

**EXHIBIT B  
DRAFT OPERATING PLAN**

**In the application, you are asked to provide information regarding your operations. Responses approved by the Superintendent will be included in the appropriate section of this operating plan.**

**I. INTRODUCTION**

This Operating Plan between [Concessioner Name] (hereinafter referred to as the "Concessioner") and the National Park Service (hereinafter referred to as the "Service") describes specific operating responsibilities of the Concessioner and the Service with regard to those lands and facilities within Wrangell-St. Elias National Park and Preserve (hereinafter referred to as the "Area") that are assigned to the Concessioner for the purposes authorized by the Contract.

In the event of any conflict between the terms of the Contract and this Operating Plan, the terms of the Contract, including its designations and amendments, will prevail.

This plan will be reviewed annually by the Superintendent in consultation with the Concessioner and revised as determined necessary by the Superintendent of the Area. Any revisions shall not be inconsistent with the main body of this Contract. Any revisions must be reasonable and in furtherance of the purposes of the Contract.

**II. MANAGEMENT AND ORGANIZATION**

*National Park Service* – The Superintendent is responsible for the total park operation. The Superintendent has designated the Chief of Commercial Services as the staff person responsible for day-to-day commercial services operations and concession contract management.

*Concessioner* – The Concessioner contact of all park operations is .

**III. REQUIRED DOCUMENTS**

In addition to the reports required by the CONTRACT, the Concessioner will provide the Superintendent the following reports annually:

<u>Document</u>	<u>Date Due</u>
Annual Financial Report	December 31 of each year
Certificate of Insurance	By startup of operations and at renewal

Concessioner's Roster of Employees	May 1
Business Brochures and Advertising	As created / updated annually
Daily Tour Activity Report	Daily Activity Reports will be submitted weekly every Monday, for the previous week (Sunday through Saturday.)
Risk Management Plan	May 1

**IV. GENERAL CONCESSION OPERATIONS**

**A. Resource Protection**

- 1) The Concessioner will prepare and implement procedures to minimize damage, movement or removal of artifacts or other park resources. If such activity occurs the Concessioner will inform the NPS immediately.
  
- 2) Some of the buildings required or authorized for interpretive tours are not open to the public. The NPS will issue a key for each of these buildings to the Concessioner in May of each year. The Concessioner will lock the buildings as each tour leaves the building. The doors will remain locked between tours and closed during tours. If the Concessioner notices that buildings have not been locked or that there has been a forced entry, the situation will be reported to the NPS immediately. At the end of the season, no later than September 20, the Concessioner will return all keys to the Chief of Commercial Services.
  
- 4) Tour participants will not be left unescorted in the structures.

**B. Risk Management Program**

The Concessioner will develop, maintain, and implement a Concessioner Risk Management Program that is in accordance with the Occupational Safety and Health Act and Director's Order #50B, Occupational Safety and Health Program. The Concessioner will submit its initial plan to the Superintendent within 30 days of the effective date of the Contract and annually by May 1 of each year thereafter.

**C. Operational Safety**

- 1) Concessioner will ensure that its clients stay on the NPS designated routes while in the following buildings:
  - Concentration Mill
  - East Bunkhouse
  - Leaching Plant

- Machine Shop
- Power House
- West Bunkhouse

- 2) The NPS designated routes are marked on the maps included as Appendix 1 to this operating plan. All routes are subject to change depending upon the maintenance and/or stabilization efforts for each structure.
- 3) Group size is limited to a total of 15 clients plus a maximum of three guides.
- 4) When the Concessioner is authorized access to the interior of the Concentration Mill Building, the Concessioner will provide each client with a hard hat. Hard hats are required for everyone while inside the Concentration Mill Building.
- 5) Concessioner will provide tour guides with training of evacuation routes for all toured buildings.
- 6) If an injury occurs, the Concessioner will immediately notify the NPS. The Concessioner will not leave an injured person until medical assistance has arrived.
- 7) Concessioner will immediately inform the NPS verbally of all falls, injuries and accidents. The Concessioner will then provide written reports to NPS of these incidents within three days. Reports will include the name of the injured or involved party, the party's address, and a description of the incident including its location.
- 7) Smoking is not allowed in the buildings. Concessioner will ensure that employees and clients do not smoke in the buildings.
- 8) Guides will know the location of all of the fire exits. Guides will know the location of fire extinguishers and how to use them.
- 9) Concessioner will provide a means of contacting outside assistance should there be an emergency. This method cannot rely on using a client as a runner or the guide leaving the tour unattended.

#### **D. Tour Standards**

- 1) The tour will be based upon the mission of the National Park Service and Wrangell St. Elias National Park and Preserve and will focus on the period of significance, which is 1900-1938.
- 2) The concessioner will provide scheduled tours at 10:00 a.m. and 1:30 p.m. seven days a week through the operating season. The operating season is the Friday before Memorial Day through Labor Day. The Concessioner may continue to provide tours after Labor Day if it chooses and if approved by NPS.

The Concessioner may provide additional tours. The additional tours will be separated by no less than 30 minutes.

- 3) Tour length will be between 1 ½ hours to a maximum of 2 hours.
- 4) All tours will start within 5 minutes of the scheduled time.
- 5) The name of the tour must be approved by the National Park Service.

#### **E. Counter Space**

Counter space will be available in the General Store if requested by the concessioner. The counter space may be moved to a different building within the NHL (based on park operational needs). Concessioner activities in the General Store building will be limited to selling NHL tour tickets, meeting customers and organizing for scheduled NHL tours. All tour signage must be approved by the Superintendent.

#### **F. Required and Authorized Buildings for Tour**

##### 1) Required Buildings

The following buildings are required to be interpreted and, when entry is authorized by NPS, entered during the tour:

- Concentration Mill
- General Manager's Office
- Leaching Plant
- Railroad Depot / Trestle
- West Bunkhouse

The Concessioner will provide interpretation of the Concentration Mill and the West Bunkhouse from the exterior only until the buildings are authorized for entry by NPS. The Concessioner may not enter the Mill Building and West Bunkhouse until authorized by NPS in writing. Once authorized, interior tours of the buildings are required.

Some of the above Buildings may be closed by NPSs at times. The Concessioner will interpret those closed buildings from the exterior until the buildings are opened by NPS.

##### 2) Authorized Buildings

The following buildings are authorized for interpretation and entry (unless closed by NPS):

- Dairy Barn
- East Bunkhouse

- Hospital
- Kirkwood House
- Machine Shop
- Power Plant
- Refrigerator Plant
- Post Office

#### **G. Dress Standards**

- 1) Guides will be dressed in clothing that is clean and in good condition. Guides may not wear open toed shoes.
- 2) All guides will wear a name bar when conducting tours.

#### **H. Staffing Requirements and Qualifications**

- 1) To achieve an effective and efficient working relationship between the Concessioner and the Service, the Concessioner will designate a program manager who has the authority and the managerial experience for operating the required and authorized concession services within the Park and has full authority to act as a liaison in all concession administrative and operational matters within the Park,
- 2) The Program Manager shall have the necessary knowledge, skills and abilities to supervise employees, direct the operation, maintain cooperative working relationships with NPS, communicate effectively orally and in writing, and have knowledge of the NHL and surrounding area.
- 3) Interpretive Tour Guides: The interpretive tour guides shall have a working knowledge of the cultural and natural history of the Kennecott area and the skills and abilities to present a quality interpretive program to diverse audiences. The interpretive tour guides must be proficient in and utilize a range of interpretive techniques and principles as described in the Support Materials listed below.

#### **I) Training and Evaluation**

- 1) Interpretive tour guides must complete a training program that provides instruction in the natural and cultural history of Kennecott. Training must also include on-site orientation throughout the National Historic Landmark, and the opportunity to observe an experienced tour guide conducting a program. Interpretive tour guides are also required to complete the free, on-line "Foundations of Interpretation" course offered by the Eppley Institute for Parks and Public Lands website: [www.eppley.org](http://www.eppley.org) Interpretive tour guides are encouraged to complete other courses offered by the Eppley Institute.
- 2) The Program Manager will observe and evaluate each of the interpretive tour guides periodically throughout the season. Elements that the supervisor will

evaluate include pace, flow, creativity, knowledge, accuracy, and thematic development presented in a meaningful and engaging manner. Guidance will be provided in a timely manner.

### **J) Support Materials**

1) At a minimum, the concessioner will have the following materials available for training and reference for interpretive tour guides (materials will be updated throughout the term of the contract):

1. Eppley Institute/NPS Interpretive training website  
<http://www.parktraining.org>
2. "Meaningful Interpretation: How to Connect Hearts and Minds to Places, Objects and Other Resources" edited by David Larsen
3. "Handles: A Compendium of Interpretive Techniques to Help Visitors Grasp Resources" by Peggy Ann Scherbaum

2) Concessioner is encouraged to make available to its employees the following references:

- Douglass, William C. "A History of the Kennecott Mines, Kennecott, Alaska." Typescript in WRST historic files. This can be located at:  
<http://www.dggs.dnr.state.ak.us/webpubs/dggs/mp/text/mp021.PDF>
- Gilbert, Cathy, Paul White, and Anne Worthington. *Cultural Landscape Report. Kennecott Mill Town*. Anchorage: National Park Service, 2000. This can be downloaded at:  
<http://www.nps.gov/wrst/historyculture/kennecott-clr.htm>
- Grauman, Melody Webb. "Kennecott: Alaskan Origins of a Copper Empire, 1900-1938." *The Western Historical Quarterly* 9, no. 2 (April 1978): 197-211.
- Tower, Elizabeth. *Ghosts of Kennecott. The Story of Stephen Birch*. Anchorage: Self-published, 1990.

### **K. Rates**

As stated in Section 2. (d) of the contract, all rates and charges to the public by the Concessioner for Visitor Services must be reasonable and appropriate and must be approved by the Director. The initial approved rates are \_\_\_\_\_ [to be completed prior to contract award] per adult, and \_\_\_\_\_ [to be completed prior to contract award] for children 12 and under. This rate will be adjusted in accordance with the annual changes in the Consumer Price Index, all Urban Consumers, annually after the first year of

the contract. This rate will be reestablished after five years. After five years, the Concessioner will submit its proposed rates to the Superintendent for approval. This rate will then be adjusted in accordance with the annual changes in the Consumer Price Index, all Urban Consumers, annually after the rate is reestablished. This rate is the maximum rate that the concessioner may charge. The Concessioner is not precluded from charging a lower rate if it chooses.

#### **L. Client Comments and Complaints**

- 1) Concessioner will create a visitor comment card and submit it to NPS for approval. Once approved the comment cards must be available to visitors. Comment cards for the preceding week will be submitted to the Chief of Concessions every Monday of the operating season.
- 2) The Concessioner will provide copies of any other written comments it receives concerning services it provides under this Contract to the Chief of Concessions within 7 days of receipt. The Concessioner will provide a copy of any response to the Chief of Concessions.
- 3) The NPS will send complaints regarding Concessioner operations to the Concessioner for investigation and response. The Concessioner will provide to the Chief of Concessions a copy of its response to the complaint within 7 days.

#### **M. Activity Reports**

The Concessioner will complete daily activity reports. The report form is included as Appendix 2 to this operating plan. All reports for the preceding week will be submitted every Monday of the operating season to the Chief of Concessions. Reports will be submitted electronically. If the Concessioner is unable to submit the reports electronically, the Concessioner will notify the Chief of Concessions to develop an alternate method.

#### **N. Program Evaluation**

The NPS will evaluate the operation in accordance with NPS policy. As part of the annual concession evaluation, the NPS will evaluate the interpretive services provided by the Concessioner in accordance with the Interpretive Services evaluation form included as Appendix 3 to this operating plan.