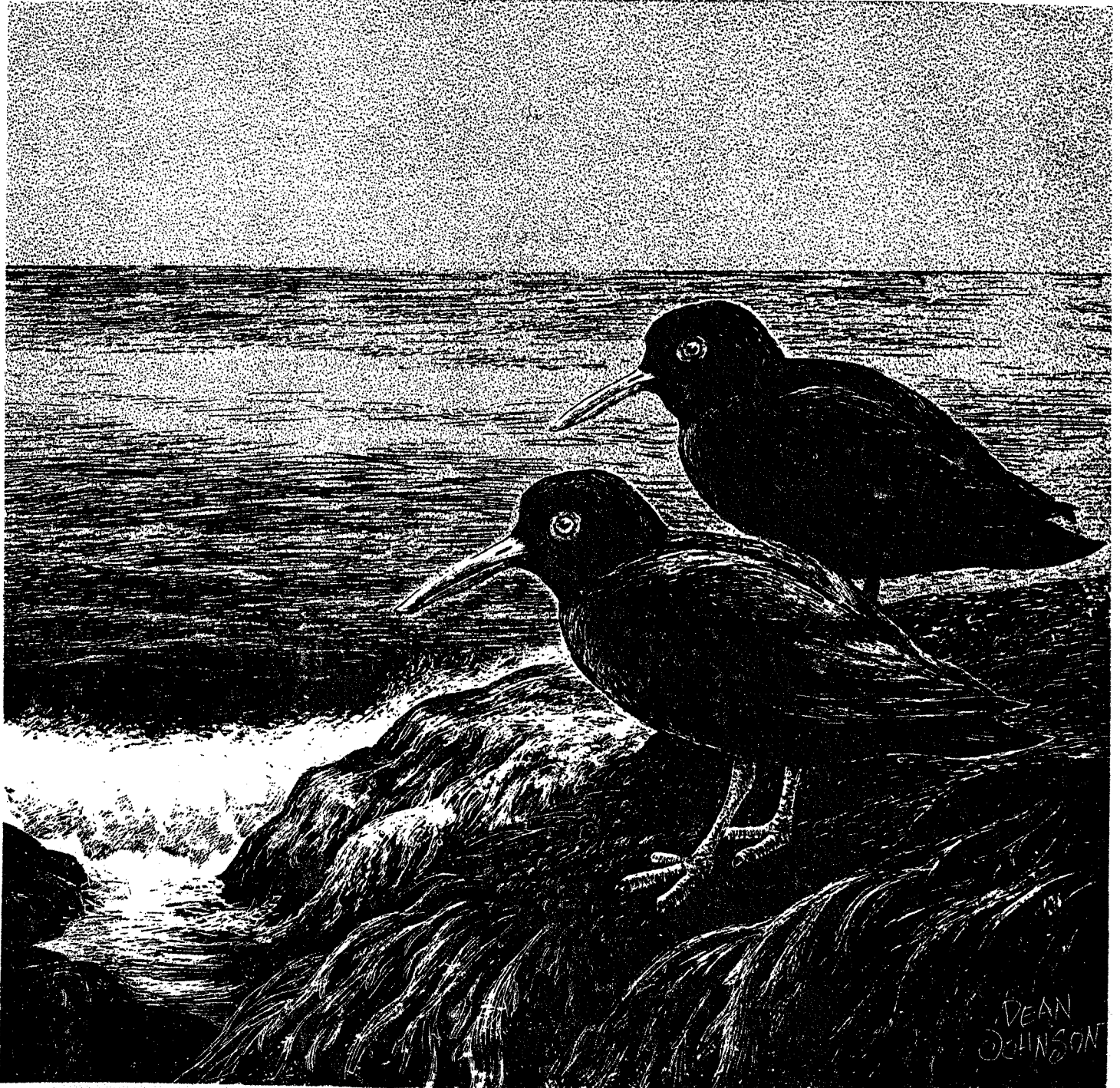
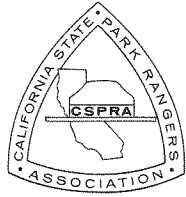


The California Ranger

A JOURNAL FOR PARK PROFESSIONALS





**CALIFORNIA
STATE PARKS
FOUNDATION**

900 Larkspur Landing Circle
Suite 175 P.O. Box 5668
Larkspur, California 94939-5668
Telephone (415) 461-2773

Dear CSPRA Members,

The California State Parks Foundation is pleased to be underwriting the publication of this issue of your membership newsletter.

Over the past 18 years the Foundation has raised over \$68,000,000 in funds, lands and artifacts for California's magnificent state park system, completing more than 53 park projects statewide.

Our commitment to the enhancement, improvement and expansion of state parks continues unabated, as the Foundation moves forward on a wide variety of park projects.

On a personal note, I had the pleasure of meeting many CSPRA members this past March, when I attended your annual meeting in Ventura. The exchange of views that we shared, which included the hopes and aspirations of many CSPRA members, provided me with important insight on the vital role of CSPRA in the day-to-day operation of our state parks.

It's a fact of life that sometimes, in the rush of daily events, individual accomplishments are overlooked.

I feel it's time to give credit where credit is due, and acknowledge the contribution that CSPRA members (and all parks personnel) make to the betterment of our state park system.

Each day presents you with new challenges as millions of visitors experience California's parks, and through the daily routine (from mundane to emergency tasks) parks personnel assume ultimate responsibility for day-to-day management.

The California State Parks Foundation (a non-profit organization which receives no state funding) looks forward to a continuing close relationship with CSPRA members, and all parks personnel.

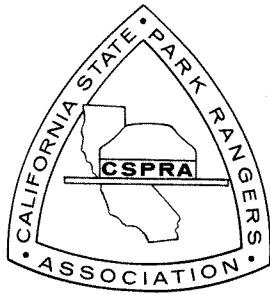
Thank you for your efforts on behalf of our state parks.

Wayne N. Guthrie, III

Wayne N. Guthrie, III
President and C.E.O.

The California Ranger

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VOLUME V, NUMBER III

SUMMER 1987

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## Executive Summary

A major premise of the Foundation's study is that a period of sharp discontinuity with established policies places a special premium on the capacity of park systems to respond creatively to change. Information about current issues (has) served as a springboard for indepth examination of significant innovations in the study.

Directors report a number of other innovations--stepped up, more professional marking of park

systems; programs to improve stewardship of natural and cultural resources; and management reforms to use reduced staff more effectively, for example.

To maintain and increase resource protection, visitor enjoyment, and management quality in a time of budget stringency, parks are experimenting with diverse partnerships with individuals, non-profit groups, and for-profit companies. State parks have, of course, always benefited from partnerships with the private sector. In recent years, however, such collaborative arrangements have increased notably.

Volunteers and non-profit groups host campgrounds, survey and interpret historic buildings, repair trails, raise funds for educational programs and building renovation, act as middlemen in land donations and "bargain sales," and sponsor horse shows, folk festivals, and musical programs.

A new wave of involvement with for-profit interests is washing over parks as well. Some states are modifying long-standing restrictions to increase flexibility and permit entrepreneurial activities that benefit the public without, it is hoped, raising some of the problems that led to the restrictions in the first place.

Park directors are challenged in this new era to increase their political as well as professional effectiveness. They are surprisingly realistic in looking within state boundaries, more than to Washington, for future support. The problems they report are serious in this regard: many say that the contribution of state parks to the economy is not sufficiently recognized, that state parks lack identity, and that they can't count on the many visitors to state parklands or other constituent groups to lobby for budgets or needed statutory changes. This is not true for all park systems. Yet these observations are widespread enough to make it evident that the coming era of greater self-reliance and increased in-state competition for funds will intensify demands for innovative

strategies to build grass roots support and increased visibility and recognition by the governor and the legislature.

## General Conclusions

A new phase is underway in the history of America's 10.6 - million - acre collection of state parks. Federal retrenchment is transforming the federal partnership which, since 1965, has helped stimulate enormous growth in state park systems. During the first half of the 1980s, federal aid for state and local outdoor recreation programs plummeted to a third of its level in the previous five years. Within states, increased competition for funds and voter-imposed

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**"A major premise of the Foundation study is that a period of sharp discontinuity with established policies places a special premium on the capacity of park systems to respond creatively to change."**

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spending limits have constrained park support.

States feel the pressures of increased responsibilities as well as reduced funding. Visitation continues to rise, pressures on resources are increasing, and many state park systems are called on to play a stronger and more innovative role in the nation's network of recreational resources.

In the face of these challenges, state park systems are doing a great deal to increase self-reliance. The Conservation Foundation survey of all 50 park directors shows that, true to prevailing wisdom, a number of park systems are "laboratories of innovation." They are developing models which are stimulating replication in other states and by federal officials. These innovations, while very promising, need to be placed in perspective. A number of systems whose directors report pressing concerns--in funding, visitor facilities and services, resource protection, and the like--are having difficulties in fashioning responses.

Major constraints to the pace of innovation, according to state park directors, include: lack of leadership from the governor or legislature; a conservative, rather than innovative, tradition in the state; insufficient resources for experimentation; inexperience, skepticism, and statutory limits in dealing with the private sector; and inadequate knowledge about what other states are doing. By far the most important impediment, from the directors' standpoint, is insufficient public support for state parks.

Another finding of note is that as park directors assess future prospects, a surprising number are looking primarily to the state legislature, the governor, and state residents, more than to the federal government, for support.

### **Top Priority: Funding**

Funding questions are uppermost in the minds of most directors. The pervasiveness of funding problems seems too be independent of size of system, geographical location, or sources

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**"States feel the pressures of increased responsibilities as well as reduced funding. Visitation continues to rise, pressures on resources are increasing...."**

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of revenue which have supported parks.

The decline in state park budgets since 1980 is sharper than that for other state governmental programs or federal and local park systems. Federal cutbacks have clearly been a shock: by the 1970s federal funds had come to be the most important single source of support for state park acquisition and capital development.

It is nevertheless difficult to generalize about the specific relationship between federal cutbacks and park budgets. State funds from all sources have always been the mainstay of support overall for most state parks, even in the late 1970s, the

high point of federal aid. In some states, park systems did not benefit directly from federal grants in the periods examined in the study (1977-80 and 1981-84) since these states allocated federal funds to local parks or other state recreational activities. Even in these states--about a dozen--directors report serious funding pressures. Park systems face heightened competition within the state from other recreational and non-recreational programs that have lost funding.

One state funding innovation attracting considerable attention involves increased reliance on earmarked, or restricted, accounts, either from user fees (significantly increased in a number of states) or set-asides for recreational purposes from new taxes, lotteries, mineral extraction fees, and the like. The increased use of earmarked funds for facility development in the early 1980s is especially notable.

The wider applicability and staying power of this fiscal trend merits closer examination. Two very different experiences are: Maryland, where a property tax levy adopted in 1968 has created an ongoing flow of substantial funds for open space acquisition; and Colorado, where environmentalists are disappointed by the yield and use of the lottery which they helped establish in 1982. In some other states, directors report "invasion" of funds for nonrecreational purposes, incomplete appropriation, or diversion from the funds' original purposes, for example, from acquisition and development staff salaries or maintenance. (Contrary to popular misconceptions, these accounts, in most instances, are not true "trust funds"; withdrawals must be approved by the legislature.) Ways to ensure reasonable protection for earmarked funds, while at the same time avoiding unwise rigidity, needs to be explored.

### **Priorities Beyond Funding**

Apart from funding, what do park directors see as their greatest needs? For most, the highest

priority is the existing system, especially fixing upneglected or obsolete facilities. This concern echoes warnings about the condition of buildings and infrastructure in national parks which culminated a few years ago in a billion dollar initiative for rehabilitation. Although a number of states reort spending more money on facilities in recent years, and funding for maintenance has fared better than that for acquisition or development, the need evidently outstrips spending.

While preoccupied with the health of the existing system, a number of directors are highly concerned about the loss of distinctive recreational lands and the need to increase the numbers of urban parks. Acquisition acivity has fallen off sharply from the 1970s: only six park systems had higher acquisitions budgets in 1985 than in 1980. These include Massachusetts, which recently passed the largest environmental bond in its history, and North Carolina, whose legislature appropriated an unprecedented \$25 million for acquisition. Five state had no funds for buying parklands in either 1980 or 1985.

Innovations in creating parks include greater collaboration with private land trusts; the creation of state park foundations to encourage private donations and experimentation with less-than-fee arrangements; and the establishment of cooperative parks with mixed ownership by states, private landowners, and federal or local governments.

The desire by many directors to increase visitation is at first surprising, given the statistics on heavy visitation, reports of resources degraded by heavy use, and difficulties in providing services to visitors. (A number say they are cutting back on staff, reducing seasons, or even closing parks.) Several reasons seem to account for this. First, the mission of state parks emphasizes serving the recreation-seeking public, and hard times increase the need to prove their "success." Second, figures which show that parks are magnets for tourists help make the case that parks contribute to economic development. Third, for the many parks that are increasing user fees, visitorsgenerate

increased revenue.

Directors, interest in visitation goes beyond generating statistics or income, however. They seem bent on increasing support within the state as a way of attracting the attention of state legislators and the governor. This may not be easy, given the frequently heard complaint of park directors that, despite record numbers of visitors, they lack sufficient support when significant decisions affecting state parks are being made.

To attract visitors, many directors report innovations in marketing. The effectiveness of techniques should be examined more closely. What types of marketing strategies work best? Can marketing help reduce imbalances in park visits, raised funds to mitigate resource damage caused by overuse, and distinguish state parks from other recreational resources in the state--all concerns shared by a number of park directors?

Widespread activity in building visitor facilities is another significant trend. The need to develo far different approaches from the 1960s and 1970s--when park systems had access to large amounts of federal funds--has states exploring opportunities for private investment and re-use of historic buildings on state parklands for lodging, restaurants, and interpretive centers.

Management issues rate high, with some more evident in larger systems than in smaller ones. For example, directors of larger systems more often expressed a need for improved planning and specialized staff, including resource managers. Parks are more likely to respond to such staff needs by relying on university experts or volunteers than by adding specialists to their staff.

Of interest is the polar split on some resource management issues--for example, about as many directors are concerned about the issue of resource threats from activities



originating outside the park as think it's not important, and nearly equal numbers are highly concerned about the need to inventory historic resources as think it's not important. Field visits and other reports suggest that these are emerging issues affecting many states.

In the face of increased demands and constrained funding, park managers rely increasingly on partnerships with private non-profit groups, businesses, and other governmental agencies. Such collaboration is consistent with state park history, since parks have always benefited from the assistance of private individuals and other levels of government

Although state park directors report many examples of collaboration, there is considerable room for improvement. For example, many systems report difficulties in attracting volunteers. Is this because state parks are in the "middle" between national parks, whose select status is a magnet, and local parks, whose familiarity breeds support? Or are there reasons having to do with institutions and traditions, or the perspectives of people working in state parks?

Other problems in creating partnerships include lack of experience in dealing with the private sector; skepticism about increasing the role of concessioners; constitutional and statutory provisions, for example, those placing severe limits on private investment on public lands or barring non-profits from collecting money; and tensions between state and local, and to a lesser degree, between federal and state, recreational agencies.

### **Next Steps**

Subsequent task in this study will focus on specific innovations to find out how obstacles to change in bureaucratic and political environments were overcome--what strategies were effective in raising the visibility of an issue, what information was useful; what constituencies and alliances coalesced in support of new approaches and how this effected what was accomplished; and whether broader changes

were institutionalized, in the state park agency or legislature, for example.

This information should be of help to states considering the transferability of innovations to their own situations. It should be useful to policymakers, private groups, and others considering future federal policies for out door recreation. Although state parks have always been supported primarily by funds raised within the state, they have also been long nurtured by a partnership with the federal government. This partnership has taken different forms as the needs of state parks and the capability of the federal government changed. It has benefited both state parks and federal parks in a two-way exchange of experience and experimentation. The Land and Water Conservation Fund, designed almost 25 years ago, responded to an assessment of public need and state and federal capacity which was sound and visionary. In these very different times, can a fresh assessment of need and capacity be as sound and visionary in inspiring federal activities to nurture innovation and greater self-reliance? 🍏

### **ABOUT THE AUTHOR**

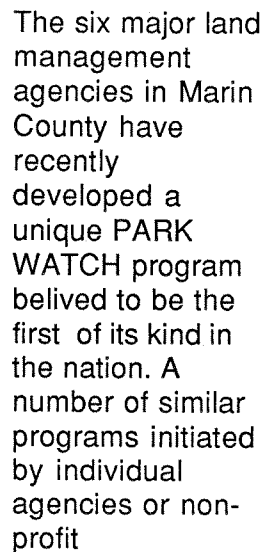
**Phyllis Myers**, director of the state parks study, has been a senior associate of the Conservation Foundation since 1973. She is a major contributor to the Foundation's program assessing the status of America's parklands and recreational resources and co-author of National Parks for a New Generation: Visions, Prospects, Realities, published in 1985. Ms. Myers has directed a number of research studies and authored many articles and publications at the Foundation on state land use policies, urban revitalization, and historic preservation. Ms. Myers has a B.A. from New York University in history and economics and has studied urban planning and architectural history at George Washington University's Graduate School of Business and Public Administration.

Copies of the entire text of; STATE PARKS IN A NEW ERA: A SURVEY OF ISSUES AND INNOVATIONS, may be obtained by writing The



PARK WATCH  
 A COOPERATIVE AGENCY  
 PROGRAM

## Bill Hendricks



In June of 1984, field rangers from the National Park Service, the California Department of Parks and Recreation, and the Marin Municipal Water District met informally with personnel from the Marin County Sheriff's Department to discuss the problem of auto burglaries in Marin County parks. The 'bad guys' were 'hitting' vehicles up and down the Marin coastline with little regard for jurisdictional boundaries. Increased interagency field communication was essential in an attempt to cope with the problem.

incidents, the rangers felt that visitors safety and awareness, resource management practices, and staff interaction and communication could all be dealt with more effectively through interagency cooperation.

Steps were taken to develop a cooperative agency program and within two months the Marin County Open Space District and Marin County Parks and Recreation Department joined the four original agencies to officially form PARK WATCH. Together the rangers felt that park visitors could take increased responsibility for their parks in a similar fashion to the popular neighborhood and crime watch community programs. Shortly after the initial PARK WATCH meeting, goals and objectives were established, with input from each agency, as follows:

Create a safer environment in Marin parks by increasing public and staff involvement, awareness, and concern in the protection of people and property, and the preservation of resources.

1. Develop a mailing list to inform other organizations and agencies about PARK WATCH.

6

REPORT - Criminal offenses  
Hazardous conditions  
Suspicious occurrences  
Environmental dangers

PROTECT - Park resources  
Personal property

OBSERVE - Park regulations

3. Standardize reporting methods of criminal incidents by law enforcement reports that include all monetary value of damaged, repair, and labor cost (labor and materials).
4. Identify through crime analysis in a timely fashion high risk areas and times to make most effective use of protection staff.
5. Provide feedback to the public of their

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"The 'bad guys' were 'hitting' vehicles up and down the Marin coastline with little regard for jurisdictional boundaries."

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involvement in PARK WATCH.

6. Provide crime analysis feedback to staff with reports that are bi-weekly and on a regular basis; special bulletins.
7. Define geographical jurisdiction boundaries to properly identify responsible agencies, and expedite response.

To achieve the program's goals and objectives, monthly meetings were set-up and hosted on a rotational basis by participating agencies, and a PARK WATCH logo was designed utilizing the neighborhood watch symbol - already familiar to the general public. Further discussions on how to increase the park user's responsibility took place and it was agreed that public education programs, media coverage, and PARK WATCH signs would be excellent exposure and would increase the public's awareness and involvement in Marin parks.

In early 1985, two important events were

chronicled in PARK WATCH history. First, the Marin Board of Supervisors unanimously passed a resolution supporting PARK WATCH and approved the donation of funds to assist with organizational cost. Secondly, a presentation and luncheon were provided to the media throughout the San Francisco Bay Area. The local media was introduced to the problems that inspired the program, the field rangers who direct it, and the lands of the PARK WATCH agencies.

The luncheon was highly successful and led to a number of guest spots on local television and radio talk shows. Press releases were well received as the media became very supportive of the program. On the national level, Secretary of Interior Donald Hodel recognized PARK WATCH as one of his "Take Pride in America" programs.

As 1986 approached, donations imperative to the program's success were received from the Marin County Sheriff's Association, the Marin County Board of Supervisors, and the Golden Gate National Parks Association. These funds were allocated towards the purchase of permanent PARK WATCH signs, safety / crime prevention information, and the development of generic brochure. The program operated on a limited budget with supplies and materials provided by individual rangers and organizations as needed.

The next step was a dedication ceremony and installation of the first permanent PARK WATCH sign at Marin Headlands of the Golden Gate National Recreation Area. In attendance at the ceremony were Director Mott of the National Park Service, Director Briner of the California Department of Parks and Recreation, and officials from other PARK WATCH agencies. This event once again directed substantial media attention to PARK WATCH, generating several newspaper articles and a short segment on a local television station. It also led to the appointment of a PARK WATCH coordinator for the western region of the National Park Service and sparked interest from other regions of the

N.P.S

There are a number of other plans and programs currently in progress or being developed by PARK WATCH. Telephone installation for 911 access in high-use areas, public outreach through school programs and a multi-agency booth at the Marin County Fair are in the works. The fair booth's interagency display will highlight a theme of "Walk through Marin's Parks," and will include a segment on PARK WATCH. Also in progress are interagency training sessions and standardization of rules and regulations to deal more effectively with everyday

**"A PARK WATCH logo was designed utilizing the neighborhood watch symbol - already familiar to the general public."**

law enforcement situations.

The ranger in Marin County often depend on each other for mutual-aid assistance. On any given day the six agencies have a maximum of 47 rangers on duty. With over 150,000 acres of public use land in the county, this averages out to 1 ranger per every 3,200 acres. The county is unique with 39 percent of the county's total acreage being public use land. The county is not unique in the challenges, problems and concerns faced by the rangers. Rangers throughout the state are faced with similar circumstances.

In attempting to overcome their common problems and concerns, Marin rangers are asking the public to become their additional eyes and ears by reporting any suspicious or hazardous situations. Whether reporting a hazardous limb over a trail, a bridge that needs repair, or a suspicious person, park visitors can assist the ranger in creating safer, more enjoyable parks. This may be done in any county or regional area of the state, pooling resources and increasing staff interaction and communication. Increasing staff and public involvement, awareness, and concern are essential to a successful PARK WATCH program and they are imperative in the protection of people and property and the preservation of resources.

Contributing to this report and presentation were rangers: Ron Angiers, DPR; Randy Hogue, DPR;

Casey May, MMWD; Greg Piccard, DPR;  
RonPaolini, MCOSD; Linda Riggle, MCSO;  
Marybeth McFarland,NPS; and Lee Shenk,NPS.

For further information on PARK WATCH contact:

Casey May, Chief Ranger  
Marin Municipal Water District  
Sky Oaks Ranger Station  
P.O. Box 865  
Fairfax, CA 94930

(415) 459-5267

Lee Shenk, Western Regional Coordinator  
NPS PARK WATCH  
Point Reyes National Seashore  
Point Reyes, Ca 94956

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### About the Author

Bill Hendricks is a Park Ranger II for the Marin Municipal Water District where he has been employed for three years. He has previously worked as a ranger for East Bay Municipal Utility District and seasonally for the U.S. Army Corps of Engineers. He also has been a part-time lecturer for the Recreation and Liesure Studies Department at San Francisco State University.

His education includes a B.A. in Recreation and Parks Management from California State University, Chico in 1980 and a Masters in Business and Public Administration from John F. Kennedy University in 1984.

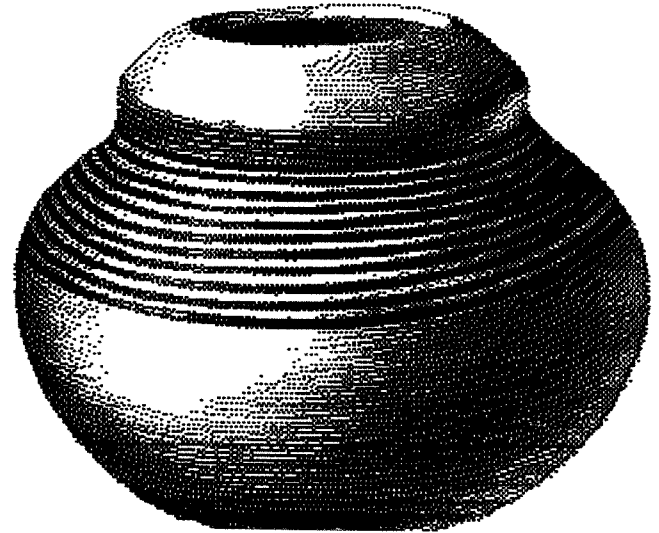
He is currently the Coastal Regional Director for the Park Rangers Association of California and has recently been appointed a District I Board member of the California Park and Recreation Society.

Bill and his wife Maggie live with their dog, Fallon, at MMWD's SoulaJule Lake rangers' residence.

# GAVIOTA STATE PARK LESSONS FOR THE CALIFORNIA STATE

DANIEL C. PREECE SPM III

While Gaviota State park faces a unique predicament, being located immediately onshore from reserves of oil said to be larger than those in Alaska, the lessons learned by us here can be helpful to all units of the California State Park System. Gaviota State Park has already been invaded by three oil pipelines, a freeway overpass, four access roads, two monitoring stations, and four pumping facilities. Still proposed are a marine supply base, an elementary school, a fire station, a major pumping plant, an LPG-NGL rail head/loading facility, and an electric substation. What lessons have we learned?



1. State parks are not immune to surrounding industrial, commercial, or residential development. Rather than having neighbors who will moderate their activities to avoid impacting the park next door, we may find that many developers will include the "vacant" or "unused" lands of the State Park as part of their plans.

2. Early and continuous participation in the planning and development process is essential. We cannot rely on city, county, or state agencies to protect our parks. While they might agree that parks are nice, they often lack have conflicting priorities and they lack understanding of the value of undisturbed open space.

3. We must take a firm stand to prohibit all non-park activities in units of the Park System. It is not enough to limit activities on the basis of compatibility or overall adverse impacts. These concepts are subject to broad interpretation and have nothing to do with the purpose or values of parks.

4. Keep informed on what is going on. Attend public hearings, review environmental planning notices and reports, and make sure that the appropriate State Park staff members are aware of any proposal that could affect our parks. Many projects begin quietly, posing little obvious threat to a park. Suddenly, late

in the process, the developer encounters an obstacle that can only be over come by sacrificing park resources. At this point, all of the other responsible agencies have approved the project, taking our silence as evidence that we had no concerns, and we find ourselves alone in our opposition to the project. Since the project is well-underway at that point, it is extremely difficult to stop it. The loss of state park resources may be viewed by others as less damaging than other alternatives.

5. Speak out as early as possible. Other agencies and project proponents rely upon us to inform them of our needs and concerns. If we tell them, right up front, that we oppose a project or require a series of permit conditions to be included in their process, we are more likely to have our view respected. The protections given to our parks by our property rights and the California Administrative Code are greatly enhanced by local permit restrictions and support.

6. Do not agree to bad land use or poor

environmental planning as part of a compromise. We are often asked if we will approve the uncontrolled development of one area if the developers agree to spare another. We should always stand for the appropriate development or protection of all lands that could affect the State Park System. We may have compromises imposed on us by legal or political decisions, but our principles and goals should not be subject to negotiation at the professional level.

7. Avoid imprecise wording or vague instructions. Ensure that all of your requests are quantified in measurable terms. Words like "should" and "may" are less effective than "shall" and "must." Remember, the articulate and cooperative planner who visits your office will not be the operator of the bulldozer that roars up the wetlands with a set of blueprints and a deadline. Contractors frequently change employees and sometimes even owners. Get all of their assurances and promises in writing; give all of your instructions and demands in writing and approve all changes in writing.

8. Appoint a single person to represent State Parks and demand a single contact for the project

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**"We should always stand for the appropriate development or protection of all lands that could affect the State Park System."**

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developer. Multiple actors create confusion and a greatly increased likelihood of resource damage. Empower your representative to halt any or all work if needless or unauthorized resource damage is occurring.

9. Watch them work. Once the paperwork is approved and all of their assurances are accepted, the burden of enforcement shifts entirely to us. While it may seem fair for all parties to keep their word, many courts will view any silence by us while others were working in the park as evidence of our tacit approval of their actions. Be there to speak out.

10. Demand help. Our regional offices and headquarters, as well as local governments, private groups, and other agencies are all willing to help. They can review documents, help prepare responses and stand beside you if we encounter a

conflict. However, they must be asked. If they are busy with other matters, you must ask again, perhaps with a bit more persuasiveness.

Many projects are arbitrarily routed onto State Park lands to avoid CalTrans and Southern Pacific lands. This is done because these agencies do not allow their lands to be violated as we do. Public lands, such as National Forest and Parks, are viewed by many as low cost vacant land. Local governments often prefer to locate unsightly or toxic projects away from residential areas, which are filled with voters, into parks, which mainly accommodate visitors from outside their jurisdiction. Project proponents often back themselves into corners that can only be remedied by using State Park lands.

Gaviota State Park has taught us a great deal. We have learned some things we must do, and a few things to avoid, to protect ourselves from the

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**"Jim Whitehead was correct when he predicted that every unit of the California State System has or will have some one who would like to exploit it."**

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impacts of growing urbanization and industrialization of California. The late Jim Whitehead was correct when he predicted that every unit of the California State Park System has or will have someone who would like to exploit it. It is our job to oppose them and to protect parks. 🍏

#### CHANGING YOUR ADDRESS ?

NAME; \_\_\_\_\_

OLD ADDRESS \_\_\_\_\_

NEW ADDRESS \_\_\_\_\_

Send to Doug Bryce:  
P.O. Box 28366, Sacramento, CA 95828

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## **PUBLICATIONS FOR PARK PROFESSIONALS**

### **Pocket Guide to the Public Safety Officers Procedural Bill of Rights.**

California Public Relations Program, Institute of Industrial Relations, University of California, Berkley, August 1986. Part of the CPER Easy Reference Series.

Pocket Guide to the Public Safety Officers Procedural Bill of Rights Act is the second in the new "CPER Easy Reference Series." It is designed for the wide range of persons defined in the Penal Code as "peace officers" and for their employee organizations and managers in local government, special districts, transit districts, school districts, higher education, and state service. The booklet provides descriptions of the basic rights and obligations conferred by the statute and a guide to case law which has arisen since passage in 1976.

Copies may be purchased for \$2.75 by writing:  
California Public Employee Relations Program  
Institute of Industrial Relations  
University of California  
Berkeley, Ca 94720

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### **Discover Historic California** by George and Jan Roberts (330 pages, maps, double index)

This book was compiled and arranged as a travel guide to places of historical interest in California. It describes more than 1,500 historical landmarks, lighthouses, history museums, towns with historic districts, and other places of special interest.

Discover Historic California features seventy-six travel regions, each with its own map and list of historical landmarks and other points of interest. Each listing includes a brief description of the historical events and people associated with the place, as well as information about the site as it is today.

Copies may be purchased for \$8.50 by writing:  
California Department of Parks and Recreation  
Publications Section

P.O. Box 942896  
Sacramento, Ca 94296-0838

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### **The Bears of Yellowstone,** *Revised Edition, Paul Schullery*

Substantially revised and greatly expanded since it first appeared in 1980, The Bears of Yellowstone is the story of what may be the world's most famous wild animals.

The book is divided into three parts. Part I is a fascinating description of the natural history of the park's black and grizzly bears. Based on a careful review of hundreds of scientific studies and popular accounts. Part I has been called "probably the complete and comprehensive summaries yet assembled." Part II traces the history of bear-human relationships in Yellowstone from primitive times to present. Through careful historical scholarship, Schullery explores the complicated ecological, cultural, and political circumstances that led to the grizzly bear management controversy that has raged since the late 1960s. His thorough treatment of this highly publicized controversy reveals many intriguing and troubling consequences of the needs of modern park management, and exposes numerous errors in the account of the controversy as it has been reported to the public in the press. Schullery's own opinions and interpretations, backed by the unparalleled depth of his research, make this part of the book essential and consistently revealing reading.

Part III is a less formal celebration of many things Yellowstone's bears mean to us. At times whimsical, thoughtful, and funny, this part of the book draws from the rich lore of Yellowstone bears, presenting the best bear stories to suggest many things about bears and people. From chilling accounts of bear attacks to the latest advice on hiking safety, Part III rounds out Schullery's portrait of these extraordinary animals and their place in American culture.

Roberts Rinehart, Inc., Publishers  
P.O. Box 3161

# TRENDS & ..... OBSERVATIONS

Viewpoints and opinions of park professionals.

## The Interpretation Problem - Let's Face Reality

*an opinion*

DAVID CARLE, SPR I  
Sierra District

I recently had the fortune to attend the Interpretive Methods Training course contracted to DPR by the East Bay Regional Parks District. The quality of the training, and East Bay's whole interpretive program, was more that excellent. Inevitably, two issues got a lot of attention in the free-time discussions:

1. A high percentage of the rangers were frustrated at being unable to do any interpretation at their unit; and
2. The "generalist" vs. "specialist" argument arose again, in light of East Bay's tremendous results with full-time naturalists.

Are you as tired as I am of those seemingly endless complaints and arguments? The same two issues have been around since I began working for the State Park system in 1973 (Pendleton Coast), and probably longer, I am sure.

Let's face the real possibility that we may never have adequate staff levels to do the full job properly (while we must continue to push hard to correct that major problem). Must this mean that little, or no interpretation is possible in many units? What can we do, within our exsisting limitation, to foster more, high quality interpretation?

I. "Public protection comes first: you can't be pulled away to do programs. plus preparation time. plus..."  
Does that sound familiar? The following is an observation, and some suggestions:

It has happened that in some high enforcement / recreation area / "cop-ranger" park unit, an individual ranger arrives, and somehow creates a series of new programs, or exhibits, or contacts with local schools. These individuals push aside the resistance, and eventually we read in the "News & Views" about a new visitor center, or special event, or whatever. Often it began with just one individual who succeeded where most of us could not.

Ideally the Department's structure would foster and require, such interpretive accomplishments; but we know it often does not. So I have wondered about the successes that have happened. What did those rangers do differently? Maybe they had an overwhelming amount of interest and enthusiasm, or were they willing to volunteer their own time to see things happen. If those are the answers, we may never see any big changes. Maybe the ideas that follow will help you to actually do the interpretive part of your job that is required by law and policy, but is now deemed impossible.

It could be that a hard look at the time-conflict will help. Once you have had an interpretive proposal related to the interpretive plan and opportunities offered by your unit, usually the conflict is time, and continuing to cover top priorities. So take a look at your work days, for a period of days or weeks. If you keep patrol logs and/or radio logs by time of day, start searching for possible blocks of time that can be counted on to be quieter free of common, truly urgent problems. You might recognize those times of day as your current chances to "catch your breath," coast a little, and recharge for your more hectic times. Those periods may be your answer to the time-conflict objection.

Interpretation does not have to always be early evening campfire programs, or mid-morning nature walks. If it happens that you have staff on at sunrise, and that is your quiet time, you may have discovered an oppoertunity for early moring interpretive activities. Whether it is monring, noon, evening, or midnight, you can accomplish a lot in 45 minutes to an hour, even if only one day a



I can hear someone saying that you will not be out there as the "eye and ears," available on-the-spot when a problem arises. Counter with your record of actual urgent problems, and your willingness to stay in radio contact. Carry a portable radio on walks. Response time maybe slower (and maybe not - that is worth investigating, too), you can play the odds - we do it all the time. Prioritizing patrol locations and staff levels, and what to respond to first, goes on constantly. Interpretive programs and preparation time can be realistically included as a priority. In your proposal, being prepared for such concerns is part of completed staff work.

(NOTE; If you fill your current "catch-your breath" times with interpretation, your work days will be harder. No doubt about it. Not only because that time is less restful, but because interpretation requires more effort than some other aspects of the job. Interpretation demands background knowledge, pre-planning, publicity, etc., unlike some duties where you just follow a routine, reacting to whatever the day throws at you. The personal and professional rewards of interpretation will, one hopes, compensate for the hard work days.)

If your district or unit does not already contact schools annually, to offer the resources and skills of your park and staff, compose such a letter and present it to your supervisors. The letter can make it clear that staff presentations can occur only as scheduling permits - which should reassure a supervisor. But as schools get to know what you can offer as an environmental education professional, and more calls follow, you may create a demand and a constituency that it will be more difficult to say "no" to. If schools and park visitors were busy demanding that the Department function fully in its interpretive role, we might have an easier time with all levels of Department support.

Seeing the quality of East Bay naturalists, it is hard not to wonder if the generalist ranger is a "jack

- of - all - trades yet a master of none " Yet California State Park rangers do produce equally good interpretation at times; unfortunately all too often they produce none. If we, like East Bay RPD or the National Park Service, had a separate naturalist division, with its own budget and bureaucratic momentum, it might be a lot more likely that interpretation would occur in all of our units.

But back to reality. The generalist ranger seems to be here to stay, with most of us fully supporting that idea. So what can be done to better ensure that interpretation occurs within the generalist approach?

It is likely that right now we get more formal interpretive training, through the years, than many East Bay or National Park naturalists. What we need is more day-to-day unit level: on-going

**"An intrepertive-ranger will be pushed by the need to know, to become a more valuable generalist ranger "**

training and preparation time. At East Bay, every staff meeting includes some interpretive training - either in house, or invited speakers. We should do that! We should do it at all of our units and districts, no matter how little interpretation regularly goes on. We can share our knowledge, and take advantage of the knowledge available from colleges, other agencies, etc. The value is not just the content, but the process: to be reminded that we are professional naturalists, and that it is an important part of our jobs, wherever we work.

The other big advantage of full-time interpretation is plenty of preparation time. To the degree ranger participate in resource management, maintenance, monitor their parks and patrol, we are preparing for interpretation. Some of that prep time we envy a full-time naturalist having will probably have to be spent "patrolling." We have an opportunity to use this time creatively, if we see it that way.

There has been a lot written and said about

selling the value of interpretation to management. An idea that does not seem to be mentioned enough is the increased value to a park operation of a ranger staff that has the depth of knowledge of the unit's natural and cultural history required to do good interpretation. We should be the folks with the best overall knowledge about all aspects of our parks. A ranger who does no interpretation, only patrol and enforcement, does not have the same need to learn from the land and become that expert. An interpretive ranger will be pushed by need to know, to become a more valuable generalist ranger.

Interpretation is part of our job - that is a fact, not just theory. Let's find the ways to do our job, despite the difficulties thrown up by the real world. Take another look at the time-conflicts objections; begin to build a constituency and momentum for your interpretive efforts; and push for the day-to-day training, time, and state of mind required to produce quality interpretation and programs. A few rangers have had success despite the problems; maybe more of us can, too. 🍏

*editors note! - it should be noted that that not all rangers are naturalist (some consider themselves historians, etc.) perhaps that term interpreter might be a more inclusive term than naturalist.*

#### About the Author

David Carle has worked for the California Department of Parks and Recreation since 1973 as both a park aid (1973-1974) and as a ranger since 1975. His assignments have included Pendleton Coast, Mendocino, Hearst San Simeon, Auburn, and Sacramento Districts. For the last five years, he and his wife Janet have job shared as the unit ranger at Mono Lake Tufa State Reserve (Sierra District).

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The California State Park Rangers Association proudly awards Honorary Lifetime Membership to Sally Altick for her dedication to the State Park concept and distinguished service devoted to the objectives of the Association.

As a member of the California State Park and Recreation Commission from 1970 through 1976 and serving as Chairperson, Sally Altick assisted in allocating over \$90 million dollars for land purchase and additions to California State Parks.

In 1979, Ms. Altick was a founding member of the Ano Nuevo Interpretive Association, and their first chairperson from 1979 through 1982. Sally was instrumental in preserving and restoring Ano Nuevo State Reserve's historic buildings. She assisted in beginning the Ano Nuevo Interpretive Association's highly successful interpretive publications sales business and developing program activities for visitors.

We welcome Ms. Sally Altick as the California State Park Rangers Association Honorary Member for 1987 and thank her for her superior contribution to the California State Park System. 🍏

## THE HISTORIAN'S CORNER

MICHAEL MUETZ

Being the historian for CSPRA has given me the opportunity to hear about a park system that was quite a bit different from what we have today. I would like to share with you some of what I have heard. Let's start out with some of what I've learned about Gene Velzy. Gene worked for the system from about 1939 (as best I can figure) and retired in 1962.

Back in the late 1930s, Gene Velzy was asked to volunteer some time in the Culbert Olson campaign office. He was told that if Olson won the governorship there might be a job available. Gene put in his time, and Culbert Olson won the election. Mr. Darwin Tate was appointed Chief of the Division of Parks, and soon after, Gene received a phone call. "How would you like a job at \$120 a month minus deductions?" "Sure would," said Gene. "That's 97.50 a month more than I've made in a long time." Gene became a Park Custodian, and began working at Big Basin Redwoods State Park. The title really didn't mean much, as at this time you did everything. During the winter, the Chief (Mr. Tate) would spend much of his time on the road inspecting the different park units state wide. Gene learned to keep a packed suitcase next to the door as he was frequently drafted to help drive the Chief from one end of the state to the other, and that could take a month or more.

1939 found Gene working down south at San Clemente. This was about the time gas stoves, space heaters, and water heaters started to arrive at San Clemente. Gene called the Chief to find out why; after all none of the parks had any gas. Mr. Tate said that he didn't think it was right that park employees froze in the winter and boiled in summer trying to cook on those wood stoves, and so he was ordering propane tanks for all of the park residences. Gene spent the next six months or so transporting the newly arriving stoves from



Gene Velzy

San Clemente to other units in the southern end of the state. Gene stated it was amazing how much you could load on a one-ton truck. You must keep in mind that at this time the department had only two large trucks, and the one-ton at San Clemente was one of them.

By this time the role of Park Custodian included driver, jack of most trades, truck driver, delivery man, et al. But in 1941 a bulldozer was delivered to San Clemente and "other duties as required" took on a whole new meaning -

*To be continued.* 🍏

Mike Muetz (916) 622-9133 home  
(916) 988-0205 work

## **PATTERNS OF EXTINCTION**

Jeffery B. Price

Is there anyone else who the negativism in development of DPR strategies to deal with law enforcement and safety problems.?

It seems that every time a challenge comes up that threatens DPR's status-quo, the first recourse is to ban it. Rather than dealing with specific and individual problems, DPR would rather make sweeping prohibitions.

When a segment of California's population began to stay for the permitted limit in State campgrounds, Rangers became annoyed with repeated small violations. Rather than deal with violations using available authority, DPR changed the maximum stay and simply banned them. Also affected were thousands of loyal, frequent, recreational users, for whom we have no satisfactory explanation.

When broken glass on beaches becomes a source of bad public relations and cause of visitor injury, DPR avoids dealing with the major source of that broken glass. Rather, they draft a new regulation to simply ban glass containers. Who is affected? Not the late night beer parties, which are a major source of broken glass. Have you ever seen a daylight beach visitor break a bottle? Rangers and Lifeguards will be expected to enforce this ban in hundreds of thousands of citizen contacts, 99% of which will be redundant, since the bottles would have been removed when the people left anyway. If we have time and opportunity to now make these glass container contacts, why weren't we making the same litter contacts earlier, with the regulations we had available then?

Recently, because Rangers are overwhelmed in our largest park with a scourge of vehicular impacts on fragile desert resources, DPR has banned all unlicensed vehicles within its vast network of criss-crossing jeep trails. What is it about a green-stickered vehicle that makes it inherently more of a threat to natural resources

than a DMVlicensed vehicle? Won't the same level of enforcement have the same effect it is having now? One Ranger can be in only one place at a time, even with a new airplane. Won't the time taken to enforce compliance with the new ban actually take away from the resource protection effort that we now complain is woefully lacking? With one Ranger patrolling a hundred-thousand acres, how many personal contacts can be expected, how many absences to appear in court, can the patrol district withstand?

We can not continue a separationist policy and expect to get public support for our concerns. In the extreme, will DPR decide to solve campground

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**"We can not continue a separationist policy and expect to get public support for our concerns. In the extreme, will DPR decide to solve campground theft problems by enacting a ban on camping? It would work....."**

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theft problems by enacting a ban on camping? It would work.....

If we arrest felons in the campground, charge and book them in jail, they can make bail and return to the park the same afternoon. There is not a thing you can do about it. However, if a man is late re-registering or he collects firewood, he can be banned from the park, with no forum for appeal. We must proceed cautiously and judiciously or lose this authority.

If we have a problem campsite, say a disturbing, loud stereo, we have had the authority to silence it. But now we have also enacted a regulation which allows Rangers to evict the offending party. Again, side-stepping the reality of effective enforcement and not dealing directly with a problem, we simply banish it. A side issue is now developing; what is the duration of the eviction? Complaints have been received that Rangers are capriciously deciding how long an eviction will last. One man complained he was "banned forever" from a park. He had never been allowed to present a defense or face his accuser. What other jurisdiction in the

free world has such absolute authority over personal freedoms? Such extreme application of law approach abridgement of civil and constitutional rights and will cause the eventual revocation of such faulty authority.

This same faulty logic pervades many of DPR's strategies to deal with policy issues. Where is the intent to protect and serve? How much longer will it be until we have painted ourselves into a corner of separatism? When will we become as useless to park users as it appears they are to us? Are we developing patterns of extinction?

A most unbelievable "problem" surfaced in a recent internal DPR memorandum to all Superintendents. It asked for support in developing a new regulation or overhaul of the current "soliciting" section, to ban park user from calling a local business and ordering a pizza delivered to their campsite, because the District Attorney would not prosecute. Just what do suppose DPR's intent is? Whose interest are being protected?

In the same District as the pizza case, staff may someday be guilty of conspiracy, if such a rule is passed. It is a known fact that a Ranger recently radioed dispatch to send a tow service truck to jump-start a visitor's disabled vehicle and replace a fan belt. The driver was paid in cash and the Ranger saw the money change hands. All the elements were there from the landmark pizza case to make this just as much a violation.

Is anyone else seeing this trend toward enacting rules that miss the mark?

We all believe in having safe beaches, unscarred desert landscape, trouble free campgrounds and freedom from unsolicited pizza deliveries. We should, however, carefully examine the current trend toward banning activities that cause us concern, just so we don't have to deal with them.

As they say, ".....en boca cerrado, no entran moscas...."

## Living

Park rangers get a little funny over visitors' questions

*Santa Cruz Sentinel, Friday, Sept. 4 1987*

Gene Rose - Mc Clatchy News Service

The following are excerpts from the above article:

Not all visitors to parks leave their thinking caps at home when they hit the vacation trail. It just sometimes seems that way to busy park rangers.

Rangers at parks are often hard-pressed to handle the avalanche of questions from park visitors.

"I've only got a half an hour here, what can I see in that time?" is one of the more frequent questions. "The road out," some rangers think but don't say. Other questions become a dialogue. "Where are the swings and slides for my kids?" asked a park visitor. "It's not that kind of park, sir," the ranger replied. "What kind of park is it then?" the questioner retorted.

Late-season Yosemite visitors often ask: "When are they going to turn on the waterfalls again?" Rangers report that the questions often go far beyond flora and fauna. Many of the rangers keep a journal of the best and worst-questions:

- "Is this the kissing booth?"
- "What is the major wood in a Sequoia tree?"
- "Don't you have any normal trees around Sequoia National Park?"
- "Where do I go to see an incest (incense) cedar tree?"
- "Where is Sherwood Forest from here?"
- "How often do redwood trees fall down?," "Only once, they never get back up."
- "Your weather forecast says it's going to be sunny today," said a spring visitor to Kings Canyon as she looked outside. "How come it's snowing? - "The fool most forecasters seem to lack is a window," the visitor added.
- "Why don't you know what the weather will be like next month?"

Well we do the best we can!

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\* deceased

12/5/86

Ed,

Finally had a chance to read "The California Ranger." Just wanted to let you know what a great job you did on it. Very Professional!

Hope all is well with you. Things are great here!

Ken Wilbur  
P.O. Box 2430  
Shasta, CA 96087

3/22/87

Ed,

Wanted to let you know what a fine job you did on both the Cal-Ranger and the latest "News and Views." Excellent photos and stories. It's nice to see DPR pubs up to "snuff." Maybe see you on 2 May.

Mike Whitehead  
P.O. Box 308  
Idyllwild, CA 92349

Well, thank you all for your support. The laser printer seems to have worked out very well and in truth even I think that it's starting to look good. But as you may have noticed this edition is a little late in hitting the presses. I wish I had one good reason for being several weeks late. I do have a couple of well-worn reasons: promotional interviews; broken computer (and broken very badly I might add); short staffed; summer time - I am sorry, and I will work on trying to keep to a more timely schedule in the future.

Also the last edition cover should have read Winter 1986. As I indicated, this is somewhat new to me, and sooner or later all the "bugs" should work out.

Again, I want to thank all of you for the great support I have received in the last year on this project. It is very heartening.

Edward L. Stuckrath  
September 12th, 1987



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## FROM THE EDITOR'S DESK:

This issue is very special in that it is sponsored and funded by the California State Parks Foundation. As you know, the Foundation is a privately funded non-profit organization which works in harmony with the California Department of Parks and Recreation. The Foundation operates separately from the California Department of Parks and Recreation but assists with land acquisition, resource development and improvement, preservation of endangered resources and historic sites, interpretive facilities, and youth education programs. Needless to say, in a time of fiscal constraint within state government, our tasks as managers of California's parklands would be difficult, if not impossible, without the magnificent help of this organization. It is a pleasure working with the Foundation and its president, Mr. Wayne N. Guthrie, III.

It was agreed that this issue would focus on several key concepts put forth at this year's GEC in Ventura. We began by featuring the highlights of Phyllis Myers' survey on state parks - a research paper for The Conservation Foundation. Ms. Myers' presentation at the conference was excellent, and I felt it merited further exposure. The message is one we are aware of: funds are getting tighter, so we have to work smarter and together to get the job done. Bill Hendricks' article, PARK WATCH, effectively proves that we can work together with other agencies and the public to improve services and the park environment. It is a "can do" project that warrants consideration.

I first heard of the problems that face the staff at Gaviota State Park about 18 months ago on a late-night fire watch on a prescribed burn in Big Basin State Park. I was amazed at the struggles that both the district and regional staff had to deal with - after all, oil companies and school districts do not condemn parklands! This was after all "sacred cow" stuff. Well, I've since learned a lot. The struggle and further attempts at condemnation at Gaviota continues. I've been to one of the EIR hearings sponsored by the local school district to condemn parts of Gaviota. It is amazing to see the dedication with which the district and regional staff are meeting this threatening precedent. Dan Preece's article is a "must read" for those who deal with the "worthy opposition in blue suits."

At the GEC I received several offers for articles to be featured under TRENDS & OBSERVATIONS. Unfortunately, they never appeared at my mail box. In searching my files, I came across David Carle's article "The Interpretation Problem - Let's Face Reality." Dave had sent me this article almost a half a year ago, and I had not had a chance to fit it in. I feel Dave's insights to utilizing time and evaluating what you are doing in the work place are very valid. It reflects in many ways that concept of working smarter and more effectively in the work place. I still need those promised articles from you unnamed souls out there. For those of you that did not promise me reports or articles, I would gladly accept them for consideration for publication.

In closing, I would like to welcome Steve Hansen as the editor of CSPRA's NEWSLETTER. Steve Hansen and I have been hacking around with Macintosh computers for several years, and I was able to talk him into the project. I feel he will do just fine. With Steve Hansen arrival, we lose the able talents of Steve Horvitz. Under Steve Horvitz direction, the NEWS LETTER came a long way. His skill and dedication to the task will be missed by the Association at large.

Edward L. Stuckrath

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