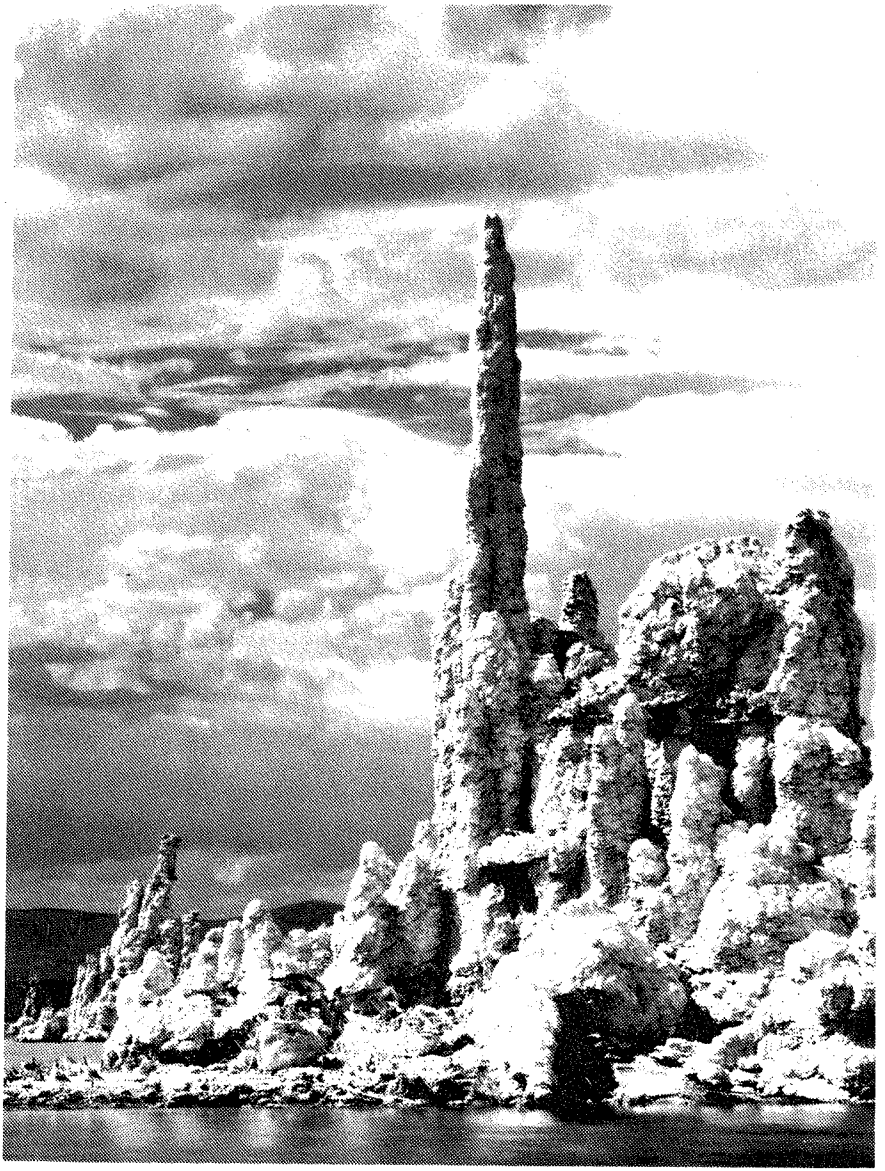

Stephen Johnson

The California Ranger

Code of Ethics for The California State Park Rangers Association

Park professionals as members of the California State Park Rangers Association shall be dedicated to preserving the prime examples of California's natural and cultural heritage and to providing quality recreational experiences to the people of California. To exemplify this dedication, members shall be guided by the following principles:

... Constantly strive to identify and preserve current and future Park values.

... Respect people as individuals and willingly serve them impartially.

... Through self-discipline, develop individual competence in order to represent the park profession in a manner that brings credit to themselves and all other members of the profession.

... Accept the moral responsibility for the safety and well being of the park visitor.

... Promote the future of the Park and Recreation profession by inspiring promising young people to prepare for it.

... Establish close working relationships with allied professions & citizens groups to meet the recreation and park needs of the people of California and to strive to influence future improvement of our total environment.

... Actively promote the purpose and objectives of the Association.

ABOUT THE COVER:
Mono Lake Tufa State Reserve, located North of Lee Vining is one of the newest additions to the State Park System. Controversy still surrounds this area. The Tufa Towers and Lake Shore, not the lake itself, are under protected status. Water diversion into the Los Angeles Aqueduct still continues.

The California Ranger

A JOURNAL FOR PARK PROFESSIONALS

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IN THIS ISSUE

The California Ranger is the official publication of the California State Park Rangers Association and the Park Rangers Association of California. Heidi K. Doyle, Editor. Channel Coast Area, 24. E. Main St., Ventura, CA 93001.

FROM THE

CSPRA

Congratulations to John Mott, President-elect of CSPRA, and the Association's new Board of Directors. In this, my last, President's message before turning over the gavel to John, I am taking the opportunity to thank all the CSPRA Directors, Committee Chairs and members with whom I have had the pleasure of working during my past four years as President. The experience has been extremely rewarding and well worth the effort required by the position. An **L.A. Times** article which focused on the Association of National Park Rangers' recent annual meeting offered some perceptions of rangers which I believe are worth sharing with you since they summarize very well the strong feelings I have developed for our Association's members during the past years: "Rangers still have the staunchness and ease that Americans admire. They might just be the end product of the vast westward sweep of history, standing heroically atop a mountain, craggy-faced and clear-eyed, pointing to the unfurling landscape below. They are bearers of a character we desperately want to preserve in the urban age. No other public servant seems so capable, so dedicated, so knowing and purposeful and so able to reach out to people at the level of humanity and deed . . . Character is what excuses low pay and other hardships in ranger life. Character is what makes such people rangers. Character is why people insist upon an open, forthright land."

That character and dedication is what has been revealed to me as President by you, the membership; and it is that character which John Mott now has the responsibility to professionally represent as President of the California State Park Rangers Association.

PARK OFFICE

PRAC

Not long ago, I was staggered when one of the Bay Area's finest rangers took me aside to tell me that he was giving up the profession! I had just taken my resource management class on a field trip to his park because I wanted to show the students what can be done in an old park with a ranger who really cared. Bill had done a super job in restoring an old redwood park, and his pride showed through his disappointment in the direction that careers in public service was taking. Why are people like Bill quitting? I've always thought that I could take alot of bureaucratic guff to do the job that I love to do, in a place I love to be. There are not alot of rangers out there like Bill. A super ranger and resource manager. I really don't know all the parameters behind Bill leaving the profession, except that he is "tired of fighting". Fighting the lack of funds, the lack of real understanding by his administration, trying to do the job with little or no equipment, begging, borrowing. Perhaps it is a lack of recognition for all he has done that has led to his "job burnout". The big problem is, we are at a time when our profession when we have to resist with all our strength and power. It is really easy to get "tired of fighting". We can react in several ways. Just doing our jobs from nine to five, walk away, or dig in and become flexible. I call it "rolling with the punches". We need to be able to just "roll with the punches". I guess it is easy enough for me to say, but it has to be done if we are to further the profession of the park ranger. It is equally important that professional organizations such as the Park Rangers Association of California, California State Park Rangers Association, and the Association of National Park Rangers, have the strength of purpose to help resist. How? By communicating with one another, showing each other how money can be saved, what works best for you or your agency, giving advice, and passing innovative ideas. We need to band together to save what we love and believe in, the parks and historic areas of California.

This is, perhaps, my last President's Message, as my term runs out in March. It has been an interesting three years. I feel that our organization has taken some giant strides forward. But, we have to remember that there are alot of people out there that have to be reached, that would add to our effectiveness. BLM and USFS Recreation Technicians, Corps of Engineers people, plus alot of our fellow municipal, county and regional rangers, maintenance people and interpreters. Park people that have ideas to share.

NOTES FROM THE EDITOR

At The Crossroad

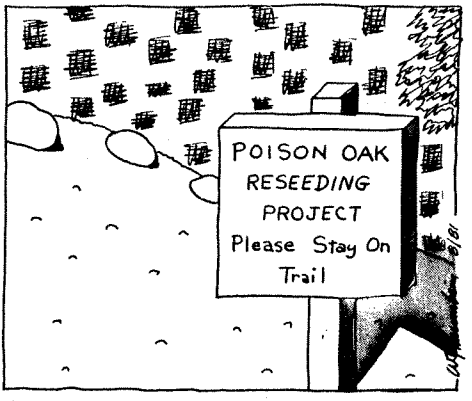
California has often been charged with the role of defining the mood of the times. If this is so, the other 49 states better have their running shoes on. And as we have found out, this includes the field of Parks and Recreation. Within a short period we have taken great strides in progressing our field into the twenty-first century. From our unskilled Army beginnings in Yosemite to the present highly educated and well trained park professional of the 80's, California parks are destined to remain strong and dynamic. Or are they?

Cutbacks in "non-essentials" are unfortunately including parks. This deprivation is felt at all local, state, and federal levels from top management to the field. As park professionals we are standing at the crossroad. The variables are numerous, decisions tough, and no one can escape the consequences.

The feature articles in this issue focus on two of the variables and exemplify the complexity of the decisions to be made. Decisions which will be argued at all levels, made at the top, and implemented in the field. We are *all* involved with the future of California parks for we are the future. We all are the Rangers of the '80's.

Beginning with this issue *The California Ranger* will be taking on a thematic approach, coupled with regular features of ongoing interest. Articles will be solicited which deal with predetermined themes. The membership of CSPRA and PRAC will be solicited at our annual joint conference in Sacramento to determine the 1982-83 themes. I urge everyone to contribute. The effectiveness of this publication as a professional membership tool is largely dependent upon the willingness of the subscribers to contribute. Manuscript guidelines will appear in future issues and are available upon request.

Heidi Doyle



"IT'S REALLY A CREEPING CLEMATIS I'VE PLANTED... BUT IT STOPS THE SHORTCUTTING THIS WAY."

MOMENTS IN STATE PARK HISTORY

"First Efforts to Save the Redwoods"

by Denzil and *Jennie Verardo*

Ralph Sidney Smith, editor of the **Redwood City Times & Gazette,** was the first individual to take direct action toward the preservation of coast redwood forest. While others had previously suggested the idea of preserving primeval redwoods, none took the steps that Smith did to attempt to bring these ideas to fruition. In the mid-1880's, he was motivated to begin a campaign to conserve a portion of redwood forest because of the extensive in-roads the lumber industry had made in the Santa Cruz Mountains. Smith stated that a virgin tract of redwood land in the Pescadero watershed of about 20,000 acres could be bought for fifteen dollars an acre! Ralph Sidney Smith further believed that, "if the State of California would appropriate a portion of the purchase money, the rest could be raised by subscription from public-spirited men." His eloquence, not only in his own **Times & Gazette,** but also in the **San Francisco Chronicle,** rapidly spread the idea of a "redwood park" preserved for future generations. The **Chronicle** prophetically stated that Smith's plan should be immediately and heartily endorsed because when "redwood lumber becomes scarce and valuable, the esthetic point of view will not commend itself to those who have or can obtain control of this body of redwood, and dollars will weigh heavier with them than the beauty or pride of the State."

Unfortunately, the State did not acquire the 20,000 acres. The effort was dramatically halted in 1887 when Ralph Sidney Smith was fatally shot in the back, on the street in Redwood City.

Smith's movement had a flaw he could not have foreseen. This first redwood preservation effort was carried on almost solely through his personal efforts. No organization was formed to aid in carrying out his proposal. Thus, when Smith died, the idea of a redwood park in the Santa Cruz Mountains died with him. It would be fifteen more years before Andrew Hill and the Sempervirens Club would be successful in their public campaign to "Save-the-Redwoods", with the establishment of Big Basin Redwoods, California's first State Park. Perhaps, unknowingly, the success of the Sempervirens Club has proven that the good an individual can do in conservation is increased dramatically when that individual becomes part of a concerted, dedicated organization.

Moments in State Park History will be a regular feature of the California Ranger. Ideas and comments are welcomed by the Verados and may be forwarded through this publication.

FEATURE ARTICLE

Managing Parks For People

by William Penn Mott

Managing a park system today and in the future will be more difficult and will require the Director to be more familiar with finances, business administration and personnel matters than resource management and planning. Social pressures and change, increasing attendance with decreasing budgets, new and changing recreational interest, and an ever-increasing number of people living in cities or the suburbs with little or no understanding of the natural environment and how to use and enjoy it has significantly changed the role of a Director of a park system.

Budget preparation and presentation, cost accounting, fiscal management, resolving personnel and public conflicts and misunderstandings, selling ideas, motivating and inspiring staff and the public to participate in the management, interpretation and development of a park system; understanding politics and politicians, balancing use with resource protection and preservation and providing the park visitor with a pleasant, educational and safe recreational experience are some of the major problems that a park director faces daily.

For the purposes of this paper, I will discuss two topics — Marketing Park Systems and Resource Management. I believe both subjects will have ever increasing importance and their successful implementation will determine whether a park system will be able to cope with tomorrow's problems. Marketing or selling a park system and the understanding of the problems of resource management seems to be a proper function of an interpretive division. However, assigning these responsibilities to an interpretive division will mean that the division must become an important unit within the system. I am not talking of a division that is limited to telling the public about the natural and cultural values in the park system, but a division that has a much broader responsibility and is placed on the same relative budgetary and professional level as development, planning and maintenance.

For too long we have allowed the public to take parks for granted, never suspecting that the day would come when we would need to market our park system, motivating the public to buy — or if you prefer — support the system. It is their support that will be felt and recognized by the governing political body. It will ultimately result in a more favorable budget for the department.

"Marketing in so far as park people are concerned is a misunderstood word."

Marketing in so far as park people are concerned is a misunderstood word. The idea of borrowing the disciplines of marketing from the business world and applying it to park-management is risky in the minds of many park people. Others resist the idea of selling parks because they associate this concept with the mass marketing of products like soap and cigarettes. Properly applied marketing a park system should relate to the community or the users and their aspirations for a higher quality of life and a better environment rather than orientate the idea to the internal needs of the system such as more equipment, higher salaries and so forth. The successful approach is one that springs from the needs, desires and aspirations of the people themselves, rather than from the needs and desires of the organization itself.

Therefore, it is my belief that park systems must develop and build strong interpretive divisions within their system with the same stature and importance as the maintenance and development divisions.

The personnel in the interpretive division must be full time, professionally trained, highly motivated, creative and responsive people. They must be skilled in not only telling the public about the natural and historical values in the park system, but they must be

educators and salespersons. They must be skilled in motivating the public not only to appreciate and understand the out-of-doors and the roots of our culture, but in actively supporting the system. Interpretation must be taken out of the realm of entertainment. It must be the serious business of educating and selling the public on the values within the parks and the system, itself. I am not suggesting that we eliminate entertainment, but all too often, interpretive programs have had as their primary objective, entertaining people. I feel entertainment should be a means toward an end, not the end product. The end product should be education and support. Support for the park system in both time and money and education that will acquaint the visitor to the park with not only the local conservation subjects, but the global conservations problems that we face today.

Park directors have in the past been more concerned with the internal problems of their departments rather than with the external problemss. Thus one of the cardinal principles of good marketing has been violated, and today park systems are fighting for their very existence with only half-hearted support coming from the public.

To change this trend, a much more aggressive, carefully planned marketing program must be instituted. What better way than to build up the interpretive division, instead of tearing it down or eliminating it. Why not establish a strong sales inservice training program for interpreters so that they will be able to use the technique of business to successfully market your park system and develop positive support and improve the public's recognition of its value to the community and the people it serves. Business would not consider such a move risky. It is time that park directors take this approach and sell their system externally rather than continue to believe that the system will sell itself.

In the years ahead, competition for the dollar is going to be more intense and the success of park systems will increasingly depend upon the ability of park and recreation departments to accept and apply marketing dynamics and technology as a major tool of interpreters.

This is a more positive approach than the position I see being taken by many park directors that is maintaining the status quo, or worse; abandoning park and recreational functions to others.

In the future money may not come from a single source — the budget — but it will come from many sources provided a well-planned and aggressive market program is utilized. Without this external support budgets to support development and a quality maintenance program will not be available.

Here in Minneapolis the idea of business setting aside five percent of their income for community improvement has made a significant impact on the quality of the environment and the livability of the city; this in turn, has helped business to recruit and keep personnel.

To support the California State Park System, the California State Parks Foundation, a non-profit corporation, was formed. In twelve years it has contributed over $51,000,000 worth of land, artifacts or cash to the California Department of Parks and Recreation completing 46 projects. This is a marketing technique which uses many people contributing their time and money. The Foundation has to use many creative selling techniques to achieve its goals. I strongly recommend that park systems give this idea greater emphasis.

Contrast these two situations:

1. The dynamic selling program of the East Bay Regional Park District that sold Kaiser Aluminum Company to provide a large part of the operating costs for one of the regional parks. The appeal was not to help the regional park system, but that the park unit would provide the employees of Kaiser Aluminum, as well as the general public,

Continued on Next Page

with a beautiful park unit which would add to the recreational opportunities for the employees. They would also have the satisfaction of participating from time to time in a work/fun day at the park. Everyone benefitted.

2. The abandonment by a park and recreation department of two of its parks; a trout-fishing and fly-casting area with picnic facilities and a day-camp area in a fine redwood grove. The excuse being that because of budget cuts due to Proposition 13, the department could no longer provide the maintenance cost. Both areas were subsequently taken over by another department — the police department. With volunteer help and funds from civic clubs and corporation, both areas are now serving the community and receiving maximum use.

I am convinced that the public will support parks, but we must provide them with the opportunity and that means marketing the product.

I would like to see a team of the best brains in our park systems and from the private sector brought together for the express purpose of developing a marketing program for park systems. Then, I would like to see all systems put these ideas into practice in a very aggressive manner. I am convinced that we will see a significant increase in citizen support and participation which can be transmitted in positive ways to the politician with the end result being increased budgets, a healthier and more attractive environment and an enhanced quality of life.

"The Concept of Conservation should be expanded beyond the immediated Park Subjects"

I have suggested that the concept of interpretation be expanded to include marketing. I also feel that the concept of conservation should be expanded beyond the immediated park subjects. Modern conservation recognizes the limitation of the resources and the carrying capacity of the ecosystems. As such, conservation is basic to human welfare and indeed to human survival. Interpreters need to understand the global problems that effect mankind.

Conservation has many different meanings, but it generally refers to the non-renewal resources. Yet most non-renewal resources such as chemicals and minerals can be synthesized in the laboratory if they are lost in their natural state. If, however, renewal resources — species of living things — are exterminated, they can never be recreated. Thus renewable resources are in the absolute sense, non-renewable, and this fact needs to be recognized.

A basic objective of conservation is to preserve genetic diversity by ensuring that living renewable resources and the ecosystems in which they are found is saved and protected. Thus, a park system can defend its quote, "Unused acreage" unquote, on the need to preserve wild natural land as genetic pools.

The Chinese utilize 4,000 species of plants in their medicine, but plants are also an important part of "Western Medicine". A recent survey found that forty percent of the prescriptions issued annually in the United States contain drugs of natural origin.

Only a very small percentage of the earth's wild plants and animals have been investigated in any way for their possible direct value to man. Yet, new ideas and materials are regularly being found.

For example, the endangered species, North American Armadillo, is the only animal other than man which has been found to contract leprosy. Consequently, research on the Armadillo has led to the development for the first time in history of a vaccine against this ancient scourge. Another example is the discovery in the waxy coating on the seed of an insignificant little desert plant growing in an isolated area of Anza-Borrego State Park of an enzyme that prevented the deterioration of the wax. The enzyme has been produced in the laboratories and is now used in fats and oils to prevent them from spoiling.

Continued on Page 12

INTERPRETIVE NOTES

In Defense of P. O.

by Bill Krunbein

All of us, at one time, have rooted for a team just because it was the underdog. Winning against all odds adds fervor, hope and inspiration to our lives. We are a Nation whose sentiments go out to underdogs — but also, we have teams, especially not our favorites, underdog or not, we wouldn't want them to win, EVER. Nobody cheers for poison oak or banana slugs.

For too long we've been viewing poison oak like ranchers view coyotes — indeed, poison oak IS the coyote of the plant world (in more ways than one).

Well, it's about time to defend poison oak on its own merits; and it is not the evil foe as many believe. But first, a little background on **Rhus diversiloba.**

Poison oak is the west coast counterpart to poison ivy **(Rhus radicans).** Poison ivy is found in all of the continental United States **except** California and Nevada. (Looking more closely, Figure 1 in the U.S. Department of Agriculture's **Farmers' Bulletin No. 1972** shows just a smattering of SE Nevada having some poison ivy.) Poison oak is only found in California, Oregon and Washington. Just think, Oregonians and Washingtonians are blessed with both plants!

The adaptability and growth habits of poison oak are truly amazing. I've seen vines seven inches thick near their base, reaching a hundred feet into the upper branches of a Douglas fir. It can be a small bush or low shrub or a giant bush. When least expected, it's a small **tree**! In the winter, the plant looks like a bunch of sticks scattered about, or hiding as bare twigs among the branches of another plant species.

Leaf margins are equally variable — some are irregular, lobed to jagged, while others are smooth. Some leaves are thick and leathery while others are thin, pale green and flexible; but all have the characteristic "leaflets three".

Now the real problem results only because the plant bothers people. But then again, if people didn't react to poison oak, no rashes, bumps and itching, then it wouldn't have been named poison oak — I wonder what we would have called it — mock oak? joke oak? maybe cloak oak because it covers things.

So there, just because poison oak bothers some people (I being one of them when I touch it), automatically it becomes a hated plant. Well, after you see some of the distinctive features of poison oak, I'm sure you'll change your mind about its reputation. Perhaps you'll even take up the uncommon hobby of poison oak as a bonsai plant.

Just look at some of these quality attributes of poison oak:

— It holds up old rotten fence posts. Why, I've seen 75-year-old posts, rotted out at the ground level, yet the fence is intact because poison oak vines are holding the posts in place. "Living fence posts" that kids won't climb on.

— I've been told that more than 40 different kinds of birds feed upon the berries of poison oak.

— Deer munch on the leaves, too.

— Because poison oak likes disturbed soils, just imagine its root system, fiber by fiber, holding our precious soil in place to prevent the effects of erosion. (And to think, you've bad-mouthed this plant.)

— Poison oak's colors in the fall: reds, yellows, oranges, pinks, and purples, are a fiery splendor to behold.

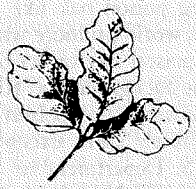
— A naked plant in winter reveals a nest or two of little birds — the springtime leaflets — three cloaked this nest in protection from the elements; and afforded concealment for the baby birds — safety from predation . . . sort of like **the Giving Tree** (giving bush?).

Continued on Next Page

— Busy little bees suck up (or down and sometimes sideways) the "oak's" flowering nectar so their colony may function and prosper.

— A strong, yet flexible branchlet acts as one of the main anchoring points of a large orb spider's web. Together, they have just caught a grasshopper.

Now, won't you agree? Poison oak is indeed a valuable plant. Other than bugging people, it's as nice as a violet or a rose or an iris. Now, if you **still** don't appreciate the plant, then perhaps you'll consider giving a little support to banana slugs . . . they eat poison oak, you know?



Bill is currently a State Park Ranger in the Sonoma Area and is a frequent contributor to the California Ranger.

THE LITTER THAT LINGERS

When comedian Steve Martin spots someone in his audience all decked out in synthetics, he's been known to quip, "Do you know how many polyesters died to make this suit?" Audiences think it's pretty funny. Less funny is another polyester question: do you know how long it will take that suit to degrade, once it's tossed on the rag heap? The answer is a sobering 30 to 40 years. Polyester rags, in fact, have already begun to pose a problem in landfill because of their durability. "The clothes may not last long when you wear them, but they'll last a long, long time when you throw them out," says one engineer concerned with waste disposal. Polyester is by no means the only villain, however.

A waste-disposal expert was asked to estimate how long it would take some common materials and objects to degrade past recognition, under trailside conditions. The times will vary, of course, according to climate and other factors. Generally shorter times apply for conditions of direct sunlight; longer times for shady environments. Should you leave some of the items listed below behind in the wilderness, this is how long they'll stay around for the next guy to look at.

The Litter That Lingers, continued.

ITEM	WEEK	1 MONTH	1 YEAR	10 YEARS	75 YEARS
Aluminum cans and flip-top tabs — 80-100 yrs. (longer if submerged in fresh water)					
Vibram sole — 50-80 yrs.					
Plastic Clorox-type containers — 50-80 yrs. minimum					
Leather – up to 50 yrs. for a shoe					
Nylon fabrics, including ripstop — 30-40 yrs.					
Plastic film — 20-30 yrs.					
Plastic bags — 10-20 yrs.					
Polyurethane — 10-20 yrs.					
Milk cartons or other paper containers with plastic coating — 5 yrs.					
Wool sock — 1-5 yrs.					
Plutonium-239 — Its half-life is 24,390 yrs.					
Human body — 1-3 mos.					
Paper containers — 2 wks. to 4-5 mos.					
Fecal matter — 1-4 wks.					
Orange Peels — 1 wk. to 6 mos.					

BEFORE THE DAYS OF FISH AND GAME LAWS

A perfectly legal bag of wild ducks taken in Missouri in the spring of 1913. Photo Courtesy USFS.

Managing Parks For People, continued from page 7

A recent study by the United States led to the following conclusions about some conditions in the year 2,000 if present policies and activities proceed relatively unchanged:

1. With the possible exception of parts of the Amazon Basin, tropical lowland forest will be largely gone.
2. Other forest (high-altitude forest, open forest and woodlands) in the tropics and sub-tropics will be greatly reduced and gone in many areas.
3. All vegetation over vast areas will be severely denuded; converting this land to desert at the rate of 14,000,000 acres per year.
4. Approximately one-third of the world's present cropland will be gone — lost to erosion, bad irrigation, encroachment of desert, replacement by cities, transportation systems and industry.
5. Loss of the forest and other vegetation will destroy the watershed and interrupt the water systems bringing flood in the wet season and drought in the dry. This in turn will reduce agriculture production.
6. Loss of habitat, particularly tropical forest plus overpopulation will result in the extinction of between fifteen percent and twenty percent of all present species of plants and animals.
7. Because of overfishing and near-shore habitats damage, fishing yields will continue to decline.
8. The human population will increase by at least fifty percent. To feed these people at present levels will require increasing the production of food by fifty percent.

The loss of forest, increased industrialization and increasing desert land will impact the climate on a global basis. There is some question as to what will eventually happen, but it is quite probable that in the near future there will be climatic fluctuations which may worsen in time. The long term impact may be an increase in CO_2 which could be nothing short of catastrophic.

"the sooner park interpreters present . . . global conservation problems, the greater opportunity we have to bring about solutions"

The scenario is a grim one, and the sooner park interpreters present to the millions and millions of people that they reach each year some of the global conservation problems, the greater opportunity we have to bring about solutions.

Every park director, department head and interpreter should be required to read the recent publication of the International Union of Conservation of Nature and Natural Resources entitled, "World Conservation Strategy." They will then understand why a creative, totally professional interpretive division must be an essential unit in a park and recreation department — not only to tell about the local natural and cultural resources, but to sell parks and create an awareness in the minds of the visitor to a park system of the global strategy that must be achieved in order to conserve our living resources for sustainable development.

Making the strategy work is a challenge that must be achieved if we expect to maintain a world society in which human welfare and survival is possible. These are the challenges that I see for park directors in the future.

Mr. Mott, former Director of the California State Park System, is currently President of the California State Parks Foundation. Managing Parks For People is a reprint of a speech given before the American Academy of Park Directors, Minneapolis, Minnesota on October 28, 1981.

FEATURE ARTICLE

Wrangling Over Urban Parks

by Paul Simon

With their spectacular vistas of the Pacific, the mountains and the lights of Los Angeles, the Santa Monica Mountains represent the quintessence of the coveted Southern California lifestyle — free and easy and outdoors.

The green hills, serene valleys and jagged peaks of the mountains stretch out from the heart of the nation's third-largest city for 40 miles along the Pacific Coast.

A "scenic experience", conservationists call it, in the bountiful land of Hollywood make-believe, the Beach Boys and California dreamin'.

A wonderland, they say, of these mountains rising out of the urban sprawl and tangled freeways of smog-plagued Los Angeles.

A blessing, they add, that this grandeur was to be taken out of reach of the developer's covetous grasp — protected as the Santa Monica Mountains National Recreation Area.

But is it all really safe from the designs of man? Can the National Park Service safeguard the 150,000 acres of these mountains that Congress in 1978 ordered it to preserve?

A bigger question: SHOULD the government protect it? Is it grand enough or needed enough to ask taxpayers in Delaware, the only state with no national park, recreation area or historic monument, to help pay?

These are some of the questions the budget-conscious Reagan administration and Congress are struggling to answer in what has become a heated debate over the purpose and the future of the National Park System.

Interior Secretary James Watt initiated the discussion when he froze funds designated for park acquisition, a move that hit hardest at so-called urban parks created during the 1970s to meet the needs of cities wracked by social unrest in the previous decade.

His assistant's internal memo suggesting divestiture of Santa Monica and other urban parks fueled the controversy, which recently reached a flashpoint when Watt ordered an investigation of alleged improprieties in the setting of boundaries for several new seashores, lakeshores and recreation areas.

The moratorium, affecting $56.6 million unspent or budgeted for Santa Monica, could produce a "crisis" that would permanently alter the area, says Margot Feuer of the Sierra Club's recreation area task force and a member of the advisory committee overseeing development of Santa Monica.

So far, $29 million has yielded 3,000 of the 55,000 acres the Park Service planned to buy. Some 36,000 acres is state parkland within the recreation area. The rest of the 150,000 acres is subject to development restrictions.

Since the moratorium, one developer has expressed interest in buying back land it had sold to the government, however, confirming conservationists' worst fears. Still, much of the private land may be too rugged for development.

Watt, who deplores the condition of America's parks, argues that too many have been added to the system too quickly — 107 in the last decade, nearly a third of the total — and too little attention has been given to caring for existing areas.

"The real question in today's world of limited fiscal resources is that we find the urban national recreation areas compete to an extraordinary degree for the small available resources that are there," says Parks Service Director Russell Dickenson.

At a time when the Park Service has a $1.6 billion backlog of maintenance and development projects, Watt says, completing the acquisition of the Santa Monica area alone would cost between $500 million and $600 million.

"We don't need a park in every congressional district," he adds, in a blunt reference to a key element in national parks policy — politics.

Fifty-four parks and recreation areas — nearly a quarter of the total — were added to the system between 1977 and 1980, when Rep. Phillip Burton, D-Calif., was chairman of the House National Parks subcommittee.

"We would wake up in the morning and find that Congress had voted in five new parks," recalls Hugh Miller, chief architectural historian for the Park Service. Some were created without hearings, including some that "many of us feel are marginal and don't meet standards," he said.

Since 1970, the National Parks Advisory Board has opposed the addition of only seven parks, including Santa Monica and the 32,000-acre Cuyahoga Valley National Recreation Area near Cleveland.

Santa Monica Mountains was pushed through Congress by Burton's California colleagues. Rep. John Seiberling, D-Ohio, No. 2 man under Burton and now head of the subcommittee, has a home within the Cuyahoga Valley area.

Both parks are targets of the boundaries investigation, and Seiberling — whose role in Cuyahoga Valley was ruled aboveboard by a General Accounting Office investigation last year — has called Watt's probe "a sleazy political operation" designed to intimidate members of Congress and divert attention from efforts to undo urban parks.

Meanwhile, Burton defends his record, saying the parks added under his chairmanship were worthwhile and not the result of "partisan, philosophical or regional" considerations.

He says Watt simply doesn't like urban parks.

Another of these parks, the Chattahoochee River National Recreation Area in Atlanta, was added when Jimmy Carter, a Georgian, was president.

"We are beginning to build up recreation areas that are little more than patchwork quilts behind the great cities because of heavy lobbying by congressional delegations," says Robin Winks, a Yale University history professor who is to be the new chairman of the National Parks Advisory Board.

He points to the Gateway National Recreation Area in New York City as an example of the problem. That park, like the Golden Gate National Recreation area in San Francisco, was created to demonstrate what cities and states could accommplish for urban dwellers.

Birds and supersonic jetliners share the sky over 26,000-acre Gateway, which attracts four times as many visitors as Yellowstone to an area a hundredth the size.

Winks supported Gateway but opposed the subsequent addition of Jacob Riis Beach, a former city park. "There is no reason that a taxpayer in Montana ought to be paying for a bathing beach in New York City," he says.

"Cities lack the funds to maintain these sites and the federal pork barrel is one way to transfer responsibility," he adds.

It is such assertions that proponents of urban parks are challenging. Parks, they contend, are for people. And the nation's parks should not be limited to remote areas of spectacular natural beauty accessible only to those with enough money and time to visit them.

"He (Watt) feels that unless the individual makes a trek to a Yellowstone or a Yosemite, it is of little significance," says Ms. Feuer of the Sierra Club. "He forgets the day-to-day experience that is necessary for quality of life."

Adds Burton, "It is quite startling in this day of energy conservation and the cost of automobile transportation that this idea of bringing parks closer to the people should be under assault. I would think it would be nurtured."

Continued on Next Page

At Santa Monica, inner-city youngsters and senior citizens, hospital patients and the handicapped come by bus to enjoy the mountains and adjacent beaches. The area attracts 1 million visitors a year.

"It's hard to believe, but some of these people from Los Angeles have never seen the ocean or been in the mountains," said Bill Anderson, director of visitor services.

Gateway, along the New York harbor, is accessible by subway and bus. Last year, it drew 9.4 million visitors. Says Superintendent Herbert S. Cables, it "gives a lot of people around here the opportunity to appreciate the magnificence of our national parks."

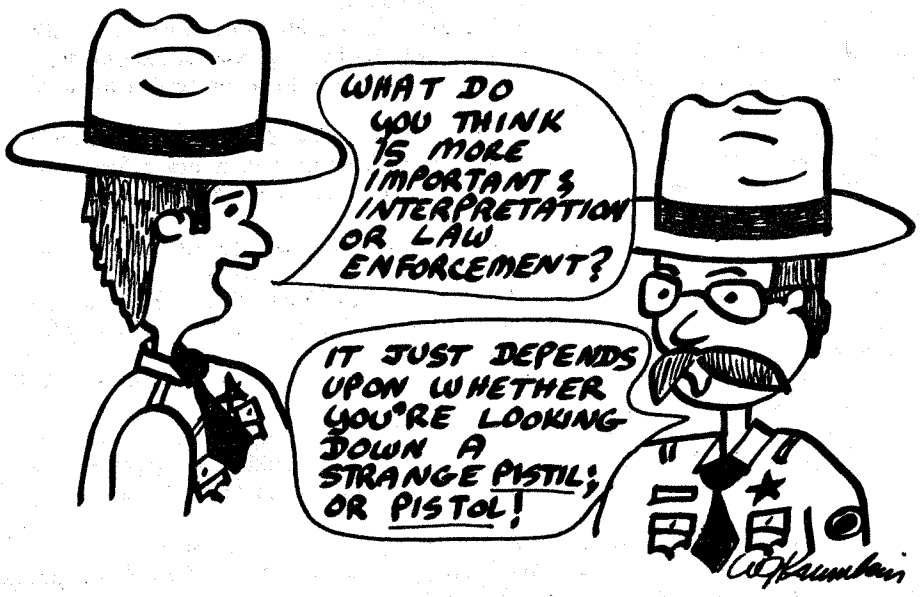
Five million people a year visit Cuyahoga Valley, with its two golf courses, pair of ski areas and the Blossom Music Center, summer home of the Cleveland Orchestra.

And thousands of youngsters take to the Chattahoochee along Atlanta's north side to enjoy a cool rubber raft trip down the river on hot summer days. The Park Service and local groups conduct summer programs for inner-city youths.

There are, of course, problems in these urban parks. City crime and urban ways. Stripped and abandoned cars at Gateway, endless litter at Chattahoochee, and a plan to create a trash and garbage landfill on private land within Cuyahoga Valley.

But Seiberling says it would be a tragedy to abandon them.

"This was part of the decision to put parks where the people are," he says. "It was stimulated by the energy crisis and the fact that millions of Americans will never get the chance to visit the traditional national parks."



Reprinted from the Santa Cruz Sentinel.

PARK TRENDS

Thinking About Vandalism

Robert Fitcher and *Alvin B. Scott*

Boston's Parks and Recreation Department has been increasingly concerned about the problem of persistent and apparently wanton damage to recreational facilities. The department has calculated recent annual costs of $500,000 to $1,000,000. A large portion of these costs are attributable to "catastrophic damage", such as a recreation center destroyed before it could be dedicated or a municipal pool literally battered apart. However, hundreds of thousands of additional dollars, city-wide, represent broken benches and bubblers, smashed lighting, mutilated trees, wrecked basketball and tennis courts, and so on.

When the National Science Foundation solicited proposals on ways to curb vandalism, the city's Park Department and its Parkman Center for Urban Affairs decided to respond. The subsequent proposal condensed a great deal of discussion city personnel had had on this troublesome policy matter. The proposal itself was a significant step, since it began to articulate a way of thinking about the problem. What follows is a brief attempt to outline the Boston approach.

Proceeding from that is a sequence of steps that parks and recreation officials might follow as they consider the problem and work on strategies to combat it.

A Matter of Terms

The Boston team first of all decided to use the term "abusive behavior" rather than vandalism. There were several reasons for this. First of all, vandalism is an emotionally charged term. It calls up such vivid images that the word itself can obscure what may actually be happening. This is all the more true when vandals, so-called, are shadowy figures, a mysterious "they" known only by their work.

Second, because the word vandalism does often cause reflex reactions, it can result in responses which may be useless or even counter-productive. One variety is the retributive, punitive response. Without thoroughly examining the situation, officials who react in this way opt for security measures which, in some cases, can stimulate more damage by heightening the challenge. Another sort of reflex is that of fatalistic resignation. The response here may well be no response at all. Maintenance may be deferred, design problems ignored, security measures neglected. The very word "vandalism", in this case, can act as a paralyzing spell.

Third, the concept of abusive behavior recognizes damage which goes beyond legitimate wear and tear yet is less than malicious destruction. Some examples of this might be benches whose upper slats are broken by people who like to sit on the back of the bench rather than on the seat itself, or a hole ripped in a fence by impatient youths who simply want quicker access to a ball field. Most citizens would condone neither of these behaviors, but will recognize that they are different from destruction apparently committed for its own sake.

The concept of abusive behavior also aids in highlighting possible design problems or conflicts of use in recreational facilities. Unlike vandalism, which focuses on malice, abusive behavior may help to point out destructive acts that might not have taken place had there been greater understanding of a facility's users and abusers (sometimes the same people) and their relationship to the recreational environment.

Furthermore, the concept of abusive behavior lends itself to a management orientation, which is the strongest suit most parks and recreation officials have in their hand.

What is the reason for setting non-routine damage into a management context? Namely this, that it helps us to think in terms of what we can do rather than what we cannot do. It forces us to think constructively about when to repair or rebuild and how certain cost decisions need to be weighed against others. It encourages us to think about resources we have to work with, such as work schedules, staffing, design, cooperation with city and other agencies, with community groups — in addition to repair and replacement dollars.

The management orientation says to us in the clearest terms — it is not in the power of a city department to change American society or to probe deeply into the psychology of youthful offenders. On the other hand, it reminds us that we do not have to accept, fatalistically, damage as it occurs. Instead, it emphasizes the need for timely and accurate information, a clear inventory of the resources available to deal with problems, preferably on a site-by-site basis, and decision-making geared to the most cost-effective solutions possible.

Working Hypotheses

In the course of the project, the project team has developed a set of hypotheses. Whether or not all of them will stand the test of rigorous examination is not yet certain. Nevertheless, they have already had the effect of raising the levels of awareness and sensitivity within the Parks Department. Furthermore, they amount to an implicit if rudimentary program for moving from the passive to the active stance. Among the working hypotheses are the following:

- Habitual points of view can be a problem in themselves. For example, top management tends to see catastrophic damage as a single event, even when cumulative damage over a long period of time has caused the final result.
- The lack of information is often the weak link in understanding the problem and thus establish effective strategies. A sound program — even on a pilot basis — must begin with an incident reporting system.
- Incident reporting is critical also if costs are to be assigned and rational judgments made about repair or replacement investment, alternative equipment or facilities, staffing, and so on.
- Each facility has its own context and its own history. Though the results of abusive behavior may appear to be the same, the circumstances which brought them about may vary considerably.
- Single-answer solutions (e.g. guard dogs and flood lights) usually indicate that the solution has preceded adequate analysis.
- The responses of parks and recreation departments may, more than we commonly suspect, contribute to the problem, as for example through inappropriate design or deferred maintenance.
- Questions about psychological ownership of facilities and patterns of use (sometimes conflicting) need to be answered before an adequate strategy can be developed.

One of the reasons the city of Boston requested National Science Foundation support for a project of this sort was the feeling that much academic research has not been helpful to people actually in the parks and recreation field. Lengthy studies of the social psychology of adolescent peer groups has probably helped very few parks commissioners to cut down the rate of "vandalism" in their jurisdictions.

Because Boston felt academic research has not been of great assistance, the city wanted especially to work on materials which would be of aid to others in the development of strategies to curb non-routine damage.

Below is an example of steps which a department might use in order to re-think its approach to the problem.

1. Assemble data on the kind, frequency, and cost of damage by facility and the department's response to it. If data does not exist or is of doubtful quality, begin an incident reporting system.
2. Reconstruct a recent history of the facility including patterns of use and local neighborhood situation. Interview departmental personnel, users, abutters, the police, agency people. Does the facility still serve the purpose for which it was designed? Who, if anyone, appears to feel a sense of ownership? Can you establish who does the damage and for what possible reasons?
3. Inventory the resources you have to work with in addressing the problem. These might include patterns of staffing, maintenance, repair and redesign of facilities, cooperation with other agencies and departments.
4. Consciously develop and implement a strategy based on your best understanding of management concerns and situational analysis. Tailor, as much as possible, your strategy to the individual facility. Make sure others who are necessary for the successful implementation of the strategy understand its methods and goals.
5. After a suitable lapse of time, review and evaluate the results of the strategy. If it appears to have had no beneficial results or appears not to be cost-effective, check possible misinformation or wrong assumptions which may have been built into earlier steps of the sequence.

Fitcher is the Director of Boston's Parkman Center for Urban Affairs. Scott is project manager for a study being sponsored by the National Science Foundation. Reprinted from Trends.

Individual Training

by Charles "Butch" Farakee

A Ranger has to have knowledge of that of a policeman, rescuer, fireman, first aider, resource manager, interpreter, etc. At best we just get by on everything without having a truly thorough knowledge of each subject. The following is a list of fairly elementary ideas, suggestions, or situations which you might consider for some initial study, refresher study, or hypothesizing. Hope it stimulates you into thinking about just how much there is to know about your job.

1. Do you know principles of taking a person with a broken neck out of the water in which he is floating?
2. When was the last time you used a mechanical resuscitator in the dark?
3. Do you remember symptoms of someone on methamphetamines?
4. Do you know how many square miles your Park is?
5. Can you correctly identify the common trees in your area? flowers?
6. When was the last time you reviewed all the principles of CPR?
7. How about qualifying with a pistol at night?
8. When was the last time you practiced any defensive tactics?
9. How fast could you safely run two miles in an emergency?
10. Why not review some recent Court decisions that affect us?
11. How about developing an interpretive program?
12. Can you name all the concessions that have contracts with your Park unit?

Butch is the Mather District Ranger, Yosemite National Park.

BACK PAGE *by Gary O. Fregien*

The crux of the problem we now face is a case of "jack of all trades, master of NONE". By attempting to satisfy all of the basic needs of the park operations spectrum with a single class, we have in essence, satisfied none adequately.

My first point of difference with your article is that it fails to recognize that in their larger parks, NPS is also split to separate the resource management function. The reason why is probably central to the viewpoint I wish to express. I believe that separation is a recognition of the importance of the role of resource management, and that it deserves full time attention, unencumbered by **any** other responsibilities. Your proposal of the generalist park ranger does not appear to understand or consider resource management as deserving that stature. In actuality the training, knowledge, skills, etc. to effectuate resource management programs are at least equal to the requirements of law enforcement, interpretation, or other park operations. Resource management is not object management, thereby needing "protection" only, but process oriented needing an understanding of ecosystems.

Secondly, I for one, and I know others in the field, including managers, support the utilization of the "resource technician" class. You may not want, but I think you need that class to guarantee sustained accomplishments. In resource management programs continuity is a most important factor. There is just no assurance that that can happen when diluted by other programs, as would still be the tendency in many areas if the function were placed only within the generalist park ranger role. To answer a question you pose, **yes,** there is a lack in field resource management functions. A duality of roles (park ranger and peace officer) is not enough to provide adequate resource management or even protection.

I am not saying field personnel do not have the qualifications and expertise necessary to accomplish resource management objectives, but rather, as you have correctly identified, other programs are given higher priorities, and resource management needs are not being attended to, and won't be until necessary time (full time) is devoted to them.

Thirdly, I disagree with the premise of both your proposals that law enforcement will be improved by adopting either. To turn again to my perspective, during the '60's and '70's park crime was on the rise. It was not only "victimless" crime we were confronted with. It became more and more apparent that the problem would become uncontrollable if direct action was not soon initiated. It was definitely out of our capacity, power or expertise to handle.

However, our present law enforcement effort, in my opinion, is more efficient than it would be if it were left to other agencies to handle. Again, waiting for their response is part of what brought us head first into it. Our philosophy during enforcement contacts is another reason management sought a ranger-peace officer class.

I do not dispute your accurate statement that the demands of the law enforcement role has shifted our direction and priorities away from other pressing concerns. If you were suggesting a park ranger class with absolutely no enforcement powers or responsibilities, in combination with an enforcement class, the chances of accomplishing some of the other tasks would be increased. But by allocating at least one position in needed areas as a resource "specialist" the chances are much greater that meaningful resource accomplishments will occur. The generalist park ranger would, however, be necessary in implementing projects coordinated by the resource technician. The challenge is to have the courage to give it a try.

Our failure has not been that we did not make a needed adjustment, but that we adjusted only to one need, sacrificing others. It is time to take resource management seriously, or soon realize our neglect and loss. For me, that is a price too dear to pay.

The preceding, a reprint in part, was a response to the article "Re-establishment of the Generalist" which appeared in the December, 1981 issue of The California Ranger. Gary has been a DPR employee since 1962.

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