

page 42). He would be assigned by type of vehicle and its sanitary equipment-- those fully self sustaining in this respect being sent to parking slips farthest from comfort stations while tent, station wagon, or plain car campers with no sanitary facilities would be assigned the slips closest to comfort stations. This control arrangement would have to be available for periods of maximum use even though it might not be used at certain times -- mid-week for instance or early or late season. The same control might be necessary at times on picnic units. Space should be left for such installation if it should become necessary.

The Entrance Station would not be an information center. Those who wished to discuss something or otherwise act to hold up traffic would be sent to the Visitors Center, a few hundred yards up the road. The Center would contain the office of the Park Superintendent, whose secretary would function as receptionist and general visitor information source. The same building would house a small, self-guided, interpretive center to assist the visitor in becoming fully informed on all facilities and natural attributes of the park. In most cases it would not be necessary that he discuss his need with anyone personally. Also included in the Visitor Center would be the office of the Chief Ranger and a small conference room for staff meetings.

The Chief Ranger would have a staff of 6 temporary (seasonal) rangers. So that one ranger would be on duty at all times, one man would work one shift and two men 2 shifts with an additional man for relief. The Chief Ranger and one of his men would be qualified helicopter pilots, **a helicopter to be a normal complement of their equipment.** At least one daily patrol would be performed in it. By eliminating the need for patrol boots on **at least** the four major lakes, and for a ranger (at least on standby) for the remote quiet area, the helicopter would cut the ranger force by at least half. Capable of landing dry or wet and equipped with a light boat; strap-on-stretcher and first aid kit; and portable pump with hose and bull horn, it could control boat use on the lakes; spot and possible herd dangerous large animals; conduct rescue missions and fight small fires. Its presence on a landing pad at the visitors center would serve as a warning to rules violators as well as a measure of assurance of protection to those many out-of-staters who are concerned over the presence of dangerous animals in the Alaska bush.

The second large force is that needed for housekeeping. Even though the picnic and campgrounds are planned so that refuse cans will be located at the roadside, these cans still must be emptied frequently and any litter picked up. Comfort stations must be cleaned very often as must the washateria-shower buildings. Parking lots in particular and roadways generally must be swept occasionally. Special areas such as boat launch ramps, the Viewpoint, the Swim Beach, the Morinas and Float Plane Drome must be picked up occasionally. During the winter the road to the Red Shirt Winter Sports area and the Main Loop Road would be maintained open.

Besides the daily housekeeping chores there will be normal problems with

electrical and plumbing installations; with vandalism; and the need for painting, patching and general repair of signs and buildings will be continuous.

The basic force to handle this segment of M and O would start with a Working Maintenance Foreman. All his help except for an Assistant Foreman would be seasonal. The two foremen would be capable of handling most electrical, plumbing, painting, heavy equipment or carpentry in the off season. During the summer season their force would include an electrician, plumber, carpenter, painter, mechanic and heavy equipment operator. Laborers on the housekeeping detail would consist of 1 man per each 100 picnic or camp units -- a total of 46 men. This number of "local" attendants would assure thorough cleaning of comfort stations and washateria-shower buildings once a day and litter pick up and emptying of trash cans at camp and picnic units at least every other day. These people would work over the weekend so as to concentrate activity during and immediately after the period of peak use. Four additional "local" attendants would pick up areas other than camp and picnic grounds -- morinas, Viewpoint, etc. One of them would be equipped with a working scooter with tool box for cleanup of trail camps.

All trees from construction clearing operations should be salvaged and stacked at some central location for eventual sawing up and sale by the concessionaire. As discussed earlier, picnickers are generally satisfied with a charcoal brazier (with which picnic units would be equipped) but campers must have wood fire. It seems even though they may be traveling in a fully equipped trailer or camper. Since the park would be the concessionaire's source of wood, he should be required to sell it for little more than a handling charge.

Trash disposal would be accomplished by a newly developed incinerator trailer. This is a forced air, butane furnace on wheels. Trash is thrown into it and converted very quickly into a fine ash. It is clean, quiet and other than a mild, low roar has no objectionable sound. Priced at \$15,000.00 per unit they would pay for themselves quickly by eliminating long hauls to dumps, sanitary fills and sanitation problems at dump sites.

Two of these units towed by dump trucks (to receive the ash from the hopper in the trailer plus noncombustible bottles, etc.) with a driver and two men working, could empty all cans in picnic and camp grounds plus those at other locations on a schedule of at least once every other day. The task of this team would be to travel down the picnic, camp or other road, remove the filled plastic can liner and throw it in the incinerator. The "local" attendant would previously have emptied any litter into the plastic lined refuse cans and separated out the bottles etc. After the incinerator unit had passed the "local" attendant would place a new liner in the can.

The golf course will of course require a rather specialized maintenance crew. Because of the nature of golf course maintenance and the need for intimate knowledge of the particular course -- knowledge that cannot be acquired by seasonal workers, it is recommended that a Golf Course Foreman with an As-

sistant Foreman be employed as permanent staff at such time as the first 18 holes are completed. These men would be supplemented by 5 seasonal helpers for the 18 holes or 3 for the first 9 to be constructed.

Lodge, cabin, tent cabin and certain other refuse, though the concessionaires responsibility, must be considered in refuse disposal. Miscellaneous light refuse from the cabin areas, lodge and tent cabins could be handled by the incinerator units which the concessionaire could lease for the purpose. They would be available to him for instance during two shifts of the day. Heavy, wet, restaurant garbage should be handled by heavy duty kitchen disposals and thence into the sewage system.

It is suggested that as many employees as possible be natives-for local color and the benefit of out-of-state visitors-but, more important, to furnish needed jobs for those people. It is noted, for instance that "50-75% of the adult, native work force is permanently unemployed except for sporadic summer jobs."

In summary, the following is a list of permanent staff and seasonal employees that would be needed to maintain and operate the area, excepting concessionaire operations.

	Gross Pay (if seasonal - 90 days - 540 hrs.)
Superintendent	\$ 17,500
Secretary - receptionist - visitor information	6,000
Radio operator -- Entrance station attendant - 4 seasonal @\$4.50.	9,720
On call, part time assistance and relief - 1	1,215
Chief Ranger (qualified helicopter pilot).	15,000
6 seasonal rangers including a qualified helicopter pilot @\$5.00	16,200
Maintenance Foreman (working)	12,000
Assistant Maintenance Foreman (qualified heavy equipment operator)	10,000
Electrician)	
Plumber)	
Carpenter) seasonal @\$7.00.	18,900
Painter)	
Mechanic)	
50 "local" attendants - seasonal @\$4.00	108,000
12 lifeguards (swim beach) seasonal @\$4.00.	25,920
Golf Course Foreman (working).	12,000
Assistant Golf Course Foreman (working).	10,000
5 golf course helpers, seasonal @\$4.50	12,150
	\$240,170
Division level administration 10%.	24,000
	\$264,000

BASIC M & O EQUIPMENT

	Cost
2 man helicopter	30,000
Superintendent vehicle -- station wagon.	4,000
Chief Rangers vehicle - station wagon.	4,000
2 Ranger automobiles.	7,750
Shortwave Radio station and all appurtenances	7,500
Fire truck with suction hose.	20,000
Motor patrol and snow plow	25,000
7 pickup trucks - one for each trade; foreman and assistant firemon @\$4,000 equipped	28,000
2 incinerator trailers.	30,000
Light bulldozer	7,500
Ford tractor with all attachments - post hole auger, trenching backhoe, etc..	7,500
Emergency inboard patrol boat on trailer	6,000
Work boat for canoe trail maintenance	6,000
Fogging equipment	5,000
Full set golf course maintenance equipment	15,000
Street sweeper	6,000

(Note - road maintenance service should be arranged with State Highway Department)

Portable welding outfit	1,500
Concrete mixer	2,500
1 Stake body truck	5,000
1 Dump truck	5,000
Carpenter shop - equipment.	1,500
Mechanic, plumber, painter shops equipment @\$750 each	2,250
	\$227,000

MAINTENANCE BUILDINGS - SPACE REQUIREMENTS

Gorage and vehicle storage.	7,500
Shops and foreman's office -- carpenter, paint, plumbing, mechanic	3,000
Golf course equipment gorage	750
Helicopter hanger	500

Space should be designed into each washateria-shower building and at every other comfort station for small hand tools -- rakes, shovels, etc. Space should be included at each comfort station for 300 feet of garden hose for emergency fire use. A vandal proof storage closet is all that is necessary in these buildings for these purposes.

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STAFF - HOUSING REQUIREMENTS - MINIMUM RESIDENCES

Superintendent
Chief Ranger
Maintenance Foreman
Assistant Maintenance Foreman
Golf Course Foreman

FEES AND CHARGES

The single access point of Nancy Lake assures practically 100% control over users. True, a few could come in "over the fence" via float plane or by boat across one of the lakes on the boundary, or even on foot but the total of these would be insignificant.

The most direct, the least costly in overhead and the **least objectionable** method (to the user) would be collection of one fee at the entrance point. The problem that arises is one of differentiating among users and "selling" a minimum number of "pockoges."

Concession charges would be collected at the point of sale or service by the concessionaire but the lodge or cabin patron should still pay a single entrance fee. A season ticket in the form of a decal is essential. This would permit repeat users to avoid stopping at the Entrance Station on every visit. They could be waved on through. It is recommended that the season decal be one charge which would permit use of all facilities other than those that are concessionaire operated. It is also recommended that the daily entrance charge be directly related to the vehicle being used.

Tabulated, these charges would be:

Season Decal -- Would permit entry of any vehicle carrying it whether with or without a boat or camping trailer and would permit unlimited use of picnic grounds, camp grounds and launch ramps. \$10.00

Daily Entry Charges -- Vehicles without boat, camping trailer or camping equipment (Party of picnickers, sightseers, swimmers, hikers or concessionaire customers) * .75
Same type party with boat 1.25

Camping party in car, camper or with camping trailer but without a boat 1.50

Each additional day 1.00

Same type party with boat 2.00

Each additional day 1.50

Greens fee -- collected at the golf course \$3.00 nine holes
\$5.00 eighteen holes

*Rebated by the concessionaire if a short term customer only -- e.g., dining room, etc.

CONCESSIONAIRE OPERATIONS

Simple, "high bid" concessionaire contracts should, as a matter of policy, be avoided. The National Park Service has operated on a basis of negotiation of such contracts for many years, finding this method to be best suited to the major concession operations it sanctions in the national parks. The basic purpose of course of concessions is to provide a needed public service.

Having a concessionaire operate such services removes the public agency from the private enterprise field. At the same time it enables the public agency to control the amount of profit, assuring that gouging does not occur and that the public receives its money's worth in all concession purchases.

Under his contract the concessionaire, subject to State approval, would establish charges for:

1. Occupancy of the lodge, cabins or tent camps and all charges related thereto.
 - a. Lodge patrons only would be permitted use of the lodge pool.
2. Restaurant.
3. Horse rental and guided or group trail rides.
4. Marina operations including boat rental, slip leasing, boat gas, supplies and equipment.
5. Cruiser rides -- Nancy Lake.
6. Float plane slip leasing, gas and service.
7. Bothouse basket rental and all elements of the Swim Beach refreshment stand (mostly coin operated machines).
8. Grocery store -- could include fish handling, freezing and packing.
9. Gas Station.
10. Golf Course -- pro shop, golf cart rental but not greens fees.
11. Winter Sports Complex -- warming house, refreshment stand, ski school, ice skates, skis, sleds, toboggans, snow mobiles -- rental.

The Entrance Station would not be manned of course during the winter except, possibly, for major events when it might be used as a ticket booth. The concessionaire should be permitted to make an overall entrance charge for admittance to the Winter Sports Complex. If there is considerable interest in ice fishing, the concessionaire should be enabled to rent fishing huts which he would set up on the ice of any lake that is accessible. Or the huts could be stored (during the winter only) in boat launch ramp parking areas and towed out to locations specified by fishermen. Park maintenance people would plough snow for concessionaire's winter access.