

CECW-ON

20 September 2000

S: 15 Oct 2000

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS AND
DISTRICT COMMANDS, ATTN: CHIEFS, CONSTRUCTION-
OPERATIONS DIVISIONS

SUBJECT: Natural Resources Management (NRM) Web Site Development Initiative

1. This memorandum requests information to facilitate a work effort recommended by the Recreation Management Support Program (RMSP). The RMSP supports the U.S. Army Corps of Engineers recreation business function by providing a mechanism to identify Corps recreation program priorities and address them through appropriate research, management support and information transfer. This is not a mandatory data call. This work effort, however, has great potential to assist the NRM community at all levels by providing ready access to an extensive, dynamic, knowledge-based information tool. Field offices are strongly encouraged to participate in this information collection activity. Information should be provided as described herein by 15 October 2000.

2. The FY00 Work Plan of the RMSP includes a work unit to develop an Internet web site that will meet the NRM information requirements of field managers, rangers, and specialists (foresters, wildlife biologists, fishery biologists, landscape architects, etc). This web site is envisioned as an efficient and dynamic method by which to assemble and manage institutional knowledge of the NRM program and its many components, including recreation, natural resources, environmental resources, cultural resources, environmental stewardship, and career development for all employees. In addition to providing knowledge-based management benefits for in-house staff, a portion of the website will be accessible to the public and designed to market our services to those customers. Initial website development will focus on the Recreation business function. Content, however, will be gathered and eventually posted for the environmental stewardship and environmental compliance business functions so that the website encompasses and benefits the entire NRM program.

3. Development of the NRM website will be an extensive, ongoing process requiring the efforts of many NRM team members and coordination with other web based initiatives such as the interagency Recreation.gov web site to avoid duplication of effort. Conceptual design of the site was developed at the April 2000 RMSP meeting, and a working group met the first week of August 2000 to identify content areas and to prioritize areas of development. The NRM Web Site Development Proposal is provided at Enclosure 2. As a first step in content development, existing NRM committee and task force chairs are being contacted and asked to provide content for their respective programs and initiatives. These chairs will appoint a point-of-contact (POC) who will take responsibility for periodic review and update of their content areas on the website.

CECW-ON

SUBJECT: NATURAL RESOURCES MANAGEMENT (NRM) WEBSITE DEVELOPMENT INITIATIVE

4. This memorandum requests field assistance, as described below, in the web site development initiative. A format for responses is provided at Enclosure 1.

a. Designate a Division or District POC for each NRM program: Reference Enclosure 1, Table 1, Column A. The web site will list the Division and District POCs for each NRM program. To assist in the development of this POC database, Division and District offices should designate POCs for each program or initiative listed in Enclosure 1, Table 1, Column A. Please indicate a negative reply in that column for programs which are not applicable.

b. Nominate NRM website Subject Matter Experts (SMEs) from your Division or District: Reference Enclosure 1, Table 1, Column B. This table has been pre-populated with known data. For each NRM program and/or partnership not showing a pre-populated POC, please nominate an individual who is a subject matter expert (SME) and who will take the responsibility for developing content for posting to the website. Nominations are requested for SMEs who will commit to (a) gathering the initial website content requested for their area of expertise, (b) staying current on program issues, to include on-going investigation of potential web links providing information related to the program, and (c) periodically reviewing and submitting updated information to the NRM site's webmaster. Please enter a negative reply for any program for which no nominee is submitted. Also, please advise if any appropriate content areas are not shown in Table 1.

c. Appoint District Office and field location website reviewers: Reference Enclosure 1, Table 2. Functionality of the site and accessibility by field users are important issues for this website. To insure that site functionality and field-level accessibility are being addressed properly during development and deployment, each district should designate a reviewer at the District Office and at least one reviewer located at a field office within the district boundaries. These reviewers are not required to have any advanced computer skills, but should have typical computer skills to insure the web site meets the needs of the average NRM user. These designated reviewers will receive email communications periodically asking them to access and review the website, and to provide specific comments on site functionality and accessibility. Please designate reviewers in Enclosure 1, Table 2.

d. Advise of existing recreation webpages' URLs. To ensure appropriate links to all existing Corps recreation webpages, please complete Enclosure 1, Table 3 advising of the URLs for any recreation page existing in each district. Once the NRM site is operational, an icon and the necessary information to enable linkage back to that site will be provided.

e. Submit suggested entries to our library of links. A library of appropriate links from the NRM web site is being developed. Please complete Enclosure 1, Table 4, with information

CECW-ON

SUBJECT: NATURAL RESOURCES MANAGEMENT (NRM) WEBSITE DEVELOPMENT INITIATIVE

about NRM program related sites which may be appropriate for linking.

f. Submit Calendar of Events entries. The web site will provide a calendar of events for items of national or regional significance to the NRM community. Using Enclosure 1, Table 5, please submit information for upcoming Manager/Ranger conferences, NRM committee and task force meetings, professional organization meetings, etc. that are appropriate for posting.

g. Submit factoids for each of your projects. The web site will display a different factoid about a Corps project each day on the homepage. Using Enclosure 1, Table 6, please submit a factoid (maximum 70 words) for each project, which highlights some notable feature or activity.

h. Submit suggested icon design for the NRM webpage link. Please encourage all interested NRM team members to submit suggestions for an icon to be associated with the NRM webpage. The icon should be distinctive and reflect well on the NRM mission; it will be provided to those who want to link back to the NRM page. Please submit suggested icon designs by 15 October 2000 to Dr. Bonnie F. Bryson via email (brysonb@wes.army.mil) or fax at 601-634-3726.

5. Please complete Enclosure 1 and send as an email attachment by 15 October 2000 to Dr. Bonnie F. Bryson. Dr. Bryson has been detailed from CELRL-OP-TO to CEERD-EE-R to guide the initial content gathering for this initiative. Ms. Lori Davis, Park Ranger, J. Strom Thurmond Project, is also assigned to CEERD-EE-R to assist with the effort during the month of September. Specific questions on this datacall may be directed to Ms. Bryson via email or by calling 601-634-2928.

6. The NRM web site will reside on a server at the Engineer Research and Development Center (ERDC) in Vicksburg, MS, and will be maintained by Ms. Ginny Dickerson, the Environmental Lab Webmaster. Ms. Dickerson will be responsible for formatting and posting the initial content and subsequent updates submitted by the SMEs.

7. The HQUSACE, CECW-ON point of contact for the NRM website initiative is Ms. Judy Rice at (202) 761-4751.

FOR THE COMMANDER:

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2 Encls

CHARLES M. HESS
Chief, Operations Division
Office of the Deputy Commanding General
For Civil Works

Enclosure 1 to CECW-ON Memorandum
 SUBJECT: NRM Website Development Initiative

INSTRUCTIONS: Please provide requested information and return by 15 October 2000 as an email attachment to Bonnie F. Bryson (brysonb@wes.army.mil)

DISTRICT or DIVISION: _____
 Submitted by (Name): _____
 Date Submitted: _____

TABLE 1 – NRM Content Areas, POCs, and SMEs (reference CECW-ON memorandum Paras. 4.a. and 4.b.)

NRM Content Area	COLUMN A Name of current Division or District POC for this area (Enter N/A if this program does not apply to your Division or District)	COLUMN B For any area where no POC is already listed, please enter your nominees for Subject Matter Experts to develop the content area for the NRM website (Enter N/A if your Division or District does not have a nominee for this program) NAME & PHONE NUMBER
Accessibility		LuAnn Lackey, 706-334-2248
Acquisition of Plant, Ownership & Financial Management		
Aquatic Plant Control Program		
AUPS		Sam Franco, 601-634-4205
Career Development		Dwight Beall, 814-658-3405, X2801
Challenge Cost-sharing Program		
Civil Works Housing		
Conservation USA (formerly TRAIL Boss)		Rick Magee, 978-249-2547
Contributions Program		
Cooperating Associations Program		
Cooperative Agreements for Law Enforcement Services		
Credit Card Program		Todd Yann, 615-736-5115
Cultural Resources Management Program		
Customer Comment Cards		Scott Jackson, 601-634-2105
Ecosystem Mgmt & Restoration Research (EMRRP)		
Environmental Compliance Program		
Fire Management		Diane Parks, 206-764-3431
GIS		
Interpretive Services and Outreach Program		
Lewis & Clark		Jean Nauss, 402-697-2532
Management Considerations for Recreation Areas Relinquished by Non-Federal Interests		
National Public Lands Day		
Natural Resources Stewardship		
NRMS		Mike Owen 817-978-4637, X1882
NRRS		Lynne Beeson, 864-333-1142
O&M Budget		
OMBIL – Environmental Compliance		
OMBIL – Recreation		

NRM Web Site Development Proposal

1. Purpose. This web site shall provide the official single point of access to Corps of Engineers Natural Resources Management (NRM) program information on the World Wide Web, and represents a restructuring and reorganization of the existing recreation and natural resources web sites. This integrated approach establishes a means to ensure that NRM information (consisting of the Recreation and Environmental Stewardship business functions) is readily accessible, properly cleared and released, accurate, consistent, appropriate and timely. A knowledge-based management approach to content development will provide integrated program information. The dissemination of this integrated content will vastly improve communication by providing nearly instant and simultaneous communication of posted information to the entire NRM staff. The site will also provide training resources for all NRM team members, and better serve our overall NRM needs. Additionally, the site will be an important internal marketing tool to show senior leadership what we do and how we do it. Feedback mechanisms throughout the site will provide a forum by which to monitor the effectiveness of information delivery and to determine future program needs.

2. Target Audiences. Identified audiences for this web site are listed below. Initial content development will focus on the Corps NRM audience. The second phase of development will focus on the external audience of visitors to Corps projects. Priorities for additional content development will be determined in the outyear based on demonstrated needs.

Corps Audience		External Audience	
NRM staff	Non-NRM staff	Program Partners	Others
*Rangers	District/Division	Fed/state/local agency	*Visitors
*NRM specialists	Engineers	Quasi-public	General Public
*Project managers	Civilian managers	Concessionaires	OMB
*District NRM	Technical Staff	Industry groups	Congress
*Division NRM	Maintenance/facility	Researchers	Stakeholders
*HQ NRM	Engineers	Volunteers	Academia
	Planners		Media
	Realty specialists		Contractors
	Researchers		
	Programs		
	Economists		
	PAO		

* Recommended priority audiences

3. Content. Information posted on this site will be that which supports the NRM mission and for which the NRM organization is responsible for developing and distributing. Initial content website development will focus on the Recreation business function, but content will also be gathered and eventually posted for the Environmental Stewardship business function in order to serve the entire in-house NRM community. Every effort to validate the accuracy of the information will be made through a review process prior to posting, and periodic update and review will ensure that the content remains relevant and accurate. Information from other sources on the Internet will not be copied, but will be referenced or otherwise linked. No copyrighted information will be posted without written permission of the copyright owner. Product endorsements or preferential treatment of any private organization or individual shall not appear on any publicly accessible portion of the site.

4. Content Providers. Provision of initial content will be requested from existing NRM task forces and committees. Subject matter experts (SMEs) to provide content for other NRM programs/partnerships shall be designated who will commit to (a) gathering the initial website content requested for their area of expertise, (b) staying current on program issues, to include on-going investigation of potential web links providing information related to the program, and (c) periodically reviewing and submitting updated information to the NRM site's webmaster.

5. The site will support the Recreation Business Process. As stated in the draft Civil Works Program Recreation Business Area Action Plan, the Corps recreation business area operates in a highly dynamic environment that requires flexibility to adapt to rapidly emerging challenges and opportunities. That plan (developed with significant input from the Recreation Leadership Advisory Team) includes an agenda of high priority actions that will guide the execution of the Corps Recreation Program over the next five years in the context of the Civil Works Program Strategic Plan. The vision of “where we plan to be in 2005” includes two items directly related to development of the NRM web site:

- ◆ The availability of new technologies and where to obtain assistance to learn the new technologies is available on a Corps web site.
- ◆ Standard recreation facility designs available on the recreation web site are used to reduce costs and place facilities on the ground as efficiently and effectively as possible.

Two additional items can be positively impacted by the integrated approach and improved communications that the NRM web site will offer:

- ◆ The Corps Recreation Program terminology and goals are universally understood within the organization.
- ◆ The Corps is recognized by the public and within the agency as a significant provider of recreation opportunities to the American public.

The Recommended Actions portion of the document include the following items that can be accomplished through the NRM web site:

Administration, Communication and Marketing

3.2 Maintain consistent and timely communications from HQ to the project level and vice versa	a. Identify and implement mechanism to improve two-way communication between headquarters and the field in timely and consistent manner using a variety of methods including a website .
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Human Resources

4.4. Maintain institutional knowledge from aging workforce for new employees	a. Develop knowledge management system for recreation program
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Facility and Land Use Management

7.2 Develop effective modernization program	c. Develop a library of recreation facility designs, construction contracts, specifications and other related materials and post on the website
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Evaluation, Research, and Technology Transfer

10.4 Effectively communicate Information tools and research results to NRM staff	a. Develop a website to facilitate distribution of information tools, enhance communication among NRM staff and support other action items in this plan.
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6. Supported sub-strategies of the USACE Strategic Vision. Appendix E of ER 25-1-99 (Management and Use of CorpsWeb) requires that web site certification documentation answer the question, "Does your web site support the sub-strategies of the USACE Strategic Vision...?" The NRM web site is an innovative use of technology that supports the following sub-strategies:

- ◆ **ALIGN FOR SUCCESS**
 - ◆ This website represents the best business process by which to deliver information to our customers.
 - ◆ The improved communication offered to our in-house staff will help develop common business processes across the Corps.
 - ◆ This site will add linkages to allow "One door to the Corps."
- ◆ **SATISFY THE CUSTOMER**
 - ◆ This web site will allow both internal and external customers easy access to the Corps, maximize effectiveness of available resources, and help create a virtual organization.
 - ◆ By collecting and sharing lessons learned on this web site, we will capitalize on our opportunities for continuous improvements.
- ◆ **BUILD THE TEAM**
 - ◆ Vertical and horizontal communications within the NRM community will dramatically improve – especially by making information available to all team members simultaneously and without the filter that layers of management have historically applied to communications to and from the field.
 - ◆ This site will promote a corporate approach to business that will increase unity of effort.
 - ◆ Improved communications and sharing of information will preserve and enhance our relationships with customers and stakeholders.
- ◆ **RESHAPE THE CULTURE**
 - ◆ This site will provide an excellent forum in which to recognize outstanding employees and publicize all the "good" done by the Corps.
 - ◆ This site's dissemination of information and feedback mechanisms within the site will nurture an environment that promotes open two-way communication.

7. Web site security. During initial web site development, security requirements are being defined and implemented. Pages that the public does not need to see will be earmarked, and a .mil address will be required for access to those pages. Authorized government employees who need to access the site from their home computers will be required to have a password to enter the in-house portion of the site.

8. Server & Webmaster. It is proposed that the NRM website reside on a server at the Engineer Research and Development Center (ERDC) in Vicksburg, MS, and be maintained by Ms. Ginny Dickerson, the Environmental Lab Webmaster. Ms. Dickerson can perform many of the NRM webmaster 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 separate 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 more expensive database/search software often utilized by other sites.

9. Feedback. The NRM site will incorporate feedback mechanisms for users' comments in accordance with the Paperwork Reduction Act of 1995. Public feedback mechanisms will use common opinion-based feedback forms and email links that do not require OMB clearance.

10. Web site cost effectiveness. Distributing information through this site to the entire NRM team is considered an efficient and cost effective means of communication. Cost effectiveness measures will

include gathering and analyzing performance data, to include monitoring “hits” to each portion of the site. An annual evaluation of site utilization will be used to determine if underutilized pages should be eliminated. Maintenance features will be built into the site to reduce the cost to maintain, such as building in databases behind the scenes to make updates quicker and easier, as well as use of software to verify that links from pages under our control are appropriate and valid.