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Trends

A publication of the Park Practice Program

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

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Articles, suggestions, ideas and comments are invited and should be sent to the Park Practice Program, Division of Cooperative Activities, National Park Service, Washington, D.C. 20240

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Message from the NPS Director

by Russell E. Dickenson



Catoctin Mountain Park

Volunteers rebuild walk-through hearth at Catoctin Mountain Park.

The subject of this issue of *TRENDS*, Volunteerism, is an activity in which I've had first-hand association for twenty years, dating back to my years at Grand Teton National Park as Chief Ranger. More recently, the National Park Service has utilized volunteers in its many and diverse operations, through the Volunteers in Parks program, for thirteen years. I was directly involved with the original legislation creating the Volunteers in Parks (VIP) program in 1970 and have maintained a close interest in the program ever since.

During the last thirteen years over 100,000 persons have volunteered their time and talents to help the National Park Service accomplish its goals and mission. It is impossible to place a true value on the benefits, both

tangible and intangible, that the Service has received from those volunteers, but it is substantial. Many of the fine programs and services the public has received from this agency over the past several years would not have been possible without volunteers.

Today, volunteerism is playing an even more important role in the operations of public service agencies than it has in the past. The National Park Service is placing increased emphasis on utilizing volunteers in all aspects of park operations and I know that other agencies are doing the same. I am pleased to see the emphasis this issue of *TRENDS* places on the great variety of ways volunteer services can be utilized. I hope you will find inspiration in these articles and information that will help you at-

tain a richer and more productive partnership with the citizens of this country through volunteerism.

Volunteerism - What It Is And How To Utilize It

by Roy Graybill

Volunteering is an American tradition that over the years has made an immeasurable contribution to communities, organizations and individuals throughout the country. A recent poll found that over one-third of the American public has been, or is now a volunteer, and over half of those presently involved in volunteer work are also employed in full time or part time jobs. The image of volunteers as idle housewives searching for something to do with their spare time or senior citizens bored with retirement has given way to today's realities. Volunteers are still working in hospitals and leading scout troops, but they are also operating visitor information stations, managing campgrounds, rehabilitating park and forest trails, training seasonal recreation staffs, and conducting archaeological research. Today's volunteers are active, dynamic, creative individuals of all ages who possess the skills, desires, patience and time to accomplish a wide variety of tasks.

The reasons why people volunteer are almost as numerous as the types of work they do. Most volunteers have more than one reason or objective. Volunteers are motivated by satisfactions and benefits which do not involve money. Unlike many paid jobs, volunteering gives people the opportunity to do things they want to do and can do well. Although many people volunteer to use their available skills, other volunteers seek work that is totally different from their everyday work. Volunteering is a way to provide a public service and fulfill responsibilities to society. It pro-



National Park Service

Young and old, people like to volunteer for Park and Recreation agencies.

vides an opportunity for people to be helpful. Volunteering can provide opportunities for learning, opportunities to follow an avocation, and can be an outlet for people's creative energy.

There are many advantages to working with volunteers beyond the obvious one of accomplishing a job at minimal expense. Enabling people in the community to be actively involved with your programs and operation increases public support and helps them understand the work and planning behind management decisions. With volunteers, you can expand existing programs beyond the limits imposed by personnel ceilings and budget reductions, and complete projects that would otherwise not be started. A volunteer can provide skills or expertise needed on only a temporary basis. And, behind-the-scenes volunteer work can free up paid staff for more upfront

critical services. Groups constitute a specific category of volunteers. Through group involvement, projects requiring large numbers of people, such as the maintenance of a long segment of trail, or the handling of a special event can be accomplished.

Analysis

The decision on how volunteers will be utilized in a particular program or operation must be based on a solid and thorough analysis of management needs and goals. A volunteer program begun without such an analysis is likely to result in dissatisfaction and disillusion on the part of both the staff and the volunteers. The first step in this process is to designate someone on your permanent staff to coordinate the analysis of management needs.



National Park Service

Volunteers play a key role in many National Park functions.

Ideally, this person should be someone who can also assume the responsibility for coordinating the overall volunteer program once it becomes operational. Since all or most of the supervisory staff of an organization is usually involved in the initial assessment of needs, and may be actively involved in using volunteers once the program is initiated, the coordinator should, if possible, be in a position that allows him or her to work directly with the various supervisors on a day-to-day basis. The advantage of establishing the coordinator position at the very beginning is that the coordinator develops a working relationship with the supervisors and other staff, and an understanding of their various situations and needs, that will ensure a well run, successful volunteer program once it is implemented.

Staff Resistance

A note here concerning staff resistance to using volunteers.

Some members of your staff may have objections to utilizing volunteers. These objections are usually based on real fears; fear of losing their paid position; fear that supervising volunteers will take too much time, or that volunteers will not do an adequate job. The best way to reduce these fears is to openly discuss plans for a volunteer program with staff members and encourage them to participate in the program's design. Give the staff members the opportunity to suggest what jobs can be done by volunteers, the kind of training that should be provided, and the types of skills needed, and also encourage their input into the program's general management.

Avoid dwelling on "how to cope with volunteers." Concentrate on the positive (how to get those things done that you have been wanting to do, how to increase the size of your staff, how to take advantage of this opportunity, etc.). Hostility to a volunteer program is usually based on a lack

of valid information. Good communication before the program is initiated and active staff participation in the program's design and management can help alleviate many of these problems.

Activities List

The next step in the analysis process is to determine how volunteers can help you and what type of volunteer skills you will need. To determine your organization's need for volunteer help, develop a list of *all* activities done by staff members over the course of a year. (This list should be based on real activities, independent of what is stated in job descriptions.) From this list pick out those jobs which are *not* part of an employee's official duties. Also pick out (from the original list) those jobs which do not use your staff's training, time and experience to their best advantage. Add to these items all projects or jobs that you would like to

accomplish if only you had the time and staff. Don't forget to list one-time assistance needs and projects that require specialized skills. The results of this exercise should be a list of work that volunteers can probably help you accomplish. Review your list and weed out any jobs where you feel expected results would not be worth the commitment of time, training, and supervision required. And finally, put the work or tasks in a priority order, according to management's goals and objectives. This final master list should then be updated periodically to keep it current.

From your master list you can then select the tasks or jobs that you can realistically expect to accomplish with volunteer help and prepare a job description for each one. Job descriptions define the tasks or duties expected of the volunteer, can prevent misunderstandings, and will be of great benefit to both organization and the volunteer. Each job description should contain a description of the work to be accomplished, the working conditions, equipment to be provided and by whom, knowledge and skills required, time commitment, supervision and guidance provided and an evaluation schedule.

Recruiting Volunteers

Once you have determined your need for volunteers you are ready to start looking for volunteers to fill those needs. Recruiting volunteers requires patience and persistence, particularly in the initial stages of building a program. As time goes on, satisfied volunteers will spread the word and may be one of your best sources of additional help.

A good place to start looking for volunteers is at a volunteer clearinghouse in your community. Volunteer clearinghouses generally provide help in locating and placing volunteers. You can list your volunteer needs with them and they may be able to find just the person you are looking for. They can also help answer questions concerning volunteer management and often offer seminars on managing a volunteer program. Volunteers can also be located through the news media, at club meetings, social functions, or church gatherings; through professional societies or senior citizens groups; at shopping malls, fairs or conferences; and through private businesses, industries or state and federal agencies. Student volunteers can be found on college campuses and reached through the college's clubs, student union information networks, college newspapers, job placement centers, and by approaching professors teaching a course related to your needs. High school and elementary school age volunteers can be found through teachers, principals, guidance counselors, and clubs. Special interest groups can be reached through their activities manager, president or leader, or through an active member. You can present your needs at one of their meetings or describe your needs through an article in the club's newsletter.

Personal Interviews

If at all possible, you should not place a volunteer in your organization without first conducting a personal interview. Usually the potential supervisor

of the volunteer conducts the interview although sometimes it may be appropriate for the coordinator to do it. The interview provides the volunteer and the supervisor with a chance to size up the situation and gather information before any commitment is made. It also provides the opportunity to ask detailed questions. The interview should identify or define the individual's skills, interests, and limitations. It also offers you the opportunity to provide specific information on training, orientation, equipment, any uniform or special clothing requirements and any other specific benefits or requirements relating to your organization.

Orientation

Most volunteers, even those who bring specific skills and knowledge applicable to the jobs they will do, will require some orientation to acquaint them with your organization, their job and coworkers, the layout of their specific worksite, and the performance and attitudes expected of them. Orientation begins at the moment of placement and provides volunteers with their first real indication of how your organization feels about them. Be sure that the "where," "why," "what," and "with whom" of the volunteer's first assignment are covered in the orientation, as well as who to go to for help. Other subjects that should be covered include work schedules and time-keeping arrangements, and what to do in case of accident and or injury. Proper orientation, designed around the volunteers' needs, can help them feel welcome and can help them

get the most from their volunteer experience.

Supervision

Some people may feel uncomfortable about supervising volunteers, but in reality, supervising volunteers requires the very same skills and techniques as supervising paid employees. Volunteers *want* adequate supervision, direction and guidance so that their donated time is utilized effectively. Just as in supervising paid employees, the goal of a good volunteer supervisor is to help the volunteer feel productive, successful, supported, recognized and rewarded. It is extremely important to respect and value the volunteers' time. You may not be paying them, but their time is valuable to them and also to your organization. Take the time to carefully plan and schedule their work, and to consider how their productivity might be increased through better methods, coordination, equipment, training, etc. Value the expertise they bring to the task. And, let the volunteer know if their work is good and/or how it might be made better. Finally, hold the volunteers accountable for the duties they agree to perform and the time commitment agreed upon. *Accountability breeds responsibility.*

Recognition

Everyone, whether a paid employee or a volunteer, wants and needs to have his or her efforts acknowledged. A key part of supervising volunteers is recognition; showing appropriate appreciation for a volunteer's work and offering meaningful

rewards for good performance. Recognition provides incentives to the volunteer to continue working with you and is central to the retention of volunteers. Traditional forms of volunteer recognition include end-of-the-year banquets, awards, plaques, books, pins, etc. These forms of recognition are necessary and rewarding as tangible evidence of appreciation and notice. They focus on what volunteers do for you and are usually handled in a formal manner and on a set schedule.

But, there is more to recognition than just tokens and gifts. Recognition is not so much something you *do* as something you *are*. It is a sensitivity to others as the uniquely motivated

and talented people they are. It is not just a way of saying thank you, but a response to an individual's own unique interests and reasons for being involved. It can happen pretty much automatically in a well managed volunteer program, especially if the climate is friendly. Every volunteer appreciates a smile from those he or she is working with, perhaps even more than formal recognition events. There is no such thing as a "no-fail recognition package" guaranteed to work for all volunteers. To be effective, recognition needs to be personalized and appropriate to the needs of the individual recipient.

In order to design and use an appropriate recognition system



National Park Service

For this VIP, volunteering is (like therapy) in contrast to his full-time job as a police officer.



National Park Service

Maintenance has recently been added to the functions open to VIPs.

you must understand as much as you can about your volunteers and avoid assumptions and stereotypes. This requires communication; an on-going dialogue between the coordinator, the volunteer's supervisor and the volunteer. The challenge of linking recognition and reward to individual volunteer needs, in a day-to-day, on-the-job manner, provides a marvelous opportunity to be creative and innovative.

Evaluation

Frequent, informal evaluation, by both the supervisor and the volunteer, can be a great help to your volunteer program. Supervisors should try to conduct an informal interview with each new volunteer after the first month or so. This will help identify potential problems before they arise and give both parties a chance to review the job description. Volunteers should receive a written evaluation from their supervisor when a major project is

finished, when the volunteer terminates his or her services, when a volunteer's services are terminated by the organization, or at least annually for continuing volunteers.

In this article we have taken a quick look at volunteerism and discussed in general some ways to effectively utilize volunteers in your organization. The trends and changes emerging in the world of volunteerism indicate that volunteerism is becoming one of the major means of providing public services. Agencies and institutions, both private and public, are extending their activities, programs and services through a greatly increased use of volunteers. Indeed, this Administration has made it clear that volunteerism is one of the ways in which the citizens of this country can increase their help to each other and to themselves, and thus make the democratic system work more effectively. The opportunity to involve the

American public in helping us achieve our mission and goals has never been greater. It's an opportunity we can't afford to pass up.

Roy Graybill is the Servicewide Volunteers in Parks Program Manager for the National Park Service.

National Volunteer Project

by Cheryl Rawls

The National Volunteer Project (NVP) of the Appalachian Mountain Club (AMC) was made possible through a grant from the Richard King Mellon Foundation of Pittsburgh, Pennsylvania. This 3-year project was formed in 1982 to:

- increase opportunities for volunteer participation in managing America's natural resources;
- create long-lasting partnerships among voluntary organizations, government land management agencies, the business community, and the public at large;
- support these partnerships in developing creative solutions to current resource management problems;
- broaden the constituency of support for the enjoyment and wise use of America's natural resources; and
- promote a healthier American society.

The U.S. Forest Service became a part of this effort in the Fall of 1982 and donated the services of Gerald Coutant, Director of Agency Services, for a two-year term to help support its objectives.

The Appalachian Mountain Club has a 107-year history of volunteerism and working with other agencies and organizations involved in the stewardship of our natural resources. The goal of the National Volunteer Project is to share its accumulated knowledge and expertise with others. Volunteer groups and government agencies across the country are creating and strengthening firm, long-lasting

partnerships. The working relationships benefit all who participate—whether they are volunteers, industry representatives, or government employees. The success of the National Volunteer Project will be based on the long-lasting volunteer programs left behind after the end of 1984. Knowing that a program that works in one area with a certain mix of individuals will not work as well in another area with a different set of people, the National Volunteer Project is not creating new AMCs or structuring groups around the AMC organizational structure. Each project area in its own part of the country has developed its own management structure designed to meet its own needs. The NVP assists by helping to develop programs in response to these individual needs.

Demonstration Areas

Six demonstration areas have been selected by the NVP steering committee (a group of AMC volunteers) to focus support and monitor the results of our efforts. Small start-up grants are available to qualifying organizations in these areas to assist in accomplishing their objectives.

Most of our assistance, however, is in the form of sharing knowledge and skills. We have found that in spite of the many different characteristics of each part of the country, the type of assistance they have asked for is basically the same. They already know how to build trails, plant trees, and other "hands on" activities. The techniques they hope to gain from the NVP

are in the areas of fundraising, membership development, organizational structure, marketing, public relations. . . in other words, management skills to make their organization grow larger, stronger, more efficient, and provide more and better services. After three years the project areas will be self-sufficient — having acquired the skills necessary to sustain themselves and continue growing in the future after the NVP withdraws.

New Mexico

New Mexico was the first area to be selected as a demonstration area. Volunteers for the Outdoors (VFO) is a newly formed coalition of agencies, individuals and non-profit clubs. Their first major activity was in October 1982, when over 200 people volunteered for the Embudo Canyon Recovery Day. With great enthusiasm, the volunteers were able to accomplish an astonishing amount of work. Projects included erosion control measures, trail construction, bank stabilization, litter removal, landscaping, and fence and sign repair.

The winter was spent preparing goals and objectives, and getting ready for the 1983 season. In March, a "Bosque Day" was held in the foothills of the Sandias. Again over 200 volunteers turned out to transplant small trees and clear a trail through the Rio Grande Nature Preserve.

VFO also sponsored a Pecos Wilderness Trail Maintenance Crew for the summer of 1983. VFO and the Forest Service worked closely in planning this



National Volunteer Project

Volunteers working during Embudo Canyon Recovery Day (New Mexico).

10-week program. 400 miles in the Sana Fe National Forest were maintained by crews of 10 to 15 people.

Roger Moore, NVP Director of Volunteer Services, has been in Albuquerque since last spring on loan from the AMC. VFO is making plans to hire an Executive Director to fill Roger's place when he leaves. The National Volunteer Project will leave behind a strong coalition of volunteers, land-management agencies, and businesses interested in supporting outdoor activities.

Washington

Washington was the second area selected by the NVP steering committee. Volunteers for Outdoor Washington (VOW) is a coalition of groups and agencies working together toward common goals in western Washington.

Harriet Bullit, publisher of *Pacific Northwest* magazine has

been selected Chairman of the VOW Council. Under her leadership, the coalition designed a logo and brochure, began an Adopt-A-Trail program, joined with the State Department of Natural Resources in updating a trail maintenance guide, began training sessions with certification in learning trail maintenance skills, suggested to the Governor that a Trail Maintenance Month should be designated from June 17 to July 18, and began production of a newsletter.

Other efforts are too numerous to mention here, but let it suffice to say that VOW is a hardworking, very active group of volunteers. They receive guidelines and information from the NVP as they grow and progress, so that by the end of 1984 VOW will be completely able to stand on its own and continue expanding its programs.

Florida

The Florida Trail Association

(FTA) was chosen as Project "FeeeT" was undertaken. The F and T represent the Florida Trail, and the three e's represent expansion of membership, extension of the trail, and enlistment of more active volunteers. The NVP is assisting with these goals by sharing organizational, financial, marketing, membership development, easement advice, and other skills. The FTA was founded in 1964 and has grown and spread throughout the State of Florida. Over the past few years growth has slowed and, with the great increase in land development, members realized that it is critical to complete the trail while the land is still in its natural state for outdoor enthusiasts to enjoy.

The Appalachian Mountain Club hosted seven FTA members for a 3-day conference in New England last fall. Since then, many of the ideas generated have been acted upon. For instance, two new staff people have been

hired, the headquarters was moved from a home to a real office, chapters have been formed with written guidelines to follow, committees have been created and started functioning (education, finance, membership, and more), and a backpacking certification course is being offered. These are just a few of the events that have been happening over the past few months. Agreements have just been completed with three major paper companies to allow the Florida Trail on their lands. Construction by volunteers will take place in October, 1983, completing a 500-mile stretch of continuous trail.

The Florida Trail became a National Scenic Trail on March 28, 1983, when President Reagan signed the Trails Systems Amendments Act. This Act also recognized the importance and value of volunteer efforts on our trail systems across the country. Once the trail is completed, the FTA will be kept busy with maintenance, educational programs, and a continuum of expanding programs.

California

Two projects were chosen in California. The Trail Information and Volunteer Center (TIVC) is housed in a Palo Alto office that has been donated for a few months. The TIVC is a coalition of organizations working together to provide volunteer public outdoor recreation opportunities in the Santa Cruz Mountains. They provide organizational support for educational programs, trail construction and maintenance projects, and other programs designed to provide outdoor recreation opportunities on public lands.

The 15th Annual Trails Day was held April 16 to repair damage that occurred during the winter. Blowdowns and vegetation covering the trails were removed, erosion control structures repaired or replaced, bridges built or repaired, fresh blazing where needed, and the trails were widened in many places. Sam Rogers, Director of Planning for the Appalachian Mountain Club, visited in early April to discuss fundraising. Goals and strategy were agreed upon and plans were set in motion.

The Center will serve as an information base on trail locations and conditions, outdoor activities, and materials related to natural resources and outdoor education. It will be a "skillsbank" of volunteers, to coordinate with agencies and clubs to match the appropriate volunteers with the right jobs to be done. The Center will be a dynamic one since information of this type is constantly being updated and revised. New trails, current outdoor group excursions, and the latest experiences of other hikers will make the information program vary with seasons while maintaining its base of resources that never becomes outdated.

The Tahoe Trails Council was selected in December as a National Volunteer Project area. Their main goal is completing a trail around Lake Tahoe in California which will be geared for family use. Eventually this trail will become a section of the Pacific Crest National Scenic Trail.

A summer trail crew was developed with trained leaders for the summer of 1983. Training

sessions and workshops in the spring prepared the crews to begin work in July and August. The results were monitored and evaluated in September to be incorporated into future plans.

The Forest Service had previously completed an Environmental Analysis which has been approved for work to commence. The volunteers were recruited, trained and organized by the agencies and clubs who are all working together on this project. Once the trail is complete, other duties will remain for volunteers. Trail maintenance is an ongoing process, along with environmental ethics and outdoor education.

The coalition formed between the clubs and agencies around the lake have written and approved their goals and objectives in their by-laws. Their purpose is to "promote the construction of hiking trails in the Lake Tahoe Basin and in contiguous mountains of the Sierra Nevada, and to establish operational procedures to assure the continued upkeep, maintenance, and operation of the trails after their establishment." The Board of Directors includes representatives from non-profit clubs all over that section of California.

Colorado

Colorado was selected as a demonstration area in February 1983, with projects in Aspen and in Denver. The Aspen Wilderness Workshop is conducting a resource study. The results will be valuable to the Forest Service, Bureau of Land Management, and anyone else who has a need for natural resource data of



National Volunteer Project

NVP Director of Volunteer Services Roger Moore (center) and members of *Volunteers for the Outdoors* in New Mexico.

the area. The Appalachian Mountain Club is aiding them through their Research Committee volunteers.

The Aspen Wilderness Workshop is a relatively small group of volunteers who have been providing information on wilderness and roadless areas since 1967. They have been involved with both Roadless Area Review Evaluation (RARE) documents and creation or expansion of several wilderness areas.

The National Volunteer Project is assisting them in producing a data base for future management decisions. The AMC can help set up this ongoing data collection by sharing their experiences from New England with acid precipitation, user data, erosion control, revegetation, training and equipping volunteers for this work, etc. Once the program is set in motion, the results will be monitored and evaluated. In a short period of time the AMC will be able to retreat and leave behind a self-sustaining, con-

tinuous data collection program run by volunteers.

The project underway in Denver is being coordinated through the Governor's Office of Voluntary Citizen participation. The Colorado Council on Recreational Lands is working toward developing a network of land management partnerships in Colorado. Previously, several of these groups had initiated small scale volunteer efforts but without much success. The future looks a lot more promising with the commitment from everyone working together toward a common goal. This time the *Volunteers* are involved—an important element that was left out before.

The Council is composed of three elements—public, private, and volunteers. Their mission is "to develop and support a program offering citizens opportunities to contribute to the successful management of public lands in Colorado." Initially, the Council will work to develop short-term projects designed for

diversity, visibility and service for the summer of 1983. They will continue by developing a fully operational clearinghouse and coordinating mechanism by 1984.

The Council will have five areas of responsibility:

1. An information center to receive calls, inform interested individuals, and refer them to appropriate agencies.
2. Public education—to promote stewardship, safety and land ethics through speakers, brochures, etc.
3. Foundations—fundraising for various activities.
4. A clearinghouse to serve as a continuum of support for volunteer activities and skill training.
5. Working with public land managers on decisions regarding recreational improvements on public lands.

Discovering the Volunteer Spirit Where You Are

by Jill Welch

Pennsylvania

Two projects are in the planning stages in western Pennsylvania. The Pennsylvania State Garden Club Association is bringing a proposal to its members to become involved in planting wildflowers along trails throughout the state. Other organizations have been contacted and have expressed an interest in becoming involved.

Another statewide project is a proposed volunteer "River Patrol" based on the National Ski Patrol model. A meeting in July will be held to bring together interested parties to develop goals and objectives for the program.

Conclusion

Each of these project areas has in common the goal of being an ongoing, self-supporting group by the end of 1984. The National Volunteer Project will then be able to withdraw its aid in a manner that will not weaken the group. The intent of our project is to share the skills necessary to grow and form partnerships without forming any dependencies on the Appalachian Mountain Club. At this point, halfway through our three-year project, our efforts are showing very positive results. Strong leadership has developed and the dedication and enthusiasm necessary for all volunteer programs is readily apparent.

Cheryl Rawls is a staff member of the National Volunteer Project, Appalachian Mountain Club, in Atlanta, Georgia.

During the winter of 1982-83 I was involved in developing what turned out to be an extremely successful volunteers program for the Bureau of Land Management (BLM) along the lower Colorado River. It was not only my first experience in recruiting and working with volunteers, it was—we think—the first volunteers program attempted by my agency in our area of the Southwest.

How we came up winners in our first venture in volunteering is what this article is about. I would like it if our experience will encourage other beginners to go for volunteers.

BLM's Yuma District extends from just below Lake Mead some 165 miles south to the Mexican border. Our District is responsible for managing the Federal lands on both the Arizona and California sides of the lower Colorado River—more than 300 miles of shoreline. Recreation visitors are attracted to our District by both the river and our beautiful winter climate. Thus, recreation management is among our highest priorities.

I work in the Southern half of the District, the Yuma Resource Area. Last year our Resource Area of about 8,000 square miles received well over 1.7 million visitor-days of recreation use. While the Colorado River draws most of our visitors, many also came to camp in the Sonoran Desert, 20 miles or more from the river, concentrated on both developed and primitive recreation sites provided by BLM.

Managing our recreation resources has often presented problems for our small (3-person) Resource Area recreation staff: user-conflicts, overcrowding, sanitation, overseeing main-

tenance contracts—you name it. But we thought we had a handle on it until our fiscal year-1983 budget was whittled down to bone marrow. The budget did not provide for about half our customary janitorial and maintenance contracts. We also lost funding for one staff member. We had inherited construction material from the disbanded Young Adult Conservation Corps (YACC), but we had no labor or money to build the YACC-planned projects. Besides, we were right in the middle of building a long-needed recreation site. Any way we looked at it, we had more work than ever before and fewer hands to do it. Rather than close our existing facilities because we couldn't maintain them as we had before, or let construction material just warp under the desert sun, we looked outside the BLM. And what a success it turned out to be!

Beginning Gradually

Because we had no prior experience with volunteers, we eased into using "outsiders" gradually. We started by contacting a local representative of Green Thumb, Inc., at the suggestion of our Washington and Arizona State Offices. Green Thumb operates an on-the-job training program for unemployed people 55 and older, sponsored by the Farmer's Union in cooperation with the (Federal) Senior Community Service Employment Program. It cost the cooperating host-agency virtually nothing and has little paper work. Our two Green Thumb workers gave us 20 hours a week and provided useful sup-

port—one worked as a handyman outside, and the other did office clerical work—that kept us going while we began to think about how to attract volunteers.

Encouraged by the initial success with our Green Thumb oldsters, we soon asked for and received a college student through BLM's new Student Conservation Program, in cooperation with the Student Conservation Association. This program is voluntary for the unpaid student participants who receive travel expenses and a small subsistence allowance, though no pay for 12 weeks of

educational para-professional work experience. Our student, a junior from New York, was a wonder. She answered letters, made routine patrols, developed brochures and presented campfire talks. She gave us breathing time to really plan a volunteers program and get it moving.

Our program evolved into four categories: special programs, regular maintenance, special projects, and campground hosts. "Special programs," so far, are the Student Conservation Program and Green Thumb, noted above.

Regular maintenance was the next challenge. We feared we might be forced to close some of our recreation facilities because we couldn't afford to maintain them. So we looked around us for some helping hands.

The Migratory Snowbirds

Most of the facilities we couldn't maintain were for our winter visitors, many of whom are "Snowbirds." Snowbirds — retired couples, for the most part—are people who follow the sun. Every winter thousands



Yuma Resource Area Recreation Planner, Jill Welch, meets informally with members of the Palo Verde Rod and Gun Club as they make one of their weekly patrols of public lands.

Glenn R. Stewart, BLM



Glenn R. Stewart, BLM

Palo Verde Rod and Gun Club members use their own vehicles to make trash patrols on public lands.

migrate to our area in their motorhomes, campers, buses, trailers and any other recreational vehicle you can think of, to escape the snows up north. They love our mild winter weather and desert environment. They fish, hike, rockhound, explore, and generally enjoy the desert life. They often stay in one area four or more months. These are the people we approached first and their response was heartwarming.

Snowbirds take care of themselves; they are proud of their independence. When we met with a group of them at one of our campgrounds to explain our funding situation, 25 volunteered to provide an "adopt-a-potty" crew. They maintained seven sets of vault toilets all last winter. We provided toilet paper and cleaning supplies; they provided all the labor. Our volunteer agreements with these older folks lasted six months without a hitch. Each crew member worked one to three hours a week—labor that would

otherwise cost us \$4,500 for a maintenance contract.

Although at the beginning a lot of our staff time was required to enroll and coordinate these volunteers, it proved to be a good investment. The encouragement and moral support our staff provided for them were essential. And, just as important, the volunteers encouraged and supported the staff. We learned to cooperate. And we all started to see stewardship of the public lands in a new light.

As we began to realize the volunteers potential of our winter visitors, we began to see local residents—our all-year neighbors in nearby communities—in a new light too. Right away, a perfect opportunity occurred to enroll them also.

One of our toughest maintenance challenges was cleaning up litter that was building up along the Colorado River shorelines. We couldn't afford a trash collection contract we had traditionally funded, and the results were depressing. In spite

of signs asking campers to pack out their trash, the banks of the Colorado were looking bad.

All-Year Neighbors

Members of one local organization, the Palo Verde Rod and Gun Club, also were so concerned about the trash that they wrote us a letter asking why we didn't clean it up. Naturally, they became our next target for a volunteer crew. We met with them, explained our funding problem, and challenged them to enter into a formal volunteer agreement with the BLM to do something about it themselves.

Dedicated club members accepted the challenge. They organized themselves to make twice-a-week trash collection patrols along a heavily used 20-mile stretch of the river, and adopted a vault toilet on their route. This project is continuing today (Fall 1983). We provide 15 BLM trash barrels; they provide the same number of their own.

Their weekly patrols usually include seven regular crew members (and a few irregulars) who bring three of their own pick-up trucks to haul trash to the county dump. The combined mileage on their trucks usually exceeds 100 miles per patrol, and they pay for the gas. The regulars are all retired gentlemen who live in the area. Often, wives come along to help. Together, they provide about 50 hours of labor a week, which otherwise would cost BLM about \$5,000 year.

These extraordinary people share a conviction that the Colorado River is a unique recreation resource that should be protected. According to Jack Page, one of the primary motivators on the crew, "There isn't too much of the river left down here where a family can come and enjoy an outing. We want to keep this area in trust for our grandchildren—for *all* grandchildren."

As these volunteers make their weekly rounds, they talk casually with campers and share their feelings about responsibility. We hope this communication will create an ongoing chain of stewardship among both the all-year and visiting campers along the river—one that will be passed on from year to year.

Our "special projects" are one-time tasks that use volunteers. This started when an ardent canoeist volunteered to improve a couple of primitive BLM boat-in campsites—and did a fine job. This worked out so well we were sure we could manage a volunteer construction crew to build other special projects. We posted want-ads on our campground bulletin boards, and,

again, a flock of Snowbirds responded.

The YACC had bought enough lumber to build four ramadas—to provide shade and tables at a campground that was under construction. When we lost the YACC crew, we thought we had lost the ramadas too. However, our Snowbirds put up four beautiful big ramadas in just a month. The crew consisted of six regulars and a few drop-ins. They poured the concrete, did the carpentry, painted, and operated heavy equipment under supervision of one BLM employee. They were on the job 6-to-8 hours a day, often including weekends, and their work was professional in every respect.

Before the crew started each member signed a BLM volunteer agreement which included coverage for work-injury compensation. That was a good thing because we had our first volunteer's accident with this crew—a sprained ankle. After the injured Snowbird went to the hospital to have his ankle x-rayed and taped, we were all surprised how little paperwork resulted. We figure the finished ramadas are worth \$15,000, including \$9,000 for the labor. We are all proud of those ramadas. They'll be providing shade for our recreation visitors for many years to come.

Campground Hosts

Campground hosts are our final category. We had heard of the success of the Forest Service with its Campground Hosts Program, and thought this would be a perfect time to see the idea in

our own campgrounds. Because our staff patrols had been cut back so drastically, we needed our hosts for many purposes: to provide information and assistance to visitors, act as our eyes and ears in the field, keep records, watch over and help maintain our facilities, deal with problem campers—and encourage other campers to get involved as volunteers!

We recruited seven campground hosts through bulletin-board notices and word of mouth. Three couples and one individual assisted at four campgrounds. They were invaluable. They made more contacts with visitors than we ever were able to before; they were on duty about 25 hours a week. We figure they provided us—and their fellow campers—with about \$6,000 worth of services. And, they became our friends.

Since we began inviting people to volunteer, from time to time what we call "special people" drop by our office to volunteer unsolicited assistance. They are mostly local people of all ages who have heard about our new volunteer program and want to be in on the action. They work for a few days or a month. They water trees, provide temporary office help, and do whatever else needs doing. One lovely lady, Elizabeth Bovee, is even sewing vests for all our campground hosts. The vests would cost over \$100 to purchase; she's making them for about \$40—only the cost of the material.

Our new volunteers program was operating at its peak last February (1983). We had nearly 50 volunteers working almost 400 hours a week. We now have a



Glenn R. Stewart, BLM

Retired campers at the South Mesa Campground volunteer to construct picnic ramadas under the supervision of a BLM operations staffer.

hosted last winter. And, we're planning improvements. Our hosts stay in our campgrounds free of charge, but since we have only one fee campground in our area, that isn't much incentive. So next year we want to build shade ramadas for our hosts and provide electricity and water in two locations; we'll have a tough time getting anyone to stay through our 120-degree summers until we do that.

Throughout the summer we've received postcards from some of our Snowbirds, mailed from a good ways north of the lower Colorado. At the same time, we've been planning projects for them when they return: constructing the additional campground ramadas, building and installing some needed signs, building boxes to hold leaflets along our self-guiding nature trails.

The messages on our Snowbirds' postcards say they're looking forward to seeing us again and doing some more work with us next winter. We're looking forward to seeing them—and our volunteer friends from our neighboring communities—too.

Jill Welch is the Supervisory Outdoor Recreation Planner for the Bureau of Land Management's Yuma Resource Area.

mailing list of almost 100 people we can call on when we need them. While many challenges are yet to come, we think we had a successful first year.

They Knew They Were Needed

Why were we successful? I think the main reason is that we really needed our volunteers and let them know it. We treat them as the valued people they are. We have potluck luncheons to honor them. We take up collections among our employee staff so we can give them awards, certificates of achievement, cakes, photographs, mementos and gag gifts. We seek lots of coverage in the local newspapers, radio, TV, and in our employee newsletters. We *always* write thank-you letters. We give them baseball caps with BLM patches.

My favorite of the awards we've given is the Golden Dustpan and Broom Award we gave to the Palo Verde Rod and Gun Club. It's inscribed: "Honorary Custodians of the Colorado River—Presented to the Palo Verde Rod and Gun Club for Your True Volunteer Spirit."

It adds up to lots of personal attention, acknowledgment, and recognition. And not only of their contributions, but of each of our volunteers as a person who

cares about our environment and acts on that concern by taking personal responsibility for a part of it.

When we began, we had no idea there was so much potential volunteer spirit right around us—in our seasonal visitors from all over, and in our year-round neighbors in our own community. As we worked with these very special folks, we discovered that our mutual inspiration, our common bond, was our shared concern for protecting our desert and our river. As we worked together, we found the trust and respect we developed for each other was what kept us going.

Looking Ahead

What's the outlook for *next* winter? We'll continue to participate in the Green Thumb and Student Conservation Programs, and we're talking with people at a nearby junior college to see what we can work out to encourage volunteer service by local students.

Next fiscal year we want to supplement the Rod and Gun Club's litter patrol with a partial trash collection contract; we don't want to burn out our volunteers.

We've already signed up enough campground hosts to look after two new campgrounds, in addition to the four that were

Are Volunteers the Answer?

by Sam Migliazzo



City of Westminster, CA

The anti-graffiti project has become a major youth volunteer program.

In California cities there are reduced financial resources brought about to a considerable degree by Proposition 13, the state initiative law which was passed by the voters in 1978. As a result, many park and recreation agencies received cuts in programs, services, budgets, and personnel. The drastic nature of Proposition 13 has been the catalyst for many agencies reviewing their goals and objectives. Over the years, parks and recreation agencies have used volunteers to some degree in such traditional programs as youth sports, excursions,

playground aides, assisting with special events, chaperones at dances, tree plantings, and serving refreshments at department sponsored programs.

Today, with diminishing dollars and fewer paid staff, there is a need to expand and increase volunteering resources in every facet of programs and services. From the inception of Westminster Community Services & Recreation Department twenty-three years ago, volunteers have been utilized in a variety of ways as described, but in recent years, volunteers have been called upon to help ex-

pand programs and services that would otherwise have been dropped due to lack of funds.

A recently completed survey by the Gallup organization determined that 52% of American adults and an almost equal proportion of teenagers (53%) volunteered in the year between March 1980 and March 1981. More specifically, among the adult population 19% volunteered for a church or religious organization, 12% in the health area, 12% in educational activities, and 7% in recreation. In addition, 23% are involved in informal volunteer activities on

their own. Among both adult and teenage volunteers, the reason most frequently mentioned for becoming involved in volunteer work was a desire to do something useful. Other reasons mentioned with almost equal frequency were having an interest in the volunteer work, and the belief that volunteer work would be enjoyable.

The Westminster Department of Community Services, which services a population of 72,000 people, found that implementing an expanded volunteer program is not difficult, but it does require thoughtful planning, direction, and an understanding and commitment by the entire staff.

It was from this commitment that the volunteer program was expanded to include some of the special programs which are outlined below.

Graffiti Eradication Program

Many masonry walls throughout the City have been defaced and citizen concern was very high. A local high school service club was responsible for starting the graffiti eradication program. The City Council approved expenditures to purchase paint, rollers, and brushes for volunteers. The Boy Scouts, Boys Club, church groups, Girl Scouts, and service clubs quickly asked to join in the project. When the program started in 1978, thirty-seven vandalized walls were located in over twenty sections of the City. Since that time, over 150,000 square feet of graffiti have been eradicated, 500 gallons of paint have been used, and

hundreds of volunteers have offered their services. The local American Legion contributed money for paint, brushes, and rollers and also helped to paint out graffiti. The practice of graffiti on masonry walls has not been totally eradicated, but frequently there are more volunteers wanting to paint than walls ready to be painted.

Senior Citizen Program

Older citizens have traditionally been one of the most dependable groups of people to volunteer at public service agencies. Senior Citizen records of 1982 show how much the volunteers have helped alleviate the fiscal problems of the Senior program. Each day seventy home meals are packaged and delivered to home-bound elderly, while another 145 meals are served in the large Senior Citizen Center. This entire program is handled by Senior Citizen volunteers under the supervision of a nutrition manager. A record 27,000 volunteer hours were recorded at a value of approximately \$91,000. In addition, over 17,500 miles were driven by volunteers delivering the meals to the home-bound. As a part of the program, the local Kiwanis Club has made a once-a-week commitment to deliver home meals for the past three years, as have the Elks and Emblem Clubs.

In 1982 a pilot program was started by a group of Coast Guard Chief Petty Officers called "Operation Senior Citizen." This group of men worked one weekend a month to do home repairs on Senior Citizen

residences. During the year, they replaced hot water heaters in mobile homes, completed yard work, and "adopted" one elderly couple as a major project. This couple's home now has a completely new fence around their yard, a concrete ramp for a wheelchair, kitchen plumbing replaced, and a kitchen tile counter redone. Over twenty-five retired officers worked on this project with approximately \$2,000 in donated supplies, \$300 in cash and over 500 volunteer hours. This program has now been adopted as a model for the Coast Guard Chief Petty Officers nationally.

Keep America Beautiful Program

As a part of this national program, Westminster celebrates "Keep America Beautiful" annually during the third week in April. Girl Scouts, Boy Scouts, and Camp Fire, Incorporated — forty-five groups in all—planted 1,600 seedlings and distributed over 3,000 trash bags in the City's 1982 Keep America Beautiful program. Over 13,500 elementary and secondary school students were involved in a clean campus competition repainting play equipment on parks, general school and park clean-up, and painting out graffiti. In addition, over 170 tons of trash were disposed of through the cooperation of the City's crews and the local Sanitary district who volunteered their dumpsters, trash-hauling trucks, and manpower. Elementary school children were encouraged to enter an essay and poster contest to illustrate how the community

Keep America Beautiful
Week...it works if
you work April 17-23

"It's OUR WEEK in Westminster too!"



City of Westminster, CA

All civic and service groups become involved in the annual Keep America Beautiful program.

could be beautified. Publicity was donated through public service announcements, cable television, and local radio stations. A major outdoor advertising firm also donated billboard space to publicize the program.

Financial support was provided by the Westminster Mall, a group of over 200 merchants, and Carl Karcher Enterprises (Carls Jr.) to purchase beautification patches for youth groups participating. Reynolds Aluminum Company provided 24,000 beautification booklets to help youth understand the importance of recycling materials, beautifying and keeping the environment clean. The City received a national award from Keep America Beautiful, Inc. due to the many volunteer contributions in making the week-long program a success.

Gifts Catalogue Program

Public budgets will not always stretch to cover all of the leisure needs of the Community. For this reason, the City developed a "Gifts Catalogue" which offers a variety of opportunities from donating \$15 for a tree to \$15,000 for a shade shelter, from volunteering to deliver home

meals to Senior Citizens to paying for the cost of an entire recreation program. There are no limitations and volunteer opportunities are stressed, such as helping with youth sports, Senior Citizen programs, and a variety of community service projects including the graffiti eradication program outlined above.

Clerical Program

Westminster has a group of retired professional secretaries who volunteer weekly to perform tasks, such as helping with registration, answering telephones, duplicating, filing and performing major typing projects. They bring a special energy and enthusiasm to the office and often serve as a real spark to full-time office staff. Presently the "volunteer office staff" works an average of ten hours weekly, saving the Department over \$5,000 annually.

Commission Program

The various City Commissions appointed by the City Council serve in an advisory capacity, attend regular monthly meetings,

and may serve on special committee assignments. The Community Services and Recreation Commission, which is a five-person body, uniquely assists staff by providing one of its members as a chaperone who acts as the tour leader for all adult cultural excursions. This leader accompanies groups on trips, handles problems which may arise, and stays with the group until the excursion returns to its initial starting point. There are a minimum of six trips per year and the Commissioners rotate this assignment. The Commissioners enjoy this task because they feel they are contributing directly to a part of the services and programs of the Department.

The Youth Commission, which is composed of seven high school students, in a like manner helps make the Community become more aware of youth problems. They offer advice on matters relating to youth programs and services. In 1982 they sponsored a special project to raise funds for the Orangewood Home for neglected and battered children. Youth Commissioners canvassed local businesses for donations and then conducted a drawing which raised a total of \$2,000 for the Home.

Program Organization

Some of the steps used by the Community Services Department in the development and conduct of a viable volunteer program are outlined below.

Recruitment

Volunteers are recruited through news releases, public speaking engagements, mailing to PTA, civic groups, and churches, quarterly department brochures (which are mailed to all residents in the City), and public service announcements on radio and cable television.

Application, Placement and Training

All of those wishing to volunteer are asked to fill out a simple application form that is reviewed by the Volunteer Coordinator. Volunteers are interviewed and asked their special interests and where they would like to be placed. Particular thought and careful consideration is given to placement so that both the volunteer and the program will be mutually benefitted. Training is completed in two steps, the first being a general City orientation, and the second a more intensive training in the specific area assigned.

Recognition

Studies have shown that continual recognition and positive strokes keep everyone feeling good about his or her job and this is certainly true about those who volunteer. In addition to on-the-job praise, the City of Westminster hosts an Annual Volunteer Appreciation Night Dinner for all volunteers. The Mayor, the City Council, the



City of Westminster, CA

This lively group of seniors volunteered to help serve an average of 240 meals daily.

Community Services and Recreation Commission, and Department staff recognize each individual and group who has given money, time, and talent to the Department during the previous year. It is a fast-paced, enjoyable evening that revitalizes volunteers and assures them of their value to the City.

The Executive Director of the West Orange County Volunteer Bureau states that the number of volunteers is up by 75% this year and feels that this is directly related to President Reagan's stated position on the need for volunteers and the fact that people feel they really need to reach out and help because of cuts in local budgets and services.

Are volunteers a needed and valuable resource? We in Westminster know they are!

Sam Migliazzo is Director of Community Services and Recreation for the City of Westminster, California.

Youth Volunteers in National Parks

by Jean C. Henderer

Through an agreement with one of this country's largest youth serving agencies, five National Park Service sites have received over 9,000 hours of free labor this summer.

Camp Fire, Inc., formerly Camp Fire Girls, and now a co-educational agency with approximately 300 councils nationwide and a membership of 250,000, is committed to provide educational experiences for boys and girls which will teach them to respect and appreciate their natural environment and expand career horizons in resource management work. Camp Fire councils were asked to identify high school age youth who had previous camp experiences and expressed interest in resource protection work. About 75 youth were identified and each ranked their preference for a national park site from a previously supplied list. Those selected were asked to pay their expenses to the site and an additional sum for food and weekend recreational expenses for the three-week period.

Camp Fire, Inc., also recruited and trained three recent college graduates with degrees in environmental sciences to act as counsellors for each session.

Before the youth were recruited, NPS regional offices were contacted and park staffs had an opportunity to determine if their work needs and camping space would mesh with the services volunteered by Camp Fire members. From those who indicated an interest, five sites were chosen to be used on the following dates:



Connie Couteller - Camp Fire, Inc.

July Ozark National
6-27: Scenic Riverways
Mesa Verde National
Park

Aug Gateway National
3-24: Recreation Area
Carlsbad Caverns
National Park

Aug Redwood National
6-28: Park

According to the agreement, each park provides supervision of the work projects and transportation within the park. Sleeping and eating accommodations are also provided by the parks and ranged from former Job Corps dormitories to tents and fire grills in primitive campgrounds with travel to the nearest town for showers and laundry.

Upon entering the park, each youth was signed in as a member of NPS's Volunteers-in-the-Park program.

Work varied considerably among the parks with the priorities going to those projects needing immediate attention which could not be handled by the paid park staffs. At Mesa Verde, the volunteers worked in the Indian ruins repairing damage and also did trail restoration work; at Ozark National Scenic Riverways, the volunteers finished a portion of the Ozark Trail as well as clean-up on the Current River; at Carlsbad Caverns, work projects were assigned for both cave restoration work and above ground trail maintenance; at Redwood National Park, work included trail maintenance; and at Gateway National Recreation Area, volunteers helped plan the annual Harvest Festival while living



Connie Coutellier, Camp Fire, Inc.



Connie Coutellier, Camp Fire, Inc.



Comte Coutellier, Camp Fire, Inc.

in Ecology Village and learning about environmental interpretation.

This cooperative project was funded by grants from the private sector including Eastern National Park and Monument Association, private donors and the Atlantic Richfield Foundation. Planning, training and administrative costs were contributed by Camp Fire, Inc.'s, national headquarters in Kansas City, Missouri, and coordination with the National Park Service was provided by the Division of Cooperative Activities in Washington, D.C.

Shown on these pages are some of the volunteers at Mesa Verde National Park where they are working on a stabilization project of the Sun Temple. T-shirts especially designed by Camp Fire, Inc., are worn by the youth volunteers while they're working. The staff at Mesa Verde provided some interpretive information to the volunteers which helped when visitors asked them questions about their work and the area.

At Ozark National Scenic Riverways, deep in the tick and chigger country, it was demanding but rewarding work clearing shrubs and laying out a hiking trail.

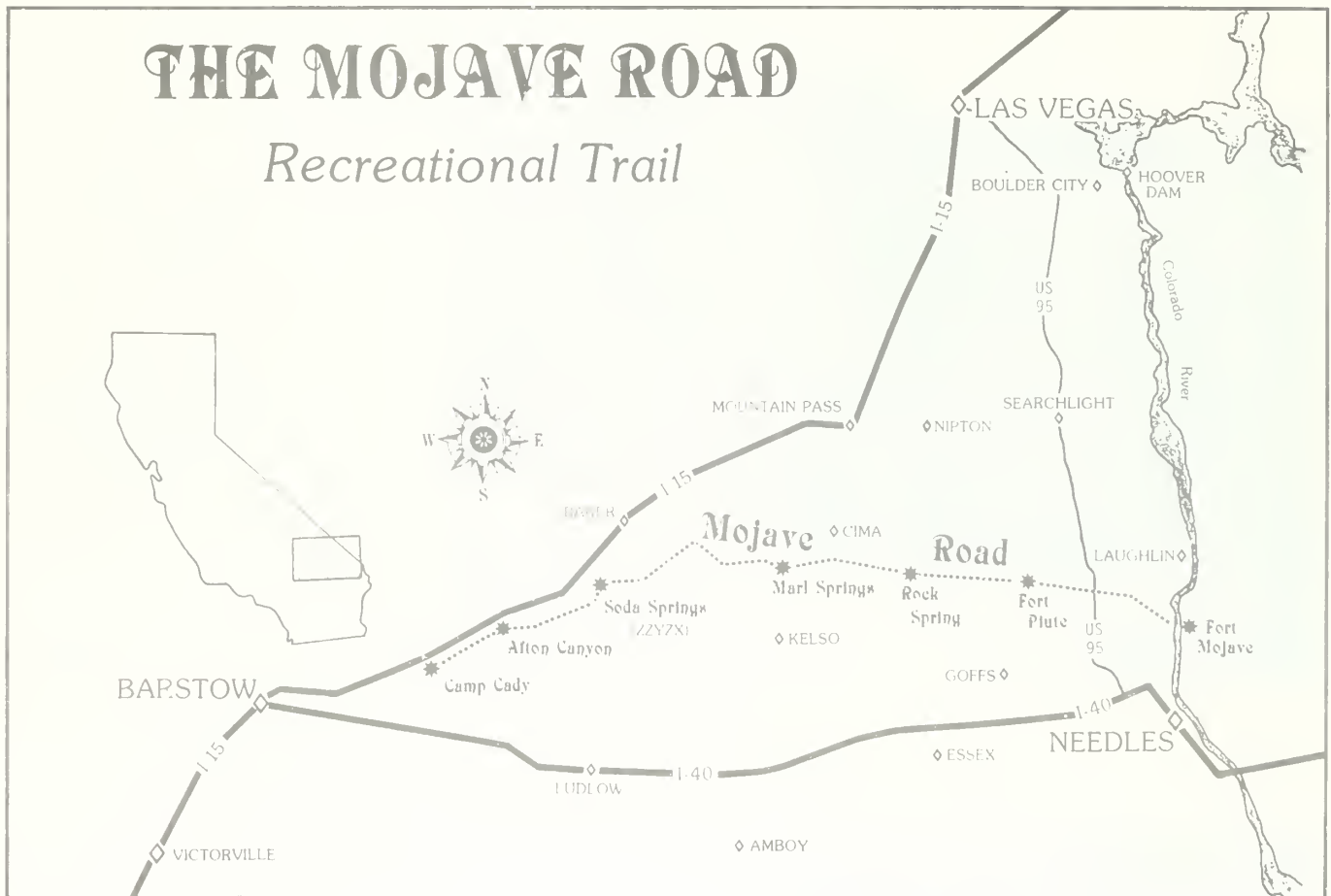
Jean C. Henderer is Chief, Division of Cooperative Activities, National Park Service.



Comte Coutellier, Camp Fire, Inc.

Restoring the Historic Mojave Road

by Kevin Freeman



One of the most interesting and significant historic relics in the eastern Mojave Desert of Southern California is the Mojave Road. First etched as an Indian trail in prehistoric times, it evolved into a wagon route more than a century ago and then fell into disuse.

In 1981, a group of volunteers known as Friends of the Mojave Road entered into a volunteer agreement with the Bureau of Land Management (BLM) to restore the old road as a recreation trail. The Friends agreed to retrace and mark the almost forgotten route on the ground, and to produce maps and a

printed guidebook so that today's visitors could again experience this way west.

For uncounted centuries this route, also called the Old Mojave Trail, served as a trade route between Mojave Indian villages on the lower Colorado River and tribes along the Pacific Coast. Adventuring Indians passed back and forth over the trail carrying on commerce in sea shells, pottery, foods, and other goods. In the 18th and 19th centuries, the friendly (unless provoked) Mojave showed their route, connecting sources of life-sustaining water, to the ever-increasing flood of white men seeking a

way to survive through the desert beyond the Colorado River in the midst of the Mojave Nation.

Explorers and frontiersmen who used this trail included Francisco Garces in 1776, Jedediah Strong Smith in 1826, and Edward Fitzgerald Beale with the famous camel expeditions of the 1850's. The mid-1800's saw the trail transformed from footpath and packtrail into a wagon road.

During the next 30 years or so, the Mojave Road served as a major trans-desert wagon road for prospectors, mail wagons and the U.S. Army. When the Arizona



Kenneth Freeman/BLM

Friends of Mojave Road volunteer group work on a portion of road between Camp Rock Spring and Fort Pinto.

Overland Mail was carried over this route in 1866-68, the Army established outposts along the road to protect the mail carriers and other travelers from occasionally hostile Indians. In its prime, the road ran from Ft. Whipple, near Prescott, Arizona, to Drum Barracks, just south of Los Angeles. In the late 1880's, the railroaders—not so dependent on water sources—found new and more level routes across the desert. Later wagon and automobile roads evolved from the tracks of the railroads, which is why the Mojave Road was

abandoned and remains in relatively isolated country little marked by modern man.

Valleys of Joshua Trees

Today, the Mojave Road traverses the 1.4 million acre East Mojave National Scenic Area—a part of the California Desert National Conservation Area—in an east-west line of about 130 miles, beginning at Ft. Mojave Indian Reservation on the Colorado River and ending near Camp Cady, just east of Barstow.

Throughout most of this distance, the road is on BLM-administered public land as it varies in elevation from 500 feet at the Colorado River to over 5,000 feet in Round Valley in the Mid Hills Region, and back down to 1,000 feet as it approaches Soda Springs or Zzyzx on the western shore of Soda Lake. (Zzyzx, pronounced zi-zix, was named by Curtis H. Springer for a mineral springs resort no longer in operation. He coined the word to corner the market on the last word in alphabetical listings of place names.)

Because of the changes in terrain, a traveler over the trail is introduced to the full range of Mojave Desert flora and fauna in the midst of unparalleled desert scenic attractions, such as Ft. Piute, the New York/Providence Mountains, Cima Dome, Cinder Cones, Devil's Playground, a diversity of historical sites, and vast valleys of Joshua tree forests.

During 1962-80, Dennis Casebier, a U.S. Navy communications engineer and chairman of the Friends of the Mojave Road, conducted the document and field research necessary to

understand the location and historical importance of the road. His research on the exact route took several years in the National Archives in Washington, D.C. There, Casebier found Army records, as well as other documents recounting tales of the emigrant wagon trains that made their way through the forbidding desert: tales of life-sustaining natural springs, marauding Indians, hazardous flashfloods, and of the lives (and deaths) of those heroic folks who made their way west along this road.

Once Casebier was sure he

could accurately trace the old road, he set out in 1975 to test its appropriateness as a recreational hiking trail. It took him eight days to hike the 130 miles. Even though he found the hike was a wonderful experience, he decided few people would expend the energy or have the time to repeat his journey on foot.

In 1980, he was invited to guide members of a four-wheel-drive club over the road. Via CB radios in each rig, Casebier discussed historic sites, cattle ranches, mines, and other old and modern uses visible along the route. It took two days to



Volunteers use topographical maps and compass to determine Mojave Road location near Soda Dry Lake.

traverse the trail by vehicle, and turned out to be both an educational and recreational experience. Motorized four-wheel drive caravans over the trail, Casebier felt, probably would be the best way for many people to make the trek and enjoy the desert resources. Enthusiasm for the road and the experience of driving over it grew as the number of people who had knowledge of it grew. In May 1981, the volunteer group was founded by Casebier and 40 other "Friends," and restoration of the old road was begun.

Hundreds of Volunteers

In the fall of 1981, hundreds of people showed up for the Friends' first working parties. Project work was coordinated by Casebier and BLM's representative, Kevin Freeman of the Needles Resource Area, a unit of BLM's California Desert District. Work on the trail included erecting rock cairns two feet high at major "intersections" to aid in route identification; making simple road improvements; measuring distances and surveying, and removing grass and brush from the old ruts in a few places so the wagon road appearance was restored. More than 4,000 photographs were taken—to be drawn on later for the *Guide*.

The volunteers' work was excellent and their dedication was tremendous. Bill Flint, a former public affairs officer for BLM's California Desert District Office at Riverside, said that after spending a weekend with the Friends of the Mojave Road, "I'm deeply impressed by two things: the



Volunteers conduct minor road clearing on trail.

Kevin Freeman, BLM

tremendously diverse range of background, skills, and talents represented by its members, and the continuously displayed evidence that none of them expects to gain any more than the satisfaction of seeing the old Mojave road re-marked, re-mapped and, perhaps, re-visited by appreciative citizens."

Through 1981 and 1982, the volunteers continued to work on the road. By early 1982 it was time to prepare a draft of the *Guide*. The volunteers did the writing, editing, typesetting, printing, layout and artwork, photography, cartography. Volunteer resource specialists in many fields evaluated reference material. Communications among the Friends were facilitated by monthly "Mojave Road Reports." Financial support was

based upon contributions. T-shirts and "Mojave Road Work Certificates" were developed as a way of thanking individuals for volunteer work.

To Open this Year

By November 1983, the 130 miles of the road will be formally established and opened as a recreational trail that can be used by four-wheel-drive vehicles, horseback riders, and hikers. The entire route has been marked with the rock cairns, careful maps have been completed, and an extensive narrative developed to assist adventurous travelers. *The Guide to the Mojave Road*, to be completed in December 1983, also will include the story of the modern rediscovery of the road,

of the project to document its history, and of the extensive effort by the Friends to transform it into a 20th Century recreational trail. (The *Guide* may be requested from Friends of the Mojave Road, P.O. Box 307, Norco, CA 91760. A briefer version, derived from the Friends' Guide, will be available in 1984 at no cost from the BLM Needles Resource Area, P.O. Box 305, Needles, CA 92363; phone 714-326-3896.)



Kevin Freeman, BLM

Rock cairns are built to mark the trail.

The Mojave Road project was immense and time-consuming and, with current budget restraints, could not have been accomplished without the volunteers. Some of their expenses were recorded in BLM's volunteer work records and submitted by individual volunteers to back up their tax deductions as charitable contributions. Even though this option was available to all the volunteers, fewer than a third reported their out-of-pocket costs for this purpose.

The project's benefit-to-cost relationship, from BLM's perspective, is better than 20 to 1. By conservative estimate, over a two-year period the volunteers accomplished public-service work worth at least \$147,350. Of this total, volunteer time was valued at \$105,350; their mileage costs, an estimated \$20,000, and miscellaneous costs, \$22,000. BLM's estimated costs totaled \$6,500—\$5,400 for pro-rated salaries of BLM employees associated with the project, \$600 for our mileage, and \$500 for our other expenses.

During the project the Friends group has grown from its initial 40 members to more than 400. About 65 percent of the

volunteers are between 18 and 24 years old; 20 percent 55 and above, and 15 percent under 18. About 40 percent are women.

The Richest Reward

Why have Dennis Casebier and other volunteers spent so much time and effort on this project? When I put the question to Casebier, he replied: "In asking for volunteers to come forward and help with this project, I was asking individuals to invest their time and money (it's expensive to make these trips to the desert), to go out and move rocks and pull weeds and do all sorts of things—all for no reimbursement."

"Their only pay are the certificates handed out along the way and the satisfaction that Bill Flint has referred to."

"If a net is tossed out upon the waters to catch people with this kind of approach, the fisherman should not expect to catch many, but the ones caught will be very special. And that, perhaps, is the richest reward of all from the entire Mojave Road experience—all those very special people stepping forward to do what needed to be done."

"Many are educators, some are doctors, lawyers, writers, engineers, scientists, printers, photographers, typists—people from all walks of life. The common thread is their rare willingness to labor and provide their resources quietly for a cause where the only reward they could expect was 'the satisfaction of seeing the old Mojave Road remarked, re-mapped and, revisited by appreciative citizens.'

"To them, these Friends of the Mojave Road, I say many thanks for a job well done. Thank you for your support and friendship!"

Kevin Freeman is a Desert Ranger for the California Desert National Conservation Area, based at the Bureau of Land Management's Needles Resource Area, Needles, CA. Previously, he served as a National Park Service Ranger at the Everglades, Biscayne and Shenandoah National Parks.

C.A.M.P.E.R.

by W. L. "Mike" Brittain

Maryland is one of the truly unusual states in this nation because of its varied topography, weather and people. Situated slightly left of center in this lovely state are the Catoctin (Kuh-tock-ton) Mountains and in the middle of this small mountain chain lies one of the prettiest national parks in our nation, Catoctin Mountain Park. The park encompasses an unusual installation—Camp David—where the chief executive of the United States has come for many years for "R&R" (rest and relaxation).

The most unusual feature of this particular national park is the volunteer organization that has sprung up in support of it. The original thought for such a group came from the Superintendent of Catoctin Mountain Park, Tom McFadden. He proposed the idea to a good friend, Colonel Les Holmes (U.S. Army Ret.) past president of the National Appalachian Trail Association, who liked what he heard and took off with it.

In due time, he enlisted the help of Glenn C. Michel, a Frederick, MD, lawyer and outdoor sporting enthusiast. It was "Mike" Michel who came up with the name for the volunteer organization, C.A.M.P.E.R., an acronym meaning Catoctin Area Mountain Park Environmental Resource.

Mr. Michel was also responsible for the organization becoming "official." He had C.A.M.P.E.R. duly registered and incorporated in the State of Maryland. It is a non-profit organization and receives no funds from any federal, state or local entity. There is a nominal membership dues fee that is used to cover the



Catoctin Mountain Park



Catoctin Mountain Park

C.A.M.P.E.R.'s Adopt-A-Cabin project includes upgrading facilities.

few expenses that do occur in the ordinary course of "doing business," such as stamps and stationery, etc.

C.A.M.P.E.R. has been able, from time to time, to assist Catoctin Mountain Park (and, thereby, the National Park Service) in a financial way with occasional purchases of diverse and small sundry items. Funds for these purchases are gleaned from the sale of patches and some donations.

Another of the endeavors (and costs) is the quarterly newsletter, *HAND-IN-HAND*. This is a newsy forum written jointly by park staff and volunteers, but edited and printed by volunteers. The advantage of having both staff and volunteers as writers is very real. It gives both a common vehicle in which to exchange thoughts and an opportunity in which to advance specific ideas and present definite programs. Fortunately for C.A.M.P.E.R., the volunteers in charge of this publication are a husband and wife team, Jim and Barbara Gilford. Jim is an outdoor sportsman and writer, and Barbara is a professor at Hood College.

League for the Handicapped

The League for the Handicapped has been using the camping facilities at Catoctin Mountain Park since 1937. Specifically, the resources at Camp Greentop, the nation's first residential camping facility for the handicapped, has been the center for such diverse activities as sailing, canoeing, and overnight tent camping in



Benches are stained by volunteers.



Volunteers enjoy a brief respite from a trail improvement project.

Catoctin Mountain Park

Catoctin Mountain Park



Volunteers enjoy the out-of-doors while performing administrative duties.

Catoctin Mountain Park

the park. Camp counselors are nearly at a one-on-one basis for these handicapped people and come from all over the U.S. and, last year, from five foreign countries.

The summer camping term is divided into three, two-week terms for the children, teens and adults, in that order. Last year, a record 400 handicapped people enjoyed a summer of friendships, sports, games, crafts and nature exploration at Catoctin Mountain Park.

The prodigious amount of volunteer work and hours is further enhanced by Student Conservation Aides (S.C.A.'s), practicum students from Hood College, Slippery Rock College, Penn State, Sheperdstown, etc., and Youth Conservation Corps (Y.C.C.) from local high schools in Frederick and Washington County, MD. It has been a very successful and satisfying experience, over the years, to have these excellent young people aboard.



Volunteers rebuild the Collier's Hut.

Catoctin Mountain Park

Volunteers' Contributions in 1982

The volunteer response to assist Catoctin Mountain Park in 1982 was spectacular. At year's end, 350 volunteers contributed over 5000 hours, providing a variety of visitor and resource preservation services.

This year's program was launched in March at our "get acquainted" dinner sponsored by C.A.M.P.E.R. The projects were outlined and the VIP recruitment drive was initiated. Through local newspaper articles, displays at the Visitor Center and personal



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C.A.M.P.E.R. President Mike Brittain works in the Visitor Center at Catoctin Mountain Park.

contact by the park staff and C.A.M.P.E.R., the word spread.

The following briefly describes the specific contributions of our volunteers in 1982. Recognition of their valuable assistance was made at the annual VIP awards banquet held in November and through several articles which appeared in the newsletters.

Visitor Center Operations

-From June through November, volunteers covered the Visitor Center on the lieu days of the receptionist and assisted on busy weekends and special events.

This enabled the Visitor Center to remain open all year on a daily basis and allowed the Rangers to work more in the field.

Interpretive -

Volunteers presented many of the regularly scheduled interpretive programs including the winter walks, charcoal hikes, cross-country ski seminars, orienteering, wildflower walks, children's nature walks, family walks, fall color walks, photography seminar, and fly tying seminar. The Whiskey Still interpretive

program was entirely presented by volunteers this year. VIP Wayne Groft trained 3 assistant still operators so the program could be presented each weekend from June through October.

Resource Management -Several groups who annually camp at Catoctin volunteered this year to assist with the upkeep of the camping areas. The National Campers and Hikers Association held a weekend outing at Owens Creek Campground and completely renovated two campsites. The sites were stabilized, graded



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Boy Scouts volunteered their services while working on their Order of the Arrow program.

and filled and replanted with native ground vegetation. Later in the year, YCC and CETA crews worked extensively in this campground to improve all sites. The work leaders for these crews were both volunteers; David Kreason, an SCA volunteer, and Mr. Elmer Goldhammer, a retired person. Mr. Goldhammer donated his entire summer to this project and was a primary reason for its success.

Poplar Grove Youth Tenting Area received general cleanup and site restoration efforts from several groups as part of their activity program while visiting the

park. One local Boy Scout Troop has been recruited to prepare the site for opening each year.

The Thomas Johnson High School science club constructed our first deer enclosure. This will serve as an important tool to assess the browse impact of deer on the forest.

Students attending the outdoor school at Greentop conducted gypsy moth larvae surveys, and helped to survey and destroy egg masses. These resource management activities were integrated into their environmental education program so the students

could understand the nature of this pest problem and our management efforts.

Hood College students from a resource management class conducted the fall deer survey. Arrangements were made to continue this project annually.

On April 29th, a group of "true volunteers" helped extinguish a small forest fire (1½ acres) near Wolf Rock. The timely effort of these hikers helped prevent the fire from becoming a major threat to the park.

The Stream Ecology Committee submitted their final report in

1982, culminating two years of work toward the preservation of the park's aquatic resources. Work also proceeded to develop a fly fishing brochure for the public and a trout management plan for Owens Creek.

Cabin Camp Maintenance

-Users of Camps Misty Mount and Greentop completed valuable service projects in 1982 which helped defray the operating costs for these facilities. C.A.M.P.E.R. sponsored several work weekends preparing Misty Mount for opening and making repairs to cabin roofs and porches. A large contingent of volunteers from Plast Ukrainian Church, a long-time user of Misty Mount, participated in the first work weekend. The annual spring cleanup of Camp Greentop was completed by Boy Scouts working on their Order of the Arrow program. In the fall, the National Campers Civic Association, Rockville United Methodist Church, and the League for the Handicapped stained benches, raked leaves and washed windows as service projects.

Horse Patrol - The volunteer horse patrol began operation this year to assist with visitor contact along trails and in remote areas of the park. Observations of wildlife, trail conditions and boundary problems were also made on a regular basis. Patrol members received a general orientation to park operations and were trained in radio communications and first aid.

The horse patrol also performed minor trail maintenance, held a competitive trail ride and

several pleasure rides to promote C.A.M.P.E.R. and volunteerism in the parks.

The "Adopt-A-Cabin" plan, entered into between the National Park Service and C.A.M.P.E.R. is, without doubt, the most ambitious and far-reaching program undertaken by the volunteer organization since its inception.

When it was determined that locally-owned camping areas could not satisfy the increasing demand for campsites from families and individuals who wanted camping facilities for relatively short periods of time, C.A.M.P.E.R., under the direction of Clinton A. Walker, Jr., the manager of a local J.C. Penney store, and the National Park Service entered into an agreement whereby C.A.M.P.E.R. would operate Camp Misty Mount for the period April 15, 1983 through October 30, 1984 for the purpose of making the facilities available to the public.

All services are provided by C.A.M.P.E.R. as outlined by the National Park Service and funds from all activities connected with Camp Misty Mount are to be used for: (1) paid staff, (2) camp maintenance and operation (pay utilities, sewer, electric, pool operation, first aid supplies, training supplies, telephone), (3) upgrade facilities, maintain and preserve the natural environment of the area, and (4) improve accessibility of park facilities for the disabled. The cooperative endeavors for this "Adopt-A-Cabin" program is proving to be a successful and beneficial project for the visiting public.

C.A.M.P.E.R. is a successful volunteer organization that has

contributed thousands of staff-hours to Catoctin Mountain Park, and most assuredly benefits everyone involved.

W.L. "Mike" Brittain is President of C.A.M.P.E.R., Inc.

For the Birds: Volunteers in Research at the Patuxent Wildlife Research Center

by Irene E. Magyar



Jones W. Carpenter, US F&WS

These 2½ week old eaglets are on their way to a wild nest

High above the forests of New York state, a male and female bald eagle perch near their nest, attentive to the needs of two three-week-old eaglets who are demanding food. The adult eagles will care for the young until the baby eaglets are ready to leave the nest and go off on their own—at approximately four months of age.

To a casual observer, all activity in and around the nest appears to be normal. Only someone well familiar with this eagle family knows that the little eaglets are not the progeny of the adults who are feeding them and that the adult male was born in Min-

nesota. Of the entire family, only the adult female is native to this area of New York state.

This strange assortment of eagles, now tied together as a family unit, was brought together through efforts currently underway by the state and federal governments to restore eagle populations in the lower 48 United States. A lot of the work that went into bringing the family of eagles together was done by volunteers.

Endangered Wildlife Research Program

Patuxent Wildlife Research Center is the headquarters for the

Endangered Wildlife Research Program of the U.S. Fish and Wildlife Service. Begun in 1965, this program is now responsible for obtaining information on endangered species found in the United States, maintaining captive populations of these species for study and, where possible, breeding captive animals to produce individuals to bolster populations in the wild. Studies at Patuxent are aimed at restoring not only populations of bald eagles, but also populations of the Mississippi sandhill crane, Aleutian Canada goose, Andean condor, California condor, Puerto Rico parrot, masked bobwhite, and black-footed ferret.

The eaglets released in New York to be raised by foster parents were among eight produced in captivity during one year at Patuxent, where captive bald eagles have been bred since the mid-1970's with the help of volunteers. Limitations in the Fish and Wildlife Service's Endangered Species budget and restraints on hiring led Dr. James Carpenter, head of Patuxent's captive breeding program, to turn to volunteers for help.

Breeding pairs of eagles are maintained in large pens on the grounds of the Research Center, located between Baltimore and Washington, D.C. near Laurel, Maryland. After the eagles lay their first clutch of two or three eggs, the eggs are quickly removed and placed in incubators. After hatching, the eaglets are hand-raised for almost three weeks, until they can regulate their own body temperature. It is during this time of hand-raising that volunteer help is so critical since the eagles must be fed every three or four hours, from sunrise until late into the night, seven days a week.

Some of the volunteers that work with Jim Carpenter to get these tiny eaglets through their first crucial weeks of life are college students in veterinary science or wildlife management, or recent graduates who are seeking experience before pursuing careers. They find out about the program through magazine or newspaper articles, or through lectures given by Dr. Carpenter. Other volunteers who participate in the eagle program are Fish and Wildlife Service employees working in other offices and divisions at Patuxent. These individuals give up their evenings and

weekends to feed and care for the baby eagles.

Whooping Cranes

In addition to helping with the eagle program, some of Patuxent's volunteers are involved in caring for the sandhill and whooping cranes that are kept on the complex. Unique to the North American continent, whooping cranes are large white birds with long necks, red and black heads, and sharply pointed beaks. Once, the whooping crane flourished in our nation's grassy marshlands and bogs. Then, because of habitat losses to agriculture and development, the whooping crane rapidly began to disappear. In 1941, only 21 whooping cranes remained in the wild.

To guard against the demise of this remaining whooper population, scientists at Patuxent removed eggs from whooping crane nests and took them to Patuxent to be raised artificially. Although wild whooping cranes normally lay two eggs, the adults fledge more than one chick. Thus, removing one egg did not harm the wild population.

Raising young whoopers in captivity proved to be very difficult. Of the 43 young originally hatched from eggs at Patuxent, only 12 survive today. Also, getting the whoopers to breed in captivity was a challenge since hand-raised whoopers imprinted on people rather than on members of their own species.

To prevent imprinting on humans, greater and Florida sandhill cranes have been used since 1978 to incubate whooper eggs and to raise most of the chicks. This method, combined with artificial insemination, observations

on their behavior to determine which whoopers would make suitable mates, and the use of artificial lighting to simulate the day length experienced by whoopers during their breeding season in northern Canada, have led to increased success in Patuxent's whooping crane captive breeding program. Again, Patuxent volunteers provided staff assistance for many of these projects.

Volunteers

Cindy Driscoll and Paul Tritaik are two former Patuxent volunteers who are now temporary employees for the Fish and Wildlife Service. Cindy, who begins veterinary school this fall, is currently involved with Patuxent's crane program. Before coming to the Research Center as a volunteer, she volunteered for veterinary organizations, working with both large and small animals. Her motivation for volunteering at Patuxent was to gain research experience. When she first arrived at the Research Center during the fall of 1981, she acted as a caretaker for the various quail species kept at Patuxent (a population of eastern bobwhite quail, *Colinus virginianus*, is used to perfect experimental techniques that will eventually be used on the masked bobwhite, *Colinus virginianus ridgwayi*). Later, she fed and cared for the captive adult eagles and the Andean condors (Andean condors are used to gather information applicable to the captive breeding of the endangered California condor).

Cindy's undergraduate degree was in education, so when she was not at Patuxent working as a volunteer, she attended the



Irene Magyar, US F&WS

Cindy Driscoll and Paul Tritaik work with captive Andean condor.

University of Maryland to take the courses necessary to qualify for veterinary school.

Paul Tritaik was a student at the University of Maryland, studying fish and wildlife management. His strong interest in reproductive physiology inspired him to approach Dr. Carpenter and to volunteer for the captive breeding program. He also felt a need for more direct experience with animals and research.

Initially, his volunteer duties were as caretaker for the eagles and masked bobwhite. After working as a volunteer for about six months, the Fish and Wildlife Service was able to hire him as a temporary employee.

He is now caring for the eagles, condors, quail, and cranes as well as being a "jack-of-all-trades" — building pens and repairing waterlines. Part of his job involves observing eagle behavior, an important aspect of eagle propagation when trying to match compatible eagles for mating. Paul's future plans involve going back to school for an advanced degree in animal reproductive physiology. Eventually, he would like to conduct reproductive research on exotic species.

Vicki Perros, Nina Anderson, Marcie Jones, and Patti Miller are

four energetic women employed in data analysis and clerical jobs at the Patuxent Wildlife Research Center. Vicki, Nina, and Patti all have undergraduate degrees in animal science from the University of Maryland. They accepted non-biological positions with the Fish and Wildlife Service as a way to get started in their careers. Marcie has no biological background at all.

For three weeks during the spring, these four women leave their full-time jobs at Patuxent only to return in the evenings and on the weekends to care for the baby eaglets that are being raised for fostering. Remember, eaglets require five or six feedings a day, once every two or three hours, seven days a week. Vicki, Nina, Marcie, and Patti shared this burden—all on volunteer time—with four other people. Their motivations for doing this are mixed. For Vicki, Nina, and Patti it was a way to gain experience and keep themselves active in their field of study. Marcie, however, openly admits that she had never worked with animals before at all; she just really wanted to get involved.

Feeding baby eaglets, especially if you are new at it, can prove to be an experience. Usually, the

meals fed to the baby eaglets are prepared before feeding time so that the volunteers only need to administer the meal. One night, however, no food was anywhere to be seen when the volunteers started their shift. Faced with eight very hungry chirping eaglets, the volunteers had little choice but to go up to the Patuxent barns, find the dead chickens and fish that are fed to the eaglets, and chop them up into pieces that the eaglets would accept.

Breeding Bird Survey

The captive breeding program is not the only program at Patuxent which relies on volunteer help. The Breeding Bird Survey, coordinated by another group at Patuxent, has been conducted across the country since 1968 by volunteers. From information collected during the survey, the ranges of all bird species breeding in North America are mapped and both long and short term changes in the ranges can be detected from year to year.

Sixty coordinators for the Breeding Bird Survey (one for each state and the Canadian provinces), who are themselves volunteers, recruit additional volunteers to run the state's survey routes. Approximately 1850 routes, each 25 miles long, are run in June throughout the country each year.

Volunteers start their routes just before dawn and stop every half mile, for a total of 50 stops. At each stop, the number of different species that are singing is counted along with the number of vocalizing individuals within one species. Counting their travel time to and from the route, the



James W. Carpenter, US F&WS

Volunteers Cindy Driscoll and Susan Cullom weigh a hand-raised sandhill crane.

volunteers spend approximately six hours completing each survey.

Often, the primary surveyor will have a companion, also a volunteer, who will assist with the species identifications. If at least half of the surveys are conducted by two people, and each lasts for 6 hours, each June the Fish and Wildlife Service receives a whopping 16,150 hours of volunteer effort.

Bird Banders

Volunteer efforts that contribute to our country's ornithological knowledge does not stop with the Breeding Bird Survey. Approximately 1200 people throughout the country are licensed master bird banders. Throughout the year, volunteer banders put up mist nets to catch any species which happens to fly through. Once caught, the birds are banded and released. Each bander keeps a careful record of individual birds that have been caught and notes when and where the banding took place. If

some of the birds caught in his or her net already have bands, the bander notes this also.

All of this information is sent to Patuxent, where Fish and Wildlife Service employees compile it into records of migration and movement patterns for each species. Often during the course of a year, an individual bander will spend as much as 120 or more hours banding birds, and a fair amount of additional time organizing and submitting the data.

The information gathered by Patuxent's Breeding Bird Survey and Bird Banding Laboratory is available to anyone with a specific request. Through the efforts of volunteers willing to put in hours of their time, the Fish and Wildlife Service can offer researchers, students, ornithologists, other government agencies, and private citizens one of the most comprehensive data on bird populations available anywhere in the world. And through the efforts of volunteers such as Cindy, Paul, Vicki, Nina,

Patti, and Marcie, those species whose populations are threatened or endangered are now being restored.

Irene Magyar is a Volunteer Coordinator for the U.S. Fish and Wildlife Service, Washington, DC.

Volunteer Programs in the East Bay Regional Park District

by Richard C. Trudeau

From its urban parks on San Francisco Bay's heavily populated shoreline to its remote and beautiful wilderness preserves, East Bay Regional Park District provides recreation for Sunday picnickers and trail-toughened hikers alike.

Serving a two-county population of about 1,694,000 people, the district operates 41 regional parks and nine regional trails from its headquarters in Oakland, California. Landholdings total more than 53,000 acres.

Support from the people it serves is vital to a public agency

such as the park district. And one reassuring expression of that support comes from volunteers, both corporate and individual, who help to bridge the gap between available funds and optimum recreational programming.

Although volunteers have helped East Bay Regional Park District for many years, the volunteer effort took its most innovative turn after passage of Proposition 13 in 1978.

Adopt-A-Park Program

Passage of this statewide tax-limiting initiative caused reduc-

tion of park district tax revenues by 47 percent during 1978-79. In an effort to keep park and recreation facilities open despite funding cutbacks, district management devised an adopt-a-park program.

The concept involves a partnership arrangement between the park district and a local business or industry, in which the firm "adopts" a park for a three-year period or longer, underwriting some park maintenance, operation or improvement costs. When feasible, "adoption" includes volunteer assistance from the firm's employees as well as cash



Eric Clayton, II, of Hayward becomes a blacksmith's apprentice under the watchful eyes of park district naturalist Dave Collins in the restored barn at Garin Regional Park, Hayward. A grant from Mervyn's department store enabled Garin's special interpretive program dealing with early-day farming methods and implements.

Nancy McKau, East Bay Reg. Park Dist.

contributions. Specifics of the arrangement can be tailored to needs at the park and to preferences and resources of the firm.

Through careful research, district staff tries to match likely projects with corporate interests. An initial contact is made to see if a corporation wishes to help. If the response is positive, a confidential and detailed follow-up proposal is made.

The first firm to "adopt" a park was Oakland-based Kaiser Aluminum & Chemical Corporation. Because of Kaiser's interest in Oakland, Roberts Regional Recreation Area was chosen—a park within the city limits. Kaiser agreed in early 1979 to help rehabilitate Roberts, making a verbal commitment for three years of "adoption."

Cornell C. Maier, Chairman of the Board and Chief Executive Officer of Kaiser Aluminum, told park district directors at the time that his company was bringing "a number of resources to the partnership, including financial and human..." Maier said his "greatest personal interest is to help young people." Roberts was selected, he added, because it attracts more than 250,000 visitors annually, "a place enjoyed by all the people, but essentially the young and elderly."

As a first step, a check for \$15,000 was given by Kaiser to the district, while company technicians and engineers made an assessment of the park's needs.

Projects completed by Kaiser at Roberts during the next three years included replacement of old playground equipment, addition of an irrigation system, cash contribution to major swimming pool

repairs, and funding for extension of a regular city bus line to the park entrance during summer months, with free rides for youngsters aged 16 and under.

Kaiser employees organized annual volunteer work days at Roberts, during which they built playground equipment, an underground sprinkler system, and ballpark area seating. Several hundred volunteer workers helped out each time.

Kaiser contributions, cash and in-kind, totaled more than \$50,000 per year. No strings were attached to this assistance, and no contract or other legal document was needed.

Other firms besides Kaiser soon became involved in the "adopt-a-park" program. One was Mervyn's Department Stores, based in Hayward, California, a division of Dayton-Hudson Corp. Mervyn's interest has been at Garin and Dry Creek Pioneer regional parks in the Hayward hills. An interpretive program is being developed there, centered at the Garin barn, to showcase blacksmithing and other aspects of East Bay pioneer ranch life.

A grant from Mervyn's of \$15,000 has enabled compilation of a resource guide and interpretive master plan, plus purchase of audio-visual equipment. Blacksmithing demonstrations and naturalist programs now are presented at the barn, while full program development continues.

Nocturnal Animal Hall

Mervyn's also has contributed, along with Oakland Lions Club, Chevron U.S.A. and an anonymous donor, to a unique Nocturnal Animal Hall under construction at the Environmen-

tal Center of Tilden Regional Park in Berkeley, California. When completed, the Nocturnal Animal Hall will permit visitors to view captive nocturnal animals in surroundings closely resembling their normal wilderness habitat.

Redwood Regional Park in the Oakland hills also has benefited from "adoption." The park's benefactors are local chapter members from Telephone Pioneers of America, a service organization of telephone company workers both active and retired.

In a ceremony at Redwood in 1980, more than 20 members of the Pioneers planted six handsome redwood trees as a memorial to deceased members. The event also marked the start of Pioneers' park affiliation and the organization's 69th anniversary.

Since then, the Telephone Pioneers have arranged for construction of a jungle gym and an exercise apparatus at Redwood Regional Park. Plans are now being made for the addition of some horseshoe pits and volleyball courts.

"Adopt-a-park" has been an innovative way of involving corporations in the parks and recreation effort. But other more traditional volunteer programs of East Bay Regional Park District also have been successful in enlisting the help of community service organizations and public-spirited individuals.

Park Advisory Committee

Perhaps hardest working of all volunteers are the 29 members of East Bay Regional Park District's Park Advisory Committee. These



With naturalist Jan Southworth at the bow and Steve Christiansen at the stern, two volunteers help paddle a tule boat across San Francisco Bay, successfully testing the seaworthiness of Indian-type water craft.

Nancy McKay, East Bay Reg. Park Dist.

men and women are appointed by the park district board of directors, two county boards of supervisors, county conferences of mayors, and four other public agencies.

Serving without pay, they advise park district directors on many complex issues, such as fee policies, naming of parklands, budget preparation and master plan updating. Appointment to the PAC guarantees long hours in the service of district and community.

Service clubs often lend a hand to the park district, too. A recent example was Ardenwood F.U.N. Workday, which brought together several hundred service club members from Fremont, Union City and Newark (thus F.U.N.) for a day of construction projects at Ardenwood Regional Preserve in Fremont, California.

Ardenwood, a handsome mansion with surrounding farmlands, is being developed as an historic preserve for demonstration of daily life and farming techniques on a 19th century estate.

At the workday, service club members enthusiastically swung picks and shovels to build a corral, raise a gazebo, plant walnut trees, and demolish some deteriorating farm structures. There was spike-driving as well,

by a group of railroad buffs who are recreating a horse-drawn railroad that once served area farmers. They pounded in a gold-colored spike and put down the county's first section of narrow gauge track in some 80 years. Such volunteer efforts likely will play an important role in Ardenwood's continuing restoration.

Trail Construction and Maintenance

Another park district function where volunteers provide vital assistance is trail construction and maintenance. East Bay Regional Park District has more than 500 miles of internal trails and almost 106 miles of connecting ones.

Organizations whose work parties help the park district maintain this network include the Sierra Club Trails Committee, State Horsemen's Association, East Bay Area Trails Council, and of course, the Scouts whose rank advancement projects help clear the way for hikers and horsemen.

Although they are paid by the state for their efforts, California Conservation Corps' young men and women deserve mention too, for more than 10 miles of trail they have constructed or repaired

at no direct cost to the park district.

After construction, trails also must be patrolled. Much of this task is accomplished by the 16 members of East Bay Regional Park District's volunteer horse patrol, the "eyes and ears" of the park district's public safety department.

Equipped with radios and a knowledge of first aid, these ranchers and businessmen take turns riding district trails almost every summer weekend. They are often first at an accident scene, helping victims until other rescuers arrive. Horse patrol members also report trail conditions and hazards for subsequent attention of regular park staffers.

The patrol performs no law enforcement duties. These are the function of the park district's 34 full-time public safety officers — but they have volunteer assistance too.

Reservists

Supporting the paid officers are 25 reservists, who put in a minimum of 18 hours per month, without any pay other than a uniform allowance.

Reservists work at regular full-time jobs in addition to their park district commitments. Some are teachers and businessmen; one operates a nursery. Their efforts provide an additional 4,000 to 5,000 staff hours per year to the public safety department.

"Walk-In" Volunteers

Besides organizational efforts, individual "walk-in" volunteers also are welcome at the East Bay Regional Park District. If a volunteer has a specific project or

park in mind, he or she is referred accordingly. Otherwise an effort is made to match experience and skills to needs of the district.

Part of the matching process is a volunteer application form on which personal data, special skills and hours available are listed. The form also includes a Volunteer Code, adapted from the American Association of University Women's "Code of Ethics for Volunteers." This outlines responsibilities of both volunteer and district, the better to ensure a mutually satisfactory experience.

Influence of volunteers has been felt in almost every corner of the East Bay Regional Park District, on projects both large and small. Here are some examples:

— Naturalist Jan Southworth of Coyote Hills Regional Preserve in Fremont took on an "experimental archaeology" project of building "Kon Tule," a reed boat duplicating as closely as possible those constructed by California Indians. A core group of four or five volunteers, augmented by some 45 "drop-ins," helped with the painstaking task. "Kon Tule" and a successor craft were proven seaworthy in cross-bay voyages in 1979 and 1981. Now a small group of volunteers is helping to reconstruct an Indian village site at Coyote Hills.

— Another naturalist program involving volunteers is under way at Black Diamond Mines Regional Preserve near Antioch, once the site of California's largest coal mining operation. A volunteer photographer is assembling a specimen and slide

collection of plant life at Black Diamond. Other volunteers are graduate students working on an archaeological excavation at the mining town site of Somersville, under direction of the Lowie Museum of Anthropology, University of California, Berkeley.

Still another volunteer is restoring tombstones at Somersville's historic cemetery. Others are helping to transcribe oral history tapes and to trace descendants of coal mining pioneers who inhabited 19th Century Somersville and Nortonville.

The volunteer program at Black Diamond was formalized in April after six months of careful planning.

— East Bay Regional Park District maintains a renowned collection of native California plants in its Botanic Garden at Tilden Regional Park. A mainstay of the garden's year is its annual native plant sale, assisted by volunteers from the California Native Plant Society. Propogations from the native plant collection are sold out in a brisk two hours. During the rest of the year, a small group of CNPS volunteers helps with potting, weeding, and collecting and packaging seeds.

— Last summer and again this year East Bay Regional Park District operated a summer bus program to ease public transportation to parklands. Senior citizens, schoolchildren, organizations for the disabled, and other groups without private transportation were able to schedule day-long bus trips at nominal fees to parklands many had never seen before. But it would not have been possible for some of them

without the help of Red Cross volunteers from area high schools, who acted as bus attendants to assist physically disabled passengers. The summer bus program won a 1983 Certificate of Achievement from San Francisco Bay Area's Metropolitan Transportation Commission.

Conclusion

As these examples show, virtually no park district activity is unaffected by the work of volunteers. And this level of involvement is only likely to increase in the future. Corporate, community and individual participation are vital to a park district in an era of dwindling funds for public agencies. Moreover, working with volunteers helps the park district to keep in touch with the people it serves. While using their skills, the district can learn more about the public's needs.

Richard C. Trudeau, is General Manager, East Bay Regional Park District, Oakland, California.

Volunteers at New York State Historic Sites

by Maurice H. O'Brien

You might think that a statewide system of historic sites with a \$4.5 million annual budget would have little need of volunteer support. Why should it, with thirty-four historic properties, a central office that includes a sophisticated Collections Care Center, and a staff of professionals trained in a variety of disciplines? Orin Lehman, Commissioner of the New York State Office of Parks, Recreation and Historic Preservation, which administers the historic site system, doesn't accept this conclusion. "Volunteers are invaluable to us whether they demonstrate 18th-century crafts, take visitors through historic mansions, or file the previous month's correspondence," he responds. "Without them, the many programs that we offer the public would be greatly diminished."

New York's state historic sites represent not just a collage of the state's "great men," but of many ordinary people from several cultural backgrounds, and volunteers take an active part in bringing their stories alive. For example, each January 6 Crailo in Rensselaer celebrates Twelfth Night, the traditional Dutch closing of the Christmas season. Members of the Friends of Crailo welcome visitors to the 18th-century home of the Van Rensselaer family and serve refreshments. A local choral society sings traditional carols. The rooms are decorated by members of the nearby Greenbush Garden Club and open-hearth cooking demonstrations draw dozens of people to the basement kitchen. The crowd of visitors to this annual event could not be handled by the site staff alone.



New York State Parks & Recreation



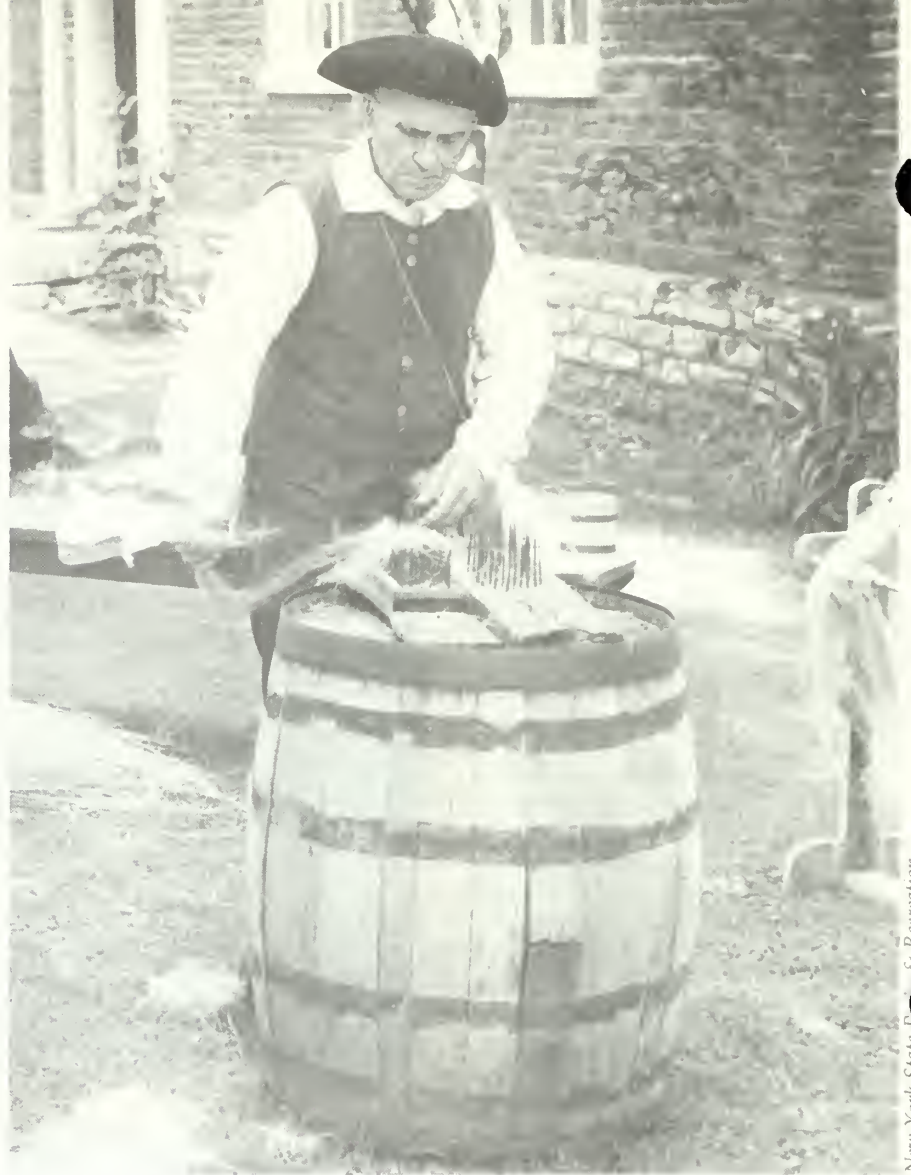
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Members of the Brigade of the American Revolution take part in special events at New Windsor Cantonment in Vails Gate, NY.

Several dedicated individuals and organizations lend their time and energies to New York State's other historic sites. On many weekends between late winter and early fall, volunteers demonstrate maple sugaring, weaving, tinsmithing, shingle splitting and common household and farm chores at Herkimer Home near Little Falls. At Vails Gate near the Hudson Highlands, the Brigade of the American Revolution encamps at New Windsor Cantonment to explain the life of the 18th century soldier to visitors. Three separate garden clubs cultivate the flower beds at Senate House in Kingston, while others tend the plantings at Clermont in Germantown and John Jay Homestead in Katonah.

Docents in 19th century dress interpret the woman's role at a military post at Fort Ontario in Oswego, and quilters, draft horse enthusiasts, and other craftspeople gather in Johnstown for Johnson Hall's annual Market Fair. The Friends of Lorenzo, a volunteer organization based in Cazenovia, sponsors a day-long competition of horse-drawn vehicles each July at Lorenzo, the 1807 mansion of the Lincklaen family.

Volunteers embellish historic sites with day-to-day human activity, an element often lost in many painstakingly-restored but understaffed historic house museums. However, administrators of historic sites (and of all museums) must screen potential volunteers and carefully train and supervise those accepted. "If people offering help take the attitude of a 'volunteer professional,' then they are a generous gift to us," say Nichol Forsht,



Hatching flax is one of many early American tasks demonstrated at Herkimer Home by volunteers on most weekends between spring and fall.

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Chief of the Collections Care Center at the Bureau of Historic Sites' main office in Peebles Island State Park in Waterford.

Historic site staff should expect to receive as much as they give to volunteers, and hopefully more, but should be aware that training people to interpret a historic site accurately, handle objects correctly, and communicate effectively can run into many hours. "The most successful volunteer program is one which both sides benefit in a symbiotic relationship," adds Ms. Forsht. If staff members neglect to show gratitude, or if the volunteers exaggerate their importance to a historic site, a volunteer program will probably

fail. Similarly, a "Friends" organization will lose interest if unappreciated, and can harm a historic site's development if allowed too much independence.

"Friends" Organizations

Nine organizations act as "Friends" of New York's state historic sites, in order to raise money for specific projects and to lend volunteer support. While the docent programs administered by the various Historic Site Managers are separate from "Friends" groups, the "Friends" often supply much of the volunteer force.

Lorenzo's annual competition for horse-drawn carriages is

sponsored by the Friends of Lorenzo, an organization whose more than two hundred members have raised over \$100,000 for improvements to the mansion and grounds since 1975. In addition to making myriad arrangements for the competition, its members work the concession booths and fill in as tour guides at the mansion for the overflow crowds. The Friends of John Jay Homestead raises money to purchase items associated with the Jay family and to pay for improvements to the former estate of the first United States Chief Justice.

The Friends of Olana has acquired manuscripts of Frederic Church, a prominent Hudson River School artist, and has paid for the restoration of the exquisite interior stenciling and some of the furnishings in Church's unique mansion overlooking the Catskills. The Friends of Olana raises money through an auction of donated goods and services, an "Appraisal Day" for owners of antiques, a tour of Hudson Valley homes, and other special events.

Most volunteers at New York's state historic sites act as guides, particularly on days when special

activities require extra people in each room to handle overflow crowds. Volunteers also relieve historic site staff of such time-consuming tasks as typing, filing, and answering phones. At Philipse Manor Hall, for example, one woman donates nine hours per week performing clerical work through the Retired Senior Volunteer Program of Westchester County. At the Bureau of Historic Sites' central office in Waterford, people with an interest in archeology clean and number sherds from excavations, a task the archeological staff could not undertake without



The annual Driving Competition at Lorenzo in Cazenovia, NY is sponsored by the Friends of Lorenzo, one of nine organizations that raise money for and lend volunteer support to New York State historic sites.

disrupting its schedule.

At Sackets Harbor Battlefield on the eastern shore of Lake Ontario, volunteers answer visitor's queries, do clerical chores, and clean up the grounds. One retiree simply greets visitors at the site's entrance. "Without volunteers," says Gary Ernest, the Historic Site Manager at Sackets Harbor, "our contact with the public would be reduced by a third."

Special Skills

Volunteers with a variety of special skills enhance the programs of several historic sites. William Brown, a Rockland County teacher, assists the staff of Stony Point Battlefield in role-playing for groups of school children. Dressed appropriately, Mr. Brown plays both a tavern keeper and a military officer of the 18th century. The Brigade of the American Revolution, whose members combine a commitment to researching and re-creating the uniforms and accoutrements of Revolutionary War soldiers with an enthusiasm for assuming their roles at weekend encampments, has added a dimension of living history at New Windsor Cantonment, Bennington Battlefield, Schuyler Mansion, and other 18th-century historic sites.

Members of the Northeast Draft Horse Association, a farmers' organization that is preserving a significant part of pre-tractor agricultural technology, offer rides and demonstrations at Johnson Hall's Market Fair. At the Collections Care Center, several volunteers from the Embroiderers' Guild painstakingly repair antique fabrics under the supervision of

Textile Conservator Vicky Kruckeberg. On a single 18th-century quilt from Schuyler Mansion, these volunteers logged over two hundred hours.

Academic Backgrounds

People with academic backgrounds have made valuable contributions in research and publications for New York State historic sites. Shirley A. Mearns, a genealogist with the Ulster County Genealogical Society, has provided voluminous information on the families associated with Senate House. She also co-authored, with Leigh Jones, the Historic Site Manager, an article on Ammi Phillips, whose portraits are in the collections at Senate House, that was published in the September 1982 issue of *Antiques*.

At Guy Park in Amsterdam, Dorie Mac Arthur, an intern from an area college, has carefully researched a painted window shade owned by a 19th-century resident of the mansion. At the Collections Care Center, students interested in pursuing graduate work in artifact conservation have volunteered for summer internships with staff conservators, and two women with library science backgrounds have offered valuable suggestions for improving the research library and have spent many hours cataloging new books and periodicals.

Where Do Volunteers Come From?

While several state historic sites actively recruit them, many volunteers come forward on their own initiative. Several say that they enjoy the contact with pro-

fessional staff, and are often envious of those paid to work in such a setting. "I've seen so many beautiful things in the museums of Europe, but was frustrated at not being able to touch them," says Alice Rotundi, a member of the Embroiderers' Guild. "Here I can handle these antique fabrics and be helpful at the same time."

Groups of volunteers are more likely to evolve in wealthier communities than in areas of high unemployment. In northern New York, where the unemployed number as much as twenty percent of the population, Crown Point and John Brown Farm have, at best, miniscule volunteer programs, while Cazenovia, a well-to-do college community in the central part of the state, has produced a volunteer corps that last year gave over two thousand hours to Lorenzo. John Jay Homestead in affluent Westchester County also has an effective volunteer program, although Linda Connelly, the Historic Site Manager, notes that many who would have volunteered five years ago are now trying to get into the job market. "One of the best incentives for volunteers," she says, "is getting experience for a resume."

Several Bureau of Historic Sites staff members directly appeal to the public for volunteers. Russell Grills, the Historic Site Manager at Lorenzo, gives an annual talk to the Newcomers Club of Cazenovia. The staff of Philipse Manor Hall circulates a flier inviting "those who wish to share themselves with us" to work on a variety of essential tasks. Clermont's staff issues frequent news releases and delegates the task of recruitment to a Volunteer Coor-

dinator. At Herkimer Home, staff members have cultivated a widening circle of personal contacts and friendships into an effective crafts program.

Training

Training programs vary with the needs of the particular site and the sophistication of its volunteer program. At Clermont, volunteer guides undergo a twelve-hour formal training session that includes an overview of the Livingston family, the mansion and grounds, an orientation to general museum practices, and a trip to Vanderbilt Mansion in Hyde Park. Lorenzo's volunteers take a three-day training course that involves a general orientation and a field trip. At Guy Park, volunteers are trained along with incoming staff members.

Donnarae Gordon, the Interpretive Programs Assistant, seeks out the volunteers' particular interests, "but I let them know that while 75% of their work will be interesting, the remaining 25% will be dull." At Stony Point, volunteer educators must be able to work effectively with school children as well as the site staff; if not, they are dropped from the program.

Herkimer Home has perhaps the most unique training program in the state historic site system, one that is on-going and self-generated. The site's craftspeople learn from each other, and often chip in to pay visiting specialists to address their meetings.

At Olana, like many sites, training is tailored to each new volunteer. "We prefer to deal with them one-on-one," says



Members of the Molly Brant Quilting Guild meet at Johnson Hall near Johnstown, NY. In exchange for their use of a room at the historic site, the Guild tends the herb garden near the mansion.

Yvonne Smith, Olana's Interpretive Programs Assistant, who instructs each new volunteer in the site's history, care of collections, fire safety and evacuation.

Because the bulk of a historic site's staff time working with volunteers is invested in training and other start-up efforts, a high volunteer turnover will ultimately prove ineffective. Fortunately, most New York state historic sites report an annual turnover of around 10%, with a maximum of 50%. Where would they be without volunteers? The answers vary, but touch on similar themes: much more restricted programming, staff tied up in routine chores, and a reduced involvement with the public. "Volunteers make possible accomplishments that wouldn't be done in their absence, and they are a bridge to the local community," says Wallace F. Workmaster, Regional Historic Preservation Supervisor of the Taconic Park Region. "Without them, I would be two hundred hours behind," adds Textile Conservator Vicky Kruckeberg. But the plight of New York's state historic sites without volunteers is perhaps best summarized by Bruce Narainore, Historic Site Manager of Clermont: "We would be far less a museum and

much more a caretaking operation."

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Who Can You Turn To?

BLM's Yuma Resource Area

Bureau of Land Management
Yuma Resource Area
P.O. Box 5680
Yuma, AZ 85364
(602) 726-6300

Green Thumb
P.O. Box 15787
Salt Lake City, UT 84115
(801) 486-3952

Student Conservation
Association, Inc.
P.O. Box 902
Vashon, WA 98070
(206) 463-3612

C.A.M.P.E.R.S.

C.A.M.P.E.R.S.
Catoctin Mountain Park
Thurmont, MD 21788
(301) 663-9330

Camp Fire, Inc.

Camp Fire, Inc.
4601 Madison Ave.
Kansas City, MO 64112
(816) 756-1950

City of Westminster, CA

Community Services &
Recreation
Civic Center
8200 Westminster Ave.
Westminster, CA 92683
(714) 895-2860

East Bay Regional Park

East Bay Regional Park District
11500 Skyline Boulevard
Oakland, CA 94619
(415) 531-9300

Fish and Wildlife Service

For additional information of the
Fish and Wildlife Service's
volunteer program, write to the
regional or national volunteer
coordinators at the following
addresses:

Alaska Regional Office
USFWS
1011 E. Todor Road
Anchorage, Alaska 99503

Albuquerque Regional Office
USFWS
Box 1306
Albuquerque, New Mexico 87103

Atlanta Regional Office
USFWS
Richard B. Russell Federal Bldg.
75 Spring Street, SW
Atlanta, Georgia 30303

Boston Regional Office
USFWS
One Gateway Center
Suite 700
Newton Corner, Mass. 02158

Denver Regional Office
USFWS
Box 25486, Denver Federal Center
Denver, Colo. 80225

Portland Regional Office
USFWS
Lloyd 500 Building, Suite 1692
500 NE Multnomah Street
Portland, Oregon 97232

Twin Cities Regional Office
USFWS
Federal Building, Fort Snelling
Twin Cities, Minn. 55111
U.S. Fish and Wildlife Service
Division of Refuge Management
Main Interior Building
Washington, D.C. 20560

Mojave Road Project

Bureau of Land Management
Needles Resource Area
P.O. Box 305
Needles, CA 92363
(714) 326-3896

Friends of the Mojave Road
P.O. Box 307
Norco, CA 91760

National Volunteer Project

Tom Martorelli, Director

National Volunteer Project
Appalachian Mountain Club
5 Joy Street
Boston, MA 02108
(607) 523-0636

New York State Historic Sites

New York State Parks and
Recreation Division for Historic
Preservation
Pebbles Island
Waterford, NY 12188
(518) 237-8643

American Association for State
and Local History. "Technical
Leaflet 65: Volunteer Docent Pro-
grams." Available from
A.A.S.L.H., 708 Berry Road,
Nashville, TN 37204

"Technical Leaflet 125:
Training for Docents-How to Talk
to Visitors."

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Volunteers In Parks Program

Volunteers in Parks Program
National Park Service
Department of the Interior
Washington, DC 20240
(202) 523-5270

