Trends

Summer 1980
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Number 3

The Park and Recreation Employee

EXPLORE NEW HAPPENINGS IN PARK MANAGEMENT AND OPERATIONS WITH TRENDS

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INTRODUCTION

This summer issue of TRENDS focuses on the park and recreation employee. In every park and every recreation area, whether it be nationally, state, locally, or privately administered, a number of individuals contribute their knowledge, skill, and labor to effect a particular mission. The combined efforts of these dedicated workers bring the American people the benefits of enlightened resource management, historic and cultural preservation, meaningful recreation, and numerous leisure services.

What interesting and varied people comprise the workforce of our field! As you'll see in the pages that follow, the term "park and recreation employee" covers a wide range of job descriptions and work environments. Today you'll find park and recreation colleagues in the inner city and rural countryside, in national forests and state parks, in universities and community preschools, in corporate facilities and military bases, theme parks and government offices.

Throughout this issue we've tried to illustrate how our field is growing and diversifying by taking a look at its people at work, at their training, job opportunities, and career development. This is a somewhat different approach for TRENDS, but one that we hope you'll find enjoyable and enlightening.

From various personal perspectives and profiles, you'll discover the current trends, strengths, and areas of controversy in the preparation of effective park and recreation workers—both through formal education and on-the-job training. You'll gain practical tips on locating and landing jobs within the national, state, local, and private sectors.

You'll share the satisfactions and challenges of working in both urban and rural areas . . . the frustrations and rewards of reaching out to "high-risk" youth, to disabled individuals, and to a general public increasingly pressured by modern living. You'll glimpse what it's like to manage land for multiple uses, interpret natural areas, adaptively restore historic structures. And you'll see how upward mobility is gaining impact and how innovative programs are recruiting more minority workers into the park and recreation field today.

As you meet the following colleagues in our field, see what they're doing, and learn what they're thinking, we hope you will feel a sense of proud kinship with them and an increased commitment to our dynamic, growing park and recreation profession.

by Maureen Palmedo

Confessions of a Country Mouse

by Ellen Ruth Reiss

I was a city girl, born in Manhattan and raised in the Westchester suburbs. I knew a good deal more about shopping for bargains at Bloomingdales, Broadway musicals, and delicatessens than I did about trees, baking bread, and shoveling snow. I majored in English Constitutional History and never visited my school's exceptional arboretum. Summer employment consisted primarily of receptionist jobs in Park Avenue advertising agencies and administrative work for political candidates. Despite eight years of summer camp in Maine's backwoods and repeated trips to my family's fishing camp in upstate New York, it never really occurred to me that people actually lived in places like Lewiston and Saranac. Had anyone suggested that I would spend 17 years of my adult life someplace other than Boston or New York City, I would have been incredulous, and perhaps a bit insulted.

With this decisively urban orientation, it was improbable and faintly ludicrous that June, 1963 would find me packing my black cocktail dresses, gourmet cookbooks, and subscription to the *New Yorker* in order to move to a ramshackle farmhouse in Dover, Vermont, a town of 500 with one general store, one church, one Town Hall, and three ski areas. Electrification had been completed in Dover a scant eight years before; the one major road in town had yet to be totally paved. My mother sent care packages consisting of heavy wool blankets and back copies of the Sunday *New York Times;* she dubbed our rural hamlet "Tobacco Road" and took private bets that we would be back in the safety of suburbia before snowfall, which occurs shortly after Labor Day in that part of the world.

My most skeptical friends all came to visit, and wield paint brushes, that first summer; there was a lot of murmuring about "cultural deprivation" and someone solicitously asked if I didn't miss the opera. For six months, I would bar the door at night against the full-mooned silence and eerie creak of the weathervane atop the church as well as unfounded terrors about roving highwaymen and marauding bears. A week after I'd arrived

in town, I received a postcard, expressly delivered by the rural mailcarrier, inviting me to "make a jellied salad for the Ladies Aid supper," Dover's major social institution, if you didn't count the male-only poker nights at the volunteer fire department. I also learned about primitive septic systems, ancient fuse boxes, rhubarb, harvests, Northeasterlies and three-day power-outages, Mud Season, tourists, and Town Meeting Day.

It is said that it takes 18 years for a down-country emigrant to be considered "permanent summer folk" by a Vermonter. I almost made it. My son, however, is legitimately native born. Nevertheless, as Benson Fuller, a part-time farmer and full-time raconteur who lived down the road from us put it: "Just 'cause a cat has kittens in an oven, don't make 'em biscuits."

Going into the Country

In 1980, 40 percent of Americans will be living in non-metropolitan areas. These rural areas are, for the most part, growing at a rate two or three times that of major cities. Rural occupations also are shifting. Only three people in ten are employed in agriculture or agriculture-related business; the principal growth has occurred in service industries, both governmental and nongovernmental.

The social significance of this much-publicized demographic trend concerns impact. Booming populations, in absolute and proportionate terms, require the conversion of land for new development, the reallocation of services and resources, and the creation of new jobs. Frequently this growth pressure also results in the displacement of the traditional workforce, increased demands for energy, and a confrontation between the expectations of newcomers and the attitudes of the indigenous population. While the Census may define non-metropolitan as any settlement area below 50,000 people, much of the rural in-migration has been taking place in towns smaller than 10,000, some even smaller than 1,500. In places of this size, there is an innate "quality of life"—of size, scale, and pace, of traditional values, and informal systems—that is more than regional color, cute anecdotes, postcard pictures, and quaint customs. The subtle and historic relationship between resident and rural community is easily disbalanced and overwhelmed. Insensitive and uncontrolled resource exploitation and development have long been part of "the American way," but the opening of the Interstate Highway system, the spread of telecommunications, and the economic abundance of the 1960s, coupled with the deterioration of inner-city life, intensified an unprecedented rush to the countryside and the small town.

While I hardly knew it at the time, moving to Vermont in the early 1960s was the trendy thing to do; the vanguard of a "back-to-the-land movement" which was occurring in New England, the Ozarks, the Sunbelt, the Pacific Northwest, the Rockies, the Pueblo, and the Upper Peninsula. Of all those curious friends who came to visit that first summer, two-thirds now live in the country. So do movie stars, famous economists and journalists, Soviet dissidents, artists, writers, and powerful politicians. A distinction should be made between visiting and residing; the phenomenon is not one of tourism, country homes, and ski chalets but rather of settling in.

In Vermont, where once it was hard to come by a cup of coffee in a public restaurant after 9 p.m., a drink on Sunday, or a hot pastrami sandwich—ever, it now is possible to enjoy two good symphony orchestras, roller disco, a touring opera company of resident performers, foreign-language films, home-baked bagels, indoor tennis, computer dating services, and Vermont-based educational television and public radio. As a microcosm of societal change in the rest of the country, Vermont also has condominium, shopping mall, and strip development, air pollution, urban decay and crime, X-rated bookstores, and many more people than cows.

Throughout this decade of transition, Vermonters became self-consciously aware of the state's transformation from insular rural society to extended urban megalopolis, from agricultural economy to tourist mecca and then to sophisticated partners in a technology-dependent regional consortium. Along the way, some of the state's innocence and identity were lost; the state acquired a professional cadre of bureaucrats, a set of nationally-known environmental laws, and over 150,000 new residents who now call themselves "Vermonters."

Ellen works on a soil survey during the Dover-Wilmington Ecological Planning Study of 1971.

To facilitate traveling around the state, Ellen learned to fly a plane.

Riding a snowmobile was part of Ellen's public relations and recreation learning process.

Coming of Age

My own professional evolution closely parallels the larger transitions experienced by Vermont as a whole during this period. In Dover, my first years were spent catering to ski guests, baking bread, painting watercolors, and passionately rejecting the trappings of my urban culture and origins. During the next "community involvement" phase, I discovered the profit of real estate sales, the joys of nightly meetings of the newly-formed local planning commission, and the frustration of populist state politics. In less than eight years, Dover had a million dollar experimental elementary school, a fancy spray-irrigated central wastewater treatment facility, a multi-tiered landfill, a town manager, 42 major subdivision developments, a town plan prepared by an internationally renowned ecologist, an airport, an 18-hole golf course, traffic jams, and a resident psychologist. Of 15 working farms, only two remained and the Ladies Aid had dwindled to a handful of members. I chronicled most of it in three weekly papers which were produced in a back room behind my real estate office.

After working as a volunteer for the town and the Regional Planning Commission, I ended up as a paid lobbyist and planner for the Commission during the two heady years when southern Vermont's growing pains were perceived as the wave of a troublesome future for other remote areas of the state. I bought a brief case, took flying lessons, entertained in an evening skirt, put 1,000 miles (1,600 km) a week on my car, attended lymnology courses at the nearby college, was part of Vermont's delegation at the Democratic National Convention, and got divorced. Coincidentally, I made more money selling real estate in 1969 than I made any subsequent year in government, or even today in Washington.

Ambitious environmentalists followed the flow of the state's development from south to north. We thought we were chasing the uncomplicated life but it managed to recede before us because quality of life cannot be preserved by regulation. My first stint in state government was as the Housing Specialist for the newly organized Agency of Housing and Community Affairs. Vermont still had the lowest per capita income in New England; ¼ of the population lived in "inadequate" housing stock, according to *Farmers Home* and the 1970 Census, and we had just discovered public housing financing.

I then was hired as a consultant to the Agency of Environmental Conservation to prepare the Statewide Comprehensive Outdoor Recreation Plan, the basic eligibility document for Land and Water Conservation Funding. I worked as the Agency's Recreation and Resources Planner for 8 years. I lived in Montpelier, the state capital, population 10,000 and growing; a picturesque small town of Federalist and Victorian architecture built in the Winooski River's flood plain, historically a manufacturing and commerce center, now dominated by the legislative and executive branches of government. Five minutes out of Montpelier in any direction but the commercial-strip road, the pastoral landscape prevails, dotted with new ranch houses and trailers. Thirty minutes away are the resort complexes of Stowe and Sugarbush; 40 minutes away are Hanover (Dartmouth)-White River and Burlington-Lake Champlain, Vermont's version of "the Big City" with a large State University, a waterfront, urban renewal, imported culture, a department store, boutiques, and a nightlife.

Montpelier is a place where people listen to band concerts on the State House lawn, where the daily newspaper is 20 pages long, where everybody compares zucchini and the efficiency of their wood stoves, where most people know the Governor and the State Senators on a first name basis, where people bicycle and sometimes cross-country ski to work, where deer feed on the apple trees in the parking lot outside the building in which I worked. In 1976, passenger rail service returned to Montpelier; the train whistle sounding through the Green Mountain passes on the twice-daily trips was

All photographs courtesy of Ellen Reiss.

Cross-country skiing is one of the many recreational activities of rural Vermont.

Ellen Reiss cooks lunch for the Lake Champlain Trust's annual meeting.

reminiscent of "Our Town." During the four months a year the Legislature is in session, politics dominates the news; otherwise it's the Little League scores. Church and cultural-civic activities are so frequent and absorbing that hardly anybody has a night free. People are known by their recreational pastimes more than their professions. I owned more pairs of running shoes than high-heels, wore hiking boots and thermal underwear in the office, sang in a Baroque ensemble, acted in a community theater group, taught management and recreation planning courses, bagged dried apples in the Food Co-op, played Friday night volleyball, and every time I left the state to attend conferences, felt overjoyed to come home again.

Community activities play a major role in rural life. Here, Ellen performs with the Plainfield Little Theatre.

State Service

The Agency of Environmental Conservation, organized in 1970 to administer Vermont's bold new legislation and manage the state's incredible natural resources (43 State Parks, 85 wildlife management areas) and several major federal grant programs, employs approximately 400 full-time people (600 in the summer months). Only 125 work in the central office in Montpelier; the remainder are attached to 5 District Offices in various parts of the state. Professional women are an uncommon phenomenon; career advancement is very slow. In Vermont, where there is one of everything but very little wasteful duplication, secure jobs are hard to get and rarely relinquished. Partially this is because they are unusually satisfying, filled with variety, personal contact that is generally unknown in government, opportunities to be creative and inventive, and the feeling that an individual decision does make a difference.

During my eight years with the Agency, reporting to the Director of Planning and serving as staff to the Secretary, I had a chance to become familiar with nearly every aspect of environmental management and public administration. I produced reports, wrote contracts, hired and supervised a staff that included professionals, interns, and volunteers, analyzed legislation and specific environmental developments, conducted public hearings and workshops, appeared on television, developed an ADP system for recreation inventory, went on field investigations, represented the state at conferences, prepared budgets, and acted as a conduit of information between units of local, state, and federal government.

There were periods of tedium and inertia, but the work was never boring or isolated. Our recreation planning budget was approximately $75,000 annually; my salary was a fraction of that but the benefits, while not lavish, were solid. The work day was 7:45 to 4:30, frequently longer; flex-time was instituted several months before I left. Our workplace was a standard government office building but most of us had a private office space and excellent secretarial support. Among the topics covered by our planning studies during this period were vacation homes, natural areas, scenic rivers, landowner liability, public land acquisition, recreational demand, wetlands preservation, environmental education, the Appalachian Trail, bicycle routes, surface water zoning, multiple use of public capital investments such as central sewage facilities, community recreation planning assistance, and Land and Water Conservation Fund expenditures. Lacking either abundant financial or staff resources, we became, of necessity, inventive and selective. Priorities were carefully selected with the widest amount of inter-agency and citizen participation possible.

Many Vermonters take their state's environment personally and since there is not a fat layer of bureaucracy to hide behind, accountability is more than a fashionable word. The level of professionalism in the Agency, and, in fact, in most of Vermont government is remarkable. While salaries were, generally, not equal to those in the private sector, the concept that public service is an affirmative responsibility was shared and realized among many of my co-workers. In many respects we felt, and in fact were, extremely privileged; public service was an extension of beliefs and values, of a sense of place, stewardship, and continuity. Some of the unconventional jobs—park naturalist, state archeologist, Act 250 district coordinator—gave employees an unusual opportunity to explore new program models. Even as the State Resources Planners, my one co-

worker and I frequently operated more by intuition, common sense, and trial and error than by standard formulas and established procedures. Before 1970, our jobs simply had not existed.

Among other things, our small staff was supportive of one another—personally and professionally. Many of us socialized and recreated together the way residents of small communities often do. We shared a very real sense that we were all in it together; from Bennington to Derby Line the state was a community. The chief executive officer and top administrators generally were accessible; incompetence was too visible to be dismissed as "good enough for government work."

The hardest trick was getting into the system from the outside, not thriving once you had arrived. Vermont is very conscious of the incremental expansion of government; a knee-jerk reaction to the bait of federal program funds. The commitment to hire new staff, undertake new programs, and augment the existing bureaucracy often is contested hotly by both legislators and administrators. There is a general feeling that a small state cannot do everything and do it well. This ingrained conservatism has meant that some environmental issues remain dormant.

In recent years, the litmus test has been practicality and the existence of public support, not sensationalism or advocacy. In the early 1970s there was a fervor to save the world by saving Vermont. The sobering impact of recession, energy crisis, fiscal austerity, and the legislative rejection of certain environmental proposals such as the State Land Use Plan has resulted in a less swashbuckling approach to public administration. The impatient and the restless have moved on, but the process of government consists precisely of the slow, inexorable, and deliberate movement of cumulative decisions. I remain convinced that as long as there are small but tangible accomplishments, employees neither burn out nor dry up.

Fulfillment

At a recent lecture I attended, somebody from the federal Office of Personnel Management made the point that being able to deliver a service or produce a product was a little less rewarding than being a "performer"—a person who was intimately involved in the entire operation, from conceptualization and planning through implementation. Rural employment provides a very unique opportunity to experience the totality of a job or an assignment. In park, recreation, and natural resource professions, the existing infrastructure precludes the luxurious extremes of specialization.

The compensation for low pay and long hours is the reality of personal involvement. In addition there is something tremendously gratifying about maintaining an intimate connection between your natural surroundings and the daily activities of your chosen career: it is almost impossible to erect artificial barriers between the substance of your work and where you live. When forests become the place where you cut your firewood, the place where you hike on weekends, the place you can see from your open window, and not merely map plats or board feet; when rivers are the places where you swim and fish as opposed to abstract concepts titled "Wild and Scenic" or "Class A and B," then the context of work is personal and immediate.

Rural employment includes sacrifice and inconvenience as part of the territory. Entertainment must be self-initiated; anonymity is hard to find; and everyone curses the morning when it's 25 below and the car won't start and the pipes all burst and you still are expected at your desk. But it has been said that Vermont, and other compact societies, endow us with a chance to master the many facets of small systems, to experiment, and to grow. These lessons are not only transferable, they are challenging in and of themselves.

As rural populations expand, new career opportunities—in recreation leadership, in park planning, in environmental management—also will increase. Rural employment is a kind of synergy: as you contribute your skill and knowledge, the community itself is shaping and molding you. I never could have anticipated the strange and beautiful gifts that Vermont gave me for 17 years, for there is no way to recapture the intensity of that experience.

Epilogue

I now live in the heart of Washington, DC. I work for the federal Heritage Conservation and Recreation Service and I wear suits and lipstick and eat lunch at fancy restaurants. I am conducting an assessment of rural area and small community recreation, sitting behind a desk in a crowded building connected to the rest of the city by efficient public transportation, connected to the rest of the country by telephone. The irony has not been lost on me.

Washington is an elegant, cosmopolitan place, filled with delights unimaginable in Vermont—Vietnamese restaurants, cherry blossoms, and the Smithsonian. The morning paper has proven intimidating; I can't get used to push-button phones and answering machines and I have to remind myself to lock the door and the car and the security system, which is hard because I had forgotten what keys were all about.

There are over 100 expatriate Vermonters here, many of them working in rural development programs. We constitute an informal network of old friends. In comparing notes, we've discovered that we all came for similar reasons—to obtain professional challenges and exposure unavailable in Vermont. By and large, we are successful, busy, and adaptable; we look and talk like Washingtonians.

But for some peculiar, probably symbolic reason, there is a rooster living in the alleyway behind my apartment. And often, at night, when I hear him crowing at the streetlight, I understand that home is where the heart is.

Ellen Ruth Reiss was educated at Connecticut College and Marlboro College, Vermont. She was formerly the Recreation and Resources Planner for the Vermont Agency of Environmental Conservation and is currently conducting the HCRS Assessment of Rural Areas and Small Community Recreation. She still serves on the Board of Directors of the Green Mountain Club and the Lake Champlain Islands Trust. She has contributed numerous articles to newspapers and publications and has been a guest lecturer in recreation planning and management at colleges and conferences in New England.

Gateway Boosts Urban Career Opportunities

by Herbert S. Cables, Jr.

In the spring of 1967, then Secretary of the Interior Stewart Udall noted in *Look* magazine that "with seven out of ten Americans clustered in machinemade urban areas, we desperately need nature's great benefits. After all, man's part of nature can be a steadying gyroscope in a person's as well as a nation's, life." Just one year after these comments appeared in print, the national urban park concept was initiated by the National Park Service.

Today, national urban recreation areas have become an integral part of the park and recreation scene. In fact, Gateway National Recreation Area, in New York and New Jersey, attracts approximately 5 million more visitors per year than Yosemite and Yellowstone combined. Furthermore, Gateway's annual number of visitors, 9.1 million, exceeds the total number of visitors at two entire Park Service regions and equals that of a third.

National parks, according to Dr. Joseph Sax, professor of law at the University of Michigan, once were considered a luxury that the nation could comfortably afford. In the early days, national parks were merely a symbol to most people; the majority never expected to see one.

Today, because of changing lifestyles and more leisure time, urban Americans are demanding greater recreational, educational, and cultural opportunities within reach economically and accessible geographically. In response, the National Park Service and other park and recreation agencies are striving to develop new and appropriate programs to meet the needs of urban populations.

At Gateway, U.S. Park Police serve as protectors and public relations officers. Gateway NRA

Myriad of Job Opportunities in Urban Areas

One positive result of this urban thrust has been increased job opportunities for career-oriented park and recreation workers. Jobs in urban areas offer good potential for upward mobility, the chance to grow, to gain valuable experiences, and to utilize some traditional park and recreation skills while adapting others to function effectively in an exciting new setting. At the same time, the ethnic mix, larger numbers of visitors, and the need to translate traditional park programming and thinking to the urban environment have presented additional work challenges.

Let us look at some of these challenges as presented at Gateway.

Gateway was established by the Congress in 1972 as the pilot urban recreational program within the National Park Service. Gateway's four units in New York and New Jersey provide opportunities for law enforcement personnel, park technicians, environmental education specialists, interpreters, community relations staff, engineers and planners, as well as administrative personnel.

Scope and Diversity of Urban Recreation Areas Test One's Abilities

What specifically can the urban experience do for these specialists? The scope and diversity of urban recreation areas definitely test an individual's abilities and bring one that exhilaration that comes with meeting challenge head-on.

Statistically, Gateway is second only to Yosemite in search and rescue operations. In 1977, Gateway reported and fought more fires than any other unit within the Park Service. Its United States Park Police and park rangers handled more crimes than any other unit of the North Atlantic Region, more than all other Park Service

Many urban youngsters get their first sailing instruction and experience at Gateway.

Gateway NRA

Safety, maintenance, and interpretive personnel all do their part to enable youngsters to fish in Jamaica Bay.

units except for Golden Gate and the National Capital Region. Gateway has the only self-contained wildlife refuge in the Park Service, a 9,000-acre (3,600 ha) tract of fresh water impoundments, marshes, hassocks, and open sea water.

Gateway's headquarters at Floyd Bennett Field houses two huge geodesic domes, solar-heated greenhouses which enable school children and senior citizens to grow vegetables year-round. The greenhouse project was developed by Gateway staff in cooperation with biologists from Fordham University.

Gateway sponsors athletic events and sports clinics. Because New York is considered by many to be the sports capital of the world, Gateway is able to attract players from the National Basketball Association, the Professional Golfers' Association, and even Althea Gibson, former Wimbledon tennis champion.

In celebration of the United Nations' International Year of the Child in 1979, Gateway directed its emphasis toward providing unique experiences for young people. These included education on the value of man's food cycle, through use of geodesic domes and community gardens, and Ecology Village, two-day camping experiences which attracted 1,300 young people last year.

There are crafts programs, nature discovery walks, ethnic music and puppet shows, historical tours and environmentally based arts and crafts activities, cultural festivals which attract several thousand on a weekend, and other programs. All of these demand proficient staff.

Gateway's programs are attempting—and succeeding—in bringing together the people of diverse ethnic, racial, and national backgrounds that make up the metropolitan area. The recreation area also reaches out to the city's people indirectly through such ventures as the programs sponsored in cooperation with the New York City Board of Education. These programs provide teachers in the system with credit courses on environmental, marine, and biological subjects; they also better equip the teachers to help their pupils. Similarly, Gateway works on community career opportunity activities and with such universities as Rutgers, Fordham, Cornell, and the Yale School of Forestry.

To undertake this vast and vital mission, Gateway has a budget that exceeds $8.4 million and a full-time staff of 120 men and women.

Employee Living in an Urban Area

What does the urban environment offer personally to the park and recreation worker and his or her family? To those who have never been to New York or San Francisco, these cities may seem to be merely a gigantic Times Square or endless trolley ride to Fisherman's Wharf. However, New York, San Francisco, and other national recreation area sites in major metropolises provide outstanding mixes of big city advantages with small town living.

Gateway's employees live in many suburban communities in New York, New Jersey, and Connecticut, all within easy commuting distance. They are only about an hour or less away from outstanding Manhattan restaurants, fine shopping, major league sports, concerts, theatres, museums, entertainment, and international tourist attractions that are easily accessible any evening or weekend by train, bus, or with less than a half-tank of gas. It is good to know that during a stint at an urban recreation area, one can enjoy the sites and sounds that millions of Americans can only dream of experiencing.

Gateway NRA

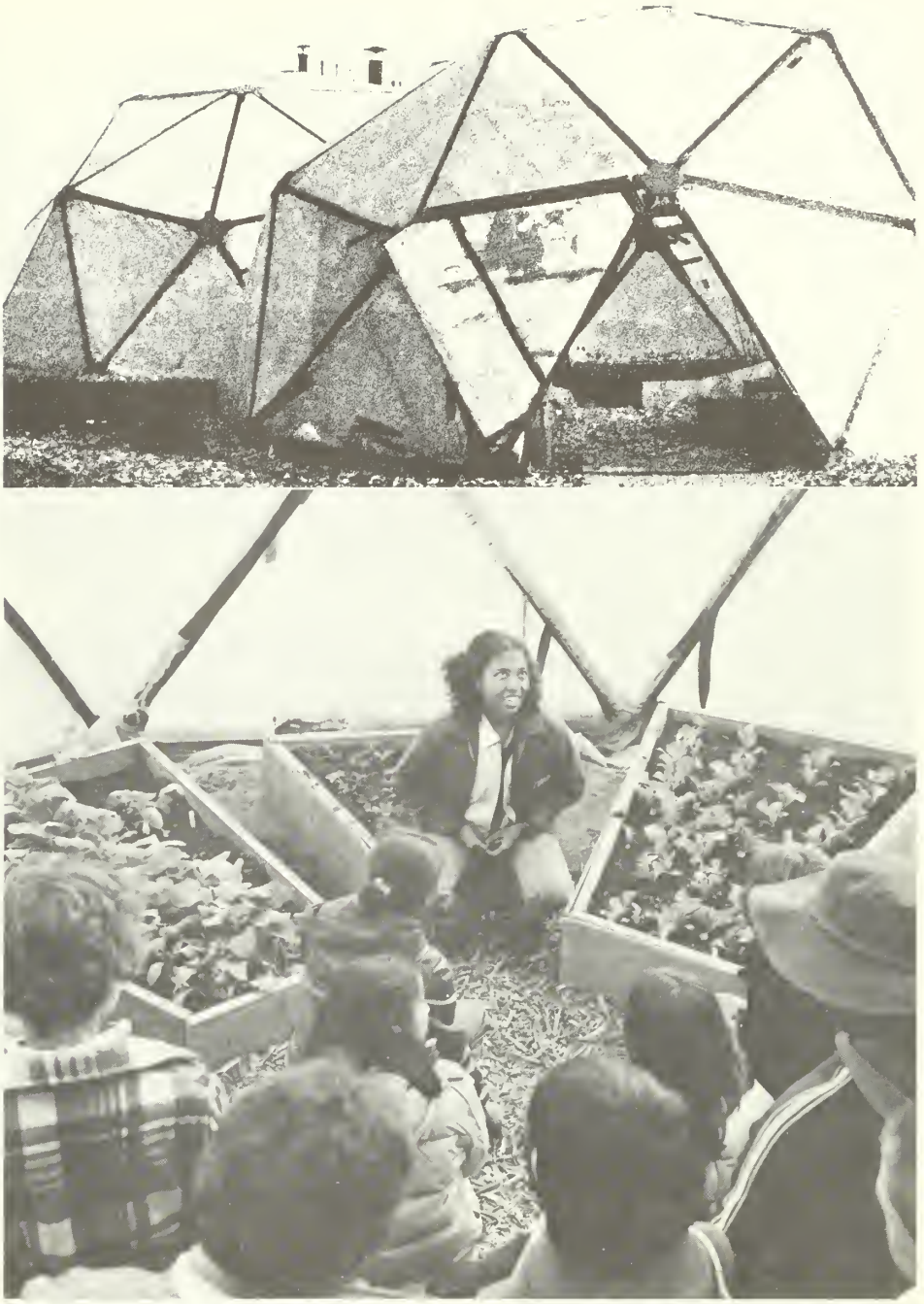
Park personnel in urban areas also benefit from close proximity to a wide range of colleges, universities, and specialized schools where they may earn degrees, take credit courses, or just sharpen their skills in a foreign language, music, art, fashion design, drafting, or a myriad of other subjects. This education surely comes in handy long after one leaves the urban environment.

This is not to say that major cities are for everyone. They are not. One must weigh all the factors carefully before making a commitment to an urban work environment.

First, one must love people—millions of them to be exact. And one's spouse must be willing to make the change to what for many may be a totally new way of life.

At a time when urban recreation areas are growing in numbers and in usage, the opportunities are immeasurable for employees who are willing and capable of meeting new types of work demands and challenges.

The challenges are many. But so are the rewards and the satisfaction for the men and women who are willing to develop personally and professionally while adapting traditional experiences and skills into worthwhile programs from which urban Americans and the nation can benefit.



Two geodesic domes house solar-heated greenhouses. This project was developed by Gateway staff in cooperation with biologists from Fordham University. Inside the greenhouses, school children and senior citizens can grow vegetables year-round.

Gateway NRA

Herbert S. Cables, Jr. is Superintendent of Gateway National Recreation Area, New York and New Jersey.

Urban Interpretive Services: An Investment in the Future

by Steven Kahn

"Ask me to help and I will, until I work myself to death if I have to, but don't ask me about my dreams for this city because the longer I live here, the less I find here for me."

The above quote, taken from the journal of a high school student, reflects not only the frustration of urban youth, but also the feelings of many citizens living in urban areas. Faced with unemployment, deteriorating neighborhoods, and rising crime rates, people have serious reasons to question the quality of their environment and to ask what government agencies are doing to help solve the problem. Many people want to become involved in improving their neighborhoods and their cities, but often their paths are blocked, their efforts thwarted.

In 1976, the State of California Department of Parks and Recreation initiated a bold new project providing strong interpretive programming oriented to urban community needs. Initially, the project addressed problems faced by urban youth. It promoted career exploration and provided a new means of recruiting and preparing urban youth for state, regional, and local park jobs. It reached out through young people and their peers to promote park-related community involvement.

The project core, the Environmental Career Opportunities Class, was cosponsored by the State Department of Parks and Recreation and the Pittsburg Unified School District in Pittsburg, California. The Department of Parks and Recreation contributed a program coordinator, study sites, resource personnel, and provided seasonal employment for students completing the class. The school district provided a teacher, a classroom, and necessary materials and supplies.

Students from the class are trained to act as interpreters. Later, they will utilize these techniques when placed in seasonal positions.

Training in first aid and CPR is an integral part of the class. CA Dept. of Parks & Recreation

Students Learn by Doing

Offered to juniors and seniors at Pittsburg High School, the class stressed a hands-on approach to park employment through vocational training, environmental education, and projects of service to the community. Skill training covered interpretation, public contact, routine maintenance, fire suppression, and first aid. Job hunting skills, interpersonal relations, and the ability to live away from home also were stressed. Students acted as counselors at the school district's environmental education camp. They presented many interpretive programs for elementary school children and led interpretive tours in nearby parks.

Students also completed significant community service projects. They designed and built a nature trail in a local botanic garden. They wrote and illustrated a guidebook to the trail. They worked with senior citizens and other members of the community. Students also organized a successful water conservation conference which was attended by state and local officials and representatives from the private sector.

A concept central to the project was the total involvement of and commitment to the students. They were approached on their own terms and encouraged to participate in the program design and development. As a result of their good work, students received positive recognition throughout the community.

Students engage in field studies prior to leading interpretive tours for others from their community. John Nightengale

The pilot program proved highly successful. Teachers and counselors noted a marked improvement in the overall academic achievement and maturity of students who had taken the class and found work in state parks. The park system also benefited through the placement of trained, enthusiastic young men and women in seasonal positions which provided solid experience for full-time employment. Seasonal attrition rates for students from the class were lower than normal and relatively few problems were encountered once students were placed in the field. Several students received certificates of commendation for assistance rendered during emergency situations.

Scope of the Project Expands

Within two years, the pilot project was expanded to the community college level in Oakland. Project personnel were incorporated in a formal working section. Offices were opened in San Francisco, San Jose, and Los Angeles.

Program personnel lived in the areas they served, providing a direct, visible link with the State Department of Parks and Recreation. Their geographical and outreach activities intensified. They worked not only with students but with local agencies and community groups including senior citizens, volunteer organizations, and groups dedicated to the training and employment of disabled individuals.

Specific Accomplishments

By January, 1980, in its semiannual Report to the Director, the Urban Services Section was able to list the following accomplishments:

- More than 100 students from urban areas had been placed in seasonal park employment since the beginning of the project. More than 60 percent of those placed were ethnic minorities and more than 50 percent were women.
- An informal evaluation of students completing the Pittsburg class showed that 80 percent either continued their education at the college level or were gainfully employed following graduation.

Graduates of the Environmental Career Opportunities class are placed in seasonal positions with the California Department of Parks & Recreation. John Nightengale

- The Pittsburg Public Services Department had found the program of benefit to its operations and was adopting a similar model at the local level.
- The Urban Services Section had helped design and implement an award-winning career education program linking disabled youth with city and state parks. The program used parks as resource sites for training and development while creating supplementary support for park operations.
- Through the promotion of special programs and implementation of interagency cooperation at state and local levels, the Urban Services Section generated in-kind contributions equaling 60 percent of all section salaries in the 1979 fiscal year; the section projected a similar figure for the 1980 fiscal year.

Personnel from the section currently are generating a wide variety of activities in many urban communities. They form a special team. Highly mobile, working on a cost-effective basis, they are able to respond immediately to many requests for assistance from diverse groups. Although a small section, Urban Services has produced significant results in meeting the environmental needs of many urban communities and has opened a window on the California State Park System.

Parks, Recreation, and the People All Benefit

In meeting environmentally oriented needs, the Urban Services Section produces verifiable results. The State Department of Parks and Recreation benefits through the hiring of competitive candidates. The community benefits from specific projects and the networking of educational institutions, community organizations, and state agencies. The young people involved in the program receive employment, counseling, and gain an increased sense of direction in their lives. Recently, the Urban Services Section received a letter from a young man who had taken the Environmental Career Opportunities Class and found employment with the Young Adult Conservation Corps.

> *Dear Friends,*
> *Thanks for all that you have done for me over these couple of years. You have changed my life I think, because all I did was drive around and get drunk until I got into this class. I liked it because it helped me realize how I was going to end up. Now I have changed. I like my job. It's great and I'm going to college in March at night. I'm taking a forestry class so I can try to get into the Bureau of Land Management when this year is up. So all I can say is thanks to you all.*

The vast majority of young people in the program are seeking positive involvement with their society. Many have benefited through the program. Many have also realized the intrinsic value of parks and have become friends of the park and recreation movement. These young people will take an active, constructive part in contributing to the future.

Steven Kahn is a Park and Recreation Specialist with the State of California Department of Parks and Recreation. He currently coordinates statewide activities for the Urban Services Section and has worked in field operations as a State Park Ranger Intermittent and as a Seasonal Aid.

Upward Mobility

by Dorothy Benton

Editor's note. Dorothy (Dottie) Benton is an International Cooperation Specialist in the National Park Service. The steps in her career development, plus the fact that she is a black woman, combine to make her an example of upward mobility at work in the park and recreation field.

By sharing some of her personal experiences and offering some advice on upward mobility tools and strategies that she has found helpful, Dottie hopes to encourage others to follow in her footsteps.

Dottie Benton, coordinator for the College of African Wildlife Management, safaris through Tanzania by Landrover. NPS

It has been said that self-experience is the best there is. Myth or not, this adage goes a long way when climbing the career ladder.

I started as a GS-2 Clerk-Typist at the U.S. Treasury Department after a semester of evening typing classes. Informal talks with co-workers who were approaching retirement and still GS-4 Clerks soon convinced me that I was in a dead-end position. Determined that my eight hours on the job would not only be challenging, but rewarding, I sought change by applying for a GS-3 position at the Department of Agriculture which offered promotion potential to GS-4.

This agency appeared to have better opportunities for advancement. However, those opportunities did not open up for me or for other professionals in higher ranks as fast as we thought they would.

When one of the professionals accepted a position with another agency, he remembered my work and offered me a promotion in the new agency. Then, when officials in the Agriculture Department learned I had accepted another job, they offered me the same grade to stay with them. That let me know that good work pays dividends.

At that point, I felt it was advantageous to remain with Agriculture. I was working in the Office of Information and had to type press releases. I used this as an opportunity to learn more about the purpose and format of press releases and to develop some basic writing skills.

Communication skills, I soon discovered, were an asset, indeed a key tool, in career development. Acting upon this realization, I began attending the Department's Graduate School which offered writing courses tailored to government careers.

Since I still had not decided upon a career agency, I began to learn as much as I could about the responsibilities of each government agency in Washington. I had two motives—to do something interesting and to help people at the same time. After researching various agencies, I decided to make a lateral move to the National Park Service, which has responsibility for our national heritage.

My new GS-4 Clerk-Typist position involved typing personnel actions; this triggered a new goal—that of working in a personnel office.

I needed additional skills to move up from the typist rank. So I learned shorthand and was selected for a stenographer position immediately because of a severe shortage of qualified applicants. This experience qualified me to apply for secretarial positions.

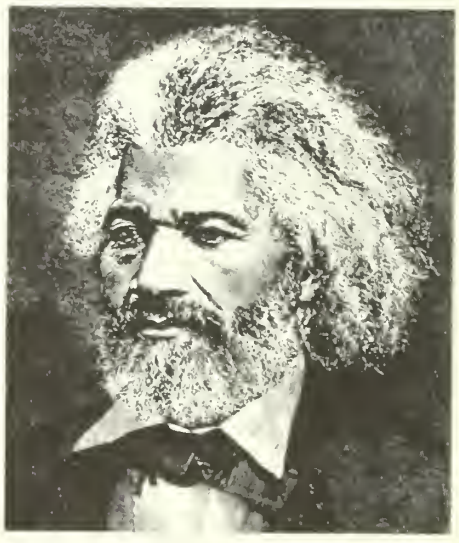
However, at that point, the Department of the Interior announced an Equal Opportunity Training Program whose primary purpose was to provide minority group employees who had demonstrated potential and motivation for development with the chance to acquire appropriate training and job experience. Here was the opportunity I needed to gain additional experience through rotating on-the-job assignments, further academic training, individual counseling, and help in formulating an individual development plan. Encouraged by my supervisors, I applied and was accepted into the program.

Following the program, I competed for and obtained a secretarial job in the personnel office. I took advantage of this on-the-job learning opportunity and supplemented it with formal evening courses in personnel administration. Eager to advance, I worked hard, tried to do a good job at all times, and utilized my mistakes as stepping stones.

Convinced I could assume additional responsibilities, I applied and was accepted for the position of Staff Assistant to the Personnel Officer. There I developed many contacts with field personnel and soon realized that the heart of NPS operations lies in the field serving visitors.

Oxon Run Overnight Camp—one of Dottie's earlier responsibilities. NPS

◀ *Programs at Oxon Hill Children's Farm were part of Dottie's responsibilities as Chief of Interpretation, Recreation, and Resource Management for National Capital Parks East.* NPS



Frederick Douglass was a strong role model for Dottie. NPS

I began to take training courses in various subjects that ultimately would prepare me for an assignment at the park level. In time, I applied for and obtained the position of Community Relations Coordinator in a park. There I had to keep abreast of NPS policy and activities and to share that knowledge with the park constituents.

Then came the big opportunity. After learning the basics of park operations, I applied for a position in management and was accepted. There were many challenges to test the limited administrative and supervisory experience I had gained. I constantly sought training opportunities to strengthen the areas in which I felt weak. And I counseled frequently with others, including supervisors and my own employees.

Constructive criticism from those whom you supervise can provide the best kind of self-development, for they see you as others see you. I feel it is crucial to develop a rapport with your employees that can allow for constructive criticism, yet still maintain the necessary respect due a manager.

There still were gaps in my experience and skills that needed sharpening. So I applied for the Departmental Manager Development Program and was accepted. During that 10-month program, I received additional administrative experience that qualified me for more responsible management appointments. The happy ending to this stage of my career came with my appointment as Program Manager, International Cooperation Specialist, for a pilot technical training assistance program in Moshi, Tanzania.

There are a number of tools and strategies that I have found useful as I have climbed the career ladder. Likewise, there are some trade-offs and obstacles one can expect to encounter.

Goal Setting

Often we find ourselves struggling in an era when many of our colleagues seem to be moving ahead with ease. At these moments we need to assess our own skills and values. We need to determine what it is that we hope to achieve; what it will take to satisfy our own ego and needs as a person.

Any action from which we expect serious accomplishment requires the setting of goals . . . goals that are measurable and reasonably achievable within a given time frame. Setting reasonable and attainable career goals must be a high priority of any person who expects to get ahead.

How do you begin? First, you should focus on where you want to go and what avenues you must travel to get there. This requires a realistic appraisal of your own skills and of those necessary to perform the jobs you consider desirable. Once you

Dottie gives a Living History demonstration at Oxon Hill Farm (MD). NPS

◀ *Giving a tour at the Frederick Douglass Home (MD).* NPS

have appraised your skills, seek out opportunities where you can put them to best use.

Goals should be established on two levels, short-range and long-range. For example, suppose you decide upon a career goal which you hope to attain within the next five years. You also should chart out all the positions you qualify for that can lead you step-by-step to that long-range goal.

A young girl in high school once desired to become a secretary to her Congressional representative in Washington, DC. For her high school term paper she chose the subject, "United States Government," which required her to research all three branches. Although she did not go directly from high school to that secretarial position on the Hill, she took the necessary first step of becoming a secretary. She took pride in being a secretary and proved to be an excellent one in a federal agency in Washington, DC. As a result of her outstanding job performance, when that agency received a request from the Hill to provide a person for a temporary, short-term detail, this young woman was selected. On this detail, her performance continued to excel and she was offered a full-time position.

Perhaps this young woman did not realize she had set a goal and worked logically to attain it. Often, when we think of goal setting, we think of long-term, hard-to-set, and unattainable goals when, in reality, we set short-term goals almost daily in our lives without knowing it.

Career ladders are connected closely to goal setting. Establishment of a career ladder is an important step for any person interested in upward mobility. It is nothing more than a road map which can be followed from one point to another. A career ladder should depict the various grade levels through which an individual must pass (short-term goals) to achieve a certain desired level (long-term goal). It also should identify the experience and training required at each rung.

Role Models

I firmly believe that mentors and role models are crucial to the career development of those who excel in any field. The good advisor not only counsels a person on what to do but serves as a sounding board for one's ideas and decisions.

A role model can be either a person or a track record left by someone. One of the most encouraging role models in my career has been Frederick Douglass, the late orator, spokesman, and fighter for human rights. After reading his biography I knew there was hope for me. Autobiographies of successful people can provide valuable inspiration.

Throughout my career I have tried to observe many different management styles, some good, some bad. In selecting role models, you shouldn't just look at people who always appear to be perfect. It's more useful to look at a mixture of what you consider good and bad examples. The bad ones can help you see clearly what you don't want to do while the good ones provide positive examples for you to follow.

Organizational Social Functions

Organizational social functions offer excellent opportunities for cultivating mentors and for generally advancing your career. Think of the wealth of advisory talent present at retirement gatherings, for example!

Many striving employees shy away from office social functions, feeling they are not in the so-called class to attend. This is counterproductive careerwise.

The extra effort you put forth to attend such a function lets supervisors know you are interested in the organization for reasons other than your paycheck. Office social gatherings also offer the time and opportunity to discuss your outside in-

Dottie has coordinated the Environmental Day Camp at Fort Dupont Park (MD). NPS

terests, activities, and talents with a wide range of colleagues on a relaxed and informal basis. In this way, you may discover that somewhere within your organization, a special talent you possess is being sought.

Trade-Offs

In conversations about careers, we often hear talk about trade-offs and how they are perceived by employees. Trade-off frequently means accepting fewer dollars for a short period of time to gain more dollars in the long run. This involves a certain amount of risk and undoubtedly requires some personal sacrificing. Yet trade-offs can be effective means to an end.

A young woman who had achieved her career goal as a secretary once asked my advice on a decision she was having difficulty in making. She had been offered a paraprofessional position at a lower grade. The position would require her to accept two grades' lower pay, but it was targeted for "upward mobility" potential. The young woman had grown accustomed to the living standard of her present salary. To accept the lower graded position would definitely infringe upon that standard.

My response was to ask her whether she would prefer to live and retire at her present standard or increase her living standard and retire at a much higher salary. Fortunately, this woman understood the concept and accepted my veiled advice. Today, she has far exceeded what she originally expected to accomplish in her career.

Trade-offs, therefore, are simple, logical steps which, taken at the right time, can pay big dividends careerwise.

Cultural Differences

Cultural differences cause many Americans to suffer physical and psychological isolation. Both minority and majority groups should make every effort to try to understand how each group is different and why.

When we are unaware of a cultural difference or cultural pattern, it often creates problems and frustrations. Tremendous distortions in meaning frequently occur as we try to communicate with people whose backgrounds differ from our own. Achieving true understanding and insight into the thoughts and feelings of people from different backgrounds is more difficult and more of a problem today than most of us care to admit.

The isolation that results from group differences needs wider recognition as efforts are made to promote and accelerate equal opportunity. That isolation can be overcome only when we accept ourselves as we are and really believe in ourselves. That self-acceptance gives us the freedom and awareness to share in a different culture.

No one is trapped in any culture. Your culture forms an underlying pattern, but how you develop that pattern is up to you.

Barriers

Barriers can range from lack of formal education to no work experience. In removing barriers, it is crucial to first identify them and to recognize your present limits. Once you identify those barriers that are blocking your way, the next step is to seek the assistance you need in removing them. Outline specific steps and take them, one by one.

Most barriers can be removed through hard work and perseverance. But this means continuing in spite of obstacles that may interfere or conflict with your personal life.

Keep in mind that it is far better to seek advice from someone who has overcome barriers than to give up. It also helps to adopt the philosophy that all things work together for good. Even when a door of opportunity seems to close on you, you may discover later that this happened in order for you to do something else.

Equal Employment Opportunity Today

Our present equal employment opportunity efforts have been evolving for a number of years. Laws have been passed governing federal employment that say minorities have their place wherever their abilities, experience, education, and interests qualify them. Many effective management tools have been designed to assist minorities in realizing their potential and to help them find their place. On-the-job training and career counseling now are available in most fields.

Yet, despite all the laws on the books and all the upward mobility programs, the most effective breakthroughs occur when managers become sensitive to the various attitudinal barriers that hinder equal opportunity. Likewise, a full understanding of affirmative action by all employees will help prevent negative reactions and hostility toward new or promoted workers.

Dorothy Benton currently is an International Cooperation Specialist in the International Park Affairs Division of the National Park Service.

Theme Park Employment

by Connie Desaulniers

A theme park like The Old Country, Busch Gardens, in Williamsburg, Virginia, functions much like a small city.

Hundreds of employees are needed to operate the park's 22 restaurants and 29 shops located in the eight authentically detailed 17th-century European hamlets which comprise The Old Country.

These "countries" like England, France, and Germany all provide rides, stage shows, and other attractions. This summer, the new country of Italy opened requiring even more employees.

The theme park business has grown at a tremendous rate during the last 10 years, and The Old Country, since it was opened in 1975 by Anheuser-Busch, has been part of this growth.

Employee Screening and Selection

The Old Country operates on a seasonal basis, catering to the schedule of many of the park's employees who are high school and college students. In the spring and fall, the park is open weekends only, and in the summer, on a daily basis day and night.

Each year, starting in January, applications for the coming season are taken. With as many as 7,500 applications received in a year, the screening process for employees can become quite involved.

Qualifications vary for the different seasonal jobs. For example, many of the seasonal employees deal with the public on a day-to-day basis. They may be chosen for their friendliness and ability to communicate with others. Another important qualification is availability. Working at a theme park is not a nine-to-five job, but one that requires a flexible schedule with the ability to work weekends and evenings. Age is also a consideration. Most of the jobs require that employees be 18 years of age or older. Yet there are some positions available for 16- and 17-year-olds. Qualifications for the behind-the-scenes jobs, however, may emphasize the desire and ability to work.

Some jobs in The Old Country require a special rapport with people. Busch Gardens

Staff entertainers perform traditional Rhineland folk dances in front of the Festhaus where authentic German foods and beverages are served. David Hume Kennerly

Burgermeister Bob Bauman welcomes visitors to the Festhaus in the Oktoberfest section of The Old Country. Busc

A trombone player parades in front of the park's German Festhaus during one of his daily performances. David Hume Kennerly

On-the-Job Training

Related work experience is a good qualification for an applicant to have, but it is not essential for a seasonal employee since the park offers excellent on-the-job training. Depending on the job, this training may include slide presentations, practicing ride operations without people, operating cash registers, and learning basic food preparation and cleanliness. The week before opening day, The Old Country holds a practice day for employees' families and friends. This serves as a "dress rehearsal" for park employees.

As an employee advances in the organization to the position of unit supervisor, area supervisor, or lead, he or she receives additional training in the form of three 4-hour sessions, or leadership modules, which cover the following subjects: (1) The Old Country business philosophies, including leadership styles, supervisor responsibilities, and employee welfare; (2) communication; (3) motivation or building a productive working climate.

The hiring and training process is quite different for the Live Entertainment Department. Beginning in January, auditions are held throughout the country to find talented singers, dancers, and technicians for the 15 different stage and street shows at The Old Country. Auditions are held on a first-come first-served basis and are limited to four minutes.

Performers who are chosen in mid-February begin practice for the shows by mid-March, so the productions are ready

Dancers, acrobats, and magicians help make the Chinese Magic Circus of Taiwan a popular attraction. Busch Gardens

for the April opening of the park. In an entire season, an entertainer may perform in as many as 564 shows, as well as participate in regularly scheduled singing and dancing lessons.

Advancement Opportunities

The resulting experience in live entertainment has led many of The Old Country's performers to greater heights in the world of show business. Several dancers now are performing with the Jeoffrey Ballet; others in major theatre productions.

Likewise, the experience and training that seasonal and regular employees receive have led many to management positions at The Old Country. As an example, the experiences of one employee as a ride operator, a zoo attendant, and operations manager provided him with the necessary training to become the general services manager for The Old Country.

Overall, the theme park industry has become more diverse by expanding in the entertainment field, by building water parks such as Adventure Island which is located near The Dark Continent in Tampa, and by developing educational play parks such as Sesame Place near Philadelphia. And as the theme park business continues to grow and mature, career opportunities also are on the rise.

Connie Desaulniers is Marketing Director for The Old Country, Busch Gardens, in Williamsburg, Virginia.

Goodyear's Approach

by Bernard A. Watts

◀ *Trees tower over the Wingfoot Lake Park canteen, its parking lot, and the fishing boat dock.* The Goodyear Tire & Rubber Company

Since the early 1900s, shortly after it was founded, The Goodyear Tire & Rubber Company has clung to the belief that varied social, cultural, and athletic activities play a major role in the development of creative, interested,and productive employees.

Turning that belief into a basic philosophy, the company sought to provide a corporate recreation and activities program and appropriate facilities that embodied the slogan, "Something for Everyone." Today, the result of that effort shines as an example of one of the most complete employee recreation and activities programs to be found in domestic or foreign industry.

Goodyear Hall

Goodyear's formal recreation program began in Akron, Ohio, in 1920 with tne completion of Goodyear Hall, built at a cost of $3 million. The block-long, six-story building across from corporate headquarters remains the hub of the company's recreation and activities program.

It houses recreation program executive offices as well as a 1,400-seat theater where Broadway-scale musical productions are staged by performers from within employee ranks and the community. Its stage is as well equipped as most found in New York.

Goodyear Hall's huge gymnasium can accommodate three basketball or volleyball games simultaneously. Around the gym's perimeter is a tenth-mile (.16 km) running track. Employees use exercise facilities with 39 stations. In addition, there are: 18 bowling lanes, used during lunch breaks and for tournament play after hours; men's and women's locker rooms, saunas and sun rooms; and nine large meeting rooms to meet the requirements of the company's 47 different recreational, educational, and cultural organizations.

Clubs

Within these clubs and organizations, employees work on ham radio and CB projects, learn wood carving, photography, acting, and languages. They perform in company bands, travel together, participate in group camping, study the latest disco dances, play bridge, fish, hunt, SCUBA dive, sing, ski on snow and water, make speeches, fly airplanes, jog, shoot at indoor and outdoor rifle and pistol ranges, and play chess, tennis, and golf.

Dotted throughout the company's plant sites are softball diamonds and flag football fields where employee league play takes place. Still another club teaches the joys of food preparation and, of course, dining. Recreation program management has even assisted in acquiring a bowhunters' range for target shooting.

Wingfoot Lake Park

But the glowing gem in Goodyear's recreation program is Wingfoot Lake Park, 75 acres (30 ha) of wooded lanes and sprawling, skillfully manicured, open meadow situated on the shore of a 522-acre (209 ha) lake about 10 miles (16 km) from downtown Akron.

The park takes its name from the winged foot of Mercury, the god of trade and commerce, and a messenger to the other gods. Mercury's winged foot was adopted as Goodyear's corporate symbol 80 years ago.

◀ *Young players polish their golfing skills at Wingfoot Lake Park's new miniature course. The park also features softball diamonds, tennis courts, and picnic facilities.* Goodyear

Scrap tires, chained together and anchored to Wingfoot Lake bottom, serve as an experimental fish breeding habitat. Similar structures designed by Goodyear's Research Division serve as breakwaters in many coastal areas and inland fresh water lakes. Goodyear

Employees and their families enjoy listening to the Goodyear Concert Band perform at Wingfoot Lake Park. Goodyear

The rolling, wooded park offers complete picnicking facilities, swimming, fishing, boat rental, and athletics. Until 1968, it was used by merely a handful of employees.

But then, management's "Something for Everyone" philosophy came into play once more and a master plan for expanding the park was approved. It added a new dimension to company-sponsored recreation for employees, their families, and invited guests.

Wingfoot Park today offers large, fully equipped shelter houses to accommodate group outings and picnics. Those who prefer dining alfresco have the use of 300 picnic tables and outdoor grills located under towering oaks and maples.

The park features four tennis courts, a miniature golf course, four children's playground areas, two softball diamonds, four badminton courts, nine horseshoe courts, and well-equipped restroom and dressing facilities.

At lakeside, a large canteen with a screened veranda offers a variety of fast foods and non-alcoholic beverages. Fishing enthusiasts rent boats and buy bait there, too.

The lake is dotted with company-owned boats during the summer. Employee anglers and their guests have caught bass and other fish weighing as much as 6½ pounds (2.93 kg).

The 1980 season will mark the Wingfoot Lake sailing regatta, organized by company sailing enthusiasts who hope it will become an annual event.

Over the last decade, as facilities were increased and the park expanded, employee use has risen consistently. Last year there was a record 125,300 visits by employees, their families, and their guests. The park may come into year-round use if plans are finalized for the addition of cross-country skiing and ice-skating activities.

Park and Recreation Staffing

So complex a recreation and activities facility obviously requires skilled professional management if it is to operate efficiently and safely.

Park Manager Frank Balint, a 27-year-old Goodyear employee who is a recreation specialist, is assisted by a full-time maintenance supervisor. A lake management consultant also is on the staff and

Paddle boats and row boats are available to employees at the park. Goodyear

Pontoon boat ride is a popular pastime for employees and their families visiting Wingfoot Lake Park. Goodyear

Goodyear's corporate engineering staff assists the company's landscape architect in maintenance. Outside contractors are employed as needed.

Additionally, during its peak season, the park employs 25 to 30 high school graduates and college students to perform maintenance, landscaping, scheduling, and service duties. A smaller full-time staff is kept on during the winter months.

Employee pride in company facilities is evident in the comments to park management. "Our guests just couldn't believe we have all this," said a research division employee following an outing. "My friends were envious of everything," said a tire engineer. "I'll bet this is the best industrial recreation facility in the world," said a member of the metal products maintenance shop.

Perhaps not the best in the world. But certainly Goodyear's recreation program ranks high among facilities of a similar nature. The world's largest tire and rubber company truly has provided "Something for Everyone."

A Growing Source of Park and Recreation Jobs

As a member of the Board of Directors of the National Industrial Recreation Association (NIRA), I am in frequent contact with many of the organization's 2,200 member companies in the United States, Canada, and Mexico.

Companies with parks of their own are very much aware of the contributions of such facilities to employee recreation programs. Happily, more and more companies that lack such facilities appear to be actively engaged in adding them.

Such growth will represent increasing opportunity for college students majoring in park and recreation studies. I strongly recommend that they become members of the NIRA and explore employment opportunities with its member companies.

As a first step, they can send a letter of inquiry to Patrick B. Stinson, Executive Director, National Industrial Recreation Association, 20 North Wacker Drive, Chicago, Illinois 60606.

Bernard A. Watts is Director of Employee Activities for The Goodyear Tire and Rubber Company in Akron, Ohio.

The Industrial Recreation Boom

An interview with Patrick Stinson

The $3 million Johnson Wax recreation center in Racine, Wisconsin, employs a full-time recreation director and a six-member staff. Johnson Wax

In Racine, Wisconsin, the $3 million, 50,000 square foot (4,500 m²) Johnson Wax recreation center has just marked its first anniversary. To meet the social, economic, and cultural needs of some 2,800 employees, retirees, and their families, the company employs a full-time recreation director and six-member staff. They organize and schedule a wide range of club activities, fitness programs, group sports, and games at the center. The facility's central gym alone is large enough to accommodate two basketball courts and four volleyball courts—or seat up to 2,000 people for business conferences.

In Irvine, California, Fluor Corporation just completed construction of a $1.6 million, 32-acre (12.8 ha) multi-use park for some 4,000 employees, complete with softball, soccer, and flag football fields, jogging trail with exercise stations, shuffleboard area, horseshoe pits, picnic facilities, and children's play area. A separate recreation building will contain pool, gymnasium, indoor games, and meeting space for more than 20 special-interest clubs.

Other facilities under construction include Xerox Corporation's new employee fieldhouse in Webster, New York . . . Rolm Corporation's new gymnasium in Santa Clara, California . . . and Cummins Engines' recreation center within the company park in Columbus, Ohio. Industrial recreation appears to be growing by leaps and bounds.

Patrick Stinson is Executive Director of the National Industrial Recreation Association. Here he discusses industrial recreation with *Trends*.

Trends: Mr. Stinson, to what do you attribute the recent growth of industrial recreation programs in general and the increase of facilities being built and staffed by private industry for employees?

Stinson: I believe two factors are involved. First, there's the increasing awareness of management of the benefits derived from employee recreation programs. Where you have employee recreation programs, there tends to be better employer/employee relations, decreased absenteeism, increased employee recruitment and retention rates, and better employee morale in general. And it's widely acknowledged that a happy employee is a more productive employee.

As a company's involvement in recreation programming grows, its goals and objectives ideally tend to become more organized and formal. At this point the need for a facility and/or park site often becomes apparent.

Secondly, there is the fact that most local park agencies presently are operating under budget restrictions and cutbacks. They simply cannot handle the needs of their own clientele plus the increased burden of serving the employees of local companies. The agencies do not have the funds or staff to organize separate industrial leagues. Many industries, seeing this, are stepping in to take some of the burden off municipal governments.

Trends: What types of activities and facilities most commonly are sponsored by private industry?

Stinson: The four most popular installations at present are softball diamonds, tennis courts, volleyball courts, and fitness trails. A number of companies are providing pools and golf courses for their employees. But these facilities are more expensive to build and maintain, so fewer companies can afford them. Picnic areas also are popular.

Trends: What kind of staffing do these industrial recreation facilities and programs require?

Stinson: Of course, it varies with the size of the program and facility. But generally, one or two maintenance people are needed, as well as an overall recreation administrator and about two programmers. Most companies look for administrative staff with professional recreation degrees. These staff members schedule and run the activities and are responsible for keeping the facility filled at peak hours.

Keep in mind that once a company has a facility, that facility gets more intensive use than many municipal ones. This is due to company shifts. The company recreation facility often is used 24 hours a day, to service employees from each shift.

Trends: What qualifications and areas of expertise do companies look for in hiring park and recreation staff?

Stinson: Generally, an applicant should have a degree in recreation or some related field. A good business background is another plus. One area we've found many applicants lacking in is that of communications. Journalism skills and knowledge of public relations comes in very helpful, since industrial recreation programs need to be promoted to both employees and the community at large. Since most industrial recreation departments report to the main personnel officer, people interested in park and recreation jobs should approach the company personnel department.

Meet Your Colleagues

Robert Conner, *Therapeutic Recreation Specialist, Washington, DC Department of Recreation*

An annual Fun Festival is sponsored by the Program for the Mentally Retarded and Physically Handicapped. Gene Young

Staff member lends skaters a helping hand. Staff design recreation programs to accommodate each participant's disabilities, interests, and needs. George Geralis

Having an innate love of children, working as Director of the Lincoln Therapeutic Recreation Center, one of eight such facilities operating under the Program for the Mentally Retarded and Physically Handicapped within the Special Programs Division of the Washington, DC Department of Recreation, offers me the opportunity to do what I enjoy best. Programming services for mentally handicapped and hearing-impaired preschoolers also provides me with constant challenge and deep satisfaction.

Over the past eight years, in working with people with various handicaps, I have become sensitive to the wide range of conditions that can disable an individual, including the influence and impact of his or her environment. Through the use of recreation as a tool, I have been able to design creative play that accommodates a participant's disability, limitations, interests, and needs. In many cases, the results achieved have been astonishing.

Knowledge and familiarity with human growth and development is a necessary qualification for my type of job. It alerts me to the needs of a participant and helps me determine what games and activities will best develop his or her deficiencies. For example, I might use song to encourage a participant's verbalization ability, then help transfer the newly awakened verbalization from singing to speaking form.

Because therapeutic recreation is not based on success or failure, individuals often relate better to recreational tools than to traditional educational tools. Properly used, therapeutic recreation can give parents, teachers, and counselors better insight into a child. It can produce demonstrable changes in a child's outlook and abilities.

Through recreational experiences I have been able to reduce many common misconceptions about handicapped individuals and ultimately have effected positive changes in attitudes and behavior toward the handicapped with whom I work. Every step in this direction makes it easier for disabled individuals to function within their own environment.

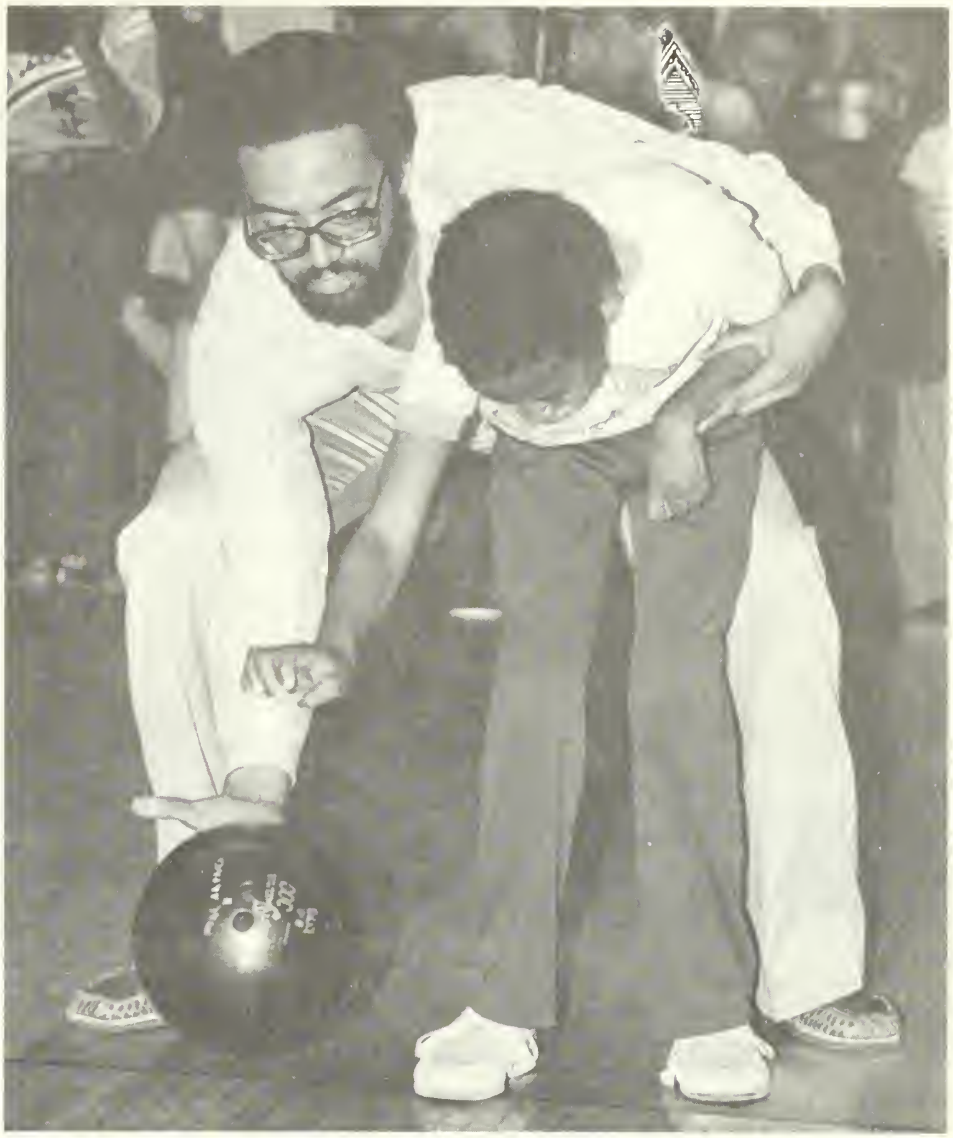
I gain great satisfaction from reducing attitudinal barriers toward handicapped individuals and helping each person achieve his or her full potential. It is most rewarding to see a participant's self-isolation turn to self-expressiveness or to watch the healthy development of interpersonal peer relationships (with both handicapped and non-handicapped individuals). These job accomplishments enhance my own sense of self-worth.

There are some problems. Unfortunately, working within a human service field, you always seem to have a staffing problem. Never do you have sufficient professional or para-professional support personnel. Nor do you have adequate funds for necessary supplies and equipment. But this seems to be a problem common throughout the whole park and recreation field. The "Powers that Be" have yet to be convinced of the importance of recreation.

With the current emphasis on acquiring "credentials," I plan to return to school for an advanced degree in therapeutic recreation. This will help me attain my ultimate goal—teaching therapeutic program development and/or activity analysis on a university or college level. In preparation for these academic endeavors, I have presented and assisted in presenting various workshops and congresses on both the local and national level.

All this and more has made my job as a therapeutic recreationist invigorating, stimulating, and just plain interesting.

Robert Conner interprets a song for deaf children and their parents. Gene Young



Therapeutic recreation specialist helps disabled child participate in the annual bowling tournament sponsored by the Department and Bowlamerica. Gene Young

Deaf performers star in a production of "The Toy Maker," at the Lincoln Therapeutic Recreation Center. Gene Young

Social events at the Lincoln Therapeutic Recreation Center help handicapped people gain confidence, express themselves, and maximize their full potential. Gene Young

Bill Matheson, *Maintenance Supervisor, Fort Worden State Park, WA*

For 21 years, Bill Matheson has been involved in the evolution of Port Townsend and its Fort Worden State Park, first as a contractor, then as maintenance supervisor for the park. WA State Parks

You won't run across a place like Fort Worden, Washington every day—at least not unless you work here, as I have for 21 years. First of all, Fort Worden isn't a real fort any more. The military packed up and left in 1957. But when it was built back in the 1890s, Fort Worden represented the ultimate in military technology.

Fort Worden was headquarters for a whole network of coast artillery stations that guarded the strategic entrance to Puget Sound and the Pacific Northwest. As it happened, these defenses were never tested by an aggressor. But a walk through the main fortifications gives a good idea how ready they were in the event of invasion.

Now, depending on whom you talk to, Fort Worden is a park, a conference center, an historic landmark, an innovative arts and education experiment, a camping retreat, or one of the best salmon-fishing spots around. It is actually all these things, and the story of the renovation and adaptive use of both the fort and the adjacent little town of Port Townsend, reflects the changes in our ways of looking at things over the years. It also reflects the changing focus of my work as a contractor and maintenance supervisor during this time.

Port Townsend is an outstanding, living example of a Victorian-era, western seacoast town. During the last half of the 19th century it was a port of call for the great sailing cargo ships. The most prosperous citizens built their mansions on the hill, and respectable folk steered clear of the rowdy saloons and brothels of the downtown waterfront area.

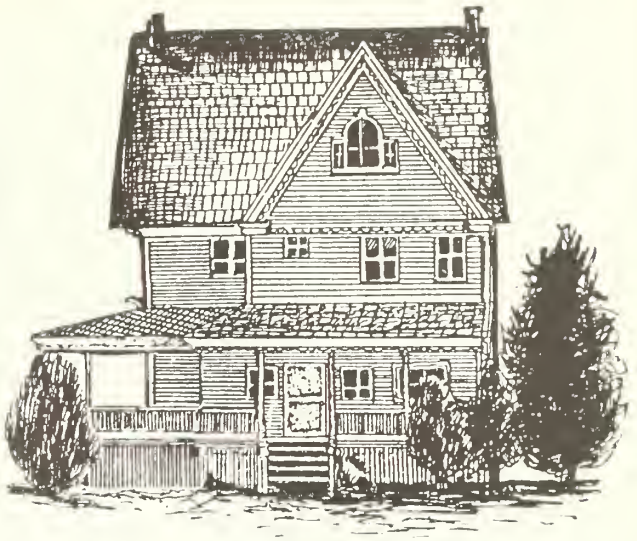
"Modernization" of the Fort and Town

At the turn of the century, circumstances conspired to nearly freeze Port Townsend in time. The transcontinental railroad never made it up this way, and the newer steamships found it just as easy and more profitable to cruise on into Seattle or Tacoma. The new fort took on a greater role in the economic survival of the community, and helped sustain it through two world wars.

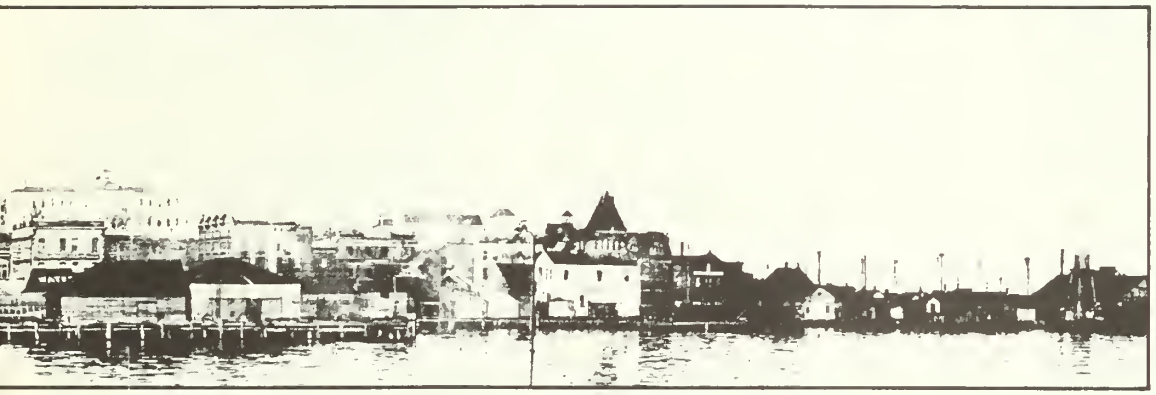
I grew up in Hadlock and Chimacum, just outside of Port Townsend. During the late 1940s and most of the 50s, I worked around the area as an independent contractor. Looking back on those years, I recall that most of my jobs involved "modernizing" those old Victorian houses and commercial buildings. We were lowering ceilings, covering up hardwood floors, ripping out ornamental moldings and door frames, and converting some of the biggest houses into apartments. Now, people think that was tragic and destructive, but it was what folks wanted then.

Fort Worden got its share of the same treatment. The State of Washington acquired the facility after the military left, and in 1958, reopened it as a treatment center for juvenile delinquents. I signed on with its maintenance crew in 1959. Naturally, I became involved with the process of adapting the fort to an entirely new purpose. That adaptation plan called for the eventual razing of all the old buildings, and replacing them with the most modern, streamlined treatment facilities.

Now, when I look across the parade grounds at the stately barracks and administration building, or at the long row of restored officers' houses, it's hard to imagine how we could have been willing



Old officers' houses now accommodate vacationers at Fort Worden State Park.
WA State Parks



Waterfront of Port Townsend, date unknown.
Courtesy of the Jefferson County Historical Society Museum

to let that happen. But the treatment center was our livelihood, and we saw the facility in relation to the center's needs. I guess sometimes the past is a little like a large mural—you really can't see the whole picture without standing back a ways.

New Efforts to Reclaim and Adapt Historic Roots

During the 1960s, people started stepping back far enough to see what had been there all along. Of course, at that time, attitudes about a lot of things were changing. Little by little, folks started working their houses back to the original styles—tearing off the shingle siding, reconditioning the clapboards, stripping and refinishing the woodwork, pulling up linoleum, resanding wood floors, and restoring a lot of the characteristic ornamentation.

Farsighted people had their eyes on the fort too. When the treatment center closed in 1971, a development plan emerged that would capitalize on the site's combination of historic significance, scenic beauty, and extensive physical facilities. I stayed on with a nucleus of the maintenance crew to watch over the place while details were being completed for a joint venture between Washington's State Parks and Recreation Commission and the State Arts Commission. State Parks was given the responsibility for managing and maintaining the grounds and buildings; the Arts Commission created an organization called Centrum to design and carry out extensive arts, cultural, and educational programs at the fort.

My crew and I were lucky enough to become part of the new park's maintenance department. So, like I said, it's been 21 years, and I think my association with the old fort becomes more rewarding all the time.

As Port Townsend has found new vitality by regaining some of its Victorian grace and charm, I've seen Fort Worden assume a new identity that draws on its heritage as well as the opportunities its facilities and programs offer to campers, boaters, musicians, writers, painters, and outdoors lovers. In the last few years, Centrum's program has gathered a lot of steam and some national attention, and the campground and officers' houses have been discovered by vacationers.

As head of the maintenance department, I share responsibility for the quality of the visitors' experiences here. I guess the best part is seeing people of all ages finding something about the fort that is special to them. It's great to see an older couple quietly enjoying the view of the Cascades from their campsite, or a group of excited youngsters from one of the creativity workshops heading up the road to explore the bunkers on the ridge. I've come to realize that every day, someone is benefiting in an important way from the work we do here.

Fort Worden will be in for more changes through the years, but the overall plan seems to be working—and I think the fort's past, present, and future are settling into a long period of peaceful coexistence.

Bill Matheson is Head of the Maintenance Department at Fort Worden State Park and Conference Center, located on the northeast tip of the Olympic Peninsula, just outside of Port Townsend, Washington. He is a lifetime resident and active civic leader of the Hadlock-Chimacum-Port Townsend area.

Roy W. Feuchter, *Director of Recreation Management, USDA Forest Service*

Roy Feuchter enjoys operating on the "national scene" in a challenging field of public service. USDA Forest Service

As Director of Recreation Management for the Forest Service, I am responsible for the overall recreation management program on the 187 million-acre (74,800,000 ha) National Forest System. Almost since the inception of the National Forest System, recreation has been recognized as an important use of national forests.

Those forests now provide 220 million recreation visitor days of use annually on some 11,800 developed sites which include campgrounds, picnic grounds, organization camps, boating and swimming sites, as well as some 220.2 million visitor days of use in dispersed areas where recreation opportunities are provided without developed facilities. Some services are provided by the private sector on the national forests operating under special use permits similar to long-term leases. Included in this category are resorts, organization camps, recreation residences, packer/outfitter operations, etc. The resort category also includes approximately 230 winter sports sites, including the majority of the major ski areas of the United States.

Technical Support for Recreational Policy Development

Under the decentralized management style of the Forest Service, all of these recreation opportunities are managed by on-the-ground administrators. Consequently, my job does not involve day-by-day administration of facilities or recreation opportunities. Rather, I serve as the overall director of the professional recreation staff that provides technical support to the Chief of the Forest Service for the development of overall recreation policies and strategies in the national forests.

The job is particularly challenging in a number of respects. The sheer magnitude of the operation encompasses a massive variety of situations, conditions, and personnel. Our line-staff, highly decentralized organization also provides unique challenges in developing uniformity of approach and in maintaining high standards of quality.

The need to accomplish other types of natural resource management concurrently with providing outstanding recreation opportunities for the public is likewise a challenging opportunity. It offers additional ways to accomplish recreation objectives beyond those that would be used if only recreation dollars were being managed. At the same time, a large amount of coordination is required with the other functional management activities such as water, wildlife, grazing, and timber.

Wide Range of Responsibilities

My responsibilities also include wilderness management. The Forest Service presently manages some 15 million acres (6,000,000 ha) of the National Wilderness Preservation System and there are proposals before the Congress for doubling the size of that system. Wilderness management represents another exciting challenge in that we must manage for both the wilderness resource and, to the extent possible without adverse impact on that resource, provide wilderness recreation opportunities for the public.

Direction of the cultural resource management program is another aspect of my job. The national forests represent a vast storehouse of cultural resources and we presently are starting to survey these resources extensively. As the cultural resources are identified, we will develop management plans to provide for their protection and appropriate utilization.

As time goes on, public utilization of these resources often will be handled through our visitor interpretive services program, another important aspect of my job. Through this activity, we provide the public with information about available recreation opportunities, how to participate in them, and when appropriate, the meaning behind the interesting natural and cultural phenomena and activities they see while visiting the national forests.

Our forest interpreters also provide us with user feedback that can be valuable both in managing our varied natural resources and in our recreation research efforts. The Forest Service has one of the largest recreation research programs in the world. This program is operated separately from my staff responsibilities, but is closely coordinated with our recreation activities.

Visual resource management is still another responsibility of my staff. We have developed guidelines and handbooks for field personnel use to ensure that the visual resource is considered in all our management activities.

I feel my job is the best position in the Forest Service for several reasons:

1. It allows me to work in an exciting, challenging field of public service.
2. The natural resource-based recreation opportunities which we provide are, in my opinion, second in importance to the American people, only to the need for food and shelter.
3. I feel we play a significant role in the social, mental, and physical well-being of the nation.
4. I find it stimulating and exciting to operate on the "national scene."

This "national scene" part of my job involves contacts with most of our widely dispersed field units, with national outdoor recreation organizations, and with the Congress. My staff and I spend a good deal of time responding to the special needs of the Congress and in working with the Congress, other federal agencies, and the executive office of the President to develop meaningful new recreation policies and programs for the American people.

Personal Background

I am a long-term career employee with the Forest Service, with an academic background as a professional forester. In my 20 years of experience within the

Forest Service, I have served in numerous positions and locations. I believe this is a necessary element in the career development of any person who aspires to top leadership in an organization such as ours. Admittedly, there is some impact on families when numerous moves and job changes are involved. Yet I have found the moves to be interesting and broadening for both my family and myself and view them as a benefit rather than a detriment.

We do notice, however, that many young professionals are increasingly reluctant to move these days. I think this is unfortunate, since the career building aspects of different duty assignments are extremely important. If our best people are reluctant to move, there is a danger that we ultimately may end up with "less than the best" in the top-level jobs.

One important personal trade-off that I made during my career was the year I spent working on Capitol Hill in the Congressional Fellowship Program. Although this removed me from the mainstream of the Forest Service and recreation activities for almost a year, it was a period of strong personal growth. While very demanding, this experience was of great importance and significance in developing my ability to function in my present position.

The principal challenge that I see facing all recreation professionals today is the need to clearly establish in the minds of the policy makers of this country the true value and importance of outdoor recreation to the American people. Most of us professionals in the recreation field recognize that value and importance. The general public indirectly recognizes it. The problem is that the policy makers, at whatever level in the country, still approach recreation as a "nice to have" or "only fun" type of public activity. The social values to the nation, of the recreation that we provide, simply is not yet being adequately recognized. I believe it should be the duty of every recreation and park professional to help identify these values.

Mary Alice Bivens, *Director, Arizona Outdoor Recreation Coordinating Commission*

Meeting people is something I very much enjoy—but to do so through the written medium becomes a one-way experience. As I share a bit of myself this way, I hope a time will come when some of you who are reading this will introduce yourself to me in person. That would be so much more fun.

As the Director of a state agency, though small in staff size, I find myself facing more challenges, both personal and professional, than I'd ever dreamed. As my career has unfolded I've discovered each layer has brought about a keener insight into people; their feelings, reactions, and expectations. The vast experiences I have had along the way only partially prepared me for this position.

Oh, to be the Director, the Boss! How great it would be; how differently I would handle things; how easy the decisions would be; how much fun it would be to be "telling" others what to do and when to do it!

Not so! The decisions never are easy, especially when they deal with personnel matters. I don't enjoy "telling" my staff what to do. I prefer that we work together, as a team, to resolve problems and accomplish tasks. I find it lonely and often discouraging to be the Director. But, I love it!

Though the two main functions of the agency are the development and implementation of the Statewide Comprehensive Outdoor Recreation Plan (SCORP) and the granting of Land and Water Conservation Fund (LWCF) monies to needed and priority projects, our major task is working with people. People who are mayors, park managers, and auditors. Others who are recreation directors, legislators, and members of the press. Participants in outdoor recreation come in all sizes, shapes, colors, and from all walks of life. My ability to deal with *all* people is the key to the success of our agency and subsequently the LWCF program. With a total staff of twelve, the office more closely resembles one big family. We know each other professionally and personally. This adds to the problems, but more significantly, enables the successes.

The most rewarding part of my job is making it possible for people to be happy. My personal success is measured by that of those with whom I work—both in and out of the office.

Mary Alice Bivens enjoys the challenges and opportunities her job offers and the insight it gives her into people.
AZ Outdoor Recreation Coordinating Commission

There are, and I hope always will be, trade-offs. I've traded time with my family for completing a report; time to hike in the mountains or raft down a river, which I dearly love to do, for time reviewing Rare II drafts or Commission meeting minutes. I even must trade being a "nice guy" for being a hard taskmaster. However, the end product is, hopefully, a productive and stimulating working environment; an effective and efficient agency; and a valuable asset to the state of the outdoor recreation art.

A quick glance at me will let you know I'm over 40 (even over 45). I'm a college graduate with many years of varied experience in the park and recreation field. Add to that a year of college in Lebanon; travel in Europe and the Middle East; marriage and raising three beautiful children; living in three distinctly different parts of the United States (Alaska, Georgia and Delaware, and Arizona); and establishing a career in the field of recreation planning. Now you have a composite picture of me.

The future, for one who's had the best of both worlds (home and career), couldn't be brighter. I'm where I want to be, now. The challenges continue, the opportunities for growth are ever present, and the joys of meeting new people and sharing ideas never end. How do I feel about my job? Great! What does my work mean to me? A new experience every day! What are my future career goals? To close my career with a "job well done."

Jon J. Gruver, *Recreation Specialist, U.S. Navy, Special Services*

Military recreation. The words conjure up mental images of teams of athletically gifted men traveling from base to base to compete. While these elite athletes still are sought after for interservice and international competition, the spectrum of leisure services for the military community—and I stress community—has taken a radical turn in the past decade.

While charged with the responsibility of providing leisure services for the active duty military, the Special Services Department at the Naval Weapons Station in Charleston, SC, also is responsible for the formidable task of providing programs for the adjacent housing area, Mendal Rivers Park. Quartering approximately 11,000 military personnel and their dependents, it is the largest singly managed, contiguous Navy Housing area in the continental United States and the second largest in the world. The department also is responsible for providing programs for the eligible active duty and retired families living in the surrounding communities raising the eligible number of participants to approximately 30,000.

As head of the Recreation Services Division, I am responsible for establishing and administering a well-rounded leisure activities program for these 30,000 patrons. With the establishment of the all-volunteer military concept, new emphasis is placed on retention of the sailor. This makes my job uniquely challenging. My division must program not only the usual or general recreational services, but provide for special interest groups as well. For example, when a ship, homeported in Charleston, was scheduled to be sent to Italy for a three-year tour, we set up an Italian class for dependent wives in our Youth Center.

Due to the long cruises that sailors are involved in, sometimes up to eight months, another unique aspect of the job is apparent. We must have a wide range of interesting activities for women. While not a true matriarchy in the social sense, the women in a Navy household are very independent and self-sufficient, basically out of necessity.

Traditional intramural sports remain popular recreational attractions for active-duty sailors. Jeff Gruver

A wide spectrum of leisure activities, such as this youth soccer clinic, now serves the entire military community. Jeff Gruver

My work as a recreation programmer is very self-satisfying. I am able to realize fairly immediate tangible results from programs I implement. Likewise, I receive prompt feedback, either positive or negative, from the participants. This is what attracted me to the field of recreation in the first place, that immediate response from the patrons as to the worth of the program.

My career goal is to attain a Special Services Director's position, but that comes only after gaining the knowledge of all aspects of the job and these are very diverse. Special Services offers not only the usual municipal recreational services but also many of the commercial services such as ceramic shops, movie theaters, golf courses, bowling centers, woodworking shops, and child care centers.

As one can tell, military recreation is an exciting field in leisure services which offers the professional recreation practitioner challenging employment, good financial rewards, and a chance to travel all over the world to seek new job opportunities.

Marty Silver, *Seasonal Interpreter and Park Naturalist, Warriors' Path State Park, TN*

Marty Silver helps youngsters interpret a tree's life history from its stump. TN State Parks

Tennessee's Department of Conservation considers interpretation a unique means to an essential end—conservation through public education and awareness.

Vital to this awakening of awareness in our Tennessee State Parks are the park interpreters. These permanent and seasonal naturalists work throughout the state park system in positions where they can achieve maximum exposure and impact from their limited number.

Seasonal naturalists are college students hired for the season of peak attendance, at some 15 to 20 of the state's 43 parks. After being thoroughly trained by the permanent interpretive staff, the seasonal naturalist is completely responsible for the summer interpretive program at his or her park. Programs must be researched, developed, transcribed, promoted, and shared with park visitors. Every one of these phases is the responsibility of the seasonal. At the same time, the seasonal naturalist may become involved in oral history and folklife research, or in the construction of trails and other interpretive facilities.

By the end of summer, the naturalist has provided the park with a wealth of written research and transcribed programs. This body of information and ideas insures that the interpretive program continues to grow. Our park visitors share in programs that improve in quality every year.

Having worked for two years as a seasonal naturalist with the Tennessee Department of Conservation, I have seen many goals achieved by this statewide program. You can well imagine the challenges and responsibilities we face as we strive to share with park visitors and with the surrounding community the unique natural and cultural features of our park, and as we awaken their interest and appreciation.

Our frustrations are those common to any public relations position. But these are only a minor consideration. Rewards far outweigh any difficulties. We are given the opportunity to exercise our creativity as we reach out to touch the lives of literally thousands of people. We are given complete support from the entire park staff. At the end of a season, we come away with the knowledge that we have scattered many seeds, some of which will yield the fruits of appreciation and concern for conservation.

Tennessee's seasonal naturalists are completely responsible for summer interpretive programs at their state park. TN State Parks

Thus, our seasonal interpretation job becomes a hope for the future. In regard to our own futures, we can prove ourselves capable and move into permanent interpretive positions as I have done. Or we can go on to pursue other opportunities in related fields. But perhaps most importantly, the seasonal interpretive program brings tangible benefits to all Tennesseeans as it inspires the people of our state to learn and care more about their natural heritage.

Preparing Park and Recreation Professionals Today

by Richard Kraus and Debra Williams

Many park and recreation curricula emphasize national resource management.
National Park Service

As we examine parks and recreation as a career field today, higher education emerges as an important area of concern. What are the most significant trends in park and recreation curricula in American colleges and universities? How widespread are degree programs in this field, and how effective are they in preparing professionals for various leisure specifications? And—a question not to be ignored—how solid is the acceptance and support of such degree programs in terms of hiring standards today?

First, it is important to recognize that there has been a striking growth in the number and strength of college and university curricula that prepare park and recreation personnel. From a mere handful of such programs after World War II, the most recent surveys carried out by the Society of Park and Recreation Educators reveal that there are over 330 two-year, four-year, and graduate curricula in the United States and Canada. As an example of growth in this field, the students majoring in parks and recreation numbered over 37,000 by 1978.

Diversity of Programs

Today's higher education programs in parks and recreation are extremely diversified. Many college departments continue to be linked to health and physical education, although they have developed their own specialized courses, faculty members, and learning resources. Some departments, particularly those in colleges with strong agriculture, forestry, or landscape design programs, provide highly specialized curricula in resource management with an outdoor recreation emphasis. Others have a strong link to the field of health services, and stress therapeutic recreation as a degree focus. Still other colleges and universities give emphasis to community recreation, voluntary agency programming, or industrial, armed forces, campus, or commercial recreation.

Overall, the growth of higher education in parks and recreation has continued almost uninterrupted over the past three decades, with some recent slackening in two-year programs, but a continued rise in four-year and graduate curricula. At the same time, the publication of a growing number of textbooks, the expansion of research efforts and journals, and the establishment of a nationwide system of accreditation by the National Recreation and Park Association all have strengthened this field. Programs are of higher quality today than in the past, and are linked in many cases with excellent field work or internship courses, as well as the continuing education institutes or workshops for practitioners that are offered by a number of the larger university programs.

Thus, on the face of it, there would appear to be a healthy development of higher education in parks and recreation today. However a number of critical questions continue to be raised.

What is the real value of higher education in leisure service? Does it actually represent a field of significant scholarship and professional specialization? Is it necessary for employment in the field? Should professional preparation in parks and recreation be primarily of a philosophical or practical nature? What are the pro's and con's of specialization in this field, as opposed to taking a degree in other related fields such as business administration, biology, or social work?

If there is a real justification for specialized higher education in parks and recreation, why aren't there more stringent educational requirements for work on a professional level in leisure agencies?

The economic and political aspects of managing recreation facilities today demand specialized training. John Alexandrowicz

Value of Specialized Professional Preparation

The key question has to do with the basic need for specialized professional preparation in parks and recreation today. If so many successful park and recreation managers, supervisors, and administrators have come from other areas of academic preparation, why is professional study in parks and recreation necessary?

Before answering this question, it is necessary to ask whether park and recreation work actually constitutes a professional field of service today. Clearly, if it does, then it requires its own system of higher education, like other professions.

There are strong arguments to be made that recreation service does meet the essential criteria of a profession. It meets important social needs, it has strong national and state professional societies, and it increasingly is becoming recognized as a diverse and appealing area of employment. Obviously, leisure has emerged as the basis for major economic enterprise in modern society. With the growth of free time, the expansion of cities and metropolitan areas, and the realization of the values of constructive leisure experience, government on all levels has accepted the responsibility for providing a network of recreation facilities and programs. Similarly, the growth of commercial recreation, quasi-public agencies like Y's or Boys' or Girls' Clubs, and therapeutic recreation in hospitals, nursing homes, and other treatment settings, has meant that hundreds of thousands of persons are employed professionally in leisure service today.

Broad Body of Knowledge and Expertise Needed

To function effectively, these individuals require a specialized body of theoretical knowledge and practical expertise.

The task of municipal park and recreation administration, for example, is far more complex today than it was even a relatively short time ago, during a period of more generous funding. The typical public administrator in a city, town, or park district must be knowledgeable in budget planning and grantsmanship; design, construction, and maintenance of facilities; program development for varied populations; public relations; and community organization techniques. Policy development, systems planning, careful evaluation and research, and similar functions are all part of the manager's job today.

The needed skills vary according to the individual's specialization. For the director of a state or county park system with a strong management emphasis, it is necessary to have in-depth knowledge of land-use planning methods; horticulture, turf, wildlife management; and similar processes. In contrast, therapeutic recreation specialists must be familiar with the etiology and treatment of varied forms of disability, and must be able to develop prescriptive programming, analyze and modify activities, provide leisure counseling, and work closely with other members of the treatment team. The inner-city recreation specialist must be able to work closely with community groups, including the disadvantaged and racial or ethnic minorities, and must be capable of developing programs with significant social goals.

On all levels, specialists in other areas of recreation service must have in-depth professional expertise if they are to be successful. Indeed, a number of colleges and universities now have developed competency-based curricula to ensure that the specific skills related to each area of professional practice are being mastered by students.

In addition to practical competency, however, park and recreation professionals today also must have a solid theoretical understanding of the field. If

Therapuetic recreation specialists must be familiar with the etiology and treatment of various disabilities and able to develop prescriptive programming.
National Institutes of Health

they are to operate on policy-making, supervisory, or administrative levels, they should have a common core of knowledge about the nature of leisure in modern society, the psychology of play, and the goals and objectives of organized recreation service. Particularly if they are to function effectively as spokespersons for recreation and leisure within a complex social environment with many conflicting demands for community support, such knowledge is essential.

In other words, the task of professional leadership in parks and recreation today combines the elements of "how-to-do-it" expertise with the more theoretical understandings and principles that help to guide agency development, policy-making, and program and facility management processes. Just as in other, more established professions like law, medicine, or education, this background can be obtained best through formalized and systematic study in colleges and universities that is enriched by supervised field experiences.

Employment Standards in Parks and Recreation

Given the position that specialized professional preparation *is* highly desirable for career employees in this field, one then must ask—why aren't there stronger educational standards for employment in public or voluntary leisure agencies?

Only a handful of states have passed legislation requiring public employees in park and recreation departments to meet certification criteria that include possession of a specialized degree in the field. While a greater number of states have registration plans that serve to identify qualified professionals, such plans are not legally enforceable for employment screening; they depend upon voluntary compliance. In the area of service to special populations, for example, the National Therapeutic Recreation Society has established a national registration plan which has screened and registered several thousand practitioners. However, many agencies ignore the NTRS standards in their hiring process.

Similarly, in Civil Service agencies on various levels of government, educational requirements often are loosely stated, permitting the hiring of individuals who have had no specialized training in parks and recreation at all. According to a national study by Henkel and Godbey, only a small fraction of full-time employees in public, voluntary, commercial, industrial, and other specialized areas of park and recreation service hold degrees in this field. This situation obviously undercuts the status of recreation as a respected profession, in comparison with other occupational fields where practitioners must meet established educational requirements.

There are a number of obvious reasons why higher education has not become more widely accepted as a job requirement by hiring agencies.

First, recreation is a relatively new field, and there is a continuing need to demonstrate to the public at large and to agency heads in particular that specialized professional preparation in it is essential. For many, it is difficult to distinguish between the act of part-time program leadership (which millions of people carry on in one form or another, as Scout leaders, Little League coaches, or in mother volunteer settings) and the more demanding forms of full-time, paid professional service.

Second, there are so many different types of leisure agencies and settings that it would be extremely difficult to develop a systematic and widely applicable set of standards for all recreation workers. The very diversity of the overall park and recreation field means that practitioners often are more attached to their own specializations than they are to the broader field of leisure service in general.

The inner-city recreation specialist must be able to work closely with community groups and be capable of developing programs with significant social goals. Richard Kraus

Political pressures often prevent the development of more effective employment standards that might reduce the freedom to hire and fire public employees with a free hand; in addition, many Civil Service boards are reluctant to impose rigid hiring qualifications on the full range of occupational fields under their jurisdiction.

Given these obstacles, it seems clear that what is needed is a stronger sense of professionalism throughout the entire field of park and recreation service, and a recognition that it will function best and gain full public understanding and acceptance only if it has highly capable practitioners at all levels of staff operations.

As suggested earlier, it is obvious that the field now demands much more sophisticated expertise from its professional managers than in the past. Working with new and different populations, creating programs suitable for new kinds of environments, and developing synergetic relationships with other public, voluntary, or business organizations, all demand such expertise.

Given the economic constraints and pressures that exist today, public park and recreation administrators, for example, must become familiar with revenue sources management, systems planning, marketing and feasibility studies, cost-benefit analysis, and similar contemporary techniques. Reconciling the altruistic, community-service goals of public and voluntary agency programs with the realistic needs to market a product and maintain economic viability represents a particularly critical challenge today.

While it is difficult to demonstrate conclusively that such expertise can only be obtained through specialized higher education in a degree program, this principle is readily accepted in other professional fields. Indeed, the assumption that the individual who has taken university courses under well-qualified instructors in such areas as the theory and philosophy of recreation and leisure, community organization, program planning and leadership, supervisory and administrative methods, needs of special populations, planning, evaluation, and research—all buttressed by an enriching field internship and a broad liberal arts component—will be more capable than the individual who has had no such training, appears to be a reasonable one.

Supply/Demand Problems Today

Within this broad picture, a new and critical problem faces many college and university park and recreation programs. It is the concern that the sharply expanded higher education system in this field is turning out far greater numbers of graduates than the field itself can absorb.

In part, this is obviously a matter of job availability. Given the recent cutbacks in public funding, with California's Proposition 13 being the most dramatic example, job freezes have been instituted in many communities. Similarly, problems of soaring operational costs and limited funding have compelled staff freezes or cutbacks in many voluntary and therapeutic agencies. In still other settings, the fact that park and recreation graduates are not given strong hiring preference has limited their employment advantage in an extremely competitive job market.

With many of the newly established college curricula turning out literally hundreds of park and recreation graduates each year, it is necessary to ask whether we are training too many park and recreation professionals. Should departments set arbitrary limits on their number of ma-

Community centers, voluntary agencies, campus and industrial recreation facilities all need qualified personnel to run their programs. Richard Kraus

jors? Should we discourage new curricula from being established—or encourage the phasing out of marginal programs? What is a realistic and intelligent policy to follow in this area?

Thoughtful educators and practitioners recognize that the problem must be seen in perspective.

Need for Park and Recreation Professionals Expected to Grow

First, the hiring picture is not as negative as some have assumed. A recent study of employment opportunities in the northern California region has shown a generally favorable job picture, with the exception of openings in the public sector. Similarly, a number of colleges in the Northeast, including Temple University, Slippery Rock State College, and Montclair State College, have carried out follow-up studies of their graduates which indicate that a substantial number of park and recreation majors have been successful in obtaining jobs in the field, despite gloomy forecasts.

Indeed it should be recognized that the recreation field itself must inevitably grow and expand in the years ahead, as a consequence of continuing work/leisure trends and favorable public attitudes. There obviously will be a need for highly qualified park and recreation leaders and managers in the 1980s and the decades beyond. More and more, we are becoming a leisure-oriented society, and our demands will have to be met through skilled professional leadership.

However, it also is obvious that colleges and universities no longer can afford to concentrate solely or primarily on the training of municipal recreation and park practitioners, which has been their chief focus in the past. Realistically, these jobs today are in short supply. Instead, students should be given the opportunity to major in other areas, such as voluntary agency, commercial, industrial, therapeutic, and campus recreation. It is true that many of these fields have not typically hired park and recreation graduates in the past. Therefore, strong efforts must be made to draw them into the orbit of professional recreation service. This can be done by framing new, high-quality curricula in these areas, by involving their key personnel more fully in appropriate professional societies and educational programs, and by placing field work students more fully in such settings.

Courses Must Be Better Geared to Needs of the Field

However, this is not a sufficient response to the supply/demand problem we face today.

Students must be given accurate and up-to-date academic advice and career counseling, as well as effective strategies and skills for getting jobs.

Courses must be geared to actual needs in the field, and should be strengthened by a heavy input from leading practitioners. College and university educators should develop two-way links with field agencies, particularly with respect to consulting, evaluation, planning, and research needs.

Strong efforts must be made to resist enrollment or credit-production pressures, and to maintain the goal of quality over quantity on all levels. Programs should become more selective in the recruitment and admission of students.

Weaker curricula or those that do not place a reasonable percentage of their

Solid intern or field experience is a necessary part of professional training for park and recreation careers. Richard Kraus

students must be permitted to fall by the wayside, and rigorous needs assessment should take place before new college and university programs in this field are established.

Instead of seeking to be "all things to all people," park and recreation curricula should develop their individual strengths with, for example, land-grant or rural colleges or universities focusing on resource management while those in complex urban environments focus on human service and programming needs.

Increased efforts must be made to upgrade hiring standards in the field and to encourage professionalism on all levels. If park and recreation service continues to be a scattered field with poorly defined educational requirements for its practitioners and the assumption that "anyone can do it," its future will be limited seriously. Closely linked to such efforts must be an improved public understanding of the significance of recreation and leisure in modern society.

Exciting Times Ahead

We have a remarkable opportunity in the years ahead. Will recreation service move in the direction of primarily commercial, profit-oriented agencies, concerned mainly with economic return and only secondarily with human values or environmental needs? Or will there be a more widespread recognition of the need to promote leisure as a significant social concern, with programming that enhances physical fitness, creative enrichment, mental health, and other positive social values? Obviously, our priority must be to blend all aspects of the park and recreation movement together in an imaginative, innovative, and efficient enterprise that will make leisure a source for human betterment, rather than simply a vacuum that must be filled, or a product that must be sold.

To be successful in this effort, we will need practitioners who can bring a high level of professional competence and theoretical understanding to the task. This is the exciting and challenging assignment facing our college and university park and recreation curricula today.

Professor Richard Kraus is Chairperson of the Department of Recreation and Leisure Studies at Temple University (PA). Professor Delores Williams is a colleague in the same Department.

Time for Change

by Karen Drucker

Some people feel that the best thing about recreation education is its effort toward promoting the generalist. One is called upon to perform so many different roles with a variety of groups in numerous situations that one must know a little bit about everything!

Conversely, this also can be the worst factor. In knowing a little of everything, one may end up being a specialist in nothing. And while the good generalist is valued, today's recreation job conditions require more specialist training in a number of areas.

More Specialist Training Needed in Critical Areas

For example, this is the age of accountability. Yet how many park and recreation students have had a basic course in economics or finance? How many can prepare a budget? Analyze a computer printout?

Unfortunately, very few. However, it is imperative for the prospective park and recreation employee to acquire such skills if he or she is to be effective.

The computer has unlimited potential for use in our field, from scheduling and programming to resource identification and mapping. If college-trained personnel are not experienced in its applicability, however, it is unlikely that utilization of the computer will be encouraged.

In outdoor recreation resource management and planning, computer maps are a vital tool, as is the ability to justify alternatives through benefit/cost analysis or some other financial method. Yet, many graduates presently are searching for jobs with virtually no experience in these areas.

Specialized training, likewise, is needed in statistical measurement. For a solid statistics background is the first step toward solving what presently seems to be an insurmountable problem in our field—the lack of quality research.

Judging from the training given masters and doctoral recreation candidates, it is doubtful that they will have sufficient statistical background to undertake that quality, independent research which is so

badly needed. Before such an academic degree as Doctor of Philosophy is awarded in recreation, far more emphasis should be placed on designing, implementing, conducting, and analyzing independent research.

This lack of research, plus the difficulty of locating existing relevant material, causes much frustration for today's student. Some document of collected research in the leisure services field, indexed by specific subjects, would be extremely helpful.

Relevant research need not come only from people in the leisure field per se. Much excellent and relevant data exists in sociology, psychology, anthropology, and other social sciences. The knowledge and expertise available in these fields should be better utilized by people in recreation.

Increasing Linkages with Related Fields—and Other Nations

How will recreation students get this necessary specialized training . . . in economics and finance, computer science, statistics, and research?

As money becomes less available, people in the social services will have to become more aware of and involved in other related fields. One way to facilitate this is to have students take courses outside the recreation department.

What better place to take statistics than in the math department? Research courses are offered in almost every subject, with sociology and education containing information particularly applicable to recreation. One can gain the knowledge and expertise of related fields only by exposure. Why not provide this exposure while giving students the specialized training they need for recreation jobs in the 1980s?

Such cross-fertilization of ideas is extremely important for the well-rounded education of today's recreation students. We need to be aware of what is going on in the leisure field in Europe, which is far more advanced than the United States. We also need to share our existing knowledge with the third world nations. For instance, the Special Olympics, which began in the United States in 1968, now has spread to more than forty-one countries. Many developing nations are realizing the need for professional recreation personnel. Yet few of our universities offer or encourage international preparation.

I believe that the time for change in these directions is long overdue. And I feel that our universities should become the innovators of these changes rather than the last to adjust to them.

First Steps Evident

There are signs of progress. Many major universities are attempting to keep up with trends in the field by offering courses in Tourism and Commercialism. Field work and internships usually are required on the undergraduate level and certainly encouraged on the graduate level.

At the University of Maryland, for instance, resource management courses are offered in the White Mountains of New Hampshire working directly with the U.S. Forest Service. Many other college curricula have instituted similar programs believing that practical, firsthand experience in the field is invaluable. As with anything, there is no better way to learn about resource management and recreation than to get out and actually do it!

Paul Miko, an intern at HCRS while completing his doctorate in Therapeutic Recreation, thinks that the best thing about recreation education is that it draws people from a wide variety of social services. Therefore, one is exposed to different approaches, expertise, and ideas. Students thus benefit not only from the professor's knowledge, but also from the firsthand experiences of others in the class.

Miko suggests that the community be brought into the classroom more extensively to further increase this broad exposure of students. Bring in the community organizer, the recreation leader, the facility planner. Use the classroom as a community forum and let students learn how to work within the community to meet its needs.

Karen Drucker sees a need for more specialized training in economics and finance, computer science, statistics, and research methods.

Personal Data

In closing, let me note that the above observations and suggestions are offered from the perspective of a committed graduate student. My undergraduate education was in economics at the University of Virginia. I then worked in management for a large bank before entering graduate school.

My particular interest lies in outdoor recreation rehabilitation programs for juvenile delinquents and I plan to do my thesis in this area. Eventually, I would like to design and implement a program of my own, possibly involving a long-term, low-intensity wilderness challenge course with a follow-up group resembling the Boy Scouts or 4-H Club.

Karen Drucker is completing her graduate work at the University of Maryland. She has served as an Intern in the HCRS Division of Park and Recreation Technical Services (PARTS) and as an Environmental Protection Specialist in the Northeast Regional Office of the National Park Service.

Reaching Out to High-Risk Youth

by Robert Peterson

Editor's note. Park and recreation workers in inner-city areas often must devise innovative ways of reaching out to meet the needs of troubled people—people plagued by lack of education, unemployment, hunger, and poverty; people devoid of hope and turned off by a society that seems to offer them very little.

Robert Peterson, Supervisor of the Albuquerque Parks and Recreation Department's Youth Service Agency, works with people like this, the city's hard-core disadvantaged youth. Here Bob describes the unique program developed by his agency, a program which constantly challenges the park and recreation employees, but which is showing positive results.

The Youth Service Agency uses recreation as a tool, reaching out to facilitate high-risk youth where they congregate. Robert Peterson

Albuquerque's Youth Service Agency naturally evolved from the city's earlier Roving Leader Program. The initial intent of the Roving Leader Program was to send park and recreation staff into low-income areas that were labeled "hot spots" by the police department and to use the medium of recreation as a tool, operating under the outreach concept. That concept involves reaching out to facilitate youth where they congregate, especially "high-risk" youth who will not respond to ordinary social programs and services.

Through working in various communities, our Roving Leaders eventually identified certain problems which seemed more prevalent in depressed neighborhoods. Our workers' direct contact with the young people also showed them on a firsthand basis what these youth needed and wanted. As a positive rapport developed, the young people and the outreach workers were able to discuss possibilities and to determine together what was realistic and unrealistic to attempt. Establishing this type of rapport is crucial to programs such as this—both in terms of referring people with particular problems to appropriate sources of help and in terms of the youth trusting and believing in the outreach workers' advice.

As direct contacts with the city's disadvantaged young people further developed, the Roving Leader staff felt the time was ripe to expand efforts to meet their clients' complex needs through a new program, initiated and implemented by the Parks and Recreation Department. Thus, after three years, the Roving Leader Program evolved into the Youth Service Agency, broadening the original outreach concept and bringing some innovative programming to the Albuquerque area.

The Youth Service Agency is organized into various sections. Each section approaches youth somewhat differently, but all work toward the common goal of providing proper guidance and direction for young people who are experiencing difficulties. We have discovered that such specialization achieves greater impact on our community needs and problems.

Youth Service programs deal specifically with "high-risk" or "hard-core disadvantaged" youth. We define this as a youth who (1) is between the ages of 14 and 20 years of age, (2) is a school dropout, (3) is exhibiting a poly-drug problem, and (4) is having difficulty with the courts, schools, or family.

Staff Sensitivities and Program Linkages

Every member of our staff is trained to recognize patterns that exist within low socio-economic communities, and to offer alternatives that may help break the prevailing defeatist attitudes that have permeated these communities for generations.

One factor our workers are sensitive to is the one-parent household. With today's staggering divorce rate and the growth of one-parent households, many youth are deprived of a certain necessary discipline and direction from their parents. Our Youth Service outreach workers try to arrange a meeting with each program participant's parent, parents, or guardian. At that meeting, they view the home environment and try to assess the concern of the parent, parents, or guardian. Hopefully, this increases their insight into specific problems the young person may be facing.

Our workers also are trained to recognize when a youth's needs are beyond the expertise of our department. Such a youth immediately is referred to an appropriate person or resource for help.

One important pitfall that many outreach programs encounter involves the hiring of unskilled personnel from the group or community that the program is trying to reach. We have learned from ex-

A variety of extracurricular activities are offered as an alternative to help the youth make better use of leisure time. Robert Peterson

perience that hiring staff from the background and sensitivities of our communities can be advantageous only if those staff members have the necessary education and experience, a constructive value system, and a good working knowledge of the street to assist in establishing a positive rapport with this special population.

If the potential employee does not have these necessary tools, hiring him or her often can do more harm than good. A person who has been brought up experiencing the same difficulties as the peers he or she now is trying to help often has trouble recognizing and dealing effectively with certain problems; he or she doesn't see them as problems but as a normal way of life.

To increase its effectiveness, the Youth Service Agency coordinates and cooperates with different divisions within the Parks and Recreation Department, as well as with other agencies such as those concerned with education, mental health, and corrections. This linkage is essential in terms of implementing well rounded programs for our clients. The major programs of our agency include the following.

Phase I Program

The Youth Service's Phase I Program grew from an experiment conducted by the Youth Service Agency and the Bernalillo County Mental Health Center (B.C.M.H.C.) Drug Counseling services during the summer of 1978. The two agencies combined forces to deliver a recreation and counseling program to a group of drug-abusing youth from the Albuquerque barrios who chose aerosol paint sprays as their agent for getting "high."

After careful consideration, the Youth Service Agency decided to re-implement this program with some modifications, coordinating it with the agency's Phase III Drug Abuse Treatment Program, B.C.M.H.C. Drug Counseling Services, and the Juvenile Judicial System. Rather than limiting the program to inhalant abusers, it was opened to individuals experiencing various poly-drug problems.

The Phase I Program services its youth through aerobic fitness training, recreational activities, nutritional guidance, weekly counseling sessions, and job placement assistance. All participants must meet our "high-risk youth" criteria, mentioned above.

Through the medium of physical conditioning, we hope to motivate or remotivate these youth back to a basic philosophy of "sound body, sound mind." Fitness and recreational activities are complemented by sessions with a B.C.M.H.C. Drug Counseling team. A counselor meets with the participants weekly on a one-to-one or group level to provide therapy. We try to establish a high level of self-esteem through this combination of recreation, counseling, and goal orientation.

Our coordination with the Juvenile Probation and Judicial System offers an alternative to many youth who have gotten into trouble with the law and who meet our "high-risk" criteria. Juvenile authorities have been assigning youth on probation to Phase I for the duration of their probation.

Finally, by instilling a basic understanding of nutrition and by providing individual employment counseling, we try to enhance the participant's chances of getting back into the mainstream of society. A staff member is assigned to scout the job market for possible job placement after a youth completes two months in the program. If a youth is placed, and the job does not work out, he or she is given the opportunity to return to the program and start again, as opposed to returning to the street.

Through special programs the young people develop a better self-image. Robert Peterson

Phase III Job Training Program

A typical participant in the Phase III Job Training Program will exhibit at least five of the following characteristics:

1. Between 16 and 21 years of age
2. Office of Comprehensive Employment and Training Administration (OCETA) eligible
3. Drug abuser (all types)
4. High school dropout
5. Reading below a fifth grade level
6. On probation or parole with the Juvenile Justice System
7. Rejected by family
8. From single parent household
9. Attitude problems that act as barriers to employment

Once a participant is referred to the program, the following is done step by step:

1. The youth is certified as to OCETA eligibility.
2. Once the youth is found OCETA eligible, he or she is enrolled in Phase III and tested by the Wide Range Achievement Test (WRAT) to determine academic strengths and weaknesses.
3. After academic strength is evaluated, participant is assigned to either the Special Education or General Education preparation unit. Individuals participate in these units for 15 hours of their work week.
4. The other 15 hours are devoted to work site activities which consist primarily of training in furniture making and woodworking. All participants are involved in these activities.

One major problem of these young people is a misuse of leisure time. Youth Service workers counter this by offering a variety of extracurricular activities ranging from inter-office competitions such as dart tournaments and basketball games to weekend camping trips. Participants also are encouraged to take part in recreational activities outside the Youth Service domain. To date we've been able to get our participants involved in city league teams in the traditional sports as well as soccer and rugby teams.

The Youth Service Agency believes that the total character development, which can result in self-actualization, must be nurtured in a supportive environment that pays attention to the education, recreation, and personal needs of the individual. This is what the Phase III Program attempts to do. Once a participant is considered ready to leave the program (after putting in 18 months or getting a passing score on the General Education test), he or she is assessed as to job readiness and is placed in either subsidized or unsubsidized employment.

Mobile Unit Program

The Youth Service's Mobile Unit Program includes a Movie Bus, Funsation Mobile, and Action Mobile. The Movie Bus offers a variety of films which are all "G" rated, as well as educational and cultural films. The bus travels throughout the city year-round, providing entertainment to various communities.

The Funsation Mobile contains a portable stage and a puppet stage. Disco dances, theatrical plays, and many other arts-in-the-parks groups perform in a number of sites.

The Action Mobile contains recreational equipment which is set up in various neighborhoods. Everything from ping-pong tables to arts and crafts supplies is brought to areas lacking recreational facilities.

Besides providing needed and beneficial entertainment, the mobile units funnel information back to Youth Services regarding areas and communities that might be in need of more intensive programs. Reaching many parts of the city, the units also help us develop informal networks of referrals.

Other Activities Foster Self-Pride

Youth Service also provides leagues and tournaments for "high-risk" youth based on seasonally appropriate sports. We sponsor special events at the Albuquerque Civic Auditorium, such as Low Rider car shows, concerts, and dances. We have implemented special cultural programs to help develop community and ethnic pride so that communities will pull together for the common betterment of their people and facilities.

Perhaps our biggest challenges are making sure our programs are as productive as possible and keeping in touch with the needs and trends of our various communities.

To close on a personal note, I chose my field and my specific line of work because I always have been interested in both recreation and helping troubled youth. Having grown up myself in low-income and poverty neighborhoods in New York, I realize how hard it is for youth today to adjust to their surroundings and to the pressures put on them by a society that demands excellence.

What I find most personally rewarding as Supervisor of the Youth Service Agency is watching a young person get involved in one of our programs and gradually exhibit a positive attitude adjustment with the realization that there is a place for him or her in our society after all.

Robert Peterson is Supervisor of the City of Albuquerque (NM) Parks and Recreation Department's Youth Service Agency.

Guide to the Governmental Job Market

by Kevin Coyle and Carl Friedrich

The parks and recreation field is dynamic, and as each year passes, it reaches new levels of professionalism. If this is your chosen field, now is a difficult time to seek employment. Yet there is much you can do to make yourself more attractive in the governmental job market. We offer the following advice to help you gain a competitive edge in searching for a job within the public parks and recreation field.

Know the Basics

In searching for jobs, the person who knows the fundamentals of preparing a good resume, interview techniques, and various other skills will stand a better chance of success. Numerous guidebooks on these topics are available.

Virtually every college and university has a placement office which can provide general guidance and information on jobs and job-seeking. Similarly, public libraries and many employment offices are good sources of information. Use these sources as aids in learning the basics.

Can You Make a Contribution to a Park and Recreation Agency with a Diminishing Budget?

Parks and recreation officials are looking for people who will be an asset in running quality programs and providing services under limited or reduced budgets.

Much information is being developed and circulated that can help officials cope with these financial problems. Knowledge of a number of these "coping" approaches will strengthen your candidacy. Here are some topic areas with which you should be familiar:

- Gift Catalogs
- Volunteer Programs
- CETA Reauthorization
- Budget Justifications
- Grants-in-Aid and Federal Programs
- Land Acquisition and Preservation Techniques
- Other Private Fundraising Techniques

The Heritage Conservation and Recreation Service (HCRS) recently prepared a number of self-guiding reports and manuals on these topics. To obtain these, contact: Heritage Conservation and Recreation Service, Information Exchange, 440 G Street, NW, Washington, DC 20243.

In addition, both the National Recreation and Park Association (NRPA) and the American Alliance for Health, Physical Education and Recreation (AAHPER) have a broad repertoire of helpful publications which are distributed at cost to interested individuals. See below for more information on these organizations and how to contact them.

There is more to developing a competitive edge in the job market than simply being aware of current topic areas. Experience, more than any other single qualification, will increase your employability.

For the student, internships, volunteer work, and summer jobs are all good ways of gaining relevant park and recreation experience. For the person seeking advancement, participation in continuing education, intergovernmental personnel exchanges, professional meetings, and special training opportunities will enhance your qualifications in the eyes of an employer.

Federal Job Information

The following publications can help you locate job opportunities within the federal government:

- *The United States Government Manual* describes the purposes and programs of most government agencies and lists key officials. Copies are for sale by the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. Price $6.50, stock no. 022-003-00948-5.
- *The Federal Yellow Book*, a loose-leaf directory of the federal departments and agencies, includes names, titles, addresses, rooms, and phone numbers of the 27,000 principal federal employees. For purchase information, contact: The Washington Monitor, 499 National Press Building, Washington, DC 20045. Or phone (202) 347-7757.
- *The Federal Employment Outlook* (BRE-74), a quarterly publication, not only summarizes the best opportunities in all fields, but covers both nationally and locally publicized examinations which are required for many federal jobs.
- The *Federal Research Service* offers by subscription a weekly listing of currently advertised federal jobs as well as some state and local jobs. Each issue also provides tips on making yourself more competitive in the federal job market. A six issue subscription is available for $18. Subscription information may be obtained by writing the Federal Research Service, 370 Maple Avenue, Vienna, Virginia, or by calling (703) 281-0200.

NRPA also has a publication on federal jobs as part of its EMPLOY series. In addition, there are many guides for preparing the Standard Form 171 (SF171), which is the application for federal employment.

These information sources often are available in libraries or placement centers. The Department of the Interior also has a recorded job vacancy listing which is available by calling (202) 343-2154. This listing is updated weekly.

Federal Registers

Two of the more common employment registers maintained by the federal government are the PACE register and the Mid-level register. Hiring for most federal jobs (permanent and temporary) requires that you first be listed on one of these two registers.

The PACE (Professional and Administrative Career Examination) is a three-hour written test which is the principal means of entry into federal service for liberal arts and general business graduates at the GS-5 and GS-7 levels. It also is open to all other academic majors and to applicants with equivalent experience. Each year, about 7,000 placements are made from this examination in more than 100 different kinds of jobs.

The PACE exam is scheduled only at certain times of the year and you must apply to take the test at least 30 days before it is given. It will be between one and two months before you get your score and are listed on the register. It is essential to get a very high score in the PACE exam because of the extremely competitive nature of the federal job market. Accordingly, it pays to obtain and use a guidebook on preparing for the exam. These are available in most book stores.

The main route to employment for graduate degree holders or those with several years of professional experience is the Mid-level register at the GS-9/11/12 levels. This register covers such fields as personnel management, financial management, economics, general administration, public information, and social science analysis. No examination is necessary for you to get on this register. To apply, contact the Federal Job Information Center closest to you.

State Government Employment

If you are interested in park and recreation jobs within state agencies, there are many directories that can provide you with contacts. One particularly good publication is the *Conservation Directory*, available for $4 from The National Wildlife Federation, 1412 Sixteenth Street, NW, Washington, DC 20036, (202) 797-6800. This directory lists contacts under each state government agency, as well as many other conservation-oriented organizations.

You can also contact the Governor's Office in your state for an office or telephone listing as well as the state government organization chart. Be advised that most states have Civil Service Commissions and require entrance examinations which also are highly competitive.

Other Sources of Job Information

The National Recreation and Park Association (NRPA) is a leader in providing job information in the parks and recreation field. NRPA has several publications available. For example, there is EMPLOY, an information bulletin series about how to locate job opportunities as well as "The Job Bulletin," a bi-monthly publication that advertises job vacancies in the parks and recreation field. As noted above, NRPA has numerous other helpful publications which you may use in preparing yourself for a job. For more information, contact the National Recreation and Park Association, 1601 North Kent Street, Arlington, Virginia 22209, (703) 525-0606.

In addition, the State Park and Recreation Societies (which are affiliated with NRPA) may be able to provide you with valuable information. You can contact NRPA for the addresses of these state societies.

The American Alliance for Health, Physical Education and Recreation (AAHPER) also offers much useful information for the job seeker and recreation professional through its affiliate, The American Association for Leisure and Recreation. For instance, the April 1979 issue of *Leisure Today* contains a series of articles dealing with "Careers in Leisure and Recreation." Contact the American Alliance for Health, Physical Education and Recreation, 1201 16th Street, NW, Washington, DC 20036, (202) 833-5541.

Also consider other organizations in the field, for they also may be able to provide job information. For example, the National Industrial Recreation Association, 20 North Wacker Drive, Chicago, Illinois 60606, (312) 346-7575, represents private employer-operated recreation programs.

Getting Organized

Researching all the ideas suggested here will take substantial time. A good way to reduce this time factor is to start a student or professional group. Recruit students or fellow employees who have similar career interests and assign each member a specific task. The benefit is that each member will have access to a large amount of job information while sacrificing only a small amount of time. You also can share the expenses.

During your research, be sure to review thoroughly all the materials provided by your placement office, library, or employment office. They not only can furnish you with new ideas, they can save you a lot of legwork as well. If an active professional student or work organization already exists, be sure to use it well. Existing student or professional organizations can reinforce their commitment to career development through maintenance of a career information file and other up-to-date sources of information.

Keep in mind that it requires patience, determination, and money to find a good job. Be sure to set aside the time and funds to do it properly. We hope the hints in this article will open some doors for you. They will not give you all the answers you need to land a good job, but they can point the way to help.

This article was reprinted from Technical Note #2 *published by The HCRS Information Exchange. Kevin Coyle and Carl Friedrich are with the HCRS Northeast Regional Office in Philadelphia, Pennsylvania.*

NRPA Employment Services

by Donald Henckel

The National Recreation and Park Association is the nation's largest nonprofit service, research, and education organization dedicated to improving the quality of life through effective utilization of natural and human resources. Implicit in this purpose is well trained, highly qualified leadership. Personnel employed in the field of parks, recreation, and leisure services work with all age groups from the very young to the aged; from the rich, through the middle class, to the poor; the easy-to-reach and those who have tuned out society; the sick and the well; the emotionally and physically handicapped. Employment settings range from wilderness to rural to suburban and urban, including the inner city. Jobs can be found in municipal, county, special district, state, and federal tax-supported agencies; voluntary youth service organizations; commercial enterprises; public and private institutions; and colleges and universities. The scope of the field is increasing and unlimited.

The *need* for trained park, recreation, and leisure service personnel is expanding rapidly as more people seek recreational experiences; as the number of older people using senior centers and nursing homes increases; as the demand for campsites, lakes, streams, trails, and picnic areas grows; as the need for creative expression in the arts and humanities magnifies; as people seek wholesome avenues of stress reduction; as the citizen's understanding of meaningful use of leisure deepens; and stewardship of our natural resources gains greater acceptance.

But the need for trained park and recreation personnel does not necessarily reflect *actual employment opportunities*. Public funds, especially, are not keeping pace with the needs. Inflation impacts all elements of the economy. The number of park and recreation curricula and students has increased dramatically over the past decade. Competition for jobs is stiff.

Preserving and maintaining statues and monuments requires precision and skill. Richard Kraus

In this environment, the National Recreation and Park Association offers a variety of career guidance and employment assistance services.

Career Information

Annually, NRPA receives thousands of requests for information about the field of parks and recreation from high school juniors and seniors, guidance counselors, parents, and teachers. "Service to Humanity," a small brochure sent to these individuals, provides a brief overview of the field.

Since many are interested in pursuing higher education, an order form is included for the *Curriculum Catalog*. This publication provides detailed information on over 100 park and recreation curricula throughout the United States and Canada. A more detailed brochure, titled "Careers in Parks, Recreation and Leisure Services," also is available. Material in this brochure originally was developed for, and now is used in, the Department of Labor's *Occupational Outlook*.

Employment Assistance

The "Park and Recreation Opportunities Job Bulletin" is published twice monthly and is available to all NRPA members who pay an additional annual fee of $15.00. It lists a broad variety of jobs throughout the United States and some foreign countries. Examples of recent job listings include:

- Director of Parks and Recreation in Tacoma, Washington—$35,000 salary
- Director-Secretary of the Cleveland, Ohio Metropolitan Park District—$36,000 to $51,000 salary
- Park Manager III in Phoenix, Arizona
- Park Naturalist, St. Petersburg, Florida
- Director of Red Cross Safety Service in Des Plaines, Illinois
- Sports Consultant for the Holly Shores Girl Scout Council in Woodstown, New Jersey
- Ice Rink Manager in Boulder, Colorado

Voluntary agencies are a growing source of jobs for park and recreation practitioners. Thomas Joy

- Graduate Assistant and Intramural Coordinator in Hempstead, New York
- Therapeutic Recreation Leader at the Clinton Convalescent Center in Clinton, Maryland
- Park and Recreation Training Administrator for the Heritage Conservation and Recreation Service
- Camp Counselor in Farrettsburg, Pennsylvania
- Instructor or Assistant Professor at Central Michigan University
- Playground Supervisor/Recreation Intern in Barrington, Rhode Island

The EMPLOY publication is published monthly, September through May, and is another NRPA service designed to help individuals prepare for their job search. It focuses on both traditional and nontraditional employment settings and is available on an individual or agency subscription basis. Each issue provides practical information on a different employment setting such as senior centers, apartment complex recreation, Boys' and Girls' Clubs, college unions, therapeutic recreation, VISTA and the Peace Corps, community education, Federal Civil Service, state park employment opportunities, U.S.O. clubs, correctional institutions, employment for ethnic minorities, industrial recreation, leisure counseling, therapeutic wilderness camping, wildlife conservation, international work/study programs for recreation students, armed forces recreation, and others.

The EMPLOY publication series also provides practical tips on job hunting. *Preparing for the Job Search,* which originally appeared in EMPLOY, now has been produced as a special publication. It outlines concisely how to evaluate one's employment potential for a given job, write an effective resume and cover letter, and prepare for interviews. It also provides additional resource information.

Conference Professional Job Marts and Resource Assistance

Additionally, each year NRPA provides a job mart at its national Congress. Over 200 jobs normally are listed. Direct interviews are arranged for employers desiring such service. NRPA also provides assistance to regional and state conferences for organizing similar job marts.

NRPA is involved in a broad array of activity directly or indirectly related to employment and personnel qualifications. Among these:

- NRPA conducts an accreditation program for baccalaureate and masters degree park and recreation programs designed to improve the quality of professional preparation.
- National registration/certification programs prescribe recommended standards for practitioners.
- The publication, *National Personnel Guidelines for Park, Recreation, and Leisure Service Positions* provides recommended job descriptions, for all major park and recreation positions.

As more people discover the value of productive leisure activity, the need for trained park and recreation professionals grows. G

Therapeutic recreationists can produce demonstrable changes in the outlook and abilities of handicapped people. Gene Young

- Manpower studies have been conducted for public park and recreation agencies at the local, state, and federal levels.
- Every two years, surveys are conducted to ascertain the number and characteristics of park and recreation curricula, students, and faculty.
- NRPA's National Personnel Advisory Committee recently completed guidelines which assist state groups in developing employment assistance. This same committee now is conducting extensive investigations of the commercial recreation market.
- A major job analysis project currently is underway to determine more precisely the functions performed by park and recreation personnel.
- The association is heavily involved in legislative activity impacting on programs and funds available for employment in parks and recreation.
- NRPA is deeply involved in attempting to upgrade the park and recreation federal Civil Service series.
- A new study by NRPA will evaluate and delineate effective CETA (Comprehensive Employment and Training Act) programs operated by park and recreation agencies. The study is in cooperation with the Department of Labor and the Heritage Conservation and Recreation Service (HCRS).

Through the above services and projects, the National Recreation and Park Association plays a vital national role in:

- Career guidance
- Identifying jobs for park and recreation personnel
- Assisting employers in securing qualified personnel
- Developing employment potential in non-traditional leisure service markets
- Setting national standards for professional preparation and practice
- Conducting studies relating to formal preparation programs and employment
- Influencing job qualification for positions at the local, state, and federal levels
- Legislation impacting on employment funding.

Further information about these and other services may be obtained by writing the Division of Professional Services, National Recreation and Park Association, 1601 N. Kent Street, Arlington, Virginia 22209.

Donald Henckel is Director of the Division of Professional Services in the National Recreation and Park Association.

Feedback Sheet

1. How has this issue of **Trends** been helpful to you?

2. Are there any particular topics or themes you would like to see addressed in future issues of **Trends**?

3. Have you any additional comments or suggestions regarding **Trends**?

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