregate materials, subsurface drainage, bituminous materials, paved and unpaved road asset management, and construction technical assistance for geotechnical and materials focused projects. He has also provided geotechnical- and materials-related trainings to in-house engineering and other staffs. He and his wife have four children. When he is not working and enjoying the outdoors, Chud likes to hike, build computers, and learn programming with his children.

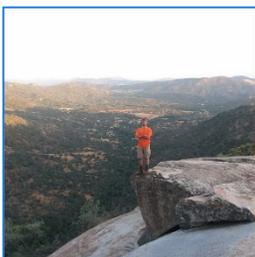
WELCOME, CHAD MORRIS



Chad Morris is a civil engineer that lives in Rolla, Missouri, with his wife (Shelley) and three kids, Elijah (18), Gracie (16), and Tanner (10). The Morris family enjoys camping and kayaking on Missouri's beautiful spring-fed rivers. In addition to having a bachelor's degree in Civil Engineering, Chad has a master's degree in Operations Research/Management Science. This unique combination allows for enhanced methods of decision analysis, optimization, analysis-of-alternative, cost engineering, and risk analysis to be applied to projects even outside of typical engineering projects. Prior to working for Enterprise, Chad spent 2-years working for the Region 9 Technical Service team as a dam and streams engineer, mainly performing hydraulic and hydrologic modeling to support dam hazard assessments and large wood stream projects. During this period, Chad had mentorship in-stream analysis by Bob Gubernick. Before working for the Forest Service, Chad worked for the Department of the Army, performing prototype experimentation using design of experiments methodology in conjunction with decision analysis and human factors techniques to assess value-added of emerging technology.

ENTERPRISERS ON THE MOVE

WELCOME, CHRISTIAN VELASQUEZ



Christian Velasquez has been a temporary seasonal in timber sale preparation with Jan Hopkins' crew for the last 4 years, recently accepting the permanent project lead with August Wright. Christian's appreciation for forestry and wildland resources stems from growing up in southern California at the foot of the San Gabriel Mountains. From the palms to the pines, he has always loved to be outside. He spends most of his personal time with a skateboard or a climbing rope on a cliff face. From Sacramento to San Bernardino, Santee to Tecate, in between field tours, you will find Christian out and about, searching for new climbs, hills, skate spots, and the like. Christian looks forward to hearing from all of you and your experiences within Enterprise.

LENGTH OF SERVICE ANNIVERSARIES

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 are delighted to recognize our Enterprise Program employees' length of service milestones below:

RAUL MELGAR-SMITH- **5 years**

BRADLEY ECKERT- **20 years**

CAITLIN STARK- **5 years**

BILL OVERLAND- **25 years**

JENA RIZZI- **5 years**

SUSAN SOVA- **30 years**

MECKENZIE HELMANDOLLAR-POWELL- **10 years**

PAMELA PELLEGRINI- **35 years**

Thank you for your service!

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 and provide comments or questions by emailing the newsletter editor Richard Parker at richard.d.parker@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>.