

directions



The journal of the Association of Nature Center Administrators

INSIDE THIS ISSUE

2 THE ACCIDENTAL PROFESSIONAL

3 THE RIPPLE EFFECTS OF A GREEN BUILDING

5 TRADITIONS REMEMBERED

7 MONOGRAPH UPDATE

8 RESIDENTIAL CENTER CONFERENCE

9 ANCA TECHNICAL CONSULTS



PRINTED ON RECYCLED PAPER
RECYCLE THIS NEWSLETTER -
GIVE IT TO A FRIEND

Interpretive Planning

Lisa Brochu
Associate Director
National Association for Interpretation

When I got my last issue of *Directions*, I read the articles on extinction of experience with great interest. This idea of creating space and time for meaningful experiences is not a new one, but it is one that we tend to forget sometimes in our zeal for delivering environmental education. Certainly, the two are not mutually exclusive. But what makes environmental education meaningful? What makes the lessons learned in a hands-on environment stick?

The National Association for

Interpretation defines interpretation as “a communication process that forges emotional and intellectual connections between the interests of the audience and the meanings inherent in the resource.” Attempting to make BOTH emotional and intellectual connections is the fundamental difference between interpretation and education.

Nature centers, zoos, aquariums, museums, parks, botanic gardens, historic sites, and other interpretive venues can become more effective at making those connections through careful planning and design. Although a child or adult can certainly have an “a-ha” moment on their own without any of the trappings of programs, exhibits, signs, or guided experiences, it is possible to engineer those moments to a certain extent by thinking ahead to the desired outcomes. Understanding the social marketing construct of altering behavior through the delivery of programs, products, and services that

(continued on page 4)

“This country can never permanently be a good place for any of us to live unless it is eventually a good place for all of us to live.”
—President Theodore Roosevelt

Directions is a quarterly publication of the Association of Nature Center Administrators, distributed to members of ANCA as a membership benefit. ANCA is a private, non-profit organization, dedicated to promoting and supporting best leadership and management practices for nature and environmental learning centers.

For more information on ANCA call our toll-free number:
1-800-490-ANCA (2622)
www.natctr.org

Directions Editor
Larry Brown
lbrown@audubon.org

©2004 Association of Nature Center Administrators

ANCA Board of Directors

PRESIDENT

Ruth Lundin
Jamestown Audubon Nature Center
rlundin@netsync.net
(716) 569-2345

V.P. - DEVELOPMENT

Elizabeth (Buffy) Cheek
Schlitz Audubon Center
echeek@sanc.org
(414) 352-2880

V.P. - PROFESSIONAL SERVICES

Wayne Clark
Ft. Worth Nature Center & Refuge
Wayne.Clark@fortworthgov.org
(817) 237-6940

TREASURER

Bill Rose
Kalamazoo Nature Center
brose@naturecenter.org
(269) 381-1574

SECRETARY

Open

Carolyn Chipman-Evans
Cibolo Wilderness Nature Center
cce@texas.net
(830) 249-4616

Bobbi Geise
bobbijo@imt.net
(406) 582-1540

Bo Glover
Environmental Nature Center
boglo@aol.com
(949) 645-8489

Bob Mercer
Silver Lake Nature Center
ramercer@co.bucks.pa.us
(215) 785-1177

Ann Rilling
rlazys@frontier.net
(970) 375-7090

Tim Sandsmark
Lookout Mountain Nature Center
tsandsma@jeffco.us
(303) 526-0323

Dick Touvell
Chippewa Nature Center
dtouvell@chippewanaturecenter.com
(989) 631-0830

Saul Weisberg
North Cascades Institute
saul_weisberg@ncascades.org
(360) 856-5700

The Accidental Professional

Dr. Charles "Corky" McReynolds
Director and Associate Professor
Treehaven Environmental Learning Center
College of Natural Resources
University of Wisconsin - Stevens Point

(At the August 2004 ANCA Summit, Corky McReynolds inspired us with these words in acceptance of the ANCA Leadership Award.)

This is an honor but each of you deserve some type of an award for the professional work you have done this year. Yes, professional.

I was five years into directing my first nature center before I realized I was in a profession, that I, in fact, was a professional. In year 5 I had accidentally discovered AIN and was shocked and amazed that my employer would actually pay my way to a conference.

If you are a director you have entered into a profession. You are no longer an educator, naturalist, land manager, academic, business owner, corporate climber, student, museum curator, biologist or whatever. Yes, you may bring that background and you bring that experience with you but that is no longer your profession. You have become a member of a niche profession, the nature center or if you prefer the environmental learning center director. Sometimes you may not feel like a professional so let me encourage you.

You may have had trouble meeting your budget, but that does not mean you are less of a professional. You may not have an advanced degree but that does not mean you are less in a profession than others around you. You, on some days, may have to drop writing the newsletter article

to go unplug a toilet or chainsaw a tree that fell across the trail before heading to the Kiwanis luncheon but that does mean you are less in a profession than the CEO of your areas largest NFP. You may have board members with salaries higher than yours, actually that is a given, so let me rephrase. You may have a board member whose salary is larger than your annual budget but that does not make you less in a profession or that your center is less of a professional organization. We may only be 400 members in a niche organization but that not mean we are less of a profession than the 250,000 members of the American Medical Association.

What is our profession and how do we know when we are a professional? Within Webster's a **profession** is, "a calling requiring specialized knowledge and

(continued on page 6)



Ripple Effects of a Green Building

Buffy Cheek
Executive Director
Schlitz Audubon Center

A few years ago, when my Board of Directors finally agreed that we were very much in need of a larger building, they also decided to “walk the talk” and build a “green” facility as a physical manifestation of our Center’s environmental education mission. We knew that much of today’s construction often wastes energy and resources and provides unhealthy environments for work. In our old building, we often had mold growing on the backs and bottoms of chairs in our lower level, and the summer indoor temperatures sometimes passed 100 degrees. The staff was more than ready for a healthy working environment. But we also planned to have the new building become a teaching tool for sustainable practices when it opened in May of 2003. What we didn’t realize was that the teaching would begin even before the building was completed.

We found that the green building process had an almost “evangelical effect” on the many construction professionals working on it. Many who were initially skeptical about the new green way of doing things became green converts and embraced a whole new world of eco-friendly building practices. Here are just a few examples.

Dave, our construction company manager, embraced our “hyper-recycling” principle right from the start, and he ordered multiple dumpsters to separate wood waste, cardboard, and other wastes. Because this was a new approach, there was some initial resistance from his workers. There were concerns that recycling would take more time, would be more expensive, there was no need, etc. Yet, after just a few weeks of workers

getting used to the new routine, everyone got in the groove of the separate dumpster routine. In fact, Dave found that the process of ordering multiple dumpsters and keeping things sorted for recycling was easy and didn’t cost any more than traditional recycling. Better yet, our Center’s building construction waste recorded a huge 79% recycling rate, and very few dumpsters left our site to go into landfills. Pleased with this success, Dave made an appointment to talk to the president of his large company to suggest that all of their future construction jobs be handled in the same way.

Once you start thinking about dumpster sorting, you also begin to think seriously about lessening the quantity of waste that goes into dumpsters in the first place. With this in mind, a number of contractors got into the habit of delivering materials without excess wrapping paper or plastic or cardboard and instead used pallets. The pallets were then reused or recycled, creating yet another way of keeping materials out of landfills.

A different example of learning from our green building had to do with solar panels. Due to a generous grant from a

utility company, we were able to purchase photovoltaic panels equipped with the latest technology for the entire length of our south-facing roof. These panels looked very different from the clunky solar roof panels we’ve all seen (they’re only 3/16 inch thick), and they required new skills to understand and install them. Originally, our electric contractor submitted a standard bid for the panel installation. However, once the electric contractor got firmly entrenched in our building project and committed to it, his company sent two people to out-of-state classes (at the company’s expense) to

learn more about the panels’ function and installation. That company now would like to install similar panels on other jobs.

Before our construction was completed, a non-profit recycling organization hosted a “talk and tour” in the building for people in the building trades and the public. After a tour and a light meal, there were presentations by construction trades people working on the building and by suppliers of “green” materials used in the building. I had expected to hear sales pitches to get people



After initial skepticism keeping materials sorted was easy

(continued on page 5)

Interpretive (Continued from page 1)

make up our interpretation or education efforts.

Interpretive planning is a means to that end. I've spent almost 30 years providing consulting services to a wide variety of facilities - international, federal, state, local, commercial, and not-for-profit. What I've learned in that amount of time is that there is always more to learn about creating interpretive opportunities – the chance for someone to have a peak experience that will seal the deal on the lesson being learned. I've also learned that although no two projects are the same because there are so many things that make our sites and programs unique, there are commonalities that must be considered no matter where you work or what you're trying to accomplish.

In *Interpretive Planning: The 5-M Model for Successful Planning Projects* (available through www.interpnet.com), I have outlined what I consider the five basic elements of any planning project. Whether you're looking at a single exhibit, one guided hike, or a state-wide system of nature centers or parks, you cannot afford to leave even one of these elements out of your thought process. It doesn't necessarily matter which one you start with (though logically, most people start with management concerns) or where you place the most emphasis. The components are flexible to the extent that each project will have different priorities and background material available. The important thing is that you make sure that you don't forget to consider each of the components.

Management considerations include the mission, goals, and management objectives for your site. An investigation of budget, facilities, staffing, maintenance, should also be part of this effort. Management cannot or should not support your

program efforts if operational resources don't allow it or the program is not mission-based and linked to specific, stated goals of your organization. If your research indicates that what you want to do will cost more than is available in staff time or financial resources, then part of your plan must address those shortfalls – how will you come up with what you need to complete your project?

“What I've learned in that amount of time is that there is always more to learn about creating interpretive opportunities – the chance for someone to have a peak experience...”

Market information is critical. You must understand to the best of your ability the user and support markets that you currently have and those you hope to have. Market research can be time-consuming and costly, but it is well worth the effort to save resources that might otherwise be wasted if spent on something that might be inappropriate for the targeted audience. If you want to create experiences that make connections, you will have better success if you target specific audience segments with specific messages rather than trying to be all things to all people.

Message is in many ways, your reason for existence. Your mission

should provide a clue about the message you're trying to deliver at your site. Just make sure that your operations are sending a clear message at every step of the way. If one of your key programs encourages people to recycle, make sure you have recycling opportunities readily apparent throughout your site. Messages are easily lost when a site tries to cover too much ground by interpreting everything under the sun. Focus on a central idea (theme), supported by three to five other main ideas (subthemes) that can be reinforced through a number of individual stories delivered in a number of ways.

Mechanics of the site reflect both large-scale and small-scale physical characteristics that might impact the experience. Large-scale issues such as design balance between landscape, buildings, and programming can influence the entire visitor experience from the time someone makes the decision to come to your site until well after they leave. Small-scale concerns include placement, accessibility, and other audience-appropriate design considerations.

Media can be any way in which the message is conveyed. Some media selections might include programs, sales items, signs, exhibits, publications, curriculum units, theatre, music, playground equipment – the options are limited only by your budget and creativity. Media selection should be based on the other four components of markets, mechanics, message, and management. Once information has been gathered and analyzed in those four areas, the most appropriate media selections will become apparent.

I once had someone tell me that “every site needs a trail and a brochure so we might as well go ahead and do

(continued on page 6)

in the audience to hire them or to buy their products. Instead, I heard - from each speaker - a public thank you to our Center for having great vision and raising the bar. They talked about how they finally had a place to bring their future customers to show how buildings should be built in environmentally friendly ways with environmentally friendly products.

During our construction, we partnered with a professor of architecture from our local university. He and his architectural students developed a computer simulation program to predict the actual energy used by the building, and they are developing strategies for even more efficient use. Now that the building is completed, he is having students use the building as a working laboratory. He will be holding future architectural courses here focusing on integrating building performance and architectural education. It will help students to see what parts of the building work successfully as planned, and what needs to be "tweaked" to improve future building designs. He also plans to offer a continuing education course at our Center for professional architects and engineers, so they, too, may benefit from the building as a working model to better understand how to lessen energy usage in tomorrow's buildings.

Currently, we have volunteer tour guides giving building tours to the public. We also have created a sustainable building class as one of our offerings for our visiting school children. We had planned to do these two things when we first talked about having our building be a teaching tool. What we didn't realize was just how much learning would go on before the building was even open for business!

Traditions: Always Remembered, the Reason Often Forgotten

Dr. Robert (Bob) Thomas
Director
Center for Environmental Communications
Loyola University

Most of our members have heard, at one time or another, that BEERNUTS (those sweet, tasty morsels – especially in a can) played a pivotal role in ANCA's early development. Few are privy to just how important that name may have been during a meeting long ago.

It goes back to the beginning of time in the organization's evolution. After deciding that there would indeed be a new organization to serve the needs of nature center administrators, a list of tasks was generated. First on the list was to choose a name. Simple, right? The team actually labored for several hours before arriving at a working name - the one that survived and we use today – the Association of Nature Center Administrators (ANCA). The charge was to find a name that identified the organization as one that serves the needs of those of us who manage the daily operations, and long term planning, of nature centers. All agreed that the name should provide an easily pronounced acronym for ease in communication.

There were many great ideas, but only two received serious consideration by the early organizers - ANCA and BEERNUTS. BEERNUTS, you ask? We sat in a circle in a dimly lit room. All were pensive, digging through the far

reaches of their minds searching for the perfect name. Out of the blue, Tim Merriman, now the esteemed Executive Director of the National Association for Interpretation (and then the highly regarded [see, I can resist temptation, Tim] director of the Pueblo Nature Center), said, "Brotherhood of Effete Educative Ranks of Non-aligned Usufructory Treesaps." All heads jerked in his direction and unanimous voices said, "What does that have to do with our work?" Tim said, "Well, I just thought it would be a good idea



to have the acronym BEERNUTS." We all guffawed, appreciating his usual odd sense of humor, and someone asked, "How and why on earth did you come up with that name?"

In typical Timian response, he said, "Well, nosy board members are always asking, "Now, tell me again where you are going. I would just love to say, I'm going to a BEERNUTS meeting." We all politely chuckled, and we quickly changed the subject (as we often did with Tim's quirky suggestions) and resumed our deliberations.

It may have ended there, but nooooo! In 1990, EPA opened its Office of Environmental Education with a lot of pomp and circumstance. Several

(continued on page 6)

Accidental

(Continued from page 2)

often long and intensive academic preparation." I am surprised but I like the use of the word 'calling'. I certainly think that applies to us. We do need 'specialized knowledge' and that is why we are here at this Summit and is a part of this organization's purpose. A few years ago I interviewed a nationally known author/researcher in the field of leadership. After I described the multifaceted roles of the nature center director he set back and said, "that is a lot more complicated than the business leaders we have studied". 'Long and intensive' means its on-going throughout our career. Webster's definition of **professional** is, "characterized by or conforming to the technical or ethical standards of a profession". I agree but I also believe our profession is so much more.

What we do is grounded in high ideals

and a mission that provides the **meaning** to our profession. We are directed by high morals and ethics that provide **credibility** in our profession. We are driven by unbounded enthusiasm and most of the time joy in what we do and that provides the **spirit** of our profession. We have an environment to protect, land to manage and people to serve at our centers- which provides the **reason** for our profession. We need to be connected, we need to share our knowledge, experiences and wisdom, our successes and our failures- that provides the **need** for our professional organization- ANCA.

There can be no greater honor in a profession than to be recognized by your peers. I thank the committee, especially Kathleen Brady, Ann Rilling

and Tim Sandsmark, all of you who wrote wonderful letters of support, the past pioneers of ANCA and the current board and for hosting and supporting ANCA, Debbie and Paul Brainerd.

How do we grow as professionals?

The first step to professionalism is reflection. In 1995, at the first ANCA Summit I stated, "We must enjoy what we must do." I encourage you to take the time to reflect on that statement ask yourselves three questions. Do I enjoy what I am doing? Am I doing what I must to lead my organization? Am I taking the personal time to renew myself? If we take that time, then we can build a solid foundation to grow, not as accidental professionals but as determined and recognized professionals whereby:

Our future yet be our best work.
Our future yet be our most joy.
Our future yet be our dearest love,
for each other, our earth and our centers.

Traditions

(Continued from page 5)

ANCA board members were invited to participate and we were offered a display table. The day of the event, several of us ran down the street to get some candy for our table. As we milled around the store, one of us yelled, "Hey, how about having a bowl of Beernuts?" We enthusiastically agreed; paid a king's ransom for a can of the precious nibbles, and the tradition began. Since that time, Beernuts have been consistently included in the lore of ANCA - even though many have never heard this interesting (sorta) story.

Interpretive

(Continued from page 4)

that much anyway." In fact, not every site will need those things or any other specific items. Think of the restaurants you frequent. The message at most of them is simply referred to as a menu. But think of the many varied ways menus can be presented depending on the audience, the atmosphere the restaurant is trying to create, the training level of the staff, and other factors. Some will print elaborate menus in leather folders, some will provide a chalkboard, some will simply have waiters recite the available items. The point is that many factors go into deciding how the message will be presented - one size does not fit all.

Taking the time to consider

all the many things that make your site unique may take some time and effort, but the results are well worth it. A well-planned and well-designed site can create opportunities for people to forge emotional and intellectual connections, helping them to understand, appreciate, care about, and care for your resources. In short, setting up the experience through careful planning can lead your guests to become better stewards. Help fight the extinction of experience. For more information on interpretive planning, attend a Certified Interpretive Planner course offered by NAI or consider offering your site as a host for such a class. Details are available at www.interpnet.com, (certification program page) or call Lisa Brochu at 866-326-4642.

Monograph Update

Bob Mercer
Chairperson
Monograph Committee

The ANCA Board of Directors is looking for concrete input from our active members in an effort to make the services offered by ANCA relevant and useful to the largest number of members. To this end, at the ANCA Summit, the question was posed, "What things do you need to do your job better that you could gain through the planned monographs? A small group of interested participants proceeded through a Nominal Group Process to brainstorm ideas and then to prioritize the topics.

The highest priority topics were on "Financial Planning" and "Building Community Relations." Both of these topics are critically important to the successful operation of any small business! Below that, but still important is information on "Simple Green Designs for Buildings." Hopefully this will be coming out soon as part of the first two monographs. The topics specifically of interest to those in our profession, "Making Land Management a Priority" and "The Impacts of No Child Left Behind" were also of interest.

The ANCA Monograph Committee is still looking for proposals and the above are a number of excellent topics waiting for an author. Would you consider it? The ANCA organization has generated funds thanks to the generous challenge from Charity Krueger and the quick response of the members. Potential authors are encouraged to send in a proposal for consideration by the Board.

The discussion also generated the following list of ideas regarding the composition of the monographs.

- Create a detailed checklists of best practices in each.
- Offer sample plans.
- Give short summaries of varied critically important sections.
- Provide an outline on how to use the manual to train staff.

These ideas will be kept in mind as the future monographs are developed. The success of these services to our members is dependant upon the active participation of the members.

If you have any suggestions, ideas, or questions, please call me at (215) 785-1177(ramercer@co.bucks.pa.us).

Nominations Needed!

Ann Rilling
Chairperson
ANCA Leadership Award Committee

ANCA is looking to YOU for nominations for its annual Leadership Award — the highest honor bestowed upon an individual in the nature center profession. This is your opportunity to honor someone you admire for all they do on behalf of others. Show your appreciation to that hard working and dedicated leader who gives so much to others by recognizing their contributions to the nature center profession.

As you think about potential honorees, consider the following:

- The Leadership Award is intended to recognize nature center professionals who have made significant contributions by demonstrating excellence in nature center administration.
- The Leadership Award is intended for individuals who have helped a Nature Center to form or to grow significantly.
- Ideal nominees will be visionaries who have made an important contribution to his/her Center's growth.
- Ideal nominees will have demonstrated over a number of years commitment and success as a leader in Nature Center management and in contributions to the profession.

As a nominator you are responsible for providing clear, specific information about the nominee, including letters of support, and showing how the individual meets the selection criteria. The Leadership Nomination Form and Award Overview are online at www.natctr.org.

The 2005 Leadership Award will be presented at the upcoming ANCA Summit (August 25-27) at Chippewa Nature Center in Midland, Michigan. For information about the Leadership Award or the Summit contact Larry Brown at the ANCA office at 1(800)490-ANCA or visit the ANCA web site at www.natctr.org.



RESIDENTIAL ENVIRONMENTAL LEARNING CENTER DIRECTOR'S CONFERENCE

January 27 - 30, 2005
Kanuga Conferences
Hendersonville, NC

This conference is a great opportunity to share information and discuss issues and trends related to running residential programs and facilities.

Thursday will be a travel day with check-in, introductions, and conference logistics. Friday and Saturday sessions are built on the "Open Space" concept. The conference group as a whole will create the agenda by identifying topics that are important to the individual regarding residential environmental education. A schedule is then created and participants attend sessions most applicable to their interests and concerns. Sunday we will wrap up the conference, plan for the next, and travel home.

There will be free time set aside in the afternoons for participants to relax and explore. This area of the Southern Appalachians includes many significant natural history areas and is especially noted for waterfalls.

Evenings will be a chance to come together on a more social note to conclude the day's events. Plan to participate and lead evening activities such as stories, song, initiatives, star gazing, other programs you would like to share, or relax by the fireside with friends.

Multiple, double and single occupancy will be available. Blankets, pillows, linens, and towels are provided. Supper Thursday through breakfast Sunday is provided (breakfast is a buffet; lunch and supper are family style). For more information on Kanuga go to their website www.kanuga.org.

For more information, including a registration form, go to www.natctr.org/news.html, or, contact Paul Bockoven at (828) 692-9136 (email paulb@kanuga.org).

Annual Appeal Contributions

Thanks to the following members for supporting
the day-to-day work of ANCA

Margaret Holler
Bo Glover

If you would like to make a pledge
please contact the ANCA Office at
1-800-490-2622 or email at
lbrown@audubon.org.



Keeping the Environment Clean – One Solar Energy System at a Time

Altair Energy provides complete grid-tied and battery backup solar electric photovoltaic (PV) systems to nature centers and park facilities across the country.

PV systems require little maintenance and produce clean, non-polluting energy.

We look forward to working with you.
1-800-836-8951
www.altairenergy.com



member of The  Group™

ANCA Technical Consults: YOUR FRIEND IN THE BUSINESS!

ANCA offers consulting assistance

to nature centers and other environmental education organizations at very reasonable fees. The charge includes the cost of transportation, lodging and meals for the team, plus a \$2,750 fee that goes toward supporting ANCA's professional services and planning. Our Board of Directors, and members, provide these services with no personal financial gain, while you gain the advantage of advice and guidance from some of the profession's most respected and experienced leaders.

What can be covered? Well, just about anything involved with planning, funding, and operations. Some topics include:

- Assistance with long range and strategic planning
- Review education programs, exhibits, or trails
- Mission focus
- Fundraising and fiscal management
- Facility planning
- Starting a center
- Management strategies and use planning

To find out more about

ANCA's Peer Consults, contact any ANCA board member or Wayne Clark at
817-237-6940
Wayne.Clark@fortworthgov.org.

Jeff Brown from the Yellowstone Association had this to say about ANCA consults:

"We contacted the folks at ANCA and they pulled together some of the best people in this business on very short notice. The consulting team spent two full days in the park and provided a detailed written report within one month. The process was fun, the cost was reasonable, and the results are tangible - we are moving forward with a revised proposal based on the excellent advice we received from these experts."

ANCA Membership Form

Please Join Us!

If you would like to become a member of ANCA, fill out this form and mail to the ANCA office (address below).
Members benefits - 4 Quarterly Issues of Directions • Special Publications • Invitation to ANCA Summits and Workshops

Institutional Memberships allow for two staff members to receive benefits. Questions? Call 1-800-490-2622.

NAME: _____

TITLE: _____ ORGANIZATION: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

PHONE: _____ FAX: _____ EMAIL: _____

Please check the desired membership level: ___ \$60* Individual or ___ \$90* Institutional
(* This membership rate is valid until 12/31/04)

Make checks payable to ANCA and mail with this form to:

ANCA
Aullwood Audubon Center
1000 Aullwood Road
Dayton, OH 45414



Calling all Authors!

Your literary contributions are needed for Directions.

- **Profiles:** Highlights people who put their efforts toward improving the profession. Send a paragraph or two about their background and accomplishments and a picture.
- **From the Field:** Features news, notes, and natural history from your nature center or beyond.
- **Articles:** The best articles come from you - the members. Articles need to be 1-2 pages (500 - 1,200 words). Technical language can be used as needed, but, remember your audience may not have your level of expertise in the subject. Fun, light-hearted, and inspirational articles are always welcome as well.

Submit your
articles to:

ANCA
1000 Aullwood Rd.
Dayton, OH 45414
lbrown@audubon.org

directions

c/o Aullwood Audubon Center
1000 Aullwood Road
Dayton, OH 45414

anca

ADDRESS LABEL