

**EXHIBIT B  
OPERATING PLAN**

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## 1) 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 Grand Canyon National Park (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 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.

## 2) PURPOSE OF THE OPERATING PLAN

The Concessioner is required by the terms of the Contract to operate the concession in a manner that is considered satisfactory by the Service. It is the purpose of this Operating Plan to define the operating requirements and relationship between the Concessioner and the Service. Both the Concessioner and the Service have specific responsibilities as outlined in the Contract and this document.

## 3) MANAGEMENT, ORGANIZATION, AND RESPONSIBILITIES

### A) Concessioner

- (1) The Concessioner's operations will focus on the following components to achieve superior results:
  - (a) Develop and maintain an effective working relationship with the Service concessions management staff and all other Service divisions
  - (b) Maintain effective personnel recruitment and selection
  - (c) Conduct consistent and effective staff and management training
  - (d) Implement quality control, evaluations, and inspections
  - (e) Utilize corporate office support
- (2) The Concessioner will manage this operation. The Concessioner shall employ an on-site General Manager and Assistant Manager, who will carry out the policies and directives of the Service as well as those of the Concessioner in the operation of the authorized concessions facilities and services in Grand Canyon National Park.
- (3) To achieve an effective and efficient working relationship between the Concessioner and the Service, the Concessioner must designate an on-site representative who is available in the Area at all times and has full authority to act as a liaison in all concession administrative/operational matters within Grand Canyon National Park.
- (4) The on-site Manager will employ staff with the expertise to operate all services authorized under the Contract.
- (5) The on-site Manager will furnish the Service with an initial list identifying key management and supervisory personnel and their job titles, with updates as changes occur.
- (6) An executive chef position will be on-property to ensure the highest level of food and beverage services.

- (7) The Concessioner will employ a Drug Testing Coordinator who will oversee the Concessioner's drug testing program.
- (8) An EAP counselor will administer the Concessioner's Employee Assistance Program.
- (9) The Concessioner will designate one of its managers as its Environmental Program Coordinator. This person will be the key person in coordinating implementation of the Concessioner's environmental program.
- (10) An Interpretive Training Specialist will design classes for all employees, primarily for those who have guest contact and work positions requiring visitor interaction.
- (11) The Concessioner will designate an employee to work with workers' compensation issues and coordinate with the Service Emergency Services Coordinator and Service Risk Management Officer to implement the Concessioner's Risk Management Program.

#### **B) Grand Canyon National Park**

The Superintendent of the Area is responsible for oversight of all Service operations, including concession operations. The Superintendent carries out the policies and directives of the Service, including concession contract management. Directly, or through designated representatives, the Superintendent reviews, directs, and coordinates concessioner activities relating to the Area. This includes:

- (1) Evaluation of concessioner services and facilities;
- (2) Review and approval of rates charged for all commercial services and products;
- (3) Review and approval of changes to services, advertisements, and other items outlined in the operating and maintenance plans; and
- (4) Review and approval of repair and maintenance plans, construction projects, and all improvements or changes to Concession Facilities.

#### **4) CONCESSION OPERATIONS**

The operation of accommodations, facilities, and services authorized by the Contract will conform to the evaluation standards set forth in the National Park Service Concessioner Review Program and with this Operating Plan.

##### **A) Operational Evaluations**

- (1) The Service shall inspect and monitor concession facilities and services with respect to Service policy, applicable standards, authorized rates, risk management, public health, impacts on cultural and natural resources, and visitor concerns and reactions. The Service will evaluate all services and facilities operated by the Concessioner to ensure public safety and health, ensure sound environmental management, identify maintenance and operating deficiencies as they may occur, and ensure satisfactory services and accommodations for the general public within assigned areas of responsibility.
- (2) The Superintendent's representative(s), normally Concessions Management Specialists, will conduct periodic inspections of Concessioner facilities and services to ensure conformance to operational standards established by the Concessions Management Guideline. When possible, concession managers will be contacted at the time of evaluations so that a representative of the Concessioner has the opportunity to accompany the Service evaluator. However, these evaluations may occur without prior notice.
- (3) The Public Health Consultant shall conduct periodic food service evaluations without prior notice. Additionally, the Concessioner will maintain and follow its own formal, written food service sanitation self-inspection program. The Service will help the Concessioner develop and update the program as necessary.
- (4) The Concessioner will perform annual interior and exterior fire and safety inspections of all concession buildings. Written records verifying the completion of such inspections will be maintained by the Concessioner and available to the Service upon request.
- (5) The Service reserves the right, in accordance with the Contract, to enter the Concessioner's facilities at any reasonable time for any inspection or when otherwise deemed necessary.

- (6) The Concessioner must be responsive to dates assigned for correction of deficiencies and abatement plans for correction of identified deficiencies. The Concessioner will meet with Service officials to schedule and prioritize correction of deficiencies and improvement programs resulting from these inspections.
- (7) The Concessioner shall fully cooperate with environmental audits conducted by the Service.

## **B) Rates**

- (1) Range of Services and Rates. The Concessioner must provide a range of service levels, qualities, and associated prices for all goods and services provided to the public.
- (2) Rate Determination. The Service ensures that the Concessioner's rates and charges to the public are commensurate with the level of services and facilities provided and are reasonable, justified, and comparable with similar facilities and services provided by the private sector. The Service determines reasonableness of rates based upon current concession management guidelines. The Service's rate approval methods are subject to change.
- (3) Each of the following specified rate approval methods has the same meaning as identified in the most recent Service Concession Management Rate Administration Guide ("Rate Administration Guide") as it may be amended, supplemented, or superseded throughout the Contract.
- (4) Rate Approval Methods. The currently approved rate method is comparability for all services and facilities except for the following:
  - (a) Lodging. Lodging rates will be determined using Comparability
  - (b) Food and Beverage. The Concessioner must submit all requests in accordance with the Service Rate Administration Guide for its Core Menu rate requests. The current draft Core Menu is an Attachment to this Operating Plan. Core Menu items are subject to comparability analysis. All menus and prices are subject to Service approval prior to finalization. The Service may choose to conduct a full rate review at any time.
  - (c) Retail. The Concessioner must determine its souvenir and gift prices in accordance with the Service's Competitive Market Declaration (CMD) guidelines. If the item is marked with a manufacturer's suggested retail price, the Concessioner must sell the merchandise at that price or less.
  - (d) Convenience and Grocery Items. The Concessioner must determine prices using the National Association of Convenience Stores (NACS) Markup Percentages, or if printed on packaging, the manufacturer's suggested retail price. The Service will provide updates to Convenience Stores Markup Percentages annually.
- (5) Distribution and Billing of Utility Add-on
  - (a) The Service expects to continue to authorize a Utility Add-on pursuant to DO 35B (as it may be amended or superseded from time to time). Any Utility Add-on approved by the Service must be distributed across those services that are predominant users of the utility under a reasonable distribution method (such as using the ratio of departmental revenue relative to gross receipts). The Service will review and approve the distribution as appropriate as part of its annual rate approval process.
  - (b) The Concessioner may not show utility add-on amounts as a separate line item on Concessioner billing (receipts). The Concessioner must incorporate the add-on amount into the advertised rate or price.
- (6) Request Submittal for Annual Rate Changes
  - (a) The Concessioner must submit written annual requests for rate changes according to the following schedule.
 

• Overnight Accommodations	September 1st
• Food/Beverage	November 1st
• All other services	January 2nd
  - (b) The Concessioner must include with its written request comparability data to support proposed rate increases; however, the final determination lies with the Service. All requests for rate changes must provide information to substantiate the requested rates

in sufficient detail for the Service to replicate results using the methodology specified in the Rate Administration Guide.

- (c) Rate requests must include pertinent information about the rate and product or service proposed. This includes but is not limited to brand names, portions, length of tours, amenities provided, etc. Food service rate requests must identify the Core Menu items.
- (d) For so long as the Concessioner pays its employees at least the minimum wage required by Executive Order 13658 (February 12, 2014), which established parameters for a minimum wage for federal contractors, and for so long as the minimum wage required by that Executive Order exceeds the minimum wages otherwise required by applicable local, state or federal law, the rates requested by the Concessioner and approved by the Service may reflect the increased expenses attributable to such higher wages as compared to the wages for employees comparable facilities and services considered in determining appropriate rates.
- (e) If the Concessioner does not request a rate change, approved rates from the prior season must remain in effect.

(7) Rate Approval

- (a) Approval Timing. The Service approves, disapproves, or adjusts rates and informs the Concessioner of the reason for any disapproval or adjustment within 60 calendar days of the rate request submittal, if the Concessioner submits its request for a rate change pursuant to the timeframes set forth above. The Concessioner may request an expedited review. Requests for expedited review, however, must not be routine practice, and although the Service may attempt to accommodate these requests, the Service cannot guarantee a quicker response. If the Service requires a longer response period than 60 days, the Service and the Concessioner will confer on an agreed response date. Longer review periods may apply to requests made at times other than those listed above or if the submittal does not include all required information. The Concessioner may propose mid-season pricing changes for consideration by the Service. The Concessioner must accompany these requests with appropriate justification for such pricing change.
- (b) Approved Rate Posting. The Concessioner must provide all approved rates for goods and services to the public within 30 days after approval and must prominently display all rates for goods and services. The Concessioner must post room rates in each room. The Concessioner must post current menus with current pricing at the entrances to food service venues and other places as appropriate.
- (c) Approved Rate Effective Period. Approved rates must remain in effect until superseded by changes approved in writing by the Service.
- (d) Advanced Rate Approvals. The Concessioner may advertise and charge a higher advanced lodging rate, as approved by the Service, for its upcoming season prior to completion of formal rate approvals.
  - The Concessioner must provide the Service its proposed advanced lodging rates, with supporting documentation. This documentation may include data from comparables that support the Concessioner's advertised or projected rates for the advance period, or rate trend data for the comparable property. The Concessioner also may support proposed advanced rates using industry sector indices and/or trend reports, such as the Consumer Price Index (CPI) or Smith Travel Research, or other industry publications.
  - The Concessioner may not advertise rates the Service has not approved. If the final approved rate is lower than the advanced rate, the Concessioner must refund the difference between any advanced deposit and the actual charges to the visitor. If the final approved rates are higher than the advanced rate, the Concessioner must honor the advanced rate for the length of stay.
  - The Concessioner must develop procedures to manage the advanced rate process, including processing refunds, and provide the process for approval by the Service. The Concessioner must provide accounting and tracking documentation to the Service

upon request. The Concessioner must clearly disclose to the public its refund policy regarding advanced rates at the time of reservation and at the time of stay.

- (e) Reduced Rates for Federal Government Employees. The Concessioner must include reduced lodging rates for federal government employees on official business as part of its approved rate requests.
- (f) Rate Compliance. The Service checks rate compliance during periodic operational evaluations and throughout the year.
- (g) Exceptional Conditions. In exceptional circumstances when the Concessioner must offer an item or service at less than the optimum condition because of unavailable elements or amenities or because of poor service or other conditions (such as a power outage), the Concessioner must discount the item or service.

### **C) Schedule of Operation**

- (1) The Concessioner will provide authorized services for Area visitors on a year-round basis. Some facilities may close or reduce operations seasonally. By October 15th of each year, the Concessioner will submit a written schedule of proposed opening and closing dates and operating hours for all concession facilities for the following year to the Superintendent for approval, prior to implementation.
- (2) The Service will give reasonable notice of any schedule changes that it may initiate. Weather, visitation, maintenance needs, and emergencies may cause specific dates of operating seasons to fluctuate; these dates, however, will be agreed upon and approved by the Service.

### **D) Staffing and Employment**

- (1) Concessioner Hiring
  - (a) The Concessioner will hire a sufficient number of employees to ensure satisfactory services during shoulder as well as peak visitor seasons.
  - (b) The Concessioner will offer its employees a full work week whenever possible. Prior to employment, the Concessioner will inform employees of the possibility that less-than-full-time employment may occur during slow periods.
  - (c) The Concessioner will establish hiring policies that include appropriate background reviews of applicants for employment. The Concessioner will establish employment standards to ensure that guest safety and security are maintained and that sensitive positions, such as those with access to guest room keys, are identified.
  - (d) The Concessioner must not hire prospective employees if they show any active warrants or warrants (current fugitive from justice). If the Concessioner learns that an employee is the subject of an active warrant, the Concessioner must immediately notify the Chief Ranger's Office. The Concessioner must immediately notify the Service law enforcement office if a background check shows an employee is required to register as a sexual or violent offender.
  - (e) The Concessioner will maintain, to the greatest extent possible, a drug-free workplace. The Concessioner shall conduct education programs for its employees to deter substance abuse. The Concessioner will require those employees who are in safety sensitive positions to participate in periodic drug testing.
  - (f) It is the responsibility of the Concessioner to structure a drug testing program for its employees which ensures, to the greatest degree possible, a drug-free workplace. The Concessioner shall provide the Concessions Management Office with a written summary of drug testing activity on a quarterly basis. The Concessioner's normal employee drug testing program may include pre-employment, random, and reasonable suspicion testing.
  - (g) Unless otherwise inconsistent with law, the Concessioner will drug-test employees if specifically requested to do so by the Service law enforcement office, based upon reasonable suspicion of illegal drug use or possession, independently established by Service law enforcement personnel.
  - (h) The Concessioner will review the conduct of any of its employees and contractors whose actions or activities are considered by the Director to be inconsistent with the proper

administration of the Area and enjoyment and protection of visitors and shall take such actions as are necessary to fully correct the situation.

- (i) Drivers of delivery trucks, mobile food trucks, or passenger carrying vehicles shall have a valid Arizona operator's license for the size and class of vehicle being driven. They shall also meet any additional requirements established by the Arizona Department of Public Safety for the vehicle driven or passengers carried.
  - (j) The Concessioner must prohibit cellular phone use by any employee driving a vehicle during working hours. Prohibited uses include hands-free use or voice activated features, as well as reading, composing or sending text messages or emails.
  - (k) The Concessioner will cooperate with the authorized Area medical services provider to ensure that Concessioner employees have access to medical services within the Area.
- (2) Employee Housing
- (a) The Concessioner will provide housing and food service for its employees as appropriate. The room and board account should be a break-even account to the extent possible. The Concessioner will ensure that employees' room and board charges do not exceed earnings as a result of any mandatory reduction in work. Menu cycles should repeat no more than every three weeks.
  - (b) The Concessioner will inspect all quarters for fire and safety compliance soon after initial occupancy of a residence and on an established periodic basis. Monthly fire drills will be performed by the Concessioner in all dormitory buildings of more than one story.
  - (c) The Concessioner's Risk Manager is responsible for annual (at a minimum) health and safety inspections in all employee housing areas. The Service Concession Management Specialists are responsible for conducting periodic inspections of Concessioner's employee housing. The Concessioner will also conduct inspections of employee housing independent of those done by the Service.
  - (d) The Concessioner will provide adequate cooking and food storage facilities where appropriate. The Concessioner will ensure employee compliance with health, fire, and safety code regulations and Service policies and guidelines. Food storage facilities shall be rodent-proof and vermin-proof. Employee rooms will be adequately furnished to serve the number of occupants. Employees will have access to laundry facilities separate from Camper Services.
- (3) Abandoned Vehicles
- (a) The Concessioner must advise the Communications Center of any vehicle not currently licensed, not operable, or that appears abandoned within the Concession Facilities including Concessioner employee vehicles. After taking steps to determine ownership and confirm whether the vehicle is abandoned or inoperable, the Service will advise the Concessioner to have the subject vehicle removed from the Area and impounded. The Concessioner must then arrange for the vehicle to be towed by a third party to an impound lot outside the Area at the expense of the Concessioner. The Concessioner must bear all costs of the tow and impound of vehicles, but may recover those costs from the owner of the vehicle.
  - (b) The Concessioner will work directly with the Arizona Department of Motor Vehicles for the proper disposal of any unclaimed vehicles removed from its land assignments.
  - (c) The Concessioner must manage its Employee Trailer Village (for example, Pinyon Park) consistent with the Area's housing management policies.
  - (d) Concessioner housing policies must be consistent with Service housing policy as it applies to exteriors and are subject to written Service approval. The Concessioner must submit its initial policies to the Concession Management Office for approval by the Service within 30 days of effective date of the Draft Contract. Subsequent changes must be approved in writing by the Superintendent.
  - (e) Only employees of the Concessioner who work inside Area boundaries and family members residing with the employee are eligible for park housing.
- (4) Employee/Staffing Practices

- (a) All employees dealing with the general public shall wear uniforms or standardized clothing with a personal nametag where the letters contrast sharply in color with the background on which the letters are placed. Employees will project a hospitable, friendly, helpful, and positive attitude, be capable and willing to answer visitors' questions, and provide visitor assistance. The Concessioner shall take appropriate steps to enforce these rules.
  - (b) The Concessioner shall have an affirmative action plan, as required by law, and shall post the plan in offices and work areas.
  - (c) "Concession employees may not possess firearms while on duty. The Superintendent, in his or her sole discretion, may grant exceptions to this prohibition upon consideration of a written request from the Concessioner's general manager with a through explanation of the basis of the request. The Superintendent will provide a written response to the Concessioner."
- (5) Service Employees and Families
- (d) The Concessioner must not employ in any status a Service employee, his or her spouse, or his or her dependent child without prior Superintendent written approval. Potential employees who meet this description must submit a written request to the Service, as found in an Attachment to this Operating Plan. If approval is given, the Concessioner must retain the approved request as part of the employee's personnel file.
  - (e) The Concessioner may not employ in any status the following, their spouses or dependent children: the Superintendent, Deputy Superintendent, Concessions Management staff, Risk Management Officer, or Public Health Service Consultant.
- (6) Training Program
- (a) The Concessioner will provide employee orientation and training and will inform its employees of Area regulations and requirements that affect their employment and activities while residing and working in Grand Canyon National Park. Additional orientation, pertinent to each developed area where the employees are assigned, will be conducted by the Concessioner. The Service will assist with development of orientation programs, if requested, and may be available to assist with presentations.
  - (b) The Concessioner will provide adequate, applicable training to each employee prior to job assignments and working with the public. The Concessioner will ensure that managers are oriented to the Service evaluation and rate programs, as outlined in the Concessions Management Rate Administration Guide.
  - (c) The Concessioner must provide customer service and hospitality training for employees who have direct visitor contact. Resource and Informational Training. The Concessioner must develop and provide training for all employees who provide resource management and safety information, such as concierge, front desk, wait staff, etc., so that they can provide accurate information to Area visitors. Training must emphasize not feeding wildlife and how to enjoy a visit to the Area safely, as well as how to communicate such concepts to the public.
  - (d) Service Interpretive Training. The Concessioner must provide interpretive skills training for all employees who provide informational services (e.g. concierge, front desk, etc.). The Concessioner must provide sufficient training to enable staff to develop and present interpretive programs consistent with Service standards. Information on these standards is available at <http://idp.eppley.org>. The Service may evaluate interpretive visitor services to ensure their appropriateness, accuracy, and relationship to Area interpretive themes.
  - (e) The Concessioner will provide specialized training to its employees, relative to their specific duties. Where appropriate, the Concessioner's own standards manuals will be developed and maintained.
- (7) Employee and Community Services
- (a) Community Recreation Center. As part of its responsibility to provide adequate recreational opportunities for its employees, the Concessioner will provide community recreational facilities and services, including operation of the Community Recreation Center.

- (b) The Community Recreation Center's program provides for various types of recreation for concession, cooperator and Service employees, such as dances, wellness center, sports activities, fitness programs, computer use, movies, videotape rentals, etc. Decisions regarding the Recreation Center's programs will be made in consultation with the Service and the Grand Canyon Community Recreation Program, Inc.
  - (c) The Concessioner will provide adequate staffing for the Community Recreation Center, including, but not limited to, the salary, benefits, housing and administrative support for a Recreation Center Manager and adequate staff. These positions are to be employees of the Concessioner. The Concessioner will provide supervision and set annual performance goals for the Recreation Center Manager.
  - (d) The Concessioner will provide day-to-day maintenance of the Center as described in the Maintenance Plan.
  - (e) The Concessioner shall support and participate in other community functions such as the schools, day care, etc., as appropriate, in light of its employees' participation in these functions.
- (8) Employee Transportation Service
- (a) The Concessioner must provide a shuttle for transportation of its employees within the South Rim village area and Desert View. Within 30 days of the effective date of the Contract, the Concessioner must develop and submit its schedule for this shuttle to the Service for review, and thereafter adapt it as needed to provide adequate service.
  - (b) Within 30 days of the effective date of the Contract, the Concessioner must develop and submit to the Service a written policy that describes how the Concessioner will transport out of the Area and to public transportation, any concession employee (and their personal property) whose employment has been terminated.
  - (c) The policy must also describe how the Concessioner will transport employees without personal transportation to and from a medical facility for urgent care medical treatment (e.g., treatment of non-emergency acute illness, non-emergency trauma, etc.). This medically related transportation must be at no cost to the employee.

## **5) SCOPE AND QUALITY OF SERVICE**

All services are to be provided in a consistently high quality manner. Service standards provided by the Service Concessions Evaluation Program are considered service minimums. The Concessioner is expected to make every effort to exceed these standards. The Concessioner shall be responsible for monitoring its own operations to ensure that quality standards are met.

### **A) Overnight Accommodations**

- (1) General. The Concessioner will provide clean, well-maintained overnight accommodations. Furnishings, bedspreads, pictures, draperies, etc., will express an Area theme with sensitivity to historic preservation and decor. The Concessioner will coordinate improvements to rooms and furnishings with the Service. The Concessioner must have prior written Service approval before implementation of improvements or changes.
- (2) Lodging Reservations, Cancellations, Deposits, and Refunds. The Concessioner will adequately staff a reservations office to meet user demands. The reservations office will be located outside the Area.
  - (a) The Concessioner generally may not hold a deposit for lodging unless the Service approves such a policy. The Concessioner may charge a cancellation fee for late cancellations, based on cancellation policies followed by comparables.
  - (b) The Concessioner must include its deposit, cancellation and refund policies in all accommodation brochures, websites, and reservation confirmations.
  - (c) Within 60 days of Contract award, Concessioner must submit for Service approval its formal deposit, cancellation, refund, and administrative fee policy statements. The Concessioner must not deviate from or change these policies without the advance written approval of the Superintendent.

- (d) The Concessioner will use an electronic reservation system and will provide a toll-free telephone reservation system. This number will be established within 30 days of Contract execution.
  - (e) Group/tour bookings will be kept to a maximum of 40% for 2015 and 25% for 2016 of the total available overnight accommodations for each class of service during peak season, which is currently established as March 15 to November 1. Group tour bookings do not include individual overnight bookings for Grand Canyon Railway passengers. The Concessioner must submit for Service approval its policy on tour bookings for 2016. The policy must describe how the Concessioner will balance tour bookings and bookings for the general public, including a maximum of 25% tour bookings during peak season (March 15 to November 1).
- (3) Conventions, Group Meetings, and Special Events. The Concessioner shall limit convention and group meeting use (ten or more guest rooms) of its facilities to the off-season period(s) currently established as November 1 through March 15 and then only to fill accommodations that would otherwise be vacant. Facilities may not be set aside for exclusive use by special groups if they will interfere with the general public's use and enjoyment of the area or facility.

**B) Telephone Services**

- (1) Public Phones. The Concessioner must provide a minimum of 10 public phones, in Service approved locations, to provide relatively private calls during all hours. These phones may be either pay phones or 'house' phones that allow for local use, emergency calls (911), and pre-paid phone card use. If 'house' phones are used, the Concessioner must sell pre-paid phone cards at retail locations, and vending machines. The Concessioner must post instructions for phone usage at each phone.
- (2) Telephone Charges. Where the Concessioner provides in-room or house phones, the Concessioner must provide access to long distance services. The rate charged to guests for local or long distance calls must be comparable to that charged by similar lodging properties in the market area. The Concessioner must submit these rates for approval in conjunction with the approval for lodging rates, and must prominently post approved rates on telephones or in lodging rooms.

**C) Internet Services**

- (1) Internet access may be provided at sites to be approved by the Service.

**D) Food and Beverage Service**

- (1) The Concessioner will offer food services that provide a range of prices and dining experiences to visitors (i.e., fast food operations, cafeteria, family style restaurants, full service restaurants, gourmet dining, and potentially food trucks). Food service operations will offer a variety of options at each location, including vegetarian entrees, light eater's portions, and children's menus. The Concessioner may cater events in the Area.

**E) Alcoholic Beverage Sales**

- (1) The Concessioner will comply with the State of Arizona Alcoholic Beverage Control (ABC) Act and all other Applicable Laws.
  - (a) The Concessioner must provide alcoholic beverage services to the public at the restaurants and lounges as shown in the following chart. The Concessioner may not center promotional activities on alcoholic beverages. The Service encourages the Concessioner to provide incentives for designated drivers, such as free soft drinks and coffee.
  - (b) Alcoholic beverage selections must include a range of popular, regional, and specialty beers, wines, and liquors that serve the range of guests seeking something familiar or something unique to the area.
  - (c) The Concessioner must keep alcoholic beverage displays that highlight the available selection neat, clean, and tasteful. The Concessioner must display all bottles behind the

bar, away from customers, in secure, lockable, glass-fronted display cabinets or placed sufficiently high enough to avoid accidentally knocking them off.

- (d) Alcohol Service Employee Training. For each location where the Concessioner serves alcohol, the Concessioner must have on-duty at least one manager/lead employee who has attended a liquor law training program. The Concessioner must train its employees, including bartenders, servers, and retail sales associates, in the responsible practices of serving and selling alcoholic beverages, and to recognize persons who should not be served or sold alcoholic beverages.
- (e) The following chart provides facility-specific information regarding alcoholic beverages authorized and type of sale/service. Lounges must close at or before 11:00 PM. The Concessioner may not provide take-out or packaged sales of alcoholic beverages from any of these facilities.

Facility	Distilled Liquor	Beer	Wine
El Tovar Lounge/Limited Service, Quick Casual Coffee	X	X	X
El Tovar Dining Room	X	X	X
Arizona Room	X	X	X
Bright Angel Lounge/Canyon Coffee House	X	X	X
Bright Angel Restaurant	X	X	X
Maswik Pizza Pub		X	X
Maswik Café		X	X
Maswik Quick Service	None Authorized		
Phantom Ranch		X	X
Bright Angel Fountain	None Authorized		
Hermit's Rest	None Authorized		
Mobile Food Trucks	None Authorized		
Catered Events	X	X	X

## F) Merchandising

- (1) General. All retail services will comply with the guidelines established by the Service Management Policies, Concessions Management Guideline, "Concessioner Review Policy, Operational Performance Standards," and "Handcrafts, Gifts and Merchandise."
- (2) Gifts and Souvenirs
- (a) The Concessioner shall work with the Service in support of goals of the General Management Plan and the "Gift Shop Mission Statement" which has been established for Grand Canyon National Park. This mission statement is reviewed and updated as needed. The current mission statement is found as an Attachment to this Operating Plan.
- (b) Each retail outlet will be theme oriented as identified in the Gift Shop Mission Statement.
- (c) In Grand Canyon National Park, gift and souvenir sales will conform to the following guidelines:
- (d) A broad range of gifts and souvenirs will provide visitors with opportunities to buy inexpensive as well as fine gifts and art items.
- (e) Gift shops will offer items that have a direct relationship to Grand Canyon National Park, its environs, its history, or other related environmental or cultural topics. This will provide visitors with opportunities to buy mementos of their Area visit while at the same time obtaining information or educational messages related to the Area's resources. Where possible and appropriate, informative tags will be attached to sales items to

show their relationship to Area themes. Items of Area interpretive value and general value in environmental and cultural education will be prominently displayed.

- (f) Gifts and souvenir items that do not relate to identified Area themes will not be restocked. Existing stocks may be sold until depleted.
- (g) The Concessioner will work with the Service to implement further themes as appropriate
- (h) American Indian Handicrafts
  - The Concessioner must actively seek, prominently display, and sell local American Indian handicrafts. The Concessioner must only sell or display American Indian handicrafts from the eleven tribes culturally affiliated with the Area. Those tribes are the Havasupai Tribe, Hopi Tribe, Hualapai Tribe, Kaibab Band of Paiute Indians, Las Vegas Tribe of Paiute Indians, Moapa Band of Paiute Indians, Navajo Nation, Paiute Indian Tribe of Utah, Pueblo of Zuni, San Juan Southern Paiute Tribe, and Yavapai-Apache Nation.
  - The Concessioner must staff a dedicated position located in the Area, to provide an experienced, expert buyer of American Indian handicrafts. This buyer must work personally with Native American artists, review merchandise, and develop unique product lines from the eleven tribes cited above.
  - Retail employees who staff facilities selling American Indian handicrafts must provide customers with insight into local tribes, artists, craft traditions, and methods of production as appropriate.
  - American Indian handicrafts, as referred to in Section 2(i)(11) of the Contract, also are known as Indian Handicrafts (P.L. 105-391), and Genuine Indian Arts and Crafts (Arizona Statutes).
  - The Concessioner must ensure that all American Indian handicrafts have appropriate certification, in accordance with all Applicable Laws, including: Indian Arts and Crafts Act of 1990, 25 U.S.C. 305, and Arizona Statute Title 44, Article 2.1, Fraudulent Practices in the Sale of Indian Arts and Crafts, as they now exist or hereafter may be amended.
  - The Concessioner must maintain adequate records to verify the adjustments made to gross receipts related to the sale of American Indian handicrafts. These records must provide verification of actual sales through use of a separate cash register key or a similar system. The Concessioner must maintain and provide for review, upon the request of the Service, certification of authenticity of all American Indian handicrafts for which it claims an exception to franchise fee. The Concessioner must submit the procedures it uses to meet this requirement upon request of the Service.
  - The Concessioner must physically separate American Indian handicrafts from other merchandise that may appear to the visitor to be Native American in origin.
  - The Concessioner must label American Indian handicrafts items as such.
  - The Service prohibits the sale of pawn jewelry.
- (i) Retail display at Phantom Ranch will be limited in nature. Refer to Attachment B-7 for a list of merchandise.

## **G) Interpretive Services**

### **(1) General**

- (a) The Concessioner shall submit to the Service a written plan for its interpretive program which outlines, for both non-personal and personal services, a basic description of topics to be covered, bibliography of resource materials being used, and the scope of employee training to be provided.
- (b) The Concessioner will work with the Service to ensure its interpretive services' accuracy, thematic content, and relevance to the visitor experience.

**H) Free Programs**

- (1) The Concessioner will interpret Fred Harvey History from exploration to early development and tourism (e.g., Harvey Girl Tours at the El Tovar, etc.) Programs should emphasize both human history and area development. The programs are subject to prior written approval by the Service. Programs may include a Bright Angel Lodge history tour, El Tovar tour, Mary E. J. Colter tour, etc.

**I) Media and Publications**

- (1) In addition to personal interpretation, the Concessioner will actively pursue a non-personal interpretive program.
- (2) At food service facilities, interpretive messages will be included on menus, placemats, paper cups, tent-cards on tables, etc. Printed interpretive information will be placed in overnight accommodations.
- (3) The Concessioner will explore a wide range of media for conveying interpretive messages to visitors on Area-related themes and topics such as resource protection, appreciation of Area values, and Service goals. These programs will be approved by the Service. The Division of Interpretation is available to advise the Concessioner in the development of interpretive programs that encompass all of these efforts.

**J) Guided Vehicular Tours**

- (1) The Concessioner will provide scheduled guided bus tours as specified in the Contract.

<b>Name of Tour</b>	<b>Itinerary</b>
Hermit's Rest	Mohave point, Pima Point, Trail View #2, and Hermit's Rest
Hermit's Rest Sunset Tour	Itineraries to be approved
Sunset	Pima Point, Trail View #2, Mohave
Sunrise	Trail View #2, Hopi
Desert View	Yaki, Moran, Lipan and Desert View
Railroad Tours (provided to Railroad Passengers)	Itineraries to be approved.
Other	Yavapai Point may be used, with approval of the Service, when weather conditions or road closures occur.

- (2) Transportation services originating in the Area to outside destinations are prohibited. As an exception to this restriction, Railway Express transportation service between the South Rim and Williams to support one-way train riders may be conducted at the option of the Concessioner.
- (3) The Concessioner will provide a sufficient number of trained, courteous drivers and support staff to meet its operating schedule. Personnel will wear appropriate uniforms and name tags at all times.
- (4) Tour and information desks will be staffed by employees who are familiar with the Area and can provide information and interpretive messages to the general public. These centers are authorized at The Bright Angel, Maswik, El Tovar, and Yavapai lobby areas.
- (5) Buses may idle only while passengers are getting on or off the bus, or as needed to ensure safe shut-down or restart (i.e., less than 13 minutes). Engines must be turned off when buses are parked or standing for any extended period.

**K) Transportation**

- (1) The Concessioner will provide an on-call 24-hour taxi service, on an operating basis to be approved by the Superintendent.
- (2) The taxi service may pick up and drop off visitors in Tusayan.
- (3) The Concessioner will provide complimentary assistance for guests of overnight accommodations between parking lots and hotels in Grand Canyon Village. The Concessioner will make guests aware of this service through its front desk.

- (4) The Concessioner will comply with all Applicable Laws regarding the operation of transportation equipment. The Concessioner will carry out all operations in a safe and professional manner.

**L) Automobile Service Station and Emergency Auto Services**

- (1) The Concessioner Garage. The Concessioner may continue Public Garage services at its current location.
- (2) Emergency Auto Services. The Concessioner must provide tilt bed towing services based in the Grand Canyon Village. The towing service shall provide for emergency minor roadside repairs. Disabled vehicles will be towed to service providers outside the Area. There is no storage compound authorized in the Area for this purpose. Emergency after-hours gasoline service will be available subject to an Service-approved call-out rate.
- (3) Locksmithing. The Concessioner shall provide locksmithing service to assist visitors who have lost or locked their keys in their vehicles. This service will be based from the Grand Canyon Village, at rates approved by the Service.
- (4) Recycling of Motor Oil, Antifreeze, and Similar Materials. All used motor oil, antifreeze and similar materials shall be recycled with no long-term storage authorized in the Area.
- (5) Hazardous Materials and Environmental Concerns. The Concessioner will comply with all Applicable Laws regarding hazardous materials and environmental concerns. The Concessioner shall place a salvage drum at the service station and be equipped to immediately address any spill.

**M) Mule Operation**

- (1) General. All provisions of the Backcountry Management Plan relating to stock use in the Area apply to this service, unless this Operating Plan provides more restrictive operating procedures. The Service must review and approve all routes used by the Concessioner
- (2) The Concessioner must provide guided mule tours daily along the following routes.
  - (a) Up to 10 guest mules per day, plus up to two guides, may travel along the Bright Angel Trail to Phantom Ranch.
  - (b) Up to 10 guest mules per day, plus up to two guides, may travel along the South Kaibab Trail from Phantom Ranch to the south rim.
  - (c) Up to 12 supply mules per day, including guides, may travel each way along the South Kaibab trail to Phantom Ranch and back.
  - (d) Up to 40 guest mules per day, plus at least one guide for every 10 guest riders, may take a loop route from South Kaibab trailhead to the rim near Yaki Point, continuing east another mile before returning.
- (3) Additional Trails and Stock Use
  - (a) Stock may use the designated trail from the South Rim Corrals to the stone corral at the Village.
  - (b) The Concessioner must trailer stock from Yaki corrals (at the South Kaibab trailhead) to the South Rim corrals.
  - (c) The historic mule barn in the Village area must continue to house a small number of commercial mules. The Concessioner must locate most of its stock at the South Kaibab trailhead mule barn and corrals.
  - (d) The Service will not authorize Concessioner mule use on any other trail or route directions, either on the rim or below the rim.
  - (e) The Concessioner must not allow loose herding of animals on Area trails.
- (4) Personnel
  - (a) The Concessioner must select mule operation employees based on their experience in stock use and their ability to serve the public.
  - (b) All wranglers must be experienced stock handlers, have an understanding of common stock ailments and injuries, and be able to treat the animals or recognize the necessity of seeking veterinary assistance.

- (c) Guide Wranglers, who will be guiding guest trips or performing dragouts, must have training that includes accompanying two trips with a group and a previously certified Guide Wrangler on the trails where he or she will guide trips. The Concessioner must ensure its Guide Wranglers have such training prior to guiding any trips or performing dragouts.
  - (d) All certified Guide Wranglers must know ground-to-air distress signals used by the Service and hold certification in basic helicopter loading and unloading procedures for transportation of injured or ill individuals.
  - (e) Proof of current training and certification is required.
  - (f) All wranglers must maintain current credentials in Community First Aid and CPR (8-hour course).
  - (g) Stock Animal Care
  - (h) The Concessioner must select and use mules on the bases of good health, appearance, trail worthiness, and mild disposition.
  - (i) The Concessioner must care for mules, including necessary veterinary care, shoeing, worming, vaccinations, and grooming, and must ensure they remain in good condition.
  - (j) The Concessioner must promptly treat all sick or injured stock. The Concessioner may not use stock with non-disabling but unsightly injuries.
  - (k) The Concessioner must maintain current health records and immunization records for all stock in use or stabled on within Concession Facilities. A veterinarian must examine each animal, including pack stock, on an annual basis, and provide certification of each animal's good health. A statement based on a general walk-through will not suffice. The Service may inspect the condition of the stock at any time. At a minimum, the Concessioner must have available for review the veterinarian's examination certificates.
  - (l) The Concessioner must rotate stock to avoid overuse. If the Concessioner does not have an adequate number of stock animals to rotate, the Concessioner must reduce the number of riders and trips accordingly.
  - (m) All feed used in the operation must be certified as free of noxious weeds, in compliance with the Area's SOP 8213-007 on invasive plants. The Concessioner must maintain a current certification on file with the Service.
  - (n) The Concessioner must provide adequate hay, grain, and water to stock while they are at the stables. The Concessioner must store grain in vermin-proof containers and hay covered and off the ground. The Concessioner must remove any moldy hay at the time a new bale is broken and placed in the bunk. The Concessioner must clean and remove remaining hay chaff from feed bunks on a regular basis.
  - (o) The Concessioner must pack in all feed for Phantom Ranch operations. The Concessioner may not allow mules to graze in the Area.
  - (p) The Concessioner must provide stock multiple and continual opportunities to consume salt both on the rim and at inner-canyon facilities. The Concessioner must provide water to all mules and must give all mules the opportunity to drink and rest at Phantom Ranch.
  - (q) The Concessioner must remove manure on a regular basis to keep the corrals maintained at a satisfactory level.
- (5) Equine Emergencies. The Concessioner must develop and implement an Inner Canyon Equine Emergency Operation Plan covering medical control, equine first aid kits, administration of drugs (if any) and euthanasia.
- (6) Mule Accidents. In the event of a serious injury to a mule, as with any accident, the Concessioner must contact Area Communication Center immediately. The Service's first priority in responding to such an incident is protection of Area visitors and resources. The second priority is to limit the suffering of the animal as much as possible. If it is the judgment of the stock manager to put down the animal, the stock manager must report this assessment and request assistance from Area Rangers.
- (a) The Concessioner must ensure that its mule first aid kits include Service-provided lead-free ammunition, as well as a diagram showing the most humane spot to shoot a mule. The Service will also maintain this information and ammunition.

- (b) An Area Ranger will provide assistance at the scene as available, and will put the mule down using appropriate ammunition if necessary. The Concessioner is responsible for the transportation of its injured or deceased mules out of the inner canyon and above the rim, as described in Exhibit H, the Maintenance Plan.
- (7) Mule Packing for Phantom Ranch Operations
- (a) Using mule pack strings, the Concessioner packs into Phantom Ranch all food products and supplies. Mule strings for packing are limited to five pack animals and one wrangler. Pack strings may not have additional riders accompany them.
  - (b) All Concessioner packing activities are limited to the South Kaibab Trail.
  - (c) The Concessioner must pack all garbage and excess supplies out of Phantom Ranch using these strings.
  - (d) As space allows on supply mules, the Concessioner may provide transportation of luggage from the South Rim to Phantom Ranch, commonly called duffel service.
- (8) One-Way Mule Trips
- (e) On a year-round basis and subject to the limits of the Stock-Use Plan, the Concessioner must provide one-way transportation of visitors from the inner canyon by mule, commonly called dragout service.
  - (f) The Concessioner must confine use of dragout service to the Bright Angel Trail, South Kaibab Trail, and the Plateau Point Trail.
- (9) First Aid Kits. The Concessioner must equip each string of mules with a first aid kit. The following items are minimum requirements.
- (a) Adhesive bandages in multiple sizes, latex free
  - (b) Electrolyte replacement powder, 4 packets
  - (c) Sunscreen lotion or zinc oxide
  - (d) 1" wide adhesive tape, latex free
  - (e) 3" wide adhesive tape, latex free
  - (f) One 3" ace wrap
  - (g) Compress pads, multiple sizes
  - (h) Face mask (for doing CPR), latex free
  - (i) Disposable gloves (4 sets), latex free
  - (j) Space blanket (2)
  - (k) Operable flashlight
  - (l) Sanitizing lotion (bottle or wipes)
  - (m) Scissors
  - (n) Tweezers
  - (o) Digital thermometer
  - (p) SAM splint
  - (q) Triangular bandage (2)
- (10) Guided Mule Trip Program Specifications
- (a) Acknowledgement of Risk Form. The Concessioner may require those participating in a mule ride to read and sign an Acknowledgement of Risk form. The Concessioner will find the permitted language as an Attachment to this Operating Plan. The Concessioner must submit its proposed form to the Service for review and approval prior to using it.
  - (b) Riders must be a minimum of 4'7" tall, be capable of controlling the animals, and weigh no more than 200 pounds. There are no age restrictions for riders. Riders must be able to speak and understand fluent English. The Concessioner is responsible for assessing riding ability to determine eligibility for trips.
  - (c) The Concessioner must accommodate people with special needs to the extent the activity allows.
  - (d) The Concessioner must provide guests with an orientation program, including safety and riding instructions prior to each ride.
  - (e) The Concessioner must provide guests with backcountry ethics information at the beginning of all mule rides. Information provided must include:

- (f) The regulatory prohibition against feeding any wildlife, including reasons for not doing so (including the importance of preserving natural animal behavior and risk to animals that are desensitized to humans), and the Concessioner's responsibility for enforcing the regulation.
  - (g) The "Leave No Trace" philosophy – including never leave any litter or food scraps, including orange peels, paper, even biodegradable items.
  - (h) Smoking etiquette in the backcountry. If smoking is permitted, smokers must pack out their own cigarette butts. If fire danger is high, smoking is strictly prohibited.
- (11) Mule Equipment Specifications
- (a) All tack and related equipment must be in good and serviceable condition. The Concessioner must regularly inspect all saddles and bridles for good appearance and safe condition. The Concessioner must repair all defective or damaged tack prior to continued use.
  - (b) The Concessioner must maintain an adequate number of packsaddles.
  - (c) The Concessioner must provide saddlebags, canteens, and rain slickers for the convenience of the public.
  - (d) The Concessioner must equip all children's saddles with tapaderos (hooded stirrups).

#### **N) Vending**

- (1) Vending locations will be easily identifiable, adequately illuminated, conveniently located, and of a design and color which complement the aesthetics of the building/surroundings and Area. The Service will approve all locations and all faceplates/colors of machines. All machines will be clean, properly stocked, and in good working condition. A proposal for location change of existing vending machines must be submitted to the Concessions Office for approval within 30 days of execution of the Temporary Contract. Recycling and/or trash containers must be provided at these locations, as approved by the Service.
- (2) Cigarette vending machines are prohibited.
- (3) When out of service for the season, signs will be posted on the vending machines directing patrons to the closest available unit.

#### **O) Kennel Service**

- (1) The Concessioner will provide kennel operations for healthy dogs and cats in an appropriately designed facility. All employees must be properly trained in the care and handling of boarded animals. The Concessioner will comply with American Boarding Kennels Association standards and Public Health Service Standards. All pets boarded must have proof of current inoculation against rabies, DHLPP, bordetella, and parvo. Proof of inoculation must be provided prior to accepting animals to be boarded at the facility.
- (2) Runs will be kept clean and waste and other debris removed from drain areas at least daily. All Applicable Laws will be followed. Each animal will be properly cared for, including adequate food, water, and shelter conditions, and will be treated humanely. Food will be properly stored in vermin-proof containers.
- (3) Priority use of kennel services will be for the convenience of Area visitors.
- (4) Stray Animals
  - (a) The kennel may not accept any stray animals from the public. Service personnel, however, may deliver stray dogs or cats to the kennel for a three-day holding period. After hours, the Service may request Concessioner security personnel to open the kennel to allow the Service to deliver a stray animal. The Service will pay the daily boarding rate for each stray in the kennel not found to belong to an Area resident, or not otherwise picked up and paid for by its owner.
  - (b) The Concessioner must physically isolate stray animals from boarded pets.
  - (c) The Service may require the Concessioner to hold an animal until its owner contacts a law enforcement ranger.
  - (d) The kennel may charge an owner \$10 over the normal daily kennel fee for animals brought in as strays.

- (e) After three days, the Service will transport the animal to a shelter outside of the Area. Under extenuating circumstances, this period may be up to seven days.

**P) Cashier Services**

- (1) The Concessioner must accept, at a minimum, American Express, MasterCard, Visa, and Discover credit cards, and debit cards. The Concessioner also must accept money orders and traveler's checks.
- (2) The Concessioner will maintain the ATM at Maswik Lodge in its current location. If re-location is desired it must be approved by the Service.

**6) INFORMATION MANAGEMENT**

To the extent deemed possible, the Service and Concessioner will strive for compatibility in data processing and information management. Such activities may include, but are not limited to, electronic mail exchange and file transfers between computers.

**7) FINANCIAL REPORTING AND PAYMENTS**

**A) General**

- (1) Payments due to the Service will be made through electronic funds transfers via the U.S. Treasury Pay.Gov system.

**B) Utilities and Cost-Reimbursable Billings**

- (1) For utilities and cost-reimbursable billings, the Concessioner will be given approximately two weeks to review the billing statement. The Service will then debit the Concessioner's designated bank account on the date listed on the statement.

**C) Franchise Fees**

- (1) The Concessioner must make franchise fee payments due to the Service through electronic funds transfers via the U.S. Treasury Pay.Gov system, or equivalent system. The Concessioner must submit a Monthly Financial Report electronically, in the form prescribed by the Service to the Superintendent, no later than the 15th day of each month, for the previous month (or on the next regular business day if the 15th falls on a weekend or on a federal holiday).

**8) REPORTS**

**A) Management Information System**

- (1) To document visitor use, the Concessioner will maintain a management information system on all services provided and submit a monthly report to the Service Concessions Office that provides the following information for each type of service by location and type of unit:
  - (a) Lodging units available
  - (b) Lodging units occupied
  - (c) Percentage of occupancy
  - (d) Total guest count
  - (e) Average number of guests per unit
  - (f) Average length of stay
  - (g) Average number of covers per day by meal period by location
  - (h) Total mules available
  - (i) Mule trips by type (mule rides, size & number of pack trips, scheduled dragouts, duffels etc.) and location (Plateau Point, one night trip, two night trips, etc.)
  - (j) Emergency dragouts by location from which they were made
  - (k) Number of animals kenneled by type (dog or cat) and stay (day or overnight)
  - (l) Number of bus tours by route and number of passengers
  - (m) Number of step-on guide tours
  - (n) Any other interpretive programs provided or as requested by the Service

**B) Incident Reports**

- (1) The Concessioner will immediately report to the Service Dispatch Office:
  - (a) All fatalities
  - (b) All incidents that could result in a tort claim to the United States
  - (c) All property damage over \$500
  - (d) All employee, visitor, or stock injuries requiring more than minor first aid treatment
  - (e) Any fire
  - (f) All motor vehicle accidents
  - (g) Any incident that affects the Area's resources
  - (h) Any known or suspected violations of the law

### **C) Human Illness Reporting**

- (1) Information on all human illnesses, whether employees or guests, is to be promptly reported to the Service Public Health Consultant. This information, along with other information received, will be evaluated by the Public Health Consultant to help identify outbreaks of illness associated with contaminated water or food sources or caused by other adverse environmental conditions. Reports shall be made by telephone, using the information on the form attached an Attachment to this Operating Plan.

### **D) Reports required by the Contract**

- (1) Annual Financial Report Due: May 1
- (2) Maintenance Reserve Activity Due: May 1
- (3) Certificate of Insurance Due: Annually
- (4) Construction Progress Reports Due: Monthly
- (5) Environmental Reports As indicated in Contract, Sec. 6
- (6) Other reports and information the Service may request.

## **9) SANITATION**

- (1) The Service will inspect each food service (e.g., restaurant, snack bar, lounge, cafeteria, fast food, etc.) for sanitation on a periodic basis. The Service will inspect other facilities for sanitation on a case-by-case basis.
- (2) At a minimum, the Concessioner will provide sanitation training to food service managers at the start of their employment in a food service facility and at least once every three years. Food service employees will receive adequate training to handle food safely, such as the Serv-Safe program.

## **10) UTILITIES**

- (1) The Concessioner must contract with independent suppliers to provide year-round electrical service, telephone service, propane service, etc. The Concessioner must make direct payments to those suppliers.
- (2) The Service may provide water, sewer, and garbage services to the Concessioner facilities at its discretion. The Concessioner will be charged for these services at rates based on Service costs or comparability. Rates will be determined based on current Service policy. The Service will provide rate changes to the Concessioner by approximately December 1st each year.

## **11) RISK MANAGEMENT PROGRAM**

- (1) Per the Occupational Safety and Health Act of 1970 and the "National Park Service Risk Management Program" Guideline, the Concessioner will provide a safe and healthful environment for all of its employees and visitors.
- (2) The Concessioner will develop, maintain, and implement a documented Risk Management program ("Risk Management Plan"), as outlined in the Concessions Management Guideline. The Concessioner will make an initial submittal and request for acceptance of this plan to the

Superintendent within 120 days of the execution of the Contract and as the plan is updated throughout the contract period.

- (3) The Concessioner's Risk Management Plan will be reviewed by the Service annually and revised as needed.

## **12) LOST AND FOUND POLICY**

- (1) The Concessioner, at its own expense, must develop a plan for handling lost and found or unattended property in the Concession Facilities and present it to the Service for review and approval within 30 days following the effective date of the Contract. The Concessioner must submit all changes to the plan to the Service for review and approval prior to implementation.
- (2) Procedures for the handling of lost and found property must conform to Directors Order (DO) 44 and Personal Property Management Information Notice 05-01. The Concessioner must work closely with the Area's Lost and Found Office when handling lost, found or unattended property in Concession Facilities. The Concessioner must assist any visitor who has lost property by providing the phone numbers for the Area Lost and Found Office: 928-638-7798. The Concessioner must instruct persons who find items outside of the Concession Facilities to take such items to the Visitor Center. The Concessioner must send cash and portable electronic equipment to the Service for disposition.
- (3) Unclaimed property: Items not claimed by the owner within 60 days are considered abandoned to the United States and may be disposed of in accordance with 41 CFR 101-48. Current regulations do not permit the return of found items to finders.
- (4) The Concessioner will work with the Service Property Office to ensure that unclaimed property is disposed of properly.

## **13) COMMENTS AND COMPLAINTS**

- (1) The Service will send comments and complaints regarding Concessioner facilities or services to the Concessioner. The Concessioner will investigate and respond to any complaints in a timely manner. The Concessioner will provide a copy of any such responses to the Superintendent and a copy of any such Service responses will be forwarded to the Concessioner.
- (2) The Concessioner will implement a guest comment card system for all facilities/services it provides under this Contract. On a monthly basis, the Concessioner will provide copies of any comment cards that have actual narrative comments on them. On a quarterly basis, the Concessioner will provide the Service Concessions Office with a summary of the statistics compiled from these cards.
- (3) In order to initiate valid and responsive visitor comments, the following notice will be prominently posted at all Concessioner cash registers and payment areas:
- (4) This service is operated by (Concessioner's name), a Concessioner under contract with the U.S. Government and administered by the National Park Service. The Concessioner is responsible for conducting these operations in a satisfactory manner. Please address comments to:

Superintendent  
National Park Service  
P.O. Box 129  
Grand Canyon, AZ 86023

## **14) ADVERTISEMENTS/PUBLIC INFORMATION**

- (1) All promotional material, including web sites, web cams, etc. must be approved by the Superintendent prior to publication, posting, distribution, broadcast, etc. Advertisements must include a statement that the Concessioner is an authorized Concessioner of the National Park Service. Brochure changes and layout must be submitted to the Service Concessions Office for review at least 30 days prior to projected need/printing dates. The Concessioner should contact Service Concessions staff well in advance to establish specific time frames for each project.

- (2) When used, advertisements for employment must contain a statement that the company is an equal opportunity employer.
- (3) Use of National Park Service Authorized Concessioner Mark (Mark)
  - (a) The Service has an approved Mark it allows concessioners to use to advertise the official relationship between the Service and the Concessioner. The Mark consists of the official Service Arrowhead and the words "Authorized Concessioner."
  - (b) Authorized Users. The Concessioner is authorized to use the Mark at the start of the Contract in accordance with the approval procedures below. The Concessioner must have received a satisfactory or marginal rating in the previous Annual Overall Review to use the Mark following the first year of the Contract.
  - (c) Authorized Uses of the Mark. The Concessioner may use the Mark in publications, written advertising, brochures, web-based information, interpretive materials, broadcasts (television, film or other audio/visual), associated with required or authorized services; facility signs designed, constructed, or commissioned for official Concessioner functions or purposes; and signs placed on visitor transportation systems, vessels and aircraft.
  - (d) Prohibited Uses of the Mark. The Concessioner may not use the Mark on merchandise, souvenirs and clothing presented for sale to the public; Concessioner employee uniforms; or Concessioner equipment and transportation equipment not specifically providing required or authorized visitor services.
  - (e) Artwork, Layout and Use. The Concessioner must use official artwork provided by the Service. Layout and use must be in accordance with the Authorized Concessioner Mark Guidelines available on the Service Commercial Services web site under the Concessioner Tools tab.
  - (f) Approval Procedures. The Concessioner must submit a written request to the Service for approval to use the Mark. The submittal must include proposed applications and sample layouts. The Concessioner may not use the Mark until the Service has approved the request and the Concessioner's proposed layouts in writing.
- (4) Media Inquiries Media Inquires
  - (a) The Concessioner must forward all Area related media inquiries to the Service's Public Affairs Office.

## **15) PROTECTION AND SECURITY**

### **A) Law Enforcement**

- (1) The Service will provide law enforcement. Concessioner-employed security personnel act as private citizens and have no authority to take law enforcement action or carry firearms.

### **B) Concessioner Security Personnel**

- (1) The Concessioner shall provide security personnel at each area of operation to handle Concessioner employee issues and to check its concession facilities for security purposes. Concessioner security staff will have no law enforcement authority or responsibilities. All incidents of a law enforcement nature will be reported immediately to the Service by contacting the Service Dispatch Office. Concessioner security personnel will not carry weapons or other law enforcement equipment. Security personnel must be a least 18 years of age, have no felony convictions, be a US citizen or legal resident, have no theft or drug convictions within the past 5 years, and have no convictions involving fraud, weapons, sexual assault, or other violent crimes.
- (2) The Concessioner will ensure that security staff obtains adequate training prior to the start of their job. The Concessioner will develop a certification program, which will indicate a minimum training level for security personnel. This certification program will be approved by the Service and must be implemented within 90 days of Contract execution.
- (3) The Concessioner's security staff will make immediate report of incidents as listed in the Reporting Requirements Section.

### **C) Fire Protection**

- (1) Fire protection shall be provided jointly by the Service and the Concessioner, with primary responsibility lying with the Service. The Concessioner will ensure that all buildings, facilities, and support equipment within its assigned areas meet or exceed the NFPA National Fire Codes, including NFPA Life Safety Code and Uniform Fire Code, as adopted by the State of Arizona, unless specific variance is approved in writing by the Superintendent.
- (2) The Concessioner's fire detection, initiating, alarm and notification systems and equipment, and its fixed and portable fire suppression systems and equipment, shall be maintained in good operating condition at all times. Verification of function and condition shall be through documented inspections by qualified personnel contracted by the Concessioner. The Concessioner must forward copies of required annual inspections to the Service Fire Chief.  
Service
- (3) The Concessioner will immediately report all structural fires to the Service Communications Center.
- (4) The Concessioner shall provide and train fire fighters to the minimum certification level of Firefighter II as set forth in NFPA 1001, Standard for Fire Fighter Professional Qualifications. . If Concessions personnel attend Service classes, they must complete all required training, including task books.
  - (a) Required additional and supplemental fire training such as refresher, hazardous materials, emergency medical services, urban/wildland interface, vehicle extrication, and aircraft crash and rescue training shall meet or exceed the requirements of the Service Structural Fire Guideline and the Grand Canyon National Park Structural Fire Plan.
  - (b) Concessioner fire fighters shall be of sufficient number and ability and equipped (including radios) to respond in cooperation with the Service to suppress structural fires in Grand Canyon National Park.
  - (c) The Concessioner's Fire and Security Captain must, at a minimum, meet the same training requirements as the Concessioner's Fire and Safety Officers. Additionally, he or she should be Fire Command qualified, Grand Canyon's local designation being "Fire Captain."
- (5) The Concessioner shall provide and maintain:
  - (a) Personal Protective equipment which meets or exceeds NFPA Standards on Protective Ensemble for Structural Fire Fighting;
  - (b) Self-contained breathing apparatus which meets or exceeds NFPA Standards on Open Circuit Self-contained Breathing Apparatus; and,
  - (c) Personal Alert Safety devices which meet or exceed NFPA Standards on PASS.
- (6) The Concessioner is also required to provide and maintain a structural fire engine, which meets or exceeds the requirements of NFPA 1901, Standard on Automotive Fire Apparatus, as well as the buildings to house such items. It should have a minimum of a 1000 GPM pump, a 500-gallon on-board water tank, and seating for at least 4 fire fighters.
- (7) Service/Concessioner fire drill training will be necessary to ensure firefighting effectiveness and efficiency. The Concessioner will allow Concessioner firefighters the necessary time away from their primary duties to attend training.
- (8) The Service and Concessioner will enter into a separate agreement or memorandum of understanding prior to any active participation and/or training.

#### **D) Emergency Medical Care**

- (1) The Service provides Emergency Medical Services (EMS) to all individuals residing within or visiting the Area. Concession employees respond as Good Samaritans only and may only provide non-medical physical assistance at an emergency scene, at the direction of Service EMS Care Providers present. The Concessioner may only provide urgent treatment and transport for on-duty Concession employees who decline or refuse EMS.
- (2) Communications Center and Radio Communications Procedures
  - (a) All emergencies reported within the Area, including the Concession Facilities, must be called into 911.

- (b) All 911 calls made within the Area are answered by Service Communications Center. All medical calls will be handled by Service Communications Center and certified Emergency Medical Department (EMD) Dispatchers. The Service will determine the need, if any, for Emergency Medical Services (EMS) and the appropriate response level. The Concessioner's switchboard operators must immediately transfer any call requesting medical assistance or medical advice to Service Communications Center, regardless of request type or perceived severity, and must not conduct interviews of callers. The Concessioner's personnel do not have Medical Control or certification as EMD Dispatchers.
- (c) The Concessioner must develop its own procedures for on-the-job injuries occurring to its employees. The Concessioner must report on-the-job illnesses and injuries requiring more than minor first aid to Service Communications Center regardless of whether the patient requests EMS.

## **16) HISTORIC PERSONAL PROPERTY**

- (1) Historic Personal Property, as presently identified, is listed at Exhibit K of this Contract. From time to time, this list will be updated as appropriate.
- (2) The Concessioner shall cooperate with the Service in the management of Historic Personal Property. The Concessioner shall take appropriate action in a manner acceptable to the Service and in accordance with professional preservation and curatorial methods to preserve, protect, and properly care for Historic Personal Property.
- (3) Within six months of commencing operations, the Concessioner shall submit an inventory of Historic Personal Property to the Service Concessions Office for the review and approval of the Superintendent. This inventory shall be maintained to show the current status and location of all Historic Personal Property. Standard identification cards and photographs of each item shall be prepared and maintained. After initial preparation and approval of the inventory, the Service may periodically review the inventory and curatorial practices of the Concessioner and require any corrective actions needed.
- (4) Within one year of commencing operations, the Concessioner shall submit its Preservation Plan covering the preservation practices to be followed for each item or group of items on the inventory to the Service Concessions Office for the review and approval of the Superintendent. The Service may provide expert advice on the preservation and protection of this property and shall review and approve any revisions of the Preservation Plan prepared by the Concessioner.
- (5) In a manner mutually acceptable to the Concessioner and to the Service, the Concessioner shall interpret the Historic Personal Property to Area visitors.
- (6) No item of Historic Personal Property may be removed from public use or from the Area without the written approval of the Superintendent.

## **17) RECYCLING AND CONSERVATION**

### **A) Source Reduction**

- (1) The Concessioner will implement a source reduction program designed to minimize its use of disposable products in its operations. Reusable and recyclable products are preferred over "throwaways." Polystyrene and plastics will be used as little as possible and then only polystyrene without chlorofluorohydrocarbons. Where disposable products are needed, products will be used which have the least impact on the environment. The use of post consumer recycled products, whenever possible, is encouraged.

### **B) Take-Back Program**

- (1) The Concessioner will seek vendors that deliver products to the Area who are willing to "take back" their packing materials or other by-products whenever possible. This will reduce the flow of solid waste to the recycling program and to the landfill. The Concessioner will provide the Service with a summary of its take-back programs as a part of its Environmental Management Program annual reports.

**C) Recycling Program**

- (1) The Concessioner will participate in the Service recycling program on a cost reimbursable basis.
- (2) Products to be recycled include, but are not limited to, paper, newsprint, cardboard, plastics, and aluminum, and glass. The Concessioner will recycle its own and its garage customers' waste oil and antifreeze. The Maintenance Plan identifies the level of service required under this program.

**D) Water and Energy Conservation**

- (1) The Concessioner will implement water and energy conservation measures for each of its facilities/services. As new technologies are developed, the Concessioner will explore the possibility of integrating them into existing operations where there is potential for increased efficiency, reduced water or energy consumption, or reduced impacts on the environment. As fixtures are replaced, they must be water-conserving.
- (2) The Concessioner will develop and maintain programs for all lodging facilities that will promote conservation principles (i.e., reuse of towels and sheets for stay-overs and other innovative approaches). The Concessioner will submit to the Service a proposal to designate certain overnight accommodations that will utilize conservation methods and identify the methods and programs proposed in detail/

**E) Other Operations**

- (1) Other operational responsibilities relating to recycling and conservation may also be addressed in the Environmental Management Plan to be submitted by the Concessioner and approved by the Service.

**18) VOLUNTEERS IN THE PARK (VIP)**

- (1) The Concessioner will allow its employees to participate in the Area's Volunteers in the Park (VIP) program.

**19) SMOKING IN BUILDINGS**

- (1) Smoking is prohibited in all Concessions Facilities including employee dormitories and shared housing. The Concessioner must prohibit smoking within a 25-foot radius of exterior entries and windows. The Concessioner must post notices in all public buildings as necessary.

**20) QUIET HOURS**

- (1) Quiet hours will be enforced between the hours of 10:00 p.m. and 8:00 a.m. in all concession overnight facilities and the Concessioner's employee housing areas.

## 21) Attachment B-1: Retail Mission Statement

### South Rim Facilities, Accommodations and Services

#### Purpose

The purpose of Grand Canyon National Park (Area) is derived from the legislation establishing the Area and the legislation governing the National Park Service (Service). As a place of national and international significance, the Area is managed to:

- Preserve and protect its natural and cultural resources and ecological processes, as well as its scenic, aesthetic, and scientific values;
- Provide opportunities for visitors to experience and understand the environmental interrelationships, resources, and values of the Grand Canyon without impairing the resources.

Retail services throughout the Area play a primary role in meeting the Service's management objectives by providing opportunities for visitors to purchase items reflective of their visit and serve as an extension of the Service's interpretive efforts. By providing gifts and souvenirs that relate to the Area and regional resources, these services allow visitors to retain a part of their park experience and stay connected. Products sold have the potential to provide visitors pleasant memories of their national park experience and help them to further understand Area resources, current preservation efforts and their own potential stewardship roles.

#### **Objectives for retail services:**

1. Concession employees must have a solid working knowledge of Area resources and be willing to share this information on a high-quality, professional level. The Concessioner must train its retail personnel and other front line staff to be aware of the source, quality and authenticity of merchandise items. The Concessioner must also provide training to ensure that employees have a solid working knowledge of general Area information along with cultural and natural attributes of the Area.
2. To the greatest extent possible, merchandise must have an identifiable relationship to the Area, its environs, its natural or cultural history, and other identified or related topics.
3. The Service has identified themes to guide implementation of these objectives. The Concessioner must phase out merchandise that does not relate to the identified themes or related topics.
4. In gift shops, the Concessioner must provide and prominently display merchandise with interpretive or educational value.
5. The Concessioner must develop or otherwise seek handicraft items representing Area and regional themes.
6. Merchandise must have informational tagging that illustrates the importance of the merchandise to the Area and/or region.
7. The Concessioner must make merchandise representing the identified themes available within a broad price range. This provides all visitors an opportunity to purchase both inexpensive or fine gifts and souvenirs. When appropriate, fine art should be included within the merchandise inventories.
8. It is the Concessioner's responsibility to select sales items that comply with this Mission Statement and general Service merchandising guidelines. The Service will not dictate the sale of specific merchandise; however, the Service reserves the right to approve the nature, type and quality of merchandise offered. Developing product lines with vendors and finding appropriate merchandise is an ongoing process. Therefore, the Concessioner must phase in new inventory over a period of time. In addition, the Concessioner may need to phase out items that do not sell, regardless of how well they support Area themes. The Service and Concessioner will work closely to fine-tune this effort in order to make it beneficial for both entities.
9. These objectives are for gift and souvenir merchandise. It is recognized that the Concessioner may also sell other general merchandise (if identified in its contract), which is necessary and appropriate to meet the visitors' needs.

**Themes.** The Service may revise these themes over time to reflect changing visitor needs or to improve the

Concessioner's overall ability to meet the objectives of the Retail Mission Statement.

- Hopi House: Certified American Indian handicraft items that represent the tribes traditionally affiliated with Grand Canyon National Park. Special emphasis on historic use of the facility and artisans.
- El Tovar Hotel: First Harvey House at Grand Canyon. The beginning and early era of tourism in the area, including the Santa Fe Railway.
- Bright Angel Lodge: Human history and development of trails in the Area. Appropriate emphasis on Fred Harvey wranglers and mule use in the Area, as well as other recreational uses such as hiking and river running.
- Fred Harvey Company History Room: limited retail related to Fred Harvey history only
- Lookout Studio: Geology of the area. Inspiration. Condors. Post cards, photography, posters, and other art-related items.
- Hermits Rest: Early history of the area, which includes the stagecoach destination and trails development (Hermit, Boucher, Hermit Camp). Overall ambience is that of a resting and gathering place.
- Maswik: Family-oriented shop with general Area-related themes that include wildlife, geologic resources, sustainability, environmentalism, children's educational merchandise, etc.
- General: Each historic facility must include educational information on the history of the facility (i.e., who designed, age of facility, historic use, etc.). The display and sales of copies of historic photos, with descriptive literature, are strongly encouraged.

**22) Attachment B-2: Reporting Human Illnesses**

The Concessioner must telephone the following information to the Service's Public Health Consultant At 928-638-7355

Name of Ill Person: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Phone Number: \_\_\_\_\_ circle one: mobile permanent

Person's opinion as to what caused the illness:

What are the symptoms? (nausea, vomiting, diarrhea, fever, etc.)

Is the person still ill? If not, when did he or she recover?

Do you know others who are ill?

Names:

Numbers:

What time did the illness come on?

What time did you visit what places inside the Park?

Outside the Park?

In cases of gastrointestinal symptoms, obtain times and places that foods, beverages, or water were consumed and a description of specifically what was consumed.

Person taking report and phone number:

Please complete and submit this form for any food-related complaints, gastrointestinal illnesses or possible vector borne illnesses (those carried by animals or insects, such as hanta virus, Rocky Mountain Spotted Fever, Relapsing Fever, etc.). When in doubt, please report the illness.

**23) Attachment B-3: Request for Employment of Service Employees and Their Dependents**

Please submit this form for each potential Concession Employee who is a Service Employee, or who is a spouse or dependent child of a Service Employee.

Name of Potential Concession Employee:

\_\_\_\_\_

Name of Concessioner:

\_\_\_\_\_

Position Title Applied for:

\_\_\_\_\_

Service Employee Name and Title:

\_\_\_\_\_

Relationship of Potential Concession employee to Service Employee:

\_\_\_\_\_

Other comments:

For Superintendent's Use Only:

I concur with this request for employment \_\_\_\_\_

OR I do not concur with this request for employment \_\_\_\_\_

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Superintendent

**Definitions:**

Service Employee: Full-time, part-time or seasonal employee on active duty, also, any permanent employee on furlough. Former seasonal employees are not considered Service employees for the purposes of this approval process.

Service Relative: Spouse or minor child (under age 21) of a Service employee for purposes of this approval process.

**References:**

From GRCA001-15 Operating Plan: The Concessioner must not employ in any status a Grand Canyon National Park employee, his or her spouse, or his or her dependent child without prior Superintendent written approval. Potential employees who fall within this description must submit a written request to the Service, as found in an Attachment to this Operating Plan. The Concessioner must retain the approved request as part of the employee's personnel file.

The Concessioner must not employ in any status the following, their spouses or dependent children: the Superintendent, Deputy Superintendent, Concessions Management staff, Risk Management Officer, Public Health Service Consultant.

Service Management Policy, 10.2.8.2, Employment of Service Personnel or Family Members by Concessioners: Federal law prohibits government employees from making recommendations, decisions, or approvals relating to applications, contracts, controversies, or other matters in which the employee or the employee's spouse or minor child has a financial interest. Park employees may not make decisions, approvals, or recommendations related to concession activities when their spouse or dependent child is employed by a park concessioner in that particular park. For example, the spouse or dependent child of the superintendent, assistant superintendent, concession staff, environmental manager, or public health specialist may not be employed by a concessioner in the specific park in which the Service employee works.

**24) Attachment B-4: Core Menu Items**GRAND CANYON NATIONAL PARK  
DRAFT CORE MENU ITEMS**EL TOVAR**

## BREAKFAST

- Orange juice (freshly squeezed) 12 oz., with refills
- Cold Cereal 1.6 to 1.8 oz cup, w/ milk (4-6 ounces)
- Oatmeal, 8 oz cooked in milk, with fruit or berries.
- Two Eggs or 4 oz egg whites, sausage, bacon or ham, breakfast potatoes, and choice of toast, English muffin or bagel
- Pancake Trio: 3 pancakes, butter and syrup
- Eggs Benedict: 2 eggs or 4 oz egg whites, Canadian bacon or salmon, breakfast potatoes.
- Breakfast potatoes, 4 oz
- Buttered toast, 2 slices with jelly
- Bacon or sausage

## LUNCH

- Soup of the day, 8 oz
- House salad
- Club Sandwich
- Burger: 8 oz natural angus burger with cheese, mushrooms and onions, with side
- Vegetarian Sandwich with sides
- Fish: (for example 7 oz yellowfin tuna) served with 3 oz vegetable, 3 oz rice or potato, house-baked bread and butter
- Vegetarian Pasta

## DINNER

- Shrimp Cocktail
- Soup of the Day, 8 oz
- House salad:
- Filet Mignon: 8 oz filet mignon, fingerling potatoes, served with seasonal vegetables and house baked bread and butter.
- Salmon tostada: 5 oz wild MSC salmon, with greens, salsa, sour cream, black beans, rice, tortillas
- Chicken Marsala (fall/winter) or Chicken Piccata (Spring/Summer)
- Vegetarian Pasta
- Ice cream
- Pie

**ARIZONA ROOM**

## LUNCH

- Roasted Pepper Soup (8 oz)
- House Salad
- Turkey Breast Sandwich, with choice of sides
- Angus Burger (5.33 oz), with choice of sides
- Pasta Primavera
- Housemade Cheesecake

## DINNER

- Roasted Pepper Soup (8 oz)
- House Dinner Salad
- Fried Jalapeno and Shrimp poppers

- Turkey Breast sandwich with fries
- Southwestern Chicken Breast (8 oz) with chips and salsa, seasonal vegetables, choice of soup or salad
- ½ Rack BBQ Baby Back Ribs (8.5) oz and mashed potatoes with chips and salsa, seasonal vegetables, choice of soup or salad
- Prime Rib 8 oz and baked potato with chips and salsa, seasonal vegetables, choice of soup or salad
- Sustainable Salmon 6 oz and rice with chips and salsa, seasonal vegetables, choice of soup or salad
- Vegetable Enchiladas and rice with chips and salsa, seasonal vegetables, choice of soup or salad
- Housemade Cheesecake
- Coffee (8 oz with refills)
- Soft Drinks (8 oz with refills)

## **BRIGHT ANGEL**

### **BREAKFAST**

- Hot cereal with milk
- Cold cereal with 4 oz milk
- 2 slices toast and jelly
- 2 eggs or 4 oz egg whites; breakfast potatoes; sausage, ham or bacon; 2 slices toast, English muffin or bagel
- 3 pancakes, butter and syrup
- Build-your-own omelet including 3 fillings, breakfast potatoes, 2 slices toast
- Huevos Rancheros

### **LUNCH**

- Battered mushrooms and zucchini
- Roasted Pepper Soup
- House Salad
- Chicken Caesar Salad
- Chicken Melt Sandwich (4 oz breast) with choice of side
- French Dip sandwich (8 oz roast beef) with choice of side
- Burger (5.3 oz) with choice of side
- Veggie Burger (6 oz) with choice of side

### **DINNER**

- Roasted Pepper Soup
- House Salad
- Chicken Melt Sandwich (4 oz breast) with choice of side
- Trout with vegetables and rice
- Chicken with refried beans and rice
- Spaghetti with meatballs
- ½ Rack BBQ Baby Back Ribs (8.5) oz and mashed potatoes with chips and salsa, seasonal vegetables, choice of soup or salad
- Prime Rib 8 oz and baked potato with chips and salsa, seasonal vegetables, choice of soup or salad

### **DESSERT**

- NY Style Cheesecake

### **BEVERAGES**

- Coffee or Hot Tea 1 cup with refills
- Soft Drinks, Ice Tea, Lemonade 12 oz with refills
- BRIGHT ANGEL BAR
- Chicken Quesadilla
- Burger
- Coffee (12 oz)

- Espresso (single shot)

**BRIGHT ANGEL FOUNTAIN**

- Coffee
- Soft drinks, ice tea, lemonade
- 4 oz scoop premium ice cream
- Hot dog
- Bagel and cream cheese

**MASWIK CAFETERIA**

- Burger
- Veggie Burger
- Grilled chicken sandwich
- Reuben sandwich
- Hot dog
- Two taco dinner
- Taco salad
- French fries
- Onion rings
- Coffee
- Soft drinks, ice tea, lemonade

**MASWIK PIZZA PUB**

- 16" cheese pizza
- Pizza by the Slice, cheese
- Garlic bread sticks
- Soft drinks, ice tea, lemonade

**HERMITS REST**

- Coffee
- Soft drinks, ice tea, lemonade

## 25) Attachment B-5: Phantom Ranch Pipeline Break Procedures

GOAL: To keep Phantom Ranch open for overnight guests and meal service while minimizing the consumption of the residual water supply during a pipeline break.

In the event of waterline emergency situations, the NPS Sewage Treatment Plant Operator (STPO) is the on-site leader for water related issues (water use). This includes water use at the Concessioner's Phantom Ranch facilities.

The STPO will notify the Concessioner manager or acting manager of pipeline breaks. During such an event, the STPO and Concessioner will be in regular contact to determine course of action. NPS will provide daily updates to Concessioner on status of repairs, amount of residual water available, etc.

- (1) The NPS and the Concessioner will observe the following emergency procedures:
  - (a) Upon notification of the break, the Concessioner will:
  - (b) Inform Concessioner Transportation Director/Transportation Desk Supervisor.
  - (c) Honor advance reservations only. No walk-ins or stay overs.
  - (d) Continue doing laundry and using swamp coolers at its discretion.
  - (e) Install standpipe to provide creek water on the east side of the lodge. Label as non-drinkable.
  - (f) Inventory paper products and linen, and arrange for more to be delivered if necessary.
  - (g) Fill water cubes with potable water for use in the event of depletion of reserve tank.
- (2) After the water is turned off, and while operating on pipeline water, the Concessioner will.
  - (a) Post information signs and shut down water to the shower house, hiker restrooms, dormitories and cabins.
  - (b) Place buckets in all guest facilities for hauling water to toilets.
  - (c) Restrict employees to sink showers
  - (d) Implement the use of paper products beginning with the first meal after notification of the shutdown.
  - (e) Do laundry using creek water, unless STPO approves use of residual supply.
  - (f) Use dishwasher only to meet minimum sanitation requirements. Use only minimum water for washing cooking utensils.
- (3) While operating off reserve tank, the Concessioner will:
  - (a) Use creek water (if clear) to run washing machines and main lodge coolers. Pack laundry in and out if creek water is not available.
  - (b) Ensure that the Transportation Desks advise hikers to pack extra water and/or water filters. The NPS will notify the backcountry desk to do the same.
- (4) When reserve tank is depleted:
  - (a) Consider closing the Ranch.
  - (b) Discontinue meal service.
  - (c) If the Ranch is closed, the Concessioner will work with the NPS to ensure that signs are located at all rim trailheads to alert hikers of this closure.
  - (d) Consider evacuating employees.
  - (e) Use water cubes for drinking water. Other water, treated and disinfected, is to be used only in the unlikely event of unavailability of delivered potable water.

### Consumption Data:

Dishwasher	25 gallon reservoir/1- 1.2 gallon per cycle
Washing Machines	79 gallons per load
Evaporative Coolers	4 gallons per hour
	12 coolers = 48 gallons per hour

Residual Water Capacity:

Pipeline	6,800 gallons per mile
Reserve Tank	5,000 usable
	10,000 gallon capacity.

**26) Attachment B-6: Phantom Ranch Sales Items**

- First Aid Supplies
  - Adhesive bandages
  - Elastic bandages
  - Aspirin
  - Acetaminophen
  - Pain Reliever (NSAID-type such as ibuprofen, naproxen, etc.)
  - Lip Balm (1 type)
  - Mole Skin
  - Muscle Cream
  - Antacid tablets
  - Laxatives
  - Cough Drops
  - Anti-diarrheal
  - Tampons/Maxi Pads
  - Toothpaste/Toothbrushes
  - Hand Lotion (1 type)
  - Tissues
  - Sunscreen
- Hiker Snack Items
  - Salty snack
  - Energy bars
  - Electrolyte replacement mix (1 type, such as Vitalyte, etc.)
  - Trail Mix
  - Candy
  - Cookies
  - Potato Chips
  - Peanuts
  - Crackers with peanut butter
- Other Items
  - Film
  - Flashlights (1 hiker-type)
  - Batteries for flashlights/cameras
  - Trail Guides and Interpretive Books
    - Grand Canyon Trail Guides for Bright Angel, North and South Kaibab Trails
    - Official Guide for Hiking the Grand Canyon
    - An Introduction to Grand Canyon Geology
    - In Introduction to Grand Canyon Pre-History
    - Grand Canyon National Park, Phantom Ranch
    - Grand Canyon's Long Eared Taxi
    - Mary Colter – Builder Upon the Red Earth
    - The Kolb Brothers of the Grand Canyon
    - Grand Canyon's Phantom Ranch (Images of America)
  - T-shirts (1 long-sleeve, 1 short-sleeve, designs specific to the Ranch)
  - Caps (1 summer, 1 winter, designs specific to the Ranch)
  - Bandanas (1 design specific to the Ranch)
  - Postcards (6 specific to Phantom Ranch)
  - Pins (1 design specific to Phantom Ranch)
  - Patches (1 design specific to Phantom Ranch)
  - Magnets (1 design specific to Phantom Ranch)
  - 10# bag of ice
  - Spray Bottles (summer season only)

- Crampons (winter season only)
- Hiking staffs (one type only)