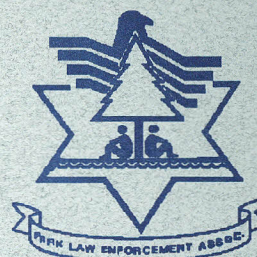




PLEA



JOURNAL OF THE PARK LAW ENFORCEMENT ASSOCIATION

PRESIDENT'S MESSAGE.....

Looking Back

by Ralph Hayes

Commander Newell Rand and his staff planned an event to be remembered when the Maryland-National Capital Park Police hosted the fifteenth annual PLEA Conference and Workshop. The sessions, tours, socials and hospitality all appeared to come off without a hitch and were among the best we've ever had. And I am especially grateful for the hard work of all the people at M-NCPD who made my final days as president so memorable.

R. Dean Tice, Executive Director of NRPA (and new PLEA member), not only delivered the keynote address at the banquet, but spent considerable time talking and becoming acquainted with the incoming officers and other PLEA members. The fact that Dean didn't hesitate, but pulled out his wallet when Rick Greer suggested PLEA would be happy to accept a membership application shows the importance of being involved in order to have a real impact. Otherwise it's all just talk. Dean Tice knows this very well. Would he have agreed to be our keynote speaker when some sixty of us not only PLEA members but NRPA members as well? Maybe. Or maybe not.

This whole thing we call PLEA started in a bar in Colorado Springs with a handful of like-minded people. It has grown to somewhat more than a handful now, and appears to have its brightest and most far-reaching future with state affiliates which are forming ever more rapidly. But I still think of those few friends and associates who first got the ball rolling: Jerry Wimpee, of course, whose idea it really was but who engineered the rest of us into thinking we had come up with an original idea. J. C. Lindsey, Gene Moore, Gordon Greenwell, Bourbon Zeigler. Some of these names will be more or less familiar to PLEA members depending on their length of association, but the names and faces of these people will always be in my mind. Because even though mistakes were made, together we did something good. And they would all smile (as I did) at the irony that in order to wrap up one item of unfinished business, my final meeting as a member of the PLEA Board was called to order in the hotel bar in Maryland.

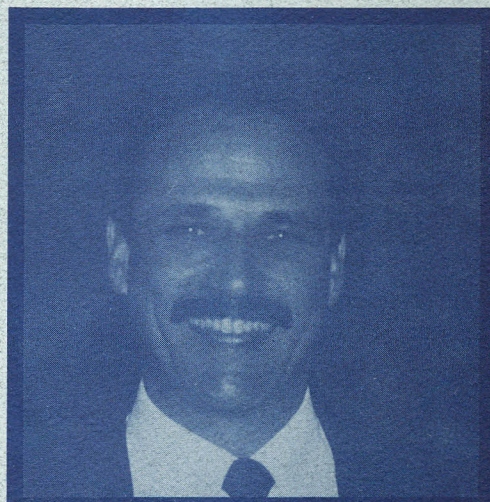
The biggest reason for the success in getting state affiliates under development was the hard work for Roger Skarda from Will County, Illinois. When we arrived in Maryland it was a sad surprise to learn Roger would not be attending, having suffered an apparent stroke brought on by an aneurysm. Even knowing the seriousness of such a condition we were hopeful for his recovery but it was not to be. Roger passed away the week after the conference. A member of the PLEA Executive Committee, Roger was a seemingly tireless worker whose dedication to the profession and to PLEA was apparent to everyone who knew him. Roger loved golf, trains, city skylines and talking with friends. As chairman of the State Affiliates Development Committee he made my job much easier by working hard and reporting often. I couldn't have asked for more. He was my friend and I miss him.

Through association with PLEA I've been lucky enough to travel and meet people all over the country who are of like mind and purpose and who have the same concerns and problems. Obviously, this was possible because the people I work for believe in what we are doing and I thank them for that. The officers, committee workers and members who have worked so hard for so long have accomplished so much because most of them also have the philosophical and financial support of their employers. Such widespread interest and patronage is crucial to our existence as a viable entity and for that continuing commitment those agencies have the gratitude of all who believe we are doing something of value. I feel very fortunate to have been allowed to serve such a fine group of people for so long.

The time for transition is at hand. Some years ago, while serving as the head of another organization and as the end of my term drew near, I remarked to the secretary of that body it seemed just when you halfway knew what you were doing, it was time to turn it over to someone else. The secretary, older and more experienced—and far wiser—asked, "Just what the hell did you think this was all about, anyway?"



NATIONAL RECREATION
AND PARK ASSOCIATION



PLEA IS AFFILIATED WITH THE NATIONAL RECREATION AND PARK ASSOCIATION

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CALL FOR PUBLICATIONS

The Park Law Enforcement Association (P.L.E.A.), an affiliate of the National Recreation and Park Association (N.R.P.A), invites you to submit articles for consideration to *PLEA: the Journal of the Park Law Enforcement Association*. P.L.E.A. was established in 1984 to improve park law enforcement, natural and visitor resource protection services in park, recreation and natural resource areas through professional development, thus ensuring "quality of life" leisure opportunities in local, state, and national park, recreation and natural resource settings. P.L.E.A. serves individuals and organizations interested in the advancement and support of park and natural resource law enforcement services. Membership includes park rangers, forest rangers, park police, park patrols, park security, game wardens, conservation officers, park and recreation board members, administrators, educators and other interested park, recreation and natural resource professionals.

PLEA is published quarterly and attempts to provide timely information to the membership concerning the association and articles specifically aimed at the park and natural resource law enforcement audience, with the goal of providing educational information for our membership, facilitating an exchange of ideas, and to generally promote professionalism within the field.

Articles should be from three to ten double-spaced, wide-margined pages and should include a short biographical sketch, listing the author's agency affiliation. Photographs, charts and tables are highly desired. Upon publication, the author will receive a copy of the issue his article is printed in for his/her records. Please submit articles to the Editor for review and consideration. Thank you for your interest in *PLEA*. We look forward to receiving your articles.

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OFF LIMITS--

SECURITY DEVICES, BARRIERS, AND ALARMS DETER ACCESS TO CLOSED POOL FACILITIES

A three-year-old boy drowned in the pool next door to the mobile home in which he was living. The pool area was surrounded on three sides by a cement block wall 60 inches or greater in height. A corner section of the cement block wall behind the pump room had crumbled. The abandoned, flatbed trailer was parked next to the deteriorated wall section and afforded an opportunity for children to gain access to the pool area. When asked, a neighbor living across the street from the pool admitted that she occasionally observed children climbing onto the trailer; over the wall and then into the pool area.

The edge of the pool deck nearest the child's trailer was enclosed by an ornamental iron fence of the Spanish Modern style. The top horizontal cross bar was 60 inches from the ground. The distance between the top and bottom horizontal bars was 56 inches. A single spring-closure gate was installed in the wrought-iron fence. The gate was of a self-closing, self-latching design. A gravity latch was located on the inside of the access gate behind a diamond-shaped metal mesh welded to the gate. The latch was 49 inches above the ground, 44 inches from the bottom horizontal bar and 11 inches from the top of the gate. A keyed lock box was installed integral to the gate 42 inches above the ground. County records showed numerous and repeated violations of the bathing codes. Violations were not corrected by the next routine inspection, as was required. During an inspection after the drowning, several violations of the state bathing code section were noted. The barriers did not prevent access to the pool deck by unauthorized persons, nor were they impenetrable by small children. Vertical members and the openings at the bottom of the barrier fence were more than 4 inches apart. The distance between two forcibly bowed vertical members near the deep edge of the pool was 5 3/4 inches.

The key-operated lock integral to the access gate was kept unlocked during periods of operation. Only the manager and owner had keys to the pool gate, and the required latching device was locked only at night and during seasons of the year when the pool was not open for use by residents.

The rigid shielding material that protects the latching device on the gate from access had openings large enough to permit a 1/2 inch sphere- and therefore a child's fingers- to easily pass through. The owner of the trailer park

did not adequately maintain the cement block wall as part of the access barrier.

The pump room door was unlocked, creating a hazard by allowing access to the mechanical equipment and pool chemicals room.

This is a general description of what can happen at an unattended pool. Fortunately, it doesn't have to be this way.

If pools are adequately protected while the facility is closed or unattended, then the chance is reduced that a tragedy like the one described above will occur.

Barriers are necessary to exclude unauthorized persons from a pool or pool area when the aquatic facility is closed for the evening or shut down for the winter season or for repairs. A commercial pool should be surrounded by a fence, wall, building or other barrier that completely encloses the pool area and prevents trespassing or foot traffic through the area.

Other protective devices such as alarms and surveillance equipment, safety covers, posting of meaningful signage and the institution of security patrols also may be effective in deterring trespassers. Exact requirements should be verified with local regulatory officials.

Barriers keep unattended children and non-swimmers from gaining access to the water; however, they are not a substitute for active supervision. Unattended children should never be permitted in a pool area. Direct supervision by a responsible parent or other adult possessing swimming and basic rescue skills is the surest way to prevent drowning and other serious accidents around a pool.

Because of the obvious need to restrict access to pools in order to protect the public, barrier code requirements have been adopted by most communities. However, no device or combination of barriers is fail-safe, nor is protection guaranteed.

Drownings and spinal injuries--two of the most catastrophic accidents that occur around the water--are most likely to occur in unsupervised settings. Because drowning is a silent form of death, individuals in nearby dwellings are unlikely to hear splashing or screams for help. The large majority of drownings occur in residential settings--around the home, apartment or condominium complex, trailer parks, hotels, motels or other places of lodging--in swimming pools, spas, water features, bathtubs, toilets and even 5-gallon buckets.

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Approximately two-thirds of all sport-related spinal injuries can be attributed to shallow-water diving accidents. Head-first entries into water and the resulting impact with submerged or immovable objects, such as the bottom or wall of a pool, almost always result in tragedy. The overwhelming majority of victims are young men in their teen and 20s. Statistics have shown that a typical spinal-injured victim was influenced by his peers, unsupervised and unaware of the potential danger or consequences of his actions. Frequently, his judgement was impaired by the use of alcohol or other recreational drugs. In almost all cases, impact was sudden and unexpected and the victim did not have time to react or make adjustments to his entry in order to avoid injury.

Effective barriers, hazard warnings, education as to the dangers and better supervision of aquatic facilities and facility users are needed to lessen the occurrence of these two disasters around pools. Pool owners need to install and maintain effective barrier systems and implement risk management procedures, not only to lessen the likelihood of accident occurrence but also to protect themselves from negligence charges and resulting litigation.

Multiple layers of protection are recommended to limit or delay access during lapses in supervision or to prevent access by unauthorized persons. Regular inspection of barriers and proper preventive maintenance is crucial to sustaining an effective deterrent. Blocking doors or gates open; not maintaining fences, closures and latch mechanisms; forgetting to lock doors; not checking to see that all patrons have left a facility before locking up for the night; not enforcing rules and ignoring or disabling alarms are just a few mistakes that can render a barrier system useless.

Unattended pools are often protected by fences, alarms, closers and lock mechanisms, surveillance, equipment, safety covers and security patrols.

Fences

Although some individuals consider fences to be aesthetically unpleasant, properly designed, installed, and maintained fences will lessen unauthorized entry into the pool area, prevent young children from gaining access to the pool area and reduce pediatric submersion accidents in pools and spas.

Nixon, Pearn and Petrie, Australian researchers studying childproof safety barriers, tested more than 500 children between 2 and 8 years old on their ability to climb a 4 1/2 foot barrier fence. Results published in the Australian Pediatric Journal (1979) showed that by age four, more than half of the subjects could successfully climb the barrier.

Chain-link fences less than 6 feet tall should not be used as pool access barriers unless wire mesh, slats, barbed wire or other means approved by local building officials is used to prevent the openings in the fence from being used as a climbing surface. The size of holes in chain-link fence should not exceed 1 3/4 inches.

Small children must not be able to penetrate the fence. A study was published recently based on an evaluation of data collected by the U.S. Consumer Product Safety Commission in studies of the physical measurements of more than 8000 American children. Written by Elliott Stephenson and published in *Fabricator* (July/August 1993), the results showed that approximately half of all 13- to 18-month-old children can successfully pass through a 5-inch wide opening, but that none of children over 1 year old could pass through a 4-inch wide opening. In addition, measurements taken of head size and chest depth showed that approximately 95 percent of 10-year-olds have head widths of less than 6 inches and that approximately 95 percent of 7 year olds have chest depths of less than 6 inches.

Study results such as these indicate a need to space vertical members in barrier fences no more than 4 inches apart. Fences with openings of 5 inches or 6 inches or more will not prevent young children from squeezing their bodies through opening in the fence.

Constructed of coated nylon mesh, removable baby barrier fences are one way to provide additional security on an existing fence. The nets can be installed behind vertical fence slats or chain link. Tennis court wind screens also can serve the same purpose.

Access Control Devices

Many types of locks are available, including automatic latching, manual or keyed systems coupled with electronic access control/security systems. A lock that is integral to the gate is recommended.

New on the market are Bulldog automatic solenoid gate locks manufactured by GTO Inc., Automatic Gate Openers, Tallahassee, Fla. The surface-mounted locks can be installed on either the inside or outside of the gate. Low-voltage batteries or solar panels will power the system which can use a doorbell button, digital keypad, keyswitch, card key or any combination of the above to operate the gate.

According to Jim Shy, marketing manager for Baltimore-based Anchor Fence Chain Link Division and Monumental Iron Works Wrought Iron Division, gates can be equipped with electronic locks that are self-closing, self-latching and adaptable for pushbutton panic locks or push-down handles so that they may be more easily operated by disabled individuals.

Gates should be self-closing and self latching, with the mechanism located at least 4 feet off the ground and more than 6 inches below the top of the gate. To prevent access to the latch from the exterior of the gate, the latch should be protected by a rigid webbing, shield or plate installed to wither side, below and above the latch to the top of the gate. The shield should not have openings greater than 1/4 inch in diameter. The closer should be adjusted to allow the gate to self-close and positively self-latch from any open position.

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According to Mary Ann Sanowskis, secretary-treasurer of Preso-Matic, Fort Pierce, Fla., manufacturers of keyless gate locks, dead-latch locks are recommended for pool gates. Unlike deadbolt models that depend on someone remembering to lock the gate when leaving the pool area, dead-latch models automatically lock the gate upon closing. The lock are mechanical, rather than electronic, and can be operated by disabled patrons. When the combination is pressed, the bolt retracts automatically.

Door Closers and Alarms

Electronic pool surveillance and alarm systems are another option for pool protection. The U.S. Consumer Product Safety Commission in its Model Barrier Code accepts a resettable alarm on a sliding door as an alternative when no physical barrier is installed between a residence or hotel/motel room and a pool. If used consistently and maintained in good working order, closers prevent doors and windows from being accidentally left open and thwart unsupervised children from gaining access to a pool.

One device, the Poolguard Door Alarm, does not close the door, but simply sounds and audible alarm if a door adjacent to a pool is left open. An audio alarm sounds for several minutes when a child passes through, before automatically resetting itself. The battery-powered device consists of a magnetic sensing switch which is attached by sensing wires to an alarm. A 15-second delay switch which allows an adult to pass through the door without setting off the alarm.

Another device, the Protectatot alarm from Chula Vista, Calif.-based Aqualarm, can distinguish between an adult and a child passing through a doorway or any protected space, according to Aqualarm president John Hooper. Passive infrared sensors detect body heat passing the two sensors installed in the doorway. One sensor is installed at a child's height, and one is installed at a typical adult height. When an adult passes through, he or she is detected by both sensors. The alarm clicks to indicate that the sensors are working, but the alarm does not sound. When only the lower sensor detects a body passing through the doorway, the alarm is activated. The alarm sounds for three minutes, then resets automatically. If triggered accidentally, an adult can wave his or her hand past the upper infrared beam or simply walk through the doorway to stop and reset the alarm.

Pool and Deck Alarms

Several types of alarms are commonly used to detect unauthorized entry into a pool area, to warn of children or pets that have fallen into a pool or to alert operators of potentially damaging low-water situations or chemical releases. Alarms fall into several categories, including infrared or light beams, electronic devices, pressure wave systems, surface water wave motion sensors and sonar devices.

Infrared light beams are used to identify an intruder on the pool deck or passing through a doorway or gate before the individual has a chance to get into the water. Sensors transmit a radio frequency to receivers plugged into standard wall outlets. Sensors detect infrared energy emitted by the human body when it is within the detection range or a break in the light beam.

Electronic sensors also can be installed underwater to detect an electronic signal emitted by a medallion that is worn like a bracelet or necklace or attached to clothing worn by children residing or vacationing near the water in which the sensor is installed. A battery-powered relay module can transmit alarm signals to remote locations up to 500 feet from the pool. Only children wearing the medallion are protected.

Pressure-wave systems are composed of hollow tubes that extend into the pool water. Pressure changes are detected when an object falls into the water and an alarm sounds.

Surface wave motion devices float on the water surface and are designed to react to wave motion or changes in water surface tension. Turbulent water completes the electrical circuit and sets off the alarm.

Sonar devices use sound waves to detect intruders in the water. In the passive systems often installed in residential settings, false alarms have been caused by airplanes passing directly overhead.

Two products, Nite Gard and Sonar Gard, manufactured by Sonar International, Fairfax, Va., are designed for commercial use. Nite Gard is installed to prevent vandalism and reduce the likelihood of drowning by detecting intruders who sneak into a pool area at night. Two ultrasonic transducers are installed on each pool wall, 10 to 12 inches below the water surface. Each transducer can both send and receive signals. Sonar beams generated by the 6 inch diameter transducers create a perimeter line which, if breached, detects the trespasser. A shrill alarm is activated. Floodlights illuminate the pool area when the alarm is activated. Or, a silent alarm can be activated and security patrols notified without alerting the trespassers to the fact that they have been detected. Nite Gard also can be connected to phone pagers, video cameras, closed-circuit television monitors or other security system components. The alarm can be reset after a specified amount of time.

Even for guarded pools, an alarm may be a good idea. Sonar Gard can be used by lifeguards or security patrols to enhance their surveillance duties. Sonar emitters and receivers can the deep areas of the pool every two seconds. When a receiver signal drops for 2 to 4 seconds, a victim is detected and an alarm sounds. The receiver can distinguish between someone who is submerged, drowning or in distress. a monitor shows where the victim is located in the pool. Sonar Gard operates 24 hours a day, but can be put into a night mode to detect unwanted intrusion.

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Most alarms are self-contained, battery-operated units. Alarm prices range from a low of just under \$200 to a high of nearly \$30,000. The alarms can be permanently mounted, floated on the water surface or installed temporarily on the edge of the deck next to the pool. Most pool alarms can be used while solar or insulating pool blankets are installed, but the alarm sensitivity may have to be adjusted, particularly if the alarm is activated by wave motion. Floating alarm units must be removed from pools when automatic or robotic vacuum cleaners are operating.

Alarms should be armed after hours or during periods of the year when the pool is not in operation. A pool alarm should be tamper-proof. Vandals or trespassers should not be able to remove, deactivate, turn off or in any way disable the alarm.

Safety Covers

Safety covers prevent access to pool or spa water, while fences prevent access to the entire pool area. To be effective barriers, safety covers must be in place and secured at all times. Safety covers come in automatic models for year-round use and anchored for seasonal use.

Year-round models serve as passive solar heat collectors to retain heat and reduce energy bills. They also prevent dirt and debris from blowing into the water; keep small animals out of the pool; reduce water evaporation and chemical dissipation; and help prevent algae growth by blocking the sunlight algae needs in order to grow. These types of covers operate on tracks and must be completely retracted while the pool is being used.

Seasonal safety covers are designed for use when the pool is closed for a long period of time, such as during the winter. These covers are secured to the deck with anchors or other devices. Like year-round covers, seasonal covers keep debris out of the pool, prevent algae growth and make spring openings easier. But, safety covers are different from solar covers, winterizing covers or insulating pool blankets that float on the surface of the water.

Safety covers must meet strict performance standards set by the American Society for Testing and Materials in ASTM Standard F1346-91 and are designed to prevent children from falling into the pool or drowning in water that may have accumulated on top of a cover. Safety covers also must have a continuous connection between the pool and deck and be designed so a child cannot get into the water. They must be capable of supporting a 400-pound-per-square-foot load, bear an identification label indicating the name of the cover manufacturer and installer and compliance with ASTM safety cover standards; and be made of mesh or equipped with automatic auxiliary pumps to prevent the accumulation of water on the cover.

Security Patrols

Facilities with continuous, 24-hour security patrols may be permitted to substitute periodic surveillance of the swimming pool area by a security guard for barriers and

may be exempt from life-guard and fencing requirements in some localities.

However, if management staff, pool attendants or security personnel are used in lieu of lifeguards, they should be capable of performing the duties of lifeguards. Such duties include: preventing accidents and injuries to patrons, recognizing an emergency situation, responding to emergencies and managing the situations, extricating an injured patron from the pool or accident site and providing necessary First Aid treatment.

They should be able to recognize tired swimmers, bathers in distress and drowning victims. They should be practiced in current spinal-management techniques and use of rescue tubes to manage water emergencies. Such personnel also should be able to remove an injured patron from the water and provide assistance, including First Aid and CPR, without causing further injury.

A written statement describing how surveillance is to be provided should be developed. Potential emergencies should be identified, and emergency plans should be written and rehearsed. Signs explaining emergency procedures should be posted in the facility. Employees who might provide assistance in an emergency should be tested on their response to at least one emergency per week.

An emergency telephone or dedicated line should be installed in the pool area. Instructions regarding emergency calls should be prominently posted next to the phone, including phone numbers of the nearest fire, police, hospital, physician and emergency services provider, along with directions to the facility and other pertinent information to be conveyed to the 911 operator.

Effective Signage

Meaningful signage and warnings should be posted and consistently enforced. Effective signage, pool rules, instructional and regulatory information, meaningful warnings and methods of enforcements should be posted. Written safety literature should be provided. In order for signs to be assimilated and easily understood, they must be seen, properly and conspicuously posted, of adequate size, isolated from clutter, legible, graphic whenever possible, consistent and pertinent. Specific wording of some signs may be required by code. Such signs should be posted without alterations or modification of wording.

An adequacy test for warnings has been developed by McCormick & Sanders ("Legal Requirements for Warnings," 1982, McGraw-Hill), based on two court decisions: *Muncie v. Magnolia Chemicals* (TX 1968) and *Tucson Industries v. Schwartz* (AZ, 1971). The courts have found that a sign must:

- Be designed to gain attention in advance of encountering the danger
- Convey the nature of the danger
- Warn with an intensity commensurate with the potential for injury

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- Tell how to avoid the injury; and
- Explain the consequences of failing to heed the information.

Swimming pools that have been closed for the evening or season are particularly attractive to youths looking for something to get into. Pool managers should protect their facilities as much as possible from unauthorized entry.

Effective barriers, hazard warnings and regular monitoring schedules must be installed and maintained in order to be effective. Multiple layers of protection are recommended to limit or delay access during lapses in supervision or to prevent access to unauthorized persons.

Not only will the precautions help prevent the facility from being vandalized, they also may help prevent a drowning or serious injury.

Are These Signs Posted At Your Facility

1. Operating permit. This will indicate to patrons the quality of your facility. Information indicating the maximum bather capacity also is typically included on signage posted near the operating permit.
2. Color coding of the filter from piping system. Some states, such as New York, Pennsylvania and Virginia, specify which colors must be used.
3. Filter specifications placard indicating: Name, location and date of construction of facility, Capacity in gallons, water surface area and dimensions of the pool (in feet), Turnover rate (in hours), Capacity of the filters (in square feet and gpm), Rate of flow and capacity of the pumps in gpm at the appropriate feet of head, Head loss at which the filters should be backwashed, with instructions for operating the recirculation equipment.
4. Markings on the top edge of benches, steps, ladders, treads, tiers, ramps and other protrusions. These should be 1 inch or 2 inch wide markings in a contrasting color.
5. Emergency phone numbers of police, fire, and rescue services should be posted next to an emergency telephone.
6. Personal health and safety regulations posted with the pool rules as well as on signs near spas, steam baths and saunas.
7. Pool rules clearly defining prohibited behavior and possible result of catastrophic injury or death.
8. Safety warnings that use such commonly recognized signal words as "danger, caution, and warning."
9. CPR and rescue breathing information. Posters are readily available from certifying agencies. They should include instructional diagrams and be multilingual, if necessary.

10. Areas restricted to operating personnel. These areas should be clearly designated with easily recognized caution colors and symbols.
11. Signs warning patrons of emergency procedures to be followed in case of exposure to hazardous materials.
12. Depth markings on vertical and horizontal rises, as well as a contoured depth chart for use by non-swimmers.

Facility Security Checklist

Facility Name/Address:

Name of Inspector:

Inspection Date:

Comments:

Barrier Fences and Walls:

- | | |
|-----|--|
| y/n | A fence, wall, building or other barrier completely encloses the pool area. |
| y/n | Doors do not open directly from bathhouse, shower area or hotel room into the pool area. |
| y/n | Perimeter fence does not block the view of the pool from security patrols. |
| y/n | Fence is at least 6 feet tall. |
| y/n | Fence has no external footholds, handholds or horizontal members to make it easy to climb, nor can nearby objects be used to climb into the pool area. |
| y/n | Walls or solid barriers constructed of cement block or brick, if installed, do not contain indentations or protrusions closer than 45 inches apart. |
| y/n | Chain-link fence is equipped with wire mesh, slats, barbed wire or other means approved by local building officials to prevent openings from being used as a climbing surface. The holes in the chain-link fence do not exceed 1 3/4 inches in diameter to pass through. |
| y/n | On ornamental iron fences, the distance between the tops of horizontal members is greater than 45 inches. |

Gates, Windows and Closers:

- | | |
|-----|--|
| y/n | Access gates in the barrier fence open outward-away from the pool. |
| y/n | Gates are at least as tall as the required height of the fence. |
| y/n | Gates remain locked when the pool is not in use or supervised and cannot be blocked open or disabled to prevent closing. |
| y/n | Gates and locks can be operated easily by the disabled. |
| y/n | Gates are self-closing and self-latching. |
| y/n | Latch is mounted on the inside of the gate at least 4 feet |

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off the ground and at least 6 inches from the top of the gate

y/n To prevent access from outside the gate, the latch is protected by a rigid webbing, shield or plate installed to either side, below and above the latch. The shield does not have openings greater than 1/4 inch in diameter.

Pool and Deck Alarms

y/n Alarm detects unauthorized entry into the pool area and notifies patrols without alerting the trespassers.

y/n Alarm has a battery back-up in case of power loss.
y/n Alarm can be reset after a specified amount of time and armed after hours or during periods of the year when the pool is not in operation.

y/n Pool alarm is tamper-proof. Vandals or trespassers cannot remove, deactivate, turn off or in any way disable the alarm.

Pool Monitor

y/n Staff, pool attendants or security personnel used in lieu of life guards are trained to recognize and respond to an emergency situation, extricate an injured patron from the pool or accident site and provide First Aid treatment and CPR without causing further injury to the patron.

y/n Security staff consistently enforce pool use rules.
y/n Staff is trained to recognize tired, swimmers, bathers in distress and drowning victims.

y/n A description and statement of how surveillance is to be provided has been developed and rehearsed.

y/n Employees who might provide assistance in a pool emergency are tested weekly on their skills and knowledge.

Safety Covers

y/n Safety cover has a continuous connection between the pool and deck to prevent children from entering.

y/n Safety cover is installed in a track, rail or guides or otherwise locked or secured into the deck.

y/n Safety cover will support a 400-pound per square foot load and bears an identification label indicating the name of the manufacturer and installer and compliance with ASTM safety cover standards.

y/n Safety cover is provided with automatic auxiliary pumps or is otherwise designed to prevent standing water from accumulating on top of the cover.

y/n Safety cover is always removed completely before swimmers enter the pool.

Effective Signage and Emergency Response:

y/n Pool rules, instructional and regulatory information, meaningful warnings and methods of enforcement are prominently posted.

y/n Written safety literature is provided.

y/n Specifically worded signs required by code are posted without alteration or modification of wording.

y/n Signs explaining emergency procedures are posted.
y/n An emergency telephone with a dedicated line is available in the pool area, along with a list of phone numbers for the nearest fire, police, hospital, physician and emergency services provider and directions to the facility.

Depth Markings:

y/n Depth markings are plainly and conspicuously placed at or above the water surface on the vertical walls and on the edges of the deck within 18 inches of the pool. Patrons can easily distinguish whether the depth is measured in feet and inches or meters.
y/n Depth markers are placed at maximum and minimum points, at the shallow and deep ends, at points in break of slope, at all major deviations in shape and at 1 foot increments in depth.

y/n Numbers are spaced a maximum of 25 feet apart measuring at least 4 to 6 inches in height and made of slip-resistant and color contrasting material.

y/n Permanent depth or drop-off lines of 2 to 4 inch wide in black or a contrasting color extend down the side, across the pool bottom at a depth of 4 1/2 feet, and back up the opposite side of the pool to indicate changes in slope.

y/n A buoyed life line, secured with recessed eye bolts, is placed across the width of the pool to separate shallow and deep portions. This is in place continuously, except during lap swimming.

y/n A contour depth chart or similar device is posted next to each pool to help non-swimmers judge depth and shape.

y/n All steps, ladders, treads, tiers, ramps or other protrusions into the pools and spas are tiled, marked or striped with a 1 inch or 2 inch wide band of color contrasting coating on all tops and vertical rises.



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THE SITUATIONAL LEADERSHIP MODEL

What Is It? and

How To Make Productive Use Of It In Your Command.

by Sgt. Harry E. Carlile Jr. M.S.

Peoria Park District Police Department

ABSTRACT

The knowledge base concerning leadership skills, like most other things in life, constantly keeps evolving. In 1984 when I took my first law enforcement training leadership (management) course 90% (ninety percent) of the class revolved around a relatively new topic in law enforcement management called "Participative Management". At that time, in the literature presented, there was no thought given to the inclusion of such variables as subordinate ability/willingness to do the job or the task behavior of the job itself.

1989 was the first time I found any reference to the Situational Leadership Model in the popular police leadership/management classes and then it was only mentioned in passing, through the use of a commercially produced videotape. However, after additional exposures to the Situational Leadership Model in a variety of different educational and training mediums since that time, I have found the Situational Leadership Model is a valuable tool for a variety of applications in law enforcement settings including park law enforcement.

The article will examine the major aspects of the Situational Leadership Model using examples from a park law enforcement setting to demonstrate how it works.

THE SITUATIONAL LEADERSHIP MODEL:

What Is It? and How To Make Productive Use Of It In Your Command.

The knowledge base concerning leadership skills, like most other things in life, constantly keeps evolving. In 1984 when I took my first law enforcement training leadership (management) course 90% (ninety percent) of the class revolved around a relatively new topic in law enforcement management called "Participative Management". In reviewing some of the instructional materials from this class I found articles explaining how participative management could be used in law enforcement and other settings. One article (White, 1974), used a continuum to examine different aspect(s) of management/leadership.¹ The continuum

had Autocratic Leadership on one end and Participative Management on the other. With the rare exception of a civil uprising or other intervention which required an immediate collective response (2) on the part of the police the correct answer to all management situations was the use participative management. At that time, in the literature presented, there was no thought given to the inclusion of such variables as subordinate ability/willingness to do the job or the task behavior of the job itself. The correct management method was to always include the subordinate in on the decision making process.

1989 was the first time I found any reference to the Situational Leadership Model in the popular police management classes and then it was only mentioned in passing through the use of a commercially produced videotape. No further instruction was given by the instructors on this topic and it was so unmemorable that I only realized it had been covered when I reexamined the instructional materials (FTO Manual, 1989) for another purpose. However, after additional exposures to the Situational Leadership Model in a variety of different training and educational mediums since that time, I have found the Situational Leadership Model is a valuable tool for a variety of applications in the law enforcement settings including park law enforcement.

The article will examine the major aspects of the Situational Leadership Model using examples to demonstrate how it would work in a park law enforcement agency. The Situational Leadership Model

To understand how the Situational Leadership Model works you first must understand some key terms and their working definitions. The first of these terms is Task

(1) In this material the words (management and leadership) were used interchangeably however I believe most scholars writing in the area of leadership today would separate them. For the duration of this article I will use the word management since I believe it better communicates the intent desired.

(2) Two or more police officers working in concert to solve an imminent threat to life or property.

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Behavior - which is defined as the extent to which a leader engages in spelling out the duties and responsibilities of an individual or group. These behaviors include telling people what to do, how to do it, when to do it, where to do it, and who is to do it (Hersey & Blanchard, 1993). An example of this in a park law enforcement setting would be the explanation by a supervisor to a subordinate of how the supervisor wants the subordinate to control traffic at a special event. The supervisor will tell the officer (who), to direct traffic at a specific time (when), at a specific location (where), and how that supervisor expects the patrol officer to undertake this project i.e. use a traffic control vest, flashlights, whistle, send the vehicles west, do not for any reason allow them to go east etc.) all in very precise, specific, sequential steps 1, 2, 3, 4.

Task Behavior is one way communication from the leader to the follower with no regard to the feelings or concerns of the follower. The only concern is getting the job done, done right, and done on time.

The second term which must be understood is Relationship Behavior which is defined as the extent to which the leader engages in two way or multi-way communication (Hersey & Blanchard, 1993). The behaviors include listening, facilitating, and supporting behaviors (Hersey and Blanchard, 1993). An example of Relationship Behavior in a law enforcement setting would be a discussion between a patrol officer and a supervisor concerning a specific area of a park which the patrol officer knows there to open drug dealing but to date the patrol officer has yet to affect it in any significant way. The supervisor should listen to the problem, the supervisor would then have several options including: offering additional manpower to help with the problem; or, offering other things such as special tools which would help the officer complete the project (both are forms of facilitating); or, the supervisor could just be supportive in his communication with the officer and allow the officer to work through the problem; or, supervisor may use some combination of all three.

According to Hersey and Blanchard (1993), task behavior and relationship behavior are separate and distinct dimensions. Thus, they can be placed on separate axis of a two (2) dimensional graph, which allows four (4) different quadrants to develop which are used to identify four individual (different) basic leadership styles as illustrated in Figure A.

As you can see in Figure A, Task Behavior is plotted from low to high on the horizontal axis while the Relationship Behavior is plotted from low to high on the vertical axis. This makes it possible to describe leadership behavior in four ways (Hersey & Blanchard, 1993). These four ways of explaining leadership behavior indicate that no one style is effective for all situations. Rather each style would be effective and appropriate for a given situation.

EFFECTIVE LEADER BEHAVIOR

High Relationship and Low Task S 3	High Task and High Relationship S 2
Low Relationship and Low Task S 4	High Task and Low Relationship S 1

(Low)< TASK BEHAVIOR >(High)
(Providing Guidance)

Figure A

According to Hersey and Blanchard (1993) the following descriptions apply to these four styles.

Style 1 (S1): This leadership style is characterized by above average amounts of task behavior and below average amounts of relationship behavior. An example of this type leadership style in a law enforcement setting would be a supervisor explaining point by point how he or she wanted traffic controlled at a special event.

Style 2 (S2): This leadership style is characterized by above average amounts of both task and relationship behavior. An example of this type of leadership style in a law enforcement setting would be a supervisor explaining a new general order and asking if anyone had any questions.

Style 3 (S3): This style is characterized by above average amounts of relationship behavior and below average amounts of task behavior. An example of this type of leadership style in a law enforcement setting would be a supervisor asking if an officer has any problems in his/her area and then sharing with that officer ideas on how to fix these problems. In the end they reach a consensus on one or more solutions on how to fix the problem(s).

Style 4 (S4): This style is characterized by below average amounts of both relationship behavior and task behavior. An example of this type of leadership style in a law enforcement setting would be a supervisor allowing an officer to define problems in his/her area, allowing him/her to determine the proper solutions, and then allowing him/her to implement the solutions.

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We must remember that leadership does not operate in a vacuum. There are many other variables that can affect leadership including, but not limited to, the organization, job demands, decision time, key associates, and of course the follower(s) (himself/herself). The follower is the most important person in the leader / follower relationship for without the follower the leader would be nothing. The follower / leader relationship is the most crucial variable in the leadership situation. If the follower decides, for whatever reason, not to follow it does not matter what the leader does or which other factors are present there will be no leadership. Thus, the leader must first decide which task specific outcomes must be accomplished by the follower(s) before he or she can determine the follower readiness or the specific behavior style to use for that level of readiness.

Another critical term in the Situational Leadership Model is Readiness. Readiness is defined as the extent to which a follower has the ability and willingness to accomplish a specific task (Hersey & Blanchard, 1993). Readiness is not a personality trait rather it is how ready a person is to perform a particular task. Readiness deals with an individuals' personal situation at that point in time and is not a judgment of the person in general. Every class of individual has a readiness level for a particular task. A good example of this in law enforcement is a probationary officer. He or she may be very good at the detection and handling of drivers who are operating a vehicle under the influence of alcoholic liquor or other drug (DUI) and thus will need very little supervisory help during this part of the process (arrest). However, when it comes to filling out the mountain of paperwork for the DUI arrest that same officer may need assistance in doing it in the prescribed manner.

The leader must also remember the assessment of readiness may extend past the individual to a subgroup of the whole. For law enforcement this translates very easily into the example used above concerning DUI arrests. The probationary officer is just one officer on a supervisors shift. However, the probationary officer may not be the only officer of that supervisors shift that has problems handling the paperwork portion of a DUI arrest. Maybe a few of the other officers on the shift might have the same problem (for a variety of reasons which will be discussed in the coming paragraphs). Thus, these officers (including the probationary officer) are at one level of readiness when it comes to DUI paper work and will have to be better supervised in that area, than the rest of the supervisors officers who are able to accurately complete the DUI paper work and do not need the higher level of supervision.

Readiness can be further broken down into two components Ability and Willingness. Ability is defined as the knowledge, experience, and skill that an individual or group brings to a particular task or activity (Hersey & Blanchard, 1993). The key to "ability" as it relates to the Situational Leadership Model is that it must be "task

specific". That is to say that a law enforcement officer who has spent 20 years in the patrol division might be a competent "patrol" police officer but he or she will have no more of the skills it takes to investigate a complicated computer fraud case than the average citizen. Thus, when considering ability in a situational leadership circumstance the focus must be task specific.

Willingness is defined as the extent to which an individual or group has the confidence, commitment, and motivation to accomplish a specific task (Hersey & Blanchard, 1993). This is usually thought of as when a follower(s), for one reason or another, has lost some of their ability (usually through lack of use), or has lost some of their commitment and motivation to complete the task. This usually implies at least that there is some backsliding on the part of this officer. An example of this in law enforcement would be the veteran officer who does not make an obvious DUI arrest. He or she may have lost their ability (knowledge) of how to correctly complete the tests/paperwork necessary to correctly make the arrest and not wanting to look bad to either their peers or their supervisors they elect not to make the arrest. Or, maybe they have lost the commitment and motivation for spending the 2 - 3 hours it takes to correctly complete such an arrest.

According to Hersey and Blanchard (1993) willingness can also mean that a person has never completed a specific task before. Thus, a lack of experience in doing the task i.e. insecurity will also play a role in willingness. An example of this would be when an experienced park police officer is asked by the chief to make a presentation on park law enforcement to a local civic group. The officer in question has spoken many times, on a variety of topics to groups of police officers but never to ordinary citizens. He or she is afraid of making a fool of himself/herself and/or the agency. This would cause a great amount of insecurity on the part of the officer and thus maybe would create an unwillingness to do the job.

An additional key to understanding willingness and ability is to understand that even though there are different dimensions they are working in an "interacting influence system" (Hersey & Blanchard, 1993). This simply means that significant change in one area will affect the system as a whole. Readiness levels are simply the different combinations of ability and willingness which individual people bring to each task. These different combinations of follower readiness can be placed on a continuum and be divided into four levels, each representing a different combination of follower ability and willingness. This is represented in Figure B.

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FOLLOWER READINESS			
HIGH	MODERATE		LOW
R4	R3	R2	R1
Able and Willing or Confident	Able but Unwilling or Insecure	Unable but Willing or Confident	Unable and Unwilling or Insecure

Figure B

As denoted in Figure B each level represents a different combination of follower ability and willingness or confidence:

Readiness Level 1 (R1): Unable and Unwilling The follower is unable and lacks commitment and motivation. An example in a law enforcement setting would be an officer who does not have the knowledge to properly investigate an out of season poaching violation and does not want to commit the time to learn.

or

Unable and Insecure The follower is unable and lacks confidence. An example in a law enforcement setting would be an officer who does not have the knowledge to properly investigate an out of season poaching violation and lacks the confidence to try.

Readiness Level 2 (R2): Unable but Willing The follower lacks the ability but is motivated and making an effort. An example in a law enforcement setting, using the out of season poaching violation investigation but where the officer makes an effort to investigate the case even though he or she lacks the knowledge and ability to do it 100% correctly.

or

Unable but Confident The follower lacks the ability, but is confident as long the leader is there to provide guidance. An example from law enforcement would be the out of season poaching violation investigation but where the officer with the help of the supervisor knows he or she can handle the case properly.

Readiness Level 3 (R3): Able but Unwilling The follower has the ability to perform the task, but is not willing to use that ability. An example from law enforcement would be the out of season poaching violation investigation above but this time the officer has the knowledge to investigate the case but for some reason he or she does not wish to

or

Able but Insecure The follower has the ability to perform the task, but is insecure or apprehensive about doing it alone. In a law enforcement setting using the out of season poaching violation investigation the officer has had the training which allows him or her to have the knowledge of how to conduct the investigation but has never completed such an investigation by himself or herself.

Readiness Level 4 (R4): Able and Willing The follower has the ability to perform and is committed. In a law enforcement setting using the out of season poaching violation investigation the officer has the ability to complete the investigation and is committed to doing so.

or

Able and Confident The follower has the ability to perform and is confident about doing it. In a law enforcement setting using the out of season poaching violation investigation the officer has the ability to complete the investigation and is confident he or she will do it right.

It is important to note in R1 and R2 the follower is leader directed whereas in R3 and R4 the follower is self directed. This is the reason that the follower can go from being insecure and confident and then become insecure again.

When a supervisor has a follower(s) at readiness level 1 (R1) for a specific task i.e. unable and unwilling or insecure it is correct to provide a large amount of guidance and just a little supportive behavior. This leadership style is commonly referred to as "Telling".

When a supervisor has a follower(s) at readiness level 2 (R2) for a specific task i.e. unable but willing or confident it is correct to provide a large amounts of both of guidance and supportive behavior. This leadership style is commonly referred to as "Selling".

When a supervisor has a follower(s) at readiness level 3 (R3) for a specific task i.e. able but unwilling or insecure it is correct to provide small amounts of guidance (since they already know what their doing) and lots of supportive behavior which will help the follower overcome their unwillingness or lack of confidence. This leadership style is commonly called "Participating".

When a supervisor has a follower(s) at readiness level 4 (R4) for a specific task i.e. able, willing and confidence it is correct to provide small amounts or no guidance (since they already know what their doing) and small amounts or no supportive behavior. In other words let them diagnosis the problem and solve it on their own. This leadership style is commonly called "Delegating".

To correctly use the Situational Leadership Model it is important to understand that there is no "one best way"

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to influence (lead) others. Rather, the leaders behavior will be more or less effective depending upon the readiness level of the follower.

According to Hersey & Blanchard (Pg. 196, 1993) Situational Leadership contends that strong direction (task behavior) with a follower(s) with a low readiness level is appropriate if they are to become productive. Similarly, it suggests that an increase in the readiness level on the part of the people who are somewhat unready should be rewarded by increased positive reinforcement and socio-emotional support (relationship behavior). Finally, as followers reach high levels of readiness, the leader should respond by not only continuing to decrease control over their activities, but also by continuing to decrease relationship behavior as well. With people with high readiness, the need for socio-emotional support is no longer as important as the need for greater freedom. At this stage, one of the ways leaders can prove their confidence and trust in these people is to leave them more and more on their own. It is not that there is less mutual trust and friendship between leader and follower - in fact, there is more - but it takes less supportive behavior on the leader's part to prove this to them.

Figure C is the Situational Leadership Model which brings together the all of the details which have been previously explained.

FOLLOWER READINESS

HIGH	MODERATE		LOW
R4	R3	R2	R1
Able and Willing or Confident	Able but Unwilling or Insecure	Unable but Willing or Confident	Unable and Unwilling or Insecure
-Follower Directed-		-Leader Directed-	

Figure C

To correctly use the Situational Leadership Model (Figure C) you must make several decisions. First, what specific objective(s), (i.e. task(s)) do you wish the officer to accomplish? Second, What is the readiness of the situation of the follower(s) (officer(s))? (Refer to the readiness section listed above.) Once these decisions are made and plotted on the Situational Leadership Model the decision on which leadership style should be used, will be evident.

To use the model identify a point on the follower readiness continuum i.e. locate a point somewhere within R1, R2, R3, or R4, which best represents the follower(s) (officers) readiness level to perform a specific task. Then construct a perpendicular line from that point to a point where the perpendicular line intersects with the curved bell shaped line which represents leader behavior. This point will indicate the most appropriate amount of task and relationship behavior for that specific situation.

Once a supervisor has chosen a specific leadership style utilized it accordingly with the leadership behavior (style) indicated, than he/she should ask himself/herself "What was the result of the intervention?" If the result was what the supervisor wanted, do than do nothing more. However, if the result was not what the supervisor wanted then the supervisor should reassess the follower readiness level again and reuse the procedure listed above. By initially making the correct choices of follower readiness the supervisor will never have to use the model more than once for any task. However, if the supervisor uses the model and later finds that his or her assessment of follower readiness was incorrect than he/she should readjust the follower readiness and use the model again.

To better understand the Situational Leadership Model in action the next several paragraphs will take you completely through a park law enforcement example. First, we must decide on what the exact objective is we wish to accomplish. In this case we need to have an officer reduce

(High) EFFECTIVE LEADER BEHAVIOR		
R	S3	S2
E	Hi Rel.	Hi Task
L	Low Task	Low Rel.
A	Share ideas and facilitate in decision making	Explain decisions and provide opportunity for clarification
T	Low Rel.	Hi Task
I	Low Task	Low Rel.
O	Turn over responsibility for decisions and implementation	Provide specific instructions and closely supervise performance
N	S4	S1
S		
H		
I		
P		
B		
E		
H		
A		
V		
I		
O	(Low) < TASK BEHAVIOR > (High)	
R	(Providing Guidance)	

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the number of motor vehicle speeding violations in a given park during a specific time period (3) where a number of complaints have been received from the parents of juveniles who are participating in a soccer league in the park during that specific time period (4).

Begin by examining the readiness of the follower i.e. the officer in question. Does the officer possess the ability to properly write speeding violations and is he or she willing and secure in writing these citations(5)? If he or she does not possess the ability the supervisor must first give him or her (or see that he or she gets) the proper training (guidance). Once the officer possess the ability (and the supervisor is sure of this fact) than the supervisor is already automatically past the "Telling and Selling" leadership behaviors. Next, determine whether the officer is willing and confident or is the officer unwilling or insecure. If the officer is willing or confident choose the "Delegating" leadership style behavior and than all the supervisor needs to do is monitor the results. If the officer is unwilling or insecure than the supervisor should give the officer the proper type and amount of relationship behavior which will allow the officer to do the job ("Participating").

Again, examine the results of the intervention. Is there a reduced number or complaints? Was there an increase in citations and then a reduction (given the same amount of time and energy was expended on the project)? When the supervisor visited the site numerous times during the complained about time period did he or she visually and checking with a speed measurement device find a reduction in violations? If the answer was yes do nothing further however, if the answer was no, stop and reassess the follower readiness level, than choose the recommended intervention style and repeat the procedure again.

Conclusion

After reading Management of Organizational Behavior -Utilizing Human Resources by Hersey and Blanchard, (1993) which contains the Situational Leadership Model, and studying it thoroughly (which I would encourage anyone who is interested in the "Situational Leadership Model" to do), I believe that the "Situational Leadership Model" is

- (3) Admittedly an easy example, however it's simplicity better allows the reader to understand the model.
- (4) This type of goal would be easy to check - i.e. a reduced number of complaints, an increased number of citations than a reduction in the number of citations, or a supervisory on site visit with a speed measurement device.
- (5) Does the officer possess the knowledge and skill (i.e. does he or she have the classroom and on the job training) to: 1. observe and recognize a vehicle speeding violation; 2. confirm the observation with a legal speed measurement device; 3. write the proper citation; and 4. follow it up with proper courtroom testimony if the need arises.

a very effective tool in the Management of people however, it should play only a small part of the overall leadership of people. In the management of individuals and/or groups the theory of "Situational Leadership" really works. However, the "Situational Leadership Model" would more accurately be named "Situational Management Model". Leadership is much more than just the management of people. It should include "Personal Mastery", "Team Learning", and "Shared Visions" just to name a few areas of importance.

Where is the "Vision" of where this organization should be in the next 10, 20 or 50 years and why? Using an example of the street drug dealing, how should an agency handle this problem? Should the local police agency spend the bulk of their resources attempting to arrest the street level pushers (there is much literature that says this is what the public wants the police to do) or should that same agency expend the bulk of their resources higher up the ladder in an attempt to arrest mid level distributors and the importers (as was done in the 1980's) or should they take another avenue, which to date is unknown and/or unexplored? These are questions which today and tomorrow's leaders must answer. The Situational Leadership Model is not the complete answer to questions of true "Leadership". Rather, I believe that W. Edward Deming - The Deming Management Method (Walton, 1986) as well as Peter Senge in his book The Fifth Discipline - The Art and Practice of The Learning Organization, have answers which need to be explored further when considering the LEADERSHIP of organizations.

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- About the Author:** Sgt. Harry E. Carlile Jr. is a 13 year veteran of the Peoria (IL.) Pleasure Driveway and Park District where he serves as second shift commander and supervisor of training. He has a masters degree in Criminal Justice Administration from Illinois State University and is currently completing requirements for a Ph.D. from Illinois State in Education. Sgt. Carlile has written a comprehensive Standard Operating Procedures Manual which is being used as a model by several park law enforcement agencies across the State of Illinois. Sgt. Carlile is also the author of a extensive Recruit Manual developed for his agency. He can be reached at: Peoria Park District Police Department, 2218 N. Prospect, Peoria, IL. 61603; 309 686-3359.

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P.L.E.A. COMING EVENTS

1994

October 13-17: National Recreation and Park Association Congress, Minneapolis, MN. Contact N.R.P.A. for further details concerning registration at (703)820-4940.

- P.L.E.A. Informational Booth in Trade Show:
- P.L.E.A. sponsored presentations in Education Session.
- P.L.E.A. Board of Directors Meeting.

1995

March P.L.E.A. 16th Annual Park Law Enforcement National Conference. Cincinnati, OH. Sponsored by Hamilton County Park District. Contact P.L.E.A. Board of Directors for details.

- P.L.E.A. Board of Directors Meeting

October: National Recreation and Park Association Congress. Contact N.R.P.A. for further details concerning registration at (703)820-4940.

- P.L.E.A. Informational Booth in Trade Show:
- P.L.E.A. sponsored presentations in Education Session.
- P.L.E.A. Mid-year Board of Directors Meeting.

1996

March P.L.E.A. 17th Annual Park Law Enforcement National Conference. Austin, TX. Sponsored by the Texas State Parks. Contact P.L.E.A. Board of Directors for details

- P.L.E.A. Board of Directors Meeting.

HELP WANTED:

CHIEF OF PARK RANGERS

Cleveland Metroparks, the largest and oldest Park District in the State of Ohio, with more than 19,000 acres of park land, is seeking a Chief Park Ranger to administer, train, develop and supervise members of the 82-person Ranger Department. The mission of the Ranger Department represents a dual commitment to the protection of park visitors, district land and facilities, as well as visitor service.

QUALIFICATIONS:

1. B.A. in Law Enforcement Administration, Criminal Justice, or related field. A master's degree preferred.
2. Eight years experience in law enforcement, including five years supervisory and administrative experience, park agency experience beneficial.
3. Comprehensive knowledge of law enforcement administration and methods.
4. Ability to maintain cooperative relationships with public officials and with the general public.
5. Must be able to obtain State of Ohio certification in law enforcement.

SALARY: \$50,225 - \$67,951

FILING DEADLINE: Open until filled

TO APPLY: Submit complete resume including education, degrees, and full employment history to:

Cleveland Metroparks
Department of Personnel
4101 Fulton Parkway
Cleveland, Ohio 44144

MEDALS OF VALOR: Maryland National Capital Park Police

Commander Newell S. Rand, Jr. of the Maryland-National Capital Park Police, Prince George's County Division Chief, presented four Park Police officers with Medals of Valor, and one with a Certificate of Merit.

Sergeant Wayne means, Officer Louis Kreitzer, and Officer William Dau received the medal of Valor for unusual courage and great risk displayed at a construction site on August 23, 1993 in Kettering, Maryland. The operator of a bulldozer lost consciousness and struck a utility pole supporting a transformer and high intensity powerlines. With smoke and sparks billowing from the transformer, and despite warnings of imminent explosion from utility workers on the scene, the officers removed the driver from the bulldozer and took him to safety.

Detective David McClintock received the Medal of Valor for extraordinary courage and great personal risk and great personal risk displayed on January 16, 1993 at a traffic accident on Rt. 50 in Lanham, Maryland. A tractor trailer struck the rear of a Dodge Caravan, which caused the tractor trailer to explode into flames. Det. McClintock attempted to extinguish the fire. After expending the extinguisher he realized the driver of the truck was trapped. Utilizing the empty fire extinguisher, Det. McClintock smashed the truck's windshield and pulled the driver to safety. During the rescue Det. McClintock sustained injuries to his arms and hands.

Officer Thomas Provenza received a Certificate of Merit for exceptional attention to duty, exemplary performance under pressure, and life saving action at Watkins Regional Park on January 2, 1994. Officer Provenza was approached by a hysterical woman carrying an unconscious two year old child. He started rescue breathing and the child's breathing was restored. The child was transported to the hospital and released.

Detective David McClintock was named Police Officer of the year. Kitty Hall Memorial civilian awards for outstanding service were presented to Ann Milbourne, Denise Williams, and Thomas Provenza.

In attendance were Mary Godfrey Director of Parks and John Rhodes Chairman of the Maryland-national Capital Park and Planning Commission.

FINGERPRINTING KOALAS

AUSTRALIA - The Queensland Police and the University of Queensland are now "fingerprinting" Koalas to prevent them from being taken illegally from the wild and caged in tourist nature parks. Although the palms of Koalas lack prints, their fingertips show a pattern that researchers believe is as individual as human fingerprints are. Under the system, wildlife rangers who suspect that a Koala has been taken illegally can check whether its print is on record.

The Wall Street Journal.

JOURNAL OF THE PARK LAW ENFORCEMENT ASSOCIATION

TRAGEDY AND TRIUMPH

by John Nesbit, Supervisor
St. Louis County Park Rangers



Park Rangers Bob Burgess and Don Hutson Return Form Boat Patrol in LeMay

During the record-breaking flood of 1993 many state, county and local governments found themselves involved in performing unusual duties. As members of St. Louis County's Emergency Management Team, employees of the County Parks Department were no exception.

In late June, personnel from our maintenance division were assisting other departments with sandbagging and pumping duty along Kaiser Creek, which is located in south St. Louis County. This area is along the mouth of the River Des Peres where it empties into the Mississippi River and is known as Lemay, Missouri. As the Mississippi River began to rise, the River Des Peres and creeks along its watershed began to back up, spilling over their banks.

At approximately 1:00 a.m. on July 9th, 1993, the sandbag levee along Kaiser Creek began to collapse and several Park Ranger units were dispatched with department boats to assist the County Police with evacuation of about sixty residences. A Command Post was established at the VFW Hall with 24-hour staffing by Corps of Engineers, St. Louis County Police, Emergency Management personnel and St. Louis County Park Rangers. Communications were established on the area wide "riot" channel. Within two days as much as 6 feet of water covered a six-block area. One week later, fifty-three more families were forced out of their homes.

During this time period Park Rangers were performing a wide variety of public safety duties. Two teams, each under the direction of a Senior Park Ranger, were formed. Six Rangers worked the 7:00 a.m. to 7:00 p.m. shift and six Rangers worked 7:00 p.m. to 7:00 a.m. We were responsible for boat patrol of flooded areas to evacuate remaining families, prevent looting and check levees for signs of further damage. Electric trolling motors were utilized (with gas motor back-up) due to the fear of damaging levees and personal property with wakes. Because of the quick evacuation effort, numerous requests began to come in for transportation to homes by owners to remove personal property from second floors or to photograph the homes for insurance purposes. The day shift established specific times for media tours, and then from 7:00 a.m. to 8:00 p.m. homeowners with ID could be taken to their residences. No personal boats were allowed in the area to prevent looting. The night shift patrolled strictly for looters (making one arrest) and checked on the welfare of the one family who refused to leave regardless of the danger.

JOURNAL OF THE PARK LAW ENFORCEMENT ASSOCIATION

Roadblocks were also established on major streets to prevent spectators from entering the area. Park Rangers were assigned to man these checkpoints in tandem with Army/Air Force Reserves or County Police Officers. As the weeks went on the Park Rangers assisted in seizing marijuana plants being grown on a back porch, stopped numerous suspicious persons and helped evacuate more families. The night shift began baiting humane traps for cats stranded on rooftops and in trees, and the day shift would "run the trap line," rescuing pets and turning the animals over to Animal Control officers. Midnight cruises on the River Des Peres over the Alabama Street Bridge were also popular diversions.

While all this was going on, many other Parks employees were engaged in protecting our own areas from water or providing support to other agencies. Trucks and heavy equipment moved sand for sandbags, equipment was serviced at our central garage, a trailer with a generator and lights was utilized for sandbagging at night, boats were repaired and tents were erected for use at the Command Post. Elements of some National Guard units were housed at the Wayne C. Kennedy Recreation Complex in south St. Louis County, in a area normally utilized as an indoor ice skating rink.

On the afternoon of Friday, July 23, a tragedy struck. During an intense thunderstorm in the south county area four children and two adult counselors from St. Joseph's Home for Boys were killed during a flash flood inside Cliff Cave, located in Cliff Cave County Park. Park Rangers responded to assist but were hampered by high water across roadways. The search for bodies and survivors lasted well into the night, and by Saturday morning one badly-shocked but miraculously lucky survivor had been found. The area was then secured 24 hours a day for the next several weeks to gather evidence and keep curiosity-seekers out.

Exactly one week later the Monarch Levee broke along the Missouri River in west St. Louis County, near Chesterfield. Within hours a major interstate Highway (64-40) was closed and numerous business were flooded. Departmental employees assisted the Chesterfield Police Department with boat patrols of the area. The County's Spirit of St. Louis Airport was under several feet of water forcing the County Police Flight Operations Center to relocate. This flooding also caused the evacuation of the County's Correctional facility at Gumbo. Many of the prisoners were relocated to the North County Recreation Complex, which was closed to the public in order to accommodate the inmates. Corrections Officers handled inside security while County Police and Park Rangers provided uniformed patrols outside.

With the waters throughout the area continuing to rise, the Parks Department began to offer campgrounds and other open spaces for flood victims to park their vehicles or trailers. An on-site registration system was devised and

security was provided at sites where personal property was stored.

The rollercoaster of crests and falls, rain and sunshine continued. Near the Lemay area, at the Phillips Petroleum Company Tank Farm, several propane tanks began to be lifted off their concrete saddles. Pipelines to these full tanks began to flex and the threat of a huge explosion soon developed. At approximately 7:00 p.m. on August 1, Emergency Management officials began to plan for an evacuation including everyone within a one-mile radius of the area. Park Rangers assisted in moving the Command Post to a new location at a local high school. A door-to-door check and evacuation was planned and because of flooded streets, the Park Rangers were given the assignment of contacting residents close to the tank farm by boat. At 6:00 a.m. on Monday, August 2, the evacuation began with thousands of people being displaced and the entire area being put under a dusk-to-dawn curfew to prevent property loss. Our unit assisted by transporting citizens with passes into the closed area in the daytime to retrieve medications or other emergency items and manning fixed posts or patrolling streets at night to prevent looting. During the stabilization of the tanks we held our collective breath as reports of fires at the farm came over the radio. Finally, twelve days later, the tanks were declared secure and the evacuees were allowed to return to their homes.

As the record-breaking crest on the Mississippi River (49.43 feet) passed St. Louis and the waters began to recede, the monumental task of restoring utilities, opening roadways and cleaning up residences and businesses began. Our department was able to turn attention to the damage the flood had done to our park areas. Many shelters, residences and athletic fields were damaged or had to be demolished and rebuilt. We are also responsible for coordinating the Federal 1362 buyout of flood-damaged residences for conversion to park lands. The work of cleaning up continues to this day.

In the midst of the tragedy of the flood, individual acts of heroism and sacrifice shown through. Employees from the County Parks Department were able to work together with other agencies to rise to new challenges. The department received a lot of media attention both locally and nationally because of our presence at flooded areas and the tragic deaths at Cliff Cave. Training and experience paid off, and more experience was gained for future emergencies. year cycles. Historical records show that major floods usually occur in two We will be watching the rivers in 1994! About the Author: John Nesbit is a Supervisor for the St. Louis County Park Rangers. He worked the night shift during the flood detail at Lemay. He can be reached at St. Louis County Park Rangers, 41 S. Central Avenue, Saint Louis MO 63105-1734, (314) 889-3192.

ELEMENTS OF AN EFFECTIVE F.T.O. PROGRAM

by Ranger Jay R. Smith
South District, Hamilton County Park District

Field Training Officer (F.T.O.) programs are not new to law enforcement. For years, rookies have been riding with seasoned officers as part of their training. In recent years, however, the need for an organized, directed approach to field training has been recognized. No longer is it sufficient for a new officer to just "ride along" to become familiar with patrol procedures. Liability concerns make it imperative for departments to provide field training experiences that are consistent with departmental policies and procedures. This is no less true in park law enforcement than in other law enforcement agencies.

In 1991, the Hamilton County Park District Safety Department instituted its current F.T.O. program for new rangers. Sgt. Norm Kandil, North District Supervisor, oversees the program, which provides a standardized method of training and evaluating new officers. According to Sgt. Kandil, the F.T.O. program is a cost-effective method of training because new officers are ready to solo in less time and with more confidence.

Reasons for instituting the program are many, with better visitor services heading the list. Other factors include less possibility of negligent retention, and negligent hiring lawsuits. An in-house F.T.O. program is also required in order to be accredited by the Commission of Accreditation for Law Enforcement Agencies, Inc.

The Hamilton County Park District's F.T.O. program consists of five weeks of field training, which may vary depending on the trainee's experience. All new recruits come to the department with the basic Ohio Peace Officer certification, and often some level of prior law enforcement experience. The first two weeks of duty time are spent observing patrol procedures performed by the F.T.O. This allows the trainee time to watch actual procedures while being free to ask questions. After the initial two weeks, the trainee demonstrates his or her understanding of patrol procedures by actually performing them while being supervised by the F.T.O.

During the 5 weeks of training, the new officer is provided with a training notebook which contains policies, procedures, and checklists. Each departmental form that the trainee will use in the field is reviewed and explained. The F.T.O. and the trainee then initial and date the checklist, indicating that the material was explained. More complex forms may be copied and filled in as samples to be included in the officer's permanent training material for future

reference. From lock-out forms to felony warrant forms, each item is reviewed and may be filled out as a sample. For officers transferring from other departments, many forms are already familiar and require minimal review. Others are new to the officers and need to be fully explained.

Actual patrol procedures are included on the F.T.O. checklist. Firearms safety, driving skills, appearance, conduct, and public relations are just a few of the areas evaluated. Directions to facilities such as the Hamilton County Justice Center, area hospitals, and the Hamilton County Courthouse are also provided.

As the trainee progresses, daily evaluations by the F.T.O. are sent by computer mail to Ranger Headquarters. Sgt. Kandil and the F.T.O. can then review the trainee's progress, and address any areas of deficiency.

One of the most important considerations of any F.T.O. program is the selection of the F.T.O.s themselves. Sgt. Kandil explains that there is "no absolute level of experience required of an F.T.O., but the more diverse the candidate's on-the-job experience, the better". The ideal F.T.O. should be well accepted by his or her peers, possess organizational loyalty, patience, and officer safety awareness. Those officers considered for F.T.O. positions have demonstrated consistent sound judgment, courtesy to the public, and strong work ethics. An F.T.O. must also demonstrate a lack of bias in dealing with fellow officers and the public.

Any training program must be constantly evaluated in order to improve and should include new material. Sgt. Kandil meets with his F.T.O.s on a quarterly basis to make revisions as needed. Most changes are minor. They may include procedure wording, and checklist additions or deletions. An important aspect of the evaluation is the feedback provided by the trainees themselves. Each new officer is free to critique the F.T.O. program and offer suggestions for improvement.

For those departments wishing to implement an F.T.O. program, Sgt. Kandil encourages making use of the resources of each state's peace officer training standards. Initially, the Hamilton County Park District Rangers sent four officers through the F.T.O. training program offered by the Ohio Peace Officers Training Academy. A committee was then formed which included the Chief, Captain, Lieutenant, Sergeants, and the four F.T.O.s. This committee discussed the information obtained through O.P.G.T.A., and took into consideration the needs and goals of the department. The F.T.O. program was then formed based upon the information obtained through O.P.O.T.A. This committee met on a regular basis and was instrumental in providing the basic structure of the present F.T.O. program.

In summary, a formal F.T.O. program is a necessity in departments of all sizes. A written F.T.O. notebook containing complete checklists of material to be covered, provides the trainee with material during the training period and for future reference. The F.T.O. explains each item on

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the checklist, and the trainee demonstrates his or her knowledge of patrol procedures through performance. The F.T.O. then evaluates the trainee and provides written reports to the F.T.O. supervisor. Such a program provides a documented training experience, and officers who can better serve park visitors.

IN MEMORIAM

*ROGER M. SKARDA
Jan 16, 1947 to March 11, 1994*

*12 years, Sergeant, Will County (IL) Forest Preserve District
President of the Illinois Park Law Enforcement Association
Illinois State Affiliate Representative to P.L.E.A.*

HOUSE OKs LIFE JACKET REQUIREMENT

Children 12 and younger would be required to wear life jackets while boating on U.S. waterways, under a bill approved by a house panel recently.

"I realize this is controversial," said Rep. Billy Tauzin, D-LA., chairman of the Merchant Marine and Fisheries subcommittee that passed the bill. "But children are not in a position to protect themselves."

Tauzin said most parents require their children to wear life jackets anyway, but "there are those who fail to exercise even minimal care."

Federal law requires recreational boats to have enough life jackets for everyone on board. But there are no requirements that they be worn.

LOCAL PROSECUTION OF ENVIRONMENTAL CRIME

by Theodore M. Hammett, Ph.D. and Joel Epstein, Esq.

Issues and Practices in Criminal Justice
NATIONAL INSTITUTE OF JUSTICE:
U.S. Department of Justice
Washington, D.C.
June 1993

In recent years the criminal prosecution of environmental offenders by local authorities has emerged as an important element of a national strategy for protecting the environment and the public health. Although the immediate, short-term effects of environmental crime are often negligible or imperceptible, the long-term damage and cost can be severe.

While local criminal enforcement is still in its relative infancy in the United States, in the decades to come the Nation's district attorneys will represent a potent force in environmental prosecution. In its Enforcement-Four-Year Strategic Plan for the 1990's, the U.S. Environmental Protection Agency called for greater local government involvement in enforcement and promised expanded training opportunities and information exchange for district attorneys and investigators. To date, the Environmental Protection Agency and the States have largely taken an administrative and civil approach to environmental enforcement. The call for intensified criminal enforcement indicates an awareness that the determined offender will not be deterred by administrative and civil sanctions alone.

This report describes the experience of five local prosecutors' offices that have met the challenges posed by environmental crime with robust and coordinated action. Thus far, only a relatively small number of local prosecutors are known to have given serious and sustained attention to environmental crime. The programs described in this report represent some of the most committed and successful in the Nation.

The report describes the strategies that have been employed by district attorneys in combating environmental crime. It dispels the myths that environmental cases are too complex, take too much investigative time, cost too much, or are beyond the expertise of local authorities. In recent years, some progress has been made in enlisting local prosecutors and investigators in the battle against environmental crime, but the magnitude of the problem requires much broader participation. The National Institute of Justice hopes that this report will encourage more local law enforcement officials to become involved in the national struggle against environmental crime.

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ARCHEOLOGICAL PROTECTION

Couple Pleads Guilty to ARPA Felony

On October 20, according to the U.S. Attorney's Office for the District of Utah, Wilma and Ricky Brooks pled guilty to violating section 6(a) of the Archaeological Resources Protection Act. In June 1992, the two disinterred and removed the 8th century A.D. remains of an Indian infant wrapped in a hide blanket and lying on a cradleboard that belong to the indigenous Fremont culture.

The act occurred without a permit on Federal land in the Red Fleet Reservoir area of Uintah County. This was the first known discovery of its kind in the Uintah Basin; only a few prehistoric infant remains with cradleboards have been found in the entire Colorado Plateau.

A consulting archeologist working with the prosecution assessed the archeological value of the associated burial objects and the cost of reinternment of the human remains at over \$13,000. Subsequently, the Brooks were charged with the felonies. Sentencing will be on January 7.

Protecting the Northwest

Until recently, the magnitude of artifact thefts in the Southwest overshadowed other regions of the United States, including the Pacific Northwest. However, successful casework in Oregon and Washington over the last decade has led to public awareness of archeological site looting.

The Pacific Northwest Region of the Forest Service has published monograph 12 in its Studies in Cultural Resource Management series detailing the progress made in archeological protection. Antiquities Violations and Site Protection Efforts on National Forests in Oregon and Washington, by Carl Davis with contributions by Tom Russell and Carola Soney, summarized all prosecuted antiquities violations that occurred on national forest lands in Oregon and Washington from 1978 through 1992.

The monograph also describes current archeological site protection efforts in the region and highlights programs and tools available to National Forests that are implementing protection measures. By providing such information, Antiquities Violations seeks to help archeologists, law enforcement personnel, and managers understand the deterrent effect of efficient casework in the field.

By presenting cases from the Pacific Northwest, Davis provides an opportunity to view archeological protection issues as they relate to a specific region. Just as the nature of antiquities violations may differ from region to region, so too might the focus of a strategy for site protection. This monograph will facilitate regional comparisons regarding both archeological resources issues and solutions. It also helps to accomplish the goals of the National Strategy for Federal Archeology, which encourages information exchanges on efforts to fight looting and vandalism.

Florida Training

In response to the legislative mandate to improve the state's archeological preservation laws and to

institute appropriate training for law enforcement personnel, the Florida Bureau of Archaeological Research has designed two training programs. As of July, all law enforcement officers undergoing basic training are to receive instruction on archeological resources protection.

Do Signs Hinder Site Protection

New Report Offers Answers

In recent years, a debate has focused on whether the practice of placing signs on cultural sites aids or hinders their preservation. On the one hand, a sign alerts looter and vandals possessing a specific intent that a fragile resource is located nearby. On the other hand, signs indicating the importance of the resource and the penalties for adversely impacting it may deter people who were not fully aware of the seriousness of their actions. Moreover, it may be easier to obtain stiffer convictions under archeological resources protection laws when the damaged site is marked by a sign with an appropriate warning.

Weighing these concerns is the purpose Technical Report EL-93-6, recently published by the U.S. Army Corps of Engineers (through its Waterways Experiment Station in Vicksburg, MS) as part of its Environmental Impact Research Program. Use of Signs as a Protective Measure for Cultural Resource Sites, by Paul R. Nickens, provides specific guidance for implementing general cultural resources policies for the Corps. Those policies have developed in accordance with the provisions of Federal historic preservation laws.

In recent years, the problem of cultural resource loss attributed to inadvertent actions and deliberate looting and vandalism has received widespread attention. As a result, several site protection strategies have been devised for controlling the loss of these irreplaceable resources. Beginning in 1984, the Environmental Laboratory at the Army Engineer Waterways Experiment Station conducted research in order to identify and evaluate technologies and strategies for archeological site protection and preservation. One of its tasks was to examine issues related to the use of signs for protecting cultural property from the adverse effects of human activities. The purpose of this study was to analyze the advantages and disadvantages of placing interpretive and/or warning signs at cultural resource sites and to provide guidance for Corps personnel and other land managers who sign such resources. This was done by evaluating the extent literature on past and ongoing signing projects, and by surveying Federal and state agencies to collect data on the extent and effectiveness of current cultural resource signing efforts.

The survey also assessed attitudes and opinions of cultural resource managers and specialists toward various aspects of signing cultural resources. After summarizing the results of the survey, the report concludes by suggesting guidelines for effective protective signing of cultural sites.

PARK LAW ENFORCEMENT ASSOCIATION MERCHANDISE ORDER FORM

ITEM #	DESCRIPTION	QUANTITY	COLOR	SIZE	PRICE EACH	TOTAL

<p style="text-align: center;">RETURN ADDRESS</p> <p>NAME _____</p> <p>ADDRESS _____</p> <p>CITY/STATE/ZIP _____</p> <p>PHONE _____</p>	<p>ADD \$1.00 FOR XXL _____</p> <p>ADD \$200 FOR XXXL _____</p> <p>POSTAGE AND HANDLING \$2.50</p> <p>GRAND TOTAL _____</p>
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Item #7 Lapel Pins



Price \$5.95
Colors: Silver, Gold

MAIL TO:

Bill Runnoe, Treasurer
Park Law Enforcement Association
9620 East Alameda Dr.
Norman, OK 73071



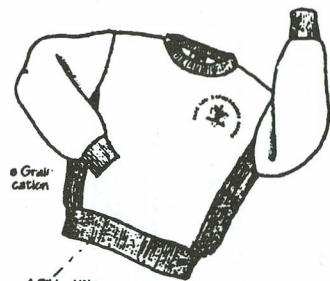
Guarantee:

*If not completely satisfied with your purchase
please return within 30 days for a refund
or replacement*

*We will accept personal checks, cashier's checks
or money orders payable to P.L.E.A.*

Allow 2-4 weeks for delivery

Item #1 Embroidered Sweatshirts



Price \$16.95
 Colors: White, Lt. Blue, Silver, Navy, Red
 Royal-Blue, Maroon, Kelly-Green
 Black, Yellow
 Sizes: S, M, L, XL, XXL, XXXL.

Item #2 Embroidered Golf Hats



Price \$9.95
 Colors: White, Lt. Blue, Gray, Navy, Red
 Royal-Blue, Maroon, Kelly-Green
 Black, Beige, Brown
 Sizes: One Size Fits All

Item #3 Embroidered Golf Shirts
 50/50



Price \$17.95
 Colors: White, Lt. Blue, Silver, Navy, Red
 Royal-Blue, Maroon, Kelly-Green
 Black, Yellow
 Sizes: S, M, L, XL, XXL, XXXL.
 * XXXL Colors: White, Black, Royal-Blue
 Kelly-Green, Red, Maroon, Yellow

Item #4 Embroidered Golf Shirts
 100% Cotton



Price \$20.95
 Colors: White, Lt. Blue, Silver, Navy, Red
 Royal-Blue, Maroon, Kelly-Green
 Black, Yellow
 Sizes: S, M, L, XL, XXL, XXXL.
 * XXXL Colors: White, Black, Royal-Blue
 Kelly-Green, Red, Maroon, Yellow

Item #5 Silk Screened T - Shirts
 50/50



Price \$10.95
 Colors: White, Lt. Blue, Silver, Navy, Red
 Royal-Blue, Maroon, Kelly-Green
 Black, Yellow
 Sizes: S, M, L, XL, XXL, XXXL.
 * XXXL Colors: White, Black, Royal-Blue
 Kelly-Green, Red, Maroon, Yellow

Item #6 Silk Screened T - Shirts
 100% Cotton



Price \$12.95
 Colors: White, Lt. Blue, Silver, Navy, Red
 Royal-Blue, Maroon, Kelly-Green
 Black, Yellow
 Sizes: S, M, L, XL, XXL, XXXL.
 * XXXL Colors: White, Black, Royal-Blue
 Kelly-Green, Red, Maroon, Yellow



PARK LAW ENFORCEMENT ASSOCIATION



* APPLICATION FOR MEMBERSHIP *

NAME _____ INDIVIDUAL _____

TITLE _____ AGENCY _____

AGENCY/FIRM _____

ADDRESS (Street/POB) _____

CITY _____ STATE _____ ZIP _____

WORK PHONE _____ NEW MEMBERSHIP _____ OR RENEWAL _____

ANNUAL MEMBERSHIP DUES

Individual	\$ 20.00
Agency	\$ 70.00
State Affiliate	\$150.00



CURRENT MEMBERSHIP NUMBER

VISA AND MASTERCARD ACCEPTED _____

ACCOUNT NUMBER _____ VISA _____ MC _____

EXP. DATE _____

ACCOUNT NAME _____ SIGNATURE _____

MAKE CHECKS PAYABLE TO THE NATIONAL RECREATION AND PARK ASSOCIATION (NRPA)

PAT CARTRIGHT
NATIONAL RECREATION AND PARK ASSOCIATION
2775 SOUTH QUINCY STREET, Suite 300
ARLINGTON, VA. 22206-2204
800/626-6772



P.L.E.A. IS
AFFILIATED WITH THE
NATIONAL RECREATION
AND PARK ASSOCIATION

AGENCY MEMBERSHIPS

Recently requests were made of the P.L.E.A. Board of Directors to establish Agency Memberships. The stated reason for this move was to assist agencies in joining officially. Many agencies have little trouble paying for an "agency membership" but balk at paying individual memberships, even though these memberships are in strictly professional organizations. By designing a new membership category many agencies were able to join en mass. Because of the inequities in agency size across the nation, benefits had to be strictly managed in this category. Thus the following benefits are offered to Agency Members: (1) Full membership privileges to the agency as in individual memberships, and (2) Reduced rates for official P.L.E.A. Functions (Conferences, Educational Events, etc., for all agency employees without the need for each employee to join P.L.E.A. individually. Because of the cost of printing and distributing PLEA only one copy of PLEA would be sent to Agency Members. Though the Board of Directors authorized reprinting and distribution by these members. P.L.E.A. membership is decidedly inexpensive when compared to other professional organizations. The Agency Membership allows agencies to financially support P.L.E.A. and receive benefits from that membership.

INDIVIDUAL MEMBERSHIPS

- (1) One vote per membership on official P.L.E.A. issues.
- (2) Four issues per year of PLEA: Journal of the Park Law Enforcement Association.
- (3) Membership I.D. Card.
- (4) P.L.E.A. Patch.
- (5) P.L.E.A. Window Decal.
- (6) Bi-Annual Park Law Enforcement Agency Directory.
- (7) Reduced Rate for P.L.E.A. Sponsored Conferences and Educational Events.
- (8) Access at a reduced rate (or free as available) of special P.L.E.A. sponsored publications.
- (9) Eligible for election to the Board of Directors and appointment to various committees.

STATE AFFILIATES

State Affiliates are groups within states which have organized along the guidelines established by the P.L.E.A. Board of Directors. State Affiliate receive one seat on the Board of Directors automatically and take an intimate role in developing the future of P.L.E.A. There is a \$150.00 affiliation fee. If your state is not currently an affiliate contact the President of P.L.E.A. for details on how to start.

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NATIONAL RECREATION AND PARK ASSOCIATION

2775 South Quincy Street • Suite 300 • Arlington, Virginia 22206-2204

MEMBERSHIP APPLICATION

CLP ☐ CLA ☐ CTRS ☐ CTRA ☐
(Check if Applicable)

FORM OF ADDRESS (Mr., Mrs., Miss, Ms., Dr., Sen., etc.)

LAST NAME (If not enough space, spell out above address) GIVEN NAMES AND INITIALS

OCCUPATIONAL TITLE OR POSITION (Abbreviate if necessary)

EMPLOYER OR ORGANIZATION (Abbreviate if necessary)

MAILING ADDRESS (Street or post office box)

CITY STATE ZIP (in the US)

FOREIGN COUNTRY (Abbreviate if necessary)

☐ Home ☐ Office

PHONE (Check One)

AREA CODE

PREFIX

NUMBER

☐ NEW MEMBER
(Check One)

☐ RENEWAL

☐ STATE ASSOCIATION MEMBER

RATES

Your dues support the many NRPA programs and services that are designed to expand the park, recreation and leisure movement. These include subscriptions to NRPA publications: Parks & Recreation magazine—\$17.00. Therapeutic Recreation Journal \$6.00. Your membership category determines which of these publications you receive.

NOTE: THESE RATES ARE NOT TO BE CONFUSED WITH SUBSCRIPTION RATES.

FOR NRPA USE ONLY:

KEY NO. _____

JOIN _____

EXP. _____

ETHNICITY INFORMATION (RESPONSE IS VOLUNTARY)

American Indian ☐ White ☐ Male ☐
Asian ☐ Hispanic ☐ Female ☐
Black ☐ Other ☐

This information will assist NRPA to develop a profile of our membership.

Membership Category and Dues

Professional (Based on salary)

Annual Salary	Annual Dues
<input type="checkbox"/> 0-14,999	\$ 45.00
<input type="checkbox"/> 15,000 - 19,999	65.00
<input type="checkbox"/> 20,000 - 29,999	90.00
<input type="checkbox"/> 30,000 - 39,999	130.00
<input type="checkbox"/> 40,000 - 49,999	160.00
<input type="checkbox"/> 50,000 and over	215.00

- Retired Professional 45.00
- Student (NRSB is primary affiliation) 30.00
- Associate (Limited to those not employed in field) 50.00
- Citizen Board Member 35.00
- Commercial Firm 240.00
- Nonprofit Association 185.00

If your agency is an agency member of NRPA with a special package, you are eligible for reduced dues

- Professional* 60.00
- Student* 25.00

*The following must be completed to use the reduced dues structure.

Organization Name _____

Membership Number _____

For information on special package, contact Membership Dept. NRPA

- ☐ Friends of Parks and Recreation (Annual Fee) 15.00
(Includes Friends of Parks and Recreation Newsmagazine only)

- ☐ Also available on a subscription basis 15.00
- Friend 35.00
- Friend/Contributor 50.00
- Friend/Supporting 100.00
- Friend/Benefactor 250.00
- Friend/Patron 500.00
- Friend/Fellow 1,000

(All friend categories limited to those not employed in the field)

Send Information On:

- ___ NRPA Insurance Programs
- ___ NRPA Certification Program
- ___ Latest Publication Catalog
- ___ State Society Membership
- ___ NRPA Credit Card Program
- ___ NRPA Memberloan Program
- ___ Ethnic Minority Society
- ___ European Recreation Society
- ___ Park Law Enforcement Association

Check One Branch or Section of Choice

(One branch or section is included with membership. If you desire affiliation in more than one branch or section, number in order of preference and add \$15 under Optional Fees for each additional branch or section.)

- ___ American Park and Recreation Society (APRS)
- ___ Armed Forces Recreation Society (AFRS)
- ___ Citizen and/or Board Member (CBM)
- ___ Commercial Recreation and Tourism Section (CRTS)
- ___ Leisure and Aging Section (LAS)
- ___ National Aquatic Section (NAS)
- ___ National Society for Park Resources (NSPR)
- ___ National Recreation Student Branch (NRSB)
(This branch is automatically the primary affiliation of NRPA student members. To be included in any other branch, student must pay for additional branch.)
- ___ National Therapeutic Recreation Society (NTRS)
(Therapeutic Recreation Journal included in Professional Membership Services.)
- ___ Society of Park and Recreation Educators (SPRE)
- ___ Friend of NRPA

Optional Fees

Must hold membership to purchase:

- National Job Bulletin (\$35.00) _____
- PIN (\$18.00) _____
- Recreation . . . Access in the 90's (\$25.00) _____
- Journal of Leisure Research _____
- \$25 — Domestic _____
- \$20 — (SPRE Member) _____
- \$28 — Foreign _____
- Scholar Journal (16.00) _____
- Recreation and Parks Law Reporter (\$50.00) _____
- Legal Issues in Recreation Administration (\$50.00) _____
- Membership Certificate (\$7.50) _____
- Professional members only _____

Print name as to appear _____

Membership Laminated Walnut Plaque
Professional members only (\$37.50) _____

Print name as to appear _____

Additional Branches (\$15.00) _____

Form of Payment

Overseas Postage

If mailing address is outside U.S. ADD \$6 \$ _____

☐ Total payment enclosed (Do not send cash) \$ _____

Check # _____

☐ Enclosed is my tax deductible contribution of \$ _____

Bill to: ☐ Visa ☐ MasterCard ☐ Diners Club

☐ Number _____

Expires Mo. _____ Year _____

**TO ACTIVATE MEMBERSHIP BY PHONE WHEN USING VISA OR MASTERCARD
CALL TOLL FREE 1-800-626-NRPA**

Signature _____

Date _____



PARK LAW ENFORCEMENT ASSOCIATION
AN AFFILIATE OF THE
NATIONAL RECREATION AND PARK ASSOCIATION
2775 South Quincey St., Suite 300
Arlington, VA 22206-2204



ADDRESS LABEL HERE

ADDRESS CORRECTION REQUESTED