

**US Army Corps  
of Engineers®**

Water Resources Support Center  
Institute for Water Resources

# The Visitor Assistance Survey

## *An Evaluation of Safety at Corps Recreation Projects*

19961104 062

**DISTRIBUTION STATEMENT A**

Approved for public release;  
Distribution Unlimited

June 1996  
IWR Report 96-R-11



**THE VISITOR ASSISTANCE SURVEY**  
**An Evaluation of Safety at Corps Recreation**  
**Projects**

---

Prepared by

Kenya L. Covington  
Richard Whittington

Institute for Water Resources  
Water Resources Support Center  
U.S. Army Corps of Engineers  
Alexandria, Virginia 22315

For

U.S. Army Corps of Engineers  
Natural Resources Management Branch, CECW-ON  
Washington, DC 20314-1000

“It is the policy of the Corps of Engineers to provide safe and healthful recreation opportunities while protecting and enhancing project resources. The protection of facilities or the enforcement of rules will always be secondary to the safety of Corps personnel and visitors. Resource managers and rangers will strive to be visible to the public, primarily to help and assist them, and secondarily, to enforce 36 CFR Chapter III, Part 327 (Title 36). In no case will this enforcement portray an aggressive law enforcement image...”

Regulation No. 1130-2-420, #5, “Project Operation,  
VISITOR ASSISTANCE PROGRAM”, November 1, 1992

## PREFACE

This report was prepared for the Executive Office, Natural Resources Management Branch (NRMB) of the U.S. Army Corps of Engineers (COE). Supervision was provided by Dr. Mark Dunning of the COE, Water Resources Support Center (WRSC), Institute for Water Resources (IWR), Program Analysis Division (PAD). Mr. Darrell Lewis, Chief of NRMB (CECW-ON), Mr. Dave Wahus and Mr. Steve Austin of NRMB were technical monitors for Headquarters, COE.

Ms. Kenya Covington, Social Scientist (CEWRC-IWR-A), was the principal author while serving under a temporary appointment. Mr. Richard Whittington, Environmental Planner (CEWRC-IWR-A), contributed to questionnaire design and write-ups of Drafts I and II. Ms. Karla Allred, Co-op student from George Washington University completed a content analysis on several open-ended questions. Mr. Steve Austin provided critical assistance in editing the questionnaire, and continuous assistance in the completion of the study.

The authors are grateful to the following individuals for reviewing the preliminary drafts of this report and providing valuable comments and suggestions for improvement: Steve Austin (CECW-ON), Mark Dunning, Ph.D. and John Singley, Ph.D. (CEWRC-IWR-A), William Hansen (CEWRC-IWR-R), and Roger Hamilton (CEWES-EN-R).



# TABLE OF CONTENTS

	<u>Page</u>
PREFACE .....	iii
TABLE OF CONTENTS .....	v
LIST OF TABLES .....	vii
LIST OF FIGURES .....	ix
EXECUTIVE SUMMARY .....	xi
Introduction .....	xi
Survey Objectives .....	xi
Findings .....	xiii
CHAPTER 1 - PURPOSE AND OVERVIEW .....	1
Introduction .....	1
Survey Objectives .....	1
Research Methods .....	2
CHAPTER 2 - PERCEPTIONS OF SAFETY .....	7
NRMB Personnel Safety .....	7
Visitors Safety .....	10
Alcohol .....	11
Modifications .....	13
CHAPTER 3 - PERCEPTIONS OF VISITOR ASSISTANCE .....	17
CHAPTER 4 - EQUIPMENT .....	21
Communication Equipment .....	21
Surveillance Equipment .....	22
Personal Protection Equipment .....	22
CHAPTER 5 - LAW ENFORCEMENT AGREEMENTS .....	27



# The Visitor Assistance Survey Table of Contents

---

CHAPTER 6 - TRAINING .....	29
Knowledge and Skills .....	29
Course Work and Training .....	29
CHAPTER 7 - MANAGEMENT and RESOURCES .....	35
Management Concerns About Safety .....	35
Support Resources .....	36
CHAPTER 8 - CONCLUSIONS .....	37
APPENDIX A - Questionnaire .....	39
APPENDIX B - Survey Results .....	51
APPENDIX C - Questions Used in Data Analysis .....	81
APPENDIX D - Question 25 Frequency Distribution .....	89
APPENDIX E - Question 23 Frequency Distribution .....	93

## LIST OF TABLES

<u>Table</u>		<u>Page</u>
Table 2-1.	Respondents Characterize Corps Staff Safety . . . . .	8
Table 2-2.	Ranking Importance of Contributing Factors to Incidences Involving Rangers . . .	10
Table 2-3.	Corps Personnel Characterize Visitor Safety . . . . .	11
Table 2-4.	Ranking Importance of Contributing Factors for Incidences Involving Visitors . .	12
Table 2-5.	Ranking Modifications to Gate Attendant Safety . . . . .	14
Table 2-6.	Traffic Modifications Importance Ranking . . . . .	14
Table 2-7.	Ranking Overall Safety Concerns . . . . .	15
Table 3-1.	Visitor Assistance Program by Division . . . . .	19
Table 3-2.	Public Relations Plan by Division . . . . .	19
Table 4-1.	Importance Ranking of Communication Equipment . . . . .	21
Table 4-2.	Importance Ranking of Surveillance Equipment . . . . .	22
Table 4-3.	Importance Ranking of Personal Protection Equipment . . . . .	23
Table 5-1.	Law Enforcement Agreements by Division . . . . .	28
Table 6-1.	Skills Ranked in Importance by Managers and Rangers . . . . .	29
Table 7-1.	Ranking Adequacy of Support Resources . . . . .	36





# LIST OF FIGURES

<u>Figure</u>	<u>Page</u>
Figure 1-1. Percentage of Personnel in Each Employment Category .....	6
Figure 1-2. Age Distribution of Participants .....	6
Figure 1-3. Ethnic Background of Survey Respondents .....	6
Figure 2-1. Survey Respondents Rated How They Perceived Their Safety .....	7
Figure 2-2. Survey Participants Rated How They Perceived Their Safety .....	7
Figure 2-3. Verbal Abuse Against Respondents Within the Last Three Years .....	9
Figure 2-4. Number of Physical Threats Against Respondents Within the Last Three Years ..	9
Figure 2-5. Importance of Ethnic Differences Contributing to Incidents Against Rangers ...	10
Figure 2-6. Number of Incidents of Verbal Abuse, Physical Threats and Assaults on Visitors	11
Figure 2-7. Alcohol Related Incidents Involving Respondents Within the Last Three Years .	12
Figure 2-8. "Alcohol should be allowed at Corps projects" .....	13
Figure 2-9. "Prohibition of alcohol at Corps projects would increase overall safety" .....	13
Figure 3-1. Perceived View of Rangers .....	17
Figure 3-2. Perceptions of Class A and Class B Uniforms .....	18
Figure 3-3. Knowledge of a Visitor Assistance Program .....	18
Figure 3-4. Knowledge of a Public Relations Plan .....	18
Figure 4-1. Blood Borne Pathogen Protection .....	22
Figure 4-2. Mace/Pepper Spray .....	23
Figure 4-3. Bulletproof Vests .....	23
Figure 4-4. Importance of Equipment by Division .....	24
Figure 4-5. Managers Rate Equipment Sufficiency .....	25
Figure 4-6. Rangers Rate Equipment Sufficiency .....	25
Figure 5-1. Adequacy of Agreement .....	27
Figure 5-2. Is the service received as a result of the agreement adequate? .....	27
Figure 5-3. Are there problems contacting law enforcement agencies? .....	28
Figure 6-1. Visitor Assistance Basic Course .....	30
Figure 6-2. Advanced Visitor Assistance Course .....	30
Figure 6-3. Personal Protection Training Course .....	30
Figure 6-4. Refresher Visitor Assistance Course .....	31
Figure 6-5. Visitor Assistance Update Course .....	31
Figure 6-6. Is there a need for additional ranger training courses? .....	32
Figure 6-7. Training Courses that Consider the Public and Societal Problems .....	32
Figure 6-8. The four most frequently requested training course topics .....	34
Figure 7-1. Managements Concern With Safety .....	35
Figure 7-2. Supervisors Listen .....	35





# The Visitor Assistance Survey

## Executive Summary

---

## EXECUTIVE SUMMARY

### Introduction

The U.S. Army Corps of Engineers (COE) lakes, dams and reservoirs, and other projects, today are among the most heavily visited public recreation sites in the country. It is estimated that nationally Corps projects receive more than 400 million visitor days annually. The Visitor Assistance Program that currently oversees visitor use of Corps projects was first conceived in 1970 with the implementation of Cumberland Lake pilot program. The major objective of this program is to ensure that visitors to Corps facilities have a safe and enjoyable experience. The program is managed by the Natural Resources Management Branch (NRMB) of the Operations, Construction and Readiness Division of Civil Works (CECW-ON), and employs more than 1,800 personnel who are located on-site at Corps projects to provide visitor assistance services.

As public visitation pressure has grown at Corps facilities, the NRMB has become increasingly concerned about public safety and the safety of the Corps NRMB personnel who administer the Visitor Assistance Program on-site. The issue of safety was most recently investigated in Southwestern Division (SWD) where a survey was administered to the SWD NRMB workforce. This survey provided information on the perceptions of the SWD workforce; however, NRMB concluded that a broader look was needed to arrive at nationally

representative conclusions. As a result, NRMB requested that the Institute for Water Resources (IWR) conduct a national survey of the NRMB workforce on the issue of safety.

The purpose of this study is to shed some light on safety concerns voiced by NRMB personnel. IWR created and administered the questionnaire to elicit representative data upon which NRMB management could make decisions.

### Survey Objectives

The Visitor Assistance Survey had six research objectives:

1. To identify NRMB personnel perceptions about safety at Corps projects;
2. To identify the general perceptions of NRMB personnel about the Visitor Assistance Program at Corps projects as the perceptions relate to safety;
3. To obtain the opinions of NRMB personnel on the importance and sufficiency of various equipment as the opinions relate to safety;
4. To obtain NRMB personnel views on the adequacy of law enforcement at Corps projects as the views relate to safety;



## The Visitor Assistance Survey Executive Summary

---

5. To obtain NRMB personnel views on important skills and various training courses as the views relate to safety;
6. To seek opinions from NRMB personnel on management concerns and the adequacy of support resources as the opinions relate to safety.

### Population and Survey Administration

The population surveyed in this study included NRMB personnel, except administrative, clerical, and maintenance staff. The survey population mainly consisted of rangers, managers, and other professional personnel such as: outdoor recreation planners, environmental protection specialists, foresters, etc. Approximately 1,893 individuals made up this population at the time of survey. Surveys were mailed directly to each individual using a mailing list provided by NRMB. A cover letter was included which explained the purpose of the survey and a guarantee of anonymity. Participants who completed the survey were asked to return the surveys directly to IWR for data entry. A week after the initial mailing, a follow-up post card was mailed out reminding participants to complete and return their surveys if they had not already done so. A total of 1,267 surveys were returned for a response rate of 67 percent. This is a relatively high response rate for a mail out survey and suggests a high level of interest among NRMB personnel on the topic.

### Questionnaire

The instrument used for this study was designed to address the research objectives previously identified. The survey consisted mostly of closed-ended questions, but open-ended questions were also asked. The questionnaire was developed in consultation with IWR and NRMB staff. Appendix A contains a copy of the questionnaire and Appendix B shows the frequency of responses for each question.

### Description of Data

An overview of the biographical responses to the survey showed that 68 percent of respondents worked as rangers, 22 percent were employed as managers, and 10 percent held positions in professional areas stated above (see Figure 1-1<sup>1</sup>). The grade levels of respondents ranged from GS-4 through SES, with GS-9 through GS-11 being the most common grade levels at 60 percent. Overall, 83 percent of the respondents were male and 17 percent female. Most of the respondents (38%) were within the 36-45 year age range (see Figure 1-2). The vast majority of respondents of this survey were Caucasian (92%). Of the remaining groups the highest representations were African Americans (2.5%), Native Americans (2.3%), Hispanics (0.7%), Asians (0.3%), and others (2.0%) (see Figure 1-3). Nationwide, 90 percent of the

---

<sup>1</sup>Tables and Figures referenced in this Executive Summary appear in the main report.



## The Visitor Assistance Survey Executive Summary

---

respondents had citation authority; that is, authority given to rangers and natural resource specialists allowing administration of tickets signifying violation(s) of Corps projects' rules and regulations.

### Findings

#### PERCEPTIONS OF SAFETY (Chapter 2)

Managers, rangers, and professional employment categories show some differences in perceptions of their personal safety. Managers overwhelmingly perceived their safety as good (76%), while only half (51%) of rangers reported safety as good. A grand total of 49 percent of rangers (402 respondents) characterized their safety as fair to poor, once again in contrast to 25 percent of managers.

Besides perceived safety at Corps projects, the perception of change in personal safety was examined. The three possible levels used to describe perceived change in safety were "increasing," "decreasing," and "staying the same." Managers typically described their safety as "staying the same." Professional personnel revealed similar perceptions with 56 percent indicating their safety as "staying the same." On the other hand, rangers clearly characterize their safety differently. Rangers typically described their safety as "decreasing" with 50 percent reporting this direction of change.

Within the last three years, of 813 rangers that responded, 507 (62%) rangers indicated that they experienced between 1-10

incidents of verbal abuse (see Figure 2-3). Although, physical threats were perpetrated against rangers at a less frequent rate than verbal abuse, 373 respondents (46%) reported between 1-10 incidents of physical threats. Of the 813 rangers responding, 94 (12%) said that they had been physically assaulted at least once over the last three years.

In the last three years, 430 rangers (53%) witnessed between 1 and 10 incidents where a visitor verbally or physically threatened another visitor (see Figure 2-6). Almost 200 rangers (23%) say that they have witnessed more than 20 incidents in which visitors displayed some "hostile behavior" toward another visitor. A factor that many project staff considered a main contributor to "hostile behavior" was alcohol use.

In search of a more complete picture of the impact of alcohol, we asked: "What is the average number of alcohol-related incidents that you have been directly involved with at your project within the last three years?" In the last three years, out of 1,138 respondents, 482 (42%) answered that they had been directly involved with an alcohol-related incident at least 1 to 10 times (see Figure 2-7). Almost 30 percent revealed that they were directly involved with alcohol-related incidents more than 20 times in the last three years (see Figure 2-7).

Views about whether alcohol should be allowed or prohibited were solicited. Forty percent of the respondents disagreed that "alcohol should be allowed at Corps projects," (see Figure 2-8). There was also a second



# The Visitor Assistance Survey

## Executive Summary

---

statement, "prohibition of alcohol at Corps projects would increase overall safety," the popular response was overwhelming (see Figure 2-9), of 1,248 project staff, 72 percent agreed with the statement (893 respondents).

### **PERCEPTIONS OF VISITOR ASSISTANCE (Chapter 3)**

The perceived public image of rangers as seen by survey participants is a dual role of law enforcement officer (badge toting authority figures) and visitor assistant (service oriented and helpful to visitors) with little distinction between the two. As shown in Figure 3-1, responses were low at opposite poles of the scale indicating "John Law" (law enforcement personality) and "Good Guys" (visitor assistance personality). Responses fell most frequently in the middle of the scale, therefore signaling ambiguity in how Corps personnel believe visitors view them.

Many respondents reported they were aware of a Visitor Assistance Program at their project. Overall, of 1,144 responses to this question, 90 percent said they were aware, 5 percent said they were "uncertain," and 5 percent said "no" they were not aware of a Visitor Assistance Program (see Figure 3-3). Although the Public Relations Plan is a component of the Visitor Assistance Program, fewer respondents were aware of such a plan. Only 52 percent reported knowledge of a Public Relations Plan, and while a very small percentage were unsure whether a Visitor Assistance Plan existed, more persons (26%) were unsure concerning the presence of a Public Relations Plan (see Figure 3-4).

### **EQUIPMENT (Chapter 4)**

Communication equipment was generally considered important equipment for use on the job by all positions. Managers and rangers responded similarly to the importance of nine different types of communication equipment. Mobile vehicle radios ranked the highest, while law enforcement communication links followed (see Table 4-1). This equipment is perceived as necessary to carry out daily duties and more important, to fostering safety at Corps projects.

Surveillance equipment is seen as useful to enhance field personnel monitoring capabilities, plus detecting crises at various Corps projects. Specifically, the items are polaroid cameras, 35mm cameras, video cameras, vehicle light bars and alarms. Only two items were considered overwhelmingly important, these were the polaroid cameras and 35mm cameras. Of these items, polaroid cameras appeared most important among managers and rangers (see Table 4-2).

In this study, personal protection equipment refers to equipment used to protect personnel from potentially life threatening situations during official duty. Of all the protective equipment, overwhelmingly, blood borne pathogen protection was seen as the most important (see Figure 4-1). Following in importance, as suggested by respondents were mace/pepper spray and bulletproof vests.

The sufficiency of equipment refers to the overall adequacy of the current supply of equipment. Overall, more managers responded



## The Visitor Assistance Survey Executive Summary

---

that equipment was sufficient. Forty six percent of the managers responded that equipment supplies were sufficient, while 35 percent stated that it was not (see Figure 4-5). In contrast, only 30 percent of the ranger population stated that equipment was sufficient, while 48 percent stated that it was not (see Figure 4-6).

### **LAW ENFORCEMENT AGREEMENTS** (Chapter 5)

Several questions were asked of participants concerning the presence of law enforcement agreements, the adequacy of agreements, and problems encountered contacting law enforcement agencies. Overall, out of 881 responses to the question, "Do you have an agreement at your project?", 78 percent said "yes," 19 percent said "no," and 3 percent were "uncertain." Agreements were perceived to be a combination of very adequate and adequate by 58 percent (see Figure 5-1). Most respondents considered service provided by law enforcement agencies under the agreements adequate (see Figure 5-2). In addition, 30 percent of respondents said that they "did have trouble contacting law enforcement authorities" (see Figure 5-3).

### **TRAINING** (Chapter 6)

Both managers and rangers responded similarly; however, rangers on average felt stronger about specific skills than did managers. The five most perceived important skills as indicated by managers and rangers were communication, public relations, conflict management, title 36 rules and regulations,

and water safety (see Table 6-1). These skills were perceived as important by at least 85 percent of respondents. The lowest ranking skill in importance to respondents was crowd control.

The most basic of the courses, Visitor Assistance Basic, received the most ratings of "F" as compared with the other courses (see Figure 6-1). Managers rated this course failing more frequently than did rangers and professional personnel. The Advanced Visitor Assistance course appears to tell a different story; most responses were within "B" and "C" ratings. Managers, rangers, and professional personnel felt similarly about the course. The Personal Protection Training course distribution of ratings looks similar to the previous course (see Figure 6-3), again, most of the responses indicated ratings of "B" and "C."

The Refresher Visitor Assistance Training course rating distribution shows differences in opinions among managers, rangers, and professional project personnel (see Figure 6-4). Managers most frequently rated this course a "C". Rangers and professional personnel had the greatest number of "A" and "B" ratings for this course. The Visitor Assistance Update course (see Figure 6-5) responses illustrate that most frequently rangers and professional personnel rated the course a "B", while managers' responses did not cluster in any letter grade.





# The Visitor Assistance Survey

## Executive Summary

---

### MANAGEMENT AND RESOURCES (Chapter 7)

More than 50 percent of all employment groups agreed that higher management was concerned with safety issues, but rangers reported the highest percent (29%) in disagreement (see Figure 7-1). Nearly 30 percent, (242 rangers) do not believe that higher management is concerned about safety issues that confront Corps projects.

Respondents to the questionnaire perceived supervisors to be more attentive than managers to safety concerns raised by rangers. At least 80 percent of respondents in all three employment categories agreed that supervisors listen (a total of 992 respondents out of 1,215).

Support resources appear most adequate for law enforcement agreements but least adequate for staffing. Responses addressing staffing display very little variance across the three categories of adequacy. Overall, there is not a very strong opinion about the adequacy or inadequacy of staffing support resources.

### CONCLUSIONS (Chapter 8)

A significant fraction of rangers consider personal safety to be a problem on the job. Many see the problem as growing worse. Almost two-thirds of the rangers have been verbally abused by visitors in the past three years; more than one in ten has been physically assaulted. Respondents provided

their views on how key elements of the Visitor Assistance Program (equipment, law enforcement agreements, training, management, and resources) contribute either positively or negatively to their personal safety and to that of visitors at Corps projects.

Corps personnel generally believe that the public has an unclear image of rangers, seeing them both as law enforcement officials and service oriented visitor assistants. Visitors may not know exactly what role rangers are supposed to play. To manage safety better, visitors should be aware of the limits of a ranger's authority.

Protective equipment perceived as most important was blood borne pathogen protection. The 90's and the results of a rising awareness of diseases transmitted through the blood may be directly related to the popularity of this equipment.

Law enforcement agreements appeared to exist throughout the Corps and the service received because of the agreement appeared mostly adequate. Yet, there were some problems contacting law enforcement 3 out of 10 times. The obvious safety hazard is that during the 3 times when no law enforcement is present, Corps staff and visitors are rendered vulnerable. The agreements need to be implemented as close to 100 percent as possible, and in possible life threatening situations 30 percent of error should be unacceptable.

Training used to equip staff with skills and knowledge that will enable them to take



## The Visitor Assistance Survey Executive Summary

---

on ranger duties at Corps projects is a major area of concern. Skills perceived as important by staff were: communication, public relations, conflict management, title 36 rules and regulations, and water safety. Skills such as these are critical to the Visitor Assistance Program and the more thorough the training concerning these skills, the more effective Corps project personnel will be.

Currently, there are five training courses offered to rangers throughout their tenure with the Corps. The worse rated course was the Visitor Assistance Basic Course; better rated courses were Refresher Visitor Assistance, Advanced Visitor Assistance, and Personal Protection Training. The ratings of these courses by project staff, not only shed some light on how well various project staff believe material was covered throughout the course; it also gave a picture of how well the courses trained. Some clear shortcomings exist. Ultimately, the more comprehensive and successful the training, the better staff will be equipped to use their training in unsafe and peculiar situations. Based on rating results of the various courses, the structures of the current courses require revamping.

Concerns about safety and support resources were covered. Both, management and supervisory concerns about safety were examined. Managers were found to be less attentive than supervisors to safety concerns that Corps staff introduced. Management needs to communicate its concern for safety to the workforce more effectively to change this perception.

Corps personnel are faced with potentially dangerous situations from time to time. Some Corps projects inhibit these situations more frequently than others. This study illustrates that visitors and project staff experience verbal abuse, physical threats, and worst yet, physical assaults. Through training, having the appropriate equipment and assistance from the proper agencies, and support of the people they work with, project staff can be better prepared to handle these situations.

Lastly, outside forces that directly or indirectly contribute to abuse and threats of visitors and Corps staff need to be managed differently. Alcohol is a problem. It was considered the number one contributor to "hostile behaviors" by project personnel. A great number believed it should be prohibited at Corps projects. Since the objective is to make Corps projects safer places, then a review of policies on alcohol use is warranted and solutions that will reduce the unsafe situations that visitors and staff have been encountering are essential.



# The Visitor Assistance Survey Executive Summary

---



# The Visitor Assistance Survey Purpose and Overview

## CHAPTER 1

### PURPOSE AND OVERVIEW

#### Introduction

The U.S. Army Corps of Engineers (COE) lakes, dams and reservoirs, and other projects, today are among the most heavily visited public recreation sites in the country. It is estimated that nationally Corps projects receive more than 400 million visitor days annually. The Visitor Assistance Program that currently oversees visitor use of Corps projects was first conceived of in 1970 with the implementation of the Cumberland Lake pilot program. The major objective of this program is to ensure that visitors to Corps facilities have a safe and enjoyable experience. The program is managed by the Natural Resources Management Branch (NRMB) of the Operations, Construction and Readiness Division of Civil Works (CECW-ON), and employs more than 1,800 personnel who are located on-site at Corps projects to provide visitor assistance services.

As public visitation pressure has grown at Corps facilities, the NRMB has become increasingly concerned about public safety and the safety of the Corps NRMB personnel who administer the Visitor Assistance Program on-site. The issue of safety was most recently investigated in Southwestern Division (SWD) where a survey was administered to the SWD NRMB workforce. This survey provided information on the perceptions of the SWD workforce;

however, NRMB concluded that a broader look was needed to arrive at nationally representative conclusions. As a result, NRMB requested that the Institute for Water Resources (IWR) conduct a national survey of the NRMB workforce on the issue of safety.

The purpose of this study is to shed some light on safety concerns voiced by NRMB personnel. IWR created and administered the questionnaire to elicit representative data upon which NRMB management could make decisions. The areas of inquiry were:

- Ranger training
- Field employees' safety
- Visitors' safety
- Gate attendants' safety
- Personal equipment
- Communication equipment
- Alcohol use
- Uniforms
- Resources
- Handling fees
- Reporting incidents
- Law enforcement agreements

#### Survey Objectives

The Visitor Assistance Survey had six research objectives:

1. To identify NRMB personnel perceptions about safety at Corps projects;



# The Visitor Assistance Survey Purpose and Overview

2. To identify the general perceptions of NRMB personnel about the Visitor Assistance Program at Corps projects as the perceptions relate to safety;
3. To obtain the opinions of NRMB personnel on the importance and sufficiency of various equipment as the opinions relate to safety;
4. To obtain NRMB personnel views on the adequacy of law enforcement at Corps projects as the views relate to safety;
5. To obtain NRMB personnel views on important skills and various training courses as the views relate to safety;
6. To seek opinions from NRMB personnel on management concerns and the adequacy of support resources as the opinions relate to safety.

The survey sought to address these objectives by obtaining answers to a series of questions about ranger and visitor safety, modification and alcohol use, visitor assistance, personal and communication equipment, law enforcement, training, support resources, opinions on management safety concerns and demographics. Questions for each topic are presented in Appendix C.

## Research Methods

### Defining Variables

Several variables were identified in this study. Many of the variables were made up of more than one component. The variables are defined below.

#### **Safety**

The survey included several sections tailored to address safety issues. Discussed in detail are ranger safety, visitor safety, modifications for gate attendant safety and alcohol. Much of the discussion is based on perceptions from both first hand and second hand experiences.

Ranger safety refers to the well being of NRMB employees while conducting official duties at Corps projects (rangers, managers and other/professional employees). Responses on the characterization of ranger safety and descriptions of their present safety level helped measure safety perceptions. The levels of safety were “increasing,” “decreasing,” and “staying the same.” “Increasing” was defined as, a level of safety that has improved during a respondent’s employment. “Decreasing” was any noticeable decrease in their level of safety during employment, and “staying the same” means that the respondent did not detect any noticeable change in safety during employment.



## The Visitor Assistance Survey Purpose and Overview

---

Hostile behaviors encountered by rangers were also measured; this behavior included verbal abuse, physical threats and physical assaults. Verbal abuse was degrading language used to insult rangers; physical threats were characterized as verbal or physical gestures that indicated intent of physical harm. Lastly, physical assaults suggested aggressive physical contact.

Visitor safety refers to the well-being of visitors who visit Corps projects throughout a season. Perceptions of visitor safety were measured by responses NRMB personnel gave on the characterization of visitor safety and descriptions of their present level of safety (increasing, decreasing, and staying the same as defined above). Hostile behavior was also examined, but instead of separating the behavior as was done above, hostile behavior was examined in whole. Incidents in which visitors were physically or verbally abused or threatened were examined.

Gate attendant safety refers to the well-being of gate attendants at Corps projects. These people are not NRMB employees but are contracted to the government through a local agency. Perceptions of their safety were measured by looking at the different modifications that NRMB employees perceived would make them safer.

Alcohol use refers to the consumption of alcohol by visitors at Corps projects. NRMB perceptions about the impact of alcohol use were measured by examining the number of incidents that were alcohol related.

Also NRMB opinions on whether alcohol should be allowed at Corps projects were obtained; responses covered a range between agree and disagree. The specific questions and the possible responses to each question are provided in Appendix C.

### Perceptions of Visitor Assistance

The existence of a Visitor Assistance Program and Public Relations Plan at each Corps project was examined. Also, images that Corps staff personify to visitors were examined. The Visitor Assistance Program carries out policies of the Corps designed to provide safe and healthful recreation opportunities while protecting and enhancing project resources. "The protection of facilities or the enforcement of rules will always be secondary to the safety of Corps personnel and visitors (Reg. No. 1130-2-420<sup>1</sup>)." A Public Relations Plan is an aggressive public information program geared to notify and assure public understanding and support of the Visitor Assistance Program. Each Corps project responsibility is to outline an action plan regarding public relations as a continuation of communication with the public (Reg. No. 1130-2-420, pg. 2).

---

<sup>1</sup>This is the U.S. Army Corps of Engineers Visitor Assistance Program regulations that mainly specifies required equipment, procedures, and training in conflict resolution, personal protection and situation evaluation and other areas critical to the safety of rangers. This regulation was last updated 1 November 1992.



## The Visitor Assistance Survey Purpose and Overview

---

Different images of Corps staff were, "law enforcement," or "visitor assistant," or a range in between. The law enforcement types were those rangers that looked like badge toting officers with unlimited authority; whereas visitor assistant types, were rangers who projected an image of service and helpfulness to the visiting public. The images were measured by how Corps project staff perceived the public view of Corps rangers. Perceptions were recorded from a range of responses. The range was between "John Law," which is a nickname for the law enforcement type and "Good Guys" which is a nickname for the visitor assistance type; the middle of the range represented ambiguity. Also, how visitors viewed uniforms that rangers wore was also examined. (Specific questions and the response categories appear in Appendix C)

### **Equipment**

The sufficiency and the importance of specific equipment to NRMB personnel was reviewed. Three different types of equipment were examined: communication, surveillance, and personal protection. *Communication equipment* helps rangers contact or signal other parties that could help in time of crisis. *Surveillance equipment* aids rangers in detecting crises and documenting incidents; listed are some examples of equipment: polaroid cameras, video cameras, and vehicle light bars. *Personal protection equipment* is used in times of crises; it helps protect Corps staff in life threatening situations; listed are some examples: blood borne pathogen

protection, handgun and bulletproof vest.

### **Law Enforcement Agreements**

This section focuses on the effectiveness of law enforcement agreements. Law enforcement agreements are policies and guidelines for the establishment and management of cooperative agreements for increased law enforcement services at Civil Works water resource projects administered by the Corps (ER 1130-2-418<sup>2</sup>). This was measured by examining the existence of agreements at Corps projects and the adequacy of service received.

### **Training**

Skills and training courses were evaluated. The combination of skills and training was used to gain insight about the training of NRMB personnel. Skills are acquired through training and experience. A Likert scale was used with responses ranging from "important" to "not so important" to assess how important respondents thought specific skills were to their job performance.

Training is formal instruction that will provide skills in specific areas. Training was assessed by respondents reporting whether they had taken a specific course and if so, they were to rate the course's coverage of subject

---

<sup>2</sup>This regulation covers cooperative agreements for law enforcement services at Civil Works water resource projects and was updated 1 February 1984.



## The Visitor Assistance Survey Purpose and Overview

matter using a scale of "A" through "F" (A, B, C, D, F); "A" being the best rating and "F" the worst).

### **Management**

Various aspects of management that affect operations and safety were addressed. Management concerns were issues brought up by Corps staff. As part of this measurement, the adequacy of support resources were examined for staffing, general funding, facility improvements, maintenance funding, and policy guidance. Support resources help to make a Corps project run more efficiently and effectively.

### **Demographic Characteristics**

The survey solicited basic information about NRMB personnel concerning:

Gender	Position
Age	Citation authority
Grade	Ethnic background
Years in	Division/District

### **Population and Survey Administration**

The population surveyed in this study included NRMB personnel, except administrative, clerical, and maintenance staff. The survey population mainly consisted of rangers, managers, and other professional personnel such as: outdoor recreation planners, environmental protection specialists, foresters, etc. Approximately 1,893 individuals made up this population at the

time of survey. Surveys were mailed directly to each individual using a mailing list provided by NRMB. A cover letter was included which explained the purpose of the survey and a guarantee of anonymity. Participants who completed the survey were asked to return the surveys directly to IWR for data entry. A week after the initial mailing, a follow-up post card was mailed out reminding participants to complete and return their surveys if they had not already done so. A total of 1,267 surveys were returned for a response rate of 67 percent. This is a relatively high response rate for a mail out survey and suggests a high level of interest among NRMB personnel on the topic.

### **Questionnaire**

The instrument used for this survey was designed to address the research objectives previously identified. The survey consisted mostly of closed-ended questions, but open-ended questions were also asked. The questionnaire was developed in consultation with IWR and NRMB staff. Appendix A contains a copy of the questionnaire and Appendix B shows the frequency of responses for each question.

### **Description of Data**

An overview of the biographical responses to the survey showed that 68 percent of respondents worked as rangers, 22 percent were employed as managers, and 10 percent held positions in professional areas stated above (see Figure 1-1). The grade





## The Visitor Assistance Survey Purpose and Overview

levels of respondents ranged from GS-4 through SES, with GS-9 through GS-11 being the most common grade levels at 60 percent. Overall, 83 percent of the respondents were male and 17 percent female. Most of the respondents (38%) were within the 36-45 year age range (see Figure 1-2). The vast majority of respondents of this survey were Caucasian (92%). Of the remaining groups the highest representations were African Americans (2.5%), Native Americans (2.3%), Hispanics (0.7%), Asians (0.3%), and others (2.0%) (see Figure 1-3). Nationwide, 90 percent of the respondents had citation authority; that is, authority given to rangers and natural resource specialists allowing administration of tickets signifying violation(s) of Corps projects' rules and regulations.

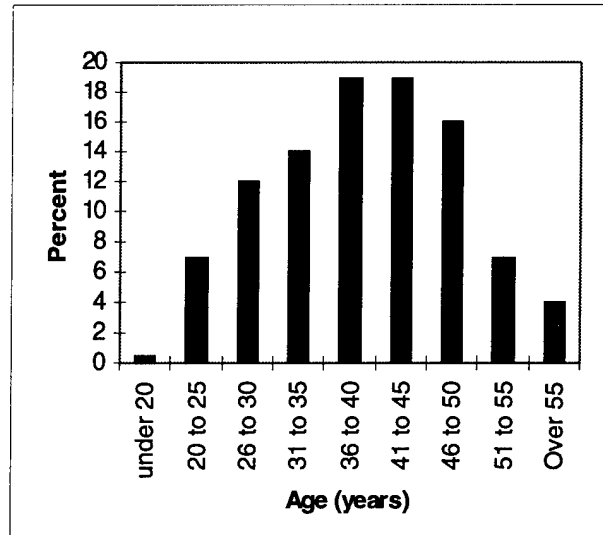


Figure 1-2. Age Distribution of Participants

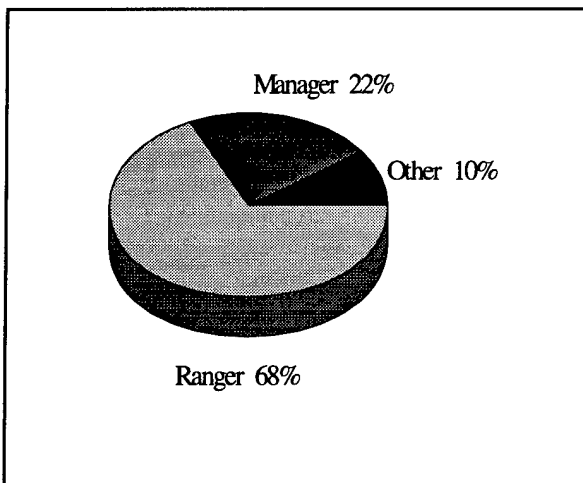


Figure 1-1. Percentage of Personnel in Each Employment Category

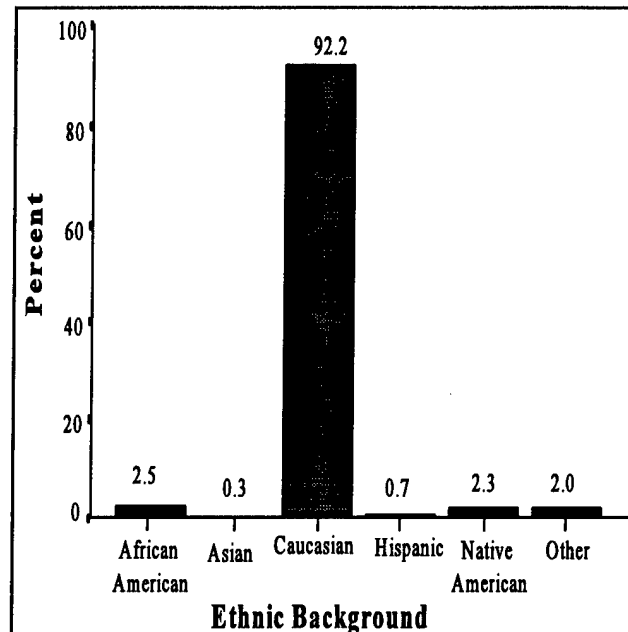


Figure 1-3. Ethnic Background of Survey Respondents



# The Visitor Assistance Survey Perceptions of Safety

## CHAPTER 2

### PERCEPTIONS OF SAFETY

This chapter addresses perceptions of safety from the viewpoint of NRMB personnel. Two categories of safety were examined, NRMB personnel safety and visitor safety. Other topics such as alcohol use and modifications for improving gate attendant and overall safety were examined. Both general perceptions of safety and self-reports of hostile behavior against project staff and visitors were measured. Different perceptions are thoroughly discussed throughout this chapter.

#### NRMB Personnel Safety

Overall, many respondents said that they perceived their safety as good. However, there were many that viewed safety in another light, 42 percent of 1,265 respondents perceived their safety as fair to poor (see Figure 2-1). Although this group covers less than half of all respondents, these figures suggest some potential safety problems; especially when coupled with the fact that nearly half 1,164 respondents perceived their safety to be “decreasing.”

Managers, rangers, and professional employees indicated some differences in perceptions of safety; managers overwhelmingly perceived their safety as good, while only half (51%) of rangers reported safety as good (see Figure 2-2). The

differences displayed about ranger perceptions of safety, reveals that rangers as a whole do not agree that their safety is good; close to one-quarter (176 respondents) perceived their safety as poor and a little more than one quarter (226 respondents) perceived their safety condition as fair. A grand total of 49 percent of rangers (402 respondents) characterized their safety as fair to poor.

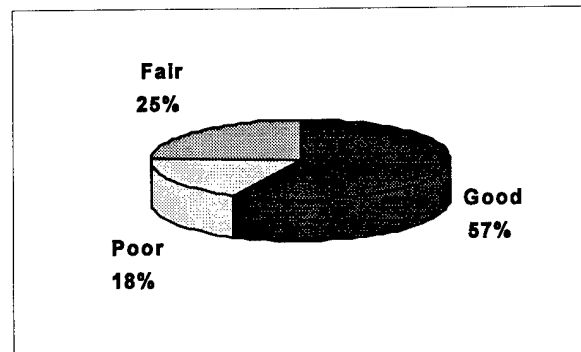


Figure 2-1. Survey Respondents Rated How They Perceived Their Safety

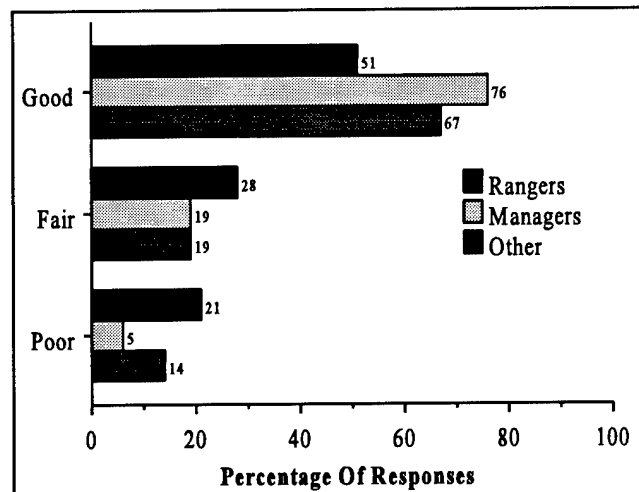


Figure 2-2. Survey Participants Rated How They Perceived Their Safety



## The Visitor Assistance Survey Perceptions of Safety

Geographically, perceptions were similar by Division. It was found that more than half of most Divisions reported that they perceived their safety as good. Exceptions, although close to 50 percent, were the South Pacific Division (SPD) with 45 percent (20 respondents) and the Southwestern Division (SWD) with 47 percent (105 respondents) agreeing that the condition of their safety was good. Again, perceptions of poor safety were not very frequent; however, about one-quarter of those that responded from the South Pacific (12 respondents) and Southwestern Divisions (45 respondents) considered safety poor at their specific projects.

Besides perceived safety conditions at Corps projects, the perception of change in personnel safety was examined. The three possible levels used to describe perceived safety were “increasing,” “decreasing,” and “staying the same” (see Table 2-1). Managers typically described their safety as “staying the same.” Professional personnel revealed similar perceptions with 56 percent indicating their safety as staying the same. On the other hand, rangers clearly characterize their safety differently, they typically described their safety as “decreasing” with 50 percent reporting this direction of change (see Table 2-1). Therefore, NRMB personnel was less likely to agree on perceptions of increasing safety. Mainly, the bulk of responses showed “decreasing” or “safety that stays the same.” Findings such as these are evidence that the safety issue requires further examination. Unfortunately, evidence of increasing safety at Corps projects is scarce.

**Table 2-1. Respondents Characterize Corps Staff Safety**

Safety	Managers	Rangers	Professional
Increasing	18	12	18
Decreasing	34	50	26
Staying the Same	48	38	56
Total	100%	100%	100%

### Verbal Abuse, Physical Threats, and Assaults

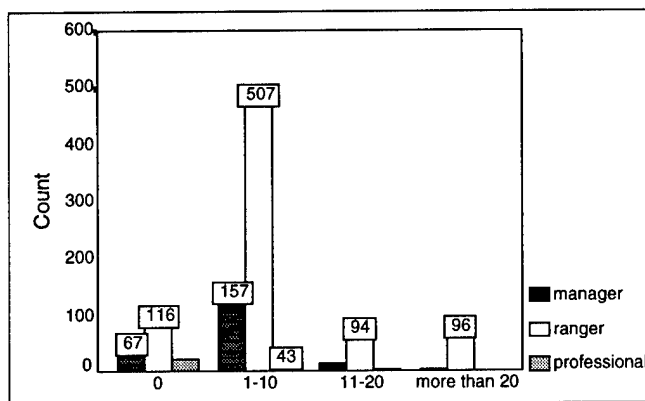
Incidents of verbal abuse, physical threats, and physical assaults were explored to shed light on hostile behaviors experienced by Corps project staff. In this study, verbal abuse is degrading language used to insult project staff; physical threats were characterized as verbal or physical gestures that indicated intent of physical harm. Lastly, physical assaults suggested aggressive physical contact. Project staff that is consistently stationed in the field (rangers), directly interacting with the visitor, have more face to face contact with hostile behaviors displayed at Corps projects than the other employment categories (managers and professional personnel). Therefore, hostile behaviors against rangers perpetrated by visitors were examined the closest.

Within the last three years, of 813 rangers that responded, 507 (62%) rangers said that they experienced between 1-10 incidents of verbal abuse (see Figure 2-3).

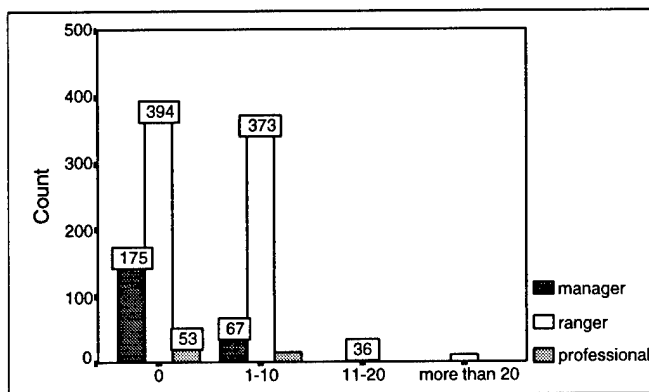


## The Visitor Assistance Survey Perceptions of Safety

Although, physical threats were perpetrated against rangers at a less frequent rate than verbal abuse, 373 respondents (46%) reported between 1-10 incidents of physical threats (see Figure 2-4). The least frequent occurrences of hostile behavior involved physical assaults. Of the 813 rangers responding, only 94 (12%) indicated that they had been physically assaulted at least once over the last three years; all other respondents reported zero physical assaults.



**Figure 2-3. Verbal Abuse against Respondents Within the Last Three Years**



**Figure 2-4. Number of Physical Threats Against Respondents Within the Last Three Years**

Due to the abuse that staff encounter, some more than others, a reaction may result. However, the ways in which project staff can react are limited. In fact, Corps project personnel have no law enforcement authority and are encouraged to consult law enforcement officials when visitors are in violation of the law.

The operation of Corps projects is multifaceted and therefore, safety problems can be due to several different factors. Safety problems that are encountered may be linked to the visitors assistance aspect of training or other training issues such as communication, public relations, and conflict resolution training. Also, having the appropriate equipment and a rapport with local law enforcement agencies may be related to the frequency of abuse Corps project staff encounters. How these issues relate to safety at Corps projects are discussed in more detail within the succeeding chapters.

### Contributing Factors

Incidents against staff at Corps projects are believed to be provoked by a variety of factors. The premise, however, is that some factors contribute to verbal abuse, physical threats and physical assaults of project staff more frequently than do other factors. Of the incidents against project staff, alcohol is reported to contribute most frequently.



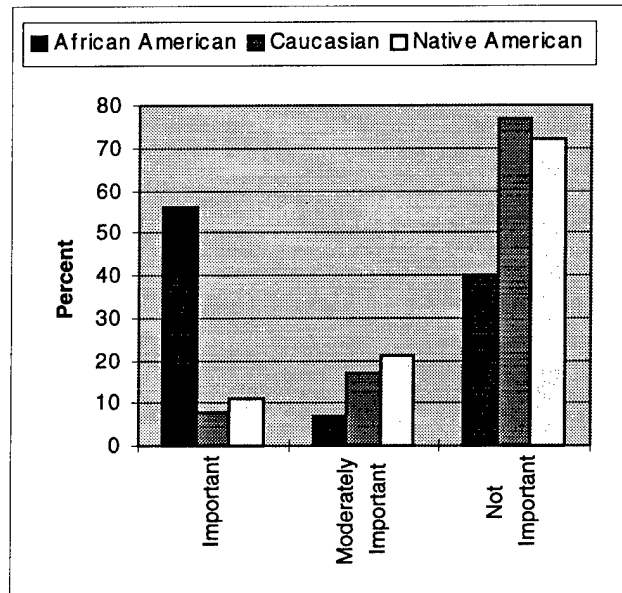
## The Visitor Assistance Survey Perceptions of Safety

One factor that appears to have very little or no impact on incidents involving Corps project staff is ethnic differences. In Table 2-2, ethnic differences are ranked tenth out of twelve factors. Only 11 percent of the survey population considered that it may be an important factor in contributing to hostile behaviors. However, as data is examined further, results show that after stratifying the population into the different ethnic groups (African American, Caucasian and Native Americans), outcomes change (see Figure 2-5).

**Table 2-2. Ranking Importance of Contributing Factors to Incidents Involving Rangers**

<i>Factors</i>		
1	Alcohol	76%
2	Personality of Visitor	71
3	Drugs	48
4	Conflicting Activities	35
5	Overcrowding	35
6	Mistaking Rangers for Law Enforcement Officials	33
7	Isolation of Project	30
8	Lack of Ranger Skills and Training	22
9	Failure of Ranger to Control the Situation	14
10	Ethnic Differences	11
11	Gang Activity	10
12	Language Differences	8

Clearly, African Americans disagree that ethnic differences are not a factor when contributing to incidents against project staff. Based on this finding, perceptions of safety may be different depending on the respondent's ethnic background. So, using all perceptions, even those other than the majority will better aid in discovering the problems and finding solutions to safety problems at Corps projects.



**Figure 2-5. Importance of Ethnic Differences Contributing to Incidents Against Rangers**

### Visitors Safety

Respondents generally characterized visitor safety better off than NRMB personnel safety. Basic interpretation of the data reveals that most respondents and all employment categories overwhelmingly



## The Visitor Assistance Survey Perceptions of Safety

perceived visitor safety to be in good condition. Perceptions of change in visitor safety were of "increasing" more frequently than project staff safety levels (see Table 2-3).

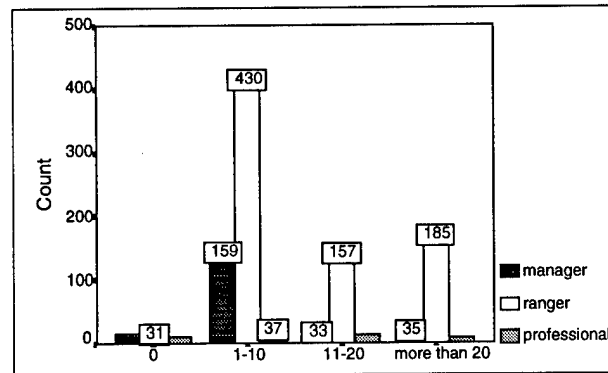
*Table 2-3. Corps Personnel Characterize Visitor Safety*

<i>Safety</i>	<i>Managers</i>	<i>Rangers</i>	<i>Professional</i>
<i>Increasing</i>	22	22	18
<i>Decreasing</i>	28	40	29
<i>Staying the Same</i>	50	38	53
<i>Total</i>	100%	100%	100%

Given that these results are not perceptions directly taken from visitors, some limitations in the ability to generalize the findings exist. We cannot automatically assume that because NRMB personnel perceived visitor safety in this fashion that visitors see their safety in the same light. Perhaps future research will address visitor perceptions directly.

In the last three years, 430 rangers (53%) witnessed between 1 and 10 incidents where a visitor verbally or physically threatened another visitor (see Figure 2-6). Unlike incidents that involved rangers as the victim, 185 rangers (23%) indicated that they witnessed more than 20 incidents in which visitors displayed some hostile behavior toward another visitor. This is probably due to the conglomeration of verbal abuse, physical threats, and assaults that describe the array of hostile behaviors; also coupled with the reality that there are many more visitors at Corps projects than rangers.

Visitor safety at Corps projects is viewed as being less of a problem than project staff safety, nonetheless, it requires attention. We should ask why do visitors display hostile behavior toward project staff and other visitors? Does the surrounding environment promote these behaviors? Do project staff have the tools, and appropriate training to intervene or to de-escalate potentially hostile situations? These questions will be discussed in later chapters.



**Figure 2-6. Number of Incidents of Verbal Abuse, Physical Threats and Assaults on Visitors**

### Alcohol

Based on survey responses, it appears that visitors do experience some hostile behavior at the hands of visitors. One thousand and twenty four project personnel participated in pointing out the factors that contribute to hostile behaviors displayed by visitors. A large fraction of this group (870) reported that alcohol was the most important factor in contributing to the array of hostile behaviors.



## The Visitor Assistance Survey Perceptions of Safety

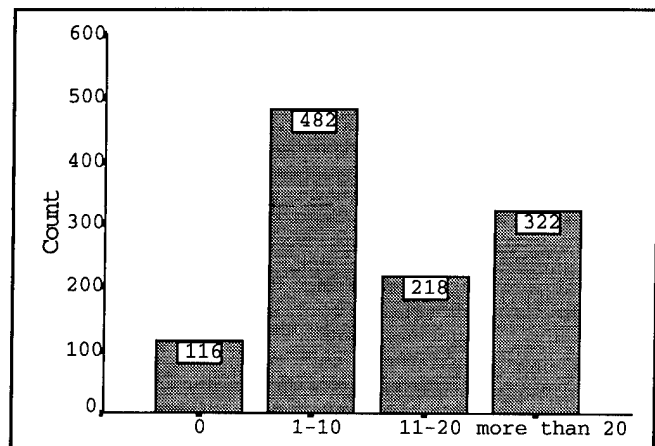
The perceptions and impacts of alcohol use were examined. Alcohol use by “of age” visitors is perfectly legal at Corps projects, but that does not negate the fact that used in large quantities it could impair judgment. After examining incidents perpetrated against project staff and incidents against visitors (see Table 2-4), consistently, alcohol was rated the number one factor that contributed to these incidents. Therefore, from the outset, alcohol appeared to cause safety problems at Corps projects.

**Table 2-4. Ranking Importance of Contributing Factors for Incidences Involving Visitors**

Factor		
1	Alcohol	85%
2	Personality of Visitor	75
3	Drugs	56
4	Overcrowding	48
5	Conflicting Activities	44
6	Isolation of Project	34
7	Mistaken Rangers for Law Enforcement Officials	30
8	Ethnic Differences	22
9	Failure of Ranger to Control the Situation	18
10	Gang Activity	17
11	Language Differences	11

\*For every importance ranking table in this study, information was ranked and put in order according to combined responses of categories “extremely” and “very important” for each factor.

In search of a more complete picture of the impact of alcohol, we asked, “What is the average number of alcohol-related incidents that you have been directly involved with at your project within the last three years?” In the last three years, out of 1,138 respondents, 482 (42%) answered that they had been directly involved with alcohol-related incidents at least 1 to 10 times (see Figure 2-7). Nineteen percent (218) were involved in an incident 11-20 times and almost 30 percent (322) reported that they were directly involved with alcohol-related incidents more than 20 times in the last three years (see Figure 2-7). This information mainly tells the number of alcohol-related incidents witnessed by project staff, but when coupled with the fact that alcohol is the number one factor in contributing to Corps project incidents, the results become more serious.



**Figure 2-7. Alcohol Related Incidents Involving Respondents Within the Last Three Years**



## The Visitor Assistance Survey Perceptions of Safety

Views about whether alcohol should be allowed or prohibited were solicited. Forty percent of respondents disagreed that “alcohol should be allowed at Corps projects,” (see Figure 2-8). There was also a second statement, “prohibition of alcohol at Corps projects would increase overall safety,” the popular response was overwhelming; out of 1,248 project staff, 893 agreed (72%) (see Figure 2-9).

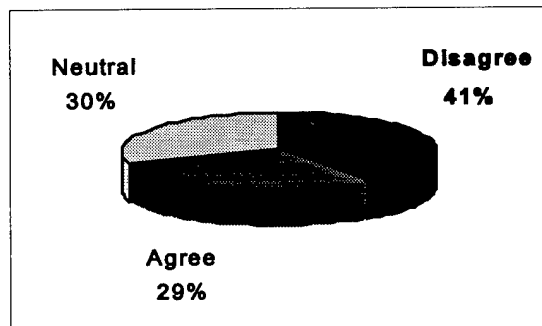


Figure 2-8. “Alcohol should be allowed at Corps projects.”

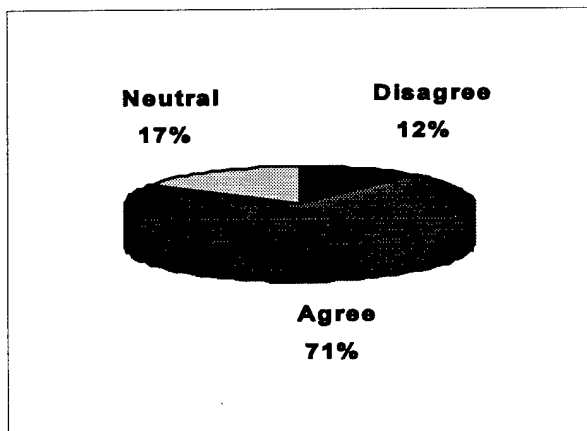


Figure 2-9. “Prohibition of alcohol at Corps projects would increase overall safety.”

### Modifications

In this study modifications were recommended changes in equipment, policies, landscaping and other areas determined to be important to safety. Important gate attendant modifications were explored and a table of rankings created. Traffic modifications and general modifications were also explored and results were presented by ranking most to the least important.

#### Gate Attendant Safety

Gate attendants refer to assistance the Corps solicits through contractors, some duties include monitoring the entrance points and collecting day use fees. Of all the modifications, installing telephones and radios inside the buildings gate attendants are stationed at rated the number one modification to improving gate attendant safety (see Table 2-5). The installation of bulletproof glass and increasing or decreasing gate hours were not perceived as important to enhancing safety.





## The Visitor Assistance Survey Perceptions of Safety

**Table 2-5. Ranking Modifications Important to Gate Attendant Safety**

<b>Modifications</b>	
1. Install Telephones and Radios	96%
2. Frequent Revenue Pickup	86
3. Install Safes at Gate Stations	78
4. Uniforms	60
5. Install Surveillance Cameras	49
6. Enlarge Gate Stations	38
7. Install Bulletproof Glass	29
8. Reduced Operating Hours	20
9. Increased Operation Hours	19

\*For every importance ranking table in this study, information was ranked and put in order according to combined responses of categories "extremely" and "very important" for each modification.

### Overall Safety

Traffic modifications looked at changes concerning location and number of entrances, improved parking area, one-way traffic flow in selected areas, limiting the number of vehicles into the project and road widening. Two factors perceived to be important modifications to influence safety positively were the location and number of entrances and improved parking areas (see Table 2-6).

**Table 2-6. Traffic Modifications Importance Ranking**

<b>Traffic Modifications</b>	
1. Location and Number of Entrances	73%
2. Improved Parking Area	72
3. One-way Traffic Flow in Selected Areas	61
4. Project Vehicle Limit	57
5. Road Widening	40

\*For every importance ranking table in this study, information was ranked and put in order according to combined responses of categories "extremely" and "very important" for each traffic modification.

Finally, general safety modifications included factors such as: patrol (surveillance), public phones in developed areas, lighting, separate day use and overnight areas, attended entrance stations, nightly gate closing in recreational areas, clearly designated boundaries of recreational areas, general landscaping, additional facilities, fewer entries to recreational areas, enforced project visitor capacity, and shrubbery reduction (see Table 2-7). Results revealed that patrolling (surveillance) was perceived most important for enhancing safety (see Table 2-7). Most of the remaining factors were perceived as important by more than half the respondents. This suggests that all the factors in Table 2-7, if implemented, may influence overall safety positively.



## The Visitor Assistance Survey Perceptions of Safety

**Table 2-7. Ranking Overall Safety Concerns**

<i>Safety Concerns</i>		
1	<i>Patrol (surveillance)</i>	99%
2	<i>Public Phones in Developed Areas</i>	99
3	<i>Lighting</i>	98
4	<i>Separate Day Use and Overnight Areas</i>	95
5	<i>Attended Entrance Stations</i>	92
6	<i>Nightly Gate Closing at Recreational Areas</i>	89
7	<i>Clearly Designated Boundaries of Recreational Areas</i>	85
8	<i>General Landscaping</i>	80
9	<i>Additional Facilities</i>	78
10	<i>Fewer Entries to Recreational Areas</i>	64
11	<i>Enforce User Limit/Carrying Capacity</i>	63
12	<i>Shrubbery Reduction</i>	61

\*For every importance ranking table in this study, information was ranked and put in order according to combined responses of categories "extremely" and "very important" for each factor.



## The Visitor Assistance Survey Perceptions of Safety

---



## The Visitor Assistance Survey Perceptions of Visitor Assistance

### CHAPTER 3

#### PERCEPTIONS OF VISITOR ASSISTANCE

This chapter addresses how NRMB personnel believe visitors perceive rangers, as visitor assistance or law enforcement. Additionally, whether Visitor Assistance and Public Relation Plans exist and how they relate to safety issues at Corps projects were examined.

The perceived public image of rangers as seen by survey participants is a dual role of law enforcement officer (a badge toting authority figure) and visitor assistant (service oriented and helpful to visitors) with little distinction between the two. As shown in Figure 3-1, responses were less frequent at opposite poles of the scale ("John Law"- law enforcement personality and "Good Guys"- visitor assistance personality). Responses

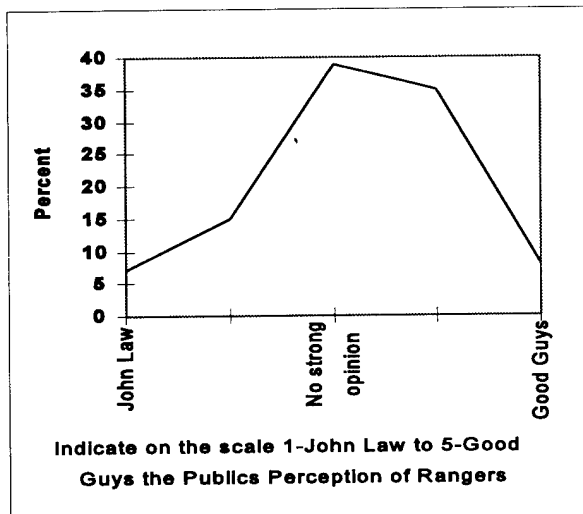


Figure 3-1. Perceived View of Rangers

most often appeared in the middle of the scale; therefore, signaling ambiguity in the images perceived to personify rangers.

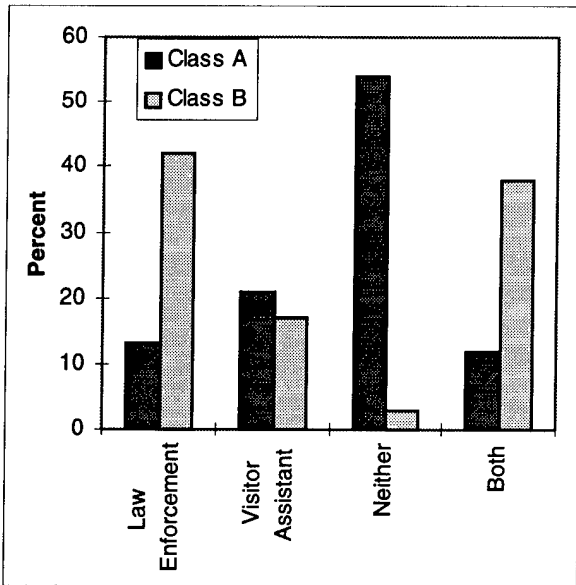
Perceptions of the two uniform types (A and B) were examined and different images were projected; respondents showed that the Class A uniform projected an ambiguous image where the ranger is perceived as neither the law enforcement nor visitor assistance type (see Figure 3-2). The Class A uniform is the business uniform worn with a white shirt, a tie and a green blazer; this uniform is usually worn only during public appearances by administrative staff and project managers. The Class B uniform projected primarily a law enforcement image. This uniform is military style that displays a badge and a hat; uniforms are worn by project rangers and specialty staff, for example, project foresters and landscapers. Responses for both uniform styles were similar for managers and rangers.

Although, 42 percent of project staff perceived that visitors' images of the Class B uniform are law enforcement (see Figure 3-2), rangers have no law enforcement authority other than title 36. These perceptions may cause some misunderstandings. Visitors who believe rangers have law enforcement authority expect rangers to react accordingly and unclear roles may cause some misunderstandings. The authority that rangers possess and the authority those local law enforcement agencies provide should be voiced clearly. The partnership between law enforcement agencies and Corps projects is



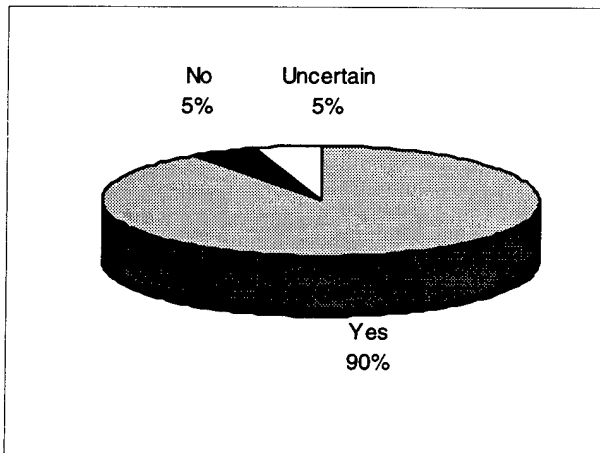
## The Visitor Assistance Survey Perceptions of Visitor Assistance

discussed in more detail in chapter 5.



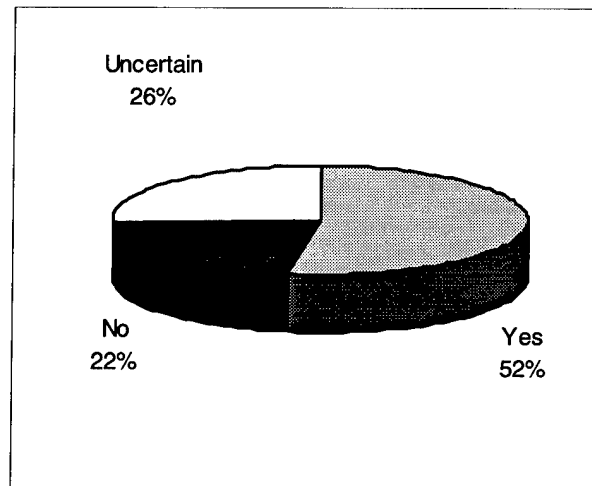
**Figure 3-2. Perceptions of Class A and Class B Uniforms**

Many respondents said they were aware of a Visitor Assistance Program at their project. Overall, of 1,144 responses to this



**Figure 3-3. Knowledge of a Visitor Assistance Program**

question, 90 percent said they were aware, 5 percent said they were “uncertain,” and 5 percent said “no” they were not aware of a Visitor Assistance Program (see Figure 3-3). Although the Public Relations Plan is a component of the Visitor Assistance Program, fewer respondents were aware of such a plan. Only 52 percent reported knowledge of a Public Relations Plan, and while a very small percent were unsure whether a Visitor Assistance Plan existed, more persons (26%) were unsure concerning the presence of a Public Relations Plan (see Figure 3-4).



**Figure 3-4. Knowledge of a Public Relations Plan**

Examining visitor assistance and public relation plans by Division reflected a spectrum of results. Table 3-1 displays the total percent for each Division that were aware that a Visitor Assistance Program existed.



## The Visitor Assistance Survey Perceptions of Visitor Assistance

**Table 3-1. VISITOR ASSISTANCE PROGRAM BY DIVISION**

DIVISION	PERCENT (N=884)			
	yes	no	uncertain	total %
<i>Lower Mississippi</i>	99	1	0	100
<i>Missouri River</i>	94	3	3	100
<i>New England</i>	88	5	7	100
<i>North Atlantic</i>	94	6	0	100
<i>North Central</i>	96	0	4	100
<i>North Pacific</i>	98	0	2	100
<i>Ohio River</i>	89	6	5	100
<i>South Atlantic</i>	94	2	4	100
<i>South Pacific</i>	82	16	2	100
<i>Southwestern</i>	82	7	11	100

Additionally, South Pacific and Southwestern Division showed 18 percent answered no or uncertain to their awareness of such a program. Table 3-2 addresses the existence of a functioning Public Relations Plan within each Division. According to the 1,144 responses, more are aware of the Visitor Assistance Program than of the Public Relations Plan. Less than 50 percent of three Divisions reported awareness of their projects Public Relations Plan (New England, North Atlantic, and Southwestern). Additionally, New England stands out with only 35 percent reporting that they do have a program in place.

**Table 3-2. PUBLIC RELATIONS PLAN BY DIVISION**

DIVISION	PERCENT (N=879)			
	yes	no	uncertain	total %
<i>Lower Mississippi</i>	66	14	20	100
<i>Missouri River</i>	50	34	16	100
<i>New England</i>	35	30	35	100
<i>North Atlantic</i>	44	28	28	100
<i>North Central</i>	60	19	21	100
<i>North Pacific</i>	51	29	20	100
<i>Ohio River</i>	52	26	22	100
<i>South Atlantic</i>	55	22	23	100
<i>South Pacific</i>	61	25	14	100
<i>Southwestern</i>	43	35	22	100

A total of 10 percent were unaware that a Visitor Assistance Program existed at their project. This means that 189 persons of a population of 1,893 are not familiar with the various points within Regulation No. 1130-2-420. Also, of 1,893 respondents, 908 were uncertain of their projects' Public Relations Plan. So, how can various policies and practices be carried out if rangers are unaware that the program even exists? The Visitor Assistance Program calls for providing safe and healthful recreation opportunities while protecting and enhancing the safety of Corps personnel and visitors. The Public Relations



## The Visitor Assistance Survey Perceptions of Visitor Assistance

---

Plan is an aggressive public information program designed to notify and assure public understanding and support of the Visitor Assistance Program. Ultimately, the more aware rangers are of the program the more likely they will practice safety as prescribed by the Regulation (1130-2-420).



# The Visitor Assistance Survey Equipment

## CHAPTER 4 EQUIPMENT

In this study, we asked respondents “of the various types of equipment, what did they believe to be important in conducting daily Corps project operations?”. There are three types of equipment: communication, surveillance, and personal protection equipment; some of which have been used and some that have never been used by project personnel during official duties. The main objective in evaluating perceptions of important equipment, is to discover equipment that enhances safety at projects and to uncover the shortcomings concerning the lack of appropriate equipment.

What equipment fosters safety at Corps projects? Addressing this question is twofold, equipment that fosters safety is equipment perceived as important in helping to carry out official duties. While, equipment perceived unimportant suggests that, most likely it is not a factor that will influence safety greatly. Specific examples are sited below.

### Communication Equipment

Communication equipment was generally considered important equipment for use on the job by all positions. Of the nine different types of communication equipment, managers and rangers ranked the importance

of this equipment similarly. Mobile vehicle radios ranked the highest while law enforcement communication links followed (see Table 4-1). This equipment is perceived as necessary to carry out daily duties and more important, to fostering safety at Corps projects. Further down the ranking list (see Table 4-1), results show that managers and rangers also agreed that answering machines and paging devices were perceived to be the least important and therefore, not very necessary in promoting safety at Corps projects.

*Table 4-1. Importance Ranking of Communication Equipment*

<i>Equipment</i>	<i>Managers %</i>	<i>Equipment</i>	<i>Rangers %</i>
1 Mobile Vehicle Radio	96	1 Mobile Vehicle Radio	98
2 Law Enforcement Communication Link	92	2 Law Enforcement Communication Link	95
3 Portable Radio	89	3 Portable Radio	94
4 Public Phone	58	4 Public Phone	67
5 Cellular Phone	49	5 Public Address System	60
6 Public Address System	47	6 Scanner	59
7 Scanner	42	7 Cellular Phone	56
8 Answering Device	27	8 Answering Device	33
9 Pager	15	9 Pager	19





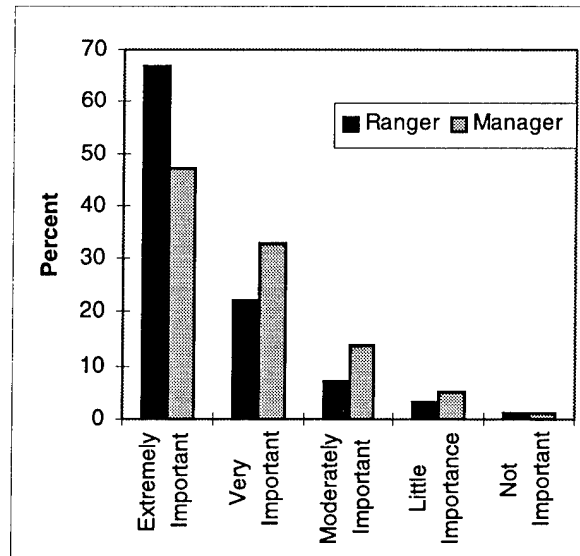
## The Visitor Assistance Survey Equipment

### Surveillance Equipment

Surveillance equipment is seen as being useful to enhance field personnel monitoring capabilities and detection of crises at various Corps projects. Specifically, the items are polaroid cameras, 35mm cameras, video cameras, vehicle light bars and alarms. Only two items were considered overwhelmingly important, these were polaroid cameras and 35mm cameras. Of these items, polaroid cameras were most important among managers and rangers (see Table 4-2). The remaining items were not as important, responses waver to unimportance in contributing to safety at Corps projects (see Table 4-2).

**Table 4-2. Importance Ranking of Surveillance Equipment**

<u>Equipment</u>	<u>Managers</u> <u>%</u>	<u>Equipment</u>	<u>Rangers</u> <u>%</u>
1 Polaroid Camera	72	1 Polaroid Camera	81
2 35 mm Camera	70	2 35 mm Camera	73
3 Video Camera	42	3 Video Camera	49
4 Vehicle Light Bar	28	4 Alarm	47
5 Alarm	26	5 Vehicle Light Bar	43



**Figure 4-1. Blood Borne Pathogen Protection**

### Personal Protection Equipment

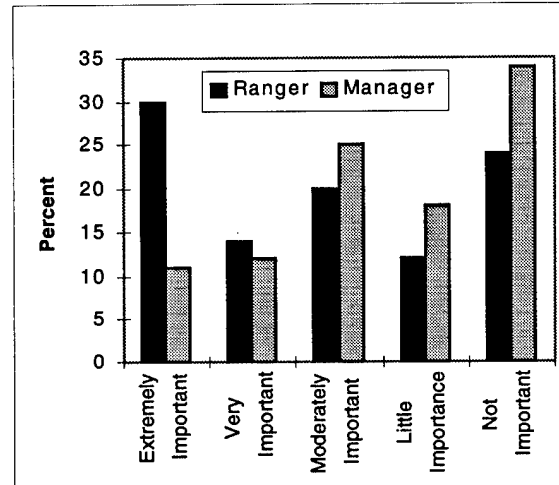
In this study, personal protection equipment refers to equipment used to protect personnel from potentially life threatening situations during official duty. Of all the protective equipment, overwhelmingly, blood borne pathogen protection was seen as the most important (see Figure 4-1). Responses “extreme importance” and “very important” were combined; of these responses, 80 percent of managers revealed that blood borne pathogen protection was important, rangers reported an even greater response rate of 89 percent (see Table 4-3). Following in importance, as suggested by respondents, were mace/pepper spray and bulletproof vests (see Figures 4-2 and 4-3).



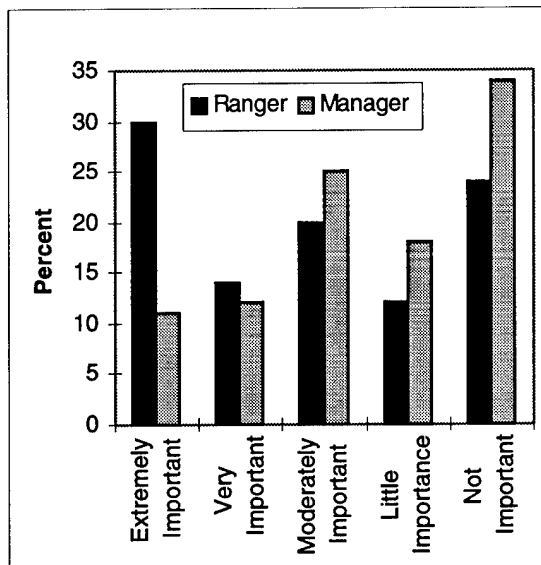
## The Visitor Assistance Survey Equipment

**Table 4-3. Importance Ranking of Personal Protection Equipment**

	Equipment	Manager %	Ranger %
1	Blood Pathogen Protection	80	89
2	Mace/Pepper Spray	36	57
3	Bulletproof Vest	22	44
4	Nightstick	18	34
5	Handgun	17	34
6	Stun Gun	13	26
7	Night Goggles	7	21



**Figure 4-3. Bulletproof Vests**



**Figure 4-2. Mace/Pepper Spray**

Lastly, responses concerning the importance of personal protection equipment by Division were explored. Figure 4-4 displays the Divisions that clearly considered various items of equipment important or unimportant. Also shown, are the Divisions about which no strong opinion was shown either way, that is 50 or more percent for importance or unimportance. Following the figure closely shows that blood borne pathogen protection is considered important by every Division, exemplifying a very strong consensus across the Corps.

Looking more closely at results on protective equipment, bulletproof vests were far from consistent across the Corps; half the Divisions perceived it as unimportant and the other half had no strong perceptions either



## The Visitor Assistance Survey Equipment

Personal Protection Equipment *	Lower Mississippi	Missouri River	New England	North Atlantic	North Central	North Pacific	Ohio River	South Atlantic	South Pacific	Southwestern
Blood Pathogen Protection	●	●	●	●	●	●	●	●	●	●
Bulletproof Vest	○		○		○			○		●
Handgun	○	○	○	○	○	○	○	○	○	
Mace/Pepper Spray				●					●	●
Night Goggles	○	○	○	○	○	○	○	○	○	
Nightstick	○	○	○		○	○		○		
Stun Gun	○	○	○	○	○	○	○	○	○	

At least 50% reported important
At least 50% reported not important

●
○

\* Blank boxes indicate no strong opinion of importance or unimportance

**Figure 4-4. Importance of Equipment by Division**

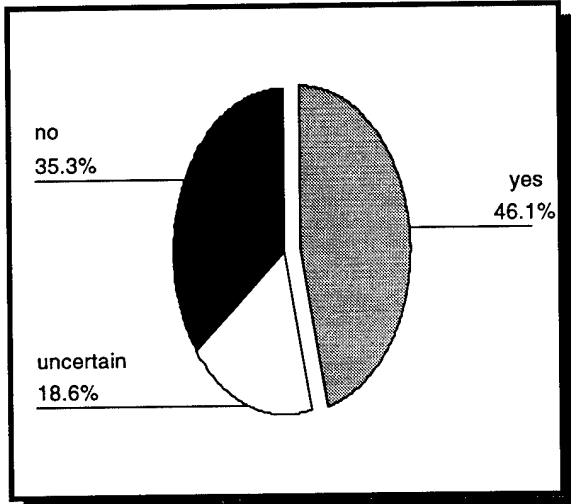
way. Only one Division, the Southwestern Division, believed that bulletproof vests were important (see Figure 4-4). Based on responses about handguns, the consensus throughout the Corps indicated that handguns were unimportant. Mace/pepper spray data showed some differences; three Divisions, North Atlantic, South Pacific, and Southwestern perceived the item as important. On the other hand, night goggles, night sticks, and stun guns were generally considered unimportant by various Divisions.

### Sufficiency of Equipment

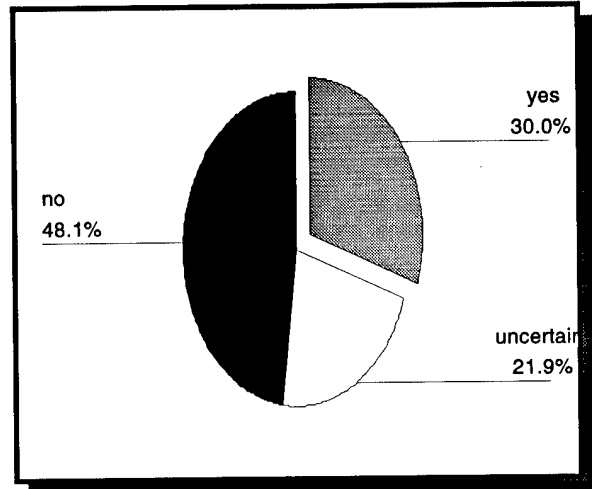
The sufficiency of equipment refers to the overall adequacy of the current equipment supply. Overall, many managers responded that equipment was sufficient. Although differences are not statistically significant, disparities do exist. Forty six percent of the managers responded that equipment supplies were sufficient, while 35 percent stated that it was not sufficient (see Figure 4-5). In contrast, only 30 percent of the ranger population stated that equipment was sufficient, while 48 percent stated that it was not sufficient:



## The Visitor Assistance Survey Equipment



**Figure 4-5. Managers Rate Equipment Sufficiency**



**Figure 4-6. Rangers Rate Equipment Sufficiency**



## The Visitor Assistance Survey Equipment

---



## The Visitor Assistance Survey Law Enforcement Agreements

### CHAPTER 5

### LAW ENFORCEMENT AGREEMENTS

The existence of law enforcement agreements helps to guarantee that local law enforcement officials assist with law enforcement at Corps projects. This agreement acts as a partnership between the Corps and local law enforcement agencies. Generally, the belief is that having a law enforcement agreement better enables Corps projects to provide safe environments. Below is an examination of the status of law enforcement agreements at Corps projects.

Several questions were asked of participants about the presence of law enforcement agreements; the adequacy of agreements and problems encountered contacting law enforcement agencies. Overall, out of 881 responses to the question, "Do you have an agreement at your project?", 80 percent said "yes," 19 percent said "no," and 3 percent were "uncertain." Agreements were perceived by 58 percent to be a combination of very adequate and adequate (see Figure 5-1). Most respondents believed that service provided by law enforcement agencies under the agreement was adequate (see Figure 5-2). In addition, nearly 30 percent of respondents indicated that they had trouble contacting law enforcement authorities (see Figure 5-3). Although 30 percent was not statistically significant, difficulties contacting law enforcement agencies 3 out of 10 times during crises poses safety hazards.

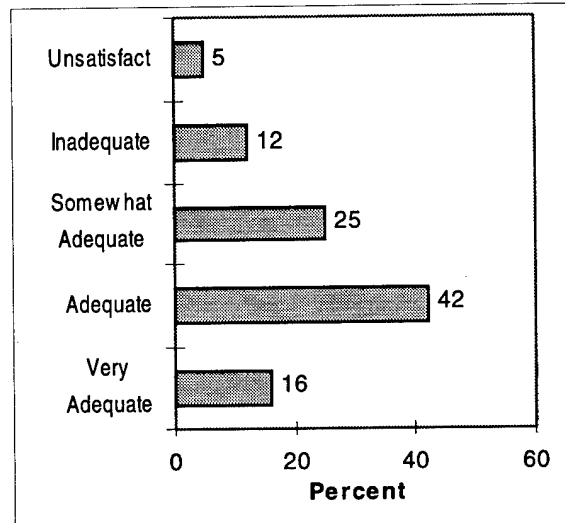


Figure 5-1. Adequacy of Agreement

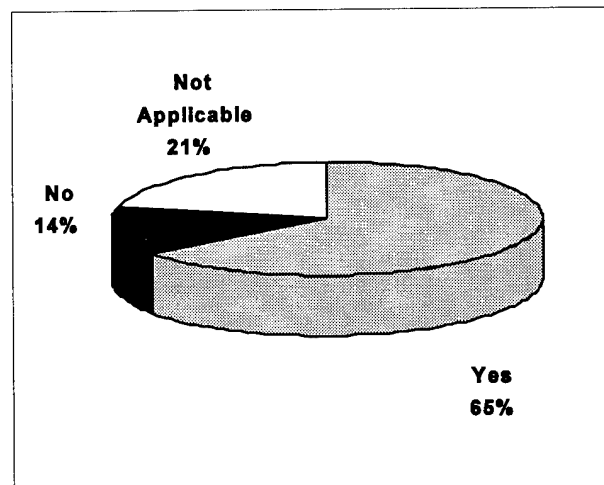
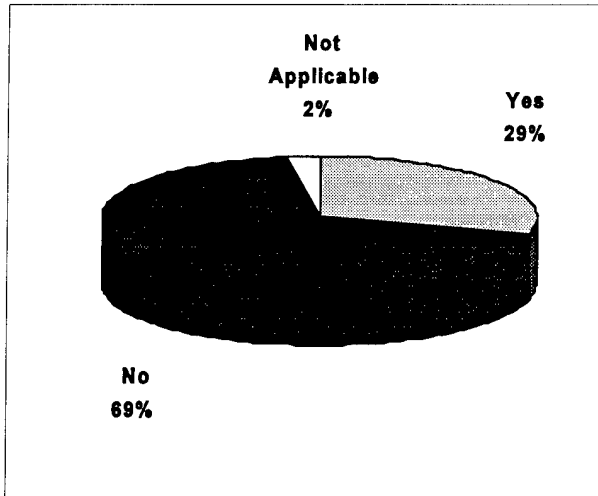


Figure 5-2. "Is the service received as a result of the agreement adequate?"



## The Visitor Assistance Survey Law Enforcement Agreements



**Figure 5-3. “Are there problems contacting law enforcement agencies?”**

Table 5-1 reports the total number of responses per Division and the total percent for each Division that answered yes to having an agreement at their project. Most responses per Division reported having a law enforcement agreement by at least 60 percent. Six Divisions reported 80 percent and above that they had an agreement. These Divisions were Lower Mississippi Valley, Missouri River, South Atlantic, South Pacific, and Southwestern Divisions. The North Atlantic Division stands out with only 47 percent of its respondents in agreement that they have a law enforcement agreement.

**Table 5-1. Law Enforcement Agreements by Division** (the total numbers and percent per Division that answered yes to having a law enforcement agreement at their project) (Y=yes, U=uncertain, N=no)

Division	NUMBER			% yes	Total N
	Y	U	N		
Lower Mississippi	95	2	6	92	103
Missouri River	54	2	7	86	63
New England	25	1	12	66	38
North Atlantic	8	2	7	47	17
North Central	32	0	16	67	48
North Pacific	40	3	13	71	56
Ohio River	102	3	50	66	155
South Atlantic	110	7	21	80	138
South Pacific	38	0	5	88	43
Southwestern	185	4	31	84	220
<b>TOTAL</b>	<b>689</b>	<b>24</b>	<b>168</b>	<b>78</b>	<b>881</b>



# The Visitor Assistance Survey Training

## CHAPTER 6

### TRAINING

#### Knowledge and Skills

In this section, important training, knowledge, and skills considered enhancing to job performance was explored. The importance or unimportance of eleven different types of skills were considered. Sufficient skills and proper training are important to developing and maintaining a safe environment. Project staff have made some indications of the skills they considered most important in successfully carrying out official duties; that is, duties that include providing a safe environment for visitors.

Both managers and rangers responded similarly; however, rangers on average felt stronger about specific skills than did managers. The five highest ranking skills perceived as important by managers and rangers were communication, public relations, conflict management, Title 36 Rules and Regulations, and water safety (see Table 6-1). These skills were perceived as important by at least 85 percent of respondents. The lowest ranking skill in importance to respondents was crowd control. Generally, all of the skills in Table 6-1 were important as suggested by at least 50 percent of respondents; therefore, all the skills seem critical in promoting safety at Corps projects.

*Table 6-1. Skills Ranked in Importance by Managers and Rangers*

Managers		Rangers		
Skills	%	Skills	%	
1	Communication	98	Communication	97
2	Public Relations	97	Public Relations	95
3	Conflict Management	92	Conflict Management	94
4	Title 36 Rules and Regulations	91	Title 36 Rules and Regulations	92
5	Water Safety	85	Water Safety	90
6	First Aid	79	Personal Protection	88
7	Personal Protection	76	First Aid	86
8	Defensive Driving	71	First Responder	78
9	First Responder		Defensive Driving	75
10	Incident Reporting	62	Incident Reporting	75
11	Crowd Control	52	Crowd Control	66

#### Course Work and Training

Five different training courses were explored in this study; these courses are taken during employment with the NRMB Branch. The training courses include Visitor Assistance Basic (see Figure 6-1), Advanced Visitor Assistance (see Figure 6-2), Personal Protection (see Figure 6-3), Refresher Visitor Assistance (see Figure 6-4), and Visitor Assistance Update courses (see Figure 6-5). Respondents were asked to rate each course with a letter grade (A, B, C, D or F); the grade represented how well the course covered training subject matter and how thorough





## The Visitor Assistance Survey Training

Corps staff was trained. Ratings of courses fluctuated among managers, rangers and professional project staff.

The most basic of the courses, Visitor Assistance Basic, was rated "F" more frequently than the other courses (see Figure 6-1). Managers rated this course failing (23%) and "C" (39%) more frequently than did rangers and professional personnel. Rangers reported the most (26%) "A" ratings, and the least (16%) "F" ratings.

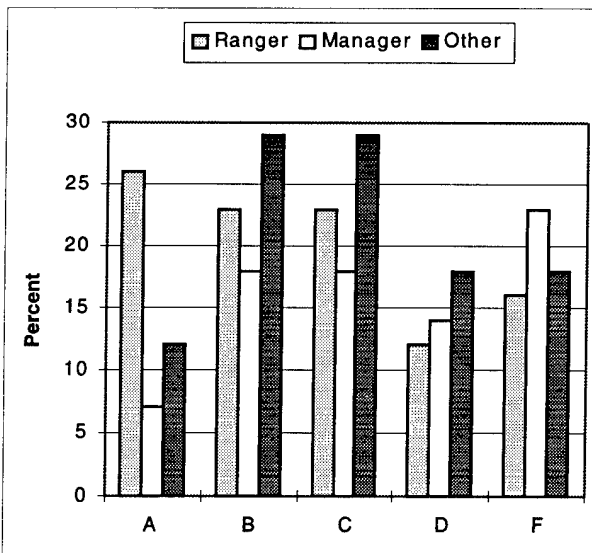


Figure 6-1. Visitor Assistance Basic Course

The Advanced Visitor Assistance course appears to tell a different story; most responses were within "B" and "C" ratings. Managers, rangers, and professional personnel felt similarly about the course. The Personal Protection Training course rating distributions look similar to the previous course (see Figure 6-3); again, most responses showed ratings of "B" and "C."

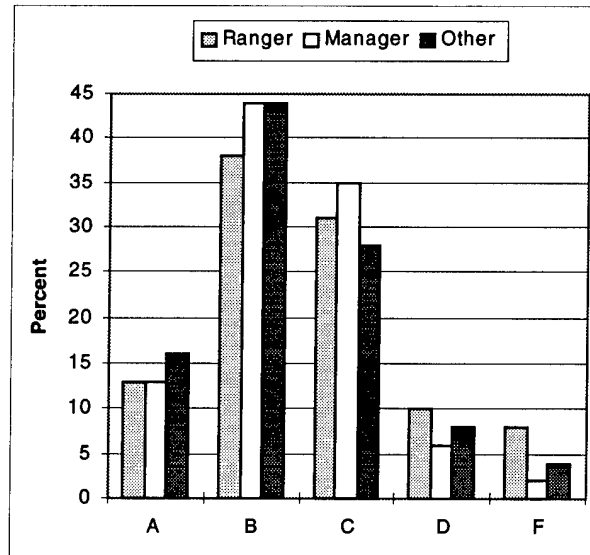


Figure 6-2. Advanced Visitor Assistance Course

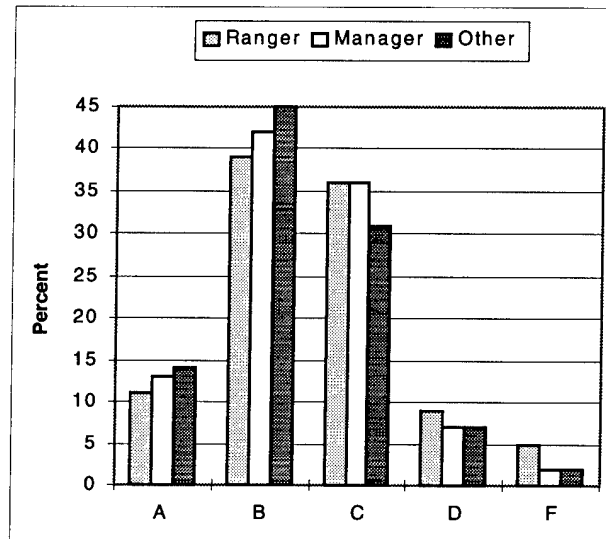
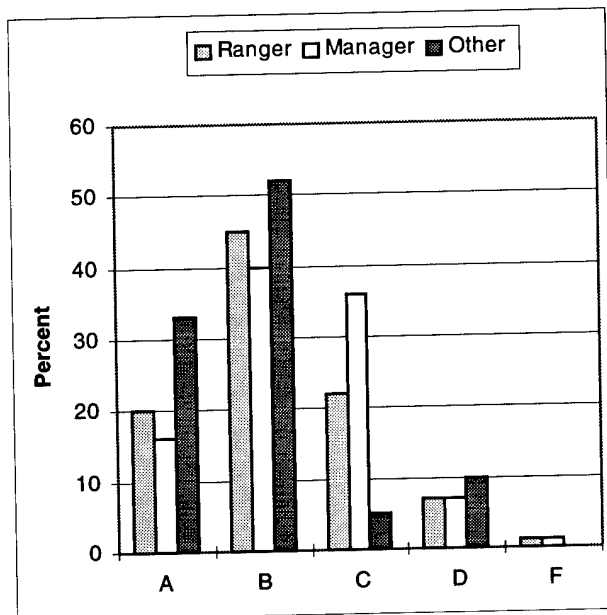


Figure 6-3. Personal Protection Training Course

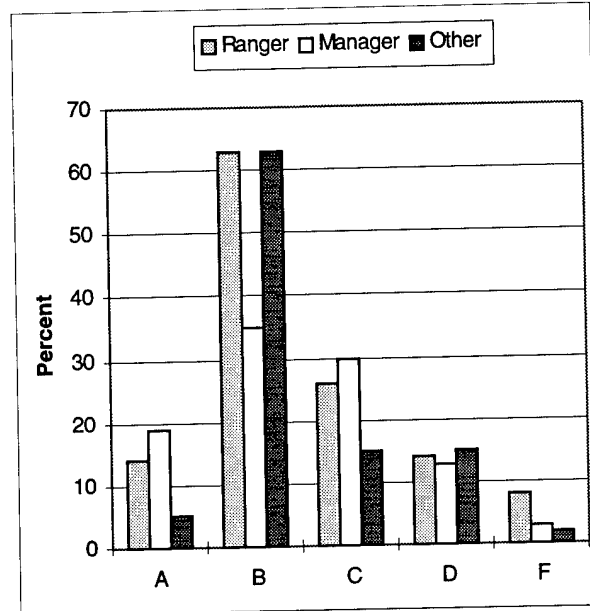


## The Visitor Assistance Survey Training

The Refresher Visitor Assistance Training course rating distribution shows differences in opinions among managers, rangers, and professional personnel (see Figure 6-4). Managers most frequently rated this course with a "C." In contrast, for this course rangers and professional personnel displayed the greatest number of "A" and "B" ratings. It appears that professional personnel were much more pleased with the quality of the course than were the remaining project personnel. Last, is the Visitor Assistance Update course (see Figure 6-5). Results of these responses illustrate that most frequently rangers and professional personnel rated the course a "B", while managers' responses did not cluster in any particular rating.



**Figure 6-4. Refresher Visitor Assistance Course**



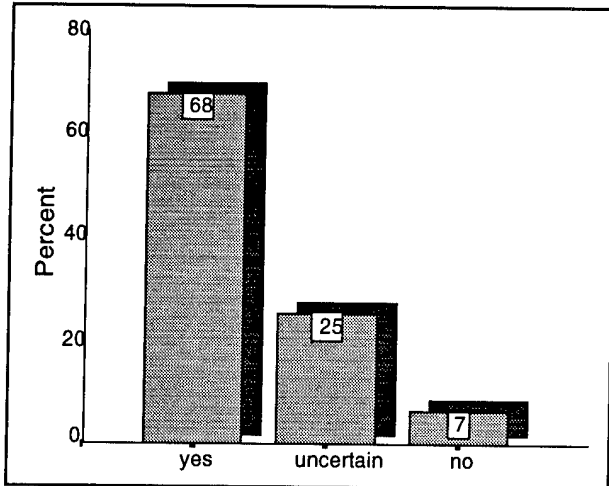
**Figure 6-5. Visitor Assistance Update Course**

### Additional Training Courses

The overall responses addressing whether there is a need for additional ranger training courses clearly show a need. Sixty-eight percent of respondents who answered the question showed that a need for additional ranger training courses exists, 25 percent were uncertain and 7 percent believed that additional training was not needed (see Figure 6-6).



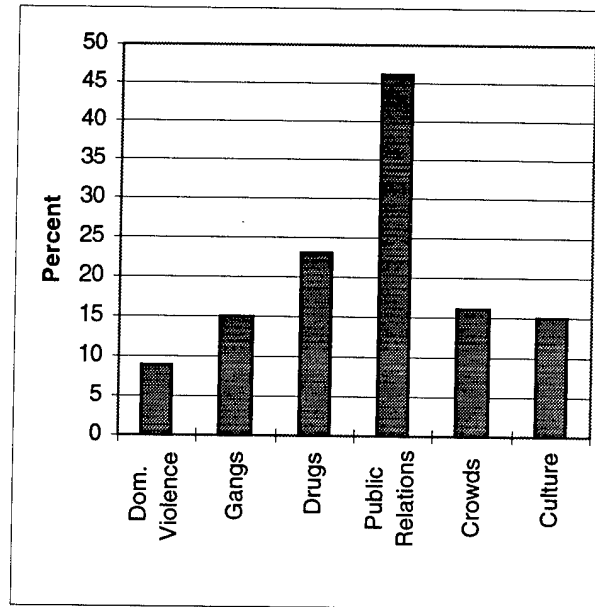
## The Visitor Assistance Survey Training



**Figure 6-6. "Is there a need for additional ranger training courses?"**

Question 25 asked respondents to specify additional training courses that they wished were provided during training; 890 responses were recorded. The following is an analysis of these responses. Results are expressed as frequencies of requests and as percentages of total requests. Appendix D illustrates the requested topics for additional training courses and the associated frequency distributions.

The most frequently requested course topic was training in dealing with the public and societal problems (124 requests, 14% of all requests). Figure 6-7 illustrates a break down of these requests. Most respondents wished to have better training in relating to the public (46 requests, 40% of requests for this course type), and in identifying drug and alcohol abuse (23 requests, 20% of requests for this course type). There were roughly equal number of requests for training in crowd



**Figure 6-7. Training Courses that Consider the Public and Societal Problems**

control, gangs, and cultural awareness. A handful of respondents wished for training in dealing with domestic violence (9 requests, 8% of requests for this course type).

While participants requested many different training topics, combined requests for self defense, communication skills, conflict management, and law enforcement, amounted to over half (470) of all requests (see Figure 6-8). Requests for additional self defense courses (22% of total requests) more than doubled those for law enforcement (10% of total requests), communication skills (10% of total requests), and conflict management (9% of total requests).

The requests for instruction in law enforcement included a variety of subtopics. There were ninety-six (10%) requests for law



## The Visitor Assistance Survey Training

and law enforcement. A few of the topics that made up requests for law and law enforcement were. There were several requests for courses in law (12 requests), Corps policy (7 requests), and Title 36 (5 requests). There were also two requests for no training in law enforcement. Several participants also requested a topic closely related to law enforcement (15 requests), they specifically asked for a "ranger academy," which is similar to a police academy.

There were also several requests for courses in disaster prevention and training (124 requests, 14% of total requests). Courses of this type included a variety of subtopics. Emergency training was the most frequently requested type of disaster training course requested (41 requests, 33% of requests for courses in disaster prevention and training). Several participants requested training in situation analysis (36 requests, 29% of requests for courses in disaster prevention and training). Situation analysis was defined as learning how to identify and avoid dangerous situations. Several participants felt the need to learn water (24 requests, 19% of requests for courses in disaster prevention and training) and fire safety (14 requests, 11% of requests for courses in disaster prevention and training). Lastly, a few participants wanted courses in defensive driving (9 requests).

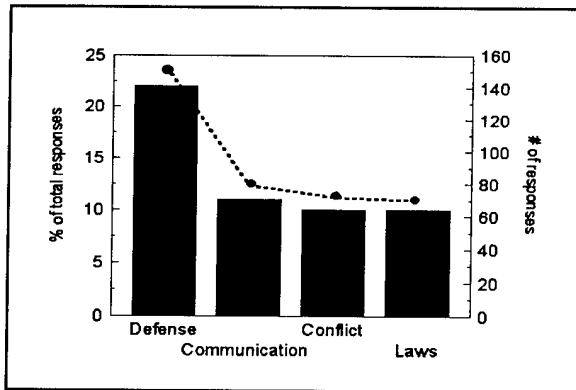
### Topics That Need to Be Added to Existing Visitor Assistance Training Courses

Many participants expressed a desire to expand the breadth of Visitor Assistance training courses. Question 23 asked participants to specify topics that they wished to be added to existing Visitor Assistance training courses. There were 698 responses to this question. The following is an analysis of these responses. The results are expressed as frequencies of requests and as percentages of total requests.

Appendix E illustrates the requested topics for training courses and their frequency distribution. The four most frequently requested course topics that comprised at least 10 percent of the total responses are self defense, communication skills, conflict management, and law enforcement (see Figure 6-8). The most frequently requested course topic was self defense that comprised 22 percent of the total responses to question #23. Many participants expressed a desire to have frequent updates and refresher self defense courses. Furthermore, some participants suggested a need for more in-depth instruction on self defense techniques and requested that the courses be lengthened. Occasionally, the requests for self defense were coupled with requests for crowd control (22 requests, 3% of all requests).



## The Visitor Assistance Survey Training



**Figure 6-8. The Four Most Frequently Requested Training Course Topics (self defense, communication skills, conflict management, laws and their enforcement)**  
N=698

Communication skills were the next most frequently requested course topic (79 requests, 11% of all requests). Many requested that non aggressive communication skills be taught. The requests for conflict management and law enforcement each amounted to 10 percent of the total requests. Nearly one-third of the requests for courses in laws and enforcement mentioned Title 36 enforcement (11 requests, 15% of the requests for this type of class) and court room demeanor (11 requests, 15% of the requests for this type of class).

There were numerous requests for courses focusing on situation analysis (45 requests, 6% of the total requests). Many participants expressed a desire to recognize and thus, avoid dangerous situations. Several respondents believed that these dangerous situations were caused by alcohol and drug abuse. Thirty-four requests (5% of total

requests) for courses dealing with alcohol and drug abuse reflected perceived dangerousness of alcohol and drugs. Similarly, the requests for training in writing citations and reports were frequent (32 requests, 4% of total requests).

Several participants expressed a need for gang and cult awareness (31 requests, 4% of total requests), specifically, how to deal with gangs safely. Similarly, the requests for training in public relations were frequent (25 requests, 4% of total requests). Related to these topics, several participants stressed the need for cultural awareness (22 requests, 3% of total requests).

Several requests for specific technical training courses were made. The requests for classes in emergency training (14 requests), vehicle stops and approaches (14 requests) and investigation techniques (11 requests) each amounted to two percent of the total requests.



## The Visitor Assistance Survey Management and Resources

### CHAPTER 7

## MANAGEMENT and RESOURCES

This chapter addresses management and their level of concern toward safety matters. It also addresses resources used to support daily operations at Corps projects and the adequacy of those resources. How do these issues relate to safety? Since providing safety is explicit in duties that Corps personnel carry out, wherever adequate management/supervisory and resource support are not provided, safety consequently may be threatened.

### Management Concerns About Safety

Questions on the survey about this topic looked into higher management concern and how supervisors listened. Overall perceptions and group perceptions of managers, rangers and professional personnel were examined. More than 50 percent of all employment groups agreed that higher management was concerned with safety issues, but rangers reported the highest percent (29%) in disagreement (see Figure 7-1). Nearly 30 percent, (242 rangers) do not believe that higher management is concerned about safety issues that confront Corps projects. This is a problem, failing to show concern implies that these various issues are not important enough to address. Respondents to the questionnaire perceived supervisors to be

more attentive than managers to safety concerns raised by rangers. At least, 80 percent of respondents in all three employment categories agreed that supervisors listen (see Figure 7-2) (a total of 992 respondents out of 1,215).

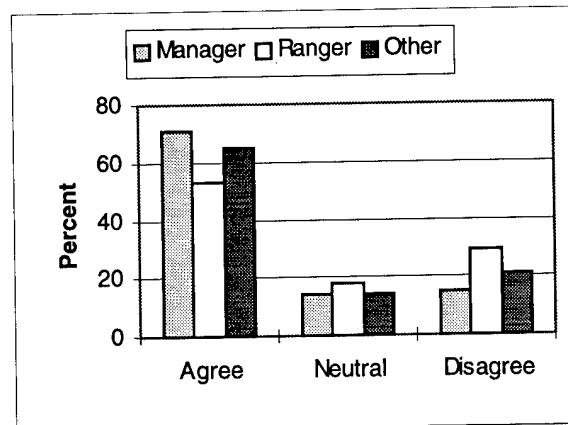


Figure 7-1. Managements Concern with Safety

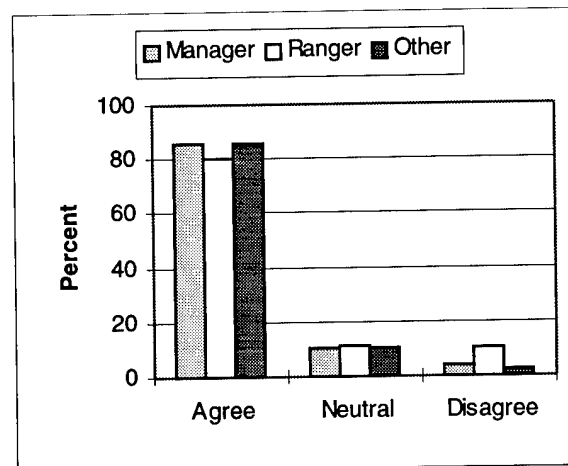


Figure 7-2. Supervisors Listen



# The Visitor Assistance Survey Management and Resources

## Support Resources

Support resources refer to monetary or people oriented resources that have been allocated for specific purposes. Factors examined included staffing, general funding, facility improvements, general maintenance funding, policy guidance, contracting assistance, office of counsel assistance, law enforcement agreements, magistrate and US Attorney. Table 7-1 shows the adequacy ranking of each support resource and the actual percent breakout of each response category. Support resources appeared most adequate for law enforcement agreements but least adequate for staffing. The number of responses addressing staffing is similar across categories of adequacy; overall no strong opinions about the adequacy or inadequacy of staffing support resources exist.

Table 7-1. Ranking Adequacy of Support Resources  
A-Adequate, S-Somewhat Adequate, I-Inadequate

<i>Resources</i>	<u>A</u>	<u>S</u>	<u>I</u>	<u>Total %</u>	<u>N=</u>
<i>1</i> Law Enforcement Agreement	59%	24%	17%	100	1219
<i>2</i> Magistrate	55	28	17	100	1207
<i>3</i> US Attorney	54	29	17	100	1194
<i>4</i> Facility Improvements	53	31	16	100	1247
<i>5</i> Contracting Assistance	49	34	17	100	1235
<i>6</i> General Maintenance	46	34	20	100	1242
<i>7</i> Office of Counsel Assistance	42	34	24	100	1219
<i>8</i> General Funding	41	37	22	100	1245
<i>9</i> Policy Guidance	40	33	27	100	1236
<i>10</i> Staffing	37	32	31	100	1251



### CHAPTER 8

### CONCLUSIONS

A significant fraction of rangers consider personal safety to be a problem on the job. Many see the problem as growing worse. Almost two-thirds of the rangers have been verbally abused by visitors in the past three years; more than one in ten has been physically assaulted. Respondents provided their views on how key elements of the Visitor Assistance Program (equipment, law enforcement agreements, training, management, and resources) contribute either positively or negatively to their personal safety and to that of visitors at Corps projects.

Corps personnel generally believe that the public has an unclear image of rangers, seeing them both as law enforcement officials and service oriented visitor assistants. Visitors may not know exactly what role rangers are supposed to play. To manage safety better, visitors should be aware of the limits of a ranger's authority.

Protective equipment perceived as most important was blood borne pathogen protection. The 90's and the results of a rising awareness of diseases transmitted through the blood may be directly related to the popularity of this equipment.

Law enforcement agreements appeared to exist throughout the Corps and the service received because of the agreement appeared mostly adequate. Yet, there were some

problems contacting law enforcement 3 out of 10 times. The obvious safety hazard is that during the 3 times when no law enforcement is present, Corps staff and visitors are rendered vulnerable. The agreements need to be implemented as close to 100 percent as possible, and in possible life threatening situations 30 percent of error should be unacceptable.

Training used to equip staff with skills and knowledge that will enable them to take on ranger duties at Corps projects is a major area of concern. Skills perceived as important by staff were: communication, public relations, conflict management, title 36 rules and regulations, and water safety. Skills such as these are critical to the Visitor Assistance Program and the more thorough the training concerning these skills, the more effective Corps project personnel will be.

Currently, there are five training courses offered to rangers throughout their tenure with the Corps. The worse rated course was the Visitor Assistance Basic Course; better rated courses were Refresher Visitor Assistance, Advanced Visitor Assistance, and Personal Protection Training. The ratings of these courses by project staff, not only shed some light on how well various project staff believe material was covered throughout the course; it also gave a picture of how well the courses trained. Some clear shortcomings exist. Ultimately, the more comprehensive and successful the training, the better staff will be equipped to use their training in unsafe and peculiar situations. Based on rating results of the various courses, Visitor Assistance Basic





## Visitor Assistance Survey Conclusions

---

was rated the worse out of all the courses. Restructuring of this course is warranted.

Concerns about safety and support resources were covered. Both, management and supervisory concerns about safety were examined. Managers were perceived to be less attentive than supervisors to safety concerns that Corps staff introduced. Management needs to communicate its concern for safety to the workforce more effectively to change this perception.

Corps personnel are faced with potentially dangerous situations from time to time. Some Corps projects inhibit these situations more frequently than others. This study illustrates that visitors and project staff experience verbal abuse, physical threats, and worst yet, physical assaults. Through training,

having the appropriate equipment and assistance from the proper agencies, and support of the people they work with, project staff can be better prepared to handle these situations.

Lastly, outside forces that directly or indirectly contribute to abuse and threats of visitors and Corps staff need to be managed differently. Alcohol is a problem. It was considered the number one contributor to "hostile behaviors" by project personnel. A great number believed it should be prohibited at Corps projects. Since the objective is to make Corps projects safer places, then a review of policies on alcohol use is warranted and solutions that will reduce the unsafe situations that visitors and staff have been encountering are essential.

**APPENDIX A**  
**QUESTIONNAIRE**



# VISITOR ASSISTANCE SURVEY

**INSTRUCTIONS:**

*This questionnaire is for Natural Resources Management Branch (NRM) personnel who are knowledgeable about the Corps Visitor Assistance program. Please answer questions based on your general understanding, if you cannot answer a question, please leave it blank.*

*Check the box of your appropriate response, if a response has been changed, please make your final choice clear. This questionnaire is designed to be anonymous, however, if you feel a need to put your name on the questionnaire, feel free to do so. When you have completed the questionnaire, tear off the back page, fold it in half so that the return address on the back is showing, tape it together, and mail it.*

*Thank you for your participation!*

- (1) In your opinion, are visitors informed of the rules and regulations, including restrictions, of Corps projects? Yes    Uncertain    No
- (2) Indicate on the scale (1-"John Law" to 5-"Good Guys") how you believe the public views Corps rangers:(circle one)
- 1            2            3            4            5

- |                               | Law Enforcement          | Visitor Assistance       | Neither                  | Both                     |
|-------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| (3) Class A uniforms portray: | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (4) Class B uniforms portray: | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

*How do you feel about the following statements:*

- |  | Strongly Agree           | Agree                    | Neutral                  | Disagree                 | Strongly Disagree        |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| (5) Vehicles used by NRM personnel are easily identified as Corps vehicles by the visiting public. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (6) My immediate supervisor listens to safety concerns that I express.                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (7) Higher management is concerned about safety issues that field employees express.               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

*Listed below are skills and knowledge that might assist NRM personnel in performing their jobs. Please indicate how important having these skills/knowledge are to job performance.*

- |                          | Extremely Important      | Very Important           | Moderately Important     | Only a little Important  | Not Important            |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| (8) Conflict Management  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (9) Crowd Control        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (10) Personal Protection | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (11) Incident Reporting  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (12) Public Relations    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (13) Defensive Driving   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

	Extremely Important	Very Important	Moderately Important	Only a little Important	Not Important
(14) Title 36 Rules and Regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(15) Water Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(16) First Aid	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(17) Emergency Care/First Responder	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(18) Communication Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(19) Are there any other skills that you believe to be extremely or very important that you have no knowledge of: (please specify)					

---



---



---

*If you have taken Headquarters sponsored Visitor Assistance training course(s) specified below, please rate the course "A" (excellent) thru "F" (failing) on the course's coverage of subjects/topics.*

(20) Visitor Assistance Basic PROSPECT

(21) Visitor Assistance Update PROSPECT

(22) Are there topics that need to be added to existing Visitor Assistance training courses?

Yes    Uncertain    No

(23) If yes, specify topics: \_\_\_\_\_

---



---



---

(24) Is there a need for additional ranger training courses?

Yes    Uncertain    No

(25) If yes, specify courses: \_\_\_\_\_

---



---



---

*If you have taken supplemental Visitor Assistance course(s) specified below, sponsored by your District or Division, please rate the course "A" (excellent) thru "F" (failing) on the course's coverage of subjects/topics.*

(26) Advance Visitor Assistance Training

(27) Refresher Visitor Assistance Training

(28) Personal Protection

(29) Does the Corps do an adequate job in selecting the right people to deal with visitors?

Yes  Uncertain  No

(30) If no, why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Listed below is communication equipment that might assist NRM personnel in performing their jobs. Please indicate how important having this equipment is to job performance. (Even if you do not have some items of equipment, indicate how important you think they might be.)

	Extremely Important	Very Important	Moderately Important	Only a little Important	Not Important
(31) Public Address System	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(32) Pager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(33) Law Enforcement Communication Link	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(34) Mobile/Vehicle Mounted Radio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(35) Scanner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(36) Portable Radio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(37) Cellular Telephone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(38) Telephone Answering Device	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(39) Public Telephone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(40) Is there any other communication equipment that you believe to be extremely or very important that your project does not provide: (please specify)					

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How would you rate the adequacy of the support resources, listed below, provided by the Corps:

	Very Adequate	Adequate	Somewhat Adequate	Inadequate	Unsatisfactory
(41) Staffing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(42) General funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Very Adequate	Adequate	Somewhat Adequate	Inadequate	Unsatisfactory
(43) Facility improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(44) General maintenance funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(45) Policy guidance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(46) Contracting assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(47) Office of Counsel assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(48) Law enforcement agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(49) Magistrate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(50) US Attorney	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*To ensure maximum safety at projects, indicate the importance of each of the following factors.*

	Extremely Important	Very Important	Moderately Important	Only a little Important	Not Important
(51) Lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(52) Public phones in developed areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(53) Patrol (surveillance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(54) Separate day use and overnight areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(55) Shrubbery reduction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(56) Attended entrance stations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(57) Nightly gate closing at recreation areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(58) Clearly designated boundaries of recreational area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(59) Additional facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(60) Enforce user limit/carrying capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(61) General landscaping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(62) Fewer entries to recreational areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(63) Are there any other factors that you believe to be extremely or very important that are not listed above: (please specify)

---



---

To ensure maximum vehicle/traffic safety at projects, indicate the importance of each of the following modifications.

	Extremely Important	Very Important	Moderately Important	Only a little Important	Not Important
(64) Road widening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(65) One-way traffic flow in selected areas of park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(66) Improved parking area (eg. paving, designated parking areas, railings)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(67) Project site vehicle limit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(68) Location and number of entrance roads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(69) Are there any other vehicle/traffic modifications that you believe would be extremely or very important for safety that are not listed above: (please specify)					

---



---

Indicate the importance of the following personal equipment to field NRM personnel:

	Extremely Important	Very Important	Moderately Important	Only a little Important	Not Important
(70) Alarm/strobe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(71) Night goggles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(72) Polaroid camera	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(73) 35mm Camera	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(74) Video Camera	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(75) Vehicle light bars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(76) Blood Borne Pathogen Protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(77) Mace/Pepper spray	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(78) Stungun	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(79) Nightstick	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(80) Handgun	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(81) Bullet Proof Vest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



(82) Is there any other personal equipment you believe to be extremely or very important to field NRM personnel that is not listed above: (please specify)

---



---

(83) Is the personal equipment of NRM field personnel sufficient to perform their current duties safely?  
 Yes    Uncertain    No

*How do you feel about the following statements:*

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(84) Prohibition of alcohol at Corps projects would increase overall safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(85) Alcohol should be allowed at Corps parks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(86) Collection of the new day use fees places a far greater risk on NRM personnel than prior fee collection practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(87) Using contractors to handle money from recreational areas will increase safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*The following modifications should be made to increase gate attendant safety:*

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(88) Enlarge building space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(89) Install bullet-proof glass	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(90) Install safes in gate buildings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(91) Install telephones/radios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(92) Install surveillance cameras	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*The following practices will be effective in increasing gate attendant safety:*

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(93) Frequent pick-up of collected fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(94) Gate attendant uniforms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(95) Increased operating hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(96) Reduced operating hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*NOTE: Questions 97 thru 142 are project specific. It is important for you to have field experience at a specific Corps project within the last three years in order to answer these questions. If you do not have knowledge of a Corps project go onto question 143 at this time.*

	Yes	Uncertain	No
(97) Currently, at your particular Corps project, is a Visitor Assistance program in place?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(98) Is there a functioning public relations plan at your project?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- (99) How would you characterize the general level of visitor safety at your project?  
Excellent Good Fair Poor Unacceptable
- (100) Would you say that the general level of visitor safety at your project is:  
Increasing Decreasing Staying the Same
- (101) How would you characterize your current level of personal safety at your project?  
Excellent Very Good Good Fair Poor Unacceptable
- (102) Would you say that your level of personal safety at your project is:  
Increasing Decreasing Staying the Same
- (103) During the recreation season, how late at night are the recreation areas patrolled by Corps personnel? (in hours)
- (104) Generally, do you have problems contacting law enforcement agencies when safety concerns arise?  
Yes No Not applicable
- (105) If yes, how often.  
very often often occasionally never not applicable
- (106) Please specify what kinds of problems: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
- (107) Do you have problems getting National Crime Information Center (NCIC) data from law enforcement agencies?  
Yes No Not applicable
- |  | Yes                      | Uncertain                | No                       |
|--|--------------------------|--------------------------|--------------------------|
| (108) Do you have a law enforcement agreement at your project? (if you answer no, please go onto question 112) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (109) Is the service/assistance you receive from your agreement adequate?                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (110) Does your agreement result in a shorter response time on calls for assistance?                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (111) Do you believe visitors to your project feel safer as a result of the law enforcement agreement?         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
- (112) If you do not have an agreement at your project please state the reason(s) why: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
- |   | 0                        | 1-10                     | 11-20                    | More than 20             |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| (113) What is the approximate number of alcohol-related incidents (traffic, boating, disorderly behavior, assaults, etc.) for the last three years that you have been directly involved with at your project. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- |  |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
|  | 0                        | 1-10                     | 11-20                    | More<br>than<br>20       |
| (114) In the last three years, how many incidents are you aware of where a visitor was physically or verbally abused or threatened by another visitor at your project? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

*In your experience, how important were the following factors in contributing to these incidents in question 114.*

- |  | Extremely<br>Important   | Very<br>Important        | Moderately<br>Important  | Only a<br>little<br>Important | Not<br>Important         |
|--|--------------------------|--------------------------|--------------------------|-------------------------------|--------------------------|
| (115) Overcrowding                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (116) Alcohol                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (117) Drugs  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (118) Gang activity                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (119) Mistaking you for a law enforcement official | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (120) Ethnic Differences                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (121) Language Differences                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (122) Isolation of Site                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (123) Conflicting Activities                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (124) Personality of Visitor(s) involved           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (125) Failure of ranger to control the situation   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |

- (126) Are there any other factors you believe to be extremely or very important in contributing to the incidents in question 114 that are not listed above: (please specify)

---



---



---

- |  |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
|  | 0                        | 1-10                     | 11-20                    | More<br>than<br>20       |
| (127) Please specify the number of verbal abuse/assault(s) against you, within the last three years, by a visitor in the course of your official duties? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (128) Please specify the number of physical threat(s) against you, within the last three years, by a visitor in the course of your official duties?      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (129) Please specify the number of physical assault(s) against you, within the last three years, by a visitor in the course of your official duties?     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

*In your experience, how important were the following factors in contributing to these situation(s) in questions 127-129:*

- |                    | Extremely<br>Important   | Very<br>Important        | Moderately<br>Important  | Only a<br>little<br>Important | Not<br>Important         |
|--------------------|--------------------------|--------------------------|--------------------------|-------------------------------|--------------------------|
| (130) Overcrowding | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |

- |   | Extremely<br>Important   | Very<br>Important        | Moderately<br>Important  | Only a<br>little<br>Important | Not<br>Important         |
|---|--------------------------|--------------------------|--------------------------|-------------------------------|--------------------------|
| (131) Alcohol   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (132) Drugs   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (133) Lack of Ranger Skills/Training  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (134) Gang activity   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (135) Mistaking you for a<br>law enforcement officer  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (136) Ethnic Differences  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (137) Language Differences  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (138) Isolation of Site   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (139) Conflicting Activities  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (140) Personality of<br>visitor(s) involved   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (141) Failure of ranger to<br>control the situation   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> |
| (142) Are there any other factors you believe to be extremely or very important in contributing to the incidents in questions 127-129 that are not listed above? (please specify) |                          |                          |                          |                               |                          |

---



---



---

**BIOGRAPHICAL INFORMATION**

- (143) Your gender:  
 male    female
- (144) What is your age?  
 under 20    26 to 30    36 to 40    46 to 50    over 55  
 20 to 25    31 to 35    41 to 45    51 to 55
- (145) Your ethnic background:  
 African American (of African decent)    Asian    Latino (of Hispanic decent)    Native American  
 Caucasian    Other
- (146) You are employed at:  
 HOUSACE    Division office    District office    Project    Other
- (147) Please write in your Corps of Engineers location symbol (e.g. CENAB).

(148) Please specify your position.

Manager    Ranger    Other

(149) Do you have citation authority?

yes    no

(150) Do you wear the Class B Park Ranger uniform?

yes    no

(151) Have you had field experience at a Corps project within the last three years?

yes    no

(152) Are you a supervisor or a team leader?

Supervisor    Team leader    Neither

(153) What grade is your current position?

GS 4-7    GS 9-11    GS/GM 12-13    GS/GM 14-15    SES    OTHER

(154) How long have you been in your current position? (in years)

Less than 1 year    1 to 5 years    6 to 10 years    11 to 15 years    More than 15 years

(155) How long have you worked for the Corps? (in years)

Less than 1 year    1 to 5 years    6 to 10 years    11 to 15 years    More than 15 years

(156) Do you have any further thoughts, ideas or suggestions which you would like to share? (Use the back of this page if you do not have enough space.)

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

*Thank you for your assistance!*

*Please tear off the back sheet and fold questionnaire in half so that the return address and stamp are on the outside, tape it together, and return no later than March 20, 1995.*

**APPENDIX B**

**SURVEY RESULTS**



*VISITOR ASSISTANCE SURVEY RESPONSE SUMMARY*

SUMMARY OF 1267 FORMS

Q2: In your opinion, are visitors informed of the rules and regulations, including restrictions, of Corps projects?

Frequencies (Percents; Counts):

61.76%; 751 Yes                      14.39%; 175 Uncertain                      23.85%; 290 No

Statistics: Forms 1267; Mean 1.62; Std Dev 0.84

Q3: Indicate on the scale (1-"John Law" to 5-"Good Guys") how you believe the public views Corps rangers:(circle one)

Frequencies (Percents; Counts):

6.34%; 75 Rated 1                      39.05%; 462 Rated 3                      5.92%; 70 Rated 5  
17.08%; 202 Rated 2                      31.61%; 374 Rated 4

Statistics: Forms 1267; Mean 3.14; Std Dev 0.98

Q4: Class A uniforms portray:

Frequencies (Percents; Counts):

13.29%; 162 Law Enforcement                      53.98%; 658 Neither  
21.33%; 260 Visitor Assistance                      11.40%; 139 Both

Statistics: Forms 1267

Q5: Class B uniforms portray:

Frequencies (Percents; Counts):

41.73%; 515 Law Enforcement                      2.76%; 34 Neither  
16.86%; 208 Visitor Assistance                      38.65%; 477 Both

Statistics: Forms 1267

Q6: How do you feel about the following statements:

Q7: Vehicles used by NRM personnel are easily identified as Corps vehicles by the visiting public.

Frequencies (Percents; Counts):

19.41%; 242 Strongly Agree                      20.61%; 257 Disagree  
43.06%; 537 Agree                      6.98%; 87 Strongly Disagree  
9.94%; 124 Neutral

Statistics: Forms 1267; Mean 2.53; Std Dev 1.21

Q8: My immediate supervisor listens to safety concerns that I express.



Frequencies (Percents; Counts):

34.37%; 430 Strongly Agree	5.92%; 74 Disagree
47.40%; 593 Agree	1.92%; 24 Strongly Disagree
10.39%; 130 Neutral	

Statistics: Forms 1267; Mean 1.94; Std Dev 0.92

Q9: Higher management is concerned about safety issues that field employees express.

Frequencies (Percents; Counts):

18.91%; 236 Strongly Agree	17.07%; 213 Disagree
39.90%; 498 Agree	7.77%; 97 Strongly Disagree
16.35%; 204 Neutral	

Statistics: Forms 1267; Mean 2.55; Std Dev 1.20

Q10: Listed below are skills and knowledge that might assist NRM personnel in performing their jobs. Please indicate how important having these skills/knowledge are to job performance.

Q11: Conflict Management

Frequencies (Percents; Counts):

61.90%; 775 Extremely Important	0.96%; 12 Only a little Important
31.31%; 392 Very Important	0.08%; 1 Not Important
5.75%; 72 Moderately Important	

Statistics: Forms 1267; Mean 1.46; Std Dev 0.66

Q12: Crowd Control

Frequencies (Percents; Counts):

25.50%; 320 Extremely Important	7.17%; 90 Only a little Important
36.18%; 454 Very Important	1.12%; 14 Not Important
30.04%; 377 Moderately Important	

Statistics: Forms 1267; Mean 2.22; Std Dev 0.95

Q13: Personal Protection

Frequencies (Percents; Counts):

55.66%; 698 Extremely Important	2.79%; 35 Only a little Important
28.39%; 356 Very Important	0.16%; 2 Not Important
13.00%; 163 Moderately Important	

Statistics: Forms 1267; Mean 1.63; Std Dev 0.82

Q14: Incident Reporting

Frequencies (Percents; Counts):

25.88%; 324	Extremely Important	3.75%; 47	Only a little Important
45.21%; 566	Very Important	0.40%; 5	Not Important
24.76%; 310	Moderately Important		

Statistics: Forms 1267; Mean 2.08; Std Dev 0.83

Q15: Public Relations

Frequencies (Percents; Counts):

66.08%; 830	Extremely Important	0.40%; 5	Only a little Important
28.98%; 364	Very Important	0.08%; 1	Not Important
4.46%; 56	Moderately Important		

Statistics: Forms 1267; Mean 1.39; Std Dev 0.60

Q16: Defensive Driving

Frequencies (Percents; Counts):

33.44%; 420	Extremely Important	4.78%; 60	Only a little Important
40.13%; 504	Very Important	0.48%; 6	Not Important
21.18%; 266	Moderately Important		

Statistics: Forms 1267; Mean 1.99; Std Dev 0.88

Q17: Title 36 Rules and Regulations

Frequencies (Percents; Counts):

57.26%; 718	Extremely Important	0.80%; 10	Only a little Important
33.97%; 426	Very Important	0.08%; 1	Not Important
7.89%; 99	Moderately Important		

Statistics: Forms 1267; Mean 1.52; Std Dev 0.68

Q18: Water Safety

Frequencies (Percents; Counts):

50.88%; 639	Extremely Important	1.51%; 19	Only a little Important
37.66%; 473	Very Important	0.00%; 0	Not Important
9.95%; 125	Moderately Important		

Statistics: Forms 1267; Mean 1.62; Std Dev 0.72

Q19: First Aid

Frequencies (Percents; Counts):

46.73%; 585	Extremely Important	1.44%; 18	Only a little Important
38.02%; 476	Very Important	0.08%; 1	Not Important
13.74%; 172	Moderately Important		

Statistics: Forms 1267; Mean 1.70; Std Dev 0.76

Q20: Emergency Care/First Responder

Frequencies (Percents; Counts):

39.12%; 491 Extremely Important	4.54%; 57 Only a little Important
34.90%; 438 Very Important	0.72%; 9 Not Important
20.72%; 260 Moderately Important	

Statistics: Forms 1267; Mean 1.93; Std Dev 0.92

Q21: Communication Skills

Frequencies (Percents; Counts):

71.93%; 897 Extremely Important	0.24%; 3 Only a little Important
25.02%; 312 Very Important	0.16%; 2 Not Important
2.65%; 33 Moderately Important	

Statistics: Forms 1267; Mean 1.32; Std Dev 0.55

Q23: If you have taken Headquarters sponsored Visitor Assistance training course(s) specified below, please rate the course "A" (excellent) thru "F" (failing) on the course's coverage of subjects/topics.

Q24: Visitor Assistance Basic PROSPECT

Frequencies (Percents; Counts):

12.48%; 129 Rated 1	34.72%; 359 Rated 3	3.97%; 41 Rated 5
40.62%; 420 Rated 2	8.22%; 85 Rated 4	

Statistics: Forms 1267; Mean 2.51; Std Dev 0.95

Q25: Visitor Assistance Update PROSPECT

Frequencies (Percents; Counts):

15.24%; 64 Rated 1	25.95%; 109 Rated 3	5.71%; 24 Rated 5
40.00%; 168 Rated 2	13.10%; 55 Rated 4	

Statistics: Forms 1267; Mean 2.54; Std Dev 1.08

Q26: Are there topics that need to be added to existing Visitor Assistance training courses?

Frequencies (Percents; Counts):

48.01%; 494 Yes	44.41%; 457 Uncertain	7.58%; 78 No
-----------------	-----------------------	--------------

Statistics: Forms 1267; Mean 1.60; Std Dev 0.63

Q28: Is there a need for additional ranger training courses?

Frequencies (Percents; Counts):

67.96%; 753 Yes	25.27%; 280 Uncertain	6.77%; 75 No
-----------------	-----------------------	--------------

Statistics: Forms 1267; Mean 1.39; Std Dev 0.61

Q30: If you have taken supplemental Visitor Assistance course(s) specified below, sponsored by your District or Division, please rate the course "A" (excellent) thru "F" (failing) on the course's coverage of subjects/topics.

Q31: Advance Visitor Assistance Training

Frequencies (Percents; Counts):

20.6%; 51 Rated 1	23.8%; 59 Rated 3	4.0%; 10 Rated 5
44.0%; 109 Rated 2	7.7%; 19 Rated 4	

Statistics: Forms 1267; Mean 2.31; Std Dev 1.01

Q32: Refresher Visitor Assistance Training

Frequencies (Percents; Counts):

14.7%; 28 Rated 1	30.9%; 59 Rated 3	6.3%; 12 Rated 5
39.8%; 76 Rated 2	8.4%; 16 Rated 4	

Statistics: Forms 1267; Mean 2.52; Std Dev 1.05

Q33: Personal Protection

Frequencies (Percents; Counts):

21.6%; 55 Rated 1	25.5%; 65 Rated 3	17.6%; 45 Rated 5
22.7%; 58 Rated 2	12.5%; 32 Rated 4	

Statistics: Forms 1267; Mean 2.82; Std Dev 1.38

Q34: Does the Corps do an adequate job in selecting the right people to deal with visitors?

Frequencies (Percents; Counts):

39.76%; 460 Yes	29.47%; 341 Uncertain	30.77%; 356 No
-----------------	-----------------------	----------------

Statistics: Forms 1267; Mean 1.91; Std Dev 0.84

Q36: Listed below is communication equipment that might assist NRM personnel in performing their jobs. Please indicate how important having this equipment is to job performance. (Even if you do not have some items of equipment, indicate how important you think they might be.)

Q37: Public Address System

Frequencies (Percents; Counts):

24.18%; 301 Extremely Important	11.41%; 142 Only a little Important
30.84%; 384 Very Important	2.89%; 36 Not Important
30.68%; 382 Moderately Important	

Statistics: Forms 1267; Mean 2.38; Std Dev 1.06

Q38: Pager

Frequencies (Percents; Counts):

6.08%; 75 Extremely Important	25.47%; 314 Only a little Important
12.25%; 151 Very Important	23.20%; 286 Not Important
33.01%; 407 Moderately Important	

Statistics: Forms 1267; Mean 3.47; Std Dev 1.15

Q39: Law Enforcement Communication Link

Frequencies (Percents; Counts):

76.10%; 952 Extremely Important	0.64%; 8 Only a little Important
18.15%; 227 Very Important	0.24%; 3 Not Important
4.88%; 61 Moderately Important	

Statistics: Forms 1267; Mean 1.31; Std Dev 0.61

Q40: Mobile/Vehicle Mounted Radio

Frequencies (Percents; Counts):

84.62%; 1056 Extremely Important	0.40%; 5 Only a little Important
12.26%; 153 Very Important	0.24%; 3 Not Important
2.48%; 31 Moderately Important	

Statistics: Forms 1267; Mean 1.19; Std Dev 0.51

Q41: Scanner

Frequencies (Percents; Counts):

29.44%; 366 Extremely Important	10.30%; 128 Only a little Important
24.30%; 302 Very Important	8.13%; 101 Not Important
27.84%; 346 Moderately Important	

Statistics: Forms 1267; Mean 2.43; Std Dev 1.24

Q42: Portable Radio

Frequencies (Percents; Counts):

72.01%; 903 Extremely Important	1.59%; 20 Only a little Important
20.33%; 255 Very Important	0.40%; 5 Not Important
5.66%; 71 Moderately Important	

Statistics: Forms 1267; Mean 1.38; Std Dev 0.70

Q43: Cellular Telephone

Frequencies (Percents; Counts):

26.62%; 332 Extremely Important	11.07%; 138 Only a little Important
28.63%; 357 Very Important	6.98%; 87 Not Important

26.70%; 333 Moderately Important

Statistics: Forms 1267; Mean 2.43; Std Dev 1.19

Q44: Telephone Answering Device

Frequencies (Percents; Counts):

10.43%; 129 Extremely Important	21.91%; 271 Only a little Important
21.18%; 262 Very Important	14.23%; 176 Not Important
32.26%; 399 Moderately Important	

Statistics: Forms 1267; Mean 3.08; Std Dev 1.19

Q45: Public Telephone

Frequencies (Percents; Counts):

31.98%; 395 Extremely Important	9.07%; 112 Only a little Important
31.58%; 390 Very Important	3.97%; 49 Not Important
23.40%; 289 Moderately Important	

Statistics: Forms 1267; Mean 2.21; Std Dev 1.11

Q47: How would you rate the adequacy of the support resources, listed below, provided by the Corps:

Q48: Staffing

Frequencies (Percents; Counts):

5.28%; 66 Very Adequate	24.94%; 312 Inadequate
31.81%; 398 Adequate	6.08%; 76 Unsatisfactory
31.89%; 399 Somewhat Adequate	

Statistics: Forms 1267; Mean 2.95; Std Dev 1.01

Q49: General funding

Frequencies (Percents; Counts):

4.74%; 59 Very Adequate	18.15%; 226 Inadequate
36.06%; 449 Adequate	4.10%; 51 Unsatisfactory
36.95%; 460 Somewhat Adequate	

Statistics: Forms 1267; Mean 2.81; Std Dev 0.93

Q50: Facility improvements

Frequencies (Percents; Counts):

6.98%; 87 Very Adequate	13.63%; 170 Inadequate
46.03%; 574 Adequate	1.76%; 22 Unsatisfactory
31.60%; 394 Somewhat Adequate	

Statistics: Forms 1267; Mean 2.57; Std Dev 0.87

Q51: General maintenance funding

Frequencies (Percents; Counts):

4.91%; 61 Very Adequate	18.04%; 224 Inadequate
41.06%; 510 Adequate	1.93%; 24 Unsatisfactory
34.06%; 423 Somewhat Adequate	

Statistics: Forms 1267; Mean 2.71; Std Dev 0.88

Q52: Policy guidance

Frequencies (Percents; Counts):

2.67%; 33 Very Adequate	19.42%; 240 Inadequate
36.81%; 455 Adequate	7.44%; 92 Unsatisfactory
33.66%; 416 Somewhat Adequate	

Statistics: Forms 1267; Mean 2.92; Std Dev 0.98

Q53: Contracting assistance

Frequencies (Percents; Counts):

6.15%; 76 Very Adequate	12.71%; 157 Inadequate
43.08%; 532 Adequate	3.89%; 48 Unsatisfactory
34.17%; 422 Somewhat Adequate	

Statistics: Forms 1267; Mean 2.65; Std Dev 0.92

Q54: Office of Counsel assistance

Frequencies (Percents; Counts):

4.27%; 52 Very Adequate	16.49%; 201 Inadequate
37.57%; 458 Adequate	7.96%; 97 Unsatisfactory
33.72%; 411 Somewhat Adequate	

Statistics: Forms 1267; Mean 2.86; Std Dev 1.01

Q55: Law enforcement agreements

Frequencies (Percents; Counts):

15.90%; 194 Very Adequate	11.56%; 141 Inadequate
42.62%; 520 Adequate	5.49%; 67 Unsatisfactory
24.43%; 298 Somewhat Adequate	

Statistics: Forms 1267; Mean 2.48; Std Dev 1.06

Q56: Magistrate

Frequencies (Percents; Counts):

11.10%; 134 Very Adequate	9.69%; 117 Inadequate
44.16%; 533 Adequate	7.29%; 88 Unsatisfactory
27.75%; 335 Somewhat Adequate	

Statistics: Forms 1267; Mean 2.58; Std Dev 1.05

Q57: US Attorney

Frequencies (Percents; Counts):

9.72%; 116 Very Adequate	11.64%; 139 Inadequate
43.97%; 525 Adequate	5.70%; 68 Unsatisfactory
28.98%; 346 Somewhat Adequate	

Statistics: Forms 1267; Mean 2.60; Std Dev 1.01

Q58: To ensure maximum safety at projects, indicate the importance of each of the following factors.

Q59: Lighting

Frequencies (Percents; Counts):

46.81%; 586 Extremely Important	1.04%; 13 Only a little Important
40.81%; 511 Very Important	0.32%; 4 Not Important
11.02%; 138 Moderately Important	

Statistics: Forms 1267; Mean 1.67; Std Dev 0.74

Q60: Public phones in developed areas

Frequencies (Percents; Counts):

46.22%; 580 Extremely Important	1.04%; 13 Only a little Important
40.32%; 506 Very Important	0.16%; 2 Not Important
12.27%; 154 Moderately Important	

Statistics: Forms 1267; Mean 1.69; Std Dev 0.74

Q61: Patrol (surveillance)

Frequencies (Percents; Counts):

57.94%; 726 Extremely Important	0.96%; 12 Only a little Important
34.08%; 427 Very Important	0.00%; 0 Not Important
7.02%; 88 Moderately Important	

Statistics: Forms 1267; Mean 1.51; Std Dev 0.67

Q62: Separate day use and overnight areas

Frequencies (Percents; Counts):

40.90%; 510 Extremely Important	3.21%; 40 Only a little Important
38.01%; 474 Very Important	2.17%; 27 Not Important



15.72%; 196 Moderately Important

Statistics: Forms 1267; Mean 1.88; Std Dev 0.94

Q63: Shrubbery reduction

Frequencies (Percents; Counts):

5.66%; 70 Extremely Important  
15.44%; 191 Very Important  
40.02%; 495 Moderately Important

25.14%; 311 Only a little Important  
13.74%; 170 Not Important

Statistics: Forms 1267; Mean 3.26; Std Dev 1.06

Q64: Attended entrance stations

Frequencies (Percents; Counts):

37.71%; 471 Extremely Important  
37.39%; 467 Very Important  
16.97%; 212 Moderately Important

5.12%; 64 Only a little Important  
2.80%; 35 Not Important

Statistics: Forms 1267; Mean 1.98; Std Dev 1.00

Q65: Nightly gate closing at recreation areas

Frequencies (Percents; Counts):

37.40%; 466 Extremely Important  
32.26%; 402 Very Important  
19.74%; 246 Moderately Important

6.74%; 84 Only a little Important  
3.85%; 48 Not Important

Statistics: Forms 1267; Mean 2.07; Std Dev 1.09

Q66: Clearly designated boundaries of recreational area

Frequencies (Percents; Counts):

24.68%; 309 Extremely Important  
35.22%; 441 Very Important  
25.24%; 316 Moderately Important

11.98%; 150 Only a little Important  
2.88%; 36 Not Important

Statistics: Forms 1267; Mean 2.33; Std Dev 1.06

Q67: Additional facilities

Frequencies (Percents; Counts):

8.86%; 107 Extremely Important  
26.84%; 324 Very Important  
42.50%; 513 Moderately Important

16.57%; 200 Only a little Important  
5.22%; 63 Not Important

Statistics: Forms 1267; Mean 2.82; Std Dev 0.98

Q68: Enforce user limit/carrying capacity

Frequencies (Percents; Counts):

24.07%; 299 Extremely Important	7.33%; 91 Only a little Important
39.53%; 491 Very Important	2.01%; 25 Not Important
27.05%; 336 Moderately Important	

Statistics: Forms 1267; Mean 2.24; Std Dev 0.96

Q69: General landscaping

Frequencies (Percents; Counts):

8.56%; 107 Extremely Important	15.92%; 199 Only a little Important
29.04%; 363 Very Important	4.00%; 50 Not Important
42.48%; 531 Moderately Important	

Statistics: Forms 1267; Mean 2.78; Std Dev 0.95

Q70: Fewer entries to recreational areas

Frequencies (Percents; Counts):

27.38%; 339 Extremely Important	8.40%; 104 Only a little Important
36.35%; 450 Very Important	3.55%; 44 Not Important
24.31%; 301 Moderately Important	

Statistics: Forms 1267; Mean 2.24; Std Dev 1.06

Q72: To ensure maximum vehicle/traffic safety at projects, indicate the importance of each of the following modifications.

Q73: Road widening

Frequencies (Percents; Counts):

11.10%; 139 Extremely Important	14.38%; 180 Only a little Important
29.07%; 364 Very Important	6.71%; 84 Not Important
38.74%; 485 Moderately Important	

Statistics: Forms 1267; Mean 2.77; Std Dev 1.05

Q74: One-way traffic flow in selected areas of park

Frequencies (Percents; Counts):

18.16%; 227 Extremely Important	7.12%; 89 Only a little Important
42.48%; 531 Very Important	2.32%; 29 Not Important
29.92%; 374 Moderately Important	

Statistics: Forms 1267; Mean 2.33; Std Dev 0.93

Q75: Improved parking area (eg. paving, designated parking areas, railings)

Frequencies (Percents; Counts):

27.34%; 342 Extremely Important  
44.68%; 559 Very Important  
21.34%; 267 Moderately Important

5.52%; 69 Only a little Important  
1.12%; 14 Not Important

Statistics: Forms 1267; Mean 2.08; Std Dev 0.90

Q76: Project site vehicle limit

Frequencies (Percents; Counts):

20.92%; 260 Extremely Important  
36.52%; 454 Very Important  
30.73%; 382 Moderately Important

9.41%; 117 Only a little Important  
2.41%; 30 Not Important

Statistics: Forms 1267; Mean 2.36; Std Dev 0.99

Q77: Location and number of entrance roads

Frequencies (Percents; Counts):

32.08%; 400 Extremely Important  
40.74%; 508 Very Important  
21.01%; 262 Moderately Important

4.73%; 59 Only a little Important  
1.44%; 18 Not Important

Statistics: Forms 1267; Mean 2.03; Std Dev 0.92

Q79: Indicate the importance of the following personal equipment to field NRM personnel:

Q80: Alarm/strobe

Frequencies (Percents; Counts):

16.57%; 203 Extremely Important  
23.76%; 291 Very Important  
26.53%; 325 Moderately Important

18.61%; 228 Only a little Important  
14.53%; 178 Not Important

Statistics: Forms 1267; Mean 2.91; Std Dev 1.29

Q81: Night goggles

Frequencies (Percents; Counts):

6.02%; 74 Extremely Important  
10.98%; 135 Very Important  
27.10%; 333 Moderately Important

25.22%; 310 Only a little Important  
30.68%; 377 Not Important

Statistics: Forms 1267; Mean 3.64; Std Dev 1.19

Q82: Polaroid camera

Frequencies (Percents; Counts):

40.00%; 502 Extremely Important  
38.80%; 487 Very Important  
17.21%; 216 Moderately Important

3.19%; 40 Only a little Important  
0.80%; 10 Not Important

Statistics: Forms 1267; Mean 1.86; Std Dev 0.87

Q83: 35mm Camera

Frequencies (Percents; Counts):

31.28%; 392 Extremely Important	3.59%; 45 Only a little Important
39.90%; 500 Very Important	0.96%; 12 Not Important
24.26%; 304 Moderately Important	

Statistics: Forms 1267; Mean 2.03; Std Dev 0.89

Q84: Video Camera

Frequencies (Percents; Counts):

15.95%; 199 Extremely Important	13.54%; 169 Only a little Important
30.61%; 382 Very Important	4.81%; 60 Not Important
35.10%; 438 Moderately Important	

Statistics: Forms 1267; Mean 2.61; Std Dev 1.06

Q85: Vehicle light bars

Frequencies (Percents; Counts):

19.32%; 240 Extremely Important	16.99%; 211 Only a little Important
18.84%; 234 Very Important	23.03%; 286 Not Important
21.82%; 271 Moderately Important	

Statistics: Forms 1267; Mean 3.06; Std Dev 1.43

Q86: Blood Borne Pathogen Protection

Frequencies (Percents; Counts):

61.09%; 763 Extremely Important	3.52%; 44 Only a little Important
25.22%; 315 Very Important	0.96%; 12 Not Important
9.21%; 115 Moderately Important	

Statistics: Forms 1267; Mean 1.58; Std Dev 0.87

Q87: Mace/Pepper spray

Frequencies (Percents; Counts):

30.02%; 372 Extremely Important	13.24%; 164 Only a little Important
21.07%; 261 Very Important	14.85%; 184 Not Important
20.82%; 258 Moderately Important	

Statistics: Forms 1267; Mean 2.62; Std Dev 1.41

Q88: Stungun

Frequencies (Percents; Counts):

11.45%; 140 Extremely Important	17.42%; 213 Only a little Important
10.55%; 129 Very Important	41.37%; 506 Not Important
19.22%; 235 Moderately Important	

Statistics: Forms 1267; Mean 3.67; Std Dev 1.40

Q89: Nightstick

Frequencies (Percents; Counts):

14.87%; 183 Extremely Important	16.57%; 204 Only a little Important
13.89%; 171 Very Important	36.15%; 445 Not Important
18.52%; 228 Moderately Important	

Statistics: Forms 1267; Mean 3.45; Std Dev 1.46

Q90: Handgun

Frequencies (Percents; Counts):

16.52%; 202 Extremely Important	12.26%; 150 Only a little Important
11.04%; 135 Very Important	44.32%; 542 Not Important
15.86%; 194 Moderately Important	

Statistics: Forms 1267; Mean 3.57; Std Dev 1.53

Q91: Bullet Proof Vest

Frequencies (Percents; Counts):

23.99%; 296 Extremely Important	14.67%; 181 Only a little Important
13.13%; 162 Very Important	27.55%; 340 Not Important
20.66%; 255 Moderately Important	

Statistics: Forms 1267; Mean 3.09; Std Dev 1.53

Q93: Is the personal equipment of NRM field personnel sufficient to perform their current duties safely?

Frequencies (Percents; Counts):

34.53%; 413 Yes	21.74%; 260 Uncertain	43.73%; 523 No
-----------------	-----------------------	----------------

Statistics: Forms 1267; Mean 2.09; Std Dev 0.88

Q94: How do you feel about the following statements:

Q95: Prohibition of alcohol at Corps projects would increase overall safety.

Frequencies (Percents; Counts):

41.59%; 519 Strongly Agree	9.62%; 120 Disagree
29.97%; 374 Agree	2.24%; 28 Strongly Disagree
16.59%; 207 Neutral	

Statistics: Forms 1267; Mean 2.01; Std Dev 1.08

Q96: Alcohol should be allowed at Corps parks.

Frequencies (Percents; Counts):

4.02%; 50 Strongly Agree	20.19%; 251 Disagree
25.26%; 314 Agree	20.27%; 252 Strongly Disagree
30.25%; 376 Neutral	

Statistics: Forms 1267; Mean 3.27; Std Dev 1.16

Q97: Collection of the new day use fees places a far greater risk on NRM personnel than prior fee collection practices.

Frequencies (Percents; Counts):

20.95%; 260 Strongly Agree	21.35%; 265 Disagree
29.73%; 369 Agree	5.24%; 65 Strongly Disagree
22.72%; 282 Neutral	

Statistics: Forms 1267; Mean 2.60; Std Dev 1.18

Q98: Using contractors to handle money from recreational areas will increase safety.

Frequencies (Percents; Counts):

8.79%; 109 Strongly Agree	27.66%; 343 Disagree
21.37%; 265 Agree	11.05%; 137 Strongly Disagree
31.13%; 386 Neutral	

Statistics: Forms 1267; Mean 3.11; Std Dev 1.13

Q99: The following modifications should be made to increase gate attendant safety:

Q100: Enlarge building space

Frequencies (Percents; Counts):

11.49%; 140 Strongly Agree	20.28%; 247 Disagree
26.03%; 317 Agree	2.38%; 29 Strongly Disagree
39.82%; 485 Neutral	

Statistics: Forms 1267; Mean 2.76; Std Dev 0.98

Q101: Install bullet-proof glass

Frequencies (Percents; Counts):

8.99%; 110 Strongly Agree	28.78%; 352 Disagree
20.36%; 249 Agree	6.21%; 76 Strongly Disagree
35.65%; 436 Neutral	

Statistics: Forms 1267; Mean 3.03; Std Dev 1.05

Q102: Install safes in gate buildings

Frequencies (Percents; Counts):

31.72%; 387 Strongly Agree	6.64%; 81 Disagree
45.74%; 558 Agree	1.31%; 16 Strongly Disagree
14.59%; 178 Neutral	

Statistics: Forms 1267; Mean 2.00; Std Dev 0.92

Q103: Install telephones/radios

Frequencies (Percents; Counts):

64.68%; 793 Strongly Agree	0.41%; 5 Disagree
30.59%; 375 Agree	0.16%; 2 Strongly Disagree
4.16%; 51 Neutral	

Statistics: Forms 1267; Mean 1.41; Std Dev 0.61

Q104: Install surveillance cameras

Frequencies (Percents; Counts):

16.79%; 206 Strongly Agree	14.75%; 181 Disagree
31.78%; 390 Agree	3.91%; 48 Strongly Disagree
32.76%; 402 Neutral	

Statistics: Forms 1267; Mean 2.57; Std Dev 1.05

Q105: The following practices will be effective in increasing gate attendant safety:

Q106: Frequent pick-up of collected fees

Frequencies (Percents; Counts):

40.31%; 495 Strongly Agree	4.40%; 54 Disagree
45.44%; 558 Agree	0.57%; 7 Strongly Disagree
9.28%; 114 Neutral	

Statistics: Forms 1267; Mean 1.79; Std Dev 0.83

Q107: Gate attendant uniforms

Frequencies (Percents; Counts):

18.73%; 230 Strongly Agree	11.81%; 145 Disagree
41.04%; 504 Agree	2.28%; 28 Strongly Disagree
26.14%; 321 Neutral	

Statistics: Forms 1267; Mean 2.38; Std Dev 0.99

Q108: Increased operating hours

Frequencies (Percents; Counts):

5.41%; 66 Strongly Agree	29.12%; 355 Disagree
14.36%; 175 Agree	4.51%; 55 Strongly Disagree
46.60%; 568 Neutral	

Statistics: Forms 1267; Mean 3.13; Std Dev 0.90

Q109: Reduced operating hours

Frequencies (Percents; Counts):

5.51%; 67 Strongly Agree	23.79%; 289 Disagree
15.23%; 185 Agree	5.35%; 65 Strongly Disagree
50.12%; 609 Neutral	

Statistics: Forms 1267; Mean 3.08; Std Dev 0.90

Q110: NOTE: Questions 97 thru 142 are project specific. It is important for you to have field experience at a specific Corps project within the last three years in order to answer these questions. If you do not have knowledge of a Corps project go onto question 143 at this time.

Q111: Currently, at your particular Corps project, is a Visitor Assistance program in place?

Frequencies (Percents; Counts):

90.19%; 1039 Yes	5.21%; 60 Uncertain	4.60%; 53 No
------------------	---------------------	--------------

Statistics: Forms 1267; Mean 1.14; Std Dev 0.46

Q112: Is there a functioning public relations plan at your project?

Frequencies (Percents; Counts):

52.62%; 602 Yes	21.77%; 249 Uncertain	25.61%; 293 No
-----------------	-----------------------	----------------

Statistics: Forms 1267; Mean 1.73; Std Dev 0.84

Q113: How would you characterize the general level of visitor safety at your project?

Frequencies (Percents; Counts):

16.05%; 187 Excellent	22.23%; 259 Fair	2.58%; 30 Unacceptable
53.91%; 628 Good	5.24%; 61 Poor	

Statistics: Forms 1267; Mean 2.24; Std Dev 0.87

Q114: Would you say that the general level of visitor safety at your project is:

Frequencies (Percents; Counts):

21.66%; 253 Increasing	41.35%; 483 Staying the Same
36.99%; 432 Decreasing	

Statistics: Forms 1267; Mean 2.20; Std Dev 0.77



Q115: How would you characterize your current level of personal safety at your project?

Frequencies (Percents; Counts):

6.09%; 71 Excellent	27.96%; 326 Good	11.75%; 137 Poor
23.50%; 274 Very Good	24.87%; 290 Fair	5.83%; 68 Unacceptable

Statistics: Forms 1267; Mean 3.30; Std Dev 1.28

Q116: Would you say that your level of personal safety at your project is:

Frequencies (Percents; Counts):

13.57%; 158 Increasing	41.15%; 479 Staying the Same
45.27%; 527 Decreasing	

Statistics: Forms 1267; Mean 2.28; Std Dev 0.69

Q118: Generally, do you have problems contacting law enforcement agencies when safety concerns arise?

Frequencies (Percents; Counts):

29.52%; 338 Yes	2.53%; 29 Not applicable
67.95%; 778 No	

Statistics: Forms 1267; Mean 1.73; Std Dev 0.50

Q119: If yes, how often.

Frequencies (Percents; Counts):

12.60%; 65 very often	45.54%; 235 occassionally	11.24%; 58 not applicable
24.61%; 127 often	6.01%; 31 never	

Statistics: Forms 1267; Mean 2.79; Std Dev 1.10

Q121: Do you have problems getting National Crime Information Center (NCIC) data from law enforcement agencies?

Frequencies (Percents; Counts):

31.66%; 346 Yes	27.36%; 299 Not applicable
40.99%; 448 No	

Statistics: Forms 1267; Mean 1.96; Std Dev 0.77

Q122: Do you have a law enforcement agreement at your project? (if you answer no, please go onto question 112)

Frequencies (Percents; Counts):

79.74%; 921 Yes	2.77%; 32 Uncertain	17.49%; 202 No
-----------------	---------------------	----------------

Statistics: Forms 1267; Mean 1.38; Std Dev 0.77

Q123: Is the service/assistance you receive from your agreement adequate?

Frequencies (Percents; Counts):

64.90%; 612 Yes                      13.79%; 130 Uncertain                      21.31%; 201 No

Statistics: Forms 1267; Mean 1.56; Std Dev 0.82

Q124: Does your agreement result in a shorter response time on calls for assistance?

Frequencies (Percents; Counts):

61.14%; 579 Yes                      20.49%; 194 Uncertain                      18.37%; 174 No

Statistics: Forms 1267; Mean 1.57; Std Dev 0.78

Q125: Do you believe visitors to your project feel safer as a result of the law enforcement agreement?

Frequencies (Percents; Counts):

70.03%; 659 Yes                      18.49%; 174 Uncertain                      11.48%; 108 No

Statistics: Forms 1267; Mean 1.41; Std Dev 0.69

Q127: What is the approximate number of alcohol-related incidents (traffic, boating, disorderly behavior, assaults, etc.) for the last three years that you have been directly involved with at your project.

Frequencies (Percents; Counts):

10.19%; 116 0    19.16%; 218 11-20  
42.36%; 482 1-10    28.30%; 322 More than 20

Statistics: Forms 1267; Mean 2.66; Std Dev 1.00

Q128: In the last three years, how many incidents are you aware of where a visitor was physically or verbally abused or threatened by another visitor at your project?

Frequencies (Percents; Counts):

5.16%; 59 0    18.11%; 207 11-20  
56.26%; 643 1-10    20.47%; 234 More than 20

Statistics: Forms 1267; Mean 2.54; Std Dev 0.87

Q129: In your experience, how important were the following factors in contributing to these incidents in question 114.

Q130: Overcrowding

Frequencies (Percents; Counts):

19.00%; 209 Extremely Important                      12.55%; 138 Only a little Important  
28.45%; 313 Very Important                      13.27%; 146 Not Important  
26.73%; 294 Moderately Important

Statistics: Forms 1267; Mean 2.73; Std Dev 1.28

Q131: Alcohol

Frequencies (Percents; Counts):

53.14%; 592 Extremely Important	2.87%; 32 Only a little Important
31.33%; 349 Very Important	1.53%; 17 Not Important
11.13%; 124 Moderately Important	

Statistics: Forms 1267; Mean 1.68; Std Dev 0.89

Q132: Drugs

Frequencies (Percents; Counts):

27.86%; 302 Extremely Important	11.35%; 123 Only a little Important
28.32%; 307 Very Important	11.53%; 125 Not Important
20.94%; 227 Moderately Important	

Statistics: Forms 1267; Mean 2.50; Std Dev 1.31

Q133: Gang activity

Frequencies (Percents; Counts):

6.82%; 75 Extremely Important	22.20%; 244 Only a little Important
9.65%; 106 Very Important	42.22%; 464 Not Important
19.11%; 210 Moderately Important	

Statistics: Forms 1267; Mean 3.83; Std Dev 1.26

Q134: Mistaking you for a law enforcement official

Frequencies (Percents; Counts):

13.67%; 147 Extremely Important	16.37%; 176 Only a little Important
16.65%; 179 Very Important	33.21%; 357 Not Important
20.09%; 216 Moderately Important	

Statistics: Forms 1267; Mean 3.39; Std Dev 1.43

Q135: Ethnic Differences

Frequencies (Percents; Counts):

7.01%; 78 Extremely Important	24.37%; 271 Only a little Important
14.48%; 161 Very Important	32.82%; 365 Not Important
21.31%; 237 Moderately Important	

Statistics: Forms 1267; Mean 3.62; Std Dev 1.27

Q136: Language Differences

Frequencies (Percents; Counts):

3.97%; 44 Extremely Important	24.10%; 267 Only a little Important
6.95%; 77 Very Important	47.83%; 530 Not Important
17.15%; 190 Moderately Important	

Statistics: Forms 1267; Mean 4.05; Std Dev 1.13

Q137: Isolation of Site

Frequencies (Percents; Counts):

11.63%; 129 Extremely Important	19.21%; 213 Only a little Important
22.54%; 250 Very Important	23.81%; 264 Not Important
22.81%; 253 Moderately Important	

Statistics: Forms 1267; Mean 3.21; Std Dev 1.34

Q138: Conflicting Activities

Frequencies (Percents; Counts):

14.61%; 162 Extremely Important	14.61%; 162 Only a little Important
29.13%; 323 Very Important	12.80%; 142 Not Important
28.85%; 320 Moderately Important	

Statistics: Forms 1267; Mean 2.82; Std Dev 1.23

Q139: Personality of Visitor(s) involved

Frequencies (Percents; Counts):

33.27%; 372 Extremely Important	4.92%; 55 Only a little Important
41.68%; 466 Very Important	2.68%; 30 Not Important
17.44%; 195 Moderately Important	

Statistics: Forms 1267; Mean 2.02; Std Dev 0.97

Q140: Failure of ranger to control the situation

Frequencies (Percents; Counts):

6.62%; 73 Extremely Important	25.59%; 282 Only a little Important
10.89%; 120 Very Important	37.48%; 413 Not Important
19.42%; 214 Moderately Important	

Statistics: Forms 1267; Mean 3.76; Std Dev 1.24

Q142: Please specify the number of verbal abuse/assault(s) against you, within the last three years, by a visitor in the course of your official duties?

Frequencies (Percents; Counts):

18.44%; 213 0	9.87%; 114 11-20
62.60%; 723 1-10	9.09%; 105 More than 20

Statistics: Forms 1267; Mean 2.10; Std Dev 0.80

Q143: Please specify the number of physical threat(s) against you, within the last three years, by a visitor in the course of your official duties?

Frequencies (Percents; Counts):

55.45%; 641	0	3.29%; 38	11-20
40.22%; 465	1-10	1.04%; 12	More than 20

Statistics: Forms 1267; Mean 1.50; Std Dev 0.62

Q144: Please specify the number of physical assault(s) against you, within the last three years, by a visitor in the course of your official duties?

Frequencies (Percents; Counts):

90.89%; 1047	0	0.26%; 3	11-20
8.68%; 100	1-10	0.17%; 2	More than 20

Statistics: Forms 1267; Mean 1.10; Std Dev 0.32

Q145: In your experience, how important were the following factors in contributing to these situation(s) in questions 127-129:

Q146: Overcrowding

Frequencies (Percents; Counts):

13.59%; 142	Extremely Important	13.78%; 144	Only a little Important
21.34%; 223	Very Important	28.90%; 302	Not Important
22.39%; 234	Moderately Important		

Statistics: Forms 1267; Mean 3.23; Std Dev 1.41

Q147: Alcohol

Frequencies (Percents; Counts):

47.95%; 502	Extremely Important	4.78%; 50	Only a little Important
28.37%; 297	Very Important	8.79%; 92	Not Important
10.12%; 106	Moderately Important		

Statistics: Forms 1267; Mean 1.98; Std Dev 1.25

Q148: Drugs

Frequencies (Percents; Counts):

26.60%; 275	Extremely Important	11.12%; 115	Only a little Important
21.47%; 222	Very Important	23.79%; 246	Not Important
17.02%; 176	Moderately Important		

Statistics: Forms 1267; Mean 2.84; Std Dev 1.52

Q149: Lack of Ranger Skills/Training

Frequencies (Percents; Counts):

7.90%; 82	Extremely Important	21.97%; 228	Only a little Important
14.55%; 151	Very Important	35.74%; 371	Not Important
19.85%; 206	Moderately Important		

Statistics: Forms 1267; Mean 3.63; Std Dev 1.31

Q150: Gang activity

Frequencies (Percents; Counts):

4.72%; 49	Extremely Important	18.96%; 197	Only a little Important
5.77%; 60	Very Important	56.30%; 585	Not Important
14.24%; 148	Moderately Important		

Statistics: Forms 1267; Mean 4.16; Std Dev 1.16

Q151: Mistaking you for a law enforcement officer

Frequencies (Percents; Counts):

15.46%; 160	Extremely Important	14.40%; 149	Only a little Important
17.78%; 184	Very Important	35.75%; 370	Not Important
16.62%; 172	Moderately Important		

Statistics: Forms 1267; Mean 3.37; Std Dev 1.49

Q152: Ethnic Differences

Frequencies (Percents; Counts):

3.93%; 41	Extremely Important	19.65%; 205	Only a little Important
7.19%; 75	Very Important	53.40%; 557	Not Important
15.82%; 165	Moderately Important		

Statistics: Forms 1267; Mean 4.11; Std Dev 1.15

Q153: Language Differences

Frequencies (Percents; Counts):

2.50%; 26	Extremely Important	17.23%; 179	Only a little Important
5.00%; 52	Very Important	61.41%; 638	Not Important
13.86%; 144	Moderately Important		

Statistics: Forms 1267; Mean 4.30; Std Dev 1.04

Q154: Isolation of Site

Frequencies (Percents; Counts):

11.55%; 120	Extremely Important	15.88%; 165	Only a little Important
18.38%; 191	Very Important	35.80%; 372	Not Important

18.38%; 191 Moderately Important

Statistics: Forms 1267; Mean 3.46; Std Dev 1.42

Q155: Conflicting Activities

Frequencies (Percents; Counts):

11.49%; 119 Extremely Important

23.84%; 247 Very Important

26.45%; 274 Moderately Important

13.51%; 140 Only a little Important

24.71%; 256 Not Important

Statistics: Forms 1267; Mean 3.16; Std Dev 1.34

Q156: Personality of visitor(s) involved

Frequencies (Percents; Counts):

36.36%; 380 Extremely Important

34.35%; 359 Very Important

16.08%; 168 Moderately Important

5.07%; 53 Only a little Important

8.13%; 85 Not Important

Statistics: Forms 1267; Mean 2.14; Std Dev 1.20

Q157: Failure of ranger to control the situation

Frequencies (Percents; Counts):

5.22%; 54 Extremely Important

8.79%; 91 Very Important

16.71%; 173 Moderately Important

22.51%; 233 Only a little Important

46.76%; 484 Not Important

Statistics: Forms 1267; Mean 3.97; Std Dev 1.21

Q160: BIOGRAPHICAL INFORMATION

Q161: Your gender:

Frequencies (Percents; Counts):

82.86%; 1030 male

17.14%; 213 female

Statistics: Forms 1267

Q162: What is your age?

Frequencies (Percents; Counts):

0.33%; 4 under 20

6.63%; 81 20 to 25

12.03%; 147 26 to 30

14.24%; 174 31 to 35

19.39%; 237 36 to 40

19.15%; 234 41 to 45

16.45%; 201 46 to 50

7.45%; 91 51 to 55

4.34%; 53 over 55

Statistics: Forms 1267; Mean 5.32; Std Dev 1.84

Q163: Your ethnic background:

Frequencies (Percents; Counts):

2.43%; 30 African American (of Afri	0.73%; 9 Latino (of Hispanic decen
0.32%; 4 Asian	2.18%; 27 Native American
92.15%; 1139 Caucasian	2.18%; 27 Other

Statistics: Forms 1267

Other answers: Answers over 40 characters are verbatim, not counted.

[3] AMERICAN ... [2] EUROPEAN AMERICAN ... [2] GERMAN AMERICAN ...  
Federal employee ... 34CELMS ... SPANISH NOT LATINO ... 3CESAS ...  
HISPANIC-CAUCASIAN ... ALSATIAN ... ?SURIS IMMIGRANT? ... BLACK  
AMERICAN INDIAN ... WESTERN EUROPEAN ... EUROF-AMERICAN ... WHITE  
AMERICAN OF AMERICAN DECENT ... (NOT SPECIFIED) ... NATIVE AMERICAN  
AND CAUCASIAN ... (NOT STATED) ... AMERICAN (MAYBE HE MEANS  
AMERICIAN INDIAN) ... WHITE ... 4 ... ??NOT REPORTED

Q164: You are employed at:

Frequencies (Percents; Counts):

0.64%; 8 HQUSACE	88.45%; 1103 Project
1.60%; 20 Division office	1.76%; 22 Other
7.54%; 94 District office	

Statistics: Forms 1267

Other answers: Answers over 40 characters are verbatim, not counted.

[7] area office ... [3] FIELD OFFICE ... AREA RANGER ... SAVDIS ... FIELD  
OFFICE; 160 MILES FROM PROJECT OFFICE ... MISSISSIPPI RIVER FIELD  
STATION ... FIELD STATION ... PROJECT FIELD OFFICE ... RESIDENCE OFFICE.  
... AREA OFFICE. ... (NOT A FAIR QUESTION) ... LAKE FIELD OFFICE ... LAKE  
OFFICE ... ONE PERSON OFF. FOR SATELLITE PROJ OF A LARGER PROJ  
RPRT'G TO DISTRICT.

Q166: Please specify your position.

Frequencies (Percents; Counts):

22.09%; 271 Manager	68.54%; 841 Ranger	9.37%; 115 Other
---------------------	--------------------	------------------

Statistics: Forms 1267

Other answers: Answers over 40 characters are verbatim, not counted.

[7] forester ... [7] BIOLOGIST ... [6] Outdoor Recreation Planner ... [6] OUTDOOR REC  
PLANNER ... [4] WILDLIFE BIOLOGIST ... [3] CHIEF RANGER ... [3]  
SUPERVISORY PARK RANGER ... [3] BRANCH CHIEF ... [2] ASST MGR/CHIEF  
RANGER ... [2] RECREATION PLANNER ... [2] CONSERVATION RANGER ... [2]  
NATURAL RESOURCE RANGER ... STAFF OFFICER ... ODP ... FISHERIES  
BIOLOGIST ... AREA MANAGER ... COOP ... DIST. OFFICE ... ENVIRONMENTAL  
SPECIALIST ... CHIEF RECREATION ... OUTDOOD REC PLANNER ... VACILITY  
NAMAGER ... OUTDOOR PLANNER ... OUTDOOR REC PLANNER, ACTING  
RESOURCE MGR ... OPERATION PROJECT MGR ... REC PLANNER ... CH, NAT



RES MGMT BR ... 111 ... FISH AND WILDLIFE SPECIALIST ... ENGINEER ...  
 ENV. SPEC. ... FORESTER DIV-NRM & ECC & REGULATORY ... DISTRICT  
 OFFICE STAFF ... SUP PK RANGER ... ODUTDOOR REC PLANNER ... PROGRAM  
 MGR ... SUPERVISING RANGER ... ORP ... PLANNER ... SUPERVISORY RANGER  
 ... ENVIRONMENTAL PROTECTION SPECIALIST RANGER ... FORESTRY TECH ..  
 . SUPV.D RANGER ... ASST DIVISION CHIEF ... CONSERVATION BIOLOGIST ...  
 ADM ... PROGRAM MANAGER ... OFFICE, STUDENT AID ... FORESTR/  
 ENCROACHMENT OFFICER. ... OUTDOOR RECATION PLANNER.1 ...  
 RECREATION PLANNER. ... DISTRICT OFFICER FIELD SUPPORT. ... BIOLGIST ..  
 . OUTDORS RECREATION PLANNER. ... DIVISION OFFICE STAFF ...  
 CONSERVATION SPECIALIST ... STUDENT RANGER ... ENVIRAMENTAL  
 BIOLOGIST ... WILDLIFE BIOLOHIST ... OUTDOOR REC. PLANNER ... LOCK  
 OPPERATOR ... LOCK & DAM MAX & SHIFT LEADER ... CHIEF ... DISTRIC  
 HORTICULTURIST ... SUPERVISOR RANGER ... OPM ... REC. PLANNER ... 4 ...  
 LANDSCAPE ARCHITECT ... NATURAL RESOURCE SPECIALIST (FORESTER) ...  
 BRANCH CHEIF ... STEP - PARK RANGER ... STEP PARK RANGER ... DIVISION  
 LEVEL ... ONE PERSON OFF. TWO SMALL PROJECTS (TOTAL 1100 ACRES)  
 MAINTAIN DAM ALSO. ... ASST. PARK MANAGER ... ASSISTAN MGR/CHIEF  
 RANGER ... FORESTER W/CITATION AUTHORITY ... LOCK OPERATOR ...  
 OUTDOOR REC.PLNR ... 1

Q167: Do you have citation authority?

Frequencies (Percents; Counts):  
 90.22%; 1107 yes

9.78%; 120 no

Statistics: Forms 1267; Mean 1.10; Std Dev 0.30

Q168: Do you wear the Class B Park Ranger uniform?

Frequencies (Percents; Counts):  
 83.24%; 1008 yes

16.76%; 203 no

Statistics: Forms 1267; Mean 1.17; Std Dev 0.37

Q169: Have you had field experience at a Corps project within the last three years?

Frequencies (Percents; Counts):  
 93.11%; 1135 yes

6.89%; 84 no

Statistics: Forms 1267; Mean 1.07; Std Dev 0.25

Q170: Are you a supervisor or a team leader?

Frequencies (Percents; Counts):  
 26.30%; 314 Supervisor

17.09%; 204 Team leader

56.62%; 676 Neither

Statistics: Forms 1267

Q171: What grade is your current position?

Frequencies (Percents; Counts):

22.91%; 277 GS 4-7	14.72%; 178 GS/GM 12-13	0.33%; 4 SES
60.05%; 726 GS 9-11	1.24%; 15 GS/GM 14-15	0.74%; 9 OTHER

Statistics: Forms 1267; Mean 1.98; Std Dev 0.76

Q172: How long have you been in your current position? (in years)

Frequencies (Percents; Counts):

5.65%; 68 Less than 1 year	10.56%; 127 11 to 15 years
47.38%; 570 1 to 5 years	9.81%; 118 More than 15 years
26.60%; 320 6 to 10 years	

Statistics: Forms 1267; Mean 2.71; Std Dev 1.06

Q173: How long have you worked for the Corps? (in years)

Frequencies (Percents; Counts):

0.99%; 12 Less than 1 year	16.45%; 200 11 to 15 years
20.07%; 244 1 to 5 years	40.71%; 495 More than 15 years
21.79%; 265 6 to 10 years	

Statistics: Forms 1267; Mean 3.76; Std Dev 1.21



**APPENDIX C**

**QUESTIONS USED IN  
DATA ANALYSIS**



## APPENDIX C

### QUESTIONS USED TO MEASURE EACH STUDY OBJECTIVE

The survey sought to address these objectives by obtaining answers to a series of questions about demographics, ranger/visitor/gate attendant safety, visitor assistance, personal and communication equipment, law enforcement, training, support resources, and opinions on management safety concerns. Questions for each topic are presented below:

**Demographic Characteristics.** The survey solicited basic information about NRMB personnel concerning:

Gender	Position
Age	Citation authority
Ethnic background	Grade level
Division/District location	Years in position
Years in Corps	

**Ranger/Visitor/Gate Attendant Safety.** The survey included several sections that were tailored to address safety issues. Some sections specifically address the topics of ranger safety, visitor safety, and gate attendant safety. Other sections pertain to overall project safety.

#### RANGER SAFETY

- Collection of new day use fees places a far greater risk on NRMB personnel than prior fee collection practices. (strongly agree, agree, neutral, disagree, strongly disagree)
- How would you characterize your current level of personal safety at your project? (Excellent, very good, good, fair, poor, unacceptable)
- Would you say that your level of personal safety at your project is: (increasing, decreasing, or staying the same)
- For the last three years, what is the approximate number of alcohol-related incidents (traffic, boating, disorderly behavior, assaults, etc.) in which you have been directly involved?

- Please specify the number of verbal abuse/assault(s) against you, within the last 3 years, by a visitor in the course of your official duties.
- Please specify the number of physical threat(s) against you, within the last 3 years, by a visitor in the course of your official duties.
- Please specify the number of physical assault(s) against you, within the last 3 years, by a visitor in the course of your official duties.

VISITOR SAFETY

- How would you characterize the general level of visitor safety at your project?  
(Excellent, very good, good, fair, poor, unacceptable)
- Would you say that the general level of visitor safety at your project is?  
(increasing/decreasing/staying the same)
- In the last 3 years, how many incidents are you aware of where a visitor was physically or verbally abused or threatened by another visitor at your project?

GATE ATTENDANT SAFETY

- The following modifications should be made to increase gate attendant safety  
(strongly agree to strongly disagree):

Enlarge building space	Install telephones/radios
Install bullet-proof glass	Install surveillance cameras
Install safes in gate buildings	

- The following practices will be effective in increasing gate attendant safety  
(strongly agree to strongly disagree):

Frequent pick-up of collected fees	Increased operating hours
Gate attendant uniforms	Reduced operating hours

OVERALL SAFETY

- Prohibition of alcohol at Corps projects would increase overall safety. (strongly

agree to strongly disagree)

- Using contractors to handle money from recreational areas will increase safety.

(strongly agree to strongly disagree)

- To ensure maximum safety at projects, indicate the importance of each of the following factors (extremely important to not important):

Lighting	Nightly gate closing
Patrols	Additional facilities
User limit	Shrubbery reduction
General landscaping	Attended entrance stations
Fewer entries	Public phones in developed areas
Separate day-use and night-use areas	
Clearly designated boundaries of recreational areas	

**Perceptions of Visitor Assistance.** Questions about visitor assistance include:

- Indicate on the scale (1-"John Law" to 5-"Good Guys") how you believe the public views Corps rangers.
- Class A uniform portray: (law enforcement/visitor assistance/neither/both)
- Class B uniform portray: (law enforcement/visitor assistance/neither/both)
- Currently, at your particular Corps project, is a Visitor Assistance program in place?
- Is there a functioning public relations plan at your project?

**Equipment.** This group of questions addresses the sufficiency and the importance of equipment to NRMB personnel.

- Please indicate how important having this equipment is to job performance (extremely important to not important):

Public address system	Portable radio
Pager	Cellular telephone
Telephone answering device	Public telephone
Mobile/vehicle mounted radio	
Scanner Law enforcement communication link	



- Indicate the importance of the following personal equipment to field NRMB personnel:

Alarm/strobe	Blood borne pathogen
Night goggles	Mace/pepper spray
Polaroid camera	Stungun
35mm camera	Nightstick
Video camera	Handgun
Vehicle light bars	Bullet proof vest

- Is the personal equipment of NRMB field personnel sufficient to perform their current duties safely? (Yes, no, uncertain)

**Law Enforcement Agreements.** This group of questions focuses on the effectiveness of law enforcement agreements. Questions are as follows:

- How would you rate the adequacy of the support resource, listed below, provided by the Corps: Law enforcement agreements (Very adequate to unsatisfactory)
- Generally, do you have problems contacting law enforcement agencies when safety concerns arise? If yes, how often?
- Do you have a law enforcement agreement at your project?
- Is the service/assistance you receive from your agreement adequate?
- Does your agreement result in a shorter response time on calls for assistance?
- Do you believe visitors to your project feel safer as a result of the law enforcement agreement?

**Training.** This group of questions address skills and courses that may enhance job performance. Respondents are also asked to rate courses that they have taken as training for their positions. Questions are as follows:

- Please indicate how important these skills/knowledge are to job performance (extremely important to not important):

Conflict management  
Crowd control  
Personal protection  
Incident reporting  
Public relations  
Communication skills

Defensive driving  
Title 36 rules and regulations  
Water safety  
First aid  
Emergency care/first responder

- Please rate the Course "A" through "F", if you have taken it, on the course's coverage of subjects/topics:

Visitor Assistance Basic PROSPECT  
Visitor Assistance Update PROSPECT  
Refresher Visitor Assistance Training  
Personal Protection Training  
Advance Visitor Assistance Training

- Are there topics that need to be added to the existing Visitor Assistance training courses? If yes, specify topics. [open-ended]
- Is there a need for additional ranger training courses?
- Does the Corps do an adequate job in selecting the right people to deal with visitors?

**Management.** This group of questions addresses various aspects of management that may affect operations and safety. Topics primarily address higher management concern. Questions are as follows:

- My immediate supervisor listens to safety concerns that I express.
- Higher management is concerned about safety issues that field employees express.
- How would you rate the adequacy of the support resources, listed below, provided by the Corps:

Staffing  
General funding  
Facility improvements

Maintenance funding  
Policy guidance



**APPENDIX D**

**QUESTION 25 FREQUENCY  
DISTRIBUTION**



## APPENDIX D

### Requested topics in response to question 25

<u>Requested Topic</u>	<u>Total # of responses</u>	<u>% of total responses</u>
Self defense	201	22
Public and societal problems	124	14
Law and law enforcement	96	10
Communication skills	88	10
Conflict management	85	9
Yearly training updates	66	7
Other	54	6
Emergency training	41	5
Situation analysis	36	4
Water safety	24	2
Ranger academy	15	2
Fire safety	14	2
Park management	13	1
Defensive driving	9	1
Investigation procedures	9	1
Environmental management	9	1
Crime scene protection	8	1
Radio communication	6	1
Group dynamics	5	1
	<hr/> 890	<hr/> 100



**APPENDIX E**

**QUESTION 23 FREQUENCY  
DISTRIBUTION**





## APPENDIX E

**Table 1. Requested topics for existing training courses in response to question 23.**

<u>Subject of training</u>	<u>Total # of responses</u>	<u>% of total responses</u>
Self defense	153	22
Communication skills	79	11
Conflict management	72	10
Laws and enforcement	70	10
Situation analysis	45	6
Cultural awareness	22	3
Other	36	5
Drugs and alcohol	34	5
Writing citations/reports	32	4
Gangs and cults	31	4
Public relations	25	4
Crowd control	22	3
Emergency training	14	2
Vehicle stops/approaches	14	2
Investigation techniques	11	2
Psychology	8	1
Radio communication	7	1
Water safety	6	1
Demographic statistics	5	1
Blood pathogens	4	1
Domestic violence	4	1
Crime scene protection	4	1
	698	100

## REPORT DOCUMENTATION PAGE

Form Approved  
OMB No. 0704-0188

Public reporting burden for this information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate and any other aspect of this collection of information, including suggestions for reducing this burden, to Washington headquarters Service, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204 Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503.

<b>1. AGENCY USE ONLY (Leave blank)</b>	<b>2. REPORT DATE</b> June 1996	<b>3. REPORT TYPE AND DATES COVERED</b> Final	
<b>4. TITLE AND SUBTITLE</b> THE VISITOR ASSISTANCE SURVEY An Evaluation of Safety at Corps Recreation Projects		<b>5. FUNDING NUMBERS</b>	
<b>6. AUTHOR(S)</b> Kenya Covington Rich Whittington		<b>8. PERFORMING ORGANIZATION REPORT NUMBER</b> IWR Report 96-R-11	
<b>7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)</b> USACE, Water Resources Support Center Institute for Water Resources Casey Building, 7701 Telegraph Road Alexandria, VA 22315-3868		<b>10. SPONSORING/MONITORING AGENCY REPORT NUMBER</b>	
<b>9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)</b> Headquarters, U. S. Army Corps of Engineers Directorate of Civil Works 20 Massachusetts Avenue, NW Washington, DC 20314-1000		<b>11. SUPPLEMENTARY NOTES</b> Available from the National Technical Information Service, 5285 Port Royal Road, Springfield, VA 22161, (703) 487-4650	
<b>12a. DISTRIBUTION/ AVAILABILITY STATEMENT</b> Approved for public release; distribution unlimited		<b>12b. DISTRIBUTION CODE</b>	
<b>13. ABSTRACT (Maximum 200 words)</b> This report is an evaluation of safety at Corps projects. Several areas were examined including safety, perceptions of visitor assistance, equipment, law enforcement agreements, training, management and resources. A questionnaire was created to solicit information from The Natural Resource Management Branch (NRMB) personnel. The majority of personnel was asked to complete a mail-out questionnaire, only administrative staff and maintenance staff were exempt from participation. The total number of respondents to the questionnaire was 1,267, a response rate of 67%. Results show that a good portion of rangers considered that safety is a problem on the job. Further indications of these feelings are that Corps personnel generally believe that the public has an unclear image of rangers, seeing them both as law enforcement officials and service oriented visitor assistants. In situations when law enforcement was needed, there were some problems contacting law enforcement 3 out of 10 times. Training that managers and rangers receive appeared to be mediocre and the Visitor Assistance Basic Course was perceived to be inadequate by many respondents. Lastly, alcohol consumption by visitors appeared to be a major problem for safety at Corps recreation projects. Results show that safety should be a concern and rethinking policy and the way Corps projects personnel operate and interact with visitors is warranted.			
<b>14. SUBJECT TERMS</b> NRMB personnel safety and visitor safety, alcohol, perceptions of visitor assistance, equipment, law enforcement agreements, training, management and resources.		<b>15. NUMBER OF PAGES</b> 113	
<b>17. SECURITY CLASSIFICATION OF REPORT</b> Unclassified		<b>16. PRICE CODE</b>	
<b>18. SECURITY CLASSIFICATION OF THIS PAGE</b> Unclassified		<b>20. LIMITATION OF ABSTRACT</b> Unlimited	
<b>19. SECURITY CLASSIFICATION OF ABSTRACT</b> Unclassified		<b>20. LIMITATION OF ABSTRACT</b> Unlimited	