

WHAT MY DIVISION EXPECTS OF I. AND E.

(A Panel Discussion)

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In all fairness to my I & E friends, I would like to introduce my part of this discussion by giving my opinion of what an I & E Division should expect of a Fisheries Division before I ask for their consideration of our expectations of them.

- (1) A Fisheries Division should be vitally concerned about its fishery resources and the importance of these resources, both recreationally and economically, to the public it serves.
- (2) A Fishery Division should be made up of properly trained individuals who are basically honest and genuinely dedicated to their jobs whether they be fishery biologists, fish culturists, biological aids, stenographers, or laborers.
- (3) Fishery personnel should be objective, fair-minded, willing to discuss and to "take" as well as "give". In other words, if they are right and know it, they should "stand up" and if they are wrong, they should be equally willing to "sit down".

Any Fisheries Division not having these three general characteristics is not worthy of expecting much from I & E Specialists or anyone else.

A fishery biologist who "sways" with the "wind" for political or other expedient reasons is worthless to his profession. An I & E man who does the same is no better or worse.

In America today we have more than 25,000,000 fishermen who spend about \$3,000,000,000 annually following this sport. We have about 600,000 of these fishermen in Alabama who spend about \$50,000,000 annually and each state represented here today has an equally important share of the nation's fishermen. In fact, in my state we now have 20 times the number of fishermen that we had 25 years ago. The human population is expanding at a tremendous rate and with the shorter working hours that have been predicted for most Americans, excluding Conservation employees, we know there will be a greater demand for our fishery resources. The supply can be met for this demand through the development of new fishery resources and the wise management of these new as well as our existing fishery resources.

Now, what does a Fish Division expect from I & E. First and foremost, it expects *H E L P*. A logical question would be: what kind of help? My answer would be: dedicated help which would include an honest effort on your part to become familiar with our objectives and problems and to help us sell (give) to the public those fish management techniques and development plans that are proven to be worthwhile in providing more fish for the fisherman's creel. Your help is also needed in selling fisheries research which is the backbone of a progressive fishery organization.

Surely, all of us know that the key to the future is held by public attitudes. So, rather than giving to you a list of what a Fishery Division would expect from I & E, I would prefer to suggest for your consideration that a more consecrated effort on both our parts be made in dealing with the public. Dr. Justin W. Leonard in an address before the membership of the American Fisheries Society in September, 1962, suggested that the public can then be divided into two divisions: "The first division would be comprised of all of those in our own profession (Conservation) and the second would consist of everybody else. This second division could be broken down into three categories: (1) those who are for us, (2) those who are against us and (3) those who don't give a damn."

"We now live in an era when good public relations are supposed to solve all problems, and this may be true. All of us have I & E Sections. But, don't you think that a lot of time, money and effort is wasted on talking to those who can't or won't listen. Or, the wrong things are said to the wrong people."

"When we aim at this 'everybody else' public it will, I think, behoove us to consider its further subdivisions and make sure we aim at the right target with the right kind of ammunition. Since this category consists of those who are for

us, those against us and those who ignore us, we should first consider those who oppose us. The other two categories are obviously more numerous or we would not be in business."

"Group II (those against us) is made up of people who probably never can or will accept our ideas because of deep-seated traits of personality. A few examples :

1. *The rebellious type* who is always resistant to any and all forms of duly constituted authority. Such people are found in all walks of life. We cannot avoid them.
2. *The egoist*. His vanity requires that he regard himself as the ultimate expert. He cherishes the conviction, rightly or wrongly, that he has a following of some dimensions and that if he accepted an agency's ideas, he would cease to be a leader and become a follower himself.
3. *The prejudiced*. He may not care about being a leader, he may not have any desire to flaunt authority, but his beliefs, right or wrong, are fixed and he takes a perverse pride in never changing his mind."

"Group II accounts for much of the sound and the fury, the irate letters to Congressmen, the delegations to Legislatures, the petitions circulated in taverns, the abusive letters all of us receive individually. I think we waste too much effort on them. The record would show, I think, that they get a lot of our attention, but I am convinced that not only can we never hope to win their approval, for the reasons just stated—I doubt that they really exert very wide influence."

"Now let us consider Group I, the one I said it for us. By that I do not mean they are rubber stamps who are willing to give us a blank check. Far from it. They may disagree with us strongly on one or more points of policy or practice. When I say they are for us, I mean that they are willing to give us credit for being honest, sincere, and professionally competent. They also know we are human and therefore prone to error. They are intelligent and well-informed, and they share our ultimate objectives. They will listen to our argument, and if it is good enough, they will accept and support it. If they will not, we had better re-examine our own position. Members of this group deserve our best efforts. Their criticism is constructive, their support extremely valuable. Whatever their walk of life—teacher, businessman, outdoor editor, farmer, sportsmen's club member—they are influential, we should keep them supplied with ammunition."

"Group III, those who don't give a damn, breaks down into two segments: the apathetic, and the ignorant. The apathetic may have their enthusiasms, but the out-of-doors is not among them. They include those unfortunates who have admiration for the Works of Man but none for the Works of Nature; who buy hot-house orchids for their snob value but scorn the Ladyslipper; who play bridge at the club but are unable to savor the joys of poker amid the unshaven, unwashed, unspeakably delightful squalor of a deer camp. They are beyond redemption and may well be ignored."

"The ignorant—but perhaps that's too harsh a term. Let's call them the Ecologically Illiterate. In other areas they may be highly educated. They may be barristers, physicians, professors, captains of industry. Unfortunately, nay, alarmingly, their numbers are already large and are growing rapidly in our increasingly urban culture. They may know how to harness the atom, or to automate an industry—but their think food comes from the supermarket and water from a tap. They, too, deserve our best efforts, for they are intelligent, and often need only to have their eyes opened to be shifted into Group I."

"So, of our tri-partite general public, we have one group and one sub-group that we shouldn't waste time on, and another group and sub-group that assuredly are worth all the efforts we can spare. We have restricted our target area by fifty percent, which should increase our efficiency accordingly."

"Now let's consider the public made up of our own people. I don't think I can subdivide this. We are all conservationists by the authoritative definition of the payroll. So, we are 'brothers under the bond,' and should always present a united front to the enemy. Do we? Don't be silly. Of course we don't. Not in my department, anyhow. By no means all of our Conservation Officers really believe in deer herd control. Not all foresters and game men really and earnestly want true multiple use; they want multiple use biased about 90:10 in the direction of their particular interest. I'm not even sure our fish cultrists and stream

improvement boys always see strictly eye to eye. It's even possible the state boys may now and then take a crack at the 'feds'—and vice versa."

"I am persuaded that, in the translation of new research findings into action, as well as in successful operation of policies already in effect, effort we spend with our own people is far more valuable than that devoted to the general public. There are two obvious reasons; if all our people sincerely feel enthusiasm for the agency's program, it is of immense help with the general public."

"The second of my two obvious reasons—if all our people are enthusiastic for progress, they will work that much harder, that much more intelligently."

"How do we go about developing this solidarity, the esprit de corps that is the indefinable but unmistakable hallmark of a going concern? There are many ways. None of them works every time, but most of them work some of the time. The keys are communication and participation. Communication—and I most earnestly mean two-way communication—should be of the kind that lets everybody not only hear the word from on high, but get in their own two cents' worth."

"Does this result in complete agreement? Certainly not. People aren't built that way. But it will help a lot to build mutual respect; and that feeling of being a participant in new programs, not just being ordered to do thus and so through cold channels of official communication is hard to shake off."

"How do you achieve effective two-way communication through an insecure intermediate-level supervisor who is convinced his authority rests in having more information than his subordinates? Most particularly, how do you find time to effect all this agency-wide communication and participation?"

"The answer is, you don't. Not always, maybe not very much of the time. But you should keep at it. What you can't do this year, plan to do next. After a few years, conservation employees will know it is coming, and look forward to it."

ENGINEERING SESSION

IMBERTSON FABRIDAM SUMMARY

By JOHN E. BUXTON

The Fabridam is an inflatable and deflatable rubberized fabric dam, shaped into a sealed tube, capable of being pressurized with either water or air, adaptable for installation on any stream, river, or waterway for varied purposes such as flood control, water conservation, tidal control, lock systems, recreational facilities, and many others.

DESIGN AND FUNCTIONING

It is very unique because of its flexibility. When fully inflated to its design height it acts as a fixed dam comparable to a concrete structure. However, when completely deflated it offers a minimum flow resistance and allows a maximum run-off during storm periods. One of the main features of the Fabridam is its ability to change from the inflated to the deflated state in a matter of minutes. One way this can be accomplished is with an inverted "U" siphon tube installed in the drain system. When the siphon becomes charged with water through pressurization of the Fabridam caused by overflowing water, the deflation of the Fabridam starts and continues until empty unless interrupted by breaking the siphoning action. The deflation can be pre-set to commence at any height of overflow merely by adjusting the height of the siphon. The fact that the deflation cycle can be initiated and controlled without electrical power, mechanical drives, or complicated control systems insures reliability not heretofore known in control structures. Of course, where desired, automatic controls and powered equipment can be designed into the system with endless variations.

The Fabridam is usually constructed from a flat sheet of rubberized fabric folded into a tubular shape and sealed in place during the installation. Generally it is fastened in place to a reinforced concrete slab and foundation with structural steel members and anchor bolts.