



PART SEVEN

*Recommendations On Policies; Maintenance And Operation Including Fees And Charges;
And Fiscal Summary*

GENERAL

Policies, M and O (Maintenance and Operation) and F and C (Fees and Charges) are inextricably bound up together. They are not easily categorized and should be looked on as parts of the overall management concept. For instance, it is a matter of **Policy how much fee** will be charged or even **whether** one will be charged at all. If a fee is charged, a change comes over the Operation – the user expects and, in fact, is entitled to receive a better degree of service than if that service had no direct charge. This then bears on the **quality** of M and O.

Whether a fee is charged or not is academic to this report. Fee charging at parks throughout the country is now accepted as necessary policy and the question is not **whether** but, rather, **how much**.

The State of Alaska has the unique opportunity at the Nancy Lake Recreation Area to conduct some trail breaking that could be extremely rewarding to itself and to the balance of the country. This would be in the matter of **Management** (a better term than Maintenance and Operation) of the Area.

Most of the State Parks, either through lack of continuity in planning or in development, have not ended up as efficiently functioning **units**. Nancy Lake is a virgin situation that offers the opportunity to avoid this trap - by establishing and assuring **continuity** and an interlocking, functioning relationship of Plan Program-Management.

Continuity in development, as a basis for effective management, especially in view of a development program of 13 years, is of the first importance. As a matter of **Policy** this leads into the ramifications of that subject, with specific recommendations that the following be adopted as basic guidelines:

GUIDELINE POLICIES

1. That the Master Plan for the Nancy Lake State Recreation Area be certified as an accepted and approved Plan (by whatever State or Departmental action is necessary), **subject to "revision only when so approved by:**

A Nancy Lake Advisory Committee to be appointed by the Governor, with legislative sanction.

2. That the Master Plan includes not only the physical layout but also all written recommendations of the Master Plan document.
3. That Fees and Charges be considered a supplement to tax appropriations as a source of recreation revenue and **not** the primary source of funds.
4. That the Master Plan including all budget and development program cost estimates be updated annually.

*This would not apply of course to revisions **in detail** but, rather to those of general concept.

The long range value of the Advisory Committee would be to put a rein on the short range view that too often comes about because of a lack of continuity in administration. In the long range development of Nancy Lake there is an ultimate view that must be faced as a sort of unavoidable, inevitable fact. A conflict exists in the planning, design and development of a park like Nancy Lake because on the one hand we are attempting to preserve open space and the natural scene (this is a large part of what people come to the area for) while with the other hand we are introducing man's creations – which, being unnatural, are an intrusive limitation on the natural open space. We know this of course but proceed with the process anyway because we must if we are going to use the land for our purposes. The great and central problem is one of **limitation of use** – at what point will we have gone over the narrow line that preserves the natural just enough for it to still be enjoyed as such? Conversely, what facility or installation or bit of clearing will make it more of man than of nature? What proportion is right? Our cities are 99% man, our woods 99% nature, our cultivated fields lie somewhere in between.

The **Demand Analysis**, Part 2, estimated future numbers of people whose recreation needs must be met. This, in effect is the "man" side of the equation or problem posed above. **Physiography**, Part 3, pointed to the limitations the land imposes because of its particular or even peculiar characteristics. This is the "nature" side of the equation.

The third side of the equation is **the solution side which might be called the "design factor."** It attempts to amalgamate the needs of man with the characteristics of nature so that the natural environment is made useful to man yet is sufficiently preserved to retain its character.

Another way of stating this is to point out that at some point density of people could destroy the very values for which the park was created.

The Advisory Committee should continually monitor this, as a matter of Policy, so the quality of the basic scenic resource is never lost.

MANAGEMENT PROBLEMS, POLICIES AND RECOMMENDATIONS

As in all areas where water activities are the prime use, there are bound to be conflicts between, A) fishermen of three types, 1) the still fisherman on the shore, 2) the still fisherman in a boat, 3) the trolling fisherman; B) the water skier, C) the paddler in a canoe or rowboat, D) the bather on the beach, E) the joyrider, and in Alaska, a new dimension, F) the float plane plus G) the sailboater.

Rules and regulations to reduce hazardous encounters and to permit each recreationist to enjoy his activity with a minimum of interference will be necessary. Nevertheless, the heavily oriented water use to be expected at the Nancy Lake Area can only result in a major management and enforcement problem.

Some of the use zoning that will be needed has already been accomplished in the planning since campers and picnickers are segregated to different lakes. Campers are more likely to be fishermen,** in fact it is estimated that one-third of campers go boating, two-thirds go swimming and three-fourths go fishing." Not only are campers segregated by lake but the camper lakes have a higher fishery quality - all campgrounds except the one on Butterfly Lake (which is No. 2 rated) are on top fishing potential lakes while picnic grounds are on lakes rated "3" and "4" for the most part. In the Rhein Milo Picnic Ground, Milo #1 is rated "1" and Rhein Lake is rated "2", Frazer Lake at the picnic ground of that name is rated "2". This "built in" separation was intended to be used to confine the kind of boating that disturbs fishermen - joyriding or speed boating and water skiing - to the picnic lakes, Milo #1, Rhein and Frazer Lakes excepted. These three are equipped with launch ramps and should be reserved for the fishing picnicker. All of the other picnic lakes with launch ramps range from a third to three-fourths of a mile in maximum distance across - plenty large enough for water skiing or joyriding.

Another factor of the built-in zoning is that float planes would have no reason to land on the picnic lakes and could literally, be **ruled** off them. Float planes should be permitted only on Nancy, Butterfly and Red Shirt - because of the owners of lakefront cabins - outside the park boundary on those lakes. An additional reason at Nancy Lake would of course be the lodge - cabin concession and other concession attractions. On these three lakes, landing and taxi zones should be marked by buoys so as to separate the water users.

Since it will be impractical to zone joyriders and waterskiers off Nancy, Red Shirt and Butterfly because of the private ownership of lake shore cabins outside the park boundary, zones for these activities, particularly boating, will have to be designated and incorporated in regulations. This can best be done by a detailed analysis of the particular lake, taking into account location of the lakeshore cabins; best fishing locations; necessary float plane landing and taxi zones in view of wind direction, approaches and so on. Sail boating opportunities should not be last sight of in the zoning process. For many of the same reasons as discussed above, it is essential that all privately held islands be acquired. The management problem on conflicting water uses will be compounded in direct relation to the existence of such inholdings - with their planes and boats.

A problem is bound to be encountered with the private holdings as the main road is pushed on into the park. People with inholdings scheduled for acquisition will want access rights to the park road - even if for only the short time until their property is purchased. Others, lying just across the boundary or perhaps near the entrance road will see the park road as a godsend if only they can hook onto it. **It should be a firm policy to deny all such requests.** Effective management of the Nancy Lake Area will be lost if access to park roads is granted willy-nilly as if they were streets with private frontage.

*Charles Rombold -- AIPE Management Aid #34

No particularly large or unique management problems other than the above seem to be posed. A problem somewhat unique to the Area, only because of its size, is trail system in the interior "quiet zone." This remote area is similar to such areas in many national parks. Large animal hazards may exist in it and stream hazards may occur on canoe trails, particularly to visitors from out of state. A policy of requiring registration of destination and length of absence should be required of all those who trek into the area if such hazards are in fact present.

M & O STAFF AND EMPLOYEES

Rangers (enforcement, guidance, protection and public relations) and laborers (housekeeping and cleanup) are the largest personnel costs in most park budgets. However, many new tools and management techniques are available to keep these particular costs at a minimum. The M & O recommendations herein are based on full development of the park, e.g., 1980, and at that time even more advanced methods will of course be available. Management plans should be flexible enough to take advantage of such advances.

It is a **must** that the Nancy Lake Area be set up for complete radio control, using the Entrance Station as the **control center**. All users would check through this point - either to pay the entrance fee (see page 67) or to have a season pass validated. Because outdoorsmen (fishermen in particular) may arrive at any time of the day or night, the Entrance Station would have to be manned around the clock. Other reasons for three shifts would be the long summer daylight - permitting 18 hours of golf for instance, or a very real break for those on shift as are many air force personnel at Elmsdorf. One fortunate factor of the long daylight would be to spread the time of arrival and departure of vehicles so that concentrations would be more dispersed than in most state or national parks.

Since radio, the obvious communications medium, should be manned at least 16 hours, (with 24 preferable), its location in the Entrance Station, where 24 hour personnel could operate it, is logical. At certain times, weekends for instance, or when a particular event brings about a surge of vehicles, assistance would have to be available to the Entrance Station attendant-radio operator.

The radio system would include not only all patrol and maintenance vehicles but also telephone type units at all comfort stations; all washroom-shower buildings; key concession offices; staff residences and maintenance buildings and remote points such as the Little Susitna River canoe-raft takeout and the Viewpoint. In these locations its use would be dual - for emergency purposes such as reporting of a fire or boat accident by a park visitor as well as the conducting of normal business between men in the field and the control center.

The Entrance Station would also contain a **master control board** showing occupancy of all camp units. The arriving visitor, on paying his fee, would be given a receipted entry ticket and a set of rules and regulations with a map of the park. His assigned unit would be marked on the map, as explained earlier (see

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.

*Rampart Project, Alaska - U.S. Dept. of Interior - Vol. 1

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.

FISCAL SUMMARY (APPROXIMATION)

Concessionaire -- Lodge, Cabins, Tent Cabins -- based on 80% occupancy
-- 75 day season averaged overall rate per person per day -- total of
450 units, 1800 persons -- lodging only @\$10.00 day \$1,080,000

Restaurant -- lodge patrons only plus 10% drop-in trade -- 480 persons
@\$9.00 per day 324,000

Riding Concession -- average 100 hours rental per day -- 75 day
season @\$2.50 18,750

Marinas -- average 200 hours boat rental per day -- 75 day season
@\$3.00 45,000

Grocery Store and Gas Station

Based on total campground, cabin, tent camp units of 1940 - 50% of
occupancy (to compensate for grocery stock carried in) for 75
day season expenditure of \$1.50 per person per day -- average party
size of 4. 436,500

All other sources 200,000

Gross sales rounded to nearest 10,000 \$2,100,000

Profit 15% \$ 315,000

INCOME SUMMARY (Rounded to nearest \$1,000)

5% concessionaire profit to State of Alaska \$ 105,000

*Income from entry charges

(1) Campers (52,500 parties) all for two day stay.

25% with boat -- 13,125 @\$3.50 46,000

75% without boat -- 39,375 @\$2.50 98,000

(2) Picnics (95,700 parties) 10% with boats -- 9570 @\$1.25 12,000

90% without boats -- 27,100 @\$.75 65,000

Greens fees -- 100 - 18 hole rounds per day -- 175 day

season -- @\$5.00 39,000

Total receipts \$ 365,000

*It is assumed that 10% or less would purchase the season decol. This number
would not alter these approximations sufficient to warrant calculation.

(1) Based on 80% occupancy of all units for 75 day season.

(2) Based on 100% occupancy of all units Saturdays and Sundays; 10% occu-
pancy week days for 11 week season.

SUMMARY

*Annual costs (Rounded to nearest \$1,000)

75% Payroll \$ 264,000

2% Services - contractual 7,000

7.5% Commodities 26,000

8.5% Current charges and obligations 30,000

7% Properties 25,000

Total. \$ 352,000

Receipts 365,000

Total operating profit. \$ 13,000

*AIPE - Bulletin #36 - Budgeting

THE CONSULTANT WISHES TO PARTICULARLY THANK THE FOLLOWING LISTED AGENCIES FOR THEIR DIRECT ASSISTANCE:

Alaska Department of Fish and Game

Alaska Department of Public Works -- Division of Buildings

Alaska Department of Economic Development and Planning

Alaska State Highway Department

U. S. Department of Agriculture

Soil Conservation Service -- Palmer, Alaska

Forest Service -- Regional Office, Juneau, Alaska

U. S. Department of Interior

National Park Service -- Cooperative Activities Branch

Bureau of Land Management -- Anchorage, Alaska

Fish and Wildlife Service -- Bureau of Sport Fisheries and Wildlife --
Kenai, Alaska

The consultant is obligated to the Alaska Department of Economic Development & Planning, Trovel Division for the photos on pages 12, 13, 19, 42 and 62 and to Mr. Peter Martin, Alaska Division of Lands, Anchorage for the photos on pages 14, 15, 17, 29, 31, 32, 45 and 48.

IN ADDITION TO THOSE DIRECTLY QUOTED, THE FOLLOWING PUBLICATIONS SERVED AS IMPORTANT REFERENCES FOR THE REPORT:

Alaska Department of Natural Resources, Division of Lands.

Alaska Public Outdoor Recreation Plan -- Sept. 1965

Camping Under the Midnight Sun -- 1966

City of Anchorage -- Parks and Recreation Department -- City Owned Parks
1966 and Parks and Open Space Standards.

City of Anchorage, Planning Commission

Anchorage, Alaska -- 1980 Metropolitan Area General Plan -- Wilsey, Ham
and Blair - Consultants

Airports and Urban Planning in the Greater Anchorage Area -- 1961

A Neighborhood Planning Program for Anchorage -- 1965-1970.

U. S. Dept of Interior, National Park Service

Recreation in Anchorage -- 1954

Alaska Recreation Survey -- Analysis of Travel with Special Reference to
Tourists -- 1953

Alaska Recreation Survey -- Economic Aspects -- 1953

A Recreation Program for Alaska -- 1955

U. S. Department of Commerce, Census Bureau

Alaska -- General Social and Economic Characteristics -- 1960

Population Estimates -- 1970-1985 -- February, 1966

University of Alaska

Tourist Industry in Alaska

Alaska Sport Fisheries and Wildlife -- Review of Recreational Benefits Derived
from Fish and Game Resources -- 1960-2000 -- Nov. 1964.