

PROCEEDINGS OF JOINT COUNCIL  
OF  
NATIONAL PARK OPERATORS AND SUPERINTENDENTS  
HELD AT GRAND CANYON NATIONAL PARK, ARIZONA

May 1 - 5, 1934

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ATTENDANTS AT JOINT COUNCIL  
OF  
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HELD AT  
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PRESIDING OFFICERS

A. E. Demaray,  
    Frederick H. Harvey,  
            Chas. L. Gablo.

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FRED HARVEY

Byron S. Harvey, President, Chicago, Ill.  
Frederick H. Harvey, Vice-President, Kansas City, Mo.  
Miss M. E. J. Colter, Architect, Kansas City, Mo.  
Victor Patrosso, Manager, El Tovar Hotel, Grand Canyon, Arizona.  
J. E. Shirley, Manager, Transportation Department, Grand Canyon, Arizona.

RAINIER NATIONAL PARK COMPANY

Paul H. Sceva, General Manager, Tacoma, Wash.

ROCKY MOUNTAIN MOTOR COMPANY

Roc Emery, President, Denver, Colorado.

SEQUOIA AND GENERAL GRANT NATIONAL PARKS COMPANY, AND  
GLACIER PARK TRANSPORTATION COMPANY

Howard Hays, President, Sequoia National Park, Calif.

UTAH PARKS COMPANY

F. E. Lewis, Manager, Omaha, Nebraska.  
H. A. Hansen, Superintendent, Cedar City, Utah.  
Gilbert Stanley Underwood, Consulting Architect, Los Angeles, Calif.

YELLOWSTONE PARK HOTEL AND TRANSPORTATION COMPANY

Wm. M. Nichols, President, Yellowstone Park, Wyo.

YELLOWSTONE PARK LODGE AND CAMPS

Vernon Goodwin, President, Yellowstone Park, Wyo.

YOSEMITE PARK AND CURRY COMPANY

Dr. Don Tresiddor, President, Yosemite National Park, Calif.

Paul Shoe, Executive Assistant to the President, Yosemite National Park, Calif.

E. T. Spencer, Architect, Yosemite National Park, Calif.

ATCHISON TOPEKA AND SANTA FE RAILWAY COMPANY

R. B. Ball, Asst. Chief Engineer, Chicago, Ill.

M. C. Blanchard, Chief Engineer, (Coast Lines), Los Angeles, Calif.

R. C. Kline, Division Engineer, Winslow, Arizona.

DENVER AND RIO GRANDE WESTERN RAILROAD COMPANY

(Operating hotel facilities in Mesa Verde National Park)

H. W. McAbee, Superintendent, Dining Car & Hotel Dept., Equitable Bldg.,  
Denver, Colorado.

O. K. Peck, Engineer, Denver, Colorado.

UNION PACIFIC SYSTEM

(See Utah Parks Company)

U. S. PUBLIC HEALTH SERVICE

H. B. Hommon, Sanitary Engineer, San Francisco, California.

NATIONAL PARK SERVICE

F. L. Ahorn, Fire Protection Engineer, Washington, D. C.

A. E. Demaray, Associate Director, Washington, D. C.

Chas. L. Gable, Chief Auditor, Washington, D. C.

F. A. Kittredge, Chief Engineer, San Francisco, California.

James V. Lloyd, Asst. Supt., Grand Canyon National Park, Arizona.

C. D. Monteith, Utility Expert, Washington, D. C.

P. P. Patraw, Superintendent, Zion and Bryce Canyon National Parks,  
Springdale, Utah.

Frank Pinkley, Superintendent, Southwestern National Monuments,  
Coolidge, Arizona.

C. G. Thomson, Superintendent, Yosemite National Park, California.

M. R. Tillotson, Superintendent, Grand Canyon National Park, Arizona.

Roger W. Toll, Superintendent, Yellowstone National Park, Wyoming.

O. A. Tomlinson, Superintendent, Mount Rainier National Park, Washington.

T. C. Vint, Chief Architect, San Francisco, California.

John R. White, Superintendent, Sequoia National Park and Death Valley  
National Monument, California.

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The Joint Council of National Park Operators and Superintendents, meeting at Grand Canyon National Park, opened in the Music Room of El Tovar Hotel on May 1, 1934, at 9:15 o'clock in the morning with Mr. Charles L. Gable, Chief Auditor of the National Park Service, acting as chairman of the meeting. Those in attendance were:-

Park Operators:

R. B. Ball,  
M. C. Blanchard,  
M. E. J. Coulter,  
Roe Emery,  
Vernon Goodwin,  
H. A. Hansen,  
Frederick H. Harvey,  
Howard Hays,  
R. C. Kline,  
F. E. Lewis,  
H. W. McAbee,  
Wm. H. Nichols,  
Victor Patrosso,  
O. K. Pock,  
Paul Sceva,  
J. E. Shirley,  
Paul Shoe,

E. T. Spencer,  
Dr. Don Tresider,  
Gilbert Stanley Underwood.

National Park Service:

F. L. Ahern,  
Chas. L. Gable,  
H. B. Hommon,  
F. A. Kittredge,  
James V. Lloyd,  
C. D. Monteith,  
P. P. Patraw,  
Frank Pinkley,  
C. G. Thomson,  
M. R. Tillotson,  
Roger W. Toll,  
O. A. Tomlinson,  
T. C. Vint,  
John R. White.

Mr. Charles L. Gable, Chief Auditor of the National Park Service, opened the Joint Council with a statement as to the purpose of the meeting.

Mr. Gable: The purpose of this Joint Council is to arrive at some definite policy concerning the establishment and operation of motor camps, housekeeping cabins and similar facilities within the National Parks.

After elaborating on this to some extent, Mr. Gable had read into the record the basic communication calling for this Council meeting. This was the Director's letter of April 2, 1934, to Superintendent Tillotson, which is quoted as follows:

"Dear Mr. Tillotson:

"Plans for new developments and the installation of improved facilities in a number of the national parks are being held up because of the lack of coordination of the requirements being recommended by the technical experts of the Service along the lines of architecture, fire prevention and sanitation, as well as a definite understanding or statement of policy as to the types of service which the Service desires to install in the housekeeping units.

"One of the most important projects which is being held up is that of Fred Harvey on the South Rim of the Grand Canyon. Decisions must be made with reference to a number of very important points before they can proceed with the installation of additional facilities for the accommodation of tourists.

"It is planned that a special survey will be made of the situation at Grand Canyon National Park with special reference to the type of service and range of accommodations which should be installed in the public camp ground; the advisability or necessity of the development of additional facilities at Bright Angel, and the minimum standards to be established of architecture, construction, fire prevention, and sanitation.

"The plans for this survey have been worked out in Washington in cooperation with a special committee of the Western Conference of National Park Operators, consisting of Messrs. Frederick H. Harvey, Don Trosidder, and William M. Nichols. Certain other members of the Western Conference of Park Operators have been invited to work in conjunction with the Service in this matter and notice will be sent out by Mr. Harvey, Chairman of the Western Conference, to all operators so that they will be advised fully as to this proposed survey.

"The Superintendents who will take part in the survey will be Messrs. Toll, Thomson, White, Tomlinson, Patraw, and yourself. Chairman Harvey expects the following representatives of the operators to take part: Messrs. Tresidder, Hays, Goodwin, Sceva, and Lewis (or Hansen). I will make a special effort to be present for at least some of the meetings at Grand Canyon and will be represented also by Chief Landscape Architect Vint, Utilities Expert Monteith, Fire Prevention Engineer Ahern, and Chief Auditor Gable, with the latter acting as chairman of the conference in my absence. Mr. Harry B. Hommon, Sanitary Engineer of the U. S. Public Health Service at San Francisco, also will be present.

"It will be desirable for the various members of this conference to gather all the information possible while proceeding to Grand Canyon. With this in mind, Superintendent Thomson will travel by automobile from Yosemite with Dr. Tresidder, meeting Mr. Hommon at some convenient point en route. They will proceed to Grand Canyon via Needles, Kingman, and Seligman, stopping overnight as necessary at roadside camps.

"Superintendent White will travel from Sequoia, picking up Messrs. Hays and Goodwin at some point to be arranged by them. They will travel to Grand Canyon via Parker, Wickenburg,

and Prescott.

"Superintendent Tomlinson of Mount Rainier will travel by train with Mr. Sceva to Salt Lake City where they will be met by Superintendent Patraw of Zion and, accompanied by either Mr. Lewis or Mr. Hansen, will proceed by auto through Utah and Northern Arizona to Grand Canyon.

"The officers of the Service from Washington will travel by rail to Santa Fe where they will be met by Mr. Harvey and Superintendent Toll of Yellowstone and travel by auto from Santa Fe to Grand Canyon.

"These various groups thus will cover all the main travel routes to Grand Canyon. They will stop overnight at roadside cabin accommodations as well as frequently during the day, collecting various kinds of data. In order that the information collected by these various groups shall be uniform and complete, a questionnaire is being worked out, a supply of which will be furnished for the use of each group. Each group should carry a camera and take snapshots of such places as may be of interest to the conference. Superintendents should time the departure of their group so that they will arrive at Grand Canyon on the morning of May 1, preferably spending the night of April 30 at one of the camps in the vicinity of Williams, Flagstaff, or Ash Fork.

"You will secure all the data as to building codes, fire regulations, and related matters applicable to the State of Arizona so that these data will be available for reference. It is essential that a full and complete record be made of the discussions at the conference and you will make the necessary arrangements for a stenographic report. The report of the conference will be comprehensive and complete, with full recommendations for the consideration of the Director. All National Park Service representatives will remain at Grand Canyon until the completion of the report. The business of the conference should be completed so that the various members who will travel by rail may leave for their respective homes on Saturday night and those departing by automobile may leave Sunday morning.

"I will appreciate it very much if everyone concerned will give this matter their most careful consideration and bring with them to the conference any data, information, or statistics which may be helpful to the survey, having in mind that while this survey applies to the Grand Canyon National Park particularly, it is hoped to arrive at certain basic policies with respect to such matters as classes of service, types of construction, building codes, fire prevention, and other similar

matters in connection with the various types of accommodations which should be installed in all the national parks.

"Please acknowledge receipt of this letter and send along any suggestions you may have to offer.

"Sincerely yours,

/s/ Arno B. Cammerer  
Director".

The various participants in the Council who came by motor in accordance with the Director's instructions traveled in groups as follow:

Group A Messrs. Thomson, Tresidder, Spencer, Shoo, and Hommon.

Group B Messrs. Toll, Gable, Monteith, Ahern, Frederick H. Harvey, Byron Harvey, Roe Emery, R. B. Ball, and J. E. Shirley.

Group C Messrs. Hays, White, and Goodwin.

Group D Messrs. Patraw, Hansen, Tomlinson, Seova, and Underwood.

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Mr. Frederick H. Harvey, Vice President, Fred Harvey and Chairman, Western Conference of National Park Operators: This meeting is a constructive step toward a mutual effort on the part of the Park Operators and the National Park Service to join together in working out a solution of the problems that have been disturbing both the Park Operators and the National Park Service. This is a splendid opportunity, through frankness, to learn what is in the minds of each other, that we may jointly come closer to answering the present disturbing questions. After definite policies are set forth the operators will then be able to determine to what extent their plans and activities are in line with such policies.

Dr. Don Tresidder, President, Yosemite Park and Curry Company: The survey of the automobile camps, completed while en route to the Joint Council Meeting at Grand Canyon, has revealed practically the same conditions as those set forth in the last official report on this subject, made three years ago, by the Park Operators.

The owners of the automobile camps appear to be constantly improving their facilities upward; going as nearly as possible in the direction of highway hotels instead of regular housekeeping cabins. Also, the majority of the automobile camp owners are generally discontinuing such services as

are not profitable; that is, grocery stores in connection with their camp and in some instances, gasoline pumps.

Since the owners of the automobile camps do not provide porter service, entertainment features, carry no liability insurance and do not have any material overhead expense, naturally, the rates charged are lower than those that can be met with such service and protection. The Hotel Code Authority should raise and regulate the rates charged for the highway automobile camps and housekeeping cabins.

Mr. C. G. Thomson, Superintendent, Yosemite National Park (Concurred generally with the observations of Dr. Tresidder, with whom he traveled by automobile to Grand Canyon, using the highway automobile camps en route): There is a heavy turn-over in management and ownership of the automobile camps, tending to show the average camp is unprofitable.

It is possible for the automobile camp manager to secure a man to work almost any number of hours daily; the wage being from a \$.25 an hour minimum to a \$.35 per hour maximum.

The automobile camp that boasts of charging such low rates as \$.75, \$1.00 and \$1.50 per cabin has a most direct and vital effect on the hotel operations within the National Parks, and such low rates create an alarming situation.

Mr. H. B. Hommon, Sanitary Engineer, U. S. Public Health Service: The cheapness of labor and the tremendously long working hours for help employed by automobile camps proved equally as impressive as they did to Superintendent Thomson.

There is a tendency toward improving the automobile camps. The owners seem generally in favor of not building any additional cabins without showers, toilets and adjacent garages.

The low rates charged by the automobile camps coupled with the fact that the cabins are being constantly improved and made more attractive and added services being given, makes it appear as though the problem of competing with those rates is going to be a test of the success of all the housekeeping cabins in all the National Parks.

The highway travelers are generally on their way to some other place - stopping overnight and leaving the automobile camp early the next morning, more or less in the nature of hotel guests. In the National Parks some visitors stay two or three nights; in some instances a month. Naturally, the people remaining in the National Parks are going to give more thought to comfort, quiet, and good food, than if they remain only one night.

Superintendent Thomson: The majority of the automobile camp managers and owners do not keep a regular account of their income and expenses;

have no bookkeeping system whatever, and make no attempt to analyze the financial structure upon which their business is built and operated. Their attitude along this line is best summarized by their frank statements: "We take in so much - we pay out so much and the difference, if there is a balance, represents the profit".

Dr. Tresidder: An automobile camp owner interviewed during the survey made while enroute to Grand Canyon, had an investment of \$55,000, on which he had figured he had made a profit of \$14,000. In analyzing the business, using overhead expense, depreciation, the fact the man had paid himself no salary nor taken any vacation from work except two days in the four years of operating the camp, it was found the man had made but \$2,400, which was to be divided between his brother and himself. Aside from that small profit, the owner had taken no compensation for his work, except his living expenses. Had the man figured his time worth a salary of \$200 a month, then he would have made no profit on his investment.

Superintendent Thomson: The automobile camp owners who have not already divorced themselves of such unprofitable enterprises as stores and gasoline pumps, are rapidly doing so, depending altogether upon the occupancy of cabins for their profits.

Mr. Vernon Goodwin, President, Yellowstone Park Lodge and Camps: One reason why people go to the automobile camps is because of their automobile. When a tourist goes to a hotel his automobile becomes a liability. He generally pays the bell boy 25 cents to drive the automobile to the garage, then 50 cents to the garage man for storage and another 25 cents the next morning to the bell boy to return the car to the hotel door. In a camp ground he has no expense of this nature. To the contrary, without any additional cost, he can look out of his cabin and see his car ~~is~~ safe at all times; this being an added source of consolation and peace of mind.

The housekeeping cabin operators outside the parks have no rate structure. They may rent a cabin one night for \$3.00 and the following night it may only be worth \$1.50, depending upon the appearance of the travelers. A hotel operator having to maintain certain overhead expense cannot cut his rate below a certain point and continue in business. Owners of such outside camps seem to have no responsibility and no opportunity to build up a sound business.

In Yellowstone there are no housekeeping cabins as the term is generally understood. A housekeeping cabin is a place where a man can come in with his family and live as at home, doing washing and cooking. On the other hand, the cabins in Yellowstone are shelter cabins, to relieve the tourists of carrying three things: stoves, mattresses and tents. The majority of tourists are patronizing the Yellowstone cafeterias; in fact, about 65 percent of them, even when they are renting a cabin. The term



"housekeeping cabin" is a misnomer.

Mr. John R. White, Superintendent, Sequoia National Park: The rate paid for accommodations at the automobile camps while en route to Grand Canyon was a minimum of \$1.75 for two persons up to a maximum of \$2.00. All cabins were exceptionally clean. At one automobile court where the rate was formerly \$1.75, a new rate of \$1.25 is in effect for a cabin which includes a bath and toilet. In the parks there should be both housekeeping cabins and auto camps.

With reference to previous statements made concerning automobile camps being run in an unbusinesslike and unprofitable manner, an entirely different viewpoint is maintained, since it appears that in the majority of cases, the automobile camps are on a paying basis.

During the past two or three years, since the installation of automobile camps in Sequoia National Park, there has been a noticeable absence of complaints by park visitors against the public housing facilities furnished by the Park Operator. The installation of the automobile camps by the Park Operator broadened the range of accommodations offered to such an extent that there seems to be ample facilities to meet all classes of demands. Neither has the Park Operator complained of losing money on his investments.

Mr. Howard Hays, President, The Sequoia and General Grant National Parks Company and the Glacier Park Transportation Company: In Sequoia National Park the automobile camp and housekeeping cabin facilities have been found both necessary and satisfactory. In Sequoia for four months there is no rain, the weather is mild and there is little wind; therefore, persons can live in tents very comfortably. In other words, the type of construction and plant fits the surroundings. In Glacier National Park, however, where it is relatively cold and very windy, tent houses would not provide satisfactory accommodations. Consequently, this comparison of tent houses between Sequoia and Glacier National Parks is made to point out the dangers of striving for too much standardization of facilities within the Parks.

While visiting the automobile camps along the highways en route to Grand Canyon, little or no National Park feeling was observed. Instead there appeared to be strictly a commercial atmosphere prevailing.

As to the profits, it is believed that the highway automobile camps and housekeeping cabins are more or less family managed; therefore, they should show a more pronounced profit than if the camp and cabin workers were paid wages.

In one instance the owner of an automobile camp had an initial investment of \$12,500, with an expenditure for improvements of \$8,000,



making a total investment of \$20,500. A first and second mortgage on his place existed. He estimated his running expenses at \$4,800 per year. His best year he drew \$7,000 income, but usually \$5,000 was drawn. In 1932 he paid no taxes. After the interest was paid on one mortgage, the other being left unpaid, the man made a gross profit of \$325. When asked how he lived he said he was the assistant secretary of Palo Verde Water Company. He is operating a first-class, clean place, but he is not getting rich.

At Prescott, Arizona, the owner of an automobile camp is the President of the Prescott Rotary Club and a leading citizen. His place cost him \$45,000. His indebtedness in 1929 was \$19,000, so he had \$26,000 in the place. With a capacity of 54 people, he ran full for four months. The rest of the year he ran 80% full for two months, 60% full for two months, and 45% for the remaining four months of the year. It is impossible for a Park Operator to compete with a business of this type, but such competition is something with which the Park Operator must reckon.

Mr. Roger Toll, Superintendent of Yellowstone National Park: There seems to be a sort of undercurrent of feeling that the National Park officials are trying to discriminate against the Park Operators, but this is not the case. Rather, the two groups should perform their respective functions on a partnership basis, to give the public what they want. If this cannot be done, no doubt a large part of the business will go to camps on the boundaries of the National Parks. Everyone must work together to improve the service and keep the rates as low as possible.

Hotel rates outside the parks, throughout the country are based on different prices, if the room is used by one or by two persons. The rates in the automobile camps are the same price for two persons occupying a cabin as one. There are seldom less than two persons using an automobile camp cabin at one time.

The rate for two persons in the average hotel for room and bath will approximate \$3.50, while the automobile camp will furnish the same accommodations, except on a smaller scale, for \$2.00 to \$2.50. The automobile camp usually has a room without bath for \$1.00. The percentage of persons doing their own cooking has decreased considerably. So far as the National Parks are concerned, if there is too much difference in the rates, the people will go outside the Park boundaries to the highway automobile camps for accommodations.

Mr. Roe Emery, President, Rocky Mountain Motor Company: Automobile camp owners and managers were questioned en route to Grand Canyon as to their respective investments and returns. Especially were they asked if their camps operated only through the peak season, would they consider the automobile camp a profitable business. Almost without exception the

answer was a negative reply. Most of the people operating the automobile highway camps stated they figured on enough semi-permanent cabin occupants during the off season for tourists, to cover their expenses. Consequently, the revenue derived from cabin occupancy during the height of the travel season, a period approximating ninety days, provided the greatest source of revenue and profit.

In every case except two, the family did the entire work. In most instances their incomes were very small and occasionally were supplemented by funds from other sources.

There appears to be a tendency toward the betterment of highway automobile camps, with an elimination of cooking facilities due to the light demand for such services. The nearby restaurant seems to be profiting somewhat by many of the occupants of the automobile camps not taking time to prepare meals in their cabins.

Mr. Harvey (Concurred in the reactions expressed by Mr. Hays): The facilities on the highways for the accommodation of travelers cannot be disregarded. However, while the Park Operators cannot compete with the highway cabin accommodations some thought should be given as to whether they should provide similar facilities as those to be found in the highway camps. Personally, such facilities are not favored.

Mr. C. D. Monteith, Utility Expert, National Park Service: Cost analyses have indicated the Park Operators are unable to compete with highway automobile camp owners, with respect to rates.

Mr. Emery: There appears to be no logical reason for the rates charged in the highway automobile camps, except for competition. The prices levied are apparently what the owner of the camp believes can be secured from the cabin occupant.

Mr. Goodwin: Since it seems the consensus of opinion that Park Operators cannot compete with the highway automobile camps located near the parks, how are the park visitors going to be kept from utilizing the nearby highway camps in preference to the park accommodations, especially when the latter must be priced at a higher rate?

Mr. Hays: Great changes have taken place in automobile camp construction facilities and operations in the past five years. It is now a fact that people can use highway camps within 50 miles of the parks, going in and out of the park at will, without ever using any of the accommodations provided by the Park Operators. This fact brings about the question as to whether Park Operators are justified in making any further large investments in modern, up to date accommodations.

It is a pertinent point to ask if the people are willing to pay the

necessary increased prices for accommodations in the National Parks, that they may remain overnight in the heart of the scenic beauty of the parks.

Mr. Goodwin: (Referring to increased expenditures by the Park Operators for facilities): When can the Park Operator stop in the development of such units to meet the apparent varying public demand?

Dr. Tresidder: The Park Operators would like a definite answer from the Park Superintendents as to what is the most outstanding deficiency in connection with their operations. Is it a deficiency in service or is it a case of deficiency in both service and facilities, or are rates charged the subject of criticism? It is desirable to find out in each park just what the criterion for accommodations is - so as to form a conclusion before the meeting ends.

If the Park Operators are not in a position to meet the demands for different types of service desired, then they are on the way out. The Park Operators wish to learn if they can meet the requirements of the Government and survive. Also, if the public can afford the type of accommodations which the National Park Service desires, as it will be absolutely necessary to increase rates for public accommodations in the parks if all the requirements are met.

There is an alternate of a Government subsidy for Park Operators.

Mr. Goodwin: Asked the Park Superintendents to place themselves in the position of Park Operators for 24 hours, then say what they would do to place the public facilities in the National Parks on a permanent basis. How would they improve facilities and service and still meet the competition outside of the parks, as to prices?

Mr. R. B. Ball, Assistant Chief Engineer, Atchison, Topeka and Santa Fe Railway Company: Mr. Chairman, are you asking for a solution at the present time?

Chairman Gable: No. The experiences of members of the Joint Council are being heard at this time and the situation with reference to automobile camps both inside and outside the park, generally reviewed.

Mr. F. L. Ahern, Fire Protection Engineer, National Park Service: Some reference has been made to the automobile camp owner or manager being a chisler. In one instance on the camp survey while en route to Grand Canyon, the camp operator refused to lower his rate despite a long and lengthy attempt on our part to have him reduce his price. In other cases, however, the printed rates were lower than the prices asked for the accommodations.

Being especially concerned with fire prevention, it was interesting

to observe most of the camps visited had no private fire protection for the most part; this being justified perhaps by their closeness to the local public fire department.

The finest automobile highway camp visited with the least combustible material used in construction, was owned by an oil company, and was provided with adequate fire fighting equipment. This camp had suitable hand extinguishers, a fire hydrant on its own ground and hose reels well equipped to take care of any fire emergency.

There are numerous cases showing a loss of life in tents and small structures and should a serious condition of this kind occur in any of the National Parks, the Government would most certainly be severely criticized for not taking suitable precautions. Yet, when such protective measures are brought up, there is frequent opposition to the precautions deemed necessary. It would be well for all of you to carefully consider these statements, as adequate protection of human life and property is the objective behind our comments in asking for improved construction.

It is true in our large parks there are fire departments; but even these are not made up of regularly trained men; consequently, they cannot be expected to perform as efficiently as experienced firemen. Knowing then that the National Park fire departments are for the most part composed of untrained volunteers, would it not be best to construct all buildings in such a manner as to offer the greatest possible resistance to fire?

It is my belief that fire prevention measures have a far greater value than fire extinguishers.

Mr. Paul H. Scova, General Manager, Rainier National Park Company: My observations made on the survey while en route to Grand Canyon have been about the same as previously reported, with a possible exception. In one highway automobile camp visited, the woman employed there was seen washing on an old fashioned wash board. This camp made no charge for linen; the cheapness of the laundry service probably being an influencing factor.

In Rainier the Park Operator has provided ample hydrants for the protection from fire of the 475 cabins. Experience has proven that hand extinguishers must be replaced by purchase each year.

Mr. P. P. Patraw, Superintendent, Zion and Bryce Canyon National Parks: En route to Grand Canyon for the Joint Council Meeting, my survey of automobile camps was made along U. S. Highways 89 and 91, with approximately 1,000 miles covered by the trip.

There appear to be several distinct classes of camp operators: (1)

Corporation owned camps and units conducted by persons with previous business experience. Both appear to keep an accurate record of their daily camp transactions; their layouts are of the better type and rates for accommodations range from \$1.50 upward. This is the type of automobile camp that I would select for myself and family.

(2) This class consists generally of the automobile camps that are operated usually by a man and wife, with only a little money on hand or maybe a mortgage or two behind their business. They seldom keep a record of transactions, do not allow themselves a salary and do not feel they can afford to take a vacation. The cabins operated by individuals of this type, generally rent from \$1.00 up and for the most part afford only meager accommodations. The operators under this classification are more likely to have a sliding scale of prices, depending upon the appearance of the prospective cabin occupants.

After making a survey of the automobile camps it is difficult to make definite recommendations as to the installation of this type of facilities in the National Parks, especially when one recalls the already existing units, previously constructed to meet the demands of other days.

Mr. H. A. Hansen, Superintendent, The Utah Parks Company: The report as submitted by other Park Operators who have previously spoken covers my general impressions of the automobile camps to be found outside the National Parks. The Utah Parks Company is greatly concerned if there is a possibility that other facilities may be required that will directly compete with those units already available for public service in Zion, Bryce, and the North Rim of Grand Canyon.

Mr. Gilbert Stanley Underwood, Consulting Architect, Utah Parks Company: My observations are about the same as that of previous speakers except the party with which I was making the survey of automobile camps did not find any cabins priced at \$1.50. Last night \$3.00 was paid for a housekeeping cabin with exposed plumbing in the most literal sense. The toilet was right out in the room, so you faced nature in the raw.

Mr. Patraw: Fish Lake National Forest is one of the prettiest resorts in southern Utah. I had intended to inspect the facilities there but found the camp does not open until June 15, when the fishing season opens. While this resort has a very limited operating season, I understand a fairly wide choice of cabins is offered the public, ranging from the tent to the de luxe type. A tavern is operated in connection with the cabins.

Mr. Hommon: The U. S. Public Health Service cooperates with the U. S. Forest Service along similar lines as with the National Park Service. Since many of the resort developments in the National Forests are comparatively recent, they are more fortunate in having an opportunity to plan their construction along the lines of current demands; a privi-

lege generally not available to the Park Operators, whose facilities in many instances have been designed to meet an earlier type of public demand for resort accommodations.

Mr. Ball: Has Mr. Hommon reached any conclusions as to how Park Operators could improve their service and facilities and not increase their prices to the public, unless they received some help?

Mr. Hommon: It does not seem possible that Park Operators will be able to compete with roadside automobile camps.

Mr. Ball: Do you think the National Park Service would permit an increase in prices sufficient to cover the cost of details specified by the Service governing future construction, or do you think the Government would grant the Park Operators a little subsidy?

Mr. M. R. Tillotson, Superintendent, Grand Canyon National Park: Asked Mr. Ball what he has in mind when he mentions subsidy.

Mr. Ball: Reference was made to an indirect subsidy - such as the furnishing of water and sewer connections, etc., in the event of future development of facilities by the Park Operators. Such an indirect subsidy would also probably be necessary if the Park Operators were required to build cabins according to Mr. Hommon's standards.

Mr. Hommon: Just what do you interpret those standards to be, Mr. Ball?

Mr. Ball: What you have been requiring in the way of sanitation, sewer lines, etc. If the National Park Service wants the Park Operators to provide these added facilities to cabins, it will be necessary for the Government to help the Park Operators, if the prices are to be kept down.

Mr. Hommon: The automobile camp cabins occupied while en route to Grand Canyon were generally in good order and every cabin had a toilet and bath connected to the city sewer system. In the National Parks the cabins do not generally have such facilities. The only request I have made is that the cabins in the National Parks have a sink, so that visitors can do real housekeeping.

Mr. Ball: Does Mr. Hommon think a standard plan of cabin construction would apply to all National Parks?

Mr. Hommon: Just a minimum requirement rather than a minimum standard.

Mr. Thomas C. Vint, Chief Architect, National Park Service: The



minimum facilities would first have to be determined.

Mr. Ball: It appears that the price which will be approved by the Government for a particular type of cabin should be the first consideration. Occupants of cabins within the parks get a considerable use of such facilities as hotel lobbies, free entertainment, etc, which is not reflected in the charge for the cabin.

Mr. Vint: It seems that neither Mr. Hommon nor I have a bit of difficulty with the Park Operators as to standards of construction and sanitation with respect to hotels and lodges. Yet, when we approach the subject of housekeeping cabins and equipment for such units, a general difference of opinion on various phases of the subject soon develops. It is my observation that the cabin camp problems in the National Parks has not been given any serious thought up until the last two years. It is to be hoped we can solve at least some phases of this development for the National Parks while attending this Joint Council at Grand Canyon.

Chairman Gable: As it is now 11:50 A. M., a motion will be entertained for adjournment until 2:00 P. M.

The motion was made and the meeting adjourned.

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Following luncheon the Joint Council again went into session with the same members in attendance as were present at the morning session.

Chairman Gable suggested the afternoon meeting be devoted to a discussion of the effect of certain measures having to do with the development of automobile camps in the National Parks. For example, landscape restrictions, building codes, utility practices and their general bearing on the costs of automobile camp cabin construction in the Parks.

Superintendent Thomson: It seems desirable for the National Park Service to own all the public utilities.

Mr. O. A. Tomlinson, Superintendent, Mount Rainier National Park: I believe the Service should own all the public utilities in the National Parks. At present the practice as between the various parks is not at all uniform.

Superintendent White: Such ownership appears most desirable, except in small developments.

Superintendent Toll: Had the Service been expected to furnish the utilities on the North Rim of Grand Canyon, the development of the public accommodations there probably would not have been as rapid as has been

the case by the installation of such utilities by the Utah Parks Company.

Superintendent Thomson: In Yosemite the National Park Service owns and operates all utilities, except the Western Union Telegraph System.

Superintendent Tomlinson: In Mt. Rainier National Park, the Service owns and operates the sewer, water and telephone systems.

Dr. Tresidder: Several years ago the Director of the National Park Service announced that the Government would not take over the Park operator's business and gave as the reason that the Bureau of the Budget and the Congressional Appropriations Committee would not continue to appropriate money for utility operations. The Director, later after further discussions and conferences completely reversed his policy and with the full consent of all concerned started in the utility business more than ever before.

The operators were willing to stay in but the time had come when they thought they should know definitely where they stood before making further investments. Mr. Monteith at that time submitted to the operators three proposed schedules and in the case of some parks these would have resulted in operating costs based on a proper interest on the investment, depreciation, maintenance and operating costs.

The National Park Service has gone a long way; it is going to have to go much farther. The operating expenses in some parks where the Government desires all accommodations available the year-round and where such expenses are on an annual basis, make it necessary to set comparatively high rates to the public in order to compensate for the fluctuation in the number of park visitors.

There is no particular advantage in the Government operating such utilities as garbage disposal, electricity, water systems, etc., and writing off these costs for such utilities through charges to the Park Operators.

Mr. Monteith: In some of the Parks, public utility services are being supplied by the National Park Service and in others by the Park Operators. In studying both classes of utility operations within the Parks, the rates have been found to be quite varied. A more uniform policy with respect to the operation of the utilities and charges for such services should be in effect.

Mr. Gable: Will Mr. Hays please define the word "subsidy" with relation to the operations within the National Parks?

Mr. Hays: There appear to be many different kinds of subsidies of many different characters in the National Parks. The railroad com-



panies for example subsidize hotel operations in some of the parks, in an effort to increase their rail travel. It is difficult to estimate how much of this cost is considered by the railroads in question as subsidies and how much of the expense is written off. Subsidies within the parks continue from this point right down the line to parks where water and sewage costs are written off.

In the National Parks I would say that enterprise is subsidized where the guest does not pay a price for services rendered, equal to the cost of producing such services, plus a reasonable profit.

The question arises as to whether a cabin costing \$250 for materials alone can be rented for \$1.00 or \$1.50. The Park Operator's expenses for utility services in this connection are a most important factor in determining the rental rate for such a cabin.

Superintendent Thomson: The National Park Service is already subsidizing the Park Operators by building roads and footpaths to the hotels, allowing the Park Operators the use of land, rent free, and in many instances furnishing electric power, etc., at rates far below those approved for similar services outside the National Parks.

Mr. Hays: A solution to the problems would be to find a common plan of procedure for all the National Parks, covering public utility services.

Superintendent Thomson: The practices now in effect in Yosemite are quite different from those in some of the other parks and a common ground should be found.

Chairman Gable: At this time there is no approved policy on the subject.

Superintendent Thomson: Is there an approved practice?

Chairman Gable: There is not exactly an approved practice in effect, nor can the Park Operators be assured of any policy. Some suggestions along this line might be developed which could be put in writing for presentation to the Director of the National Park Service.

Superintendent Thomson: In Yosemite all utilities are furnished free by the National Park Service to campers, including light, water, garbage collection, general sanitation and maintenance of comfort stations. At the same time, guests at the cabin units pay indirectly, through higher rates, for those services.

Superintendent Toll: The principal objective is to keep down the costs for accommodations furnished visitors by the Park Operators. As

conditions change and the Park Operators' business becomes more profitable the reduction in the subsidy granted would then become a problem. Any subsidy agreed upon would probably require constant changes.

Mr. Sceva: Two friends enter a park in their respective automobiles. One takes a cabin and the second pitches a tent. The former pays at a rate ranging from \$1.00 to \$2.00 a day, while the latter pays no rent and is being furnished fuel, lights, water and sanitary facilities by the National Park Service, without charge.

Dr. Tresidder: Certain Park Operators might be subsidized and expect a normal profit; if the subsidy be based upon something that recognizes everybody equally. If the Government should desire to keep the Park Operators' facilities open in Sequoia National Park longer than the recognized travel season - then the Government might assume some of the burden of carrying along the operation during an unprofitable period.

Here in Grand Canyon, Fred Harvey is giving the visitor a far greater value in the way of accommodations and rates, than any encountered on my trip to the Park. It appears to be a most magnificent subsidy on the part of Fred Harvey.

However, if a subsidy of Park Operators is to be considered by the National Park Service, such a policy should be approached with extreme caution and not announced until it has been given a most extensive and sober consideration.

Chairman Gable: Perhaps it would be best to leave the question in status quo for the present.

Dr. Tresidder: It might be well to state that the subsidy question is being studied, since there is the intrusion of many new thoughts on the subject. If a policy of subsidy is found desirable, it can be recommended at some later date. There are too many complications at this time.

Chairman Gable: The following committee of Messrs. Tresidder, Toll, and Monteith will please report to the Joint Council, recommendations for a policy applying to the furnishing of public utility services by the Government, in the National Parks.

Referring back to a subject under previous discussion this morning, will Mr. Hommon please state his idea of minimum housing recommendations for camp cabins.

Mr. Hommon: Three years ago, I made up a plan calling for a building 14 x 17 feet as the standard size for a camp cabin. This unit was to be furnished with standard equipment consisting of a double bed and a

chair in the bedroom section of the cabin, which was to be partitioned off from the kitchen. The standard equipment for the unit included a kitchen stove, a table, chairs, bed, shelves, etc.

Other minimum requirements I would recommend for camp cabins are a sink and running water, where a supply of water is available, and sewage disposal if practicable. If the water supply in the house is not possible there should be a small sink in the cabin and a water spigot close to the building.

The above constitutes my idea of minimum cabin requirements and I believe they have the concurrence of Mr. Vint.

Mr. Wm. M. Nichols, President, Yellowstone Park Hotel and Transportation Company: Would the cabin above described be considered for the use of those visitors who desire to cook?

Mr. Victor Patrosso, Manager, El Tovar Hotel, Grand Canyon: A stove might be furnished that could be used both for heating and cooking.

Mr. Hommon: It would not do to draw a line too fine between housekeeping and guest cabins. Some cabins might be considered as guest cabins, but if advertised as housekeeping cabins, the minimum requirements as above outlined would apply.

Mr. Vint: The Branch of Plans and Design of the National Park Service is interested only in the design and would not request Park Operators to purchase different materials for construction purposes, other than proposed. Further, the setting up of a minimum floor area requirement for camp cabins has been confused with the requirements of my department.

Mr. Sceva: As a matter of information on cabin construction in Mt. Rainier, the two-room cabins erected there with a partition in the middle, sewer and water connections, cost \$389.60 each; the one-room cost \$259.90, a difference of approximately \$130 per cabin. The added cost of building made it necessary to ask for a higher rate for the two-room cabin, but park visitors were found unwilling to pay the higher rate between the two- and one-room cabins, so the partitions were removed and rates lowered accordingly.

Superintendent Thomson: Were the cabins designed to withstand the heavy snowfall that is typical of Mt. Rainier?

Mr. Sceva: Apparently not, as 96 cabins were crushed by snow last year.

Mr. Vint: The requirements of my department are for a 14 x 17 foot room and provided with a partition, thus separating the dining room and kitchen from the bedroom. This would be considered standard. Where all

accommodations were in one room the cabin would be considered below standard. In a cabin where cooking was contemplated, there would be a need for more floor space than in a room to be used merely for sleeping.

The cost of quarters should be based on services, not on investment. In this connection my department does not require special timber or other materials to be used, but recommends only as to necessary floor space.

Mr. Patrosso: There are many circumstances which govern the type of materials to be used such as building codes, location of the proposed buildings, fire protection, sewage restrictions, etc.

Mr. Vint: The Branch of Plans and Design ask nothing above normal practice.

Mr. Sceva: Is the general construction of roadside camp cabins considered normal practice?

Mr. Ahern: This discussion also brings up the question as to the types of chimneys recommended for buildings in National Parks.

From experience at Grand Canyon the cost of the Clawson type of flue is about \$30, while the standard brick flue down to the floor comes to about \$50. The question of chimney construction is an open one and up to those attending the Council to make definite recommendations as to practices to be followed. The preference of my department is very strongly in favor of the brick chimney. There are two reasons why a chimney on a bracket is objectionable:

1. The building settles and cracks the chimney; 2. High winds are likely to open up cracks and with the bracket exposed to fire it will fail no matter of what it may be composed - metal or any other material.

Also, there is less maintenance required on brick chimneys.

Mr. Sceva: Local conditions in Rainier affect the type of chimney to be used. If concrete pipe is used it must be taken down each fall and replaced in the spring.

Mr. Goodwin: Would there be any change in specifications where it is not contemplated people will cook? Statistics show that 20% of the visitors cook and 80% do not. If there are no cooking facilities it is assumed such cabins would become guest cabins.

Mr. Underwood: Housekeeping cabins are being made too luxurious. Housekeeping cabins should be designed to give the lowest unit of guest service. Installing water in such cabins is going a step too far.

Next followed a considerable discussion pertaining to the safety features of chimneys, metal smokestacks and patent flues.

Mr. Ahern: A metal smokestack is not safer than a chimney. Even in locations where the patent flue is permitted, the underwriters state it is to meet a situation and they do not consider the flue equal to a chimney in safety. A brick chimney is far superior in fire protection to a metal stack.

Dr. Tresidder: Regarding the matter of cooking in the same room used for sleeping, or having another room for that purpose, the determining factor of desirability is that of price. As an example, where the Yosemite Park and Curry Company had cabins to offer with cooking facilities, and also had tents where the people could also cook, the tents were always preferred because of the lower rate charged as compared to cabin prices. Flop tents were also offered to the visitors later and those were filled even sooner than the regular tents. At the same time, the cabins were hardly filled at all when two lower priced tent facilities were offered.

Mr. Vint: If a cabin is to be partitioned off to make separate rooms for sleeping and cooking, the cabin should be larger than 10 x 12, so as not to be too crowded. When Mr. Hommon and I were called upon to recommend a good housekeeping cabin for the Parks, we recommended that the sleeping and cooking rooms be separate. Although we have never been entirely released from that recommendation, it has not been completely accepted by all parties concerned.

Mr. Hommon: In California and Oregon the laws require the separation of the sleeping and cooking rooms; more from the standpoint of good housekeeping and being able to keep things in neat order than from the standpoint of sanitation. The advantages of having the kitchen separate from the rest of the room cannot be ignored.

Mr. Underwood: While California requires the separate kitchen and bed room, New York does not; consequently, no advantage can be seen in having separate rooms.

Mr. Goodwin: The basic objection to separating the cabin into two rooms is that it would increase the cost of the cabin, which would be objectionable to the tourist seeking the cheapest accommodations. When you get the cabins up to a point where they will cost the people more than \$1.00 you will hear complaints.

Chairman Gable: To secure recommendations from this group on certain subjects that have been discussed today, four committees are being appointed with the technical men of the National Park Service acting as chairmen of the committees. These Service men are selected because they

are in a better position to explain to the Director of the National Park Service the technical features of any recommendations that may be brought in by their respective committees.

The committees will please prepare written reports of their discussions this evening so that these reports may be presented to the Joint Council at tomorrow's sessions.

The following will comprise the personnel of the committees:

Housing: Messrs. Hommon, White, Underwood, Goodwin, and Sceva.  
Architecture: Messrs. Vint, Tillotson, Hansen, and Miss Coulter.  
Fire Prevention: Messrs. Ahern, Tomlinson, Harvey, and Nichols.  
Utility Service: Messrs. Monteith, Toll, Tresidder, and Ball.

The meeting adjourned at this time, to be called to order at nine o'clock Wednesday morning, May 2.

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At 9:30 o'clock on Wednesday morning, May 2, 1934, the Joint Council again convened, with Associate Director A. E. Demaray presiding as chairman. The following members were present:

Chas. L. Gable	Frederick H. Harvey
Don Tresidder	Paul Shoe
Vernon Goodwin	Wm. H. Nichols
E. T. Spencer	H. B. Hommon
R. C. Kline	F. A. Kittredge
Howard Hays	John R. White
C. D. Monteith	Roger W. Toll
F. L. Ahern	R. B. Ball
C. G. Thomson	Victor Patrosso
T. C. Vint	O. A. Tomlinson
P. P. Patraw	Roe Emery
H. W. McAbee	H. A. Hansen
Gilbert Stanley Underwood	Paul Sceva
Frank Pinkley	M. R. Tillotson
Miss M. E. J. Coulter	

Mr. Demaray stated in his opening remarks to the conference that Director Cammerer had planned to attend, but owing to other pressing matters he had not been able to leave Washington.

Mr. Demaray announced that the Secretary of the Interior's decision regarding the control of liquor in National Parks is that this problem be handled in the National Parks in the same manner in which it is handled throughout the state in which the Park is located. Each operator will be required to submit in writing for approval by the Director his

plan of operations.

Mr. Demaray further stated that the Secretary of the Interior has announced President Roosevelt's approval of a series of ten National Park stamps to be issued shortly. Those stamps are expected to be placed on sale by June 15 or July 1. The subjects are as follow:

- 1-cent, Green, El Capitan, Yosemite National Park
- 2-cent, Carmen, Grand Canyon
- 3-cent, Purple, Mount Rainier
- 4-cent, Brown, Mesa Verde
- 5-cent, Ultra-Marine, Old Faithful, Yellowstone
- 6-cent, Orange, Great White Throne, Zion National Park
- 7-cent, Black, Acadia National Park
- 8-cent, Sepia, Sequoia National Park
- 9-cent, Rose, Glacier National Park
- 10-cent, Dark Blue, Great Smoky Mountains Nat'l. Park

Following the talk made by Associate Director Demaray, the report of the Housing Committee was read by Mr. Hommon, and after discussion was adopted as follows:

"The concensus of opinion is:

- (1) That an operator should not be compelled to separate by partitions the kitchen from the living-sleeping room.
- (2) That a housekeeping cabin of sufficient size may be satisfactorily divided without partitions.
- (3) That a sink is absolutely necessary.
- (4) That an operator may furnish baths and toilets, also other various grades of housekeeping accommodations when the demand arises.

Submitted by:

Vernon Goodwin  
Paul Scova  
Gilbert Stanley Underwood  
John R. White  
H. B. Hommon, Chairman."

Some question arose as to whether or not the term "housekeeping cabin" was the best term to use as applied to the ordinary auto camp cabin. The following committee on terminology was then appointed by Chairman Demaray for this purpose:

Messrs. Kittredge, Vint, Thomson, Hays, and  
Goodwin, and Miss Coulter.



The report of the committee on Public Utility Service was read, and after considerable discussion and some modification was adopted as follows:

"Referring to the conclusions of Special Council of Park Superintendents at Washington, December 15, 1932, we believe that the National Park Service should, as a matter of general policy, construct, operate and maintain all public utility services within the National Parks, such as water supply, sewage and garbage disposal, telephone, electric systems, fire protection, and central heating plants.

"It is believed that in order for the Government to obtain from the operators certain classes of service at rates which the public can be expected to pay, that it may be necessary for the Park Service to modify its existing utilities policy. For example, it may be in the public interest to bring utility lines to each camp cabin built by the operator in order to reduce the initial cost of the operator's investment in such facilities, to the end that this charge to the public for this facility will be in reasonable relation to the charge for similar facilities outside the Park.

"The rates charged by the Government to operators for utility services should be governed by the public interest. Such rates may be based upon operation, maintenance, capital investment and depreciation, computed in the same manner as public utility rates for commercial operations. If such rates would result in a higher scale of charges than the public may properly be expected to pay, then the public interest would indicate that a lower scale of rates should be charged for utility services. It is usually desirable that no rate (except for sewage disposal) should be less than the direct cost to the Government for operation and maintenance.

Submitted by:

R. B. Ball  
Don Tresidder  
R. W. Toll  
C. D. Montoith, Chairman."

The Park Operators then formulated a committee of Operators to discuss the Building Code and a copy was furnished them for that purpose.



Mr. Ball: With reference to the above committee report on public utilities, it would seem desirable if the report could be worded so that the way could be paved for the National Park Service, some day in the future, to take over the furnishing of public utilities. The Santa Fe has some three-quarter million dollars invested in public utilities in Grand Canyon and I can foresee the time when the Santa Fe is going to begin to back out. When this time comes and the Santa Fe makes the declaration, the National Park Service should be ready to step in and furnish the utility services.

Mr. Demaray: It would be almost impossible to secure funds from Congress to provide facilities that are already installed.

Mr. Ball: The committee simply left the door open in this preliminary statement, "that it may be necessary for the Park Service to modify its existing utilities policy."

Superintendent White: There seems to be a hodge-podge of the existing policies. I favor the Government taking over the facilities in all the National Parks and operating them.

Superintendent Tillotson: The Grand Canyon National Park records show that rail travel has decreased from 85% of the total in 1920 to 15% of the total last year. If this curve continues to keep the same slope it has for the last fifteen years, it will be about  $2\frac{1}{2}$  years until it will reach the zero line. It is not anticipated, however, that this will happen; yet the Santa Fe will certainly not be in a position to maintain facilities in Grand Canyon at this rate of decline. That also goes for the Union Pacific on the North Rim.

As Mr. Ball says, the Santa Fe may eventually have to step out. The facts should be faced as far in advance as possible. Superintendent White spoke of the utility policy being in sort of a hodge-podge. That does seem true in some instances. For example, on the South Rim, the Government spent \$72,000 for the construction of a sewerage system. On the North Rim, the Government required the Park Operator to build his own sewerage system at the time the hotel was built.

A definite statement of policy involving Government ownership of public utilities in the National Parks should be formulated as quickly as possible. Not because the Government can run the utilities any better than the present operators are running them, but because the Service may as well be prepared for such a transfer of functions, which seems inevitable.

Mr. Ball: When the Government takes over the public utilities and begins to exercise control over the operators' books, it will follow that the operators will say "take it all", and step out.

Dr. Tresidder: Taken as a whole, no group of operators in the country has held itself as intact as the Park Operators have done during the critical period through which the nation is passing. The Park Operators have shown more resistance to this depression than any other group of operators. While those operating camps outside the boundaries of the National Parks have seemed to whittle down their service, the Park Operators have maintained the same high standards throughout the depression. The importance of advertising was also stressed.

The report of the Committee on Architectural and Landscape Requirements for Camp Cabins was next read, and after a general discussion by the conference, and a few minor changes made in the wording, was adopted as follows:

"It is recognized that economy in construction is a dominating factor in the design of camp cabins to accomplish the necessary low rental rate.

"A simple design using the logical materials of the locality is the proper result to strive toward.

"The type of construction and architectural design should be worked out for each area rather than attempt to make one standard design for general use.

"The present requirements as to materials and construction are generally adequate.

"More attention should be given to design and proportion both in plan and elevation to make the most intelligent use of the materials and to obtain good proportion and arrangement within the room or rooms.

"The general appearance of the immediate surroundings of the cabins should be kept up. The roadways and walks should be properly defined and the unused areas kept neat and orderly.

"Service facilities should be arranged and placed so they will be as inconspicuous as practicable. Garbage cans and wood piles should have their location considered. Underground wiring is desirable, yet its use would be limited in units where extremely low rates and a low return on investment is required.

"Finally, it is important that the management take pride in their operation of these facilities and look to their general appearance and neatness, rather than consider them as the stepchild of the various types of tourist accommodations.

Submitted by:  
Miss M. E. J. Coulter  
H. A. Hansen  
M. R. Tillotson  
T. C. Vint, Chairman."

The report of the committee on "Names" for Housing Facilities was next introduced, and after being read was adopted as submitted. The report follows:

- " (1) Camp Ground
- " (2) Cabin Camp
  - Shelter cabin
  - Shelter tent
  - Housekeeping cabin or tent
- " (3) Lodge
  - DeLuxe cabin
  - with bath
  - without bath
- " (4) Hotel

Submitted by:  
Miss M. E. J. Coulter  
Vernon Goodwin  
Howard Hays  
Thomas C. Vint  
C. G. Thomson  
F. A. Kittredge, Chairman."

The report of the committee on Fire Prevention and Fire Protection for National Parks and Monuments was read by Mr. Harvey, and a lengthy discussion held on the report as submitted. The report was amended and made to read as follows:

"The question of fire protection in the National Parks and Monuments is considered of major importance from the standpoint of safety to life and protection of property.

"With the above thought in mind the Committee submits the following recommendations for fire prevention and fire protection:

"No. 1: Your committee feels that in new construction or in improvements for existing construction, standard masonry chimneys, supported on masonry foundations should be used

except for buildings of small value and temporary buildings. For new buildings of small value per unit or in cabins, the flue may be of metal or fire-proof material with an air space surrounding the heat-carrying element, or any type approved by the local Board of Fire Underwriters.

"No. 2: Where adequate water supplies and distribution systems suitable for fire fighting are not now available, it is recommended that such systems be installed by the Government.

"No. 3: In all new construction it is recommended that consideration be given to the fire hazard problem, including location, type of occupancy and fire fighting facilities.

Submitted by:  
Frederick H. Harvey  
O. A. Tomlinson  
W. M. Nichols  
F. L. Ahern, Chairman."

Mr. Ahern presented statements in favor of the patented flue as a safety measure toward fire protection. Mr. Ahern objected to the adoption of the report as above set forth and voted "no" on the adoption of the report as amended. His contention was for retaining paragraph 1 of the report which, as originally submitted by the committee read as follows:

"Your committee feels that in new construction or in improvements for existing construction, standard masonry chimneys, supported on masonry foundations, should be used, for new buildings of small value per unit, or in cabins where the flues are used only for short periods, it is believed that the patent flue of a type such as the Clawson flue, supported on a masonry foundation may be adopted."

Mr. Ahern's statement relating to fire protection for National Parks and Monuments is quoted below:

"The question of fire protection in the National Parks and Monuments is considered of major importance from the standpoints of safety to life and protection of property. While the former is believed to be self-evident, specific cases of loss of life in recent fires will be mentioned below. As to the protection of property, this is important from the Government's standpoint because the replace-

ment of Government property damaged by fire cannot always be accomplished within a reasonable time and in some cases the contents are of such a nature that replacement would be impossible; exhibits in museums are of the latter type. A fire occurring in a building in a National Park or Monument may burn itself out and expose other buildings to loss by fire because in most cases a National Park or Monument does not have the benefit of a public fire department to control a fire in its early stages or in many cases the facilities, including adequate water supplies and distribution systems, to fight a serious fire. It is important, therefore, that building construction be given careful consideration with respect to fire resistance in order that the construction itself may not contribute to the starting of fires.

"Proper chimney construction is considered of importance because of the fire loss experience of defective chimneys and flues over a period of years. For the five years from 1927 to 1932, the fire loss in the United States from this cause has been third in the amount of loss, according to figures published by the National Board of Fire Underwriters. In a fire which occurred in Hampden, Maine, in December, 1933, three people were burned to death and three were injured. This fire was reported to have been caused by ignition from the heating system after the chimney had been blown over during a storm. In February of this year a fire occurred in a tenement house in New York in which eight people were burned to death. The fire was reported to have been caused by an overheated flue. A very serious fire occurred in Japan this year in which loss of life was reported, varying from six hundred fifty to one thousand persons, with hundreds injured. The newspaper reports called attention to roofs being ignited after the falling of chimneys by high winds. Flimsy construction contributed to the rapid spread of fire.

"In the suggested code for fire protection safeguards for National Parks and Monuments, dated May 28, 1931, provision was made for the installation of patented flues where the cost of the building is not in excess of \$1,200. This was intended to apply to cabin construction. It has been found, however, that the patented flue has been included in plans for buildings such as employees' dormitories and equipment sheds, the cost of which is far in excess of the \$1,200 limit. Such construction was not contemplated in the 1931 code. Recently exception has been taken to the use of the patented flue and it has been

urged that standard construction only be permitted. Opposition has arisen on the latter score, based upon the additional cost of constructing standard masonry chimneys such as those recommended by the National Board of Fire Underwriters, The Building Code Committee of the Department of Commerce, and pamphlets issued for farm building protection by the Department of Agriculture.

"Consideration has been given to the cost of patent and standard masonry chimneys for cabins. The experience at Grand Canyon shows that the cost of the patent flue has averaged about \$30 each, while that for the standard masonry flue is estimated at \$50. At Yosemite National Park, where brick chimneys have been constructed for the Indian Village cottages, the cost amounted to \$49 each. In view of the small difference in cost between the patented flue and the standard brick chimney, and the superior fire resistance to be obtained from a well constructed masonry chimney, it would appear to be good judgment to use the latter construction in all cases where the cost of installation is not out of proportion with the total cost of the building.

"In California patented flues have had long experience, probably due to the milder climate in most sections of that state. A further argument in favor of the patented flue has been based upon the earthquake at Long Beach, during which brick chimneys fell and patented flues were not damaged. It should be stated that not all National Parks and Monuments are in earthquake areas.

/s/ Frank L. Ahern.  
Grand Canyon, Arizona,  
May 2, 1934".

The report of the committee on Variety of Service was next read and a motion, made by Dr. Tresidder and seconded by Mr. Harvey, that the report be adopted as submitted, was carried. The report follows:

"For future developments, where a variety of accommodations and services are offered at a satisfactory price range, in separate areas located within convenient distance of each other, no such accommodations and services shall be required to be duplicated in such neighboring units where this duplication obviously is self-competitive.

Submitted by:  
Howard Hays  
P. P. Patraw  
Don Tresidder  
C. G. Thomson, Chairman."

At Mr. Demaray's request Dr. Tresidder read a report of the conclusions drawn from the recent inspection by his group of auto camps.

There followed considerable discussion in which some features of the report were refuted, some concurred in and many points seemed to be in need of amplification.

Mr. Emery brought out the point that the group with which he traveled to the park were in favor of inspecting only the best camps in the communities where they stopped, passing up those which did not present a pleasing appearance.

At Dr. Tresidder's request, Mr. Demaray returned the report for corrections.

At this time Mr. Harvey addressed the Chairman regarding the Building Code and asked that the Park Operators be given time to study this code and see if it can be adopted both from a desirable as well as a practicable point of view. Mr. Harvey asked for the period of time until the next meeting of Park Operators.

Mr. Hommon: The original committee on the Building Code was appointed in April, 1932, but due to the fact that the members were widely scattered, very little was done for some time. However, there are now available 200 copies of the code for distribution, enough for all operators and all superintendents. There are blank pages in the back of the book for comments and some space on each page for notes. If the individuals will be able to have their replies ready by April first of next year, such an arrangement will be satisfactory. Direct statements, approval or disapproval, not just comments are desired. It is just a tentative code on trial for a certain period.

Mr. Harvey: The operators will have their statements ready April 1, 1935.

Mr. Demaray adjourned the meeting with the request that the re-draft of the report of the conclusions drawn from the recent inspection of automobile camps be submitted to the meeting tomorrow.



The Joint Council of Park Operators and Park Superintendents was called to order on May 3, 1934, by Chairman Demaray. Those present at the meeting on this third day were:

A. E. Demaray	Chas. L. Gable
Frederick H. Harvey	Don Tresidder
Byron Harvey	F. L. Lewis
J. E. Shirley	J. V. Lloyd
Vernon Goodwin	Wm. H. Nichols
E. T. Spencer	H. B. Hommon
F. A. Kittredge	Howard Hays
John R. White	C. D. Monteith
Roger W. Toll	F. L. Ahern
R. B. Ball	C. G. Thomson
Victor Patrosso	T. C. Vint
O. A. Tomlinson	P. P. Patraw
Roe Emery	H. W. McAbee
H. A. Hansen	Gilbert Stanley Underwood
Paul Sceva	Frank Pinkley
M. R. Tillotson	Miss M. E. J. Coulter

Mr. Demaray advised that the report on conclusions drawn from recent inspections made of wayside camps would be submitted tomorrow morning as the committee desired more time to draft the report.

Addressing the meeting, Chairman Demaray stated that the session would be short for the morning in order to give certain committees a chance to meet and also to allow him to confer with certain park operators. He further stated that at 2:00 P. M., Mr. Harvey, Mr. Ball, and Miss Coulter would present the model of the new Bright Angel Development. Mr. Demaray also proposed that tentative arrangements be made for the Joint Council's adjournment on Friday afternoon, May 4.

The Chairman then read a letter from a woman visitor to Grand Canyon, the North and South Rims, and to Zion and Bryce Canyon National Parks. This letter went into minute detail regarding the inconvenience of taking a bath at these Parks and the shortcomings of the lunch counter operated at the Bright Angel Camp on the South Rim.

The matter of complaints in general was discussed at some length. The Chairman was asked if many such complaints were received by the National Park Service in Washington, to which he replied that there were very few. He also stated that people were more prone to complain than to compliment - therefore, more complaints than compliments.

The Chairman called on the various Superintendents for remarks concerning complaints:



Superintendent Tomlinson: Complaints have diminished considerably during the past few years in Mount Rainier.

Superintendent Thomson: In Yosemite the ratio of written complaints to verbal is 25 to 1 and mostly because of rates rather than services. Many compliments are also received.

Superintendent Patraw: In Zion and Bryce very few complaints are received.

Superintendent Toll: Quite a number of complaints are received, mostly verbal, and whenever possible I get the complainant to talk with the local manager of the facility about which the complaint is made.

Mr. Demaray asked if the rangers invited complaints, to which Superintendent Tillotson replied "no".

Superintendent White: Practically no complaints whatever have been received in Sequoia National Park for the past two or three years.

Superintendent Tillotson: Complaints are few and far between in Grand Canyon. Usually complaints come from people who have been used to better accommodations. When a complaint is made the ranger is instructed to bring the complainant to the Superintendent's Office before he leaves the Park. Often these complaints are made by people who imagine they have been over-charged at the garage. In such cases the complainant is taken to Mr. Shirley (Manager of Fred Harvey Transportation System) and the matter is settled right there, even in cases where the man is wrong; the complaint is adjusted to his entire satisfaction. Many people refuse to avail themselves of services offered in Grand Canyon, stating they can get better service elsewhere.

Mr. Hays: Are there any criticisms ever directed toward agencies of the Government?

Superintendent Thomson: There are complaints from time to time about tar on the roads, regulations against dogs in the park and no free shower baths.

Superintendent Tomlinson: Complaints are received about there being no free ranger naturalist service in Mount Rainier National Park as in the other Parks.

Superintendent Patraw: Many complaints are received about the entrance fee and poison ivy.

Chairman Demaray next called on Superintendent Pinkley for comments regarding complaints received.

Mr. Pinkley, Superintendent, Southwestern National Monuments: The main difficulty is due to the fact that the general public is not familiar with the administration and organization of National Parks. Further, the American public as a whole is very fair and about all it needs is an understanding of the basic conditions in National Parks to make them more lenient toward conditions which they find different in the parks as compared to similar facilities elsewhere.

Mr. Harvey: The complaints are apparently indicators of an uninformed public.

Mr. Sceva: Maps of the cabin area are furnished each visitor to Mount Rainier with an explanation of the costs for such accommodations, and the length of season the camps are open, so as to show the visitor the reason for the cabin rates.

The Chairman then called on Mr. Kittredge as to whether he heard complaints about services during his visits to the various parks.

Mr. Kittredge, Chief Engineer, National Park Service: Some complaints have been encountered concerning the dust nuisance on the various trails, but since the National Park Service has adopted the policy of oiling trails, this source of complaints has been eliminated.

Superintendent Tillotson: The complaints at Grand Canyon in regard to Government service usually take the form of suggestions, some not so very sound, others quite practical. The bulk of complaints have to do with our practice of advising people against walking down trails. They insist that we are in the employ of Fred Harvey and trying to sell the mule trips. Perhaps Ranger Satterwhite, who is present, might have some statements that would be of interest regarding complaints he has heard.

Mr. R. G. Satterwhite, Park Ranger, Grand Canyon National Park: While on the checking station a few complaints are received about the entrance fee, but when it is explained that the fee is for the maintenance of the roads in the Park there are very few who do not pay the dollar willingly. When at the Information Desk some complaints are received about the price of accommodations and the mule trip down the Bright Angel. Some of the people seem to think that the reason for the high prices in the Park is due to the fact there is only one Park hotel operator here. However, when it is explained to them that the prices are regulated by the Government, they usually take that explanation as satisfactory.

Chairman Demaray: Does Mr. Satterwhite understand the expense in connection with the operation of the Harvey corrals?

Ranger Satterwhite: No, sir. The rangers do not have a great deal of knowledge of the operators' problems, nor of the major expense of running the saddle train, hotel, and other similar units.

Mr. Harvey: The operators should get together with the people in the Park who are contacting the public and make available more information regarding their service.

Mr. Sceva: It might be advisable to get out a pamphlet for the education of the public regarding the organization of the operators and the Park Service.

Mr. Gable: Regular meetings between the contact men and operators would seem valuable where the employees who meet the public could ask questions and get information that could be used in answering the questions of the Park visitors.

Superintendent White: Such conferences are held in Sequoia and are found very beneficial.

Dr. Tresidder: With the coming of the motor car the status of the traveling public was changed from just vacationists to a mobile public. People formerly saved money until they had a sufficient sum to visit some particular spot and when they reached their destination they spent freely. Now, with the motor car, people spend many week-ends during a year at various resorts. They are not really on vacation and they want to make as many week-end trips as possible; therefore, they do not wish to spend much money on any one short, week-end trip.

In Yosemite one man was sent around to listen to complaints - and from the information gathered, it was concluded that more advertising should be given the situation of the Park Operators and the Park administration.

Superintendent Thomson: The Superintendents seem reticent in their remarks concerning complaints and it would appear from the discussion that most of the complaints were received in Yosemite. However, from the remarks of Mr. Satterwhite, it would appear that they are receiving about the same complaints in Grand Canyon as are registered in Yosemite.

Ranger Satterwhite; (who was a temporary ranger in Yosemite for several seasons): The complaints at Grand Canyon are similar and in proportion to the number of visitors - not over 5% of the visitors registering a complaint of some nature.

Chairman Demaray: Did you have more of an opportunity to know park operators' problems in Yosemite than here?

Ranger Satterwhite: No, sir.

Mr. Demaray: Perhaps Mr. Lloyd, who is an old timer in the National Park Service and was stationed in Yosemite for a number of years before being transferred to Grand Canyon, would care to make a statement concerning complaints that have come to his attention.

Mr. James V. Lloyd, Assistant Superintendent, Grand Canyon National Park: There are always a limited number of complaints (many really are suggestions, not complaints) received in every park, concerning both the Park Operators and the National Park Service. Here in Grand Canyon the complaints that come to my attention are relatively few, since my duties consist mostly of office work, while in Yosemite my assignment as ranger brought me in direct contact with all classes of visitors.

It is my opinion that the rangers and naturalists make 80% of the contacts in the Parks. Therefore, they should be well informed as to the expenses of the Park Operators, in providing guest facilities. Always having taken an interest in this subject, and enjoying the best of relations with the Park Operators, I have generally been well equipped to enlighten the public when complaints were received against either the Park Operators or the Service. However, such knowledge is not general among rangers or naturalists either in Yosemite or Grand Canyon.

Some of the so called "complaints" reported by the rangers at Grand Canyon, in my opinion, are based upon impressions. The rangers feel that every automobile leaving the Park after 5:00 P. M. takes with it an average of three persons, who would be potential guests of the Park Operators if they had remained overnight. Since no accurate check has been instituted here as yet to learn why the people leave the Park, the rangers in many instances have the impression that Park visitors are leaving because they are dissatisfied with the services and prices offered.

Dr. Tresidder: Not even a monopoly could furnish all the consumers' demands; there are many reasons why people may be leaving the Park at that time of day, besides not being satisfied with Park accommodations.

Mr. Demaray: It would appear that the operators make one check of complaints and the Park Service makes another check - why not get together.

Mr. Kittredge: Some complaints seem to get to the operators and not to the Park Superintendents, and vice versa.

Chairman Demaray then brought up for discussion between the Park Operators and the Park Superintendents, the question of the sale of foreign made goods in National Parks. It has been the policy of the Service to avoid making any ruling on the subject as they consider it more a matter for operators to decide among themselves, rather than a question for open discussion.

Dr. Tresidder: It is my understanding from Director Cammerer that anything except purely local handicraft could be sold as formerly and many unrelated articles are sold as before.

Mr. Harvey: Perhaps the selection of curios other than Indian-made articles should be left to the discretion of the operator.

Chairman Demaray: Do any of the Superintendents feel the sale of foreign made goods should be restricted in the National Parks?

Superintendent Tomlinson: The Superintendents should leave the matter alone, as the Service would only lay itself open to criticism.

Dr. Tresidder: In the curio business less than 50% of the curios offered for sale by Park Operators are American made.

Mr. Harvey: The purchasing public will control what the Park Operators buy.

Mr. Demaray: What are your views, Mr. Toll?

Superintendent Toll: The foreign made goods will have to be permitted. It will be interesting to see how the Indian goods are taken to this year, since no factory made Indian handicraft will be sold.

Mr. McAbee: There is very little manufactured or machine made Indian goods on hand in Mesa Verde, but it seems some of the other Park Operators have thousands of dollars worth on hand. It seems to me they should have been given last season and all of this season to at least get their money out of these goods.

Mr. Demaray explained that the Secretary had issued this order about Indian goods to take effect immediately, to stimulate the trade in Indian made goods, and refused to allow any extension of time.

It was further brought out that a recent ruling of the Federal Trade Commission has made it impossible to sell or even ship any manufactured or machine made jewelry under the label "Indian made".

Mr. McAbce read a list of articles which he would like to know if he might sell in the Park, and Chairman Demaray suggested that he submit the list to the Washington Office, where it would be taken up with the Commissioner of Indian Affairs for a decision.

Chairman Demaray then called for a motion for adjournment and reminded the members to be on hand at 2:00 o'clock, when Miss Coulter would show the model for the new Bright Angel Development.

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Following luncheon and the presentation in the Billiard Room of the model for the new Bright Angel Development, the Superintendents and Park Operators again gathered in the Music Room for further conference.

Mr. Ball: It is hoped that a part of the buildings modelled and for which plans and specifications are complete and approved so far as Fred Harvey and the Santa Fe are concerned, might be started by the middle of September or the first of October. It is planned to build the main unit first and the Park Operators would like to urge that the members of the National Park Service approve the plans and specifications, or make required suggestions as soon as possible, in order not to delay the plans for building. It is believed that with the first unit completed, money will be made available from time to time for further construction and the ultimate completion of the entire development as planned.

If the National Park Service is to insist on the sprinkler system of fire protection for the Lodge, it is not known when money will be available; also it might be necessary to ask the Government to bring certain service lines such as sewer, outside fire lines, etc., up to the buildings.

In regard to rock for foundations, it would be desirable to have Mr. Tillotson designate some area in the Park as close as possible to the site, where this material might be obtained, thus avoiding a long and expensive haul. The logs and slabs have been ordered from the Albuquerque territory. The Santa Fe will want permission to move the Brown Building, but leave it for use as long as necessary.

The main point in this construction is that time becomes very important and the Park Operators cannot afford to be tied up on a

minor discussion. They desire to get such matters settled as much in advance as possible.

If the money set up for the construction of the new Bright Angel is not spent within an allotted time, it will be impounded. Also, if the plans and specifications cannot be agreed upon, the Santa Fe might say they can get along without this further development, as there are still some difficulties in getting the Santa Fe officials to believe in this improvement. The National Park Service officials can help expedite the construction by their early approval of the plans.

Further, they will also ask the Park Service for permission to move out of the area where construction will begin, such buildings as are in the way. If later the Park Service feels that all of these buildings should be removed, they will try to comply with the request as quickly as there is no need for such buildings. At present, however, they wish only to move those buildings in the way of new construction. Regarding the Brown Building, they have estimated that it will cost \$2,000 to move it far enough away from its present location to allow for the new construction. Some thought has been given to the remodelling of it for use as a dormitory, but now it is believed the cost will be excessive.

Chairman Demaray: Do you think a suitable rock quarry can be located, Mr. Tillotson?

Superintendent Tillotson: The rock quarry will be selected by the time, or before, the Santa Fe is ready to begin construction.

After some discussion concerning the possibility of the Service constructing water and sewer lines to the new Bright Angel Development, Chairman Demaray stated that the Service might be able to build the lines to the buildings in this particular situation since the National Park Service owns the sewage disposal plant and apparently owns all the mains. He said it is not too early to submit in writing some of the things that will be asked of the Service and the things the Company expects to do.

Mr. Ball: It is believed the Santa Fe will have the plans completed by the middle of July. The money set up for this improvement must be spent before the first of the year.



Chairman Demaray then called on the various Superintendents and Park Operators to give an expression of their reactions to the plans for the proposed new Bright Angel Development.

Mr. Vint: The plans present a well worked out layout. The arrangement of service seems good; the one difficulty that can be anticipated at this time is in connection with leaving the old buildings.

Superintendent Tillotson: It will facilitate matters to let the National Park Service have some idea from time to time of the plans the Park Operator is making, rather than spring the whole development on us at one time.

Mr. Hommon: There appears to be no good reason why all the new development could not be promptly approved and construction proceed without delay.

Mr. Ahern: The fire hazard possibilities will be considerably reduced under the plan involving a number of widely scattered buildings rather than one large facility.

Superintendent Toll: The boldness of the architectural scheme is a surprise, especially so since the many break-downs must add to the cost of construction.

Mr. Underwood: It is the finest thing yet seen and I believe will "hit the bull's eye". Particularly impressive is the fact that the construction calls for the use of local materials, weaving in a touch of Indian architecture, yet possessing the right note of vibration in keeping with the surroundings.

Superintendent Toll: Fred Harvey's ability to provide suitable types of construction is exemplified in the Hermit Rest House and the Desert View Indian Watchtower, which show an outstanding boldness of design and perfection of detail.

Superintendent Tomlinson: I concur generally with Mr. Toll.

Mr. Harvey: Please throw rocks, if any are to be thrown, at this time, as the plans are only on paper now and when built will be harder to modify.

Superintendent Thomson: Such a plan of development in Yosemite would certainly be welcome.

Mr. Hays: The facilities of the new development will not endanger the position of the El Tovar, nor overshadow its importance to rail travel.

Mr. Goodwin: The finished development will be very interesting.

Superintendent Patraw: It might be well to leave out one of the proposed new buildings and take some action toward doing away with the Brown Building.

Mr. Sceva: The whole proposed development seems very much worthwhile.

Mr. McAbee: The break-up of buildings for fire protection is an original idea and the whole development is one of the biggest improvements to the South Rim.

Mr. Patrosso: Comments are desired from the operators as to the practicability of the plan from the standpoint of management.

Mr. Lewis: There seem to be no difficulties.

Superintendent Pinkley: The development will look good to visitors and not scare them away.

Mr. Hays: What will be built first?

Mr. Ball: The plan of construction at this time includes only the main building; housing the kitchen, coffee shop, and lounge. It might be possible to also include the improvements planned for the addition to the Bucky O'Neil cabin on the west.

Mr. Hays: What led the Santa Fe and Fred Harvey organizations to this experiment?

Mr. Harvey: It was to get the price per room down.

Mr. Hays: What about automobiles?

Mr. Harvey: Automobiles will be parked in certain areas fairly close to the buildings.

Mr. Vint: The group cabins seem very sensible and economical.

Mr. Harvey: The minimum requirements are going to be built to find out what the public wants.

Mr. Vint: It may be certain people will be most interested in the group idea and others will want to have a single cabin.

Mr. Hays: The auto camps have not taken away all the hotel business.

Mr. Patrosso: There are still two classes of people: those who want hotels and those who want camps.

Mr. Ahern: What price range is contemplated for the new development?

Mr. Harvey: This development is for the purpose of filling in the gap in accommodations priced between El Tovar and the camp ground.

Mr. Demaray: To sum up, probably all the Park Operators envy Fred Harvey and they are all interested in the experiment here.

Mr. Hays: Is it planned to provide rooms with baths in this new development?

Mr. Harvey: The majority of the rooms will be without baths.

Mr. Underwood: What about tubs and showers?

Mr. Harvey: It is planned to equip the development mostly with showers.

Mr. Underwood: Is there any unit contemplated comparable with the de luxe type of cabin, as on the North Rim?

Miss Coulter: We are not building any fire places in any of the units except in the Bucky O'Neil cabin. The main idea is to furnish accommodations above those in the camp ground and below those furnished at El Tovar.

Mr. Ball: The Santa Fe hopes to be able to work in a few cabins in 1936 and in 1937 put in more as the public demand indicates the need. In 1935 the Santa Fe would like to spend about \$50,000 to try some construction with or without baths, as their judgment deems suited to the trade - all with the approval of the National Park Service.

Mr. Patrosso: There is a considerable demand for cheap accommodations with shower and the Santa Fe would probably add a shower to some of our old cabins and try the idea out.

Miss Coulter: Showers are more popular than tubs. In this connection, it is believed wise to continue the propaganda as to the shortage of water at Grand Canyon.

Chairman Demaray asked for a motion for adjournment and the meeting was adjourned at 5:45 P. M., to meet again on Friday morning at 9:00 o'clock.

The Joint Council again convened at 10:20 o'clock A. M., on May 4. The report of the committee on the survey of highway auto camps was read by Dr. Tresidder and discussed at length by the conference. After some changes the report was adopted as follows:

"In 1929, recognizing the part that highway auto camps were beginning to play in tourist travel, the National Park Service asked the National Park Operators Conference to make a study of highway auto camp facilities. At that time highway camps were catering principally to travelers carrying all or part of their housekeeping equipment. The National Park Service felt that the housekeeping facilities growing up outside the parks were threatening to excel those provided within the parks and that they were being offered at substantially lower rates than those charged by the Operators.

"In 1930 the National Park Operators Conference submitted to the Secretary of the Interior a report based upon a careful survey of auto camp facilities in the Western United States. Included in this study were both the auto camps found along main highways, and those found in strictly seasonal resorts (report dated December 4, 1930, pages 21-28). Similar studies have been made from time to time by representatives of the National Park Service. The purpose of the present survey was to assemble facts from which the National Park Service could establish conclusions that would be authoritative.

"The findings which follow are based upon the study of auto camps located principally on main arterial highways. Practically no auto camps at the seasonal resorts, business comparable to that in which the Park Operators are engaged, were studied since facilities for the most part have not yet opened for the coming summer tourist season. About 70 per cent of the auto camps encountered were believed to be below standard that would be permitted in a National Park, and for that reason this study is confined to the better auto camps found on the main highways and report approximately 30 per cent of the total number along the routes traversed. The following is a summary of the facilities and services of highway auto camps.

"No. 1, Ownership: The camps are usually owned by an individual or by a family. Mortgages or other forms of indebtedness have been placed on most camps to assist in financing their construction and operation.

"No. 2, The camps customarily are managed by their owners. The owners and their families do as much of the work themselves as possible and keep the employment of others to a minimum.

"No. 3, Clientele: More than 50% of the patronage of highway auto camps is derived strictly from commercial travel, even during the tourist season, except that the percentage of tourists is much higher adjacent to National Parks or other resort areas. Patrons invariably arrive by motor car. In the beginning they usually carried most of their equipment with them but the auto camps are rapidly becoming European Plan cottage hotels and in every instance the camp's manager testified that the demand for housekeeping facilities was rapidly diminishing. A typical highway camp consists of detached cabins, usually arranged in rows, with the space between each cabin serving as a parking area for the guest's automobile. In many instances the parking area is covered and in cases where improvements are contemplated by the owners, they stated that in the future they would not only cover the car space but place doors on it as well, to provide a garage that could be locked.

"Most camps are situated within the city limits and obtain their water, electricity, fire and police protection and other sanitary facilities from the municipality or local utility company. In a few instances camps were located outside the city limits to escape higher taxes.

"The number of cottages usually does not exceed twenty-five, the size of the camp being determined by the number of units which the owners feel they can care for without hiring outside help. Public space is rarely provided in the form of lobby, lounge, entertainment, etc. Many camps have a service station or restaurant or store, or all three facilities, but in most cases the revenue available from these operations is not sufficient to justify the owner in employing labor to operate the facilities.

"No. 4, Facilities: In some instances the buildings had been constructed by the owner with a minimum of hired help. The materials used in the construction varied from the cheapest grade of lumber to excellent stucco, concrete or brick. Roofs varied in type from a single layer of tar paper to tile. Generally the plumbing, both inside and outside buildings, was exposed. Power lines were carried overhead to the buildings and the wiring inside was

usually exposed and carried on knobs and tubes. Camps in California were found to be subject to the provisions of a housing law, which apparently is not rigidly enforced. In the other states visited the camps were subject only to regulation of water supply and sewage disposal. Many camps showed signs that the owners had not been able to give proper maintenance and the capital investment was obviously depreciating. A number of camps, however, were well maintained and in all cases where the owner was in a position to do so, we found him improving the quality and type of his facilities.

"No. 5, The Service Offered: The living quarters of the camp owner or manager usually serve as the office to which the motorists apply for information. The manager shows the prospective guest the various types of accommodations and if accepted the guest carries in his own baggage, cares for his automobile, since no porter service or hotel service in the customary sense is available. Guests are not required to register individually, but one member of a party can register for a whole group. Payment for accommodations is collected in advance. Patrons arrive about dinner time or later and depart early in the morning. The camp management is under no necessity of providing entertainment or any form of amusement. Owing to the extreme transient character of the patronage, bedrooms are furnished with simplicity. In the majority of cases some of the facilities such as dressers, washstands, clothes closets, comfortable chairs, writing desks, waste baskets, clothes hangers, glasses, pitchers, ash trays, stationery, soap are found. Small rugs are furnished for the exposed floors. Rooms without bath contain hot and cold water and toilets. Rooms with bath are for the most part equipped with lavatory, toilet and shower. Guests occupying non-bath accommodations have free use of community bath houses and in many instances have free use of laundry facilities.

"No. 6, Rates: The rates were found to be very flexible; prices asked being influenced to some extent by the demand at the time and the type of visitor. Rates were not posted in rooms as is required of hotels, nor were any definite rate schedules found. Rates were based upon beds and not upon the number of persons occupying the room. Non-bath accommodations ranged from 75¢ to \$1.50. Rooms with bath ranged from \$1.75 to \$2.50 for two people, including bedding. Accommodations are available without bedding at a

lower rate. In California and Arizona the standard charge for linen was 50¢ and in other areas visited it was generally 25¢. We were informed that prior to 1929 the rates were 50% or more above those named in this report. The present rates are also considerably lower than those quoted in the report by the National Park Operators in December, 1930. Considerable difference in quality of facilities and type of service was found but such differences were not always reflected in the rates charged. The difference in rates between non-bath facilities and those with bath did not always reflect the difference in construction cost and maintenance of the two facilities.

"No. 7, Percentage of Occupancy: All camp owners reported an occupancy of 50% or better throughout the entire year. A number of camps of high quality had an occupancy of 90%. The owners testified that if they operated only 90 days per year at 100% occupancy they could not survive.

"No. 8, Financial Set-Up: The camp owners or managers do not customarily pay themselves a salary. Their investments are not set up on a property ledger nor accurate accounts kept which reflect depreciation, insurance, upkeep and return on investment. The camp managers get their living out of the business and any money in hand at the end of a year is regarded as a profit. The manager fulfills the functions of office clerk, bell boy, maid, janitor, yardman, launderer, plumber, electrician, handy man, etc. One owner stated that he had only had two days off in four years and many owners are on duty fifteen hours per day, seven days per week. The highest wages found in this study were 35¢ per hour and the lowest \$30. per month without either board or room. On the main highways near cities many of the original camp owners were still in possession of their property. Camps situated off the main highways were found to have much more frequent change in ownership and management. The camps do not spend money for creative advertising or business promotion, but rely principally upon bill boards to divert travel passing their properties. Fire insurance is carried but liability insurance is not. Some camps belong to an association which has leaflets that are descriptive of the member camps.

#### "CONCLUSIONS:

"No. 1. Highway auto camps are not now organized on a



corporate basis and even with the present set-up of family ownership it is not yet established whether they can continue at the present rates. At present the business is not stabilized.

"No. 2. Camp owners under existing conditions are not earning a profit which represents an adequate return on capital. In many instances they are not even earning as much money in cash as they might earn by working regular hours at an hourly wage.

"No. 3. The method of operation of highway auto camps differs in many respects from that conducted by the National Park Operators. Although the camps originally started as partially furnished housekeeping camps, they are gradually assuming the character of European Plan cottage hotels. The guests remain but a single night and the camp owner is under no necessity of furnishing any of the incidental service required of Park Operators. Camp owners make no attempt to meet peak loads such as week-end crowds or the seasonal business of summer; in fact, camp owners apparently recognize that any attempt to meet peak conditions would promptly be disastrous.

"No. 4. The popularity of auto camps is based:

A. Upon low cost of a nights lodging, plus the additional saving of 50¢ storage for motor car and at least 50¢ saving in tips.

B. The convenience to the traveler of having his automobile beside his cottage where he can remove only such things as he requires for the night and where he can be sure of the safety of his car and contents during the night.

C. Many motorists feel so travel stained and worn after a day of riding that they prefer the informality of an auto camp to a hotel in a city.

"No. 5. It was found that in the Parks, service and facilities are offered which equal or excel those outside the Parks, but they are not grouped in the same unit, and the prices within the Parks are uniformly higher than outside the Parks.

"It is also clear that the Park Operator conforming to a code cannot compete with a man and wife operating without a code.

"No. 6. The National Park Operators cannot compete in price alone with highway auto camps because:

A. They have a corporate structure and are under necessity of identifying an actual profit for the stockholders.

B. The operations have to be conducted by trained employees whose hours and wages are strictly regulated.

C. They are required to furnish facilities to meet peak demands and the one factor of percentage of occupancy alone rules out the possibility of Park Operators furnishing facilities at a price comparable to an operator that has at all times better than 50% occupancy.

D. The buildings and facilities of the operators of necessity have been constructed by employed labor, also the cost of both labor and material in parks greatly exceeds the cost in cities because of transportation, distance from labor market, etc.

E. The guests which the operators serve are in some Parks provided with public space for entertainment and amusement facilities, such as tennis courts, swimming pools, game rooms, dancing pavilion, etc., all of which are not directly productive of profit and all of which must be charged against the revenue producing services furnished the guests, such as room and meals.

F. National Park Operators in most instances spend a considerable percentage of their revenue on advertising, publicity and the promotion of business.

"RECOMMENDATIONS:

"While this committee frankly accepts that National Park Operators cannot under existing conditions compete with the auto camps in price, nevertheless, it also recognizes that a considerable number of persons entering the Parks annually have been educated to the use and cost of the highway auto camps.

"No. 1. That a committee, composed of both operators and National Park officials, be appointed to study the problem to the end that at the next meeting several alternative plans can be presented, such plans to be approached from two viewpoints.

A. Starting with the price which it is felt should be charged for the facilities and applying the known percentage of occupancy, the known cost of operation, what would the initial cost of such a facility have to be.

B. Starting with the type of facility which the experts of the National Park Service would like to have in the Parks and again applying the percentage of occupancy and operating cost, what would the rate to the public have to be. It is felt that particular emphasis should be laid upon offering bath accommodations in the Parks in cabins that now exist at lower rates.

"No. 2. That a committee be appointed to consider possible methods of reducing existing building costs in the National Parks, such a study to embrace a determination of the feasibility of the Government giving more assistance in bringing utilities to building sites, etc.

Submitted by:

Don Tresidder, Chairman."

Mr. Vint then read the report of the committee on use of tents, and it was adopted as follows:

"Since the campfire and the tent are symbolical of life in our National Parks, evidence seems conclusive that many Park visitors much prefer tents to cabins and that there will be serious complaints if tents are abolished.

"The committee, therefore, recommends that tent accommodations be permitted in Parks where climatic conditions make such installations desirable.

"Tents, like other structures, can be of an attractive design. Further, it is realized that a high standard of maintenance and construction is necessary and that tents should not be considered as the lowest class of accommodations nor be constructed or landscaped under relatively lower standards than other types of accommodations.

"We strongly disapprove the practice of gradually converting existing tents to makeshift structures of canvas and wood.

"It is believed that in heavily forested areas tents are much less harmful to tree life than cabins.

"It is recommended that the same attention be given to the construction, maintenance and supervision of tents as for other housing facilities in the Parks.

Submitted by:  
Howard Hays  
H. B. Hommon  
C. G. Thomson  
Roger Toll  
Don Tresidder  
T. C. Vint, Chairman."

Mr. Harvey introduced the subject of air service within the National Parks. He believes that air travel to the Parks should be encouraged, and that the suggestion might be made to the Government that if funds were available under some of the relief programs, such funds could be used to establish landing fields.

Chairman Demaray: In one instance in Yosemite National Park the Secretary refused to allow work on improving an existing air field in that Park to be done by C. C. C. enrolled men stationed there, and apparently the Secretary has a definite feeling that air travel should find its landing fields outside of National Parks rather than inside the limits of the Parks; perhaps just as the railroads have found their terminals at the boundaries of the Parks rather than within.

The conference should not make a formal recommendation on the matter, but rather make it the sense of the representatives.

Mr. Goodwin then introduced a resolution that the Joint Council, as a body, should encourage air travel to the Parks.

It was moved and seconded that this resolution be adopted, but when the vote was taken there were about an equal number of yeas and nays.

Dr. Tresidder then made a suggestion that a study of this problem be started, with the view of regulating the air traffic.

A resolution was introduced and adopted as follows:

"Whereas, travel by airplane is increasing rapidly in the United States, and,

"Whereas, the Federal Government is now engaged in building landing fields throughout the United States in locations particularly designed to stimulate the use of airplanes by its citizens, and,

"Whereas, many landing fields are now being constructed with Federal funds in resort areas adjacent to western Parks, and,

"Whereas, there is an increasing demand for airplane facilities at Park gateways and an increasing volume of flying over Park areas, which is uncontrolled and unregulated,

"It is the opinion of this conference that the importance of the airplane problem in connection with travel to the National Parks should be recognized and that a study should be made to determine the extent to which facilities shall be provided eventually at Park gateways and to what extent commercial and private flying over the Parks should be regulated to the public interest."

Mr. Goodwin proposed that the conference adopt a resolution of appreciation, and the following resolution was formulated and adopted:

"The members of the Conference of Superintendents and Operators express their deep appreciation to Superintendent Tillotson, Mr. Patrosso, and all members of their organizations, for the many courtesies given at Grand Canyon. They have profited much by a study of the fine service given by the Fred Harvey Company and their forward-looking plans for development. They have also been impressed by the fine spirit of working together shown by the Park men and Operators at Grand Canyon."

Colonel White expressed appreciation of the manner in which the Conference was started under the able leadership of Mr. Gable acting as Chairman, and later handled by Associate Director Demaray, who arrived on the evening of May 1.

Chairman Demaray said he wished to express his appreciation of the manner in which the Operators and Superintendents had approached the meeting, and that he was much impressed with the serious manner in which everybody had considered the work of the Conference.

Mr. Hays issued an invitation for the next conference to be held in Sequoia National Park.

The meeting adjourned at 12:30 o'clock P. M., May 4, 1934.

Committee meetings and individual conferences between the Park Operators and National Park Service officials were held during the afternoon.

Following this a brief inspection was made of the Park headquarters area. The entire group then visited the Yavapai Observation Station and from there continued on by bus, via the Wayside Museum of Archaeology, to the Watchtower at Desert View, where the members of the Council were guests of Fred Harvey at a beefsteak supper prepared and served under the able direction of J. E. Shirley, Manager of the Fred Harvey Transportation Department.

Final adjournment occurred at El Tovar Hotel later in the evening, just prior to the departure of Associate Director Demaray and others on the evening train.

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A copy of the special form, consisting of four sheets, used in making the Camp Survey is attached hereto.

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Ranger Aides in attendance during the sessions of the Council Meeting were: R. R. Williamson, P. E. Brown, and R. G. Satterwhite, of Grand Canyon National Park.

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CAMP SURVEY

NAME OF CAMP \_\_\_\_\_ LOCATION \_\_\_\_\_

MANAGEMENT

Owner's name \_\_\_\_\_

Ownership: corporation ( ), partnership ( ), private individual ( ) (check)

Does business appear profitable? \_\_\_\_\_

Type of trade: (percentage) \_\_\_\_\_ tourist \_\_\_\_\_ labor \_\_\_\_\_

Time in business (of this operator at this location) \_\_\_\_\_

Previous experience in this business \_\_\_\_\_

Managed by \_\_\_\_\_

No. of employees: \_\_\_\_\_ regular (not members of family) \_\_\_\_\_

additional for peak loads \_\_\_\_\_

Maximum capacity \_\_\_\_\_ approximate average house count \_\_\_\_\_

average duration of stay \_\_\_\_\_

PHYSICAL IMPROVEMENTS

Located on: highway \_\_\_\_\_ miles from \_\_\_\_\_ to \_\_\_\_\_

Area occupied: (approximate acres) \_\_\_\_\_ frontage (feet) \_\_\_\_\_

Year built \_\_\_\_\_ built by present owner \_\_\_\_\_ or by builder \_\_\_\_\_

No. of entrances: \_\_\_\_\_

Ground lighting: entrance \_\_\_\_\_ general \_\_\_\_\_

No. of separate buildings (total) \_\_\_\_\_ standard \_\_\_\_\_ special \_\_\_\_\_

Controlled by: gate \_\_\_\_\_ cottage \_\_\_\_\_ office \_\_\_\_\_ other \_\_\_\_\_

Peculiarities of site: view \_\_\_\_\_ trees \_\_\_\_\_ garden \_\_\_\_\_ etc. \_\_\_\_\_

Fire protection facilities  
(fire extinguishers) (hydrants) (hose)



PHYSICAL IMPROVEMENTS (Cont.)

Sanitary measures: septic tank \_\_\_\_\_ dry privy \_\_\_\_\_  
Bath facilities: central \_\_\_\_\_ by unit \_\_\_\_\_  
Toilet facilities: central \_\_\_\_\_ by unit \_\_\_\_\_  
Running water: central \_\_\_\_\_ by unit \_\_\_\_\_  
Sewage: Municipal \_\_\_\_\_ privately operated \_\_\_\_\_

OTHER BUSINESS DETAILS

Retail business: food \_\_\_\_\_ drinks \_\_\_\_\_ garage \_\_\_\_\_ etc. \_\_\_\_\_  
Advertising methods \_\_\_\_\_ signs, etc. \_\_\_\_\_ post cards \_\_\_\_\_

RECREATIONAL FACILITIES

Swimming pool \_\_\_\_\_ radio \_\_\_\_\_ camp fire \_\_\_\_\_

REGULATION

State inspection \_\_\_\_\_ state building code \_\_\_\_\_  
State regulatory laws \_\_\_\_\_ enforced? \_\_\_\_\_  
Forest service regulation \_\_\_\_\_

RATES

Standard cabins, completely furnished:-

Single: \$ \_\_\_\_\_ per day; \$ \_\_\_\_\_ per week  
Double: \$ \_\_\_\_\_ per day; \$ \_\_\_\_\_ per week  
Extra persons: \$ \_\_\_\_\_ per day; \$ \_\_\_\_\_ per week

DeLuxe cabins, completely furnished:-

Single: \$ \_\_\_\_\_ per day; \$ \_\_\_\_\_ per week  
Double: \$ \_\_\_\_\_ per day; \$ \_\_\_\_\_ per week  
Extra persons: \$ \_\_\_\_\_ per day; \$ \_\_\_\_\_ per week

RATES (Cont.)

Standard cabins, partly furnished with \_\_\_\_\_

Single: \$ \_\_\_\_\_ per day; \$ \_\_\_\_\_ per week

Double: \$ \_\_\_\_\_ per day; \$ \_\_\_\_\_ per week

Extra persons: \$ \_\_\_\_\_ per day; \$ \_\_\_\_\_ per week

DeLuxe cabins, partly furnished with \_\_\_\_\_

Single: \$ \_\_\_\_\_ per day; \$ \_\_\_\_\_ per week

Double: \$ \_\_\_\_\_ per day; \$ \_\_\_\_\_ per week

Extra persons: \$ \_\_\_\_\_ per day; \$ \_\_\_\_\_ per week

Discount for children \_\_\_\_\_

Discount for longer stays \_\_\_\_\_

Are rates increased or decreased according to seasons? \_\_\_\_\_

Date \_\_\_\_\_ Report by \_\_\_\_\_

## CAMP SURVEY

Description of Cabin: Standard-DeLuxe

Outside dimensions: Length \_\_\_\_\_ Width \_\_\_\_\_

Chimney: \_\_\_\_\_ Kind \_\_\_\_\_ height \_\_\_\_\_  
(yes or no) (metal, standard flue (above ridge)

No. of rooms: \_\_\_\_\_ size: - bedroom \_\_\_\_\_ kitchen \_\_\_\_\_ dining \_\_\_\_\_

No. and approx. size: Windows \_\_\_\_\_ doors \_\_\_\_\_ screens \_\_\_\_\_  
(No.) (Size) (No.) (Size) (No.) (Size)

Ext. walls: Wood \_\_\_\_\_ log \_\_\_\_\_ Stucco \_\_\_\_\_ Wall board \_\_\_\_\_

Roof: \_\_\_\_\_ Roofing \_\_\_\_\_ Floor \_\_\_\_\_

Ext. paint: \_\_\_\_\_ color \_\_\_\_\_ condition \_\_\_\_\_  
(yes or no)

Interior construction: studding exposed \_\_\_\_\_ sealed \_\_\_\_\_

Lighting: \_\_\_\_\_ electric \_\_\_\_\_ gas \_\_\_\_\_ oil \_\_\_\_\_  
(yes or no) (No.) (No.) (No.)Electric wiring: conduit, cable, open \_\_\_\_\_ Fuse cut-out \_\_\_\_\_  
(yes or no)Heating \_\_\_\_\_ stove \_\_\_\_\_  
(yes or no) (wood, gas, electric)

Furniture: condition \_\_\_\_\_

Beds \_\_\_\_\_ Blankets \_\_\_\_\_ Linen \_\_\_\_\_  
(No.) (Size)

Chairs \_\_\_\_\_ Dressers \_\_\_\_\_ Tables \_\_\_\_\_

Mirrors \_\_\_\_\_ Floor covering \_\_\_\_\_

Plumbing: sink \_\_\_\_\_ toilets \_\_\_\_\_ bath \_\_\_\_\_

General condition: clean, dirty, light, dark, hot, cold \_\_\_\_\_

Shelter for auto: Next to unit \_\_\_\_\_ Separated from unit \_\_\_\_\_

How many standard type cabins? \_\_\_\_\_

How many deluxe cabins? \_\_\_\_\_

NAME OF CAMP: \_\_\_\_\_