





RALPH RIEGER 10172 LARSON AVE GARDEN GROVE CA 92643

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October 24, 1969

Dear Ralph:

Enclosed you will find the first edition of a Maintenance Handbook for our use. The handbook is primarily written to help orient new Maintenance employees.

Lots of us contributed to putting this publication together; but our old friend, Van France, was the major guiding hand, and I think he did an excellent job. Please take the time to read the handbook, as I am sure it will give you a better understanding of the activities of all of our 22 shops and how we fit into the total corporate structure.

Thanks.

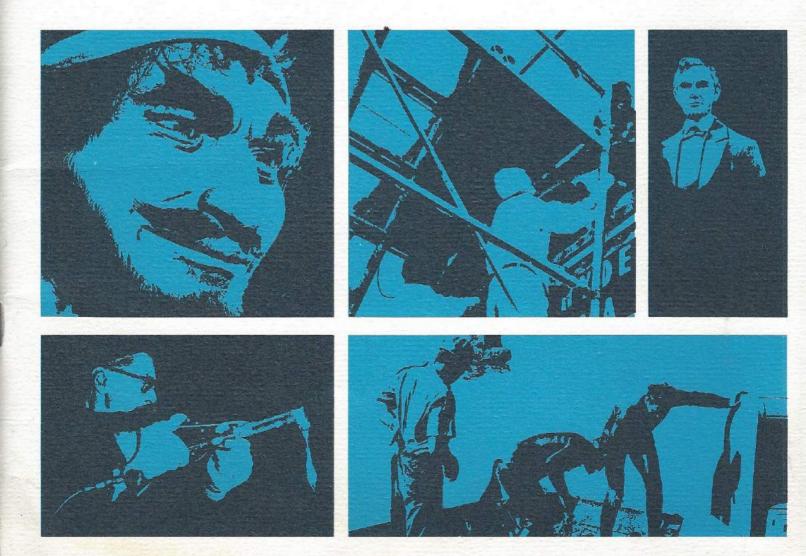
N Sincerely,

Ted Crowell Maintenance Director

TC:dr

Enclosure

# THE MAINTENANCE OF MAGIC IN THE MAGIC KINGDOM"



# THE MAINTENANCE OF MAGIC IN THE "MAGIC KINGDOM"

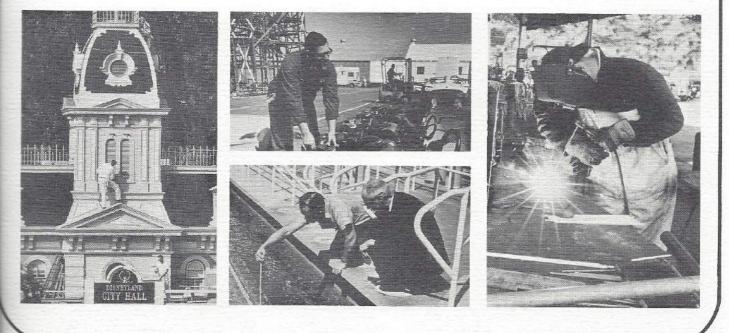


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## UNIVERSITY OF DISNEYLAND

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"To all who come to this happy place; welcome. Disneyland is your land. Here are relived fond memories of the past...and here youth may savor the challenge and promises of the future. Disneyland is dedicated to the ideals, the dreams, and the hard facts that have created America... with the hope that it will be a source of joy and inspiration to all the world. July 17, 1955."

Welcome to the most unique organization of craftsmen in the whole world...the Disneyland Maintenance Division. What do we do? We maintain m a g i c. We m a ke h i p p o s hop...rattlesnakes rattle...beavers build. We put space ships in orbit...make waterfalls rise...and submarines submerge.

To our guests, Disneyland *IS* a Magic Kingdom. It's up to you to make sure that they are fooled ... frightened...tricked...and thrilled. Disneyland is a show. The show plays on a 70-acre stage. Most of your time will be spent in our 150 acres of backstage. It's our job to make certain that the show is bright and fresh... every day we are opened.

Maybe you are wondering why we produced this booklet at great trouble and expense? We want to make it easier for you to find your way around ... to let you know how your work fits into the total Disney show. You are important to the guest. You insure his perfect day in the Magic Kingdom. But the guest is important to you. If a segment of an attraction isn't working, it's the same as seeing a movie with one reel missing.

We want to tell you about our entire organization...about your particular department...about the maintenance of magic at Disneyland.

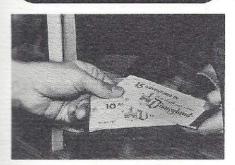
We're glad you joined us. S

#### university of Disneyland





# MONEY<br/>MONEY<br/>MAEN<br/>and<br/>MAGIGMAGIG





Money. Our annual Maintenance budget adds up to millions of dollars. It actually requires something over \$1 for every guest who visits us. Improved methods...cost cutting ideas...help keep the budget down even with increased attendance.

Men. Our division works on a year-around basis. Some of our busiest days are during our slowest seasons. During our busy summer season, our Division comprises a staff of about 1,000 men and women working around

the clock seven days a week. Thirty-four different labor unions are represented in the organization . . . performing a wide variety of unique skills, some of which have been invented right here in Disneyland.

Magic. Our job is to combine men, money, and "imagination" in such a way that the magic of Disneyland will be maintained...and improved...as we grow and mature in this unique brand of show business.

We can't possibly tell you about everything we do, but we can cover the broad scope...about the men who maintain the magic of Disneyland **S** 



# THE STORY BEHIND THE STORY



There's a "story behind the story" for every attraction at Disneyland. And... there's a story behind the story of Disneyland itself.

Twenty years before the opening of Disneyland and thirty years before any movie studio thought of using its facilities for anything but movies, the late Walt Disney thought about a park which might be located across from the Walt Disney Productions Studio in Burbank.

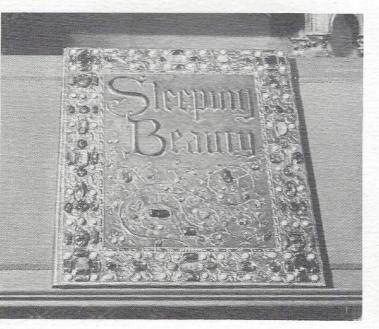
As his idea moved from the "dream" stage towards reality, he authorized a study of various locations for his dream. It was decided that the Burbank location was too expensive... and lacked adequate land for parking and expansion.

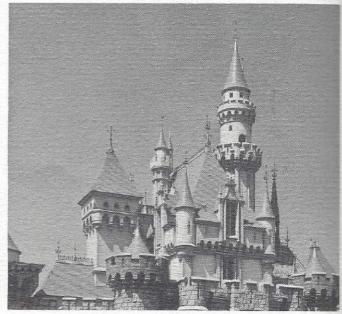
So, in the early 1950's the present location was selected. The selection was to change a small town surrounded by orange groves into the fastest growing city... and country in the land.

At about this time, Walt Disney formed a new organization which started out with a small staff of the Studio's Art Directors, Artists, Artisans, Architects, and Planners. Although it "wedded" together diverse elements of creativity and showmanship, the name "WED ENTERPRISES" was not selected for that reason. It stands for "Walter Elias Disney," founder of the entire organization.

While the artists, architects, and designers were making... under Walt Disney's careful eye... realities from dreams, economists and management planners were making careful studies of Disneyland's future.

They predicted a T.P.D.... Theoretical Peak Day... of 87,000 guests. At the time it sounded like an impossible number... but each year we come closer to this figure. That projection was amazingly accurate and was used to plan our extensive 110 acres of parking, our 70 acres of stage, and 40 acres of backstage area.





The predictions weren't so close when it came to a maintenance staff. It was estimated that seven men could handle it, but that turned out to be wrong by about 743 people. Our winter staff is nearly 750.

But, in spite of such minor errors, the total concept has proven to be one of the great wonders of the world. Disneyland has been copied and duplicated (with varying success) throughout the world. It is a model for cities.

The highly respected master planner and builder, James W. Rouse (developer of the new town of Columbia), has placed Disneyland in another context by comparing it to a city. In his keynote speech before the 1963 Urban Design Conference at Harvard University, Mr. Rouse said in part:

"I hold a view that may be somewhat shocking to an audience as sophisticated

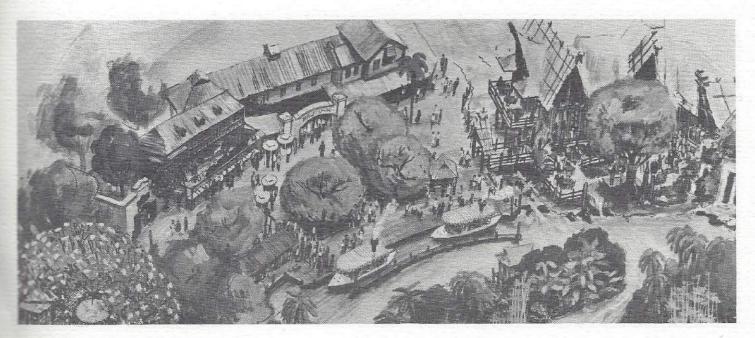
as this - that the greatest piece of urban design in the United States today Disneyland. If you think about is Disneyland and think of its performance in relation to its purpose; its meaning to people - more than that, its meaning to the process of development - you will find it the outstanding piece of urban design in the United States. It took an area of activity - the amusement park - and lifted it to a standard so high in its performance, in its respect for people, in its functioning for people, that it really has become a brand new thing. It fulfills all the functions it set out to accomplish unselfconsciously, usefully and profitably to its owners and developers. I find more to learn in the standards that have been set and in the goals that have been achieved in the development of Disneyland than in any other single piece of physical development in the country."

There is only one Disneyland in the world. There will never be another. Your Disneyland was personally supervised and directed with infinite care and insistence on perfection, by its creator and founder... Walt Disney. It's an original.

The Disneyland show was created to give happiness to our guests, and it's great to see the Park enjoyed by happy people. But take the time... when you have the time... to observe the Park when it is empty.

Study the time and effort which have gone into the most minute details ... an upstairs window on Main Street ... a unique clock in Fantasyland ... an artistic prop which will be missed by the average guest.

This insistence on detail perfection is important in the charm and beauty of your Disneyland... essentials to understand if you are to understand the importance of the Maintenance of Magic at Disneyland.



# Setting The Stage



Our BUILDING AND GROUNDS DEPARTMENT is responsible for "setting the stage" at Disneyland. You'll find the members of this crew in every corner of the Park, but they concentrate on the 70 acres of stage used by our guests and the 110 acres of our "outer lobby," or Parking Lot. At Disneyland we feel that

At Disneyland we feel that "cleanliness is next to showmanship." That's the way Walt Disney wanted it, and that's the way we keep it. We have a world-wide reputation for our sparkling Disneyland...and receive thousands of letters every year from people thanking us for it.

Keeping Disneyland clean is an around-the-clock operation. Let's take a typical summer day . . .

Just as the last guests are leaving at midnight or one in the morning, our "Midnight Warriors" come to work after a hard day's sleep. As the guests go marching out, the midnight crew marches in ... with every possible type of equipment, manual or mechanical.

The hosing crew begins the job of washing down about 45 acres of asphalt and concrete streets and walkways. This gives the Park that "freshly washed" look in the morning.

Other crews move into buildings to clean, dust, wax, and vacuum...while giant sweepers begin the sweeping job on the Parking Lot. Another crew moves in on the litter problem ... the boxes ... the trash receptacles ... even the popcorn. It's an all-night job ... washing ... sweeping ... picking ... piling ... crushing ... waxing ... and replacing. And then, as the sun comes up, the day crew moves in ... and the night crew goes home for the "evening's" fun or sleep, as the case may be.

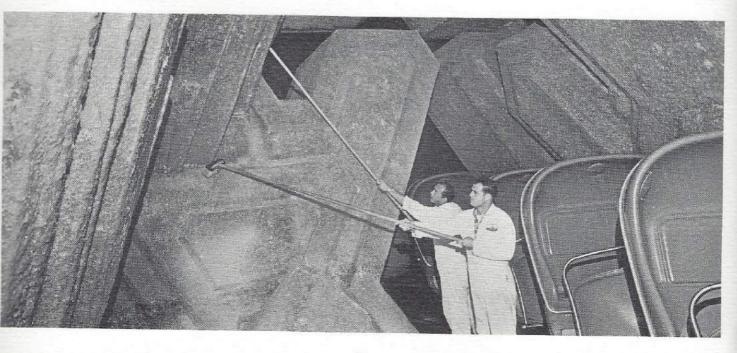
The day crew... with its many functions... now gets ready for another wave of guests. Early in the morning is the best time to chip and scrape... by hand... the gum which has been dropped on the street and walkway.

The "on-stage" day crew not only follow our guests with broom and dustpan, but they also serve as walking information guides. For every three cigarette butts they sweep up, they have to answer one question.

Rest rooms receive attention every fifteen minutes during the time the Park is open. The entrances are so nice that...and it's true...some guests think the Fantasyland "Prince" and "Princess" are "A" coupon attractions.

Our horses, ponies, and mules are not "AUDIO-ANIMANTRONIC figures." So in addition to cleaning up after 70,000 guests, this crew must also clean up after our staff of approximately 230 real-live horses.

The day moves on and ... everyone works both on stage and backstage in pursuit of cleanliness. For the guests, the trash is hidden behind stage ... and the magic is maintained. Then, as the



guests once again march out, the "Midnight Warriors" march in ... and another day starts ... at midnight.

Sometimes truth is more interesting than fiction. Some of the facts about keeping the stage clean will give you a better idea of the complexity of this exacting work.

#### A Pound Per Guest

Our cleanliness statistics are a bit staggering. First, we figure that each guest accounts for about one pound of waste material. This includes the food he buys...and leaves...and the packages required to bring the food and merchandising items into Disneyland.

#### Acres of Paper

Every year we order about 21,000,000 paper towels (24 carloads), which figures out at about three paper towels per guest...proving that we must have the cleanest guests in the world.

So, on a 60,000 audience day, our cleaning crew has to count on picking up...sweeping up...lifting...folding...and carrying 30 tons of waste...just about the weight and size of 60 Volkswagens...but in little pieces.

#### Popcorn . . . Piled End-to-End

Our popcorn supplier figures it out. We sell enough popcorn every year to cover an area of 30 acres with a layer of popcorn three inches thick, and our guess is that about five acres of that is spilled at one time or another.

#### The Tissue Issue

Our statistics show that we use 81-million pieces of toilet tissue per year, approximately 11 tissues per guest, or two freight carloads.

#### **Clean Hands We Love**

Can you visualize four tons of hand soap? Well, the next time you have to wait for a train at a crossing, count out six cars, and you can say, "There goes a year's supply of hand soap for Disneyland."

#### Waxing Eloquently

For floors and other facilities, we apply 6,000 gallons of wax... which requires unknown tons of "elbow grease"... even with the most modern equipment.

#### Floors Aren't Just "Floors"

A novice might think of all floors being alike, but our Disneyland floor situation is much more complicated than that.

Obviously, one can't clean a carpet as one cleans linoleum, but the same applies to Vinyl tile and Epoxy composition or even Poxycon, both standard words...in the flooring maintenance business.

To keep Disneyland immaculately clean, we have a "secret payroll" resulting from what we call "preventative cleanliness."

Our janitors, matrons, window cleaners, motor vehicle drivers, bus boys, and others do their best...night and day. But, we get help at no cost from another source. The source is our guests themselves. We have found that cleanliness breeds cleanliness, to the extent that when a guest finds any facility spotless, he tends to leave it that way.

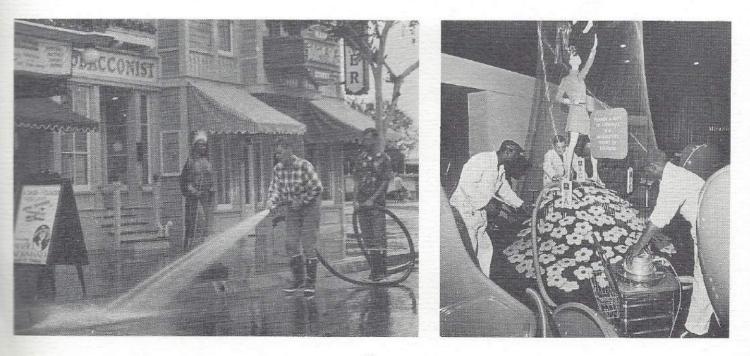
At any rate...within Disneyland there were ... at last count ... 24 different types of flooring ... approximately one million square feet of asphalt, cement, tile, and other covering which must be washed, mopped, waxed and polished, or vacuumed every night.

Another aspect of preventative cleanliness was supplied by our original research. We don't sell things like candy cones... or even gum. This saves work on our part, although it still leaves us plenty to do.

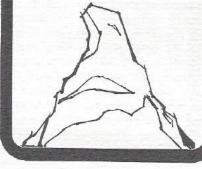
Cleanliness at Disneyland is a 24-hour seven-day-a-week job. There are the floors, streets, and windows (thousands of them). Of course, we also have to regularly clean the snow on top of the Matterhorn ... brush the teeth of Monstro the Whale ... polish 77 brass poles at King Arthur's Carrousel ... wash 700 benches ... empty and clean 500 uniquely designed trash cans ... clean 300 cigarette urns ... brush and wash 534 umbrellas ... and regularly check 150 rest rooms.

AND, then, there is another job which falls in this department. The leaves on the treehouse ... made and designed by our Staff Shop ... are pure plastic. And, who cleans them ... one by one ... Building and Grounds Maintenance.

Yes, cleanliness is next to showmanship ... and we have the cleanest giant stage in the world.



# will the real matterhorn please stand up?



The STAFF AND PLASTER SHOP can fool just about anybody. Unless you are one of them, you'd be advised not to bet on the difference between one of their products and real wood or iron.

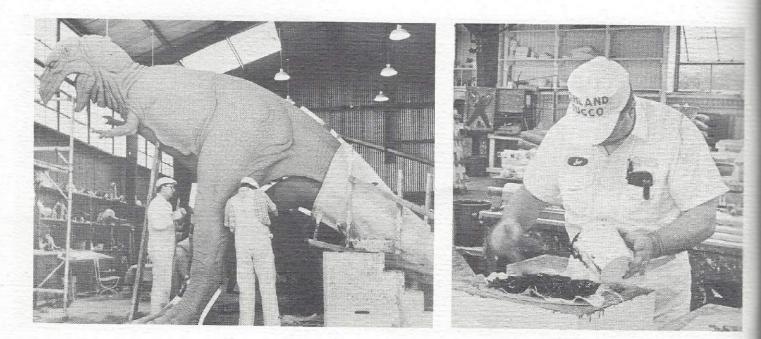
If a guest feels that we were lucky "to have a mountain the same shape as the Matterhorn," we won't tell him that its construction was an amazing engineering task nor that the rocky formation was made by our own Staff and Plaster Shop... where this form of magic making has been revived at Disneyland.

"Staff" is a movie making expression...and trade...which was brought into prominence at Disneyland. In fact, at Disneyland, we have more specialists in this field in one place...than in any part of the world. "Plastering," on the other hand is one of the most ancient crafts. Egyptian pyramids contain plastering which is more than four thousand years old.

In our Staff and Plaster Shops, we have actually created many new techniques. Working with artists and research people and taxidermists are the many craftsmen who help make and maintain the magic. There are plasterers...plaster tenders...cement mason generals (not military men)...cement masons machinists...cement mason high timers...sculptors...shop hands...model makers...molders...casters...laborers...mural lathers...board lathers...and welder lathers.

Every attraction in the Park contains a large amount of workmanship for the Staff Shop ... from facade to show. They deal in many materials, some old and some new ... cement ... plaster ... fiberglass ... hot melt vinyl ... stucco ... epoxy ... latex ... stone ... brick ... marble ... rigid foram ... and twenty-five different types of resin.

Most of the rocks and the mountains in Disneyland are products of the Staff Shop ... and the animals and the pirates ... and a never-ending list of flora and fauna and structures of all kinds.



At Disneyland it is not a case...such as one hears about in the Clairol advertisement, where "only your hair dresser knows." Even for those of us who work here, it is true that "only the Staff Shop knows." And frequently, they have had to turn to nature to find the answer for questions such as "how to make natural rock"...."how to make bricks... which aren't brick"...or "iron grill work which is not iron."

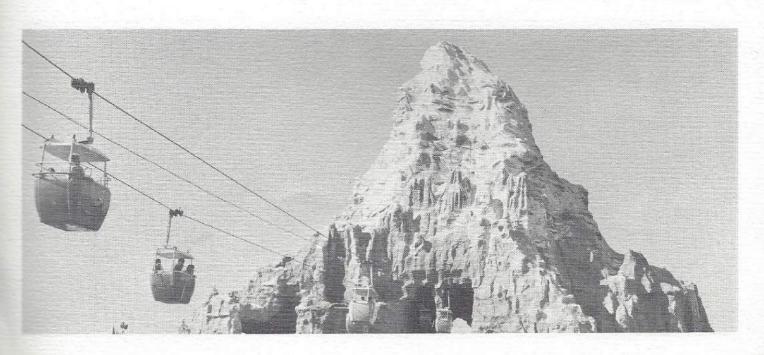
Just one material...glass resin...gives an indication of what is required to maintain this fantasy. We use more than five thousand gallons a year, enough to make a fleet of thirty keel boats. The stone and staff work on our Castle was built with more than twothousand sacks of cement...enough to pour a sidewalk three feet wide and a mile long.

The exterior of the Matterhorn required almost two acres of metal lath...covered with cement from two to three inches thick.

The Staff Shop also takes on other unique responsibilities. When one of our "characters" ends his shift and says "off with my head"... he may then ship it to the Staff Shop for repairs. Staff makes and maintains character heads for Disneyland and for other Company uses. There is also a safety factor to their work, since they maintain all non-skid surfaces throughout the Park and at the Disneyland Hotel Monorail Station.

Our Staff Shop does more than maintain existing fantasy. They have made all the molds and skins for the Small World dolls...the Pirates of the Caribbean...the General Electric Theatre...Mr. Lincoln...and all animals in the Diorama and the Adventureland area.

Yes, there is magic in the Magic Kingdom...and the Staff and Plaster Shop have built...and now maintain much of it. And...if that's not enough to keep them busy, they may be catching fish to use as models in the Submarine Adventure...or even repairing the rip in a mermaid's tail.







Our LANDSCAPING DEPARTMENT is responsible for the care and feeding of the second largest collection of plants, trees, and grasses in the Western United States.

At Disneyland, landscape design is an important part of what would be called "stage settings" in an enclosed theatre. In fact, it was so intricately planned that the average guest can't realize that our stage once was perfectly flat orange groves.

Every tree, plant or grass at Disneyland is selected to serve a specific role. Our Main Street trees were selected to blend with the theme of a typical turnof-the-century Main Street, as is the case with other areas and attractions. The guests at Disneyland represent every nation in the world, and so it is with our landscape. Disney Landscape Designers and Botanists work with other countries to develop our varied collection.

A list of the names of the countries represented sounds much like a roll call at the United Nations ... Taiwan ... Philippines ... Japan ... Indochina ... Australia ... New Zealand ... Pacific Islands ... Malay Peninsula ... Ethiopia ... Senegal ... Kenya ... South Africa ... England ... Ireland ... Mexico ... Guatemala ... Costa Rica ... Chile ... Brazil ... Bolivia ... Peru ... Argentina ... West Indies ... Magascar ... Argentina ... West Indies ... Magascar ... Puerto Rico ... China ... Spain ... Italy ... Greece ... Iran ... Middle East ... Egypt.



Landscape obviously is vital to the beauty of the Disneyland Show. But it serves many other purposes. The shade trees and grass are nature's own airconditioning. Shrubs serve as inviting...rather than forbiding...audience control. And, instead of ugly walls, we use landscaping to hide backstage areas.

To maintain the stage settings of nature's own design has required us to develop new techniques. For example, special treatment prevents olive trees from bearing olives, which are murderous to clean up and disastrous to the clothing of guests.

In Storybookland and some other locations, we use growth retardent chemicals to control the height of trees. Landscape Maintenance includes various specialists. Our *topiary artists* preserve an ancient skill by growing trees in the shape of various animals and characters. Our tree surgeons regularly operate with Tender Loving Care. Our pest control specialists control rodents, bees, and insects which we don't want on our Disneyland stage.

Some of the facts . . .

Plants: 800 varieties at last count.

Trees: 4,000... of which 300 are shade trees... nature's umbrellas for our guests.

Annual Plantings: about one million per year are used. While most of our trees are "permanent"... with seniority, group insurance, and company paid medical care, these are purely "seasonal"... some only work during Christmas. Shrubs: about 40,000 of these serve as backdrops and for pleasing audience control.

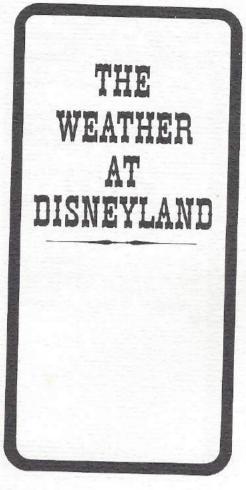
**Sprinkler Heads:** we have about 5,000... one for every host or hostess in our summer cast.

Lawn: we have about 52,000 square feet of lawn, which is replaced in one to three years depending on how the guests treat it. This is in addition to the grasses which cover the berm and other large areas.

The maintenance of these many stage settings of nature's own design is a huge task, and an important one. Every tree and plant must be properly fed, given a drink now and then ... and treated with tenderness. The world's plants grow harmoniously together at Disneyland ... regardless of color or national origin.







For years it would always get a laugh..."everybody talks about the weather, but nobody does anything about it." Throw that one out of your joke book. At Disneyland our AIR-CONDITIONING DEPARTMENT does something about it.

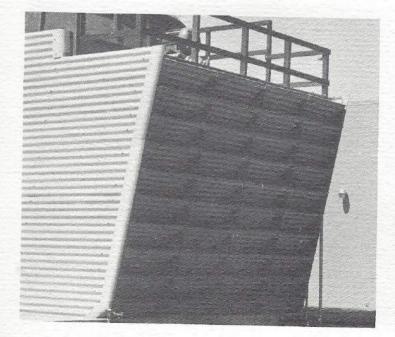
There isn't too much we can do about Santa Ana winds...the rains...or fog, except to pray that they arrive on days when we are closed. But the heat and the cold are challenges to the skills of our journeyman airconditioning mechanics and other members of the staff of this department.

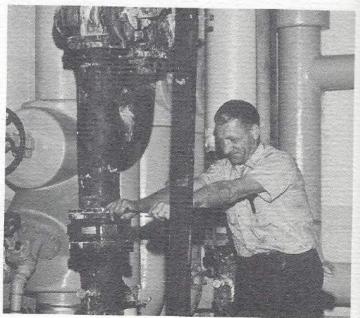
Making changes in the weather isn't cheap. It costs about four cents for every guest... or a quarter of a million dollars a year, in round figures. It's a practical matter. We don't do it just for the ducts of it. We average people may think of airconditioning as a comfortable convenience for a car or a home, but it is much more complex than that at Disneyland. Here our air-conditioning group serves in four fundamental areas...

#### Perishable Foods

To plan to serve 60,000 people in a day requires the proper storage of many tons of perishable foods. This is a matter of health... by preventing food poisoning. It's a matter of economics, preserving food which might otherwise be wasted.

Without air-conditioning for our restaurants, the entire annual budget of air-conditioning could be lost in a week.





#### Guests

Where attractions are not airconditioned in "nature's own design" (which can get a bit uncomfortable), we air-condition them to make them more comfortable. On a hot day, the guest may extend his stay...since he has many places to get in and cool off.

#### Personnel

As we are pointedly and emphatically told by our personnel... when installed air-conditioning doesn't function... it's difficult to work in a hot office or kitchen. Air-conditioning promotes efficiency... reduces turnover... and cools tempers along with bodies.

#### Show

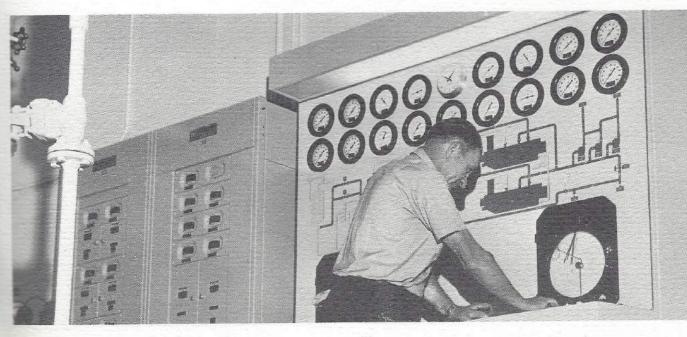
The model in the General Electric Theatre is just one of many practical mechanical applications of airconditioning. It must be kept at a constant temperature of 72 degrees to prevent expansion and contraction of the hundreds of wires, tracks, and plastics used in this attraction.

Since air-conditioning also controls dust, it is essential in our many attractions where projection equipment... and film.. is used.

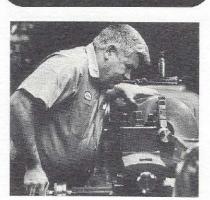
Perhaps on some hot and sultry summer day, your air-conditioning unit may have trouble...someplace in Disneyland. Well, please remember that this department has to cover a lot of air, for example...

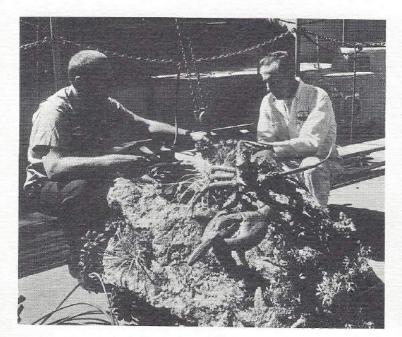
There are more than 160 soda fountain heads delivering 10,000 gallons of various soft drinks to thirsty guests...and 50 ice makers producing 20 tons of ice each day...and 40 refrigerated fountains...and so it goes. All in all, there are about 5,000 bits and pieces of equipment...some large, some small...which are doing something about the weather at Disneyland. We, also, have 4,500 tons of chiller capacity.

Air-conditioning makes things more comfortable... and more than pays for itself, just in meeting the needs of meats, which like to be shivering cold.



# "YOU NAME IT, WE DO IT" DEPARTMENT





Our MAINTENANCE MACHINISTS feel something is wrong if they are not challenged by some unique new problem each day. Their motto is "You name it, we do it."

Disneyland is a miracle of showmanship is many ways, but our machinists follow the tradition "the show must go on" with the skills resulting from years of experience and training. Perhaps the best way to describe these magic makers of the Disneyland cast is to check the log of maintenance requests representing part of a day's work. 1. "Find a pair of prescription glasses dropped from Columbia, 100 yards from boarding dock . . . big river."

2. "Swans in castle moat are oily...check out." (The swans, by the way, are not "AUDIO-ANIMANTRONIC figures"...and might, at times, be banned in Boston.)

3. "Bertha Mae lost her props by Indian Village . . . recover same."

4. "Guest lost her camera by boarding dock, Sub Ride. Please retrieve it." (Area machinists do not bark when retrieving.)

"There is gas in Mr. Lincoln . . . check out immediately."

6. "Dancing natives are down."

7. "Drunken pirate with pigs has cracked gear."

8. "Tea Cups are down with a flat tire."

9. "Devils in Mr. Toad aren't working."



The fact is that the machinists cover the entire Park on stage and backstage. It's not enough just to be a machinist or highly skilled craftsman. You may have to learn scuba diving to check the equipment and the rails in several of our rides. That impossible sea serpent in the Sub Adventure works under water, and his eyes have to wiggle ... on cue. Since it costs a fortune to drain the ride, the machinist has to dive down to where the action is.

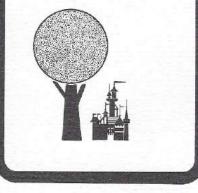
On the other hand, a "high time" machinist has to do his work in locations where the guests look very small...way...way...down there. We are perhaps the only place in the world where machinists are called upon to perform such a wide variety of tasks. And...this is for sure...our machinists are show people in the truest use of the word. It's part of their job to make sure the birds sing...that children dance...that lions eat...and elephants squirt ...alligators snap...and pirates look menacing.

When you fly (a machinist makes it safe)... when you take a train (the machinists keep it running)... when you enjoy an attraction at Disneyland a machinist has made sure that it works. Our machinists no longer are limited to worrying about wheels. Disneyland has come a long way since the early days when machinists hid behind bushes to hand operate crocodiles when Walt took the Jungle Cruise. Walt was very sensitive about this attraction. "If the animation doesn't work, it's like cutting a reel out of a movie" or ... "I know damn well these crocodiles snap; I saw it on my own television show."

And so it goes...scuba diving along the Submarine Adventure...hanging up on the Skyway...checking tolerances in an intolerant world... the machinists are preserving the magic in the Magic Kingdom.



# our corporate family tree and where maintenance fits in



The Maintenance Division of Disneyland is vitally important and totally essential to the successful operation of Disneyland.

There is a tendency, however, for all of us to become so involved in our own functions that we forget how they relate to the total organization. Before we proceed in this handbook to your orientation to various maintenance functions we'd like to explain how we fit into the world-wide operation of the Disney organization.

#### WALT DISNEY PRODUCTION

Walt Disney Productions is located in Burbank, and is our "parent" organization. Walt Disney Productions, we call it, is our "big daddy" and we are just one member of a good-sized family.

#### WED ENTERPRISES

"WED" is the architectural and engineering design division of Walt Disney Productions which designed and built Disneyland. They now create other theme outdoor shows. Located in Glendale, the name WED stands for Walter Elias Disney. The WED "Imagineers" are working on projects throughout the country.

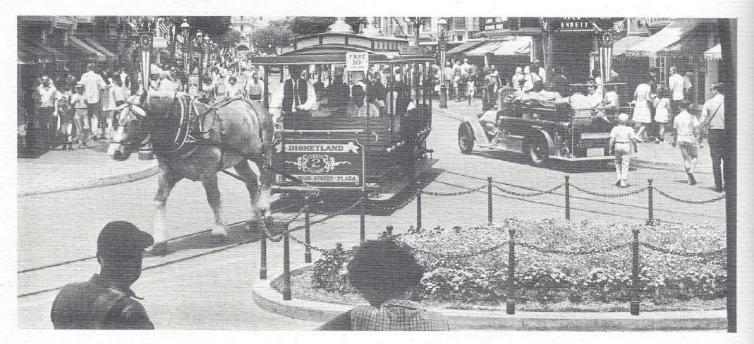
In addition to performing the creative and architectural functions for any new Disneyland attractions, WED is also responsible for making certain that Disneyland maintains the standards established by Walt Disney. It is vitally important that we work closely with WED personnel.

#### MAPO

"MAPO" was born during the first run of the great Disney picture, "Mary Poppins." This is the creative and experimental team which builds prototype attractions for Disneyland and other Disney enterprises.

#### RETLAW

"RETLAW" operates our Disneyland train and Monorail. It is a separate organization ... a first cousin of Walt Disney Productions. Where did we dream up a name like "RETLAW"? Simple. It's "WALTER" spelled backwards.



#### EIGHT OPERATING DIVISIONS

In addition to the companies within the company, we have eight major divisions within Disneyland. They are all essential to the show and to explain where Maintenance fits in, a word about these other activities.

Finance — This division encompasses essential managerial functions, including Accounting . . . Admissions . . . Cash Control . . . Payroll and Timekeeping . . . Purchasing . . . Research and Analysis . . . and Tabulating. Among other important things about this division is that they produce our paychecks.

Entertainment – This division coordinates much of our free show at Disneyland which includes our regular band...special bands and other shows...our talent group...and special productions such as the Christmas parade and summer shows.

Food – An army travels on its stomache and so do our guests. Our Food Division operates throughout the Park to provide guests and personnel with a wide variety of food.

Marketing – The Marketing Division handles all of our Group Sales... Advertising and Promotion... Art Work... Publicity... Photography... and Public Relations. It's their job to promote the "magic" of our Magic Kingdom throughout the world. General Services – General Services includes a wide and varied stream of duties which includes Costuming... Safety... Wardrobe... Warehouse... Mail and Key Control... and our extensive PBX system.

Employee Relations – Employee Relations includes the specialists who concentrate on the human factors of our show . . . Personnel . . . Employment . . . Labor Relations . . . Records . . . Compensation Control . . . Recruiting . . . and the University of Disneyland.

Administrative – The Administrative Division is responsible for all legal problems and various record keeping activities for the show.

**Operations** – The Operations Division is generally responsible for operating all of the attractions in the Park. This includes our 51 different attractions...Pony Farm...Parking Lot...Ticket Sales...Security...Fire Department...and Guided Tours.

Merchandising – Among other things, Disneyland has one of the largest merchandising operations in this area. This unique "store" is spread throughout the Park and brings in approximately 14 million dollars worth of revenue. This function includes the Design and Art...Group Portrait Artists... and the many other buying, selling, and control functions required for this activity. Lessee Relations – Our Lessee Relations Division works closely with all lessees and performs all of the selling and negotiating for new lessees here and, in the future, for Florida.

The above outlines the major members of the Disneyland family, but by no means takes care of all our brother and sister organizations nor some of our indirect relatives. The Buena Vista Distribution Company, Inc. handles the distribution of all Disney film projects with offices in key cities throughout the world.

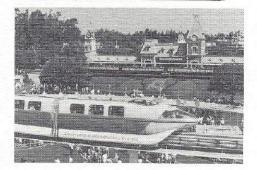
Our 16 MM Division handles the distribution of all our educational and entertainment products which is distributed on a world-wide basis. Our Disneyland Vista Records Department controls the development and distribution of Disney music records throughout the world. To be on the safe side, the advice is to be nice to everyone. You can never tell when it may be a relative of ours on the family tree at Walt Disney Productions.

Now that you have the names of all the divisions with whom we in Maintenance work, let us tell you about our Maintenance team which is directly responsible for maintaining the "magic" in our Magic Kingdom.





### HIGHWAY MAINTENANCE DISNEYLAND STYLE

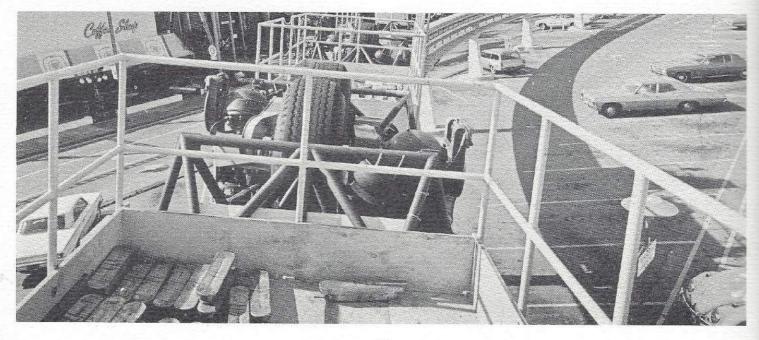


Disneyland is probably the only place in the world where a special group handles the maintenance for both an ultra-modern monorail and a turn-of-the century railroad train. We call it the RETLAW MAINTENANCE DEPARTMENT.

You may ask... "where did Retlaw get its name?" Well we already had our parent company Walt Disney Productions... and WED Enterprises (for Walter Elias Disney)... so what is more logical than "Retlaw," which is simply "Walter" spelled backwards.

Retlaw is a separate company which owns and operates the Disneyland-Alweg Monorail and the Santa Fe and Disneyland Trains. To maintain these two great attractions requires special techniques and equipment. Our Santa Fe and Disneyland train is an adventure which takes our guests back in time. Its a first-time train trip for many young guests... and a nostalgic journey through forests and deserts for some of our older ones. Here, Retlaw's maintenance job is to make certain that the train operates with modern efficiency and safety... but maintained to preserve the flavor of our pioneering west.

The Monorail takes our guests ahead in time. Ours was the first working monorail in California...a pioneering attraction in the world of Tomorrow. To stay ahead requires new designs...new techniques...and new equipment.



As a result, our Retlaw Maintenance personnel must be able to adapt to new techniques. Our men must work closely with the WED engineers who dream up the new ways to keep our "Tomorrowland" ahead of "today."

The Monorail is a high speed ... high capacity attraction, while the trains are slow speed ... high capacity. And, they both serve as necessary transportation as well as show.

Maintenance for safety is vitally important...and a maintenance program which insures their constant operation during opening hours is essential to our total show. Versatile . . . adaptable . . . responsible . . . are three words which describe our Retlaw Maintenance crew.

To maintain the Highway in the Sky and the high iron of the steel trains requires an average crew of about 60 men. The classifications include operating engineers, laborers, auto mechanics, and electricians.

Maintenance has required the design of special vehicles to do the special tasks required. The facts and figures perhaps tell the story of the complexity of this vital maintenance job better than any narrative ...

There are about 7,000 feet of wire on each Monorail train...varying in size from #18 to 3/10. In addition, there are 64 relays and contractors per train. There are more than six miles of wire feeding the Monorail beamway . . . and 3,600 insulators on the positive bus rail. The total length of the Monorail track is 12,300 feet, just short of two and a half miles, and it must be checked and cleaned every day.

Each Monorail train contains 4 - 100 horsepower 600 volt DC electric drive motors which must be checked daily and subjected to periodic overhaul.

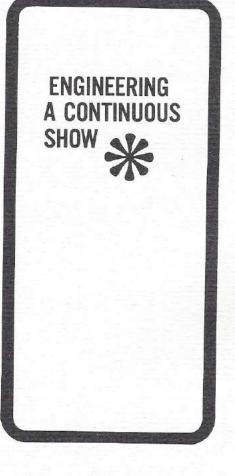
The design strength of the Monorail beams (32 to 60 feet in length) is 5,000 pounds per square inch.

There are 44 pneumatic rubber tires in each train, and these must be checked daily, constantly checked, and replaced on pre-arranged schedule.





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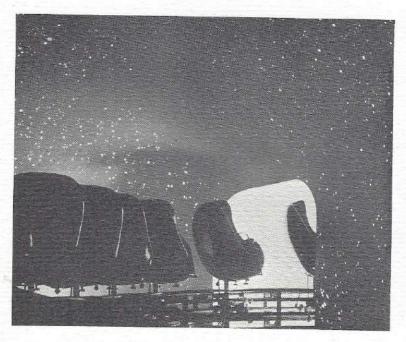
At Disneyland we have a world-wide reputation for being leaders in the creative design of unique entertainment. People *expect more* at Disneyland, and we have to produce it.

The creative staff at WED Enterprises are sometimes called "imagineers." This unique organization of world renowned artists, engineers, and artisans of many 'types... dream of things which "can't be done," and then proceed to *do* them.

WED creates the show. We operate and maintain it.

Our DISNEYLAND ENGINEERING DEPARTMENT might be classed as the coordinating group which works between the world's most unusual creative organization...WED...and the world's most unique maintenance organization. To function effectively, we require an unusual combination of engineering talents. A conventional...routinedirected...engineer would be un-nerved by our unusual requests. He may become involved in anything from a bear who isn't properly scratching his back to a drunken pirate who doesn't wobble properly.

Our engineers work closely with our maintenance artisans and WED personnel, who are responsible for the show at Disneyland. This requires men who can see...not just two sides...but many sides of any given problem.





Perhaps their biggest problem is one of communications, rather than engineering. This group must work to combine the practical with the theoretical... the esthetic with the economic.

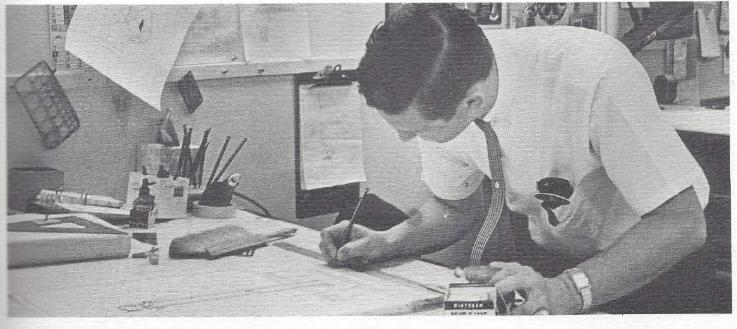
Their assignments aren't limited to show designs. They become involved in such things as waste treatment plans...building designs...or a new master plan for Disneyland.

Safety is a major concern of Engineering. Every year they make a complete test and inspection of all structural parts of Disneyland. And...since our guests look to Disneyland for their safety...they are continuously designing new guest and personnel safety devices. The traditions of our Disneyland Engineering Department carry on those of an old profession ... if not the oldest.

Engineering is older than the pyramids of Egypt ... older than the Greek temples or the Roman roads and aqueducts. Originally, it is believed that engineers were part of the Priesthood ... but don't let that worry you. Times change ... perhaps that is progress.

Modern engineering began about the time of the invention of the steam engine, about 200 years ago. In those days engineering was primarily a branch of the military. Today, engineering is necessarily specialized. In addition to civil engineers, there are mechanical ... electrical ... chemical ... structural ... industrial ... and a few other specialized branches of this professional field. Engineers have a few "in group" expressions. Drawings may be called "funny papers." A consultant is one who "gives advice ... for a price." A surveying instrument is a "gun" ... and a slide rule is a "slip stick."

We understand that many engineering departments in other enterprises are referred to as "the funny farm." BUT, here at Disneyland, the term is not so funny. Our engineers aren't the sober-sided type for which the profession is famous. Our Disneyland engineers have to have a sense of humor. They are the creative "inbetweeners" using their training and experience to preserve and improve the magic created by WED.



# AT YOUR SERVICE

The SERVICE GARAGE and SER-VICE STATION are responsible for the maintenance of our extensive fleet of vehicles of many kinds.

Obviously, the fastest way to move people over the extended areas of Disneyland is with moving vehicles, and the same applies to the tons of merchandise and equipment which must be transferred from place to place on a daily basis.

To expedite transportation service, we maintain a fleet of approximately 86 cars and trucks . . . 160 scooters and motorcycles, plus enough bicycles to transfer half of the boy scouts in Orange County to their next jamboree.

If you are a typical Disneylander, you probably have about one and one half cars to feed with gas and properly purring with oil, grease, and that sort of thing. Even if you have only one car, its care and maintenance can be an expensive... and sometimes... frustrating thing.

Well, how would you like to feed and lubricate a garage full of 86 cars and trucks, plus another 166 scooters and motorcycles, which was latest count at Disneyland? That is just a little starting point for the work of the Service Garage. This seems like a lot of wheels, but, in terms of time, they pay their way many times over in terms of the thousands of hours of transportation time saved every month. In addition to the autos, trucks, motorcycles, skooters, and bicycles, we have many types of special equipment such as hoists and forklifts . . . and other wheelful items which are needed. Then there are the trams which transport guests to and from the Disneyland Hotel and all around our 110 acres of guest parking. Things being as busy as they are, nobody has had time to take a wheel count as yet, and they move so fast that Property Control hasn't had a chance to tag them. (The wheels . . . not the vehicles . . . which are all carefully tagged and recorded.)

But the Matterhorn Bobsleds are something else! These have been counted many, many times. Each bobsled has twelve wheels. Each wheel must be flushed with oil after every day's operation. The oil is called "Matterhorn Special"... a custom made lubricant for this specific purpose. During the course of a year, about 4,000 gallons of this special fluid is used.

Additionally, there are thousands of zerk fittings, gear boxes (over 500 on the WedWay alone), and bearings to check and service on a routine basis. Disneyland like the modern Army moves on petroleum products (over one-half million gallons annually).



# <section-header>

We have a "One-of-a-Kind" shop in New Orleans Square, but one might not think of our ELECTRICAL MAIN-TENANCE DEPARTMENT as being even more unique.

Since electricity plays a vital part in all of our attractions...and since each attraction is a unique design...our electrical maintenance people have to dream up unusual methods of keeping everything going as per schedule.

It would be a bad day at Disneyland without the unseen energy of electricity. There would be no "AUDIO-ANIMANTRONIC shows"... no ice... no ice water... no phones... no working attractions... no airconditioning. Just about everything would be down... waiting for our electricians to put our auxiliary power systems into action.

Disneyland's electrical maintenance crew is composed of journeymen electricians with outstanding backgrounds in the trade, but when they come to Disneyland it is usually not just a case of starting to work on unknown electrical problems. In addition to becoming acquainted with our unique electrical design, an electrician needs a thorough orientation with the entire Park so that when somebody tells him to "reach to the moon" he has some idea of where he is going. For those whose knowledge of electricity is limited to turning on a switch, it's difficult to explain the extent of this function. To put it into words that any wife can understand, we have an annual electric bill in excess of \$500,000. Looking at it another way, we use enough electricity per year to light up 17,000 homes for the same period.

Like an iceberg, the bulk of our electrical installations can't be seen. One estimate is that we have 3,000 miles of various kinds of electrical wiring running back and forth across the Park both underground and in various buildings.

In the more visable side, our electricians have to change more than 50,000 lights every year, and they come in about 300 different varieties.

An electrical maintenance man at Disneyland isn't just a question of ohms and watts and kilowatts. One also has to have a sense of showmanship. When Christmas comes around, our Electrical Maintenance Department shows its brightest colors. Knowledgeable guests come from miles away to enjoy the beauty of our electrical decorations. One can close all of the attractions and merely walk through the Park enjoying the lights to understand that our electricians are truly great showmen.





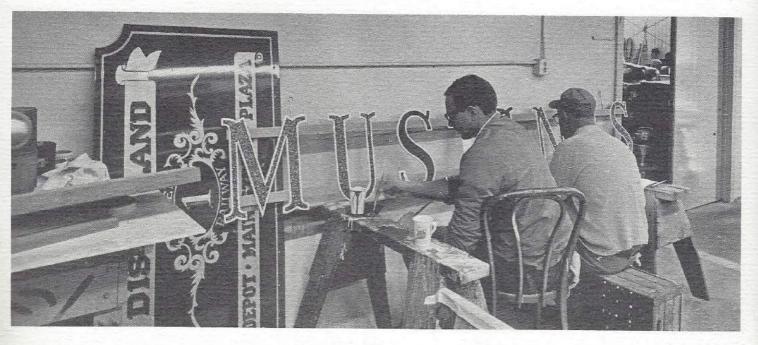
# it ain't the paint... it's the painters

"Versatility" describes our DISNEY-LAND PAINT DEPARTMENT.

Of course, the paint is important. We purchase about 20,000 gallons a year...enough to completely paint a neighborhood of 400 split-level homes. To "stay true to our colors...selected for just that right shade by WED...we maintain a catalogue of 4,000 shades of color. These are maintained in a Master Color Book," which is the Bible for color selection at Disneyland. The book contains color specifications for every "land"...building...exhibit...or prop which requires paint maintenance. It insures that Disneyland will always have the same bright colors selected by the art directors who designed the attraction.

In addition to the master color book, there is a standby supply of ready-mixed paint available for touch up work. Thousands of cans of paint are stored in a special room which sounds like a walk through of Disneyland. Each can is labeled for its use... "Mr. Toad"... "Alice"... "Jungle Natives"... or "Tobacco Shop Indian."

Yes, the paint is important, but it's our unique staff of painters which make Disneyland such a thing of beauty and joy to behold.



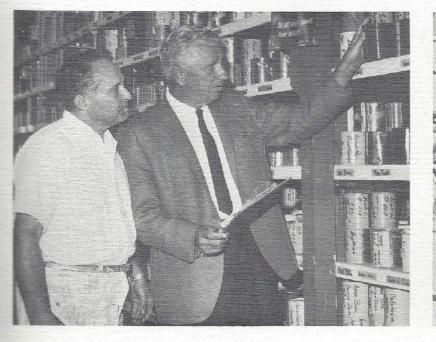
Want some fresh white snow on the Matterhorn? Up the mountain goes a crew with about 2,500 gallons of white acrylic resin, and the job is done ... not as fast as real snow but rather quickly.

Another job is to make a prop or building look old...but fresh and new. This is a special trick learned from movie studios. Our painters can take fresh lumber and new wood and perform the miracle of having it look like it was stolen from a medevial castle.

One day a painter may be making a submarine appear to look exactly like...a submarine, and the next day he may artistically paint the face of Mickey Mouse or one of our other famous Disney characters. How often do you paint your house? Well, at Disneyland our painters repaint every prop in the Park...from the Parking Lot to Sleeping Beauty's Castle every two years.

Our Paint Department is an insideoutside operation. While the outside crew is painting snow on the Matterhorn... "aging" a door in Sleeping Beauty's Castle... or repainting (once a day) a Shooting Gallery, others are working "inside." Our scenic artists perform a wide variety of maintenance...and creative tasks. Signs are but one part of their work, but give an example of the work load. At last count, we had 20,000 signs of various sizes and shapes and colors...and each must be maintained in their original condition.

It's up to the Paint Department to make sure that Disneyland... and every attraction...looks just as fresh as the day it was opened. Anyone can buy paint, but at Disneyland it's our unique and versatile painters and scenic artists who make the difference.





# Decorating if they don't have it, they rent it

#### Our DECORATING DEPARTMENT

is a direct descendent of the movie industry... and is perhaps one of the most unique of the Maintenance Division. Work of the decorators may be confusing... and a bit of a pressure job, but it never is a bore. You can't tell what will happen on a given day.

• Just as the painters must maintain the colors of the Park just as they were designed, the decorators must make certain that every prop is maintained... and placed, just as it is supposed to be.

The inventory list maintained by Decorating is perhaps the most unique manifest of items existing anywhere. It contains about 35,000 items of various sizes, shapes, and values from a *Bible* in the Swiss Family Treehouse...to a treasure chest for the Submarine Adventure. There are 4,000 items on Main Street alone.

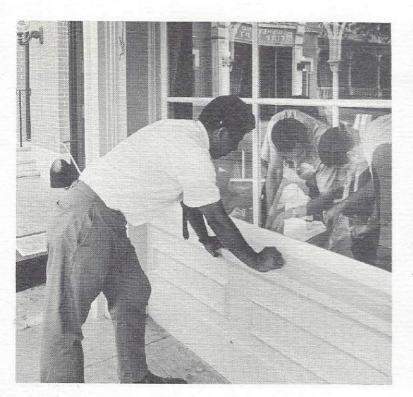
Many items on Decorating's list are those we take for granted ... curtains ... window shades ... draperies ... cigarette urns ... awnings ... umbrellas ... weather covers ... shade controls ... flags ... pennants ... tables ... chairs ... venetian blinds ... light fixtures ... benches ... and artificial plants. We were going to list trash receptacles, but they are something special. These are designed to fit in with a land "theme"... and are regularly checked for chips or repair.

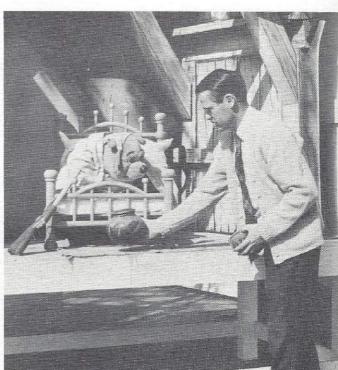
From lily pads to the mirrors on the wall of a rest area for women, it's the job of Decorating to make sure they are in the right place and present the right appearance. And it's not just the mirrors on the wall. Our executives love to have various pictures framed, and you know whom they call... Decorating!

Because of Decorating's supply of props, it becomes involved in all kinds of out-of-Park activities...movie premiers...promotional ventures...and charity affairs. If they don't have it, they know where to rent it.

The high spot of the Decorating year is Christmas when we send a man to the north country to pick out just the right tree for Town Square. Then Decorating does its surgery with help from all departments...taking out a limb here and inserting it there...under the direction of an art director.

After it's flame proofed with 500 gallons of green fire retardant... truck loads of snow are added and then the exact placement of five thousand ornaments. The tree is the high spot, but the entire Park becomes "Christmas U.S.A." We think it's the world's most beautifully decorated place and evidently hundreds of thousands of guests agree.





# skort order skop

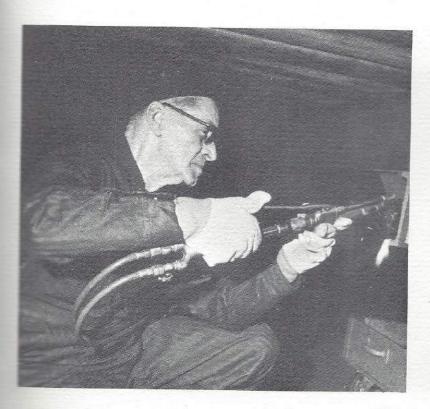
Spend a bit of time in the WELDING DEPARTMENT, and you'll note a simularity with a drive-in coffee shop. Every order is different, and nearly every order is a rush job.

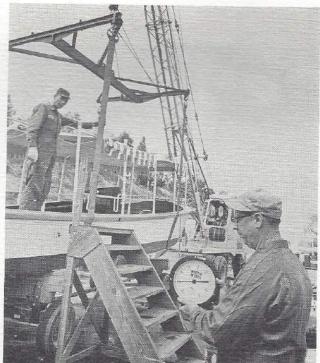
"Welding is the process of joining two or more similar pieces of metal into one continuous body." If you were to compare our welders with the medical fraternity, they would be the bone doctors... patiently putting broken or cracked steel members back together again.

Even a novice can understand that the welders have a massive task in maintaining the normally expected metal structures in the Park. Our Autopia cars and the many units of rolling equipment would be an anticipated part of the job of any welding department. But there aren't many welders who perform their surgical work on crabs...elephants...hippos...or battling elks. Or, how many welders can go home to tell their wives that "I was working on a drunken pirate all day."

The jobs can be very small... or larger projects like the maintenance of the Matterhorn track. This, like all other Disneyland metal structures, is regularly X-rayed to determine its strength. This type of job is major, planned rehabilitation, as opposed to a hurry-up repair job on a dancing doll in Small World.

Our welders must be capable of working on all types of metal...using all types of welding techniques. They have to be flexible, fast, and ingenious...with specific skill in performing ten rush jobs at one time.





## MAINTENANCE SERVICES

The word for the work of our MAIN-TENANCE SERVICES DEPARTMENT is "varied." If a member of Maintenance Services was asked to write a daily column titled "My Day at the Magic Kingdom," a typical schedule might read:

"Started out the day by picking up Mr. Lincoln in a casket at the Lincoln Theatre...and moving him to Warehouse.

"Then received an emergency call to pick up two thousand chairs and set them up in Tomorrowland for a graduation night party. After that, rushed to the Administration Building to move two sets of office furniture upstairs and two similar sets downstairs.

"At the end of the day, we had to take a forklift truck to Adventureland to move the bull elephant to the Machine Shop for repairs."

Yes, "Miscellaneous Services" describes the function quite adequately. This department is a service function for every other department in the Park. It's a never-ending job, more job security than in the post office.

Take chairs, for example. Would you believe 500 thousand chairs? Well, that's about par for a year's game of chairs. Now you may not understand "AUDIO-ANIMATRONIC shows," but the odds are that you've moved some furniture once or twice.

You know that each "handling" requires that you lift...move...transport...lift down...and place each chair. With or without a slide rule, this adds up to about five million lifting and moving operations per year...or about 100,000 movements per man for a crew of about 28 men. That's only chairs!

The movement of supervisory and office personnel is confidential data, but we seem to be relatively transient at Disneyland... with Maintenance Services elected for the moving operations.

This group is everywhere. For example ...

To keep all Disneyland trails and paths in an undusty condition is one of the functions, and it requires dumping, spreading, and raking 250 tons of decomposed granite every year.







To maintain *any* show played on 70 acres is a big task. But to maintain a unique . . . WED-created . . . one-of-a-kind show requires a bit of magic in order to maintain the magic.

We've tried to cover a bulky bunch of material in this booklet. We've tried to show how varied the skills...how complex the departments and unions and individuals who make up our Maintenance Team.

We've tried to tell you about men and money and magic for an important reason. It's essential that *you* know how you play on the team ... but even more important to know why the work of the *other team member* is important.

Within our own Maintenance Division we must work with precision and respect (if not always harmoniously). And, we are unique in having to work with all departments, divisions, and related companies. WED doesn't design crazy things just to confuse us. They are using their talent to maintain our leadership as entertainment pioneers.

Those "button pushers" in Operations don't intentionally produce an attraction breakdown . . . and courteously entertaining 60,000 people on a hot day entails much more than "button pushing."

If it weren't for us in Maintenance... the beautiful magic of Disneyland would soon be lost. Disneyland's fresh, unique beauty would suffer. We're VIPS ... Very Important People ... in this show.

But . . . if it weren't for those operators and entertainers and food and merchandising hosts and hostesses, there would be no show . . . and no money for our Maintenance budget.

We hope you enjoy and find personal fulfillment in your unique new assignment . . . The Maintenance of Magic at Disneyland.



# IT'S NOT THE WATER... IT'S THE PLUMBERS

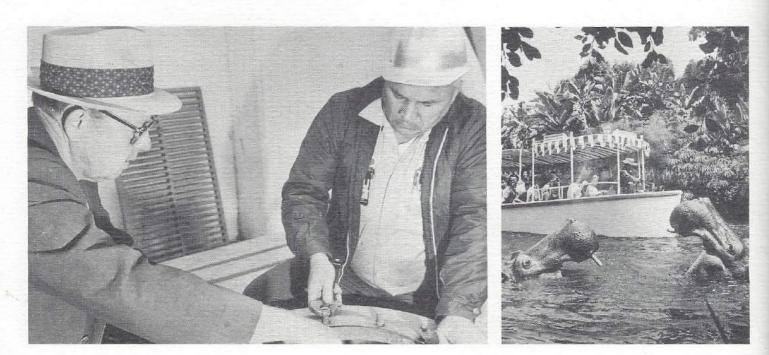
Water is generally a dry subject, but the PLUMBING DEPARTMENT at Disneyland uses it in an exciting way. Obviously, water is essential for many things. But at Disneyland it becomes an exciting and dramatic part of the show.

The ultimate of showmanship is founded in the multi-colored waterfalls of Nature's Wonderland... the up-hill river in Pirates of the Caribbean or the crystal clear Submarine attraction. Water is a great show... and a very practical and economic transportation in the Magic Kingdom. Our plumbers are showmen.

It is the job of the Plumbing Department to maintain all water treatment and distribution systems throughout the Park. If you've ever had a plumbing problem in your own home, perhaps you can better understand the headaches of our plumbers. Start with 156 rest rooms containing 1,000 different fixtures such as showers and toilets. Add 112 drinking fountains...63 garbage disposals working at high capacity, and add a miscellaneous number of special machines using water.

The Submarine Filter Plant was designed especially for Disneyland... and is unique in the world. This facility is capable of filtering 3,000 gallons of water per minute. As a result, the Submarine Lagoon is 400 times clearer than normal drinking water.

Quite the opposite is true on Beaver River and the Jungle Cruise. Here, we must keep the water a bit cloudy in order to hide the mechanisms which make the elephants play... the hipps hop... and the gators snap.



We use about 50,000 pounds of chlorine in our waterways each year, to help in clarifying process. AND, the water must be treated to kill any types of bacteria which could be harmful to our Maintenance personnel... who have a rather large sized underwater maintenance job. This treatment requires that we keep careful and constant records.

Preventative maintenance is the key to the work of our Plumbing Department. A pint of prevention is worth a gallon of cure. They constantly check and make any replacements before they break down. Our guests expect that our waterfalls will be falling... will splash at the bottom of the Matterhorn... and they expect to be entertained in every way we can entertain with water. Water, by the way, is one of the most economical facets of our show to maintain ... per square foot.

We also have a check list on every item of plumbing in the Park. In this way, we reduce breakdowns by having a reminder call on any piece of equipment.

Water is... well, water. But, the Plumbing Department directs it, controls it, colors it, and it becomes an exciting part of the show, plus being an absolute necessity. Even in Frontierland, our guests seem to prefer modern plumbing to the facilities of the days of Davey Crockett. We provide it and it works.

From the time that the guest enjoys his first refreshing drink of water near the City Hall until he leaves, water is vitally important to his pleasant day in Disneyland. He has consumed it . . . sailed on it . . . been cooled by it . . . washed with it, and just watched it.

Yes, water is vital in our Disneyland show . . . and it is the plumbers who direct its every action.



### "IF WED CAN DREAM IT, WE CAN BUILD IT" DEPARTMENT





One might think of a MILL AND SHEET METAL SHOP as a quiet, slow moving operation working to an established schedule . . . but this is not so in Disneyland!

Here it's a continuing challenge for the skilled craftsmen who have come to Disneyland usually after extensive experience. They work on the basis of two mottos ...

"If WED can dream it, we can build it."

"If we can't buy it, we'll make it ourselves."

There is, in fact, only a slight relationship between our carpenters and sheet metal workers and those in other enterprises. An example of the work variety is indicated by some work requests...

Mill workers had to be safe crackers when the Bank of America vault was stuck.



A more hazardous job was to repair the wheel of a circus wagon which contained an angry Jaguar trying to claw his way out.

One has to know his way around to follow a request to take the "squirrel cage" out of the "snake pit" to the "mouse house."

But, so the variety of requests goes. On the one hand, there may be heels of female guests' shoes to repair... and then there are boats.

On the waterway in Disneyland, you'll find 269 boats, when all are operating. There are Storybook Boats...Keel Boats...Jungle Cruise Boats...Canoes...Rafts...Small World Boats...Pirate Boats...Motor Boats... Submarines...Row Boats...and ships such as the stately Mark Twain and Columbia. Keeping this fleet properly maintained is a full-time job for several shops. ON land, the work is as varied and extensive as on the waters of Disneyland. In addition to performing all wood and sheet metal repair work, these shops frequently do the wood and metal work for major projects such as the Sailing Ship Columbia.

The Sheet Metal Group perform an equal variety of maintenance and replacement tasks. This varies from the metal work for ornamental flowers and signs to the repair of all stainless steel work in our extensive food areas throughout the Park, all A.C. ducts and more than 500 metal trash cans.

The stockroom contains more than 10,000 individual items and pieces of equipment . . . and the lumber and metal storage rooms carry a wider variety of materials than the average lumber yard or hardware store.

To handle the many and various requests, the Mill and Sheet Metal Shops have a highly skilled staff which includes.

. MACHINE MEN . . . CABINET MAKERS . . . WOOD CARVERS . . . SAW FILERS . . . JOURNEYMEN CARPENTERS . . . AND JOURNEYMEN AND MACHINISTS.

In performing their many feats of skill, they use some unique terms ...

A "sleeper" is not a man on a long sleep, but rather a member used to build a sub floor.

A "cat's head" is not part of an animal...but a flanged nut used on form work.

"Cricket" is not a game ... but the change of pitch on a flat surface.

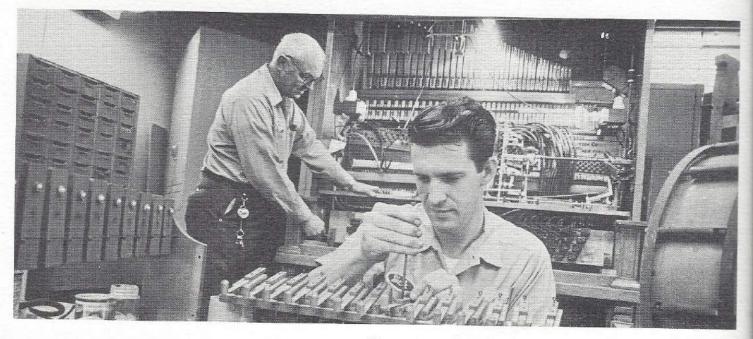
"Purlins" aren't to eat but roof braces under rafters.

It's an exciting and important department. Yes, if WED can dream it, the Mill can make it.



THE DEPARTMENT OF NICKELODEONS AND NICKEL GRABBERS The ARCADE MAINTENANCE group gets its name from the turn-of-the century Main Street Fun Center. Of nearly six hundred machines which this department must maintain, most of them are different.

Take the 15 old-time band organs and pianos, some of which date back to 1890, for example. Well, there just aren't any replacement parts for these rare antiques. So, to the name "versatility," you have to add "creative"... "inventive" and sometimes, just plain "lucky" as our mechanics make the necessary repairs. Then there are all the more modern arcade machines. If you are not an indoor athlete who enjoys these machines, we should point out that our Arcade is as complicated as an Olympic athletic contest. What's your favorite sport... baseball, basketball, golf, hockey, or hunting?... You'll probably find it in our Arcade. The pitchers in baseball can throw curves... can be replaced by "relief" pitchers, just like the real thing. The Arcade Maintenance team must keep these running in perfect shape.



The mutoscopes and cail-acopes are a bit more of a problem for spare parts. If you don't know what these are, let us explain that we refer primarily to those early day movie machines which you crank...to achieve either humorous sequences or "very naughty" stories of days long gone by ... early day playboy stuff, which is now acceptable for any Girl Scout.

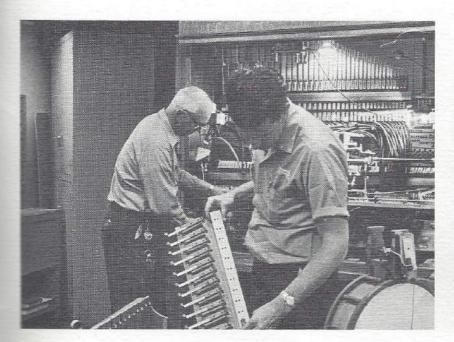
There is nothing more frustrating than a coin machine which doesn't work . . . and our Arcade Mechanics team prides itself on a sensationally good "batting average." It's a matter of Disneyland pride; it's also a matter of money, since the Arcade is an important revenue producing attraction.

It's not all old machines with no replacement parts with which this department deals. It also must be totally familiar with modern machines. Arcade Maintenance includes IBM programmed recording time clocks and date and time stamps ... printing machines ... paper bill counters ... coin counters ... coin wrappers ... ticket shredding machines ... firearms ... turnstiles ... electric counters ... ticket machines ... change makers ... and to add to versatility, popcorn machines.

There are 176 ticket issuing machines which must be repaired and maintained. This department is the only shop in the U.S.A. ... other than the factory ... which regularly repairs this number of machines.

Disneyland is not really a military institution, but we have a good supply of guns. This list of guns to be repaired, maintained, and regularly overhauled includes Smith and Wesson 38 revolvers ... Colt 45 revolvers ... rifles ... and 12 gauge shotguns. Arcade Maintenance is also essential to our total Audience Control Plan. They maintain our 140 entrance and exit turnstiles, which operate the electrical and mechanical digital counters... which tell us how many people we have in the Park at any time. May we add that the cigarette and other vending machines in the Park are *not* the responsibility of Arcade Maintenance.

Yes... "versatility" is the name for Arcade Maintenance. Every day presents a new challenge. Perhaps you've never kicked, pounded, or beaten a balky coin operated machine. Well, this is a frustration you never see at our Arcade... thanks to the most versatile Arcade Maintenance Department in the world.





# the sounds of Disneyland



Sound and music are essential to any spectacular show, and the responsibility for maintaining high quality sound at Disneyland falls to the SOUND DEPARTMENT.

The sounds of Disneyland are not limited to the sounds of music, although music, as a basic ingredient of showmanship, covers the Park. And the sound mechanics and projectionists are perhaps the best hidden of the craftsmen in Maintenance.

They are truly "backstage"... but you'll find them behind curtains (as at the Golden Horseshoe)... above stage (as at the beautiful Bell show)... below the stage (as at Lincoln... Rocket to the Moon ... or General Electric)... and all around Disneyland.

The Sound Department is in the Parking Lot... where microphones are used on the trams. Tapes are working daily at the Main Gate... for instruction as well as entertainment. A projectionist audits and controls the voice and actions of Mr. Lincoln or our largest covey of birds in the Tiki Room.

Backstage, downstage, all around the Park, you'll find our sound mechanics and projectionists... if you can find them. Their presence is never seen by our guests, but the sound of their effort is appreciated during every minute of their Disneyland day. It's difficult to visualize fifteen miles of film and tape running up the freeway from Santa Ana towards Los Angeles, but we have that much which must be checked and controlled regularly.

While not running along their fifteen miles of film and tape, our sound men have many other things to do, like checking 133 projectors...making sure that two thousand spotlights are having the right effect...hiding amplifiers in Christmas packages for the parade...checking 650 animated figures...an aviary of 198 birds...79 animals...122 singing flowers...and a round 100 of miscellaneous things like cannons...stoves...Tiki Gods...and patients in dentist chairs.

Sound is also responsible for all those intercoms worn western style by supervisors...for the Park Public Address System...and for just about anything except live music and the telephone system.

Meanwhile, back in their shop is a fully equipped recording room where tapes are made ... eut and stored.

If you think our carpenters talk in a strange language, our sound specialists don't even speak English for us average laymen. How would you rate on a questionnaire about "preamps"... "demods" ... oscilliscopes"... "digital functions" ... and other equally clear English words ... to them.







Once upon a time in the days before typewriters and adding machines were invented, there was a minimum of paper work in any operation. This situation is all changed and today records and reports of all kinds are needed for corporate records, work planning, costs, and various government agencies.

We've told you about all of the major functions involved in the Maintenance operation. It takes other special groups to keep all of these operations coordinated to function efficiently together. For example...

#### Our Secretarial and Office Staff

Among other vital functions it is these people who make it possible for all of us to get paid every week...on time. Among other personnel services are the coordination of your personal records, such as vacations, holiday pay, seniority, and other figures important to you and your job.

They also serve management in coordinating and reporting things like statistical reports, manpower summaries, job numbers, and account numbers, all essential to an efficient modern organization.

#### **Industrial Engineers**

Our Maintenance Department is never satisfied with doing things in the same old way. In fact, for Disneyland to maintain its constant high quality on a realistic budget, it is vitally necessary to devise new techniques, new ways of doing things. Our Industrial Engineers are continuously looking ahead, dreaming up new engineering ideas for increasing efficiency in our function.

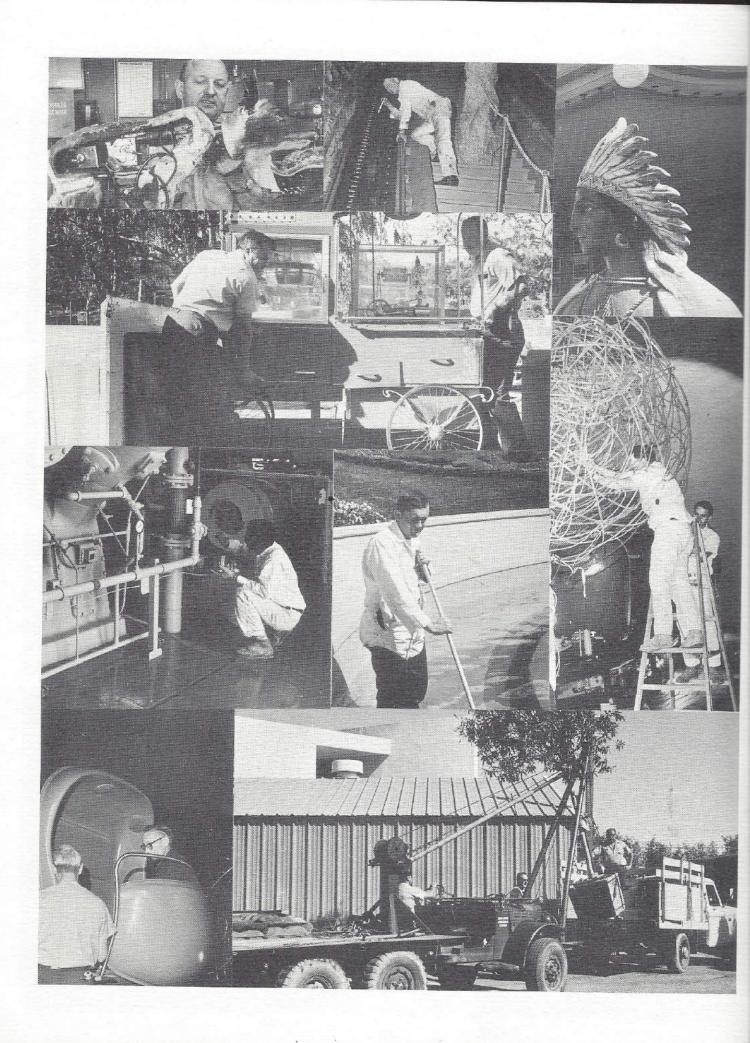
In addition, our industrial engineers assist in the planning of maintenance operations for our future projects at Walt Disney World in Florida and at Mineral King.

#### Supervision

Controlling and guiding the destiny of the entire organization is our organization of supervisors. It is their job, first to make certain that his individual function is working effectively. But second and of equal importance is to make certain that all of the functions within the Maintenance Division are smoothly coordinated, and that Maintenance is also coordinated with the other major divisions in Disneyland Park.









## SUMMARY—DISNEYLAND'S 3-YEAR PROPOSAL

	FIRST YEAR	SECOND YEAR	THIRD YEAR
WAGES	<b>35¢</b> PER HOUR INCREASE FOR ALL PERMANENT FULL TIME AND GROUP "B" EMPLOYEES	ADDITIONAL 35¢ PER HOUR TO MAXIMUM RATE SCHEDULES	ANOTHER 35¢ PER HOUR TO MAXIMUM RATE SCHEDULES SCHEDU
WAGES Class "C"	<b>35</b> C PER HOUR INCREASE TO ALL PERMANENT CLASS "C." 130 WEEK RATE PROGRESSION <u>REDUCED</u> TO 104 WEEKS. THIS 35¢ PER HOUR INCREASE WILL BE ADDED TO 30, 80 AND 104 WEEK RATE SCHEDULES.	ADDITIONAL 35¢ PER HOUR ADDED TO NEW 104 WEEK RATE SCHEDULES.	ANOTHER 35¢ PER HOUR ADDED TO 104 WEEK RATE PLUS 5¢ PER HOUR CREDITED TO PREMIUMS PAID BY PRUDENTIAL GROUP INSURANCE PLAND
HOLIDAYS	ADD 4th OF JULY	BENEFIT CONTINUES	BENEFIT CONTINUES
DENTAL PLAN			7¢ PER HOUR DENTAL PLAN EFFECTIVE IMMEDIATELY FOR ALL ELIGIBLE PERMANENT EMPLOYEES AND THEIR DEPENDENTS
UNIFORMS	PROVIDE ADDITIONAL UNIFORMS AS NEEDED	BENEFIT CONTINUES	BENEFIT CONTINUES
PENSION			INCREASE PENSION PLAN FROM \$200 to \$225 PER MONTH. ELIMINATE MINIMUM AGE REQUIREMENT FOR VESTING. HEALTH & WELFARE BENEFITS FOR RETIREES SPOUSE. PROVIDE EARLY RETIREMENT FOR PARTIALLY VESTED. PROVIDE 3 TYPES OF RETIREMENT PLANS FOR PARTIALLY VESTED. AT NO ADDITIONAL COST TO EMPLOYEE.
HEALTH & Welfare	FULL PRUDENTIAL COVERAGE MAJOR MEDICAL FOR EMPLOYEES & DEPENDENTS INCREASED FROM \$20,000 TO \$50,000. INCREASED MATERNITY BENEFITS FROM \$225 TO \$350. ADD CONVALESCENT NURSING HOME BENEFITS. ADD HOME + HOSPITAL + OFFICE + DOCTOR CALLS FOR DEPENDENTS. AT NO ADDITIONAL COST TO EMPLOYEE.	BENEFIT CONTINUES	BENEFIT CONTINUES
VACATION	ELIGIBILITY FOR THREE WEEK VACATION REDUCED ONE FULL YEAR	BENEFIT CONTINUES	BENEFIT CONTINUES
SICK LEAVE		PAYOFF UNUSED SICK LEAVE IN EXCESS OF 300 HOURS IN ADDITIONAL VACATION	BENEFIT CONTINUES
OVERTIME 7th DAY		provide for <u>double</u> time	BENEFIT CONTINUES
INCLEMENT WEATHER			IMPROVE BENEFIT

TOTAL 3 YEAR WAGE INCREASE OF...

\$110 PER HOUR

Plus all above fringe benefits at no additional cost to employee.

NOTE: THIS IS ONLY A SUMMARY, consult your Union Representative or for full details.