
Project Management Plan

Project Title: Natural Resources Management (NRM) Gateway Website Initiative

Location: ERDC

Date Prepared: March 2015

PMP ACCEPTANCE SHEET

I have reviewed this document and certify that it contains accurate content and is sufficient to guide project execution.

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Tara Whitsel, SAT Proponent Chair	Date
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Lori Brewster, Recreation Technical Coordinator (TC)	Date
Angie Huebner, Environmental Stewardship TC	Date
Pam Doty, Water Safety Program TC	Date
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The Project Management Plan

1.0 PROJECT SCOPE

1.1 PROJECT DEFINITION.

The NRM Gateway is a comprehensive online knowledge management repository for the Corps' Natural Resource Management Program. This compendium has been described as "information that serves managers the way they actually manage," seamlessly integrating people, programs, policies, practices and partnerships. The Gateway also improves communications within the NRM community and preserves and advances the CoP's institutional knowledge. The Gateway serves more than the NRM CoP; it also informs citizens with extensive visitor pages that describe recreation opportunities and promote Corps activities at our lakes.

The NRM Community of Practice (CoP) has three distinct business areas of expertise and responsibility, although many staff members manage some or all of the three within their assigned geographic region: Recreation, Environmental Stewardship and Environmental Compliance. Each of these business areas traditionally had their own organizational stovepipes for providing information to staff in more than 400 field offices across the nation. Partnerships represent a fourth area of expertise and responsibility that is incorporated within each of the previously listed business areas. The Park Ranger CoP, a sub-CoP of NRM, maintains a strong presence and influence on the development of the website.

The NRM Gateway improves communication by providing information to managers regardless of business area or organizational structure, and emphasizes partnerships within the business lines. Appendix 1, titled "Entities served by the NRM Gateway - Communication to community: circles instead of stovepipes" provides a graphic representation of the NRM Gateway's flow of information.

The NRM Gateway is by no means a static tool. Content contributions from subject matter experts and users have seen it grow 16-fold, from an overall file size of 648 MB in 2002 to 10.3 GB of USACE-only files, and 24.7 GB of public files by 2014. The site is heavily utilized, marking increases in annual usage from a 2001 level of just over a half-million hits to a peak level to date of 14.9 million hits for the NRM CoP pages in 2012. By 2013, the cumulative total hits exceeded 100 million. The public Visitor Pages at CorpsLakes.us was launched in 2006 with 25.7 million hits that year, almost doubling to 50 million hits annually.

1.2 OBJECTIVES.

The project objectives are to:

- Serve the needs of the NRM CoP, while integrating it into the larger scheme of the recreation and travel industry, environmental stewardship and environmental compliance arenas and the larger Operations and Regulatory CoP;
- Create an organized archive that preserves institutional knowledge;
- Develop practical and agency-approved webpages that provide useful and enhanced citizen access to information about Corps public use facilities;
- Integrate policies, standards, program histories, best management practices and lessons learned to support the learning organization;

- Incorporate new technology such as webcasting and collaborative software to enhance CoP communication; and
- Launch and support budgeting tools such as RecBEST, E-S BEST, and National Recreation Assessment to support NRM initiatives.

1.3 OPERATING PRINCIPLES

- Share knowledge in a manner and method consistent with knowledge management principles;
- Continually develop and sustain competency in the NRM CoP;
- Apply the process described in "Leading Change" (Kotter, John P., 1996) by empowering the organization to share information and allow the field to contribute and have an agile sense of ownership in day-to-day operations of the public resource;
- Organize materials around peer review standards and provide the field with skill sets beyond those of our Agency by modeling the NRM Gateway framework on the National Recreation and Park Association's (NRPA) Agency Accreditation Model;
- Maintain manageable components by having many content providers responsible for small units of knowledge within their areas of interest and expertise; and
- Coordinate with other organizations and initiatives to eliminate duplication of efforts.

1.4 ROLES AND RESPONSIBILITIES

Team Members are listed at Appendix 2. Roles and responsibilities for Gateway include:

- Headquarters Proponents – Provide oversight and headquarters level coordination with other elements.
- Project Leader - Provides vision and leadership to integrate knowledge management approaches and peer review accreditation standards in the website's design and development. Leads the development team, facilitates content development workshops, and markets the website to other audiences.
- Website Developer – Responsible for all elements of website technical development.
- RLAT and SAT Chairs - Working under the auspices of the Recreation Management Support Program (RMSP), these Chairs represent the interests of the Recreation Leadership Advisory Team (RLAT) and Stewardship Advisory Team (SAT) and help direct and support the website's development.
- Gateway Technical Coordinator (GTC) – Oversees entire development and maintenance. Coordinates with the various Gateway Proponents and CoP Advocates. Coordinates activities of Technical Coordinators for the various content areas. See Protocol at Appendix 3.
- Technical Coordinators (TC) – Provide coordination and oversight for major content areas. See Protocol at Appendix 4.
- CoP Advocate - CoP Chair insures through advocacy that Gateway content and functions meet CoP needs.
- Content Subject Matter Experts (SME) - Serve as subject matter experts for various programs and areas of emphasis. See Protocol at Appendix 5.
- Contributors - Submit Lessons Learned, Good Enough to Share items, suggestions for site improvement, etc.
- The primary Gateway PDT, established to guide the on-going development of the NRM Gateway, consists of the Project Leader, Gateway Technical Coordinator, Recreation

Technical Coordinator, E-S Technical Coordinator, EC Technical Coordinator, the Partnerships Technical Coordinator and the Recreation Headquarters Proponent.

1.5 PRODUCTS AND SERVICES

The Gateway serves NRM CoP needs through:

- Improved communications [Natural Resources Management Gateway: Headquarters](#);
- Identification of policy needs [Natural Resources Management Gateway: Policy & Procedures](#);
- Shared best practices ([Natural Resources Management Gateway: Good Enough to Share \(GETS\)](#));
- Development and deployment of a performance-based budget evaluation tools including [Recreation Budget Evaluation SysTem \(Rec-BEST\)](#) and [Environment-Stewardship Budget Evaluation SysTem \(E-S BEST\)](#);
- Programs developed for improvement of the business line functions;
- Identification of the multitude of programs being performed in the field cross-linked with contact information for the division and district personnel responsible for each program in the NRM Smartbook;
- A communication network of questions and answers (<http://corpslakes.usace.army.mil/nrmnetwork/qna.cfm>); that will migrate by 2015 to threaded discussions of topics, building on the framework established with the launch of Park Ranger/NRM Chat;
- Training resources such as valuable orientation to the overall NRM program for new employees. The Gateway also saves staff time by empowering new employees to acquire knowledge independently and on an as-required or as-desired basis. Likewise, any employee with rotating job assignments can independently access program information for refresher training and re-orientation. Work has begun with the academic community to develop training modules for current employees and future employees (such as students);
- The Corps Lakes Gateway (www.CorpsLakes.us), also known as the “Visitor Pages” provides the general public with consistent information across all lakes and water resource projects that provide recreation opportunities. This site also serves as a resource for the Federal Enterprise Architecture Initiative supporting www.Recreation.gov;
- Lake Discovery links visitors to the three main public outreach efforts of the Corps of Engineers: the Interpretive Services and Outreach Program, Partnerships and Water Safety.
- Preservation of institutional knowledge, for example <http://corpslakes.usace.army.mil/employees/visitassist/pback.cfm>

1.6 AUTHORITY

A [CECW-ON memorandum to the field dated 20 September 2000](#) announced the initiative, which was initially included on the FY00 Work Plan of the RMSP. Enclosure 3 to that memo contains a detailed justification for the site, titled “NRM Web Site Development Proposal.”

The NRM Gateway is authorized and funded through two programs; a) the Recreation Management Support Program (RMSP) under the direction of the Recreation Leadership Advisory Team in accordance with ER/EP 1130-2-550 (Chapter 15) and b) The Stewardship Support Program under the direction of the Stewardship Advisory Team in accordance with ER/EP 1130-2-

540 (Chapter 7). The Gateway is also identified in ER 25-1-8 as an official system in support of Corps of Engineers Communities of Practice.

1.7 LOCATION

This project is national in scope with team members from various locations across the country. The Web Developer and Project Leader are employed by ERDC. The servers that support the website are located at the ERDC webfarm. Virtually, we reach a worldwide audience.

2.0 PROJECT DELIVERY TEAM (PDT) MEMBERSHIP INFORMATION

See Appendix 6.

3.0 CRITICAL ASSUMPTIONS AND CONSTRAINTS

Sufficient funding and dedication of time to the project by team members are required for continued development and adequate maintenance. Should sufficient funding not be available, certain initiatives may remain in the planning stages but not be actually undertaken. Working on the Gateway is a collateral duty for most of the PDT members. In some cases, this reality may slow progress toward task completion.

4.0 WORK BREAKDOWN STRUCTURE

The overall NRM Gateway supports Civil Works Operations, Regulatory and Environment. It also supports military recreation programs such as the DoD Moral, Welfare, and Recreation (MWR) Program, the Armed Forces Gold Medal Award Program and other military personnel recreation and resilience programs (e.g., Wounded Warriors). The public is served by CorpsLakes.us and by Lake Discovery.

The first stage of Gateway development focused on "Recreation for an Internal Audience." Within the first stage, recreation SMEs for existing Programs and Committees were identified. These experts provided information to the Gateway during periodic workshops before and after the official launch of the website in April 2001. The Environmental Compliance component followed a similar process and came on-line in 2003, and Environmental Stewardship pages in 2005. As of 2014, Gateway is the platform for more than a dozen Research & Development products associated with the Environmental Stewardship (ES) and Recreation Programs, each product with its own tech transfer/support strategy based on the product functions and audience.

See Appendix 7 for details on Gateway milestones.

5.0 ACQUISITION STRATEGY

The website resides on servers at the Engineer Research and Development Center (ERDC) in Vicksburg, MS, and is maintained by the Environmental Lab Webmaster. Ms. Virginia (Ginny) Dickerson performs many of the NRM Gateway web developer duties within the scope of her position without separate charges to maintain our site. Ms. Dickerson's overall job duties require that she maintain on her computer most of the software required for website development and maintenance, thus no significant software update costs for website development are anticipated. Server software updates are also projected to be minimal, as we intend to use the search and

indexing features provided by NT server software as opposed to the more expensive database/search software often utilized by other sites.

Priorities for the areas of content development are coordinated between Headquarters (HQ), the RMSP, the Gateway Proponent, the NRM Gateway PDT and the Project Leader. The general process involved for content development includes identification of need, appointment of a Content SME, coordination between the SME and the TC to submit content, editing of the content, off-line posting of the content by the Web Developer for review by the TC and HQ Proponent, approval for the information to go-live by the HQ Proponent. The content acquisition process is graphically depicted at Appendix 7.

6.0 FUNDING

The NRM Gateway is funded through two programs; a) the RMSP under the direction of the RLAT in accordance with ER/EP 1130-2-550 (Chapter 15) and b) The Stewardship Support Program under the direction of the SAT in accordance with ER/EP 1130-2-540 (Chapter 7).

7.0 QUALITY CONTROL PLAN

- An ERDC editor reviews all substantial content updates prior to posting.
- Headquarters proponents review and approve substantial content postings for consistency with policy prior to authorizing posting.
- Technical Coordinators review new pages and substantial content postings within their areas of expertise prior to forwarding to Headquarters proponents. They also coordinate the formal quarterly reviews of their component's pages with Content SMEs and the Web Developer.
- Content SMEs periodically review their pages for accuracy and removal/archival actions on outdated materials.
- CoP Advocate periodically accesses and reviews the website and provides specific comments on site functionality and accessibility.
- Users can comment directly to the Content SME for individual pages or to the Web Developer using email links provided at the bottom of each page.
- Routine corrections suggested by or users are corrected immediately, and other items such as major format change suggestions are referred to the primary Gateway Development Team for consideration.
- The web developer routinely runs software that detects broken links.
- External audiences such as university students and professors are invited to review and comment.
- Representatives of each lake and lock review their location's Visitor Pages for accuracy.

8.0 RISK ANALYSIS

The Quality Control Plan minimizes risk of erroneous data being posted. Disclaimers on the "Good Enough to Share," "Lessons Learned" and "Frequently Asked Questions" pages minimize the risk of local policies being interpreted as national policies. The disclaimer on the Related Sites pages prevents the appearance of endorsement of private sector businesses and services. Rigorous attention by the web developer to timely antiviral software updates and following server security protocols minimize the risks of disruption of Gateway availability due to hacking/viruses, etc.

9.0 CHANGE MANAGEMENT

Changes in mission, scope, schedule, or significant website format changes will be coordinated by the Project Leader with the RMSPP, CECW-CO Gateway Proponent and the Gateway PDT.

Users can submit new materials (such as Good Enough to Share items), or routine changes and corrections to web pages. Content SMEs approve routine changes for posting. Substantial or controversial changes suggested by users for non-policy issues are reviewed by Content SMEs and approved by TC for posting. The respective HQ Proponent's approval is required for posting of substantial or controversial changes on policy issues.

10.0 COMMUNICATIONS

Communications occur within or outside the PDT. The following describes our approach to communications.

10.1 INTERNAL TEAM COMMUNICATIONS

The PDT communicates primarily through email on an as-needed basis. Teleconferences, webcasts, and SharePoint or any future Enterprise technology may also be utilized. Periodic meetings occur on an as-needed basis.

10.2 EXTERNAL COMMUNICATIONS

Emails, as well as the Gateway website, are the primary means of sending external communication. Examples include periodic reminders to the SMEs to review pages and provide specific comments and updates. Email and the Gateway website are the primary method of receiving external communication. Gateway Glimpses are also used. Users can comment directly to the Content SME for individual pages or to the Web Developer using email links provided at the bottom of each page. Gateway customers are also provided input through direct electronic submission forms for items to be added to the Calendar, Good Enough to Share (success stories), Lessons Learned, and the Glossary. At the completion of each stage of Gateway development, PDT members make presentations to the RLAT/SAT to confirm that the product meets expectations.

11.0 PERFORMANCE MEASUREMENT

The following performance information will be used to monitor progress in achieving the NRM Gateway objectives. Additional measures and refinements to the measures will be used as required. Customer surveys will measure level of accomplishment of objectives such as providing useful and easily retrievable information and the usefulness of new technology tools incorporated into the site for both internal and external customer satisfaction.

Serve the needs of the NRM CoP, while integrating it into the larger scheme of the recreation and travel industry, environmental stewardship and environmental compliance arenas and the larger Operations and Regulatory CoP - A Gateway page maintains up-to-date user statistics offering measures of utilization by the customers

(<http://corpslakes.usace.army.mil/employees/gateway/utilize.cfm?Year=0>): Examples include the number of :

- o total hits for the NRP CoP component (2001-2013) - 100,173,892
- o total hits for the public pages (2006-2013) - 352,181,773

Preserve institutional knowledge – The quantity of content posted is tracked. For example, the size of the posted content has grown from 648 MB in 2002 to 10.3 GB of USACE-only files and 24.7 GB of public files by 2014. Additionally, many features have become data-base driven which better serve the user but are not captured by the file size.

Develop practical and agency-approved webpages that provide useful and easily retrievable information for both the NRM CoP and citizens – Site availability time is tracked. Annually, 98% availability was achieved for 2001-2014. Network issues and outside security threats are responsible for the minor disruptions experienced.

Integrate policies, standards, program histories, best management practices and lessons learned to support the learning organization – There are Good Enough to Share and Lessons Learned pages where users can not only review currently posted materials, but also make new submissions. The numbers of submissions in these categories will be tracked.

Incorporate new technology such as webcasting and collaborative software to enhance CoP communication – Webcasts have been used since 2003-2004 for instance to make presentations about the Gateway to District/Division Ranger-Manager conferences, and to orient the field as RecBEST, E-S Best and the National Recreation Assessment Program tool was deployed. All Enterprise software that becomes available will be integrated into the Gateway for transparent use by the end-user.

Incorporate tools such as RecBEST to support NRM initiatives – RecBEST was deployed in 2004, and E-SBEST is deployed in 2005. The National Recreation Assessment Program tool (formerly called RecSTATUS Self-Assessment) was deployed in 2008. These are the Corps standard for NRM budget development by MSCs. ([link to programs page](#)).

12.0 APPROVALS

The initial Project Management Plan was prepared and approved by the Headquarters Proponents and the PDT members in May of 2005. This update was prepared and approved in Fall of 2014.

13.0 AWARDS

The NRM Gateway and its team members have been recognized with several awards that recognize the corporate success, including a 2006 American Recreation Coalition Beacon Award, a 2002 Corps award for Outstanding Achievement in Technology Transfer, and a 2001 William Penn Mott Award from the National Society of Park Resources.

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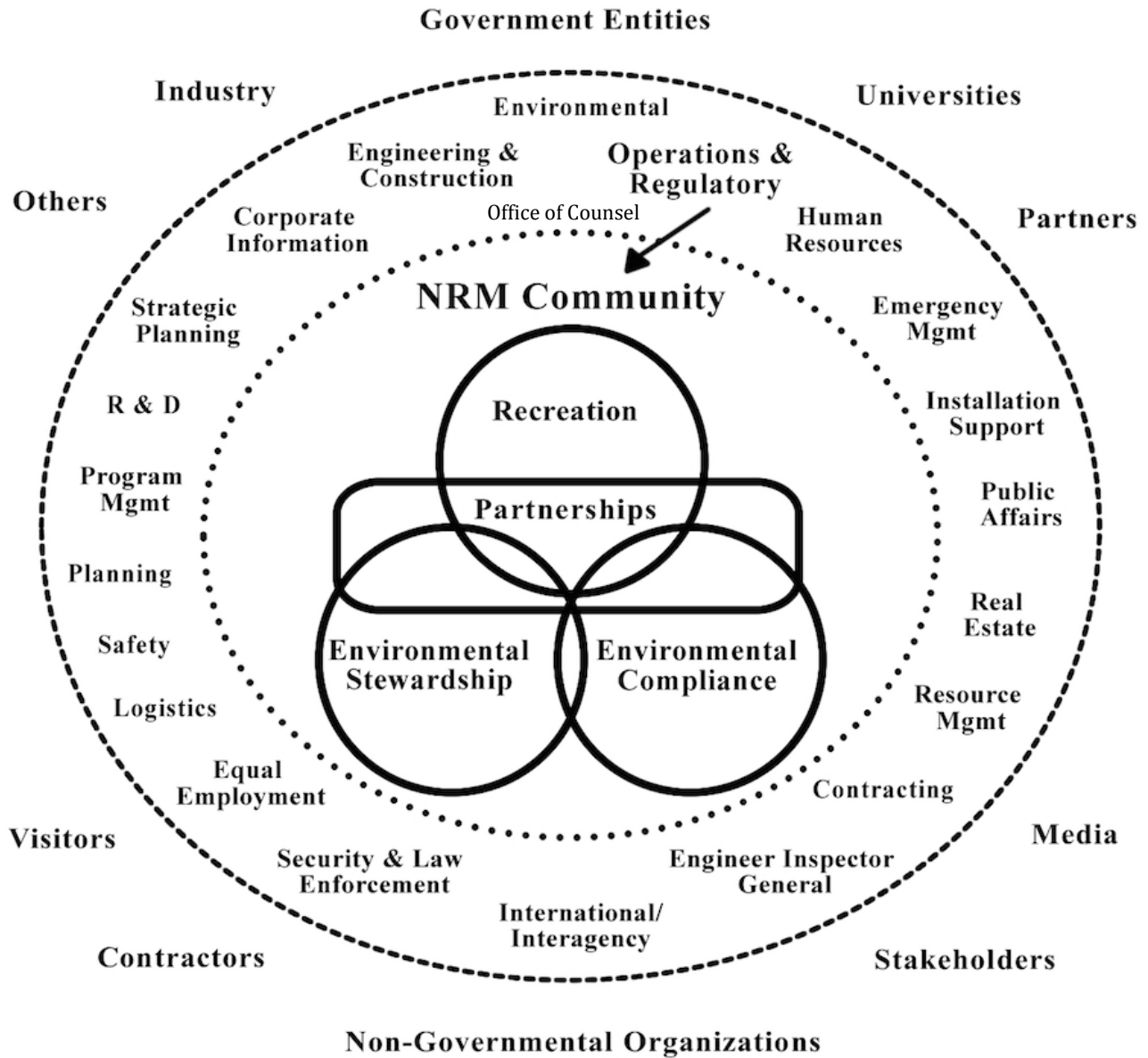
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APPENDIX 1

Entities served by the NRM Gateway

Communication to community circles instead of stovepipes



APPENDIX 2

Project Delivery Team (PDT) Member Information

Name	PDT Position/Title	Email address
James S. Strotman	CECW-CO Proponent	James S. Strotman@usace.army.mil
Kathleen Perales	Project Leader	Kathleen.Perales@usace.army.mil
Virginia L. Dickerson	Website Developer	Virginia.L.Dickerson@usace.army.mil
Phil Smith	RLAT Chair	Phil.Smith@usace.army.mil
Tara Whitsel	SAT Chair	Tara.J.Whitsel@usace.army.mil
Bonnie F. Bryson	Gateway Technical Coordinator	Bonnie.F.Bryson@usace.army.mil
Lori Brewster	Recreation Technical Coordinator	Lori.A.Brewster2@usace.army.mil
Angie Huebner	Environmental Stewardship Technical Coordinator	Angie.L.Huebner@usace.army.mil
John Coho	Environmental Compliance Technical Coordinator	John.W.Coho@usace.army.mil
Heather Burke	Partnerships Technical Coordinator	Heather.D.Burke@usace.army.mil
Pam Doty	Water Safety Program Technical Coordinator	Pamela.J.Doty@usace.army.mil
Tom Ehrke	Park Ranger CoP Advocate	Thomas.J.Ehrke@usace.army.mil

APPENDIX 3

Gateway Technical Coordinator (GTC) Protocol

NRM Gateway Initiative GTC Protocol

- Length of Commitment:
 - Minimum of 2 years
 - Indefinite tenure

- Duties & Responsibilities
 - Oversees entire Gateway development and maintenance
 - Ensures that Knowledge Management principles are incorporated
 - Coordinates with the various Gateway Proponents and Advocates
 - Coordinates activities of TCs for the various content areas
 - Assists in recruitment of TCs and Content SMEs
 - Drafts and updates Project Management Plans
 - Drafts HQ correspondence as needed
 - Maintains updated information on the NRM Gateway Initiative page of the Gateway
 - Periodically reviews the Gateway to maintain overall concept of the site
 - Assists with marketing of the Gateway, to include presentations at conferences and meetings

APPENDIX 4

Technical Coordinator (TC) Protocol

NRM Gateway Initiative TC Protocol

- Length of Commitment:
 - Minimum of 2 years
 - Indefinite tenure
- Duties & Responsibilities
 - Assists in recruitment of Content SMEs
 - Drafts HQ correspondence as needed, to include new Content SMEs appointments and content development workshop announcements
 - Acts as the catalyst to promote SME content development in response to new requirements and to educate the CoP about individual programs
 - Conducts periodic content development workshops
 - Coordinates content delivery and review protocol with Content SMEs, Steering Committees, Headquarters Proponents, the Gateway Web Developer, the Gateway Project Leader, and the Gateway Technical Coordinator (includes periodic TDY for coordination meetings)
 - Serves to promote distance learning for the CoP or Sub-CoP for their content area
 - Continuously reviews the Gateway to maintain overall concept of the site and to suggest links between various pages with related information
 - Evaluates comments received periodically about their content area and responds appropriately
 - Assists with marketing of the Gateway, to include presentations at conferences and meetings

APPENDIX 5

Content Subject Matter Expert (SME) Protocol

NRM Gateway Initiative Content SME Protocol

- **Costs:** Each SME's district is responsible for labor costs incurred for this initiative. TDY costs will be required for a 1-week content development/update workshop if the page content requires a workshop. No additional TDY requirements are anticipated. SME activities will be conducted virtually as much as possible.
- **Equipment & software requirements:** Each SME's district shall provide access to a PC typical of that used by NRM employees in the district represented, with Corps standard software and Internet access. This does NOT have to be a dedicated machine, as the NRM Gateway is designed for accessibility from any standard Corps PC.
- **Information Management (IM) Support:**
 - NRM Gateway Web Developer: If problems are experienced accessing the site, contact Ginny Dickerson first to determine if it is an issue that she can fix.
 - ACE-IT Support: If problems are experienced with software, or if software (i.e., Adobe Reader) upgrades seem necessary to view content, each SME Team member shall coordinate with ACE-IT to resolve the issue.
- **Estimate of Time involved:** The following are estimates based on previous SME experience. Time will vary based on program activity and individual approach to the tasks:
 - 1 week - Attendance at Content Development/Update Workshop (due to budgetary constraints this may be done virtually).
 - 2 days - Provide materials to the web developer based on content development decisions made at the workshop.
 - 2 hours - Thoroughly review the site after notification that the web developer has posted materials from the workshop. Submit comments in accordance with the due date established by the web developer.
 - 2 hours - Update the page when notified that the web developer has posted additional content or made significant format changes to the site.
 - 2 hours/quarter - Routinely review and update the site quarterly or as required.
 - 2 hours/month - Respond to ongoing email/phone inquiries from NRM team members about posted content.
 - 2 hours/month - Evaluate and forward Good Enough To Share and Lessons Learned submissions to the web developer for posting.
 - Varies (usually only brief email or phone call required) - Coordinate with Headquarters POC before submitting non-routine items for posting.
- **Length of Commitment:**
 - Standing Committees with PDT Chairs: Concurrent with appointment (SME duties can be delegated to a team member)
 - All other SMEs: Minimum of 1-year, Indefinite tenure

APPENDIX 6 Milestones

NRM Gateway Initiative

MILESTONE SCHEDULE	ORIGINAL	CURRENT	COMPLETE
Development of a Website for the Recreation Program is identified as a priority initiative by attendees at the fall 1999 RMSP Meeting. Kathleen Perales is the Principal Investigator (later called Project Leader), and Susan Shampine is named the RMSP proponent for the effort.			Nov 1999
Preliminary Website Working Group meeting is held at WES to begin planning for site development.			Mar 2000
Spring 2000 RMSP Meeting participants are presented with the strawman of the site, and add further support for the initiative.			Apr 2000
Dr. Bonnie F. Bryson is detailed to WES to coordinate initial content development for a prototype Website.			Jul - Nov 2000
First meeting of the full Working Group to guide Website development is held at Michigan State University. <ul style="list-style-type: none"> • Programs for potential content development and posting on the Website were identified. With the focus on in-house audience, recommended that not only Recreation topic areas but also those for Environmental Compliance and Environmental Stewardship be addressed in the initial announcement of the initiative to the field. • Recommended the site be called the "NRM Website" instead of "Recreation Website." 			Aug 2000
CECW-ON memorandum to the field announces the initiative and requests that Districts and Divisions identify POCs for programs listed, SMEs for Website topic area content development, and Field Reviewers for the Website.			Sep 2000
Fall 2000 RLAT Meeting participants are shown the prototype site. The group prioritizes topic areas for initial content development.			Nov 2000

MILESTONE SCHEDULE	ORIGINAL	CURRENT	COMPLETE
<p>Second meeting of the Working Group is held in Washington, DC: The Website initiative is renamed the NRM Gateway.</p> <ul style="list-style-type: none"> Attendees for the first Content Development Workshop are identified based on review of RMSP prioritization of Recreation topic areas for initial content development. Dr. Bonnie Bryson's association with the initiative is defined as that of Recreation Technical Coordinator. 			Jan 2001
CECW-ON memorandum to the field appoints Content SMEs and describes their roles in Recreation topic area content development. The memo also identifies invitees to the first NRM Gateway Content Development Workshop.			2 Feb 2001
First NRM Gateway Content Development Workshop for Recreation topic areas is held in Louisville, KY.			20-23 Feb 2001
CECW-ON memorandum to the field appoints members of the Field Review Group and identifies their roles in reviewing Gateway site development.			16 Mar 2001
NRM Gateway's grand opening coincides with the NRM National Meeting in Portland, OR.			10 Apr 2001
Receive National Society for Park Resources Professional Association's William Penn Mott Award for Excellence, October 5, 2001. Highest Distinction for Professional Achievement in the Field of Parks and Recreation.			Oct 2001
First workshop for Environmental Compliance topics held concurrently with third Content Development Workshop for Recreation topic areas Louisville, KY.			Feb 2002
Engineer Research & Development Center (ERDC). ERDC Award for Outstanding Achievement in Technology Transfer 2002.			Jun 2002
First Content Development Workshop to develop Lake Discovery knowledge management component, Louisville, KY.			Aug 2002
First "Gateway to Go" product is released: Environmental Careers business card CD.			2002
Environmental Compliance page comes on line.			2003
First "Treasure Hunts" to encourage field use of Gateway are initiated by LRN (Avis Kennedy) and SAD (Brad Keshlear). These innovations are recognized by General Flowers at the NRM National Conference.			2003

MILESTONE SCHEDULE	ORIGINAL	CURRENT	COMPLETE
First Content Development workshop for Partnerships, Louisville, KY.			Jul 2003
Partnerships pages come on line in conjunction with Joint Ventures – Partners in Stewardship Conference. Second “Gateway to Go” product is released at this conference: Partnerships business card CD.			Nov 2003
First Content Development workshop for Environmental Stewardship topic areas, Keystone, CO.			Jul 2003
First Recreation Knowledge Management workshop to include academia, Michigan State University.			May 2004
Launch of public pages – the Corps Lakes Gateway (www.CorpsLakes.us). This gateway component provides the general public with consistent information across all lakes and water resource projects that provide recreation opportunities. The site serves as a resource for the Federal Enterprise Architecture Initiative supporting www.Recreation.gov .			2004
NRM Smartbook deployed.			2004
RecBEST deployed.			2004
First Webcasts.			2004
Field Review Group disbanded			2009
Gateway Data Coordinator position dropped			2008
OM CoP page launched			2005
ES Content Development Workshop.			2005
ES pages on-line.			2005
RecSTATUS launched			2005
OM Content Development Workshop.			2006
Operations Project Manager CoP Gateway section launched			2006
E-S Best launched			2007
E-S BEST launched			2007
NRM Gateway Glimpse launched			2007
Park Ranger CoP Gateway section launched			2008
NRM Smartbook launched			2008
Park Ranger Chat launched			2008

MILESTONE SCHEDULE	ORIGINAL	CURRENT	COMPLETE
Book chapter published: Bryson, B. F., Perales, K., Jackson, R. S., and Dickerson, V (2008) Knowledge Networks: The Social Software Perspective, Chapter Corps of Engineers Natural Resources Management (NRM) Gateway: Communities in Practice, edited by: Miltiadis D. Lytras, University of Patras, Greece; Robert Tennyson, University of Minnesota, USA; Patricia Ordonez de Pablos, Universidad de Oviedo, Spain. IGI Global.			2009
VA Management Survey conducted through the Gateway			2011
Partnership Advisory Committee reorganized and updated Partnership pages			2011
Gateway Team completed Knowledge Management Certification			2011
Park Ranger Glimpse launched			2012
Park Ranger CoP assumes Field Review role	2014		
Park Ranger Chat / NRM Chat upgrade	2015		
Lake Discovery changes from a KM based page to integrate NRM information, to a public outreach component (the Interpretive Services and Outreach Program, Partnerships and Water Safety	2015		

Appendix 7

NRM Gateway Website Technical Area Development Process

