Project Management Plan

Project Title: Natural Resources Management (NRM) Gateway Website Initiative
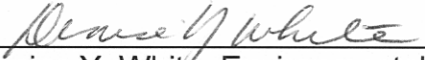
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Date Prepared: 22 February 2005
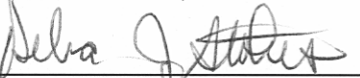
PMP ACCEPTANCE SHEET

I have reviewed this document and certify that it contains accurate content and is sufficient to guide project execution.
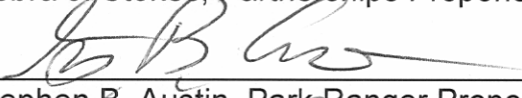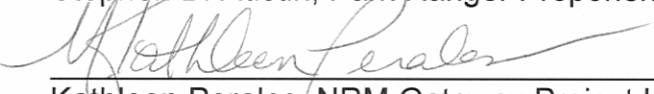
_____   MAY 0 4 2005
George Tabb, NRM CoP Leader   Date

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Judith Rice, Recreation Proponent   Date
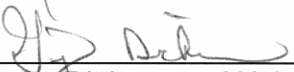
_____   MAY 0 4 2005
Denise Y. White, Environmental Stewardship Proponent   Date

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Janice A. Smith, Environmental Compliance Proponent   Date

_____   MAY 0 4 2005
Debra J. Stokes, Partnerships Proponent   Date
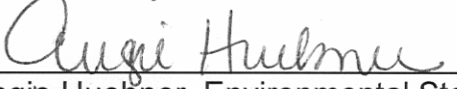
_____   MAY 0 4 2005
Stephen B. Austin, Park Ranger Proponent   Date

_____   MAY 0 4 2005
Kathleen Perales, NRM Gateway Project Leader   Date

_____   MAY 0 4 2005
Ginny Dickerson, Website Developer   Date

_____   MAY 0 4 2005
Susan Shampine, RLAT Proponent   Date

_____   MAY 0 4 2005
Bonnie F. Bryson, Recreation Technical Coordinator (TC)   Date

_____   MAY 0 4 2005
Angie Huebner, Environmental Stewardship TC   Date

_____   MAY 0 4 2005
Valerie Krenicky, Environmental Compliance TC   Date

_____   MAY 0 4 2005
Cori Brown, Partnerships TC   Date

_____   MAY 0 4 2005
Franklin E. Star, Corps Lakes Gateway Data Coordinator   Date

Kevin Salvilla   MAY 0 4 2005

Kevin Salvilla, Lead Field Review Group Member   Date

James Carver   MAY 0 4 2005

James Carver, Working Group Member   Date

Brad J Keshlear   MAY 0 4 2005

Brad Keshlear, Working Group Member   Date

Lori A Brewster   MAY 0 4 2005

Lori Brewster, Working Group Member   Date

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The Project Management Plan

1.0 PROJECT SCOPE

1.1 PROJECT DEFINITION.

The NRM Gateway is a knowledge management resource, designed to serve the needs of the NRM community and enhance communication between the NRM community and the general public. It supports the five key functions of Communities of Practice identified in 2012: a) policy and doctrine storage, b) a capable workforce, c) national and international relations, d) organizational communication, and e) a learning organization. This link
 http://corpslakes.usace.army.mil/employees/gateway/pdfs/nrmg-cop-function.pdf
provides examples of how the Gateway performs these functions.

The NRM Gateway is a website where the NRM Community of Practice (CoP) integrates our people, policies, programs and practices. The NRM CoP is part of the US Army Corps of Engineers (USACE), the largest federal provider of water-based recreation, spanning 42 states and over 450 lakes and river systems. The Corps of Engineers Civil Works Natural Resources Management Staff are the primary target for this effort, comprised of over 3,000 Resource and Operation Managers, Rangers, Environmental Compliance, Stewardship (Foresters, Fisheries Biologists, etc.) Specialists and Administration staff. In a 14-year period beginning in 1985 there was a 36% decline in the number of Natural Resource Management (NRM) positions. Organizationally there are Division, District and Lake offices in the chain of command under a Washington Headquarters office with Laboratories and Centers of Expertise dispersed across the country. A barrage of reorganizations has left some offices one deep and others struggling to keep up with new automation and infrastructure changes. The initial design of the NRM Gateway was to provide "information the way managers manage." Beginning with the Recreation business area, the Gateway has evolved to incorporate the Environmental Stewardship business area and the Environmental Compliance initiatives. Each of these three areas previously had their own organizational stovepipes for providing information to the field offices. The NRM Gateway blurs the lines and provides information to managers regardless of the business area or organizational structure, and emphasizes partnerships within the business lines.   Besides the NRM CoP, the Gateway serves citizens through visitor pages that describe recreation opportunities at Corps lakes. The NRM Gateway model has been extended to the entire Operations CoP and the various Sub-CoPs therein.

1.2 OBJECTIVES.

The project objectives are to:

- Serve the needs of the NRM CoP, while integrating it into the larger scheme of the recreation and travel industry, environmental stewardship and environmental compliance arenas and the larger Operations and Regulatory CoP;
- Preserve institutional knowledge;
- Develop practical and agency-approved webpages that provide useful and easily retrievable information for both the NRM CoP and citizens;
- Integrate policies, standards, program histories, best management practices and lessons learned to support the learning organization;
- Incorporate new technology such as webcasting and collaborative software to enhance CoP communication; and
- Incorporate tools such as RecBEST to support NRM initiatives.

1.3 OPERATING PRINCIPLES

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

1.4 ROLES AND RESPONSIBILITIES

Team Members are listed at Appendix 1. Their responsibilities include:

- CECW-CO Proponent – Provides oversight and headquarters level coordination with other elements.
- Project Leader - Provides vision and leadership to integrate knowledge management approaches and peer review accreditation standards in the website's design and development. Leads the development team, facilitates content development workshops, and markets the website to other elements.
- Website Developer – Responsible for all elements of website technical development.
- RLAT Proponent - Working under the auspices of the Recreation Management Support Program (RMSP), represents the interests of the Recreation Leadership Advisory Team (RLAT) that helps direct and support the website's development.

- Technical Coordinators (TC) – Provide coordination and oversight for major content areas. See Protocol at Appendix 2.
- Working Group Members – Meet periodically to review progress and to review and advise on recommendations for improvements.
- Content Subject Matter Experts (SME) - Serve as subject matter experts for various programs and areas of emphasis. See Protocol at Appendix 3.
- Data Coordinator - Coordinates data consistency with Recreation.Gov initiative.
- Field Review Group (FRG) – Consists of Division and District Office, as well as project level reviewers who periodically access and review the website and provide specific comments on site functionality and accessibility. See Protocol at Appendix 4.
- Field Review Group Leader – Coordinates FRG activities (reference CECW-ON memo dated 18 October 2002, subject Natural Resource Management Gateway Initiative - Field Review Group Appointments).
- Contributors - Submit Lessons Learned, Good Enough to Share items, suggestions for site improvement, etc.

1.5 PRODUCTS AND SERVICES

The Gateway serves NRM CoP needs through:

- Improved communications http://corpslakes.usace.army.mil/employees/cecw.html);
- Identification of policy needs (http://corpslakes.usace.army.mil/employees/learning.html);
- Shared best practices (http://corpslakes.usace.army.mil/employees/gets-main.cfm);
- Development and deployment of a performance-based budget evaluation tool (RECreation Budget Evaluation SysTem (RecBEST) used by all CE FOA's, beginning with the FY06 Recreation Program budget development (http://corpslakes.usace.army.mil/employees/recbest/recbest.html));
- Identification of the multitude of programs being performed in the field cross-linked with contact information for the division and district personnel responsible for each (NRM SmartBook; http://corpslakes.usace.army.mil/employees/cecw.html; select "NRM SmartBook");
- A communication network of questions and answers that is open to the public and our partners (http://corpslakes.usace.army.mil/nrmnetwork/qna.cfm);
- Training resources such as valuable orientation to the overall NRM program for new employees. The Gateway also saves staff time by empowering new employees to acquire knowledge independently and on an as-required or as-desired basis. Likewise, any employee with rotating job assignments can independently access program information for refresher training and re-orientation.   Work has begun with the academic community to develop training modules for current employees and future employees (students) as well;

- The Corps Lakes Gateway (www.CorpsLakes.us), also known as the "Visitor Pages" provides the general public with consistent information across all lakes and water resource projects that provide recreation opportunities. This site also serves as a resource for the Federal Enterprise Architecture Initiative supporting www.Recreation.gov; and
- Preservation of institutional knowledge, for example http://corpslakes.usace.army.mil/employees/visitassist/pback.html

1.6 AUTHORITY

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

1.7 LOCATION

This project is national in scope with team members from various locations across the country. The Web Developer and Project Leader are located at ERDC.   The servers that support the website are located at ERDC, Vicksburg. Virtually, we reach a worldwide audience. During CY 2004 the Gateway recorded over 100,000 user sessions, and over 3 million hits for the entire site.

2.0 PROJECT DELIVERY TEAM (PDT) MEMBERSHIP INFORMATION

See Appendix 1.

3.0 CRITICAL ASSUMPTIONS AND CONSTRAINTS

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

4.0 WORK BREAKDOWN STRUCTURE:

The first stage of Gateway development focused on "Recreation for an Internal Audience." Within the first stage, recreation SMEs for existing Programs and Committees were identified. These experts provided information to the Gateway during periodic workshops before and after the official launch of the website in April 2001. The Environmental Compliance component followed a similar process and came on-line in 2003, and Environmental Stewardship pages are expected in 2005. A knowledge-based system called "Lake Discovery" (modeled after the Army's Fort Excellence, which is part of the Morale, Welfare and Recreation program created by the Community,

Family and Support Center) will integrate NRM information and is currently under development. See Appendix 5 for details on Gateway milestones.

5.0 ACQUISITION STRATEGY

The website resides on servers at the Engineer Research and Development Center (ERDC) in Vicksburg, MS, and is maintained by the Environmental Lab Webmaster. Ms. Dickerson performs many of the NRM Gateway 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 significant software update costs for website development are anticipated. Server software updates are also projected to be minimal, as we intend to use the search and indexing features provided by NT server software as opposed to the more expensive database/search software often utilized by other sites.

Priorities for the areas of content development are coordinated between HQ, the RMSP, the Gateway Proponent, the NRM Gateway Working Group and the Project Leader. The general process involved for content development includes identification of need, appointment of a Content SME, coordination between the SME and the TC to submit content, editing of the content, off-line posting of the content by the Web Developer for review by the TC, FRG and HQ POC, approval for the information to go live by the HQ POC. The content acquisition process is graphically depicted at Appendices 6 and 7.

6.0 FUNDING

The RMSP Initiative's Recreation component is the primary funding proponent for development and maintenance of the website. The funding source is O&M, General appropriations. This covers infrastructure purchases and some salary costs of the Project Leader and Web Developer. Some salary costs of the Technical Coordinators may be covered in special assignment capacities.   Other team members, including Working Group, FRG, and Content SMEs perform their Gateway work as collateral duties, with their time and travel absorbed by their respective Division/District/Project funds.

7.0 QUALITY CONTROL PLAN

- All content is reviewed by an ERDC editor prior to posting.
- Headquarters proponents review and approve substantial content postings for consistency with policy prior to authorizing posting.
- Technical Coordinators review new pages and substantial content postings within their area of expertise prior to forwarding to Headquarters proponents. They also coordinate the formal quarterly reviews of their component's pages with Content SMEs and the Web Developer.
- Content SMEs periodically review their pages for accuracy and removal/archival actions on outdated materials.

- An NRM Gateway FRG consisting of Division and District Office, as well as project level reviewers periodically accesses and reviews the website and provide specific comments on site functionality and accessibility.
- Users can comment directly to the Content SME for individual pages or to the Web Developer using email links provided at the bottom of each page.
- Routine corrections suggested by the FRG or users are corrected immediately, and other items such as major format change suggestions are referred to the Working Group for consideration.
- The web developer routinely runs software that detects broken links.
- External audiences such as university students and professors are invited to review and comment.
- Visitor pages are reviewed for accuracy by local representatives of each lake/lock.

8.0 RISK ANALYSIS

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

9.0 CHANGE MANAGEMENT

Changes in mission, scope, schedule, or significant website format changes will be coordinated by the Project Leader with the RMSP, CECW-CO Gateway proponent and the Gateway Working Group.

Routine changes/corrections to web pages and submission of new materials such as Good Enough to Share items can be suggested by users and approved by Content SMEs. Substantial or controversial changes can be suggested by users, recommended by Content SMEs, and approved by Technical Coordinators (non-policy issues) or the HQ POCs (policy issues) for the respective content area in question.

10.0 COMMUNICATIONS

Communications occur in two major arenas: internal to the PDT and external to the PDT. The following describes our approach to communications.

10.1   INTERNAL TEAM COMMUNICATIONS

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

10.2   EXTERNAL COMMUNICATIONS

Emails as well as the Gateway website are the primary means of sending external communication. Examples include periodic reminders to the FRG and SMEs to review pages and provide specific comments and updates. Email and the Gateway website are the primary method of receiving external communication. Users can comment directly to the Content SME for individual pages or to the Web Developer using email links provided at the bottom of each page. Gateway customers are also provided input through direct electronic submission forms for items to be added to the Calendar, Good Enough to Share (success stories), Lessons Learned, and the Glossary. A Self-Guided Tour of the Natural Resource Management (NRM) Gateway is also offered on the home page to help new users.   At the completion of each stage of Gateway development, presentations are made to the RLAT to verify that the product delivered meets expectations.

11.0 PERFORMANCE MEASUREMENT

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

Serve the needs of the NRM CoP, while integrating it into the larger scheme of the recreation and travel industry, environmental stewardship and environmental compliance arenas and the larger Operations and Regulatory CoP - A Gateway page maintains up-to-date user statistics offering measures of utilization by the customers (http://corpslakes.usace.army.mil/employees/gateway/utilize.cfm?Year=0): Examples include the number of :
   o   total hits for the entire site - nearly 9 million for 2001-04
   o   user sessions - over 300,000 for 2001-2004
   o   unique users - more than 1,500 unique users monthly

Preserve institutional knowledge – The quantity of content posted is tracked. In 2001-04, the Gateway initiative populated over 30,000 pages of content and posted nearly 2,500 documents. This includes 31 Program Summary pages that describe the genesis and chronological development of various NRM programs.

Develop practical and agency-approved webpages that provide useful and easily retrievable information for both the NRM CoP and citizens – Site availability time, the number of site contributors and connecting links are tracked. Nearly 100% availability was achieved for 2001-04.   The number of contributors to the website was over 100 for 2001-04.

Integrate policies, standards, program histories, best management practices and lessons learned to support the learning organization – There are 30+ Good

Enough to Share and 30+ Lessons Learned pages where users can not only review currently posted materials, but also make new submissions. A Park Operational Efficiency page was developed for use in early 2005. The numbers of submissions in these categories will be tracked.

Incorporate new technology such as webcasting and collaborative software to enhance CoP communication - Webcasts were used in 2003-2004 to make presentations about the Gateway to District/Division Ranger-Manager conferences, and to orient the field as RecBEST was deployed. Estimated cost savings using this technology compared to in-person meetings will be tracked.

Incorporate tools such as RecBEST to support NRM initiatives – RecBEST was deployed in 2004, and ESBEST is scheduled to deploy in 2005. The usage of these tools by the field will be tracked.

12.0 APPROVALS

This Project Management Plan was prepared and approved by the Headquarters proponents and the PDT members in May of 2005.

13.0 REFERENCES

- CECW-ON Memorandum dated 20 September 2000
  SUBJECT: Natural Resources Management (NRM) Website Development Initiative
- CECW-ON Memorandum dated 2 February 2001
  SUBJECT: Natural Resource Management Gateway Initiative - Content Subject Matter Experts (SME)
- CECW-ON Memorandum dated 16 March 2001
  SUBJECT: Natural Resource Management Gateway Initiative - Field Review Group
- CECW-ON Memorandum dated 25 May 2001
  SUBJECT: Environmental Compliance - Subject Matter Expert (SME) Team
- CECW-ON Memorandum dated 18 October 2002
  SUBJECT: Natural Resource Management Gateway Initiative - Field Review Group Appointments

APPENDIX 1
Project Delivery Team (PDT) Member Information

Name	PDT Position/Title	Email address
Judith Rice	CECW-CO Proponent	Judith.V.Rice@HQ02.usace.army.mil
Kathleen Perales	Project Leader	Kathleen.Perales@ERDC.usace.army.mil
Ginny Dickerson	Website Developer	Virginia.L.Dickerson@ERDC.usace.army.mil
Susan Shampine	RLAT Proponent	Susan.Shampine@SPA02.usace.army.mil
Bonnie F. Bryson	Recreation Technical Coordinator	Bonnie.F.Bryson@ERDC.usace.army.mil
Angie Huebner	Environmental Stewardship Technical Coordinator	Angie.L.Huebner@SAJ.usace.army.mil
Valerie Krenicky	Environmental Compliance Technical Coordinator	Valerie.S.Krenicky@SAS02.usace.army.mil
Cori Brown	Partnerships Technical Coordinator	Cori.A.Brown@NAB02.usace.army.mil
James Carver	Working Group Member	James.L.Carver@MVK02.usace.army.mil
Brad Keshlear	Working Group Member	Brad.J.Keshlear@SAD01.usace.army.mil
Lori Brewster	Working Group Member	Lori.A.Brewster@SAS02.usace.army.mil
Kevin Salvilla	Working Group Member	Kevin.R.Salvilla@SAJ02.usace.army.mil
Franklin E. Star	Corps Lakes Gateway Data Coordinator	Franklin.E.Star@MVP02.usace.army.mil

APPENDIX 2
Technical Coordinator (TC) Protocol

NRM Gateway Initiative
TC Protocol

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

- Duties & Responsibilities
    - Serve as a member of the Gateway Working Group
    - Assist in recruitment of Content SMEs
    - Draft HQ correspondence as needed, to include new Content SMEs appointments and content development workshop announcements
    - Conduct periodic content development workshops
    - Coordinate content delivery and review protocol with Content SMEs, Steering Committees, Headquarters proponents, the Gateway Web Developer, and the Gateway Project Leader (includes periodic TDY to ERDC for coordination meetings)
    - Maintain updated information on the NRM Gateway Initiative page of the Gateway
    - Continuously review the Gateway to maintain overall concept of the site and to suggest links between various pages with related information
    - Evaluate comments received periodically from the Gateway Field Review Group and other sources and respond appropriately
    - Assist with marketing of the Gateway, to include presentations at conferences and meetings

APPENDIX 3
Content Subject Matter Expert (SME) Protocol

**NRM Gateway Initiative
Content SME
Protocol**

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

APPENDIX 4
Field Review Group (FRG) Protocol

NRM Gateway Initiative
FRG Protocol

- **Costs:** Each FRG member's district is responsible for labor costs incurred for this initiative. No TDY requirements are anticipated.
- **Equipment & software requirements:** Each FRG member's district shall provide access to a PC typical of that used by NRM employees in the district represented, with Corps standard software and Internet access. This does NOT have to be a dedicated machine, as the NRM Gateway is to be designed for accessibility from any standard NRM PC.
- **Information Management (IM) Support:** If problems are experienced accessing the site, or if software (i.e., Adobe Reader) upgrades seem necessary to view content, FRG members shall coordinate first with their local IM representatives to resolve the issue. If the problem cannot be solved locally, contact the NRM Gateway Web Developer.
- **Estimate of Time involved:**
  - o 2 hours: Conduct initial review to get familiar with the overall website.
  - o 2 hours/quarter: Thoroughly review specific pages after notification that the web developer has posted materials from content development workshops or added new features. Submit comments to the Lead FRG.
  - o 2 hours/quarter: If designated as a reviewer for specialized content, additional time may be required to review and comment when notified that such content has been posted.
- **Length of Commitment:**
  - o Minimum of 1-year, Indefinite tenure.

APPENDIX 5
Milestones

NRM Gateway Initiative

MILESTONE SCHEDULE	ORIGINAL	CURRENT	COMPLETE
Development of a Website for the Recreation Program is identified as a priority initiative by attendees at the fall 1999 RMSP Meeting. Kathleen Perales is the Principal Investigator (later called Project Leader), and Susan Shampine is named the RMSP proponent for the effort.			**Nov 1999**
Preliminary Website Working Group meeting is held at WES to begin planning for site development.			**Mar 2000**
Spring 2000 RMSP Meeting participants are presented with the strawman of the site, and add further support for the initiative.			**Apr 2000**
Dr. Bonnie F. Bryson is detailed to WES to coordinate initial content development for a prototype Website.			**Jul - Nov 2000**
First meeting of the full Working Group to guide Website development is held at Michigan State University. • Programs for potential content development and posting on the Website were identified. With the focus on in-house audience, recommended that not only Recreation topic areas but also those for Environmental Compliance and Environmental Stewardship be addressed in the initial announcement of the initiative to the field. • Recommended the site be called the "NRM Website" instead of "Recreation Website."			**Aug 2000**
CECW-ON memorandum to the field announces the initiative and requests that Districts and Divisions identify POCs for programs listed, SMEs for Website topic area content development, and Field Reviewers for the Website.			**Sep 2000**
Fall 2000 RLAT Meeting participants are shown the prototype site. The group prioritizes topic areas for initial content development.			**Nov 2000**

MILESTONE SCHEDULE	ORIGINAL	CURRENT	COMPLETE
Second meeting of the Working Group is held in Washington, DC: The Website initiative is renamed the NRM Gateway. • Attendees for the first Content Development Workshop are identified based on review of RMSP prioritization of Recreation topic areas for initial content development. • Dr. Bonnie Bryson's association with the initiative is defined as that of Recreation Technical Coordinator.			**Jan 2001**
CECW-ON memorandum to the field appoints Content SMEs and describes their roles in Recreation topic area content development. The memo also identifies invitees to the first NRM Gateway Content Development Workshop.			**2 Feb 2001**
First NRM Gateway Content Development Workshop for Recreation topic areas is held in Louisville, KY.			**20-23 Feb 2001**
CECW-ON memorandum to the field appoints members of the Field Review Group and identifies their roles in reviewing Gateway site development.			**16 Mar 2001**
NRM Gateway's grand opening coincides with the NRM National Meeting in Portland, OR.			**10 Apr 2001**
Receive National Society for Park Resources Professional Association's William Penn Mott Award for Excellence, October 5, 2001. Highest Distinction for Professional Achievement in the Field of Parks and Recreation.			**Oct 2001**
First workshop for Environmental Compliance topics held concurrently with third Content Development Workshop for Recreation topic areas Louisville, KY.			**Feb 2002**
Engineer Research & Development Center (ERDC). ERDC Award for Outstanding Achievement in Technology Transfer 2002.			**Jun 2002**
First Content Development Workshop to develop Lake Discovery knowledge management component, Louisville, KY.			**Aug 2002**
First "Gateway to Go" product is released: Environmental Careers business card CD.			**2002**
Environmental Compliance page comes on line.			**2003**

MILESTONE SCHEDULE	ORIGINAL	CURRENT	COMPLETE
First "Treasure Hunts" to encourage field use of Gateway are initiated by LRN (Avis Kennedy) and SAD (Brad Keshlear). These innovations are recognized by General Flowers at the NRM National Conference.			**2003**
First Content Development workshop for Partnerships, Louisville, KY.			**Jul 2003**
Partnerships pages come on line in conjunction with Joint Ventures – Partners in Stewardship Conference. Second "Gateway to Go" product is released at this conference: Partnerships business card CD.			**Nov 2003**
First Content Development workshop for Environmental Stewardship topic areas, Keystone, CO.			**Jul 2003**
First Recreation Knowledge Management workshop to include academia, Michigan State University.			**May 2004**
Launch of public pages – the Corps Lakes Gateway (www.CorpsLakes.us). This gateway component provides the general public with consistent information across all lakes and water resource projects that provide recreation opportunities. The site serves as a resource for the Federal Enterprise Architecture Initiative supporting www.Recreation.gov.			**2004**
NRM Smartbook deployed.			**2004**
RecBEST deployed.			**2004**
First Webcasts.			**2004**
OM Page Taxonomy Workshop.	May 2005		
OM Content Development Workshop.	Aug 2005		
ES Content Development Workshop.	2005		
ES pages on-line.	2005		
Carrying Capacity Content Development Workshop.	2005		
Lake Discovery workshop.	June 2005		
Michigan State University Knowledge Management Survey - Students & Managers	2005		

NRM Gateway Content Development Process
Recreation Business Line Example
As of February 2005

Headquarters

Recreation Management Support Program

Proponent

NRM Gateway Steering Committee

Project Leader

Recreation Technical Coordinator

Web Developer

Editor

Content Subject Matter Experts

NRM Gateway Posting

Technical Area Content Development Process
As of February 2005

Content SME

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Technical Coordinator

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Webmaster & Support Staff

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Editor

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Webmaster & Support Staff

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Content SME

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Review Team → HQ

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Content SME

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Webmaster & Posting

↓

Technical Coordinator

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Field Review Group

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Content SME

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Webmaster & Posting