



DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS
WASHINGTON, D.C. 20314-1000

19 JUN 2011

CECW-CO-N

MEMORANDUM FOR CHIEFS, OPERATIONS AND NATURAL RESOURCES
MANAGEMENT, MAJOR SUBORDINATE COMMANDS AND DISTRICT COMMANDS,
AND OPERATIONS PROJECT MANAGERS

SUBJECT: Revised Charter - Natural Resources Management (NRM) Park Ranger Community
of Practice (CoP) Advisory Board

1. The NRM Park Ranger Community of Practice Advisory Board recently updated its original Charter. The revised Charter, dated 17 June 2011 (Enclosure 1), significantly reshapes the Board's membership structure to include two Park Rangers from each Major Subordinate Command, as specified below.

a. Paragraph E. Advisory Board Membership - Each Major Subordinate Command (MSC) will have two representatives who are field-level NRM team members authorized to wear the Park Ranger uniform and whose primary duties involve Park Ranger programs.

- The first representative, typically serving a 4-year term, will be a GS-09, or above, Park Ranger (functioning as a Park Ranger, not as an Operations Project Manager or Park/Resource Manager) with at least 5 years of Corps experience, and a broad background in Park Ranger programs.
- The second representative, typically serving a 3-year term, will be a GS-04/05/07/09 Park Ranger with less than 5 years of Corps experience at the time of their appointment. This individual will have demonstrated the capacity to consistently, effectively, and professionally execute Park Ranger programs. (Pacific Ocean Division may elect not to select a second representative.)

b. Paragraph F. Functions - Facilitate communication and education of others about the roles of the USACE Park Ranger through internal and external outreach. A Corps-wide competitive process will be established to select one Park Ranger to participate in the annual Pre-Command Course at HQUSACE.

2. The current Board membership will remain in place until the revised membership structure becomes effective on 1 February 2012. The revised membership roster (Enclosure 2) indicates the number of positions that will be vacant as of 1 January 2012. Next month, we will make a formal request of all MSCs to nominate a representative(s) to fill their respective vacant position(s) on the Board.

CECW-CO-N

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3. Last year, we announced the first Park Ranger participation in the Pre-Command Course at HQUSACE. Based on very positive course feedback, this year Kayl Kite, Park Ranger, Nashville District, participated in the course and, once again, new Commanders were very interested and engaged in understanding the Park Ranger's role in the context of the Corps overall mission. Beginning in FY12, we will make a formal request of all MSCs for nominations offering this unique opportunity to all Corps Park Rangers.

4. I'm excited about the Advisory Board Chair's vision and plan to restructure the Board's membership. I believe it will ensure that the Board is fully prepared to meet the many dynamic challenges the NRM Park Ranger CoP will experience in the future. The diagram provided (Enclosure 3) demonstrates how the Board will function after its reorganization. I'm also very pleased with the Board's progress on several very important projects, including the Park Ranger/Visitor Safety Survey and the Visitor Assistance Program Management Survey. I look forward to examining the results and final report which will assist us in improving our Visitor Assistance Program. We anticipate releasing the final report no later than 15 September 2011. Questions related to the Park Ranger CoP Advisory Board should be directed to Mr. Freddie Bell, via email at Frederick.b.bell@usace.army.mil, or at 615-822-4846.

3 Encls



MICHAEL G. ENSCH
Chief, Operations
Directorate of Civil Works

USACE Park Ranger Community of Practice
Advisory Board Charter
Update 17 June 2011

A. Background. Park Rangers are the professional uniformed team members (including but not limited to 0099, 0025, 0028, 0400 job series) who perform, manage, or supervise work and stewardship of Federal lands, waters, and park resources at U.S. Army Corps of Engineers (USACE or Corps) operated and maintained water resources projects. Functions include, but are not limited to, park management; natural, historical, and cultural resource management; watershed management; endangered and/or special status species management; flood risk management; real property and shoreline management; environmental compliance practices; asset management, visitor assistance; safety; infrastructure surveillance and protection; and the development of interpretive and recreational programs for the benefit of the public. Park Rangers are leaders in both emergency response and community outreach. Park Rangers are the Corps face to the nation and may be the only contact many members of the public have with the agency. The decision to establish a Park Ranger Community of Practice (CoP) was based on discussions at Natural Resources Management (NRM) national conferences and meetings of the Recreation Leadership Advisory Team (RLAT) and the Stewardship Advisory Team (SAT).

B. Goal. To develop and administer the Park Ranger CoP Advisory Board and to provide for a unified and on-going support platform for the USACE Park Ranger.

C. Purpose. To advance the technical and leadership skills of USACE Park Rangers and empower them to accomplish professional Park Ranger duties in an agency-of-choice work environment; to develop and implement a plan for Park Ranger program sustainability which ensures that the Park Ranger is appropriately positioned for the future; to develop and implement plans and tools to communicate with and educate others about the current roles of the Park Ranger; and to develop and implement a plan of action to address any barriers to internal or external recognition and support of expanding Park Ranger roles across all business lines.

D. Guiding Principles. The following principles will help guide this Community of Practice and its Advisory Board into the future:

- The Park Ranger CoP Advisory Board will function as a guiding coalition to maintain focus on CoP principles. They will champion current and future initiatives to enhance CoP effectiveness in the face of impacts to the workforce and project use that may occur as the focus of agency leadership evolves, and as political, social and economic trends develop.
- Park Rangers are absolutely essential and the key to the success of the execution of the Operations and Maintenance mission at Civil Works projects of the Corps of Engineers.
- The role of the Park Ranger will continue to expand in support of additional Civil Works missions such as flood risk management, homeland security, stewardship, environmental compliance, regulatory, asset management, and real estate actions.

- The Corps must augment current learning and future development opportunities by providing the tools, training, and resources necessary to enhance Park Ranger safety, success and career satisfaction.
- As with much of the Federal and Corps workforce, demographic trends indicate that there will be increased needs for succession planning and retention strategies to ensure that an adequate, capable, and professional Park Ranger staff is sustained in the upcoming years. These needs mandate a Park Ranger CoP to sustain this staff while also preparing future managers and program leaders.

E. Advisory Board Membership. Membership of the Advisory Board and meeting descriptions follow:

- The Advisory Board will typically consist of up to sixteen members representing eight MSCs including an Advisory Board Chair, Headquarters (HQ) proponent, and an Engineer Research and Development Center (ERDC) representative to provide technical assistance.
- Each Major Subordinate Command (MSC) will have two representatives who are field-level NRM team members authorized to wear the Park Ranger uniform and whose primary duties involve Park Ranger programs.
 - The first representative, typically serving a 4-year term, will be a GS-09, or above, Park Ranger (functioning as a Park Ranger, not as an Operations Project Manager or Park/Resource Manager) with at least 5 years of Corps experience, and a broad background in Park Ranger programs.
 - The second representative, typically serving a 3-year term, will be a GS-04/05/07/09 Park Ranger with less than 5 years of Corps experience at the time of their appointment. This individual will have demonstrated the capacity to consistently, effectively, and professionally execute Park Ranger programs. (Pacific Ocean Division may elect not to select a second representative.)
- Membership terms initially will be staggered to maintain continuity, yet allow new members to periodically transition onto the board and provide fresh perspectives.
- Meetings will be primarily virtual in nature; however, periodic face-to-face meetings may be held as necessary. Face-to-face meetings will be held in conjunction with other scheduled meetings as much as possible to reduce costs.
- From time to time the Advisory Board may call upon subject matter expert resources to assist with specific issues.
- The Advisory Board Chair will provide overall direction and leadership to the Board, conduct meetings, and represent the Board in reporting to the HQ Natural Resources Management (NRM) and Operations CoPs.

F. Functions. The Park Ranger CoP Advisory Board will perform the following functions:

- Develop and maintain a working Project Management Plan (PMP).
- Develop an annual plan of action for new CoP initiatives and submit it to the HQ Natural

Resources Management Chief for approval.

- Effectively and efficiently deal with issues that arise as a result of ongoing CoP initiatives.
- Support the NRM Career Development Steering Committee in recruiting, training, and development, maintenance of career ladders, and retention actions for team members accomplishing professional Park Ranger duties (including but not limited to those accomplished by job series 0099, 0025, 0028, and 0400).
- Work with ERDC to develop and maintain an NRM Gateway web page, as well as other learning tool and information-sharing tools and initiatives.
- Appoint ad hoc committees or task forces as needed to accomplish specific tasks. Task forces may consist of Advisory Board members and/or members of the NRM community.
- Fulfill other responsibilities mutually agreed to by the Advisory Board and Headquarters.
- Facilitate communication and education of others about the roles of the USACE Park Ranger through internal and external outreach.
- Continue Park Ranger participation and briefing at the Pre-Command Course held annually at HQUSACE. Beginning in FY12, a request for nominations will be distributed through each MSC to the Districts. One primary and alternate Park Ranger will be selected.
- Brief the Chief, Operations, Directorate of Civil Works, HQUSACE, once annually on program activities and progress.