

**EXHIBIT B
DRAFT OPERATING PLAN**

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I. INTRODUCTION

This Operating Plan between [Concessioner Name] (hereinafter referred to as the “Concessioner”) and the National Park Service (hereinafter referred to as the “Service”) describes specific operating responsibilities of the Concessioner and the Service with regard to those lands and facilities within The Kennecott Mines National Historic Landmark (hereinafter referred to as the “Area”) that are assigned to the Concessioner for the purposes authorized by the Contract.

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

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

II. MANAGEMENT AND ORGANIZATION

National Park Service – The Superintendent manages the Area with responsibility for all operations, including appropriate oversight of concessioners. The Superintendent carries out the policies and directives of the Service, including concession contract management. Directly, or through designated representatives, including the Concessions Management Specialist, the Superintendent reviews, directs, and coordinates concessioner activities relating to the Area.

Concessioner – the business contact for all concession operations.

Program Manager – has the authority and the managerial experience for operating the required and authorized concession services and has full authority to act as a liaison in all concession administrative and operational matters for the Concessioner.

Training Manager – has skills to mentor and train guides, attends tours, and determines readiness of guides to provide solo tours, ensuring that they meet the quality tour standards.

III. REQUIRED DOCUMENTS

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

Document	Date Due
Tour Plan Proposal for Approval, including map of interpretive stops and route.	March 1

Eppley Foundations of Interpretation Course Certificate for each guide	May 1
Tour Guide Evaluation Standards	May 1
Annual Financial Report	See section 7 of Contract
Certificate of Insurance	May 1
Concessioner's Roster of Employees	May 1
Visitor Comment Card Template	May 1
Business Brochures and Advertising	May 1 (As created and updated)
Daily Tour Activity Report	Daily Activity Reports will be submitted electronically every Monday for the previous week (Sunday through Saturday).
Visitor Comment Cards	Visitor comment cards will be available for review at the time of evaluations and/or submitted electronically upon request.
Risk Management Plan	See IV. B. below
Basic First Aid/CPR Certificate for each guide	June 1
Fire Extinguisher Certificate for each guide	June 1
List of guides that meet the quality tour standards outlined in the Contract.	June 15
Tour Guide Mid-Season Evaluations	July 15
Tour Guide End of Season Evaluations	Sept 15

IV. GENERAL CONCESSION OPERATIONS

A. Resource Protection

1. The Concessioner will prepare and implement procedures to minimize damage, movement or removal of artifacts or other park resources. If such activity occurs the Concessioner will inform the Service immediately.
2. To protect the natural and cultural resources of the Area, guides and clients will refrain from picking up/collecting rocks, touching artifacts, machinery, equipment, debris, etc., in the Concentration Mill building and Leaching Plant building. When necessary, guides and clients should only touch the handrailing's or door handles when necessary.
3. Some of the buildings are not open to the public. The Service will issue a key for each of these buildings to the Concessioner in May of each year. The Concessioner will lock the buildings as each tour leaves the building. The doors will remain locked between tours and closed during tours. If the Concessioner notices that buildings have not been locked or that there has been a forced entry, the situation will be reported to the Service immediately. At the end of the season, no later than September 20, the Concessioner will return all keys to the South District Interpreter or their designee.
4. Clients will not be left unescorted at any time during the tour.

B. Risk Management Program

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

The Concessioner will ensure guides provide safety messages at the beginning and throughout the tour regarding hazardous conditions, such as trips, slips and falls, low ceilings, steep stairwells, and tight spaces.

The Concessioner will ensure guides **READ** the following information (#1 through #5) in its entirety to the clients, at the beginning of each tour and at the top of the Concentration Mill building, regarding the potential exposure to heavy metals that may be found in the Kennecott Mines National Historic Landmark:

1. Heavy metals (such as antimony, arsenic, copper, lead, cadmium, chromium, and mercury) are consistently present in elevated quantities in the mine tailings, soil, and dust throughout the Kennecott Mill Site. Exposure to these heavy metals can be harmful to your health.
2. Assume that all tailings, soils, surface dusts, and historical paint are contaminated.
3. You can reduce your exposure to harmful contaminants by staying on the designated trails and roads, complying with all signage, avoiding skin contact with mine tailings and dust, avoiding activities that disturb soil and generate dust, washing your hands and face before eating or drinking, and washing off footwear and other dusty items after leaving the site.
4. While inside the historic buildings, avoid touching surfaces, leaning on exhibits or displays or any other contents of the buildings. It is essential that you follow me on the established route.

5. Hand-washing stations are located at the NPS Kennecott Visitor Center, along the main road, and at the base of the Mill Building. You should use them. If you follow these safety precautions, health risks due to contaminant exposure will be minimal.

C. Operational Safety

1. The Concessioner will ensure clients wear the appropriate footwear (no sandals or open toed shoes will be allowed).
2. The Concessioner will ensure guides point out the location of hand-washing stations along the tour route. Guides will use hand-washing stations at least once during the tour to model safety precautions to minimize exposure to contaminants.
3. The Concessioner will ensure that clients stay on the Service designated routes while in the following buildings:
 - a. Concentration Mill
 - b. Leaching Plant
4. The Service designated routes are marked on the maps included as Appendix 1 to this operating plan. All routes are subject to change depending upon the maintenance and/or stabilization efforts for each structure.
5. Buildings in the Area may be closed due to restoration/rehabilitation projects, life, health, and safety issues, etc.
6. The Concessioner is required to do a walk-through of the designated route with the Service at the beginning of the season and when other route changes occur.
7. Group size is limited to a total of fifteen (15) clients, and a maximum of three (3) tour guides.
8. The Concessioner will provide all clients (adults and children) with Class G hard hats with adjustable headbands that are compliant with Occupational Safety and Health Administration and American National Standard Institute standards.
9. Hardhats will be worn by all guides and clients throughout the tour.
10. Hardhats will be cleaned with disinfecting wipes after each tour.
11. The Concessioner will ensure guides know the location of all emergency exits in the buildings.
12. The Concessioner will ensure guides know the location of fire extinguishers in the buildings and how to use them.
13. The Concessioner will be required to do a walk-through of the designated evacuation routes in the buildings with the Service at the beginning of the season. Concessioner will provide tour guides with training of evacuation routes for tour buildings.
14. The Concessioner will inform tour guides on the community area-wide emergency siren protocol.
15. If an injury occurs in which the Concessioner can't self-rescue, the Concessioner will notify Alaska Region Communication Center (ARCC) at 907-683-2276 for emergency assistance. The Concessioner will not leave an injured person or the tour group until medical assistance has arrived.
16. The Concessioner will immediately inform the Service of all accidents.
17. The Concessioner will provide a written report of all accidents to the Service within three (3) days. Report will include the name of the injured, the party involved, the party's address, contact information and a description of the incident, including its location and injury.
18. Smoking is not allowed in any of the buildings. Concessioner will ensure that employees and clients do not smoke in the buildings.
19. No flame of any type is allowed in the buildings. The Concessioner will ensure that employees and clients do not light any flames such as cigarette lighters, matches, or any other device that creates a flame.

20. The Concessioner will ensure Training Manager and guides have current certifications in basic first aid and CPR.

D. Tour Standards

1. The tour will be based upon the mission of the National Park Service, Wrangell St. Elias National Park and Preserve, and will focus on the period of significance, which is 1900-1938. Major points of information will include:
 - a. Wrangell-St. Elias National Park and Preserve
 - b. The significance of Kennecott Mines as a National Historic Landmark
 - c. Alaska National Interest Lands Conservation Act (ANILCA)
 - d. Exploration and Prospecting
 - e. Railroad/Early Site Development
 - f. Life at Kennecott
 - g. Mine/Mill Processing
 - h. Mill/Mine Closure
2. Proposed tour plan must be submitted by March 1 annually for the Service to review and approve.
3. In establishing the foundation of an effective tour, the guide will deliver a presentation that is logical and cohesive and that presents a thorough knowledge of the facts and figures of Kennecott history. A variety of interpretive techniques including but not limited to, the use of stories/narratives, dialogic questioning, visual aids, and theme development will be employed by the tour guide to engage the audience and provide opportunities to facilitate intellectual and emotional connections to the story of Kennecott.
4. Based on the tour plan, the guide will inform visitors of the historical context and historical importance of each building along the route, as it pertains to the National Historic Landmark.
5. Notify clients of the Kennecott Visitor Center hours and other offerings in the Area, so they may connect with Service personnel to ask any unanswered questions, receive trip planning information, and explore the exhibits and bookstore.
6. The concessioner will Offer a minimum of three scheduled tours a day. The Concessioner may provide additional tours throughout the season to meet client demand. Tours will operate seven days a week through the operating season. The operating season is the Friday before Memorial Day through Labor Day. The Concessioner may continue to provide tours after Labor Day if approved by the Service.
7. Tours in the Concentration Mill are limited to two at a time. Each tour must be separated by at least two floors due to capacity and emergency exit restrictions.
8. Tour length is a maximum of two (2) hours.
9. All tours will start within five (5) minutes of the scheduled time.
10. The Service will conduct unannounced informal and formal audits throughout the season. Comments, suggestions, or concerns will be discussed during a post audit meeting with the Concessioner (Training Manager and/or Program Manager), Tour Guide, and the Service.
11. The Concessioner is required to attend pre- and post-season meetings to address changes to the operating plan, discuss concerns, and establish communication with the Service.
12. Based on the Concessioner tour plan, the Service will approve or disapprove buildings with the National Historic Landmark that are required for interpretation.
13. All clients (Adults and Children) will wear **American National Standard for Industrial Head Protection** Hard hats (ANSI Type I) throughout the tour.
14. All hard hats are to be stored at Concessioner's place of business.

E. Status of Buildings for Tours

1. The following buildings are open and required for entry:
 - a. Concentration Mill building
 - b. Ammonia Leaching Plant

2. The following buildings are open for optional entry:
 - a. Recreation Hall
 - b. Refrigeration Plant
 - c. Post Office/General Store/Warehouse
 - d. Depot
 - e. Manager's Office
 - f. Power Plant veranda
 - g. Cottage

3. The following buildings are closed to entry:
 - a. Dairy Barn
 - b. Blackburn School/Visitor Center
 - c. Two Room Schoolhouse
 - d. West Bunkhouse
 - e. National Creek Bunkhouse
 - f. East Bunkhouse
 - g. Hospital
 - h. Machine Shop
 - i. Transformer Shop
 - j. Lower interior Power Plant

F. Counter Space

1. The Service will provide counter space for the Concessioner to conduct operations within the NHL.
2. Concessioner activities in the Kennecott General Store building will be limited to selling NHL tour tickets, meeting customers, and organizing for scheduled NHL tours.
3. The counter space may be moved to a different building within the NHL (based on Park Operational needs).
4. Hours of operation in the General Store will be 8:00am to 6:00pm.

G. Dress Standards

1. Guides will wear a uniform that consists of a concessioner logo shirt and/or concessioner logo outerwear (vest or jacket) that clearly identifies them as a representative of the concession tour. Baseball caps with concessioner logo are allowed.
2. All guides will wear a visible name bar.
3. Guides are not allowed to wear accessories that are overly distracting during the tour (excessively large earrings, bright colored sunglasses, cowboy hats, etc.).
4. Guides must wear boots or closed-toe shoes (no sandals or open toe shoes will be allowed).
5. Hair and facial hair must be kept clean and neat.
6. Guides will wear ANSI Type I Hard Hat.

H. Staffing Requirements and Qualifications

1. To achieve an effective and efficient working relationship between the Concessioner and the Service, the Concessioner will designate a Program Manager and Training Manager.
2. The Program Manager shall have the necessary knowledge, skills, and abilities to supervise employees, direct the operation, have knowledge of the Area, maintain cooperative working relationship with the Service, and communicate effectively orally and in writing.
3. The Training Manager shall have the necessary knowledge, skills and abilities to mentor, train and evaluate guides, maintain cooperative working relationship with the Service, and communicate effectively orally and in writing.
4. The Program & Training Manager(s) will be available for post audit meetings with the Service to discuss tour program strengths and improvements that are needed. Concessioner will provide the Service the work schedule of these positions so that Service personnel can coordinate these meetings.
5. Tour guides will have a working knowledge of the cultural and natural history of the Area and the skills and abilities to present a quality interpretive program to diverse audiences. The interpretive tour guides must be proficient in and utilize a range of interpretive techniques and principles as described in the Support Materials listed below.

I. Training and Evaluation

1. Tour guides must complete a training program that provides instruction in the natural and cultural history of the Area. Training must include on-site orientation of the Area, and the opportunity to observe an experienced tour guide conducting an approved program.
2. Guides are required to complete the free, on-line "Foundations of Interpretation" course offered by the Eppley Institute for Parks and Public Lands website: <https://expand.iu.edu/browse/iidc/eppley>. Tour guides are encouraged to complete other courses offered by the Eppley Institute.
3. The Program & Training Manager will periodically observe and evaluate each of the tour guides programs throughout the season. Tour guides will be evaluated on the following elements: pace, flow, creativity, knowledge, accuracy, and thematic development presented in a meaningful and engaging manner. Feedback will be provided in a timely manner. Guide evaluations will be provided to the Service upon request.
4. The Program and/or Training Manager will evaluate and confirm the readiness of each tour guide before each guide leads a tour.

J. Support Materials

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

1. Eppley Institute/NPS Interpretive training website <https://expand.iu.edu/browse/iidc/eppley>.
2. "How to Prepare an Interpretive Program," NPS Training document.
3. "Meaningful Interpretation: How to Connect Hearts and Minds to Places, Objects and Other Resources" edited by David Larsen.
4. "Handles: A Compendium of Interpretive Techniques to Help Visitors Grasp Resources" by Peggy Ann Scherbaum.
5. Kennecott Mines NHL Interpretive Exhibits, onsite.

6. Douglass, William C. "A History of the Kennecott Mines, Kennecott, Alaska." Typescript in WRST historic files. This can be located at: [MP 21 - A history of the Kennecott Mines, Kennecott, Alaska](#)
7. Grauman, Melody Webb. "Kennecott: Alaskan Origins of a Copper Empire, 1900-1938." *The Western Historical Quarterly* 9, no. 2 (April 1978): 197-211.
8. Tower, Elizabeth. *Ghosts of Kennecott. The Story of Stephen Birch*. Anchorage: Self-published, 1990.
9. Gilbert, Cathy, Paul White, and Anne Worthington. *Cultural Landscape Report. Kennecott Mill Town*. Anchorage: National Park Service, 2000. This can be downloaded at: [Kennecott Mines National Historic Landmark - Wrangell - St Elias National Park & Preserve \(U.S. National Park Service\) \(nps.gov\)](#)

K. Rates

As stated in Section 2.(d) of the contract, all rates, and charges to the public by the Concessioner for Visitor Services must be reasonable and appropriate and must be approved by the Director. The initial approved rates are \$38.80 per adult and \$21.30 for children 8 – 12 years old. This rate will be adjusted in accordance with the annual changes in the Consumer Price Index, all Urban Consumers, annually after the first year of the contract. This rate will be reestablished after five years. After five years, the Concessioner may submit its proposed rates to the Superintendent for approval. This rate will then be adjusted in accordance with the annual changes in the Consumer Price Index, all Urban Consumers, annually after the rate is reestablished. This rate is the maximum rate that the concessioner may charge. The Concessioner is not precluded from charging a lower rate if it chooses.

L. Client Comments and Complaints

1. Concessioner will create a visitor comment card and submit it to the Service for approval. Once approved the comment cards must be available to visitors. Comment cards will be available upon request at the time of on-site evaluations or submitted electronically upon request to the Concessions Management Specialist every Monday of the operating season.
2. The Concessioner will notify the Service of the details of any complaint it receives concerning services it provides under this Contract to the Concessions Management Specialist within 7 days of receipt. The Concessioner will provide to the Concessions Management Specialist a copy of its response to the complaint within seven (7) days.
3. The Service will send complaints regarding Concessioner operations to the Concessioner for investigation and response. The Concessioner will provide to the Concessions Management Specialist a copy of its response to the complaint within seven (7) days.

M. Activity Reports

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

N. Service Program Evaluation

As part of the annual concession audit, Service personnel will evaluate the interpretive services provided by the Concessioner in accordance with the Services Audit_Form, included as Appendix 3 to this Operating Plan.

Concessioner Name _____
print and sign

Superintendent _____

Effective Date _____

- Appendix 1: Service Designated Tour Route Maps
- Appendix 2: Daily Activity Report Form
- Appendix 3: Tour Audit Form