



MONARCH MOUNTAIN

Lift Operators Manual

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Introduction

Monarch Mountain Lift Operations welcomes you to the start of a new season, and look forward to providing you the opportunity to become a critical member of the Lift Ops team.

As a Lift Operator, you will hold a position of leadership and responsibility. Being the onsite leader of your lift, you will be expected to perform in a professional manner, with emphasis on leadership by example.

Leadership Definition: A process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common task. Characteristics of a successful leader: Assertiveness, authenticity, self-monitoring, skilled at social motivation.

The attitude and appearance of your lift and your crew will reflect on your leadership. You have been chosen because you exhibit the qualities needed to uphold the standards of the Monarch Mountain Lift Operations Dept.

This handbook is designed to assist you in performing your duties, in addition to your normal Lift Ops Manual. You are required to be familiar with both manuals, and the execution of all Lift Ops procedures, duties and responsibilities within your authority. Use good judgment and common sense in dealing with normal and emergency situations.

Safety

Paramount to successful lift operations is the safety of our guests & employees. Situational awareness is the most important part of your job in lift operations. If operations are unsafe, execution of the other aspects of our job becomes meaningless. It is important that you and your crew are always aware of where the chair is.

You will be called on to recite the Monarch Mt. Lift Ops 'Safety Commandments', and ensure your crew knows them as well. You are also supposed to know the Skiers Responsibility Code.

Maintain an example for your crew to follow. Keep a watchful eye on the crew as they perform their duties, know what they need to work on and offer positive reinforcement. Quiz them on their knowledge and help them learn.

Monarch Lift Ops Safety commandments

1. Safety of guest, employee, and self is your #1 priority.
2. Ignoring safety procedures will not be tolerated.
3. Know your equipment and tools, and how to use them.
4. Perform maximum awareness on station.
5. No Horseplay, horseplay hurts.
6. Keep work areas clean and maintained.
7. Remember, accidents cost everyone.

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Daily Operations

At the morning meeting pay attention to the line-up so that you will know who is on your crew that day. After the meeting go to your lift and make sure your crew reports to your lift immediately, do not let them wander around socializing, or getting breakfast. They can do this after the lift is ready and open.

1. When you get to your lift decide who is going to the top station first. Do this fairly and tactfully. They need to be ready to go up by no later than 8:30, so give them time to run to the bathroom if necessary.
2. Send the ticket checker to the maze to begin setting it up, clearing it out, and grooming it so that it is flat and free of ruts and bumps.
3. If Lift maintenance is still working on the lift stay out of their way and work on clearing snow where you safely can.
4. Assign someone to sweep the carriage. Carriage tracks must be free and clear of snow and ice. Use caution clearing overhead tracks do not let anyone walk out on the beams to clear snow. This **MUST** be done before running the lift.
5. Clear the chair path from the maze to the pit on both sides. Clearing out the pit so that ski tips don't get caught. Ski Patrol with their long skis is a good way to measure this.
6. Send someone out to shovel the counterweight if your lift has one. It must be clear of snow, with 2 feet of clearance under and around. It may take more than one person to do this. Be aware of the counterweight travel limit switch, **DO NOT TRIGGER IT.**
7. If the lift is ready and signed off to you, send up your top attendant.
8. Check and verify the maintenance logs every morning before signing them. Know your stopping distances and carriage position.
9. Send up the top attendant **NO LATER** Than 8:30. Make sure to do a radio check before loading them and take note of the chair number so you know when to stop the lift so they can unload safely. Be aware that the ramp may be full of snow making unloading difficult. They should radio you as they are approaching, to let you know they've arrived, but don't rely on it. Wait patiently for them to get in the house, the lock may be frozen. Use the radio to communicate. Have the other attendant sweep chairs.
DO NOT HIT THE CHAIRS!
10. Once in the house they should call you on the mountain phone, then have them check the battery phone. After this you may begin the morning checks, take no shortcuts and follow the same order every morning as outlined in the Lift Operation Manual. This is the final procedure to make sure the lift is safe. Make sure to watch the screen confirming switches (or at Tumbelina, count how many switches you reset) to make sure you have checked them all, don't just sit there pushing resets over and over. Be aware of what switch has just been engaged. Start over if you lose track. Before hanging up ask them if they need help with their ramp, send up assistance if needed or get ahold of Dispatch to call your Supervisors for help. You should inspect the top terminal at least once a week.
11. Do not allow anyone else to load at this time. If Patrol comes after loading your top attendant depending on how far up they are you can give Patrol the option of waiting on the chair or at the wait board. If you just sent up the attendant let Patrol go up and do checks after they arrive. Ski Patrol, Lift maintenance, Lift ops supervisors and management may ride the lift prior to opening, no one else is allowed to load.
12. Maze entry and lanes should be flat, skiable, and free of ruts and bumps. Help Ticket Checkers set up the maze if it was taken down the night before.
13. Boot pack your pit, around your lift house, and around your maze area. It will make it easier for your snow blower.

Synchronize Clocks

Call Dispatch for a time check and to tell them your opening time. Sync your clock with the top terminal clock to the dispatch time. There should be no reason your lift cannot open by 9:00 except for mechanical reasons or extremely excessive snowfall. Notify your supervisor if it you will not open on time.

Breaks and Rotations~

Keep to this schedule for optimal performance.

- After the lift is open, you may start giving employee breaks. Remember everyone gets a 15-minute break in the morning, 30-minute lunch, and 15 minutes in the afternoon.
- **DO NOT** BEGIN morning breaks UNTIL AFTER THE LIFT IS OPEN AND SNOW IS REMOVED FROM AROUND THE TERMINAL, MAZE AREA, LOADING AREA AND THE WALKWAYS. At this point you can begin each persons (including yourself) 15 minute break.
- Lunches are to be started by 11:00 so the top attendant can come down and have their lunch by no later than 1:00. Designate each person a 30 minute lunch break on the lunch time card. Have them sign out when they leave and back in when they return with the actual times, initialing each break and checking times for accuracy.
- Include yourself in the rotation, you may not sit in the lift house all day and 'supervise'. Special projects need to be done around the lift so adjust your rotation as necessary and remain fair. After breaks are done this is the time to work on projects such as snow manicuring. Keep in mind that you will be loading chairs for at least 1 ½ hours during lunches so you may want to have the attendant keep loading while you do snow work.
- Do not leave an attendant waiting excessively for their lunch, if you are having staffing issues notify supervisors. Do not short yourself a lunch break or wait until really late to take one, practice efficient time management.
- Eliminate excessive break time, find something to do or send them out skiing.
- **Ski breaks** are up to the discretion of the Operator. Use ski breaks as a tool to get your crew to work for you. You will be the one covering for them so make sure it works with your rotations. Do not short yourself on busy or snowy days. If you want a ski break check with your Supervisors to see if one of them can relieve you. **ALL RIDE BREAKS MUST BE CLEARED THROUGH YOUR SUPERVISORS FIRST.**

Loading and Unloading

- Keep loading area well maintained. Do not let ruts and bumps form at the load station or loading ramp. At busy times slow or even stop the lift to rake or quickly add snow to the ramp. Keep loading area free of snow and ice at all times to prevent spinning and slipping which can cause injury. Assign ramp and shovel work as part of your work rotation. The person leaving the loading/unloading stations are responsible for leaving a nice ramp for the next attendant.
- Watch for snow building up in your pit area as it falls off skiers who have just loaded the chair. Keep this snow level down so it doesn't catch their ski tips and pull off their skis or worse yet pull the guest out of the chair.

- Make sure your crew works well loading children and beginners. Keep an eye out for special needs guests and be ready to help. Encourage the loader to be outgoing at their station. Help to keep them from becoming a robot. Be entertaining and engaging.
- Ride the lift to inspect and help maintain top ramp conditions. Watch your top attendants to see how they perform. They need to keep unloading area clear of guests in a friendly and effective manner. All your employees should know where the 'break over' point has to be. Also make sure the incoming ramp is maintained and not too long or too high.
- Attendants need to remain alert and aware of our guests and their needs. We will always need to slow or stop the lift for safety's sake, however we also need to run the lifts efficiently and avoid excessive slowing or stopping. If your crew is well trained we can avoid a lot of this; for example if they are giving excellent loading instructions the guest may fall less or may not need the lift slowed as much. If the top attendant is giving good unloading instructions and keeping the top ramp and unloading area clear, we may not need to stop or slow the lift.
- If you work at Tumbelina keep watch on the Service Brake Indicator light, so that you are not burning up the Service Brake. This generally happens when the lift is running slow. If you smell something like burning rubber or breaks stop the lift, call dispatch and have them get ahold of lift maintenance immediately.
- If the lift has a mystery stop, calmly go through your morning switch tests, top and bottom. Do not race around frantically setting of switches in any order. Check all your operating switches, and then proceed to the automatic switches (rollback, counterweight). If all fails, notify Patrol dispatch to contact Lift Maintenance, and Lift Operations.
- Help the Ticket Checkers maintain order with Ski School. Make sure relations between Lift Ops and Ski School are friendly and constructive. Ski School alternates seating with guests every other chair. If possible accommodate instructor spacing needs to their wishes, if not, they get every other chair.
- Do not argue with Ski School employees, just follow Lift Ops policies in a positive manner and notify supervisors if instructors are being uncooperative. You must slow the lift at their request.
- Do not leave your lift unattended for extended periods. If inspecting top ramps, leave only experienced attendants at the load board. It is preferred that you eat lunch at your lift. If you need to leave for a period of time or ski break, a qualified Lift Operator or supervisor must relieve you.
- When everything is done at your lifts go out in your maze and socialize with our guests. Get to know season pass holders by name. Spend some time being friendly and help to be ambassadors for Monarch. Be as helpful as possible. **LEAD BY EXAMPLE!**

Some situations to watch for

- Watch employees whenever ramp work is being done under a moving lift. Getting hit with a moving chair is one of the greatest hazards for employees and guests; everything must be done to prevent this.
- Proper ramp maintenance helps keep guests from falling and possibly getting hit with a chair, as well as reducing employee exposure to the moving chairs. Send assistance to maintain top ramps if possible. Keep downloading areas maintained.

- All boundary ropes and fencing need to be up and taut at all times. This avoids unwanted entry into unsafe areas.
- Clear and flatten all outside snow areas where anyone will be walking, working, or taking a break. Leave no chance for someone to stumble or slip on an uneven snow surface. Keep the loading area clear of snow and ice at all times. Inspect your top stations for safety.
- Remove snow and icicles from the lift house roof. Take care removing ice from carriage houses. Do not allow anyone to get in a precarious position to remove snow and ice. Ask Lift Maintenance to remove snow and ice from the tops of terminals.
- Only assign trained attendants to snow blower duty. Watch for snow blower hazards; never let anyone stick a hand in the auger blades while the engine is running. **DO NOT BLOW SNOW ON GUESTS OR EMPLOYEES**, there could be rocks or chunks of ice in the mix.
- Horseplay is to be avoided. Prevent boredom by assigning duties, such as snow removal, lift house upkeep, giving ski breaks, rotating stations, etc. **DO NOT spin or slide down the ramp while loading guests**, this can cause a slip and fall accident, and **DO NOT permit your attendants to do so either**. Serious infractions under your supervision may result in disciplinary action and or loss of a portion of your bonus.
- Watch employees at the loading station, make sure they are loading properly; they may need help if they've never worked at your lift. Make sure everyone knows when he or she should slow the lift, such as to load small children. They must be vocal and helpful. Do not let them stand there without saying anything if a guest needs help.
- Watch guests around your lift area; they may be skiing too fast, obstructing pathways or cutting lines. Watch for anything unsafe.
- Guests jumping off the lift are a great danger; the sudden unloading of weight may cause a deropement. Notify Ski Patrol of the guest's description and do not let them load. Persons jumping off the lift may be persecuted by law.
- Do not shortcut any of your safety checks in the morning, even if you must open late.
- Do not shortcut any of the closing procedures; last chair and bringing down the top attendant. You must ensure no one is stuck on the chair overnight.
- Perform accident and emergency policies correctly. Be comfortable with starting your auxiliary motor by yourself. Know when and how to reset your rollback detector.

All Workmen's Comp Claims may require mandatory drug and alcohol testing!

This is just a short list of potential safety situations, be ready and watchful for anything at all times.

Guest Service

Once again we must emphasize how important relations to our guests are. After operating safely our duty is to provide a great experience. You lead the example for your crew, therefore it is especially important to maintain a positive attitude at all times. Spend extra time with our guests getting to know them. Motivate your crew to want to provide the best possible service beyond all expectations. Enjoy our guests, they are here to have fun, you can have fun with them!

Providing Service & Handling Guests

- Make sure the maze is flowing smoothly. Everyone hates waiting in line and watching empty chairs go by. On busy days there should be someone at the "Wait Here" board as well as someone on deck loading chairs. Coordinate with Ticket Checkers to make sure every chair is full, go out in the maze with them and help if necessary.
- Make sure your attendants know how to load guests properly. Greeting the guests coming out from the load board, standing next to the people loading, facing the guests, reach out and grab the chair with one hand slowing it for a split second as the guest bends their knees and sits down.
- Keep your lift area neat. Keep deck area around loading station free of snow and ice. A clean, flat, professional looking lift with excellent ramps and mazes goes a long way towards a good impression. Snow sculptures are encouraged; they are great for employee and guest morale. Make sure they are in a safe location and in good taste.
- The Lift Operator is usually the first to deal with a guest complaint. Remain calm and professional. Listen to the guest and explain what you can do to help the situation. Do not begin to argue with a guest, even if they are wrong. Although these customers may not always be right it is your job to turn their experience in a positive direction.
- Extremely belligerent guests or those under the influence of alcohol or drugs may be denied access to the lift. Remain calm and friendly, and call Ski Patrol to handle the situation. If the person is too difficult, just send them up the lift and call patrol to meet them at the top. Remember to get the chair number and to communicate with the top lift attendant.
- Constantly check that your crew is providing excellent service. Help them with their guest service skills.
- Maintain the standards outlined in the Lift Operations Manual and training.
- At Breezeway you may deny access to any guest that may not be able to ski down. Politely tell the guest that there is no easy way down and try to encourage them to try a different Lift. Only do this if you are sure they may not be able to make it down, such as a beginner that is falling down trying to make it to the wait board.

Ways to help your crew

Make sure they are doing their job as trained. Knowing their job well makes it easier for them to be friendly and outgoing since they won't be nervous at the load board or top station.

Ensure everyone loading chairs knows how to provide proper loading instructions, in a friendly, helpful way and that they are slowing the chair upon request. A common complaint by guests is that the attendant did not slow the chair when requested, or they were yelled at while receiving instructions.

Instill a sense of pride at the lift; make it a fun environment to work. Recognize their efforts and be a positive leader. No one is having fun if the boss is in a bad mood. Deal with employee situations professionally. Do not yell at them, especially in front of guests or their peers. If you are having a problem let your Supervisors know, they may be able to help.

Make sure your crew has food and water. We have extra water bottles and some ramen for those that may be hungry and or thirsty.

Closing the Lift

- All of Monarch Mountain's chair lifts close at 4:00 pm. You may not close the lift early without permission. You are to close the maze at 4:00. No one is to enter the maze after this. Any guest in the maze still gets to ride the chair, so you may have folks loading just after 4:00.
- Assign attendants to smooth out your ramp and maze, and any other cleanup duties. Do not leave ruts and bumps to freeze overnight; they will be difficult to remove the next day. Call the Lift Operations office by 13:00 if you need cat work done. Don't forget to bring in the end maze panels. Release the attendants when they are through.
- Once the last guest has loaded, you are to call 'last chair'. Notify your top station of the chair number and mark it on your log. When that last chair is called, the lift is officially closed, and no one gets on after this. Put up your 'closed' sign.
- You must stand next to the load board after last chair is called, until it reaches the top and the lift stops. It is absolutely crucial that nobody is stranded on the lift overnight and you must follow this procedure exactly. Shortcuts to hurry home will lead to disciplinary action, and a loss of a portion of your bonus.
- The top attendant must wait for the last chair to arrive before downloading. Last chair needs to stop at the top on the download ramp. The attendant needs to fill out their log, clean the house, rake their ramp, lock the door, Put up the lift closed at 4 sign, reset the stop gate then get on last chair and radio the Operator they are ready to come down. Please be patient and let them do a good job on the ramp, it will make everyone's job easier in the morning. The attendant may not hop on the moving chair.
- When your top attendant is ready to come down, they should notify you with the 2-way radio. They should be riding the 'last chair' down. Start the lift slowly when they are ready. Make sure they have safely loaded before running the lift full speed.
- Watch that nobody gets on the lift as the top attendant comes down. The top attendant must bring down the top log. Stop the lift with a 'normal stop' to cut electric power to the lift. Do not leave the lift with the power running; it will overheat. Make sure no stop switch is left engaged. Fill out your log, do a final check of your lift area, Lift maintenance will lock the door.

Accidents and Emergencies

- Be familiar with all emergency and accident procedures, the lift is under your supervision and you will most likely be involved in any legal investigation.
- Remember to communicate to Dispatch whether your lift is running or not during an incident. This is extremely important, as Lift Maintenance and Patrol need to know whether there are guests sitting on the lift. This also gives a starting time for your 10-minute log.
- Familiarize yourself with the Lift-Related Accident Form and the Stop over 10 Minute Log. You are responsible for noting the time and length of the lift stop, and will need to keep track of time as you approach 10 minutes stop time. Supervisors and Ski Patrol will usually assist with the Lift-Related Accident Form.

- You may be called on to perform an auxiliary evacuation without any help from Lift Maintenance or Lift Ops supervisors. You are required to learn this procedure and be able to execute without hesitation. Auxiliary Motor chain-up training is usually held before or after the normal workday; you may need to make arrangements to get home, as this training is mandatory. If auxiliary evacuation training is not completed you will not be allowed to work as a Lift Operator. You will be tested on this procedure.
- Quiz your crew on what to do in an accident, **GET THE CHAIR #**, and where to mark with pins and flags. If a guest refuses help or may still be injured without requesting Ski Patrol, it does not hurt to leave pins and flags in until Patrol tells you they are done with the accident investigation.
- Notify your supervisor of **all** incidents requiring a call to Patrol. Do this immediately after calling Patrol.
- If one of your crew is injured, you must call Ski Patrol immediately to tend to your crewmember.
- This policy is not flexible. Do not send attendants to Ski Patrol unless they are injured or extremely sick and unable to work. Remind your crew if they have to go to patrol for an injury, they may be required to take a drug and alcohol test.
- Do not send employees to patrol to get aspirin, Band-Aids, or for minor sickness. We have a first aid kit in the locker room for minor injuries, and they can purchase aspirin and other pain relievers at the Sport Shop. The Ski Patrol does not have the resources to baby sit Lift Operations personnel with minor grievances. However, if the situation warrants medical attention, do not hesitate to call. If an employee is just feeling 'under the weather' and cannot contribute to operations, request permission to send them home.
- Know the emergency communications policy, do not talk about accidents or give information out to anyone. Remind your crew to never imply blame, i.e. "I'm sorry".
- Speak to injured guests and their families with compassion and concern; do not chastise them if they did not follow correct procedures.
- Remember to politely hold witnesses to any accident until they have given a statement and contact information. If someone reports a missing skier, hold them so they can possibly ski with Patrol.
 - Lift Operations personnel are not allowed to administer first aid, exceptions being immediate life threatening situations, such as heavy bleeding.
- Always watch environmental conditions, wind and lightning may affect lift operation. Winds gusting above 30 mph, excessive chair swing, and guests being blown back loading or unloading should be reported to Lift maintenance. Cold weather may affect your crew; keep them warm by making shorter rotations, and allowing more time to "warm up".
- Keep an eye out for guests not prepared for the weather, warn them politely of frostbite danger. Encourage sunscreen use and eye protection from the sun. Spring conditions may bring out guests dressed for warm weather; watch for changing conditions and warn accordingly.
- Do not load scantily clad guests all guests are required to wear a shirt to load a lift, being stuck for hours on a broken lift may become a serious situation for someone that doesn't have on proper clothes. **ALL GUESTS MUST LOAD WITH AT LEAST A T-SHIRT AND PANTS OR SHORTS.**

General Lift inspections

Your lift will be subject to random inspections throughout the season. Criteria may include lift appearance inside and out, crew performance and morale, and following Lift Operations procedures correctly. These inspections will become part of your record at Monarch and will be used to evaluate your personal performance.

Tools

- An inventory of tools at your lift will be given to you; you are responsible for them.
- Train your crew to use the tools properly to avoid breakage and injury.
- These are separate from the Lift Maintenance tools inside the lift house.
- Lift Operations tools may be identified by color; all tools will be painted with a green band indicating they are Lift Operations property. They will be painted with another color to indicate which lift they belong to:
- All Lift Ops equipment=Green+color ○ Garfield =Yellow ○ Tumbelina=Black ○ Panorama= Red ○ Breezeway= Blue ○ Pioneer=White ○ Caterpillar= Pink ○ Safari=Orange Congo= Brown
- Do not mix tools up or steal them from different lifts or other departments. If something breaks or you feel you need a different tool, communicate with management. Avoid loaning Lift Maintenance tools directly to guests, direct them to the rental shop for service and tools.

Employee relations

- As a leader, you must practice excellent employee relations; do your best to instill pride and a team atmosphere at your lift. Manage employee conflicts to the best of your ability in a professional manner. Remain positive and listen to your employees concerns. Involve management before a situation gets out of hand.
- Be the boss you've always wanted to work for, while getting the job done.
- Monarch Mountain does not need dictators at our lifts. Learn to lead in a motivating, uplifting manner. Do not talk down to your employees or negatively criticize them. If you need to discipline an employee do so constructively. Involve management if necessary.
- Requests for crew members based on personality conflicts should be minimized. You've been given the opportunity to lead and manage people, learn to work with different personality types.
- You will be asked to evaluate your crew and report on their performance.
- Harassment, sexual or otherwise, of employees or guests is not tolerated and illegal. It is your responsibility to watch for signs of harassment at your lift and to take action on occurrence. This is not to be taken lightly; remember you are the authority at your lift and may be held liable in court proceedings. Do not feign ignorance at a harassment situation; you must do something.
- Personal relationships with persons under your authority are not encouraged. Use common sense if doing so; liability in a harassment claim is far easier then you may think.

- Your personal input regarding Lift Operations is welcome and encouraged. Communicate ideas and concerns to your supervisors. You will be asked for input on performance reviews.

Ski Breaks

Ski breaks are up to the discretion of the Operator. Use ski breaks as a tool to get your crew to work for you. You will be the one covering for them so make sure it works with your rotations. Do not short yourself on busy or snowy days. If you want a ski break check with your Supervisors to see if one of them can relieve you.

ALL RIDE BREAKS MUST BE CLEARED THROUGH YOUR SUPERVISORS FIRST.

Give ski breaks to deserving employees only. Employees who are constantly tardy or otherwise not performing to standards do not need to be rewarded with a ski break. Ski break times are at your discretion, but you must send the employee to the locker room to clock out. On busy or heavy snowfall days, check to see that the other lifts are ready or fully staffed before assigning ski breaks. It can be demoralizing to have a crew short staffed and working hard watch another lift crew happily ski by while on ski breaks.

Music

Music is allowed inside the lift house; do not play music audible to guests without approval. Remember some music may be found offensive; use common sense to avoid conflict. This privilege may be revoked at any time.

Barbeques

You may barbeque at your lift with management approval. This can be a great motivator for your crew. Practice caution and common sense while cooking. Minimize exposure to guests so as not to confuse retail food and personal food.

Food and Beverage Department

Lift Operations personnel receive a discount with this dept. Remind your crew they must purchase food by getting in line like everyone else. They cannot cut line because they need to get back to work, if the line is long they must wait or leave. Do not ask for 'special discounts', and stealing items will result in termination. Do not stock your lift with plastic trays, utensils, napkins, or ask for plates, bowls, foil, etc. from the Food and Beverage dept.

Trash Removal

At least once a week get rid of all of the trash at your lift. Bag it all up and take it to the dumpster in back of the lodge. Make sure the top attendant brings their trash down weekly as well. Garfield and Panorama can notify Supervisors when your trash and recycle cans are full.

Lost and Found

Return found items to the guest service desk. You may hold items for a short time in hopes the owner will return. Items are not to be kept and may be considered theft.

Send guests to the guest service desk to report missing items. Call the Guest Service dept. to retrieve valuable items, wallets, keys, etc.

Missing Persons

At times, guests or children may be separated from their parties or parents. If a lost child appears at your lift, hold the child there and contact Dispatch with all pertinent information. Do the same for parents looking for their child. In a non-urgent situation, the Guest Service Desk may put out a page over the p.a. system

Have Fun and Lead by Example!