

DPR File Photo

The California Ranger

Code of Ethics for The California State Park Rangers Association

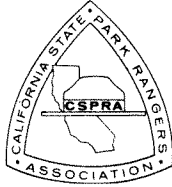
Park professionals as members of the California State Park Rangers Association shall be dedicated to preserving the prime examples of California's natural and cultural heritage and to providing quality recreational experiences to the people of California. To exemplify this dedication, members shall be 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.
- Actively promote the purpose and objectives of the Association.
- 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.

ABOUT THE COVER: Summer 1983 will see thousands of visitors become immersed in a time and place long gone by through the numerous living history programs presented in State Parks throughout California. By sharing the views with living history characters on the economy, politics, and business concerns we increase our awareness of the rich and colorful background of our State. The cover photo depicts a "typical" Sunday in the 1820's at Mission La Purisima in Santa Barbara County.

The California Ranger

A JOURNAL FOR PARK PROFESSIONALS



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THE CALIFORNIA RANGER is the official publication of the California State Park Rangers Association (CSPRA) and the Park Rangers Association of California (PRAC). Both organizations are tax exempt corporations. CSPRA IRS#23-7088236. Manuscript guidelines can be obtained by writing: Heidi Doyle, Editor, *The California Ranger*, 2451 South "M" Street, Oxnard, CA 93033.

“Oh, the Good Ol’ Days”

“The world is too big for us. There is too much doing; too many crimes, casualties, violence and excitements. Try as you will, you get behind in the race in spite of yourself. It is an incessant strain to keep pace, and you still lose ground. Science empties its discoveries on you so fast that you stagger beneath trying to keep up with them. Everything is high pressure. Human nature can not endure much more.”

*Atlantic Journal, 1837**

How often have you longed for the return of the good old days? How often have you lamented that your job, your park, your personal relationships, your life have become too complex, too impersonal, too sophisticated? How often have you chosen not to tackle opportunities because they would take too long or be too much work, or because you might not be around to see the benefits?

We have all considered these questions. Some of us are convinced that all is lost, the good old days are gone, and there is no hope. This attitude is nothing more than a cop-out. It is always easy to see the negative side and moan about it. But a professional finds the positive and moves forward. We cannot afford to get bogged down in nostalgia. The good old days only exist in your mind. Today is a good old day of the future. We must concentrate on using the opportunities we have now to build a better State Park System.

CSPRA is actively working to make these opportunities into realities. Over the past few months, Vice President Cliff Wade and I have had monthly meetings with the Director and the Executive Staff to coordinate our efforts on issues of mutual concern. Passage of the 1984 Park Bond Act is a major goal. This act can provide needed dollars for park development, resource management, inholding acquisition, and new park land purchase.

Opinion polls show that people care about the environment, but polls mean little to lawmakers unless they receive the letters, telegrams, and phone calls that make the statistics real. Our newly formed Legislative Action Committee is helping to make the statistics real. Through our special affiliation with the California Park and Recreation Society, CSPRA now has a seat on their Legislative Committee and access to the advocacy firm of Ternes/Houston which assists the committee. Dave Vincent is CSPRA's legislative liaison with CPRS. Together, CSPRA and CPRS represent the largest collective voice of park and recreation professionals in any state. That voice will be heard.

As you know, environmental degradation knows no borders. Acid rain from industrial areas kills fish and wildlife in back country lakes. Leach field drainage from proposed housing developments in the Santa Monica Mountains can seriously affect water quality in Malibu Creek State Park. Pollutants from offshore oil wells sting eyes and lungs of visitors to State Beaches. Cans and bottles from San Francisco end up as litter and garbage in parks hundreds of miles away. This Fall's gulls may find successful nesting impossible when they return to Mono Lake next spring. CSPRA's Environmental Issues Committee and Chairman Larry Santoyo are focusing on these and other problems.

They have already established significant liaison with staff of the California Coastal Commission, Californians Against Waste, and other concerned organizations.

Next year, 1984, will be our association's 20th birthday. It will also be the year of the second CSPRA/WIA/PRAC Joint Conference. The Conference Committee and Chairman Broc Stenman are doing a fine job in planning our best conference ever. You should be receiving your registration materials for this exciting event by October.

CSPRA represents a corps of highly motivated DPR professionals. We are guardians, charged with protecting the resources, the visitors, and the integrity of our world-famous park system. Just as those who came before us refused to retreat, we will not run from challenges. The issues we face may take years to resolve, but with your strength, dedication, and commitment, we will succeed.

John Mott

President

California State Park Rangers Association

A man wishing to plant a tree was advised against the idea by his gardener. "The tree will take over 20 years to bear fruit," said the gardener. "In that case," said the man, "we had better begin immediately." —John F. Kennedy

*Leisure Lines, California Parks and Recreation Society, April/May '83.

SAVE THESE DATES . . .

March 11-15, 1984

EXPLORE NEW FRONTIERS AT THE JOINT WIA/CSPRA/PRAC WORKSHOP

Details on the 1984 conference will be published
in the NEWSLETTER in the near future.

FROM THE PARK OFFICE

P.R.A.C.

As I sit here mulling over my first year as President of PRAC I have realized what a job I have taken on! I can't say that my first year has been outstanding. I didn't do all those grand and wonderful things we all like to dream about but I have been learning . . . and rather suddenly too. I have received a lot of support and sound advice which should help to get me on the track this year.

I was very pleased with the excellent work done by the CSPRA/PRAC Convention Committee, and I applaud Tom Hofsommer's tenacity in gaining the support of the District Attorney's Association in providing us with some legal update training.

John Ramirez and David Wallace were elected to the Executive Board as Southern and Northern California Representatives respectively. Having heard from John frequently I expect him to do an outstanding job for us. David is a long time PRAC member who has taken on a tough job covering a diverse and large area.

I received a phone call from Leonard Nelson of the East Bay Municipal Utility District (EBMUD) in behalf of the Association of Watershed Rangers requesting our support in their fight to maintain weapons and peace officer powers. A letter has been sent supporting their position. I have also been committed to keeping abreast of developments and attending any pertinent EBMUD board meetings.

In February I joined John Ramirez for a tour of Ventura County Parks. From the law enforcement contacts, to oil springs, to a budding nature center I found it all very interesting. One thing is certain: there is always something that we can learn from one another. I took home a lot of ideas.

I will be devoting this year to improving contact between members. Each Regional Representative is planning an event open to the general membership. Jim Bolland will be our first host with an event in May. Tom Hofsommer and Pat Hayes are working on a water rescue training session. John Ramirez is working on a training session in Southern California with assistance from Tom Smith. Tom is also preparing a program for managers with law enforcement personnel for November.

It should be a fruitful and rewarding year . . . but only with your help and support. Feel free to contact myself or any of our officers. Let's make this our best year ever!

Diane Blackman
President
Park Rangers Association of California

Conversations About the California State Park System

by Marge Sutton

*Editor's note: Conversations About the California State Park System summarizes a key section in the report *Private/Public Partnerships—New Approaches for Parks in California*. The report is a result of interviews with park managers and advocates throughout California in order to get an overview of how well private/public partnerships are working. Examples of innovative programs already underway are presented as role models for use by urban recreation programs. Funded by the James Irvine Foundation and Atlantic Richfield Foundation, the report was prepared by Mrs. Sutton for the Forum on Community and the Environment, a nonprofit organization of conflict resolution professionals. FORUM helps people work together to shape a more livable urban environment. Copies of the complete report may be obtained through the FORUM at 360 Bryant Street, Palo Alto, CA 94303. Comments concerning the following dialogue are encouraged and may be addressed to Mrs. Sutton through FORUM.*

In summer and fall of 1981 I interviewed approximately 150 park professionals, users, and advocates, asking their views about the California State Park system and their ideas about what can be done to support positive changes to meet people's needs in the decades ahead. The following is a synopsis of these conversations.

I was often told that California's State Park system is "the best in the nation" when it comes to "developing and operating traditional state parks and nature preserves in wilderness type settings" and that State Park rangers are first-rate professionals in managing park sites well, preparing excellent interpretative programs, and interfacing positively with park visitors."

However, many park supporters were concerned about the tremendous post-Prop. 13 pressures to make State Park operations more profitable because "it is the sense of stewardship of unique park values that draws most rangers to the profession and draws most visitors to enjoy the State Park experience."

Others commented that while "State Parks has historically served mostly needs of passive recreation, it must "now experiment with appropriate ways to provide active, year-round recreation, particularly near urban areas." This will force State Park people to learn the skills of "successfully joint venturing with local government, community groups, concessionaires, and developers." In addition, State Parks staff must learn to work productively with landowners and park neighbors to reduce unnecessary hostility and promote good public relations. State Parks needs to try more flexible resource management practices such as "greenbelting (where ownership of key parcels is supplemented by scenic and trail easements), a particularly valuable technique for coastal lands in urban settings."

Finally, innovative interpretive programs "should get people to experience the real park setting, not just cluster around their big Winnebagos which bring the city with them."

There was considerable sentiment that "State Park people don't do a

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good enough job at increasing general public understanding of what parks really are and the quality of the recreational experience people could enjoy. This is reflected at the ballot box in low support for park bond measures and operating budgets. The silent majority that enjoys the state parks system must be led into assuming responsibility to tell their legislators how important parks are to them and how vital it is to provide the dollars to operate and maintain them well."

To accomplish this "rangers must become better marketers of the basic philosophy of individual parks and of the entire system. When families leave the campfire program they should not only have learned about the natural qualities of that particular park, but also should have been inspired to take responsibility to help maintain a first quality system of parks in this state."

THE INTERPRETATION/LAW ENFORCEMENT DILEMMA

This leads to an examination of the dilemma many state park rangers expressed about their dual responsibilities to be interpreters of natural resources and at the same time enforcers of the law. The kind of interpretation which motivates visitors to obey rules because they understand their importance is "preventive law enforcement," but today "rangers are stretched with so many demands on their time" that priorities on how they use that valuable time need to be set. Some rangers feel that now in the face of severe budget cuts they are asked to spend more and more of their time on "being super cops and less being super naturalists." In fact there is "no ranger naturalist advancement ladder to bring rangers with major interpretive skills into senior positions." Many people, park users as well as professionals, express the belief that "rangers must *not* become, in effect, sheriff's deputies." They must continue to both "protect resources and encourage access and wise use by the public." Particularly near urban areas, rangers are also challenged to develop the skills to "mediate between the many constituencies who want different uses to meet different needs."

The real disagreement between the law enforcement and interpretive functions is one of emphasis and priority. In fact, however, more and more of State Park's budget is being devoted to law enforcement. Inadequate amounts of money are available for resource management and interpretation. One way to resolve this problem would be "to create roving ranger-interpreters who stop at various campsites and also talk to campers on the trail just to interact with campers and hikers in a friendly manner and share information with them." Another way to control misbehavior in state parks would be to enforce the maximum carrying capacity of each park. For instance, if 175 cars a day is the maximum that a particular park can support effectively, rangers would say, "sorry, the park is full now," and channel visitors to some other facility.

"Finally, clear rules should be published and creative signs should be put on main trails throughout the parks so that the maintenance and security elements of managing parks become a part of a cohesive public relations strategy. This would result in more efficient management, better crime prevention, and less costly provision of services to the public. People would know better how to use the facilities safely and sensitively so there would be a decrease in vandalism and park misuse."

VISITOR SERVICES AND MAINTENANCE

Another problem State Parks must address is the "polarization between the maintenance and the visitor service functions." There is often too little communication and interface between rangers, who are expected to be

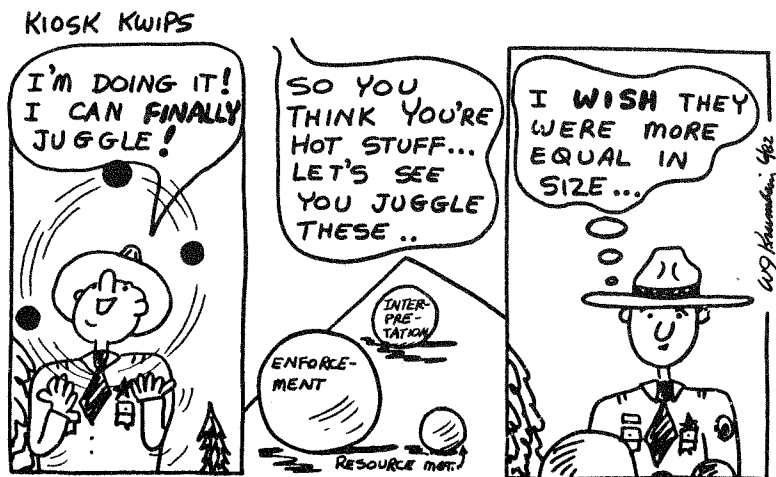
generalists and maintenance personnel who are usually specialists in a particular trade such as carpentry. They receive little training about resource management and interpretation and tend not to enforce rule infractions because "that's not my job." Regular interaction would give rangers and maintenance people an opportunity to test assumptions and false images about each other. In the words of one ranger, "After all, we are all concerned with making the parks work well and we all wear the same uniform."

One suggested solution would be for rangers and maintenance personnel to be trained together during orientation sessions at Asilomar. Perhaps maintenance people could also have a two to three-week stint in visitor services to increase their understanding of rangers' work and visitors' needs.

PARTICIPATING IN PARK PLANNING

Another area of concern is that rangers are too little involved with the refining and evaluation of plans for park development. As one ranger put it "idealistic, but inexperienced Sacramento staffers sometimes lay requirements on field personnel that rangers know will damage natural resources and limit recreational experiences for park visitors." Then sometimes conservationist groups "have become aware of rangers' concerns about resource management and have become so hysterical that entire developments have had to be shut down." State Parks needs an affective system for interface between area managers and rangers in the field and park planners in Sacramento.

Rangers put up with all these frustrations because they love their jobs—most joined the Department to "protect natural resources, to awaken an appreciation for parks in others, and to serve the public."



COMMUNICATION AND THE CHAIN OF COMMAND

Yet another problem in field management is that some "area managers are committed to a chain of command where each person must go through a regular ritual to tell his own supervisor what needs to be done. The supervisor

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goes up the line until two equally high manager interact with each other and then the decision trickles down to the rangers. Substantial delays ensue. "Such a chain of command increases divisiveness, polarizes people, hardens stereotypes, and takes away from rangers opportunities to make decisions and feel they are in control of their jobs." Recently area managers have been shown creative ways to involve both their ranger staffs, park users and neighbors in planning and operational decisions about park units. Area managers with this training have come to see both rangers and people in the community as resources for effective park management; they are also able to actively recruit volunteers for all phases of park operations.

ENHANCING COMMUNITY RELATIONS

Another problem sometimes mentioned is that today many State Park area managers and rangers don't know people in neighboring communities. They should go out and listen to people and become active in community service if they are to be truly effective in furthering the mission of state parks. One way to do this without undue demands on already overburdened rangers would be to replace the current system where some rangers volunteer to become full-time urban interpreters who educate youth in cities to use state parks wisely. Instead, rangers in each area on a regular sabbatical or special assignment basis could educate school children as well as community groups about their particular park unit and show them how to enjoy using it. Perhaps local corporations could finance this program just as they do the work of loaned corporate executives. This program would also provide better access and education to minority groups about what recreational opportunities are available in existing State Parks close to urban areas as an alternative to developing state parks immediately adjacent to urban neighborhoods.

Another suggested way for better interface with local communities would be to expand the Youth Conservation Corps, an excellent program which has helped integrate youth from all walks of life into the state park system and has given them opportunities to learn skills and work disciplines while providing a public service. In response to state and federal budget cutbacks, "corporations could express social responsibility by providing funds and staff assistance to maintain YCC programs at parks near their sites of operation."

As a part of their ecological teaching park rangers should also emphasize getting youngsters into the out-of-doors. Many city dwellers don't appreciate the natural environment because they've never experienced it. To make best use of docents and volunteers to extend their capabilities in environmental education "many rangers need training in how to structure effective docent programs that support their interpretive function." It is also powerful to use community volunteers as horse patrols to assist rangers in monitoring trails in remote areas.

Finally, there needs to be "recognition for rangers' spouses who provide a lot of valuable volunteer work to keep the level of service high at many state park units."

"Budget cutbacks can be seen as the potential to let exciting things happen. State Park personnel at all levels can adjust to new realities by finding creative ways to maintain good service to the public." Rangers can participate in community groups and civic associations, appear on radio and TV shows, contribute to newspaper stories and find yet other ways to encourage people to come out and enjoy our state parks, to learn about their values, and to demand the resources to support them.

FEATURE ARTICLE

The Answer? **Assessment Centers**

by Fred Soderland

Often, we at the field level have the impression of no management from the upper levels. Has the "system" caused the erasure of those high ideals we all once held? If the levelling effect that seems to be built into the system is to be nulled; if the goal to be better than we are is to be attained, then we must be willing to spend time, money and expertise to seek out those best suited for management and supervision. The present system of selecting managers within the California State Park System is open to improvement. We need to implement a process that does a better job of identifying someone's potential for a job and a system that better identifies the job's needs and problems. Often I have seen people who have worked their way up by manipulation of the system instead of management talent. What is needed is a process that can choose the best managers, not one that chooses a best friend or fishing buddy. With economics and politics being what they are today we need managers who are innovative and creative. We need people who can balance politics, economics, social change and still humanistically achieve the goal of the State Park System . . . serving the public!

How is this selection process to be done? From my research I believe assessment centers can provide a remedy for many of our ills.

"What is needed is a process that can choose the best managers, not one that chooses a fishing buddy."

Assessment centers were started in the early 1940's and have been used for decades by big business corporations such as AT&T, and the military. A friend of mine, in middle-management for Pacific Telephone, told me that this process has been used with a substantial gain seen in the quality of managers selected. Enforcement agencies are finding that complaints on how promotions are handled are quieted when the assessment center approach to promotion is used. If the center is conducted by a consultant from outside the agency then a greater objectivity is attained. In many cases the center lasts for eight hours and no one can act for that long.

The center concept can be expensive. A Denver Police captain's center, which lasted seven days and evaluated 15 candidates, cost more than \$15,000. In Albuquerque \$25,000 was spent to assess 66 candidates in the sergeant's and lieutenant's centers. However, little Gresham, Oregon used a center for sergeant which cost less than \$500 to operate. The primary cost in the operation of a center is for the consultant who designs and conducts the center. Some departments feel that if they ever have to go to court on how a test was conducted, they will have the consultant that they can take with them. Centers are initially more expensive than just having written exams and interviews. In the long run, their return with high quality management will more than outweigh their cost.

When centers are used for supervisory levels, (as differentiated from management) a written test is usually given. This is a way to decrease a large number of candidates and inventory job knowledge at the same time. At

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management levels specific job knowledge is not as critical as management qualities. During the assessment center process management qualities can be measured. Parameters are set up to define those qualities needed to accomplish the primary critical tasks for a specified position.

Just what type of exercises might be used? While the consultant designs each exercise to measure specific qualities sought by an agency's management there are several general ideas for exercises. The following three exercises, group oral, in-basket, and mock press release, show the basic idea of the assessment center.

In the group oral all candidates are seated around a table. They are in a room by themselves, assessors, in another room, monitor the voices of the candidates and watch through a one-way window. A series of problems are given to the candidates to discuss and resolve. We often look to the most vocal person as being a leader, of course this is not necessarily true. This type of exercise helps in discovering those that show leadership qualities. Assessors look for candidates whose articulated responses to questions are concise and well-defined. Candidates in the group reveal themselves as leaders by demonstrating knowledge of the issues and identifying possible solutions. Issues discussed are job-related and cover the area of responsibility for the level the candidates are seeking. In an exercise like this candidates would be rated on dimensions such as oral communication, flexibility, interpersonal sensitivity, problem analysis, command presence and other factors necessary for the position.

"Assessment center process . . . provides a more objective and job related measuring criteria."

Another exercise that might be used is the in-basket. Usually a job analysis is done with the job's range and responsibilities defined. From this, questions are developed to identify specific skills necessary to accomplish those duties and responsibilities. A written list of, say 10 to 12 items is made up, some several pages long. A time limit for response is set which places stress on the individual and forces them to make decisions. A list of reasonable responses has been established for each item. After the exercise an assessor meets with each candidate and reviews their written responses. This enables the candidate to clarify points that the assessor may have problems with, however, no changes can be made to the written responses. One police department had candidates write responses to items such as setting up an enforcement policy, how the candidate would handle a personnel problem, a meeting on a sensitive issue, a request for statistics from the chief suggesting only good information was desired, a conflict in meeting times plus others along these lines.

The in-basket exercise forces the candidates to manage conflicting dates, conflicting times, establish priorities, recognize central issues and explain in writing why the issues were handled in a particular fashion. It also requires that a specific action for each item be delineated. In this type of exercise areas such as written communication, decision making, delegation, followup, and judgement can be evaluated.

A third type of exercise that a public service agency might use could be a mock TV news conference. This can be videotaped to make it seem more realistic plus it would allow the candidate to see their own performance. Watching themselves and having the assessor critique the exercise allows the

candidate to learn and improve. One way this type of exercise can be handled is to give the candidate a community/agency incident and have the candidate write up a press release responding to and explaining the incident. The candidate would then present it to the "Press". At the end of the press conference the candidate goes through a question and answer period. The assessor asks questions that require a prompt reaction to this sensitive community/agency issue.

The second part of the oral presentation has the candidate giving verbal responses to questions on their qualification for the job being sought and their views of the job.

Throughout these oral presentation dimensions such as career development, command presence, oral communication, emotional maturity, planning, organization and interpersonal sensitivity are evaluated.

In working to keep the process objective and fair the assessors should be from outside the agency. Oftentimes there is a training process the assessors must go through. During the exercises each assessor uses a detailed assessment form for each candidate in each exercise. Some centers are set up so that no assessor rates the same candidate twice. Depending on the consultant the personnel files maybe used to increase the assessor's knowledge of each candidate's background. These would be used after the assessment center process and would be used to help evaluate the candidate's readiness for the position. There are criticisms levelled at assessment centers (e.g. one assessor talking another into changing a score). However, to me the assessment center process sounds good because they provide a more objective and job related measuring criteria. Keep in mind that while the basic ideas for the exercises are the same, the parameters and details of each exercise are devised for specific departmental testing criteria of candidates. When set up and handled by a professional outside consultant, I believe this type of selection procedure will do a better job of promoting those who will keep our California State Park System advancing.

Fred Soderland is a supervising ranger with the California State Parks in the Gaviota Area.

1983/1984 PUBLICATION SCHEDULE

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Recreation Law Enforcement as a Performing Art: Some Implications for Park Administrators

by William O. Dwyer and J. Paul Price

The nation's forests, parks, and recreation areas are being confronted with the growing problems of crime and inappropriate human behavior. To meet this challenge, land management agencies at the federal, state, and local levels are reassessing rangers' roles and the skills and abilities they should possess to be effective people managers and agents of authority. This expansion of the ranger's role into law enforcement functions is clearly evident in all of the federal land management agencies, which must field rangers with law enforcement responsibility, while attempting to maintain the traditional friendly image.

Unlike officers in police and sheriff's departments, rangers do not work for law enforcement agencies. For them, law enforcement is merely a tool, not an end in itself. Tallies of arrests, convictions, or citations do not serve as the ultimate measure of a ranger's effectiveness. In 1976 this attitude of restraint was expressed very succinctly for the National Park Service in federal legislation clarifying the law enforcement powers of National Park Rangers. In the last portion of Section 11 of this act, it was clearly stipulated the intent of congress was not to make police officers out of park rangers; rather, their law enforcement duties were to be only part of their larger mission of protecting the parks and visitors.

Typical rangers live in a world of caution, with admonitions to be "low key" in their law enforcement approach, to take as little action as necessary to bring the situation to an end, and to bear in mind that obtaining visitor compliance with rules, and not arrest statistics, is management's primary goal. Yet the ranger is also expected to possess all the law enforcement skills of a police officer and to use them whenever necessary to protect the people and the environment. This need for law enforcement readiness was no more clearly articulated than in a 1977 General Accounting Office report on the status of visitor protection in the major federal land management agencies. The report concluded that these agencies were deficient in terms of preparedness and training respecting visitor protection responsibilities. The study also suggested the federal legislation was definitely needed to provide rangers with effective authority to carry out their law enforcement mission.

The conflicting pressures toward competency and restraint have drawn a fine line that rangers must walk in their protection role, and these same pressures have defined the nature of the law enforcement training and preparation which the ranger is, or should be, receiving. The questions for the park and recreation area administrator are very basic: Exactly what is recreation area law enforcement; how is visitor compliance with laws and regulations best achieved; what skills and personal characteristics should a ranger with law enforcement responsibility possess; and what are the best training approaches to ensure that they are acquired and used?

Concerning law enforcement training, it is not easy to find answers in the curricula of most police academies. Traditionally, police programs have heavi-

ly emphasized the use of formal authority to gain compliance with the law. Thus, most police academies devote a large portion of instruction to such areas as firearms, arrest techniques, handcuffing, baton work, self-defense, and means for physically overpowering violators. Of course, all of these skills are absolutely necessary for any law enforcement officer, but it is also true that any police officer who relies too heavily on this formal authority will eventually end up in trouble. This is especially true today, when society seems more willing to resist formal authority, and the age of the lawsuit has come into its own. Competent law enforcement, especially in parks and recreation areas, demands that officers develop expertise in the use of informal power, that is, interpersonal ability and understanding, the capacity to persuade people to comply without bending them into submission through the formal powers of force and arrest.

"The Ranger and the actor have much in common."

In short, competent law enforcement is a performing art. The officer must motivate people to want to comply with the law, provide information, calm down, assist the officer, move along, or generally become peaceful. It is the officer's performance — his or her acting ability — which usually determines the outcome of the incident. To the extent that officers have not been trained to perform in this manner, they will be forced to use physical alternatives to resolve situations.

The ranger and the actor have much in common. They are both playing to an audience, they are both trying to control the audience, the actor by applause (or lack thereof) and the ranger by compliance (or lack thereof). One difference is that the actor has had an opportunity to study the script, while the ranger must perform extemporaneously.

The performance repertoire any ranger brings to a situation should include the capacity to use appropriate formal power and authority, and such skills are rarely overlooked in law enforcement academies. What is often tragically underemphasized is the other 90 percent of the repertoire: how to talk, how to influence, how to listen, how to motivate — in other words, how to develop and use informal power. The plea for "low key" law enforcement which pervades most land management agencies is actually a plea to their law enforcement personnel to make a maximal use of informal power; to perform in a way which motivates people to comply with a minimum of force.

How should rangers be trained in the performing art of law enforcement? The answer lies in another look at the analogy between law enforcement and acting. How are actors trained? They learn by performing under controlled conditions in which they must behave like actors and be critiqued by their peers and coaches. It is common for law enforcement academies to measure three types of recruit behavior: pistol shooting, push-ups, and test taking. None of these are job-relevant behaviors in the day-to-day world of law enforcement. What is relevant? What do rangers actually do out there? Why not have them practice those behaviors in controlled situations in which they can learn to perform them competently?

These questions, of course, underlie the growing use of role-play training in law enforcement. To a small degree, such training has been a part of police education for decades, but it has never become the norm. Occasionally, the law enforcement literature documents the experience of some police academy which has rediscovered the power of role play as a training and diagnostic tool.

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By role play we are referring to contrived scenarios during which trainees must talk, listen, interact, make decisions, and react to people representing a realistic cross-section of problems and difficulties for the law enforcement rangers. The goal is to provide trainees with a variety of interactive skills to complement the training in the use of formal power which they have been given; to give officers a background that will reduce the possibility that they will have to fall back on formal (physical) power.

"Competent law enforcement . . . demands that officers develop expertise in informal power . . ."

If this type of training is crucial for all police officers (and we believe it is), then it is even more vital for rangers, who typically work in agencies which downplay the use of formal power. It is often said that rangers are in the "compliance business" which means they must maximize their persuasive powers and minimize their arrest powers. For park or recreation area administrators who subscribe to this philosophy, it is extremely important that they ensure that law enforcement personnel are given considerable role-play training at both the recruit and in-service levels.

Park and recreation area administrators are faced with the dual responsibility of ensuring that two types of management are competently carried out. They must provide for effective management of the resources around which their areas were created, and they must provide for effective management of the people who, for whatever reasons, visit the resources. Administrators must rely on their rangers to carry out this dual mission. At a time when visitor management is becoming increasingly complicated, it is the wise administrator who equips rangers with the full complement of both formal and informal power (that is, physical and interpersonal skills) to make them equal to the task. In our experience, role-play training is central to this preparation.

"Recreation Law Enforcement as a Performing Art" is reprinted from *Parks and Recreation Resources*, March 1983 issue.

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Preparation for Careers in State Parks

by John K. Hooper

Many new rangers and employees in the State Department of Parks and Recreation have found that the undergraduate educational and experiential program at California State University, Chico is well designed to prepare students for employment in the State system. The reason for this is that Park and Recreation Department employees helped develop and still share in providing leadership for the CSU, Chico curriculum.

The program provides students with an understanding of why people recreate and the value of this activity to the individual and society. They are taught the principles of leadership, supervision and management. Students learn the fundamentals of environmental and comprehensive planning for recreation programs, areas and facilities. For practical experience, this planning is applied to a resource area or a public jurisdiction.

In order to facilitate better communication to the public as well as co-workers and employers, there are courses in oral and written communication and interpretation. For those wishing to specialize in interpretation, these courses are supplemented by environmental education, biology and natural resources.

To help majors become well rounded, they also take practical courses in recreation area and facility maintenance, principles of outdoor recreation and parks and natural resource economics and management. To help fiscally and legally, they can take budgeting, law and enforcement. Advisors to the curriculum are a consortium of administrators from the various Parks and Natural Resource Management agencies in the State.

Classroom education is supplemented by field experience and a full semester internship is required and readily available to students. The campus is surrounded by 100 million acres of public natural resources. Every state and federal agency has representative facilities within an easy drive of campus. Chico is the only school in the state of California that has a State Parks & Recreation office on its campus. Many joint school year and summer projects have been developed and operate between the campus Recreation and Parks Management Department and the State Parks and Recreation Department.

Finally, the department provides a faculty that is both experienced and dedicated to giving students the personal help, guidance and motivation they need to prepare for successful work in parks and recreation. The University has also developed a very successful program to help train and place affirmative action employment candidates. If you have or know of a promising seasonal or part-time employee that desires upward mobility and a good four year education and experiential program and degree who desires to enjoy a successful career in State Parks and Recreation or other natural resource work, you may do well to have them check in to the program at CSU, Chico.

John K. Hooper is the coordinator of the Parks and Natural Resource Management program at the California State University at Chico, Chico, CA 95929. He may be reached at his office at (916) 895-6408.

MOMENTS IN STATE PARK HISTORY

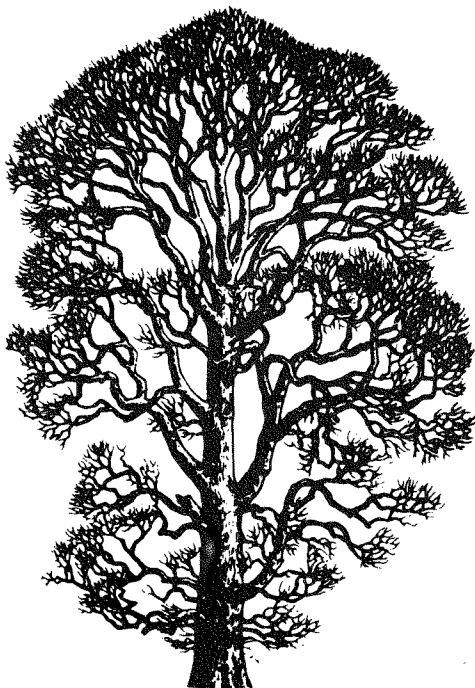
by Danzil and Jeannie Verardo

"A little knowledge is a dangerous thing," but a little misinformation can be disastrous!

In the Fall, 1982, "Moments in State Park History" column, we made a relatively small but important error in our introduction. Rather than simply run a correction, we decided to use our mistake as an object lesson and hopefully a gentle reminder for ourselves and for anyone else charged with repeating or interpreting facts with accuracy and integrity.

In that introduction, we stated what we believed to be true. That was that "Petey (Harriet Weaver) was for twenty summers the only uniformed woman in California's State Park Ranger crews. She was classified as a Naturalist, because until 1972, there were no women allowed in the park ranger ranks." This information had been passed along to us and we assumed, as did most individuals we contacted, that Petey was a Naturalist and not a Ranger in Civil Service status, even though she performed all of a ranger's functions.

We could have checked with the State/DPR (although all of the Department people we talked to about it were surprised to learn that they too had been misinformed about her actual title). Or, we could have asked Petey, herself. She would have gladly told us, as she did soon after she read the inaccurate description of her career. Now armed with evidence (including xeroxes of her appointment papers so generously supplied by Petey), we would like to correct the misinformation we carelessly perpetuated.



Harriet "Petey" Weaver began her career with the California Department of Parks in 1929 at Big Basin. As she put it "my real ranger duties began when Warden Moody called me in one day, asked me to act as a full member of the park crew" She continued, "From time to time through the years I was titled this and that - Custodian, Ranger, Recreation Director, Park Naturalist - but whatever, I simply went on doing what I always did, plus more sometimes as the years wore on to 1950." She went on to comment that she worked for many years before it was suggested she take an exam for the position along with the male candidates. She did in 1943—and ended up the first on the list for the position of State Park Ranger, Grade 1. Her park career took her from Big Basin, to Richardson Grove, to Big Sur, then back to Big Basin.

Now some of you may be wondering "what's the 'big deal'" about a title. Petey said herself that she "wasn't interested in (job) classification . . . my job was the big thing."

This particular point of misinformation may not be quite so vital now while the authors are still available for correction and the subject still concerned about accuracy, what what of 50-75 years from now. There can be two very divergent interpretations of both the DPR and the job class "Ranger" depending on whether the 1929 hire-day of Miss Weaver as a State Park Ranger is realized or whether the information available cites 1972 as the year the first female State Park Ranger was hired. Paula Peterson was certainly breaking new ground when in 1972 she was the first female Ranger Trainee to be hired from the S.S.E.E. list and that needs to be said and accurately recorded, along with the fact that Petey Weaver had been hired as a female Ranger years before. We who are charged with recording and interpreting facts have an obligation both to our present listeners and to those who will later base their interpretation on our records to carefully chronicle and accurately recollect the *facts*.

"A fact, stated as a fact, must be a fact!"

Empire Mine Docent Manual

Then there's the story from the Official Redwood Trail Guide of Andrew Hill developing his photographs inside the Mother Tree at Big Basin

Moments in State Park History is a regular feature of The California Ranger. Ideas and comments are welcomed by the Verardos who reside at 10899 Palm Street, Castroville, CA 95012.

INTERPRETIVE NOTES

My Friend Linda, The Tree

by Bill Krumbein

I'm sure that most of you have seen various "Adopt A Tree" activities, the kinds used by kids as a classroom project. This activity is adapted from the year-long program. It is intended for kids and families (and naturalists) to examine their own special tree—for one hour, or one day, or one week while enjoying their camping experience.

Small amounts of this exercise spread over the entire day will be more fun than attempting to tackle it all at once. Perhaps during those periods when your child says there is nothing to do, is the right time to suggest, "Would you draw me a picture of your favorite tree? or Do you think your tree has any animal visitors? or Would you like to give your tree a drink?"

First of all, you'll have to find your favorite tree. Look all around the campground. Maybe your favorite tree is right in your campsite! Any kind of tree will do, any shape, tall or small; YOU pick out a tree that suits YOU—a tree that feels good to you, a tree that you like to look at and touch.

Have you found your tree? Good. Now walk up to your tree and introduce yourself. Tell the tree your name, then think of a name for your tree. Now you know each other.

Or do you? There are many things happening around your tree, and up in your tree, and under your tree. It's time to discover the fascinating things about YOUR TREE.

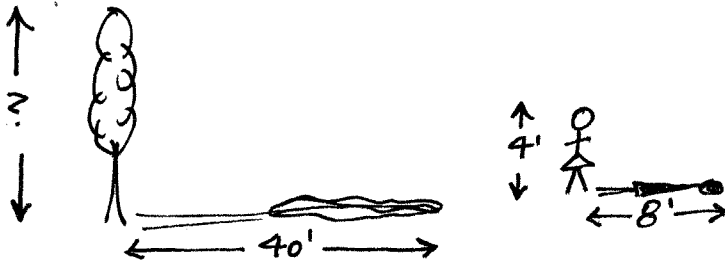
I'll bet you will learn new things about your tree every time you visit. Your tree will be like a friend. You'll have fun times together.

THINGS YOU CAN DO WITH YOUR TREE

- Draw a picture of your tree.
- What kind of animals (birds, mammals, insects, spiders) are using your tree?
- Listen to your tree—the wind, birds singing, squirrels chattering, limbs creaking, cicadas "singing". . .
- Are there animal homes in your tree (bird nests, hornet's nest, spider webs)?
- Smell your tree—the bark and leaves. How would you describe the smell?
- Examine one leaf. What is its shape, color, edges and texture? Did you know that the leaves use sunlight to help make food for your tree?
- Does your tree have any wounds? How can you tell? Do you think they are serious? What do you suppose caused them?
- Does your tree have flowers on it? Nuts? Cones? Can you find any evidence of animals eating these?
- Feel the bark of your tree (the tree's skin). Is it smooth or rough? Is there moss growing on your tree? Are there lichens? Make a crayon rubbing of your tree's bark.

- How tall do you think your tree is? You can find out by measuring your shadow! You'll need some other measurements, too.

- How tall are you? _____
- How long is your shadow (cast by the sun)? _____
- How long is your tree's shadow? _____



Here is the FORMULA to use:

$$\frac{\text{TREE}}{\text{Your Tree Shadow Length}} = \frac{\text{Your Height}}{\text{Your Shadow Length}}$$

Using the numbers in the picture above, the formula would look like this:

$$\frac{\text{TREE}}{40\text{-Feet}} = \frac{4\text{-Feet}}{8\text{-Feet}}$$

Now multiply the TREE times the 8, and the 40 times the 4 for this phase:

$$\text{TREE } 8 = 160$$

Divide both sides by 8 and the formula is solved!

$$\frac{\text{Tree } 8}{8} = \frac{160}{8}$$

$$\text{then TREE} = \frac{160}{8}$$

$$\text{then TREE} = 20 \text{ Feet}$$

- How big around is your tree at the place where you hug your tree? Can you reach all around your tree?
- How old do you think your tree is? Some trees live to be 20 years old. Others have lived more than 1000 years. Bristlecone pines have lived to be 4000 years old!
- Are there other trees like your tree nearby? What makes your tree look different from those trees?
- Can you sit down and lean up against your tree? If you can, then get real comfortable there. What kind of other plants are nearby? Do you see some animals, too? Are there any burrows or rock piles or maybe a creek near your tree? Isn't this a nice place for your tree?

continued on next page

- Draw a map to show where your tree is living. Will you be able to find your tree the next time you visit here?
- It's time to leave now. Do you want to go to your tree and say good-bye? "So long—see you next time." What changes do you think might happen to your tree between now and the next time you visit?

Do you think your tree is going to be O.K.? Do you see anything threatening your tree? So you think your tree is safe and doing fine? That's good. See you next time.

Bill Krumbein is the unit ranger at Annadel State Park, Santa Rosa, California 95405.

TRAINING NEWS

West Valley College, located in Saratoga, California, has an innovative series of slide/tape programs designed as a training tool in park settings.

"Conflict Management," a new slide/tape program, is almost complete. The program features methods of dealing with people in conflict, and highlights the approach, separation, position for safety, plus other phases of conflict management. This is the fifth in a series of park slide/tapes designed for training purposes. Completed titles include:

Restroom Housekeeping
Campground Maintenance
Rescue and Recovery
Rigging the Stokes Litter

For more information contact: Mr. Tom Smith, c/o West Valley College, 1400 Fruitvale Avenue, Saratoga, CA 95070, (408) 867-2200 ext. 375.

*"The nation behaves well if
it treats the natural
resources as an asset
which it must turn over
to the next generation,
increased and not impaired
in value."*

—Theodore Roosevelt

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CSPRA is a tax-exempt, non-profit organization. For more information concerning how you can effectively reach over 700 park professionals throughout California contact Mr. Doug Bryce, P.O. Box 28366, Sacramento, CA 95828.



Watt removes agency land from sales plan.—News item

PHOTO ESSAY

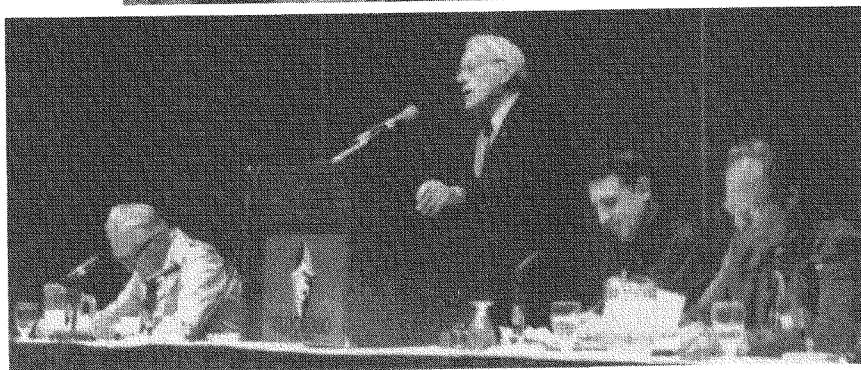
Reflections on the 1983 GEC/Conference

*“Nevada and California Parks —
Facing Professional Challenges”*

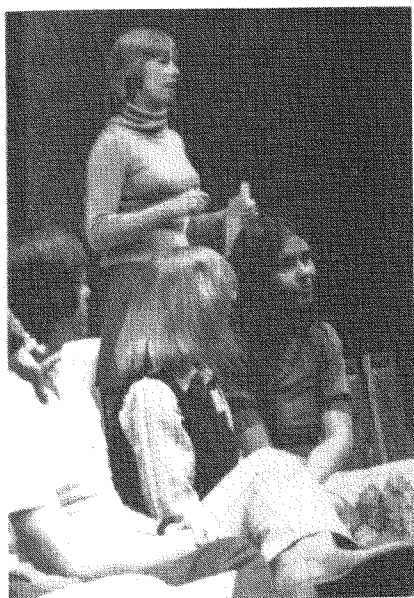
Reno, Nevada

March 8 - 11

The 19th annual General Executive Council (GEC) and Conference was a tremendous success. The many dedicated hours of John Kolb and the planning committee provided participants unique opportunities to expand professional horizons through diversified workshops and stimulating speakers. As with every conference it was good to visit with old friends and share experiences with newly found ones. The “down home” hospitality of the Nevada State Park Rangers helped to bridge the gap between our neighbors and fellow rangers. The experiences gained and information learned will not be unused. Looking forward to 1984 at Asilomar!



William Penn Mott discusses the “Changing Role of the Ranger”



PHOTOS BY HEIDI DOYLE

Room Service "Ranger Style"



Participants at workshop "Women in Parks"

LETTERS TO THE EDITOR

Dear Editor:

To better give interpretation equal time with enforcement, I suggest the concept of an Area Interpretive Tactics Instructor to dovetail with State Parks Range Master and Defensive Tactics Instructor Training.

Rangers could qualify quarterly with a topic on the units' natural history. Monthly the Interpretive Tactics Instructor could present information on a specific technique. Quarterly Rangers could qualify on the learned technique, such as the following:

1st quarter: 3 minute talk on a hand held object

2nd quarter: 3 minute segment of a newly developed slide program

3rd quarter: 300-500 word research paper on a natural feature of the unit

4th quarter: Opinion by the Interpretive Tactic Instructor

I believe this type of program would continually encourage Rangers to develop new materials for their programs.

Gar Sallgeber
Pismo State Beach

Dear Editor:

The California Ranger (Winter 1983) featured an article by Mr. Christian Nelson. Your statement concerning the number of Public Safety Officers in 1973 was erroneous. There were fourteen full-time officers in the Public Safety Department at that time as opposed to the four stated.

H.T. Fassler, Captain
Operations Department
East Bat Regional Park District

Dear Editor:

As a voice of the California State Park Rangers Association the Winter issue of *Cal Ranger* struck home for me in several areas. The scenario about the felony arrest technique angered me. The gillnetting and Chumash Indian articles were of particular interest to me at Carpinteria State Beach. Also, not only will I benefit from the "Heart of It" article but my heart was reminded of the 2½ years spent at Redrock Canyon State Park. I hope all CSPRA members will not only be moved, but will contribute to future issues of *Cal Ranger* (summer is here and I need all the inspiration I can get!).

Bill Verdery
Carpinteria State Beach

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