



DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS
441 G STREET NW
WASHINGTON, D.C. 20314-1000

AUG 16 2010

REPLY TO
ATTENTION OF

CECW-CO-N

MEMORANDUM FOR CHIEFS, OPERATIONS AND NATURAL RESOURCES
MANAGEMENT DIVISIONS AND DISTRICTS, AND OPERATIONS PROJECT
MANAGERS

SUBJECT: Distribution of the on-line Park Ranger/Visitor Safety Survey -
Natural Resources Management (NRM) Park Ranger Community of Practice (CoP) Advisory
Board

1. Last week, I announced the NRM Park Ranger CoP Advisory Board's plan to provide a comprehensive on-line Park Ranger/Visitor Safety Survey before the end of the month (Encl 1). I am pleased to announce that the on-line survey is ready for distribution and survey invitations will be e-mailed to participants within a few days. The population selected for this study includes all project-level park rangers (including temporary appointments) and managers that implement the Visitor Assistance (VA) program at the field level. Other NRM professionals that support the VA program such as Chiefs, Operations/NRM/Technical Support branches/sections and their staffs, and Operations Project Managers that do not perform VA duties will be contacted separately at a later date to ensure that we also hear their opinions and perspective about the program and ranger/visitor safety.
2. Dr. Charles Nelson, Michigan State University (MSU), developed the on-line survey (with input from the Corps and other resources) and is responsible for survey distribution, collection, analysis and providing a report of findings to the Advisory Board and CECW-CO. We collaborated with Dr. Nelson because of his experience and success administering surveys to other natural resources agencies and we also wanted an independent view during the development of our survey and analysis of the results. Dr. Nelson has been involved in survey research for the past 30 years including visitor assistance and security. He directed the MSU Park Law Enforcement and Ranger Institute field employee training program for 17 years and has recently evaluated visitor and resource security programs for the Wisconsin and Montana state parks agencies.
3. The primary purpose of this survey is to collect park ranger and manager experiences and opinions regarding the visitor assistance program, equipment, training, patrol and trends so that we can better understand and improve employee, visitor and resource safety and security at Corps projects. The survey directly asks for suggestions on how to improve in all these areas and input on the effectiveness of all the required equipment, training, tools and procedures that resulted

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from the recommendations in the 1995 Visitor and Ranger Safety Final Report.

I know that some of you participated in the 1995 VA review process and were involved in implementing many of the subsequent recommendations, but for those who are relatively new to the NRM community, I've attached a summary of the actions taken in response to the report's 54 recommendations and the changes/improvements made in the VA program since the final report was released (Encl 2).

4. I've reviewed this new on-line survey and look forward to studying the results of the analysis and final report. I believe it will be very beneficial in our continued effort to make improvements within the VA program and enhance our support capabilities at all levels of management within the Park Ranger CoP. I encourage everyone who receives a survey invitation to respond promptly before the survey's expiration date of 3 September 2010. I also strongly encourage supervisors to provide time during the workday for team members to complete the survey. This survey is just one of many products the Advisory Board has completed this fiscal year, and I am pleased with their progress to date. Survey participants that have questions or issues related to the on-line survey should contact MSU in accordance with the instructions provided in the survey invitation. Questions related to the Park Ranger CoP Advisory Board should be directed to Freddie Bell, via email at Frederick.b.bell@usace.army.mil, or at 615-822-4846.

FOR THE COMMANDER:

2 Encls



MICHAEL G. ENSCH
Chief, Operations
Directorate of Civil Works



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S: 19 August 2010

MEMORANDUM FOR CHIEFS, OPERATIONS AND NATURAL RESOURCES
MANAGEMENT DIVISIONS AND DISTRICTS, AND OPERATIONS PROJECT
MANAGERS

SUBJECT: Natural Resources Management (NRM) Park Ranger Community of Practice (CoP) Advisory Board - FY10 Accomplishments and Announcement of a Park Ranger/Visitor Safety Survey

1. Last fall, I announced the FY10 NRM Park Ranger CoP Advisory Board membership and identified the tasks that the Board would be undertaking during this fiscal year (Encl 1). I would like to take this opportunity to share several of the team's accomplishments and update you on what the Board has planned for the remainder of FY10. Listed below are just a few of the team's completed actions:

a. Conducted a comprehensive review of the South Pacific Division's "Analysis of the Corps Visitor Assistance Program" report and submitted recommendations to HQUSACE for consideration and follow-up action.

b. Conducted an NRM-wide survey with field-level managers and rangers regarding radio communication equipment and support services provided by ACE-IT. Feedback from field projects was forwarded to HQUSACE for consolidation and use in discussions with the HQUSACE, Corporate Information Office.

c. Presented a NRM briefing at the Pre-Commanders course at HQUSACE. Mr. Mark Willis, Park Ranger, Nashville District, discussed the value of the NRM program and described the unique responsibilities and scope of employment authorities of the Corps park ranger. His presentation achieved the Board's objective of having a park ranger presence at the course to help ensure that all new commanders are aware and supportive of the park ranger's role within USACE. This inaugural event was a tremendous success and we will continue these park ranger briefings at all future Pre-Commanders courses.

d. Completed an analysis and posted the results of the 3-Up/3-Down feedback exercise with all Park Ranger CoP members. The survey asked two simple open ended questions: 1) in your opinion, what are the 3 most positive aspects of the USACE Park Ranger Program and, 2) in your

Encl 1

CECW-CO-N

SUBJECT: Natural Resources Management (NRM) Park Ranger Community of Practice (CoP) Advisory Board - FY10 Accomplishments and Announcement of a Park Ranger and Visitor Safety Survey

opinion, what are the 3 most negative aspects of the USACE Park Ranger Program? The results are posted on the Gateway at: <http://corpslakes.usace.army.mil/rangers.cfm>. This feedback is being used to identify current issues that need further attention as the Park Ranger CoP develops a comprehensive survey of managers and park rangers.

2. The Advisory Board's plan for the remainder of FY10 is to focus primarily on conducting a comprehensive on-line Park Ranger/Visitor Safety Survey later this month with all park rangers and managers having Visitor Assistance responsibilities. The objective of this survey is to assess the current on-the-ground situation on key items covering visitor and ranger safety, equipment, law enforcement agreements, training and other issues identified from the 3Up/3Down survey, SPD Visitor Assistance report and from other sources. The Board anticipates releasing the survey instrument to participants by the end of this month.

3. I will be providing more information on the survey in the next two weeks but want to make sure we give our temporary park rangers who will be leaving (or have already left for the season) an opportunity to complete the survey. We also understand that some temporary park rangers may not have been issued a CAC and therefore do not have access to a computer at work. I recommend that immediate supervisors inform temporary park rangers in those above circumstances of the upcoming on-line survey and offer them an opportunity to provide an alternate email address to receive the survey invitation. The supervisor must forward the full name of each individual (last name, first name) and their alternate email address to the survey team (via Outlook message to Bonnie F. Bryson@usace.army.mil) by 19 August 2010 so that they can be included in the survey distribution. An Excel spreadsheet is attached that should be used to transmit this information (Encl 2). This is a strictly voluntary option, and offered only to temporary employees who will not have access to a Corps computer during the survey period.

4. I'm very pleased with the Board's progress to date and excited to see the results of the new survey. The Board serves as a cross-functional team of advisors with a primary mission of insuring that the USACE Park Ranger remains relevant, ready and responsive, and will be appropriately positioned for the future of our organization. Questions related to the Park Ranger CoP Advisory Board should be directed to Freddie Bell, via email at Frederick.b.bell@usace.army.mil, or at 615-822-4846.

FOR THE COMMANDER:

2 Encls


MICHAEL G. ENSCH
Chief, Operations
Directorate of Civil Works



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MEMORANDUM FOR CHIEFS, OPERATIONS DIVISIONS, MAJOR SUBORDINATE
COMMANDS AND DISTRICTS, AND OPERATIONS PROJECT MANAGERS

SUBJECT: FY10 Natural Resources Management (NRM) Park Ranger Community of Practice
(CoP) Advisory Board

1. I'm pleased to announce the members of this year's NRM Park Ranger Community of Practice Advisory Board and the Board's new Chair, Mr. Freddie Bell, Park Manager, Old Hickory Lake. The Park Ranger CoP Board consists of a representative from each of the Major Subordinate Commands, as well as the program manager/committee chair from the various park ranger-related national NRM programs. The Board serves as a cross-functional team of advisors with the goal of providing an ongoing support platform for the U.S. Army Corps of Engineers Park Ranger Program. The current membership includes:

Park Ranger CoP Board Chair (four-year term)

- Freddie Bell, Park Manager, Old Hickory Lake

MSC Representatives (four-year terms)

- John Pasa, Park Ranger/NRM Specialist, NWD Representative
- Carrie Richardson, Senior Park Ranger, SPD Representative
- Traci Robb, NRM Specialist, SWD Representative
- Sandra Spence, Operations Project Manager, MVD Representative
- Scott Strotman, Natural Resources Program Manager, SAD Representative
- Tara Whitsel, Park Ranger/NRM Specialist, NAD Representative
- Todd Yamn, Park Manager, LRD Representative

National Program Managers/Committee Chairs

- Pat Barry, Interpretive Services and Outreach Program Manager
- Carolyn Bauer, Volunteer Clearinghouse Program Manager
- Chris Gallagher, Partnerships Advisory Committee Chair
- Bill Jackson, Visitor Assistance Lead PROSPECT Instructor
- Marilyn Jones, NRM Career Development Program Chair
- Rick Magee, National Sign Program Manager
- Lynda Nutt, National Operations Center for Water Safety Manager
- Jim Runkles, NRM Uniform Committee Chair

Headquarters Support

- Steve Austin, Headquarters Proponent
- Dr. Bonnie Bryson, ERDC Support Specialist

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SUBJECT: FY10 Natural Resources Management (NRM) Park Ranger Community of Practice (CoP) Advisory Board

2. The Park Ranger CoP Advisory Board will undertake a number of critical tasks in FY10 as identified in the Board's Project Management Plan, including:

- Publishing the results and analysis of the 3-Up and 3-Down Survey.
- Conducting a comprehensive survey to assess visitor and ranger safety, staffing levels, training needs, equipment requirements, etc.
- Developing plans and tools to communicate the role of the ranger to Commanders, other Corps elements and the public.
- Exploring various park ranger associations and supporting the establishment of a Corps Park Ranger Association.
- Supporting Park Ranger conferences at the division, district and national levels.
- Developing guidance for succession and retention planning for Park Rangers and conducting exit surveys.
- Reviewing and providing recommendations to the SPD's "Analysis of the Visitor Assistance Program" report.
- Supporting the National Recreation Program Road Map with emphasis to increase external awareness of the Corps Recreation Program.
- Reviewing the functional relationships between the Park Ranger CoP and the various ranger-related national NRM programs and recommend ways to improve the overall coordination and operational efficiencies of these groups.

3. A special thanks goes to Mr. Charlie Burger, outgoing Chair, for his assistance in establishing the CoP Board and to Ms. Emily Tennill, outgoing SWD representative, for hosting the initial board meeting. Charlie and Emily did a great job last year.

4. Please join me in congratulating and thanking this year's Advisory Board members for their willingness to serve on the NRM Park Ranger CoP Advisory Board. Additional information on the NRM Park Ranger CoP can be found at <http://corpslakes.usace.army.mil/rangers.cfm>.

FOR THE COMMANDER:



MICHAEL G. ENSCH
Chief of Operations
Directorate of Civil Works

REPORT RECOMMENDATIONS – ACTIONS TAKEN
1995 USACE VISITOR AND RANGER SAFETY REVIEW REPORT

In November 1994, HQUSACE initiated a plan to conduct a thorough review of visitor and ranger safety at Civil Works projects. A Visitor/Ranger Safety Review Committee was tasked with identifying issues-options-solutions, evaluating options and solutions, and developing recommendations for HQ approval. The committee prepared a comprehensive report with 54 specific recommendations. The table below lists the recommendations and the action taken to date. In summary, 96% of the recommendations were deemed to be within Corps authority (37% would require a policy change). Major findings were (1) inconsistent implementation of current policy, (2) commanders, chiefs, managers and rangers not being held accountable, (3) need for more training and, (4) need for facility, reporting and operational improvements.

<u>Review Committee Recommendation</u>	<u>Action Taken – Results</u>
<p>(1) Define the role of the ranger to reflect the actual duties that rangers are being asked to perform in carrying out the mission of public safety and resource protections to include: 1) Provide visitor assistance involving interpretive and educational services and 2) Provide the level of enforcement necessary to insure public safety and the protection of resources.</p>	<p>ER1130-2-550, Chapter 6, (Visitor Assistance Program), paragraph 6-2c, was revised to define the park ranger's role as a regulation enforcer with full citation authority of Title 36 and with available enforcement options of visual presence, verbal warnings, written warnings, collateral forfeiture citations and mandatory appearance citations. The Army's staff model process was used in making this determination which involved a full analysis of the complete spectrum of ranger responsibilities (from a project greeter with no T-36 enforcement to a commissioned officer), levels of enforcement (from visual presence to deadly force), and appropriate appearance (from a casual polo shirt to a formal military style uniform). Evaluation criteria included visitor/ranger safety, appearance/image, visitor assistance program capabilities and resource protection.</p>
<p>(2) Develop a centralized training program to provide training for permanent park rangers. Four courses would be available: Program and Policy, Enforcement and Safety Skills, Visitor Assistance Overview and Management, Visitor Assistance Commanders Course.</p>	<p>Major changes to the VA training program have been implemented as a result of the 1995 report and are included in EP 1130-2-550, paragraph 6-4 and Appendix E of EP 1130-2-550. The pre-Commanders Course now features a session on the NRM/Park Ranger program which is taught in HQ by a USACE park ranger in uniform. Specific changes are addressed below.</p>

<p>(3) Task the current PROSPECT instructors with input from the Review Committee and the Career Development Committee in the development of a training curriculum and alternative methods of instruction.</p>	<p>The VA PROSPECT instructor cadre modified the training curriculum as a result of the report recommendations (13 pertained to training) as per Appendix E of EP 1130-2-550. The instructor cadre and NRM Career Development Steering Committee developed the Safe Self exportable computer-based personal protection program in 2000 (updated in 2008) as an alternative method of delivering critical tactical communication skills in an efficient manner.</p>
<p>(4) As an interim solution, mandate every ranger performing Visitor Assistance duties receive a minimum of 24 hours of personal protection, situation evaluation and tactical communication training within two years. This training can be contracted with local law enforcement agencies, the Verbal Judo Institute, Missouri Southern State College Police Academy's "Advanced Ranger Safety Training", or other vendors.</p>	<p>In 1996, all rangers were required to immediately complete 24 hours of personal protection to include tactical communications, situation evaluation while formal changes were being made in the VA training program</p>
<p>(5) Mandate annual refresher training of 16-24 hours at the local level for all ranger personnel performing patrol duties.</p>	<p>Annual refresher was established at 8 hours (minimum) in 1996 and as currently specified in Appendix E of EP 1130-2-550.</p>
<p>(6) Hold managers and division chiefs accountable for ensuring adequate training of temporary personnel involved in Visitor Assistance duties.</p>	<p>Approved in 1996, and authorized under ER 1130-2-550, paragraph 6-2g, temporary employees who perform VA duties and enforce Title 36 must receive the same VA training provided to permanent and seasonal park rangers with similar duties. A series of random district and project VA program audits were conducted in 1997 to ascertain program compliance by management.</p>
<p>(7) Establish a train-the-trainer course with support materials to implement Visitor Assistance courses for non-permanent rangers that is consistent with training for permanent personnel.</p>	<p>Train-the-trainer courses exist in several areas including pepper spray and personal protection training. The VA instructor cadre is currently taking action to further broadening the train-the-trainer program in areas such as Verbal Judo and an exportable VA Policy DVD.</p>
<p>(8) Authorize first year temp employees to receive citation authority at the discretion of the manager, once minimum training requirements are met.</p>	<p>Approved in 1996 and authorized under EP 1130-2-550, paragraph 6-4a(1).</p>

<p>(9) Authorize citation authority for three years for returning temporary employees with attendance at an approved district level course.</p>	<p>Approved in 1996 and authorized under Appendix E, paragraph E-2f.</p>
<p>(10) Conduct a PROSPECT Visitor Assistance course needs assessment specifically for long-term returning temporary rangers and schedule classes and adjust course content accordingly.</p>	<p>Training course need-assessments are conducted annually as part of the Huntsville Training Division requirements. Adjustments are made annually based on demand, policy and course evaluations.</p>
<p>(11) Establish a "mentor" program at the project level for new permanent and temporary rangers.</p>	<p>Establishing formal and informal mentors has always been encouraged by HQ and is now specifically addressed in the Career Development Guide of NRM Civil Works Team Members (EP 690-2-2).</p>
<p>(12) Provide cultural diversity training and language classes at the local level where needed.</p>	<p>A regulation change was not necessary. Existing regulations allow for local-determination of cultural diversity training. Suggested cultural diversity training is identified in the Career Development Guide of NRM Civil Works Team Members (EP 690-2-2).</p>
<p>(13) Hold managers and division chiefs accountable for ensuring appropriate medical training of all employees with Visitor Assistance duties.</p>	<p>Mandatory initial and refresher medical training was expanded as a result of the report and as stipulated in Appendix E of EP 1130-2-550, paragraph E-2 b & c. Managers are accountable in adhering to agency regulations.</p>
<p>(14) Provide standardized personal safety equipment in all vehicles: First aid kits, blood borne pathogen handling kits, rescue throw bags, binoculars, Polaroid camera, fire extinguisher, and flashlight.</p>	<p>Regulation was revised in 1996 to be more specific in requiring personal safety equipment as per EP 1130-2-550, paragraph 6-7g.</p>
<p>(15) Authorize use of pepper spray for defensive purposes; develop guidance and SOPs; provide training and supply for rangers performing Visitor Assistance duties.</p>	<p>In 2002, the use of Pepper Spray was nationally authorized for self defensive purposes as stipulated in ER 1130-2-550, paragraph 6-2c and Appendix K. Pepper Spray training/certification is available in VA Course #147 and under a train-the-trainer program.</p>
<p>(16) Authorize use of body armor for protective purposes; develop guidance and SOPs to include optional vs. mandatory wear; provide training and supply for rangers performing Visitor Assistance duties.</p>	<p>Personal body armor (vest) is authorized, at employee's expense, for wear by rangers as per ER 1130-2-550, paragraph 6-2e(4). The Director of Civil Works did not approve Operations' request to allow government funds to purchase body vests. Furnishing government-approved body vests would require a district/project</p>

	hazards analysis which would lead to the required wearing of vests under prescribe work situations.
(17) Provide reliable communication equipment for rangers when patrolling in a vehicle, boat, ATV, bicycle, or on foot to include: Cellular phones; multiple frequency programmable scanning radio (fixed and hand held) with local/state law enforcement interface; State wildlife/boating officer interface; Appropriate rescue/fire interface; Weather channels; Separate frequencies for overlapping projects. The type of reliable communication equipment is determined at the project level.	Regulation was revised in 1996 to require/encourage specific communication equipment based on local conditions as stipulated in EP 1130-2-550, paragraph 6-8. Communication capability is currently in transition with ACE-IT involvement and HQ is working with Corporate Information to resolve ACE-IT- related issues.
(18) Standardize color and markings of ranger vehicles to include white color, Corps signature mark on door; "Park Ranger" on front quarter panels and rear tailgate.	A standardize color and marking for visitor assistance vehicles was authorized in 1999 and is stipulated in EP 1130-2-550, paragraph 6-7b, and Appendix J.
(19) Authorize use of any of the following emergency light systems which meet state requirements for an emergency/law enforcement vehicle. Fixed light bar, magnetic light bar, grill/rear mounted lights, dash mounted bubble light. The type of system is determined at the project level.	Changes were made in 1996 and as authorized in EP 1130-2-550, paragraph 6-7f to allow for the expanded use emergency lights to include interior bar mounted lights, oscillating grill mounted lights, dash mounted bubble lights, and a magnetic roof bubble light temporarily placed on vehicles during an emergency.
(20) Provide fixed spot or "alley" lights.	Vehicle fixed spot lights were approved in 1996 and as authorized in EP 1130-2-550, paragraph 6-7e.
(21) Provide siren and public address system.	Vehicle siren and public address systems were approved in 1996 and are authorized in EP 1130-2-550, paragraph 6-7f(1)&(5).
(22) Continue coordination with other agencies and OPM for a professional series.	HQ worked with other agencies and OPM to determine the best course of action to professionalize the park ranger job series. National guidance was issued in 2008 to convert eligible GS-025 park rangers to the GS-401 professional job series. Most Corps rangers are now employed under the GS-401 professional series.

(23) Ensure Command emphasis of adequate FTE for rehire of experienced summer rangers.	Personnel levels are largely a function of MSC/district and local management and available budgets. MSC/Districts are encouraged to conduct staffing studies which may lead to higher staffing levels.
(24) Develop standards for visitor protection.	Standards have been developed as published and enforced under 36 CFR Part 327 (Title 36) and are also included in the Corps Water Safety other national programs and as determined by local management.
(25) Assess staffing needs of Corps and contract law enforcement personnel for adequate security and safety of project visitors.	Personnel levels are largely a function of MSC/district and local management and available budgets. MSC/Districts are encouraged to conduct staffing studies which may lead to higher staffing levels.
(26) Ensure district level Office of Counsel and NRM coordination with local magistrates for prosecution of juveniles or court ordered restitution for juveniles; increasing forfeiture collateral schedules and adjustments in accordance with 18 USC, Section 19; and prosecution of violators who fail to appear in court.	A regulation change was not necessary. Existing regulations and local SOP allow for coordination with the local magistrates. When necessary, the Office of Chief Counsel has assisted in this area.
(27) Revise Title 36.	36 CFR Part 327 was revised in May 2000 following a comprehensive review by all MSCs and recommendations from the Title 36 PDT.
(28) Provide a clear vision statement for the Corps role in recreation and develop goals, objectives and policies consistent with this vision.	The NRM Mission Statement with associated program objectives were adopted and are located in ER 1130-2-550, Chapter 2, paragraph 2-2a(1)&(2).
(29) Ensure compliance and consistent implementation of policy by providing oversight and quality assurance at all levels.	Internal Control Checklists were developed in the mid-1990's to provide for self and peer assessments of district and project visitor assistance program and law enforcement agreements. The NRM Park Ranger CoP Advisory Board is looking into creating a current Internal Control Checklist.
(30) Include visitor and ranger safety performance measurements in the CMR and TAPES.	ER/EP 1130-2-550 strongly encourages higher level oversight. The decentralized nature of Corps makes it difficult to ensure TAPES content at local Division/District levels. Public fatalities and other

	visitor/NRM program measures are highlighted in the Command Management Review process.
(31) Support the establishment of a "Corps Ranger Association".	HQUSACE has always supported a grass-roots driven Corps Ranger Association similar to Association of National Park Rangers The NRM Park Ranger CoP Advisory Board has identified this as a current action item.
(32) Encourage participation in the Park Law Enforcement Association.	No action.
(33) Provide resources for training and exchange of information on design and operations and management techniques.	The NRM Gateway was established in 2002 to provide for a comprehensive clearinghouse on NRM-related resources, training and exchange of ideas.
(34) Establish special funding or modify budget guidance to ensure funding of design changes for public safety.	During the last five years, the Assistant Secretary of the Army for Civil Works has supported the Corps efforts to include a separate line item to help resource the agency's Water Safety program. OMB has not approved this separate line item to date.
(35) Utilize an interdisciplinary team approach with field input to park design.	EM 1110-1-400 (Recreation Facility and Customer Service Standards) was developed by an interdisciplinary teams and published November 2004.
(36) Place Command emphasis on design and operations and to track progress via performance measurement systems, peer review and Command inspections.	Rec BEST was initiated in to help justify program operations via a performance measurement system. A number of NRM inspections regarding the NRM/Recreation program have been conducted by AAA and Army IG during the last ten years. Recommendations from the audits have led to revised regulations and other program improvements.
(37) Establish area carrying capacities and control access when capacities are reached.	ERDC has, and will continue to assess carrying capacities and conduct capacity studies as necessary to aid in national and local management decisions.
(38) Close unattended day-use areas at night.	A regulation change was not necessary - district and field personnel have this authority.

<p>(39) Mandate project wide assessments to determine the need for alcohol bans.</p>	<p>All districts were required in 1996 to conduct alcohol ban assessments at projects receiving an annual visitation above 20,000. Local policy changes are implemented where necessary.</p>
<p>(40) Prohibit the possession of alcohol at selected areas where there are visitor and ranger safety problems that can be attributed to alcohol misuse.</p>	<p>A regulation change was not necessary - district and field personnel have this authority. Additional projects have imposed alcohol bans since 1995.</p>
<p>(41) Ensure Command emphasis to provide recognition of the dangers faced by park attendants, elevate awareness of the various techniques available to enhance protection, and to insure compliance with policies and regulations pertaining to the collection and handling of use fees.</p>	<p>ER 1130-2-550, Chapter 9, (User Fee Regulation) was revised to cover safe handling of funds. Park attendant scenarios were incorporated in the Safe Self CD program. Projects are encouraged to provide needed contractor training based on local conditionals and responsibilities. Contractors can attend project-sponsored safety training. Park rangers are authorized to use Pepper Spray for the protection of all agents of the Corps, including park attendants.</p>
<p>(42) Develop physical security standards for gate attendant booths and require at a minimum, basic protective measures such as providing safes, adequate lighting, frequent fee collection and/or deposit, and reliable communication equipment.</p>	<p>EM 1110-1-400 (Recreation Facility and Customer Service Standards) was developed by an interdisciplinary teams and published November 2004. ER 1130-2-550, Chapter 9, Appendices R & O address funds security and integrity. EP 1130-2-550, Appendix G, outlines alternative management techniques.</p>
<p>(43) At the project level, assess measures to improve gate attendant safety including: Have park attendants collect fees from honor boxes; Eliminate honor boxes and collect fees with a park attendant; Have two rangers accompany each other for more security; Have armed escorts provided by police under law enforcement agreements; Contract collection from honor boxes; Use of credit cards; Direct deposit of funds.</p>	<p>A regulation change was not necessary - district and field personnel have this authority.</p>
<p>(44) Include Title 36 information in existing interpretive programs.</p>	<p>A regulation change was not necessary - district and field personnel have this authority. ER 1130-2-550, paragraph 6-2n, was revised to require a public information program (including posting Title-36 on bulletin boards and in interpretive programs) at all projects.</p>

<p>(45) HQUSACE NRM and Security and Law Enforcement coordinate with the DCSOPS of the Army and the FBI to ensure that rangers have access to NCIC or NLETS.</p>	<p>HQUSACE NRM developed a process with Security in 2000 to established state-approved NLETS agreements in many states. Separate district-sponsored processes have been used as appropriate and further information is available on the Gateway.</p>
<p>(46) Task the USACE Provost Marshal, WES or contractor to conduct a study of crime in Corps Parks and provide recommendations to the Chief of Engineers.</p>	<p>Proper data and records were not available in 1996 to conduct a study. With the advent of ENGLink, sufficient data may now exist to conduct such a study. A study may be implemented as an outcome to the 2010 Park Ranger/Visitor Safety survey and follow up action by the NRM Park Ranger CoP Advisory Board.</p>
<p>(47) Expand the NRMS database to include information on crime, assaults, thefts, vandalism and fatalities for use by the Safety, Security and Law Enforcement and NRM elements. There should be no duplicate reporting between offices.</p>	<p>ENGLink has been established as a database into which to report, crime incidents and should eventually be the only official reporting system for security, safety and resource-related incidences.</p>
<p>(48) Expand the USACE Provost Marshal's Law Enforcement Reporting Task Force to include representation from Safety and NRM field offices. Provide recommendations to the Chief of Engineers regarding improvement of incident reporting within the Corps.</p>	<p>The Provost Marshall task force has been disbanded. HQUSACE continues to work closely with the Provost Marshal and G-2 security employees. A G-2-sponsored "Threats to Dams" program is now presented at all Visitor Assistance courses and at many MSC/district conferences. Corps obtained authority to create a property protection program in 2000 (with associated award money for informants) and, in partnership with security, developed the Corps Watch program currently implemented at most districts.</p>
<p>(49) Hold Division Commanders accountable for effective and timely reporting and analysis.</p>	<p>A regulation change was not necessary - district and field personnel have this authority.</p> <p>HQUSACE will continue to encourage MSCs to submit ENGLink incident reports and populate OMBIL and other appropriate data bases in order to obtain sufficient and accurate data to make proper management decisions.</p>
<p>(50) Require the USACE Provost Marshals to brief the Chief of Engineers and Division Commanders annually on an analysis of crime in Corps parks.</p>	<p>The Provost Marshall, security and safety personnel brief the Chief at scheduled Command Management Review meetings on issues related to public fatalities and crime at Corps projects.</p>

<p>(51) Change appropriate USACE Plans, policies and procedures to reflect an integrated and coordinated analysis effort of citation, fatalities, and incident data from the projects.</p>	<p>A comprehensive public fatality recording and analysis process has been developed with Safety which has resulted in a 10-15 year period of defendable statistics. Citation and incident data information is now included in OMBIL and available for analysis.</p>
<p>(52) Alternative III, Modify Visitor Assistance Program to include improving and expanding training, standardizing communication and vehicle equipment and authorizing use of specific personal defensive equipment for protection. Revise Title 36. Modify ER 1130-2-420 to clearly recognize and acknowledge the Corps ranger's enforcement role, responsibility and authority.</p>	<p>All actions under Alternative III have been implemented</p>
<p>(53) Alternative IV, Expand Law Enforcement Cooperative Agreements to include year round services, patrol in remote areas, serving bench warrants, fee collection and other services, as determined by the project manager. Modify budget guidance to ensure LECA do not compete with other O&M activities such as centrally funded or an increase in the baseline.</p>	<p>ER/EP 1130-20-550, Chapter 7, was revised to cover additional authorized services under Law Enforcement Agreements/Contracts. Chapter 7 states that peak visitation periods are any periods during the year when visitation is sufficiently high to cause significant increase in risk to visitor welfare.</p>
<p>(54) Alternative V, Pilot Study. Initiate a pilot project to study the effectiveness of commissioned rangers on improving visitor and ranger safety. The pilot program would include a feasibility study, implementation of a pilot and evaluation. Recommend conducting the "feasibility phase" only to evaluate all alternatives to providing adequate visitor protection services including evaluating the effectiveness of implementing program improvements as recommended above.</p>	<p>A study was not authorized. It was determined that the most prudent course of action would be to implement as many of the other 53 recommendations as feasible and, after a period of time, conduct another review to determine the effectiveness of implementing those recommendations.</p>