



# Enterprise Program

## *Enterprising People*

Winter skiers on the Suomi Hills trails on the Chippewa National Forest. USDA Forest Service photo.

## Leadership Corner

By Rachel Lipsky, Supervisory Project Manager

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***“The work of the mature person is to carry grief in one hand and gratitude in the other and to be stretched large by them. How much sorrow can I hold? That’s how much gratitude I can give. If I carry only grief, I’ll bend toward cynicism and despair. If I have only gratitude, I’ll become saccharine and won’t develop much compassion for other people’s suffering.”***

***- Francis Ward Weller***

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Reading this quote recently, I mused that it’s no accident we have holidays in this season centering on gratitude. This can be a time of loss. Leaves fall, animals hibernate, days here in the Pacific Northwest get really short. In response, we bring family and community closer. We light candles, add twinkle to homes and trees. We are slowly emerging from a global pandemic that has taken the lives of over 750,000 people in this country.

In doing so, we are reconnecting face-to-face and grateful for those connections. So much has changed about how we interact and work, what we value. If we are stretched large by our grief and our gratitude, what did we learn? How do we want to be with each other and in our work of caring for the land and serving people? Many Enterprisers are grieving the loss of Kenton Call, who was an incredibly generous person and a stellar mentor. He is a big reason I came to Enterprise, and I appreciate his support and counsel. If I honor his memory through my work, what will I do differently? Can I spend more time with you all, my colleagues, learning about what you value, who you are? Can I embrace the richness and diversity of our mission and workforce with a wide-open heart and mind? Having engaged with 251 of you in This is Who We Are foundations training, the number one thing I heard was a desire to invest in relationships, which is a key piece of our Code and Commitments. As we enter a new year, I encourage you to check in with that goal, to stretch large, to lead with conscientious compassion.



Panoramic view from a dispersed camping area along the South Coast Ridge Road. USDA Forest Service photo.

# Coastal Zone Visitor Use Management

By Stephanie Valentine, Outdoor Recreation Planner

Enterprisers from the recreation program are assisting the Los Padres National Forest, Monterey Ranger District with visitor use management challenges in the iconic Big Sur coastal area of central California. Along California State Highway 1, this national and international travel destination is experiencing unprecedented visitation and associated issues such as the increased risk for wildfire, off-road vehicle impacts, and traffic congestion.

***Social media heavily influences visitation, including often photographed areas such as Bixby Bridge and Pfeiffer Beach, and a long history of art, music, and cultural influence within the coastal community.***

Big Sur abuts against the Monterey Bay National Marine Sanctuary and is valued as a touring corridor that provides access to the Ventana and Silver Peak Wildernesses, the Big Sur Wild and Scenic River, and postcard natural images. The coastal area is a major hiking, backpacking, and camping area.

Enterprise Recreation Planners Stephanie Valentine and Mary Ellen Emerick and Landscape Architect Mike Hill participated in a field tour this August with district and forest staff and a passionate group of stakeholders. The tour included visits to prime oceanfront properties such as Pfeiffer and Sand Dollar beaches, campgrounds, and many dusty miles of switchback roads to reach breathtaking views from ridgelines that are popular for dispersed camping.

Recent large fires have impacted the landscape. The reality of fire's force hit home as our tour ended at the former Nacimiento Ranger Station that burned over in the Dolan fire resulting in 14

shelter deployments and total loss of the station.

The high value of in-person site visits cannot be underestimated. We left with a better understanding of the landscape, management challenges, local partnerships, and a tangible connection to the value these lands hold for visitors and residents.

The Enterprise team will be working with the forest and partner groups, using the [Interagency Visitor Use Management Framework](https://visitorusemanagement.nps.gov) (<https://visitorusemanagement.nps.gov>) to guide the development of desired conditions and management strategies to move toward more sustainable management of recreation and visitor use of this beautiful area.

Enterprisers Stephanie Valentine, Mary Ellen Emerick, and Mike Hill at Pfeiffer Beach.



A picture of Sand Dollar Beach.



# Oso Ridge Interpretive Sign on Cibola National Forest

By Robyn Watkins Morris, Archaeologist

Projects have a life of their own, even after the person who initiates them retires! Before retiring, Linda Popelish, heritage program manager for the Cibola National Forest in New Mexico, began designing an interpretive sign for the Oso Ridge Airway Beacon 61.

***Beacon 61 was one of a network of lighted beacons that guided airplanes during nighttime travel from the 1930s to the 1960s. Over the years, Linda organized several "Passport In Time" projects at the site, resulting in many volunteer hours from the local community.***

Some years later, Jeremy Kulisheck, current heritage program manager for the Cibola National Forest, reached out to Enterprise to make the interpretive sign 508 compliant and more in line with current interpretive sign requirements. Enterprisers Robyn Morris, archaeologist, Kristi Hinson, graphic designer, and Sevrice Corson, archaeologist, joined forces to complete the project. Linda volunteered her time reviewing the sign along with the forest and was satisfied with helping with the installation. The sign was manufactured last fall and put in place this summer!



Left to right-Cibola National Forest Staff: Steve Crawford, Oso Ridge Lookout, Mount Taylor Ranger District; Adam Vitale, district archaeological technician; Kris Nitsche, district archaeological technician; Nadine Navarro, district archaeological intern (Pathways); Allegra Ward, District archaeological technician, and Ryan Washam, Mt. Taylor district archaeologist.

***"This was the most challenging project I've worked on thus far, however one of my favorites. The interpretive panel looks simple in nature to most, but it was a challenge to find quality images. The project manager, Robyn Morris, was amazing and helped me gather these hard-to-find historic images. As designer of the panel, and with several image adjustments, I believe this panel turned out well and displayed the vision that the clients were looking for. In turn, I was able to learn about this partnership and history of Oso Ridge, Cibola National Forest, and I'm thankful to have been a part of this project."***

***- Kristi Hinson, Visual Information Specialist, Enterprise Program.***

The Oso Ridge interpretive sign developed by Enterprise and the Cibola National Forest.

## Oso Ridge Airway Beacon 61

A DOUBLE DUTY TOWER

### Guiding Planes and Spotting Wildfires

A lot was happening on this rocky promontory in the 1930s to 1960s. Airway Beacon 61 rotated atop its 51-foot tower, erected in 1931 by the Department of Commerce. At night it flashed a signal to guide aircraft on the Los Angeles-Amarillo section of the newly created Mid-Continental Airway. During the day, a Forest Service fire lookout watched for smokes from a cab built partway up the tower.

Picture yourself as the lookout posted here—sleeping in the cabin behind you with your children, the brilliant light rotating all night and the beacon's generator constantly humming. A far cry from the typical dark, quiet fire lookout!



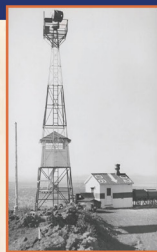
Model display of a tower-generator shed-arrow complex at a beacon site.

Photo by Cibola County Historical Society, Western New Mexico Aviation Heritage Museum.

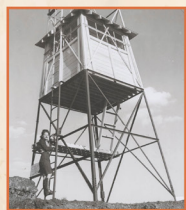


VISIT US!  
For more information on aviation history and the Mid-Continental Airway visit the Cibola County Historical Society, Western New Mexico Aviation Heritage Museum.

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Oso Ridge 61 beacon tower, generator house, and gasoline tanks. This was the last beacon on this airway to be turned off.  
USDA Forest Service photo by Richard Lewis, September 1948.



Mrs. Orby (Mildred) Swatzell posing below the cab where she worked as a fire lookout, June 1944.

USDA Forest Service photo by Rex King, May 6, 1944.



Beacon lights were crucial for flying at night along the early airways. Radio beams and instruments to navigate without sight of landmarks were in the future. Imagine being a pilot in a propeller-driven Ford Trimotor flying in the dark over the Continental Divide, relying on a line of beacons to guide you.

Once beacons spaced every 10 miles were built, aviators could fly at night along a lighted air highway all across the United States.



Refurbished Ford 5-AT-B Tri-Motor Transcontinental Air Transport (TAT).

Licensed photo by Jo Hunter/Shutterstock photos

Forest Service  
Caring for the land and serving people.



# Remembering the life of Kenton Call

By Amanda Patrick, Communication, Education, and Training Program Area Manager

***“We’re not saving  
lives here.”***

At the time these words were shared with me, I can honestly say I did not fully understand the value they would one day have in my life.

Kenton and I began working together in January 2017 as we began building the Communications, Education, and Training Program Area. In our work together, Kenton consistently modeled great care for those around him, confidently honoring his charge, which was to support others unconditionally.

Kenton would always remind me to take my leave and go home, that the work would be there, but my time would not. I watched him model this to his employees, supporting them to practice good self-care and healthy boundaries at work, encouraging them to try new challenges, seek out training opportunities, and grow into their best selves. If ever there was a superhero power, Kenton’s was cultivating kindness, peace, and joy. He lived this to his core, in all he did, as easy as breathing air.

***Above all, though, Kenton’s love of his wife and kiddos will stick out. Kenton’s sense of selflessness, boundless love, and excitement came alive most fully when he talked of his wife and children. They were his greatest gift and joy through and through.***

During COVID, Kenton’s wisdom on building a greater sense of balance really found its way into my



journey, particularly in caring for and supporting my parents, who were vulnerable to COVID. I would hear his words in my head, “Amanda, we’re not saving lives here.” He would follow that up with let’s do our best but also not overstress or harm ourselves in meeting the work at the end of the day. I anchored to this, knowing Kenton would be sending me a virtual high five for being there for my family.

They say we die two deaths, one being our physical being, while the second is when folks stop talking about us and the life we shared while living. Kenton’s love and light will be a legacy far bigger than his own, one that will continue to ripple out and impact across this lifetime far, far into many more to come. Because that’s what goodness and love does, it’s a force multiplier to change the world forever for the better. And Kenton did that in so many ways and so many times over.



# Enterprise Establishes a Project Management Office

By Jessica Rubado and Shannon Smith, Project Managers

Enterprise at its root is a project management organization.

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***To support project management in Enterprise, our Executive Leadership Board approved creating a Project Management Office (PMO). The Project Management Office will provide support for developing tools, guidance, mentoring, and training.***

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This supportive Project Management Office will centralize our project management professionalization efforts and

provide a place for continuous improvement of our project management skillsets.

The Project Management Office kicked off in April 2021 and is supported by the Executive Leadership Board Project Management Representative group with representatives from every supervisory pod.

This group provides input to the Executive Leadership Board as they consider decisions that impact project management in Enterprise. The Project Management Office is excited to hear what's working and what needs improvement in the project management landscape and encourages anyone to reach out to their program area representative,

Shannon Smith, or Jessica Rubado, with thoughts.

Additionally, the Executive Leadership Board Project Management Representative group was recently asked to solicit interest in joining some Project Management Office small working groups (Project Management Office Program Area Management Plan, project management training standards, project management tool development needs, and project proposal training for our partners). A list of current members and areas represented is available [here](#). Shannon and Jessica will also be reaching out to supervisory program area coordination meetings to answer any questions.



## ***2021 Capitol Christmas Tree Lighting Ceremony***

USDA Forest Service Chief Randy Moore delivers remarks at the 2021 Capitol Christmas Tree lighting ceremony in Washington D.C., December 1, 2021. USDA Forest Service photo by Tanya E. Flores.

# Paying it Forward

By Clay Coleman,  
Supervisory Program Analyst

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***“I first met Matt while I was detailing in my current position. I was immediately impressed with his calm demeanor, professionalism, eagerness to learn, and quick wit. Little did I know he had a very impactful personal story he would soon be sharing with Enterprisers. In the process, he affected positive change in many of those who heard his story.”***

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Matt, who is a program assistant on the Recreation Data team, was quick to volunteer for the Enterprise Culture and Values team when it was established to help transition to Enterprise 3.0. In his words, Matt is “a deep thinker of deliberate, decisive action. Cutting through the noise to find areas of opportunity and looking at old things in new ways.” It would turn out this assignment would provide Matt a unique platform to share some difficult times he had previously endured and how he overcame them.

Matt stated, “During a sub-team meeting to discuss topics of interest along the lines of resiliency, my teammate Robyn Morris mentioned the term ‘workaholic.’ That remark resonated with me, so I shared my personal workaholism recovery journey and participation in a support group 12 step program called Workaholics Anonymous. The presentation was a collaboration of Robyn, me, the Culture and Values team, and Michelle Reugebrink of the Work Environment Performance Office.” What resulted was Matt delivering the Workaholic presentation to all the program areas across Enterprise and the Leadership Team. The presentation was very well received. One program area supervisor thanked Matt, saying, “Matt presented. . . on the topic of workaholism, and it led to a great discussion and some truly candid sharing by everyone in the meeting. I was amazed at how



Above: Matt Fitzpatrick.

vulnerable everyone was willing to make themselves during the dialogue, and that was entirely due to Matt’s transparency about his struggles. He really brought out some topics and resources that I think will be of long-term value to employees.”

While Matt is modest about the impact of his presentations, I asked him what guidance he would offer to employees who might struggle with workaholism, “I’d ask them to not ask themselves, ‘What’s the matter with me?’, but rather ask themselves, ‘What matters to me?’ Be intentional. Go with your heart. Seek out Employee Assistance Program resources to develop tools to create not just mental balance but also physical balance. Create sideboards and stick to them. Get family and friends to pitch in and support your journey to a new you.”

It’s truly an honor to work with awesome Enterprise employees like Matt every day. His selflessness and passion about something very personal to him is extremely compelling, and his “Paying it Forward” is very commendable. Thank you, Matt!





Solar panels installed at the San Bernardino Supervisor's Office as part of a Region 5 energy savings performance contract.

# Energy Savings Projects Get the Green Light

By Kristen Waltz, Economist

Enterprisers often find unique ways to support the agency—this is what we are here for. It is built into our business model. An example is our support of the Washington Office's Engineering, Technology, and Geospatial group related to energy savings performance contracts (ESPCs). Kristen Waltz, Enterprise economist, has served as the Constructing Ongoing National Strategy for Energy Reduction with Validated Efficiency (CONSERVE) project manager since 2018 through Enterprise agreements. The goal of the project is to develop a strategy for implementing energy savings performance contracts agency-wide, which would result in energy-saving facility improvements and long-term cost savings that are paid for by the utility savings generated by the projects.

The biggest challenge has been the budget process. The team needed to adjust the process so that energy savings performance contract

payments come from the same account where the utility savings accrue, which would eliminate a disincentive for regions to pursue energy savings performance contracts. A lot of the work has been briefing deputy chief areas at the Washington Office, regions, and stations, culminating in a briefing with then-Chief Christiansen. On October 8, 2021, a letter from the acting Deputy Chief of National Forest Service confirmed the approach, "Starting in [fiscal year] 2022, all [energy savings performance contracts] will be funded through a national priority project . . . This new funding procedure aligns the payments with the savings."

This was a huge success for the team and kicked off actions to move the project forward. The team is currently setting up a blanket purchase agreement for regions and stations to implement new energy and water-saving

projects across the agency in coordination with other facility improvements. They are also preparing deliverables to proceed with the Department of Energy grant awarded for this effort.

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***Kristen is grateful to have been involved in this project over the past few years. She has been able to put to work her passion for sustainability, collaborate with amazing people across agency levels and with the Department of Energy, save energy and taxpayer dollars, and reduce climate impacts.***

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This is just another example of how Enterprise enables flexibility and innovation so staff can support agency priorities that they are passionate about.

# New Faces of Enterprise

## Welcome, Anthony Spagna!



Congratulations to Anthony Spagna, who recently joined Enterprise as a civil engineer! Anthony comes to Enterprise from the Willamette National Forest in Oregon. He has worked as a civil engineer on the Middle Fork Ranger District for the past three years. Anthony graduated from Georgia Tech in 2015 with a bachelor's degree in civil engineering. Before coming to the Forest Service, Anthony worked in the private section with multiple engineering firms, including as a roadway designer. He quickly learned that the cubicle life was not for him and began looking for a job where he could be hands-on and in the field. Anthony and

his wife Rachel live in Eugene, Oregon, and enjoy skiing, hiking, kayaking, eating Taco Bell, and taking advantage of all that the Willamette Valley has to offer.

## Welcome, Chris Frederick!



Congratulations to Chris Frederick, who recently joined Enterprise as the Fire and Fuels Program manager! Chris was born and raised in the northern lower peninsula of Michigan. As the youngest of four, he became accustomed to wearing used clothing, bad haircuts, and driving rust buckets. He attended Lake Superior State University, earning a bachelor's of science degree in environmental science. He attempted to pay his way through school by digging and selling spruce trees from the family farm. This didn't work. Not wanting to live in his parent's basement, he served as a Peace Corps Volunteer as an agro-forester in Ghana, West Africa. After

which, he moved into his parent's basement. After stints as a juvenile social worker and as an AmeriCorps crew lead, he was hired by the Forest Service as a NEPA planner. Chris had never heard of NEPA. Since then, his permanent and temporary positions have included: natural resources staff officer, forest supervisor, deputy forest supervisor, district ranger, outdoor recreation assistant ranger, and timber management assistant ranger, contributing to wildland fire and international programs. Along the way, he earned a master's of science degree in agronomy from Iowa State University. Chris is the husband of one, father of three, and former alpaca keeper of fifty. His hobbies include homebrewing, food canning, sausage-making, hand drumming, hunting, and writing poetry. To distinguish him from the other high number of folks named Chris in our agency, it's ok to call him Fred.

## Welcome, Vicki Regula!



Congratulations to Vicki Regula, who recently joined Enterprise as a botanist and rangeland management specialist! Vicki comes to Enterprise from the Custer Gallatin National Forest in Montana and South Dakota, where she worked as a NEPA team leader. Before working with the Forest Service, she worked for the National Park Service in Yellowstone and Grand Teton National Park in Wyoming, establishing fire effects plots, assisting with revegetation efforts, conducting wetland delineations, invasive and rare plant surveys, and as a park planner. Vicki worked for an environmental consulting firm as a vegetation ecologist on NEPA

and mine reclamation projects. She received her bachelor's from the University of Nebraska-Lincoln and master's degree from the University of Wyoming. She looks forward to learning about and working with the forests across the country. Vicki lives in Gardiner, Montana, with her husband Joe and their two dogs and five cats. Vicki enjoys hiking, trail running, skiing, gardening, botanizing, volunteering at the local animal shelter, reading, and puzzles in her time off.



# Enterprisers On the Move

## Congratulations, Jake Benes!



Congratulations to Jake Benes, who recently accepted the senior staff assistant for Enterprise! Jake joined Enterprise in 2019 as a program specialist piloting FOREcaST with other parts of the agency, serving as project manager for Region 8's Landscape-level Integration and Shared Stewardship project, and coordinating the Job Corps Leadership Academy. Before joining Enterprise, he served as an administrative officer on the Gifford Pinchot National Forest in Washington and Columbia River Gorge National Scenic Area in Region 6. He spent eight years working in the Forest Service Job Corps Civilian Conservation Centers as a counselor, residential manager, and acting center director. Jake started his career as a seasonal recreation technician on the Chugach National Forest in Alaska and joined the agency permanently as an human resource specialist through the Student Career Experience Program. He has a bachelor's degree in social science from the University of Montana, and a master's degree in management from Minot State University. Jake, his wife Lindsay, son Henry, and Otis recently settled in Missoula, Montana, where Lindsay teaches nursing. Their pack is happiest in hiking boots, trying a new recipe, paddling a canoe, or exploring the red rock country.

## Congratulations, Heather McKenny!

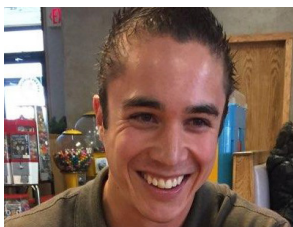


Congratulations to Heather McKenny, who recently became the acting supervisor of the Fish and Wildlife program area. Heather has been part of Enterprise, providing environmental coordinator and project manager support, for over a year. Over her 16-year career, she has worked for three of the four land management agencies. She was born and raised in Colchester, Vermont. She completed her bachelor's of science degree in biology and master's of science degree in forestry at the University of Vermont. She started her career as a wildlife biologist for the Bureau of Land Management in Needles, California and Caliente, Nevada, learning the Mojave and Great Basin Desert ecosystems. After ten years from home, Heather returned to the temperate forests of New England to work for the White Mountain National Forest, as a NEPA specialist and later a forest planner and environmental coordinator. Heather and her husband spend lots of early morning hours hiking with the dogs in the woods surrounding their home in New Hampshire. She has a 12-year-old daughter who keeps her busy with horseback riding, and they love to travel, swim, hike, and camp as a family.

## Enterprise Corner

*News About the People of Enterprise*

## Congratulations, Zach Wallace!



Congratulations to Zach Wallace, who recently accepted a law enforcement officer position on the Six Rivers National Forest in California (his dream job!). Zach came to Enterprise via the Pathways Program in June 2017, initially as an intern, then a permanent employee in May 2019. He has a bachelor's degree in wildlife biology. Zach initially worked in the Enterprise map store but later performed many duties in several program areas proving to be a quick study and jack of all trades. A few of his accomplishments include data entry and client workshop facilitation for recreation site analysis, trails and bridge data entry, GIS story boards, crowdsourcing mapping commenting tool for recreation fee proposals, and person of contact for the Point of Sale System. Zach enjoys hunting and competing in high endurance events (running and cycling).

Best wishes and good luck to Zach and his wife, Katie!

## 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:

- |                                   |                                  |
|-----------------------------------|----------------------------------|
| › Jacob Benes ..... 20 Years      | › Peter Lane ..... 20 Years      |
| › Jayme Cook ..... 20 Years       | › Corinne Marzullo .... 20 Years |
| › Shannon Downey .... 25 Years    | › Michael McNamara .. 30 Years   |
| › William Downing. .... 10 Years  | › Gary Scott ..... 20 Years      |
| › James Duckett. .... 30 Years    | › Brant Selig ..... 5 Years      |
| › Gary Eickhorst ..... 15 Years   | › Rachel Stanger ..... 5 Years   |
| › Charles Fothergill ... 10 Years | › Tiesha Street ..... 20 Years   |
| › Duwayne Kimball .... 20 Years   | › Lisa Whitcomb ..... 30 Years   |
| › Shanna Kleinsmith .. 20 Years   |                                  |



Above: The U.S. Capitol Christmas Tree after being officially lit during the lighting ceremony on the west lawn of the Capitol Building in Washington DC, December 1, 2021. USDA Forest Service photo by Tanya E Flores.

## 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 partners unit's/organization's project, mission, or goals. The articles in the newsletter are, therefore, not necessarily a description of the 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 because of 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 and provide comments or questions by emailing newsletter editor Richard Parker at [richard.d.parker@usda.gov](mailto:richard.d.parker@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>.

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