

Appendix C

Project Management Plan

for the

Recreation Management Support Program (RMSP)



**US Army Corps
of Engineers®**



US Army Corps of Engineers

2004-2007

Preface

The Recreation Management Support Program (RMSP) is designed to provide support for recreational issues or initiatives that have broad applicability to Corps Civil Works projects nationwide. This is accomplished through management studies, management assistance, and information exchange. It is governed by the Recreation Leadership Advisory Team (RLAT).

This Project Management Plan (PMP) provides a cooperative strategy for addressing the most critical national issues affecting the Recreation Management Support Program within the Corps during the next three years.

In accordance with ER 5-1-11, U.S. Army Corps of Engineers Business Process, this PMP is a living, working-level document that will be revised as needed to reflect changes in strategy, funding, or management goals.

**Project Management Plan
for the
Recreation Management Support Program**

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1.0 Purpose.

1.1 PMP Purpose. The purpose of this Project Management Plan (PMP) is to clearly define primary focus areas (or “goals”) and high priority issues of the Corps recreation program that can best be addressed on a national level and that require research or technological support. The result will be a management plan with well-defined responsibilities/milestones for addressing critical issues and an on-going process for incorporating lessons learned.

1.2 Focus Areas. Strategic focus areas for the RMSP support providing benefits to individuals, communities, environment and the economy. Specific projects in support of these desired outcomes include:

- Benefits-based Management
- Communications
- Customer and Partner Satisfaction
- Economic Impact Analysis
- Ethnic Diversity and Corps Recreation Participation
- NRM Gateway
- Recreation Trends
- Recreation Carrying Capacity
- Technology Transfer - Publications
- Visitation Estimation and Reporting System (VERS)
- Strategic Planning/Performance Measures/Budget/Performance Improvement

2.0 Customer Requirements.

The primary customers of the RMSP are the members of the Recreation Program Community of Practice (COP). They in turn, serve the visiting public and our Recreation Program partners. COP requirements for the RMSP include:

- Developing practical solutions for high priority recreation issues.
- Projects that are on time and on budget.
- Provision of technical advice and assistance.
- Serving as a liaison for communicating/exchanging best practices within the Corps Recreation COP and with the non-Corps Recreation COP (partners, governmental agencies, academia, non-profits, etc.)

3.0 Project Delivery Team.

The Project Delivery Team (PDT) will meet twice annually to review progress and to recommend revisions to this PMP in conjunction with the RLAT meetings. Scott Jackson, Research & Development Center, Environmental Lab (CEERD-EE-E) serves as the Project Manager with oversight from Judy Rice, Headquarters Recreation Program Manager. The remaining ERDC PDT members are: Wen Chang, Sammy Franco, Dick Kasul, Julie Marcy, and Kathy Perales.

4.0 Critical Assumptions and Constraints.

- Line item funding for the RMSP continues.
- Recreation demand is dynamic and must support diverse visitor groups.
- Recreation visits to Corps lakes by minority groups will continue to increase.

5.0 Work Breakdown and Status.

Task Areas & Work Items	Completed or Planned Major Tasks/Products	Milestone
<i>RMSP Research and Management Studies</i>		
Benefits-Based Management	a) input into recreation program goals b) outreach to key stakeholders c) initiate pilot application on Kaskaskia Watershed projects with University of Minnesota d) recreation benefit information incorporated into "Value to the Nation" website e) conduct benefit assessment for pilot site	ongoing ongoing completed completed ongoing
Ethnicity and Recreation Participation <i>(includes Intercultural Communications new start)</i>	a) national ethnicity workshop b) interim technical report c) selection of demonstration projects d) preparation of intercultural communication work plan e) implement demonstration projects f) develop best practices for distribution to field staff g) organize/conduct intercultural communication workshop h) develop mini-cultural field guides	completed completed completed completed ongoing ongoing completed ongoing
Recreation Carrying Capacity	a) report -- evaluation of existing studies and formulation of carrying capacity evaluation process b) support development of Fort Worth District carrying capacity policy c) integrate carrying capacity considerations into benefits framework d) review existing carrying capacity evaluation systems	ongoing ongoing ongoing completed
Project YES/ISOP <i>(New Start)</i>	a) prepare HQ YES briefing b) conduct ISOP/EE NRM Gateway Content Development Workshop c) develop resource guide d) respond to HQ guidance in YES implementation	completed FY 04 FY 04 ongoing

Modernize VERS module and (<i>Visitation Estimation Process – new start</i>)	a) developed general approach for modernizing visitation estimation process	completed
	b) revision of VERS reporting system c) refinement of process and work plan	completed

RMSP Management Assistance

National Recreation Trends	a) annual trends report - national recreation trends - manager survey - agency trends b) ARC National Recreation Survey c) develop Trends modules on NRM Gateway	ongoing ongoing completed
Customer Satisfaction Initiatives	a) develop NRRS customer satisfaction survey b) develop national customer satisfaction performance measure c) maintain electronic versions of - comment card - customer care kit - analysis software d) initiate participation in FY02 American Customer Satisfaction Index Survey and continue participation in out years	completed ongoing ongoing ongoing
Support Headquarters Strategic Planning, Performance Measures and (<i>Partnership Initiatives - new start</i>)	a) supported developmental assignments to plan and conduct National Rec. and E.S. Stakeholder meetings. b) participated in developing approach for stakeholder meetings c) provided input to recreation program area strategy and CW Strategic Plan d) support development of HQ partnership initiatives and conduct partnership content development workshop e) refine recreation program area strategy, develop performance measures, and develop RecBEST tool f) assist HQ with preparation of the Program Assessment Rating Tool (PART) for the Recreation Program	completed completed ongoing FY04 FY04

Task Areas & Work Units	<u>Completed or Planned Major Tasks/Products</u>	<u>Milestone</u>
RMSP Information Exchange		
VERS Tech Support	a) Respond to VERS technical support requests b) edit and prepare documents and reports as needed	ongoing ongoing

NRM Gateway	<ul style="list-style-type: none"> a) briefed HQ program area leaders to identify interest in participating b) developed initial Real Estate/NRM module c) working with HR to improve CE recruitment strategy d) complete initial Environmental Compliance module (<i>not funded by RMSP</i>) e) develop draft visitor module f) develop framework for "Lake Discovery" g) develop webcast capability h) develop initial Environmental Stewardship component (<i>not funded by RMSP</i>) 	<ul style="list-style-type: none"> completed completed ongoing completed completed completed ongoing completed completed
RMSP Program Management and Coordination	<ul style="list-style-type: none"> a) organized and participated in fall and spring meetings b) provide program oversight 	<ul style="list-style-type: none"> ongoing ongoing
<u>Related Activities</u>		
Regional Recreation Brochures	<ul style="list-style-type: none"> a) organize field review team b) develop mock up brochure c) contact potential partners to include messages d) complete brochures e) print/distribute brochures 	<ul style="list-style-type: none"> completed completed completed FY04 FY04
Value to the Nation Initiatives (<i>in collaboration with IWR</i>)	<ul style="list-style-type: none"> a) prepare Lands and Waters Brochure b) launch recreation module of VTN website c) prepare environmental brochure d) develop environmental module of VTN website 	<ul style="list-style-type: none"> completed completed completed completed
National Recreation Reservation Service	<ul style="list-style-type: none"> a) developed pilot customer service monitoring system b) Reserve America implemented pilot surveys c) analyze pilot survey data d) provide input into contract performance incentive measures e) support development of NRRS management reports 	<ul style="list-style-type: none"> completed completed completed completed ongoing
Oregon Port Recreation Economic Impact Study	<ul style="list-style-type: none"> a) developed study design b) conducted recreation surveys c) analysis and report d) collaboration with IWR and HQ staff on expanding the approach to other CE navigation projects 	<ul style="list-style-type: none"> completed completed completed ongoing

Task Areas & Work Units	<u>Completed or Planned Major Tasks/Products</u>	<u>Milestone</u>
<i>Related Activities</i>		
National Recreation Reservation Service	a) developed pilot customer service monitoring system b) Reserve America implemented pilot surveys c) analyze pilot survey data d) provide input into contract performance incentive measures e) support development of NRRS management reports	completed completed completed completed ongoing

6.0 Funding.

The fiscal objective of this PMP is to ensure that RMSP funds are efficiently utilized to meet the needs of our customers. PDT members are responsible for effective work execution and fiscal closeout. The primary funding for the RMSP is via a line item request in the Recreation Program budget. Additional funds for specific tasks are provided to ERDC by MSC's, districts, and field offices, and occasionally, by the Institute for Water Resources and other HQUSACE elements. An 8-year funding history is provided:

Areas and Work Units	Funding (\$ 000)							
	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06
Management Studies								
Economic Effects of Boat Docks and Marinas	150	150	0	0	0	0	0	0
Ethnic Culture and Corps Rec. Participation	150	0	170	150	126	0	0	0
Customer Service Plans	15	0	0	0	0	0	0	0
Study Plans	50	50	25	75	0	0	50	0
Benefit Based Management	0	150	200	243.2	150	150	75	50
Recreation Infrastructure	0	150	0	0	0	0	0	0
Carrying Capacity	0	0	50	20	0	50	50	30
Management Assistance	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06
National Recreation Trends	25	140	150	150	175	175	185	200
Comment Card Program	75	25	25	40	50	50	55	60
Innovative Management Practices	0	20	0	0	0	0	0	0
VERS modernization	0	70	0	200	250	300	300	200
Strategic Planning/Performance Measurement	0	0	0	210	260	250	260	270
Project YES	0	0	0	30	0	100	100	100

Information Exchange	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06
VERS Technical Support	75	125	150	75	125	50	50	50
Reports and Publications	34	35	50	25	0	144	50	50
NRM Gateway (recreation component)	0	30	150	150	150	160	170	180
Program Management and Coordination *	55	55	55	70	185	185	185	185
TOTAL	629	1000	1025	1438.2	1471	1520	1530	1335
* Beginning in FY03 -- includes 10% additional ERDC OH								

7.0 Schedule of Proposed Work

Detailed schedules of work may be found in Appendices a - l.

8.0 Quality Control Plan.

Members of the ERDC RMSP Project Delivery Team (PDT) and the RLAT meet twice annually to review RMSP goals and objectives, obtain status reports on assigned tasks, and to make necessary schedule and program adjustments.

9.0 Acquisition Strategy.

Scott Jackson of ERDC maintains centralized funding in support of the RMSP. Funds received are dispersed via the following mechanisms to achieve program objectives:

- Work performed by members of the ERDC Recreation Support Team. Additional contract support is provided by: Ginny Dickerson and Christine Wibowo, along with other contractors and Corps employees on developmental assignments.
- Work performed by academia – Michigan State, Texas A&M University, etc. and student hires at ERDC.
- Work performed by other members of the Corps NRM team.

10.0 Change Management Plan.

As mentioned in section 8, the RMSP PDT and RLAT meet twice annually to review program goals and objectives, obtain status reports on assigned tasks, and to make necessary schedule and program adjustments. Funding priorities are determined annually.

11.0 Communications Plan.

Members of the RLAT are responsible for coordinating with their MSC, district and field office counterparts about RMSP activities such as: program objectives, instrument field

tests, and seeking feedback on program needs as well as the perceived value of proposed or completed projects. A variety of communications techniques are used to provide information to and obtain feedback from the Corps NRM community, to identify needs, to accomplish work and to share lessons learned. These include

- Biannual RLAT meetings
- NRM Gateway – Including “good enough to share” and focus area development workshops
- Periodic Recreation Program strategy briefs
- RLAT and ERDC team member support of national and regional conferences, PDT’s etc.

12.0 Risk Management.

Risk will be managed through the RMSP biannual reviews that include: progress evaluations, reassessment of priorities and resources when needed, and the inclusion of emerging issues. Additional meetings of individual Project Delivery Teams will be held as needed. Schedule and budget constraints are the primary areas of concern.

13.0 Measurement of Project Success.

The ultimate measure of RMSP success is the overall success of the Corps Recreation Program in serving the nation. Additionally, RMSP work is evaluated biannually for: the ability to develop practical solutions for high priority recreation issues, providing projects on time and on budget, provision of technical advice and assistance, and serving as a liaison for communicating/exchanging best practices within the Corps Recreation COP and with the non-Corps Recreation COP (partners, governmental agencies, academia, non-profits, etc.).

14.0 References.

See references section of the Recreation Program PgMP.

15.0 Project Management Plan Approval.

The Project Delivery Team (PDT) will submit the PMP to the Recreation Leadership Advisory Team, the Chief, Natural Resources Management, and the Chief, Operations & Regulatory for approval. Following initial approval, the PMP will be updated by the PDT in coordination with the RLAT, with major changes or deviations approved by the Chief, Natural Resources Management.

Signatures of Project Delivery Team Members

Scott Jackson, Engineer Research & Development Center, Program Mgr.

Wen Chang, Engineer Research & Development Center/IWR

Sammy Franco, Engineer Research & Development Center

Dick Kasul, Engineer Research & Development Center

Julie Marcy, Engineer Research & Development Center

Kathy Perales, Engineer Research & Development Center

Signatures of Recreation Program Delivery Team Members

Judy Rice, HQ Recreation Program Manager

Phil Turner, South Pacific Division

Will Rogers, North Atlantic Division

Brad Keshlear, South Atlantic Division

Don Dunwoody, Northwestern Division

Dr. Michael A. Loesch, Great Lakes & Ohio River Division

Larry Bogue, Southwestern Division

Brad Myers, Kansas City District (chair)
Milford Lake (02-05)

Jim Lynch, St. Louis District (03-06)

Dan Bentley, Tulsa District, Fort Gibson Lake (01-04)

Dr. Bonnie Bryson, Louisville District (02-05)

Dan Keir, Wilmington District (01-04)

Bob Hanacek, New England District, Thames River Basin (04-07)

Brad Long, Sacramento District, Black Butte Lake (03-06)

Approved:

George E. Tabb Jr.
Chief, Natural Resources Management,
NRM COP Leader

Michael B. White
Chief, Operations & Regulatory

Appendix a

Work Unit: Benefits-Based Management

Principal Investigator: R. Scott Jackson

Field Proponent: Don Dunwoody

Objective: The objective of this work unit is to: a) develop the capability to quantify benefits of the current recreation program, b) identify benefits sought by Corps program partners, c) identify best management practices directed toward specific recreation benefits, d) enable managers to direct their efforts toward identified benefits, e) communicate benefits at all levels, and f) integrate Corps strategies with partners and potential partners.

Technical Approach: The study is organized into three parts. First, a national overview of the social, economic, and environmental benefits of the Corps recreation program will be profiled. Emphasis will be placed on benefits to stakeholders including examples of successful programs that target benefits to specific groups and organizations. A report will be prepared that summarizes the benefits of the national Corps recreation program. Second, a series of reports will be prepared which profile the benefits and opportunities generated by the Corps recreation program associated with specific organizations (e.g. tourism agencies, cost share partners, user groups and lake associations). Third, a project level application of benefits-based management will be conducted. The application will develop and apply a process for repositioning a project recreation program to enhance benefits to specific organizations and communities.

Benefits: Results will enable recreation-resource managers to direct their efforts to optimizing returns on investment in terms of benefits heretofore unidentified. Integration of benefits from recreation can be incorporated into management strategies both in house and in cooperation with partners. Additional benefits are identified in the study plan.

<u>Milestone</u>	<u>Scheduled</u>	<u>Rescheduled</u>	<u>Completed</u>
Plan of study	Jun 99		Jun 99
Assemble information on the significance of the Corps recreation program	Jun 00		Sep 99
Solicit information on benefit-targeted recreation programs	Aug 00		Aug 00
Report – national benefits of Corps recreation	Sep 99		Sep 00

<u>Milestone</u>	<u>Scheduled</u>	<u>Rescheduled</u>	<u>Completed</u>
Identify organizations to conduct benefits profile and pretest survey procedure	Dec 00		Dec 00
Reports – organization benefits profiles	Aug 01		Aug 01
Select project for application of benefit-based management approach	Dec 01		Dec 01
Prepare project benefits action plan	Apr 02		Apr 02
Manual – benefit based management approach	Sep 02		Sep 02

Accomplishments: A study plan was prepared and submitted to the RMSP program manager in June 1999. The plan was coordinated with Mr. Don Dunwoody, the work unit proponent. National recreation benefits were solicited and communicated in a national recreation program area brochure. The brochure will be used to communicate the scope and benefits of the Corps recreation program to internal and external audiences.

Concerns/Issues: The evaluation of participants at the October 2000 benefits workshop was used to adjust the direction of the work unit in terms of project level activities.

Appendix b

Work Unit: Communications (Includes YES, ISOP and Intercultural)

Principal Investigator: Julie Marcy

Field Proponent: Dr. Michael Loesch, Phil Turner

Objective: This work unit addresses: a) intercultural issues ranging from communications to facility design, b) improving our Interpretive Services and Outreach Program (ISOP and Young Environmental Stewards), and c) improving delivery of key Corps corporate messages.

Technical Approach: This effort will consist of:

1) An empirical approach using three demonstration projects throughout the U.S. to test current theories on inter- and intra-ethnic recreational behavior. Pre- and post-implementation monitoring at the selected demonstration projects will be conducted and intensive analysis of monitoring results will precede the preparation of the final technical reports, journal articles, and proposed training course. This includes identifying demographic trends and the types of improvements desired by the Corps traditional (white) customer base as well as the three ethnic minority groups that will have the greatest economic impact on the COE recreation program (African, Hispanic, and Asian Americans). Selection criteria for the demonstration projects will be developed as part of an ERDC workshop on ethnic recreational trends. An interim report will be prepared along with a journal article at the end of the first year. During the second year specific recommendations will be provided to participating Corps Demonstration Projects and Districts on facilities improvements and modernization as well as recommended changes in services. Pre-implementation monitoring will begin using university researchers and continue throughout the implementation phase. An interim report will be prepared on the results of these monitoring efforts. During the third and final year post-implementation monitoring will be completed and the results of the total research and monitoring effort will be documented in a final technical report and a journal article. Training course(s) for Corps Personnel will be conducted at one or more of the demonstration projects at the conclusion of the work unit.

2) Development of an ISOP resource guide and associated resources/exchange pages on the NRM Gateway, along with developing the YES/environmental education program in conjunction with other federal agencies and partners such as the National Environmental Education and Training Foundation (NEETF) and the Council for Environmental Education (CEE).

3) Development of new recreation information products such as: Value to the Nation,

brochures, associated visitor pages on the NRM Gateway, and the development of other corporate communications in support of HQUSACE.

Benefits: The research work unit will provide practical information to support the RMSP leadership team and Corps managers in their short-term and long-term planning for the modification of existing facilities, the design of new or upgraded recreational facilities, and the operation and management of existing Corps recreational facilities to meet a dynamic visiting population. Additionally, lessons learned with best practices will be shared within the NRM community of practice and across the Corps with interpretive tools and key corporate messages.

<u>Milestone</u>	<u>Scheduled</u>	<u>Rescheduled</u>	<u>Completed</u>
Intercultural			
Plan of study	Oct 00		Oct 00
Ethnic Recreation Trends Workshop	Oct 01		Oct 01
Interim Technical Report/Article	Jun 02		Jun 02
Second Interim Report/Article	Jul 02		Jul 02
Selection of Demonstration Projects	Sep 02		Sep 02
Demo Project Status Reports (Env. Conf.)	Apr 03		Apr 03
Interagency Cultural Workshop	Aug 03		Aug 03
Mini-Cultural Field Guide Development	FY04		
Training Course(s)	TBD		
ISOP/YES			
YES Briefing for CW-ON	Jul 02		Jul 02
Briefing for Kevin Coyle, NEETF	Mar 03		Mar 03
Corps/NEETF Teleconference	Jun 03		Jun 03
NEETF Partnering Conference	Sep 03		Sep 03
CEE Partnering Meeting	Feb 04		Feb 04
Development of Resource Guide	Aug 04		
Refinement of ISOP/EE Gateway Pages	Aug 04		
Corporate Communications			
Develop draft regional & national campground brochures	Aug 02		Aug 02
RLAT Review	Oct 02		Oct 02
Environmental Conference Review	Apr 03		Apr 03
Final field review of new brochures	Sep 03		Sep 03
Print regional and campground brochures	Dec 03	Aug 04	
Assistance to CW-O Communications PDT	Ongoing		

Accomplishments:

1) Intercultural - A study plan was prepared and submitted to the RMSP program manager in October 2000. The plan was coordinated with Dr. Mike Loesch and Mr. Phil Turner, the work unit proponents. Demonstration projects selected in September, 2002 are: Chief Joseph Dam/Rufus Woods Lake, Washington (Laura Beauregard POC), Grapevine Lake, Texas (Tim MacAllister POC), and Lake Success, California (Robert Moreno POC). A technical report "Managing for Ethnic Diversity – Recreation Facility and Service Modifications for Ethnic Minority Visitors" was published in June 2002. A technical report "Hispanic Recreation at Corps of Engineers Lakes in the Greater Tulsa Area: Results of Two Hispanic Focus Groups" was published in July 2002. Status reports were provided at the Corps Environmental Conference in August 2003. A joint intercultural communications workshop with the National Park Service was conducted in August 2003. Permission was obtained from the Marine Corps Intelligence Activity in March 2004 to use information in their "Country Handbooks" to prepare mini-field cultural guides for NRM personnel.

2) ISOP/YES – A YES briefing was prepared for CECW-ON in July 2002. A briefing was provided to NEETF on ISOP/YES in March 2003. A representative participated in a joint Corps/NEETF teleconference in June 2003. A representative attended a NEETF Partnering Conference in September 2003. A coordination meeting was conducted with Joretta Hawthorne, Council for Environmental Education, in February 2004 to discuss cooperative environmental education efforts such as "WET in the City". Julie Marcy was accepted as a Corps Environmental Education PDT member by Steve Austin, HQ. An ISOP/EE content development workshop is scheduled for the week of 16 August to refine existing NRM Gateway ISOP pages and to develop an interpretive/environmental education resource guide.

3) Corporate Communications – Developed new regional brochures and a national campground brochure and submitted them for numerous field and RMSP reviews. They were sent out for the final field review in September 2003 with comments received in December 2003. Artwork was completed in May 2004 and printing is scheduled for June 2004. An additional request for assistance was received from the project manager of the CW-O Communications Plan of Improvement in October 2003.

Concerns/Issues: Corps communications were targeted as "Red" (in terms of performance) by the Chief of Engineers in August 2003. This finding has generated a number of communications improvement actions that may impact our scheduled work and provide additional opportunities for integration.

Appendix c

Work Unit: Customer Comment Card Program

Principal Investigators: Richard Kasul/Sam Franco

Field Proponent: Brad Keshlear

Objectives: The objectives of this work unit are to 1) provide continuing field support for the customer comment card program and 2) annually obtain and report results of a visitor satisfaction survey of the Corps Recreation Program Area.

Technical Approach: Comment card program - maintain comment card program materials on the NRM Gateway and provide helpdesk services to the field. National survey- develop a survey process for efficiently and accurately measuring satisfaction at a national level; organize and direct data collection activities; collect, analyze and report results.

Benefits: Surveys conducted by field offices provide visitor feedback needed to identify visitor issues and concerns that require attention by project management. Results of the national survey provide data needed to meet performance reporting requirements.

<u>Milestones</u>	<u>Scheduled</u>	<u>Rescheduled</u>	<u>Completed</u>
Develop national customer survey package	May 02		May 02
Pilot implementation of national survey (FY02)	Jun 02	Jul 02	Jul 02
FY02 survey report	Nov 02	Nov 03	Jan 03
Implement FY03 national survey	Jun 03		Jun 03
FY03 helpdesk support	Sep 03		Sep 03
FY03 survey results to CECW-CO	Nov 03		Nov 03
Report of FY03 survey	Jan 04		Jan 04
Implement FY04 survey	Jun 04		
FY04 helpdesk support	Sep 04		
FY04 survey results to CECW-CO	Nov 04		
Report of FY04 survey	Jan 05		

Accomplishments For FY03: Completed analysis and reporting of FY02 national survey results. Implemented FY03 national survey starting 01Jun 03. Completed annual cycle of helpdesk support to project personnel conducting customer satisfaction surveys.

Concerns/Issues: FY04 activities and milestones are subject change as a result of an ongoing evaluation of performance goals and measurement approaches.

Appendix d

Work Unit: National Recreation Trends

Principal Investigator: Richard Kasul

Field Proponent: Brad Keshlear

Objective: The objective of this work unit is to develop and implement an array of monitoring tools to provide appropriate and timely information to anticipate the dynamic demands placed on the Corps recreation program. Demand for recreation opportunities are influenced by a wide variety of social, demographic, and institutional factors. The ability of managers to proactively respond to changing needs and expectations of visitors to Corps projects requires reliable information on the status and trends of recreation both generally throughout the US and specifically associated with Corps projects.

Technical Approach: Information and analysis that identify recreation trends are obtained through existing scientific and agency sources, partnerships with federal and private sector cooperators, data collected on Corps projects using tools and methods developed as part of this work unit. The following four component areas addressed in this work unit are:

1) External Institutional Trends. This component monitors the activities and programs of public and private recreation providers, recreation industry associations, and user groups to track emerging issues being addressed by these organizations. Many issues, such as changing recreation technology, user fees, and management techniques in other institutions will ultimately affect the Corps recreation program. This effort tracks issues as they develop to anticipate their effect on the Corps recreation program.

2) National and Regional Recreation Trends. This component monitors recreation use patterns, preferences, and perceptions of the American public through general population surveys conducted in cooperation with public and private sector partners. This work unit presently supports annual surveys conducted by the American Recreation Coalition (Survey of Outdoor Recreation in American) and the University of Michigan (American Customer Satisfaction Index).

3) Problems/Issues Identified by Corps Managers. This component monitors recreation and management trends on Corps projects through a periodic survey of project natural resources managers. The survey may also address any number of special topics of current interest within the Corps recreation program for which trend information is needed. The last survey, for example, included a lengthy section of questions to document trends in ethnic diversity among Corps visitors. The survey is conducted on an as-needed basis. It may be sent to a sample of managers or to all

managers depending on the scope of the information needed.

4) Recreation Trends on Corps Projects. This component develops and implements tools and procedures to monitor recreation trends on Corps projects, including visitation levels, visitor origins, demographics, recreational activities, visitor response to recreation services and facilities, monetary and non-monetary benefits, and occupancy rates. It assesses the applications potential of new monitoring technologies and supports the development of field surveys, upload capability to Corps information systems, data archival systems, and other tools and procedures associated with monitoring recreation on Corps projects. Development of a GIS-based market assessment toolkit is currently being developed under component. Other efforts begun under this component have later be expanded into separate work units as has recently occurred with the development of monitoring procedures associated with customer satisfaction and recreation use estimation.

Benefits: Awareness of national recreation trends allows managers at all levels to develop programs that are responsive to public needs and take advantage of the latest scientific and technical advances. National, regional, and project recreation-resource managers will be aware of trends in recreation user needs and the latest developments in industry to meet them. This will position our managers to effectively compete for funds and personnel to meet customer demands.

<u>Milestones</u>	<u>Scheduled</u>	<u>Rescheduled</u>	<u>Completed</u>
Test of focus group methods for ethnic visitor groups	Aug 01		Aug 01
Data collection for managers' survey	Oct 01	Feb 02	Feb 02
Annual trends report to recreation leadership	Oct 01		Oct 01
Market Analysis: day-use market definitions all Corps projects	Aug 02		Aug 02
NRM Gateway report of managers' survey	Oct 02	Mar 03	Mar 03
Annual trends report to recreation leadership	Oct 02		Oct 02
Market Analysis: National/Division demographic summary of day-use markets	Dec 02	Dec 03	Dec 03
Performance measurement process	Mar 03		Mar 03
Market Analysis: develop camping market area definitions for selected projects	Aug 03		Aug 03
Annual trends report to recreation leadership	Oct 03		Oct 03
Working market analysis system demo	Jan 04		
Revision of trends pages on NRM Gateway	Sep 04		

Accomplishments For FY03:

Results of a project managers' survey were published to the NRM Gateway at: <http://corpslakes.usace.army.mil/employees/trends/managers/survey.html>. The report highlights 1) visitor ethnicity trends and 2) challenges associated with recreation and natural resources management on Corps projects.

In cooperation with the National Recreation Reservation Service (NRRS), USDA Forest Service and the NRRS reservation service provider, completed a pilot performance measurement study of advance reservations customers of the NRRS. Completed analysis of pilot survey results, developed a proposed performance measurement criterion, and provided recommendations for conducting an ongoing monitoring survey. This activity was jointly funded by the NRRS and this work unit.

Permissions and trainings were obtained to access National Recreation Reservation Service (NRRS) program data. Began development of program reports and trend indicators associated with the Corps camping recreation program.

Development of a pilot recreation market analysis capability for Corps projects was continued. This is a GIS-based platform for analysis of spatial trends associated with the recreation markets served by individual Corps projects. In FY03, the system was expanded to include camping markets. Camping markets associated with individual projects were identified using visitor origin data (home zip codes) recently available from the NRRS.

Continuing a recreation trend monitoring partnership among the American Recreation Coalition (ARC) and federal recreation providers, a \$10K purchase order was submitted for award to the ARC to support the 2003 Roper-Starch survey on "Outdoor Recreation in America". This survey provides results that characterize attitudes and trends in outdoor recreation, including some of specific value by federal recreation providers. This is the 6th consecutive year that funds from this work unit have been provided for this survey.

A \$30K purchase order was submitted for award to the University of Michigan to obtain and report the results of an American Customer Satisfaction Index (ACSI) survey of visitors to Corps projects in 2003. This survey provides national-level performance results for the Corps recreation program. This was the third year that the Corps of Engineers has participated in this survey. It was the first year that the survey was funded by this work unit.

Concerns/Issues: None.

Appendix e

Work Unit: Natural Resource Management (NRM) Gateway – Recreation Component

Principal Investigator: Kathy Perales

Field Proponent: Susan Champine (former RLAT member)

Objective: To develop an Internet website that will meet the recreation information requirements of Corps field managers. When fully functional, we anticipate that this site will:

- RMSP Issues:
 - Post all RMSP reports, technical notes and other products
 - Provide interactive access to RMSP data bases, models, and information tools
 - Provide technical assistance to field users of RMSP products
 - Solicit areas of future research from managers
 - Provide communication between managers and RMSP investigators
- Outside RMSP Issues:
 - Serve employees as a clearinghouse of information on job related functions
 - Post products developed by CE field offices (e.g. district newsletters, manuals,)
 - Provide communication among managers on issues of concern
 - Be a gateway to other web sites addressing areas of interest to project managers
 - Post visitor comments from project websites

Technical Approach: A conceptual website design and phased deployment approach will be developed in conjunction with the work unit proponent and presented to the RMSP leadership team during the spring 2000 RMSP meeting. Initial website development will be initiated immediately following the spring meeting. A team of Corps personnel will be identified to assist in the development of website content for areas of interest.

<u>Milestones</u>	<u>Scheduled</u>	<u>Rescheduled</u>	<u>Completed</u>
Conceptual website design	Apr 00		Apr 04
Initial website developed	Sep 00		Sep 09
Website functions added and maintained	Ongoing		

Accomplishments: An initial analysis of information requirements for potential audiences was conducted. A meeting was held with the proponent and district staff member to identify potential priority areas. Relevant websites were reviewed and evaluated for possible adaptation to meet RMSP requirements. A steering committee

meeting was held summer 2000 to direct the information requirements of the website. A call for nominations was sent to solicit Corps personnel to deliver content to the website and serve as topic area POCs. A strawman was developed and is being maintained on an intranet site for evaluation. Chairs of NRM committees have been contacted to determine their committee involvement in web development. One facilitated session with the career development committee occurred to further communications and assist in parallel web development.

Concerns/Issues: None

Appendix f

Work Unit: Preparation of Study Plans

Principal Investigator: R. Scott Jackson

Field Proponent: All RLAT as needed.

Objective: To develop a study approach and proposed product that addresses a high priority study requirement identified by the RLAT.

Technical Approach: During the Spring RLAT meeting the leadership team will recommend a high priority topic for development into a Statement of Need (SON) and Study Plan. The SON and study plan will be presented during the Fall meeting.

Benefits: The preparation of a study plan will provide an opportunity to evaluate the feasibility of performing research to address the SON and describe in detail the products resulting from the execution of the study.

<u>Milestones</u>	<u>Scheduled</u>	<u>Rescheduled</u>	<u>Completed</u>
Prepare Study Plan	Oct 00		Oct 00

Concerns/Issues: None

Appendix g

Work Unit: Program Management and Coordination

Principal Investigator: R. Scott Jackson

Field Proponent: N/A

Objective: To plan and manage the execution of the RMSP and participate in RMSP related national agency initiatives.

Accomplishments: Conducted spring and fall Leadership Team meetings. Coordinated activities between RMSP and Leadership Team members. Participated in the following CE national initiatives: Recreation Strategy, Recreation Facility Standards Committee, National Recreational Fisheries Executive Order, Interagency Visitor Use Monitoring Initiative, and Recreation Program Area Brochure. Developed cooperative agreements with Penn State University, Texas A&M University, Oklahoma State University, and Michigan State University to participate in RMSP and related research projects.

Concerns/Issues: None

Appendix h

Work Unit: Reports and Publications

Principal Investigator: R. Scott Jackson

Field Proponent: N/A

Objective: Reports and publications are intended to provide effective and timely information to field representatives. The electronic media will be used as the primary method of distribution of reports and publications.

Technical Approach: Publications will be produced as appropriate as a vehicle for sharing the results of research.

Benefit: Resource managers will have research results that can be used in their work.

<u>Milestones</u>	<u>Scheduled</u>	<u>Rescheduled</u>	<u>Completed</u>
Customer satisfaction, 3-year report	Sep 98	Jun 99	Sep 00
Customer satisfaction, 10 lakes report	Sep 98	Jun 99	Sep 00
Customer satisfaction, survey user manual	Sep 98	Jun 99	Sep 00
Ethnic culture, Asian tech note	Jun 99	Mar 99	Mar 99
Ethnic culture, Hispanic tech note	Jul 99	Mar 99	Mar 99
Ethnic culture, report – methodology	Sep 99		Sep 99
Economic impacts, spending profiles report	Mar 99	Sep 99	Sep 99
RECNOTES	Mar 99		Mar 99
RECNOTES	Sep 99		Sep 99
Prepare electronic versions of past reports	Oct 99		Oct 99
Prepare electronic versions of past reports	Sep 00		Sep 00
Biodiversity, Ecosystems & Society Tech Note	Sep 00		

Accomplishments: During FY99, two Technical Notes on Ethnic Culture (Asian American and Hispanic American) were completed. Two issues of RECNOTES were also published. Reports are now being issued electronically.

Concerns/Issues: All reports and publications will be provided only in electronic format. While this represents a cost-effective change, there may be some members of our customer base that do not have access to equipment to receive the information.

Information is required on the need to provide hard copies of publications for dissemination to individuals who do not have electronic capability.

Appendix i

Work Unit: Strategic Planning/Performance Measures Support

Principal Investigator: Julie Marcy, Wen Chang, Scott Jackson

Field Proponent: Judy Rice

Objective: This activity includes: a) Recreation strategic planning support, communication of strategic goals, integration into CW goals, and stakeholder involvement, b) support for development and implementation of performance measures including coordination with other Federal agencies with recreation programs, and c) development of related tools such as automated spreadsheets for managers to use in determining condition status, developing budgets, and prioritizing work.

Technical Approach: Facilitation of group sessions with key internal and external stakeholders, development of measures and associated user tools, and communication within the recreation community of practice and across the Corps as appropriate will be used to perform this work. Measures will be dynamic as they mature and will be used for both upward reporting to elements such as the Office of Management & Budget, and for internal use by project managers.

Benefits: Results will enable recreation-resource managers to direct their efforts into optimizing return on investments, assess progress toward achieving strategic objectives, and tying performance to budget. Lessons learned shared with/from other Federal agencies with recreation programs will result in efficiencies and economies and possibly, the development of some common performance measures. Integration of strategic planning efforts with the overall Civil Works program and Corps program.

<u>Milestones</u>	<u>Scheduled</u>	<u>Rescheduled</u>	<u>Completed</u>
Performance Measure Session/ Refining Strategic Objectives at RLAT - Tampa	Oct 02		Oct 02
Performance Measure Session/ Other Federal Agency Actions at RLAT – DC	May 03		May 03
Assisted IWR/CW-CO with development of interim recreation performance measures	Jun 03		Jun 03

Assisted CW-CO with FY05 budgeting based on interim measures	Aug 03	Aug 03
Hosted Performance Institute Government Performance Logic Model seminar for HQUSACE	Sep 03	Sep 03
Assisted CW-ON with refinement of recreation measures	Oct 03	Oct 03
FY05 measures presented to RLAT	Oct 03	Oct 03
Refinement of measures for FY05	Dec 03	Dec 03
Development of draft PgMP for Recreation	Dec 03	Dec 03
Development of draft PMP for RMSP	Oct 03	Oct 03
Development of draft performance measure, strategic planning and customer service pages on NRM Gateway	Jan 04	Jan 04
Develop and release RecBEST tool	May 04	May 04
Develop Recreation PART	Apr 04	
Assist with development of RBC performance measures	May 04	May 04
Finalize Recreation PgMP and RMSP PMP	May 04	May 04
Update Recreation Program Goals and Objectives	May 04	

Related Items – Separate Funding

Assisted IWR/CW-CO with development of interim environment performance measures	Jun 03	Jun 03
Assisted CE-PG with planning and coordination of the Corps Senior Leaders Conference (SLC)	May 03	Aug 03
Facilitating/Participating in Environmental Performance Measures Workshop for HQUSACE	Oct 03	Oct 03
Facilitated Environmental Compliance Strategic Planning/Performance Measures Workshop	Apr 04	Apr 04
Assist CE-SID with planning and coordination of 2004 SLC	May 04	

Accomplishments: Strategic objectives for the recreation program were refined and

performance measures were reviewed at the RLAT meetings in October 2002 and May 2003. These meetings also included discussions of measures in use by other Federal agencies with recreation programs. Assistance was provided to IWR and CW-ON in developing performance measures for the FY05 budget in June 2003. Assistance was provided to CW-ON in using existing measures to evaluate budgets in August 2003. A seminar from The Performance Institute on the Government Performance Logic Model was hosted at HQ for staff members involved in strategic planning. A draft PgMP for the Recreation Program, and a draft PMP for the RMSP were prepared in October 2003. The Environmental Program was assisted with a performance measures workshop in October 2003. NRM Gateway pages were prepared for strategic planning, performance measures and customer service in January 2004. Assisted Environmental Compliance with a strategic planning/performance measures session in April 2004. Developed RecBEST tool and user's guide March-May 2004 with other members of the PDT. Developed draft OMB's Program Assessment Rating Tool (PART) for Recreation Program April-May 2004. The Recreation Program PgMP and the RMSP PMP were signed at the May 2004 meeting.

Issues/Concerns: Placing a greater emphasis on performance tied to budget and the implementation of USACE 2012 will create a dynamic setting that may require frequent adjustments to focus areas and schedules.

Appendix j

Work Unit: VERS Technical Support

Principal Investigator: Sam Franco

Field Proponent: N/A

Objective: Short-term (not to exceed one day and not including travel expenses) assistance will be provided to field representatives in application of certain tools developed in the research program. These items are currently the Visitor Estimation and Reporting System (VERS) and the Automated Use Permit System (AUPS).

Technical Approach: This activity will normally consist of response to telephone requests for emergency action regarding the application of VERS or AUPS programs. Field representatives should attempt to get solutions to their problems first from identified coordinators in district offices or from the Information Management office.

Benefits: Field users of automated systems will have access to experts that can trouble-shoot emergency problems.

Milestones: Support will be provided as needed.

Accomplishments: We answered 109 AUPS technical support calls and 117 VERS technical support calls during FY99. *Need data updated.*

Concerns/Issues: Technical support for AUPS and VERS continues to place a high demand on researchers to troubleshoot and resolve specific problems. The issue is exacerbated by turnover of field personnel resulting in newly assigned individuals who are in a learning mode to operate these programs and the lack of a reliable consistent funding mechanism to guarantee continued technical support. The VERS is programmed on a DOS platform and is required to meet administration requirements for estimating and reporting recreation visitation. An updated VERS reporting module has been completed and is currently in beta testing.

Appendix k

Work Unit: Visitation Monitoring and Reporting System

Principal Investigators: Wen Chang, Richard Kasul, Sam Franco

Field Proponent: Dr. Michael Loesch

Objective: The goal of this project is to re-establish and modernize the visitation survey, estimation and reporting process. This study will also incorporate with the VERS reporting system and provide a baseline for future use estimation surveys. The objectives are to: 1) improve data collecting and reporting procedures, 2) improve the quality of visitation estimates, 3) develop an archival system for all the information collected for use estimates, 4) evaluate the use of program data (such as NRRS) to improve visitation estimates, 5) evaluate alternative use estimation technologies and processes, and 6) provide guidance for selecting load factors at non-survey sites.

Technical Approach: This project will be implemented in five phases. First, a centralized database and reporting system will be developed as part of the VERS revision and to incorporate data archiving feature into the current data reporting system. In phase II, modernized survey design and implementation process will be developed that include revised survey instruments and sampling design, and to evaluate new data entry technology such as using PDA's and laptop. In phase III, we will be looking at the use of other currently used systems such as NRRS to provide input regarding project visitation, user demographics, user preferences, etc. In phase IV, the work will focus on the improvement of estimates for dispersed areas. These are visitors who live in adjacent properties and walk on to the sites or drive to a non-conventional recreation areas that are not captured by traffic meters. In phase V, we will evaluate the inclusion of recreation visits for other program areas. This will initiate corporate discussion regarding the scope of visitor reporting, including as part of developing a visitation estimation strategy, to include: walk-on visitation at piers, walkways, jetties, the use of shallow draft harbors and harbors of refuge where the Corps maintains the federal channel to the facility, recreational lockage, and so on.

Benefits: This study will provide updates to the current recreation use estimates, which in most projects are based on load factors that have been at least ten years old. By updating the use estimates and the monitoring and reporting system, we will have better knowledge of where we are with regard to the management and operation application, performance measures, and plans for the future.

<u>Milestone</u>	<u>Scheduled</u>	<u>Rescheduled</u>	<u>Completed</u>
Statement of need and basic approach presented at the RMSP meeting	May 03		May 03
Plan of study	Oct 03		Oct 03
Pre-test version of new VERS reporting module	Oct 03		Oct 03
Review, revise current survey instruments and develop sampling design	Feb 04		Feb 04
Evaluate technologies for data entry, incorporate data archiving system	May 04		
Pilot survey	Jun 04 – Sep 04		
Evaluate the use of other visitation data	Oct 04		Mar 05
Review the pilot survey, revise the survey design	Apr 05		
Launch the full survey	Jun 05		
Phase IV: estimates of dispersed use	TBD		
Phase V: Include visitation from other program lines	TBD		

Accomplishments: Dr. Mike Loesch, who is also the proponent of this study, prepared Statement of Need. The study plan is currently being developed by the Recreation Research Team at ERDC.

Concerns/Issues: None

Appendix I

Work Unit: Water-based Recreation Carrying Capacity Assessment Process

Principal Investigator: R. Scott Jackson

Field Proponent:

Objective: To develop field-tested process for estimating the carrying capacity of recreation facilities to deliver quality water based recreation opportunities.

Technical Approach: The work consists of three phases; a) Evaluation of existing carrying capacity studies and evaluation systems to identify relationships between intensity of use and impacts on visitor experience. In addition a prototype evaluation process will be developed; b) field studies will be conducted to test the process; c) revise the process based on field studies and developed lessons learned.

<u>Milestones</u>	<u>Scheduled</u>	<u>Rescheduled</u>	<u>Completed</u>
Plan of study	Sep 00		Sep 00
Phase 1 evaluation of existing studies and formulation of draft carrying capacity evaluation process Report	Sep 01		Sep 01
Phase 2 conduct field studies -- Report	TBD		
Phase 3 develop revised evaluation process and Lessons Learned Manual	TBD		

Accomplishments: Completed study plan.

Concerns/Issues: None