

The Protection Ranger



The Newsletter of the U.S. Park Rangers Lodge, Fraternal Order of Police
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www.RangerFOP.com

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IG Report Released: DOI LE Program Slammed

The Inspector General has released his report on law enforcement in the Department of the Interior. From the title to the last page it is heavily critical of administrative oversight, organization and budgeting of law enforcement throughout Interior including, of course, the Park Service. The document's title: *Disquieting State of Disorder: An Assessment of Department of the Interior Law Enforcement* is a clue to how IG Earl Devaney views the program. He makes clear that the critical problems are with management structure and not with field officers.

His cover letter, addressed to the Secretary of the Interior, reads in part:

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"This assessment, conducted at your request, describes the actions needed for effective law enforcement in the Department of the Interior.

"This approach has resulted in chronic frustration on the part of officers and a disquieting state of disorder in the structure and operations of law enforcement throughout the Department."

We found that the Bureaus have operated their law enforcement programs with minimal Departmental oversight and direction. Most law enforcement offices are under the direction of managers who have limited or no law enforcement experience or training. ... This ... approach ... has resulted in chronic frustration on the part of ... law enforcement officers and a disquieting state of disorder in the structure and operations of law enforcement throughout the Department."

The Secretary of the Interior has reportedly endorsed all of the IG's

recommendations and has just directed all Bureaus to provide her with a time line for implementing changes recommended by the report.

The report looks at 10 critical areas of operation and gives 25 recommendations to improve "leadership, organization, control, and accountability of Departmental law enforcement." Subjects examined are: Oversight, Operations, LE Funding, Allocation of LE Personnel, Security and Emergency Preparedness, Internal Affairs, Recruiting, Diversity and Training, Crime Statistics, Performance Measures, and Jurisdiction. Recommendations heavily emphasize streamlining LE authority within DOI, requiring a separate LE budget not subject to the whims of non-LE managers, and a single identifiable experienced and manager/advocate for LE within DOI.

Excerpts from the Report:

DOI law enforcement has had no single advocate and no informed senior law enforcement official to offer advice and recommendations to upper management. Without a centralized facilitator, Departmental

initiatives have floundered and coordinated law enforcement efforts have been a rarity.

Many of the issues uncovered in this assessment have been identified previously ... In the last three years alone, the Department has spent in excess of \$1.5 million to have law enforcement programs assessed... The Department and Bureaus have demonstrated an unwillingness, or inability, to recognize and address the thoughtful recommendations advanced by these professional law enforcement and management experts. The reports have been largely ignored and do little more than gather dust on a shelf.

[T]he report does NOT [*emphasis in original*] address the ability and efforts of the many dedicated and professional law enforcement officers within DOI. Their extraordinary efforts are documented in the daily Bureau law enforcement activity reports and local papers nationwide. The overwhelming majority of law enforcement professionals in DOI are capable and loyal officers who recognize their programs are in need of considerable change. They are simply looking for leadership from the Department to assist them in their efforts to professionalize law enforcement within their Bureaus.

Some Recommendations of the IG Report:

For the purposes of providing increased coordination and advocacy for law enforcement at the Departmental level, the Department should create a new career Deputy Assistant Secretary for Law Enforcement and Security (DAS-LES) position, reporting directly to the Assistant Secretary – Policy, Management and Budget. This position should be filled with an experienced law enforcement professional.

“Employee groups that represent law enforcement personnel - the Fraternal Order of Police, as well as the Federal Law Enforcement Officers Association - have expressed their support of increased prominence and parity in the leadership within all DOI law enforcement programs.”

To ensure coordinated responses at times of emergencies, the DAS-LES should have direct authority (when delegated by the Secretary) to oversee the operational deployment of all DOI law enforcement officers.

The Office of Law Enforcement and Security (OLES) should be staffed with dedicated personnel experienced in law enforcement investigations, management, criminal intelligence, legal matters and budget.

The DAS-LES should be granted oversight authority for all Departmental law enforcement unit's budget.

For all Bureaus, establish a Senior Executive Service (SES) level Director of Law Enforcement and fill it in with an experienced law enforcement professional. This position should report directly to the Bureau Director or Deputy Director. Bureau Directors of Law Enforcement, together with the Director for the Office of Law Enforcement and Security, should serve as the members of the Law Enforcement and Security Board of Advisors, created by the Secretary's Order of October 26, 2001.

On numerous occasions during the course of the assessment, law enforcement professionals, both inside and outside the Department, articulated their belief that DOI law enforcement programs need consistency in their leadership levels. Even the employee groups that represent law enforcement personnel - the Fraternal Order of Police for both the U.S. Park Police (USPP) and the NPS Park Rangers, as well as the Federal Law Enforcement Officers Association – have expressed their support of increased prominence and parity in the leadership within all DOI law enforcement programs. Elevating positions to consistent levels will, in some cases, increase the prominence of the Directors of Law Enforcement, and enhance the communication and

coordination among the individual Bureau law enforcement programs senior decision makers.

Immediately restructure the reporting system for Special Agents (1811 and 1812 series) to create line law enforcement authority. All Special Agents in the field should report to Special Agent managers (Special Agents in Charge) who, in turn, should report directly to the Bureau Directors of Law Enforcement. Non-law enforcement oversight of investigations must be discontinued. *[This references those rangers trained as Criminal Investigators at FLETC, but retained on park roles as 025 series rangers.]*

For all remaining law enforcement officers and personnel, develop strategic plans for the transition to centralized management systems that report to the Bureau Director of Law Enforcement. In the interim, ensure that any remaining non-law enforcement managers with line authority over law enforcement officers and personnel must have and maintain Critical Sensitive Clearances, as recommended by Departmental policy.

Establish and implement single line item budgets and cost tracking systems for all DOI law enforcement units.

Each law enforcement program should develop staffing models and methodologies. The Office of Law Enforcement and Security should oversee this

This is not a DOI "Police Force." The IG report clearly supports the individual mission of each Bureau. The ranger career, that of being a multi-skilled, multi-disciplined law enforcement professional, is maintained.

development effort.

Staffing shortages related to officer safety should be identified by the OLES and corrected immediately.

A single, Departmental Internal Affairs Unit should be established in OLES, to provide independent, objective oversight over all Departmental law enforcement officers and managers.

The law enforcement Security Board of Advisors should research the background investigation process and determine what can be done to decrease the time it takes to hire applicants.

OLES should develop training standards and training modules for all DOI law enforcement -- 1811s, 1812s, and uniformed officers.

OLES should coordinate the revision and streamlining of an Interagency Agreement among all DOI law enforcement entities to ensure, at the very least, cross-designation among DOI law enforcement programs.

Retirement Claims

Finally, the report is very critical of the huge backlog of retirement cases pending 6(c) approval:

In FY 2000 the OIG conducted a study of the Firefighters and Law Enforcement Retirement Team (FLERT) found out that hundreds of employees had retired or were waiting to retire ... there may be a significant number of DOI retirees who are not receiving the benefits to which they are entitled under the LE retirement provisions. Even worse is the fact that there are potential DOI retirees who must postpone their retirement until they receive a benefits determination from FLERT.

At the conclusion of our FY 2000 study, the OIG determined that FLERT had over 1,942 firefighter and LE cases pending in backlog. The OIG made a number of recommendations to correct the problems that prevented FLERT from processing the retirement applications in a timely manner. Rather than accept and implement the OIG study recommendations, the department's Office of Human Resources **commissioned a study of the OIG study** *[emphasis added]*, at an additional cost of some \$54,000 to determine whether or not to implement those recommendations. In the interim, the case backlog declined less than nine percent and the number of claims processed in FY 2001 was actually less than the number processed in FY 2000.

At the current pace of processing the OIG estimates it will take FLERT over 9 years (until 2012) to eliminate its backlog.

The practical effect of FLERTs inability to effectively process these retirement benefit cases is that DOI law enforcement programs have employees eligible to retire who are unwilling to retire until their cases are determined. This, in turn, precludes the law enforcement programs from hiring new recruits and improving diversity in the law enforcement ranks.

Vindication for Lodge and Members' Efforts

The Lodge is confident that these recommendations, if implemented, will profoundly enhance the law enforcement component of the ranger profession. This is not a DOI "Police Force." The IG report clearly supports the individual mission of each Bureau. As such, we believe that the essence of the ranger career, that of being a multi-skilled, multi-disciplined law enforcement professional, is maintained.

The Lodge wishes to thank members of the Inspector General's office for listening to our concerns. Their professionalism, and concern for the field ranger, are worthy of commendation.

We also want to thank members who responded to our requests for information. Your input was directly forwarded to the Inspector General's office. You made a difference. To those who helped us

by consistently paying your dues, and making extra contributions, we hope that you find that your investment has again paid off.

We now move toward the difficult task of assuring that these changes are adopted. Please continue supporting your Lodge. Redouble your efforts to recruit new Lodge members. There are still several hundred rangers in the NPS alone who are not members. We are confident the model that is being built in the NPS will benefit officers in other Interior agencies.

The Lodge has made the full report available on our web page (www.rangerfop.com) in PDF format. DOI has also put the report at: <http://165.83.78.32/downloads/prot/OIGReport.pdf>

Happy Anniversary: Fifteen Years of Ranger Lodge Advocacy

This year marks the 15th anniversary of commissioned park rangers working together to improve our work environment and making us more effective in protecting National Parks. The first organization of commissioned rangers began in Yosemite in 1987 with the formation of California Lodge 23 of the Fraternal Order of Police. Almost all Yosemite rangers joined. At first, the Grand Lodge would not allow rangers from outside of California to join Lodge 23, so it could not then become a national organization. At the same time, The National Alliance of Park Rangers and Firefighters

(NAPRF) also formed, mainly to address the issue of management's keeping officers and firefighters out of the 6(c) retirement system. NAPRF began as a national organization and rapidly gained hundreds of members. Within two years, both organizations merged into the present National Park Rangers Lodge of the Fraternal Order of Police.

All this year we will be featuring articles showing where the ranger profession was fifteen years ago, where we are now and the direction we hope to take in the future. We have won many victories. Today, we are better paid and have better equipment and training to do our job than we did even 10 years ago. Progress has been slow – often frustratingly so – but it has been steady and measurable. Our success has come as a direct result of Lodge members voicing concerns through the newsletter, refining the problems through (often spirited) debate, and then presenting those concerns to WASO and suggesting solutions. When WASO has been unresponsive, the Ranger Lodge, often supported by the Grand Lodge, has gone to Congress and even the courts to force change. As a Lodge, we thank all of you for your support over the years.

Ours is truly a member-driven organization. With the exception of legal help from Passman and Kaplan, everything we've accomplished has been as a result of the incredible efforts and research done by individual members. As members, we can all give ourselves a hearty pat on the back!

Aggressive advocacy for ranger rights has come at a price. For fifteen years, and in every concern we've brought before management, we have always tried to enter into reasoned dialogue – presenting our issues, the evidence, and suggesting solutions. Too often the issues are not even addressed by administrators – not even a polite “thank you for your interest” letter in response. It is then that we become a bit testy, to the dismay of some rangers who think we're sometimes too harsh on some administrators.

Managers have to recognize the legitimate interests and concerns of the rangers who are out every day stopping cars, pulling kids out of rivers and fighting fire – oh, and writing reports. For those who are uneasy with our tactics, or even offended, the best solution is what it has always been: get involved! Talk to your fellow rangers, research issues and then, with the support of the Lodge, approach managers with solutions. Write an article for the *Protection Ranger* on something that concerns you or, better yet, something that you or your park are doing that would help your colleagues. This is how we got enhanced retirement. This is how we got body armor. This is how we enforced the Fair Labor Standards Act for unpaid overtime.

Much remains to be done of course. Both the IG and IACP reports vehemently stress what the Lodge has long been advocating: a single line of command and budgeting for law enforcement function in the National Park Service and enough rangers to do the job safely.

In addition, there must be a huge effort to bring our sister agencies, BLM, USF&W and COE up to even the minimum standards of law enforcement. Refuge officers in the USF&WS are being starved for resources; BLM rangers are being asked to take enforcement action when they have many times the acreage of the NPS, yet only a fifth of the officers. And then there's the sorry case of the Corps of Engineers, where it's rangers are told to enforce public safety laws without commissions or even defensive equipment! They are even sent to fires without fire resistant clothing and the proper training.

So, thanks again to all our members for the successes of the last fifteen years. We hope you'll continue to help us by encouraging your friends and colleagues to join and bring even greater accomplishments in the next fifteen.

Why Is The Lodge So Negative?

By Greg Jackson

First, a story:

Once upon a time there was a ship. The ship was supposed to be heading out to sea, but several navigators in the crew checked the charts and compass and approached: “Captain, the ship is drastically off course, we're about to run aground! The lives of the crew members are all at risk!”

“Why are you being so negative?” said the captain.

It's not unusual for the Lodge to hear that some people perceive us as being “negative.” Well, it's true that we are often the bearers of bad news. But blaming the bearer of bad news for being negative is not, of course, fair. It is the Lodge's job to bring the concerns of field rangers to the membership at large and to facilitate discussion and spirited debate. It is our role also to alert our membership to manager's actions or inaction. All of our issues originate from the experiences and needs of field rangers.

Admittedly, we are often – and perhaps too often – guilty of allowing rhetorical flourishes of frustration to creep into our prose. But dealing with a management structure that by default is geared to ignore the reasonable suggestions of its own field rangers is sometimes so maddening, that we must sometimes vent in cant our rant. In our efforts to support the field, we include articles that provide safety information, training and officer safety information, as well as updates on where we are now, and where we are headed. If we stray from the path, feel free to remind us of our goals and objectives. We certainly look to the field to provide the latest information or stories relating to the ranger profession.

The Lodge has been the most positive influence for change in the Service that I can think of. No one else has so consistently and so successfully advocated needed changes that let us do our job more efficiently, more safely and fairly compensated for the work we do.

True, the Lodge also has held people accountable and named names. This is somewhat unusual for the National Park Service, as substantiated by the IACP. We think the correct question is why are managers so often negative toward rangers? Why continue unsafe operating practices that put rangers' lives at risk? We're just giving the captain the correct course, as defined by the experts in the IACP – and now the IG report – then letting the crew know that the captain hasn't changed heading, and the reef is dead ahead.

There is some justification in criticizing the Lodge for failing to point out the positive accomplishments of several program managers. There are often good reasons for this. Mainly, the program managers that support us *don't want to be named*. Sadly, it's often been the kiss of death for a top manager to be recognized or named by the FOP.

Note that the Lodge hasn't been critical of Acting Chief Ranger Dennis Burnett. But Dennis deserves more praise from all sources than he has been getting. As we've said in the past, we find it unconscionable that he has been detailed into the Chief's job without anyone backfilling his original position as the Senior LEO. In essence, he's been doing two of the most difficult jobs in the Service during one of the most difficult times in recent history, and has received essentially zero acclaim from the Lodge, or his boss. We regret our role in this, offer our praise, and call on the NPS to publicly recognize his efforts.

There are others, too, but they prefer to go unnamed

So when I hear the criticism that the Lodge is negative, I don't see it as a credible observation. I do see it as a failure of the Lodge to promote its accomplishments, and a success of the old guard in fending off any criticism. It's spin.

“Captain, the Agency’s rangers are the most likely to be assaulted of any federal LE officer.”

“Why are you so negative?”

I hope that in a few years, rangers will be asking “why were some managers so negative and anti-ranger.”

BLM Rangers File OSHA Complaint

*Public Employees for Environmental
Responsibility Press Release
December 17, 2001*

Sacramento - Days after a Bureau of Land Management Ranger was run down by a vehicle at Imperial Sand Dunes over the Thanksgiving weekend, BLM rangers filed an OSHA complaint, alleging unsafe working conditions. The complaint follows years of unsuccessful efforts by the Rangers to prod their agency into hiring additional rangers and purchasing a functioning communications system.

The Thanksgiving mayhem at the Dunes capped nearly a decade of escalating violence at the popular off-road area. In addition to the ranger who was injured by the

vehicle, two others were pinned down by an angry mob and unable to call for assistance because of radio traffic from nearby Mexico. Rangers say communications problems were made worse when San Bernardino Sheriff Gary Penrod cancelled a memorandum of understanding that included allowing BLM rangers to use that county's radio system. Rangers depend largely on cell phones, which get poor reception in much of their patrol areas.

“I think we need to get Gale Norton and some Congresspersons out there over New Year's weekend to see the mayhem for themselves. Let them tell those Rangers they have to wait 5 more years for more rangers and a decent communications system” said Karen Schambach of Public Employees for Environmental Responsibility (PEER).

A survey by PEER this summer corroborated an internal BLM Special Law Enforcement report on the California desert. Both BLM and PEER found that the public lands have become unsafe for both rangers and family recreation. Findings of the PEER survey included:

Nearly three out of four (73%) say BLM lacks funding and personnel to fulfill its resource management mission. More than seven out of ten rangers (71%) say their radio system is inadequate to ensure officer safety in the field; and 79% of rangers say BLM has inadequate funding and personnel to protect the public.

Ranger numbers will drop further as they are syphoned off to serve as air marshals and as guards at the Department of Interior in Washington, D.C. BLM Rangers are also expected to provide law enforcement at the Winter Olympics.

NPS Training Concerns

Norm Simons
FTO/DTI GGNRA

Throughout our NPS careers, we have all been to training, whether it be annual refreshers, required personnel training, or desired out-of-park training. Often times there are those of us who consider training a nuisance or waste of time or whatever excuse we choose to use.

In my 20+ years of NPS law enforcement I have to admit to having attended training when I needed toothpicks to keep my eyes open. We all have. But that is not to say that updates in training are to be ignored, whatever the subject, particularly in the arena of law enforcement.

Too often we find ourselves adopting poor law enforcement techniques. This may result from lack of training, inexperience, or complacency. Hence the need for training updates. Consider this, and I hope you will also seriously consider the following factors: first, there is someone out there who loves and needs you, whether it be husband/wife, child/parent, significant other, or even your pet! And then there is YOU. Your

personal safety. Even an injury can disable you short or long term.

Then there are the people who have to come after you if you are injured or killed. Unsafe attitudes or actions (Read 10 Deadly Errors), may cost another ranger his/her life, or serious injury.

We are all aware that the ranger law enforcement program has taken serious hits in the recent past. Not only have we lost two valuable rangers to gun violence, but now we are threatened with diminished numbers, low budgets, and an administration that fails to heed and support the IACP report. Field ranger staff are more at risk than ever before.

I would remind all rangers of the recent deaths of two police officers from gang violence in two separate incidents in the south. In both incidents, experienced officers were using the standing search and arrest techniques, with the subject having both hands on the head. In both incidents, the gang-bangers, despite having one hand in a cuff, were able to access a weapon with the free hand and shoot the officer. We all should know the average reaction time ($\frac{1}{2}$ to $\frac{3}{4}$ of a second), and the effects of having our hands out of position (i.e. above our waist and out of balance), and taking a poor position. This is exactly the reason FLETC no longer teaches the above method. Hence the need for training updates.

In another recent incident here in California, two experienced Butte County Sheriffs Deputies responded to a man with a gun call in a remote

cabin. While we will never know exactly what occurred, the deputies and suspect were all found dead inside the cabin, with many rounds fired. They were found later when they failed to answer their radio. We all know the danger of gun calls. We all **should** know that when we knowingly enter a suspect's residence, s/he has all the advantages, we are in their domain, and they know what they intend, where their weapons are, or how many people are involved. Now add in reaction time.

This is not to say you won't have to enter a residence with an armed suspect sometime in your career, only that you need good backup, good tactics, a red zone mentality and not a little luck. Also consider first, do I really need to enter? Can I bring the subject out? There are always questions. Are you working with another agency? Are they safe? Do you know their procedures? Do you have communication with them?

These and other questions need to be answered. Further, if you don't train with your staff, you probably don't train with others. Again, it is **important** to train.

Given our staffing levels (or lack thereof), budgets, and lack of support in some areas, it is important to maintain a strong skill level. We (the NPS) and your loved ones, need you. Stay Safe!

NPS FLETC To Drastically Reduce Training?

For several years now, FLETC has been warning the NPS that Treasury will no longer pay the salaries of the four NPS detail instructor positions at the training center. Treasury also wants the NPS to add four more positions, based on the increased student load. This load is not forecast to diminish in the foreseeable future. It turns out that Associate Director for Stonewalling Dick Ring had been notified of this pending disaster in documents over the last several years. The Lodge will be making an FOIA request for these documents.

There has been zero action to submit budget requests to fill these positions or even to plead poverty with Treasury. So in October this year the NPS will be faced with paying salaries of four detailed instructors (approximately \$400,000). The only way FLETC can do this is by cutting back on FLETC-sponsored training, including basic classes for rangers. These classes will be cancelled and the space given to other agencies – well-funded and eager to have them.

Pay no attention to the incredible backlog of rangers needing FLETC. NPS funding for LE training has sunk today to the same levels as in 1979.

That is not a misprint: 1979!

So after the murder of three rangers in the last decade, after the training shortfalls pointed out in the IACP report, and approaching the period where nearly half the workforce will be retiring and need replacement, training has been cut to its lowest level in 23 years.

This is under the watch of Dick Ring. It's even possible that Ring will be allowed to appoint the acting Superintendent of FLETC. If this happens, this entire matter will likely be silenced, and other scapegoats will be found – e.g. IACP implementation. The fact is that long before IACP implementation items were an issue, Ring had failed to submit budget requests for the needed positions.

Dispatch

by Michelle Barland-Liles

For the field ranger, contact with a dispatcher is essential. But too often, this seems not to be a high priority for management. How many rangers' lives do we need to endanger to get the point across each day that it is a risk to go to work when you have a flawed dispatch system – if you even have any?

The IACP study shows that's one of the main concerns of rangers: dispatch. Examples:

- One western park shares a park dispatch with state parks. The dispatch center is over 300 miles away. There, dispatchers screen 68 repeaters and are working up to 50 officers at a time.

Dispatchers don't know the location of landmarks in NPS parks, have never been there, and often have to call rangers to ask if 'such and such' is in their area. A ranger once called in an incident and the dispatcher didn't even know where the nearest town was.

Dispatchers are so incredibly busy responding to other officers that sometimes it takes at least 3 attempts to get any dispatch response. Rangers are routinely told to stand by when trying to call in and then dispatch makes them wait.

Also, though they share radio channels, the state has full control and won't let people working for the NPS, other than rangers, receive their frequencies. So if there is no NPS ranger, other NPS workers are out of luck because they don't have the state channels and the state rangers don't scan NPS channels. NPS rangers, however, must also respond to state personnel.

They are short staffed and have been for years. Burn-out is a big issue with dispatch staff.

- Another park is small and has only one full-time dispatcher with one summer seasonal. During the summer, an NPS dispatcher is on duty until around 8 PM. After that, dispatch for LE rangers working until midnight is transferred to a sheriff's office over 60 miles away. They are so busy taking care of their own people that many times the NPS channels

are muted and so the ranger's call is not even heard. They don't care what is going on in some park miles away. Rangers come last.

- Some smaller NPS parks rely on office staff or spouses at home to act as dispatch. Many parks are so short of rangers they only have one law enforcement officer or two, if they are lucky.

Last year, the IACP report strongly criticized the Park Service for failures and weaknesses with the dispatch and radio system:

- Access to quality communications is a major safety issue. Radio coverage is problematic in a number of parks
- Almost 60% of rangers regard their communications systems to be unsatisfactory. Less than one quarter regard their systems to be satisfactory.
- Communications practices of the NPS meet only the most minimum professional standards. Shortfalls are easy to catalog. Rangers are often out of contact because of dead-spot situations. Rangers compete for air time on shared frequency, which also precludes security of communications much of the time. Equipment is not what it should be.

Yet there has still been no apparent progress, or even plan made. The situation is intolerable to dispatchers and rangers alike and must be changed.

An Open Letter to NPS Director Fran Mainella

Dear Ms. Mainella:

Since you have never answered one of our many letters, and available evidence seems to indicate that your loyal staff has not allowed you to even see them, we are addressing you in this forum. The recent Fire Report encapsulates almost everything that is wrong with the Agency you head today.

- It was released during a period when NPS computers were down and with a very short comment period – during the holidays. It seems to me that you did not want serious comments by doing so.
- The methodology employed was not consistent with widely accepted standards for large-scale program reviews.
- We are deeply concerned that the lead author seems to have conflicts of interest in delivering a reasoned and fair report; that he may have been selected solely as a cheerleader for this program; and that he subsequently ignored the structural flaws apparent to many.
- The report ignores the expertise in the ranks of commissioned park rangers.

What exact expertise does the lead author have that recommended him for this position? Why is the methodology employed not fully discussed? What business, personal, and/or professional relationship did the author have with those in the fire program? What post-retirement

contacts has Mr. Wade had with both the NPS and those who managed the NPS Fire program? These are some of the questions that serious journals answer before going to print with a study.

If the NPS truly wishes to be taken seriously, they should have used an outside evaluator, or at least asked another agency within Interior to develop and implement the survey, and subsequently compile the findings prior to turning this information over to the NPS for review.

It seems to us that you have, yet again, been mis-served by those you have selected to be your closest advisors. This study, because of the limitations listed above, is worthless and if you base your decisions upon this document, you are ill-serving the agency, its employees and the taxpayers.

You, and we, deserve better.

Sincerely,
Randall Kendrick

Lodge Needs New Class

Agent: One of the class agents in our suit over interest due on the back pay was dropped due to a technicality. We need another Lodge member to be a named class agent. You must have received your back pay but not any of the interest that accrued. I was a class agent in another suit against DOI and I will fill you in on what's involved. Call me at 800 407 8295 or email me at: randallfop@ls.net. Don't let this suit fall by the wayside because you won't do this safe and simple thing.

Lodge Website

Brother Duane Buck has built and maintains the Lodge website. We keep it updated with notices and links to other sites that we think are interesting and/or helpful to resource based law enforcement officers. Visit it often between issues of the Protection Ranger to keep current on things that affect you and your job. The address is www.rangerfop.com

Application for Membership

I, the undersigned, a full-time regularly employed law enforcement officer, do hereby make application for active membership in the U.S. Park Rangers Lodge, FOP. If my membership should be revoked or discontinued for any cause other than retirement while in good standing, I do hereby agree to return to the lodge my membership card and other material bearing the FOP emblem.

Name: _____

Signature: _____

Address: _____

City: _____

State: _____ Zip: _____

DOB: _____

Permanent Rangers: \$52/year
Seasonals and Retired Active Members: \$35/year
Associate (non-Commissioned) Membership (Newsletter only): \$35/year

Renewals: You do not need to send in this form to renew. Enclose a copy of your Commission (new members only).

Agency and Work Unit: _____

Mail to: FOP Lodge, POB 151, Fancy Gap, VA 24328
Phone: 1-800-407-8295 10am-10pm Eastern Time or email randallfop@ls.net



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