

changes. The Chief of Enforcement by delegating a degree of authority to his coordinators can eliminate the necessity of his being present personally at meetings and functions that command presence of someone familiar with the upper echelon policies and procedures. Obviously the Chief of Enforcement or even his assistants cannot personally attend all District meetings, Wildlife group gatherings or sports events, gun safety schools, boating safety seminars, etc. Naturally these wildlife coordinators must rank above the District supervisors if they are to serve as liaison between Captain and Chief. Not least of their duties would be investigation that needs attention by the Chief of the Department.

The Military Type of Wildlife Enforcement Department makes good use of the Military attitude toward uniforms, and a uniform appearance. Hunters and fishermen should be able to tell at once when they are being approached by a Wildlife Agent. The agents should have such insignia, shoulder patches, and identification badges that improve the appearance of the uniform and instill confidence in the person approached. Agents so uniformed are identifiable by almost anyone, and are less likely to provoke an incident.

The higher pay and added responsibility of promotion make the desirability of rank attractive to those agents seeking responsibility and incentives to work. Rank, therefore serves to meet these requirements. Insignia of rank on the Wildlife Agents uniform theoretically would indicate that this was a man who sought responsibility and had been rewarded for his efforts. The insignia of rank will also designate this agent's position in the all important chain of command to both superiors and subordinates, thus allowing deployment of personnel to advantage, even where all agents are not personally acquainted, in situations where they are assigned to tasks that are not merely routine. In conclusion, we have found the Military Type of Wildlife Enforcement Agency workable. I cannot envision another system that could function as well in all circumstances, and if the system has drawbacks, it has far more advantages.

REORGANIZATION OF THE MARYLAND DEPARTMENT OF NATURAL RESOURCES ENFORCE- MENT DIVISION AND LIMITING ITS RESPONSIBILITY TO PROTECTION ONLY

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Webster defines "reorganization" as:

1. an act of reorganizing or state of being reorganized.
2. the reconstruction of a business firm.

The definition of the word barely takes up three lines of space in the half column of a dictionary page, but there is one helluva lot of difference between definition and deed.

It had been almost thirty years since the last reorganization of the natural resources agencies in Maryland. At that time there was one agency, the Maryland Conservation Department. In 1939, the reorganization divided the conservation department into five separate departments, and formed a Board of Natural Resources with each new department being a member of the board.

Each of the departments was responsible for assigned segments of natural resources management. The five departments were: Forests and Parks; Tidewater Fisheries; the Game and Inland Fish Commission; Geology and Mines, and Research and Education.

Each department had a separate director and the organizational structure usually was the choice of the director. The Board of Natural Resources had little or nothing to do with the actual administration of the five member departments. The Board acted more as an advisory body than a governing body. Over the next few years the departments concentrated heavily on their own area of responsibility.

The department with which we are concerned, however, is the Department of Game and Inland Fish. Originally, this agency was referred to as The Game and Inland Fish Commission, a commission appointed by the Governor. There were five members of the commission. Four were appointed from specific geographical locations of the state and the fifth was named at large. These commissioners did have a certain amount of authority with respect to the selection of hunting and fishing seasons, creel and bag limits, formulation and adoption of regulations affecting wildlife, and land acquisition. Administration of the department, however, was the responsibility of the director. By most standards, the departments could have been considered small in comparison with organizations of similar responsibility in private industry.

In 1940, the first year after reorganization, the Game and Inland Fish Commission had twenty-six salaried law enforcement officers.

At the end of twenty-eight years, in 1968, when reorganization again combined the five smaller departments and created one dept. of natural resources, the Department of Game and Inland Fish had a total of fifty law enforcement officers.

It is evident that over the years we had not expanded much in size in comparison with the continually expanding responsibilities assigned to the law enforcement division.

But, the smallness of the department made possible many of its accomplishments.

Smallness created a family like organization, everyone knew everyone else in the department. Deep loyalty to, and fierce pride in the department were commonplace traits.

Smallness made communications between division within the department somewhat simple. There was a close cooperation between divisions and willingness to share personnel and equipment. It was through this attitude of selfless dedication by the employees that brought about many of the accomplishments of the department.

It took this type of loyalty and dedication. As Maryland's population increased so did the numbers of hunters and fishermen. These ever increasing numbers of hunters and fishermen placed added demands on department personnel, as did the ever expanding programs of management and law enforcement brought about by new concepts and developments in wildlife management and in law enforcement. But the number of law enforcement personnel barely kept pace with the expanding duties over the years. Remember, the force numbered twenty six officers in 1940. Total hunting and fishing license sales for that year were 102,508. In 1950, there were 54 officers on the force and sales of hunting and fishing licenses totaled 199,922 licenses.

The complement of wildlife officers in 1960 was fifty-one, total combined fishing and hunting licenses sold was 249,717.

Came 1968 and legislation affecting reorganization of the states agencies became law.

The population of Maryland at that time was an estimated 3,755,040, an increase of 1,933,796 since 1940. Total fishing and hunting license sales for 1968 was 305,560 an increase of 203,052 hunting and fishing licenses above the 1940 figure.

The law enforcement division had increased twenty-four officers to a total of fifty men.

Incidentally, this reorganization did not apply solely to the departments responsible for the protection and perpetuation of the natural resources. Over 200 state agencies and departments were affected. These agencies and departments were combined to make up eleven super departments, that are headed by cabinet level secretaries appointed by the Governor.

The reorganizational movement began for us with the appointment of ex Governor J. Millard Tawes as the first secretary of the Department of Natural Resources, his deputy secretary was James B. Coulter. Both men are well known for their abilities to organize units of such scope and size.

The first move quite naturally was to bring the five departments together forming one department. Next was the realignment of responsibilities and the reassignment of duties in order to eliminate duplication of efforts.

One of the initial actions was to realign the law enforcement units of the now defunct Department of Game and Inland Fish and the Department of Chesapeake Bay Affairs. The wildlife officers and the marine police were placed in the same administration. The fisheries management units of both departments were also made one division.

Game management was the third division of the newly created fish and wildlife administration. These three divisions along with the usual support units of extension service and public information service functioned under a director until 1972.

During this period many of the heretofore duties of the enforcement were reassigned to their proper units. Fisheries management and game management tasks performed by the officers were now the responsibility of their respective management divisions.

However, additional law enforcement duties other than the regular enforcement and conservation duties were assigned the law enforcement division, these were the environmental protection laws and regulations that would be deemed necessary and appropriate by the secretary.

During fiscal 1972 Secretary Tawes retired from office and his deputy secretary James B. Coulter was appointed secretary. Joseph H. Manning, former Director of The Fish and Wildlife Administration, was made deputy secretary. Under Secretary Coulter a wide spread realignment of functions and assignment of personnel took place with the intent of increasing efficiency and further unifying internal operations within the department. The Fish and Wildlife Administration was abolished and each division was set up as a separate unit reporting directly to the secretary.

Consolidation of the marine police and the wildlife officers into the Maryland Natural Resources Police Force directly responsible to the secretary was one of the major realignments. This consolidation created a force of 188 men with 90 patrol vessels and 61 mobile patrol units.

Commander Roy W. Rafter, chief of the marine police, was appointed the first superintendent of Natural Resources Police Force.

Since the enforcement responsibilities and "*modus Operandi*" of the two enforcement units differ to a great degree and vary considerably, the superintendent created two divisions within the force.

The Inland Enforcement Division, with Lt. Col. Charles H. Milton, Jr. as chief and the Marine Division headed by Lt. Commander Howard C. Shenton.

The Boating Safety Program was also reassigned to the Natural Resources Police Force under the realignment. This program is carried out by the Marine Division.

The Firearms and Hunter Safety Training Program having been a part of wildlife enforcement remained in the Inland Enforcement Division.

This brings us to the present, and as of this time there is still a continued realignment removing non-law enforcement duties previously assigned to the officers.

Distribution of hunting and fishing licenses one of the details assigned to the wildlife officers will be reassigned to the appropriate agency.

Another duty long the responsibility of the wildlife officer is the issuance of eleven different types of permits and licenses. These licenses and permits will now be issued from designated department regional offices throughout the State.

Investigation of applicants and/or inspection of premises or facilities when required prior to issuance of a permit or license will still be the duty of the natural resources police, as will such periodic checks or inspections of the aforementioned premises or facilities when required by law.

The phase out of non-enforcement assignments will continue for sometime to come. In the meantime the additional law enforcement duties assigned the Natural Resources Police Force necessitates additional training for all enforcement personnel.

In order to familiarize the enforcement personnel with the laws and regulations of both divisions, a program of cross training began last April and will continue through this November. Also integrated into the training are courses covering the laws and regulations of other agencies of the department, many of which the natural resources police will be responsible for enforcing.

Recognition of the important role law enforcement plays in the overall management of our natural resources has been long in coming. Public awareness of the need for efficient and effective law enforcement continues to grow, and with this growing public awareness comes the realization that our type of law enforcement is indeed a full time job.

Our officers are better trained and better equipped than ever before. The present training requirements of the police commission and of the department is sixteen weeks for new officer recruits. The staff of the Natural Resources Academy is now projecting a nineteen weeks course in order to cover the added responsibilities.

The public image of a well trained professional officer in a specialized field has indeed paid off. No more is the officer the errand boy, the laborer, the jack-of-all-trades. He is indeed what his title implies, A Law Enforcement Officer.

In closing I see no need to read you the present organizational structure of the Department of Natural Resources, this would be lengthy and time consuming. However, we have attached to the printed copies of this paper an organizational chart of the present structure of the department for your perusal at a more convenient time.

MARYLAND DEPARTMENT OF NATURAL RESOURCES

