

EXHIBIT B
OPERATING PLAN

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ADDENDUM 1: ELEMENTS INCORPORATED FROM THE CONCESSIONER'S PROPOSAL

ATTACHMENT A: REFERENCED WEBSITES

1) INTRODUCTION

This Operating Plan between Concessioner Name Click or tap here to enter text. (hereinafter referred to as the "Concessioner") and the National Park Service (hereinafter referred to as the "Service" or "NPS") describes specific operating responsibilities of the Concessioner and the Service regarding the visitor services within Great Smoky Mountains National Park (hereinafter referred to as the "Area") that the Concessioner is required or authorized to provide under the Contract.

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

This Operating Plan will be reviewed annually by the Superintendent of the Area in consultation with the Concessioner and revised as determined necessary by the Superintendent. Any revisions must be reasonable, consistent with the main body of the Contract, and in furtherance of the purposes of the Contract.

Elements of the Concessioner's proposal for the Contract are incorporated into Addendum 1 to the Operating Plan with the same effect as the terms of this Operating Plan. Attachment A (Referenced Websites) at the end of this Operating Plan includes links to documents, polices, and procedures referenced in this Operating Plan.

2) MANAGEMENT RESPONSIBILITIES

A) Concessioner

- (1) To achieve an effective and efficient working relationship between the Concessioner and the Service, the Concessioner must designate an on-site general manager who:
 - (a) Has the authority to manage and the managerial experience for the operations under the Contract.
 - (b) Employs staff with the expertise and training to operate all services provided under the Contract.
 - (c) Has full authority to act as a liaison in all Concessioner administrative and operational matters within the Area.
 - (d) Has the responsibility for implementing the policies and directives of the NPS applicable to the operations.
- (2) In the absence of the general manager, the Concessioner must designate an acting general manager.

B) Service

The Superintendent of the Area has responsibility for all Area operations, including commercial services operations. The Superintendent carries out NPS policy, including policies documented in the NPS Commercial Services Guide (CS Guide) and the Contract. The Superintendent, directly or through designated representatives, such as the concession specialist(s) of the Area, reviews, directs, and coordinates, pursuant to NPS policy, the CS Guide, and applicable laws, Concessioner activities relating to the Area, including by:

- (1) Evaluating Concessioner operations.
- (2) Reviewing and approving rates charged for all commercial services within the Area.
- (3) Reviewing and approving construction and improvements to Area lands and real property improvements.
- (4) Reviewing and approving changes to services, the Concessioner's plans, programs and procedures, and other requirements as outlined in the Operating Plan.

3) GENERAL POLICIES AND PROGRAMMATIC REQUIREMENTS

A) Environmental Management Program

- (1) Standards. The Concessioner must develop, implement, and maintain an Environmental Management Program (EMP) in accordance with NPS Environmental Management Program standards. The Concessioner must submit to the NPS a documented EMP within 60 days of the effective date of the Contract and must submit any revisions at least 30 days before implementation. The EMP must be updated in response to any environmental deficiencies found in environmental audits or other inspections. The EMP must account for all Concessioner activities with potential environmental impacts. The Concessioner must incorporate environmental best management practices throughout its operation.
 - (a) Inventory of Waste Streams. The Concessioner must submit to the Service an inventory of all waste streams generated by the Concessioner under the Contract annually by February 1. The waste stream inventory will include solid waste streams, hazardous waste streams, and items diverted for recycling, composting, or other such uses. Additionally, the waste stream inventory will be in appropriate detail to distinguish for specific materials, such as plastics and food waste, and will include any documents, reports, monitoring data, manifests, and other documentation required by applicable laws regarding waste streams.
- (2) Environmental Reporting
 - (a) The Concessioner must submit to the Service at least annually, by March 1 an inventory of federal Occupational Safety and Health Administration (OSHA) designated hazardous chemicals used and stored in the Area by the Concessioner. The Service may prohibit the use of any OSHA hazardous chemical by the Concessioner in its operations under the Contract. The Concessioner must obtain the Service's approval before using any extremely hazardous substance, as defined in the Emergency Planning and Community Right to Know Act of 1986, in its operations under the Contract.
 - (b) The Concessioner will submit corrective action information related to inspections or environmental audits to the Service upon request.
 - (c) The Concessioner must submit to the Service copies of all documents, reports, monitoring data, manifests, and other documentation required under applicable laws to be submitted to regulatory agencies. The Concessioner must also submit to the Service any environmental plans for which coordination with Area operations are necessary and appropriate, as determined by the Service in accordance with applicable laws.
- (3) Notwithstanding any other provisions of the Contract, the Concessioner is not banned from and will not be penalized for using plastic straws in its operations under the Contract. The Concessioner may not use paper straws in its operations under the Contract.

B) Risk Management Program

- (1) Standards. The Concessioner must develop, implement, and maintain a Risk Management Program (RMP) in accordance with NPS Risk Management Program standards. The RMP must account for all Concessioner activities with potential safety impacts. The Concessioner must submit its documented initial RMP to the Service within 60 days of the effective date of Contract and must submit any revisions at least 30 days before implementation. The Concessioner must update its RMP as needed to comply with applicable laws.
- (2) Emergency Response Plans and Reporting. The Concessioner must provide sufficient plans, procedures, equipment, and training to employees to enable them to respond to emergencies effectively and in accordance with applicable laws. Required plans must be included or referenced in the RMP and may include, but are not limited to, the following, depending on operational context (e.g., level of emergency response and the quantity of hazardous materials in either above-ground or underground storage tanks maintained by the Concessioner, etc.):
 - (a) Emergency Action Plan

- (b) Emergency Response Plan
 - (c) Structural Fire Management Plan
 - (d) List of AEDs for incorporation into Service AED plan
 - (e) Facility Response Plan
- (3) Structural Fire Management. The Concessioner must include or reference plans, programs, and systems of inspection and training records, as described in the Maintenance Plan and in accordance with applicable International Fire Code and National Fire Protection Association codes and standards, in its RMP.
- (4) Hazard Communication Plan. The Concessioner must submit to the Service its Hazard Communication Plan, prepared in accordance with applicable laws, within 120 days of the effective date of the Contract. This plan must be referenced as part of the Concessioner's RMP.
- (5) Firearms. The Concessioner is responsible for determining how it will comply with federal and state firearm possession laws within its operations. The Concessioner must provide the Service a written possession of firearms policy detailing how it will implement these laws within its operation for review and approval within 60 days of the effective date of the Contract and as updated. Concessioner employees must not carry firearms while on duty in the Area. The Superintendent, at their sole discretion, may grant exceptions to this prohibition in consideration of a written request from the Concessioner.
- (6) Exculpatory Agreements
- (a) The Concessioner may ask visitors (or their legal guardian if the client is under 18 years of age) participating in the Concessioner's services identified below as "high risk" to sign exculpatory agreements that include a visitor acknowledgment of risk (VAR), waiver of liability (WoL), and indemnification clauses.
 - (b) "High risk" services under the Contract are the following: Guided Horseback Rides, Guided Carriage and/or Wagon Rides.
 - (c) The Concessioner's exculpatory agreements:
 - (i) Must comply with applicable state and federal law and Service policy;
 - (ii) Must not waive liability or preclude claims against or require indemnifying the Concessioner for its gross negligence, recklessness, or willful misconduct; and
 - (iii) Must waive liability against the United States by including the following language:
 - a) "The undersigned further waives liability of the United States and acknowledges and agrees that the United States and its officers and employees are fully released from any liability for injuries, damages, or losses that the undersigned sustains as a result of or in connection with the undersigned's participation in this activity."
 - (d) The Service will not as a matter of standard practice, collect, review or approve the Concessioner's exculpatory agreements. However, the Service reserves the right to review the Concessioner's exculpatory agreements and any modifications or replacements of the agreements at any time during the term of the Contract and require any revisions to ensure all the requirements of Service policy are met. The Service also reserves the right to require changes to Concessioner's exculpatory agreements or, to the extent permitted by law, revoke the Concessioner's allowance to use exculpatory agreements, if the Service determines the agreements are not compliant with Applicable Laws or Service policy. Any determination by the Service that a Concessioner's exculpatory agreement is policy-compliant does not convey the Service's view that the agreement is valid, enforceable, or otherwise endorsed by the Service for any purpose.

C) Resource Protection

- (1) Integrated Pest Management
 - a) The Concessioner must develop and implement an integrated pest management (IPM) program to manage invasive and nuisance species at Concession Facilities. The Concessioner must provide its documented IPM program to the Service within 120 days of the effective date of the Contract and as updated. The Concessioner's IPM program must be received by the park concession specialist and approved by the Area's IPM coordinator. The Service may conduct IPM inspections covering vector control and exclusion practices, pesticide application practices, and other aspects related to pest management.
 - b) Carpenter bee traps may be utilized if populations are impacting health and safety of visiting public and causing excessive damage to structures. Traps are only allowed to be placed from the 1st of March to the 1st of August. After this time window they must be removed. Clear Jar type traps will need to be cleaned monthly. Traps must be hung at least 20 feet from main entrance of facility. No baits are allowed in traps.
- (2) Wildlife Interaction
 - (a) The feeding of wildlife within the Area is prohibited.
 - (b) The Concessioner must not display food in such a manner that may imply approval or encouragement of the feeding of wildlife.
 - (c) Concessioner staff must comply with NPS wildlife interaction notification protocols.
 - (d) The Concessioner must ensure food, potential attractants, trash, and recycling containers are wildlife proof; and must receive Service approval of all containers before use.
 - (e) The Concessioner must post signage within the Concession Facilities that prohibits unattended food outdoors. See Section 4) D) General Operating Standards and Requirements, Public Information,' for sign requirements.
- (3) Cultural and Archeological Resources
 - (a) The Concessioner must ensure protected sites and archaeological resources within the Area are not damaged or disturbed by the Concessioner, its employees, agents, or contractors, except in accordance with applicable laws and with the prior written approval of the Service.
 - (b) The Concessioner must report discoveries of any archeological resources immediately to the Service.
 - (c) The Concessioner must cease work or other disturbance that may impact any protected site or archeological resource until the Service grants approval, upon such terms and conditions as the Service deems necessary, to continue such work or other disturbance.
- (4) Smoking Policy. All Concession Facilities are designated as non-smoking in accordance with the CS Guide 6.15.2 and Director's Order 50D

D) Property Management

- (1) Lost and Found. The Concessioner must establish a lost and found policy. The Concessioner must submit this policy to the Service for approval within 60 days of the effective date of the Contract and as updated. This policy must address how the Concessioner will handle lost and found or unattended property. Procedures must conform to NPS guidelines found in Personal Property Management Handbook #44.
- (2) Concessioner Vehicles
 - (a) All vehicles used to perform services under the Contract must be registered and licensed in accordance with all applicable laws.

- (b) The Concessioner must ensure operators of all Concessioner vehicles must have a valid state operator's license for the size and class of vehicle driven.
 - (c) The Concessioner must ensure Service-approved designated areas are used to park and store its trailers, vehicles, and equipment in a safe, organized manner. The Concessioner must maintain unobstructed means of egress from all such areas.
 - (d) Concessioner vehicles used in the Area must display the Concessioner's name and logo.
 - (e) The only vehicle maintenance allowed within the Area is topping off fluids in area(s) the Service designates for maintenance. All other vehicle maintenance activities must take place outside the Area.
- (3) Abandoned Property. The Concessioner must take necessary and appropriate steps to remove and dispose of abandoned property found within Concession Facilities in accordance with applicable law and Service policy in a timely manner. The Concessioner must not store non-functioning or unserviceable equipment (including vehicles) within the Area. The Concessioner must notify the Service as soon as practicable of abandoned vehicles within the Concession Facilities. The Concessioner must tow abandoned employee vehicles at the expense of the owner, or if the owner cannot be located, at the expense of the Concessioner.

E) Visitor Satisfaction

- (1) Visitor Satisfaction Surveys
- (a) The Concessioner must establish a Service-approved visitor satisfaction survey. The Concessioner must submit its plan for this survey to the Service within 60 days of the effective date of the Contract. The survey may consist of electronic or hard-copy (e.g., comment cards) surveys depending upon which survey medium best suits the location and services being monitored. The survey must monitor visitor satisfaction with service standards, perceived value, and overall visitor satisfaction.
 - (b) The Service is developing standard visitor satisfaction questions. Once developed, the Concessioner must include these questions in its visitor satisfaction survey and make results available to the Service.
 - (c) The Concessioner must have an adequate supply of comment cards, or, if using an electronic system, information available on accessing the survey.
- (2) Visitor Complaints. The Concessioner must respond to all visitor complaints received through its established visitor satisfaction survey or forwarded to the Concessioner by the Service.
- (a) The Concessioner must provide the visitor with an initial response within 48 hours to, at minimum, acknowledge receipt.
 - (b) The Concessioner must investigate and begin resolving all visitor complaints regarding its services within five business days of receipt. Copies of the initial complaint, the Concessioner's response, and any supporting documentation must be provided to the Service within five business days of the complaint, and the Service will copy the Concessioner on any response it makes to the visitor.
 - (c) The Service will forward to the Concessioner any complaints received regarding the Concessioner's operations.
- (3) Upon receipt, the Concessioner must provide copies to the Service of any visitor comments that allege misconduct by a Concessioner or NPS employee, or that pertain to the safety of visitors or the safety of Area resources.

F) Purchasing

The Concessioner may make purchases from a facility operated or owned by the Concessioner or its related entities, provided that the product is comparable in quality and price to equivalent products manufactured by unrelated suppliers.

G) Protection and Emergency Services

- (1) Law Enforcement
 - (a) Concessioner
 - (i) The Concessioner must comply with emergency and operational reporting requirements detailed in the "Reporting Requirements" section of this Operating Plan.
 - (ii) The Concessioner must secure the Concession Facilities and government personal property assigned to it under the Contract.
 - (iii) The Concessioner may be required to provide security guards during periods of escalated concern at Concession Facilities.
 - (iv) Concessioner-employed security personnel have no authority to take law enforcement action or to carry firearms. The Concessioner must report security violations immediately to the Service.
 - (b) Service
 - (i) The NPS provides visitor protection services within the Area, including responding to emergencies involving public safety, civil disturbances, and violations of the law.
 - (ii) The NPS handles all violations of NPS regulations and applicable federal, state, county, and city laws and ordinances within its jurisdiction.
- (2) Emergency Medical Care
 - (a) Emergency medical services (EMS) are provided concurrently with the NPS and other local authorities.
 - (b) Concessioner

The Concessioner must maintain basic first aid supplies in Concessioner vehicles and at all Concession Facilities occupied by the public or used as Concessioner employee workspaces or communal housing.

 - (i) The Concessioner must maintain employee EMS certifications and training documentation if such certifications are required for the Concessioner's provision of the required and authorized services. The Concessioner must provide this documentation when requested by the Service.
 - (ii) The Concessioner must train all its employees in proper emergency reporting procedures, including how to provide essential information (e.g., a call back number at their location) to facilitate the dispatch of rangers and emergency personnel.
 - (c) Service. The NPS may review or investigate all visitor and Concessioner employee incidents that require emergency response.

H) Human Resources

- (1) Personnel List and Identification
 - (a) The Concessioner must provide to the Service a contact list of key management personnel within 30 days of the effective date of the Contract and annually by March 1.
 - (b) The Concessioner must immediately notify the Service of any changes and provide the Service an updated contact list.
 - (c) All Concessioner staff should be identifiable as employees of the Concessioner, including back-of-house and maintenance personnel, if applicable.
- (2) Employee Hiring Procedures and Policies.

The Concessioner will submit to the Service within 60 days of the Contract effective date and as updated, a copy of its hiring policies, which address, at minimum, the following requirements:

- (a) Drug-free Awareness and Testing. The Concessioner must provide its employees with a statement of its policies regarding drug and alcohol abuse and conduct educational program(s) for its employees to deter drug and alcohol abuse. The Concessioner must require any employee who is in a safety-sensitive position (i.e., a person who is in a position where a lapse in attention could lead to serious injury, death, or property damage) to participate as appropriate in pre-employment and random drug testing. The Concessioner must make results of employee drug testing available to the Service upon request.
 - (b) Background Checks. The Concessioner must ensure background checks are performed on all employees as appropriate for the position. These may include wants/warrants checks, local criminal history checks, federal criminal records checks, national multi-jurisdictional database and sexual offender searches, social security number traces, and driving history checks. The Concessioner must not hire an employee with any active wants or warrants (current fugitive from justice). The Concessioner must make available, upon request, the type and status of background investigations conducted on employees to the Area Chief Ranger's Office. The Concessioner must require prospective employees to allow the release of their background check information to the Service and make them aware of this possible release of information in advance of hire.
 - (c) NPS Employees. Department of Interior (DOI) ethics regulation 5 C.F.R. § 3501.105(b) requires that Service employees obtain written approval from an ethics counselor before engaging in outside employment with a prohibited source. This approval is documented on DOI form DI-7010. The Concessioner must not employ in any status an NPS employee who has not obtained written approval through the DI-7010 process. Because NPS employees may not work on any matter involving a business in which they, their spouse, or their minor children have a financial interest, it may not be feasible for NPS employees with management and oversight responsibilities of concession operations (including concession specialists, superintendents, and NPS management staff) to receive ethics clearance to continue to work on matters related to the Concessioner when their spouse or minor children work for the Concessioner. The Concessioner should retain a copy of any approved DI-7010 forms in their files.
 - (d) Employee Area Parking Tags
 - (i) The Concessioner must obtain Area parking tags for its permanent and seasonal employees.
 - (ii) The Concessioner must maintain a tracking system for parking tags that are issued and ensure appropriate distribution.
 - (iii) Area parking tags are to be used for official business associated with the concession, and the Concessioner must ensure all parking tags are surrendered upon termination of employment.
- (3) Training

The Concessioner must develop and provide appropriate training to employees as required by all applicable laws and Service policies and standards (e.g., CS Guide, service standards, etc.). The Concessioner must maintain records of all employee training and must provide those records to the Service upon request. In addition, the Concessioner must provide the following training:

- Orientation Training. The Concessioner will provide introductory Area training to all new hires using qualified and certified staff. The Concessioner must orient its managers to Service evaluation and rate policies, as outlined in the Concessions Management Guidelines. The Concessioner must provide training regarding Area resources, visitor attractions, and visitor services for all employees who interact with the public. Training must incorporate information provided by the Service specifically for this purpose, if any.
- Hospitality and Customer Service Training. The Concessioner must provide hospitality and customer service training for employees who have direct visitor contact.

- Interpretive Training. The Concessioner will provide interpretive skills training for all employees who provide interpretive, informational, and safety information and services. Concession employees who will provide these services are encouraged to attend the seasonal orientation program provided by the Service for its resource education employees. This training is usually offered the first two weeks after Memorial Day and includes up-to-date resource information and interpretive skills training. The Service may be able to provide limited training for employees on-site at Smokemont Riding Stables at a time that is determined to be mutually convenient.
- Safety Training. The Concessioner must train its employees according to the training requirements in its Risk Management Plan.
- Environmental Training. The Concessioner must train its employees according to the training requirements in its Environmental Management Program
- Emergency Medical Training. The Concessioner must ensure staff involved with Guided Horseback Rides and Guided Wagon and/or Carriage rides have a current CPR and First Aid (or higher) certification on file and available to the Service upon request. The Concessioner is encouraged to allow all other employees to attend emergency medical training, including CPR and First Aid courses.
- Wildlife, Fish, and Vegetation Management. The Concessioner will provide Service-approved training in fish, wildlife, and vegetation management, including measures to prevent wildlife species from becoming habituated to human foods.
- Service Provided Training. The Concessioner must encourage and allow its employees to attend any Service-sponsored training relating to the Area. Employees, especially managers, may attend other Service training as space permits and determined appropriate by the Service. The Concessioner will pay employees their standard wages for attending Service-sponsored training.

(4) Employee Handbook

The Concessioner must develop an employee handbook and provide each of its employees with a copy. The handbook will contain the policies and regulations of the Service and the Concessioner that pertain to the Concessioner's employees and contain information that ensures the Concessioner's employees understand the requirements of this Operating Plan. The handbook will convey the requirement that employees adhere to all applicable laws while in the Area. The Concessioner's employee handbook must include anti-harassment policies and reporting guidelines. The Concessioner must provide a copy of its employee handbook to the Service for review within 60 days of the effective date of the Contract and at least 30 days before publication and distribution of any updates to employees.

(5) Organized Labor Activity

The Concessioner is required to comply fully with the National Labor Relations Act (NLRA), 26 U.S.C. §§151-169, and the applicable rules, regulations, and orders of the Secretary of Labor. The NLRA prohibits employers from interfering with, restraining, or coercing employees in the exercise of their rights relating to organizing, forming, joining, or assessing a labor organization for collective bargaining purposes; working together to improve terms and conditions of employment; or refraining from any such activity. Similarly, labor organizations may not restrain or coerce employees in the exercise of these rights.

(6) Volunteers-in-Parks (VIP) Program

The Concessioner must permit its employees to participate in the NPS VIP program. More information on the VIP program can be found on the NPS website and at the Area website at <http://www.nps.gov/grsm/supportyourpark/volunteer.htm>.

I) Structure Fire

(1) Structural Fire Protection. The NPS has primary responsibility for fire response. It is the responsibility of the Concessioner to follow all Service-adopted fire prevention codes to provide a safe environment for its employees and visitors to ensure all structures are protected against the risk of fire. Specific requirements for structural fire protection responsibilities are identified in Director's Order (DO) 58 and Reference Manual (RM) 58.

(a) Service

- (i) The Service may conduct fire safety inspections at its discretion, including audits of the Concessioner's fire management plan. The Service may contact the Concessioner at the time of the inspections so that a representative of the Concessioner may accompany the Service inspector.
- (ii) The Service reserves the right to conduct periodic prescribed burns according to the NPS's fire management plan around concession operations.

(b) Concessioner

- (i) The Concessioner is responsible for fire prevention and protection within the Concession Facilities and must prepare a fire management plan addressing how the Concessioner will comply with all code and policy requirements of the Contract per DO-58 and RM-58. The plan must identify who will be responsible for each element of the plan. The Concessioner must document and submit to the Service the results of its annual fire and life safety inspection and annual inspection and testing of fire protection systems, including but not limited to automatic fire alarm and suppression systems per RM-58.
- (ii) The Concessioner's operations must comply with the International Fire Code (IFC) and National Fire Protection Association (NFPA) codes or standards it references as well as all other codes, standards, and policies adopted by DO and RM-58.
- (iii) The Concessioner must designate a Structural Fire Coordinator per RM-58 to ensure the Concessioner's compliance with its fire program responsibilities.
- (iv) The Concessioner's fire prevention, structural fire, wildland fire, and life safety plans and procedures must be prepared per applicable laws, integrated within the Concessioner's Risk Management Program, and made available to the Service upon request.
- (v) All plans and documents for new construction or building alterations must be prepared following RM-58 and approved by the designated Fire Code Official (FCO).
- (vi) The Concessioner must conduct applicable fire prevention awareness training, including portable fire extinguisher training, for its staff as required by RM-58, as it may be amended, supplemented, or superseded throughout the term of the Contract.
- (vii) Concessioner employees engaged in Area structural fire suppression programs must meet the training and certification requirements specified in DO and RM-58.
- (viii) Inspections. The Concessioner must conduct the following inspections related to fire and life safety for Concession Facilities:
 - a) A comprehensive life safety and fire protection risk assessment of the property in compliance with all applicable laws (including IFC, NFPA and RM-58) by a licensed fire protection engineer within 60 days of the effective date of the Contract and every five (5) years thereafter. A report of inspection must be submitted to the Service within 30 days of the inspection.

- b) The Concessioner must ensure all required inspection, testing, and maintenance (ITM) of fire protection equipment and systems are performed by qualified personnel and accurately tracked in the system of record for all Concession Facilities. The Service has adopted the IFC, and the Service directly adopted NFPA standards for fire suppression operations, firefighter training, and certifications with exceptions and modifications as noted in RM-58. All ITM requirements listed below are based on the IFC and where referenced current editions of the NFPA standards – where the standards have changed, current standards must be complied with in lieu of the schedule set forth below:
- Portable fire extinguishers (NFPA 10 requirements as indicated in IFC Table 901.6.1): The Concessioner must inspect all portable fire extinguishers within 30 days following the effective date of the Contract and monthly thereafter. Reports must include information on monthly inspections, annual inspections, internal maintenance, and hydrostatic testing. Reports of these inspections must be provided to the Service upon request.
 - Fire suppression systems: Within 30 days following the effective date of the Contract and annually thereafter, the Concessioner must inspect each type of system in accordance with applicable code requirements. Reports of these inspections and corrective actions taken on deficiencies must be provided to the Service upon request.
 - ◆ Water-Based Suppression Systems (NFPA 25 requirements as indicated in IFC Table 901.6.1)
 - ◆ For any other type of fire suppression system not listed above, the Concessioner must ensure they are inspected following the applicable code requirements such as the IFC and NFPA.
 - Fire alarm systems (NFPA 72 requirements as indicated in IFC Table 901.6.1): The Concessioner must inspect all fire alarm systems within 30 days following the effective date of the Contract and annually thereafter. Reports of these inspections and corrective actions taken on deficiencies must be provided to the Service upon request.
- (ix) In conducting any construction, alteration, and demolition activities, the Concessioner is responsible for maintaining levels of fire protection, limiting fire spread, establishing the appropriate operation of equipment, and promoting prompt response to fire emergencies under IFC Chapter 33 Fire Safety During Construction and Demolition and NFPA 241 as required for items not specifically addressed by the IFC.
- (x) The Concessioner is responsible for limiting fire hazards by maintaining good housekeeping practices. The Concessioner must maintain records that note deficiencies along with the corrective actions taken. The Concessioner's annual compliance inspection must include the basic fire and life safety requirements outlined in RM 58 and all relevant portions of the IFC (including Section 1008 – emergency lighting and exit signs and Section 906– fire extinguishers). Written records must be maintained verifying the completion of such inspections throughout the term of the Contract and provided to the Service upon request.

J) Utilities

(1) Concessioner

- (a) The Concessioner must contract with independent suppliers to provide utility services not provided by the Service. The Concessioner must pay for these services on or before the payment due date.
- (b) The Concessioner must participate in energy audits and incentives if offered by its electricity provider.

(2) Service

The Service provides no utilities at Smokemont Riding Stables.

4) GENERAL OPERATING STANDARDS AND REQUIREMENTS

A) Schedule of Operations

(1) Minimum Operating Season and Hours. The Concessioner must provide the required services under the Contract in accordance with the minimum operating season hours outlined as follows:

Service	Season	Operating Season and Dates	Minimum Hours of Operation
Guided Horseback Rides, Wagon and/or Carriage Rides, Souvenirs	April 1 – October 31	April 1 – October 31	9:00 a.m. – 4:30 p.m.
Vending	April 1 – October 31	April 1 – October 31	24 hours
Firewood and Ice	April 1 – October 31	June 1 – August 31	9:00 a.m. – 9:00 p.m.
		Other Dates During Season	9:00 a.m. – 6:00 p.m.
Camper Convenience Items	April 1 – October 31	April 1 – October 31	9:00 a.m. – 4:30 p.m.

(2) Allowable Operating Seasons and Hours for Authorized Services. The Concessioner may provide the authorized services under the Contract in accordance with the allowable operating season and hours outlined below but must provide the Service with a notice of intent to provide the services, to include an outline of its plan to provide services subject to Superintendent review, at least 30 days before operations may begin. This notice is necessary to ensure the Service has sufficient time to make operational preparations.

Service	Season	Operating Season and Dates	Minimum Hours of Operation
Souvenir Photography	April 1 – October 31	April 1 – October 31	9:00 a.m. – 4:30 p.m.

(3) Proposed Schedule of Operations. The Concessioner must provide its proposed schedule of operating season(s) and hours of operation by service and location for Service review and approval, annually by September 1. If the Concessioner seeks to reduce minimum operating season dates and hours of operation, the Concessioner must submit a formal request in writing to the Service and may not implement such changes until receiving the Superintendent’s written approval.

(4) Holidays. The Concessioner must operate during the following holidays: Memorial Day, Juneteenth National Independence Day, Independence Day, Labor Day, and Columbus Day.

(5) Closures.

(a) The NPS may require an occasional closure, delayed opening, or early closing due to weather, natural disasters, utility work or projects to repair infrastructure, and similar

occurrences. The NPS will provide reasonable notice to the Concessioner of any scheduled work. Emergency work may occur without notice.

- (b) Notwithstanding the minimum operating season and hours specified above, there may be times when the Concessioner will close or not offer all required and authorized services as a result of inclement weather, emergency situations, or other unusual circumstances. In general, the Concessioner will be expected to provide services in accordance with the approved operating season and hours unless it is reasonably anticipated that inclement weather, emergency situations, or other unusual circumstances would result in unsafe conditions or preclude providing satisfactory services to the public.
- (c) Whenever there is a question as to whether conditions justify a closure or cancellation of services, the Concessioner should consult with the Concessions Management Specialist prior to initiating this action.
- (d) In the event of inclement weather, emergency, or unusual circumstances that requires a sudden unscheduled closure, the Concessioner must notify the Park Communication Center (865-436-9171). The Concessioner also must notify the Concessions Management Division of unscheduled closures as soon as is possible.
- (e) If the concession operation is closed, the Concessioner must make every reasonable effort to notify its patrons of the closure, duration, and reason for the closure. Additionally, the Concessioner must post a notice at the concession entrances or office advising the public of the duration of the closure and reason for the closure.
- (6) Pre- and Post-Season Meetings. The Concessioner must attend a pre-season meeting with the Service to review this Operating Plan and to discuss planned operations for the season, and a post-season meeting with the Service to review the completed season's operation.

B) Rate Determination and Approval Process

- (1) Rate Determination. All rates and charges to the public by the Concessioner must comply with the provisions of the Contract. The Service ensures the Concessioner's rates and charges to the public are commensurate with the level of services and facilities provided under the Contract, and are reasonable, justified, and comparable with similar services and facilities provided by the private sector. The reasonableness of rates is determined based upon applicable laws and current concession rate approval policies and guidelines documented in the NPS Concession Management Rate Administration Guide ("Rate Administration Guide") as it is amended, supplemented, or superseded.
- (2) Rate Approval Methods. The Concessioner must set rates or submit all rate requests in accordance with the Rate Administration Guide and with the following rate approval methods by service type:

Facility and Location	Service Classification	Rate Approval Method
Retail		
Souvenirs, Souvenir Photography, Vending, Firewood and Ice, Camper Convenience Items	Retail	Competitive Market Declaration
Activities		
Guided Horseback Rides, Carriage and/or Wagon Rides	Horse and Mule	Competitive Market Declaration

- (3) Changes to Rate Approval Methods
 - (a) Changes initiated by the Service. Changes in market conditions may result in the Service modifying the rate approval method for any service types offered under the Contract. If the

Service changes the rate approval method to comparability or core, the Concessioner will be notified by the Service of such a change at least 60 days in advance to allow for preparation of a rate request. The Service will provide sufficient notice of a change to rate approval methods for all other methods. The Service reserves the right to set interim reasonable and appropriate rates during the transition period to a different rate approval method.

- (b) Changes requested by the Concessioner. The Concessioner may request a change to rate approval methods but must submit a request to change the rate approval method for a service at least 60 days prior to the next rate request due date for that service, if applicable. A Concessioner request to change rate approval methods must include the following information:
 - (i) An analysis of market forces criteria, including:
 - a) A list of competitors who provide reasonable substitutes of the Concessioner's service.
 - b) A review of the similarity of competitor services.
 - c) Identification of travel time/distance to competitors/the competitive market.
 - d) Availability of Concessioner and competitor rate/price information to visitors planning trips or shopping service options.
 - e) The criticality of the nature of the service to visitors.
 - (ii) For requests to use Competitive Market Declaration (CMD): A description of the Concessioner's planned rate setting strategy including its understanding of market position and variance with competitor rates.
 - (iii) For requests to use CMD: The Concessioner's proposed monitoring plan, including occupancy/utilization data and visitor satisfaction information.
 - (iv) For requests to use CMD: The Concessioner's proposed financial offsets as described in the Rate Administration Guide Addendum Version 1.0 March 2024.
- (4) Interim Implementation. Once the Service deems a request to change rate approval methods or a rate request complete, the Concessioner may notify visitors making reservations 90 or more days in advance of the anticipated rates subject to review. If the Concessioner's anticipated rates are not approved, the Concessioner must refund the difference to the visitors except as described below under "Rate Implementation when Service Approval is Delayed."
- (5) Rate Approval Method and Rate Request Approval Timeframes
 - (a) Within 20 days of receipt of the request to change rate approval methods or a rate request (as applicable), the Service will provide the Concessioner with a written determination that the request is complete or, if not, a description of the information required for the request to be determined complete.
 - (b) For requests that do not require a full comparability study, the Service will inform the Concessioner of the approval or the reason for any disapproval or adjustment within 10 days of determining that the request was complete.
 - (c) If the request requires a full comparability study, the Service will inform the Concessioner of the approval of the rates or the reason for any disapproval or adjustment within 30 days of the Service determining that the request was complete.
 - (d) If the Service requires a longer response period due to extraordinary circumstances, the Service will inform the Concessioner and provide an expected response date.
 - (e) Rate Implementation when Service Approval is Delayed. If the Service does not meet the timeframes described above and has not notified the Concessioner in writing of extraordinary circumstances that justify delay, the Concessioner may implement the requested rates without a final, written decision from the Service. If the Service denies the requested change to rates or rate approval methods after the Concessioner implements the

- requested rates or rate approval method, the Concessioner is not required to retroactively adjust rates for services booked prior to the denial.
- (6) Management of Rates under the CMD Rate Approval Method. The Concessioner is permitted to set and change rates based upon what the Concessioner determines the market will bear for service types approved under the CMD rate approval method.
 - (a) Rate Adjustment. The Concessioner may adjust rates of CMD and non-core services without prior notification to or written approval from the Service.
 - (b) Concessioner Rate Monitoring Plan. Within 60 days of the effective date of the Contract, and as updated, the Concessioner must submit a rate monitoring plan that includes its rate setting strategy regarding how it will price against competitors and initiate its own adjustments to rates in response to changes in competitor rates, occupancy, and visitor satisfaction levels, and what thresholds, standards, or benchmarks it will use as actionable trigger points. The plan must also describe the type, source, and scope of available data, occupancy/utilization information, and visitor satisfaction information it will supply to the Service. The Concessioner's rate monitoring plan is subject to Service approval. The Concessioner's plan must describe a variety of monitoring components, including:
 - (i) Monitoring by service type
 - (ii) Competitors by service type
 - (iii) How it will track competitor pricing
 - (iv) What its strategy is for pricing against competitors
 - (v) How it will monitor utilization
 - (vi) How it will monitor visitor satisfaction
 - (c) Service Rate Monitoring. The Service will monitor the Concessioner's rates to verify that rates remain reasonably like those of competitors, that utilization (occupancy) remains similar to prior periods and does not decline due to rates and charges, and that visitor satisfaction data demonstrate visitors are satisfied with the Concessioner's services. Rate monitoring will be conducted by visitor service category using Concessioner data provided in accordance with Operational Reporting Requirements outlined in this Operating Plan and available data on the Concessioner's competitors.
 - (7) Posted/Published Rates and Compliance. The Concessioner must prominently post or publish all rates for the visitor services it provides. Published rates must not exceed any respective maximum rates approved by the Service, if applicable. Posting and publishing of rates may include, but is not limited to, the Concessioner's website and telephone reservation systems, and third-party booking agents' websites and reservation systems. Third-party companies (travel agencies, online booking engines, etc.) that are selling services for the Concessioner must sell those services at or below any Service-approved maximum rate, if applicable. The Concessioner must include any service fee or commission that the third-party charges in the approved maximum rate.
 - (8) Reduced Rates for Government Employees. The Concessioner must provide reduced rates to federal government employees conducting official government business when the federal government is obligated to pay for the service or reimburse the federal government employee. The Concessioner may not provide reduced rates for services to federal government employees who are not on official business, or to their families, unless such rates are equally available to the general public.
 - (9) Discounted Items. If the Concessioner offers an item or service at less than optimum condition (because of unavailable amenities, or because of poor service or other conditions), it must discount the item.
 - (10) Deposit and Cancellation Policies. The Concessioner may develop reservation procedures, including rates for deposits and cancellations, which are patterned after industry standards or those of businesses in the local market that serve as comparables or competitors to the Concessioner. The Concessioner may implement policies that are more favorable to the visitor

than those of comparables or competitors, but not less. The Concessioner's rate schedule and advertising material must state in detail the conditions under which deposits will be refunded or cancellation fees charged. The Concessioner must submit its reservation procedures, including deposit and cancellation policies, in writing to the Service for approval within 30 days of contract start and annually by March 1 if updated. Refund due dates must be within industry standards, if not immediate.

C) Evaluations

- (1) Concessioner Monitoring Program. The Concessioner must inspect and monitor its facilities and services for compliance with all applicable laws, the CS Guide, the Contract, including its exhibits, and other operational performance requirements and industry best practices, as well as its own plans and procedures. The Concessioner is responsible for developing and implementing corrective action plans to respond in a timely manner to any operating deficiencies.
- (2) Service Concessioner Review Program. The Service will evaluate the Concessioner's Concession Facilities (if applicable) and services to assess and rate Concessioner performance in accordance with the Service's Concessioner Review Program as described in the CS Guide. The Concessioner must provide full access to management, facilities, documentation, and other resources necessary for the Service to conduct these evaluations. The Concessioner must prioritize and schedule corrections to and correct deficiencies. Copies of service standards, program standards, and all evaluation forms are available on the NPS Commercial Services' Concessions website under Concessioner Tools. The Concessioner will receive an Annual Overall Rating (AOR) report (Form 10-AOR) based on Service evaluations for the preceding calendar year. Program area scores will be rolled up into the Annual Overall Rating and rated as unsatisfactory, marginal, satisfactory, or superior based on the number of deficiencies in meeting service-specific and program standards, including special attention items as identified on the evaluation forms. Special attention item deficiencies will cap the program area score. One marginal program area score will cap the AOR at satisfactory. Two marginal program area scores or one unsatisfactory program area score will cap the AOR at marginal. Three marginal or two unsatisfactory program area scores will cap the AOR at unsatisfactory. AOR evaluation program areas are as follows:
 - (a) Administrative Compliance (Form 10-ADM). An annual review of the Concessioner's compliance with administrative contractual requirements, including timely submission of the annual financial report, timely and accurate submission of franchise fees, and proof of insurance requirements.
 - (b) Operational Performance/Periodic Evaluations. Periodic evaluations of the Concessioner's operations to ensure conformance to applicable service standards and other operational requirements. Periodic evaluations may be announced or unannounced. The Concessioner may be contacted at the time of unannounced evaluations so that a representative of the Concessioner may accompany the evaluator. The operational performance rating (Form 10-OPR) collates periodic evaluation scores from all services under the Contract and weights them as determined by the Service.
 - (c) Risk Management Program (Form 10-RMP). This evaluation considers the Concessioner's performance in implementing health, safety, and fire management programs and operating in accordance with the Concessioner's documented RMP. The Concessioner will receive an RMP rating based upon this evaluation.
 - (d) Environmental Management Program (Form 10-EMP). This evaluation considers the Concessioner's performance in protecting natural resources, meeting environmental compliance requirements, and operating in accordance with the Concessioner's EMP. The Concessioner's performance in addressing environmental audit findings is a component of this evaluation. The Concessioner will receive an EMP rating based upon this evaluation.
 - (e) Asset Management Program (Form 10-AMP). This evaluation considers the Concessioner's performance of requirements to maintain facilities in accordance with the Contract,

including the Maintenance Plan. The Concessioner will receive an AMP rating based upon this evaluation.

- (3) Visitor Satisfaction Review. The Service may review Concessioner visitor satisfaction monitoring system and survey results, complaints, and comments on the Concessioner's services.
- (4) Other Service Audits, Inspections, and Evaluations. The Service may request the assistance of third-party subject matter experts to conduct other audits, inspections, and evaluations of the Concessioner's operations. The findings of such experts may be incorporated in Service evaluations. The Concessioner must provide full access to its management, facilities, documentation, and other resources necessary for the Service to conduct these evaluations. The Concessioner must prioritize, schedule corrections to, and correct deficiencies. The Service reserves the right to enter or authorize third-party subject matter experts working on its behalf to enter the Concessioner's assigned facilities at any reasonable time for any evaluation or when otherwise deemed necessary by the Service.
 - (a) The Service may conduct environmental audits to evaluate the Concessioner's operations and any assigned facilities with respect to environmental compliance and environmental best management practices in accordance with the current NPS Concession Environmental Audit Program guidance. The Concessioner's performance in addressing open environmental audit deficiencies is considered in the EMP evaluation in the AOR.
 - (b) The NPS may evaluate the Concessioner's interpretive and informational services to ensure appropriateness, accuracy, quality, and the relationship of interpretive presentations to the purposes and values of the Area. The Concessioner's performance in addressing interpretive program requirements is considered in periodic evaluations.
 - (c) The NPS may conduct fire safety inspections. Concessioner managers will be contacted at the time of facility evaluations so that a representative of the Concessioner may accompany the NPS evaluator. The Concessioner's performance in addressing fire safety requirements is considered in the annual RMP evaluation in the AOR.
 - (d) The NPS may conduct integrated pest management inspections of the Concessioner's operations and any assigned facilities for control and exclusion practices, pesticide application practices, and other aspects of pest management. The Concessioner's performance in addressing pest management requirements is considered in periodic evaluations and the EMP evaluation in the AOR.

D) Public Information

- (1) The Concessioner must prominently post the following at all points-of-sale:

This service is operated by (Concessioner 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. Rates for visitor services are subject to approval by the National Park Service.

Please address comments to:

GRSM_Superintendent@nps.gov

Superintendent

Great Smoky Mountains National Park

107 Park Headquarters Road

Gatlinburg, TN 37738

This is a facility operated in an area under the jurisdiction of the U.S. Department of the Interior. No discrimination by segregation or other means in the furnishing of accommodations, facilities, services, or privileges based on race, creed, color, ancestry, sex, age, disabling condition or

national origin is permitted in the use of this facility. Violations of this prohibition are punishable by fine, imprisonment, or both. Complaints of violations of this prohibition should be addressed to the Director, National Park Service, 1849 C Street NW, Washington, DC 20240.

- (2) The following language must be included in all promotional materials, websites, and social media profile pages the Concessioner manages:
(Concessioner Name) is an authorized concessioner of the National Park Service. (Concessioner Name) is authorized to provide (list services) in (Area name).
- (3) The Concessioner must refer all media inquiries concerning the Area, operations within the Area, or any incidents within the Area to the Service. This includes all media interviews.
- (4) The Concessioner must post and distribute key public health and safety messages provided by the Service as requested.
- (5) The Concessioner must obtain approval from the Service for all promotional material prior to publication, distribution, broadcast, etc. This includes any promotional materials posted online. The Concessioner must provide such materials to the Service for review at least 30 days prior to projected need or printing dates. The Service will make every effort to respond to minor changes within 15 days. Longer periods may be required for major projects or where NPS staff assistance is required to help develop the product. The NPS will require the Concessioner to remove unapproved promotional material from circulation.
- (6) The Concessioner's website(s) must link to the Area website.
- (7) Social Media.
 - (a) The Concessioner must monitor its social media pages and remove offensive, irrelevant, and inaccurate postings.
 - (b) Concessioner social media strategies must align with park management objectives and must not include posts depicting activities that are illegal, inappropriate, or unauthorized within the Area. Social media strategies must be available for park review and approval upon request; individual social media posts do not need the prior approval of the Service.
 - (c) Within 60 days of the effective date of the Contract and as updated, the Concessioner must provide the Service with a list of all social media platforms and social media accounts, or 'handles,' associated with its operation and specify if those sites are managed directly by the Concessioner.
- (8) Authorized Concessioner Mark (the Mark). The NPS has an approved Mark it authorizes Concessioners to use to advertise the official relationship between the NPS and the Concessioner. The Mark consists of the official NPS Arrowhead and the words "Authorized Concessioner." The Concessioner must comply with the guidelines for use of the Mark as provided on the NPS Commercial Services website.
- (9) Signs. The Concessioner must use professionally made signs and securely install them in a way that does not allow tape or staples to show. The Concessioner must obtain Service approval for all exterior signs prior to installation. Temporary signs must be professional in appearance. Additional signage standards are included in the service standards.

E) Interpretive Services

- (1) Personal Interpretive Services
 - (a) Employee Knowledge. Employees must demonstrate their knowledge of the National Park Service, its mission and values and the cultural and natural resources in Great Smoky Mountains National Park in general and specifically of the Smokemont area. Staff must utilize appropriate interpretive techniques in their interactions with visitors when performing such functions as giving directions, and-answering basic Area questions. Employees who provide interpretive services on guided horseback rides and guided wagon and/or carriage

rides must be knowledgeable regarding cultural and natural resource information applicable to the ride routes and must be able to present this information in an interesting and understandable manner.

- (b) Guided Horseback Rides. The Concessioner will, at a minimum, include in the pre-trip orientation a brief description of the ride route and key features of interest along the route.
 - (c) Wagon and/or Carriage Rides. The Concessioner will incorporate an interpretive narration that pertains to Park resource education themes.
 - (d) Service Involvement. The Service staff may advise and assist the Concessioner in the development of interpretive materials.
- (2) Non-Personal Interpretive Services
- (a) Locations. The Concessioner must integrate Area interpretive themes into the interior decor of merchandise and recreational service facilities. The Concessioner must make appropriate areas within the Concession Facilities, both interior and exterior locations, available to provide Area interpretive and safety messages in various mediums, including bulletin boards and kiosks.
 - (b) Area Information. The Concessioner must make Area informational handouts, including information specific to the Smokemont area available at the Concession Facilities. The Concessioner must coordinate with the Resource Education Division to request and obtain a supply of informational handouts and determine what handouts are appropriate.

5) OPERATING STANDARDS AND REQUIREMENTS SPECIFIC TO SERVICE TYPE

The Service sets specific standards for commercial visitor services and evaluates the Concessioner’s compliance with these standards. The applicable visitor service standards and periodic evaluation forms are available on the NPS Commercial Services website. The Concessioner must provide all services in a consistent, environmentally sensitive, and safe manner. Service standards provided by current NPS policy are considered minimum requirements. The Concessioner must monitor and evaluate its operations to ensure they meet these standards. Additional requirements specific to service type are outlined in this section. Deviations from the service standards identified in this Operating Plan supersede requirements in the service standards posted on the website.

A) Guided Horseback and Wagon and/or Carriage Rides: Smokemont Riding Stables

- (1) *Minimum Operating Standards*. The Concessioner must provide guided horseback and Wagon and/or Carriage Rides per the Horse and Mule Standards (10-H&M).
- (2) *Exemptions or Additions to the Horse and Mule Standards*. Where standards for the Area differ from the Service standards, these differences are listed below as exemptions or additions.

Standard Number	Standard Name	Exemption / Addition	Details of Exemption or Addition
22	First Aid Kit	Addition	The Concessioner must have available at its office/ticketing area and on each trip, a first aid kit sufficient to treat employee and visitor injuries such as minor cuts and abrasions. The Concessioner shall have available on each wagon ride or carriage ride, a first aid kit sufficient to treat employee and visitor injuries such as minor cuts and abrasions. This provision does not relieve the Concessioner of its responsibility under this plan to advise the Service of any visitor or employee injuries related to their operation. The Area communications center must be contacted for

Standard Number	Standard Name	Exemption / Addition	Details of Exemption or Addition
			assistance with serious or potentially serious injuries or illnesses.
45	Carriages and/or Wagons	Addition	<p>The Concessioner must submit information on wagons and/or carriages proposed for use for approval of the Superintendent within sixty (60) days after the Contract's effective date and at least sixty (60) days in advance of any proposed purchase of new wagons and/or carriages. The Concessioner must provide the following minimum information: manufacturer, model, detailed specifications, photographs.</p> <p>Wagon capacity must not exceed twelve riders plus the driver.</p> <p>Carriage capacity must not exceed six riders plus the driver.</p> <p>Both wagons and carriages must be equipped with safe, comfortable seating for riders.</p> <p>Both Wagons and Carriages must have sides that extend at least 12 inches higher than the seating level. In cases where the seat backs serve as wagon sides, this requirement applies to the height of the seat back.</p>
47	Assistance	Addition	Both Wagons and/or carriages must have a boarding system that facilitates access for visitors with physical limitations or handicaps.
49 – 53	Animal Boarding	Exemption	Animal boarding is not an authorized service.
56	Communication Equipment	Addition	<p>The Concessioner must provide two-way radios, cellular telephones, or other communication equipment to enable the guide or guides on each trip to report accidents or other emergency situations and request assistance without having to leave the group for which they are responsible or that minimize the need for the guide to leave the group.</p> <p>Communication equipment selected by the Concessioner should be generally effective, given the limitations imposed by mountainous terrain. The Concessioner will not be required to provide radio repeater equipment.</p>
57	Riding Helmets	Addition	The Concessioner must make helmets available for any rider desiring to wear one. Helmets must be in good condition and available in a range of sizes. Riding helmets provided for guests must carry ASTM or SEI approval and must be sanitized between uses with an appropriate chemical sanitizer. Helmets must be washed at least monthly with mild soap and water. The Concessioner must assist riders in ensuring a proper fit for helmets provided to riders. Children under age 12 are required to wear a helmet.
59 – 63	Shuttle Vehicles	Exemption	Shuttle services are not an authorized service.
72	Visitor Safety Orientation	Addition	<p>The Concessioner shall provide for each rider a brief pre-trip orientation that includes, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Welcome and name of Concessioner

Standard Number	Standard Name	Exemption / Addition	Details of Exemption or Addition
			<ul style="list-style-type: none"> • Brief description of ride route and key features of interest along the route • Name of guide or guides • Name of horse • Proper seating on horse • Proper use of reins • Maintaining safe spacing between horses • How to request assistance during ride • Other safety information relating to a safe ride <p>The Concessioner may supplement this orientation with appropriate written material. However, this written material must not be a substitute for the required verbal orientation message.</p> <p>The Concessioner may use an audiovisual program (video or DVD) to provide some of the required pre-trip orientation information. Any audiovisual program must be professionally produced and must include accurate information. The Concessioner must obtain the approval of the Service for any audiovisual program and the way it is to be used.</p> <p>Horseback riding guides will share Park history information to the riders during the guided horseback rides. They will point out features along the way (types of trees, plants and flowers) to help visitors appreciate the diverse environment. Visitors will be encouraged to ask questions about the Park. If the guide does not know the answer, the guide will radio the manager at the office to get the appropriate answer.</p> <p>The Concessioner must submit to the Service within thirty (30) days after the effective date of this Contract and at least thirty (30) days in advance of any changes, the information to be included in the pre-trip orientation, as well as a copy of any other written material furnished to the guest.</p>
73 – 75	Camping – Overnight Trips	Exemption	Overnight camping is not an authorized service.
76 – 77	Food and Beverage – Day Trips	Exemption	Food and beverage service is not an authorized service.
84	Ratios and Spacing	Addition	The number of riders on each ride must not be more than the guide can control at all times. At a minimum, the Concessioner must provide one guide for every six riders. The maximum group size for any one trail ride must be 15, not including guides.
85	Weight/Age Limits	Addition	<p>The Concessioner will establish and enforce a maximum rider weight consistent with stock used in the operation and the trails on which the stock will be used. To decide an actual percentage of weight-bearing and weight-carrying abilities and limitations per horse per rider, review each of the following factors and adjust the starting point of 20% of the horse's weight:</p> <ul style="list-style-type: none"> • Start with a figure of 20% of the horse's actual weight

Standard Number	Standard Name	Exemption / Addition	Details of Exemption or Addition
			<ul style="list-style-type: none"> •Go through the list of ideal qualities of the horse and determine if the number is still 20% or less •Include the characteristics of the rider and readjust the percentage as needed •Evaluate the fit and weight of tack and other equipment •Consider the environmental factors that can change daily •The maximum workload for that session for that horse and rider can then be determined •The maximum daily workload follows from the above and will vary depending on all the above <p>The Concessioner may, in the interests of safety and for the protection of horses, institute certain restrictions for riders such as minimum age, minimum weight, or allowing children to ride double with an adult. These requirements must be submitted to the Service for approval with a written justification and must be clearly posted at the concession operation.</p>

(3) Guided Horseback Ride Operations

(a) General

- (i) The Concessioner's guided horseback rides must proceed at a walking pace. Guides must be responsible for ensuring that guests comply with this requirement. Horses must not be rented to the public for use without a guide.
 - (ii) The Concessioner must offer (as a minimum) a guided 1-hour horseback ride, a guided 2.5-hour horseback ride, and a guided 4-hour horseback ride.
 - (iii) The Concessioner may, with the approval of the Service, offer other guided trail rides between three-quarters of an hour and four hours in duration.
 - (iv) The Concessioner may not offer rides longer than four hours in duration.
 - (v) Guides will assist visitors that need assistance in controlling their horse by attaching a lead rope to the rider's horse in order for the guide to control the horse on the rider's behalf.
 - (vi) The Concessioner will train staff in proper techniques to assist visitors in getting in and out of the horse drawn wagon and/or carriage.
- (b) *Use of Assigned Trails.* The Concessioner must use only the trails specifically assigned for the use of the Concessioner for its services provided to the public. Horses must remain on maintained trails at all times. Assigned trails are not exclusively for the use of the Concessioner and may be used by hikers and other horseback riders at times. A map showing these assigned trails is included in Exhibit C Assigned Land and Real Property Improvements. The Service may change assigned trails at any time if required to meet Service management and resource protection objectives for the Area. If the Service determines that such a change is necessary, the Service will provide the Concessioner with as much advance notice as is reasonable and practical under the circumstances.

(4) Guided Wagon and/or Carriage Ride Operations

(a) General

- (i) The Concessioner must offer guided horse-drawn wagon and/or carriage rides lasting from one-half hour to three-quarters of an hour on the Oconaluftee River Road, which is

shown in Exhibit C Assigned Land and Real Property Improvements of this Operating Plan.

- (ii) The Concessioner may also offer guided horse-drawn wagon and/or carriage rides at the request of the Service at locations designated by the Service in conjunction with special events sponsored by the Service.
 - (iii) Wagons and/or carriages must be driven at a horse's walking pace.
 - (iv) The Service will monitor resource impacts, safety issues, and other aspects of wagon and/or carriage rides offered by the Concessioner. The Service may modify the requirements for wagon and/or carriage rides and institute restrictions if the Service determines that this is required to meet the Service's management objectives.
- (b) Number of Wagons and/or Carriages
- (i) The maximum number of horse-drawn vehicles (wagons or carriages) the Concessioner may use on a given day is three vehicles.
 - (ii) The minimum number of horse-drawn vehicles the Concessioner must have available for use on a given day is one vehicle.
- (c) *Use of Assigned Roads.* The Concessioner shall use only the administrative road specifically assigned for use by the Concessioner wagon and/or carriage rides, except that the Concessioner may also provide wagon and/or carriage rides at other locations designated by the Service in conjunction with special events sponsored by the service and at the Service's request. Assigned roads are not exclusively for use by the Concessioner and may be used by hikers and other horseback riders at times. The Service may change the assigned road for wagon and/or carriage rides at any time if required to meet Service management and resource protection objectives for the Area. A map showing this assigned road is included in Exhibit C Assigned Land and Real Property Improvements.

B) Retail: Smokemont Riding Stables

- (1) Minimum Operating Standards. The Concessioner must provide retail services per the Retail Standards (10-RET).
- (2) Exemptions or Additions to the Retail Standards. Where standards for the Area differ from the Service standards, these differences are listed below as exemptions or additions.

Standard Number	Standard Name	Exemption / Addition	Details of Exemption or Addition
13	Aisles	Exemption	This standard does not apply to the retail operation.
			The Concessioner must have at least 30 bags of ice available for purchase at all times. Only ice that has been manufactured from potable water and handled in a sanitary manner will be used or offered for sale. Ice offered for sale must be packaged. Ice must be purchased from a reputable commercial ice business that meets any state or local requirements for this type of business. Packaged ice may be offered for sale on a self-service, honor system outside regular store operating hours, at the Concessioner's option, as an alternative to having an employee available to sell ice. If the Concessioner chooses to provide self-service ice sales, the Concessioner must provide a. heavy duty enclosure with bear-proof latch approved by the Service for self-service ice sales. A pipe safe or other secure deposit box must be provided for the deposit of
19	Ice/Vending	Addition	

Standard Number	Standard Name	Exemption / Addition	Details of Exemption or Addition
			<p>payments. Signage must be provided, listing prices and explaining the payment method.</p> <p>The Concessioner is required to provide vending of the following items: soft drinks, fruit drinks, bottled water, packaged snack items. The Concessioner may provide vending of the following items: hot beverages (coffee, hot chocolate, tea), ice cream, visitor convenience items.</p> <p>The Concessioner must receive Service approval for the type and location of all vending machines before placing them in the Area.</p>
20	Drinking Fountains	Exemption	This standard does not apply to the retail operation.
22-24	Fitting Rooms; Merchandise Carts and Shopping Baskets; Produce Section Amenities	Exemption	These standards do not apply to the retail operation.
37 – 42	Perishable Food Storage, Preparation, and Service Areas	Exemption	Perishable Food Preparation and Service are not authorized services.
47	Checkout Services	Addition	The Concessioner must offer customers a receipt for all purchases.
50	ATM Machines	Exemption	This standard does not apply to the retail operation.
53	General Merchandise	Addition	<p>The Concessioner must sell camper convenience items and souvenirs for the use and enjoyment of Smokemont Campground campers. Specific items to be sold must be approved by the Superintendent and included in the Concessioner's Merchandise Plan.</p> <p>Camper convenience items must be primarily packaged non-food items. A very limited selection of long shelf-life food items may also be approved by the Superintendent.</p>
54	Unacceptable Merchandise	Addition	In addition to the items listed in the standards, the Concessioner is prohibited from selling the following: live or preserved bait; fishing lures manufactured with impregnated scent or treble hooks; chemical, liquid, or aerosol product intended as a scented attractant for fish; fossils or other earth products (such as petrified wood) whose origin is from public lands.
59	Alcohol	Exemption	This standard does not apply to the retail operation.
63	Perishable Items Condition	Exemption	This standard does not apply to the retail operation.

- (3) Concessioner's Merchandise Plan. The Concessioner must develop and implement a merchandise plan that addresses retail themes, product types, prices, labeling, and display procedures. The Concessioner's merchandise plan must explain how retail merchandise will reflect the purpose and significance of the Area's resources, wildlife, plant life, archeology, local Native American culture, and history. The Concessioner may not sell any merchandise that violates applicable laws

or NPS policies. The Concessioner must submit a list and description of proposed camper convenience items and souvenirs as part of the merchandise plan. The Concessioner must submit its merchandise plan to the Service for review and approval within 120 days of the Contract's effective date and submit proposed revisions to it for Service review and approval as necessary. The Concessioner may not sell any merchandise that violates applicable laws or NPS policies. All retail items are subject to review by the Service.

(4) Souvenir Photography Services

- (a) Stable visitors must be photographed for the purpose of selling a souvenir photograph only at the explicit request of the visitor. Stable visitors may not be routinely photographed as part of their stable visit with the intent of marketing the photographs after the fact.
- (b) The Concessioner must submit a written description of any proposed souvenir photography opportunity for approval by the Service prior to offering this service. The Service must review the proposed marketing approach to make sure the proposed approach is not likely to make visitors feel that they are under any pressure or obligation to have their photograph taken or to purchase photos taken.
- (c) Souvenir photographs must not be staged or taken in a manner that might suggest that visitors are engaged in any inappropriate or unsafe activities during their visit.

(5) Firewood

- (a) The Concessioner must provide and sell bundles of well-seasoned, heat-treated firewood and kindling.
- (b) The Concessioner is required to only sell firewood in the original packaging which is labeled and certified by the US Department of Agriculture (USDA) or Accredited State Regulatory Services as heat treated firewood. Heat treated firewood must be heated to a minimum of 60 degrees Celsius (140 F) for 60 minutes. A copy of the most recent receipt from the supplier and certificate stating the supplier meets the requirements for heat treating must be on file for inspection purposes.
- (c) Average wood fuel moisture as measured with a wood fuel moisture meter on a random sample of wood sticks in the woodshed must not exceed 20 percent. Maximum wood fuel moisture as measured in a single stick in the woodshed must not exceed 25 percent.
- (d) Individual firewood sticks must be hardwood and must measure from four to six inches in circumference. Although technically a hardwood yellow poplar is not a satisfactory campfire wood and must not be sold except as kindling.
- (e) Individual kindling sticks must be hardwood or softwood and must measure from two to four inches in circumference.
- (f) Firewood bundles provided by the Concessioner must be a minimum of 75 cubic feet or 1296 cubic inches in volume as determined by a measurement of the length and circumference of the bundle using a tape measure and assuming the bundle to be a cylinder (e.g., length x circumference = cubic inches in volume).
- (g) Firewood bundles provided by the Concessioner must be securely bound with string, elastic, or other binding method to ensure that bundles remain intact when carried by campers. Sisal twine or other Environmentally Preferable bundling material is preferred.
- (h) The Concessioner must always have a minimum of 20 firewood and 20 kindling bundles available for sale during the operating season.
- (i) Firewood may be offered for sale on a self-service, honor system outside regular store operating hours, at the Concessioner's option, as an alternative to having an employee available to sell firewood. If the Concessioner chooses to provide self-service firewood sales, the Concessioner must provide a small shed or other storage structure approved by the Service for self-service firewood sales. A pipe safe or other secure deposit box will be

provided for the deposit of payments. Signage must be provided, listing prices and explaining the payment method.

6) STOCK USE AND CARE

A) Treatment of Stock

- (1) The Concessioner shall clean stables and stalls at least twice a day, removing manure accumulation and changing bedding for horses as needed. Areas used or clearly visible to the public such as ticketing areas, boarding areas, and outside stalls shall be cleaned more than twice a day. Accumulated manure will be removed from the Concession Facilities at least once each week and disposed of properly outside the Area.
- (2) The Concessioner will ensure that its employees and visitors treat the stock properly and will not condone or tolerate cruelty.
- (3) The Concessioner will report, without delay, all major (debilitating) injuries or infectious diseases to the Concessions Office. The Service may require the Concessioner to institute special provisions to protect visitor and Service stock from disease.

B) Stock Examination

- (1) If an animal has an infectious disease, the Concessioner will notify a Service representative immediately.
- (2) All horses used in this operation shall have a negative test report for Equine Infectious Anemia (EIA), also known as a Coggins Test, administered within the past 12 months. This negative EIA test result will be kept on file in the Concessioner's office in the Area and will be available for inspection by Service representatives upon request.

C) Quantity of Stock

- (1) Maximum Number of Horses. The maximum number of horses the Concessioner may use on a given day for horseback riding services is 35 horses. This number includes horses ridden by guests and horses used by guides.
- (2) Minimum Number of Horses. The minimum number of horses the Concessioner may use on a given day for horseback riding services and wagon and/or carriage rides is 20 horses. This number includes horses ridden by guests and horses used by guides.

D) Quality of Stock

- (1) The Concessioner will ensure that the stock used in its operations is even tempered, gentle, and well trained to accommodate the inexperienced rider.
- (2) The Concessioner shall ensure that new horses are acclimated to the Concessioner's assigned trails before being used for guided trail rides.
- (3) The Concessioner shall ensure that new horses are acclimated to the Concessioners trails prior to being used for guided trail rides.

E) Tack

- (1) Tack will be selected that is durable and user friendly for the rider, horse, and staff. Saddles will be light enough for staff the saddles onto the horse. Bridles and reins will be strong1 light weight, and weather resistant. Good quality pads will be used to fit each horse based on body type to prevent rubbing and saddle sores. All tack will be cleaned as needed. Guides will inspect and report any worn equipment daily. The Manager will inspect all equipment monthly. New saddles and tack will be provided as needed.

F) Hay and Feed

- (1) Hay fed to horses will be locally grown hay, or (if it becomes available) certified weed free hay. All hay sources must be pre-approved by the Service before use and proposed in the annual Concessioner Maintenance Plan and Report.
- (2) Feed fed to horses will be processed pellet feed containing no live or whole grains.

7) REPORTING REQUIREMENTS**A) Emergency and Incident Reporting**

- (1) The Concessioner must report emergencies by dialing 911. The Concessioner must immediately report the incidents listed below to Area Dispatch at 865-436-9171.
 - (a) Employee or visitor injuries, incidents, or property damage that necessitates a medical, fire, or law enforcement response.
 - (b) Fatalities.
 - (c) Any incident that adversely affects Area resources.
 - (d) Any known or suspected violations of the law, including illegal drug use by Concessioner employees.
 - (e) Any fires that cause damage or require emergency response.
 - (f) Accidents or incidents that could result in a tort claim to the United States or the Concessioner.
 - (g) Any motor vehicle accidents regardless of the amount or extent of damage.
 - (h) Property damage estimated to be over \$300.
- (2) The Concessioner must report **the incidents above and the following** to the Area designated concession specialist within 24 hours or as soon as practicable. The Concessioner should not assume the Area Dispatch will inform the Area concession specialist:
 - (a) Any safety-related reportable accident or public health incident.
 - (b) Any notice of violation from local, state, or federal entities.
- (3) Human Illness Reporting. The Concessioner must immediately report information on all outbreaks of human-communicable illnesses, whether among employees or guests, to Area Dispatch. A suspected outbreak of human illness is two or more persons with common symptoms. This information, along with other information received, may be investigated by the NPS Office of Public Health to help identify outbreaks of illness associated with contaminated water or food sources, or caused by other adverse environmental conditions. Initial reports may be made by telephone. The Concessioner must notify the designated concession specialist in writing within 24 hours or as soon as practicable.
- (4) The Concessioner must report interactions with black bears to the Area Communications Center. Bear activity must also be promptly and accurately recorded on the appropriate form and routed to the Wildlife Biologist according to Area protocols.
- (5) The Concessioner must immediately report any threatened or actual discharge or release of hazardous substances to Area Dispatch. The Concessioner must also call the following numbers:
 - (a) National Response Center: 1-800-424-8802
 - (b) EPA: Region 4 Hotline: 1-800-241-1754
 - (c) North Carolina Department of Environment and Natural Resources: 1-800-858-0368**

B) Operational Reporting

- (1) Certificates of Insurance. The Concessioner must provide certificates of insurance to the Service at the time insurance is first purchased and annually, no later than 30 days after the insurance(s) renewal date(s).
- (2) Visitor Satisfaction. The Concessioner must provide the Service with a monthly electronic summary report of visitor satisfaction survey responses, including comments and complaints and electronic and hard copy results, in a format to be defined by the Service. The Concessioner must provide individual comments upon request. See '3) General Policies and Programmatic Requirements, E) Visitor Satisfaction,' for requirements on reporting complaints.
- (3) Operational Performance Report. The Concessioner must provide a monthly operational performance report to the Service by the 15th day of the following month and an annual summary report by January 15. The Concessioner must present structured data electronically in a concise spreadsheet capable of viewing and editing in Microsoft Excel. The report must include operational and visitor use statistics for each activity as noted below.
 - (a) Guided Activities
 - (i) Gross revenue
 - (ii) Number of trips by type (guided horseback rides, wagon and/or carriage rides)
 - (iii) Number of customers served by type
 - (iv) Accidents or incidents, as defined in Section 6) A) (1) above
 - (b) Retail
 - (i) Gross revenue
 - (ii) Number of in store/retail transactions
 - (iii) Revenue by merchandise category (e.g. Authentic Native Handicrafts, gifts and souvenirs, general merchandise, convenience, apparel, Made in USA items, firewood, ice)
 - (iv) Revenue from vending machines
 - (v) Revenue from souvenir photographs
 - (vi) Revenue from Internet merchandise sales
 - (c) Other
 - (i) Significant visitor comments or complaints
 - (ii) Days closed due to weather
- (4) Rate Monitoring Information. The Concessioner must supply the Service rate monitoring information as described above in Section 4) B) Rate Determination and Approval Process and as proposed in its rate monitoring plan.

C) Concessioner Financial Reporting

In addition to the Annual Financial Report (AFR), the Concessioner must provide the following financial reports to the Service.

- (1) Franchise Fee Payments. The Concessioner must make payments due to the Service through electronic funds transfers via Pay.Gov as directed by the Service.
- (2) Monthly Remittance Report. The Concessioner must electronically submit a Monthly Remittance Report to the Service 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) for the months during which the Concessioner operates. The report format is prescribed by the Service. The report must include:
 - (a) Gross revenue;

- (b) Gross receipts (as defined in the Contract);
 - (c) Exclusions from gross receipts, including revenue from the sale of handicrafts that have been approved for sale by the Director as constituting authentic American Indian, Alaskan Native, Native Samoan, or Native Hawaiian handicrafts;
 - (d) Franchise fees paid, along with evidence of payment (e.g., Pay.Gov receipt);
- (3) Annual Reports
- (a) Annual Budget. If requested by the Service, the Concessioner must provide a budget, including detailed utilization and revenue and expense projections, no later than 30 days prior to the start of the Concessioner's fiscal year.
 - (b) Financial Forecast. If requested by the Service, the Concessioner must provide a mid-season financial forecast for each business activity compared to its annual budget, no later than 195 days following the start of the Concessioner's fiscal year.

8) SUMMARY OF INITIAL AND RECURRING DUE DATES

The following table summarizes preceding reporting requirements and details other reports, plans, payments, and inspections that are the responsibility of the Concessioner. In the event of any conflict between this summary table and the terms of the Operating Plan above, the terms of the Operating Plan control.

Title	Frequency	Due Date
Standard Due Dates		
Annual Budget	Upon request	Upon request
Certificate of Insurance	Initial and annually	At the time insurance is first purchased and annually no more than 30 days after the insurance renewal date
Employee Handbook	Initial and as updated	Within 60 days of the Contract effective date and at least 30 days prior to publication or distribution of changes
External Regulatory Agency Notice of Violation, Inspection, or Other Communication	As needed	As soon as possible, but not later than ten days after receipt
Hazard Communication Plan	Initial and as updated	Within 120 days of the effective date of the Contract and as updated
Hiring Procedures and Policies	Initial and as updated	Within 60 days of the Contract effective date and as updated
Key Personnel List	Initial and annually	Within 30 days of the Contract effective date and annually by March 1
List of Social Media Platforms	Initial and as updated	Within 60 days of the effective date of the Contract and as updated
Lost and Found Policy	Initial and as updated	Within 60 days of the effective date of the Contract and as updated
Monthly Remittance Report	Monthly	By 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)
Operational Performance Report	Monthly and annually	Monthly by 15th day of the following month and annually by January 15

Title	Frequency	Due Date
Possession of Firearms Policy	Initial and as updated	Within 60 days of the effective date of the Contract and as updated
Promotional materials	Before use	At least 30 days prior to publication or distribution
Reservation Procedures with Deposit and Cancellation Policies	Initial and annually	Within 60 days of the Contract effective date and annually by March 1
Risk Management Program	Initial and annually	Within 60 days of the effective date of the Contract and at least 30 days before implementation of any revisions
Schedule of Operations	Annually	Annually by September 1
Visitor Satisfaction Summary Report	Monthly	By the 15th day after the last month of the reporting period
Visitor Satisfaction Survey	Initial	Within 60 days of the effective date of the Contract
Due Dates Specific to Contract		
Environmental Reporting: Hazardous Chemical Inventory, Corrective Actions	Annually	Annually by March 1
Integrated Pest Management Plan	Initial and as updated	Within 60 days of the effective date of the Contract and as updated
Inventory of Waste Streams	Annually	Annually by February 1
Environmental Management Program	Initial and as updated	Within 60 days of the effective date of the Contract, and at least 30 days before implementation of any revisions
Rate Monitoring Plan	Initial and as updated	Within 60 days of the effective date of the Contract and as updated
Pre-Trip Orientation	Initial	Within 30 days after the effective date of the Contract
Wagon and/or Carriage Approval	Initial	Within 60 days after the effective date of the Contract
Merchandise Plan	Initial and as updated	Within 120 days of the effective date of the Contract and as revised

Note: Per the Contract, the Director from time to time may require the Concessioner to submit other reports and data regarding its performance under the Contract or otherwise, including, but not limited to, operational information.

ATTACHMENT A: REFERENCED WEBSITES

Referenced Website	Website URL
36 CFR 51 Concessions Contracts	36 CFR 51 Concessions Contracts
Chapter 10 of NPS Management Policies	https://www.nps.gov/subjects/policy/mp-10-commercial-services.htm
Commercial Services Guide (CS Guide)	https://www.nps.gov/subjects/concessions/law-regulation-policy.htm
Directors Order 35B	https://www.nps.gov/subjects/policy/upload/DO_35B_12-31-2011.pdf
Directors Order 50B	https://www.nps.gov/subjects/policy/upload/DO_50B_9-3-2008.pdf
Director's Order 50D	https://www.nps.gov/subjects/policy/upload/DO_50D_6-29-2009.pdf
Emergency Preparedness and Response	https://www.osha.gov/SLTC/emergencypreparedness/
Hazard Communication	https://www.osha.gov/dsg/hazcom/
NPS Commercial Services Website	https://www.nps.gov/subjects/concessions/index.htm
NPS Commercial Services Website, Authorized Concessioner Mark	https://www.nps.gov/subjects/concessions/acm.htm
NPS Commercial Services Website, Concessioner Tools	https://www.nps.gov/subjects/concessions/cti.htm
NPS Commercial Services Website, Service Standards	https://www.nps.gov/subjects/concessions/standards-and-evaluations.htm
NPS Environmental Management Standards for Concessioners	https://www.nps.gov/subjects/concessions/environmental-management.htm
NPS Risk Management Standards for Concessioners	https://www.nps.gov/subjects/concessions/risk-management.htm
NPS Volunteers Program	https://www.nps.gov/getinvolved/volunteer.htm
Personal Property Management Handbook #44	https://www.nps.gov/subjects/policy/upload/RM-44_508.pdf
Rate Administration Guide and Addendum	https://www.nps.gov/subjects/concessions/rate-administration.htm
Structural Fire Management Reference Manual 58	https://www.nps.gov/subjects/fire/rm-58.htm
US Food Code	https://www.fda.gov/food/retail-food-protection/fda-food-code
NPS Office of Public Health website	https://www.nps.gov/orgs/1735/index.htm

ADDENDUM 1 TO EXHIBIT B: OPERATING PLAN

Elements Incorporated from the Concessioner's Proposal

9) ELEMENTS BY TOPIC AREA

A) Protection, Conserving, and Preserving Area Resources

B) Visitor Services

C) Environmental Management

D) ◀ Title of Section Related to Selection F (Click or tap here to enter text. Title of Section Related to Selection F ▶