

GRIST

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Managing Vandalism The Boston Approach

Growing vandalism—or damage—to park equipment and facilities is one of the most common problems shared by park and recreation managers across the country. This damage is costly, not only in dollars spent on maintenance, repair, and replacement, but also in terms of lowered staff morale and, perhaps most important of all, in facilities which grow less attractive to their responsible users.

Now, from the City of Boston and the Parkman Center for Urban Affairs, comes a much-needed guide that offers managers new hope, new confidence, and a sound common-sense approach to coping with vandalism. This guide, *Managing Vandalism*, results from a research project carried out in the parks and playgrounds of Boston.

The project, funded by the National Science Foundation, studied a number of specific sites over the course of a year. Principal Investigator for the project was Jonathan C. Dopkeen. The Project Team included Alvin Scott, director; Peter Chin; Scott King; Gerald Porter; Nelson Brooks; and Terri Morris. During the investigation, researchers talked to dozens of people, including Parks Department staff, police officials, community leaders, families who live near recreation facilities, and users, especially young people.

In the guide *Managing Vandalism*, authors Alvin Scott, Robert Fichter, and Scott King have tried to translate the insights gained from this research into a form useful to park and recreation professionals across the nation. Recognizing that public officials need *practical* help rather than academic research, this 58-page illustrated guide outlines effective steps managers can



Illustrations by Kata Hull

take to curb damage to their facilities.

Note the use of the word damage. Replacing the emotion-laden term "vandalism" with the more neutral "damage" is the first recommended step in the development of a conscious strategy for dealing with the problem. Damage does not connote the feelings of powerlessness and hopelessness so often associated with vandalism. Damage falls within the normal sphere of responsibility of park departments and can be handled by improved management. The improved management approach suggested emphasizes three steps: a) understanding the problem; b) reviewing management

tools available to deal with it; and c) devising a conscious strategy for putting those tools to work.

The guide is divided into two sections. Section I discusses elements of an overall management approach to damage and examines key tools available to managers: planning and design; maintenance and repair; staffing and supervision; scheduling and programming; and community relations. You'll find suggested design review procedures, involving nearby residents and park users, aimed at reducing anticipated damage through appropriate design. You'll discover specific tips on

(Continued on p. 48)

Recycling

GRIST

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The Park Practice Program is a cooperative effort of the National Park Service and the National Recreation and Park Association.

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The Park Practice Program includes: *Trends*, a quarterly publication on topics of general interest in park and recreation management and programming; *Grist*, a bimonthly publication on practical solutions to everyday problems in park and recreation operations including energy conservation, cost reduction, safety, maintenance, and designs for small structures; *Design*, a quarterly compendium of plans for park and recreation structures which demonstrate quality design and intelligent use of materials.

Membership in the Park Practice Program includes a subscription to all three publications and a library of back issues arranged in binders with indices and all publications for the remainder of the calendar year. The initial membership fee is \$80; annual renewal is \$20. A separate subscription to *Grist* is \$15 initially and \$7.50 on renewal. Subscription applications and fees, and membership inquiries should be sent only to: National Recreation and Park Association, 1601 North Kent Street, Arlington, VA 22209.

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How to Launch a Paper Recycling Program

Paper recycling—can it really be done? In a recent issue of the National Wildlife Federation's Conservation News, Carol Waite assures us the answer is a definite "yes." Let park and recreation practitioners take inspiration—and action—from Ms. Waite's article which follows:

Scout groups, churches, and some cities have been recycling newspapers for many years. Now, business offices, huge paper consumers, are finding they can recycle office waste paper. In fact, an estimated 600 private businesses have office recycling programs After all, 70 to 80 percent of all office paper is recyclable. The benefits—financial incentives, reduction in solid waste (garbage) pick-ups, the knowledge that trees and open space are being saved—are numerous.

How can an office (or park) launch a recycling effort? Many have decided to enlist the help of a "full service" company, one which provides all desktop containers, education for employees, central collection bins, and pick-up and payment for each ton of waste paper. Some major companies in the country provide this type of service and many others are being established.

The National Wildlife Federation's headquarters in Washington, DC, has opted for a full service paper recycling program. An extensive educational program has been developed, involving

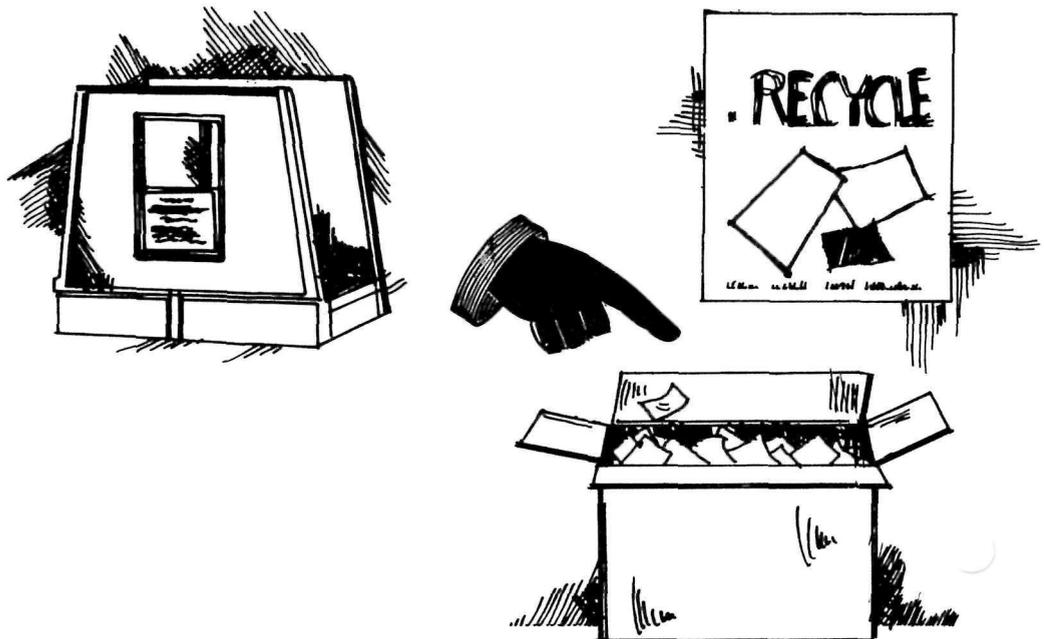
all employees, for the recovery of large amounts of high-quality office waste. The program, called Waste Not, is based on showing people "how to do more by using less."

Each employee is prepared by a 20-minute educational program, including slides of the actual factory recycling process and figures on the benefits of the program. Then, each employee receives a desk tray—similar to a napkin holder—for paper items. Each piece of high-quality paper simply goes there instead of in the wastebasket.

Large boxes or containers are placed in strategic locations around the office for people to empty their desk trays. When these boxes are full, they are stored until approximately 40 boxes, about a ton, are collected. A phone call to the company representative brings the truck for a pick-up of the paper to be delivered for processing. And the payment follows!

With only the first four tons of waste paper collected, NWF employees were amazed to learn that they had saved 68 trees! The four tons of waste paper were turned into 160 cases of copier paper.

This amount of recycled paper results in an energy saving of 168,000 kilowatt hours, enough to air condition and heat two average Washington, DC homes



FOR SAFETY'S SAKE

All ideas and suggestions shared in the pages of *GRIST* are presented as guidelines, not final working blueprints. Be sure to check any device or plan you want to adapt for compliance with national, state, and local safety codes.

Energy Conservation

for a year. Recycling one ton of waste paper uses 22,000 kilowatts; producing the same amount of paper from trees takes 67,000 kilowatts....

How can a recycling program be set up if no full service company is located in your area? The first step is to find a buyer. Look under "waste paper" in the Yellow Pages. If that leads to a blank, try "paper." Another possibility would be under "recycling centers," although this may lead only to aluminum and scrap metal dealers. If all this fails, turn to the library for the World Environmental Directory or the Paper Stock Dealers Directory (published annually by the Fibre Market News).

Most likely, preliminary research will turn up at least one, if not several, sources. Check them out for various plans and select the one most suited to your situation. Or, if they simply buy waste paper with no specific recycling plan, devise your own!

This is exactly what a Washington, DC university did. Appalled at the ever-increasing waste pick-ups, students and building personnel worked together to determine how much paper was recyclable and where and how it could be collected. Drop-off points were designated, used collection bins were obtained from salvage yards, and the university donated an old truck for pick-ups. Many types of paper, tab cards, computer printouts, and newspapers are accepted for recycling. The project saved money on transportation, storage space, and housekeeping duties. The Administrators were pleasantly surprised and an enthusiastic conservation attitude spread over the campus.

Recycling extends forest resources. Because the processing from wood to fiber has already been done, reprocessing paper requires fewer chemicals and less fuel, so it creates less air and water pollution. Recycling is not a fad; it is a reality and a meaningful response to the problems of environmental pollution and resource conservation.

Free copies of "Office Paper Recovery: An Implementation Manual," published by the U.S. Environmental Protection Agency, are available from Solid Waste Information, EPA, Cincinnati, OH 45268.

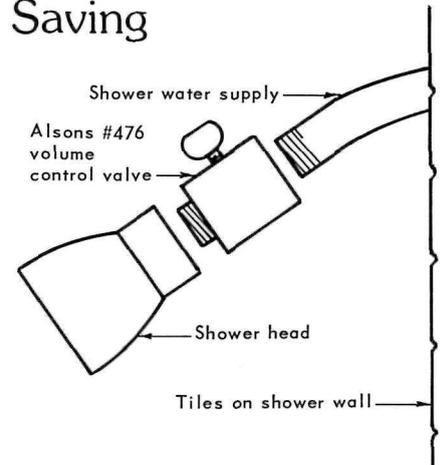
Water Saving = Energy Saving

Conserving energy has taken on paramount importance all over the country in recent years. And there's one area in which everyone can make a significant contribution to this effort... in showers!

Shower bathing consumes enormous amounts of water. The average shower head discharges about 6 gallons (23 l) of water per minute, and an average shower lasts for about 7-10 minutes. This means 42 to 60 gallons (160 to 228 l) of water has literally gone down the drain!

William C. Bolton, park technician, Tuzigoot National Monument (AZ), has a simple, inexpensive solution to this waste of water and the energy spent to heat it. A small valve can be installed just ahead of the shower head which can cut the water flow from 7-10 minutes to less than 2 minutes. This would reduce water consumption by at least 28 gallons (106 l).

After the water temperature is adjusted to the proper heat, a flip of the



volume control valve reduces the water flow to just a dribble. (The dribble is necessary to maintain the correct temperature balance.) Bathers can use this "dribble" to lather up and when ready to rinse off, simply flip the valve again for a full flow of water. Soaping up and rinsing down takes about 2 minutes, saving 12 gallons (46 l) of water per shower.

Energy Mi\$er Saves You Fuel and Money

From Supervisory Park Ranger Gerald W. Epperson of Arches National Park (UT), comes the suggestion that all park and recreation buildings occupied less than 24 hours per day—particularly those in areas which have long winters—be equipped with a programmable temperature controller such as the Energy Mi\$er.

This type of device, Mr. Epperson says, has proven effective in reducing fuel use and has lowered building heating costs as much as 30 percent.

The Energy Mi\$er Temperature Controller attaches to your existing thermostat and automatically turns the temperature down to 40 degrees at the end of the working day. It re-warms the building and its contents before the start of the next working day.

Because the conventional thermostat has a low setting of 55 degrees, the extra 15 degrees generates major fuel savings. Unlike conventional clock thermostats, the Energy Mi\$er can be programmed for the whole week so that it doesn't warm up wastefully on days when the building is unoccupied,

such as Saturdays, Sundays, and holidays.

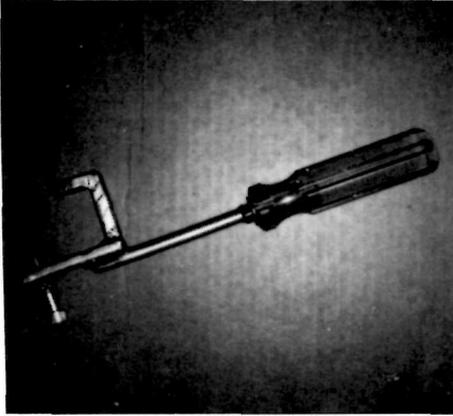
The Energy Mi\$er is most effective in buildings occupied 40 to 50 hours per week. It can program oil, gas, coal, or electric heat (also air conditioning). By reducing heater operating hours 30 to 50 percent per year, it has the additional benefit of prolonging your heater's life.

The unit measures 8 x 5 x 3 inches (20 x 12.5 x 7.5 cm) and is simple to attach to your existing thermostat. Sometimes one additional wire is needed from the power source; sometimes existing wiring is adequate. The device has provision for locking and is supplied in 24V and 120V models to suit the two most common types of conventional thermostats.

Energy Mi\$ers can control groups of heaters directly or through relays. Your main heating plant or valve can also be controlled with as few as 4 units (costing \$59.95 each).

Further information about this device can be obtained from Energy Mi\$ers, 151 W. Industry Court, Deer Park, NY 11729.

Maintenance



New Tool Checks Free Travel on Air Brake Adjustors

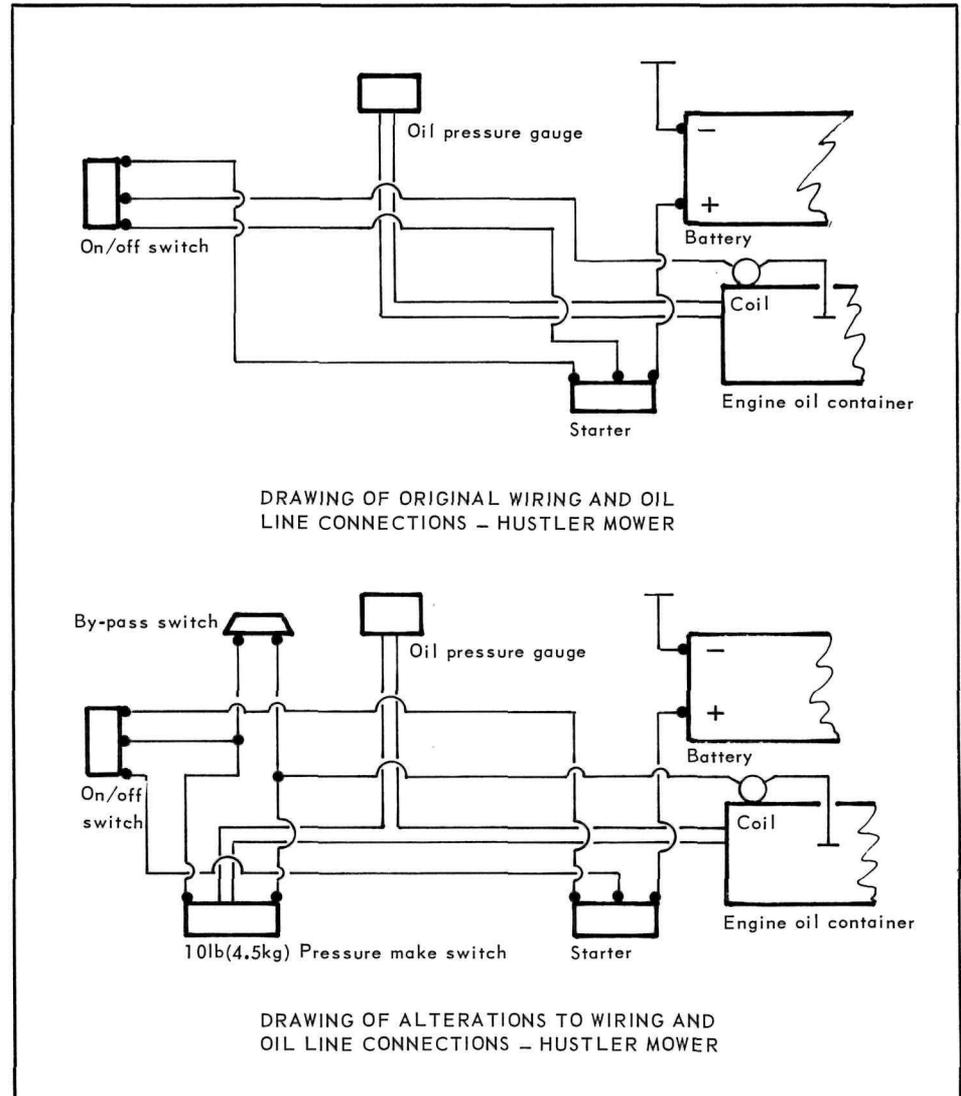
Checking the free travel on air brake adjustors traditionally requires two workers—one to apply the vehicle's brakes; another to observe and measure the travel. These adjustments are generally made with a pry bar, a device that is prone to slip and injure the mechanic's hands.

Now, Ralph Seely, heavy duty equipment mechanic at Yosemite National Park (CA), has designed a unique tool for checking the free travel safely and more efficiently. Use of Seely's tool saves man hours—only one worker is now needed. More importantly, it eliminates a safety hazard and helps protect the mechanic's hands.

For his ingenuity, Mr. Seely won a \$125 incentive award.



Bypass Oil Pressure Switch for Mowing Machines



When oil lines to oil pressure gauges on mowing machines break, and oil leaks out while the engines are running, extensive engine damage can result.

From James C. Brown, maintenance worker at Fort Pulaski National Monument (GA), comes an excellent suggestion for avoiding this costly problem. Mr. Brown designed the following bypass oil pressure switch for his Hustler mowing machines, but the device would work on any engine that has an oil pressure gauge.

Mr. Brown added a 10-lb (4.5 kg) Make Switch, extended his oil line with a "T", added a push button bypass switch, and wired it. The wiring consists of four easy steps:

1. Cut wire going from switch to coil.
2. Connect one end to one side of the Make Switch.
3. Connect the other end to the other side of the Make Switch and to one side of the bypass switch.
4. Connect the other side of bypass switch to the place where coil originally was connected.

After this adjustment is made, workers starting the mower engine should press the bypass switch until the oil pressure rises, then release it. If the oil line breaks or oil pressure goes down for any reason, the engine now will cut off.

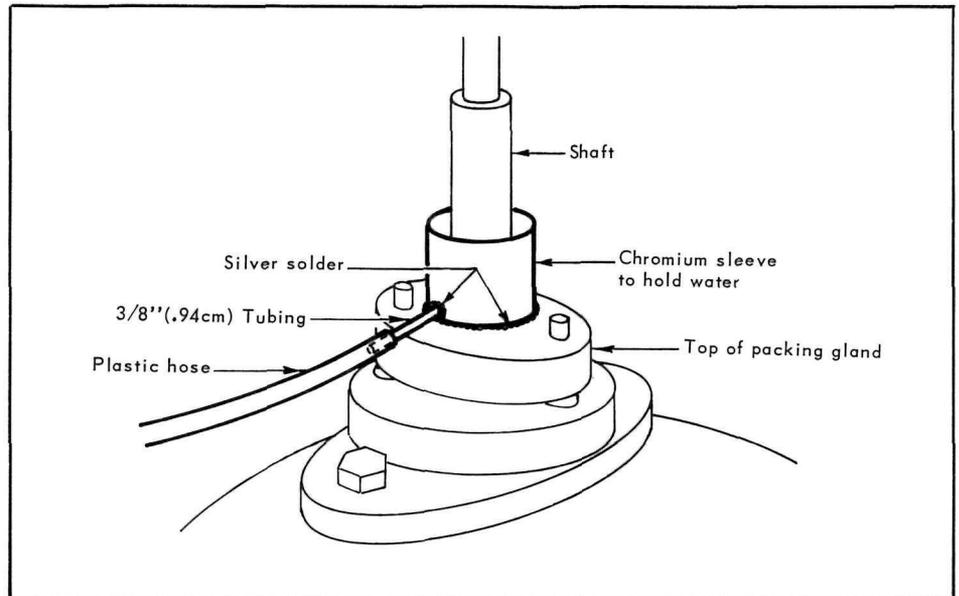
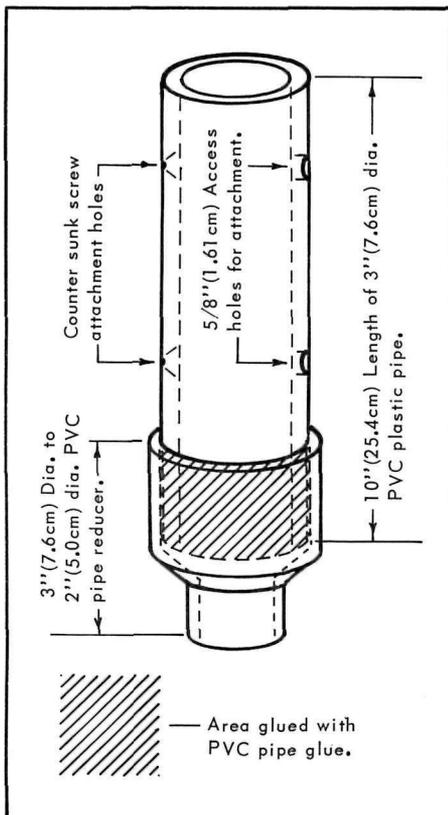
and Safety

Stronger Fire Extinguisher Brackets

The commercial aluminum brackets used to secure 2½ lb. (1.1 kg) ABC Fire Extinguishers in vehicles frequently fail to withstand the constant wear and tear to which they are subjected.

Gerald Tramm and Duane Esselstrom, of Kettle Moraine State Forest, Southern Unit (WI), now have found a long-life replacement for these weak brackets—PVC plastic pipe holders!

All you need is a 10 inch (25 cm) length of 3-inch (7.5 cm) PVC plastic pipe; one 2- to 3-inch (5 to 7.5 cm) plastic reducer; glue for the PVC pipe, and two sheet metal screws. Total labor time for installation is about 5 minutes.



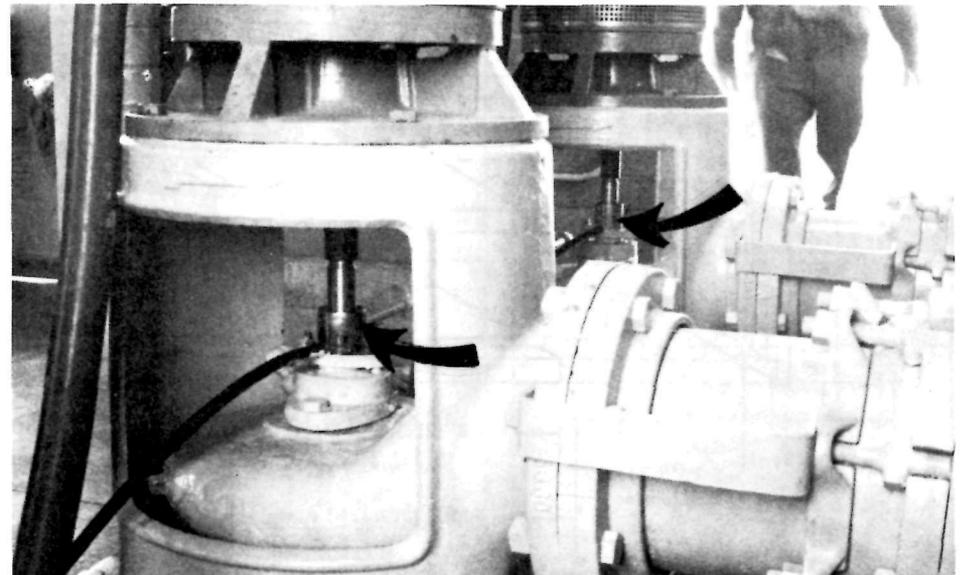
Drain for Top of Booster Pump

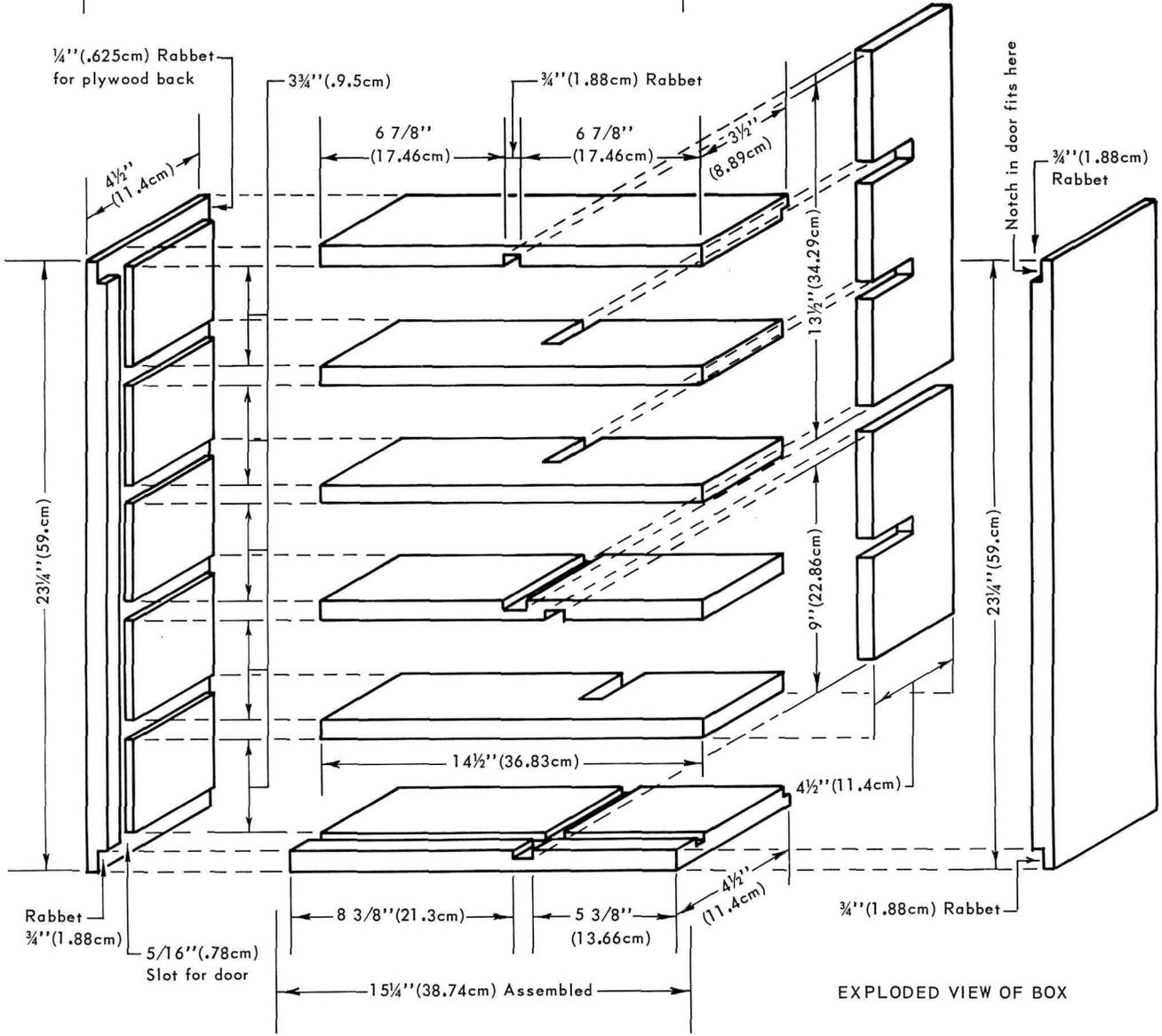
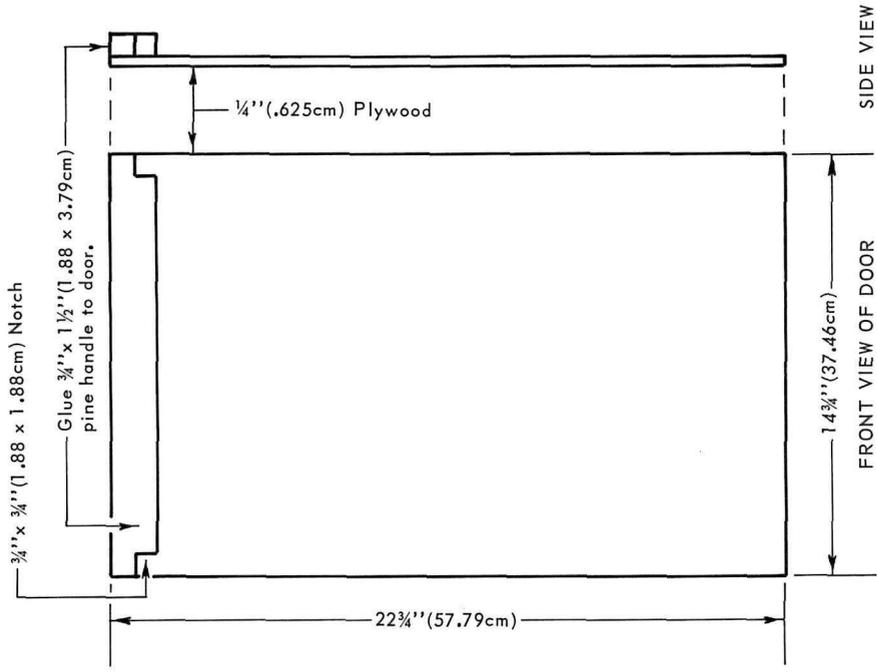
Water pump shaft glands are designed to bleed water for lubricating purposes. However, the bleeding often causes discoloration and rusting, eventually damaging and destroying the packing gland and other areas exposed constantly to the bleeding water.

From Emmitt W. Lovelady, water treatment plant operator at Lake Mead National Recreation Area (AZ, NV), comes a practical method of eliminating this bleeding damage and reducing maintenance.

Mr. Lovelady silver solders a short piece of 2-inch (5 cm) chromium-plated tubing to the top of the packing gland and a short piece of 3/8-inch (.9 cm) tubing to and through the side of the 2-inch (5 cm) sleeve around the shaft (This still permits the shaft to spin freely inside). Then he connects a 1/2-inch (1.25 cm) plastic pipe to the small tubing to discharge the water into a drain line.

Mr. Lovelady has equipped three booster pumps with this setup, creating a type of drain which prevents water from running freely out of the gland onto the pump bowl and surrounding area.



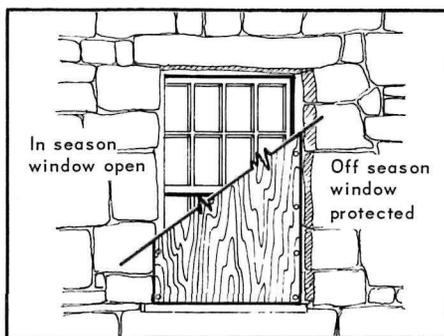


Storage and Security



Partitioned Pass Box for Remote Control Stations

Ron Slosson, Colorado State Forest seasonal ranger, shares with us a pass box designed for management of park passes to and from entrance stations in remote areas. Including partitions and door, the box is easy to transport in vehicles and can be conveniently stored or used at entrance stations. The box helps prevent passes from getting scattered about and keeps station personnel better accountable for the passes checked out to them.



Plywood Window Covers Protect Unused Restrooms

All parks are subject to vandalism during the off-season. Janitor Leader Thomas E. Pettet, of Grand Canyon National Park (AZ), suggests one way to prevent vandals from destroying unused restrooms.

Cover the windows with 5/8 inch (1.6 cm) or 3/4-inch (1.9 cm) plywood, bolted to the frames of the windows on the wood portion with lag screws. This would protect windows from being broken out by rocks. In the summer, the covers could be taken off and stored in the pipe alley of the restrooms.

Each restroom at Grand Canyon, for example, would require four sheets of plywood measuring 18 3/4 x 45 inches (0.46 x 1.14 m) plus a 20- x 37-inch (0.51 x 0.94 m) piece for utility closets. This would cost about \$60. per restroom.

The price is a lot cheaper in the long run than replacing the double strength glass that is destroyed during the winter months each year.

New Application for Kitty Litter

Cleaning up a restroom after someone's messy "accident"! An unpleasant subject—but a more unpleasant task.

Bill Krumbain, unit ranger, Annadel State Park (CA), spreads "kitty litter" on the mess. This absorbs the liquids, making it quite easy to sweep up into a dustpan.

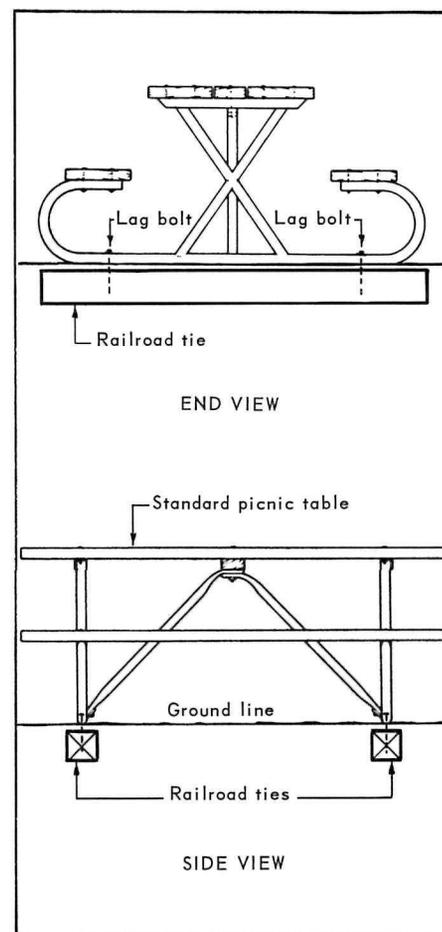
An inexpensive yet practical solution to an ongoing problem!

Anchoring Picnic Tables To Railroad Ties

Here is a sketch of a simple, inexpensive, but very effective method of anchoring down picnic tables which seem to have a habit of wandering off from their specific site locations.

Senior Park Ranger Wayne Long, Division of Parks and Outdoor Recreation, Palisade, CO, uses two railroad ties (\$2 to \$5 each) buried to ground level and spaced to accommodate the legs of the picnic table. Drill four 7/16" (1.09cm) holes through the table legs and use 3/8" (.93cm) lag bolts 5" (12.7cm) in length to secure the table to the buried railroad ties.

An easy way to dig the trenches for the ties is to use a Vee ditcher on your three-point hitch tractor to make the initial trench. Then, a bit of shovel work to improve the trench, level the ties, and cover them. About one hour per table is required to do the complete job.



Managing Vandalism The Boston Approach

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effectively maintaining and repairing damage—as well as advice on when *not* to repair. Programming principles for reducing damage, staff training suggestions, insights on establishing good dialogue with the community you serve—solid pointers await you on nearly every page!

Section II deals with common specific situations in which damage to recreation facilities takes place—in both open space and recreation buildings. The guide explores such problems as equipment damage, hanging out, littering, graffiti, vehicles, break-ins, theft, and closed buildings. For each damage situation, a number of possible responses are presented.

As an example, we reprint here, with permission, a section that focuses on building break-ins.

* * *

Forced entry into recreation centers, pools, fieldhouses, and other buildings is a serious problem for parks managers. Break-ins occur for a variety of reasons. Teenagers enter buildings in order to hang out; they may feel they have no other place to go. Others will break in simply to swim or play basketball after normal hours, particularly on evenings and weekends. Users who find a facility closed when it is supposed to be open may become frustrated and force their way in, feeling that it is their right to use it as scheduled. In this instance, damage to the building is often limited to a door lock or window broken to gain entry.

But individuals or groups who feel they have been excluded by another group of users or mistreated by the staff may break in and wreck the building. Breaking-in may also be seen as a challenge or adventure, a teenage version of children's "cops and robbers." Yet another reason is to steal money from cash boxes, vending machines, or snack bars or to take equipment which has resale value . . .



Illustrations by Kata Hull

. . . Once a break-in occurs, a building becomes more vulnerable for further attempts. The physical signs of a first break-in suggest not only that it can be done but how to go about it. Damaged doors and windows which are repaired in a temporary or makeshift way are especially easy targets.

- If the hours of operation coincide as much as possible with the times young people want to use the buildings, particularly evenings, weekends, and holidays, the incentive for breaking in may be reduced.
- Schedules of hours and programs should be clearly posted and carefully observed to avoid disappointing and angering users.
- If neighbors are given schedules of a recreation center's programs and asked to call police when they observe suspicious activity, they can become allies in a department's damage control campaign.
- Lighting around the sides of buildings may assist neighbors, passers-by, and police in keeping an eye on the building.
- Neighbors will be more likely to spot intruders around recreation buildings if the doors and windows are visible from nearby residences, stores, and streets. Recessed entryways make a building architecturally more interesting but they shelter would-be intruders from public view.
- Windows accessible from the ground are easy targets for break-ins. Sealing them up or narrowing them so they are difficult to squeeze through will reduce the risk of break-ins.
- Exterior hardware on doors should be eliminated wherever possible.
- Panic hardware, closers, and locks on exterior doors need frequent adjustment or repair to prevent weaknesses which can be exploited by intruders.
- Trees, fences, and building fixtures can be seen as possible routes to upper-level windows or roofs.
- Skylights are particularly susceptible to break-ins. Where security is a problem, they should be avoided.
- Damage which occurs as a result of break-ins should be repaired to like-new condition as quickly as possible.
- Exterior doors with glass or plastic panels are susceptible to break-ins and are often damaged by normal rough use. Solid metal doors are preferable.
- When maintenance schedules are organized so that some of the regular clean-up work is done after closing hours, the presence of the custodians will discourage break-ins.

* * *

As this guide points out, there are no easy, pat solutions to damage problems. But there *are* answers. Damage can be reduced. The best way may be to start small—for example, by changing the design of a bench, altering the location of trash barrels, rescheduling the maintenance of a gym. Such modest experiments will help a department prove to itself that it has some power to manage this most stubborn and discouraging problem.

Whatever *you* decide to do about damage to your park and recreation facilities, an extremely profitable first step would be to get a copy of *Managing Violence*. The guide is available from: Parkman Center for Urban Affairs, 33 Beacon Street, Boston, MA 02108. Please enclose one dollar per copy for postage and handling.