

Parkhurst Hindered in Improving Lodge By Lack of Money

(Continued from page 1)

25. That an existing outside fireplace was not properly sheltered from the wind.

26. That garage accommodations were not afforded the guests.

Committee Was Busy

Your committee held several well attended meetings of its members and a special committee consisting of Messrs. Childs, Vawter, Siemens and Chairman Vincent, journeyed to Crater Lake lodge to investigate conditions there. For the purposes of this report each of the 26 criticisms will be considered separately in the numerical order as they appear above.

One Charge Baseless

1. (a) The committee reached the conclusion that there was little upon which to base the charge of shortage of food at Anna Spring camp. The camp is located five miles from the main hotel and takes care of transients, and on occasions, overflow from the main hotel. Our investigation disclosed no individual complaint regarding this camp other than that of Mr. Mather himself.

Editors Fared O K

(b) Your committee is satisfied that upon the occasion of the year one National Editorial association in 1919 there was not a shortage of food at Crater Lake lodge. On the other hand, we are convinced that in the early part of 1920 season, especially about the 4th of July guests were not taken care of in this particular as their care had been. In this connection it is only fair to state that the season had barely started at that date and that a shortage of supplies was due to lack of transportation, quantities of supplies being at Medford awaiting shipment into the lake, (a distance of 85 miles) and to an unprecedented rush of visitors, for so early in the season.

Steward to Blame

It is apparent that the steward in charge, (one Murphy) in addition to being an excitable and arbitrary individual, refused to permit the chef and other kitchen and dining room help to serve meals after the accustomed hour for closing the dining room, in spite of the fact that there were a number waiting to be served. The man Murphy appears to have made a fair record in the management of Anna Springs camp in 1919, and having been called to the lodge to help out upon the occasion of the visit of the National Editorial association, conducted himself in a manner to convince Mr. Parkhurst that he might satisfactorily serve as steward for the main hotel during 1920. Due to his utter unwillingness, or inability, to handle the 1920 situation he was discharged by Mr. Parkhurst on or about the 10th of July.

Adequate in Volume

In this connection your committee found that on several occasions during the season there was some delay in filling requisitions of the chef. However, these requisitions generally were for special articles and while the delay in delivery failed to permit a larger variety of foods on the menu, the supplies on hand were adequate to meet requirements so far as volume was concerned. It is our opinion that these delays were due to the possible neglect of the employed manager, Mr. Tourtelott.

2. This criticism we find to be true. However, it is only fair to state that the criticism can only be based in comparison with resorts more conveniently located, as to base of supplies and to the charges made for service. Our investigation shows that at other national parks in particular service charges are considerably higher than those which have been obtained at Crater Lake. Mr. Parkhurst has held down his per diem charges to a very low figure, and generally speaking, we believe the traveling public has been given value received. This does not take into consideration the lack of private rooms with bath, or other niceties which should be installed at Crater Lake, but the fact should not be overlooked that Crater Lake is 85 miles from the nearest railroad station, and approximately 400 miles from Portland, the chief base of supplies. Your committee talked with several persons who had been guests at Crater Lake after July 4th of this year, and found, without exception, no complaint regarding service. It happened that when your committee was at Crater Lake there was also present the park-to-park tourist party, together with 40 or 50 people from Klamath Falls and Medford. Some of the Klamath Falls people had been to Crater Lake lodge several times during the season, and members of our committee took particular pains to question some of them regarding the service which had been rendered them on the occasion of their visits.

It is largely upon the statements of these people that we base our assertion that after July 4th there were little or no grounds for complaint regarding quality and quantity of food and other service. The committee has letters from other persons who were guests at Crater Lake commendatory of the treatment they received at the hands of the management.

Lodge Needs Improvement

3. This criticism is in some respects well founded. Crater Lake lodge is a weather proof building, and generally speaking is in good repair. The building, however, should have a considerable sum of money spent upon it, especially to improve the appearance of its interior, which is more or less crude. However, your committee is convinced that had Mr. Parkhurst been adequately financed that this criticism and others, possibly never would have been made. We find that the storehouse, located about 100 feet from the hotel, does not present a pleasing appearance and that its roof has been allowed to get into a state of disrepair. Further on in this report other matters in this connection will be discussed.

Money Is Lacking

4. The criticism that Crater Lake lodge had not been completed prior to 1915, or since, is well founded. It will require the expenditure of a large sum of money to complete the lodge and put the hotel and its surroundings in such condition as this magnificent spot deserves. But money does not grow on trees, and although Mr. Parkhurst has appeared to complete the Crater Lake resort project, he has met with indifferent success. In our view, capital has been reluctant to invest money because of the short season which prevails at Crater Lake (ten weeks to three months,) and because of its lack of good road facilities and its great distance from the chief centers of population on the Pacific coast. However, we believe that now that the state highway commission and federal government are building an automobile road into Crater Lake the resort will become as improved in the national park system, as almost any other, with the possible exception of the Yosemite. If Crater Lake is to attain its deserved place, large sums of money will have to be expended on its development in the next 5 to 10 years. We hazard the opinion that \$50,000 should be forthcoming from some source at once, for 1921 developments, with a like amount to be spent for several succeeding years. While it is the opinion of your committee that there has been some waste of money at Crater Lake, it must be granted that Mr. Parkhurst went in there as a pioneer 10 years ago, taking up the absolutely raw proposition, having to overcome traffic transportation and other handicaps; that he has worked under such adverse conditions that had he not made mistakes, had some portion of the investment not been wasted, he would have been a genius par excellence.

5. This criticism is well founded and is explained by Mr. Parkhurst to lack of finance.

Toilets Are Lacking

6. Herein probably lies subject for great criticism which might attach to the hotel management. The toilet facilities are not at all what they should be, or what the traveling public would expect to find. The various rooms are poorly arranged and generally inadequate. We believe that the management should have provided better facilities in this particular. The committee also found that the rooms were not kept as clean as they should have been. We also found that toilets on the main floor have not been connected with the sewer system and therefore have not been available for the public. Mr. Parkhurst credits his failure to complete the sewerage and toilet system to lack of funds; he also states that the department at Washington approved the toilet room plans as provided.

Separate toilet and bath rooms should be maintained for hotel employees, and the government should supply several comfort stations in widely separated sections of the park for tourists, campers and others not guests at the hotel.

No Bell Hops

Porter and bell boy service has been lacking in its full conception, and might be improved upon, as first impressions sometimes are vital in creating lasting happy impressions. Mr. Parkhurst states that he does not recall receiving complaints regarding this feature; also that he has endeavored to get away from the exploitation of his guests by bell boys and porter help. However, he believes there is no real grounds for complaint on this score. Your committee is unable to obtain specific instances of complaint and therefore is reluctant to go into the matter further.

9. Your committee believes that all of the bedrooms of the hotel, now required for the house help, have been made available for the public. At the time the committee visited Crater Lake it appeared that all rooms were in use for guests, with the exception of those required for the maids and other house employees.

Bed Covering Ample

10. Your committee visited a considerable number of rooms and found that the linen was clean and that there was ample bed covering. Inquiry however revealed the fact that on one occasion, due to the failure of clean linen to arrive from the laundry, 85 miles distant, that some of the beds were not made up until very late in the day. It should be remembered, however, that there is no laundry in connection with the hotel and that towels and other linen must be sent 85 miles to be laundered. We found that each bed was supplied with extra blankets and that additional blankets were available for any guest requiring such service. In this connection it is desirable to state that the rooms occupied by the members of the committee were adequately cared for in this particular, but that to make certain that the committee was not being af-

forded undue accommodations, members of the committee visited other rooms and found that they were similarly equipped. Just what the basis for this criticism was your committee does not know. Inquiry among other guests indicated their satisfaction with this feature of the service afforded.

11. This criticism is well founded but again we must reiterate as the cause, lack of finances. Bedrooms are capable of considerable development in this particular. The beds are comfortable; mattresses, pillows and bedsteads being of fairly good quality.

Water Supply Short

12. This criticism is also justified. Your committee found that on several occasions, due to lack of adequate pumping facilities, the hotel has run short of water. Mr. Parkhurst explains that he purchased new equipment for this seasons operation on the representation of the supply house that the pumps were adequate to keep the tank fully supplied at all times, but that the machinery failed in this respect. We find that the national park service was of considerable aid to the management in this connection. Mr. Parkhurst is arranging to install new machinery for the 1921 season.

Gov't Delayed Boats

13. Your committee finds that the boat equipment at Crater Lake consists of three 16 foot launches, five wooden row boats, ten 16 foot steel row boats and one 12 1/2 foot launch and that there was completed this year an additional 16 foot launch. It was admitted by Mr. Parkhurst that during the season of 1919 a carload of boats ordered in sufficient time to permit their use on the lake that season, was not delivered at the depot at Medford until on or about August 15th, too late for use. The failure of the transportation company, which was then under government operation to make prompt delivery, may have been the basis for a number of these criticisms. It is probable during that season that guests who wished to go on the lake were deprived of this enjoyment because of the shortage of boats mentioned above. This year, however, according to Mr. Parkhurst, there was no complaint. This is a small matter, we believe, which can be remedied at comparatively little expense.

Some Laxity Shown

14.—Your committee believes that at times management of the resort has been lax. It appears that Mr. Parkhurst is compelled to make trips to Medford, and elsewhere, during the season, and in his absence the paid manager may have had more work to do than one man could handle. Your committee does not desire to become personal, but its inquiry among persons who have been at the lake this season elicited some complaint regarding the paid manager. It appears that the manager was at times neglectful of the wishes of some of the guests. Whether this was due to rush of work, temporarily forgotten or to the personality of the manager, your committee does not care to state. We believe that had Mr. Parkhurst been able to be "on the ground" constantly that some of the criticism in this connection would not have been forthcoming.

Editors Three In Bed

15. This criticism is admitted. The members of the National Editorial association were advised in advance of their coming that, due to their large number, they would be compelled to sleep three and four in a room. One member of your committee happened to have been associated with the Portland committee which arranged for the editors to visit the lake and knows that the entertainment committee had been fully advised of the situation. It must be considered that the sudden decision upon a small summer resort by several hundred people would lead to some inconveniences.

16. Your committee finds that fire escapes were provided in July, 1919, following the complaint of the Hon. Stephen S. Mather.

17. This criticism has been remedied by the installation of a well-known electric lighting system.

18. It is admitted that taxes due Klamath County have not been paid by Mr. Parkhurst for several years.

Parkhurst Bore Brunt

19. Admitted. Your committee finds that Mr. Parkhurst has endeavored time and again to obtain adequate financial support to permit him to develop the Crater Lake resort, and Crater Lake lodge, as it should be. Mr. Parkhurst has had to carry the load practically alone. He has had desultory support in one or two outside instances, but the money necessary to place the resort in first class condition has not been forthcoming and undoubtedly to this fact might be attributed many of the criticisms directed against Mr. Parkhurst.

Used Own Money

Mr. Parkhurst began operations at Crater Lake in 1910, taking over a large potential enterprise, using his own fortune in the beginning and continuing to draw on his own resources ever since. During 1910, with the crude facilities which he was able to install, he entertained 770 guests. His gross revenue for that season was \$27,018.77. Each year up to 1917 the gross revenues increased. In 1917, Mr. Parkhurst entertained only 2327 persons, his gross revenue for that season being \$14,195.65. This is the year that the government urged the American public not to travel. In 1918, he entertained 2808 persons, the gross revenue being \$13,474.45. In 1918, with similar conditions obtaining, the attendance and gross revenue was put little greater than in 1917. However, in 1919, after the close of the great war, the number of guests jumped from 2606 in 1918, to 4385, the gross revenue increasing from \$14,620.57 in 1918 to \$30,816.58 in 1919. This year, 1920, the number of guests was 5037 with gross revenue of \$49,959.48, and undoubtedly had the gas shortage not come upon the Pacific coast, this season would have shown a very much larger growth. For your information is appended a detailed statement of the operations of the resort from its inception to the close of the 1920 season.

Year.	No. of Guests.	Gross Revenue.
1910	770	\$2,701.87
1911	1239	4,283.45
1912	1567	4,688.59
1913	2240	6,742.35
1914	2023	7,876.44
1915	2529	13,244.27
1916	2806	13,474.45
1917	2327	14,195.65
1918	2606	14,620.57
1919	4385	30,816.58
1920	5073	49,959.48

Carping Criticism

20. This criticism is admitted. Fresh milk is rarely available at Crater Lake lodge. There are no dairy herds within reasonable distance of the lodge. Members of our committee have been advised that condensed milk is served at Mt. Ranier and other national parks.

21. Lack of horses for the accommodation of guests at Crater Lake lodge may also be attributed to lack of finance. Mr. Parkhurst contemplates the use of donkeys for next season, if he is sufficiently financed between now and the time to permit their use, and the erection of the necessary buildings for the accommodation of the animals.

No Ice Needed

22. This criticism apparently is hardly a fair one. The night temperature at Crater Lake is very low and ice is not necessary for the keeping of food supplies. It is not served on the tables or in the guest rooms for the reason that the pure mountain water available at the lodge is practically ice cold at all times.

No Souvenir Salesman

23. Mr. Parkhurst states that he has never pushed the souvenir business, or permitted the selling of novelties, preferring to forego the profit which might thus be had, than to appear to be exploiting his guests. There was available at the lodge this year beautiful souvenir books, picture postals and some novelties, but their sale was not pushed to the extent that it might have been for the reason here stated. Mr. Parkhurst states that if such sales would add to the happiness of his guests, he will put in a special booth for such purpose.

Steward At Fault

24. This criticism is admitted and is answered in a previous paragraph. It appears that Mr. Parkhurst was absent from the hotel in Medford on important business in connection with supplies and other incidentals for the comfort of his guests, and was unaware of any complaint until after his return. He claims, and the chef confirms his statement, that the fault was due to the dictatorial and obnoxious methods of the chief steward, one Murphy, who was dismissed a few days later.

25. Mr. Parkhurst admits that the suggestion of E. O. McCormick, vice president of the Southern Pacific, that he build a stockade or wind break around the large outside fireplace of the lodge is a good one; that he has in mind the building of a wind break of large dimensions to conform with the character of the first floor of the lodge. The outside fireplace takes the place of the camp fire, a feature of camp life, and is a novelty which has attracted considerable attention. Mr. Parkhurst states that as soon as he is properly financed he will proceed with the construction of the wind break of substantial and artistic character.

We believe, however, Mr. McCormick's suggestion should have been carried out and at least a temporary structure erected, as undoubtedly it would have added to the comfort of the guests in their enjoyment of this novel fireplace.

26. Garage accommodations are not available at Crater Lake lodge.

due again to lack of finance. Mr. Parkhurst has carried a large supply of gasoline and oil for the accommodation of his guests and intends as soon as he can get the necessary money to install a first-class garage of large dimensions.

Lack of a suitable garage undoubtedly has caused automobile tourists to cut short their stay at the hotel.

The above answers the main criticisms which have been directed against Mr. Parkhurst and his management of Crater Lake lodge. Your committee has carefully considered all the phases of the situation coming within its knowledge, has read letters of endorsement of Mr. Parkhurst's treatment of his guests and of the general atmosphere at Crater Lake lodge. Probably our greatest criticism may be directed against the toilet system which prevails at the hotel.

Parkhurst Tried Hard

We believe that Mr. Parkhurst has made a faithful and earnest effort to make Crater Lake lodge a resort of merit and note and that he has in a measure met with success, as indicated by the increasing attendance at the resort since 1910, set forth in the statement heretofore shown. We find that Mr. Parkhurst has received little or no co-operation from any source whatsoever, except banking accommodations. The national park service through the superintendent of the park has extended numerous small courtesies, but so far as we were able to ascertain the financial burden has been borne by Mr. Parkhurst alone.

It is the understanding of our committee that at other national parks the government has expended considerable sums of money in various ways, not only to improve park conditions, but to provide for the accommodation of guests at these resorts.

Blames Murphy

Our committee discussed the culinary department with Chef Clarke, who is a very competent man, of long experience in the hotel business; while Mr. Clark had some criticism to offer, because of lack of certain supplies at times, his main complaint was directed against the man Murphy, heretofore mentioned, and who was dismissed by Mr. Parkhurst. Our investigation of the culinary department showed it to be a clean, orderly place, the dining room was clean and neat and the meals served, while we were there, which were said by the Chef Clarke to be typical of the service rendered during the latter part of July and August, were excellent. Chef Clarke told us that 124 persons were served during the luncheon period on July 4th; it was reported to Mr. Mather by Mr. Murphy that he believed that 499 persons were served. We found that Mr. Parkhurst had approximately 30 persons on his payroll. This would indicate that service at the hotel must have been fairly good considering that the average daily guest roll was approximately 90 persons. Crater Lake is the youngest of the national parks, so far as resort purposes are concerned and is the most inaccessible, being 85 miles from a railroad and a great distance from the large centers of coast population. Crater Lake lodge has an elevation of approximately 7200 feet, being over 1500 feet higher than Paradise Inn on Mt. Ranier.

Yosemite Got Money

Your committee understands that the government has spent something over \$100,000 for the installation of an electric lighting system in the Yosemite national park, but has not spent anything for this, or other developments at Crater Lake lodge.

Again—The Cash

In conclusion your committee begs to state that it is its opinion that there is room for great development at Crater Lake; that most of the complaints directed against Mr. Parkhurst might be attributed to the fact that he has not been properly financed and that were he afforded the necessary financial assistance Crater Lake lodge would become one of the noted resorts of the country. Mr. Parkhurst has almost impoverished himself to keep Crater Lake lodge going from year to year, making such improvements as his financial capacity would permit. He has invested a large sum of money and should be retired as lessee, we believe he should be adequately reimbursed for his expenditures of time and money.

Change Might Help

Mr. Parkhurst is not a hotel man of the modern type, and we believe in some particulars the management has been lax, and that perhaps if satisfactory arrangements could be made for the buying out or other disposal of Mr. Parkhurst that Crater Lake lodge properly financed might go ahead more rapidly under different management. We say this in all kindness realizing the tremendous burden that one man has had to carry without material help from any source. Mr. Parkhurst is entitled to great credit for what he has accomplished.

Call Down For Mather

In all kindness and respect to the Hon. Stephen S. Mather, your committee begs leave to express the opinion that Mr. Mather expects too much of Mr. Parkhurst under the conditions; also that Mr. Mather has been a little too harsh and abrupt in his handling of the situation. We realize the wonderful work that Mr. Mather has accomplished for the national parks of our country also that carrying the burden of so many national resorts, hampered as he probably is by some of the proverbial red tape of government operations, that the embarrassment caused him by inadequate toilet and lighting facilities, especially while the congressional party was at Crater Lake, magnified the shortcomings of Mr. Parkhurst's management and precipitated the condition which led to the appointment of your committee.

Had Ample Access

Your committee has received only the most courteous consideration from both Mr. Mather and Mr. Parkhurst. Every facility has been afforded us by both sides of the controversy upon which to base this report and our conclusions. We also wish to express our appreciation of the valuable assistance rendered the committee by E. O. McCormick, vice president of the Southern Pacific railroad, and by Superintendent Sparrow of Crater Lake national park.

People Have Duty

We believe it to be the duty of the people of Oregon, either to get behind Mr. Parkhurst financially and otherwise, or in lieu of that, have someone to organize a corporation which will buy out the existing corporation on a fair basis of return to the stockholders and to fairly compensate Mr. Parkhurst for the ten years of nerve racking toil which he has undergone. We also are of the opinion that the government, through Mr. Mather's department, should carry some of the burden of improving the Crater Lake situation, aside from the road work which the forestry department is doing.

Your committee begs leave to thank you personally for your courtesy and the kind consideration which you have afforded the members of the committee in the conduct of its investigation.

Respectfully yours,

SYDNEY B. VINCENT, Chairman
Crater Lake Committee.



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