President’s Message
John T. Waterman

This will be my last message to you as your President as I have decided to conclude my term of office this month. Recently, I was able to obtain a management position which has with it many challenges. Although I welcome the challenges, it also poses some political quandaries if I were to maintain my current Lodge position. I also have a growing son who has begun school this year and, with that, some very time consuming traits. Family is very important to me and I am looking forward to spending precious quality time with my son in the many ventures he has been planning. After five years as your President, I feel it is more than time for someone else to take the reins with perhaps some fresh ideas to continue advancing the Lodge. I will continue to maintain an active role on the Board working on specific issues the Board sees fit for me to help with. The Lodge Board has also chosen VP Duane Buck to take on the duties of President pending nominations and an election.

In the past, we have not had much success in getting folks to participate in elections. Many members sit back and wait for the fruits of other people’s labor, still others do Monday morning quarterbacking of the Lodge Board. I challenge the membership to do something for yourself and your colleagues and become involved. The Lodge is only as good as its members and this is your chance to get involved.

John Waterman steps down as Lodge President.
Lodge Officer Nominations Announced

I would like to extend my deepest appreciation to the Board members, past and present. The contributions they have made to the Lodge and profession of LE Rangers is tremendous. It takes countless hours of research, review and preparation for appearing before Congress, or going to the table with the Secretary or Director fighting for the improvement of the ranger profession.

Tactfully approaching supervisors, Chiefs and Regional Chiefs to come up with solutions and agreements with workgroups and rangers who have gotten into a jam. The Board’s hard work and support has made my five years extremely rewarding and certainly eased the burden on me while at the same time also assisting so many members. It is important to realize that this group of only six brothers and sisters sacrifices their own off-duty time, annual leave, and travel for Lodge business. I cannot thank you all enough.

Lodge Seeks Nominations

With John stepping down as Lodge President, it’s time to hold an election and elect new officers. As the first step, any active member may send in nominations for Lodge officers – self nominations are fine and encouraged.

The offices are: President; Vice President; Secretary; Treasurer; State Director (should be a Virginia resident to attend to State Lodge affairs); and Trustee.

We’d like each nominee to submit a signed statement, length of your choosing, on your qualifications and what you would like to see the Lodge accomplish. This will be sent out with the ballots. Please include a phone number and email address so we can contact you.

Send it to:
National Park Rangers Lodge
POB 1481
Twain Harte, CA 95383

If you have questions about the duties and time demands of the job contact an officer through the website or phone 800 - 407 - 8285 between 10AM and 8 PM Eastern Time, 7 days a week. The deadline for nominations is May 13th.

1801 Series Follow-up
John Waterman

I have gotten several questions about the 1801 series meetings that began two years ago. The series is alive and well, although not with the Park Service. As I have said in previous newsletters, after being involved with many of the meetings hearing from all sides and being allowed to
Interagency Liaison on the US-Mexican Border
Matt Stoffolano

In this article, we hope to convey current working conditions in one of the border parks. We will describe a level of interagency cooperation that we believe is rarely found in areas away from the border. We will explain the variety of agencies we deal with and the nature of those relationships. Perhaps this will be the first of several articles in which we hope to describe in greater clarity the role of the NPS and demystify some components of being a ranger on the southern border.

The genesis of this article was a discussion between me and one of the supervisory rangers. He commented that in his 15+ years with the NPS at many other sites, he had never worked with so many different agencies and organizations.

As the Chief Ranger, I deal with many different agencies and my focus differs from that of the staff. I deal primarily with the US Border Patrol. For those who don’t know, the US Border Patrol is divided into “sectors” and then subdivided into “stations.” In Arizona, there are two Sectors, the Tucson Sector, and Yuma Sector. Tucson sector is responsible for the border from New Mexico to the Pima County Line, in the middle of the Cabeza Prieta Fish and Wildlife refuge, west of Organ Pipe Cactus National Monument. There are about 3,300 patrol agents in the Tucson Sector, and over half of them have less than 2 years on the job.

The Tucson Sector is subdivided into stations and there are 8 stations in the sector. Of the 8 stations, I deal with half of them. Each station has between 200 - 450 agents, a Patrol Agent in Charge (PAC), an Assistant Patrol Agent in Charge and any number of Field Operations Supervisors, and supervisors. The Border Patrol uses details and temporary assignments to develop its employees. They frequently move employees around from task to task and location to location. Just keeping track of who is where can be a full time job in itself.

I meet weekly with PACs and other supervisors from the Border Patrol. These meetings can center on immediate problems, long-term planning, operational requests, intelligence briefs, high-level VIP visits, and a host of other topics. In addition, I meet regularly with senior staff from FBI, DEA, US Marshals, the local Sheriff and police chiefs. We participate in a well-attended fusion center intelligence meeting every two weeks. At these meetings are representatives of the military, who attend for intelligence, counter-intelligence groups, local base detachments, and military police. Also represented are local police departments, sheriffs’ offices, Arizona state Department of Public Safety, Border Patrol, FBI, and DEA.

Agencies come from as far away as Tucson and include Air Force OSI, TSA, US Forest Service, BLM, JTTF, HIDTA, DPS intelligence, and others I cannot mention. Every two weeks we meet to discuss intelligence, trends, and share information.

As part of our border strategy, I focus on long-term planning, projects, cooperative efforts, and how the NPS can leverage the assets of others onto our problem set. There are other agencies that understand our needs and want to help us. From the military community especially, we are frequently offered equipment and expertise.

I spend considerable time explaining to agencies that we do a homeland security type of task, but not due to a homeland security mission. We do it because smugglers and illegal aliens
are often resource violators and create safety concerns in the parks that affect visitation and employee safety. We only engage in cross border law enforcement due to the adverse impact on the parks' resources.

The supervisory rangers attend bi-weekly planning meetings with the US Border Patrol that focus more on movement of resources, operational plans, and the daily and weekly operations of border law enforcement. Much of their time is focused on explaining what the NPS brings to the table. We have unique enforcement capabilities with regulations in the park that many other agencies do not understand or comprehend how they may benefit from them. The supervisors spend much more time coordinating with other agencies in terms of training, logistics, and sharing intimate knowledge of park resources. The interaction that the supervisors have with partner agencies is critical to our success.

The supervisory rangers attend a variety of meetings and planning sessions where they represent the agency and interact with the local police and sheriffs' offices, AZ DPS, members of the local drug task force, supervisors from BLM, USFS, USFWS, and members of the military. One focus of the supervisors is to develop relationships. Deconfliction ["To alter (something) to avoid conflicting with something else." -ed.] is also a critical component of their jobs. Deconfliction to ensure that there is full knowledge amongst the agencies as to who is working what type of an operation, where and when.

Even if we are not involved in operations, we need to know they are taking place so we do not accidentally disrupt an operation. We need to know so we can avoid a "blue on blue or green on green" incident. The field supervisors ensure that our non-law enforcement staff is aware of the activity levels in the park. Without compromising any operations, they can ensure that staff is safely working in areas of the park where we have deconflicted activities.

The field supervisors provide training to other agencies, as part of the National MOU with DHS, we provide regular training for Border Patrol in the form of an orientation to the NPS, and a natural resource based philosophy of enforcement from the NPS perspective. The supervisors also run special programs that put them in contact with a wide variety of three letter organizations and military partners.

This sounds somewhat spooky, but it's things like getting maps from the right people or to the right people, ensuring that copies of our reports make it to the right agencies, or speaking to a group of students from the US Army military intelligence courses when they visit the park.

The field rangers in the park, who do the tough and dangerous jobs, encounter partner agencies such as US Border Patrol, USFS, and BLM every day and often multiple times a day. There is a near constant Border Patrol presence in our area, agents out on foot, horse, air patrol, in uniform and in plain clothes. When we rescue aliens in distress, they are turned over to US Border Patrol. On occasion, we provide EMS for agents of the US Border Patrol.

Rangers work with Border Patrol to perform joint patrols, share patrol information and often give each other a ride back at the end of a foot patrol. Field rangers have the opportunity to develop relationships with Border Patrol agents and exchange with Border Patrol local knowledge and intelligence.

If Border Patrol is tracking an alien group, or if criminal activity is coming towards the park, rangers ensure that non-law enforcement employees in the park are not in harm's way. Rangers provide security services for a variety of resource management groups, contractors, volunteers, and paid employees, as such they have the opportunity to learn about the parks resources and share the importance of the job they do with others.

**Line of Duty Death of Fellow Lodge Member Brother Chris Nickel**

John Waterman

On January 29th of this year, Brother Chris Nickel died while on a hiking patrol on the Square Tower Ruin Trial in Hovenweep National Monument. Brother Chris had been a member of the Ranger Lodge for the past eight years. I had the pleasure of attending FLETC with Chris in 2003. We partnered up on several assignments and Chris was inspirational in helping me improve my physical fitness.

His enthusiasm and love for the National Park Service was clearly evident. Although Chris would fool you to think he was a quiet participant, his perfectly timed witty remarks would come out just at the opportune time and I will never forget them.

May Chris rest in peace and his wife Linda find comfort.

I would like to thank Chris' Chief Ranger Jim Dougan for assisting Chris' family in this time of mourning as well as moving quickly to release FOP benefits to his wife, Linda. Thanks also to the Virginia State Lodge for stepping up and offering their assistance.

There was a Memorial Celebration of Chris' life on April 16th in Hovenweep National Monument.
A-FRIEND is launched as a Support Group for Land Management Officers
Scott Ryan

A-FRIEND is the Alliance of Field Rangers Injured Emotionally in the Line of Duty. Our organization is being launched in an attempt to fill a need for support against job-related emotional injuries in the Land Management LE/Emergency Response profession. It is not affiliated with any particular land management agency. We hope to represent all those who serve as law enforcement and emergency response officers on all of our public lands, federal and state.

The term “ranger” is generic; it refers to a land management protection officer, regardless of official title.

For the past two decades now, it's been recognized that professionals of the traditional police, EMS and fire departments suffer from abnormally high rates of job-related emotional injuries. Studies show that Post Traumatic Stress Disorder (PTSD) among these professionals is, variably, on the order of 5 times higher than the general public. However, there appears to be no studies on the rate of emotional injuries in rangers, even though violent crime, and tragic deaths and body recoveries occur on public lands, and are on the rise. And as you know, rangers are being assaulted and murdered. It's a tough job.

There is an "epidemic" of emotional injuries in land management law enforcement. If you have one of these injuries and are open about it, many of your colleagues will confide in you that they too are suffering, or have suffered one of these conditions, and some upper management officials may even advise you that this is a problem of epidemic proportions.

Most rangers know of someone who is suffering from or has suffered a job-related emotional injury, and of rangers who terminated their careers over them. Many more of those injured remain anonymous for fear of negative impact on their careers.

A-FRIEND offers support for these wounded rangers, as a cancer survivor's group provides support for the cancer patient. We are not licensed professionals, and we don't replace professional medical help or counseling. Rather, we are your colleagues who've suffered job-related emotional injuries, got help and came back to continue work as commissioned law enforcement rangers. We've been there; we know what it's like. We know that this tough job can hurt you over time, or it can even strike you down suddenly from just one major tragedy.

Contrary to the still pervasive stigma about these injuries, they are externally driven. They are not caused by you, but rather by extraordinary or cumulative external pressures upon you. They are no different from physical injuries such as a broken leg, where external forces cause the break. You are not weak. And by no means are you alone. There are many of us.

A-FRIEND is a completely free service, just as support groups should be. We are volunteers. We hope to give you support and help you decide to go for counseling or psychiatric assistance, as we did.

We hope to prevent or turnaround some of the burnout, compassion fatigue, PTSD, and the many health problems that arise among so many rangers as a result of stress and emotional trauma.

Contact with us remains confidential, and it can remain anonymous if you prefer. As A-FRIEND is a private organization, we do not report our contacts to any agency. It's also worth repeating that we are not licensed professionals, and we don't replace professional medical help or counseling. Neither are we an advocacy group pushing for policy change. We concentrate on supporting you, and giving you the encouragement to get help through the various agency programs or through private counselors.

A-FRIEND also provides training in job-related emotional injuries, their causes, recognition, the internal biochemical processes that burn them into the brain, some of the current treatment out there, and the professionally recommended ways to improve resilience to these injuries. Please contact us if you are interested in hosting this training.

Finally, we are looking for volunteers; rangers who, like us, have struggled with job-related emotional injury and do not mind going public with it. We need your expertise, and we need more people for troubled rangers to contact. The larger our pool of contacts, the greater differences there will be in our experiences, field functions and personal traits (gender, marital status, different religion or none, etc), and that will allow callers a choice of the support volunteer(s) they most identify with.

Our website will be coming online in the near future: a-friend-ranger.org. There you can find out more about us, links to information on job-related emotional injuries, and ways to contact us. Until then, please call Scott Ryan at 435-459-2399, or John Goodwin at 415-716-6309.

Please stay safe, stay sane, and watch out for each other.
Newsletter Notes
George Durkee

Some years ago, in addition to a quarterly issue of The Protection
Ranger, the Lodge started sending out interim issues of an e-mail
newsletter, The ePro Ranger. We're hoping to revive that in the near
future. The Protection Ranger will continue. Unfortunately, we don't get
a lot of article submissions and have drastically reduced our print
schedule. This often means that interesting articles that are sent in
laughish until we get enough copy for a full issue.

With the ePro, we can send member-generated news and articles out more
often as well as interesting safety and tactical information from other
sources. We have about 75% of our membership's private e-mail
addresses, but want to have 100%.

To make sure you receive not only the ePro, but other membership
related email from the Lodge, please send us your current home e-mail.
If you've never received an e-mailed communication from the Lodge, it
would be a good idea to make sure we have your address on file.

Anti-fatigue measures
could cut cop deaths 15%,
researcher claims
From Force Science News

A leading sleep researcher argues that officer deaths from vehicle
accidents and violent attacks could be cut by at least 15%—"a pretty
darned conservative estimate"—if the problem of police fatigue was
seriously addressed.

As it is, he claims, a toxic mix of poor personal habits and arbitrary
agency policies is creating a "large pool of officers at risk."

These assertions come from Dr. Bryan Vila, a former 17-year veteran
street cop in Los Angeles who now directs the Simulated Hazardous
Operational Tasks laboratory in Washington State University's Sleep
& Performance Research Center in Spokane. Author of the landmark
book Tired Cops, Vila spoke at the latest IACP annual conference as a
panelist discussing "Strategies for Promoting Officer Safety by
Managing Fatigue and Work Hours."

He expanded on his remarks in a recent interview with Force Science
News about the impact of long shifts, rotating schedules, and insufficient
sleep on police reaction time and threat decision-making.

SOBERING STATS. First, some
sobering statistics Vila shared with
his IACP audience. According to a
survey by the AAA Foundation for
Traffic Safety, among officers in the
US and Canada:
- 53% get less than 6.5 hours of
  sleep daily (compared to 30% of
  the general population). 91% report
  feeling fatigued "routinely."
- 14% are tired when they start their
  work shift.
- 85% drive while "drowsy."
- 39% have fallen asleep at the
  wheel.

Vila identified some of the many
unwelcome consequences. "Fatigue
decreases attentiveness, impairs
physical and cognitive functioning,
diminishes the ability to deal with
challenges, and sets up a vicious
cycle: fatigue decreases your ability
to deal with stress and stress decreases
your ability to deal with fatigue."

And, he estimates, fatigue is likely to
be responsible for at least 15% of
officer deaths and career-ending
injuries from vehicle crashes and felonious assaults.

FLAWED DRIVING. The greatest
risk from drowsy driving seems to
come from cops heading home
fatigued after shift. Before the
obvious hazard of falling asleep at
the wheel occurs, there's the issue of
momentary inattentiveness.

"A drowsy driver does not
experience a steady decrease in
driving ability," Vila explains. "You
get random, but increasingly
frequent, lapses of attention. You
space out for a few seconds."

"Most of the time, you get away with
it. If you're on a straight, flat road
with no other traffic, it can be no
harm, no foul. But if the road turns
while you're attentive, you've got a
problem." He cites the case of a
California officer driving home up
a winding canyon on a bright Sunday
morning. "During an attention lapse,
the road curved and he kept going
straight--out of lane and into a
swarm of bicycles coming downhill. He killed 2 riders, a horrible
tragedy."

During their work shift, periodic
shots of adrenaline may help officers
stave off drowsiness until they're off-
duty, Vila speculates. "But then
when the adrenalin wears off, the
payback comes." More research is
needed, he says, to clarify the
adrenaline-fatigue interaction and its
effect on performance.

COMBAT LIMITATIONS. Fatigue is also "a prime candidate for
affecting how well you do in a
combat situation," Vila says. Again,
specific research findings are sparse,
but "the best information so far
strongly suggests that long work
hours and erratic, insufficient sleep
put officers more at threat in
confrontations, as well as driving."
Among other things, as you get more and more tired, you experience a "cognitive narrowing" that can cause you to miss important elements in your surrounding environment, Vila explains. This is similar to the so-called "tunnel vision" stress reaction that is common in a threat situation and indeed may accentuate that phenomenon. "You're not able to shift focus readily with a lot of competing demands on your attention."

Moreover, the fatigue-related narrowing can also impede your decision-making. "Your judgment is likely to be compromised," he says, "and the risk increases that you won't make as good decisions as you otherwise would. When you're tired, you tend to latch onto a 'solution' for challenges that confront you and stick with it even when objective information suggests it is wrong."

"Parts of the brain that we know are especially vulnerable to fatigue are those that help you control emotion and arousal and those that direct the executive functions, such as making and realizing the consequences of decisions."

"These elements obviously affect your ability to survive life-threatening challenges. Being tired puts you at a substantial disadvantage, compared to being fully alert and having your best faculties for detecting and addressing the threat."

**SELF-MONITORING.** What's also certain from studies of astronauts, fighter pilots, and other subjects is that "human beings are lousy judges of how impaired they are from fatigue," Vila says.

"One of the first parts of your brain negatively affected by lack of sleep is the part that looks in on yourself and reports how you're doing. That means that one of the first pieces of safety equipment to go down as you get more tired is your tiredness monitor."

"Your cognitive ability can be affected by fatigue, without your realizing it, to the same degree as someone who's drunk. In tests even of elite professionals, people's reports of how tired they are don't relate accurately to how tired they really are. In short, you just can't self-monitor fatigue worth a damn."

**AGENCY ADAPTATIONS.** Protecting officers from fatigue disasters requires a collaborative effort between agencies and personnel, Vila advises.

He believes agencies can help by scheduling shifts to more closely mirror natural body rhythms. "We don't have full information yet on what's the perfect shift or at least the least harmful shift," he says. "But the officers most at risk seem to be those who work through the night, because the body's natural circadian rhythm is to be awake and working in daylight."

"In most people, there tends to be a gradual decrease in alertness after 10 or 11 PM, hitting bottom between 3 and 6 AM. From about 6 AM onward light rays from the sun trigger cells in your brain that promote a renewed cycle of alertness."

"The longer your shift is in darkness, the more at risk of fatigue you are. If you've been up for 12 hours, you're more at risk at 4 AM than if you've been up for 12 hours and it's 4 PM."

"Departments often just arbitrarily pick the times for shifts to begin and end, but with a little flexibility they could favor the night-shift officers, who are most at risk. Get them started earlier and off the job and in bed earlier, even if it means the day shift has to start earlier."

Also, he points out, "departments don't have to have the same length of shifts all around the clock. They could have 12-hour shifts during the day and 8-hour shifts at night. And they could sharply limit the number of night shifts an officer works consecutively. The more night shifts you work in a row, the less and less resilient you become to being tired. After about 3 consecutive night shifts, you'll start to see a substantial problem and you need time off so you can catch up on your sleep."

For more than a decade, Vila has advocated that agencies provide a "napping room" where officers can take 20- to 40-minute restorative breaks during duty hours. "Even if you don't fall sound asleep, just lying down with your eyes closed for 30 minutes in an absolutely dark and safe room can have a major refreshing effect," he says.

"All this may be a bit of a pain for administrators," Vila acknowledges, "but it's smart in terms of risk management. Departments will end up getting better work out of their people while keeping them safer."

**PERSONAL RESPONSIBILITY.** "You need to be your own first line of defense in combating fatigue," Vila emphasizes.

Among the personal issues that affect whether you get the recommended 7-8 hours of quality sleep per 24 hours are these:

- What's your sleep environment? "Are you sacking out in the La-Z-Boy with the game on and getting up every hour or so to do things?"
- How much caffeine are you taking in?
- What's your overall level of health and fitness?
- Are you working a 12-hour shift and then tacking on overtime or a second job?
- If you work nights, are you scheduling sleep appropriately?

"The farther into the day that you first try to sleep, the fewer consecutive hours of sleep you're likely to get," Vila explains. "If you can go to bed at 5 to 7 AM,
good. But if you wait 'til noon, sleep is harder to sustain."

Dealing effectively with the fatigue issue in law enforcement is really "a tightrope walk," Vila says. "Agencies have to back the demands for service in their community with concern for the needs of the officers they put on the street to meet those demands. But by the same token, if officers are not making rest and resilience priorities for themselves, whatever departments do may not be enough."

NEW RESEARCH AHEAD. During the next 2 years, Vila and his research team plan to conduct controlled laboratory experiments that he hopes will provide a scientific basis for managing police fatigue. Supported by joint funding from California POST and the federal DoD, they will study the cumulative impact of work-related fatigue on the performance of experienced patrol officers in 3 critical operational tasks: vehicle driving, deadly force encounters, and reporting.

Vila says: "Even though research involving other professionals makes clear that fatigue from sleep loss degrades human performance while driving, making decisions, collecting information, communicating, and reporting, little is known about the magnitude of those effects in police work. That is important knowledge we need in order to manage police fatigue in a cost-effective manner."

The study will involve 80 officers, half of whom work night shifts and half who work days. Each officer will take a battery of tests twice, once while highly fatigued, and another time when rested. Their sleep will be tracked using wrist actigraphs and their performance will be measured in the WSU Sleep & Performance Research Center, using MPRI PatrolSimIV driving simulators, AIS PRISim L1000 deadly force judgment and decision-making simulators, and in a computerized field report writing simulation as well as a set of vigilance and fatigue assessments.

*Force Science News* will keep you posted as this project progresses. Dr. Vila can be contacted at: vila@wsu.edu. His book, *Tired Cops: The Importance of Managing Police Fatigue*, is available from the Police Executive Research Forum at www.policeforum.org/bookstore.

### National Police Week Ceremonies

A reminder to all members that May 15th to 21st is National Police week to commemorate all of the officers who have fallen in the line of duty.

The Candlelight Vigil is traditionally held on May 13th, so it will be held on Friday, just before the official start of ceremonies this year.

The National Peace Officers' Memorial Service, which is sponsored by the Grand Lodge of the Fraternal Order of Police, is one in a series of events which includes the Candlelight Vigil, which is sponsored by the National Law Enforcement Officers Memorial Fund (NLEOMF) and seminars sponsored by Concerns of Police Survivors (C.O.P.S.). The Memorial Service will be held on May 15th.

If you can't attend the ceremonies in Washington DC, be sure to check with your local department to see if a Memorial is scheduled in your town or nearby. It's important that park rangers join their brother and sister officers in remembering and honoring the fallen.

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**Requiem In Pacem**

Our Lodge lost three of our members this year. In addition to Chris Nickel, we are saddened by the deaths of:

Norman Henry Dodge, 68, the former Chief Ranger of Acadia National Park, died March 14, 2011, in Bar Harbor Maine. Norm was one of the very first members of the Lodge, and his wife Martha said that being a Lodge member was very important to him.

Julie Weir: Ranger Julie Weir was tragically killed in a motor vehicle collision On Thursday, February 24th while enroute from her permanent position at Independence NHP to a new position at Klondike Goldrush NHP, scheduled to start at the end of her field training in Yosemite NP.

On behalf of the all the Brothers and Sisters of the Lodge, we offer our deepest condolences to their families and all their friends.

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**Time to Renew?**

If you have recently received a notice of renewal please send your dues in soon.

The continued support of each of you is critical to continue our efforts on your behalf. You may renew using the envelope provided or go to our web site and use PayPal: www.rangerfop.com

Member support is always available by email or 800 number:
800-407-8295. Please call only between 10 AM and 8 PM Eastern Time.

Many thanks for your continued support!
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Application for Membership

You may also join, renew and pay your dues online with PayPal.

Lodge Website

The Lodge website is updated with notices and links to other sites that we think are interesting and helpful to resource-based law enforcement officers. Visit it often between issues of the Protection Ranger to keep current on things that affect you and your job. Our address is www.ranger2.com

FOP Lodge

National Park Rangers Lodge

POB 1481

Twain Harte, CA 95383

FOP Lodge

VA 60

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