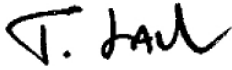


# Memorandum

Date : November 1, 2007

To : All Park Employees

From : Theodore Jackson, Jr.  
Deputy Director  
Park Operations



Subject : Final Report Completed by the Generalist Ranger Task Force

I am pleased to announce the Generalist Ranger Task Force has completed its work and the team has submitted its final report. The final report, unedited and in its entirety, has been posted on the Department's intranet at the following link: and a copy of the report has been provided to the Department's executive staff and each district superintendent.

Following is an excerpt from the Executive Summary from the report:

*"The Generalist Ranger Task Force concludes that the generalist model continues to be a viable solution for the statewide delivery of Visitor Services core program responsibilities. It further finds that specialization of some job functions within the Ranger and Lifeguard position has already taken place without centralized guidance. The Generalist Ranger Task Force recommends that California State Parks choose to actively guide the evolution of the generalist Ranger and Lifeguard."*

The report contains several recommendations and provides a baseline assessment regarding the state of the State Park Ranger and Lifeguard classifications as it relates to their day-to-day duties and responsibilities.

I encourage each of you to read the report and form your own conclusions.

I will be meeting with Director Coleman to discuss the report and next steps. The report will also be the focus of a special Park Operations Policy Group (POPG) meeting that will focus exclusively on this topic and the task force's recommendations. Every effort will be made to keep all employees informed regarding activities and actions related to the implementation of task force's recommendations and any other information germane to the advancement of the generalist concept.

I would like to thank the members of the Task Force and facilitators Nina Gordon and Pete Williams for their diligent and tireless efforts on this project.

cc: Ruth Coleman, Director



**Final Report  
of the  
Generalist Ranger  
and Lifeguard  
Task Force**

**2007**

## **EXECUTIVE SUMMARY**

The Generalist Ranger Task Force concludes that the generalist model continues to be a viable solution for the statewide delivery of Visitor Services core program responsibilities. It further finds that specialization of some job functions within the Ranger and Lifeguard position has already taken place without centralized guidance. The Generalist Ranger Task Force recommends that California State Parks choose to actively guide the evolution of the generalist Ranger and Lifeguard. The following report details findings and recommendations that can lead towards that end.

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# SECTION 1 - CHAPTER I

## INTRODUCTION

In February of 2007, in response to significant Department-wide conversations about the current state of the generalist California State Park Ranger and Lifeguard, State Parks Director Ruth Coleman raised the question whether the generalist model continues to be viable for the delivery of core program responsibilities. At Coleman's request Deputy Director Ted Jackson formed the Generalist Ranger Task Force (GRTF)<sup>1</sup> with the following mandate:

- "Define the scope of the problem – the sense is that a number of today's Rangers are focused on their law enforcement/public safety duties to the point where they have limited time and/or interest in the other aspects of the job, particularly interpretation. In answering the first question the team should rely on data, facts, and statistics, and not solely on anecdotes and opinions"
- "Drawing on the answer to the first task, determine if the model of the generalist Ranger is still viable for California State Parks, and"
- "Make recommendations for how we should proceed in the future and what, if any, impacts the task force's recommendations would have on recruitment, training, field operations, etc."<sup>2</sup>

The GRTF was told that any topic that addressed the issue was acceptable, and that no topic would be "off limits", with the exception that the addition of significant full-time positions was not a possibility.

The 16 members of the GRTF met for the first time on March 1, 2007, and continued to meet through the spring and summer of 2007<sup>3</sup>. GRTF members gathered data on visitor attendance, seasonal and full-time staffing, training, hiring processes, supervision, operational realities, public safety services, interpretive services, the operation structure of other park agencies, and other topics. Subject matter experts on a variety of relevant topics spoke to the GRTF members. Hundreds of conversations between GRTF members and staff throughout State Parks took place and were shared at meetings, and a never-published 1997 study on the same topic was reviewed.

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<sup>1</sup> GRTF member list, appendix page II.

<sup>2</sup> Mandate from Ted Jackson memo of 02/02/2007.

<sup>3</sup> Meeting details, appendix page III.

The GRTF applied different models of service delivery to different areas of the state in an attempt to discover which model provided the best and most flexible service. The current generalist model was compared to a model of public safety specialization and a “hybrid” model, and these models were theoretically applied to different sectors throughout the state.

The GRTF had its final meeting in late August of 2007 to finalize the findings and recommendations found in this report. It is the hope of the GRTF that these findings and recommendations will serve to begin a continuing process of evaluation and proactive solutions not only for the evolution of State Park Rangers and Lifeguards, but for the evolution of State Parks as a whole. The GRTF urges that the implementation of recommendations found in this document take place as soon as practical.

## **SECTION 1 - CHAPTER II**

# **THE CALIFORNIA STATE PARK RANGER AND LIFEGUARD CURRENT REALITY**

Before addressing the perceptions that gave rise to the creation of the GRTF, it was decided to first create a “base line” of what is really going on in the field. The following section attempts to create that base line.

The overarching reality of State Park Ranger and Lifeguard job duties is that they radically change from park to park and from day to day. The daily task list for a Ranger at Anza-Borrego Desert State Park may bear little relation to the daily task list for a Ranger at Carpinteria State Beach, Folsom Lake State Recreation Area, or Jedediah Smith State Park. Consequently the skill levels and individual emphasis in various disciplines changes from location to location. This has long been seen as an operational necessity, and generalist Rangers have long been able to adapt their individual emphases to meet the needs of the unit to which they are assigned. That said there are statewide trends and realities that have been identified and should be discussed.

The traditional task list for a Ranger focuses on law enforcement and public safety, operations, resource management, interpretation, and administration<sup>4</sup> - the mix varies greatly by location. Now roughly 105 Ranger and Lifeguards positions, representing between 20% and 25% of the allotted workforce, are unfilled<sup>5</sup>.

### **Law Enforcement and Public Safety**

Park law enforcement is a primary duty of Rangers and Lifeguards. Public Resources Code section 5008<sup>6</sup> states that the Department shall protect the State Park System from damage and “preserve the peace therein.” To accomplish this, the law provides that “the director may designate any officer or employee of the department as a peace officer.” PRC Section 5008b specifies that the primary duties of the peace officer shall be to enforce listed codes and the “rules and regulations of the department,” and to “arrest persons for the commission of public offenses within the property under its jurisdiction.”

Rangers and Lifeguards must be ready and able to respond to all public safety incidents. The level of activity may change dramatically unit to unit, but the readiness aspect is the same statewide.

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<sup>4</sup> CA State Park Ranger Job Specifications, appendix page XLIII.

<sup>5</sup> SPPO vacancies as of 9/7/07, appendix page XXIX.

<sup>6</sup> PRC 5008, appendix page XXI.

Mandated training in law enforcement, medical aid, and other public safety aspects has steadily increased over the years, taking time away from other job duties<sup>7</sup>. Public Safety Division statistics show that documented law enforcement and public safety incidents have risen over the years<sup>8</sup>. While the magnitude and cause of this rise in incidents may be subject to discussion, the overall validity of these incidents, subject to local management priorities, has not been questioned.

The level and type of law enforcement activity vary greatly by location, and this gets to the heart of the current discussion. The question is whether these enforcement contacts are consistent with the management priorities set at the local, district, and statewide level for what our Rangers and Lifeguards should be doing. While those management priorities remain a topic of discussion, one clear conclusion is that SPPOs are spending more time than ever delivering both proactive and reactive public safety services.

Initial and continuing education in the field of resource enforcement has decreased as other mandated law enforcement training has grown, resulting in both less knowledge and less emphasis in resource enforcement<sup>9</sup>. The culture of resource law enforcement has diminished as the culture of social law enforcement has grown. The need for both types of law enforcement remains.

## **Operations**

Park operations are a primary job duty for SPPOs in the vast majority of park units. Campgrounds must be run, day-use fees must be collected, seasonal employees must be hired - this is the very heart of the Visitor Services program. Smooth park operations are tied to the availability of seasonal staff funding – without this funding the burden of park operations falls on permanent field staff. In many locations the availability of seasonal employees who traditionally handle field-level operations has decreased<sup>10</sup>, and current seasonal allocations do not allow for Park Aide staffing adequate to meet demand. Visitation has continued to rise<sup>11</sup>, as has the amount of State Park land<sup>12</sup>. The net result of limited resources and higher demand has been that Rangers and Lifeguards are now spending more time in the business of park operations, reducing the time available for other key program responsibilities.

## **Resource Management**

Prior to the 1970s, active resource management was the purview of Rangers. Now, highly trained specialists are the primary project-level resource managers

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<sup>7</sup> Required continuous training, appendix page X.

<sup>8</sup> Ratio of crimes to visitation, appendix page XII.

<sup>9</sup> BVST hours, appendix page IX; continuing park ops. training, appendix page XI.

<sup>10</sup> FY 2000 v. 2005 comparison, appendix pages XVII-XVIII; park positions filled, appendix page XXVIII.

<sup>11</sup> Annual attendance summary, appendix page XV.

<sup>12</sup> Land acquisitions and ownership, appendix pages XIX-XX.

due to the demands of modern environmental regulations, the professional knowledge required to initiate resource projects, and other aspects of resource management. In some areas, Rangers and Lifeguards with the background and interest have maintained leadership roles in natural and cultural resource management programs, and SPPOs can work with specialists to initiate and implement projects. Observations from field patrols contribute to the monitoring of resource conditions, and SPPOs have the responsibility to remain diligent in resource protection. Nonetheless, for the most part active resource management is no longer a significant part of the Ranger job.

### **Interpretation**

The desire by Rangers and Lifeguards to provide high quality interpretive services may have decreased to some degree on an individual basis over the years, yet the desire remains strong for many SPPOs. Data suggests that the ability to prepare for and provide these services has diminished due to the demands of public safety and operations<sup>13</sup>. This has likely become an excuse for some people to deemphasize these services, yet many SPPOs find that it is very difficult to take themselves out of a busy operation for several hours to deliver interpretation, knowing that other areas are going untended during that time.

The sense of many Rangers and Lifeguards, given their perception of a lack of support and accountability for the actual delivery of interpretive services, is that the Department is not treating interpretation as though it were a primary mission.

### **Administration**

The world of administration had become more cumbersome for all Parks employees. For example the paperwork required to sign up a volunteer has increased significantly over the last five years and Cal Card procedures have become more stringent. As with operations, the demands of administration are of primary importance.

### **“Other” Duties**

These duties range from re-stocking toilet paper to unplugging culverts to pulling invasive weeds to picking up litter. While not primary duties it is important that the “other” category be acknowledged as additional workload and a vital part of operating parks.

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<sup>13</sup> Data relating to visitation, appendix page XV; public safety incidents, appendix page XII; seasonal staffing, appendix pages XVII, XVIII, and XXVIII

## Summary

The daily task list for Rangers and Lifeguards remains different from unit to unit. There are however, some statewide trends that must be considered.

- Park law enforcement and public safety, by statute a primary duty of Rangers and Lifeguards, has become more complicated and more time consuming.
- Operations have grown as a demand on the time of Rangers and Lifeguards, and seasonal funding shortages have exacerbated the issue.
- Resource Management has decreased as a primary duty of Rangers and Lifeguards in light of increased specialization.
- Interpretation by Rangers and Lifeguards has decreased and a Departmental emphasis on interpretation has often not reached field level staff.
- Administration has grown more complicated and time consuming for all classifications, including Rangers and Lifeguards.

Management priorities from the very top to the local level often have not been fully formed, fully articulated, or fully enforced to the field level Ranger and Lifeguard, resulting in individual priority decisions that may or may not be consistent with management priorities. Given the above those SPPO duties seen as less urgent by the individual SPPO often fall by the wayside.

## **SECTION 2 - CHAPTER III**

# **FINDINGS AND RECOMMENDATIONS**

### **SUMMARY**

In actively guiding the evolution of the generalist Ranger and Lifeguard, the GRTF believes that the Department must take into account the preservation of the traditional park culture. The park culture is one of approachability and trust. The traditional Ranger and Lifeguard are seen as stewards of the public trust and as a source of information, protection and education. They stand for a positive contribution of government service in the public's private lives. The park culture is one where employees support all aspects the Department's mission, where employees are on a first name basis regardless of their classification, and where we refer to the "Park Family". Park culture is a commitment to public service.

## SECTION 2 - CHAPTER IV

# SPECIALIZATION vs. GENERALIZATION

### **Finding: Specialization vs. Generalization**

While the GRTF finds that the generalist model remains viable for the delivery of core program services it also recognizes that, to a great degree, the specialization of Ranger and Lifeguard job duties has already taken place. This is due to many factors including increased POST training mandates, job demands of specific park units, a lack of seasonal and permanent staffing, more focused interest on the part of Rangers and Lifeguards, and supervision not demanding generalist performance from field staff. While all field Rangers and Lifeguards possess generalist job descriptions and, to varying degrees, the ability to cover all generalist duties, the practical demands of day-to-day work have led to some de facto specialization.

### **Recommendation: Specialization vs. Generalization**

In order to best utilize the limited resources available, to provide for the best service delivery possible, and to create realistic and predictable performance expectations, the GRTF recommends the following:

- Create and advertise more specific and enforceable duty statements, and hold both SPPOs and Supervisors accountable for following those duty statements. Recognizing that the specifics of the Ranger and Lifeguard job vary greatly from unit to unit, review each field SPPOs duty statement and modify them to represent both the actual day-to-day work being accomplished and the realistic and accomplishable desires of supervision. Use these duty statements to measure each SPPOs performance throughout the year and at the yearly review. At the yearly review Supervisors and SPPOs will evaluate the duty statement to ensure that it is realistic given all applicable circumstances. Whenever an open position is advertised the specifics of the duty statement will be included in the advertisement to ensure that applicants are fully aware of expectations. The GRTF suggests a standard format for all duty statements statewide whereby five categories, (public safety, resource management, interpretation, operations, and administration) are assigned realistic percentages. These percentages are to be included, with as much explanation as required, in job advertisements.
- Review current allocation of positions. Under current standards District or Sector Superintendents who wish to specialize the staff in their areas, including directing SPPOs to specialize or generalize, may do so. Depending on the work at hand Superintendents should allocate positions

to best fit the work. In some cases this may mean less specialization and more generalists – in other cases it may mean more specialization. In any case the GRTF recommends that each District review their law enforcement and Visitor Services priorities and allocate resources accordingly.

## **SECTION 2 – CHAPTER V**

# **PARK ORGANIZATION AND SUPERVISION**

### **Finding: SPPO Supervisor Experience**

Currently a Ranger or Lifeguard is eligible to promote to the level of Supervising Ranger or Lifeguard after three years of service<sup>14</sup>.

### **Recommendation: SPPO Supervisor Experience**

Raise the minimum requirement for Supervising Ranger and Lifeguard Supervisor to five years field experience to ensure that all candidates have a breadth of experience that will allow them to effectively lead.

### **Finding: SPPO Supervisor Promotional Standards**

The current promotional interview process focuses on core program areas within State Parks in a theoretical sense and places little emphasis on practical, hands-on park management experience. This can lead to the promotion of those with little practical experience.

### **Recommendation: SPPO Supervisor Promotional Standards**

Adjust supervisory SPPO interviews to focus more on actual park management experience, a demonstrated knowledge of basic field operations, and a demonstrated ability to serve as a law enforcement supervisor.

### **Finding: Sectorization**

As the District and Sector model has taken hold, and often due to staffing shortages, more field staff are being assigned as Sector Rangers as opposed to Unit Rangers. The decreased focus on individual parks inherent in the Sector Ranger model can decrease familiarity with individual parks and remove a sense of ownership of those parks. This lack of familiarity can lead newer Rangers to focus on the more universally portable skills, such as law enforcement, to the detriment of other generalist duties.

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<sup>14</sup> Job specifications, appendix page XLIII

### **Recommendation: Sectorization**

To the extent allowable by staffing levels the Sector Ranger should be de-emphasized and the Unit Ranger should be encouraged.

### **Finding: Department and District Goals**

In any large organization the lack of efficient communication can become an obstacle. The GRTF finds that Department and district priorities and goals are often not communicated effectively to the field level supervisors who are responsible for ensuring that those priorities and goals are met.

### **Recommendation: Department and District Goals**

The structure for effective communication within the Department exists but should be reviewed to increase efficiency and to eliminate bottlenecks. Department leadership must clearly articulate their goals and priorities to the field staff responsible for meeting those goals and priorities, and follow up those expectations with reasonable accountability.

### **Finding: SPPO Supervisory Coverage**

The Riverside Stipulated Judgment (RSJ)<sup>15</sup>, a statewide agreement that governs the operations of any agency with a law enforcement function, demands that law enforcement supervision be available to physically respond to the scene of a critical incident. This is a challenge for a department that is spread over such a geographically large area as DPR. The GRTF finds that the scheduling of supervisors statewide follows no overall plan and that some supervisors work schedules that are not consistent with providing the maximum hours of supervisory coverage. This lack of supervision is in violation of the RSJ and is inconsistent with a goal of providing consistent leadership.

### **Recommendation: SPPO Supervisory Coverage**

Direct each district to review and modify the scheduling of supervisory Peace Officers to ensure that an on-duty supervisor is available to respond to critical incidents for as many hours of the week as possible. Neighboring districts should share this information on a monthly basis to assist in coverage. Conduct a statewide review of available coverage and submit a Budget Change Proposal (BCP) so that State Parks can be in compliance with the RSJ and provide consistent leadership.

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<sup>15</sup> Riverside Stipulated Judgment available at [http://www.riversideca.gov/rpd/AGTF/AGTF\\_Information.htm](http://www.riversideca.gov/rpd/AGTF/AGTF_Information.htm)

**Finding: Chief Ranger**

Since 2001 the position of Chief Ranger has been phased out as the Sector model has taken hold. Sector Superintendents supervise the Visitor Services and law enforcement functions of their sectors, as well as all other areas within their sectors. Their necessarily wide focus can create a weak link in the Visitor Services chain of command and leave the Visitor Services function without a management-level advocate and supervisor in the mold of a Maintenance or Administrative Chief.

**Recommendation: Chief Ranger**

While recognizing that the current Sector model does not allow for the possibility of a Chief Ranger, the GRTF acknowledges that State Parks would benefit from a more distinct leader in the Visitor Services realm.

## SECTION 2 – CHAPTER VI

# PARK CULTURE

### **Finding: Approachability**

The public's vision of park employees (and specifically that of Rangers) includes approachability. The Ranger is seen as a both a figure of authority and a source of friendly information, not someone to fear. In recent years there is a sense that some Rangers have decreased their approachability, sometimes in the name of officer safety.

### **Recommendation: Approachability**

Approachability consists of numerous small things. Without compromising officer safety, SPPOs should embrace the image of the Ranger and Lifeguard as a friendly figure. The same approach that community policing has strived to achieve in the cities is something that State Parks has always had. Little things – patrolling the campground on foot or at least with the windows rolled down, a friendly nod and wave instead of a suspicious stare – contribute to the public's image of Rangers and Lifeguards as approachable.

### **Finding: The Stetson**

The general public appreciates the Ranger Stetson and all that it implies - the Ranger in a Stetson has become a valuable cultural icon. The goodwill generated by a Ranger in a Stetson is a valuable resource for State Parks. Recent generations of Rangers show a marked aversion to wearing the Stetson.

### **Recommendation: The Stetson**

Enforce park policy regarding the wearing of the Stetson. Direct new hires attending the basic academy to wear a felt Stetson instead of a ball cap, when appropriate, to help instill the culture of wearing a Stetson.

### **Finding: Mentoring**

Opportunities for mentoring and the passing on of corporate knowledge have diminished. Factors leading to this conclusion include a large number of State Parks employees hired in the 1970's retiring, specialization across many classifications having taken place, and staffing shortages having required employees to focus more narrowly on perceived core needs.

**Recommendation: Mentoring**

Establish a formal State Parks mentoring program across all classifications, targeting entry level employees. This program should focus on the passing on of corporate knowledge and park values in addition to practical, hands-on knowledge.

**Finding: Use of Other Classifications in Visitor Services**

Many State Park classifications have unique abilities and knowledge that could be used to greater benefit.

**Recommendation: Use of Other Classifications in Visitor Services**

Where practical include other classifications to enhance Visitor Services core programs. For instance, the delivery of interpretive services does not need to be solely the province of Rangers, Lifeguards, and Interpreters. When practical, give people within other disciplines, such as Environmental Science and Maintenance the resources and encouragement to provide high quality interpretive services.

## SECTION 2 – CHAPTER VII

### HIRING

#### **Finding: Recruiting**

Until the recent appointment of a Department recruiter, a centralized process that provided recruitment resources was dormant. The message that DPR has sent out in its recruiting efforts has varied widely but has rarely indicated the true nature of the job duties involved.

#### **Recommendation: Recruiting**

The GRTF applauds the recent appointment of a Department recruiter and recommends that this person be provided the material and institutional support to carry out their mission. The GRTF also urges State Parks to view all employees as recruiters. Specific recommendations include:

- Carefully review the overall message in any recruiting effort to ensure that it is consistent with both Department priorities and job realities.
- Actively recruit lateral transfer candidates from other agencies who embody State Park generalist ideals.
- Actively recruit transfer candidates from other classifications within State Parks who embody State Park generalist ideals.
- Tie together an entire range of State Park experiences to lead a younger generation into Ranger and Lifeguard careers. Junior Rangers and Junior Lifeguards should know about Park Aide and seasonal Lifeguard opportunities – Park Aides and seasonal Lifeguards should know about Ranger and Lifeguard careers. Explore other venues such as high school internships, Explorer programs, and other non-traditional recruiting methods.
- Make the flow of information to prospective candidates open, continuous, and generous. Make it easy for candidates to accurately ascertain their status. Schedule tests and appointments with ample lead time and notice.

## **Finding: Hiring Timeline**

The time line for hiring new Rangers and Lifeguards is excessively lengthy, often taking over two years from application to hire<sup>16</sup>. Desirable and motivated candidates often seek employment with other agencies or the private sector. Management must look far into the future to predict potential openings. Current funding allows for an average of four months for the background check process.

## **Recommendation: Hiring Timeline**

The GRTF recommends that this issue be addressed in several ways, with the overall goal of reducing the time from application to hiring of candidates to less than six months:

- Establish continuous testing i.e. allow applications at any time with no closing date. Conduct tests twice a year at regularly scheduled intervals. Ensure that the candidates at the top of the list are available.
- Streamline the testing process. For example, rather than having written testing and the interview separated by weeks and sometimes months, plan for a one weekend application process. On Saturday candidates would take the written test; by using on-site grading candidates can know immediately how they have scored. Candidates passing the test are scheduled for an entrance interview the next day. Physical agility testing could also be conducted over the course of that same weekend.
- Increase funding for background checks to ensure they are completed within six weeks.
- Streamline processes not handled in-house. Working with the State Personnel Board find ways to expedite such procedures as the medical and psychological testing of candidates.

## **Finding: Examination Process**

The examination process for new Rangers and Lifeguards has become less stringent over the years, shrinking from ranked written testing and multiple interviews (1994) to the current pass/fail written test and very short interview process<sup>17</sup>. Some entrance interview panels have not had members with the breadth of experience that would allow them to best choose the next generation of SPPOs.

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<sup>16</sup> Cadet hiring process, appendix page VI; personal experience of GRTF members

<sup>17</sup> GRTF member Mike Martino's experience in 1994 compared to current process.

## **Recommendation: Examination Process**

The GRTF recommends the following:

- Increase the time allotted for each interview, allowing sufficient time to properly evaluate the candidates during the hiring interview.
- Review the scope of questions asked at the interview to ensure that they cover the full breadth of topics related to State Parks' mission. Increase the number of questions and reinstate the applicant's opening and closing statement to allow the interview panel to get a more complete sense of the candidate.
- Require members of interview panels to have a minimum of seven years field experience, at least two at the level of Supervising State Park Ranger or above. Select members who represent a wide range of field experience, and who represent the ideals of the generalist Ranger concept.

## **Finding: Hiring Flexibility**

The current exam system creates multiple ranks whereby qualified candidates can be placed in lower ranks, making them "unreachable". A candidate's rank is based on a Qualifications Appraisal Panel (QAP) interview. The interview is cursory and does not allow for a complete evaluation. Given the variety of Ranger/Lifeguard duties in the different geographic areas of the State, a well qualified may not be reachable for a give vacancy even though the candidate has the skills needed. Also, the current system often prevents the hiring of local candidates who are dedicated to serving in specific areas of the state or whose life situations prevent them from moving to another area.

## **Recommendation: Hiring Flexibility**

- Eliminate the current system of multiple rankings and instead institute three ranks only in the QAP interview. Candidates would still be ranked (1, 2 or 3) but all would be "reachable". During the more stringent hiring interview the best qualified candidates for the vacant positions may be selected.
- Reinstate local hiring and hiring for specific positions. If all candidates who pass the QAP interview are reachable, State Parks can select candidates with skill sets appropriate to a specific assignment. Further, State Parks would be able to select candidates with particular geographic preferences, ensuring that someone without the flexibility to move to

different parts of the state would not be denied a position. More importantly, State Parks will not lose qualified applicants.

**Finding: Hiring Commitment**

State Parks hires candidates prior to a basic POST academy and pays room, board, and salary for the candidates training period. Some new hires have taken advantage of this training and then joined other, higher paying agencies immediately or shortly after graduation. This has cost DPR hundreds of thousands of dollars in lost training investments over the years and has further increased field vacancy rates<sup>18</sup>.

**Recommendation: Hiring Commitment**

Upon hire, new Ranger candidates will agree to serve a minimum of three years following graduation from the basic POST academy. Candidates who choose to leave DPR for any other position that utilizes their POST certificate within three years of graduation will agree to pay DPR a portion of their training costs, pro-rated for their length of service. This will dissuade candidates who take advantage of DPR for training purposes.

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<sup>18</sup> BVST training costs, appendix page VIII

## SECTION 2 – CHAPTER VIII

### TRAINING GENERAL FINDING

While the training offered Ranger and Lifeguard Cadets at the Mott Training Center remains excellent, the emphasis has shifted over the years, largely due to the demands of keeping current with the standards of the California Commission on Peace Officer Standards and Training (POST). In 1985 Ranger and Lifeguard Cadets spent just under 200 hours on park training and 400 hours on POST training. In 2007, Ranger and Lifeguard Cadets still spend under 200 hours on park training and almost 900 hours on POST training<sup>19</sup>. The emphasis on law enforcement training versus other Department training has significantly changed during that period.

In addition, POST-required training after the academy has proportionally increased while other core area training requirements have not, leaving less time devoted to the type of training that assists in developing the knowledge base that leads to a proficient generalist Ranger or Lifeguard<sup>20</sup>.

Incumbents in the Ranger and Lifeguard series reach the journey level position after two years and are then eligible to transfer throughout the park system. During those first two years following completion of the State Parks Academy, Rangers and Lifeguards complete their Field Training Officer program, pass probation after their first full year, and improve their independent skills prior to the end of their first two years. The GRTF believes that not all Rangers and Lifeguards receive training within those two years that is adequate to fully bring them to true journey levels.

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<sup>19</sup> BVST training hours, appendix page IX

<sup>20</sup> Required continuous training, appendix page X

## **SECTION 2 – CHAPTER IX**

# **BASIC ACADEMY TRAINING**

### **Finding: Park-related Training**

Park-related basic academy training has become less extensive compared to POST required training, leading to less of a generalist emphasis in the basic academy.

### **Recommendation: Park-related Training**

In the basic academy, front-load much of the Park Operations, Resources, and Interpretation training in the core areas prior to beginning the POST portion of the academy, and continue park-related training throughout the rest of the academy experience. As resources become available, increase the total hours of park-related training. This will emphasize the knowledge base needed to be a generalist Ranger or Lifeguard, and allow the Department training program to evaluate the skills and abilities of the cadets as they relate to these core areas. This will also aid the cadets in determining their fit with the Department's goals and mission, as well as allow us to effectively evaluate the cadets for their communication skills and effectiveness as team members. This period of training will clearly impart the culture of the Department.

## **SECTION 2 – CHAPTER X**

# **THE FIELD TRAINING PROGRAM**

### **Finding: FTO Program Structure**

The current 12 week Field Training Officer (FTO) program is shorter than that of other agencies employing Peace Officers, most of which focus on law enforcement exclusively. The State Park FTO program attempts to address operations, resources, and interpretation, but these issues are often lost to the concern of producing safe and competent Peace Officers. Field units looking for employees to fill vacancies sometimes rush new Rangers and Lifeguards into operational roles as quickly as possible.

### **Recommendation: FTO Program Structure**

- Expand the active Field Training program to a total of 20 weeks, at which point a Ranger or Lifeguard would be considered a safe and competent solo Peace Officer. This expanded FTO program would provide a much greater emphasis on park operations, resource management, and interpretation, with a distinct structure and quantifiable benchmarks, while expanding on the current minimum POST standards.
- The “continuing” Field Training program, which accounts for the remainder of the employee’s probationary apprentice year, would be expanded to include real, quantifiable benchmarks that demonstrate the trainee’s expanding knowledge and mastery of park operations, resource management, and interpretation. These benchmarks would be enforceable terms of the employee’s probation and each District Superintendent would ensure that adequate training resources are available. Training in all park disciplines specific to the employee’s park unit would also be provided.
- Require new Rangers and Lifeguards to attend a continuing education class at the Mott Training Center of at least two weeks length as soon as possible after the employee’s probationary year. Design this advanced park training to be more comprehensive than what is available in the districts. This will allow the new employees to learn from each other’s experience, help to ensure a uniform and standard level of training in park issues statewide, and serve as a benchmark for training staff.

### **Finding: Appropriate FTO Locations**

Not all State Park units can provide the variety of experiences needed to create a well-rounded Ranger or Lifeguard during the FTO process. Not all State Park units have incumbent Rangers or Lifeguards who would be appropriate choices to serve as FTO.

### **Recommendation: Appropriate FTO Locations**

Expose Ranger and Lifeguard trainees to as many different types of park experiences as are needed to create a well-rounded generalist SPPO. Direct Districts to allocate the appropriate resources to allow, for instance, a trainee from a “low enforcement, traditional” park to spend a significant amount of time at a “high enforcement” park. This will not be to the detriment of local knowledge and training, but will complement that local training.

### **Finding: Training the Field Training Officer**

The Field Training process has emphasized POST requirements and the creation of safe and competent Peace Officers. Those serving as FTOs have been chosen because they have the ability to mold trainees into Peace Officers, and they have been trained with that specific emphasis.

### **Recommendation: Training the Field Training Officer**

With the implementation of the longer and more extensive FTO program must come commensurate changes for those serving as FTOs. FTO candidates will still be chosen for their ability to train Peace Officers but also for their generalist skills and a commitment to the generalist concept. Training for all existing and new FTOs will be expanded to adequately cover the mandates of the new FTO program and to guide them in the process of being a generalist FTO.

## **SECTION 2 – CHAPTER XI**

# **ONGOING TRAINING AND EDUCATION**

### **Finding: Ongoing Training**

While POST mandated ongoing training for Rangers and Lifeguards continues to grow, State Parks has not mandated nor emphasized ongoing training in park operations, resource management, and interpretation. As a consequence field Rangers and Lifeguards do not always see these areas as management priorities.

### **Recommendation: Ongoing Training**

Institute a mandated ongoing training program in the three core disciplines of park operations, resource management, and interpretation. This equivalent of the POST mandated advanced officer program would consist of no less than 24 hours of training per year. Explore the possibility of gaining Continuing Professional Training (CPT) credit through POST for classes in interpretation and resource enforcement.

### **Finding: Resource Enforcement Training**

POST mandated refresher classes focus almost exclusively on areas of social law enforcement, ignoring the specialized resource law enforcement that should be a specialty for Rangers and Lifeguards.

### **Recommendation: Resource Enforcement Training**

Develop a series of POST approved courses that focus on all areas of resource law enforcement, and mandate that at least half of SPPO continuing POST education consist of such courses.

### **Finding: Cross-Discipline Training**

As specialization has occurred in many areas of State Parks, the interaction and sharing of knowledge between the disciplines has decreased, to the detriment of all disciplines.

### **Recommendation: Cross-Discipline Training**

Offer occasional cross training opportunities at the district level for all staff to encourage a more well-rounded knowledge of all park disciplines.

## **SECTION 2 – CHAPTER XII**

### **INTERPRETATION**

#### **Finding: Providing Interpretive Services**

Providing high-quality interpretive services is a primary mission of State Parks and has long been an important job for the generalist Ranger and Lifeguard. Many field Rangers and Lifeguards are not held accountable for providing quality interpretive services.

#### **Recommendation: Providing Interpretive Services**

The Department should expect that field-level Rangers and Lifeguards provide high-quality interpretive services as part of their normal duties regardless of their work location. The GRTF recognizes that the extent to which this is possible will vary with geography and seasonal demands, but this should not eliminate the expectation.

#### **Finding: Interpretation Support**

The delivery of high-quality interpretive services requires significant amounts of training, material and advisory support, as well as sufficient program-development time.

#### **Recommendation: Interpretation Support**

As part of a comprehensive approach to strengthening the generalist model, ensure that Rangers and Lifeguards have access to the training, material and advisory support that exist from sources within and outside the Department. Provide them with sufficient program-development time to enable them to provide high-quality interpretation. Rangers and Lifeguards, their Supervisors, District Interpretive Coordinators, District Management, and the Interpretation and Education Division, among others, need to work together to achieve this recommendation.

The GRTF further recommends that the Interpretation and Education Division create a series of programs with background materials that field personnel can deliver with minimal preparation. These are not to be “canned” programs but rather can be thought of as an interpretive “kit”, consisting of research, images, activity ideas, and other materials that can allow SPPOs to create their own programs with a significantly lower time investment.

### **Finding: Insufficient Data to Measure Interpretive Performance**

The Department is not currently collecting sufficiently reliable data to measure either the quantity or the quality of interpretive services by all presenters, including Rangers and Lifeguards. However, the GRTF believes that many field Rangers and Lifeguards are not being held accountable for providing quality interpretive services, and do not contribute significantly in a numerically significant way to such services.

### **Recommendation: Insufficient Data to Measure Interpretive Performance**

- Take the necessary steps to ensure that all Districts are current in providing quantitative interpretive activity data by the end of 2007-08. Ensure that the present effort to identify the actual number and type of personnel, equipment, and materials required to provide the current level of interpretive activities is entered into CAMP within the same period.
- In order to measure the quality of its interpretive activities, including those presented by Rangers and Lifeguards, take steps to ensure that all Districts are in compliance with the policy of providing at least two RAPPORT evaluations per interpreter per year by the end of 2008-09<sup>21</sup>.
- When data from the above two sources becomes available, conduct an evaluation of the extent to which Rangers and Lifeguards are engaging in the delivery of interpretive services.

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<sup>21</sup> Departmental Notice 2003-10

## **SECTION 2 – CHAPTER XIII**

### **BUDGET**

#### **Finding: The Budget Process**

The yearly budget cycle affects park operations in many ways, and makes long-term planning difficult. The number of seasonal employees hired directly effects the ability of permanent field staff to plan for and execute a schedule of generalist activities.

#### **Recommendation: The Budget Process**

The Department should seek an ongoing multi-year budget, adjusted yearly so that a minimum three year budget is always available.

#### **Finding: Seasonal Staffing**

Funding for seasonal staffing over the years has not risen to reflect the increasing visitation, park acreage and increased operating expenses<sup>22</sup>. The result in many areas has been a smaller seasonal workforce relative to the work at hand, or a reliance on external funding sources. This has often led to a greater workload for the permanent staff, pulling some of them away various generalist duties.

#### **Recommendation: Seasonal Staffing**

Provide each District seasonal staff funding sufficient to provide excellent customer service and to allow Rangers and Lifeguards to concentrate on all of their core program responsibilities. Hold each District accountable for spending that funding appropriately.

#### **Finding: Permanent Staffing**

Through a combination of salary-savings, retirements, a lack of available academy slots, and other factors detailed in the “hiring” section, State Parks has as of this writing approximately 105 field Ranger and Lifeguard positions unfilled, representing between 20% and 25% of the allotted workforce<sup>23</sup>. The increased workload brought on by this vacancy rate means that some generalist duties seen as less urgent often go undone.

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<sup>22</sup> FY 2000 v. 2005 comparison, appendix pages XVII-XVIII; park positions filled, appendix page XXVIII.

<sup>23</sup> SPPO vacancies as of 9/7/07, appendix page XXIX

### **Recommendation: Permanent Staffing**

In addition to those items detailed in the “Hiring” section, allot sufficient financial resources to run two classes of 40 new Rangers and Lifeguards per year through the Mott Training Center BVST program. Continue this training schedule until the Ranger and Lifeguard vacancy rate drops to an acceptable level.

### **Finding: Minimum Staffing Levels**

There is currently no baseline figure for the amount of staff, permanent and seasonal, required to operate individual park units at an acceptable level of program service delivery. As budget and staffing cuts have taken place the work ethic and pride of park employees has allowed a “more with less” philosophy to prevail to the point that parks units have remained open but have failed to provide the full range of program services.

### **Recommendation: Minimum Staffing Levels**

Direct each District to evaluate the staffing needs in each unit required to provide an acceptable minimum level of program service delivery. When staffing availability falls below this threshold park management would make realistic decisions as to what programs will not be fully supported, up to and including park closures.

### **Finding: Compensatory Time Off**

Ranger and Lifeguard overtime worked in the course of normal operations is given Compensatory Time Off (CTO) at the rate of time-and-a-half. Special events excepted, paid overtime is at the discretion of each district and comes from seasonal funding. During times of low staffing levels overtime is more likely to be accrued. This system can cause staff members to accrue large CTO balances that, when used, result in less coverage, further exacerbating low staffing levels. The vast majority of other agencies that employ Peace Officers compensate their officers with paid overtime, creating a disincentive to join or stay with State Parks.

### **Recommendation: Compensatory Time Off**

Examine alternatives to the system whereby overtime results in less available seasonal and/or permanent staff time. Use existing chain of command to ensure that overtime is accrued only when necessary.

## **SECTION 3 – CHAPTER XIV**

# **CONCLUSION**

The role of the California State Park Ranger has been evolving since Galen Clark was appointed the first Guardian of the Yosemite Grant, and will continue to do so. California State Parks must carefully guide that evolution.

The generalist Ranger Task Force has addressed this topic to the best of its abilities an extensive, but by no means complete process. The topic will require continued study by California State Parks. Significant amounts of additional data need to be gathered and properly analyzed to facilitate this evaluation. Suggestions for the data to be gathered are included in the appendix to this document.

The GRTF is thankful for the opportunity to serve State Parks and hopes that this report will mark the beginning, not an end, of the evaluation process.

# Appendix to the Report of the Generalist Ranger Task Force

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## Members of the Generalist Ranger Task Force

Richard Bergstresser	State Park Ranger	North Coast Redwoods District, Humboldt Redwoods State Park
Wes Chapin	Regional Interpretive Specialist	Channel Coast District
Lynn Earles-Holliday	Park Maintenance Chief I	Tehachapi District, Silverwood Sector
Mat Fuzie	State Park Superintendent V	Monterey District
Michael Green	Department Training Officer (acting)	Mott Training Center
Susan Grove	State Park Superintendent III	Sierra District, Lake Sector
Eddie Guaracha	State Park Superintendent II	Monterey District, Gavilan Sector
Joanne Kerbavaz	Senior Environmental Scientist	Santa Cruz District, San Mateo Coast Sector
Todd Lewis	Supervising State Park Ranger	Mendocino District, Mendocino Sector
Mike Martino	Lifeguard Supervisor I	San Diego Coast District, San Diego South Sector
Breck Parkman	Senior State Archeologist	Diablo Vista District
Ron Schafer	State Park Superintendent V	Angeles District
Randy Sederquist	State Park Superintendent V	Public Safety Division
Laura Van Etten-Collins	State Park Ranger	Gold Fields District, Folsom Lake State Recreation Area
Joe Von Herrmann	State Park Interpreter III	Interpretation and Education Division
Andy Zilke	State Park Superintendent IV	Oceano Dunes District

## Facilitators

Nina Gordon	Senior Policy Coordinator	Policy and Strategic Planning
Pete Williams	Special Consultant	Park Operations

## The Process of the Generalist Ranger Task Force

In order to better understand the recommendations created by the GRTF, and in the interest of total transparency, the following summary of the work done by the GRTF is offered. Memos, notes, data, and other related papers that illustrate the GRTF's work are also located in the appendix.

It should be noted that the entire process of the GRTF, while involving hundreds if not thousands of hours of work, analysis, and data gathering, was not by any means what could be considered a thorough scientific examination of the topic. The GRTF feels as though the findings located in this report are well-founded and represent an honest yet incomplete effort.

### Meeting #1: March 1, 2007

The first meeting took place in the Redwood Conference Room at DPR headquarters. Director Coleman and Deputy Director Jackson addressed the GRTF and articulated the charge of the task force, as outlined in Jackson's all employee memo of Feb. 2, 2007. During the course of the meeting the following problem-solving model was accepted by the group as a logical and organized way of moving towards the end goal.

Problem solving model:

- (1) Define the issue. Research and articulate the current reality of the situation using as much real and measurable data as possible.
- (2) Analyze the causes of the current reality. Once data has been assembled analyze it, identify issues that need to be addressed, and identify what additional data is needed.

- (3) Develop potential solutions. Using the product of the first two steps move forward with identifying possible proactive changes, noting that all options are open for discussion.

- (4) Offer recommendations. Based on the prior work articulate a package of recommendations .

- (5) Present the results

A preliminary discussion of the issues that led to the creation of the GRTF took place. This discussion touched on many topics, including: academy, FTO, and ongoing training; changes to DPR "culture" over time; funding for materials and seasonal staff; recruitment, hiring, and retention of employees; perception of Rangers and Lifeguards by the public and within the department; specialization of DPR classifications; statewide demographics and visitor trends; and management priorities and supervision issues.

Members of the GRTF left with many data-gathering assignments. Among the data to be gathered was: funding of various program areas; training in all aspects of the Ranger and Lifeguard job; crime and other incidents within parks; alternatives to the generalist model; demographics; and interpretive services delivered. Members also left with the task of writing individual viewpoints on the current reality, to be shared at the next meeting.

### Meeting #2: March 22, 2007

The second GRTF meeting also took place in the Redwood Room and started with subject matter expert presentations. Karl Poppelreiter, Superintendent for Operations, spoke on the history of the California State Park Ranger; Dee Milosch, Public

Safety Superintendent II, spoke on the FTO program; and Mannie Bergado, Public Safety Superintendent II, on public safety data.

GRTF members presented and discussed at length the results of their data gathering assignments from the first meeting. The generalist panel discussion from the CSPRA and SPPOAC conferences was reviewed, and the need for more complete and/or more refined data was discussed. Feedback that GRTF members had received from many classifications within DPR was discussed, as were many issues and ideas that had germinated since the initial meeting.

GRTF members discussed their current reality statements, focusing on cause and effect issues, and the group split into four sub-groups to further explore the current reality. Each group was tasked with further exploring the current reality in four different areas: Training; Job Duties & Funding; Hiring & Outside Influences; and Supervision.

### **Meeting #3: April 17, 2007**

The third GRTF meeting took place at the Lions Gate conference center. The meeting began with a lengthy discussion on the feedback and suggestions that had been received by GRTF members from DPR staff at all levels. The discussion moved on to the four group's reality statements that had been assigned at the previous meeting.

Once the basic premise of the reality statements had been discussed and agreed upon the group moved on to brainstorming suggestions for the improvement of the situation. Well over 100 ideas were discussed covering many aspects of the situation, including: Hiring; Training (basic, FTO, and continuing); Budget; Concessions; Interpretation; DPR structure; DPR culture; Resources; and Specialization.

The meeting adjourned with members agreeing to review and refine the suggestions from the brainstorming session and to gather more data to illuminate the discussion.

### **Meeting #4: May 7 & 8, 2007**

The fourth GRTF meeting also took place at the Lions Gate. The first day started with a review of the project status to date and moved on to feedback from DPR staff. Scott Wanek, Chief Ranger for the National Park Service's Pacific Region, participated in a conference call with the group where he detailed the structure of NPS's specialist approach to Ranger staffing. The four group's reality statements were reviewed again and further refined.

The afternoon session of the first day was taken with brainstorming on the nature of specialization versus the continuation of the generalist model, with the GRTF acknowledging that, to varying degrees, specialization has already taken place. The discussion centered on three alternatives: the existing generalist model; a public safety specialist model with other duties handled by other classifications; and a "hybrid" model, whereby there would be two badged classifications of Rangers, one emphasizing public safety only and one continuing the generalist model.

At the top of the second day the GRTF further defined the three models and then applied them to different areas of the state in an attempt to identify the real-world implications of the three models. Three very different sectors were used for this exercise: the Asilomar Sector of the Monterey District, consisting of day-use and historical units; the San Diego North Sector of the San Diego Coast District, consisting of a variety of units with a large and active water safety and public safety program; and the Eel River Sector of the North Coast Redwoods District, consisting of large "traditional" parks covering a large geographic area. The three models of service

delivery were applied to the three sectors and the potential impacts on the entire Visitor Services operation of the three sectors was analyzed. Details of this exercise are located in the appendix.

After applying the three models to the three sectors the GRTF discovered, to the surprise of some members, that while the generalist model proved to be suitable for statewide application the specialist model appeared to have advantages in at least one of the sectors examined. GTRF members felt that certain aspects of the specialist model can be obtained within the framework of the generalist model on a sector by sector basis, based on the direction of local management.

From this exercise, GRTF members concluded that the generalist model remains a viable method for the delivery of core program services to the public. The generalist model provides statewide flexibility for service delivery; District and Sector Superintendents already have the ability to focus Rangers and Lifeguards into more narrow specialties as dictated by local needs.

It should be noted that the exercise that led to this conclusion was limited in its scope. Changing some of the tacit assumptions made in conducting the exercise could well change some of the apparent results. Some members of the GRTF felt that it would be valuable to conduct this type of exercise with a more thorough analysis of the advantages and disadvantages of each model.

The remainder of this meeting focused on refining and discussing the recommendations that the GRTF would set forth and on the structure of the final report of the GRTF.

#### **Meeting #5: June 11 & 12, 2007**

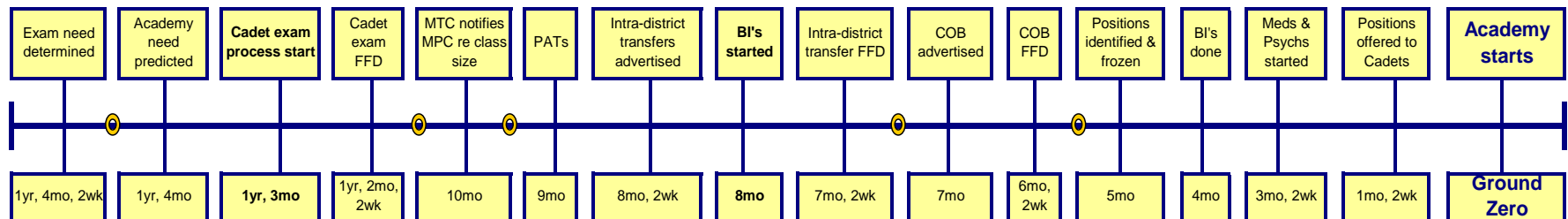
The fifth GRTF meeting, also held at the Lions Gate, focused on formulating the final report that you are currently reading. A draft version of the report had been circulated among the GRTF members and the vast majority of the meeting was dedicated to in-depth discussions of that draft. It was agreed that reaching consistent consensus among the 16 members of the committee would be difficult but that, through a long process of discussion, we could agree on a package of findings and recommendations with an acceptable level of dissent.

We were also paid a visit by Director Coleman and Deputy Director Jackson, with whom we shared the Executive Summary and a brief synopsis of our process and findings.

#### **Meeting #6: August 26 & 27, 2007**

The sixth and final meeting of the GRTF took place at the San Diego District Office in Old Town San Diego. The entire meeting focused on discussing and revising the document you are now reading and discussing the “roll out” of this document. By the end of the meeting all draft findings and recommendations had been discussed in-depth.

# Cadet Hiring Process



⓪ Run vacancy report & solicit District needs to continue to predict academy need

Approximate time from advertisement of exam to Academy ~ 1 year 3 months (15 months)  
 Approximate time from start of Bis to Academy ~ 8 months



Last Revised: 7/21/05

## Ranger Applications Received and Tests Taken: 1989 - 2006

YEAR	APPS RECE'D	APPS ACCEPTED	APPEARED @ WRITTEN	PASSED WRITTEN	APPEARED @ QAP	PASSED QAP
1989	1445	1263	948	907	643	566
1994	1321	940	706	543	472	433
1995	1190	795	619	475	394	344
1997	956	801	639	503	406	386
1999	979	911	641	564	NO QAP	564
2000	1381	1261	882	569	442	387
2001	994	930	590	397	319	297
2002	1106	959	553	519	430	420
2003	2365	2041	954	748	578	558
2004	1441	1238	500	470	345	324
2006	551	491	277	261	205	204

QAP = Qualifications Appraisal Panel

## ESTIMATED COSTS FOR BASIC VISITOR SERVICES TRAINING 2004-2006

Group	# of Employees	Dates	Supplies, Housing, Meals, Per Diem, Outside Instructors	Instructor Overtime	Total	Cost per Cadet	Cost per day per Cadet	Total # of Days
BVST #27*	43	4/25-10/22/2004	\$683,903.32	\$90,372.24	\$774,275.56	\$18,006.41	\$101.16	178 Days
BVST #28*	23	1/2-7/1/2005	\$474,008.67	\$77,040.66	\$551,049.33	\$23,958.67	\$133.85	179 Days
BVST #29**	7	11/20-6/9/2006	\$166,022.52	\$48,588.27	\$214,610.79	\$30,658.68	\$153.29	200 Days

Costs include all supplies, housing, meals and outside instructor pay and Instructor Overtime. Costs do not include salaries for Cadets or Training Staff.

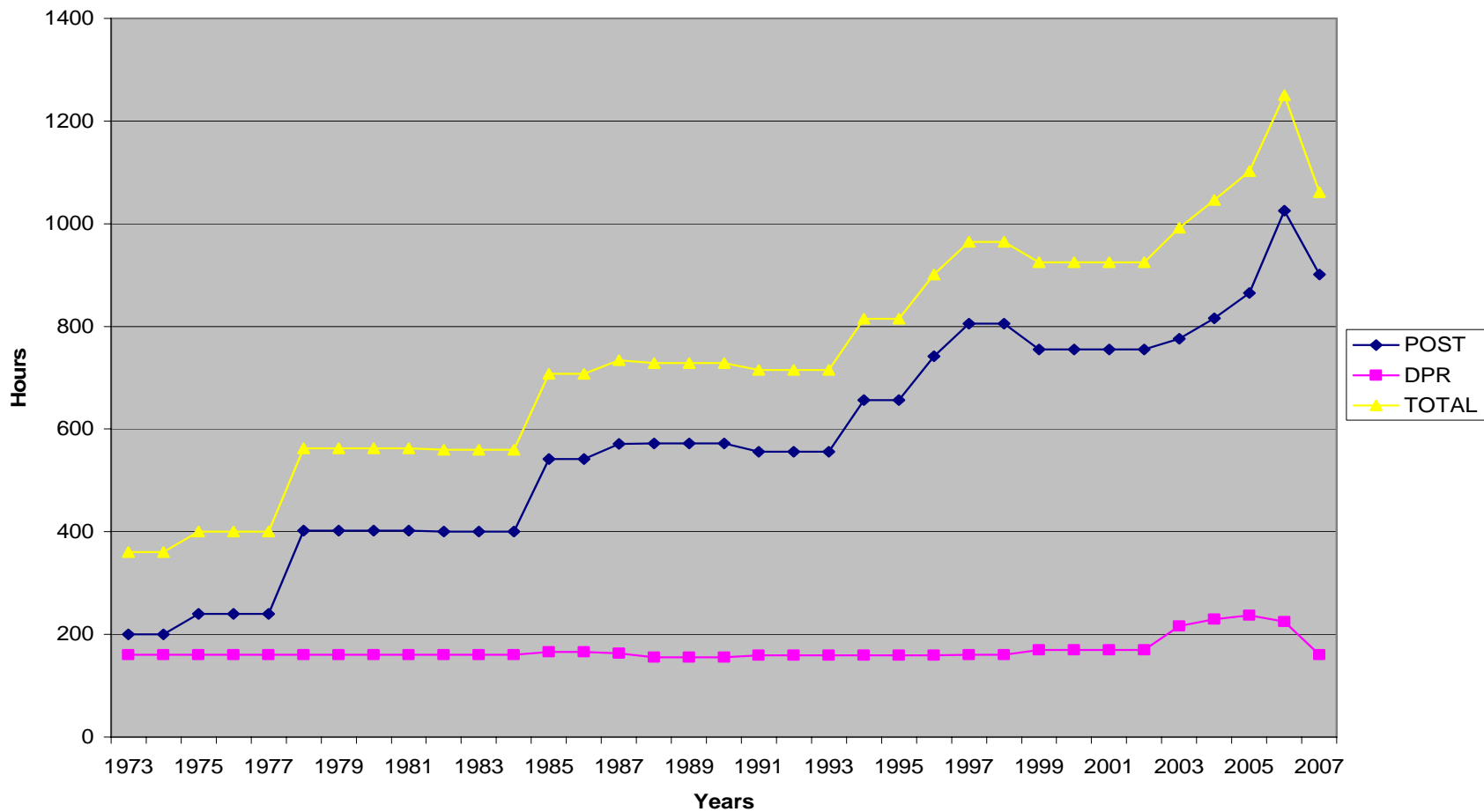
Estimated for 40 cadets averaging the 2004 and 2005 cost rate **\$839,301**  
 Costs per cadet, even with economies of scale, are expected to increase since 2004-05

**Estimated Cost for 40 Cadets @ 2005 rate \$958,347**

\* BVST 27 & 28 took place at the Mott Training Center

\*\* BVST 29 took place at the California Department of Forestry and Fire Prevention training facility

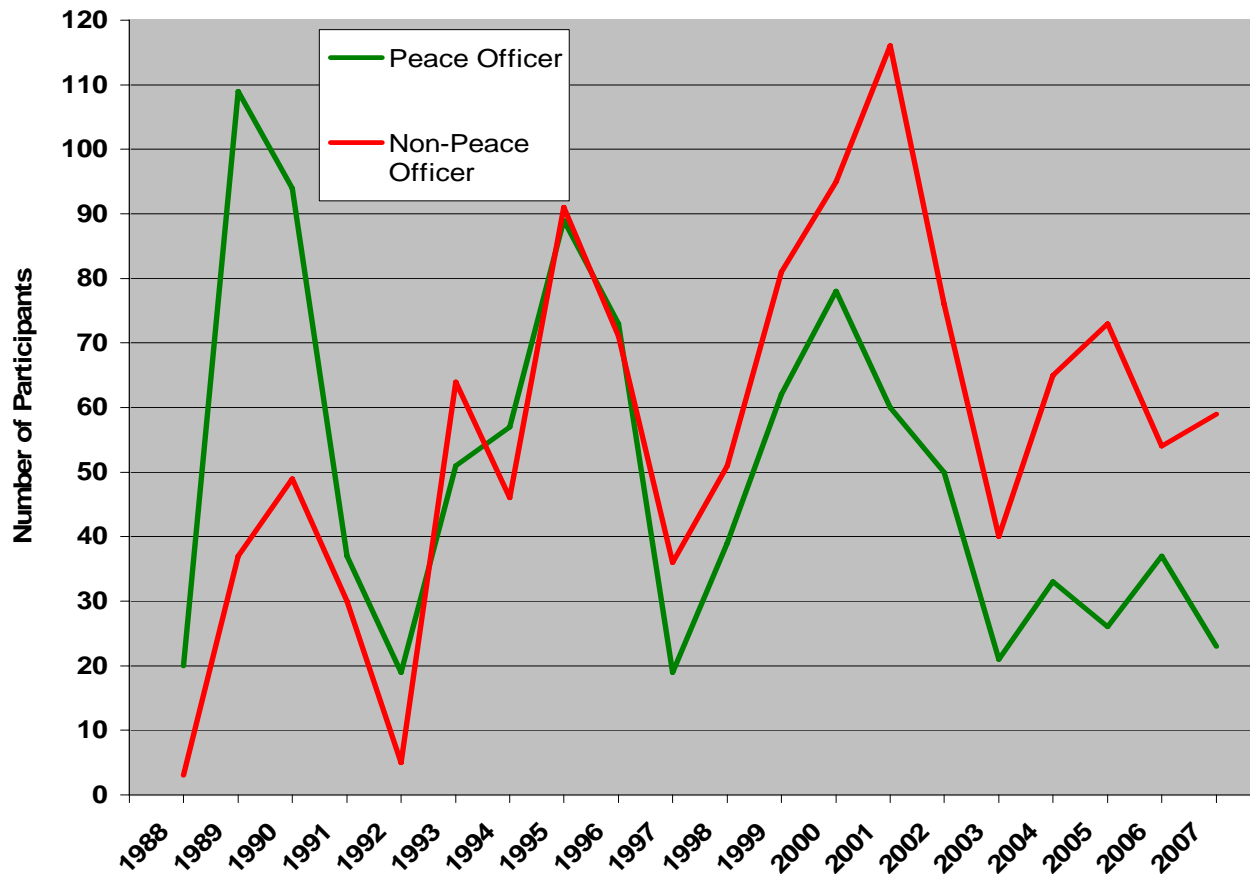
### BVST Training Hours



## REQUIRED CONTINUOUS TRAINING - DPR/POST

	Department Required Training	POST Required Training
<b>Ranger/Lifeguard</b>		
Firearms	4 qualifications per year	4 hrs. every 24 Months
Defensive Tactics (Arrest and Control)	4 qualifications per year	4 hrs. every 24 Months
Driver Training	4 hrs. every six years	4 hrs. every 24 Months
Tactical Communication		2 hrs. every 24 Months
Continuing Advanced Officer Training		10 hrs. every 24 Months
EMR/CPR/CD/AED	16 hrs. every year	
<b>Supervising Ranger/Lifeguard Supervisor I&amp;II</b>		
Firearms	4 qualifications per year	4 hrs. every 24 Months
Defensive Tactics (Arrest and Control)	4 qualifications per year	4 hrs. every 24 Months
Driver Training	4 hrs. every six years	4 hrs. every 24 Months
Tactical Communication		2 hrs. every 24 Months
Continuing Advanced Officer Training		10 hrs. every 24 Months
EMR/CPR/CD/AED	16 hrs. every year	
Supervisory Course	120 hrs within 1 year of appointment	80 hrs within 1 year of appointment
<b>SPS I-V / Lifeguard Supervisor III</b>		
Continuing Advanced Officer Training		24 hrs. every 24 Months
Management Course	120 hrs. within 1 year of appointment	120 hrs. within 1 year of appointment
Firearms	1 qualification per year	
Defensive Tactics (Arrest and Control)	1 qualification per year	

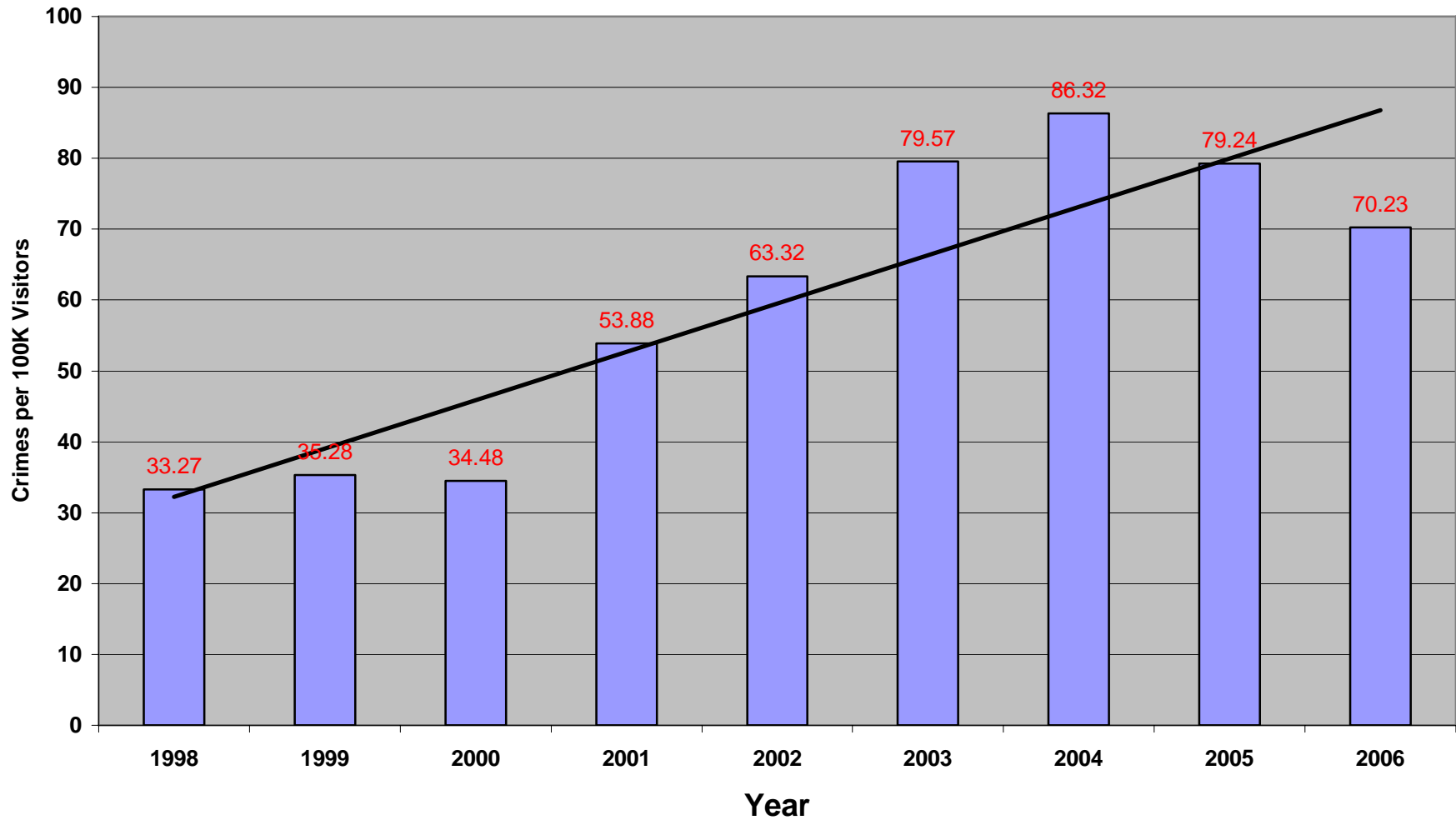
### Peace Officer/Non-Peace Officer Park Ops Training Attendance



Totals were drawn from attendance figures of *Continuing Interpretation*,\* *Volunteer Management*, *Interpretive Methods*, *Resource Management*, *Cultural Diversity Training*, *Collections Management*, *Interpretive Program Coordination and Supervision*, and *Training for Interpretive Trainers* programs.

\*After FY 2000-01, a compilation of *Cultural Resource Interpretation*, *Natural Resource Interpretation*, *Interpreting Recreation Areas*, *Coastal Marine Interpretation*, and *Interpreting to Children*.

## Ratio of Crimes to Visitation State Parks



## State Park Ranger and Lifeguard Salaries: 1994 – present

### State Park Ranger – Class Code 0983

<u>Effective Date</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Range</u>
01/01/07	3344	3981	Range A
	3981	4786	Range B
07/01/06	3185	3791	Range A
	3791	4558	Range B
07/01/03	2890	3440	Range A
	3440	4135	Range B
08/31/00	2752	3276	Range A
	3276	3938	Range B
07/01/99	2646	3150	Range A
	3150	3787	Range B
04/01/99	2423	2885	Range A
	2885	3468	Range B
01/01/95	2297	2735	Range A
	2735	3287	Range B
09/20/94	2230	2655	Range A
	2655	3191	Range B

### Lifeguard – Class Code 0992

<u>Effective Date</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Range</u>
01/01/07	3344	3981	Range A
	3981	4786	Range B
07/01/06	3185	3791	Range A
	3791	4558	Range B
07/01/03	2890	3440	Range A
	3440	4135	Range B
08/31/00	2752	3276	Range A
	3276	3938	Range B
07/01/99	2646	3150	Range A
	3150	3787	Range B
04/01/99	2423	2885	Range A
	2885	3468	Range B
01/01/95	2297	2735	Range A
	2735	3287	Range B
01/01/94	2230	2655	Range A
	2655	3191	Range B

## Supervising Ranger and Lifeguard Supervisor I Salaries: 1995 - present

### Supervising State Park Ranger – Class Code 0980

<u>Effective Date</u>	<u>Minimum</u>	<u>Maximum</u>
01/01/07	4590	5525
07/01/06	4371	5262
10/01/03	3965	4774
08/31/00	3776	4547
01/01/00	3631	4372
07/01/99	3458	4164
06/30/99	3166	3813
07/01/98	3089	3720
05/02/95	2999	3612

### Lifeguard Supervisor I – Class Code 0991

<u>Effective Date</u>	<u>Minimum</u>	<u>Maximum</u>
01/01/07	4590	5525
07/01/06	4371	5262
10/01/03	3965	4774
08/31/00	3776	4547
01/01/00	3631	4372
07/01/99	3458	4164
06/30/99	3166	3813
07/01/98	3089	3720
01/01/95	2999	3612

## California State Park Annual Attendance Summary (Total Day Use & Camping Attendance)

YEAR	1949/50	1950/51	1951/52	1952/53	1953/54	1954/55	1955/56	1956/57
Visitor Attendance	6,608,140	7,151,402	7,989,911	9,310,946	9,822,951	11,275,572	12,836,495	16,207,998

YEAR	1957/58	1958/59	1959/60	1960/61	1961/62	1962/63	1963/64	1964/65
Visitor Attendance	19,889,773	22,194,166.00	N/A	N/A	27,809,722.00	28,416,613.00	31,363,284	32,178,523

YEAR	1965/66	1966/67	1967/68	1968/69	1969/70	1970/71	1971/72	1972/73
Visitor Attendance	35,939,358	35,690,042	36,951,762	36,507,534	43,984,960	42,668,157	43,352,631	43,818,251

YEAR	1973/74	1974/75	1975/76	1976/77	1977/78	1978/79	1979/80	1980/81
Visitor Attendance	43,762,748	48,629,544	54,766,242	68,125,793	85,893,083	78,115,520	57,171,836	63,976,035

YEAR	1981/82	1982/83	1983/84	1984/85	19885/86	1986/87	1987/88	1988/89
Visitor Attendance	63,079,295	61,282,517	65,810,723	N/A	69,050,988	72,856,593	72,565,101	75,185,215

YEAR	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96	1996/97
Visitor Attendance	77,811,402	59,673,874	64,451,258	63,364,722	59,172,129	57,513,866	64,472,893	62,879,250

YEAR	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
Visitor Attendance	57,472,254	64,044,702	73,470,149	78,814,268	85,537,217	82,784,064	81,719,135	75,915,625

## Comparison of Types of Ranger Service and Requirements

STATE	GENERALIST	INTERP. ONLY	L/E ONLY	STATE	GENERALIST	INTERP. ONLY	L/E ONLY
National Parks		X - BA-BS	X - BA-BS	Missouri			AA
Alaska	BA/BS and or experience			Montana	X - BA-BS		
Alabama			X - HS	Nebraska	Not Comparable		
Arizona	Not Comparable			Nevada	X - BA-BS		
Arkansas	Not Comparable			New Hampshire	Not Comparable		
California	60 units			New Jersey		X - BA-BS	X - HS education
Colorado	BA/BS and/or job expience			New Mexico	BA/BS		
Connecticut	Not Comparable			New York		60 units	60 units
Delaware	Not Comparable			N. Carolina	AA		
Florida		X- AA		N. Dakota	BA/BS		
Georgia	Not Comparable			Ohio			X - AA
Hawaii	Not Comparable			Oklahoma	90 units to BA and/or experience		
Idaho	Not Comparable			Oregon		2 yrs. Job exp or education	
Illinois		60 units		Pennsylvania			X - HS
Indiana			X - 60 units	Rhode Island	Not Comparable		
Iowa	60 units/job experience			S. Carolina		X - BA-BS	X - AA
Kansas			X - BA-BS	S. Dakota	Not Comparable		
Kentucky		X - BA-BS		Tennessee	X - BA/BS		
Louisiana		BA/BS and or experience	X - HS	Texas	Not Comparable		
Maine	Not Comparable			Utah			X - BA/BS
Maryland			X - HS	Vermont	Not Comparable		
Massachusetts	Not Comparable			Virginia			X - HS
Michigan		X - BA/BS		Washington	BA/BS and/or job expience		
Minnesota	Not Comparable			West Virginia		X - BA-BS	X - BA-BS
Mississippi	Not Comparable			Wisconsin		X - BA-BS	X -AA

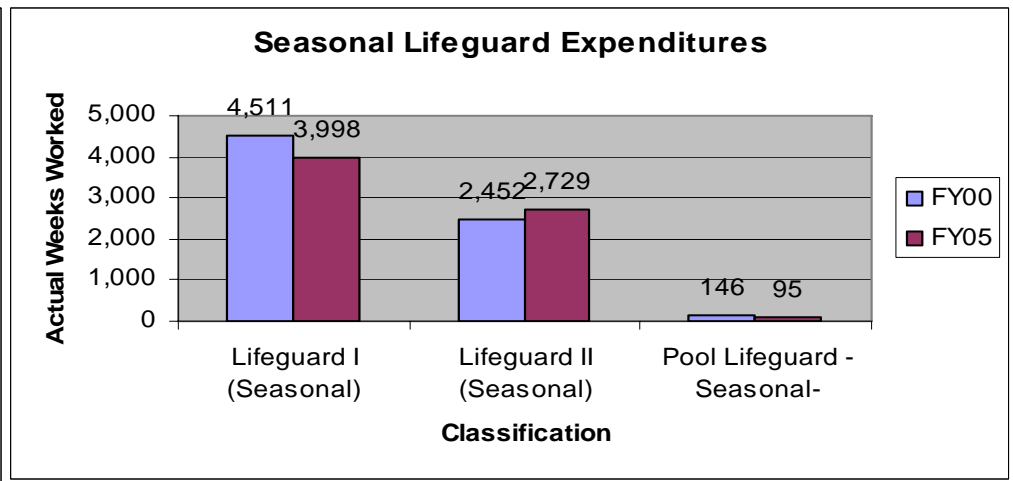
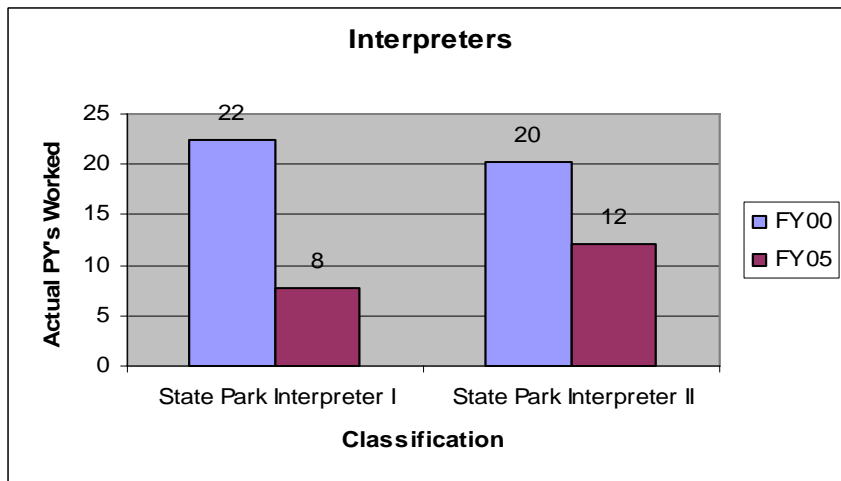
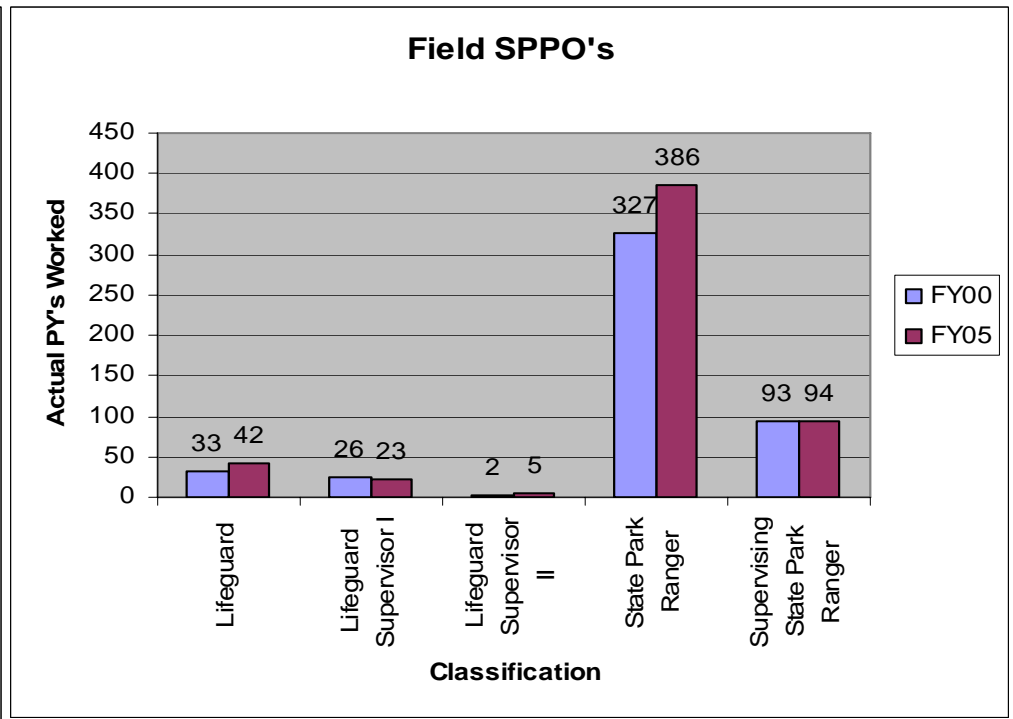
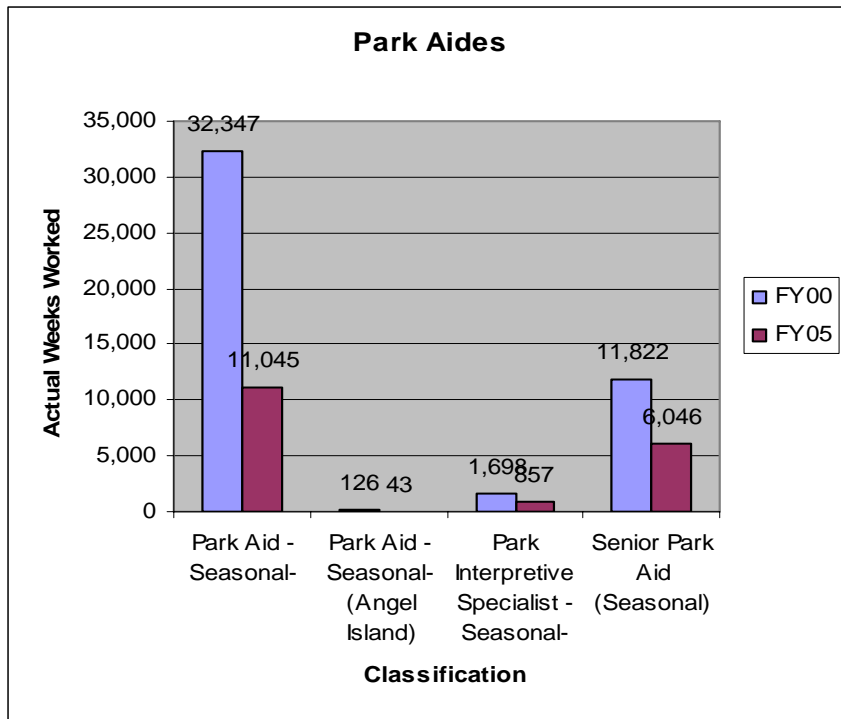
## Visitor Services - Actual Labor Expenditures Comparison FY2000 to FY 2005

Class Code	Title	FY2000 Salary	FY2000 Actual	FY2000 Actual Years (weeks)	FY2005 Salary	FY2005 Actual	FY2005 Actual Years (weeks)	FY00 vs. FY05
0992	Lifeguard	3787	1,503,405	33	4135	2,094,238	42	128%
0993	Lifeguard I (Seasonal)	12.83	2,314,931	4,511	14.01	2,240,734	3,998	89%
0990	Lifeguard II (Seasonal)	14.96	1,467,257	2,452	16.34	1,783,483	2,729	111%
0991	Lifeguard Supervisor I	4164	1,293,498	26	4774	1,300,005	23	88%
0988	Lifeguard Supervisor II	4572	119,064	2	5243	289,517	5	212%
0986	Park Aid -Seasonal-	9.98	12,912,867	32,347	10.38	4,585,765	11,045	34%
5048	Park Aid -Seasonal- (Angel Island)	9.98	50,287	126	10.38	17,682	43	34%
1019	Park Interpretive Specialist - Seasonal-	11.84	804,205	1,698	12.31	422,169	857	50%
0994	Pool Lifeguard -Seasonal-	10.62	61,926	146	11.59	44,034	95	65%
1035	Senior Park Aid (Seasonal)	11.12	5,258,594	11,822	11.56	2,795,583	6,046	51%
2826	State Park Interpreter I	3635	979,170	22	3969	964,580	20	90%
2827	State Park Interpreter II	4136	381,133	8	4555	666,316	12	159%
0983	State Park Ranger	3787	14,846,748	327	4135	19,139,616	386	118%
0980	Supervising State Park Ranger	4372	4,900,855	93	4774	5,413,415	94	101%
	<b>Total</b>		46,893,941			41,757,140		

Methodology: Salaries used are those effective at the beginning of the fiscal year in question. For those classifications that received salary increases during the fiscal year the salary in place for the majority of the year was used. For each classification the top step salary in that classification was used. Actual expenditure figures are for salary only - no benefits are included. For full-time classifications the actual expenditure was divided by the monthly salary, then multiplied by 12 to reach a total PY expended figure. For hourly employees the actual expenditure was divided by hourly rate multiplied by 40 to reach a total weeks expended figure.

NOTE: Figures on actual expenditures for prior to the year 2000 were not readily available. FY 2000 saw a large increase in seasonal funds allotted in response to the lowered fees of 1999 - hence the comparison between 2000 and 2005 is probably not as strong an argument for the large spending reduction as seems apparent.

# Visitor Services - Actual Labor Expenditures Comparison FY2000 to FY 2005, page 2 of 2



CALIFORNIA STATE PARKS  
 LAND ACQUISITIONS AND ASSOCIATED COSTS BY FISCAL YEAR

Fiscal Year	Acres Fee	Acres Other	DPR Expenditure	Gift Value	Total Land Cost
1996/1997	9,778.5900	0.0000	\$13,845,906.00	\$18,960,587.00	\$32,806,493.00
1997/1998	8,915.6700	0.5300	\$11,009,365.22	\$9,435,659.75	\$20,445,024.97
1998/1999	2,761.8000	818.3300	\$20,184,209.00	\$4,121,237.00	\$24,305,446.00
1999/2000	3,629.5400	0.0000	\$5,350,634.00	\$2,527,582.22	\$7,878,216.22
2000/2001	7,442.0000	528.9800	\$71,693,413.00	\$54,413,254.00	\$126,106,667.00
2001/2002	32,208.2100	0.0000	\$124,900,343.25	\$56,704,200.00	\$181,604,543.25
2002/2003	20,977.2500	1,388.3500	\$50,140,352.00	\$52,861,605.63	\$103,001,957.63
2003/2004	10,359.2400	0.0000	\$31,386,248.00	\$24,526,058.00	\$55,912,306.00
2004/2005	14,172.3000	1,693.4300	\$44,652,502.00	\$23,226,150.00	\$67,878,652.00
2005/2006	4,980.4100	0.0000	\$15,712,869.00	\$6,286,085.00	\$21,998,954.00
2006 to present	4,699.5200	0.0000	\$4,936,000.00	\$4,123,000.00	\$9,059,000.00

NOTE: Acres Fee column represents acres owned by State Parks  
 Acres Other column represents acres managed by State Parks that are owned by others (i.e. Leases, Permits, Easement)

Report date 2/15/2007

CALIFORNIA STATE PARKS  
 CUMULATIVE LAND OWNERSHIP AND ASSOCIATED COSTS BY FISCAL YEAR

Fiscal Year	Acres Fee	Acres Other	DPR Expenditure	Gift Value	Total Land Cost
1996/1997	1,183,743.3662	246,770.4080	\$725,303,318.44	\$217,353,467.61	\$942,656,786.05
1997/1998	1,195,849.8262	247,070.2280	\$742,086,207.60	\$228,435,866.86	\$970,522,074.46
1998/1999	1,200,223.2462	247,411.7280	\$753,270,416.60	\$239,543,661.18	\$992,814,077.78
1999/2000	1,206,112.6562	247,920.2180	\$758,621,050.60	\$248,790,893.40	\$1,007,411,944.00
2000/2001	1,213,723.2862	248,449.1980	\$830,314,463.60	\$303,729,780.40	\$1,134,044,244.00
2001/2002	1,250,148.8532	244,919.4480	\$955,214,806.85	\$376,496,860.85	\$1,331,711,667.70
2002/2003	1,273,418.1354	246,306.7210	\$1,005,407,528.85	\$434,693,466.03	\$1,440,100,994.88
2003/2004	1,284,256.0889	246,389.8449	\$1,036,711,021.09	\$462,735,289.03	\$1,499,446,310.12
2004/2005	1,299,671.5639	248,083.2749	\$1,081,353,358.65	\$502,385,939.03	\$1,583,739,297.68
2005/2006	1,305,002.6139	247,266.6119	\$1,083,544,254.77	\$510,365,397.26	\$1,593,909,652.03
2006/2007	1,311,983.4489	247,266.6119	\$1,090,605,727.68	\$529,106,434.06	\$1,619,712,161.74

NOTE: Acres Fee column represents acres owned by State Parks  
 Acres Other column represents acres managed by State Parks that are owned by others (i.e. Leases, Permits, Easement)

Report date 3/16/2007

## Public Resources Code

### Vehicle and Vessel Violation Within State Park System

5008. (a) The department shall protect the state park system and the state vehicular recreation area and trail system from damage and preserve the peace therein.

(b) The director may designate any officer or employee of the department as a peace officer. The primary duties of the peace officer shall be the enforcement of this division, Sections 4442 and 4442.5, the rules and regulations of the department, Chapter 5 (commencing with Section 650) of Division 3 of the Harbors and Navigation Code, the rules and regulations of the Department of Boating and Waterways, Chapter 2 (commencing with Section 9850) of Division 3.5 of the Vehicle Code, and Division 16.5 (commencing with Section 38000) of the Vehicle Code and to arrest persons for the commission of public offenses within the property under its jurisdiction. The authority and powers of the peace officer shall be limited to those conferred by law upon peace officers listed in Section 830.2 of the Penal Code.

(c) The department shall protect property included in the California recreational trail system and the property included in the recreational trail system under Section 6 of Chapter 1234 of

the Statutes of 1980 from damage and preserve the peace therein. The primary duties of any officer or employee designated a peace officer under this section shall include enforcement of the rules and regulations established by the department under subdivision (l) of Section 6 of Chapter 1234 of the Statutes of 1980 and the arrest of persons for the commission of public offenses within the property included in the recreational trail system under Section 6 of Chapter 1234 of the Statutes of 1980.

(d) Any person who violates the rules and regulations established by the department is guilty of a misdemeanor and upon conviction shall be punished by imprisonment in the county jail not exceeding 90 days, or by a fine not exceeding one thousand dollars (\$1,000), or by both that fine and imprisonment, except that at the time a particular action is commenced, the judge may, considering the recommendation of the prosecuting attorney, reduce the charged offense from a misdemeanor to an infraction. Any person convicted of the offense after such a reduction shall be punished by a fine of not less than ten dollars (\$10) nor more than one thousand dollars (\$1,000).

(Amended Ch. 1027, Stats. 1987. Effective January 1, 1988.)

## **1300 LAW ENFORCEMENT PHILOSOPHY**

In the minds of most citizens, the title "Ranger," "Lifeguard," or "State Park Peace Officer" often evokes a positive image of a professional who is dedicated to the service of the public, a friend, guardian, ally who is genuinely committed to helping park visitors achieve a wholesome, safe, and rewarding park experience. This image is the reason many choose to spend their lives as Rangers and Lifeguards, and has a great deal of value to the Department. Law enforcement powers are not in conflict with our traditional image. Law enforcement is, after all, a positive and necessary public service and thus is a natural complement to our role as guardians and protectors. As a Ranger or a Lifeguard, you have been charged with the responsibility for protecting and preserving an image that has been zealously guarded and entrusted to your care.

Rising crime and various social impacts now encroach upon our parks which have long been considered sanctuaries for peace and enjoyment, places to relax, to be carefree, to get away from it all. Society's expectations for parks have not changed, but it is becoming increasingly difficult for our peace officers to preserve this pristine portrait.

Regardless of the increased use and rising crime rate in parks, all park visitors have the right to be treated with dignity and respect, and to be dealt with in a courteous and cordial manner. Our goal continues to be the provision of a rewarding park experience.

## **1301 ENFORCEMENT RESPONSIBILITIES, PRIORITIES AND OBJECTIVES**

By law the Department is required to acquire, protect, develop, interpret, and maintain the units of the State Park System, and to maintain the peace therein (Sections 5003 and 5008, Public Resources Code). To carry out this responsibility, the Director has the authority to appoint State Park Peace Officers (SPPO) whose primary duty is the protection of park resources and visitors through the enforcement of park rules and regulations and other laws. According to Penal Code Section 830.2, the jurisdiction of State Park Peace Officers extends to anywhere in the State. Thus, some peace officer duties and responsibilities extend beyond the boundaries of our parks. (See Section 1305)

- A. In order to carry out public protective functions, State Park Peace Officers must:
- Maintain certain mental and physical abilities and skills, and
  - Utilize their peace officer powers, equipment, and training to stop illegal, dangerous, or disturbing acts.

Although peace officers are not required to place themselves in unreasonable or unnecessary danger, some risks are inherent with the duties and responsibilities of a peace officer. Failure to take appropriate, reasonable, and prudent law enforcement action when necessary can constitute grounds for adverse action.

- B. In general, there are three priorities within the role of safety and enforcement: (1) Protect people from people, (2) Protect people from parks, (3) Protect parks from people.

The objectives of the State Park System public protection and law enforcement program may be summarized as follows:

1. Applying firm and consistent law enforcement by taking proper legal action against violators.
2. Being alert to situations that could cause damage to persons or property. These include acts that could lead to crimes against a person or property.
3. Collecting and reporting information relevant to a reported crime and, when appropriate, notifying the law enforcement agency with concurrent jurisdiction.
4. Requesting and lending assistance to law enforcement agencies with concurrent jurisdiction.
5. Informing and educating the public of existing laws and regulations and their importance to the protection of the facilities and features of the State Park System.
6. Providing search and rescue, first aid, and other public protection services as appropriate.
7. Being alert to conditions that could lead to destruction of property by fire, and taking

necessary precautions for fire suppression and control.

Law enforcement powers are only tools to achieve the goal of compliance. In many cases, simply informing people that their behavior is illegal will result in compliance. In other cases the reason for the law will need to be explained, or written warnings will need to be issued and documented to repeat offenders or as proof of non-compliance. For others, the threat of law enforcement action will be necessary, and finally there are many cases in which the behavior of the violator is so serious/dangerous as to require immediate arrest and booking. The key to a successful law enforcement program therefore rests with the intelligence, judgment, and officer discretion of every empowered State Park Peace Officer.

## 1302

### **CALIFORNIA STATE PARKS PROBLEM SOLVING APPROACH**

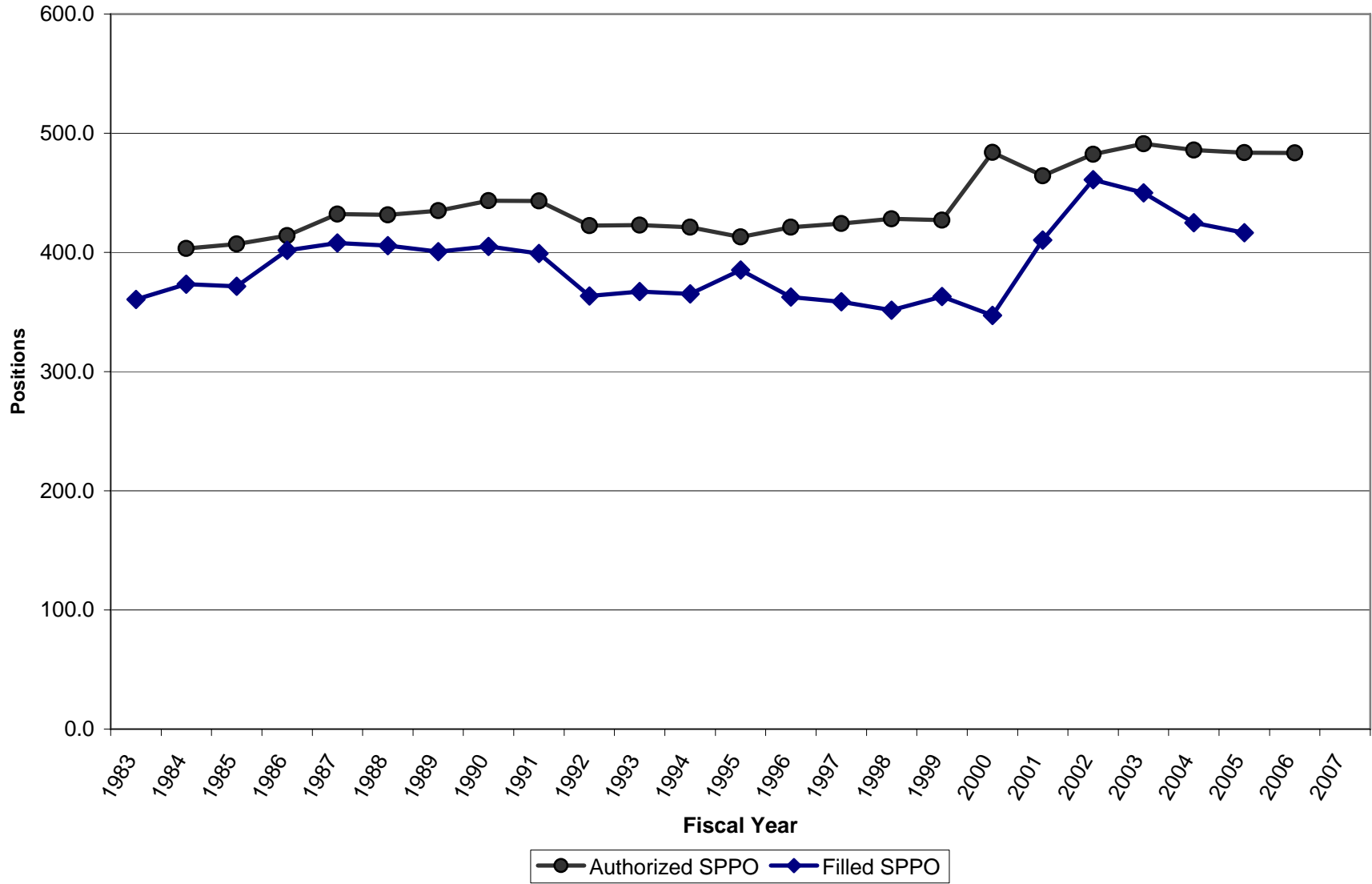
The primary objective of the Department's park law enforcement program is to assist the park visitor in achieving a wholesome, safe and rewarding park experience, and to ensure the long-term preservation of the natural and cultural heritage of California.

The Department is committed to a philosophy, management style, and organizational strategy that promotes proactive problem solving and a California State Parks - Community partnership to address public safety and the causes of crime and fear as well as other community and park issues.

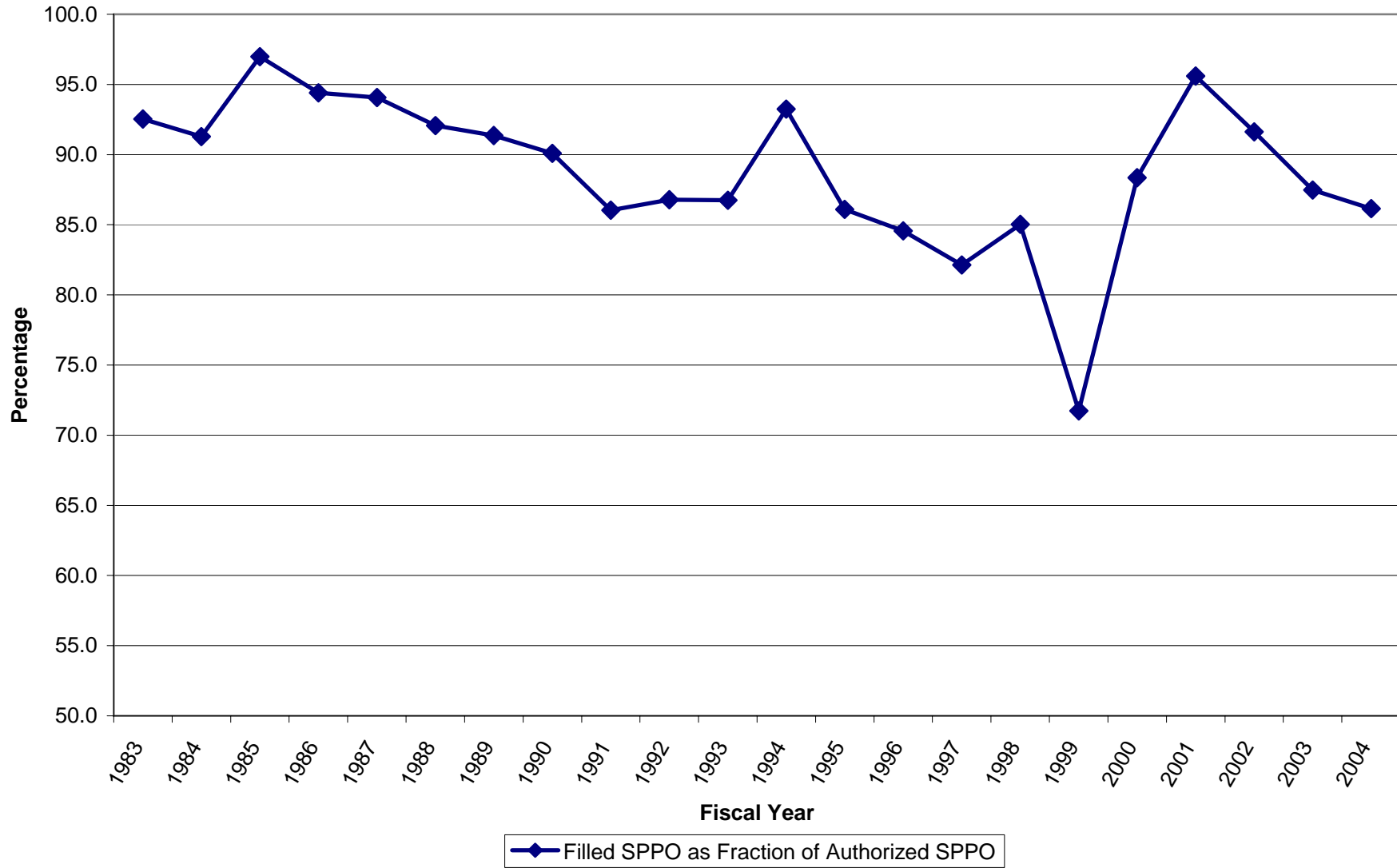
California State Parks-Community Partnership - is a flexible term referring to any combination of park visitors, park employees and volunteers, neighborhood residents, schools, churches, businesses, community groups, elected officials and government agencies who are working cooperatively with the Department to resolve identified or potential problems that may impact or interest them.

District Superintendents are encouraged to participate in local community oriented problem solving partnerships. These partnerships are not limited to enforcement personnel and should attempt to include all aspects of both park and community operations.

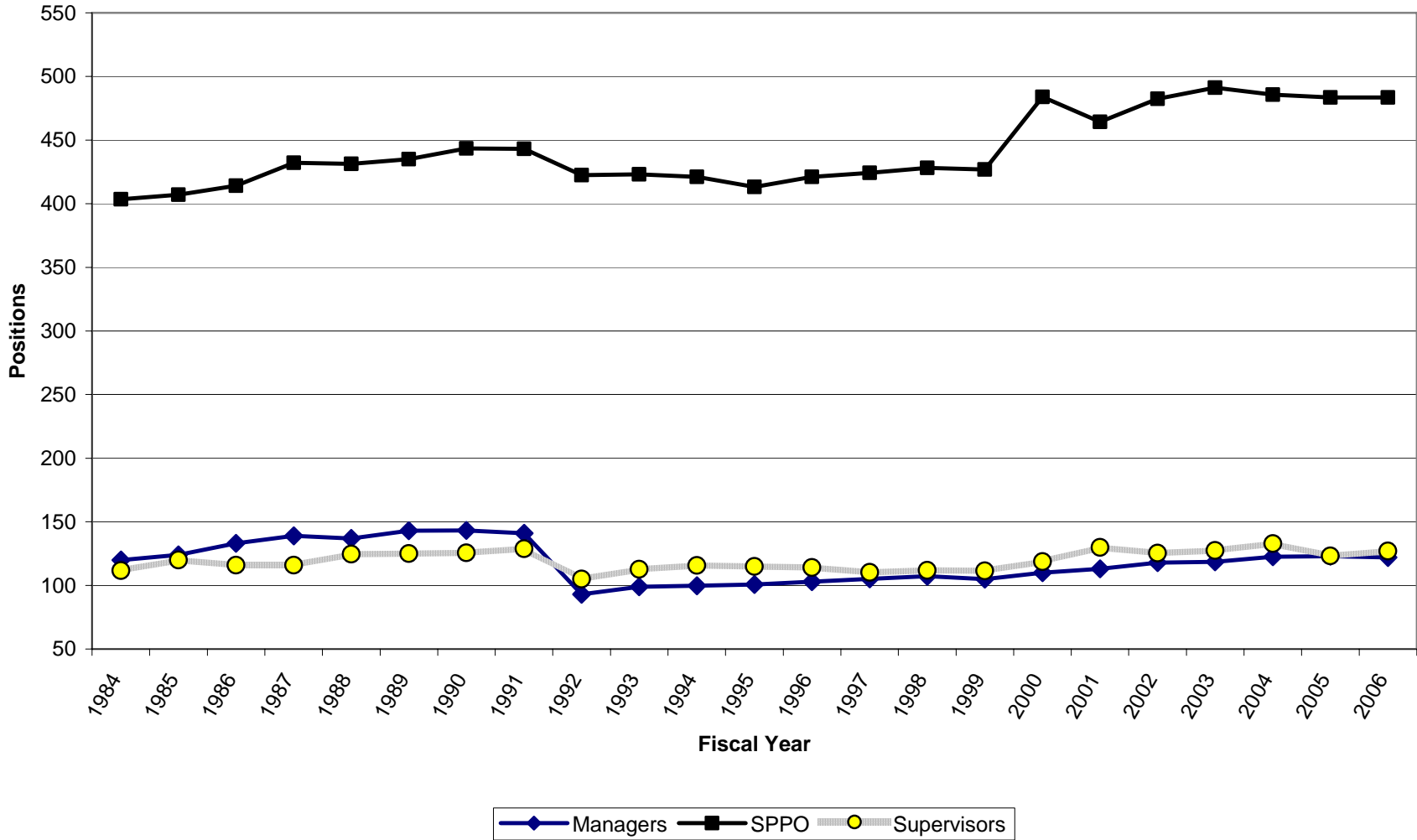
**Authorized and Filled SPPO**  
**Source: State Budget FY85-86 to FY07-08**



**Filled SPPO as Fraction of Authorized SPPO**  
**Source: State Budget FY85-86 to FY07-08**

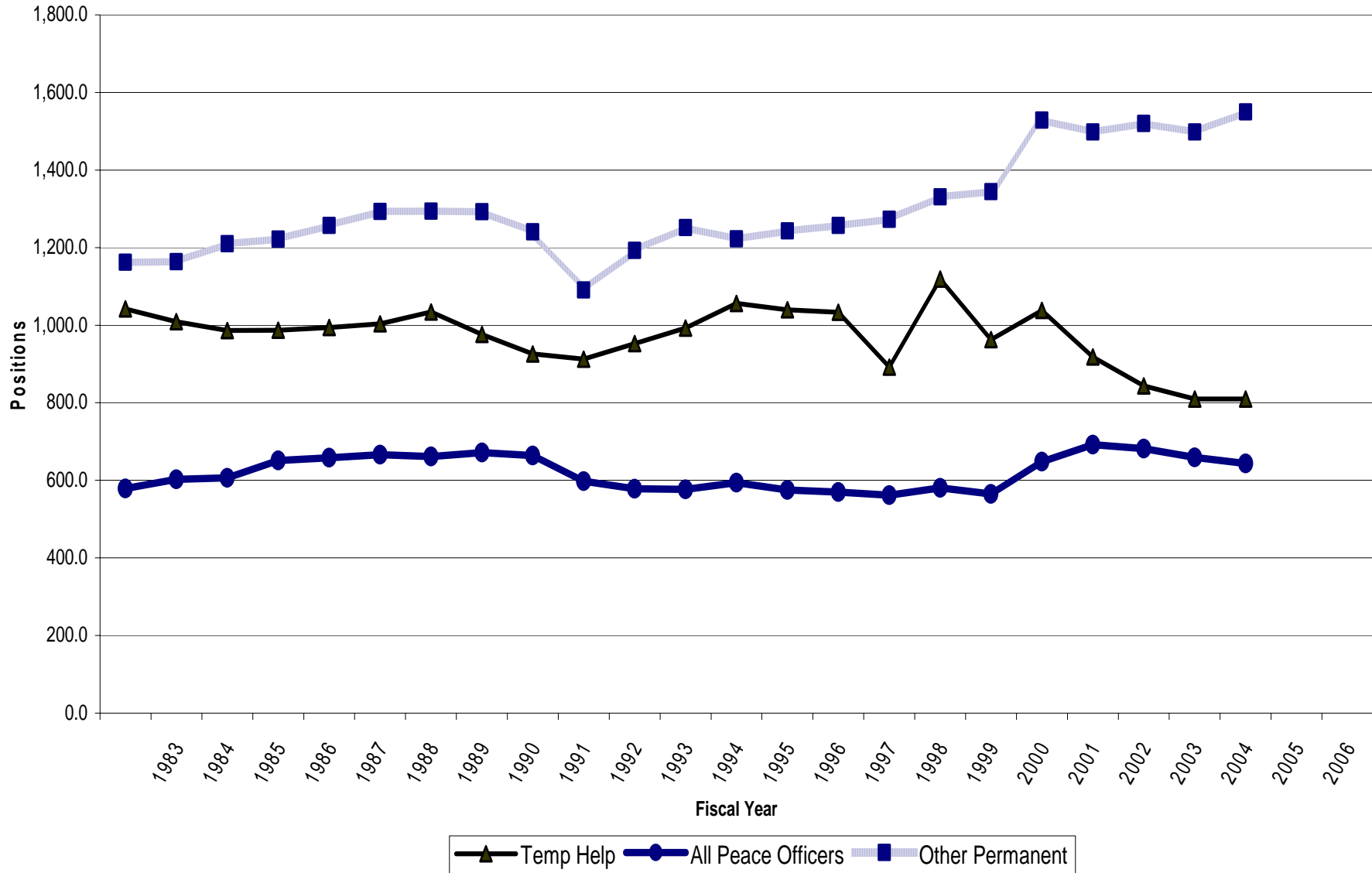


**Safety Positions Filled**  
**Source: State Budget FY85-86 to FY07-08**



In this chart, "SPPO" means Lifeguards, Rangers, and, in more recent years, about 5 to 7 Firefighter/Security officers at Hearst. "Supervisors" are all Supervising Rangers and Lifeguard Supervisors. "Managers" are all SPPO Superintendent series employees.

**Park Positions Filled**  
**Source: State Budget FY85-86 to FY07-08**



## State Park Ranger and Lifeguard Series Vacancies

Position	Authorized	Filled	Vacant	Vacancy Percentage
State Park Ranger	426.5	340	86.5	20%
Supervising State Park Ranger	103	90	13	13%
State Park Supt. I	22	18	4	18%
State Park Supt. II	34	36	-2	-6%
State Park Supt. III	34	30	4	12%
State Park Supt. IV	6	6	0	0%
State Park Supt. V	16	17	-1	-6%
CEA II	3	3	0	0%
CEA III	1	1	0	0%
State Park Lifeguard*	60	23	37	62%
Lifeguard Supervisor I*	13	30	-17	-131%
Lifeguard Supervisor II	5	3	2	40%
Lifeguard Supervisor III	1	1	0	0%

Position	Allotted	Filled	Vacant	Vacancy Percentage
	724.5	598	126.5	17%

All data current as of 09/07/07

\* It is common for several State Park Lifeguards to receive Limited Term Upgrades or be worked out-of-class as Lifeguard Supervisor I's for the summer season when there are many seasonal Lifeguards to supervise - this partially explains the skewed numbers for these classifications.

## Interview with Scott Wanek, Regional Chief Ranger, Pacific West Region, National Park Service

April 25, 2007

California State Parks  
Generalist Ranger Task Force

(If so, please reference the statute or provide a copy)  
c. **Do all law enforcement rangers have the same status?**

**1. What is (or are) the job title(s) of your “rangers” (i.e., field employees charged with tasks related to park operation and protection)?**

Field staff are called “rangers” but have varied formal titles and pay grades: Generalist Park Ranger–non-commissioned. GS 5/7/9 Work, for example, in backcountry. Do not present formal programs;

Visitor use assistant (GS 3-4 to GS6). Do not do interpretation.  
LE (full performance level) GS9  
Seasonal LE GS 5-7  
Interpretive Rangers (full performance level) GS 9 (5/7/9)  
Park Guide (Interpretation, but not formal programs) GS 3/4/5

There is enhanced LE pay and LE retirement, which is a big enough distinction that most employees find it worth staying in LE.

See attached Directors Order 9

There are two levels of commissions:

Full -- Level 1 Permanent – attend 20 weeks FLETC and have field training similar to DPR

Limited – Level 2 – Seasonal LE Staff. Temporary staff attend 7 to 8 week academy. Cannot be primary investigator on fatality or be responsible for pre-planned warrants.

There is some discussion of assigning staff based to Level 1 based on training. All LE staff have the same uniform.

Federal officers are not considered California peace officers. Their training is similar – limits are based on constitutional law and federal procedures. Their focus is on territorially based offences within their geographical area of responsibility. Limitations on authority do not change function. They can enforce state and federal law within their geographical boundaries, and outside if there is a nexus to protecting park resources (Maine Supreme Court case), or to assist other agencies in an emergency.

This presents a fundamental difference with CA Peace Officers, who can be drawn into enforcement outside parks.

Park Police (in DC, NY, and SF) are separate from regular NPS operations and funding, and function as an urban police department, cooperating with NPS. Park Police fill a need in

**2. Do rangers perform law enforcement?**

Yes. See attached Directors Order 9

**3. If rangers perform law enforcement, please provide information on their peace officer status.**

**a. Do they have full or partial peace officer powers?**

**b. Are their peace officer powers and duties defined by statute?**

those urbanized areas, with units for special events and a tactical team.

Special Agents (NPS) are “stove piped” and report directly to DC. They work in areas with a high volume of criminal investigations.

**4. May we have copies of a ranger duty statement or job specifications?**

See attached GS-025-09-P

There is still a generalist perspective of LE ranger staff. . LE staff have a wide variety of tasks, including EMS and search and rescue. Staff do not do formal interpretation, but are expected to have a broad background and knowledge of resources.

**5. What are the minimum qualifications for your field rangers? If you have different job titles, please provide the qualifications for each category:**

- a. Law enforcement officers – See attached GS-025-09-P
- b. Generalists
- c. Park operations
- d. Interpreters/Naturalists

**6. Have your job categories and duties undergone change over time? If so, what was the reason for the change? Have you evaluated the impact?**

Some of the studies of LE:  
International Association of Chiefs of Police study of LE in the National Park Service;  
Office of the Inspector General Report – “disquieting state of affairs”;  
Secretary of the Interior LE Park Service Reform

**7. Can you define the proportional amount of your operations budget dedicated to law enforcement functions?**

Typical park organization has 5 divisions: Administration (budget, HR); Maintenance (facilities), Resource Management, Interpretation, LE & Protection. Each division has a Division Chief who reports to the Park Superintendent. Each division receives an approximately proportional amount (roughly 15%) of the budget. This varies from park to park, and the rules set at the park level. The LE budget is not centralized.

**8. What would you consider the advantages of your organizational structure regarding ranger duties and other related personnel (Generalists, Park operations, Interpreters/Naturalists)?**

A specialized system makes recruitment easier. The Generalist model, combining interpretation with LE makes it harder to recruit. NPS recruits high quality educators for interpretive positions, and people really interested in LE and emergency services for LE positions. Although Wanek feels that there is a significant pool of people who can do the full generalist scope of duties, NPS is not seeing a high volume of such applicants.

Specialization shows the evolution of the agency. The specialties all have a growing sophistication, which requires people who can get the job done in a professional way. NPS has invested more in LE; LE has a highly structured training program.

The image of the Park Ranger is important. Wanek is glad that not all NPS rangers are LE, and that there are a mix of rangers that can interact with the public.

**9. What would you consider disadvantages of your organizational structure regarding ranger duties and other related personnel (Generalists, Park operations , Interpreters/Naturalists)?**

Specialization can lead to “stove piping” which is a disadvantage at every level. If staff are more specialized, there are fewer field people with good broad based experience that go into management. There is a need for managerial training programs to make up for Superintendents with narrow backgrounds. Now, LE staff have a narrow focus, retire at 50, and are less qualified to be superintendents.

There is a mild tension between superintendents, commissioned staff, and non-commissioned staff. Various field staff are referred to as “rangers”, and all staff wear the same uniform. LE staff are distinguished by their duty belt, and the recent (past 3-4 years) change to the LE federal shield.

**10. If you could design a management structure for rangers and budget was not an issue, what would it look like?**

NPS seems close to the desired structure, with the specialization needed for LE. Rangers are proud to be Rangers, and distinguish themselves from other LE officers.

Advice to California State Parks:

California State Parks is doing well with their current system. It is hard to see how to split functions within State Parks. If State Parks does specialize, resist “stove piping” -- which removes advocates within the park management, and allows staff to drift away from park priorities.

## Interview with Ray Murray, Partnerships Program Chief, Pacific West Region, National Park Service

Questions 1 through 5 are answered for NPS in other interviews

### **6. Have your job categories and duties undergone change over time? If so, what was the reason for the change? Have you evaluated the impact?**

Rangers have become more specialized.

After ranger shot by poacher at Pt. Reyes, there was action by Solicitors office and the move to armed rangers. There was division in NPS over the issue, including a controversial pepper spray incident.

There is a divide in some communities, with enforcement actions against community members

In the past, the NPS organizational culture was that park staff did everything. Staff were isolated, self sufficient generalists. Today there are highly specialized functions that compete for resources and can be divisive.

LE has become specialized to point that some recruits do not have typical ranger background. LE staff tend to be separate from other staff, a condition made worse by enforcement actions against other park employees. There is centralized control and standardization of LE. "Stove piping" goes all the way up the organization – tracks are earmarked for security and LE.

Conditions have changed over the past 15-20 years. People don't move as much, there is less reliance on park housing [which changes the relationship of park staff]. There is more engagement with gateway communities, more work to manage ecosystems in the last 10-15 years. There is also pressure (A76) to contract out work to the private sector.

The public relates to Parks and Park Service. What now is most visible is LE presence – patrol cars and LE equipment. For many nontraditional users, this sets up distance between visitor and ranger. Visitors may feel safe, but feel a distance.

With greater specialization, Natural Resource and LE staff include more permanents, and fewer seasonals. There is a substantial reduction in total numbers.

### **7. Can you define the proportional amount of your operations budget dedicated to law enforcement functions?**

Parks have budgets established, with funding from special efforts such as the Natural Resource Initiative and the Interpretation and Education Renaissance. LE is funded more aggressively.

The Superintendent determines funding, following General Management Plans.

### **8. What would you consider the advantages of your organizational structure regarding ranger duties and other related personnel (Generalists, Park operations, Interpreters/Naturalists)?**

Duties vary from park to park – in small parks – people pitch in and do what's needed. We are fortunate in having the mission we have. There is pride in what we do.

**9. What would you consider disadvantages of your organizational structure regarding ranger duties and other related personnel (Generalists, Park operations, Interpreters/Naturalists)?**

[See above for comments about disadvantages of LE specialization]

There has been a huge attrition in interpretive ranks, about 30%. Currently, about 80% of interpretation is done by non-uniformed other staff. NPS is working with concessionaires to give more accurate information.

HQ requires the same reports and tasks from all parks, the large ones with more specialization and little parks where staff are more generalists.

The specialized functions do not have time to communicate, and the level of collaboration/communication has diminished. Some parks have an inventory of positions they can't fill.

**10. If you could design a management structure for rangers and budget was not an issue, what would it look like?**

Parks needs more of an “enabling” work force – to form partnerships to get work done by others. Some functions can be done by others, and some can't. Trail crews are volunteers; staff clean restrooms. Contracting out s another issue, and there s a need for people to manage contracts.

Parks needs to end its fortress mentality. Parks staff often stay within boundaries and didn't cultivate public.

Staff should be interactive with visitors. Visitors have a passion about contact with uniformed staff. Staff must have time for contact with public. LE staff still need an “edge” to deal with bad guys (e.g., meth labs, pot groves, other issues), but have a positive interface with visitors and avoid “hard ass” mentality.

Please feel free to refer us to other sources for this information

# NATIONAL PARK SERVICE - BENCHMARK POSITION DESCRIPTION # 2C

## PARK RANGER PERFORMING RESOURCE PROTECTION AND PUBLIC USE MANAGEMENT

### PARK RANGER GS-025-9

#### INTRODUCTION

This is the position of a non-supervisory Park Ranger performing Resource Protection and Public Use Management in the National Parks.

Serves as a Law Enforcement Commissioned Ranger responsible for performing law enforcement duties including detection, investigation, apprehension, detention, and prosecution under provisions of applicable laws, rules, and regulations enacted to insure the protection and safe use of National Park resources. The primary duty of this position is the enforcement of the criminal laws of the United States through investigation, apprehension, education, and detention of individuals suspected or convicted of violating these laws. Appropriate enforcement to protect park natural, cultural, historical, and human resources constitutes the basic reason for the existence of this position, occupies a substantial portion of the Ranger's working time, and is assigned on a regular and recurring basis.

#### OBJECTIVES OF THE WORK:

- **Resource Protection** -- Preserve and protect the natural, cultural, historical, archeological, and paleontological, and other tangible resources of parks, using all law enforcement and other resources protection techniques. Enforcement efforts are targeted to prevent, curtail, or mitigate any degradation, deterioration, theft or destruction of park scenic, air, water, and mineral resources; flora and fauna; historic and contemporary structures and infrastructure; relics, artifacts and objects; and all other park-related physical resources.
- **Resource Education** -- Educate, interpret and inform visitors about the significance and rarity of park resources, resource conservation and ecologically sound

park use practices, and the provisions of law and regulations necessary to protect park resources while providing safe and non-resource impacting park visitation experiences. Preventive education and pre-enforcement efforts are to co-opt illegal and unsafe activities by fostering compliance with park regulations while encouraging visitor behavior consistent with-the park's purpose.

- **Public Use Management** -- Manage public use of park resources by such means as will assure the integrity and perpetuation of park resources, thereby sustaining the availability, enjoyment, and quality of present and future park experiences. Manage and control non-NPS entities such as concessionaires, grantees, licensees, permittees and commercial activities in parks to insure non-degradation of park resources and enhancement of visitor enjoyment. Provide a safe and crime-free experience for Park users, which includes providing any emergency services necessary. Assure an appropriate balance is maintained between park conservation goals and park public use programs.

#### STATEMENT OF WORK (DUTIES)

1. The Ranger achieves park resource and visitor protection through the application of law enforcement authorities, methods, and techniques designed to combat crimes committed or anticipated.

Offenses against the park's natural, historical, or cultural resources include illegal or consumptive uses of park resources; plant and wildlife poaching; timber theft; illegal use of weapons; illegal commercial or sport fishing or crabbing; trapping or hunting without permits or exceeding catch limits; relic-digging

and theft; metal detection in search of relics environmental crimes such as illegal toxic waste disposal, hazardous materials violation, pollution of park waterways or lands; vandalism or depredation of ancient or historical structures or gravesites; theft of ancient artifacts or paleontological resources; destruction or theft of rare or endangered plant or animal life; marijuana cultivation, drug lab operations, or drug distribution; illegal firearms possession or transactions; boundary encroachments or trespass; illegal mining or mineral theft; arson; and many more. Crimes against park visitors, employees, residents, or concession employees include homicide, rape, assault, burglary, robbery, fraud, domestic violence, child abuse, and others. General crime in parks includes vehicle theft, public intoxication, and trafficking in and use of illegal drugs, unlawful demonstrations, and terrorist activities. In addition, the Ranger is charged with controlling vehicular and boating traffic and dealing with traffic offenses and accidents involving operating under the influence of alcohol or drugs, fatalities, injuries, or property damage. Provides dignitary protection for visiting world leaders and during special events in parks.

2. Achieves natural, cultural, and human resource protection through adherence to an enforcement policy that includes resource education, public safety efforts, and resource preservation as major tenets.

3. Depending on the legal jurisdiction of the park, the Ranger assists and participates with other agencies and-law enforcement officials by performing detection, investigation, apprehension detention, and other related law enforcement duties in connection with the regulatory provision of those jurisdictions.

4. Conducts full-scale investigations of crimes and offenses against the United States and prepares criminal prosecutions. Investigates crimes and accidents, interviews witnesses and interrogates suspects, and prepares appropriate reports and legal documents. The Ranger collects, protects, and maintains

evidence, participates with Federal, State, and local attorneys in preparation for and conduct of prosecutions, and appears as the arresting official or witness in court proceedings. As situations warrant, the Ranger leads and/or performs intelligence gathering and undercover or surveillance work in connection with known or suspected illegal activities such as: controlled substance cultivation or trafficking; illegal hunting, trapping, or taking of wildlife; illegal commercial exploitation or destruction of park resources such as wildland arson or illegal timbering; violations of the Archeological Resource Protection Act; and other resource or safety-related activities.

5. The Ranger maintains a comprehensive knowledge and understanding of the park's natural and cultural resources and of the extensive body of specific laws and regulations pertaining to the protection and use of these resources. Knows the legal jurisdictional responsibilities of the park and applies state-of-the-art investigative techniques and the most effective enforcement procedures therein while concurrently placing an emphasis on crime prevention and resource protection. Responsible for:

- educating the public about the park's resources and the legal and practical requirements pertaining to using park resources, and
- specialized law enforcement and emergency services to protect the park's resources, infrastructure, visitors, and property.

6. By its nature, most of the work of the Ranger is mobile and performed independently and without immediate supervisory guidance. The Ranger uses initiative and seasoned judgment in making on-the-spot decisions, in choosing an appropriate approach, and in deciding on the actions which need to be taken in specific situations. Many decisions have long-term, irrevocable consequences.

7. Interprets to and informs the wide variety of park visitors and the public regarding the complexities, interdependence, and

significance of the park's natural/cultural resources and explains the resource basis and practical rationales underlying park laws and regulations.

8. Actively participates in meetings, assemblies, and other sessions with various segments of the public (e.g., recreation user Associations, school boards, law enforcement groups, concessionaires, contractors, clubs, homeowners associations, etc.) for the purpose of explaining or defending the park's position on often controversial and complex resource and public use issues. Provides information on the park, its resources, and specific user requirements.

9. As a resource educator, the Ranger interprets resources to visitors and informs them about the historical, geological, ecological or specific characteristics of Park resources and their significance and/or rarity. The Ranger educates visitors regarding conservation and ecologically sound practices involved in the use and protection of park resources. Rangers develop and present in person briefings, lectures, structured talks, multi-media shows, impromptu talks, guided tours, on and off-site programs, one to one interpretations and other presentations of the resources of the park, critical park issues and the mission of the NPS. The Ranger develops and maintains in-depth knowledge about the park's resources, the evolving National Park System and Servicewide topical and often-controversial issues. The Ranger's educational actions and efforts are directed toward increasing visitors enjoyment of park resources and instilling environmental ethics and conservation concepts in visitors and others beyond the Park experience.

10. In carrying out day-to-day duties, the Ranger is always responsible for monitoring and reporting on the condition of the resources of the park. As the Ranger observes or identifies park resource problems or potential problem situations which can be corrected or mitigated by immediate attention, the Ranger takes appropriate steps as may be needed. With respect to more

complex problems, the Ranger recommends and participates in the development and implementation of plans to address the problem.

Some examples of the resource conservation and management responsibilities of Rangers (not all inclusive):

- Catalogs species of vegetation and measures the condition of particular species using test instruments and techniques for vegetation, soils, snow pack and water runoff, water and air quality, climate data, and other instruments; evaluates hazardous material spills, surveys animal life and species by observation of evidence of animal populations, animal health, and other methods; develops techniques for managing sanitation/human waste and garbage disposal in wilderness/backcountry zones.
- Identifies, inventories, and catalogs the resources at a specified site, including cultural and natural resources; reports on the condition of resources and vulnerability to human depredation by theft or vandalism of historic structures and artifacts, timber theft, or plant and animal poaching; recommends and/or implements plans to preserve or restore resources at a site, to open or close access to the site, and for other measures of control.
- Investigates in detail cultural sites, scenes, and subjects not fully documented in park files to achieve information adequate to identify, protect, or interpret them properly; coordinates the work of visiting professionals from NPS central offices and professionals under contract in cultural resource management disciplines; including remote sensing, archeology, history, and historic architecture.
- Educates visitors about the life habits and behavior of Park fauna, with emphasis on behavior that may be potentially dangerous to visitors such as: the effects of feeding wild animals, the risks and dangers of close contacts with large carnivorous predators, or the health

hazards associated with diseased mammals and rodents; educates campers and hikers regarding appropriate measures to take to avoid attracting or provoking dangerous animals; captures, immobilizes, treats, tags, and electronically tracks large wild animals, such as bears, boars, moose, and other species that pose potential dangers to the public.

11. The Ranger is trained and performs emergency management duties such as the following:

- Serves as a member of all-risk operations teams in capacities identified in the Incident Command System ranging from the basic duties at the first level of the structured system to Incident Commander. All-risk incidents can include search and rescue operations, wildland and structural fires, special law enforcement operations, hazardous material spills and natural disasters, terrorist threats, and other major emergencies which might occur in any park in the National Park System, on land resources of other Federal land agencies, or in local communities adjacent to Federal lands.
- Performs complex search and rescue (SAR) activities. Analyzes SAR situations for most effective, expedient, safe and cost-conscious approach. Develops SAR plans and operational preparedness. Organizes SAR responses and performs post-operational analyses to improve operations and visitor safety.
- Provides emergency medical services (often at advanced technical skill levels) to sick and injured park visitors and employees.

12. The Ranger performs public use management duties which are integral to continuing park operations. For example, the Ranger:

- Directs the work of seasonal and volunteer staff members operating permit stations for backcountry or

wilderness use, and through them, provides accurate and current information to visitors regarding backcountry and wilderness philosophy, regulations, safety, the sensitivity of the resource and environment to human intervention, and minimum impact techniques.

- Makes daily operational decisions to manage backcountry and wilderness recreation activities based upon the intent of park specific legislation and the Wilderness Act. Contributes to the development and/or implementation of programs to monitor and mitigate recreation-related impacts. This includes the using Limits of Acceptable Change (LAC) and other scientific models to gather data and evaluate strategies designed to disperse or concentrate use to minimize impacts. Participates in the development, monitoring, and review of backcountry and recreational standards.
- Monitors the activities of concessionaires, special permit holders, right-of-way grantees, and commercial use licensees to assure they are operating as authorized and in compliance with the terms and limits of their contracts, permits, and licenses and are not adversely affecting the resources of the park.
- Performs duties in connection with the park's fee collection, campground, backcountry and special permit operations, organizes and maintains emergency response equipment caches, and so on.

## **FACTOR STATEMENTS**

### **FACTOR 1: KNOWLEDGE REQUIRED BY THE POSITION**

To perform the resource protection, education, and public use management work of the position and to carry out emergency operations and continuing park operations, the Ranger in this position must have the following knowledge, skills, and abilities:

1. Comprehensive knowledge and understanding of the individual and collective natural resources (and their inter-relationships) constituting the park ecosystem, including basic knowledge of the underlying scientific disciplines and the specific techniques to successfully interpret the resources to park visitors and others.

2. Comprehensive knowledge of the resource and visitor protection function, including knowledge and skills in the full range of advanced law enforcement techniques and procedures, investigative methods and procedures, interviewing techniques, surveillance techniques, patrol operations methods, and weapons use. A currently valid NPS Law Enforcement Commission is required.

3. Comprehensive knowledge of the extensive laws, rules, regulations, and policies applicable to the park in connection with the protection and safe use of the natural, cultural, and human resources of the park.

4. Knowledge of the jurisdictional responsibilities of the park in relation to the responsibilities of other Federal agencies, State, and local jurisdictions, and knowledge of the laws, rules, and regulations of the other jurisdictions as may be required to participate in and/or coordinate on law enforcement activities carried out by or in cooperation with such jurisdictions.

5. Knowledge of the Incident Command System and knowledge of and skills in carrying out the range of duties involved in all-risk operations teams for such incidents as natural disasters, search and rescue operations, special law enforcement operations, and wildland and structural firefighting.

6. Knowledge of skills in search and rescue activities including the organization, theory, planning, and operation of various types of land, sea, lake, river, wilderness, mountain, and urban searches and rescues.

7. Knowledge and skills in providing emergency medical services sufficient to perform specific duties assigned to provide medical services in the park's visitor use management program and continuing park operations.

8. Skills in working and dealing with people and in establishing and maintaining close working relationships with other agencies and other law enforcement authorities in neighboring jurisdictions.

## **FACTOR 2: SUPERVISORY CONTROLS [OVER THE WORK AND THE RANGER]**

The Ranger has completed basic career training, maintains appropriate certifications, and is fully competent in independently carrying out all aspects of the work involved in the position.

The supervisor makes continuing and special assignments to the Ranger; however, by the nature of the work involved in resource protection and education activities, particularly the Ranger's continuing law enforcement assignments, the Ranger normally works without direct supervision. The Ranger essentially works independently in carrying out day-to-day law enforcement duties and responsibilities. S/he is responsible for determining what needs to be done, planning the work; interpreting and applying the laws, rules, regulations, and policies applicable to the work; initiating criminal investigations; resolving most problems as they arise; and coordinating with others as may be required by the specific situations encountered.

The Ranger keeps the supervisor generally informed about the work performed and about significant problems and issues which arise. The supervisor evaluates the work of the Ranger on an overall basis in terms of the Ranger's effectiveness in meeting the goals and objectives of the resource protection,

resource education, and the overall visitor use management program of the park.

### **FACTOR 3: GUIDELINES [USED IN THE WORK]**

Guidelines pertinent to the work of the Ranger include the guidelines of the interpretation program and the laws, rules, and regulations pertaining to resource and visitor protection, safety, and other park matters. In addition, the guidelines include Park Service manuals, policy statements, and other documents providing program standards, procedural, and other instructions relating not only to resource protection and law enforcement matters, but also to park operations in general, and to the various all-risk and emergency activities in which Rangers are involved.

Because of the nature of the Ranger's continuing assignments relating particularly to law enforcement activities, the Ranger cannot refer to the guidelines rapidly in each situation which may be encountered. Additionally, the guidelines have gaps in specificity with regard to what may need to be done in the light of the full circumstances involved in various situations. Accordingly, the Ranger must use judgment in interpreting the guidelines and in adapting and applying them, and, as may be necessary, deviating from them to meet the unusual or emergency situations which commonly occur.

### **FACTOR 4: COMPLEXITY [OF THE WORK]**

The complexity of the Ranger position is reflected in its wide-ranging duties and in the need for the Ranger to have and make use of a wide variety of substantive knowledge, skills, and abilities relating to protecting park resources while providing for their use and enjoyment. Rangers apply many methods of interpreting and educating the public about the significance and rarity of the park's resources; take and recommend a wide variety of actions relative to park resource conservation and resource management; and undertake resource protection and

law enforcement measures necessary to protect parks for all time. More specifically, the work of the Ranger includes different duties requiring the use of different and unrelated knowledge, methods, techniques, and procedures. In addition to performing specialized law enforcement duties (many of which, in themselves, involve the use of different techniques and procedures) the Ranger serves as an educator in interpreting, explaining, and motivating interest in the park's resources; is heavily involved in resource conservation work; leads and carries out search and rescue operations; leads and participates in firefighting operations; provides emergency medical services; and performs special assignments relating to many aspects of park operations and the public use management program.

The wide variety of the Ranger's duties, and the wide range of knowledge and abilities required to be able to perform these duties, are significant factors contributing to the overall complexity of the work performed. The Ranger must choose the appropriate course of action in particular situations based on independent analysis of the situations and of the numerous variables which define the situations. In many situations encountered in carrying out the wide ranging, varied, and highly specialized duties, the Ranger is placed in the position of defending park policies and regulations in an atmosphere of challenge, confrontation, and hostility.

The Ranger must independently assess the conditions and variables quickly and make on-the-spot decisions in selecting the best course of action from among the various alternative approaches, methods, and techniques available for achieving the three-tiered objectives of resource protection, resource education, and effective public use management.

### **FACTOR 5: SCOPE AND EFFECT [OF THE WORK]**

Through preventive and reactive law enforcement activities, the purposes of the position are to protect the park resources and the public and to provide resource education to add to the

public's understanding of the resources as well as to help prevent the deterioration, destruction, loss, and theft of the resources. In addition, the scope of the Ranger's work includes preparing for and carrying out activities involved in responding to various types of emergency situations by providing medical services in cases of illness and accidents and by leading or participating in all-risk operations teams in such incidents as search and rescue operations, wildland and structural fires, special law enforcement operations, and natural disasters.

The results of the Ranger's activities protect park resources and the public and contribute to the public's understanding and informed use of the park resources and facilities. In many cases, the Ranger's work also results in charging or convicting persons who have violated laws, rules, and regulations relating to the resources and to public safety. In such cases, the Ranger's activities have an impact on the economic well-being and freedom of individuals.

#### **FACTOR 6: [NATURE OF] PERSONAL CONTACTS**

The Ranger has daily contacts with visitors, co-workers, park neighbors, employees of park concessionaires, and other members of the public. The Ranger's contacts also frequently include attorneys, judges, and personnel from other Federal agencies and from State and local law enforcement and emergency service organizations. With respect to visitors to and neighbors of the park, the Ranger's contacts include people who represent a cross section of the nation and of many other countries of the world. Visitors are of all ages, and are from all social, ethnic, and economic groupings. Most visitors and park neighbors can be expected to be law abiding citizens, however, visitors also include individuals who violate the laws, rules, and regulations of the park and some individuals who have a history of previous convictions for serious criminal offenses.

#### **FACTOR 7: PURPOSE OF [PERSONAL] CONTACTS**

The purpose of contacts with co-workers is to exchange information and to plan and coordinate work activities. The purpose of many initial contacts with visitors and other members of the public is to provide information and to answer questions about the park resources and about the laws, rules, and regulations which pertain to the protection of those resources. In active law enforcement situations, the purposes of the contacts are to influence, control, and interrogate persons or groups.

Similarly, contacts with attorneys and judges are involved when law enforcement activities lead to charges and appearances in court. Individuals from the public who are contacted may be fearful, skeptical, uncooperative, or dangerous. The Ranger must work to obtain compliance with laws, rules, and regulations by skillfully dealing with individuals at the lowest level of enforcement required.

#### **FACTOR 8: PHYSICAL DEMANDS [OF THE WORK]**

The work of the ranger regularly includes long periods of standing, hiking and/or climbing, in many cases on uneven, steep, rough, slippery, and/or rugged terrain. Strenuous exertion is frequently required in law enforcement, firefighting, search and rescue, medical and related emergency activities. Lifting or carrying equipment weighing over 50 pounds, such as firefighting or search and rescue equipment, is required. In some assignments, heavy packs may have to be carried long distances over mountainous, desert, or snow-covered terrain.

Duties involve performing physically rigorous assignments, oftentimes in isolated outdoor environments, frequently while exposed to severe weather conditions. Dangerous persons must be physically confronted, subdued, and apprehended many of whom are known to carry weapons. Prisoners must be kept under physical restraint during transport and processing. Criminal investigations often must be carried out without regard to fixed work schedules, days off, or opportunities for proper rest or nutrition.

Duties require manual dexterity with comparatively free motion of finger, wrist, elbow, shoulder, hip, and knee joints. Arms, hands, legs, and feet must be sufficiently intact and functioning in order that incumbents may perform the duties satisfactorily. Sufficiently good vision in both eyes, with or without glasses, is required to perform the duties satisfactorily. Near vision, corrected with glasses, must be sufficient to read printed material the size of typewritten characters. Hearing without aid, as measured by an audiometer, must not exceed 35 decibels at 1000, 2000, and 3000 Hz levels. Physical fitness requirements must be met prior to and on a continuing basis during employment.

There is a high-stress component of much of the incumbent's work assignment.

#### **FACTOR 9: WORK ENVIRONMENT**

While some work may be performed in an office setting, most of the work is performed outdoors in all kind of weather and climatic conditions. The work is performed at various hours of the day and night and for prolonged periods during emergency situations.

The Ranger is frequently exposed to high-risk and potentially dangerous situations in law enforcement and emergency types of situations, requiring use of a wide range of personal protective gear (some of which may be uncomfortable, hot, or inconvenient to wear), adherence to specific safety procedures, and other precautions.

Long periods of surveillance work may be required in cramped, or unpleasant locations and under unpleasant conditions. Shift work is often required.

Incumbent is required to operate motor vehicles of various types, may be required to fly in small fixed-wing or rotary-wing

aircraft, and may be required to operate and/or ride in small watercraft.

Emergency law enforcement operations will require entry into hazardous environments, exposure to dangerous persons, animals, and substances, and potential exposure to infectious diseases.

# STATE PARK RANGER - Series Specification - (Established April 25, 1973)

## SCOPE

This series specification describes three State Park Ranger classes in the Department of Parks and Recreation.

Schem Code	Class Code	Class
BR78	1915	State Park Ranger Cadet
BR70	0983	State Park Ranger
BR60	0980	Supervising State Park Ranger

## DEFINITION OF SERIES

The State Park Ranger series describes professional positions involved in the law enforcement and visitor services functions of the State park system. Incumbents in this series work primarily in field districts of the State park system including State parks, reserves, historical units, recreational areas, beaches, wayside campgrounds, and underwater parks. Positions are also assigned to Off-Highway Motor Vehicle Recreation Division Units located throughout the State.

## TYPICAL TASKS

Positions in the State Park Ranger series perform professional and technical duties in State park units involving operation, interpretation, resource protection/management, patrol, safety and law enforcement, assist with program management activities, and may supervise and/or serve as a lead to seasonal and lower level permanent staff. Incumbents may also perform

staff functions of comparable difficulty and responsibility in an academy training assignment.

Incumbents are trained and designated as sworn State park peace officers whose authority extends statewide (on or off duty). They perform patrol duties primarily by vehicle, boat, and foot patrol; issue citations; write reports; make physical arrests for misdemeanors, felonies, and warrants; conduct criminal and administrative investigations; take command in emergencies; perform search and rescue activities, including detecting and rescuing persons or vessels in distress; assist in wildland and structural fire suppression; provide emergency medical aid; may also perform traffic control and radio dispatching.

Incumbents may perform specialized assignments in cliff rescue; ski patrol; scuba diving; ocean, surf, river, and lake rescue; horse patrol; off-road vehicle and motorcycle patrol; or canine team handler.

Incumbents are required to use protective equipment which includes various types of firearms, batons, chemical agents, and handcuffs, and are regularly trained and tested in physical defensive tactics and firearms use.

## ENTRY LEVELS

Entry into the State Park Ranger series is typically in the class of State Park Ranger Cadet. Entry into the State Park Ranger class is typically at the Range A level. Possession of the criteria described in Alternate Range Criteria, Range B, in this specification permits entry at the State Park Ranger, Range B, level.

## DEFINITION OF LEVELS

### STATE PARK RANGER CADET

This is the entry and training level class for this series. The incumbents, under close supervision, will learn the duties of the State Park Ranger by participating in basic law enforcement, public contact and visitor services, interpretation, and resource management training programs. Incumbents who do not successfully complete the Department's Basic Visitor Services Training Program will be ineligible for movement to the class of State Park Ranger.

### STATE PARK RANGER

This is the journey level in the series. Under supervision, incumbents perform duties in the visitor services function in a park district including law enforcement and public safety, interpretation, and resource protection/management; and may serve as leadpersons.

### SUPERVISING STATE PARK RANGER

This is the first full supervisory level in the series. Under general supervision, incumbents in this class serve as chief rangers within a level 1 Off-Highway Motor Vehicle Recreation Unit or as supervising rangers in a district geographical sector in charge of a small- to medium-size staff. Primary responsibilities include supervision of staff, safety and enforcement, patrol, interpretation, resource protection/management, and visitor facility operation.

## MINIMUM QUALIFICATIONS

### ALL LEVELS:

The following is part of the minimum qualifications for all classes in the series.

Possession of a valid driver license of the appropriate class issued by the Department of Motor Vehicles. (Applicants who do not possess this license will be admitted to the examination, but they must secure the license prior to appointment.)

**and**

Education: Successful completion of two years (60 semester units) of study from a State accredited college or university including a minimum of 21 semester units satisfying the General Education Curriculum standards as identified for colleges and universities accredited by the Western Association of Colleges and Universities. Courses which meet this requirement include: natural/social sciences, language, humanities, and mathematics. (Students in their second year of college may apply, but they must satisfactorily complete their second year of college before they can be appointed.)

### ALL LEVELS EXCEPT STATE PARK RANGER CADET:

Graduation from a Peace Officer Standards and Training (POST) basic course academy.

**and**

Possession of (1) a valid Red Cross Advanced First-Aid Certificate or First Responder Certificate (EMSA approved) and (2) either a valid Red Cross or American Heart Associated Cardiopulmonary Resuscitation (CPR) certificate. (An approved Department of Health Emergency Medical Technician Certificate may be substituted for both of the required certificates.)

### ALL LEVELS EXCEPT STATE PARK RANGER CADET AND STATE PARK RANGER (RANGE A):

Possession of a POST regular basic certificate.

### STATE PARK RANGER:

Successful completion (within the last three years) of the Department of Parks and Recreation's basic visitor services, resource management, interpretation, and park operations training program as a State Park Ranger Cadet.

### **SUPERVISING STATE PARK RANGER:**

#### **Either I**

Two years of experience in the California state service performing the duties of a State Park Ranger, Range B, or Lifeguard, Range B.

#### **Or II**

Experience: Three years of experience in the management, administration, or visitor service of a park, public recreational, or historical area. (Experience in the California state service applied toward this requirement must include two years in a class equivalent in level of responsibility to a State Park Ranger, Range B.)

#### **and**

Education: Equivalent to graduation from college. (Additional qualifying experience may be substituted for up to two years of the required education on a year-for-year basis.)

### **KNOWLEDGE AND ABILITIES**

#### **STATE PARK RANGER CADET**

Knowledge of: Basic principles of dealing with the public; basic mathematics as required in accounting for funds; basic grammar and spelling as required in preparing reports and records; general resource management and protection; principal recreational areas of the State of California.

Ability to: Follow written and oral instructions; learn the principles and practices used in the conservation and interpretation of natural resources and historic areas; learn to use tools and equipment used on the job; work safely; learn to

deal tactfully with individuals and groups; apply theory to practical situations; interpret and apply rules and instructions; communicate effectively; analyze situations accurately and adopt an effective course of action; perform duties which require physical strength and agility; learn law enforcement rules, regulations, and procedures as a State park peace officer, including arrests and the use of firearms.

#### **STATE PARK RANGER**

Knowledge of: All of the above, and principles and practices involved in operating, interpreting, and protecting State park districts; purposes, organization, policies, procedures, and rules of the Department of Parks and Recreation; methods and materials used in preparing and interpreting historical and natural science displays and exhibits; techniques and procedures used in law enforcement; methods of conducting search and rescue; advanced emergency first-aid procedures; first aid and rescue equipment use and maintenance; principles of forest fire, disease, and insect damage control.

Ability to: All of the above, and plan, organize, and direct the work of others; carry out programs in accordance with plans and specifications; establish and maintain cooperative relations with public groups and organizations; lead and train seasonal staff.

#### **SUPERVISING STATE PARK RANGER**

Knowledge of: All of the above, and basic principles of supervision, personnel management, and business and public administration; State administrative procedures; the Department's Equal Employment Opportunity objectives; a supervisor's role in the Equal Employment Opportunity laws and the processes available to meet Equal Employment Opportunity objectives.

Ability to: Supervise or assist with the visitor services operation of State park districts; organize, coordinate, and plan programs

for operations, interpretations, safety and enforcement, and resource management and protection in park districts; analyze situations and take effective action; establish and maintain cooperative relations with the public and with representatives in other jurisdictions; coordinate mutual aid operations with other agencies; plan and implement in-service training and employee development programs and evaluate the performance of personnel; communicate effectively; work with community organizations and public officials; assist with the development of effective operating programs to protect visitors and the resources of the State park system; effectively contribute to the Department's Equal Employment Opportunity objectives.

### **AGE REQUIREMENT**

#### **STATE PARK RANGER CADET**

Minimum age for appointment to peace officer class: 18 years.

### **SPECIAL PERSONAL CHARACTERISTICS**

#### **ALL LEVELS:**

Aptitude and demonstrated interest in park and recreation work, philosophy, and principles; willingness to wear the prescribed uniform and conform to departmental personal appearance standards; willingness to work at various locations throughout the State; willingness to work on Saturdays, Sundays, and holidays and at odd or irregular hours; willingness to perform law enforcement duties; satisfactory record as a law-abiding citizen; aptitude for interpretive and public relations work; emotional maturity; dependability; punctuality; tact and diplomacy; poise and self-confidence; sensitivity to needs and attitudes of others; neatness and courtesy.

### **SPECIAL PHYSICAL REQUIREMENTS**

#### **ALL LEVELS:**

Physical strength, endurance, and agility; mentally alert; physically sound; hearing sufficient to perform the essential functions of the job; demonstrate sufficient swimming ability for self-preservation and to direct aquatic and lifesaving operations.

#### **STATE PARK RANGER CADET**

A best-corrected visual acuity of 20/20 or better in each eye. An uncorrected visual acuity of 20/40 or better in each eye. A peripheral visual field of at least 120 degrees horizontally and 100 degrees vertically in each eye. Normal color vision, as determined by Ishihara or other color plate tests.

### **DRUG TESTING REQUIREMENT**

#### **STATE PARK RANGER CADET**

Applicants for positions in this class are required to pass a drug screening test. Testing of current employees who are applicants in an examination or who are transferring is permitted only if the person does not have a current appointment to a class for which drug testing is a requirement.

### **SPECIAL REQUIREMENTS**

#### **ALL LEVELS:**

Existing law provides that persons convicted of a felony are disqualified from employment as a peace officer. Such persons are not eligible to compete for, or be appointed to, positions in this class.

Existing law requires that a thorough background investigation be completed on or prior to appointment date. Persons unsuccessful in the investigation cannot be appointed as a peace officer.

Existing law provides that physical and psychological suitability examinations be completed on or prior to appointment date. Persons who are not successful in these examinations cannot be appointed as a peace officer.

Existing law provides that a reading and writing ability examination consisting of an entry-level test battery or equivalent as determined by POST must be completed on or prior to appointment. Persons who are not successful in this examination cannot be appointed as a peace officer.

Existing law provides that a candidate for a peace officer position be fingerprinted for search of local, State, and national fingerprint files to disclose any criminal record.

### **CITIZENSHIP REQUIREMENT**

#### **ALL LEVELS:**

Existing law provides that persons in the classes in the State Park Ranger series be either a U.S. citizen or a permanent resident alien who is eligible for and has applied for U.S. citizenship.

### **ADDITIONAL DESIRABLE QUALIFICATIONS**

#### **ALL LEVELS:**

Bachelor of Arts/Science Degree with specialization in Park Administration, Natural Sciences, Social Sciences, Law Enforcement, Business, or closely related subjects.

Possession of a valid instructor certificate for: Advanced First Aid, First Responder (EMSA), Basic First Aid, and/or Cardiopulmonary Resuscitation (CPR) - from American Red Cross or American Heart Association. Completion and certification as an Emergency Medical Technician - Level I or II.

### **STATE PARK RANGER CADET**

Paid or volunteer experience in law enforcement, or in the operation, protection, and interpretation of a park, forest, public recreational, or historical area.

### **ALTERNATE RANGE CRITERIA**

This criteria will be used to allocate incumbents to alternate Range A or Range B.

Range A. This range shall apply to persons who do not meet the criteria for payment in Range B.

Range B. This range shall apply to persons who have satisfactorily completed the equivalent of 12 months of Range A experience.

### **CLASS HISTORY**

Class	Date Established	Date Revised	Title Changed
State Park Ranger Cadet	4/8/86	8/5/97	8/5/97
State Park Ranger	1931	8/5/97	8/5/97
Supervising State Park Ranger	1930	8/5/97	8/5/97

## DATA TO BE GATHERED FOR FUTURE STUDY

- Further information on types of citations issued
- Consistent Reporting over time of Interpretation statistics
- Need to develop a methodology to determine effectiveness for interpretation
- Study of California Highway Patrol model for hiring
- Number of rangers/lifeguards that left the department, why and the number returning (note- this study is currently being conducted by park operations)
- Clarify the skill set required to perform interpretive functions in the field
- Study of amount of Ranger's time spent on administrative duties (such as ROC, opening and closing gates, etc), administration, law enforcement. Note: need to explain to field why we are asking for this information since it constitutes additional workload to track.
- In-Depth analysis of other models of park agencies (National Park Service, regional park districts) including application of information to California State Parks.
- Identify geographical and operational variations of parks and their impact on staffing requirements.