

**Joint RLAT/SAT Session**  
**19 May 2004**

**George Tabb - HQ Update**  
**2012**

- Challenging times, beginning to realize some of the good aspects
- Business line managers - gives us more control of our destiny although in a budget crunch. Have more of a voice in how we do things.
- Community of Practice is great.
- Members of these 2 teams are the types of leaders we need
- Farming out of actions formerly done by HQ. Still need to get a letter out designating MSC's for particular activities. Having some difficulties establishing responsible groups, but will finalize this and get a letter out. Examples: NWD - Healthy US, MVD - Trails

**General**

- **Land Use Management Policy** - Tim Toplisek is coordinating this. This is the most important development we've had in recent times. Please review thoroughly when you receive it. Maurice Simpson and his team have done an excellent job on this
- **OMBIL** - This is critical. It is the highest priority item outside of the budget. Must have current information to make budget decisions, etc. Know this is painful, but it necessary. Barry Holliday and George **concerned** as to how difficult OMBIL is to use. Want to make it more user- friendly. Considering setting up an OMBIL Swat team to help districts who are having a particular amount of difficulty doing initial input. Could there be a user's wizard in program to help casual users. George will be attending OMBIL Recreation **User's Group** meeting to learn more and explore ideas.
- **National Conference** - Will be in first week in May 2005. St Louis hosting the meeting. Rachel Garren (NRM contact) and Sharon Cotner (sp? - Environmental/HTRW contact) are POC's. They would appreciate help from other district reps in setting up this meeting. - George will send a note asking for help. Tentative location is Union Station. Using one of their cooperating associations to help set up. - Something they haven't done before. Advertisement concerning this needs to clarify that it is intended for both groups. Is there more

overlap between NRM and Planning Environmental versus HTRW folks? During conference, there is little overlap between the communities.

- **Succession Planning** - In the next 5-6 years, we will be losing a lot of folks. We need to get some younger folks involved in these leadership teams to facilitate program continuation as slots become available. We might also want to consider inviting some NRM Emerging Leaders/Up and Coming star players to participate each time. - Perhaps one rep per MSC starting with next meeting. Let Scott and Kathy know about this proposal.
- **Outsourcing** - LTG Flowers signed a memo requesting exemption for park rangers. ASA endorsed it and sent to another ASA office that lost it. Copy has been replaced now. Doubtful this will be successful, but we have made the best case we can. Corps outsourcing coordinator said Operations folks would not be affected until 2006.
- **National Scout Jamboree** - Will be at Fort AP Hill in July-Aug 2004 (runs for 10 days). Will need about 10 Corps representatives to help with this. George is chairman of the Conservation Committee. Our exhibit will be redesigned.
- **Operations Corporate Board Meeting** - Attended by Ops corporate board - former MSC Chiefs of Ops. recently. Many budget issues covered. Presentations given at that meeting and notes are on the Gateway. Encourage field folks to look at this. Mike White wants to have a larger senior leaders' meeting with both district and MSC Ops chiefs in October (likely in DC). Purpose is to get everyone on the same sheet of music and begin thinking corporately.
- **Pittsburgh District Situation** - Michael Loesch spoke about. They are facing a difficult situation and there are some lessons learned. Must decrease FTE from 758 to 514 in 1 year. Insufficient funds for current staff. Know there were a number of large construction jobs with stretched out time lines (10 years or so) with corresponding funding cuts. Working on Panama Canal and had difficulties with work decreases. Some strategic errors - hired engineers instead of using AE contractors; unwilling to admit that Pittsburgh is primarily an operating district and not a construction and design district. - This is impacting FTE decreases. Decision was made that the pain will be shared, so Ops will be impacted. Since 1999, Ops has reduced FTE 40% while other district elements have not (some have grown at Ops expense). So, this results in a greater impact to Ops. Senior leadership is

holding information closehold and not involving staff. Eliminating environmental compliance coordinator, and 2 of 3 field biologists. This essentially eliminates environmental stewardship section of district. Mike Cummings, section chief, will be reduced in grade, and section will be reduced from 9 to 4 FTE. Certain elements appear to be favored at the expense of others. Recreation program - leaders established absolute minimum to operate projects. At last minute, Deputy District Engineer made additional cuts at the largest projects in the district. Looking at a total 60% decrease in FTE in overall program since 1999. There will be widespread closures in 2005 and significant environmental impact. Leadership who caused the problem are continuing the program. All of the senior managers who are making the decisions are leaving. Have asked HQ-DC to get involved. Much of their leadership doesn't have operations background and don't realize the value. Mike prepared some excellent reports on this to include violations of regulations and statutes. George talked with Mike White about this. His advice was to get details on whether or not we are able to accomplish our mission and gave this to Mike. He is also doing this for other Operations elements. Regional business concept could help with this by regionalizing functions, but the district is resisting this. The world is very uncertain. We cannot depend on single programs, etc. for future security.

#### **Denise White**

- Denise spoke of Jeff Krause's participation on SAT as chair. Our first leader for 2 years and he has done a great job. He is a shining star and will continue working with the team. We need to find more talent like him to be involved. Presented an honorary award to Jeff for his service. Took photos. Angie Huebner will serve as the next SAT chair.

#### **Gateway Update - Kathy Perales**

- **HQ CoP's** - HQ has recognized that this is 1 of 3 functioning Communities of Practice communications mechanisms (TEN and EKO are other 2) that others should look at as an example. Learning Organization is also working on a workforce connections program. HQ is setting up 24 CoP's. There needs to be an understanding that people are more important to CoP's than software tools. HQ will

corporately purchase some tools for all to use and we will migrate to some of these systems. Once corporate software is purchased, all online sites will be asked to migrate to the new system. All Gateway processes will remain, but we will link to the new system.

- **Visitor URL** - OC has stated they will approve the **Corpslakes.us** url once a few issues are addressed. Then, a formal decision memo will go to Chief of Engineers for approval. This will enable link on Corps homepage. Feel it will be approved without any problems.
- **Migration to AKO** - Downside - POC's for pages will have to be behind firewalls. - Will say subject matter expert and then link to secure site. Will have to remove partnership logos - can keep their names only. Our Smartbook will have to be in a secure location. All secure location access will require AKO password. **AKO id's and passwords are critical.** You must update your password - has gone from 8 characters to 10 characters now. Some of Gateway migrations will have AKO password requirements
- **Gateway Front Page** - NRM Gateway overview. - New Flash program (automated PPT) you can view, download to share, etc. that provides an overview of the Gateway. Some groups have trouble figuring out how a CoP and business program fit together.
- **Visitor Pages** - Want to connect Corps homepage to visitor page on Gateway. Updating maps on pages based on brochure work. Asked RLAT to notify field of new visitor pages. Some of them have reviewed data so we can release it in the near future. We also need your help in determining what other information we need to provide for visitors. Example: new concern with geocaching activities. Let Kathy know as issues like this evolve (visitor do/don'ts) so they can be added to the Gateway work list. She also needs to know if there are special E-mail addresses for info at projects. - Only use if this address is actively managed/mail answered.
- **RecBEST** - It will evolve. If there are disconnects between it and how OMBIL data is entered, that will be figured out. Don't make a wholesale change of how recreation areas are set up in OMBIL for RecBEST. RecBEST will adapt to how program is managed.
- **NRM SmartBook** is new. It contains one access port for employees and one for managers. Managers have authority to change information in it. It lists all current programs on the Gateway and POC's. This includes HQ/MSD/District POC's, link to Gateway sites, and list of

PDT's. Also allows you to E-mail certain groups globally. Doing a work around to access critical field office contacts like Jeff Krause since the system doesn't go to the project level at this time. This database needs to be edited to update POC's, etc. We will remove current Gateway POC lists and use this centralized list in lieu of. George sent a request to the field to do this edit. Suspense date is over. This is a key process, so it is very important to do the edits. We need to figure out where the information gaps are. Would like to update topic list to include other activities in coordination with George.

- **Communities of Practice** - Learned Gateway was not referenced on PMBP portal. Have been working with the Strategic Integration folks (SID) at HQ on corporate CoP's. We have tried to tell the people story of CoP versus a checkbook solution of how to stand up CoP's that didn't include us. Information on CoP activities with HQ are posted on the Gateway. HQ wants info available in 5 areas: learning organization, capable workforce, policy & doctrine, organization communication and national/international relations. CoP prototype was developed for Gateway to show what transition to E-Corps might look like. Want to continue using Gateway until E-Corps Oracle portal is available. Mike White requested that similar prototypes be developed for Ops Regulatory, Infrastructure, Hydropower, Navigation, Safety, Blue collar, and Operations Project Managers. Each community will have a collaborative discussion site on AKO. Categories and content were developed after coordination with sub-CoP leaders.
- **E-Corps and other New Tools** - ERDC Gateway team will be doing review of new products and add only those new functions/capabilities that have value added. The goal is to keep these additions transparent to you. Hasn't been purchased yet. Will be a 5-year Oracle contract. Another group is looking at Tomoye (a portal with templates for collaboration). Other communities don't have a Webmaster and want every member to have posting ability, etc. versus our established process for review and posting. Public pages impact - E-Corps will also be the public portal. Idea is to have the same look and feel for districts, divisions, etc, which ties nicely to new visitor pages. Gateway will be used as the first test site for this for the Corps. Working with Joan on - mutually beneficial arrangement. May need some folks to help work through this in the coming months.

- **Michigan** - Working with university folks next week to talk about how to set up coordinated training opportunities.

### **Crosscutting Issues:**

**Geocaching** - Maurice Simpson and Calvin Foster will work on. Would also like someone from RLAT on team & other districts (Ryan from Lanier). Need a rep from Little Rock since they have experience and a policy for this. Need to find a way to embrace this so it is compatible with our projects. Permit or no, dig or no. Geocaching - process of hiding a cache in a geographic location. Use GPS units to find "numerous buried objects" or unique locations that the cache owner wants to share. - An outdoor adventure game for GPS users. Find the location. Sometimes items are buried. Geographic degree confluences (latitude and longitude) may also occur on Corps lands. We have some homeland security issues. May have something similar to metal detector policy, special event policy. Can also use geocaching to get water safety information out - put key chains, brochures, etc. in the box. Have been told that NPS does not allow this. Need someone from NAD - Brad Myers will help as RLAT rep. Let Maurice know if you have other folks that want to help develop policy. - Should be short and simple. Might also end up charging a recreation use fee.

**401 Series** - What is everyone's status with conversion of NRM folks to 401 series? Jonathan Davis discussed. Don Dunwoody and NWD have had good success with this. Don - Steve Austin, DC HQ, supports this and has put effort into it, but hasn't completed it. Some of local CPOC folks may fight it if they don't understand it. 401 series is quite flexible. Some universities are graduating students without the required hours of science courses in parks degrees. Corps needs to work with academic community to address this. The Park Ranger of today is multi-faceted and they need a broad range of science knowledge to do their job. In NWD, 90% of folks qualified for 401 and were converted. Takes a champion like Don to make this happen. There are advantages to being in a professional series during RIF's. Understand that Steve Austin was supposed to send something out from HQ to facilitate this process. Deb Chenowith also going to change her job description to 401 as Ops Chief. Jacksonville District running into problems with CPOC understanding allowable science credits, etc. Don - you have to hold their hand. A good CPOC contact is Michelle Mitchell - Chief Classification person at Fort Huachuca. - But, a notation that this same

person said Albuquerque cannot have more than 1 401 position. Don's son was disqualified for having too many credits. Will have memo from HQ encouraging this. - Will be signed by Director of Civil Works. Might want a joint endorsement with HR. Need to include success stories of those who have already done it. Don D will prepare a rough draft of this memo for George. In some MSC's, there is an effort to control the number of professional series positions to make it easier to RIF non-professionals. - This goes against the corporate direction given. Kathy will also provide George with a copy of an effort ERDC did with an Outdoor Recreation position in the federal register.

**NRM Advocates** - Losing this in some areas with 2012 structure - District Support Teams. More of a Mike White issue. No longer have a Chief of Con-Ops to fight for our programs, fill our positions when folks leave. Some decisions made out of pure ignorance. Don't know whom to contact to resolve this. Need someone to support NRM issues. For example, NWD has a DST guy who approves travel. Why do they have to explain entire RLAT program to attend a meeting. It will take forever to educate folks. George - Mike is very concerned with this. He realized he no longer has historical Ops Chiefs. His approach is to have the all hands meeting in October. - Reach down to the districts to get more involved. Need to think outside of the box. MSC's are the headquarters forward. When lose Chief of Ops, must rely on George for support. George may be able to help or do something differently than in the past. Has learned that 2012 runs on force of personality with facts to back it up. George steps forward and moves out instead of waiting. Paul - DST functions not well defined in some areas. Business line managers/program managers are also poorly defined. George could help by empowering the Judy, Denise and Janice. That part is not working as effectively as it could be now. Some SES's think business line managers are just bean counters, not technical experts. There are discussions about controlling budgets, performance measures, etc. CoP's are the key to making this work. Mike White needs to get MSC CoP folks re-energized. Will - could we do an NRM program CD like the partnership CD for information purposes? It should include regulations and requirements. Kathy - Plan to develop a stewardship CD, recreation CD, and environmental compliance CD. similar to this. Could also roll them up. Could be exportable or flash presentation. With launch of visitor pages, looking at ability of creating screen savers with our photos, calendar, etc. Could talk about projects in

that congressional district, etc. on the screensaver. Rock Island has historic prints by a famous photographer that they own that could be used for this. They are worth of great deal of money now. Does the joint group want to develop this type of information package? Some liked idea. There is a concern that the audience you want to reach may not want to look at it. Audience is SES's, DST's, plus external stakeholders. Former Ops chiefs, RE Chiefs, Planning Chiefs, etc. are now heads of DST's. - That is their entire focus and function and they act like district employees now. Regional and corporate focus is being lost. Primarily concerned with studies, Planning, etc. NRM was a low priority before, and is lower now. Mail is getting incredibly backed up. DST's have no history or culture to even know enough to ask the right questions. Example, one NWD RIT had a recreation issue that they sent to a Regulatory district person before it finally ended up with Don. Paul - program focus is critical (CoP). It is coming because it is coming from that chain - business line manager - so Paul receives it. If an overall coordination issue, Paul would involve other folks, DC, etc. Some DST's are trying to figure out what they are supposed to be doing. - This is why it is so critical to define CoP, business line manager, DST, etc. People are creating their own definitions for these.

### **Joint Meetings**

- Great savings in terms of money and scheduling to combine for folks who are on both committees.
- RLAT sees lots of overlap with SAT topics.
- Good to mentor, exchange between groups
- Agenda concerns - there is only one workforce on the projects. At joint meetings, might want to have common issues (HR, etc.) with joint PDT's to address where overlap occurs.
- Great opportunity to bring different viewpoints of both groups together.
- Want to continue joint meeting structure.
- Next meeting - end of Jan - early Feb. Last week in Jan is best for one SAT member. Volunteer host - Angie Huebner and Jacksonville District in Florida. Scott and Angie will finalize dates, locations, etc.
- This will place the summer meeting in the Jul-Aug timeframe.

## JoAn Stolley E-Corps Demonstration Webinar

- Recreation CoP is great and serves our public. Recreation comes out on the top of the list in terms of desired information. She sees an opportunity for coordination between E-Corps and Recreation Program.
- E-Corps is an enterprise portal system. We serve Internet environment, intranet environment and extranet environment. The portal makes it easier to shift gears between these 3 environments with appropriate security, etc. Having a single sign-on for moving between these environments is a great capability.
- 2012 spoke about a change imperative. Enterprise portal is a common framework for access and our web presence in all 3 environments.
- **Portal** - Demoing a pilot hosted by ITL - 140-day pilot with a sampling of data with relevancy to the Corps. Includes: headers for key information, navigation bar on left, and ability to move with one click between both organizational and business views. Different folks may author sections. There is a lot of offerable space that may be applied to multiple contexts. Showed a Recreation portal page sample that maintains a common structure/format. Page also has link to NRM Gateway - would link to whatever appropriate program page is. Can provide authoring capability at whatever level is preferred. Example, categories on left in navigation bar. - First 2 may be standard for all programs and only HQ can change them and remaining items may be customizable by program. This is not intended to supplant NRM Gateway, but to provide additional functionality and provide some corporate standardization.
- **Author Tool** - how to input data. Would assign appropriate permissions to CoP members. There are online authoring templates for easy input of data. You may attach pictures, video, other documents, etc.
- **Search Engine** - "Autonomy" is proposed. Did a sample query on clean up day that pulled up a variety of information. Also allows public to register their interests such as notify me via E-mail when public updates are posted for Lake Lanier.
- **Recreation Page** - Is there interest in providing information or helping to build this? Regional Business Centers are interested in bringing delegating authority to district level.

- **Brand Recognition** - Another desired feature - a common appearance for all Corps pages.
- **Deadly** - Public enters pages and finds no content.

### Questions/Comments

- This is a door to other pages, but will also provide a new Corps homepage. - No longer a static web page, but a page with multiple capabilities. Also provides common functionality - where to search for events, calendars, etc.
- Joan met with PAO folks last week in Seattle and presented E-Corps. RBC's plus SID and Chief have final say on E-Corps. PAO said we need consistency; we need a framework across the Corps. They had many questions about how this would be done. It was well received by PAO. PAO says the public doesn't care about the Corps organization. Their most common requests are for: project information, recreation opportunities, permitting, and what is near to me for contacting Corps. ITL will host this corporately. Will be some cost sharing for business program usage. Hope to deploy initial package by late summer.
- Will this be the way we will go live to the public for CorpSlakes? We are launching CorpSlakes pages separately, but they will also be linked to E-Corps. Need to decide if there is some contribution of content to E-Corps at some level. We have lots of data on both Gateway and CorpSlakes. May decide that MSC's will provide recreation news, etc. For example, we can give Michael Loesch the ability and authority to post a news article on E-Corps. We need to decide what What New boxes we should have for Recreation such as a standing box for Lewis and Clark, one for Public Lands, etc. We can also create common calendars for events across the Corps - can do this nationally, regionally, etc. Can also have a voting portlet to ask questions of users that provides real time results. Portlets may be used for many different purposes without being rewritten. Portlet means a box that can hold information - one may just hold links, one may have stories and pictures, one may house a calendar of events, etc.
- Is the primary audience for initial rollout is for the public, but MyCorps will follow shortly thereafter for use by employees. This allows personal customization of pages with information. This is intranet only space. Moved with one click between public pages, internal pages and CoP pages. - Each would have their own authorizations, etc.

- Also provides capability for FAQ's for either internal or public use.
- Joan really wants us to be a part of this effort. There has been some concern that NRM Gateway might be swallowed by Recreation 1-stop etc. If we are integrated into E-Corps, we would be protected under this Corps system and retain control.
- This simply provides another method for getting into our information through the Corps' front door. If we have a lot of Recreation information in the rollout of E-Corps, that will give us some high visibility. Envision there being a lot of overlap of information between E-Corps and Gateway.
- Concern that E-Corps does not have a polished web appearance yet that will appeal to the public. Joan directs the bureaucracy of IT investments. This is a positive partnership for us. She is using our content and the Gateway functionality to sell E-Corps to the senior leadership. Joan is really reaching out to partner with us.
- Origin - E-Government is very important to OMB under PMA, etc. Plus, LTG Flowers announced last year that Corps Communication, and in particular, our homepage was broken.
- ERDC working to avoid this effort becoming additional effort for field. Instead, hope to pull information out of Gateway pages.
- Corporate IM folks are making major purchases for software - Autonomy search engine etc. We couldn't afford to buy this tool for the Gateway, but we will be able to use it if a license is purchased.
- E-Corps is the next generation of the Corps homepage. It is an umbrella over existing pages. Very similar to what we did in bringing together the Recreation community. E-Corps does the same thing for all of the Corps programs. We are also offering our people to test collaboration tools.
- Will PAO have more authority to determine what will and will not appear?
- May also have more access to other existing ORACLE systems with this tool.
- RLAT needs to decide what our portlets will be and who will have authoring responsibilities, and define the business process for doing collaboration, etc.