



# Enterprise Program

*Enterprising People*

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## DIRECTOR'S CORNER - *NOTEWORTHY OBSERVATIONS FROM EP LEADERSHIP*

CHRIS FEUTRIER, ENTERPRISE PROGRAM DEPUTY DIRECTOR

As field season ramps up, I have been able to get out from behind the desk and out to field units where I've been lucky enough to meet some fellow Enterprisers in person. In Missoula, I was able to meet the Enterprise Program's powerhouse group of Ecosystem Coordinators, Project Managers, Writer-Editors and emNEPA specialists that represent two of our larger supervisory pods that are delivering on Forest Planning and other EADM related services nationwide.

I was really struck by the power of this group, how closely they work together and for the first time, the power of our networked intelligence in our One-Enterprise model really jumped out at me. As I listened to this enthusiastic and intelligent group talk together about all that is going right in their world, I think one of the E.C.'s put it best when they said that when a Forest or Region hires her to do a job, they aren't just getting what is in her brain, they are getting a highly synergistic, networked group of 20+ Ecosystem Coordinators. They then went on to describe how tapping into that group intelligence is as simple as sending out an email or lync, or picking up the phone, and that effort was then met with a cascade of creative solutions, options, ideas and previous experiences to help solve the problem of the day.

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(Article continued from previous page) WOW! Seems so obvious to me now in retrospect, but that kind of opportunity for networked intelligence is all over Enterprise. From our dynamic engineers, to our rec planners and landscape architects, to our specialists across every discipline!

Since the eye opening Missoula trip in my backyard, I headed down to Boise where I was able to participate for a couple of days in the Timber field orientation kick off meeting. What a joy it was for me to see these hardworking Timber Hotshots who spend 15 days on and 6 days off going all around the country laying out units and marking timber. It was a great reminder to me that some of the best things in this Agency often happen on the ground. These Enterprise Crews marked 5% of all the timber marked in the Agency last year, I wonder what they'll accomplish in this one!?! The eagerness and professionalism of these crews as well as the exceptional field and operational leadership of our Timber group is really impressive to see in person, and I hope you all get the chance to someday. I'm tremendously proud of their efforts.

I want to rave here about the newly emerging services in education and training that we are working on with the recently established Work Environment and Performance Office and the cutting edge work in Fire and Fuels. I also need to mention that Engineering is knocking home runs so far out of the park in almost every region of the country that I... Well really, I could just go on and on about the great work that is being done in the field and in the offices across the EP program every day. As we get our running, passing and dribbling down in One-Enterprise, increasingly I'm seeing teams get to that next level of synergy that can only come as a result of quality relationships and unity of purpose.

Across Enterprise, I see that we are continuing the good work of tearing down boundaries and setting up relationships both internally and externally, and depending on our relationships in whole new ways. We are increasingly benefitting from our interdependence and finding new ways that we can fit together to add strength, value and capacity to the whole.

What does true synergy across the entire program really look like? I think we are starting to get a taste of that in various areas, and it is exciting to me. If we can build on and pair that kind of group synergy with an essential humility as individuals so that we can truly listen and grow, then I'm confident that we can make space for the ideas of tomorrow to fully emerge. Delivering reliably to the Agency on big bold ideas is what initially made the individual Enterprise units great, and now that we are beginning to see the emergent strength of the whole, this sure is becoming an exciting place to come to work each day. Thank you for all of your hard work and for taking care of yourselves and each other. ■



## KAIBAB PLATEAU ECOLOGICAL RESTORATION PROJECT

KATHERINE MALENGO, EP WILDLIFE BIOLOGIST

The Kaibab Plateau Ecological Restoration Project, located on the North Kaibab Ranger District of the Kaibab National Forest, is a landscape-level project to help sustain national forests and grasslands by reducing the threat of uncharacteristic high-intensity wildfire and restoring fire resilient conditions to the Kaibab Plateau. The project includes several elements to streamline the National Environmental Policy Act process. The project was designed without timber harvest to avoid controversy and, consistent with Environmental Assessment and Decision Making principles, includes efficiencies such as focusing analysis on issues, writing directly to the environmental assessment for some resources, and using the new Enterprise Program specialist analysis template.

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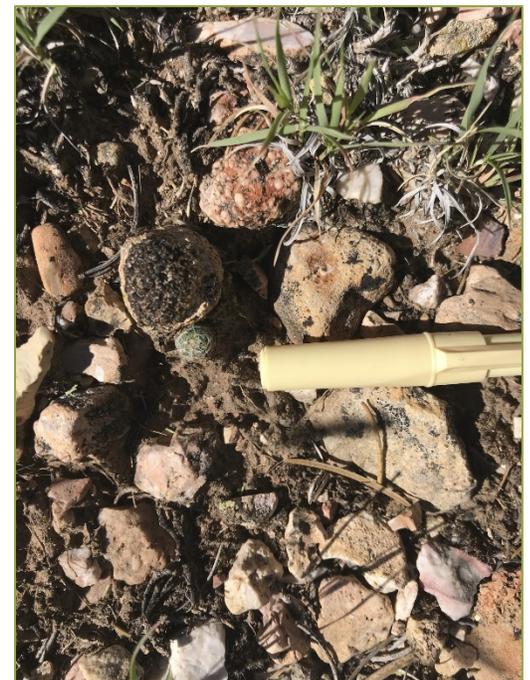
*Photos include a distance shot of the Kaibab Plateau with ponderosa pine likely have fire applied aerially; the DeMotte meadow complex (on the Kaibab Plateau surrounded by mixed conifer); a pediocactus with pen cap for scale; and before and after shots of ponderosa pine (with aspen) treatments, similar to untreated/treated for our project.*



(Article continued from previous page) The client was explained why analysis for some resources appears more limited than what they are used to. The use of design features to prevent significant impacts to resources, including those unique to the area such as Fickeisen plains cactus (*Pediocactus peeblesianus fickeiseniae*) and Kaibab Plains cactus (*Pediocactus paradinei*), biotic soils, montane meadow complexes, and biological soil crusts, a highly specialized community of cyanobacteria, mosses, and lichens was emphasized.

A Geographic Information Systems implementation tool is being developed to spatially tie design features to the project area to assist with project implementation. This project will be monitored as part of larger-scale forest plan monitoring plan being developed collaboratively with stakeholders to monitor projects across the Kaibab National Forest.

The Enterprise Program is striving to save the Kaibab National Forest roughly 20 percent over initial estimated costs for this project through the use of these efficiencies and intends for the project to act as a model for future landscape-level restoration projects. ■



## COMMUNICATIONS SERVICE LINE – OCPA PROJECT

CLAY COLEMAN, EP PROJECT MANAGER

The Enterprise Program (EP) executed an agreement with the Washington Office, Office of Communications (OC), in October of 2017. Working closely with Katie O'Connor, Director, OC, EP embarked on a fantastic journey to modernize the OC's professional development program.

The client tasked EP with rewriting the Public Affairs Professional Development Guide, a guide that had been revised three times in the previous 30 years (1985, 1992 and 2000). In discussions with Katie and her focus group, it became apparent there was genuine interest in developing a revision that would capture the true importance and multiple roles of public affairs professionals throughout the Forest Service. Public affairs professionals do amazing work across the agency ranging from maintaining social media and web sites with current information for the public, to serving as staff officers on forest leadership teams, providing forest supervisors with critical, sensitive and strategic information. Developing a professional development guide that captured the full spectrum of this work was a key objective for the client.

Based on the identified need via the client, EP resources jumped into action and began developing a more modern guide. The first step was to identify and develop the core competencies that defined the key roles and responsibilities of public affairs professionals. Next, EP developed new grade banding tables which aligned with several current public affairs position descriptions. Finally, EP revamped the skills assessment to ensure the appropriate knowledge, skills and abilities were included and changed the rating scale to allow for more meaningful outputs. The skills assessment has been included in all previous professional development guides and has always been completed by hand (hard copy). EP worked with technical resources and provided the client with a digital version of the skills assessment on their SharePoint site. This enhancement will allow the program to collect data from the skills assessment results, perform analysis, and provide metrics for the entire public affairs community.

The project was a resounding success and the client was super excited, especially with the new digital skills assessment. The results of EP's work will positively serve the public affairs community for years to come. Several EP resources contributed to the success of this project including a project manager, three writer-editors, one graphics specialist, and an IT technician. Thank you all for a job well done! ■

## THE MANY FACES OF SACRIFICE IN FIELD WORK

JUSTIN MOSCHELLE, EP SUPERVISORY ARCHEOLOGIST



*Standing at the airport again, where many “See you later’s” have been said. This time would be different, there was an address and telephone number, plus paperwork with instructions to keep them in a safe place just in case. We whispered the same three phrases, I love you, stay safe, and see you later. We hug again, only this time, the hug was tighter, we whispered to our loved ones, this time it’s “see you sooner”, that way the time will go faster. We hug again and say “See you soon”.*

*This is just a small token of appreciation to our field staff and what they have to go through every time they have to step into the line of duty. Most people do not really understand, the birthdays, anniversaries, holidays, funerals, children’s school activities, children’s activities in general (walking, talking for the first time) missed, purely based off of what we as professionals have signed up to do. Not to mention the joy our families have missed out on because we were on an assignment. ■*

## SHOUT OUTS

TRACY FIDLER, EP PUBLIC AFFAIRS SPECIALIST

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*... Thanks for this information. It prompted me to reach out to you to share some feedback on one of your staff, **Tracy Fidler**. I just want you to know how incredible she is both as a facilitator, project manager and leadership coach. Her support makes me a better leader and significantly contributes to our ability to achieve our mission results. Just wanted to share the feedback. Thanks for all your team does!*

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THEODORE (TED) H. GUTMAN, ESQ.  
NATIONAL DIRECTOR  
FOREST SERVICE  
OFFICE OF CIVIL RIGHTS  
OFFICE OF THE CHIEF

BRIAN BAIR, EP WATERSHED RESTORATION PROJECTS LEAD & CAMILO ARIAS, EP HYDROLOGIST

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*Aloha **Brian** and **Camilo**, I am writing to express sincere thanks for the way you handled the presentation at Heeia. Professional. Respectful. Inclusive. But what stood out was the customer service focus that you both demonstrated. As you presented detailed technical information, you both never strayed from that customer focus principle. Incorporating and explaining how the comments from the audience would fit into the modeling work showed you were listening and using the input provided. Surveying the participants I could sense they were comfortable with your style and impressed with the information. Again, thank you for representing the Enterprise Program and the US Forest Service so well.*

*I look forward to the community workshop as a next step... In the islands, it is a community effort. We all rise together. Mahalo for adding your talents.*

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JODI CHEW  
PACIFIC ISLAND LIAISON  
FOREST SERVICE  
PACIFIC SOUTHWEST REGION

JUDY YORK, RETIRING EP WRITER-EDITOR

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*I would like to give a shout out to **Judy York**, she is the opposite of a retiring government employee cliché. Instead of “checking out” she is providing us all tools into the future. It would be great if every person that retires had to give a few presentations to their peer group that imparts some of their institutional knowledge that they think everyone may not know. I for one use words on a daily basis, but I learned so much in the Words Basics Training. Due to the lack of muting, I was able to hear another exclaim “I did not know that”. In the end, I don’t know if all Enterprisers will have taken at least one of Judy’s courses, but fortunately the videos are there and they will all be able to do so long after she retires.*

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ANGELA GATTO  
WILDLIFE BIOLOGIST  
FOREST SERVICE  
WO ENTERPRISE PROGRAM

## ENTERPRISE PROGRAM SILVICULTURE GROUP TRAINS IN BEMIDJI, MINNESOTA

BRAD ECKERT, EP SILVICULTURE GROUP SUPERVISOR

Most of the Enterprise Program Silviculture Group traveled to Bemidji, Minnesota and spent the week of May 20-25, 2019 attending the USDA Forest Service National Silviculture Workshop (NSW) and Collector training. The NSW theme was Forest Management-Research Partnerships. This workshop brought together field foresters and research scientists from Research and Development and universities to share information on how forest management-research partnerships have promoted effective decision making on National Forest System lands.

In addition to seminars and break-out sessions, the training included a field tour on the Chippewa National Forest and Cutfoot Experimental Forest, plus a field tour of the PotlatchDeltic stud mill. The workshop provided the opportunity not only to learn the presented material, but also for the group to meet each other and other silviculturists and researchers from around the country. The participants enjoyed talking in person with existing and potential partners about ongoing and future projects and appreciated the chance to build these relationships.

During the last full day in Minnesota, the participants dug deep into maximizing the use of Collector on iPads with the help of Bethany Crenshaw, a Geospatial Trainer with the NFS-WO, Engineering & Geometronics Service Center. The hands on training was invaluable.

Last but not least, Bemidji, which is not only the town near where the Mississippi River begins, but also the home of Paul Bunyan and Babe (his blue ox), was enjoyed by the participants. With that, thanks to all who helped make the week a success— until next time! ■



*From top left to bottom right, pictured: Brad Eckert, Paul Weese, Tom Lowell, Crystal Perez-Gonzalez, Chris Griffith, Erin Hooten, Ted Frank, Chuck Cutter, and Matt Littrell at the Chippewa National Forest Supervisor's Office.*

*Photographer: Bethany Crenshaw*

ENTERPRISER DINNER IN ALBUQUERQUE



*There was a group of Enterprise employees from biology field ops, communications, and forest planning and NEPA working in Albuquerque for the week. We all met for dinner at the El Pinto restaurant in Albuquerque and had a great time!*

WELCOME, SIMON!



*Simon Rae Handler was born at 12:36 am on Saturday, June 22<sup>nd</sup> (a little bit early). He was 5 pounds and 18 inches.*

*Congratulations Christine and family!*

FROM MOUNTAIN TIME TO PACIFIC TIME – AMANDA WRIGHT

*I've moved from Heber City, Utah to Zillah, Washington with my two kids. Here's a photo of myself, my kids, Adalynn and Jace, as well as our new kittens Oreo and Jack, and our old dog Ruff Ruff at our new house in Zillah, Washington.*



## NATIONAL AND FUN OBSERVANCES

July	August	September
<i>National Picnic Month</i>	<i>American Adventures Month; National Shooting Sports Month; National Water Quality Month</i>	<i>Disability Awareness Month; National Preparedness Month</i>
July 1 – Smokey Bear Zip Code Day		Sept. 2 – Labor Day
July 4 – Independence Day	Aug. 2 – National Coloring Book Day	Sept. 11 – National Day of Service
July 9 – Senior Citizen Day	Aug. 9 – Smokey Bear’s 75th Birthday	Sept. 15-Oct. 15 – Hispanic Heritage Month
July 16 – Disability Awareness Day	Aug. 9 – International Day of World’s Indigenous People	Sept. 15 – Woodsy Owl’s Birthday
July 16 – World Snake Day	Aug. 11 – Gifford Pinchot’s 154th Birthday	Sept. 28 – National Hunting and Fishing Day
July 20 – National Moon Day	Aug. 30 – National Toasted Marshmallow Day	Sept. 28 – National Public Lands Day
July 20-28 – National Moth Week		
July 25 – Hire a Veteran Day		

## LENGTH OF SERVICE AWARDS

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

JOSE VIDAL – **5 years**

JEFFREY REBITZKE – **15 years**

ROBERT GUEBARD – **20 years**

MARIELLE PEDRO-BLACK – **5 years**

DON HELMBRECHT – **15 years**

JOHN SLOWN – **25 years**

JENNIFER WRIGHT – **10 years**

ALICIA REINER – **15 years**

TIFFANY NORMAN – **30 years**

ALLISON ATHERTON – **10 years**

KEVIN KLINEFELTER – **20 years**

REBECCA RIEGLE – **35 years**

Thank you for your service!

## ENTERPRISERS ON THE MOVE

### WELCOME, ROB WITMER



Rob Witmer will join Enterprise as a GS-13 GIS supervisor on August 19, 2019. Rob grew up in a small town in southern Pennsylvania and spent many happy hours hunting, fishing and climbing trees. First in his family to attend college, Rob explored career options with a wide variety of summer internships, including the USFS at the Cradle of Forestry in America. Rob developed a strong background in traditional forestry, but an inclination toward urban forestry and deep appreciation for technology that improves efficiency and decision making. Rob earned his Associate’s, Bachelor’s, and Master’s degree in Forestry at Penn State University, a Ph.D. in Horticulture from Virginia Tech, and completed a Post-Doc at the Academy of Natural Sciences of Philadelphia. Although involved in a number of his fellow students’ research, his own research focused on factors affecting growth, and water use of trees during nursery production and establishment in the landscape, and the ecology of invasive species. For the last 9 years, Rob has been the Director of the Office of Knowledge Management for Eastern Region State and Private Forestry S&PF) (formerly the Northeastern Area) Lead three groups; GIS, Sustainability & Planning and Application Development & Support. Rob is active with his family in supporting educational opportunities and is a member on the Lower Merion Shade Tree Commission.

## WELCOME, DAN O'TOOLE



Dan O'Toole has joined Enterprise as a historian. Dan has a passion for writing history and a varied background in different program areas, including Section 106 NHPA compliance, National Environmental Policy Act (NEPA), and international development. He has worked extensively in both the private sector and the Forest Service, writing historical contexts, land-use histories, cultural resource and paleontological inventories, determinations of effect, and tribal consultations.

He earned a master's degree in culture, environment, and sustainability with a focus on historical ecology. He has managed multiple landscape-scale NEPA projects, written and reviewed a number of environmental assessments, and thrives on new and interesting challenges. He is the author of a number of historical and scientific publications for the National Geographic Books Division, including chapters of *1000 Events that Shaped the World* (2008) and *Concise History of the World: An Illustrated Timeline* (2006). He currently resides in historic Taos, New Mexico.

## WELCOME, CRYSTAL PEREZ GONZALEZ



New to the U.S. Forest Service, Crystal Pérez-González has joined the Enterprise Program as a silviculturalist. After completing a study abroad at the Australian National University, Crystal earned her bachelor's degree in forest management with a minor in soil science from Oregon State University.

Prior to graduation, she sought forestry experience with private, state, and research at OSU. These experiences landed her a position with the Bureau of Land Management, where she worked in timber sale layout, logging systems, and silviculture. Her desire for challenge led to become the lead silviculturalist in the South River Resource Area, Roseburg District BLM, where she coordinated a large reforestation program, served on interdisciplinary teams, maintained a spatially complex treatment database, and wrote and implemented prescriptions. Crystal's love for travel brought about her change from brown pants to green.

## WELCOME, CHRISTINE BROWN



Christine Brown was selected as the LMSU Supervisor, beginning July 21, 2019. Christine was the Lands and Recreation Program Manager on the Chippewa National Forest in northern Minnesota for over 10 years. Her program oversight included Land Adjustments, Lands and Recreation Special Uses, Boundary Management, Recreation and Minerals.

She detailed twice in the Enterprise Program as the LMSU Supervisor, and once with the Eastern Regional Office as the recreation special use program manager. Prior to coming to the Forest Service, she spent nine years as a realty specialist for the State of Minnesota, Department of Natural Resources and for six years was a Right of Way Agent for a local County Highway Department. She started her career as a program assistant with Farm Service Agency in west central South Dakota. Christine has a passion for land adjustment work as well as lands and recreation special uses. Please welcome Christine Brown to EP permanently!

#### WELCOME, CHRISTOPHER GRIFFITH



Griffith grew up on a farm in Kansas and left in 2002 when he joined the US Air Force. After traveling the world and multiple deployments, Griffith left the Air Force in 2008 and started attending classes at Oklahoma State University (OSU). While at OSU, he had various summer jobs in both private and federal forestry. After completing his degree, he worked in Oklahoma and Arkansas in the private sector and have lived in Colorado, New Mexico, Missouri, and Utah during his time with the Forest Service.

In Griffith's spare time, he enjoys fly fishing, rafting, and camping with his wife, Caitlin.

#### WELCOME, TED FRANK



Ted has been a Forest Service employee since 2001 working as a Forester and achieved silviculturist certification in 2006. Most of Ted's career has been on the Ottawa National Forest as the South Zone Silviculturist and has also worked on the Chequamegon-Nicolet, Siuslaw and Allegheny National Forests.

Ted currently lives in Washburn, Wisconsin, alongside his wife Shirley, two children and four English setters. Ted mostly enjoys outdoor activities in the woods or on Lake Superior, but has come to appreciate hanging indoors during the winter months binge watching TV series and providing guitar lessons to his mildly receptive daughter and son.

#### WELCOME, ERIC HOOTEN



Erin Hooten joins the Enterprise Program as a silviculturist. She earned a Bachelor of Science degree in forest resource management from the University of Tennessee and attended Oregon State for a Master of Science degree in forest science with an emphasis in forest genetics. She began her forestry career in the southern Appalachian hardwood forests. Following a few seasons of backcountry trail work for the Tongass National Forest and Big Bend National Park, she joined the Bureau of Land Management to work in tree improvement and silviculture. Most recently, she worked as a geneticist and program manager for the Port-Orford-cedar Breeding Program at Dorena Genetic Resource Center, housed on the Umpqua National Forest.

She is a certified tree climber. She likes long mountain bike rides and exploring backcountry lakes and peaks. Erin looks forward to building partnerships and incorporating her knowledge of forest genetics into silviculture.

#### FAREWELL, JOHN FERGUSON

John Ferguson has worked with the Enterprise Program (formerly the Heritage Stewardship Group) as a historian since 2008. He has completed historic preservation projects across all regions and for numerous research stations. He specializes in preservation construction, techniques and planning. John pioneered the history program's model for Historic Property Management Plans and completed a comprehensive guide to Region 5 administrative architecture and identification that still serves as the guiding template for all projects.

John earned a Master of Arts degree in history from Colorado State University specializing in historic preservation. He has extensive experience and a passion for on-the-job historic preservation construction. John will be sorely missed!

## 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](mailto: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](https://www.fs.fed.us/enterprise/news-and-events.php).