

High on a Mountaintop:

Recommendations for the Future of Bascom Lodge



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Part I
Introduction, Problem Identification, and Scope

Introduction

Bascom Lodge, situated at the summit of Mt. Greylock, is currently in need of a curator. The Lodge is part of the statewide historic curatorship program that allows a curator to take over responsibility of operating the lodge in exchange for credit on a lease. The curator is responsible for all lodge renovation and upkeep costs in addition to every day operational costs. In the past, Bascom Lodge has been operated by a number of individuals and more recently by the Appalachian Mountain Club, and Nature's Classroom. However, the Lodge has been closed for the past two years while the state renovates the road.

In the fall of 2008, the Massachusetts Department of Recreation and Conservation (DCR) requested proposals for the management of Bascom Lodge. The DCR is currently in the process of reviewing several curatorship proposals. At the end of December, the DCR will announce the next curator, or will reject the current bids and continue searching for a new curator to manage the lodge.

Problem Identification and Scoping

From our client meeting, we determined that our project would focus on creating innovative possibilities for future management of Bascom Lodge (Interview 1). Our management strategy must be designed with consideration of all groups who use the lodge, including local residents, the outdoor-recreation community, and tourists. We will address how to best serve these patrons by recommending strategies that are both economically feasible and environmentally sustainable.

After identifying our project's focus, our next step is to conduct background research on both the history of Bascom's structure as well as its past management. Next, we will research successfully managed mountain lodges in New England to use as potential models for the future management of Bascom. Part of our background research will include interviewing people who are knowledgeable about Bascom Lodge and general lodge management as well as people who represent the needs of the local community. From our interviews, research, and the stipulations in the Request for Proposals (RFP), we will create goals, which will serve to shape

our management proposals. Each management proposal will also address environmental sustainability and educational programming. With our goals in mind, we will create matrices to analyze different management strategies. From these matrices, we will determine the best three management alternatives. Finally, we analyze these alternatives and arrive at our final recommendation for future management of Bascom Lodge.

It is our hope that if the DCR chooses a curator in December, our recommendations will be available to the future curator. If no RFPs are accepted, the DCR will be able to use our recommendations to help identify potential future curators.

Part II

Background, Funding, and Model Lodges

Physical Site Description

Bascom Lodge is located on Mount Greylock in the 12,000+ acre Mount Greylock State Reservation in Berkshire County. The reservation lies within six different towns including Williamstown and North Adams, and it serves as an appealing destination for hikers, locals, and tourists alike (DCR). The summit of Mt. Greylock rises from the town of Adams and provides a panoramic view of the Berkshires (DCR; RFP, 9). It is a three-hour drive from both New York City and Boston and the paved road access to the summit makes the lodge a popular destination for tourists, hikers, and outdoor enthusiasts.

Mount Greylock's summit includes many manmade features in addition to the lodge. There is a large parking lot, the distinctive 93-foot tall war memorial, a warming hut, a multi-bay garage to the south, and numerous trailheads for hiking. Two trails of note are the Appalachian Trail and the historic Thunderbolt ski trail, both of which see heavy use throughout the summer and fall seasons. The summit is also an environmentally sensitive area: it is home to many native and protected species that are only able to survive because of the distinctive topography and elevation provided at Greylock's summit (DCR; RFP, 15). Any potential construction, renovation, or change in usage of Bascom Lodge must consider the sensitivity of the surrounding environment.

The Lodge is located on the south-eastern slope of the summit and was constructed in such a way as to blend in with the topography and to provide its visitors with breathtaking views. The 5,818 square feet of the lodge was mostly built out of local stone and wood in order to enhance visitors' sense and appreciation of place (DCR; RFP, 12). The first floor of the lodge contains a kitchen and large, open, communal living and dining spaces. The living area has a very rustic mountain-lodge feel, complete with wooden beams and large stone fireplaces. One distinctively compelling feature of the lodge is its large windowed porch. Guests and visitors can sit on the porch, relax, chat, eat, and drink in the beauty of the mountains. The first floor has been made handicap accessible with restrooms. On the second floor, the lodge provides sleeping accommodations for 34 guests through a combination of eight rooms with various numbers of bunk beds. There are shared bathrooms and individual showers for overnight guests to use, as well as private changing areas. The lodge, with its fresh supply of towels, blankets and pillows, has provided – in the past – a nice respite for hikers who have been on the trail for days or even weeks at a time (Stevens, 74; Nature's Classroom).

Community Profile

Mount Greylock and Bascom Lodge lie in the midst of six Berkshire towns. The population and socio-economic makeup of these towns varies widely. The towns of Adams and North Adams are both former mill towns: Adams used to house many cotton mills, while North Adams was known for its textile mills. Their median household income for both towns lie nearly \$10,000 below the national average median household income of \$41,994. Adams has a population of nearly 9,000, and North Adams has about 14,000 residents. Williamstown and New Ashford are at the other end of the spectrum economically. They both have median household incomes nearly \$10,000 more than the national average, and while Williamstown is decently sized with a population of about 8,000, New Ashford has only 247 residents. Williamstown benefits from the presence of Williams College, which provides many citizens with consistent, well-paying jobs. The final two towns in which the Greylock Reservation lies are Lanesborough and Cheshire, both of which have median household incomes near the national average. Cheshire is a small town of about 3,500 on a small lake, while Lanesborough lies at the foot of Greylock and used to be known for its iron and marble business during the

1800s. Clearly, the makeup of the human population near Greylock is very diverse, and it will be interesting to see the emphasis that citizens from the different towns view Greylock and Bascom Lodge as parts of their communities.

Mount Greylock and Bascom Lodge serve as a destination for a wide variety of guests both locally and not. In fact, nearly 200,000 visitors visit Greylock's summit each year, with the majority arriving between the months of May and October. The 200,000 visitors range from automobile-driving tourists to backpackers hiking thousands of miles. Additionally, many visitors come from Greylock's nearby hometowns: locals, school groups, boy scouts, and skiers all visit the mountain. Needless to say, the demography is diverse.

As a result of this variety, there is a clash of cultures at the peak. Many hikers come through Greylock to appreciate its natural beauty. The line of cars stretching down the mountain road is a sharp contrast to the solitary trails they are used to. Tourists sometimes experience a similar discomfort. They're used to the creature comforts of home, and may find sharing facilities with unwashed hikers a burden. The tourists sometimes only wish to drive to the summit, snap a picture, grab a quick meal and head home – a very different experience than that desired by nature enthusiasts. This clash illustrates clearly the wide appeal of Bascom Lodge, and the dilemma that comes with designing a management strategy for it. The Lodge needs to alienate as few guests as possible. It needs to serve the car-driven masses because they provide economic benefits – parking is charged for each vehicle that stops at the summit. Further, the majority of the visitors come by car, and they also hold a lot of purchasing power based on their pure numbers. At the same time, an effort needs to be made to supply hikers and nature enthusiasts with a memorable, natural experience because their pursuit is what the lodge stands for: appreciation of nature.

Site History

The summit of Mt. Greylock was relatively bare before the early 20th century, when Bascom Lodge as we know it began to take shape. Initially, the lodge structure was a small log cabin built in the 1920s – not yet named after John Bascom, Williams College class of 1849. About a decade later this building burned tragically because of a carelessly disposed-of cigarette. This was an unfortunate event, but it proved to be a boon in that

the cabin's destruction paved the way for the safer, more sturdy, Bascom Lodge. The insurance claim from the fire – initially \$30,000 – was slashed down through Massachusetts bureaucracy and Depression-Era funding cuts, and the final cost of the building was about \$11,000 (Stevens, 73-74). In 1933, construction began on Bascom Lodge, the very structure that still stands today atop Mt. Greylock (Nature's Classroom).

The United States government declared the lodge a Civilian Conservation Corps (CCC) project, and the Corps began work. By 1935, one wing of the building was completed, and over the next two years, the rest of the structure took shape from locally harvested stone and spruce trees (Stevens, 73-74; Nature's Classroom). When finished, it formed a low-slung U-shape similar to many other CCC projects of the time period. The building has served since then as a resting place for hikers and tourists alike.

Over the years, management of the Lodge has changed hands numerous times, though it usually remained open to visitors from mid-May to mid-October each year. Initially, it was maintained by Berkshire County, but before the Appalachian Mountain Club (AMC) took it over in 1982, the Lodge was run for short terms by different families throughout the years. The AMC, “the nation's oldest outdoor recreation and conservation organization,” partnered with the Massachusetts Department of Environmental Management to maintain the Lodge and host its numerous guests (AMC; BRININ; RFP). The Lodge again changed hands early in the 21st century when the environmental education organization Nature's Classroom took control until it gave up sponsorship when Massachusetts closed the roads leading to the summit of Mt. Greylock in 2007 in order to renovate and reconstruct the heavily traveled route (Nature's Classroom; BRININ).

Project Background Research

Nature's Classroom ended their management of Bascom Lodge after the 2006 season when the state closed the lodge as they began road reconstruction. Since then, the Massachusetts Department of Conservation and Recreation (DCR) – the department now in charge of the building – has issued a Request For Proposals (RFP, 4) for outside individuals or groups with interest in running the Lodge. Specifically, applicants must be committed to the “rehabilitation, operation, management and maintenance of the historic Bascom Lodge” (DCR; RFP, 4). This request for proposals offers a long-term 25 year lease under Massachusetts' Historic Curatorship

Program – a program that “partners some of the Commonwealth’s significant historic buildings with parties interested in exchanging rehabilitation and maintenance for a long-term lease” (DCR; RFP, 4). The specific rehabilitation for Bascom Lodge is fairly extensive. The DCR Action Plan for the Lodge lists more than \$200,000 worth of projects ranging from serious items like asbestos removal and foundation improvement, to less-serious issues like tree removal around the site. Some of these items will be taken care of by the Department of Conservation of Recreation, but others will need to be tackled by the next curator of Bascom Lodge. Additionally, the future curator of the Lodge is required to “provide quality healthy food, beverages and lodging to park visitors” (RFP, 5). Regardless of whether the DCR chooses a curator within the next few months, they plan to have the building up-and-running in some capacity by the spring or summer of 2009 (RFP, 5).

Laws and Regulations

Bascom Lodge, and any alteration to it, is subject to many regulations and guidelines regulations, and the rules come from both the federal and state governments. The most specific rules are stated in the Request for Proposals released by the Department of Conservation and Recreation. Because the Lodge is part of the Massachusetts Historic Curatorship Program, its curators can only operate it if they agree to rehabilitate and maintain the building and site to appropriately accurate historic and natural standards. Specifically, because Bascom Lodge was a project taken on by the Civilian Conservation Corps, and incorporated the use of native materials and close design with the surrounding environment, any changes to the building or site need to respect and maintain the standards set by the original creators of the Lodge. In exchange for these services, the curator receives credit towards their lease. The rehabilitation required for Bascom Lodge is fairly extensive: the total cost of renovations and improvements approaches \$200,000. While the DCR has already taken care of many of the renovations including the installation of a new heating system and the replacement of flashing on the chimney, many improvements still need to be made (RFP, 5-6; RFP, 47). The rehabilitation checklist and the standards of the Massachusetts Secretary of the Interior are located in the Appendix 1 & 2.

Because the summit of Mount Greylock is registered with the National Register of Historic Places and because Bascom Lodge is within this area, it is subject to further regulations and agreements beyond those stipulated in the RFP (National Park Service 2). The National Register is the United States' "official list of cultural resources worthy of preservation" (RFP, 47). It was created under the National Historic Preservation Act of 1966 with the goal of identifying and protecting historic sites like Greylock's summit. The act declares that "the spirit and direction of the Nation are founded upon and reflected in its historic heritage," and that "the preservation of this irreplaceable heritage is in the public interest so that its vital legacy of cultural, educational, aesthetic, [and] inspirational...benefits will be maintained and enriched for future generations of Americans" (VLex). The United States Secretary of the Interior publishes standards for preservation programs created under the National Historic Preservation Act, many of which share the concern for preserving the historically accurate appearance of historic buildings (National Park Service 3).

The National Historic Preservation Act advocates the rehabilitation of historic structures, stating that "[a]gencies are authorized and directed by section 110(a)(1) to carry out (or cause a lessee or concessioner to carry out) whatever preservation work is necessary...in preparation for use" (National Park Service 3). The act argues that the short-term costs of fixing up an historic building balance out in the end due to the savings accrued as a result of the lessened need for future maintenance and rehabilitation. It cites the economic disadvantage suffered from the "failure to perform needed cyclic maintenance [that] may shorten the life of a building and decrease the value of investment in its rehabilitation" (National Park Service 3).

The Secretary of the Interior's standards are recommendations "intended to promote responsible preservation practices," and though they are not law, they must be followed "as interpreted by the National Park Service" in order to qualify for a 20% tax credit. The first standard states that historic properties "shall be used for [their] historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building" (National Park Service 4). In the case of Bascom Lodge, there is almost no doubt that it will continue to be used as a lodge for tourists and hikers. The second standard, in a manner similar to those stated in the RFP, stresses the preservation of historic character, and the various materials, features and spaces that

contribute to it (National Park Service 5). Another standard suggests “distinctive features, finishes, and construction techniques” – like the spruce beams, or stone walls of Bascom, for example – “be preserved” (National Park Service 5). Many of the other 10 standards follow similar preservationist leanings, and the complete list can be found in the Appendix 3.

One of the major issues regarding Bascom Lodge is its energy efficiency, and the Secretary of the Interior maintains special requirements for exactly this type of situation. It’s guidelines allow that energy efficiency improvements are valuable aspects of rehabilitation projects, but it points out that they most often have nothing to do with “preserving character-defining features” (National Park Service 6). Because of this, energy efficiency improvements are evaluated based on their negative impact on the building’s character (National Park Service 6). Two of the more serious energy leaks are Bascom’s insulation and its windows. These two characteristics contribute greatly to any building’s envelope – the barrier between the interior of a structure and the exterior – and the more tightly sealed the envelope, the more efficient the building (Bruce Harley). The Secretary recommends “installing insulating material on the inside of masonry walls to increase energy efficiency,” but it mandates that this effort’s effect on interior character must be taken into account. Because one of Bascom Lodge’s defining features is its interior stone walls, any work done on – or behind – the stone, must be done very carefully in order to preserve its historic character (National Park Service 6).

Bascom Lodge’s windows pose a similar challenge, but because the windows are not as much an identity marker as the stone walls, renovating them is not quite so risky. The Secretary of the Interior recommends “[i]mproving thermal efficiency with weather-stripping, storm windows, caulking, interior shades, and if historically appropriate, blinds and awnings” (National Park Service 6). It further advocates the installation of interior or exterior storm windows – depending on how they affect the building’s interior and exterior character (National Park Service 6).

Beyond the federal guidelines and rules that come with being a member of the National Register of Historic Places, there are state laws, too. The General Laws of Massachusetts state that anyone carrying out a project that may “have an adverse effect, direct or indirect, on any property listed in the state register of historic

places” must notify the Commission on Interstate Co-operation to have the situation evaluated. If it is determined that the project will have an adverse effect, “the commission, the state agency [in this case, the DCR] and, in the case of a private project, the project proponent shall immediately consult to discuss ways to eliminate, minimize or mitigate the adverse effects” (Mass.gov2008). Undoubtedly, the Secretary of the Interior’s guidelines could be used to help minimize any adverse effects from a Bascom Lodge renovation project. As is clearly shown through the numerous examples of laws, rules, and guidelines surrounding historic buildings, there are many safety nets in place to make sure that any alteration and improvement to Bascom Lodge is carried out with the Lodge’s historical interest in mind.

Funding

In the past, Bascom Lodge has been managed by both for-profit and not-for-profit entities. While there are benefits to both management types, there are numerous opportunities for grant funding available to non-profit organizations. The biggest difference between a for-profit business and a not-for-profit business is the organization’s purpose. A nonprofit must specify the manner in which they will benefit the community and all money earned must only be used to advance the stated mission. The assets of a nonprofit are not owned by an individual or group and if the nonprofit fails, the assets must be distributed to another nonprofit (Gaebler Ventures). Just because a nonprofit does not have assets in the same way that a for-profit does, does not mean that a nonprofit is not a business trying to increase revenue. Both nonprofits and for-profits try to maximize revenue, the difference between them being what the revenue is then used for. One of the greatest benefits to a nonprofit is that a nonprofit does not have to pay taxes on their revenue because all of the revenue is going back into the organization’s mission statement.

The advantages to nonprofit management are numerous such as: limited liability, tax exemption, and grant opportunities from both private and governmental organizations. Nonprofits can also solicit donations from individuals, which can then be tax deductible. Because of the “Halo Effect”, the public is generally much more willing to offer their time and money to support a nonprofit than a for-profit. People are not going to be

inclined to volunteer their time or to make a financial contribution to a for-profit enterprise. Additionally, if the nonprofit has a 501(c)3 status, then the financial contributions of individuals as well as the work done by professionals on the nonprofit's board can be tax deductible. One of the biggest disadvantages to nonprofit management is the paper work and scrutiny that surrounds the organization's finances. Because a nonprofit is eligible tax exemptions, the nonprofit must adhere to strict guidelines that insure the revenue is being used appropriately and this may limit the nonprofit's purpose. However, the key difference between a nonprofit and a for-profit organization is that a nonprofit will be more likely to remain in the community even if they suffer losses (SCORE).

If Bascom Lodge were to be managed by a nonprofit organization, there would be numerous opportunities for grant funding from both private and governmental organizations. Additionally, because the lodge and many of the lodge's public services are so important to members of this community, there is an opportunity to solicit support from individual community members. This may be particularly feasible through some type of fundraising event such as a benefit concert or an art auction. Grant funding for Bascom Lodge could become available from a number of different sources because Bascom is tied to some many opportunities for educational programming. These opportunities are limitless but could include educational programs related to the site's history, the unique summit ecology, the interesting local geology, climate change, conservation, energy efficiency and sustainability, trail maintenance, and the health benefits of physical activity such as hiking. Educational programs at Bascom Lodge have the potential to reach a diverse audience and could target local school groups, college students, hikers, and tourists.

Grant funding from a private source could come from philanthropic organizations or from corporations. An example of a source for corporate sponsorship is LL Bean, a company that actively seeks out grant applications in an effort to give back to their, "customers, employees, and surrounding communities." Applicants can submit proposals under the categories of Conservation and Recreation, Education, Health and Human services, and Culture and the Arts. Bascom Lodge would be a strong candidate for funding from LL Bean because the lodge is not only related to all of these categories but also promotes activities that are related

to LL Bean's product line. LL Bean prioritizes proposals that involve activities related to camping, hiking, biking, canoeing, kayaking, fly-fishing, snowshoeing, and cross-country skiing (LL Bean). Mt. Greylock and visitors to Bascom Lodge would have a strong connection to many of these activities. The lodge's original purpose was for people who are hiking Mt. Greylock, this could also be expanded to include people who snowshoe or cross-country ski in the winter on Greylock's historic Thunderbolt ski trail. People visiting Bascom Lodge may be through hikers who have been camping on the Appalachian Trail or visitors from the Sperry Road Camp site, which is just south of Greylock's summit. The list of related activities can also be expanded to include biking and fishing. Greylock's paved road to the summit has been an attraction to recreational cyclists and bike racers who have sought a challenging way to reach the summit. This attraction will undoubtedly strengthen with the reopening of the newly paved road. In addition to the more traditional outdoor activities on Greylock, the reservation is also a popular destination for fisherman. Additional corporate partnerships might include Orvis and Eastern Mountain Sports.

Beyond the funding opportunities from private organizations, the historic and cultural significance of Bascom Lodge present the opportunity for grants from government organizations such as the National Park Service (NPS). The National Park Service has numerous grants for sites of historic and cultural significance. NPS grants provide financial support for restoration and rehabilitation as well educational programming related to the history of the site. The specific NPS grant programs that might apply to Bascom are the *Save America's Treasures* program and the *Preserve America* program. These programs, "support preservation efforts through heritage tourism, education, and historic preservation planning." The relevant educational grant program is *Teaching with Historic Places* which supports place based educational experiences to teach students about history outside of the classroom (National Park Service). Bascom Lodge would be a strong candidate for NPS funding because it is a historic building with an interesting and rich history that is related to the history and culture of this community.

Models

While Mount Greylock's Bascom Lodge is a unique destination in the Berkshire Region, there are a number of similar mountain lodges throughout New England. The other lodges may differ in character, setting, and clientele, but a number of them can be considered as examples for how Bascom Lodge could be managed in the future. The most relevant models we have examined are Dartmouth College's Ravine Lodge and the Appalachian Mountain Club's (AMC) network of huts in the White Mountains of New Hampshire and lodges throughout New England.

The Ravine Lodge on Mount Moosilauke in Warren, New Hampshire, shares similar traits and history with the Bascom Lodge. The most important feature to consider is that the Ravine Lodge is run by an educational institution: Dartmouth College. Bascom Lodge is located near three colleges – Berkshire Community College, The Massachusetts College of Liberal Arts, and Williams College – and it is possible that a management plan involving one or more of these schools could prove to be a good option. The management strategy of Dartmouth College's Outing Club, the group in charge of the Lodge, could serve as an excellent model for similar institutions such as Williams College.

Like Bascom Lodge, the Ravine Lodge is an historic structure that was built in the late 1930s using local materials from the mountain on which it is located. It is a grand log building with large, central living and dining space, porches, bunkrooms, communal bathrooms, and numerous outbuildings. The lodge was built by Dartmouth College for winter use and served as a ski lodge at the base of the mountain. However, the building was difficult to heat in the winter and eventually fell into disrepair as it struggled to compete with larger ski resorts in the area. During the early 1970s, Al Merrill, Dartmouth College's ski coach and Director of Outdoor Programs saved the lodge by championing its value to both Dartmouth students and the community. Merrill began to operate the lodge during the summer months as an off-campus destination for the enjoyment and use of students and the community (Rory Gawler). Today, the lodge is managed by the Dartmouth Outing Club and is staffed by Dartmouth Students and recent alums.

The Ravine Lodge is open from mid-May through mid-October and is advertised as a provider of hearty meals and rustic lodging in a beautiful, idyllic mountain setting. Members of the Dartmouth Community, local residents, hikers, and visitors to the area use the lodge as a place to come for dinner, start an adventure, or simply get away to relax. The lodge and nearby cabins provide rustic accommodations for up to 100 people. The bunkrooms have electricity but are not heated and do not have plumbing. Guests can bring their own linens or sleeping bags or they can rent linens from the lodge for \$8 a set. Rooms cost between \$20-24 a night but there are significant mid-week or student discounts (Dartmouth Outing Club).

The lodge is known for serving hearty family-style meals to both guests and visitors. A hot breakfast is served each morning at 7:30 and a multi-course family-style meal is served each night at 6:30. Bag lunches can be purchased and baked goods, tea, and coffee are sold throughout the day. The lodge is typically used by hikers, families, students, and tourists, but is also an excellent facility for camp groups, classes, conferences, and events. It is also possible to arrange for exclusive, private use. Each night between dinner and dessert a student on the lodge crew welcomes guests to the lodge, makes necessary announcements and gives a short talk. In addition to the talk, other types of evening programming are frequently arranged such as concerts, contra-dances, slide shows, lectures on mountain history, or even ghost stories (Dartmouth Outing Club).

The philosophy behind the Ravine Lodge is to provide its visitors with basic, hearty, rustic accommodations with a focus on outdoor heritage. This strategy differs from that of the recent management of Bascom lodge, which focused instead on providing a large number of tourists with basic services. The managers of the Ravine Lodge put their energy into providing their guests with an experience that is closely tied to the lodge's history, setting, and character, whereas Bascom Lodge seemed to aim at serving a high quantity of people while potentially sacrificing quality.

A lot of our knowledge about the history of the Ravine Lodge and about its current management came from an interview with recent Dartmouth Alum Rory Gawler who currently works as an assistant to the Dartmouth Outing Club's director Earl Jette. Rory talked a great deal and quite enthusiastically about why the lodge is important to Dartmouth and how the lodge's management and upkeep works financially. The lodge is

really important to Dartmouth because it creates a sense of place as well as a connection to the wilderness for Dartmouth students when they first arrive on campus for their freshman trips. By creating this connection to the outdoors through a place, Dartmouth then establishes a place for alums to return to after they have left Dartmouth (Rory Gawler).

In terms of the financial side, revenue generated from guests covers employing the lodge crew as well as the day-to-day operation expenses. This revenue brings the DOC a profit of about \$30,000 a year, which gets used for programming. Old mountain lodges however are expensive to maintain and the Ravine Lodge is able to stay afloat through funding from Dartmouth's facilities office as well as an endowment which help to cover expenses related to electricity, plumbing, upkeep of the access road, and general lodge repairs. Dartmouth does this because the lodge is really important to the college and in terms of a bigger picture, it is one of the big reasons why alums give back to the college (Rory Gawler).

While Dartmouth's connection to the Ravine Lodge is unique, there are many things that Dartmouth does with the lodge that a similar educational institution could do with Bascom. Not only is the lodge used for educational retreats by many different departments at the college, but the lodge is also used as a base for many research projects. Dartmouth professors and students come to the lodge and to Mt. Moosilauke to conduct research related to biology, ecology, geology, and geography. There have even been projects done for the lodge by engineering students. In addition to the way that Dartmouth uses the lodge, their facility has also been used for experimental education and research by the Yale School of Forestry, the University of New Hampshire, Harvard, and local public schools (Rory Gawler).

The second model that we looked at is the Appalachian Mountain Club (AMC), which managed Bascom Lodge for many years before giving up their curatorship because of economic difficulties. The AMC continues to manage several lodges throughout New England in addition to a number of "huts" in the White Mountains. Various aspects of the AMC management strategies for both the huts and the lodges may be useful throughout the consideration of our Bascom proposal. The AMC lodges are located in beautiful mountainous settings, and

are managed more like hotels and offer their guests less rustic and more full-service accommodations. The huts, on the other hand, are designed to provide guests with a very rustic mountain experience.

The AMC huts are located in the White Mountains of New Hampshire and are often in remote locations that guests must hike to. The hut clientele are generally hikers and outdoor enthusiasts rather than tourists. The accommodations in the huts are co-ed bunkrooms that are outfitted with blankets and pillows, but guests must bring their own sheets or sleeping bag. Meals at the huts are served family-style for breakfast and dinner, and guests can bring their own lunches or may purchase homemade soup and baked goods (AMC).

A central aspect of the AMC management strategy for both their huts and their lodges is the Green Promise, which is a commitment to focus on environmental sustainability and stewardship. Many features of the Green Promise will be helpful for our proposal if we seek to make Bascom Lodge more environmentally friendly. The AMC uses their huts and lodges as models for sustainability and environmental stewardship so that not only does AMC reduce their environmental impact but also so that guests are educated on how to practice conservation at home.

AMC huts are all “off-the-grid,” which makes energy conservation necessary to their success. The huts are heated by wood and most employ solar power and water heating, though some also harness wind energy. The management tries to limit waste production: huts are equipped with composting toilets and visitors must adhere to a carry in/carry out trash policy. Huts are designed to maximize natural lighting, are well insulated with good windows, and are all outfitted with compact-fluorescent light bulbs (AMC).

AMC lodges are also designed around sustainability and all utilize low-flow showerheads and toilets. The newest lodges have been built with energy savings in mind and, as a result, are well insulated. All lodges follow a waste reduction policy and practice green vending. Food is bought in bulk from local and environmentally conscious vendors (AMC). A big part of staying at an AMC hut or lodge is green education and the AMC seeks to educate its members about sustainable living. The most recent issue of AMC Outdoors, a magazine produced by the AMC, includes a letter from the publisher titled *Being Green* and an article on *Shrinking Your Carbon Footprint* (AMC Outdoors, Nov 2008). Aspects of the green management and

education strategies that the AMC employs may be accommodated into our management strategy because education and sustainability are goals of our client.

Part III

Research Findings

Methodology

In order to determine the best management strategy for Bascom Lodge, we felt it would be important to survey lodge visitors. However, we were unable to do this for a number of reasons. First, Bascom Lodge has been closed – and still is – for the past two years due to road repair, so there was no population from which to sample. As an alternative, we considered surveying visitors at local tourist centers, but we decided against this option because our targeted demographic might not be reached. Additionally, the return of our surveys would probably be very small because it is the off-season for tourism in the Berkshires.

Instead of surveying lodge visitors, we decided to interview individuals with strong relationships to Bascom Lodge, and who are knowledgeable about it. We talked with eleven people who were able to provide us with their impressions on how they would like to see the lodge run. Six of the interviewees are men with comprehensive knowledge of the current Bascom Lodge RFP search process: Clebe Scott (Supervisor of Mt. Greylock Reservation), Dennis Ragen (manager of Bascom Lodge under AMC), Jeffrey Thomas (local citizen who worked on an RFP proposal), Lauren Stevens (our client’s representative and an historian of Bascom Lodge), Kevin Allen (our client and Historic Curatorship Program Manager), and Scott Lewis (Williams College Outing Club Director).

In addition to these individuals, we interviewed members of the Mount Greylock Advisory Board, a committee made up of 12 Berkshire residents. Though the committee has 12 members, we only interviewed those chosen as official representatives of the towns within the Greylock State Reservation: Barry Emery (Chair and rep. for Cheshire); Joseph Dean, Jr. (Adams); Paul Gigliotti (North Adams); Kenneth J. McInerney (New Ashford); and Cosmo Catalano (V. Chair and rep. for Williamstown). Each interview we conducted consisted

of the same seven questions¹, and additional questions were added for interviewees who had unique, useful knowledge distinct from the others. For a complete list of interview questions see Appendix 4, and for the full transcript of the interviews see Appendix 5.

Interview Results

In order to more clearly display our interview results, each general question is listed bold, followed by a summary of that question's results.

How did you originally learn about Bascom Lodge? This question was asked to gain background information about the people we were interviewing and to determine how they were connected to Bascom Lodge. Most people first encountered the Lodge by hiking or driving up Mt. Greylock, although a few people learned about it through word of mouth, or as a potential career opportunity.

In your opinion, what is the demographic of visitors to the Lodge? This question was asked to learn more about the Lodge's patrons. Answers to this question varied depending on how the interviewee interpreted the question. A couple of people told us that visitors came from every state, but mostly from NY and CT. The people at the summit were most often described as hikers, drivers, and during the winter, snowmobilers. Many people commented that more people drive than hike up the mountain. One person noted that the type of people who visit depend on the type of program offered, and Dennis Ragen felt that mostly outdoorsy type people visited. One person said that the most common visitors were families. One person said that patrons were people aged 25-45.

What role does Bascom Lodge play in the community? In response to this question, four people believed Bascom Lodge mainly served, or was built to serve, the hiking community, and that it had in the past served this community well by offering food, education, and a cheap place to spend the night. Three people said that the Lodge did not seem to play a role in the community, or if it did play a role, it was simply as a source of pride. Two people said that it was a nice place for people in the community to go for dinner and entertainment. A few people mentioned that it was a good getaway. Additionally, two people mentioned that Bascom Lodge could do

¹ We originally had 11 questions but as we interviewed people some of these questions got absorbed into one question and some we deleted because they were unnecessary or redundant.

more commercially to serve tourists, and one person mentioned that it would be great to somehow use Bascom Lodge in the North Adams Columbus Day weekend hike.

In an ideal world, how would you like to see Bascom Lodge run? Almost everyone we interviewed stressed how important it was for the lodge to include an educational component. Opinions differed on what format this component should take, but most people seemed open to any type of educational programming depending on the type of curator. Many people mentioned that the lodge should continue to remain accessible to hikers, because the lodge was originally built with this group in mind. Some of the other suggestions included, but were not limited to: having the lodge open year round, becoming sustainable/having these sustainable features on display, maintaining a rustic feel, targeting families, having evening entertainment, include some art, opening the lodge to schools/school groups, and having a trail crew program.

What group/organization/person seemed best positioned to run the lodge? Most of the responses to this question suggested that a person or organization that was not overly concerned about the economic bottom line would be the best option. For example, a nonprofit organization could obtain grant funding to run the lodge, or a wealthy individual could run the lodge as a hobby. People suggested that these people/organizations should be amenable to a three-season business, be able to live on site, and have business experience. Other responses pointed to NC and AMC as successful curators and suggested that a similar organization would be well suited to the task. Some said that Williams College alone, or in combination with other local colleges would be successful curators. Kevin Allen emphasized that the future curator would need to be willing to work with the government, and it would help if they had experience renovating buildings. One person noted that they didn't know why anyone would want to run the lodge given the long-term commitment and the difficulties past curators have experienced.

What do you think is the best way to make Bascom Lodge economically sustainable? About four people thought Bascom Lodge should be a nonprofit or educational institution funded mostly by grants or alternate funding. Additionally, four individuals thought that it could become economically sustainable by offering tiered levels of accommodations. This set-up would accommodate hikers by offering cheap rooms, but would

also have higher priced suites in order to generate more revenue. A few people said that there should be more advertising and more evening events to draw in members of the local community.

What do you think is the best way to make Bascom Lodge environmentally sustainable? The most frequent issue mentioned in regards to this question was Bascom's Sewage situation. The sewage problem is a challenge from both an economic and an environmental perspective, and while everyone stressed the importance of finding a solution, no one seemed to have one on hand. Some of the suggestions we did receive were selling local food in the restaurant, renovating the building with better insulation, installing a more efficient heating system, solar energy generation, a better garbage/recycling policy, and displaying the lodge's environmental features as part of an educational program. A lot of the people we interviewed were at a loss for ideas on how to make Bascom more environmentally sustainable. Some people hadn't thought about the issue or did not know much about the option, while others seemed very overwhelmed by the sewage problem.

Table 1 outlines the most common responses we received to the questions regarding the lodge's demographic, the types of programming that should be offered, the seasonality of the lodge, the environmental sustainability features that could be implemented at the lodge, and the ways in which the lodge could become more economically feasible.

Table 1: Common interview results

Person	Perceived demographic	Programming	Environment	Economic	Management
Clebe Scott	More than 200,000 per year from every state. NY and CT	Education Accessible to hikers	Insulation New heating Alternative energy	Not sustainable	
Dennis Ragen	Outdoor enthusiasts	Education			Year-round
Jeffrey Thomas	Hikers (day and through) Drivers Snowmobilers	Education Sustainability features	Local food Insulation Alternative energy	Needs high end rooms	Year-round
Lauren Stevens	Hikers Drivers	Education Accessible to hikers Open to schools		Subsidized Grants and funding	
Kevin Allen	Outdoor enthusiasts NY, W. MA, CT Families	Education Accessible to hikers Rustic Family oriented Comfortable	Alternative energy	Range Of rooms (expensive and inexpensive) Rent Out for retreats/special events Store Marketing programming	Seasonal Can't be open all year because of sewage problem.
Scott Lewis	Hikers (70%) Drivers (30%)	Education Open to schools		Partnership Between educational organization and service industry	Year-round
Barry Emery		Educational Accessible to hikers		2 Tiered accommodations 2 tiered food	
Joseph Dean		Modern rustic with accommodation for both hikers and drivers Focus on history		Nice accommodations	Year-round Better accessibility - tram? More handicapped access
Cosmo Catalano	Hikers (some) Day trippers	Rest stop	Windows Insulation Composting toilets?	Bed and breakfast Expand season	Year-round
Kenneth McInerney	Ages 25-45	Accessible to hikers	Recycling Reducing waste	Advertise what services the lodge offers	Seasonal
Paul Gigliotti		Educational			

Goals

Establishing goals for the future management of Bascom Lodge was essential for our development and analysis of management alternatives. These goals were determined by our interview results as well as the requirements stated in the RFP. The RFP states that the lodge must be publicly accessible and maintain its historic appearance. However, good management would also provide educational opportunities, be consistent with the lodge's historic character as a destination for hikers, would include environmental sustainability, and would have long-term economic stability.

Environmental Sustainability

Environmental sustainability is an important component to any management strategy for Bascom Lodge. The lodge was built for hikers and to serve the broader purpose of connecting people with the natural world. While many different types of people visit the lodge, an appreciation of nature is what brings both hikers and drivers to the summit. Visiting Bascom Lodge is some people's only connection to nature and therefore is a wonderful opportunity to educate people about environmental stewardship.

Green operation of Bascom Lodge is in keeping with all of our project goals including maintaining its historic character and use. Incorporating green design features and practices will not only enhance the experience of visiting the summit, but will also provide potential for environmental education. Additionally, green renovations and design features will ultimately promote the lodge's economic stability by reducing management expenses. In the past, problems have arisen from the high costs associated with running the lodge, which have made it difficult for curators to profit. Green renovations have the potential to not only reduce costs associated with heating, lighting, waste management, and maintenance, but may also create opportunities for grant funding. Because environmental sustainability is a vital piece of any management alternative, we have focused our analysis on determining which green features would be best.

We generated a list of potential design features or practices that we assessed on the basis of cost, necessity, feasibility, aesthetics, and the ability to maintain historicity. A more complete description of these variables is available in the appendix. The features that we analyzed can be divided into two categories –those

that provide energy and those that make the building more energy efficient. The potential features that would serve to provide energy are a large-scale wind turbine on the summit, a geothermal heating system, a solar photovoltaic system, small-scale helical wind turbines, and a solar hot water heating system. The building efficiency features are insulation, new windows and doors, a gray water recirculation system, low-flow showers and toilets, and the use of local food in the restaurant.

Table 2: Matrix evaluation of environmental sustainability features

<i>Categories</i> → <i>Variables</i> ↓	Insulation	Solar PV	Microturbine	Geothermal Heat	Replace Windows/Doors	Local Food	Low-flow Showers/Toilets	Gray Water System	Solar Hot Water	Wind Turbine (large-scale)
Cost	2	1	1	1	2	1	3	2	2	1
Necessity	3	1	1	1	3	1	3	2	1	1
Feasibility	2	3	1	1	3	3	3	1	3	1
Aesthetics	3	1	2	3	2	3	3	3	1	1
Maintain Historicity	3	1	2	3	2	3	3	3	1	1
Total	13	7	7	9	12	11	15	11	8	5

There are currently two major challenges associated with Bascom Lodge that must be addressed by any future curator. The first challenge is waste management. Sewage generated at Bascom Lodge is pumped into a 20,000 gallon tank that must be emptied once a week if the lodge is in full operation (Jeffrey Thomas). The lodge cannot be fully operational year round because the tank cannot be emptied when the road is inaccessible during the winter months. Not only is disposing of waste an issue of expense, but it is also an issue of environmental concern because of the high-energy costs involved. The second major challenge is ventilation.

Controlling moisture during the winter is crucial to maintaining the lodge's structural integrity as well as its aesthetic appeal. As temperatures drop, moisture in the air condenses on the cool stonewalls of the lodge. Moisture creates many problems including the growth of mold, the warping of wood, and the deterioration of drywall. Any potential curator must address these issues in order to be successful. The building needs to be restored in order to be opened and any efforts towards restoration will be lost if moisture is not controlled (Mike Tillou).

The green design feature that scored the highest in our matrix analysis was low-flow showerheads and toilets. One of the easiest ways to address the sewage disposal problem is by decreasing sewage generation. These low-flow fixtures are relatively inexpensive, are easy to install, and would not alter the historicity or the aesthetics of the lodge because they would replace similar fixtures that are already in existence.

The second highest scoring feature was insulation. Insulation is a necessity that would provide multiple benefits. The purpose of insulation would be two-part – to control moisture and to improve heating efficiency. Spray-foam insulation could be used to encapsulate the entire building, which would serve the purpose of tightening up the building envelope. A tighter building envelope would prevent moisture from getting in and would keep heat from escaping out. The insulation would be applied during the renovation process to the interior of the building between the stonewall and drywall. The drywalls already need replacement because of moisture damage, so this would not be a great additional expense. Insulation would also be added to the underside of the building and to the underside of the roof. The one area of the lodge that could not be insulated is the dining room because there is no drywall. In the wintertime this part of the lodge could be sealed off and not heated. Issues with moisture would be reduced because of the lack of drywall and furniture could be moved into other parts of the lodge to avoid mold growth. The cost of insulation would be easily recovered by the reduced future costs associated with heating and maintenance. In order to maintain structural integrity, the building must be heated to 45 degrees year round (Mike Tillou). Insulation would not only reduce the cost of heating but would also protect renovations from future damage associated with moisture.

The third best green design feature is the replacement of windows and doors. This feature would serve the same purpose as insulation – to reduce moisture and to increase heating efficiency. Replacing windows would be highly effective because they cover the entire length of the porch. The existing windows are double hung which are not well insulated and are difficult to seal in the winter. These windows could be replaced by a triple-pane version designed to withstand extreme temperature and wind. Replacing windows would be expensive, but like the insulation, the cost would be easily recovered. A potential drawback associated with the newer windows would be aesthetics and historicity. The current windows open by sliding up and down, a characteristic makes the windows impossible to seal, but is in keeping with a historic and traditional design. The new windows would open out with a crank, a characteristic that would create a much stronger seal when the windows are closed, but that would have a different look (Mike Tillou).

The next best feature would be the installation of a gray water recirculation system. Like the low-flow showerheads and toilets, a gray water system would reduce sewage generation. Much of the sewage volume is created by activities like showering and dishwashing. The wastewater that these activities generate is gray water that could be treated on-site and used again to flush toilets. This system would be somewhat expensive to install but eventually that cost would be recovered by the reduced cost associated with sewage disposal (Mike Tillou).

The next option that we considered is using local food in the restaurant (Jeffrey Thomas). Using local food would be more expensive but would be better for the environment because of the reduced costs associated with transportation. This practice would be easy to employ and would be appealing to the demographic that visits this lodge. In addition to the environmental benefit, purchasing local food would be a way for the lodge to support local farmers and the local economy.

The best option for power generation is geothermal heat. A geothermal heating system would remove heat energy from well water for use in the building. This system would be expensive and difficult to install, but with enough funding it would be possible. The greatest benefit of this system would be a reduced reliance on

fossil fuels. Unlike other power generating options, a geothermal system would not have any large and visible components and would therefore not alter the aesthetics or the historic nature of the site (Mike Tillou).

The final viable option related to power generation is a solar hot water system. The reason why this system would be feasible is that most of the hot water gets used in the summer when solar potential is highest. There are multiple drawbacks to this option including the relatively high cost as well as the aesthetic and historical problems associated with the solar panels. However, the solar panels could potentially be located off-site such as on the garage roof. The other options that we analyzed for generating power received very low scores and are therefore not being considered for a variety of reasons. Solar PV is not viable because of the incredible expense and the long payback period. Additionally, solar PV has the aesthetic and historicity problems that are associated with solar hot water heating. Micro-wind power would also be expensive, difficult to install, and potentially unsightly. A large-scale wind turbine would not be permitted on the summit.

We recommend a tiered approach to making Bascom Lodge more environmentally sustainable. It is imperative that any management strategy addresses the moisture and sewage challenges. In renovating the building, installing low-flow fixtures and insulation is a high priority. These renovations will have many long-term benefits and their costs will be easily recovered. After these renovations take place, the second priority would be to replace windows and doors and to install a gray water recirculation system. Again, the benefits would be great and the cost would be recovered in a relatively short time period.

After the building envelope is tightened, and the sewage issue is addressed, the next step would be to start buying local food to be used in the restaurant. The restaurant's menu could fluctuate seasonally to take full advantage of local produce, meat, and dairy products. If funding becomes available, the installation of a geothermal heating system would be the next step towards reducing the lodge's reliance on fossil fuels. If all of these features are successfully put in place, and the resources are available, it would be worthwhile to pursue a solar hot water system. This system would have technical feasibility but it might be difficult to get approval for its installation, further research should be conducted on alternative sites where the solar panels could be placed. The other options are not recommended.

Education

Because educational programming was something that was important to almost every single person we interviewed, we thought it would be useful to list some different educational opportunities. This list is intended to offer ideas, but is by no means exhaustive. Hopefully any future curator will continue to develop new fun and innovative educational programs.

Bascom Lodge is a perfect place for college students, recent graduates, or professors to conduct research. Research could be related to forest ecology, ecosystems, climate change, endangered species, geology, and a host of other topics. Scientific research need not be limited to college students and professionals because research programs provide the perfect opportunity to educate both younger visitors and the public. For example, scientific research could be incorporated into a nature based summer camp for school-aged children. A camp could run for one week and teach the children about nature and Mt. Greylock. Kids could stay in the existing bunkrooms, or perhaps the curator could look into renovating the existing garage and turning this into bunkrooms for campers. Additionally, Bascom Lodge and the summit of Mt. Greylock could be a great place for field trips or labs for students of all ages.

Nature walks and public lectures could be held regularly as educational programs for the public. The AMC used to have weekly dinners and lectures that were very popular among community members. Additionally, the Lodge's sustainability features could be put on display and explained to the visitors so that people would not only understand the Lodge's commitment to sustainability but would also be prompted to think about how they might make their own lives and homes more environmentally friendly.

In the past, trail crews have come to Bascom Lodge to learn about proper trail maintenance techniques. Crews have visited Mt. Greylock, worked on the trails, and have paid for room and board to stay at Bascom. In return, the trail crews got to participate in educational trail design and maintenance workshops. This presented a win-win situation for Bascom and Mt. Greylock and could easily be offered again. The trail crew could stay in bunkrooms in the lodge, or in the garage if it is renovated by a future curator.

Finally, it would be nice to have some sort of library or electronic database accessible to the public so that any person visiting the lodge could have easy access to lots of information including an events calendar, current research, educational outreach programs, and the history of the lodge and Mt. Greylock. As stated earlier, this is a preliminary list and we really believe the educational opportunities at Bascom Lodge are limitless.

Data Analysis

After determining our goals, we methodically evaluated the different combinations of lodge and management types using matrices. In order to score the various options, we assigned values to each variable as it pertained to each category. The different variables associated with each option were ranked on a scale of one to three: three designates the most positive outcome for the category-variable combination, and one designates the least positive. A value of two denotes a middle-ground outcome that is neither the worst nor best. We decided not to weight the variables because that brings in levels of subjectivity and complexity that we, as students, cannot adequately evaluate.

Our first matrix evaluates the different possible lodge types: traditional lodge, high-end hotel, and a combination of the two. A traditional lodge is one that is similar to the way Bascom has been in recent history. It is a designated haven for hikers, but it also accommodates drivers and other outdoor enthusiasts. It provides family-style meals at breakfast and dinner, and also has bag lunches available to take on the go. Its rooms are sparsely furnished with bunk beds to accommodate overnight guests from the trail or elsewhere, and bathrooms are communal. Another lodge type is one structured like a high-end hotel. This setup would offer single, private rooms with private baths, and meals would be served in a restaurant that would also be open to visitors who simply want a meal without spending the night. The third option of lodge is a combination between tradition and high-end hotel. This route includes private rooms and baths, but it also has limited bunkrooms for campers. The “higher end” rooms would cost considerably more in price than the bunkrooms, and meals would be served family style in order to easily accommodate all guests. The variables associated with each lodge type are defined in Appendix 6, and were chosen based off the results of our data collection.

Table 3: Matrix evaluation of lodge type

Categories → Variables ↓	Traditional Lodge	High-end Hotel	Combination
Ability to Maintain Historic Appearance	3	3	3
Ability to Maintain Historic Use	3	1	2
Revenue Generation	1	3	2
Cost to Curator	3	1	2
Up-Front Cost	3	1	1
Cost of Patron	3	1	2
Appeal to Hikers	3	1	2
Appeal to Drivers	1	3	2
TOTAL:	20	14	16

After evaluating the variables against each category, we summed the column in order to reach a cumulative “overall” value: the higher the value, the better the option. Our results revealed that a traditional lodge is by far the best option. It scored exceptionally well in the cost variables, out-competing the two other options in all costs. The up-front cost of the lodge is inexpensive because the infrastructure – relative to a high-end hotel and combination – is minimal. Similarly, the operating cost to the patron is low because there is less need for extra staff to cook, clean, and maintain the lodge in a “fancy” state. The cost to patrons is favorable because it is low, which means that the Bascom experience is open to a wider variety of guests than either a high-end or combination option. The weakest facet to the traditional lodge is its ability to generate revenue. Without high-priced rooms or restaurant dining, it is more difficult to turn a profit.

The combination lodge is a fairly good option; our numbers place it slightly higher than those of the high-end hotel, and significantly behind those of the traditional lodge. It does not rank as high on cost variables as a traditional lodge setup because the costs are slightly more for infrastructure and staff due to the private rooms. Its accessibility is also limited somewhat due to its combination of private and shared rooms. One of the combination's strengths lies in its ability to cater to both hikers and drivers. Traditional lodges and high-end hotels alienate one group or another, but the combination lodge is a good compromise.

Our second matrix evaluates the management types for the lodge. We've designated three possibilities: for-profit; not-for-profit; and a combination of the two with lodge programming being not-for-profit, and the lodge facility itself being run for-profit. A for-profit setup is one intended to generate revenue for the curator or shareholders of the lodge. A not-for-profit setup is one in which any profit generated cycles back into the lodge and its programming. The hybrid model is a partnership between two or more individuals or entities in which the lodge facility is run separately from the programming. As with the previous matrix, the variables are defined in Appendix 6, and were chosen based off the results of our data collection.

Table 4: Matrix evaluation of management type

Categories → Variables ↓	For-Profit	Not-for-Profit	Combination (Not-for-Profit Programming, For-Profit Facility)
Accessibility to Green Building Grants	2	3	2
Accessibility to Education Grants	1	3	3
Accessibility to US Government Grants	1	3	2
Potential for Corporate Partnership	1	3	2
Tax Burden	2	3	2
Long-term Stability	1	3	2
Community Outreach	3	3	3
Professional Educational Research Opportunities	1	3	3
TOTAL:	12	24	19

The results of this analysis place not-for-profit and combination management types significantly ahead of a for-profit venture. The main variables separating these two categories from for-profit are the funding opportunities. A not-for-profit operation is significantly more likely to receive grant funding than a for-profit venture (SCORE). Because the combination option is “half” for-profit, its chances at grant funding are slightly

diminished (SCORE). Further, a for-profit venture not only has fewer opportunities for funding, it is also less likely to be economically sustainable without renovating the lodge into a high-end hotel because history has shown that unless the big moneymakers of room and board are brought into the equation, it is difficult – nearly impossible – to maintain a bottom line year-in and year-out. Finally, two other categories in which not-for-profit and combination came out considerably well are those not involved directly with profit generation: community outreach and professional educational research opportunities. Because these two management types are less concerned with net profit, it is likely that they will invest in, and incorporate, programming beneficial to the community.

Alternatives

Through the examination of our matrices we are able to discern a number of undesirable management options. First of all, any management plan that involves turning Bascom Lodge into a high-end hotel is undesirable. Secondly, management by a for-profit venture is clearly sub-optimal, as previously discussed. Because of this, we will not analyze any management options that include these options. The remaining options then become: the do nothing alternative, a traditional lodge managed by a combination, a combination lodge managed by a combination, a traditional lodge run by a combination, or a traditional lodge run by a not-for-profit venture.

First let's look at the do nothing alternative, because this could be interpreted several different ways. One, the state could choose to keep the lodge closed indefinitely. This would certainly alleviate the cost of running the lodge, however it would mean effectively losing a very precious historic and cultural destination. Two, the state could open the lodge and run it without a curator in a small capacity. This would not be too expensive as the state is already undertaking a number of renovations necessary and would allow the lodge to continue to serve as a rest stop for tourists and hikers alike. This option is less than ideal, however, because the state does not have the funding to keep the lodge open and running in a way that satisfies the goals outlined above. While an option, this route is not necessary because other options offer not only economic stability, and

the basics to visitors, but beneficial programming and services that will allow visitors to more fully enjoy their trip to Mt. Greylock.

The next alternative to look at is a traditional lodge run by a combination of not-for-profit and for-profit management. This option is problematic because the for-profit venture has no real incentive to continue running the lodge. History has shown that a traditional lodge is not economically sustainable. Without outside funding, or changing the lodge so that it can make more money, the running of the restaurant and accommodations will not make enough money to sustain a for-profit venture. This means the not-for-profit partner will need to constantly find new partners to work with them in order to keep the lodge open. This is not a stable or sustainable option, and thus should not be considered.

Combination Lodge/Combination Management

A combination lodge style with combination management consists of a lodge that has expensive private rooms and inexpensive bunkrooms available. Combination management means non-profit and for-profit ventures would partner to manage the lodge: most likely a not-for-profit running the educational programming and a for-profit running the restaurant and accommodations.

There are many different options for a combination style lodge. One option could consist of transforming all of the current bunks in Bascom lodge into private rooms – perhaps some suites and some single, less expensive, high end rooms. Then, to accommodate hikers, the staff rooms in the basement could be turned into hiker bunkrooms. This might make more money, but could serve to segregate hikers from other patrons. A second option for housing would be to turn half of the current bunkrooms into single rooms with private bathrooms and keep the other half as bunkrooms. Additionally, it might be possible to add another suite downstairs that would be handicap accessible. The ratio of bunkrooms to private rooms could be adjusted to achieve the ideal balance.

One important thing to note is the combination lodge must be careful not to replace most of the bunk rooms with private, expensive, lodging this would serve to alienate hikers and slowly become more like a high-

end lodge. Because of this, when adjusting the number of rooms it is important to keep in mind not only revenue generation, but keeping a balance between serving hikers and serving people looking for more privacy.

Food is another thing that could possibly be adjusted in a combination lodge. It would be possible to offer two different types of dining experiences: a fancy meal and a cheap meal to cater to the two different types of users. This might be difficult to implement because it would take more staff to make these different meal types. Additionally, this would again serve to segregate the two different groups and possibly create unwanted tension. Finally, if the combination lodge were to serve large family-style meals this would most likely appeal to both groups and alleviate tension by bringing people together. Because of this, food should probably not be segregated.

In terms of economic sustainability, a combination lodge has higher upfront costs than a traditional lodge because the curator(s) need to not only do the renovations necessary for opening the lodge, but they also need to put money into changing bunk rooms into single rooms with private bathrooms. This infrastructure change – depending on the degree - can cost considerably more than leaving the rooms the way they are now. However, because the lodge will be run by a combination of non-profit and for-profit management there are still several funding options available for this non-profit venture. In addition, the for-profit partner could donate a portion of its revenue to its not-for-profit partner and receive a tax break for this donation. In this way the partners could help each other become economically sustainable.

Another potential benefit of having partners running Bascom Lodge is that if one partner decides to stop managing the lodge, the other partner can continue to run the lodge while continuing to search for a replacement partner. This adds to the long-term stability of the Bascom Lodge management. However, in order for this management system to be stable and work in the long run, the partners need to have similar core values. If the for-profit partner does not care about the mission of the non-profit and is only looking to make money tension between the partners may develop and lead to instability.

For example, if the for-profit partner only cares about the economic bottom line, they may decide to convert the accommodations in a way that alienates hikers. This would create awkward tension between users

of the lodge, and the partners who are managing the lodge. Because of this, a combination of management types might have a more difficult time keeping a good balance between the different types of Bascom patrons.

A combination lodge style, however has the capability of appealing to a very large variety of patrons. People looking for a comfortable stay in a mountain lodge can visit for the night and enjoy a nice meal, through hikers can continue to have a nice but inexpensive rest stop, and locals can go up and participate in various programming provided by the lodge.

Finally, a combination lodge style with combination management has excellent potential to offer good educational opportunities. Because the non-profit will not need to focus on running the food and accommodations it can specialize in programming. This will give the non-profit staff more time to focus on coming up with new and innovative educational opportunities. A non-profit in this case could either be a non-profit with a mission of running outdoor education such as Nature's Classroom, or an educational institution that offers opportunities for students to do research and teach in the greater Berkshire community.

Combination Lodge/NFP Management

This proposal would involve a single not for profit entity providing all of the services available at the lodge. These services would include: educational opportunities for lodge guests, the community, and visitors to the summit, different lodging options for guests, and a restaurant providing family style meals to the public. The lodging options would involve different rates for private rooms with their own baths and bunkrooms with access to communal bathrooms. The ratio of private rooms to bunk rooms could vary, with bunkrooms of various different capacities, however the combination would need to ensure accessibility to hikers and those wishing for an expensive lodging option. Regardless of the type of room, all guests would eat family-style meals together that would be served at a designated time. The dining room would be open to the public as well as to guests and vegetarian options would be available.

In addition to managing the room and board aspect of the lodge, the non-profit institution would also offer educational programming. Educational opportunities would be available for hikers, summit visitors, lodge guests, local school children, and professionals. The potential for educational programming is limitless but

could involve natural and cultural history, environmental stewardship, forest ecology, and climate change. The educational programming could be geared towards both educational outreach as well as scientific research. With a not-for-profit entity managing all aspects of the lodge, any revenue generated by the lodging or the restaurant would be used towards the non-profit's mission, which could be related to some combination of environment, education, and history.

In terms of economic stability and funding, a benefit for non-profit management is that any revenue generated by the lodge would be used explicitly for programming. With a combination lodge style, the potential for revenue generation is great because some rooms would have higher rates. However, a disadvantage associated with higher-end rooms is the higher costs associated in renovation and upkeep. Even if revenue generation were low, with non-profit management there would be funding opportunities available in the form of public and private grants as well as private donations from individuals.

An additional benefit of non-profit management is the potential for tax-exempt status. Tax-exempt status would enable individuals to make tax-deductible donations and would let professionals on the non-profit's board make tax deductions of their time. The economic benefits associated with non-profit management would provide long-term stability for the lodge operation. If the lodge were to experience losses, as has happened in the past, a not-for-profit entity would be more likely to remain in the community than a for-profit proprietor or corporation.

In terms of the advantages of this specific management and style combination, a nonprofit organization managing a combination style lodge would be more likely to maintain the balance of bunkrooms and private rooms than a combination management operating a combination style lodge. It is likely that private rooms would generate more revenue than bunkrooms and it is possible that the for-profit entity involved in combination management would be inclined to switch some of the bunkrooms over to private rooms in an effort to increase revenue. The combination of combination lodge style and not-for-profit management would have less potential for tension than the previously mentioned alternative because there would be one management organization and all management components would be working in harmony towards one mission. However,

one drawback of this combination is that it would require many different kinds of skills to run a combination style lodge. A nonprofit entity geared towards educational programming might lack the skills associated with hotel management.

In thinking about accessibility, this combination option would appeal to a diverse group of people. If done well, the lodge would serve people like hikers looking for a rustic and inexpensive lodging option as well as people who would prefer more privacy. If the lodge were to be managed in this combination style, it would be necessary that this was done in a way to prevent a “class system” division created by separate lodging rates. We would not recommend separating the different types of lodging by floor. One way to avoid this potential for division is through the structure of the restaurant. The restaurant would provide a family style meal to all guests regardless of room type, which would create a sense of community within the lodge.

This management option would also be conducive to fulfilling our educational goals. While education is incredibly important, it would not be a great money making component in any management strategy. Not-for-profit management would create funding opportunities for educational programs from grants, donations, and lodge revenue.

Traditional Lodge/Not-for-Profit Management

The best scenario for Bascom Lodge is for it to remain a traditional lodge in style, and for both the lodging and programming to be run by a not-for-profit entity. In pursuing the goals set out early in the project – maintaining historicity, stability, and education – this setup most efficiently meets all three. A traditional lodge, as we’ve touched on briefly before, is one with bunkrooms and communal bathrooms, and limited opportunities for a private room and bath. All overnight accommodations are comparably priced, and the meals are communally served – family style. The programming would be educationally based, and could take multiple forms: an outside educational not-for-profit could be brought in, or a not-for-profit organization specific to Bascom Lodge could be created. These are just two examples of the opportunities for educational programming.

Some of the greatest advantages to running Bascom as a traditional lodge with not-for-profit management come in the form of funding opportunities. Because a not-for-profit organization does not take

money away from its operation, it is more likely to receive funding from government and private institutions. Grants are usually given to an organization with the expectation that they will be used for its mission. Because a non-profit is not allowed to take profit away from its operation – the money all cycles back in – donors see a better use for their money. Similarly, not-for-profits are more likely to receive donations from community members than our for-profit organizations. In addition to these year-in, year-out funding opportunities, because Bascom Lodge remains a traditional lodge, its start-up costs are low. Without the need for “fancy” rooms and the extensive infrastructure required of a combination lodge, fewer funds are used at the start of the endeavor.

Despite the many economic advantages to running Bascom as a not-for-profit, one drawback is the lodge’s inability to generate significant revenue for the programming and for the overall operation. Without the higher priced lodging to use as a crutch, much of Bascom’s funding each year will likely have to be from grants and donations. As history has shown that it is difficult for curators of Bascom Lodge to remain “in the black,” this is a somewhat precarious situation for a not-for-profit curator to be in. But, again, the increased accessibility to grant funding would help negate this situation.

The traditional lodge/not-for-profit setup also remains – more-so than any other combination lodge style and management type – dedicated to its historic use. The Lodge was initially constructed nearly 80 years ago as a refuge for hikers. This fact is one often overlooked when concerns over the economic bottom line are brought into play, but our interviews showed that maintaining historicity was high on the list of many individuals currently involved with Bascom Lodge. Also, the models we looked at in our research confirm that the traditional lodge experience is one highly desired by the public. The Ravine Lodge, the Appalachian Mountain Club’s hut system, and Bascom’s 200,000 visitors per year reveal the high demand for the experience. Because the lodge will maintain cheaply priced rooms and family meals, it will still remain a completely viable option for this demographic – as it was intended nearly a century ago.

Similarly, the traditional setup of the Lodge makes its operation much easier for a not-for-profit entity to run. Quite simply, not-for-profits usually are not in the hotel business. By not having to deal with the ins-and-outs of a combination style lodge (read: partial hotel), the curator’s work is more easily cut out for them.

Additionally, because the lodge half of the operation isn't concerned with taking home a profit each year, there won't be as large a schism between the programming and lodging entities. A not-for-profit organization operating out of Bascom Lodge can focus on education - a desire expressed by nearly everyone we interviewed during our data collection – and not have to worry about conflicting visions within the administration. This, along with the fact that not-for-profits are more likely to remain in a community during economically difficult years, forecasts increased overall stability of the lodge.

Appendices

Appendix 1: Rehabilitation Checklist

Completed tasks

- Remove wet moldy carpet
- Test for presence of lead paint
- Test for presence of asbestos
- Inspect and clean chimney flues, fireboxes and cleanouts
- Remediate interior levels with ventilation
- Secure vents
- Remediate basement humidity levels with ventilation
- Repave rear service area
- Connect downspouts to leader

Tasks to be completed

- Remove or prune overgrown vegetation
- Remove evergreen tree
- Remove and replace heating system
- Replace water storage tanks
- Abate lead paint
- Abate asbestos
- Perform property survey
- Additional framing assessment
- Remediate water infiltration from well head into building
- Amend the build-up girders and the joists on the south side of the east wing to meet current assembly loading standards
- Connect the floor joists in the east and west wings to the built up girder and sills with joist hangers
- Replace or sister new joists to joists that have been compromised by notching
- Remove existing flashing; new lead coated copper step flashing at chimneys

Appendix 2: Secretary of the Interior's Standards for the Treatment of Historic Properties

1. A property shall be used for its historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building and its site and environment.
2. The historic character of a property shall be retained and preserved. The removal of historic materials or alteration of features and spaces that characterize a property shall be avoided.
3. Each property shall be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings, shall not be undertaken.
4. Most properties change over time; those changes that have acquired historic significance in their own right shall be retained and preserved.
5. Distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a property shall be preserved.
6. Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture, and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical, or pictorial evidence.
7. Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures, if appropriate, shall be undertaken using the gentlest means possible.
8. Significant archeological resources affected by a project shall be protected and preserved. If such resources must be disturbed, mitigation measures shall be undertaken.
9. New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale, and architectural

features to protect the historic integrity of the property and its environment.

10. New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

Appendix 3: Secretary of the Interior's Standards for Rehabilitation

1. A property shall be used for its historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building and its site and environment.
 2. The historic character of a property shall be retained and preserved. The removal of historic materials or alteration of features and spaces that characterize a property shall be avoided.
3. Each property shall be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings, shall not be undertaken.
4. Most properties change over time; those changes that have acquired historic significance in their own right shall be retained and preserved.
5. Distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a historic property shall be preserved.
6. Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture, and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical, or pictorial evidence.
7. Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures, if appropriate, shall be undertaken using the gentlest means possible.
8. Significant archeological resources affected by a project shall be protected and preserved. If such resources must be disturbed, mitigation measures shall be undertaken.
9. New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale, and architectural features to protect the historic integrity of the property and its environment.
10. New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

Appendix 4: Research Tools - Interview Questions

Key: black = individual questions, green = questions asked of everyone

Clebe Scott – Supervisor of Mt. Greylock State Reservation

1. Personal Questions
 - a. How did you originally learn about Bascom Lodge?
 - b. What is your interest in the Lodge?
 - c. As Director of the Reservation, what exactly is your role in regards to Bascom Lodge?
 - d. What is your role in dealing with curators who have run the lodge in the past?
 - e. What is the role of the DCR in regards to the Greylock Reservation and Bascom?
2. Bascom Use Questions
 - a. What is the traffic like at Bascom at various points throughout the year?
 - b. What is the demographic of visitors to Bascom Lodge?
 - i. Eg. Where are most of the visitors from? Hikers? Out of state? Berkshires?
 - c. How many visitors are there?
 - d. What activities do visitors do at, and around, the lodge?
 - i. Day Visitors
 - ii. Overnight Visitors
 - e. What part of the lodge is used the most? Showers? Beds? Kitchen? Fireplace?
 - f. What role does Bascom Lodge play in the community?
 - i. What role would you like to see it play in the community?
 - g. Are there people who you would like to encourage to use it more, less?
3. Past Curators
 - a. Who has the lodge been run by most recently?
 - b. How has it been run? Educationally? Like a hotel? Other?
 - c. How successful were those curators?
 - i. Economically?
 - ii. Educationally?
 - iii. Community-wise?
 - iv. Other?
 - d. How did you feel the type of operation at the lodge affected the Bascom atmosphere?
4. Future Curators
 - a. How would you like to see Bascom run?
 - b. What services would you like to see Bascom provide?
 - c. Who do you think would be best positioned to run the lodge? What kind of group, organization, etc?
 - d. Part of the RFP agreement involves renovations to the lodge: what has DCR done already?
 - e. What renovations still need to be done? Is there a priority list?
 - f. How flexible is the list of renovations?
 - g. Is there interest in green renovation, or making the building green?
 - h. In what capacity will Bascom be run if no curator is found by next spring?
 - i. What do you think is the best way to make Bascom Lodge economically sustainable?
 - j. Where would the funding to keep the lodge running most likely come from?
 - k. Environmentally sustainable?
5. Wrapping up
 - a. Is there anything else you'd like to tell us?

1. History
 - a. Could you tell me a bit about the history of the Ravine Lodge and Mount Moosilauke, specifically in their connection to Dartmouth College?
 - b. What do you know about the effort by Al Merrill in the 1970s to save the Ravine lodge and his proposal for DOC management?
 - c. What types of hurdles did the DOC have to cross during that initial process of starting to manage the lodge?
2. Role of Lodge
 - a. Could you tell me more about Al Merrill's idea that Dartmouth should run the lodge because of the lodge's "value" to students and the community? What specifically is that value?
 - b. What roll do you feel the lodge plays in the lives of Dartmouth students and the larger Dartmouth community?
 - c. Why do you think Dartmouth runs an off-campus mountain lodge, is this an important part of Dartmouth College?
 - d. What is the philosophy behind running the lodge and do you see the lodge benefiting the entire Dartmouth community?
 - e. What is the demographic of patrons of Ravine Lodge?
3. Curatorship
 - a. Does Dartmouth benefit from being in charge of managing the lodge versus (hypothetically) just using the lodge under a different type of management?
 - b. How does the DOC run the lodge?
 - i. What services does Ravine Lodge provide?
 - ii. What types of operating costs are there?
 - iii. Is this a cost sink to the college or does the college profit/break even?
 - iv. If it is a cost sink why is it still worthwhile to run?
 - c. In what way (if any) is the lodge run like a business versus managed for educational/community value?
 - i. How much do you pay attention to the economic bottom line?
 - ii. Where does the funding for this lodge come from/how is the lodge economically sustainable?
 - d. What is the most expensive part of running and maintaining the lodge?
 - e. What are the biggest problems the DOC faces in managing the lodge?
 - f. Are there problems associated with heating, sewage, and water?
 - g. Has any effort been made to run the lodge in a green or sustainable way?
 - h. Do you see a connection between the lodge and environmental stewardship?
4. Education
 - a. What educational components are there to the lodge? Do you run any specific educational programs?
 - b. Do Dartmouth classes use the lodge in any manner?
 - c. What types of groups use the lodge? Dartmouth specific and general public.
5. Personal Questions
 - a. How did you become involved with Ravine Lodge?
6. Wrapping up
 - a. Is there anything else you would like to tell us?

Scott Lewis – Director, Williams College Outing Club (WOC)

1. Personal Questions
 - a. How did you first learn about Bascom Lodge?
 - b. Do you have any interest in this lodge, and what is this interest?
2. Role in the Community
 - a. What role do you see Bascom Lodge playing in this community?
 - b. What role would you like to see it play, if any?
 - c. Do you have any idea of the demographic of people who use Bascom lodge?
 - d. Are there people you would like to see encouraged to use it less, more?
3. Curatorship
 - a. How would you like to see Bascom Lodge run?
 - b. What services would you like to see Bascom Lodge provide?
 - c. Who do you think would be best positioned to run this lodge?
4. Sustainability
 - a. What do you think would be the best way to make Bascom Lodge economically sustainable?
 - i. Where do you think funding could come from to run the lodge?
 - b. Environmentally sustainable?
5. Bascom as an Outing Club responsibility
 - a. Is it within WOC's capacity to become involved in the curatorship of Bascom?
 - b. Would WOC want to take it on entirely, or would it be better to team up with another organization (public, private, etc), and why?
 - c. What role do you think WOC could play?
 - d. How do you see WOC, and the greater Williams College community, possibly using the lodge?
 - i. Educationally?
 - ii. Socially?
 - iii. Business-wise/economically?
 - iv. WOOLF?
 - v. Alumni?
6. Wrapping up
 - a. Is there anything else you would like to tell us?

Jeffrey Thomas – local citizen who considered submitting an RFP last year

1. Personal Questions/History
 - a. How did you learn about Bascom Lodge?
 - b. What is your interest in Bascom Lodge?
 - c. In your opinion, what is the demographic of the patrons of Bascom Lodge?
 - d. Are there people you would like to see use it more, less?
2. Plan for Lodge
 - a. How would you like to see Bascom Lodge run?
 - b. What services would you like to see Bascom Lodge provide?
 - i. Could you outline your plan for us?
 - ii. How does this differ from the ways you know of the lodge being run in the past?
 1. What kinds of changes did you want to make to the lodge?
 - a. Egg. Renovations, educational programs, types of food, etc

- c. Who do you envision the lodge serving?
 - d. What role do you currently see Bascom Lodge playing in the community?
 - e. What role would you like to see it play in the community?
 - f. Who do you think would be best positioned to run this lodge?
3. Obstacles
- a. What obstacles did you run into?
 - b. What do you think is the best way to make the lodge economically sustainable?
 - c. Environmentally sustainable?
 - d. Where do you think the funding to run the lodge would mostly come from?
4. Wrapping up
- a. Is there anything else you would like to tell us?

Dennis Ragen – Managed Bascom Lodge under AMC

1. Curatorship
- a. Can you describe how the Lodge was run by AMC
 - b. What amenities did you offer?
 - i. E.g. food, room, nature paths
 - ii. How much did these cost
 - c. Could you describe the typical patron (What is the demographic of Patrons)?
 - i. Are there people you would like to encourage to use it more, less?
 - ii. Did offering different services change the patrons you saw frequenting the lodge?
 - d. Where did your revenue come from?
2. History
- a. When and how long did you run the lodge?
 - b. Who was the previous curator?
 - c. What changes did you make during your curatorship?
 - d. Why did you choose to run Bascom Lodge?
 - e. What influenced your decision to stop running the lodge?
3. Advice
- a. What role did/do you see Bascom Lodge playing in the community?
 - b. What would you like to see it play in the community?
 - c. In your opinion, what was the best management strategy AMC employed?
 - d. What would do differently if you were to do it again?
4. Personal History
- a. How do you know about Bascom Lodge?
 - b. Do you currently have any interest in the lodge?
5. Looking forward
- a. Do you have any suggestions for future management plans for the Lodge – How would you like to see this lodge run?
 - i. What services do you think it should provide?
 - b. What do you think is the best way to make the lodge economically sustainable?
 - c. Environmentally sustainable?
 - d. Who do you think would be best positioned to run the lodge?
 - e. Do you think (AMC or NC) would ever consider running it again?
 - i. Why/why not, under what conditions
6. Wrapping up
- a. Is there anything else you'd like to tell us?

General Questions – asked of everyone else interviewed

1. How did you originally learn about Bascom Lodge?
2. In your opinion, what is the demographic of visitors to the Lodge?
3. What role do you believe Bascom Lodge plays in the local community?
4. In an ideal world, how would you like to see Bascom run?
5. Who do you think would be best positioned to run the lodge? What kind of group, organization, etc?
6. What do you think is the best way to make Bascom Lodge economically sustainable?
7. Environmentally sustainable?
8. Is there anything else you would like to add?

Appendix 5: Interview Results

Clebe Scott – Supervisor of Mt. Greylock State Reservation

WORKING AT OTHER PARKS IN SYSTEM, JOB CAME OPEN, TRANSFERRED FROM SAVOY STATE FOREST.

HAD TO GET FAMILIAR WITH LODGE AND SYSTEMS BC OF JOB. IT GROWS ON YOU, Bascom lodge.

MAINTAINED ALL THE EQUIPMENT IN LODGE. INFRASTRUCTURE. IT'S OVER THE YEARS THERE HAVE BEEN IMPROVEMENTS, PAINTING THAT OTHERS HAVE DONE, FOR THE MOST PART, WE TAKE CARE OF HEAT, PLUMBING, THAT SORT OF THING. AS FAR AS THE LEASE AGREEMENTS, I'VE ALWAYS BEEN ABLE TO SIT IN ON ALL THE NEGOTIATIONS WITH ALL THE DIFFERENT PEOPLE, AMC, NC

I'm the first in line. If there's a question that I can't answer, I would go to my director and between he and I he would guide me to engineering or legal, and we would go through there?

WON'T HAVE SAME ROLE. I'D SEE US BACKING OFF, MONITORING MODE WHERE WE JUST Identify those areas if we haven't already that need improvement, and suggest areas where these peoples could make improvement. We'd definitely stop in all the time. We always do that as any of our properties, we walk in "is it safe" emergencies systems working, that sort of thing. Just to take a look at something else, always look at things they're supposed to be taking care of on regular basis. We will decide on a bunch of items that need to be done in Bascom lodge, in different phases, these people will take on particular jobs. First 2 phases, looking good, working well, that sort of thing. Then into other phases – more of the changes that probably will happen with a curator.

Historic regulations require that Bascom lodge remain as it is in appearance for the most part – outside- inside, dining area, lobby area, those areas important to keep the look and the design. But in some of the other areas, it's not necessarily a historic look – some of the upstairs, the downstairs – commissioners apt downstairs. There are some stages that could possibly occur if needed to. Alternative energy items, there might be some – as long as the historic integrity of the lodge maintained. Fireplaces? The fireplaces would remain. Three of them. Possibility may be a retro fit in one of these – as far as making the fireplace more efficient as far as heating, that might be acceptable. Only temporary – has to be able to be taken out and look original.

We are the stewards of the mountain. We have different departments within our agency that take care of forestry, fire control, trail groups, different specialties within our department.

On a dreary miserable cold, rainy day, you might have only 6 people come through – say in the early spring, late fall. Throughout the summer, summer being after people out of school 6/15-labor day, you can expect a fair amount of people every day at least um 200-500 people in a given day. Weekends are busier. And that's just on the summit. They may not go into the lodge, depends how inviting the lodge looks. Some people might not know they're welcome on top the lodge. We don't have any neon signs out front. Haha. They just don't know what's going on. They think they're not welcome. Majority of people stop in.

It's a good mix. We get a lot of people from NY. NY is the #1 visitor. The state in general. CT lot of people from there. But we've seen most every state. Traffic pretty hectic on weekends, foliage, whole nother thing. For the most part, cars coming up the mountain on busy weekends- holidays, during the foliage season. It's pretty

good on any given day, weekends tend to pick up more people in the campgrounds, visitors center, roadside parking lots filled with visitors. As far as numbers go, more than 200,000 visit in one form or another. There's different groups. People that come for their Sunday ride or whatever day it might be. They'll come up over from the south or north, stop at top, stop at a few vistas, maybe plan a picnic, or grab something at the lodge. Other groups just to hike, park at any given trail head, and just hike a loop around. They may or may not just the summit. We have the campers. The small interpretive trails. Self-guided Bradley farm trail. People will come- just want a short hike, just a mile or so. They've had entertainment at the lodge in past. Something after dinner, they might have a uh particular hike they might have historic hikes around summit. Summit history hike. The AMC had several different programs going on at lodge with different themes, trail work, trail work programs. Popular? Yeah, people look for that sort of thing - you know especially if it's something free, something they can learn especially, plant identification, wild edibles, that sort of thing.

Food is the number one thing – get themselves a snack, sit around in the lodge, perhaps on the porch. Dining room is the most used area.

If it does, it gives people a taste of what's available a little farther north in the White Mountains, the great mountains. The elevation, the climate the vegetation. The lodge, the mountaintop lodge thing. Education, envi education, of well I wouldn't say any particular group. Just in general.

Certainly we wouldn't want to discourage anyone from using it appropriately.

Nature's classroom. Before them, AMC. Before that, several different groups, sometimes most of the times families – a year or two. Do what they has always been done – lodging, snack bar.

We've tried over several years. It became more of an edu component when AMC came in. And then it went on you know it had its ups and downs depends on what kind of year they had, what kind of \$ was available. It's fallen off recently, because we had a different agreement with nature's classroom: they concentrated a little more on different programming – more entertainment. Rather go back to edu.

AMC they're set up do to that sort of thing. Better job than anyone else. Everyone has tried – it's sort of been difficult. The people who visit from out of town are many times more likely to visit the lodge than other local places. Trail crew work that AMC would do has in fact I thought that was beneficent to the reservation. Rather see things back to the reservation than back to the fund. That's why I'm excited –rather than lease agreement, curator putting money energy back into the lodge. More of a sense of ownership.

Edu component is important. I'd like to see that go as far as trail work, plant identification all that, envi type programs, and upgrading of the facilities would be good. But not to the point where it becomes exclusive or not welcoming to you're avg. everyday ordinary hiker coming through. A library sort of thing – a reference thing about greylock. That's easy to compile now with a computer. It would take nothing to compile now – interactive type electronic devices that would give people that info – if they were wandering around the lodge, maybe they could go onto this site about the lodge, and get info right then and there. Use it for anything about the reservation. Green should be we should be driven by what's green up there. As much as possibly can.

Some wealthy person with an interest in the lodge. Or a group, or whatever. Someone who was not so much interested in the bottom line, but had a desire to give something back and share something that's special here in mass.

Heating system is going to be done. I don't remember. We did some work outside, we cut down a tree. [See Camille's notes]. Framing assessment, water filtration, and then the build up girders – that has to be taken care

of by someone else. Connect floor joists in east wing – that has to be done. Flashing is in process on chimney. Those last 4 items.

Clean organic growth, doesn't need to be done. Looks like a pretty good list, though.

No no, we're talking about a 30 year commitment. There are certain things we would want to see prioritized. New electrical receptacles. Anything that doesn't meet code. Remove wet moldy materials. Anything that water was infiltrating into the building. Something that someone could get hurt on. We would put those towards the front. Expensive items that could wait, we would allow that. Curator wants to do his own stuff on this and that, he'll be doing other things.

We have talked about it. I'm not sure exactly – in one form or another, we would meet and greet the guests, give out trail info and that sort of thing. We have been working on it. We're not working on it very hard.

I'm not sure it might not ever be economically sustainable. That's why I say a labor of love might be more in order here. Certainly through some of the structural improvements, insulating and – putting in a new heating system, more efficient. Adding some sort of alternative energy, maybe heating might go a long way. Solar. Wind still an issue with a lot of people.

Rory Gawler – Director, Dartmouth Outing Club

Dartmouth built the ravine lodge. There as a summit house – a small hotel on the summit f moos. When it was purchased and given to college. That burnt in the 1940s. It was the closest mountain above treeline – at some point an alum in the 20s or whatever, purchased the summit tract and gave it to the doc. And then in 1938, with Dartmouth skiing becoming a big deal, having done the first powered northeastern ski lift in the northeast, they cut ski slopes on the side, behind the ravine lodge, and made it a ski lodge. And then ran that way – but it couldn't compete with the big mountains. Ran for 5-10 years that way – took a lot of fire, decrepit for awhile, it was a hippie for a commune, and in the 70s – the freshman trips program would go there for 2 weeks a year. And now open year round, and for freshman trips.

Saved it from ourselves – the college tried to sell it to the AMC and they wouldn't buy it for a dollar. Got a service license and sent people up there to run it. Threw together some bunkhouses

The outing club is a big part of what makes Dartmouth Dartmouth. Because everyone goes there as part of freshman – always connection to moos as freshman home. That's a big part of – moos is connection to wilderness. Back in the 80s when we repaired the septic, the college recognized its value, and the college took over the maintenance costs. Revenue mostly pays for employees. In terms of maintenance costs, we lose money. The college subsidizes a lot. The facilities office pays a lot of money - \$50,000 and \$100,000 a year. In terms of the electrical, the plumbing, replacing logs. The other facilities, making sure foundations are solid. All that stuff. Road infrastructure, that stuff. Some years are better than others. Endowments from alums – one almost \$500,000 – that pay for the lodge – because it matters a lot to them. In the bigger picture, a lot of alums end up giving because it pulls at everybody's hearts. Specifically in terms of budget it's not a gain. In outdoor programs after trash, paying employees, food, etc – we end up with \$30,000 surplus. B and G some years spend less than that some years, others not.

We get a fair amount of people from the community – they see the website, tourist bureau= mostly students, staff, alums, community. There are people who are totally unaffiliated who come every year.

PROGRM COSTS – big-ticket item is paying staff. We end up about \$45,000 a year for that. We end up with about \$30,000 worth of food supplies. \$14,000 property taxes.

Being in a remote location. Dealing with a facility. The biggest challenges – what they call life safety issues – with a building that old. A lot of times they're grandfathered into the building code – as a college – is it fire safe? Will it collapse on people? When we pack trips in there, we're probably over fire code, but that's what we have to do it. No one's there making sure that people are safe. That's a challenge. You have to be prepared to think about all that. The staircases aren't involved in all that – you could lose a lot of life- even if somebody gets hurt, you could be in a lot of trouble.

Sewage is a huge issue – that septic system was grandfathered in – if it breaks, we will not be able to replace it. We have to be very careful with cleaning, dishwashing – that was built in the 1980s – it's right next to the river, the envi rules are very strict. The same challenge, being in a remote location, getting electricity up there. We're the only customer at the end of a very long line. We've got to use a backup generator sometimes. We run sort of electrical appliances

Maybe we should look at how we should generate that power on site, said the power company, I think we haven't focused on that facility too much. Probably because of codes, trying to make any major renovation would require us to do a lot. The kids that end up managing feelin very strongly about that sort of thing – local produce – a lot of great recycling and stuff. For us, its an hours drive from campus-0 people driving back and forth – is it worth for the connection to the natural world. We have made major strides at that facility, but there are places we could do more. I will start thinking about it. If you could get a hydro system in - the sun isn't so good. Or run on a geothermal well...

We have a couple buildings basically just places where researchers can sleep. Forest ecology people are there doing studies. We always have someone up there – forest ecology, bio, stuff like that. And the power project was an engineering student's project. We definitely a place where academic retreats take place. The big academic point – it's a big facility that can support great forest, geology research. The geography dept has done a lot of GIS with trails and stuff.

We get UNH is often up, Yale School of forestry is often up – we just did a little program for a local middle school. Lots of outdoors experiential education – in terms of core academic – it's just bio. Community = experiential. Summer camps, campus groups, community groups. Harvard grad group was up this. You want to reach other groups on campus -0 the fact that it's indoor, its rustic, but its certainly do-able for anyone. We make the food, here's the bed. Anyone can show up and do that. You know because we have 90% participation on our freshman trips – you've been there, you recognize it's a great facility. You don't need a lot of outdoor skills to use it. Maybe it's a transition that can take you out in the outdoors more. Certainly accessible to no outdoorsy people – sororities, fraternities, academic. It didn't happen overnight. You can't expect it to be a part of campus culture in 6 months. We've had this for 70 years.

Ravine lodge has taken a long time to develop – one of the happiest places for Dartmouth places to go. If you need me to tell that to anybody...

Scott Lewis – Director, Williams College Outing Club (WOC)

I first learned about the lodge as a hiker going up Greylock. I have witnessed lots of change and have interacted with the lodge sparingly. The lodge has been open and available for use by WOOLF and we have also sold trail guides at the lodge.

Historically there has been about a 70/30 split with 70% of visitors driving up and 30% of visitors hiking. With the accessibility with the road there can be lots of traffic and the visitors can vary depending on the types of programming going on. On Thursday nights there used to be a talk with supper. The lodge is out of the way but there is some viability with events.

Highest point in the state so it's an attraction, people bring their guests up because it is accessible though the drive is long (30 min). Gas prices will start to have an affect. I liked it when the Audubon ran it, there was a hostel for caretakers. Then the AMC let it run out, they did a lot of programming, lots of summer employment. Would love to see it used in that manner again. Would hate to see it turned into a high-end mountain hotel, wants to see programming and good food.

Open year round with caretaker, neat destination for skiers, could get congested though with snowmobiles. Would like to see a nature center set up as a host for hikers with evening programming. Could be used for schools as a retreat center, envi study work. Open to all Berkshire County schools; give them preference for use, then open up to all other schools. It is a wonderful resource.

Ideal research setting for schools of higher education such as Williams, MCLA, and Berkshire Community College. Dream world, maybe kitchen staff at Williams could work there in the summer, it would be a way for Williams to keep people employed in the summer.

Very possible to see Williams involved, Outing Club Programming is a natural fit. But how it would function realistically, we would need more human resources. It is a wonderful opportunity but would need either more WOC people or more funding. Would be hesitant to make it just Williams, so that it doesn't look like out mountain. Wants to get 3 colleges, all at the base, to do work and research together. CES already collaborates with MCLA, already a natural connection. The research opportunities are great, it has its own weather system. Suggest we talk to Tom Tynning at BCC who already does a lot of research up there. This is an example of a great missed opportunity.

Several partners. Education is a reliable income strain. Educational pursuits and research could keep it afloat, then on the side you could run other programs like for tourists, hostel, food. Most reliable strain is the educational pursuit, in downturns of economics, education stays afloat. There is also the possibility of grant writing with research. There would be a convergence of 2 financial strains. One from tourists and one from an educational consortium. There is lots of potential.

Jeffrey Thomas – local citizen who considered submitting an RFP last year

A friend of mine on Greylock advisory board. Knew I was he heard about curatorship program, he knew about inclinations, my rehabbing skills, thought of me, mentioned it on a whim. Looked into it, thought it might be cool the restaurant was going to be a requirement, and I had no experience. I knew this chef, going to work at Mezze. We started talking about it. Mike Tillou also excited. Hadn't been to lodge before this proposal.

We didn't quantitatively assess the demographics of other people we expected. We tried wanted to make it into place that offered something to everybody. Qualitatively: what kind of people we would see up there, a pretty diverse group. Hikers, they want to go up on a Sunday morning and have a good breakfast. Appalachian mountain folks – reasonable affordable accommodations. \$30-\$40, get a hot shower. There are snowmobilers, they're up and down the mountain a lot, accommodate them, too. People who drive up. One of the neatest things, a lot of destinations that re focused on sustainability are places people go to because interested in sustainability – preaching to converted. This place, some might come for that, but most people weren't. If we could connect to them somehow with our menu – local produce, and whatnot – if we could in some little way get every man learning, thinking about sustainability. We thought the demographic would connect to more people.

First job is a scientist, the teaching/research always most interesting to me. We decided I couldn't do this without peter. If you guys find someone that wants to do the restaurant, but can't do the institute that we proposed we could do that. That was the most interesting.

I've got a lot of contacts at Williams – approaching Marty, whoever else. Circulating cast of teachers. There's nothing more wonderful then going out on a walk with Paul Karabinos, having him show you the geology. People like him, Hank Art, I think that's the right way to do it. A couple reasons: one is that it's kind of like I'm a fan of Obama's. Transition team – dozens and dozens of experts getting involved, having a diverse cast of people. A couple times a year to do a session, whatever, gives a lot of strength to the program.

Edu. Ideas: The lodge itself, would be renovated with LEED certification, we could use geothermal, quid pro quo, getting, negotiating with companies, we will bring you back customers – use lodge as teaching example. Music and art, another friend of mine into photography. Workshops for photos up there, local folk music scene, wouldn't be too hard to do James Taylor up there. Hard for me to imagine what you couldn't do up there. It's a great destination. One caveat to consider – might get some pushback here – the flora and the fauna – it's tightly monitored by the Heritage Foundation – they won't tell Clebe where the rare stuff is. Secret.

Rare plants. If you did a seminar, education about sub alpine ecosystem up tree – it's not super special, you'd have to talk about the species. Work with Heritage Foundation, get people involved, and try to identify a some exemplar species that are that are typical of that ecosystem but are not rare necessarily. Then you could build a program around.

Only option to reduce the sewage that is generated – there are techs that don't use a lot of water, and that was something we were looking at. They'll be trucking it out.

Almost everyone says first thing to do is the building envelope. That's where you get the best energy investment. Insulation goes a long way.

A lot of pushback from tearing off the drywall – most of it's not original except the dining room. So we mike and I we talked about in the heating months to close off the dining room, heat it minimally, but not use it. Cuz we felt like we'd be in a it's very difficult to do much. It's the nicest room in the lodge.

Alligatoring from the first time they sealed it in the winter, moisture condensed on the walls. It soaked in, froze, thawed, froze, thawed. You really if you want to make that lodge into something nice. It's a great old building – but it's like a youth hostel. You've got to heat at least 45-50 degrees in the winter – that has to be part of your

plan. Upstairs could be rationalized gutting upstairs – used to be one open space. And handicapped wing. Solve energy issues.

Upstairs would be 6 private rooms each with private bathroom – that would be the moneymaker.

Restaurant, lodge and institute – inst = not for profit for more grants. Restaurant should be for profit, but separate because peter got tired of doing it, he could have someone else go in. The lodge being for profit – in order to this building needs to be taken care of – routine maintenance, updates, upgrades. That’s going to go a lot better if you have a lot of capital. Job creation, you want to create jobs that can pay benefits, health insurance. My hope was the state would be willing to issue a bond – that’s another reason we didn’t move forward – I hope that when they saw it, they would be so impressed, we want you to do this, what will it take. The curatorship program is to retain ownership of these properties without spending a dime. I didn’t realize that until too late. I thought resort owners would come in with a lot of capital that they could throw at it. Who didn’t need to regain the capital right away. Unlike jiminy and others because the state’s going to own the building at the end of the day – there’s no equity. It is a precarious situation.

\$200+/\$250 a night for private rooms.

Board of Health? Can you have people out there by the garage? You can make a special argument – it’s more like a campsite than hotel.

2nd floors Cut corners, reconfigure hallway. Smaller bedrooms come into big rooms next door = huge rooms, private bathrooms. Other rooms, bathrooms, sink outside.

First floor – shrink bathrooms, one, two rooms, then suite with fireplace – pvt bathrooms. These also would be high rent rooms. We mapped it out, we were pretty sure we could seat 100 people simultaneously in dining rooms and porch. We were going to keep the registration desk, have a lodge store where hikers, maps, whaeer in this area.

Art relevant to room names – Thoreau, Emerson rooms, etc.

Dennis Ragen – Managed Bascom Lodge under AMC

Can you describe how the Lodge was run by (AMC or NC) Manager for a time. Late 90s, I believe it was. I became active around 95 or so. I was there until the year before they closed: 99. They closed in 2000. Or 98 and 99. It was we would operate Bascom in return we would provide public service educational programming. And volunteer trail crew program in the summer months. AMC would advertise and train people for the program. We would hire a trail crew leader who lived at the lodge. Sunday night the crew would show up have an orientation, and work M-F on the park. It was free room and board to work all week. It worked really well. We had trail crew programs going on in white Mts and Catskills in NY. Cont of that program. They did a lot of work. Generally, the crew leaders had a lot of dedication. They pretty much did a great job and they worked hard. Worked closely in conjunction with state trail manager for Greylock Reservation. They did have to pay to subsidize the program. They were big eaters.

What amenities did you offer? General edu. Program to the public. Summer lecture series. Some overnight workshops where people paid for the weekend. AMC would make money on the lodging and the food. We would provide whatever the topic was. We had Tuesday night barbecue that was a big hit -0 always a crowd for

that one. People paid for the meal, and afterwards there was an evening presentation, E.g. food, room, nature paths

Open to public and to people staying. Typical very rustic, nothing fancy, usually a lot of it. Breakfast, supper sit-down, lunch was more of a snack bar grill kind of thing – sandwich burger, whatever it was. Rooms upstairs, mostly bunkrooms. We tried to work with state to get more privacy to rooms, and we were able to do a couple of rooms with a double bed type thing, but the majority were bunkrooms. I'm sure there was a lot of people who didn't stay because of no privacy, but some did like the open-ended atmosphere. The single rooms most heavily utilized.

How much did these cost? Could you describe the typical patron (What is the demographic of Patrons)? Are there people you would like to encourage to use it more, less? People interested in the outdoors, ink knowing more about the envi. Training, experience understanding of the natural world. But because you could drive, very low percentage got up and surprised it was so rustic. They type of people were looking for rustic. It was good; too, a lot of advertising was through amc publications, so they'd come looking. Toilets an issue. Bascom because you could drive, wasn't the backcountry experience – some people didn't expect it – some people thought it was. One of main obstacles up there was the septic system, we thought natural progression was to use composting system – people taken aback if not from New Hampshire or Maine. Some people didn't have any problem, it wasn't – maybe even mix between AMC types and non. There wasn't any pressure to make it AMC – we wanted to break even – we never did max any limit unless big weekend or something like that.

Did offering different services change the patrons you saw frequenting the lodge? I think. I Quite a few were return customers – they liked what they received. Management always open to suggestions I know that there was always this debate whether to go mainstream facilities to handle room/board, or to keep with philosophy of edu and outdoor experience. Greylock was right in between backcountry and drive up hotel restaurant. A lot of NJ NY people. Everybody travels North.

Where did your revenue come from? We did fairly well on meals, and room and board. Meals may have done better than room and better. OTC over counter sales, books, guidebooks, info books did pretty well. Always a struggle to break even. And that's without paying to operate it – trail crew, etc.

When and how long did you run the lodge? 10 years.

Who was the previous curator? Just a couple from North Adams. Run like a roadside resort like you'd see on typical mountain. Plastic trinkets, silver spoons and tomahawks and things.

What changes did you make during your curatorship? Streamlined it to make it more of the backcountry type rustic bunkroom facility. Before AMC was there, facility that didn't quite know which way to go. Easy for us to do backcountry rustic facility, cuz that's what we did. Majority of guests could relate to it, but a few were shocked. It wasn't always booked, so strangers in together not always a problem. High quality edu experience for the people who wanted it. We did really good trail work. The state didn't have funding to manage greylock so we helped on the larger scale than lodge. There was a room where we had, where overstuffed chairs, eclectic books on the walls, people took advantage of that. Tremendous fireplace

Why did you choose to run Bascom Lodge? We have regional chapters, Berkshire Chapter, Springfield to Berkshires. People in the area who like to be involved in those kind of programs. They liked the atmosphere of AMC, GMC, IT was what our regional members wanted, recruitment resource for AMC. Being a nonprofit, we couldn't lose money, but it was a struggle to break even. Any money piled right back into the program. Fit the mission about what AMC was all about.

What influenced your decision to stop running the lodge? Lack of funding. It was a beat up falling down facility. I love it, but it was falling down. It was a constant struggle. Septic entirely inadequate. Road was a problem, so it was a drafty big old lodge that was expensive to operate. We couldn't even break even up there. We felt a lot of money lost due to renovations of lodge itself. We were restricted on what we could do. Because historic structure there were a lot of barriers between making changes to lodge. I think we tried to make rooms smaller to keep heat in so we didn't have to heat whole upstairs – that was an issue. Septic was an issue. We definitely needed some upgrades to the system but couldn't cuz of cost.

What role did/do you see Bascom Lodge playing in the community? More of a getaway than anything else. Incredible unique area that again was very easy to get to. But it was a complete therapeutic location. People loved going up there, seeing sunsets. The Tuesday evening bbqs were big because food was good, very comfy, very therapeutic up there. It's a great resource for the community.

What would you like to see it play in the community? I'll be happy when it reopens I hope somebody manages it well. When you drive anywhere in the Berkshires, you can look up and see Greylock. To some, that was their beacon, others hated it. To some it as home. It'd be interested to see what happens next. I hope they make it a lot more economical. And open to the public, too – some concerns over gearing too much to outdoors crowd. I don't I know intentionally we did not try to make it for the outdoor crowd. Just part of the package, consistent with way we were told to operate it is.

In your opinion, what was the best management strategy (AMC/NC) employed? If I knew that, I'd manage it myself. Talk of year round facility up there – it would be a great place – wouldn't even need to plow the road. You'd need heating, efficient water, septic, up to date. It needs the whole infrastructure to operate it. Great if envi programs, I don't think they'd have to.

What would do differently if you were to do it again? I think we were so restricted with what we had to work with. We tried to rearrange rooms, make more of a not so much a holiday inn kind of management, but some people argue. Clientele so split, if we had more up to date facility, might have worked.

How do you know about Bascom Lodge? Growing up, I'm from ct. I took outdoor trips. We did hike greylock. I first got to know it by personal interest. Than I started working in trails dept for AMC in Boston. I was working on AT develop in MA and CT, greylock was anchor to that system. We moved office in Berkshire County – eventually to Greylock Visitors lodge.

Do you currently have any interest in the lodge? I miss it a lot. I haven't been there five years. It's a perfect place when people visit –to take them to Bascom Lodge.

Do you have any suggestions for future management plans for the Lodge – How would you like to see this lodge run? Try to keep cost down. System that AMC had with state at time I thought was incredible efficient. AMC had operation of lodge, didn't have to pay contract for it because they offered in-kind services. Working a partnership deal with organization that has something with offer that the state might not be vs. have organization that they don't have facility that state does have.

What services do you think it should provide? Great place for astrology programs up there. If org could supply what they have and not deal with \$\$

Is there anything else you'd like to tell us? They have all this responsibility, they don't even come close to doing what they want to, they felt they should be running Bascom, but felt they didn't have resources, if I was DCR employee I'd be frustrated.

How did you originally learn about Bascom Lodge?

I work for DCR and I'm managing the historic curatorship program. The program allows 450000 acres across the commonwealth; we acquire natural resources, buildings. Some historic in one way or another. We have a responsibility to preserve, but that we don't have a use for. Started in early 90s to take care of maintenance, backlog of work. There's legislation that enabled allowed us to put some of these properties out. WE off to the public, we want to preserve them, them to be reused, long term lease in return for the rehabilitation and maintenance of the building Bascom lodge is different. It's eligible under this program; AMC, NC has run it. The way it works, we can't offer any more than a five-year permit without new legislation. We've been in charge 30-40 years. We have good folks who have gone there and run the operation. When you're short term, you don't need to do any capital improvement. It's difficult to put the investment in as well. We can meet here and compromise.

I started – the program had been down for a while. The lodge has been closed for two years – when I started, we knew the parkway was going to open in spring 09. What are our options? What's the best way the park to rehab the building and have a good tenant in there? I got involved because the building is eligible under the legislation. Let's see what kind of response we get. Some people think the numbers won't work out.... stabilize and secure the future of the building itself. We're kind of on track with that.

In your opinion, what is the demographic of visitors to Bascom Lodge?

200000-250000 When the road's open, most want to go to the summit. We don't have specific statistics on people coming in and people's background. Big influx from NYS, West Mass, CT., A lot of people interested in hiking and climbing, outdoor activities, AT goes through. When the lodge is open, it's a big family draw. Experience that can't be replicated in too many places anymore in the Northeast. We're hoping that when someone runs it, we'll be able to tell more easily where they're from.

What role does Bascom Lodge play in the community?

It's one of our...we've got a lot of parks in the western part. Greylock is a flagship for state parks system because it was the first protected publicly for conservation purposes. Lodge is highest style of architecture, highest accomplishment of CCC. Because it's been inaccessible for two years, there was a focus on hikers. I think there will be an expanded level of interest. The greylock glen should help with that:

It's not part of park itself. Redevelopment as outdoor, more natural outdoor experiences, camping, horseback riding, nature center, etc. On that to tie into Bascom, have Bascom be a destination, something recognizable, unique, should be part of identity of region

How would you like to see Bascom run? free for everybody, or for a \$1. Continued to have rustic overnight experience for day and overnight users. Something really family oriented. Focus on interpretation of nature and history of the site. What makes Mt. greylock unique. Also, some of the other associated envi impacts of the site and things that make that very unique. Strong edu component as opposed to – if that lodge was somewhere else, you'd have a whole range of possibilities. High-end resorts, spas. Because of this location, visibility, tradition of being family oriented, low-key rustic experience, doesn't mean it has to be uncomfortable. We're hoping that a proposal comes that affords people with a really comfortable experience, and doesn't exclude the people who've used it for so long – the hikers.

What services would you like to see Bascom provide? Who do you think would be best positioned to run the lodge? What kind of group, organization, etc? Someone that understands the nature of the relationship. If it was separated with private land, wouldn't work. Because it's public, someone has to understand this is a partnership with the state. We do stuff really we – someone with background with renovation, understands characteristics of building. Knows what we want to preserve. Someone who knows how to run a business as well. Balance revenues with staffing with liability issues. Someone to take a look and come up with experience that you can't get anywhere else.

Why doesn't the state just take care of it?

Frankly, it's -0 we've got 500,000 acres of property around commonwealth. Est. \$1,000,000, billion back maintenance - lack of funding sources. It puts us in a position – share the burden/benefit with someone else. We're good at cons/recreation that side of things – parks forest, interpretation, managing pools, rec. areas, natural /cultural resources. Our focus is not on the concesssioning, running a business. We have done it before, in a time where we never know what's – esp. in budgets as this – we know that however long the lease is, we are sure the resource is accessible. It comes down to funding. We could operate, but then we also, there's a great deal of \$\$ that goes into when we sell, have concessions, a lot of that money goes to property, or general fund. Through this program, we ensure that all resources can go/come from the operation, don't need to worry about money for next year. It's a better situation. Obviously, ideal would be to ensure we have staff up there next 10 years, budget of million, but that's not realistic.

Why doesn't the state sell it?

This program, we acquire property. This program came in; these are properties we preserve because they're crucial to the history of the park itself. This one is totally landlocked in the park itself. It's a very – this state is stronger than probably any other state. 6th largest protected space? Land acquisition and protection is big – we need legislative support to lease even over 5 years. It's very hard to sell. This is something we want our name on this property, of the park itself.

What do you think is the best way to make Bascom Lodge economically sustainable?

Having combining ... our hope was to get as much of the building envelope as secure as possible and do the heavy lifting in terms of renovation. We're replacing the heating, that's a major – we usually pass all that off to curator. The focus is we want them to focus on making the operation sustainable and feasible. Running the lodge in the old manor, which was very casual, very below market prices for everything. Is very difficult. Maybe they should split up rooms, different overnight experiences at different rates. You can kind of upgrade basically. Don't exclude hikers who just want to crash on a bunk, but you could leverage some of the higher end customers for more cash flow. Augment it with limited rental opportunities, maybe for certain special events, overnight retreats, set apart certain block of rooms for retreats – expectation though that people can at least use the bathrooms. A way to bring in income stream, there's the store up there never been utilized to market potential. Also other marketing opportunities for town of Adams and others to leverage marketing costs stuff from Berkshire regions. Lectures can be marketed. The overlying is one of the challenges – we deal with sometimes – how do we how does the agency maintain its identity in the midst of other partnering. A lot of good examples the AMC doesn't have to change its name for sponsor, in a non ropajjjjj

Not enough soil for septic – got a rock base.

In terms of sustainable alternatives – can't be open in winter because when the tanks are full, we can't get a truck up there to empty them. All this water to get rid of, we can't do that right now. Other: light bulbs, no

fluorescents, the energy used up three, right now we've got an oil boiler system, we're replacing the heating system, doesn't mean that we can't find way to heat water. All sort of trying to fit all new technologies into restricting site. I'd love to see if these implemented, then to be displayed as part of the lodge. Staying somewhere where that's a priority.

Lauren Stevens – Local Historian of Bascom Lodge

I was teaching at Williams, I had an office at Stetson. A man came in – did you know the president had been shot? My immediate reaction was to drive to the summit of mount Greylock. It seemed to be the right place to be. When my older daughter decided to go the Peace Corps. We prepared by going to Bascom

It's associated with memorable occasions. I've also seen the place well run and not well run. It's very sad when it's not well run. The AMC came in and it was wonderfully run, not only was it run well in terms of service and food and so forth, but AMC would always have a bunch of college age people up there giving it a kind of slant/liveliness that an old couple like myself isn't going to give it. The enthusiasm and the energy that I saw at Ravine Lodge, this is an opportunity to recapture that. Worried about who's going to be involved with it and why, what their motives will be. It can be a really lively place. Attracts people not just for – not just site seeing, but special events, etc.

The lodge was built to serve hikers, I'm afraid that's something people may forget. It's whole purpose for being is to serve long distance hikers or short, daytrip people on the trail. At the time it was built, a lot of New England places had lodges – now it's unique. I think that's a tradition that ought to be honored. So it's not a motel on the mountain. I think that in most peoples business plan – the more traffic – cars – the more likely that you are able to make a go of it financially. I'm hoping they're able to make an arrangement financially so it doesn't have to be that way. It's just not entrepreneurial. It depends what your purpose is. I think the purpose is to serve recreational use of the mountain to serve people who are recreating on the mountain. With more emphasis for those who do it on foot. And less on less on automobiles.

I think the state ought to pay somebody to run it. But that's not going to happen – especially not now. I could see the catalog coming off the press, with their models on mount Greylock. Another one, Orvis – there are some good fishing streams coming off Greylock. Lee Perkins runs it – it's in Manchester – he's a Williams Grad.

Nature centers with school programs- kind of a big deal. Look into it.

Bascom in Community: Well, one point to make – in the newspaper the transcript with Sanchez – he talked about the mountain being in Adams. You know, the 6 towns that are part of the reservation, the summit and Bascom are in Adams. But certainly there's more interested involved than simply the town of Adams. The mountain itself is one of the prominent features of the state. Cape Cod, Mt. Greylock. Who drives up to look at the leaves in October? I bet you that more than half of them are not local people. There are special interest groups – veterans for example, for whom the tower is an important. Obviously, college groups. I ran into 5 different pre-orientation outings there. Williams, Princeton, MCLA, a couple others. Also, not local. I think the lodge itself is not well known – certainly the history is not well known in the community. Is there a group you would like to encourage to use it? Kids, school children – they'd bring their parents. I think back to the AMC days, when people from the communities were coming up for Friday night songfests, Tuesday night bbqs and

talks. I remember one of those at which Dethier was explaining the mechanics of the recent landslide. Those are things that can happen – and of course just the regular nature programs, the tours of the mountains. Various plant species, star watches. That can draw community up there.

Group Best suited? I think Williams would be ideal if they were interested – and I think it would tie into a lot of existing things that have happened – ravine lodge – and it'd be much handier. Disadvantage is that this is the summit. I think – if the outing club, for example, wanted to take it over and use it as a headquarters, preorientation trips, you know the various trail crews wanted to use that as a headquarters. The various athletic teams that work out on the mountain. It'd be kind of cool to run up the mountains, have a meal, run down, or spend the night. It seems as though, academic component – geology, biology, with some imagination, what about some kind of astronomy tie. Probably absent the light from the tower, there'd be better conditions. And of course all the kinds of things you can do with data collection – really boreal climate as opposed to down in the valley. You could find out about air pollution, global warming. All of those issues it seems to me. There's enough literary connections, you could do so American Lit/history up there's Economics of running lodge, too, could be taught. Only limit is our imagination.

I suspect the major thing – do you want this seminar moved off campus for some kind of special experience. Bonding, whatever you might do, if you had that facility available to you.

I think its barebones in the sense – I think it should be aimed at who are using it, who are on the mountain. Sort of a barebones so as to I beat this horse to death. as opposed to providing food all day long, I don't see that. Specifics: I thought the ravine lodge model, where you told the manager the night before, and they said okay, we'll fix a bag lunch tomorrow. Or you know, you could have vending machines. Trail mix. Stuff like that. fruit maybe. But not stuff you have to cook up. Edu: There should be a library there (without mold) – certainly computers and things like that. I think uh if there were ways of uh I guess what I would think in terms of you know people coming in and giving talks, for sure. I'm thinking some kind of research, lab facilities. Although they wouldn't necessarily have to be at the summit – just recording instruments up there. You could have certainly – it'd be nice to have a little VCR talking about the history of the lodge, CCC, so you could learn about that when you came up. I think a decent place to mount a few telescopes, I don't know. What about some of the green stuff that we were talking about. I don't want to see a huge windmill up there. Certainly, if Bascom could generate some of its own power through a wind project, dials inside, so you could see what was happening. PVs = too cloudy.

That garage is kind of miserable; it is a nice idea if the crew could get away from the lodge.

Economics – probably asking the wrong person. Nonprofit. What does Dartmouth do? Do they subsidize? They may choose not to have a number like that because they may feel its part of various programs.

Additional funding?: Grants, is a lot of money for educational programs especially for outdoor envi edu. Federal, state, presumably that would come back. There are I'm sure – I have seen books of grants – there are hundreds of grant making agencies. The more that Bascom was seen as an integral part of an environmental edu program, the more that doors would be open.

Hiked up there, learned as a child in the 70s. Later involved in the AT. Depends on what's going on: kids/families. The vast majority drive – day-trippers who drive – in/out even mix. Sprinkling of hikers

Only kind of wilderness contact they have. To them, huge vista is what they know as outdoors. That's how it fits into Berkshire community in a large way.

Used to be talks during the summer – another use put to the mountain. I'd like to see more – as a contact area. The roads are needed for people – that's kind of the sad truth only way to the top. It's another world if hiking. Any experience altered by walking into that spot – As contact for non-hiking public, it's important. This committee has both. We're protecting for different types of recreation.

I'd like to see as a public accessible rest place you can go to. Not interested in overnight. Place in basement for hikers. B & B not of interest. I think - it just doesn't interest me. The area is heavily impacted – not expanding due to upstairs. Managed as best it can be. Don't want increase in non-primitive overnight use. Don't want it abandoned. If need \$, then we can talk about compromise. Committee not deeply involved in RFP. Up to state. We can't negotiate.

Some groups committed to outdoor recreation prefer not driving things. Great if open in winter for snowmobile traffic. But it's like the Wild West – not a lot of law up there. No one minding the store up there. The snowmobile club doesn't condone the actions – but not everybody understands the site. It would be interesting to see open in the winter.

Charge \$\$ bring fee for overnight up to level of any b & b. catering to hikers is not sustainable. Maybe expanding the season might help. Really limited by what the building is already. If we have to bring it up to code, it's very hard. State may be able to mitigate that.

Good not using septic – it's inadequate. Better insulation, better windows. New heater, more efficient. Not trying to rebuild as certified building. Efficiency is selling point to lease, but it's not designed for minimum impact. If season is narrow, not a lot of buyback is going on. There are tight tanks to alleviate septic from inside. Not hugely popular. Don't want to be in a plastic box. Like anything else, we have to balance expansion. Nature's classroom just about broke even, wanted B & B to help – converting indoor toilets to composting not feasible. If they did, it'd have to be educational. If well run, not any stinkier than it is now on a busy day.

OTHER: Nature's Classroom (NC) barely broke even. They stopped because they realized they were in the restaurant business, and they wanted to be doing outdoor education. Because the lodge is seasonal, it's hard to be an outdoor center and make money. Profit is all in overnight, or jack up price of food. It's hard. Narrow lifeline, getting delivery truck up there. Kitchen is primitive, family-style – those changes might attract more \$\$ (making it like a restaurant). But it is part of AT. It's definitely a good water stop for hikers. Very nice to go when no cars – as a hiker. Lot of pent up local interest (due to roadwork and lack of access).

Barry Emery - Chair and rep. for Cheshire

How did you originally learn about Bascom Lodge?

I've been on the Mt. g. advisory council since 75, soon as I moved to Cheshire, lived in Berkshire county since 69, such a focal point of the geography, as soon as I got to the county I took a ride up to the summit, so known about it since 69 or 70, more aware of operations since been on advisory council

What is your interest in the Lodge?

Interest in its preservation, not interest financially. Couple of things think are very important, 1 – needs to stay open and affordable to AT hikers, key component to the trail, sense that it's a place for hikers to spend the night and get an inexpensive meal. Don't want it to turn in to a place that is unaffordable for hikers. 2- should be the base for some educational opportunities during the summer maybe spring a fall for school kids to learn about geography and special summit features – plants, war memorial, ccc, special summit features, 2 primary components – education and accessibility. Other than that, great tourist attraction for anyone who drives to the summit. Bathroom, get out of wind, refreshment. Adds a lot to the summit

What role does Bascom Lodge play in the community?

What role would you like to see it play in the community?

Well I think the educational component would be a role in the community, the rooms in the lodge and the facilities would be accessible to students groups that might come up. Popular place for wedding, or tourist attraction – that role in the community. Lots of visitors to the summit, lodge makes it more attractive. Hopes new managements promote opportunity to go there for an evening meal. We've taken advantage of it a couple of times, great opportunities to drive up, relax have a meal, hasn't been publicized well in the past, perhaps become more popular

Are there people who you would like to encourage to use it more, less?

How would you like to see Bascom run?

What services would you like to see Bascom provide?

Who do you think would be best positioned to run the lodge? What kind of group, organization, etc?

Doesn't think he has the expertise to have an opinion. Will take someone who is dedicated to hotel and restaurant as well as historical and educational component. Needs expertise to run as lodge and energy and talent to incorporate educational component. Tough question. AMC and nature's classroom were ideal [partnership]. Don't know what organizations are currently interested

What do you think is the best way to make Bascom Lodge economically sustainable?

Well, one way there may have to be 2 tiered system of accommodations and menus, some rooms more plush and private, some more dormitory style so you can accommodate hikers who may just want bed to sleep in then maybe someone who more wants a hotel room. Same thing with menu – possibly menu where meal more home-style and less gourmet but inexpensive for hikers and menu options more gourmet for community and tourists. Increase income with more luxurious options where you can charge more

Where would the funding to keep the lodge running most likely come from?

Environmentally sustainable?

Not sure what you mean by that. Knows there is a new heating system and hoping eventually take advantage of solar panels to heat domestic water. Know that in the long-range plans do something about septic system, right now basically inoperable with holding tanks and trucking out. Eventually away to maybe make waste biodegradable and maybe have septic field.

The lodge is in a unique position with geography, no other building in the state. Makes it difficult and expensive to maintain and keep up. Limited operation in winter so must be focused on summer time.

Joseph Dean, Jr. - representative for Adams

you end up climbing but it's not easy - they gotta use the restroom, a lot of tourists drive up there, they expect to be able to get something to eat, drink. and relax

It doesn't play much to the Adams's community unless we can tie in things to hiking - Columbus day weekend - 3000 people Mt Greylock ramble and we climb the mountain. We have buses that drive to Cheshire trail - everybody marches up, they pack a lunch they bring their dogs, the kids. It's a ball. Takes over two hours for the average person to climb it. Everyone gets a certificate who climbs it. It's our downtown committee, we do have school buses bring people up - we're also going to do shuttle buses up there.

You can't get there from here. This is what the problem is: if we could get there from here, it would play more of a role. Otherwise you gotta go through North Adams, lanesborough. The problem has been the access to it - the greylock glen - the camping, the activities, would be a closer step to climbing that mountain on a daily basis. It would be something to do. It's nostalgic - all the old time log cabins, it takes you back years and years ago.

I'd like to see it open on a daily basis - year round if possible. Other parts of the world do it, why can't we. They even talked years ago about a tramway. Maybe the time has come. There's a lot of activity because they're going to do somthin with the thunderbolt skit trail. But people behave to walk up to ski down. You can only do that about twice in one day.

Everybody went broke - nobody made any money up there .I don't think commercialize too much - need some way for people to make money. 25-cent drinks 50-cent hamburgers won't do it. They've put on suppers at tonight time, there's a lot of activity that brings people back to nature - the nature walks. Handicapped there's no access for them up there.

Decent price for overnight stay - clean neat rooms, good bathrooms. Need to make people comfortable, but rustic. A modern rustic setup. The atmosphere is what a lot of people go up there for. You've got to accommodate both sides.

Not really. The architect - I think they should clean it up - the stuff that's been there in the 30s. They rebuilt the roadway, all the walls, the manholes, but they put it back to what it was when the CCC built it in the 30s. That is what people want to see - to look back in time. To see history. People like to see history. You've gotta restore what's there and bring it back to what it was.

I've been in I've had business here my whole life - its a way of life up here. I run the gould farm - you look down off the mountain, and you can see my farm. I've been involved in every aspect of this area, of this town. I love this area - this mountain tells me a lot every day about how the day's going to go.

Paul Gigliotti – representative for North Adams

How did you originally learn about Bascom Lodge? I don't know much about Bascom Lodge itself. Aleck Gilmen – he's on the mountain T-Sat. Really into CCC. Hiked as a child – one of the requirements as a boyscout – 14 miles there and back.

What is the demographic of visitors to the Lodge? No idear. Donna Stimson might know – manager of visitors center.

What role does Bascom Lodge play in the community? I would have to say some I'm sure. It's a place for hikers to spend the night. I can't think of how it would help. The lodge itself, I mean.

How would you like to see Bascom run? Similar to what NC did. I thought they did a good job. It's a hard job-carrying food up and everything. I liked everything about it.

Who do you think would be best positioned to run the lodge? What kind of group, organization, etc? Somebody who's going to have to live right there. They're going to have to stay there. Somebody who's going to manage the food end of it, and then the lodge itself. I don't know why anyone would want to get involved, if you want to know the truth. Who's going to commit 25 years to a project they don't know anything about. That's just my own opinion.

What do you think is the best way to make Bascom Lodge economically sustainable? I'm not familiar with the operation with the lodge. It's not cheap to run. It's not going to be cheap to maintain it to run – the temps, the short season, transporting things up there. I don't get into that end of it too much.

Environmentally sustainable? I haven't thought much about it. I think those guys did a good job – all the trash carried out of there- that has to be hauled out, too. They have a new well, what they need is a new septic system, actually. They have to put a ditch 700 feet down the mountain. That's all I could really tell you about it.

Anything else? It's brutal up there in the winter. Even some days in the fall – the wind is bad up there. If you're I wish I could be of more help to you.

Kenneth J. McInerney – representative for New Ashford

How did you originally learn about Bascom Lodge?
I would say upon a visit 20 years ago to Mt. Greylock.

What is the demographic of visitors to the Lodge?
I want to say the demographics- 25-45 type of population then the ages go up

What role does Bascom Lodge play in the community?
I still it its major function is harboring hikers, I never want to see it – welcome center for people on top of mount Greylock.

What role would you like to see it play in the community?
I would be a little tolerant for a bit more commercialism – some dinners at Greylock type stuff, as long as app hikers aren't compromised

How would you like to see Bascom run?

I do like historic curatorship programs approach. If that doesn't work, then the state has to step in and run it. To go commercial would be too risky for the person running it and for Greylock. /I'm a big proponent of education in terms of conservation, why we have to protect this resource. Nice rooms, I don't know if that's a good market. try to take care of app hikers. Those people could stay elsewhere in the county

Who do you think would be best positioned to run the lodge? What kind of group, organization, etc?

I want to say somebody that can have tolerance for a three.... basically we know they're not going to plow the roads. The person has to be somewhat nature oriented, and have a business plan that supports a 3season business operation

What do you think is the best way to make Bascom Lodge economically sustainable? Advertisement by historic cur program or by the state itself. Make people aware of services that it will offer, so they can plan ahead. If they have a small lunch or cafeteria with reservations, maybe they'll plan more of a day up there. Stay at B& B maybe that'd be more successful

Environmentally sustainable?

Sewage plan. Plan's in place, cost prohibitive in terms of tight tank vs. sewage line. A go green philosophy for garbage, recycling

Interview with Mike Tillou, Local Green Building Expert

Only area you can't insulate is the dining area. Right now the problem is that the way you winterize destroys the building from the inside out. Snow comes in, saturates, creates mold. The building needs to be tightened to prevent moisture damage. Really insulate where we can (can't in the dining room because of exposed beams and stone) –other areas, gut out, take plaster out, fill in with spray foam insulation and encapsulate the entire building inc. the floor underneath, the whole underside also the inside walls, the underside of the roof. Add cellulose on top of the ceiling. If not used in the winter then the ceiling insulation is not as necessary, but definitely the inside walls.

Windows should be triple pane to withstand extreme temperatures. Two companies in Canada that design for high wind/extreme temps. Right now the windows are double hung, but casement is better
-You could create an envelope between the dining room and the rest of the building during the winter. Moisture in the dining room would be less of an issue because it is mostly stone. The most important places to protect are where there are fabrics and paper materials – mold likes cellulose – drywall, and wood. If the building gets renovated you need to protect those renovations. Dining area needs to be rustic so it can be exposed a little more

Moisture is an issue for 2 main reasons. Stonewalls are cold and dry moisture inside condenses on stone and turns water vapor into water, drips down, pools. In winter, right now they open windows to put in wooden barricades and then the windows aren't sealed. Snow and wind gets in, when the building warms up during the day, the snow melts, the whole walls get covered in ice. The wooden barricades are for vandalism, need vandal proof windows or a different way of shuttering them

Building needs to be heated because when it gets cold the wood shrinks and then when gets warm the wood expands. This creates structural problems. If you tighten up the building envelope you reduce the heat needs in the winter – prevent air from moving around the building so a little bit of heat lasts a while. The chimneys could easily be sealed, there is a company that makes an inflatable bag that you put in the chimney. Where the chimney meets roof there should be insulation that is noncombustible like flashing or high temp caulking.

There are benefits to insulation beyond just a reduced heating – protect against moisture so the building lasts longer, extend the buildings life, protect work on the inside, cost benefit: short payback if you factor in maintenance and cost of bringing fuel to the summit

Ideal heating situation if cost was not an issue – geothermal/electrical based system because then you would not have to cart fuel up there. The water table is high so it would be possible but you would have to drill wells but the system would be very self-sufficient. Radiant heating from ceiling – want to keep water away from the outside of the building and the floor is cold. This way the pipes are less prone to freezing. Don't need water at a high temperature, Water heat pump more efficient. But at the same time, if the building is well insulated you could use a more conventional system. An open type of geothermal with water well system would be better than a closed type.

To create a net zero building the first step is to reduce energy needs through insulation, lighting, appliances, etc. The second step is to install efficient heating/cooling which doesn't need to be big because of the reduced needs. Third is PV, offsets energy used by the geothermal system.

Wind is a potential, vertical axis turbines would have a smaller footprint and would be more attractive and less obvious. Can imagine 3-4 being placed up there, have to be high enough to generate power, probably could set up to not see it, could be risky in the winter.

Solar hot water you would want to use evaporated tube solar collectors

With grey-water retention you would treat the water outside. Composting toilets are critical in the winter. Dual-flush toilets could use grey-water

LEED silver should be pretty easy to achieve, through reduced water use, energy, indoor envi better

Kregge Foundation – offers grants to high performance buildings, would need a well established nonprofit. Given the right proposal different grants could be gotten. For funding you would really need to be gold or platinum and to do something special, because being silver or certified is pretty much a no-brainer at this point

Great education opportunity

Envelope is the priority, use hi-density spray foam. Most of the lodge has to be gutted, 5-6 inches of foam and new windows and it would be amazing up there.

Appendix 6: Definitions of Matrix Variables

Table 2 : Matrix Analysis of Environmental Sustainability Features

Cost: Installation cost relative to other options with consideration of payback period

Necessity: How crucial the feature is to the lodge's structure and economic success

Feasibility: Ease and technicality of installation, operation, and maintenance

Aesthetics: Visual appeal relative to existing character and style of the lodge

Maintaining Historicity: Impact on historic character and structure of lodge. Renovations may not alter the buildings historic nature.

Table 3: Matrix evaluation of lodge type

Maintain Historic Appearance: ability to maintain the lodge's original appearance, consistent with original CCC construction.

Ability to Maintain Historic Use: the lodge was built to serve hikers; this variable evaluates the accessibility of the lodge to hikers in terms of how expensive it is to eat and sleep in the lodge.

Revenue Generation: amount of money generated from services offered by lodge.

Cost to Curator: cost to operate the lodge.

Up-front Cost: cost to renovate the lodge and install infrastructure.

Cost to Patron: cost to dine, spend the night, or participate in any other programming.

Appeal to Hikers: what type of programming and infrastructure is offered and how welcome it makes hikers feel.

Appeal to Drivers: what types of programming and infrastructure is offered and how welcome it makes drivers feel.

Table 4: Matrix evaluation of management type

Accessibility to Green Building Grants: ease with which a management could apply for, and receive, green building grants.

Accessibility to Education Grants: ease with which a management could apply for, and receive, educational grants.

Accessibility to Gov't Grants: ease with which a management could apply for, and receive, gov't grants.

Potential for Corporate Partnership: ease with which a management could arrange corporate sponsorship.

Tax Burden: the ability of the management type to receive tax breaks or become tax-exempt.

Long-term Stability: likelihood that the management type will be able to continue management for a long period of time.

Community Outreach: encourage locals to visit and use Bascom Lodge.

Professional Educational Research Opportunities: opportunities for professionals to conduct research at the summit of Mt. Greylock.

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