

## OPERATING PLAN

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### Attachments to the Operating Plan

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Attachment B-4: Operating Standards

Attachment B-5: Interpretive Themes

## 1) INTRODUCTION

This Operating Plan between \_\_\_\_\_(hereinafter referred to as the "Concessioner") and the National Park Service (hereinafter referred to as the "Service") describes specific operating responsibilities of the Concessioner and the Service for the purposes authorized by the Contract within Glacier National Park (hereinafter referred to as the "Area").

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

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

### A) Scope of Services

- (1) As set forth in the Contract, the Concessioner must provide cultural interpretive motor vehicle tours interpreting the Area from a Native American perspective, incorporating aspects of the history and culture of the Blackfeet and Confederated Salish and Kootenai Tribes and tribal perspectives related to Glacier National Park.
- (2) The Concessioner must provide all visitor services in a manner that is consistent with, and supportive of, the interpretive themes, goals and objectives of the Area as reflected in Area planning documents, mission statements and the Comprehensive Interpretive Plan. The Concessioner must submit the proposed content of any interpretive programs, exhibits, displays or materials, regardless of media format (i.e. printed, electronic, or broadcast media), to the Service for review and approval prior to offering such programs, exhibits, displays or materials to Area visitors.
- (3) The Concessioner must base its operations outside the Area. The Service will not provide any facilities for this operation within the Area.
- (4) The Concessioner must provide all personal property necessary for its operations under this Contract.
- (5) Drivers may lead or accompany passengers during tours to the sites and short walks listed on Operating Plan Attachment B-3. No additional day hikes or walks may be conducted.
- (6) Tours may be conducted on all Area roads open to the general public, with the exception of roads in the North Fork Management area.
- (7) The Service is currently in the process of preparing a Going-to-the-Sun Road (GTSR) Corridor Management Plan and Environmental Impact Statement (EIS). The Plan will outline actions that the Service may take in order to address congestion, parking shortages, and resource impacts along the GTSR, and other related issues. The Service anticipates release of a draft plan and EIS in 2017.

### B) Responsibilities

- (1) Concessioner
  - (a) The Concessioner must designate a manager(s) as a point of contact who has the responsibility for carrying out the policies and directives of the Service as well as those of the Concessioner in the operation of the required concession services in the Area.
- (2) Service
  - (a) The Superintendent manages the Area with responsibility for all operations, including oversight responsibility of concession operations. The Superintendent carries out Service Policy, including concession contract management. Directly, or through designated representatives including the Glacier Chief of Concessions Management, the Superintendent reviews, directs, and coordinates Concessioner activities relating to the Area including

evaluation of Concessioner services and Concession facilities, and review and approval of rates charged for all services.

## **2) General Operating Standards and Requirements**

### **A) Schedule of Operation**

- (1) The Concessioner must provide the required services for Area visitors on a seasonal basis. At a minimum, daily tours must be offered between Memorial Day and Labor Day.
- (2) The Concessioner may offer all day tours, half day tours and custom tours. The Concessioner must submit the proposed tour schedules to the Concessions Management Office for approval prior to April 1 of each operating year.

### **B) Rate Determination and Approval Process**

- (1) *Rate Determination.* The Service ensures that the Concessioner's rates and charges to the public are commensurate with the level of services provided, and are reasonable, justified, and comparable with similar services provided by the private sector operating outside of the Area. The Service determines reasonableness of rates based upon current concession management guidelines. Service rate approval methods are subject to change.
- (2) Service rate approval methods are identified in the most recent Service Concession Management Rate Administration Guide ("Rate Administration Guide") as it may be amended, supplemented, or superseded throughout the term of the Contract.
- (3) Rates and charges under this Contract will be determined, unless and until the Service specifies a different rate determination, using Comparability.
- (4) *Requests for Rate Changes.*
  - (a) The Concessioner's rate requests must list a maximum requested rate for each tour route, including at a minimum the tour route, mileage, time duration, and any additional amenities provided. The Concessioner must submit rate on or before March 1 of each year, if a rate increase is desired for the year.
  - (b) To avoid delays in review and approval, the Concessioner must provide comparability data to support proposed rates with the rate request, including a detailed description of the proposed comparable operator's product or service, and other pertinent information as required by current Service guidance.
  - (c) Under no circumstance may the Concessioner implement price increases prior to the specific written approval of the Superintendent.
- (5) *Rate Approval.*
  - (a) *Approval Timing.* The Service approves, disapproves or adjusts rates within 45 working days of the rate request submittal. If special conditions require quicker response, the Concessioner must include a description of these conditions with the rate proposal and the Service will attempt to accommodate the requested time frame.
  - (b) *Approved Rate Posting.* Approved rates must be posted on the Concessioner's website. Upon request, tour drivers must show customers a printed schedule of rates for services within the Area.
  - (c) *Approved Rate Effective Period.* Approved rates must remain in effect until superseded by changes approved in writing by the Superintendent.
  - (d) *Reduced Rates for Federal Government Employees.*
    - The Concessioner will not charge Service personnel performing evaluations of the service.
    - The Concessioner must provide services for other government employees on official government business at a 50 percent discount off of rates charged to the public.

- The Concessioner must not offer discounts to Service employees who are not conducting official business unless the discounted rates are equally available to the general public.
- (e) Rate Compliance. The Service verifies rate compliance during operational evaluations and throughout the operating season.
- (8) Deposits, Payments, Cancellations and Refunds
  - (a) The Concessioner must develop a cancellation, refund, reservation, deposit and payment policy consistent with industry practice. This policy must be submitted to the Service for review and approval. Initial submittal of this policy is due 90 days after the Contract effective date. Any subsequent revisions to this policy must be submitted with the rate request due March 1 to the Service for 45 working day review.
  - (b) At minimum, the Concessioner must provide full refunds of deposits if cancellations are received seven days in advance of the intended service date.
  - (c) The Concessioner must post cancellation, refund reservation, deposit and payment policies prominently on its website and include in rate brochures and advertisements as appropriate.

### **C) Franchise Fees and Gross Receipts**

- (1) Franchise Fees must be paid by the Concessioner as described in SEC. 5 of the Contract.
- (2) Consistent with 54 U.S.C. 101901 et seq., and the definition of "gross receipts" set forth in Addendum 1 to the Contract, the franchise fees due will be based on total gross receipts realized from all Area tours, regardless of whether a portion of any tour is conducted outside the Area.

### **D) Evaluations and Inspections**

- (1) The Service and the Concessioner must both inspect and monitor Concession services with respect to Service policy, applicable standards, authorized rates, safety, impacts to cultural and natural resources, and visitor experiences.
- (2) The Service will evaluate all services operated by the Concessioner to ensure public safety and health, identify maintenance and operating deficiencies, and ensure satisfactory services for the general public.
- (3) Operational Evaluations.
  - (a) In accordance with the guidelines and standards set forth by the NPS Concession Review Program, the Service will conduct unannounced inspections of the transportation services and the content and delivery of interpretation services provided. The Service will conduct at least one evaluation each season. The Service also will use informal observations and visitor comments to evaluate the Concessioner's performance.
  - (b) The Service forwards evaluation results to the Concessioner in a timely manner. The Service will notify the Concessioner as soon as possible of negative comments, problems observed, or operating changes needed in order to adjust the operation.
  - (c) The Service will evaluate the Concessioner's performance and compliance with the Contract and Operating Plan against established standards and summarize the evaluation in an annual report shared with the Concessioner.
- (4) Safety Evaluations and Inspections. The Service will determine and provide the Concessioner with a risk management rating based on the Concessioner's implementation of its documented Risk Management Program on an annual basis.
- (5) Environmental Audits.
  - (a) Service Environmental Audit. The Service may periodically conduct a comprehensive environmental audit of the Concessioner's operations. The Service Environmental Audit Program evaluates the Concession operations with respect to environmental compliance, conformance with the Concessioner's Environmental Management Program (if applicable), and Best Management Practices Criteria contained within the current Service environmental

audit program operating guidelines. The Concessioner must cooperate with the Service during the course of the audits, and must provide full access to management, documentation, and other resources necessary for the Service to conduct the audits.

- (6) Annual Overall Rating. The Concessioner receives an annual performance evaluation for the preceding calendar year that will address contract compliance, operational performance, and the evaluations and inspections conducted by the Service as identified above.

#### **E) Visitor Comments and Complaints.**

- (1) The Concessioner must investigate and respond in writing to written visitor complaints about Concessioner services and operations. The Concessioner must answer all written complaints with 10 days. The Concessioner must provide the Service with copies of the complaint and the Concessioner's response as soon as possible, but no later than five days after the Concessioner has issued the response.
- (2) The Service will promptly forward to the Concessioner any comments or complaints the Service received regarding the Concession services for Concessioner response.
- (3) The Concessioner must cooperate with any Service investigations into the basis of complaints.
- (4) The Concessioner must, within 24 hours of receipt, provide to the Service any visitor comments (written or verbal) that allege misconduct by Concession or Service employees, pertain to the safety of visitors or Concessioner or Service employees, or concern the safety of Area resources.
- (5) In order to facilitate the solicitation of visitor comments, the Concessioner must prominently display the following notice within each tour vehicle and on the Concessioner's website:

"This service is operated by \_\_\_\_\_, 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. Services and prices are approved by the National Park Service.

Please address comments to:  
Superintendent  
Glacier National Park  
PO Box 128  
West Glacier, Montana 59936

#### **F) General Policies**

- (1) *Entrance Fees.* Glacier National Park is a designated federal recreation area. All passengers must pay the appropriate entrance fee or show visual verification of other appropriate entrance permits upon entering the Area.
- (2) *Commercial Filming.* All commercial filming requires a permit.
  - (a) Concessioners must obtain a Special Use Permit in advance of any commercial filming. The Concessioner must instruct any commercial videographers they hire, contract with or are contacted by to contact the Special Use Permit Office at (406) 888-7825 to obtain a permit.
  - (b) The Concessioner must contact the Special Use Permit Office regarding permit requirements prior to any still photography for advertising, promotional or media coverage (including by any hired or contracted photographers) that involves props, models, professional crews, casts or set dressing, access to areas normally closed to the visiting public or activities/park uses not available to the visiting public, or activities not authorized or required by the Concessions Contract.
- (3) *External Regulatory Agencies.* Any notices of violation, requests for corrective action, or any other type of performance/non-performance notices from external regulatory agencies must be submitted to the Service as soon as possible, but not later than 10 days after receipt by the Concessioner. External regulatory agencies are any agencies having authority and/or jurisdiction over any facet of the Concessioner's operations or facilities in the Area. These agencies include, but are not limited to, Montana Department of Environmental Quality, Montana Department of

- Transportation, Occupational Safety and Health Administration, Department of Labor, Glacier County, and Flathead County.
- (4) *Firearms and Weapons.*
- (a) On-duty employees must not possess or use weapons or firearms while providing visitor services with the Area. The Superintendent may grant exceptions to this prohibition upon consideration of a written request from the Concessioner with a thorough explanation of the basis of the request. The Superintendent will provide a written response to the Concessioner and the Concessioner must have written approval from the Superintendent before implementing any exceptions.
  - (b) Within ninety 90 days of the Contract effective date, the Concessioner must develop and provide to the Service policies concerning visitor firearms on board Concessioner operated vehicles.
- (5) *Area Roads.* The Service may close Area roads at any time due to weather, construction activities, road conditions, emergencies or wildlife concerns. The Service closes most Area roads in the off-season and seasonal opening of the roads due to conditions or construction may affect the Concessioner's operations.
- (6) *Reservations Services.*
- (a) The Concessioner must provide a year round reservation service, including a toll free telephone number and messaging capability for reservation and information requests.
  - (b) The Concessioner must provide an internet web site for information.
  - (c) Memorial Day through Labor Day, the Concessioner must maintain regular office hours seven days per week. During the rest of the year, the Concessioner must respond to telephone and internet inquiries and reservation requests on a daily basis, at a minimum.
- (7) *Forms of Payment.* The Concessioner must honor at least three types of major credit and debit cards, U.S. currency, money orders, and traveler's checks. Surcharges must not be imposed on credit card transactions.
- (8) *Lost and Found.*
- (a) The Concessioner must process items lost or found in Concession vehicles as follows:
    - Tag items as to where they are found. Complete a Lost and Found Report, which identifies the tag number, item, date, location and name of finder.
    - Found objects of obvious significant value, such as wallets containing money and/or credit cards, must be reported immediately to the Glacier National Park Dispatch Center by calling (406) 888-7801.
    - Claimants must be required to provide description/identification of the item, name, address, and signature of receipt.
    - All found property must be promptly returned to the owner.
    - The Concessioner must not return found items to the finder.
  - (b) If owners do not claim items within 60 days, the Concessioner may consider those items abandoned and may dispose of them in accordance to their policies.
  - (c) The Concessioner may donate abandoned items to a charitable non-profit organization, or may destroy items of little or no value. Disposition of items must be noted on the Lost and Found Report.
  - (d) The Concessioner must retain Lost and Found Reports for three years.
  - (e) The Concessioner must transfer, within one business day or sooner if possible, any items found outside the Concession vehicles (e.g. on trails or parking lots) to NPS personnel at the Apgar Visitor Center, the Logan Pass Visitor Center, the St. Mary Visitor Center or the Many Glacier Ranger Station in order for the NPS to process.

- (f) The Concessioner must assist visitors who have lost property in the Area outside of the Concessioner's vehicles by providing the visitor the telephone number for the Chief Ranger's Office at (406) 888-7820.
- (9) *Pets and Service Animals.*
- (a) The Concessioner must develop policies or standard operating procedures within 90 days of the Contract effective date, for Service review, regarding how the Concessioner will accommodate visitors with service animals. This policy must be in accordance with current American with Disability Act (ADA) provisions.
- (b) The 2010 revision to Title II of the ADA defines a service animal as a dog that has been individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Animals that are not trained to perform tasks that mitigate the effects of a disability, including dogs that are used purely to provide comfort or emotional support (also known as therapy animals) are considered pets.
- (c) The Concessioner must prohibit pets on tours as part of their policies and standard operating procedures.
- (10) *Radio Communication.* All vehicles transporting visitors be equipped with two-way radios or satellite phones enabling vehicles to remain in contact with the Concessioner's dispatchers or manager. The Concessioner must ensure that supervisory staff is available to communicate with drivers. The Concessioner will not have access to the Service radio system to support this requirement.
- (11) *Smoking.* The Concessioner must prohibit smoking in and around vehicles, and must post international no-smoking signs on each vehicle.

## **G) Human Resources Management.**

- (1) *Equal Opportunity.* Concessioner advertisements for employment must state that the Concessioner is an equal opportunity employer.
- (2) *Employee Handbook.* The Concessioner must develop and provide all employees with an employee handbook that specifically identifies the policies and regulations of the Concessioner and the Service. The Concessioner must provide an electronic copy of its draft employee handbook to the Service within 90 days after Contract effective date, for review prior to distribution to employees. When the Concessioner updates the handbook, it must provide the Service with an electronic copy (with modifications indicated in highlighted text) for 45 working day review.
- (3) *Employee Appearance.* Employees must be neat and clean in appearance and must wear a nametag with the company name and logo.
- (4) *Employee Qualifications.* All employees must be knowledgeable and supportive of the requirements and procedures of their job as well as specific Area regulations and the purposes for these regulations. All employees must project a hospitable, friendly, helpful, positive attitude and be capable of answering visitor questions about the Concessioner's services, as well as general Area information. All information provided by staff to the public must be accurate, complete, appropriate to the audience, and interpretive information must relate to Area themes.
- (5) *Employee List.* No later than May 1 of each year, the Concessioner must provide the Concessions Office with a list of employees and relevant certifications. This must include:
- Employee name;
  - Type of driver's license, including all endorsements and expiration date (do not include driver's license numbers) for all tour drivers;
  - Medical Examiner Certificate (with expiration date) for all tour drivers;
  - First aid and CPR certifications (with expiration date) for all tour drivers.
- (6) *Driver Qualifications.*

- (a) All drivers must possess a current commercial driver's license valid for the size and class of vehicle driven as required by the State of Montana.
  - (b) All drivers must have a current Medical Examiner's Certificate (MEC).
  - (c) Drivers must be at least 21 years of age.
- (7) *First Aid and CPR Training.* All drivers must possess current American Red Cross Standard First Aid and CPR certification, or an equivalent or higher level of certification. In order to be considered equivalent, the course must include classroom/hands-on instruction and must be accredited.
- (8) *Background Checks.* The Concessioner must establish hiring policies that include appropriate background reviews of applicants for employment. These must include wants/warrants check; local criminal history checks; federal criminal records check; national multi-jurisdictional database sexual offender search; social security number trace; and driving history check. The Concessioner must review employee backgrounds to determine if there are past criminal convictions or pending criminal charges prior to hiring. The Concessioner must make appropriate hiring decisions in consideration of the information obtained. The Concessioner must not hire individuals with any active wants or warrants (current fugitive from justice). The Service will not furnish background checks for employment purposes.
- (9) *Drug and Alcohol Abuse.* The Concessioner must provide its employees with a statement of its policies regarding drug and alcohol abuse. The Concessioner must maintain, to the greatest extent possible, a drug-free workplace environment. If the Concessioner finds evidence of illegal drug use, possession or distribution, underage drinking, or other violations of law within the Area, the Concessioner must immediately contact the Service Dispatch Center to request Law Enforcement response.
- (10) *Employment of Service Employees or their Family Members.*
- (a) The Concessioner may not employ in any status a Service employee, his/her spouse, or his/her dependent child without prior Superintendent written approval. The Superintendent will determine, in accordance with applicable Service policies and procedures, if conflicts of interest exist. If approval is given, the Concessioner must retain the approved request as part of the employee's personnel file.
  - (b) The Concessioner may not employ in any status the following: the Superintendent, Deputy Superintendent, Concessions Management staff, Safety Officer, Chief Ranger, District Ranger, or their spouses or dependent children.
- (11) *Training.* The Concessioner must provide an active, ongoing training program for development of necessary skills and techniques for all Concession employees. Training must include orientation for new employees and the ongoing training for returning employees, and must stress work performance and visitor service. All Concessioner employees must know the requirements and procedures of their jobs as well as specific Area regulations, and the purposes for these regulations.
- (a) *Area Orientation Program.* The Service may provide an "NPS Park Orientation Program." If offered, all new concession employees are required to attend and all other employees are encouraged to attend. The Concessions Management Office will coordinate the dates/times for this training with the Concessioner.
  - (b) *Interpretive Training.*
    - The Concessioner must provide annual interpretive skills training for all tour drivers to ensure all tour content meets the requirements outlined in section 6)(D). The training program must include methods of preparing and presenting effective interpretive information to a group of passengers, in a manner consistent with Service standards. Information on these standards is available at <http://idp.eppley.org>. Benchmark standards for conducted activities are available at: <http://idp.eppley.org/competencies/developmental/conducted-activities>.
    - The Concessioner must make resource materials, such as books on cultural and natural resources in Glacier National Park, available for use by employees.

- Annual tour driver training must be provided by a qualified individual, who holds, at a minimum, current Certified Interpretive Guide (CGI) certification through the National Association for Interpretation, or equivalent nationally-recognized certification submitted to and approved in advance by the Superintendent. This training must be renewed every four years. National Association for Interpretation certification information can be found at:  
[http://www.interpnet.com/NAI/interp/Certification/nai/\\_certification/NAI\\_Certification.aspx?hkey=0c08ac07-c574-4560-940f-82fba3a22be9](http://www.interpnet.com/NAI/interp/Certification/nai/_certification/NAI_Certification.aspx?hkey=0c08ac07-c574-4560-940f-82fba3a22be9)
- (c) Vehicle Operation Training.
- Tour drivers must be provided with on-the-job training that addresses the unique challenges and appropriate maneuvering of the vehicles on the Going-to-the-Sun Road, including backing procedures, proper techniques for loading and unloading the vehicles, and extended downhill driving and braking. The Concessioner must develop and implement a driver's training program for all drivers who will be driving in the Area sufficient to ensure safe driving habits and familiarity with the routes used on the tour.
  - All tour drivers must complete a National Safety Council or equivalent Defensive Driving course prior to conducting tour operations within the Area. Refresher defensive driving must be conducted by the Concessioner annually, prior to the start of each operating season.
- (d) Training records must be made available to the Service upon request for Service review.

#### **H) Environmental Management Program**

- (1) The Concessioner must incorporate Best Environmental Management Practices into its operations as stated in Section 4 of the Contract and Addendum1 of the Contract. In addition, the Concessioner must:
- (a) Immediately notify the Area of any discharge or release occurring as a result of the Concessioner operations (e.g. leaks of vehicle fluids).
  - (b) Develop and implement a documented NPS-approved procedure for emergency response for releases of hazardous substances within the Area resulting from their activities (e.g., leaks of vehicle fluids) within 90 days of the Contract effective date. At a minimum, the Concessioner's response procedures must include containing the release, keeping releases from spreading, preventing exposures, and providing initial cleanup. The Service will determine and direct further cleanup and restoration of spills. The Concessioner must train its employees on these emergency response procedures.
  - (c) Use biodegradable antifreeze such as propylene glycol in all vehicles entering the Area.

### **3) Risk Management (Safety) Program**

#### **A) Risk Management Plan**

- (1) The Concessioner must develop, maintain, and fully implement a Risk Management Plan in accordance with Service Policy, the Occupational Safety and Health Act (OSHA) and Director's Order #50B, Occupational Safety and Health Program, Directors Order #50C, Public Risk Management Program, and NPS-48, Chapter 34, Risk Management. The program must include, at a minimum, the following components:
- (a) How the Concessioner will make the Risk Management Program available to its staff.
  - (b) The name of the Concessioner's designated safety official.
  - (c) How the Concessioner will hold its management and employees accountable for carrying out the Risk Management Program.
  - (d) How the Concessioner will ensure that adequate funding is available to support the Risk Management pProgram.

- (e) An annual update of the Concessioner's risk management goals and objectives.
  - (f) Inspection schedules and the method for ensuring that the employees conduct the inspections.
  - (g) The Concessioner's method for ensuring that qualified individuals are capable of recognizing and evaluating hazards.
  - (h) The Concessioner's records management plan for risk management (e.g. training, inspection and accident/injury records).
  - (i) How deficiencies will be classified (including examples) and the hazard abatement schedule for deficiencies classified as Imminent Danger, Serious Hazard and Non-serious hazard.
  - (j) The Concessioner's procedures for recording, reporting and investigating employee and passenger injuries.
  - (k) How the Concessioner will promote safety awareness for passengers.
  - (l) Training requirements for employees, including ongoing training for the designated safety official.
  - (m) The Concessioner must develop an emergency action plan as a component of the Risk Management Plan. This must identify the steps to be taken in the event of an emergency, including motor vehicle accidents, disabled vehicles, passenger illnesses, etc., and must identify the chain of communications in the event of an emergency or accident (e.g., first notify the Glacier National Park Dispatch Center, etc.).
- (2) The Concessioner must make an initial submittal and request for acceptance of this plan to the Service within 120 days after the Contract's effective date, and must provide an updated revision annually thereafter by March 1 of each year for review.
  - (3) The Concessioner must update its Concessioner Risk Management Program to comply with Applicable Laws.
  - (4) Safety Training. The Concessioner must train its employees annually according to the training requirements in its Risk Management Plan. Documentation of safety training must be kept on record for three years from the date of training.

## **B) Accident and Incident Reporting**

- (1) *Incident Reports.* The Concessioner must immediately report to Glacier National Park's Dispatch Center (406) 888-7801 all accidents or incidents involving employees, vehicles or visitors that occur within the Area. A Ranger will be dispatched as appropriate. The Service may investigate visitor and employee-related accidents.
  - (a) Accidents or incidents that must be reported include:
    - Employee or visitor fatality.
    - Employee or visitor injuries requiring more than OSHA-defined first aid treatment.
    - Personal or real property damage.
    - Fires.
    - Other incidents that may adversely affect Area resources (e.g., hazardous material spills).
    - Known or suspected violations of the law involving employees or persons not employed by the Concessioner.
    - Any motor vehicle accident resulting in property damage, personal injury or death.
- (2) In addition, the Concessioner must report all accidents or incidents involving employees or guests to the Concessions Office at (406) 888-7908 as soon as possible but within 24 hours of the accident/incident. The Concessioner must provide the Superintendent an annual summary listing all injury/accident types and employee lost time. The summary must compare the present year to the same data from the previous year. This summary is due to the Service by October 15 each year.

#### **4) Protection and Security**

##### **A) Concessioner Responsibilities**

- (1) *Authority.* Concessioner personnel have only the authority of private citizens in their interaction with Area visitors and the employees of other concessioners or organizations.
- (2) *Reporting of Criminal Violations.* The Concessioner must implement standard operating procedures that result in the immediate reporting of all suspected and known criminal violations to the Glacier National Park Dispatch Center. The Concessioner must report incidents including, but not limited to property damage, theft, possession of drugs and drug paraphernalia, minors in possession of alcohol, vandalism, and other violations of law. The Concessioner must train employees on their responsibility to immediately report any and all incidents where a law or regulation may have been violated to the Glacier National Park Dispatch Center. The Service will dispatch a ranger as appropriate.
- (3) *Management Responsibilities.* The Concessioner is responsible for the proper management of all cash, customer credit card information, and equipment in a manner that minimizes the risk of theft. The Concessioner must protect customer financial and privacy information from unauthorized use.
- (4) The Concessioner must cooperate with the Service in tort claim investigations.

##### **B) Service Responsibilities**

- (1) *Authority.* The Service has jurisdiction on all Area lands and facilities including law enforcement, search and rescue, emergency medical services, public health and structural fire.
- (2) The Service will respond to law enforcement and emergency situations with available manpower.

##### **C) Emergency Medical Care**

- (1) *First Aid/Medical Care to Area Visitors.* Concessioner employees with current first aid or higher level of emergency medical training and certification must provide initial emergency care commensurate with their level of training while waiting for Service response personnel, and may provide care in conjunction with Service response personnel, if their continued assistance is requested.
- (2) *Visitor Transportation.* The Service is responsible for arranging for emergency transportation of visitors to medical facilities.
- (3) Non-emergency medical treatment is available within the local communities.

#### **5) Public Relations**

##### **A) Media and other Inquiries**

- (1) All media inquiries concerning operations within the Area, questions about the Area, or concerning any incidents occurring within the Area, must be referred to the Public Affairs Officer at Glacier National Park. This includes all media interviews. However, media interviews and visits to Concession Facilities to report on Concessioner operations may be done with a courtesy notification to the Public Affairs Officer.
- (2) The Concessioner must inform any groups that indicate they are bringing a commercially guided art or photography workshop or a commercially guided bicycle tour into the Area that the group must contact the Service and obtain a Commercial Use Authorization. The Concessioner must also inform anyone who inquires about weddings in the Area that the party must contact the Service for a permit.

##### **B) Advertisements and Promotional Material**

- (1) *Approval of Advertisements and Promotional Material.* The Concessioner must submit any new or updated press releases or promotional material, including print, social media, websites, radio, television or other media, to the Service for 30 day review. Material that is more complex may

- require a longer review period and more Service staff time. The Concessioner should contact the Service well in advance to establish specific time frames for more complex projects. The Service makes every effort to respond to minor changes to brochure and other texts within 15 days after receiving the request from the Concessioner.
- (2) The Concessioner must not post or distribute any promotional material that has not been approved.
  - (3) No signage (temporary or permanent in nature) may be posted or erected within the Area.
  - (4) The Concessioner may provide the Service with a supply of brochures for the Service to distribute to area visitors at visitor centers and in response to other informational requests. Concessioner brochures must be bundled and delivered to the Headquarters Front Desk staff.
  - (5) Promotional material distributed within the Area may promote only services and facilities within the Area, unless the Superintendent approves exceptions in writing.
  - (6) *Statements in Promotional Materials.*
    - (a) Authorization. Advertisements and promotional material for the Concessioner must include a statement that the National Park Service and the Department of the Interior authorize the Concessioner to serve the public in Glacier National Park or must incorporate the Authorized Concessioner Mark.
  - (7) *Use of National Park Service Authorized Concessioner Mark (Mark).*
    - (a) The Service has an approved Mark it allows concessioners to use to advertise the official relationship between the Service and the Concessioner. The Mark consists of the official NPS Arrowhead and the words "Authorized Concessioner."
    - (b) Authorized Users. The Concessioner is authorized to use the Mark at the start of the Contract in accordance with the approval procedures below. The Concessioner must have received a satisfactory or marginal rating in the previous Annual Overall Review to use the Mark following the first year of the Contract.
    - (c) Authorized Uses of the Mark. The Concessioner may use the Mark in publications, written advertising, brochures, web-based information, interpretive materials, broadcasts (television, film or other audio/visual), associated with required or authorized services; facility signs designed, constructed, or commissioned for official Concessioner functions or purposes; and signs placed on visitor transportation systems, vessels and aircraft.
    - (d) Prohibited Uses of the Mark. The Concessioner may not use the Mark on merchandise, souvenirs and clothing presented for sale to the public; Concessioner employee uniforms; or Concessioner equipment and transportation equipment not specifically providing required or authorized visitor services.
    - (e) Artwork, Layout and Use. The Concessioner must use official artwork provided by the Service. Layout and use must be in accordance with the Authorized Concessioner Mark Guidelines available on the NPS Commercial Services website.
    - (f) Approval Procedures. The Concessioner must submit a written request to the Service for approval to use the Mark. The submittal must include proposed applications and sample layouts. The Concessioner may not use the Mark until the Service has approved the request and the Concessioner's proposed layouts in writing.

## **6) Specific Operating Standards And Requirements**

The Concessioner's operation of services authorized by the Contract must conform to the evaluation standards defined by the Service, State of Montana Code Annotated Title 61 Motor Vehicles, this Operating Plan, and with industry standards. Both the Concessioner and the Service will monitor operations to assure the highest quality of visitor services.

The Concessioner must provide all services in a safe, consistent, environmentally-sensitive and high quality manner, and must operate in accordance with the operating standards as defined by the Service. The operating standards provided by the Service are considered service minimums. Where there are conflicts between the standards and the

requirements in the Operating Plan, the Operating Plan requirements prevail. The current service-specific standards are included as attachments to this Operating Plan. The Concessioner will be evaluated only on those standards that are applicable to its operation. Items 1-23, 25-38, and 57-62 are not applicable, and therefore, the Concessioner will not be evaluated on these standards.

#### **A) Concessioner Vehicles**

- (1) The Concessioner must use vehicles no longer than 25 feet and no wider than 8 feet. Vehicles over 10 feet in height are not recommended due to rock overhangs.
- (2) A fleet of 35 of vehicles may be used within the Area to provide visitor services.
- (3) All the Concessioner's vehicles used in the operation must be of the quality and condition to provide safe and comfortable transportation services, and must meet all Federal and State requirements for the type of service provided.
- (4) The Concessioner must provide accessible service to passengers with disabilities as required by the Americans with Disabilities Act (ADA), 49 CFR part 37, and as described by Federal Motor Carrier Safety Administration (FMCSA).
- (5) The Concessioner's vehicle fleet must include a sufficient number of vehicles that meet current ADA standards.
- (6) The Concessioner must provide the Concessions Management Office the number and description of the vehicles that will be used in providing transportation services by April 1, annually. Any change in the vehicle fleet inventory must be brought to the attention of the NPS at a minimum 24 hours in advance of the anticipated change.
- (7) The Concessioner must ensure that all vehicles are equipped with approved safety belts for all seats, and that the driver and all passengers are properly restrained with the seat belt assembly at all times when the vehicle is in motion, as required by 49 CFR § 392.16 and as described by FMCSA Part 392.
- (8) The Concessioner must equip all vehicles with interior public address systems and hands-free microphone capabilities.
- (9) The Concessioner must ensure that all vehicles are equipped with full-functional climate control systems suitable for all conditions within the Area, to include heater, air conditioner, and defroster.
- (10) The Concessioner must equip each vehicle with, at a minimum, all parts and accessories necessary for safe operation as required by 49 CFR § 393.95 and as described by FMCSA Part 393 (e.g. fire extinguishers, visual indicators, and warning devices for stopped vehicles).
- (11) The Concessioner must ensure that all vehicles are equipped with first aid kits, and that the location of these kits is posted and clearly visible in the event of an emergency. The first aid kit must contain sufficient supplies to handle emergency health situations and accidental injuries, and must be stored in a moisture-proof, dust-proof container in an easily accessible location. Minimum contents must meet or exceed the Montana recommended standards found at <http://opi.mt.gov/pdf/PupilTransport/12ProposedBusStandards.pdf>.
- (12) The Concessioner must equip each vehicle with, at a minimum, emergency exit capabilities as required by 49 CFR § 393.62 and as described in FMCSA Part 393 (e.g. emergency exits, safety glass, push-out windows, and emergency exit identification).
- (13) The Concessioner must equip each vehicle with a hazardous materials spill control kit capable of containing all foreseeable spills of common hazardous materials found on the bus (e.g. gasoline/diesel fuel, antifreeze, battery acid, and engine/transmission/gear oils).
- (14) All vehicles must be clearly identified with the Concessioner's business name and logo, visible from all four sides.
- (15) As vehicles are replaced, the Concessioner must consider purchase and use of vehicles fueled by an energy-efficient alternative fuel technology, suitable for use in the Area.

#### **B) Vehicle Maintenance.**

- (1) The Concessioner must maintain all of its vehicles used for transportation in good mechanical condition.
- (2) The Concessioner must inspect each vehicle daily, when in regular use, as required by the FMCSR and State of Montana Department of Transportation regulations. The Concessioner must retain records of each inspection. Inspections must include: brakes, steering, tires, doors, and vehicle interiors (loose seats, loose/broken stanchions, flooring), lights, safety equipment (fire extinguisher, bi-directional reflective triangles, road flares, first aid kit, emergency exits), hazardous material spill kits, leaks from fuel, coolant, or other substances, and visual inspections of emissions, dents, scrapes, and other body damage. The Concessioner must correct all safety defects prior to continued use of a vehicle.

### **C) Vehicle Operations**

- (1) The Concessioner must ensure that all bus drivers operate within the Federal Hours of Service regulations as required by 49 CFR § 395.1 and as described by FMCSA Part 395.
- (2) Concessioner-operated vehicles must not exceed their passenger capacities under any circumstances.
- (3) The Concessioner must prohibit tour drivers from using cellular phones (including hands-free use or voice activated features) while operating a tour vehicle, as detailed in 49 CFR Part 383, 384, 390, 391 and 392 of the Federal Motor Carrier Safety Regulations (FMCSRs). Prohibited uses include talking, reading, composing or sending text messages or emails.
- (4) Vehicles must not be allowed to idle during passenger pick up and drop off or at pullouts.
- (5) The Concessioner must ensure that the driver and all passengers have their safety belts securely fastened whenever the bus is in motion. Standing during operation is prohibited.
- (6) All carry-on items must be properly stowed while the vehicle is in motion. Storage of bags, pack, or other carry-on items in the aisle is prohibited.

### **D) Interpretation**

- (1) The Concessioner must provide skilled verbal interpretive information about Area resources and history as an integral part of the tours. The information should be presented in a conversational style that encourages visitor questions and response. Interpretive messaging must demonstrate understanding of and support for all Service management goals and policies.
- (2) At a minimum, all tour participants must have exposure to:
  - (a) The history of the Blackfeet, Salish, and Kootenai peoples.
  - (b) The significance of the Area (in historical and contemporary contexts) to the Blackfeet, Salish, and Kootenai peoples, and Native American cultural perspectives of the Area.
  - (c) The Area's Primary Interpretive Themes (Attachment B-5).
  - (d) Accurate descriptions of Area resources, natural features (geological, hydrological, flora and fauna), and Area attractions observed or experienced while on the tour, placed in the context of the Area's Interpretive Themes.
  - (e) Resource protection, environmental and safety messages.
  - (f) Accurate answers to typical visitor questions.
- (3) Drivers may lead/accompany passengers on walks during the tours at the stops listed in Operating Plan Attachment B-6. Drivers leading/accompanying passengers on walks must carry bear spray, and one form of emergency communication equipment.
- (4) The Concessioner must develop interpretive training materials, including, at a minimum, tour outlines summarizing interpretive content for all areas of the park toured, including items a.-f. of Section 6)(D)2.
- (5) The Concessioner must provide the Service with copies of all interpretive materials it develops for Service review and approval, including the tour outlines. Outlines must be provided within 90 days of the Contract effective date, with updates provided when substantial revisions are made.

- (6) The Concessioner must involve appropriate tribal representatives in reviewing or developing training materials and interpretive messages related to the Blackfeet, Salish and Kootenai, and/or other Native American groups with cultural or historical ties to the Area.

#### **E) Passenger Pickup, Drop Off and Bus Parking Locations**

- (1) Passenger pick-up/drop-off at the Apgar Transit Center must be conducted at the pedestrian pick up area. The Concessioner's tour schedules must be staggered so no more than two buses are at this area at any one time. Buses may not be parked in this area beyond the immediate pick up and drop off of passengers.
- (2) Passengers can be picked up and dropped off in the Lake McDonald Lodge circle drive area; however, buses may not park in this area for any duration beyond the immediate drop off and pick up of passengers.
- (3) Designated short-term tour bus parking exists at Logan Pass for Concessioner tour vehicles. This parking is shared between CC-GLAC002 (Red Bus Tours) and CC-GLAC010 operations. Use of these parking spaces must be coordinated between the two operators and tour schedules must be staggered to ensure adequate parking for both entities throughout the day. Passengers cannot be dropped off in front of the Logan Pass Visitor Center stairs or at the Service shuttle stops.
- (4) Passengers can be picked up and dropped off at the designated commercial bus unloading area at the Rising Sun Motor Inn. Buses may not be parked in this area beyond times necessary for pick up and drop off of passengers.
- (5) Passengers can be picked up and dropped off at the Saint Mary Visitor Center at the designated bus passenger drop off area beyond the Visitor Center doors. Buses may not be parked in this area beyond times necessary for pick up and drop off of passengers.
- (6) Passengers can be picked up and dropped off at the Many Glacier Hotel porte cochère only.
- (7) Buses must be moved to the designated bus parking areas at Lake McDonald Lodge and Rising Sun, and to the upper parking lot at the Many Glacier Hotel, promptly after off-loading of passengers.
- (8) Passenger off-loading/re-boarding at stops along the tour routes may only be done at designated pull-offs. The Concessioner must ensure that the buses are completely pulled off the road to allow for the safe off-loading and re-boarding of passengers.
- (9) Parking and traffic flow diagrams or maps will be provided by the Service as needed for areas with high concentrations of vehicle use.

### **7) Reporting Requirements**

#### **A) Concessioner Operational Reports.**

In order for Area managers to monitor the operations, track visitor use and detect visitor trends, certain information is required on a monthly, annual, or other basis. Specific information needed is listed below. The Service may request other information at various points throughout the term of the Contract. The Concessioner must provide the Service supporting documentation for all operational reports upon request. The Concessioner must provide data electronically in Microsoft Office Word or Excel format.

- (1) *General.*
  - (a) Management Listing. Within 30 days after Contract effective date, the Concessioner must provide the Service a list of its key management and supervisory personnel, with office and emergency phone numbers and email addresses for each. The Concessioner must update this list if changes in management are made.
- (2) *Human Illness.* The Concessioner must report any employee or guest human illnesses to the Concessions Management Office using the form attached as Attachment B-1. Illnesses must be

reported as soon as possible and no later than within 24 hours of the illness. A representative of National Park Service Office of Public Health (OPH) may investigate the report.

- (3) *Visitor Use*. The Concessioner must document visitor use patterns. The Service may include this information provided in documents made available to the public. The Concessioner must provide a monthly operational performance report to the Service by the 15th day of each following and an annual season summary by Oct. 15 of each year. Minimum requirements for these reports are:
- (a) The Concessioner must present the data electronically in an Excel spreadsheet format compatible with Service data systems.
  - (b) The report must include a listing of each tour conducted sorted by date, and must include:
    - Tour name (with start, turn-around, and end location);
    - Number of passengers, with adults and children reported separately;
    - Guide/driver's name;
    - Number of passengers were transferred from a commercial carrier (e.g motor coach).
    - Monthly usage totals for passengers (adults and children).
    - Monthly gross receipts
- (4) Other required reports not listed elsewhere in this Operating Plan include:
- (a) Reduced Rates for Government Employees on Official Business. Annually by September 30. The Concessioner must provide to the Superintendent a listing of all government employees granted reduced rates and the services provided, using the form provided in Attachment B-2.

## B) Summary of Initial and Recurring Due Dates

The following table summarizes most of the reporting responsibilities of the Concessioner.

Initial	Reference	Schedule	Due Date
Balance Sheet	Contract Sec 7.c.1	Initial	Within 90 days of execution of Contract, or Contract effective date
Management List	Op Plan Sec. 7.A.1.a	Initial	Within 30 days of Contract effective date and updated as needed
Risk Management Plan	Op Plan Sec. 3.A.2	Initial	Within 120 days of Contract effective date
Employee Handbook	Op Plan Sec. 2.F.2	Initial	Within 90 days of Contract effective date and updated as needed
Service Animal Policy	Op Plan Sec. 2.E.9	Initial	Within 90 days of Contract effective date and updated as needed
Firearms Policy	Op Plan Sec. 2.E.4.b	Initial	Within 90 days of Contract effective date and updated as needed
Haz Mat Spill Response Procedures	Op Plan Sec. 2.G.1.b	Initial	Within 90 days of Contract effective date and updated as needed
Cancellation, Refund, Reservation, Deposit and Payment Policy	Op Plan Sec. 2.B.8.a	Initial	Within 90 days of Contract effective date
Tour Outlines and Interpretive Materials	Op Plan Sec. 6.D.5	Initial	Within 90 days of Contract effective date and updated as needed
Annual		Schedule	Due Date
Risk Management Plan	Op Plan Sec. 3.A.2	Annually	March 1

Rate Change Request	Op Plan Sec. 2.B.4.a	Annually	March 1
Request for Changes to Cancellation, Refund, Reservation, Deposit and Payment Policy	Op Plan Sec. 2.B.8.a	Annually	March 1
Vehicle List	Op Plan Sec. 6.A.6	Annually	April 1
Employee List	Op Plan Sec. 2.F.5	Annually	May 1
Request for Approval of Advertisement or Promotional Material	Op Plan Sec. 5.B.1	Prior to publication or updates	At least 30 days prior to publication
Report of Reduced Rates for Government Employees	Op Plan Sec. 7.A.4	Annually	September 30
Annual Visitor Use Summary	Op Plan Sec. 7.A.3	Annually	October 15
Visitor Accident/Injury Summary	Op Plan Sec. 3.B.2	Annually	October 15
Inventory of Hazardous Chemicals	Contract Addendum 1, Sec. 4.a	Upon Request	Upon Request
Inventory of Waste Streams	Contract Addendum 1, Sec. 4.a	Upon Request	Upon Request
Annual Financial Report	Contract Sec 7.b.1	Annually	90 days after the last day of the fiscal year
Franchise Fee Additional Payments	Contract Sec. 5.b.3	Annual, if required	Dec 31
<b>Monthly</b>		<b>Schedule</b>	<b>Due Date</b>
Franchise Fee Payment	Contract Sec. 5.b.1	Monthly	15th day of the following month
Visitor Use Report	Op Plan Sec. 7. A. 3	Monthly	15th day of the following month
<b>As needed:</b>			
Accident/Incident Reports to Dispatch	Op Plan Sec. 3.B.1	As needed	Immediate
Accident/Injury Reports to Concessions Office	Op Plan Sec. 3.B.2	As needed	Within 24 hours
Human Illness	Op Plan Sec. 7.A.2	As needed	Within 24 hours
Visitor Allegations of Misconduct	Op Plan Sec. 2.D.4	As needed	Within 24 hours of receipt
External Agency Notifications	Op Plan Sec. 2.E.3	As needed	Within 10 days of receipt
Reports of Criminal Violations	Op Plan Sec. 4.A.2	As necessary	Immediate

## Attachment B-1: Reporting Human Illnesses

The following information must be acquired and promptly provided to the Area Concessions Office.

Name: \_\_\_\_\_

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

\_\_\_\_\_

Phone Number: \_\_\_\_\_ circle one: current (traveling) permanent

Person's opinion as to what caused the illness:

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

Is the person still ill? If not, when did they recover?

Do you know others who are ill?

Names:

Numbers:

What time did the illness come on?

What time did you visit what places inside the Park?

Outside the Park?

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

Person taking report and phone number:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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

## Attachment B-2: Reduced Rates to Government Employees

From:

To: Concessions Management Office

Glacier National Park

Subject: Reduced Rates to Government Employees on Official Business

The following information relative to reduced rates is provided in compliance with our Operating Plan, for the period of \_\_\_\_\_ to \_\_\_\_\_.

<u>Date of Service Provided</u>	<u>Govt. Employee (s) Name/Agency</u>	<u>Service Provided</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

\_\_\_\_\_  
Signed

\_\_\_\_\_  
Date

## **Attachment B-3: Areas Excluded from Commercially Guided Hike Classification**

At the following list of sites and short walks, tour drivers are allowed to accompany their passengers and talk about the Area without the activity being considered a commercially guided hike. The Concessioner may not assess additional charges for this service.

### **Apgar:**

Paved trails and walks bordered by McDonald Creek, Camas Road and GTS road

### **Avalanche:**

Trail of the Cedars

### **Going-to-the-Sun Road:**

Lake McDonald Accessible Trail

McDonald Creek wooden overlook

Oberlin Bend walkway

Paved Walks at Logan Pass

Sun Point Overlook

Trail between Rising Sun Boat Dock and picnic area

Sunrift Gorge

Trail between St. Mary Campground and the SMVC

### **Two Medicine:**

Running Eagle Falls

### **Many Glacier:**

Swiftcurrent Nature Trail (around the Lake)

### **Goathaunt:**

Boatdock to the Snowflake

### **Middle Fork:**

Goatlick Overlook Trail

### **Camas Road:**

Huckleberry Nature Trail

## Attachment B-4: Operating Standards

### GUIDED LAND TOUR STANDARDS (10-GLA)

The Concessioner will be evaluated only on those standards that are applicable to its operation. Items 1-23, 25-38, and 57-62 are not applicable and crossed out in the table below. The Concessioner will not be evaluated on these standards.

**Description** - Land tours include motorized transport, such as busses, jeeps, snowmobiles, and vans; and non-motorized transport, such as bicycles and hiking. Trips vary in length from hours to days and may involve camping and meal services. Ticket offices and departure embarkation points may be located within the park; applicable standards to facilities outside the park will depend on the contract. Repairs and maintenance may be performed in the park. The Department of Transportation conducts vehicle inspections; these standards evaluate visitor services.

In general, the following definitions apply to these terms throughout the standards:

Appropriate:	Suitable to the level of service or as specified in the operating plan
Clean:	Free from dirt, marks, stains, or unwanted matter
Neat:	Arranged in an orderly, tidy manner
Operational:	In use or ready for use
Well-maintained:	Kept in good order or condition

Standard Number	FACILITY STANDARDS	A, B, C Ranking	Primary Focus Area
	<b>Ticket Office – Exterior</b>		
1	<del><b>Building Structure</b> – Building exterior is well-maintained and surfaces are treated to protect against deterioration. Roofs, gutters and downspouts are well-maintained and clear of obstructions. Rooftop ventilation and other systems are well-maintained and operational.</del>	<del>B</del>	<del>EE</del>
2	<del><b>Landscaping</b> – Landscaping conforms to park standards. Noxious weeds and invasive plants are removed in accordance with an approved landscape plan.</del>	<del>C</del>	<del>EE</del>
3	<del><b>Parking</b> – Paved parking is well-maintained and spaces are marked. Gravel or dirt parking is graded to remove drainage ruts and holes.</del>	<del>B</del>	<del>EE</del>
4	<del><b>Pathways, Sidewalks, Ramps, Steps and Stairs</b> – Pathways, sidewalks, ramps, steps, and stairs are unobstructed. Surfaces are well-maintained and free of tripping hazards. Hand railings are well-maintained and sturdy enough to support visitor use.</del>	<del>A</del>	<del>ES</del>
5	<del><b>Lighting/Illumination</b> – Lighting is adequate and appropriate. Light fixtures are well-maintained and operational.</del>	<del>B</del>	<del>ES</del>
6	<del><b>Public Signs</b> – Public signs are appropriately located, accurate, and well-maintained. Permanent signs are consistent with NPS standards, and were approved prior to installation. Temporary signs are professional in appearance. Signage is neatly arranged.</del>	<del>B</del>	<del>VS</del>
7	<del><b>Utilities</b> – Service areas are neat and well-maintained. Utility lines are neat and protected from foot or vehicular traffic, and hidden from view as much as possible. Electrical panels are secured and unobstructed.</del>	<del>B</del>	<del>EE</del>
8	<del><b>Trash and Recycling</b> – Sufficient trash containers are conveniently located throughout the parking area. Waste does not accumulate in trash containers to the point of overflowing. Refuse is stored in covered, waterproof receptacles in accordance with NPS standards. Market available recyclable products are collected</del>	<del>B</del>	<del>RP</del>

	and recycled. Central refuse collection sites are screened from public view.		
9	<b>Flags</b> —National, state, or park flags displayed are in good condition and adhere to the display guidelines of the United States Flag Code. Flags are a minimum size of 3'x 5'. Flags of a maritime or nautical nature are displayed below the National Flag. Decorative flags and banners are appropriate and well-maintained.	€	VS
10	<b>Vending</b> —Vending machines are well-maintained and operational. Machine displays relate to park themes or are generic in nature. Out of service machines have computer-generated signage. Machines must accept \$1 coins and applicable notices are posted.	€	VS
<b>Ticket Office—Interior</b>			
11	<b>Ticketing/Waiting Area</b> —Ticket office entrance and waiting area furnishings are clean and well-maintained. Literature racks are neat, stocked, well-maintained, and include park, safety, and concession information.	B	€€
12	<b>Payment Stations</b> —Adequate Point of Sale (POS) stations are operational and well-maintained.	B	VS
13	<b>Windows, Doors, Walls, Ceilings, Floors, and Screens</b> —Floors, walls, and ceilings are clean and well-maintained. Doors, windows, and screens are clean, operational, and fit adequately to exclude rodents and insects. Windows and doors do not have excessive signage.	B	€€
14	<b>Public Restrooms</b> —Restrooms are clean, ventilated, well-illuminated, and well-maintained. Restrooms have hot and cold running water. Toilets, sinks, and urinals are clean, free of stains and chips, and operational. Toilet tissue and disposable towels or hand dryers are available. Soap is provided in bulk dispensers. Women's or unisex restrooms have a covered waste receptacle in every stall. The disposal containers are clean and emptied at least daily. A cleaning inspection log is maintained and posted.	B	€€
15	<b>Public Signs</b> —Public signs are appropriately located, accurate, and well-maintained. Permanent signs are consistent with NPS standards, and were approved prior to installation. Temporary signs are professional in appearance. Signage is neatly arranged.	B	VS
16	<b>Lighting</b> —Lighting is adequate and appropriate. Light fixtures are clean and operational, with no burned out bulbs.	B	VS
17	<b>Ventilation/Climate Control</b> —Public spaces are adequately ventilated and maintained at a temperature consistent with visitor comfort.	B	VS
18	<b>Drinking Fountains</b> —Water fountains are clean, operational, and well-maintained. Water bottle filling stations are preferred.	€	€€
19	<b>Emergency Lighting/Exit Lights/Emergency Exits</b> —Exit lights are on emergency circuits and operating at all times. Emergency exits and routes are adequately marked and unblocked.	A	LS
20	<b>Fire Extinguishers</b> —Fire extinguishers are accessible, signed and correctly located, with operating instructions and current inspection tags.	A	LS
21	<b>Smoke Detectors</b> —Operational single-station, hard-wired smoke detectors are present and in compliance with NFPA standards. Battery-operated detectors are tested monthly and batteries are replaced yearly.	A	LS

22	<b>Fire Alarms and Pull Boxes</b> – Fire alarms and pull boxes are visible and accessible.	A	ES
23	<b>First Aid Kit</b> – A first aid kit is available, stocked, marked, and staff can easily locate the kit.	B	ES
	<b>Boarding</b>		
24	<b>Pre-Boarding Areas</b> - Waiting areas are appropriate, adequate, and as safe as possible. Queuing areas are designed to facilitate boarding.	A	VS
25	<b>Boarding Signs</b> – Accurate schedule and boarding times are displayed. Chalk or dry erase boards are acceptable if neatly designed, hand writing is legible, and the park has approved use.	B	VS
	<b>Vehicle Maintenance Area/Building</b>		
26	<b>Building Structure</b> – Maintenance buildings are well maintained and surfaces are treated to protect against deterioration. Roofs, gutters and downspouts are well maintained and clear of obstructions. Rooftop ventilation and other systems are well maintained and operational.	B	EE
27	<b>Garbage and Trash/Recycling</b> – Sufficient trash containers are conveniently located throughout the maintenance area. Waste does not accumulate in trash containers to the point of overflowing. Dumpster drain holes are plugged. All market available recyclable products are collected and recycled.	B	RP
28	<b>Site Utilities and Equipment</b> – Service and delivery areas are neat, well maintained, and hidden from public view as much as possible.	C	EE
29	<b>Garage Bay Doors</b> – Bay doors are operational, well maintained, and equipped with exhaust escape and safety operating devices. Garage is secure.	A	EE
30	<b>Lifts</b> – Vehicle lifts are operational and well maintained. A lift inspection log is maintained.	A	EE
31	<b>Organization</b> – The maintenance area is neat, and tools and equipment are stored in orderly fashion.	B	EE
32	<b>Storage</b> – Parts and supplies are stored in neatly and securely. Parts are stored off the floor on industrial shelves suitable for the weight of the parts and physical environment in which the shelves are used.	B	EE
33	<b>Floors</b> – The maintenance area floor is free of clutter and tripping hazards such as extension cords, power hoses, etc. Floor cracks are filled to prevent seepage.	B	ES
34	<b>Shop Lighting</b> – Lighting is adequate to perform vehicle maintenance activities safely. Fixed ceiling lighting and portable lights are clean and operational with no burned out bulbs. Fluorescent light bulbs are contained in a clean protective cover.	B	EE
35	<b>Hazardous Materials</b> – Hazardous materials are collected, stored, and disposed of in compliance with state and federal laws, and in accordance with park approved risk and environmental management plans.	A	ES
36	<b>Safety Data Sheets</b> – Current safety data sheets are visible, legible and readily accessible.	A	ES
37	<b>Fire Extinguishers</b> – Operational fire extinguishers are accessible and located in compliance with NFPA standards and local codes. Fire extinguishers are appropriately signed, with operating instructions and current inspection tags.	A	ES

38	<del><b>Eye Wash Stations</b></del> - Eyewash stations are placed in chemical work areas with instructions clearly posted.	<b>A</b>	LS
	<b>VEHICLE STANDARDS</b>		
	<b>Vehicles</b>		
39	<b>Condition</b> - Vehicles are operational, clean, and well-maintained.	<b>A</b>	CC
40	<b>Registration, Licensing and Insurance</b> - Vehicles and operators are licensed, registered, and insured in accordance with federal and state laws and regulations.	<b>A</b>	AL
41	<b>Identification</b> - Vehicle identification is in accordance with federal (Department of Transportation), state, or local laws. The company name and logo are visible.	<b>A</b>	AL
42	<b>Windows</b> - Windows are operational, clean, and well-maintained. Windows do not leak.	<b>B</b>	CC
43	<b>Doors</b> - Doors are operational and well-maintained.	<b>B</b>	CC
44	<b>Seats</b> - Seats are clean and well-maintained. Exposed seats are weather proof.	<b>B</b>	CC
45	<b>Storage</b> - Storage is adequate and appropriate.	<b>B</b>	CC
46	<b>Floors</b> - Surfaces are non-slip, clean, well-maintained, and free of triphazards.	<b>B</b>	CC
47	<b>Public Signs</b> - Public signs are appropriately located, accurate, and well-maintained. Permanent signs are consistent with NPS standards, and were approved prior to installation. Temporary signs are professional in appearance.	<b>C</b>	VS
48	<b>Public Address System</b> - PA systems are operational, and announcements can be heard over the vehicle engines.	<b>A</b>	VS
49	<b>Ventilation/Climate Control</b> - Interiors are adequately ventilated and maintained at a temperature consistent with visitor comfort.	<b>B</b>	VS
	<b>Vehicle Safety</b>		
50	<b>Emergency Exits</b> - Emergency exits are marked, operational, and unobstructed.	<b>A</b>	LS
51	<b>Fire Extinguishers</b> - Fire extinguishers are accessible, appropriate, marked, and correctly located, with operating instructions and current inspection tags.	<b>A</b>	LS
52	<b>Communication</b> - Emergency radios, satellite telephones, mobile telephones are adequate and operational.	<b>A</b>	LS
53	<b>Vehicle Capacity</b> - DOT maximum passenger limits are not exceeded.	<b>A</b>	AL
	<b>Passenger Safety</b>		
54	<p><b>Visitor Safety Orientation</b> - Safety briefing includes:</p> <ul style="list-style-type: none"> <li>• Nature and demands of trip</li> <li>• Movements (standing, arms out of windows, etc.) while driving</li> <li>• How to get on and off the vehicle</li> <li>• Proper use of safety belts</li> <li>• Emergency exit locations</li> <li>• Hydration</li> <li>• Sanitation</li> <li>• Park regulations (natural and cultural resources, trash, etc.)</li> <li>• Briefing content is approved by the park</li> </ul>	<b>A</b>	LS

55	<b>Safety Belts</b> - Safety belts are appropriate, adequate, and well-maintained.	A	LS
56	<b>First Aid Kit</b> - A first aid kit is appropriate, available, and stocked. Motion sickness remedies are available.	B	LS
	<b>Camping Equipment—Overnight Trips</b>		
57	<b>Overnight Camping</b> —Overnight gear and equipment is appropriate, adequate, clean, and well-maintained. Overnight F&B is in accordance with Backcountry F&B standards.	B	CE
58	<b>Water Purification</b> —Water purifying kits are appropriate, adequate, and operational. Water storage is adequate for the duration of the trip and the number of passengers and staff.	A	LS
59	<b>Overnight Emergency Equipment</b> —Appropriate emergency medical equipment is adequate, well-maintained, and operational. Equipment may include backboards, neck restraints, splints, inflatable casts, etc., for medical stabilization and transport.	A	LS
	<b>Food and Beverage—Day Trips</b>		
60	<b>Tableware/Drinkware</b> —Tableware and drinkware are disposable. Recyclable/ compostable/ bio-degradable materials are preferred. Styrofoam is not permitted.	B	VS
61	<b>Temperatures</b> —Food and beverages are maintained at appropriate temperatures, and are properly labeled and packaged.	A	AL
62	<b>Healthy Foods</b> —Appropriate food and beverage items are available that meet the NPS Healthy Foods requirements.	B	VS
	<b>Environmental Protection</b>		
63	<b>Noise</b> - Radios or similar entertainment devices are not allowed. Noise levels are kept to a minimum so as not to impair the experience of others or impact wildlife.	B	VS
64	<b>Grounds</b> - Grounds are monitored prior to leaving a site to ensure that no garbage or debris is left in the vicinity.	A	RP
65	<b>Garbage and Trash/Recycling</b> - Trash is maintained to not attract wildlife or vermin. Trash is collected after each meal service, contained in a water- and wildlife-proof container, and transported off-site. Recyclables are separated, and refuse is disposed of in accordance with public health, state and local codes.	A	RP
66	<b>Sanitation</b> - Appropriate river toilet boxes (or equivalent) are water- and wildlife proof, and well-maintained. Adequate toilet paper and hand washing or hand sanitizer are appropriate. Human waste disposal procedures are followed in accordance with park and public health requirements.	A	RP
67	<b>Smoking Policy</b> - No smoking is permitted on or within 25' of the vehicle. A portable weather and windproof receptacle is provided at stops.	A	AL
	<b>OPERATIONAL STANDARDS</b>		
	<b>Accessibility</b>		
68	<b>Accessibility</b> - Vehicles, facilities and services meet the requirements of the Americans with Disabilities and Architectural Barriers Acts and all other applicable laws related to accessibility.	A	AL

<b>Ticketing Services</b>			
69	<b>Availability</b> - Reservations are available via telephone, mail, and fax during business hours; and internet 24/7.	<b>B</b>	VS
70	<b>Knowledge of Ticketing Staff</b> - Staff provide accurate information about rates, cancellation policies, departure and arrival times, amenities and services, local attractions, access, etc. Matching information is available on the concessioner's website.	<b>B</b>	VS
71	<b>Confirmation</b> - Reservation calls include a confirmation number. E-mail is sent to confirm the reservation and provide park information.	<b>B</b>	VS
72	<b>Payment Methods</b> - Credit cards are honored and include MasterCard, Visa, American Express, and Discover. Debit cards and other payment methods (travelers' checks, personal checks, and gift cards) are accepted at the concessioner's discretion or at the direction of the Service.	<b>B</b>	VS
73	<b>Cancellations</b> - Visitor cancellation and refund policy is clearly stated in the reservation, and is approved by the park.	<b>B</b>	VS
74	<b>Trip Cancellation</b> - Trip cancellation policy includes notification and refund procedures, and is approved by the park.	<b>A</b>	VS
75	<b>Lost and Found</b> - Items found are logged and secured in a designated location. Records are maintained and procedures established to ensure prompt, accurate responses to passenger inquiries concerning lost articles.	<b>B</b>	VS
<b>Park Requirements</b>			
76	<b>Idling</b> - Park vehicle idling rules are obeyed.	<b>B</b>	RP
77	<b>Restricted Areas and Protection of Natural and Cultural Resources</b> - Access regulations to restricted areas are enforced. Natural and cultural resources or artifacts are not disturbed or removed.	<b>A</b>	RP
78	<b>Use Allocation</b> - Park use allocation requirements (carrying capacities) are adhered to.	<b>A</b>	RP
79	<b>Wildlife</b> - Park regulations prohibiting the feeding or disturbing of wildlife is enforced. Passengers are briefed regarding how to avoid unwanted interactions. If required, staff report wildlife sightings to the park.	<b>A</b>	RP
80	<b>Trip Log and Reporting Requirements</b> - Trip logs are appropriate, accurate, and well-maintained. Trip logs are provided to the park upon request, or submitted according to schedule.	<b>B</b>	VS
<b>Interpretive Services</b>			
81	<b>Interpretive Services Content</b> - Interpretive formats and content are approved by the park.	<b>B</b>	VS
82	<b>Interpretive Presentations</b> - Presentations are appropriate, accurate, and organized. Guide staff have NPS required interpretive training and certifications.	<b>B</b>	VS
83	<b>Activities</b> - Advertised activities are available. Visitor acknowledgment of risk form is approved by the park. Waivers of liability are not used.	<b>C</b>	VS
<b>Personnel</b>			

84	<b>Staffing Levels</b> - Facilities and services are sufficiently staffed to prevent avoidable delays in service.	A	VS
85	<b>Licenses</b> - Appropriate class drivers licenses are current.	A	LS
86	<b>Employee Attitude</b> - Employees project a friendly and helpful attitude, and are capable and willing to answer customer questions (about both job and general park information).	B	VS
87	<b>Employee Appearance</b> - Employees wear a uniform or name tag identifying them as concession staff. Uniforms are commensurate with the type of service provided and approved by the park. Employees present a neat, clean, and professional appearance.	B	VS
88	<b>Employee Training Programs</b> - An active training program for employees in the development of necessary skills and procedures is implemented. Training emphasizes work performance and, as appropriate to the position, covers requirements such as technical training, emergency response, cleanliness, employee attitude, NPS philosophy and policy. Training is documented.	B	VS
	<b>Rates</b>		
89	<b>Approved Rates</b> - Rates and other customer charges do not exceed those approved by the superintendent.	A	VS

### **Ranking Definitions**

**Major:** First Priority (A) conditions or practices create or have the potential to exert a **significant** impairment to visitor or employee health and safety, park resources, visitor services or visitor enjoyment, Concession Facilities, or associated personal property.

**Moderate:** Second Priority (B) conditions or practices create or have the potential to exert a **moderate** impairment to visitor or employee health and safety, park resources, visitor services or visitor enjoyment, Concession Facilities, or associated personal property.

**Minor:** Third Priority (C) conditions or practices create or have a potential to exert a **minor** impairment to visitor or employee health and safety, park resources, visitor services or visitor enjoyment, Concession Facilities, or associated personal property.

### **Focus Area Acronyms**

LS Life Safety/Health

RP Resource Protection

VS Visitor Satisfaction

CC Cleanliness/Condition

AL Accessibility/Legal Requirements

## Attachment B-5: Glacier National Park Primary and Secondary Interpretive Themes

***The geologic features of Glacier National Park combine natural beauty, examples of mountain-building, and the effects of glaciation, revealing many chapters in the history of the Earth.***

### **Sub-themes**

- The geology of Glacier National Park provides a snapshot of the tremendous forces of geologic uplift, mountain building, and over-thrust events that provided the unique foundation for Glacier’s natural beauty.
- The Rocky Mountain range narrows in northern Montana to provide wildlife, human, and vegetative convergence un-like most places on earth.
- The ice ages of the recent past have carved classic glacial features that give insight into the beauty, power, and timelessness of the tremendous forces that shape the earth.
- Glacier has one of the finest assemblages of ice-age alpine glacial features in the contiguous 48 states, and it has relatively accessible, small-scale active glaciers.
- Glacier is at an apex of the continent and one of the few places in the world that has a triple divide. Water flows to the Atlantic, Pacific, and Arctic Oceans.

### **Related Topics**

Airshed	Glaciers	Plate tectonics
Animal life	Geomorphology	Rocks
Changing climates	Habitat diversity	Sedimentary
Deposition	Igneous intrusions	Soundscape
Erosion	Landscape	Stromatolites
Evolution	(hist. designed)	Triple Divide
Exposed rock	Lavas – sills	Uplift
Fault lines	Metamorphic	Vegetation
Fossils	Minerals	Viewshed
Fire effects	Mountain building	Watershed
Geologic specimens	Natural processes	Weather patterns
Geologic time	Night sky	
Glaciation	Overthrust fault	

***Glacier National Park offers a variety of wilderness experiences that provide the challenges and rewards of encountering nature on its own terms while conveying the necessity of stewardship for the land.***

### **Sub-themes**

- The Going-to-the-Sun Road, one of the most scenic roads in North America, is a National Historic Landmark, and provides easy access to views of and entry points to experience wilderness.

- Glacier's wilderness offers opportunities for physical and mental challenge, risk and reward, renewal, self-reliance, solitude, inspiration, artistic expression, pride springing from a shared heritage, and the prospect of hope for the future.
- The wilderness concept, codified into law, originated in the United States with the conviction that some wild land resources are most valuable to Americans if left in their natural state.
- As a foundation for healthy and diverse ecosystems, officially designated wilderness and other remaining wild lands like Glacier National Park provide critical habitat for rare and endangered species and play a significant role in the overall health of natural systems worldwide.
- Much of Glacier National Park is eligible for designation as a wilderness, and therefore is managed differently than other federal lands in order to retain its primeval character and preserve it as a special place for humans to examine their relationship to the natural world.
- The designated wilderness of Glacier National Park offers opportunities for personal renewal. Glacier's wilderness contains primitive areas relatively undisturbed by human activities where scientific research may reveal information about natural processes and living systems that may have wide-ranging applications as global indicators of ecological change.
- Cultural and archeological sites found in Glacier National Park wilderness can provide a more complete picture of human history and culture when treated with sensitivity and respect.
- Wilderness visitors must accept certain inherent risks associated with weather, terrain, water, wildlife, and other natural elements; visitor safety cannot be guaranteed, but can be enhanced with proper trip planning, appropriate skill, and responsible behavior.

## **Related Topics**

Accessibility	Life zones	Unique road experience
Accessible trailheads	Lodging facilities	Variety of experience options
Air quality	Management/admin.processes	Vast, remote wilderness
Definitions	Natural processes	Watersheds
Discovery	Recreation	Wilderness skills
Ethnography	Risk, hazard and challenge	Wildlife
Exploration	Shared heritage	
Historic camps	Society	
Historic structures	Solitude	
Historic travel routes	Soundscape	
Landscape unchanged	Strata – geologic/biologic	
Leave No Trace	Traditional travel routes	

***The establishment of Glacier National Park and its geographic location has enabled its ecological processes and biological diversity to survive relatively intact in a rapidly changing and encroaching world.***

## **Sub-themes**

- Due to wide variations in elevation, climate, and soil, five distinct vegetation zones overlap in Glacier and have produced strikingly diverse habitats that sustain plant and animal populations, including threatened and endangered, rare, and sensitive species.
- Glacier is one of the few places in the contiguous 48 states that continue to support natural populations of all indigenous carnivores and most of their prey.
- Glacier provides an outstanding opportunity for ecological management and research in one of the largest areas where natural processes predominate. As a result, the park has been designated a Biosphere Reserve, and Waterton-Glacier International Peace Park has been designated as a World Heritage site.

## **Related Topics**

Backbone of the World	Ecosystem diversity	Nyack flood plain
Biological diversity	Faunal remnants	Missing elements of ecosystem
Carnivores	Fire	Predator/prey relationships
Climate change	Floristic provinces	Scarcity of exotics
Connectivity - wildlife corridor	Genetic pool	Triple divide
Continuity of studies	Geologic impact on flora/fauna	Untrammeled ecosystem
Convergence—floral and faunal	Global research data	Vegetative zones
“Crown of the Continent”	Migration	Wilderness
DNA studies	Nearly intact ecosystem	

## ***Glacier’s cultural resources chronicle the evolving history of human activities, interactions, and experiences in the American west, that reveal changes in societal attitudes about land and its uses.***

### **Sub-themes**

o The park’s roads, chalets, and hotels symbolize early 20th century western park experiences.

Many of these historic structures are still in use today.

- The majestic landscape has a spiritual value for all human beings – a place to nurture, replenish, and restore themselves.
- The Great Northern Railroad opened western Montana to many people who otherwise could not have reached its remoteness. This hastened the development of Glacier National Park, and blazed a trail for a variety of human uses of the landscape.
- Land-use values have evolved since the first nations settled in northwest Montana, creating wide-ranging pressures between interests, and resulting in conflicts, and compromise in a microcosm of the American west.
- In Glacier National Park concession companies created to support national park development have contributed to the historic landscape through construction and maintenance of buildings displaying classic western national park architecture; these elements of the park are both an attraction and a challenge to preserve.
- Migration and settlement patterns of original people and westward-bound settlers resulted in a patchwork through the years that contributes to the fabric of Montana culture and gives rise to contemporary questions affecting conservation of natural and cultural resources.
- Fire, a natural part of all forest communities, poses a particular challenge to park managers, whose goal is to maintain natural systems while protecting humans and the built environment.
- Going-to-the-Sun Road, both a National Historic Landmark and a National Engineering Landmark, represents an early breakthrough in the approach to park management that encouraged visitor use of a spectacular national park; it also poses one of the most complex structural preservation and maintenance challenges in the National Park System.

## **Related Topics**

Accessibility	Landscape unchanged	Solitude
Accessible trailheads	Leave No Trace	Soundscape
Air quality	Life zones	Strata – geologic/biologic
Definitions	Lodging facilities	Traditional travel routes
Discovery	Management/admin.processes	Unique road experience
Ethnography	Natural processes	Variety of experience options
Exploration	Recreation	Vast, remote wilderness
Historic camps	Risk, hazard and challenge	Watersheds
Historic structures	Shared heritage	Wilderness skills
Historic travel routes	Society	Wildlife

***The enduring connection between the Blackfeet, Salish, and Kootenai peoples and the landscape and resources of the area known as Glacier National Park is reflected through their history, traditions, language, and contemporary values.***

## **Sub-themes**

- The area called Glacier National Park represents a place of special significance to many cultural elements of the Blackfeet, Kootenai, and Salish peoples; it is a spiritual touchstone that helps continue the traditions and values that have been in place for generations.
- Changes in land use patterns triggered by the westward expansion of the United States forced American Indian peoples in the area to react and adapt to outside pressures to maintain their lifestyles and traditions.
- Contemporary American Indian communities include places in Glacier National Park as elements of their societal fabric and cultural priorities.
- American Indians had a strong spiritual connection with the area long before its designation as a national park. From prehistoric times to the present, American Indians have identified places in the area as important to their heritage.
- The majestic landscape has a spiritual value for all human beings – a place to nurture, replenish, and restore themselves.

## **Related Topics**

American Indian lifeways	Home	Sacred sites
Archeology - historic/prehistoric	Homesteading	Spiritual-all cultures
Art/Humanity-history/perception	Mining	Temporal consideration
Bordering nations	Native American contemporary values and traditional uses	Traditional rights and interests
Change	Oral history – scientific/mythic	Subsistence
Cultural similarities/differences	Parkitecture	Traditional values
Cultural resources	Place names	Transportation–stage/boat/horse/rail
Ethnographic uses	Private property	Vision quests
Going-to-the-Sun Road	Sacred lands	
Historic tours		

***Glacier National Park's designation as part of the world's first International Peace Park celebrates on-going peace, cooperation, and goodwill between two nations, and symbolizes the ideal of peace between all nations.***

**Sub-themes**

- The peace park commemorates lasting peace between Canada and the United States.
- The Biosphere Reserve and World Heritage designations highlight the importance of this area to the world.
- The Peace Park concept, born at Waterton-Glacier IPP in 1932, has evolved and contributed to the international community in a variety of ways and served many positive conservation causes.
- International tensions of contemporary times reveal the importance of cooperation and collaboration as reflected through the window of the International Peace Park.
- Differences between cultures and countries can be reconciled and replaced with trust and friendship.
- People of the world can be inspired by the cooperative management of natural and cultural resources that is shared by Canada and the United States.
- Glacier National Park and Waterton Lakes National Park offer an opportunity for both countries to cooperate peacefully to resolve controversial natural resource issues that transcend international boundaries.

**Related Topics**

Borders	Goodwill / friendship	Similarities / differences
Boundary cut	Homeland security	Trans-boundary parks
Canadian flag	"International" boat	Trust between differing cultures
Cooperation	Management policies	Unguarded borders
Collaboration - Interpretation	Railroad history and role	View looking "In"
Collaboration - Protection	Role model status	Visitor accommodations
Collaboration-Resource management	Rotary International Club	World peace
First Nations	Shared human history	
	Shared natural systems	