EXHIBIT B

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1) INTRODUCTION

This Operating Plan between **Concessioner Name** (hereinafter referred to as the "Concessioner") and the National Park Service (hereinafter referred to as the "Service") describes specific operating responsibilities of the Concessioner and the Service with regard to those lands and facilities within Glacier National Park (hereinafter referred to as the "Area") that are assigned to the Concessioner for the purposes authorized by the Contract.

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

This plan will be reviewed annually by the Superintendent in consultation with the Concessioner and revised as determined necessary by the Superintendent of the Area.

Any revisions shall not be inconsistent with the main body of this Contract. Any revisions must be reasonable and in furtherance of the purposes of the Contract.

2) MANAGEMENT RESPONSIBILITIES

A) Concessioner

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

B) Glacier National Park

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

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

3) GENERAL OPERATING STANDARDS AND REQUIREMENTS

A) Scope and Quality of Service

The Concessioner must provide all services in a consistent, high-quality manner. The Service Operational Performance Program provides standards, which the Concessioner should consider service minimums. The Service expects the Concessioner to make every effort to exceed these standards. The Concessioner must monitor its operations to assure that it meets high-quality standards.

B) Schedule of Operation

(1) The Concessioner must provide the required services for Area visitors on a seasonal basis.

(a) Listed below are typical minimum and maximum season operating dates for each location. Facility condition, Service staffing, wildlife activity, road access, and weather may dictate shorter operating seasons. The Service determines and approves operating dates on a year-to-year basis.

Location	Minimum Season	Maximum Season
Lake McDonald	5/31-9/20	Mid May-Late September
Village Inn	5/31-9/20	Mid May-Mid October
Rising Sun	6/15 - Labor Day Weekend	Early June-Late September
Many Glacier	6/15-Mid September	Early June-Late September
Swiftcurrent	6/15- Labor Day Weekend	Mid June-Late September
Two Medicine	Memorial Day weekend-Labor Day weekend	Late May-Late September

(b) The Concessioner must annually submit for Superintendent's approval a written schedule of proposed opening and closing dates and operating hours for all concession operations including transportation services prior to October 15 for the following calendar year.

(c) All services must be open with regular hours of operation during any holidays within the operating season.

(d) The Concessioner's schedule of operations must remain in effect unless the Superintendent approves a change in writing.

C) 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 and facilities provided, and are reasonable, justified, and comparable with similar facilities and services provided by the private sector. The Service determines reasonableness of rates based upon current concession management guidelines. Service rate approval methods are subject to change.

(2) Rates and charges under this Contract shall be determined, unless and until the Service specifies a different rate determination, using the methodologies set out below.

(3) The Concessioner must provide a range of service levels, qualities, and associated prices for goods and services provided to the public under the Contract.

(4) If the Concessioner offers an item or service at less than the optimum condition because of unavailable elements or amenities or because of poor service or other conditions, the Concessioner must discount the item or service. This should not be construed to condone shortages, poor service, or running out of items on a regular basis and should be used only in unavoidable situations.

(5) The currently approved rate method is comparability for all services and facilities except for the following:

(a) Food and Beverage. The Concessioner must submit all requests in accordance with the Service Rate Administration Guide, including but not limited to, the core menu items, included as Attachment B-9 to this Operating Plan. After the Concessioner and Service establish an initial core menu, those core menu items are subject to comparability analysis. The Service may eliminate the core menu method per the Rate Administration Guide. All menus are subject to Service approval prior to finalization.

(b) Retail. Merchandise, including gifts and souvenirs are approved in accordance with Manufacturer Suggested Retail Price, or, where not available, by National Association of Convenience Stores (NACS) Markup Percentages, which will be provided to the Concessioner annually.

(c) Convenience and Grocery Items. Rates must be determined using manufacturer's suggested retail price or, if not applicable, the NACS Markup Percentages.

(6) Request Submittal for Annual Rate Changes

(a) With the exception of food and beverage, the Concessioner must submit all annual rate requests in writing between October 15 and November 15. The Concessioner must submit food and beverage rate requests between January 1 and February 1.

(b) The Concessioner must include with its request, comparability data to support proposed rate increases, however, the final determination of appropriate comparables and rate approvals lies with the Service as outlined in the Rate Administration Guide. All rate increase requests must be in accordance with applicable Service policy and provide information to substantiate the requested rates in sufficient detail for the Service to be able to replicate results using methodology specified in the Rate Administration Guide. The Service approves, disapproves or adjusts rates, and informs the Concessioner of the approved rates and the reason for any disapproval or adjustment.

(c) Rate requests must include pertinent information about the rate proposed. This includes information regarding the product or service, including brand names, ingredients and product quality, portions, length of service, amenities provided, etc. For food service requests, this must include an indication of which items will be regularly on the menu and which will be special or limited runs.

(d) If the Concessioner does not request changes in rate, approved rates from the prior season must remain in effect.

(7) Rate Approval

(a) Approval Timing. The Service must approve, disapprove, or adjust rates and must inform the Concessioner of the reason for any disapproval or adjustment within 45 working days of the rate request submittal, provided submittals are made in the timeframes outlined in Section 6(a). The Concessioner may request an expedited review. The Service attempts to accommodate these requests; however, requests for expedited review will not be routine practice and the Service cannot guarantee a quicker response. If the Service requires a longer response period, the Service contacts the Concessioner and negotiates a response date. Longer review periods may be applicable to requests made at other times than those listed above, or if the submittal does not include all required information. The Concessioner may propose mid-season pricing changes for the Superintendent's review. The Concessioner must accompany these requests with appropriate justification.

(b) Approved Rate Posting. The Concessioner must make all approved rates for goods and services available to visitors and must prominently display all rates for goods and services. The Concessioner must post room rates in each room.

(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. Reduced rates for federal government employees on official business must be part of the approved rate schedules.

(e) Rate Compliance. The Service checks for rate compliance during periodic operational evaluations and throughout the year.

(f) Advanced Rate Requests. If the Concessioner accepts advance reservations, and the Concessioner believes current approved rates are lower than rates that will be charged the guest at the time of stay, the Concessioner may request "advance rates" higher than currently approved rates.

- The Superintendent approves all advance rates before the Concessioner may advertise or charge the requested rates.
- Concessioners must request permission, in writing, to charge advance rates. The Concessioner must provide the Service with adequate documentation that justifies the rates proposed. The Concessioner must base its documentation on comparability or justify its request using industry sector indices, including the Consumer Price Index (CPI), Smith Travel Research, or other industry publications.
- The Concessioner must request advance rate requests at the time that category of rates are requested each year (e.g., between Oct 1 and November 15 for lodging) for the next calendar year.
- If the Concessioner provides data or research that does not justify the rate requested, the Superintendent may approve an advance rate lower than the Concessioner's request.
- If the Concessioner's research and analysis indicates that market conditions have deteriorated such that advance rates would be lower than the current year's rates, the Service may not approve the advance rate increase.
- The Concessioner must develop and provide for approval its procedures for managing the advance rate process. The Concessioner must maintain documentation of its management of its advance rate program for review by the Service, upon request.
- Advance rates are the guaranteed maximum rate. If the Service's approves a rate for the current season lower than the advance rate, the Concessioner must refund the difference between the advance deposit and the actual current year approved rate to the Area visitor. If the Service approves a rate for the current season higher than the advance rate, the Concessioner must honor the advance rate for the length of the guest's stay.
- The Concessioner must clearly disclose to customers its deposit and refund policy and must disclose this refund information to visitors at the time of reservation and at the time of stay.

D) Purchasing

(1) Discounts. The Concessioner must take advantage of all available trade, cash, and quantity discounts and rebates. Depending on the method of rate approval, the Concessioner must pass these savings through to the consumer.

(2) Environmentally Preferable Products. The Concessioner must purchase and use Environmentally Preferable Products (as defined in Exhibit H, Maintenance Plan), whenever available and feasible.

(3) Prompt Payment. The Concessioner must pay their taxes and bills promptly whether to contractors, vendors, utility providers, the Service or payments due guests or employees.

E) Evaluations

(1) Standards. The Concessioner must ensure the protection of resources, compliance with environmental, public health and risk management requirements, and provide satisfactory services and accommodations for the Area visitor within the Concession Facilities. The Concessioner's operation of accommodations, food and beverage, retail, tours, transportation, and other services authorized by the Contract must conform to the evaluation standards set forth in the current National Park Service Concessioner Review Program, National Park Service Concessions Management Guidelines and within hospitality industry practices. The Service's evaluation of facilities and services is a component of the Concessioner's annual overall rating.

(2) The Service and the Concessioner must separately evaluate and monitor Concession Facilities and services with respect to:

(a) National Park Service policy

- (b) Applicable standards
- (c) Authorized rates
- (d) Risk management
- (e) Public health
- (f) Fire Safety
- (g) Impacts on cultural and natural resources
- (h) Correction of operating and maintenance deficiencies
- (i) Integrated pest management policies
- (j) Responsiveness to visitor comments
- (k) Environmental compliance and management
- (l) Implementation of applicable sustainable practices
- (m) Conformance to maintenance programs
- (n) Compliance with the Contract including its Exhibits

(3) *Operation Evaluations*

- (a) The Service conducts both announced and unannounced evaluations of Concession Facilities and Concession services and activities to ensure conformance to applicable standards. The Service also evaluates the conformance of the Concession Facilities to the established Maintenance Plan.
- (b) The Service contacts the Concessioner at the time of these evaluations so that a representative of the Concessioner may accompany the evaluator.
- (c) The Service uses informal "walkthroughs" and visitor comments to identify areas of concern between formal evaluations. The Service documents recurring issues as part of the formal evaluation.
- (d) The Concessioner must provide Red Bus transportation or shuttle service free of charge to the Service evaluator conducting evaluations.
- (e) The Service forwards evaluation results to the Concessioner in a timely manner. The Concessioner must correct deficiencies and prepare abatement plans within dates set by the Service at the time of the evaluation. The Concessioner must address all periodic evaluation and environmental audit findings to the satisfaction of the Service. Delayed implementation or failure to correct may result in lowered periodic evaluation rating.
- (f) For deficiencies that cannot be corrected by the assigned due date, the Concessioner must propose for Service approval a schedule for the correction of deficiencies and for the implementation of improvement programs resulting from evaluations.

(4) *Annual Overall Rating*. As part of the Concessioner Review Program, the Service determines and provides the Concessioner with an Annual Overall Rating by April 1 for the preceding calendar year. The Annual Overall Rating includes a Contract Compliance Report and rating and an Operational Performance Report and rating.

- (a) Contract Compliance Report. The Service completes a Contract Compliance Report and rating, which considers such items as timely submission of the annual financial report, timely and accurate submission of franchise fees, and timely submission of proof of insurance. Failure to comply with special attention items in the Contract Compliance Report results in a “Less than Satisfactory” rating.
- (b) Operational Performance Report. The Service completes an Operational Compliance Performance and rating, which considers such elements as the evaluation of the Concessioner’s Risk Management Program, Public Health Rating, visitor comments, and Periodic Operational Evaluations Ratings.

(5) *Safety and Occupational Health Inspections*

   (a) Concessioner Safety Inspections. The Concessioner must periodically conduct interior and exterior safety inspections of all Concession facilities and operations, including employee housing, in accordance with its documented Risk Management Program. The Concessioner must ensure employee compliance with health, fire, and safety code regulations as well as Service policies and guidelines.

   (b) Service Safety Evaluations. Risk Management is a component of periodic Service evaluations. The Service may conduct safety inspections at its discretion over the course of the Contract term. The Service determines and provides the Concessioner with a risk management rating based on the Concessioner's implementation of their documented Risk Management Program on an annual basis. The Service will incorporate this rating into the Annual Overall Rating. The Service may conduct fire safety inspections at its discretion over the course of the Contract term. The Service will contact location managers at the time of facility evaluations so that a Concessioner representative may accompany the Service evaluator.

(6) *Public Health Inspections*

   (a) A representative of the National Park Service Office of Public Health (OPH) conducts announced and unannounced periodic inspections of the Concessioner's food and beverage operations, grocery and other food sales. An OPH Inspector must provide to the Concessioner, the Service, and the Director of the OPH Program a written record of these inspections and the resulting rating. The Service incorporates this rating into the Annual Overall Rating.

   (b) Service staff may also conduct spot checks of key indicators as part of their periodic evaluation process.

   (c) The Concessioner must demonstrate a commitment to visitor safety by planning for safe food storage, handling, and preparation. The Concessioner must document its compliance with public health standard operating procedures, processes, personnel responsibilities, and training in a formal food safety management plan or in its existing business/operating plans.

(7) *Visitor Satisfaction Monitoring*. The Concessioner must maintain a visitor satisfaction program to measure service and quality standards, product mix, pricing and overall Area experience.

   (a) The Concessioner must make Service-approved comment cards available to visitors in order to measure service and quality standards, product mix, pricing and overall Area experience. The Concessioner must provide an adequate inventory of comment cards at appropriate locations within all Concession Facilities at all times. In addition, the Concessioner must provide a means for visitors to submit their comments about Concessioner services via their website or the internet. The internet/electronic system must be capable of creating reports and summaries of electronically submitted comments. On a monthly basis during the operating season, the Concessioner must forward to the Superintendent a summary of all comments and complaints received on comment cards or any other form of documentation, including internet-based comments from the Concessioner website and at least one major travel-rating website.

   (b) The Concessioner must subscribe to a hospitality industry third-party visitor satisfaction survey program. The Concessioner will provide monthly statistical summary reports from this system.

   (c) The Concessioner must make available Service comment forms at its front desks.

   (d) The Concessioner must investigate and respond to all visitor complaints regarding the Concession Facilities and its services. The Concessioner must promptly provide to the Service visitor comments 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.

(e) The Service forwards to the Concessioner any comments and complaints the Service receives regarding the Concession Facilities or services.

(f) The Concessioner must investigate and respond in writing to substantive visitor complaints in a timely manner (within two weeks of receipt). The Concessioner must provide the Service with copies of the Concessioner's response to complaints as soon as possible, but no later than five days after the Concessioner has issued the response. The Service will provide the Concessioner copies of its visitor comment responses.

(8) *Environmental Inspections and Evaluations*

(a) Concessioner Environmental Inspections. The Concessioner must periodically conduct interior and exterior environmental inspections of all Concession Facilities, including employee housing, in accordance with its documented Environmental Management Program.

(b) Concessioner Environmental Evaluations. The Concessioner must self-assess its performance under its Environmental Management Program (EMP) at least annually per Section 6(b) of the Contract. A summary of EMP performance is due to the Service by December 1, annually. The Service annually conducts an evaluation of the Concessioner's EMP. The Concessioner must ensure employee compliance with environmental laws and regulations as well as Service policies and guidelines.

(c) The Concessioner must correct deficiencies by the established due dates or establish abatement plans to correct deficiencies. The Service approves abatement plans.

(d) Environmental Audit. The Service may periodically conduct a comprehensive environmental audit of all operations and facilities in addition to the review of the Concessioner's Environmental Management Program. The Service Environmental Audit Program evaluates the Concession Facilities and operations with respect to environmental compliance, conformance with the Concessioner's Environmental Management Program and Best Management Practices Criteria required of the Concessioner and contained within the current Service environmental audit program operating guidelines. The Concessioner must cooperate with the Service in scheduling environmental audits and in accompanying Service staff on audits and evaluations if requested. The Concessioner must provide full access to management, facilities, documentation, and other resources necessary for the Service to conduct the audits.

(e) Service Evaluations. Environmental management is also a component of regular Service evaluations.

F) General Policies

(1) *Facilities Use*. The Concessioner may use Concession Facilities only for activities or services that directly and exclusively support the visitor services required or authorized by the Contract unless it receives prior written permission from the Service for other activities and services.

(a) Quiet Hours. The Concessioner must enforce quiet hours between the hours of 10 p.m. and 6 a.m. in assigned areas, including in all concession overnight facilities and concession employee housing areas.

(2) *Support Facilities*. The Service will not assign the Concessioner additional buildings or parking areas within the Area for support facilities. Such facilities include space for general administrative support, central reservations, warehouse space, winter parking of Concessioner fleet vehicles, or parking of vehicles outside the Concessioner assigned areas. The Concessioner must plan to provide these support functions outside of the Area.

(3) *Government Assigned Property*. The Concessioner must protect, maintain and not dispose of the government assigned personal property identified in Exhibit E of the Contract. The Concessioner must obtain written approval prior to reupholster or perform other work that would change the appearance or function of the furniture.

(4) *Historic Artwork*.

(a) The paintings assigned under Exhibits E and K require special care and maintenance for their conservation. The Concessioner must take adequate measures to protect these paintings and conserve them per recommendations by a qualified expert. To avoid irreparable harm to these cultural resources, the Concessioner must, in consultation with the Service, develop a conservation plan by September 2014 for the paintings that incorporates Service conservation recommendations, and obtain Service approval prior to undertaking any repair or conservation work on the paintings.

   (b) The Concessioner must provide adequate security to ensure the artworks' safety from theft or damage. Specifically, the Concessioner must use appropriate means of securing the paintings to their display locations to prevent harm to the paintings or their frames, and to prevent them from falling.

   (c) The Concessioner must place Service-approved padded protection around the paintings during the shutdown of the Concession Facilities for the winter.

   (d) If the Concessioner must initiate an emergency evacuation of its facilities for events such as flooding or fire, and when time and safety allows, the Concessioner must consult with the Service curator for direction on removing the paintings to a safe haven or leaving them in place.

(5) *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 Concessions Division as soon as possible, but not later than ten 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.

(6) *Firearms and Weapons*

   (a) On-duty employees may not possess or use weapons or firearms. The Superintendent, in his or her sole discretion, 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 sixty (60) days of the Contract effective date, the Concessioner must develop and provide to the Service polices concerning firearms within Concession Facilities and possession of firearms by off duty personnel living in employee housing. As a condition of employment, the Concessioner may prohibit employees from having firearms in shared quarters, dorms, or other Concession Facilities.

(7) *Special Events*. All special events must comply with Applicable Laws and must support Area themes and purposes.

   (a) Concessioner Sponsored Special Events. The Concessioner must seek Service approval for special events offered outside of the Concession buildings that are reasonably expected to attract more than 25 participants. Other Concessioner-sponsored special events occurring within the Concession buildings do not require the approval of the Service; however, on March 1 of each year, the Concessioner must submit for the Service's review and approval the types of special events the Concessioner plans to offer.

   (b) Service-Sponsored Events. The Concessioner must cooperate with the Service in planning and implementing Service-sponsored special events.

(8) *Fund Raising Activities*

   (a) The Concessioner must enter into a Service approved agreement with the Park Partner fund raising entity prior to any Park Partner fund raising activities. The Concessioner must obtain the Service's written approval prior to engaging in any other fund raising activities.

   (b) In-Area fund raising activities must be limited to activities that support the Park Partners (as per Director's Order 21).

(c) The Area's fund raising Park Partner sponsors an annual event to raise funds in support of Area programs and projects. The Concessioner may elect to participate in this event, but participation is not mandatory.

(d) The Concessioner may sell Park Partner logoed items in retail shops and donate part of the proceeds to Area fund raising efforts. If approved by the Service, the Concessioner must provide appropriate signage for the items that specifies the portion of each item's sales price that it will donate to the identified Park Partner. The Concessioner must track and report donation proceeds resulting from the sale of these items to the Service on an annual basis by November 1. The Concessioner must deposit donations in accordance with the agreement to be established with the Park Partner.

(e) The Concession may place donation boxes raising funds for the Park Partner in the lobbies of the lodging facilities. The Concessioner and the Park Partner must specify how frequently the Partner will collect the accumulated funds and box security in the agreement. Signage, design, and placement of the boxes are subject to Service approval.

(f) The Concessioner may choose to participate in a donation program through a separate agreement with the Service that asks guests to donate to the Area's fund raising program. The Service refers to this program as the "Dollar Donation Program."

(g) The Concessioner may also opt to participate in an approved program that invites guests to donate to an endowment fund for the historic Red Buses.

(9) *Area Roads*. Area roads may close due to weather, road conditions and wildlife concerns. The Service closes most Area roads in the off-season. Road opening dates listed below are "target dates," not guarantees, due to unpredictable environmental, funding and roadway conditions. Area roads may be closed at any time for emergencies or when not safely passable.

Road Segment	**Road Closed to all Vehicle Traffic**	**Public Access—road open to public vehicles as conditions permit**
Going-to-the-Sun Road (St. Mary Campground Gate to Rising Sun)	January 1 – March 31 (at winter closure just past St. Mary Campground turnoff)	As conditions permit, from typically the third weekend of April to no later than December 31.
Many Glacier Road	January 1 – March 31	Third weekend in April to third weekend in November.
Two Medicine Road	January 1 – March 25	As conditions permit, but typically from the third weekend in April to the third weekend in November.
Going-to-the-Sun Road (West Glacier to Lake McDonald Lodge)	NA	Year round
Going-to-the-Sun Road (Lake McDonald Lodge to Avalanche Gate)	December 15 – March 31	As conditions permit, from typically April 1 to December 14
Going-to-the-Sun Road (Avalanche Gate to Rising Sun Motor Inn)	Late October – mid April	Typically late June to no later than third Monday of October

(a) When the Service closes a road to public vehicle access, Concessioner staff requiring administrative access may only access plowed roads. Plowing occurs only when required for pre-approved, scheduled operations or projects, or as part of seasonal road opening. The Concessioner may, with advance planning, be granted administrative access in order to perform approved, scheduled projects or maintenance work at facilities accessed via roads that are closed to the public. In rare cases, the Service may grant access for emergency purposes. Access to an area via roads closed to the public requires advance written Service approval on a case-by-case basis. The Concessioner must submit requests for permission using the form provided as Attachment B-8. The Concessioner must base administrative travel on compelling project or emergency need. The Concessioner must carefully plan and coordinate access with the Concessions Division. The Concessioner may be required to pay for plowing operations to maintain access for its projects on a cost reimbursable basis.

(b) If the Concessioner is working within a “closed” area, the Concessioner must arrange with the Service to have an on-site biological science technician and law enforcement ranger during the period of work unless the Service is working in the same area at the same time. The Concessioner must pay the Service for the cost of these services on a cost-reimbursable basis. The Concessioner must reimburse the Service for the duration of the work and not intermittently.

(c) With the exception of the winterkeeper at Many Glacier, Concession Facilities accessed by a road closed to the public are not available for overnight occupancy of any kind.

(d) The Service may approve access for the full duration of a project and/or for recurring trips. If access is granted, efforts must be made by the Concessioner to limit the number of vehicles taken into an area during the Administrative Use Period, and travel must be limited to travel in at the start of the work day and out at the end of the work day. Concessioners are restricted to driving the shortest distance between the road closure point and the specific Concession Facility to which the project relates (i.e. no sightseeing or recreational use is permitted). Other restrictions may apply depending on road condition, natural resource and visitor use considerations.

(e) The Concessioner must follow specific protocols during administrative travel. The Service will share these protocols with the Concessioner after approval of Administrative Use. These may include requirements such as calling Glacier National Park Dispatch directly prior to each entry into and exit from the closed area, with the names of all members of the party.

(10) *Smoke Free Policy.* All Concession Facilities must be maintained as smoke free, including employee dormitories and housing. The Concessioner must prohibit smoking within a 25-foot radius of exterior entries and windows. The Concessioner must post notices in all public buildings as necessary.

(11) *Facility Reservations.*

(a) The Concessioner must use a central computerized reservation system, located outside the Area, capable of accommodating requests for all services for which the Concessioner offers reservations.

(b) All reservation personnel must have specific knowledge of, and be able to communicate professionally about, the services and facilities available under the Contract, as well as a familiarity with the Area and general familiarity about other services available in the area to visitors.

(c) The Concessioner must accept reservations on no greater than a 366-day forward rolling basis. The Concessioner may accept group bookings on a two-year forward rolling basis.

(d) The Concessioner must identify a contact person responsible for the reservation system.

(e) The Concessioner must be able to resolve reservation complaints and problems at each location locally in the Area. The Concessioner must develop a quality assurance/quality control plan to respond to complaints about the reservation process.

(f) The Concessioner must comply with all applicable accessibility requirements for the reservation system.

(g) Staff. The Concessioner must provide adequate staff in the reservations office on a year-round basis and must increase staff, if necessary, to meet the need during peak periods. The Concessioner must sufficiently staff the office to avoid undue delays during most periods.

(h) Reservations Services. The Concessioner must provide its reservations services, at a minimum, via toll-free telephone, mail, fax, and Internet.

(i) To maintain management flexibility, the Concessioner must withhold from advance reservation bookings a limited number of lodging rooms at each location. The Concessioner must hold these rooms for Concessioner or Service staff administrative use until 24 hours before check in time each day. If not needed for administrative use by check in time, location managers may use the rooms to make adjustments in response to over-bookings by tour groups, reservations or clerical errors, or maintenance problems. If saleable rooms are unfilled by check-in time each day, location managers may offer them to "walk-ins" on a first come, first served basis.

- The following lists the minimum number of accommodations that must be withheld from advance reservation/sale as outlined above:
  - Many Glacier Hotel - 4 lakeview rooms
  - Lake McDonald Lodge - 3 lodge or large cabin rooms
  - Rising Sun Motor Inn - 2 rooms
  - Swiftcurrent Motor Inn - 2 rooms
  - Village Inn Motel - 1 room

(j) If advance reservations fill a regularly scheduled tour vehicle, the Concessioner must add an additional tour vehicle for that time and run, if available.

(k) Deposits, Cancellations and Refunds

- The Concessioner may require a deposit to hold a reservation and must accept cash, check, money order, or major credit cards (Visa, Mastercard, American Express, Discover) for such purpose.
- The Concessioner must submit its deposit and administrative fee schedule and cancellation and refund policies as part of all rate requests. The Concessioner must prepare formal deposit, cancellation, refund and administrative fee policy statements for both tour operators and the general public. The Concessioner must submit these policy statements for the approval of the Superintendent. No deviation from or change of these policies is permitted without the advance written approval of the Superintendent.
- The Concessioner must include the deposit, cancellation and refund policies in all accommodation brochures, websites, and reservation confirmations.
- The Concession must process refunds within two weeks of cancellation.

(l) Reservation inquiries.

- The Concessioner must inform anyone who inquires about weddings in the Area that the party must contact the Service for a permit if the wedding or any other activities are to take place outside of the concession buildings.
- The Concessioner must inform any groups that indicate they are bringing a commercially guided art or photography workshop or a commercially guided bicycle tour that the group must contact the Service and obtain a Commercial Use Authorization.
- At the time of commercial tour reservations, the Concessioner must inform all commercial tours of the commercial entrance fees for entrance into the Area.

(m) Confirmed Rates. The Concessioner must honor approved rates at the time a customer makes a reservation. Confirmed rates must include all applicable taxes, surcharges and administrative fees charged.

(12) *Tour Bookings*.

(a) By September 15 of each year, the Concessioner must submit for Service approval its policy on tour bookings for the upcoming year. The policy must include how the Concessioner manages tour bookings, where it plans to accommodate tour lodging, how it plans to accommodate tour dining, and package tour rates. In addition, the policy must include how the Concessioner plans to allocate tour revenues (e.g., lodging, food and beverage, etc.), billing policies, complimentary room policy, and payment of commissions to other tour agencies.

(b) The Service encourages the Concessioner to accommodate organized group tours. However, the Concessioner must ensure a balance exists when accommodating group tour use and visitors who travel independently, especially with respect to utilization of locations and occupancy of certain classes of accommodations. The Concessioner must not book more than 1/3 of the available accommodations of each room type at each location with tour groups on any particular day.

(c) The Concessioner may not set facilities aside for exclusive use by special groups during the regular operating season if the use interferes with the use and enjoyment of the Area or facility by the general public, as determined by the Service.

(13) *Meetings Bookings*. The Concessioner may make the following meeting rooms available for use with or without a fee: the Lake McDonald Lodge Auditorium and reading room and the Many Glacier Lucerne Room.

(a) The Service must approve proposed fees for room use, set up, or refreshments.

(b) The Concessioner must submit for Service approval on an annual basis (by September 15 of each year) its policy on conference/meetings bookings for the upcoming year. The policy must include how the Concessioner plans to manage meeting bookings and where it plans to accommodate lodging associated with meetings, and how it plans to accommodate dining. The policy must also include package rates, the allocation of meeting revenues (e.g. lodging, food and beverage, etc.), billing policies, complimentary room policy, and payment of commissions to other agencies.

(c) The Concessioner must limit group-meeting use of its facilities to the shoulder seasons, generally determined to be before June 30th and after September 1st, and then only to fill accommodations which would otherwise be vacant. If special groups request the use of facilities at times other than shoulder seasons, the Concessioner must submit the request to the Superintendent at least 30 days prior to use. The Superintendent will make a decision within one week of receiving the request. This condition will apply to reservations of 10 or more rooms, but does not apply to weddings.

(d) The Service Naturalist program reserves the Auditorium at Lake McDonald Lodge nightly from 7:00 –10:00 p.m., and the Lucerne Room in Many Glacier Hotel nightly from 7:00 – 9:30 p.m. If the Concessioner wishes to schedule use of the Auditorium or Lucerne Room during these times, the Concessioner must verify availability and coordinate the schedule with the Service prior to offering the room to the booking party. The Concessioner must not cancel or "bump" naturalist programs to accommodate other bookings or events. The Concessioner must clean and reset the rooms by 7:00 p.m. so they are set up and ready for the Naturalist programs. There must be no fees charged for the use of the rooms for these purposes.

(14) *Lost and Found*. The Concessioner must comply with the following requirements:

(a) The Concessioner must coordinate with Glacier National Park Lost and Found Office when handling and disposing of lost or unattended property found in Concession Facilities.

(b) The Concessioner must assist any visitor who has lost property in the Area (but outside of Concession Facilities) by providing the visitor the telephone number for the Chief Ranger's Office: (406) 888-7820.

(c) The Concessioner must process Items lost or found within the Concession Facilities as follows:

- Tag items at the facility where they are found or turned-in. Complete a Lost and Found Report, which identifies the tag number, item, date, location and name of finder.
- Found objects of obvious significant value (jewelry, expensive watches), or wallets/purses containing money and/or credit cards, etc. should be reported immediately to the Service Dispatch by calling (406) 888-7801.
- The Concessioner must hold all found property for 60 days and make an effort to return found items to the owner within the 60-day period.
- If not claimed by the owner within the time allotment for claims, the Concessioner may return items purchased in concession gift shops to gift shop inventory.
- The Concessioner must require claimants to provide proper identification of the item, name, address, and signature of receipt.

(d) If owners do not claim items within 60 days, the Concessioner should consider those items abandoned and may dispose of them in accordance with the procedures above. The Concessioner must not return found items to the finder.

(e) The Concessioner may donate unclaimed items to a charitable non-profit organization, and may destroy items of little or no value. Disposition of items must be noted on the Lost and Found Report.

(f) The Concessioner must retain Lost and Found Reports for 3 years.

(g) The Concessioner must process items found outside the Concession Facilities as follows:

- The Concessioner must direct the finder to take items found on trails, roads or any area outside of the Concession Facilities to the closest Ranger Station/Visitor Center for further processing by the Service.

(h) Abandoned Vehicles. The Concessioner must advise the Communications Center of any vehicle, including any employee vehicle that is not currently licensed, not operable, or appears abandoned within the assigned area. After taking steps to determine ownership, assess operability, and determine whether someone has abandoned the vehicle, the Service will advise the Concessioner to have the subject vehicle removed from the Area and impounded. The Concessioner must then arrange for the vehicle to be towed by a third party to an impound lot outside the Area at the expense of the Concessioner. The Concessioner must bear all costs of the tow and impound, but may recover those costs from the owner of the vehicle.

(i) Abandoned Property. Within 90 days of the Contract effective date, the Concessioner must develop procedures for disposal of property abandoned by Concession employees, and submit those procedures for Service approval.

(15) *Accepted Forms of Payment.* The Concessioner must honor government-issued credit cards and at a minimum, American Express, MasterCard, Visa, and Discover credit cards, and must accept debit cards at the direction of the Superintendent. U.S. currency, money orders, and traveler's checks must also be accepted.

(16) *Telephone Services*

(a) Public Pay Phones. The Concessioner must provide local and long distance public pay phone service at Service approved sites. The Concessioner must check public phones regularly to ensure that they are in working order and are clean. The Concessioner must maintain the structures housing the pay phones in an acceptable manner. The Concessioner must report out-of-order phones immediately to the phone company and arrange for repair services. The Concessioner must place computer-generated signs on out-of-order phones directing the visitors to the nearest working unit. The Concessioner must not remove or supplement public pay phones installed in the Area without Service approval.

(b) Telephone Charges. Where the Concessioner provides in-room phones, the Concessioner must provide access to long distance services. The rate charged to guests for local calls must not exceed current local pay phone charges. Rates charged to guests for long distance calls must be comparable to that charged by similar lodging properties in the market area. The Concessioner must submit these rates for approval in conjunction with the approval for lodging rates, and must prominently post approved rates on telephones or in lodging rooms.

(17) *Vending Machines*. The Concessioner must ensure that vending and newspaper machines and their locations are easily identifiable, conveniently located, and of a design, color and number that complement the aesthetics of the location and the Area. The Service must approve all locations and all faceplates and colors of machines. Faceplates must reflect Area themes rather than serve as advertising space. The Concessioner must submit a proposal for vending machine locations and rates to the Concessions Division for approval, within 90 days after effective date of the Contract. The location of vending machines must not detract from the historic character of the historic buildings, historic districts or cultural landscapes (e.g., not placed prominently in the front public access to buildings)

(a) Standards. The Concessioner must keep machines clean, properly stocked, and in good working condition. Signing on machines must relate to Area interpretive themes, and be adequately illuminated, but must not contribute to night light pollution. The equipment must also be equipped with energy misers to conserve energy. The Concessioner must comply with applicable standards regarding nutritional information signage for vending machine products in accordance with federal requirements and standards. All vending machines must accept dollar coins.

(b) Out-of-service. If a vending machine is out of service, the Concessioner must post appropriate computer-generated signs directing visitors to the closest available unit.

(c) Cigarettes. The Concessioner must not offer cigarette vending machines.

(d) Healthy Choice Merchandise. The Concessioner must stock vending machines with some healthy choice options.

(18) *Internet access*. At minimum, the Concessioner must provide visitors with WiFi Internet access in the Many Glacier Hotel lobby, Lake McDonald Lodge lobby, Rising Sun Motor Inn registration area, Swiftcurrent Motor Inn lobby, and Village Inn registration area. The Concessioner must not charge for this service. The Concessioner may provide additional sites and rates for review and approval by the Service.

(19) *ATM*. The Concessioner must provide an automatic teller machine (ATM) at a minimum at the Many Glacier Hotel lobby, Lake McDonald Lodge lobby, Swiftcurrent Motor Inn lobby, and Rising Sun Motor Inn registration area and at other locations approved by the Service. Fees charged for ATM services must be comparable to fees charged by local bank ATMs.

(20) *Employee Housing, Meals and Organized Employee Recreation Programs*.

(a) The Concessioner must provide meals, housing, and recreational programs for its employees who need to reside in the Area. The Concessioner provides limited housing for employees at all locations it operates within the Area. Employee dining facilities are located at each of the locations where public food service is available.

(b) Due to insufficient inventory, the Concessioner cannot house all of its personnel within the Area. The Concessioner may need either to hire employees who provide their own housing outside the Area or to provide housing for employees outside the Area at the Concessioner's expense.

(c) The Service has established employee-housing limits; these limits are listed in the Commercial Services Plan/Environmental Impact Statement (CSP/EIS) (2004). The Service will not authorize construction of additional housing in the Area.

(d) The Concessioner must not provide employee "pubs" where alcoholic beverages are available, provided or sold. The Concessioner must not allow alcohol in employee recreation spaces, and must not allow activities where alcoholic beverages are provided or available to underage employees. Federal law prohibits underage drinking and providing alcoholic beverages to minors. The Concessioner must report any violations to Service Law Enforcement personnel.

(e) The Concessioner is encouraged to develop a "designated driver" program for employees traveling outside the Area to attend events or venues where alcoholic beverages are available.

(f) The Concessioner must provide adequate cooking and food storage facilities where employees are required to reside in the Area at locations or at times of year when employee food service is not available (e.g. Two Medicine Camp store, Village Inn Manager's apartment).

(g) The parking of employee vehicles is restricted to specific sites at each location, and must be enforced by the Concessioner. The number of parking spaces available for employees may be limited.

(h) The Concessioner must enforce "No Parking" areas within the Concessioner Facilities.

(i) The Concessioner must furnish employee rooms adequately to serve the number of occupants. In consultation with the Service, the Concessioner must establish housing occupancy limits that provide each resident with adequate square footage of living space. The chart in Section 3).F) 20 (x) lists maximum capacities of individual dorms. The Concessioner must not exceed these capacities.

(j) All housed employees assigned to a location (either temporarily or permanently) must be provided adequate housing that meets minimum housing standards, provides adequate square footage per person, furniture and utilities.

(k) Food storage facilities must be bear/wildlife-resistant. The Concessioner must implement preventive measures for Hantavirus.

(l) The Concessioner must appoint a person, preferably a resident of the housing unit or location manager, as the responsible individual for implementing the operating standards for the housing unit and monitoring the conduct of residents. The Concessioner must enforce acceptable standards of behavior, maintenance and housekeeping commensurate with a quality living environment, the health, safety and wellbeing of residents, and the protection of the facility. The Concessioner must assure compliance with health, fire, and safety code regulations and Service policies and guidelines.

(m) The Concessioner must provide lockable storage in each dorm room for each resident, such as a lockable drawer or cupboard.

(n) Residents of housing must not store personal property on the exterior of buildings (e.g. rafts, boats, yard furniture, laundry, etc.). Bicycles may be stored and locked outside buildings but only on bicycle racks. The Concessioner must provide bicycle racks as removable personal property.

(o) The Concessioner must update and replace employee housing furnishings per the personal property management plan. The Concessioner must replace mattresses with new mattresses on a schedule similar to guest lodging, but not less than every 10 years. New mattresses must be clearly marked with the month and year put into service.

(p) The Concessioner must keep housing facilities clean and well maintained. If the Concessioner does not provide daily cleaning of privately assigned restrooms, it must make available cleaning supplies and equipment in each dormitory. The Concessioner must store supplies in a central location, such as in a closet on each floor or in each room. The Concessioner must institute a system of inspection that ensures residents regularly clean bathrooms and vacuum carpet to prolong carpet life.

(q) The Concessioner's employee food service must provide a high quality, well-balanced, varied food assortment for its employees, with offerings that accommodate a variety of diets, including healthy choice and vegetarian. The Concessioner must provide food service to accommodate employee work schedules.

(r) The Concessioner must ensure employee compliance with quiet hours in the employee housing areas, which are between the hours of 10:00 p.m. and 6:00 a.m.

(s) At Lake McDonald Lodge, the Concessioner must make three housing spots available for the boat tour concession operation and three housing spots available for the horseback riding concession operation (six spots minimum). The Concessioner may charge rent to the appropriate company similar to rents charged the Concessioner's own employees. The Concessioner may require these residents to sign a housing agreement and hold them to the same requirements for conduct as its own employees. Failure of the other concession company's residents to abide by the agreements may result in the withdrawal of housing for the current operating season.

(t) Housing Policy. The Concessioner must submit its initial housing policy to the Service within 90 days after the effective date of the Contract. Thereafter, the Concessioner must review and update its housing policy as needed or requested by the Service (see below).

The Concessioner's housing policy must include at least the following topics:

- Housing and meal rates for employees, deposit and refund policies, and room assignment policies
- Parking plan for each dorm/housing area, including the number of spaces allocated to residents, approval process and location for parking trailers and oversized vehicles, and methods of enforcement
- Modifications, maintenance, and upkeep of the external appearance of employee housing and housing areas
- Yards, grounds, and landscaping
- Radio and television antennas and satellite dish locations and wiring
- Parking, licensing, storage, and repair of motor vehicles and boats
- Storage of flammable liquids
- Use and disposal of hazardous household materials
- Storage of firewood
- Pets
- Trailer and oversized vehicle parking
- Laundry facilities
- Phones and internet access
- Shuttles between local communities and housing areas
- Recreational opportunities for staff living within the Area boundaries
- Housing inspection procedures
- Housing security program (internal)
- Bear resistant food and garbage storage
- Notification of potential for lead in painted surfaces

(u) The Concessioner will not allow pets in Concessioner housing without the written approval of the Service. Approval will only be given for rare incidents where quarters are not shared and are in a separate building (e.g. not in a dormitory). In those cases, the Concessioner must establish its own policy for employee pets. The Concessioner must repair any pet-caused damage at its expense. Where exceptions are approved, employee pet owners are subject to the same pet restrictions as Area visitors, which are set forth under the provisions of 36 C.F.R. § 2.15 and in the Superintendent's Compendium. To summarize:

- An owner must restrain his/her pet on a leash that must not exceed six feet or otherwise physically confine the pet at all times.
- Pets observed in the act of killing, injuring, or molesting humans, livestock, or wildlife may be destroyed if necessary.
- Pets running-at-large may be impounded.
- Pets may not be on trails or in the backcountry. They are restricted to parking areas and roadways.
- Pets may not make an unreasonable amount of noise.
- No one may leave pets unattended and tied to an object.
- The Concessioner must ensure no pet excrement exists in campgrounds, picnic areas, and other developed areas. The Concessioner must ensure the person in control of any pet collects and deposits all pet excrement in an outdoor trash receptacle.

(v) The Concessioner must inform employee housing residents of Service regulations and policies for residing within the Area, through means such as employee orientation, newsletters, and official advisories and notices provided by the Concessioner or the Service.

(w) The Concessioner must manage its housing rental account and meal charges on a cost-recovery basis and not as a profit center. The Superintendent approves housing and meal rates. The Concessioner must ensure that employees' rental charges do not exceed forty percent (40%) of an employee's earnings.

(x) Employee Housing Agreement. The Concessioner must institute a housing agreement with all employees housed in Concession Facilities. A written housing agreement must include, but not be limited to, the provisions set forth in Operating Plan Attachment B-2. The employee housing agreement must specify housing and meal rates for employees, deposit and refund policies, and assignment policies. The content of the employee housing agreement and the employee housing rules and regulations are subject to the approval of the Superintendent. The Concessioner must submit the initial agreement to the Superintendent within 90 days of the effective date of the Contract and any proposed changes annually by January 1, 2014. If the Concessioner makes subsequent changes, the Concessioner must submit the agreement for approval at least 60 days before distribution to employees.

(y) The Concessioner is prohibited from using the Many Glacier employee housing rooms for overnight visitors.

Employee Housing Description by Location with Maximum Occupancy			
Location	**Unit Name**	**Occupancy**	**Current Layout**
Lake McDonald	Girl's I	8	4 adjoining bedrooms with bunks, central restroom
Lake McDonald	Girl's II	8	4 adjoining bedrooms with bunks, central restroom
Lake McDonald	Garden Court	36	Two story building with 21 rooms with bunk beds, common restrooms on each floor
Lake McDonald	Boy's I	8	4 adjoining bedrooms with bunks, two common sitting areas, central restroom
Lake McDonald	Boy's II	8	4 adjoining bedrooms with bunks, two common sitting areas, central restroom
Lake McDonald	Jammer's	8	4 adjoining bedrooms with bunks,

			two common sitting areas, central restroom
Lake McDonald	Condo	8	Duplex-type building with 2 rooms with bunk beds for 4 employees on each side; restroom facilities on each side
Lake McDonald	Manager’s house	3	3 separate living spaces, restroom in each, kitchen facilities in 2 units
Lake McDonald	Lewis Dorm	40	2 story building with 20 rooms with maximum capacity of 2 per room. Includes one handicapped accessible room. Four rooms have bathroom shared between two units, others have private bathrooms. Basement contains employee laundry, employee storage, and small recreation space.
Lake McDonald	Centennial Dorm	42	Three story building with dormitory on upper two floors. Contains 21 employee rooms with maximum 2 person capacity each. Includes handicapped accessible room. Most rooms have private en suite bathroom. Four rooms have bathroom shared between two rooms. Lower level contains employee dining room, kitchen and indoor recreational space.
Lake McDonald, Total Housing Capacity		169	
Rising Sun	Restaurant Basement	5	3 rooms, shared bath in hall near maintenance area.
Rising Sun	Camp store Dorm	12	6 rooms with bunks, common bath in hall.
Rising Sun	Colony Dorm	8	Two rooms with bunk beds, bath located off one room is shared among all residents.
Rising Sun	Main Dorm	24	Two story dormitory with 10 rooms with bunks or single beds. Shared hallway baths.
Rising Sun	Manager’s housing	3	3 units, each with capacity of one employee, each with private restroom facilities
Rising Sun, Total Housing Capacity		52	
Swiftcurrent	Cabins—one bedroom (two cabins)	4	One bedroom cabins, capacity of 2 in each cabin. Shared restroom/shower facilities located in shower house, a short walk from cabins
Swiftcurrent	Cabins—two bedroom (10 cabins)	40	Two bedroom cabins, capacity of 4 in each cabin. Shared bath facilities located in shower house, a short walk from cabins
Swiftcurrent	Manager’s Cabins (3 cabins)	6	Two people per cabin, some with bathrooms.
Swiftcurrent, Total Housing Capacity		50	

Many Glacier	Lower Dorm, West Side	34	Multi storied building divided into two sides. Small rooms with bunks, shared restrooms.
Many Glacier	Lower Dorm, East Side	70	Small rooms with bunks, shared common restrooms/showers.
Many Glacier	Upper Dorm	45	Multi storied building with 20 small rooms with bunks or single beds. Common restrooms/showers.
Many Glacier	Jammer's Dorm	12	House with 5 bedrooms, common living room and restrooms/showers.
Many Glacier	Bellman's Quarters	12	Lower level of the Many Glacier Hotel. Large rooms with bunks and shared restroom/showers.
Many Glacier	Rooms in hotel	18	Variety of configurations, most with shared restrooms/showers. Some bathrooms are in guest hallways.
Many Glacier	Manager's Cabin	1	Multi-room cabin with private bath, kitchen. Used in winter as caretaker's residence.
Many Glacier, Total Housing Capacity		192	
Apgar Village Inn	Manager's Apartment	2	1 bedroom apartment with bath and cooking facilities
Two Medicine	Manager's room	2	Single room with adjoining bathroom. Cooking facilities shared with camp store operations. Note that rooms on back of camp store cannot be used as housing due to egress issues.

(21) *Vehicles*

(a) The Concessioner must discreetly identify its vehicles with its name and logo.

(b) All vehicles used by the Concessioner, as well as vehicles belonging to the Concessioner's employees, must be properly registered, licensed, insured, and maintained in accordance with federal and state law and regulations. All Concessioner vehicles must have a stocked first aid kit and fire extinguisher. The Concessioner must park and store vehicles and equipment in a safe and organized manner, in areas approved or designated by the Service. In the off-season, the Concessioner must remove vehicles from the Area or place them in winter storage so as not to interfere with plowing activities.

(c) The Concessioner is encouraged to use energy efficient vehicles such as small electric vehicles or other alternative fueled vehicles, such as golf carts, for housekeeping staff.

(d) Parking. The Concessioner must prohibit its employees from parking personal vehicles in close proximity to the main entrances of Concession Facilities and/or in a manner that may impact vegetation.

(e) Vehicle Washing. The Concessioner must wash all its vehicles outside the Area with the exception of the Red Buses, which may use the Service vehicle wash facility at Service headquarters in West Glacier. The Service may charge a fee to cover the cost of water and sewer usage at this facility. The Concessioner must not allow tour buses or employees to wash vehicles inside the Area.

(22) *Deliveries*. Delivery vehicles and delivery times at all Concession Facilities must not interfere with business operations during peak visitor times of day or with established quiet hours. Deliveries should utilize non-public areas to the extent possible.

(23) *Accessibility*. The Concessioner must provide employees and visitors with the greatest degree of access to programs, facilities, and services that is reasonable, including:

(a) Nondiscrimination based on handicap in programs and activities as required per 43 C.F. R. 17, Sec. 504.

(b) Physical access to buildings and facilities as required per 42 USC 4151.

G) Human Resources Management

(1) *Employee Identification*. The Concessioner must issue each employee an employee photo identification card that includes, at a minimum, his or her name and an expiration date, and identifies the individual as an employee of the Concessioner. The Concessioner must collect these identification cards upon termination of employment or at the end of the season for seasonal employees. This identification badge also serves as an entrance pass to the Area. The Concessioner must ensure that all on duty employees in direct contact with the public wear uniforms or standardized clothing with their personal nametags. Within 90 days of the effective date of the Contract, the Concession must submit for the Service's approval a description of the uniforms. After initial approval, the Concessioner must obtain the Service's approval for substantive changes.

(2) *Employee Appearance*. Employees must be neat and clean in appearance and must project a hospitable, positive, friendly and helpful attitude.

(3) *Employee Conduct*. The Concessioner must review the conduct of any of its employees whose actions or activities are considered by the Service or Concessioner to be inconsistent with the proper administration of the Area and enjoyment and protection of visitors. The Concessioner must take all actions needed to correct fully any such situation. Concession staff must avoid engaging in controversial topics with guests while on duty. Concessioner must clearly document in writing its expectation of employees.

(4) *Transportation of Employees*. Within 90 days of the effective date of the Contract, the Concessioner must develop and submit to the Service a written policy that includes the Concessioner transporting out of the Area, and to public transportation, any concession employee (and their personal property) whose employment has been terminated. The policy must also include the Concessioner transporting employees to and from a medical facility for non-emergency doctor appointments or medical treatment. In an emergency, the Concessioner must report emergency medical needs to the Service to determine appropriate transportation (e.g. need for ambulance or air ambulance flight).

(5) *Employee Illnesses*. The Concessioner must participate in the Public Health Service program for reporting employee illnesses and communicable diseases. The Concessioner must provide a means for employees to purchase or obtain medical needs, such as prescribed medications and items to prevent the spread of disease such as condoms.

(6) *Employee List*. The Concessioner must submit to the Superintendent a list of the names, job titles, and contact information for all managers by May 1 of each year and updates as necessary. The Concessioner must also provide a list of after hours contacts and phone numbers for emergencies by May 1 and updates as necessary.

(7) *Equal Opportunity Data*. The Concessioner must report Equal Opportunity (EO) data for the prior month by the 15th of each month. The report, as outlined in Attachment B-3, must include information regarding employment of Native Americans, women, and minorities. In addition, this report must document the number of non-US Citizens employed by the Concessioner.

(8) *Affirmative Action Plan*. By March 1 of each year, the Concessioner must submit an Affirmative Action Plan to the Service. The plan must include Affirmative Action goals. The annual plan must include a status report of the Concessioner's progress toward reaching the company's established Affirmative Action goals.

(9) *Employee Qualifications*. All employees must be knowledgeable of the requirements and procedures of their job as well as specific Area regulations and the purposes for these regulations. All information provided by staff to visitors must be accurate. In addition, information presented on tours and by staff at information desks must be complete, appropriate to the audience, and related to Area themes. All employees must receive training that gives them a basic understanding of Area resources and Service regulations and enables them to

correctly describe Area attractions and services. This basic understanding should include knowledge about the Area's purpose and significance, familiarity with the layout of the Area and key features, working knowledge of how to live and recreate in the Area environment, and Service regulations. All employees must project a hospitable, friendly, helpful, positive attitude and be capable of answering visitors' questions about their positions with the Concessioner and general Area information.

(10) *Employee Hiring Procedures*

(a) General Manager. The General Manager must have an appropriate background as a manager or administrator that has the appropriate skills and abilities to manage a hospitality business of this size and complexity.

(b) Staffing Requirements. The Concessioner must hire a sufficient number of employees to ensure high-quality visitor services and facility maintenance throughout the season. The Concessioner must meet all applicable requirements of the U.S. Department of Labor.

(c) Work Schedule. The Concessioner must offer its employees a full workweek whenever possible. Prior to employment, the Concessioner must inform employees of salary, schedules, holiday pay, overtime requirements, and any possibility that less-than-full-time employment may occur during slow periods.

(d) Drug-free Awareness and Testing Program. The Concessioner must provide its employees with a statement of its policies regarding drug and alcohol abuse, and conduct educational program(s) for its employees to deter drug and alcohol abuse. The Concessioner must maintain, to the greatest extent possible, a drug-free workplace environment. The Concessioner must conduct educational programs for its employees to deter smoking, drug and alcohol abuse.

- If the Concessioner finds evidence of illegal drug use/possession/distribution, underage drinking, or other violations of law within the Area, the Concessioner must immediately contact the Service Communications Center to request Law Enforcement response.
- The Concessioner must establish an appropriate employee drug-testing program.
- The Concessioner must require any employee who is in a safety-sensitive position, such as a passenger vehicle operator, equipment operator, or security-sensitive position, such as one with access to guest room keys, to participate, as appropriate, in pre-employment and random drug testing.
- Positive drug tests must result in immediate removal from a sensitive position, as determined by the Service.
- Method of and substances included in the screening must conform to general practices followed within similar businesses.
- The Concessioner must provide the Concessions Management Office with a written summary of drug testing activity twice yearly: June 30th and October 30th.
- If a Concessioner employee tests positive for illegal drug use, the Concessioner must promptly report to the Service the drug use and subsequent action taken.

(e) Background Checks. The Concessioner must establish hiring policies that include appropriate background reviews of applicants for employment. These may include wants/warrants check; local criminal history checks; federal criminal records check; national multi-jurisdictional database and sexual offender search; social security number trace; and driving history check. The Concessioner must not hire prospective employees if they show any active wants or warrants (current fugitive from justice). The Service will not provide the checks.

(f) 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.

(g) Within 90 days following the effective date of the Contract, the Concessioner must submit drug testing, background check, and associated hiring policies for the review and approval of the Superintendent. If the Concessioner amends these policies substantively, it must submit the amendment for the review and approval of the Superintendent.

(h) Driver Requirements. Drivers of all Concessioner vehicles must have a valid state operator's license for the size and class of vehicles driven. The drivers also must comply with any additional Montana State requirements for the type of vehicle driven or number of passengers carried.

(i) Employment of Service Employees or their Family Members.

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

(11) *Training*. The Concessioner must provide appropriate formal and ongoing job training to each employee prior to duty assignments, and refresher training as required.

(a) Review Program. The Concessioner must provide its employees with orientation(s) to the Concessioner Review Program and other Service evaluation and oversight programs, emphasizing the operational review program to managers on an annual basis. The Concessioner may request Service assistance.

(b) Manuals. The Concessioner must develop written training materials for its employees and submit for Superintendent review and comment.

(c) Job Training. The Concessioner must provide appropriate job training to each employee prior to duty assignments and working with the public. Training must include the following in addition to job-specific skills:

- Customer Service. The Concessioner must provide customer service and hospitality training for employees who have direct visitor contact and develop a quality control program to ensure that employees provide high levels of service to guests.
- Resource and Informational Training. The Concessioner must provide training for all employees who provide interpretive, resource management, and safety information.
- Interpretive Training. The Concessioner must provide interpretive skills training for all employees who provide interpretive or informational services (e.g. Tour bus drivers, concierge, front desk, Step on Guides, Children's Environmental Education leaders, hotel walking tour guides, etc.). The Concessioner must work closely with the Service to design the training programs, which include methods of preparing and presenting effective interpretive information. The Concessioner must provide sufficient training to enable staff to develop and present interpretive and educational programs consistent with Service standards. Information on these standards is available at http://idp.eppley.org. The Service may evaluate interpretive visitor services to ensure appropriateness, accuracy, and the relationship to Area interpretive themes. The Concessioner must submit all materials it plans to use in presentations and all printed material for the review and approval of the Superintendent. The Service may provide interpretive skills training for employees who provide interpretive and safety orientation information and services. The Concessioner must require such staff to attend this training. The Concessioner must make pre-approved resource materials, such as books on

cultural and natural resources in Glacier National Park, available for use by employees at employee housing and recreation locations.

- Sanitation Training. The Concessioner must provide sanitation training to food service personnel at the start of their employment in a food service facility and as needed to comply with Applicable Laws, including without limitation the current edition of the Food Code as published by the U.S. Food and Drug Administration.
- Safety Training. The Concessioner must train its employees annually according to the training requirements in its Risk Management Plan.
- Environmental Training. The Concessioner must provide environmental training to all employees according to its Environmental Management Program.
- Maintenance Training. The Concessioner must provide periodic skills training for its maintenance staff. Topics may include historic preservation techniques and skills training based on the areas that most benefit the skill level of the staff.

(d) Employee Handbook. The Concessioner must provide all employees with a copy of the Concessioner's employee handbook, which 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 to ensure consistency with all Service rules and regulations. The Handbook must be in a format that is compatible with Service programs to allow for electronic comment. When the Concessioner updates the handbook, it must provide the Service with an electronic copy (including highlighted modifications) for 45 working day review.

(e) Orientation. The Concessioner must provide orientation and training for its employees.

- The Concessioner must inform employees of Service regulations and requirements that affect their employment and activities while working and residing within the Area. The Concessioner must inform its employees of Service regulations and policies through employee orientation, newsletters, and official advisories and notices provided by the Concessioner or the Service.
- The Concessioner must orient its employees to the resources of the Area, including potential safety hazards and their mitigation. This must include information on hazards employees may encounter on their time off.
- The Concessioner must emphasize to its employees that the Service prohibits feeding wildlife, including improper trash or food management or bird feeders within the Area. Employees must understand the Service may cite them for these actions.
- Concession employees must receive "Be Bear Aware" information and receive training on how to share this message with Area guests and how to behave appropriately in bear country.
- The Concessioner must ensure that employees are aware that, when not in immediate use, all food, cooking utensils and appliances, food storage containers (empty or full), pet foods, coolers (empty or full) or other potential animal attractants must be secured inside buildings or vehicles so the items are not available to bears or other wildlife. All garbage must be disposed of in a bear proof trashcan, or be secured inside either a building or vehicle.
- The Concessioner's employee orientation program must be on-going, allowing employees to become experts on many aspects of the Area beyond orientation or specific job operations. Examples of topics to address include hiking information, including routes and safety; other facilities and services available in addition to those of the Concessioner; geology, flora, and fauna; and history of the Area.
- The Concessioner may request Service staff to present certain topics of interest. 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.

H) Other Employee Services

(1) *Employee Recreation Program*. The Concessioner must develop and support an employee recreation program that includes a variety of appropriate recreational activities for its employees, including those in nearby communities. Suggested activities include but should not be limited to movies, dances, outdoor recreation activities, and special dinners. The program must address transportation of employees without vehicle access to nearby communities.

(2) *Volunteers in the Park (VIP) Program*. Employees may participate in the Service's Volunteers in Parks (VIP) program. More information on the VIP program is available at http://www.nps.gov/volunteer/.

I) Risk Management

(1) The Concessioner is responsible for providing a safe and healthful environment for its employees and visitors as outlined in the Contract. 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. 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 December 31 of each year for review. The program must include, at a minimum, the following components:

(a) How the Concessioner will make the policy available to its staff.

(b) The name of the Concessioner's local safety and health official.

(c) How the Concessioner will hold its management team and staff accountable for carrying out the risk management program.

(d) How the Concessioner will ensure that adequate funding is available to support the program.

(e) An annual update of the Concessioner's risk management goals and objectives.

(f) Annual inspection schedules and the method for ensuring that the completed 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 (examples) and the hazard abatement schedule for deficiencies classified as:

- Imminent danger
- Serious hazard
- Non-serious hazard

(j) The Concessioner's procedures for recording, reporting and investigating employee and guest injuries.

(k) How the Concessioner will promote safety awareness for guests.

(l) The Concessioner's risk management training plan for employees. The Risk Management Plan must outline requirements for training for employees in hotel fire safety evacuation practices and the proper use of standpipes.

(m) The Concessioner's emergency procedures. This includes identifying probable occurrences, coordinating with plans developed by the Service for the Area, and identifying how the Concessioner will train its staff to implement the plans.

(n) Emergency Action Plan. As part of the Risk Management Program, the Concessioner must include an "Emergency Action Plan" identifying the steps to be taken in the event of an emergency. These must include but not be limited to scenarios in the event of flood, structural fire, and wildland fire, and must be location specific. The Plan must include evacuation procedures for guests and employees, and safeguarding of historic property and other valuables. The Concessioner must have a plan in place for chain of communications in the event of an emergency or accident (e.g., first notify the NPS Dispatch Center, etc.).

(2) *Employee accident/injury analysis*. The Concessioner must provide the Service with an annual summary listing injury/accident types and employee lost days. The summary may include additional information as required by the Service. The summary must compare the present year to the same period from the previous year. This report is due in the Concessions Management Office by October 15 each year.

(3) *Hazardous Materials Response*

(a) The Concessioner must provide an Emergency Response Plan that includes procedures, equipment and training to employees to respond effectively to releases of hazardous substances for stopping, containing and cleaning up the release in accordance with Applicable Laws. The Concessioner must also prepare, if required by regulation, an Emergency Action Plan, Spill Prevention Control and Countermeasure Plan. The Concessioner must provide these plans to the Service for review for consistency and integration with Service emergency response plans.

(b) The Concessioner must provide training and emergency response equipment as appropriate and must maintain equipment in good condition.

4) UTILITIES RATES

A) Service-Provided Utilities

(1) The Service provides water and wastewater disposal services at most locations. The Service charges for these services in accordance with current regulations and policies.

(2) The Service reviews its operating costs for utility systems and services annually and must notify the Concessioner in writing of the rates for the upcoming year effective January 1 of each year.

(3) The Service may cease to provide a particular utility service if such service is commercially available and the Service deems it in the public interest to switch to a commercial utility.

5) PROTECTION AND SECURITY

A) Concessioner Responsibilities

(1) *Security Program Manager*. This professional must be a member of the American Society of Industrial Security (or similar professional organization) and, in addition to all the requirements of all non-supervisory Security personnel, must have a minimum of five years' experience in professional security and/or professional (certified federal, state, local) law enforcement.

(2) The Concessioner must provide unarmed security personnel in each major developed area (Lake McDonald, Many Glacier, Swiftcurrent and Rising Sun) during the operating seasons, whenever Concession Facilities, including dormitories, are in use. Staffing must be sufficient to handle in-house employee issues and provide security patrol of Concession Facilities for problems on a 24-hour/7 day per week basis.

(3) Security Officers must meet the following selection criteria:

(a) Be at least 18 years of age

(b) Possess a valid state driver's license

(c) Not convicted of, pled guilty or no contest to:

- a felony in any jurisdiction

- a misdemeanor involving moral turpitude, acts of dishonesty or acts against government authority, including the use and/or possession of a controlled substance within seven years
- any crime in any jurisdiction involving sale, delivery, or manufacture of a controlled substance

(d) Not declared by any court to be incompetent due to mental disease or defect that has not been removed or expunged.

(e) Applicant Requirements.

- Submit two sets of classifiable finger prints and two passport sized photos, along with applicant's name, address, date of birth, Social Security Number, citizenship status, and a statement of conviction of crimes, in order for Concessioner to conduct a state criminal records check and a FBI criminal history check prior to employment.
- Furnish information about all prior employment, so Concessioner may make reasonable efforts to verify the last seven years of employment history and check three personal references.
- Successfully pass pre-employment drug screening.
- Be bonded.

(4) *Authority*. Concessioner-employed security personnel have only the authority of private citizens in their interaction with Area visitors and the employees of other concessioners who are not within the Concessioner's assigned area. They have no authority to take law enforcement action or to carry firearms, and must work closely with Service personnel.

(5) *Reporting of Criminal Violations*. The Concessioner must implement standard operating procedures that result in the immediate reporting, by phone call, or most appropriate means, of all suspected and known criminal violations to the Service's Dispatch Center or most appropriate Service law enforcement official. National Park Service Law Enforcement responds to all suspected or known criminal violations. 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 Service's Dispatch Center at (406) 888-7801. The Service will dispatch a ranger as appropriate.

(6) *Management Responsibilities*.

(a) The Concessioner is responsible for the proper management of all cash, merchandise, and equipment in a manner that minimizes the risk of theft. The Concessioner must protect customers' financial and privacy information from unauthorized use. Management practices could include safes, alarms, video surveillance, proper cash handling and auditing procedures. The Concessioner also has responsibility for exercising proper management control over employees to minimize escalations of situations and to minimize the need to involve Service personnel. However, the Concessioner must involve Service law enforcement when it suspects violation of law.

(b) The Concessioner must cooperate with the Service in tort claim investigations.

(c) The Concessioner must also notify the Concessions Management Office of serious employee or visitor incident/accident that may result in a tort claim, as soon as possible, but in no case later than 24 hours.

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 provides resource, employee and visitor protection and will conduct law enforcement patrols within the Concessioner's land assignments.

(3) The Service provides law enforcement services for issues that extend beyond the appropriate duties of Concessioner security personnel.

C) Fire Protection

(1) Fire prevention, protection, and suppression are primary considerations at all facilities.

(2) *Service*

(a) The Service provides incident command for emergencies. The Service (with assistance when requested from local community mutual aid fire departments adjacent to the Area) provides structural fire response within the Area. The Service is responsible for fire prevention, monitoring and suppression (where/when appropriate) activities related to all wildland fires within the boundary of Glacier National Park.

(b) The Service may conduct spot inspections of facilities operated by the Concessioner as a means of evaluating the Concessioner's fire prevention portion of the Risk Management Program.

(c) The Service will respond to all fire situations in Concessions Facilities and grounds with available manpower and fire suppression apparatus.

(3) *Concessioner*

(a) The Concessioner is responsible for fire prevention and protection within its assigned Concession Facilities. As outlined in Section E of the Maintenance Plan, the Concessioner must document and submit to the Service the results of annual testing of fire suppression and detection equipment.

(b) The Concessioner must designate a structural fire manager to ensure the Concessioner's compliance with its responsibilities.

(c) The Concessioner is responsible for implementing a fire prevention program and for maintaining all operations and facilities in a manner that minimizes the risk of fire. The Concessioner must train and equip personnel for limited incipient fire suppression and to facilitate the evacuation of guests.

(d) The Concessioner must respond to all fire system alarms and cooperate with the Service in providing watchmen in the event that instances of vandalism, damage, theft, or unlawful entry occur frequently or are likely to occur.

(e) The Concessioner must employ a "no tolerance" policy and immediately terminate any employee found to have tampered with smoke or heat detectors, fire suppression systems or fire extinguishers.

(f) The Concessioner must ensure that all buildings, facilities, and support equipment within Concession Facilities, including fire escapes and exits, meet or exceed National Fire Protection Association Codes, including NFPA Life Safety Code, unless the Service approves specific variances or waivers in writing.

(g) The Concessioner must test its battery-powered fire alarms, egress lighting, and smoke detectors monthly and replace batteries annually before occupying buildings for the season.

(h) The Concessioner must ensure that a trained employee is available 24 hours a day, 7 days per week during the operating season to respond to alarms and fires at the Concession Facilities. Training must include use of fire extinguishers and evacuation procedures.

(i) Fire Alarm Notification. The Concessioner must immediately notify the Service Dispatch Center (406) 888-7801) of any fires or fire alarms. The Concessioner should notify the Service's Concessions Management Office (406 888-7908) of all fire alarms, excluding alarms triggered by the Concessioner's Fire Safety Manager for training purposes, within 24 hours of the alarm. A voice mail message reporting the alarm is acceptable. Information to be included in the reporting call includes:

- Time, date and location of alarm

- Suspected cause
- Did an evacuation occur?
- Did sprinklers deploy?
- Concessioner's actions in response to alarm
- Any "lessons learned" or "teachable moments"
- Contact name and number for additional questions

(j) System Outages. If a fire detection/suppression system is not functioning properly (for example, if a water system is down at a location with a sprinkler system), the Concessioner must notify the Service's Dispatch Center (406) 888-7801 and the Concessions Division (406 888-7908) immediately. This notification should include details of what caused the system to become inoperable as well as mitigation measures (for example, fire watch patrols) that the Concessioner has initiated for the duration of the system outage. If a water leak causes damage to a building or to Concessioner or visitor personal property, the Concessioner must notify the Concessions Division as soon as possible.

(k) Fire Emergency Plans. The Concessioner must develop and maintain written Emergency Evacuation and Fire Prevention Plans in accordance with 29 C.F.R. § 1910.38, 1910.39 and the NFPA 101. The Concessioner must provide the Fire Prevention Plan to the Service for review for consistency and integration with Service emergency response plans. The Concessioner must train staff on the execution of the plans.

(l) Fire Drills and Joint Training. The Concessioner must conduct fire drills periodically to ensure competency of all personnel with specific fire protection and emergency situation duties and responsibilities. Before a drill begins, the Concessioner may request assistance/participation from the District Ranger. Before any drill occurs, the Concessioner must notify Dispatch, Structural Fire Coordinator, and District Ranger. Fire drills must be documented and records maintained by the Concessioner's fire and safety officer. Mandatory annual fire drills must be conducted as follows:

- The Concessioner must conduct hotel drills covering such points as the operation and maintenance of the available first aid, fire appliances, the testing of devices to alert guests, and study of instruction for emergency duties. Concessioner fire and safety personnel must conduct drills in conjunction with Service fire brigades/ranger personnel.
- The Concessioner must cooperate with the Service fire brigades to provide a joint fire training annually, including building familiarization. For drills involving the Many Glacier Hotel, the Concessioner must invite the Babb Fire Department to participate.
- Building evacuation drills at all facilities must be held at expected and unexpected times and under varying conditions to simulate the unusual conditions that can occur in an actual emergency.
- Facilities that have less than ten people and where the risk of fire is relatively low are not required to have a fire drill.

D) Emergency Medical Care.

(1) The Service provides limited emergency response medical services. Any injury sustained by a visitor or employee in Concession Facilities and all medical emergencies must be reported promptly to Glacier National Park Dispatch Center (406) 888-7801. As outlined below in Section 8, the Concessioner must report all employee and/or visitor illness complaints to the Service.

(2) Non-emergency medical treatment is available within the local communities.

(3) *Training*

(a) The Concessioner must ensure that key employees attend emergency medical training, including CPR/AED, and first aid courses. All security personnel must hold American Red Cross or equivalent certifications in CPR, AED, and basic first aid.

(b) The Concessioner must train all concession employees to use proper emergency reporting procedures and to provide essential information, e.g., a call back number at their location. The Service Communications Center will dispatch rangers and emergency personnel as appropriate.

(4) *Automated External Defibrillator*. The Concessioner must provide and maintain automated external defibrillators (AEDs) at all Concession Facilities. At a minimum, one AED must be located at Many Glacier Hotel, Lake McDonald Lodge, Village Inn, Swiftcurrent Motor Inn, Rising Sun Motor Inn, and the Two Medicine Camp store.

(5) *Concession Medical Staff*. The Concessioner may choose to employ a certified medical practitioner, such as a nurse or EMT, at some locations to provide on-site care to employees. The following guidelines define the scope of activities for which the medical practitioner employed by the Concessioner is responsible. A clear definition is necessary to eliminate confusion as to responsibilities and to insure that all patients receive the highest appropriate level of care that can be provided.

(a) First Aid/Medical Care to Concession Employees. An on-site certified medical practitioner:

- May provide "First Aid" and clinical assessment. The Service defines first aid as treatment for abrasions, minor contusions, non-traumatic and easily controllable bleeding, minor sprains and strains, or minor pain not associated with trauma or prior medical condition.
- May dispense or administer prescription medications upon direct order of a U.S. licensed physician.
- May provide initial emergency care.
- The certified medical practitioner must notify the Service of any emergency situation to include, but not limited to, the following:
  - Acute abdominal pain
  - Abdominal trauma
  - Airway obstruction
  - Amputations
  - Animal/wildlife attacks
  - Allergic reactions
  - Asthmatic attacks
  - Chronic obstructive pulmonary disease
  - Chemical burns
  - Electrical burns
  - Cardiac/respiratory arrest
  - Shock
  - Chest pain
  - Altered mental state
  - Trauma with difficult to control bleeding or associated fractures
  - Near drowning
  - Diabetic emergencies
  - Seizures
  - Poisonings
  - Eye injuries

- Respiratory distress
- Short duration unconsciousness or "black-outs"
- Thermal burns other than 1st degree

(b) Employee Transportation. The Concessioner must provide or arrange for transportation of employees ONLY in non-emergency situations to a local clinic or hospital. The Service will arrange and supervise emergency transportation.

(c) First Aid/Medical Care to Visitors and Concession Guests. The onsite nurse or employees with current medical training and certification:

- may assist patient in accessing emergency care system by providing information as to available services.
- may provide initial emergency care. Notify Service for any incident as defined in Section 5, D-1 of this document.
- must notify the Service of any injury or illness in which the mechanism of that injury or illness may have been a Service or Concession Facility, or which resulted from an identifiable safety problem.

(d) Visitor Transportation. Arranging for emergency transportation of visitors or guests to medical facilities is the responsibility of the Service.

E) Winterkeeper

The Concessioner must have winterkeepers residing at Lake McDonald Lodge and Many Glacier during the winter to be an onsite presence and to monitor the buildings for snow loading, vandalism, facility security, etc. Guidelines for winterkeepers are attached as Operating Plan Attachment B- 4.

6) PUBLIC RELATIONS

A) Required Notices

(1) The Concessioner must prominently post the following notice at all Concessioner cash registers and payment areas:

> "This service is operated by (Concessioner's name), a Concessioner under contract with the U.S. Government and administered by the National Park Service. The Concessioner is responsible for conducting these operations in a satisfactory manner. Please address comments to:

Superintendent
Glacier National Park
P.O. Box 128
West Glacier, MT 59936

B) Media Inquiries

(1) The Concessioner must forward all Area related media inquiries to the Service's Public Affairs Office.

C) Advertisements and Promotional Material

(1) *Promotional Material.*

- (a) Approval. 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 review and approval, at least 30 days prior to publication, distribution, broadcast, etc. Material that is more complex may require a longer review period and more Service staff time. The Concessioner should consider the additional review time required in scheduling release schedules for promotional material reviews. 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.
- (b) The Concessioner must remove any unapproved promotional material.
- (c) Promotional material distributed within the Area may promote only services and facilities within the Area, unless the Superintendent approves exceptions in writing.
- (d) The Concessioner must provide the Service with a supply of brochures for all Concessioner services by April 1. Brochures must be bundled, if possible, and delivered to the Service's Headquarters Front Desk staff.
- (e) The Concessioner must obtain the Service's Washington Concessions Program approval before any use of the National Park Service Arrowhead symbol including in print or online advertising. The Concessioner must submit written requests to the Service's Concessions Management Office to use the arrowhead. A graphic example must represent the proposed use.
- (f) The Concessioner must provide easily accessible information for visitors with disabilities to assist planning visits to the Area in advance. Information must include description and location of accessible facilities and services, and provide detailed information on accessible room layouts.
- (g) The Service must review all new signs and changes to existing signs. The Concessioner may only post professionally-produced signage, and must keep any and all signage to a minimum.
- (h) The Concessioner must not use any advertising that is visible from the exterior of the Concession Facilities (such as product advertisement, neon signs in windows, etc).
- (i) The Service will not approve exterior neon signs.

(2) *Statements in Promotional Materials.*

- (a) Authorization. Advertisements 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.
- (b) Equal Opportunity. Advertisements for employment must state that the Concessioner is an equal opportunity employer.

7) SPECIFIC OPERATING STANDARDS AND REQUIREMENTS

The Concessioner must provide all services in a consistent, environmentally-sensitive and high quality manner and must operate to the satisfaction of the Director as stated in Section 3(b) of the Contract and in accordance with the operating standards as defined by the Service. The operating standards provided by the Service Concession Guidelines, NPS-48 (as amended, supplemented, or revised throughout the term of the Contract) are considered service minimums until such time that the Service updates the operating standards. The Service is in the process of updating its operating standards for each classification based on industry guidelines and Service specific objectives and requirements. These standards will be generally consistent with AAA standards and the Service will apply the standards as the Service finalizes the standards.

A) General Manager

(1) The Concessioner's general manager serves as the primary strategic business leader of the operation. This includes responsibility for leading all aspects of the resort operation, including guest and employee satisfaction, financial performance, and sales and revenue generation. The general manager must possess the following minimum qualifications.

(2) *Experience*

- (a) 10 or more years of senior level experience with a medium to large hotel or resort operation (300+ rooms with multiple guest amenities), preferably with physical plant geographically dispersed;
- (b) Proven experience achieving and exceeding budget expectations for a large multi-service hospitality operation;
- (c) Excellent writing and verbal communication skills;
- (d) Excellent skills with financial management and budgeting;
- (e) Considerable experience with public and community relations and marketing;
- (f) Experience managing a large seasonal workforce;
- (g) Experience managing lodging operations in historic facilities.
- (h) Thorough understanding of hotel sales and revenue generation.

(3) *Executive Proficiency: In recruiting for and selecting the general manager, the Concessioner must consider the following qualification:*

- (a) Excellent sense of product and service quality;
- (b) Ability to promote a team atmosphere in the workplace relating to a diverse workforce;
- (c) Business savvy leader with demonstrated ability to provide strong, results-oriented financial leadership;
- (d) Entrepreneurial skills to support development of new concepts and ideas;
- (e) Capabilities to oversee, lead, and motivate a minimum of six direct reports (management team) and a large seasonal workforce.

B) Lodging

(1) *Lodging Department Manager Qualifications*. The Concessioner lodging department manager must possess the following qualifications.

- (a) Five or more years of rooms management experience within a medium to large hotel or resort (300+ rooms, preferably with physical plant geographically dispersed), with direct responsibility for smooth and efficient operation of the front desk, guest services, and housekeeping operations;
- (b) Experience in all aspects of the lodging department including guest and employee satisfaction, quality room presentation and staging, financial performance, sales and revenue generation;
- (c) Demonstrated experience managing all aspects of the rooms department budget;
- (d) Strong familiarity with Property Management Systems (PMS), and ability to assist in installation of new applications and software releases;
- (e) Excellent writing and verbal communication skills for both internal and external audiences, especially when responding to questions and comments from customers and the public.

(2) *General Standards*

(f) Non-Smoking Rooms. All facilities must be non-smoking and the Concessioner must inform guests of this in all advertising, at check-in, and on the Concessioner's website.

(g) Guest Room Security. Each guest unit door and connecting door must have a working, secure lock and back-up device such as a door chain. Each window in a guest unit must have an adequate, operable locking device.

(h) Information Packet. At a minimum, each guest room must have information outlining facilities and services available at the location, the history of each location, activities available throughout the Area, and general environmental management activities that the Concessioner is undertaking. The Concessioner must provide a copy of the Area newspaper (at the Concessioner's expense) and other information as requested by the Service (such as the Day Trip Planner). The information packet is subject to the review and approval by the Service.

(i) Televisions. With the exception of the suites in the Cobb House at Lake McDonald Lodge, the Concessioner must not provide televisions as a part of furnishings in guest rooms. Upon request, the Superintendent may make further exceptions to this policy.

(j) Cribs and Rollaways. The Concessioner must have a sufficient quantity of cribs and rollaways available upon request. Cribs must comply with federal safety guidelines outlined by the United States Consumer Product Safety Commission. Information relating to these guidelines is at http://cpsc.gov/.

(k) Housekeeping. At a minimum, the Concessioner must thoroughly clean each guest unit daily, using environmentally sensitive cleaning products where practicable, with complete bed and bath linens changed between stays. The Concessioner must provide fresh linens and bathroom supplies upon request; however, the Concessioner must encourage linen reuse during a guest's stay. The Concessioner's supervisory housekeepers must inspect a representative sample of rooms in each room type each day. Environmentally-friendly cleaning products must be used where feasible (e.g. use less bleach and more citrus-based cleaners).

(l) Medical Waste Disposal. The Concessioner must provide a safe means for visitors and employees to dispose of medical needles and syringes to prevent injury and exposure to employees handling trash. Such means must include an OSHA approved puncture resistant container (such as Sharps Disposal Containers). Employees and guests must be informed of how they can access this disposal container.

(m) Village Inn Kitchenettes: The kitchenette units at Village Inn will be equipped with oven and range, dishwasher, microwave oven, refrigerator, two sets of tableware, glasses and microwave safe dishes (plates, bowls, mugs) per guest, frying pan with lid, saucepans with lids, oven safe baking dish, cooking and serving utensils, cutting knives, cutting board, can opener, pot holders, dish towels, dish clothes, coffeemaker, teapot , dish soap, and other items normally found in a kitchenette lodging unit.

(3) *Guest Room Condition*

(a) An extra blanket for each bed must be available in each room in either the closet or a drawer.

(b) Amenities must include two bars of soap, shampoo, conditioner, wastebasket, two rolls of toilet tissue, one box of facial tissue, four drinking cups (plastic or paper acceptable), ice bucket, and plastic bag liner for ice bucket. The Concessioner must submit amenity packages for approval with lodge rate requests. The Concessioner must provide an alarm clock, iron equipped with automatic shut-off, ironing board, hairdryer, and coffee maker with selection of teas/coffee and appropriate condiments. Fans must be available upon request for each guest room.

(c) Soft goods (textiles, e.g., linens and draperies). The Concessioner must keep soft goods clean and free from stains, holes or tears. The Concessioner must keep an adequate inventory of replacement soft goods to replace any damaged soft goods prior to renting the guest room. The Concessioner must replace soft goods every five years, based on current age, or sooner if condition warrants it. Bath towels used in all facilities will be a minimum of 13.5 pounds per dozen in weight and 27 inches x 50 inches in size. All hand towels and washcloths must be the same quality to match the bath towels. The Service recognizes that designs change from year to year and therefore, the Concessioner will not be able to match exact design, however, the Concessioner must be as consistent in design as possible.

(d) Mattresses. The Concessioner must replace mattresses every seven years or sooner if the condition warrants it. The Concessioner must clearly mark new mattresses indicating the year and month placed in service.

(e) Complimentary toiletries, including toothbrushes, toothpaste, sewing kits, etc. must be available upon request at the front desk or from housekeeping.

(f) Front Desk Operations. The Concessioner must provide front desk operations 24 hours a day. When staff is not physically present at the front desk, an emergency phone and phone number must be available and prominently displayed.

(g) The Concessioner must inform guests that they may cook only in lodging units with dedicated kitchens, or in picnic areas. The Concessioner must enforce this rule within the assigned Concession area.

(4) *Public Areas.* The Concessioner must not exclude Area visitors (non-guests) from public areas such as lobbies, restaurants, restrooms, and common seating areas.

(5) *Specific Requirements by Facility.* The table below outlines certain amenity and service requirements by lodging facility and, in some cases, certain room types within a facility. The Concessioner must provide these amenities and services to follow industry standards that meet current rate stratification.

(a) Rustic Lodging Description

- General - Consists of establishments that provide very simple accommodations with limited improvements. Amenities such as in-room phones and internet are not generally provided. Other services such as meeting rooms or business center services are not generally provided.
- Rooms – The overall appearance and feel of the space is utilitarian. Electricity and hot water may not be provided. Basic bed structures are typically provided. Linens and bedding may or may not be provided.
- Bathrooms – Individual bathrooms are unusual; typically bathrooms are shared or centrally located. Bathrooms are utilitarian with few, if any, decorative elements.

(b) Basic Lodging Description

- General - Consists of establishments that provide private rooms with some limited enhancements and design elements and amenities that are simple and affordable. Amenities such as in-room phones and internet are not generally provided. Other services such as meeting rooms or business center services are not generally provided.
- Public Spaces - The overall feel of the public spaces is a functional, hospitable space that provides an adequate level of comfort.
- Rooms - The overall appearance and feel of the room is simple, with a limited degree of spaciousness and decorative enhancements, if any.
- Bathrooms - Bathrooms are plain and functional, with few, if any, decorative enhancements. Overall feel is of simple, basic design.

(c) Midscale Lodging Description

- General - Consists of establishments that provide for increased enhancements and amenities and services. All rooms or individual cabins have a private bathroom.

Services such as business centers may be available. Meeting rooms, fitness centers and restaurants may also be provided.

- Public Spaces - The overall appearance and feel of the public spaces is inviting, attractive, with decorative enhancements that are well-coordinated for form and function that provides an obvious degree of comfort.
- Rooms - Guestrooms are reasonably modern and modestly comfortable. Rooms have an inviting, relaxing feel and include modest decorative enhancements.
- Bathrooms - Bathrooms provide increased numbers of coordinated, decorative appointments that include modest enhancements to function, design elements, room size, and/or amenities. Overall feel is of a reasonably modern, enhanced, comfortable bathroom.

	Swiftcurrent Cold Water Cabins, Snyder Lodging at Lake McDonald	**Swiftcurrent, Rising Sun, Village Inn**	**Lake McDonald, Many Glacier**[1]
Service Classification Levels	**Rustic Lodging**	**Basic Lodging**	**Midscale Lodging**
Mattresses and Box Springs	Basic quality mattress and box springs must be replaced at minimum in 7-10 year cycles. Box springs are not required, however mattresses must not be placed on the floor. Use of a bed platform is acceptable.	Good quality mattresses and box springs must be replaced at minimum in 7-10 year cycles.	Good quality mattresses and box springs must be replaced at minimum in 7-10 year cycles.
Bedding	Concessioner-provided bedding must be available at check-in or by linen service. Two sheets, one mattress pad, pillow(s) and pillow case(s), blanket, and optional bedspread must be provided. All linen must be uniform, clean, and free of stains, rips and tears. A second blanket for each bed must be available in the room or at the registration desk.	Mattress pad, pillows, two sheets per bed, one blanket per bed, and one bedspread. All linen must be average quality (150 or higher thread count) free of stains, rips, and excessive wear and tear. The Concessioner must provide an extra pillow and blanket in each room in either the closet or bureau.	Mattress pad, pillows, triple sheeting with duvet. All linen must be of average quality fabrics (180-250 thread count), closely woven and smooth to the touch, free of stains, rips, and excessive wear and tear. The Concessioner must provide an extra pillow and blanket in each room in either the closet or bureau.
Bathroom Linens	One, clean 100% quality terry cloth bath towel and one face cloth in good condition must be provided in quantity based on pillow count.	Clean linens in good condition are provided. Bath towels must be a minimum of 13.5 pounds per dozen in weight and 27 inches x 50 inches in size. One large bath towel, one hand towel and one clean face cloth of similar quality must be provided per person	Clean linens in good condition are provided. .Bath towels must be a minimum of 13.5 pounds per dozen in weight and 27 inches x 50 inches in size. One oversized bath towel, one hand towel, and one clean face cloth of similar quality must be provided per person. Additional towels must be available upon request.
Bathroom Amenities	Soap must be provided where sinks are located. Shampoo must be provided . Bulk dispensers may be used..	At minimum , a soap dispenser in the shower or bar of wrapped deodorant soap, bar of wrapped mild facial soap, wastebasket, two rolls of toilet tissue, one box of facial tissue, four glasses (plastic acceptable, ice bucket, plastic bag liner for ice bucket, conditioning shampoo. Few, if any, decorative enhancements. Overall feel is simple, basic design.	At minimum, a soap dispenser in the shower or bar of wrapped deodorant soap, bar of wrapped mild facial soap, wastebasket, two rolls of toilet tissue, one box of facial tissue, four glasses (plastic or recyclable material acceptable), ice bucket, plastic bag liner for ice bucket, conditioning shampoo. More coordinated, decorative enhancements for function, design elements, room size and/or amenities. Overall feel is of a reasonable, modern, enhanced, comfortable bathroom.
Refrigerators	No	Only in rooms with kitchens or Cobb House	No
Hair dryers available (2)	No	In Room	In-Room
Alarm Clock	In-Room	In-Room	In-Room
Iron and Ironing Board (irons must have	No	In Room	In Room

	Swiftcurrent Cold Water Cabins, Snyder Lodging at Lake McDonald	**Swiftcurrent, Rising Sun, Village Inn**	**Lake McDonald, Many Glacier**[1]
automatic shut-offs) [2]			
Distressed Passenger Amenities - Complimentary toiletries available upon request (i.e. toothbrush, toothpaste, sewing kits)	Available for sale at Front Desk	Available at Front Desk	Available through Front Desk/Housekeeping
Coffee Maker and Supplies/Tea	Not Required	In Room	In-Room
Fans	Sufficient number available at Front Desk	Sufficient number available at Front Desk	Available in room closet
Hangers	Plastic; non-removable	Plastic; non-removable	Plastic; non-removable
Informational and Other Collateral Material; stationery, postcards and writing paper	Orientation material and note pad available in room	Orientation material stationery, postcards and writing paper available in room	Orientation material available in-room must include park newspaper, area information; stationery, postcards and writing paper
Guest Room Inspections	All check-out units to be inspected daily.	All check-out units to be inspected daily, as well as a representative sampling of stay-over rooms..	All check-out units to be inspected daily, as well as a representative sampling of stay-over rooms.
Front Desk Operations	24 hours per day	24 hours per day	24hours per Day
Services Wake-Up Calls Turndown Service Bell Staff	 NA NA NA	 NA NA NA	 Available NA Available

[1] *Rooms in the Cobb House at Lake McDonald, as well as the rooms at Many Glacier and Lake McDonald that the Concessioner is required to upgrade as part of the Personal Property Improvement Requirement, must offer the upscale lodging amenities and finishes described in "Stratification Standards for Lodging at Many Glacier and Lake McDonald Lodge" found in Attachment B-7 of this Operating Plan.*

[2] *If electrical capacity is sufficient.*

(6) *Personal Property Improvement Requirement (PPIR).* The Concessioner must implement a furnishings and finishes improvement program for all the lodging properties. The PPIR must include complete replacement and upgrading of personal property items, as well as other non-LSI-generating improvements, including floor and wall finishes. Personal property items include but are not limited to furniture, wall decorations, lamps, mattresses, clocks, radios, fans, coffeemakers, irons, ironing boards, and softgoods such as bedspreads, bed linens, window coverings/dressings, and bath linens. Upgraded guest room amenity packages should be part of the updating. The Concessioner will not need to replace the guest room furniture in the Many Glacier Hotel until warranted by wear or damage as it was replaced in 2012 and 2013, however all other personal property in the Many Glacier Hotel guest rooms must be refreshed. The furniture in the Cobb House and Snyder Lodging was new in 2013 and will not need to be replaced by 2016 unless warranted by wear or damage. The Concessioner must complete the PPIR by the 2016 operating season.

(a) The Concessioner must upgrade the following rooms per Attachment B-7 to this Exhibit:

- Lake McDonald
  - 12 large cabin rooms
  - 15 lodge rooms
- Many Glacier
  - 30 balcony rooms
  - 30 non-balcony rooms

(b) Public Area Improvements. The Personal Property Improvement Program must also include the complete replacement and upgrading of personal property items in the Many Glacier Hotel common areas, such as lobby, breezeway seating areas, Lucerne meeting room, the lower level common area outside Heidi's, Interlaken Lounge and Swiss Lounge. At Lake McDonald Lodge, the project should include replacement of select pieces of furniture in the lobby balcony areas, seating in the auditorium meeting room, and the reupholstering/re-caning of Old Hickory furniture and other furniture in the lobby, lounge and dining room as needed. Public area improvements must be completed by the 2016 operating season.

(7) Many Glacier Hotel Rehabilitation. The Service has been engaged in retrofitting, stabilizing, and making life-safety improvements to the Many Glacier Hotel. During the summer of 2011, the Service closed the northern half of the hotel to accommodate this project. This project included renovations of lodging rooms, the main dining room, and the kitchen. If the Service obtains additional funding, it plans to make similar improvements to the southern half of the hotel. This work may occur during the term of the Draft Contract and may require closure of sections of the hotel, including lodging rooms, which may occur during an operating season or over several operating seasons. To accomplish the required renovations, the Concessioner may need to shorten the operating seasons preceding and following the closure year(s).

C) Food and Beverage Service

(1) *Management*

(a) Food and Beverage Department Manager Qualifications.

- At least five years of experience successfully managing a food and beverage department of a large multi-service operation (including lodging and food service operations) with at least four outlets.
- Proven success managing banquets in size from 10 to 200 attendees and special events including menu preparation and staff performance.
- Full understanding of and experience with food and beverage point-of-sale (POS) and back-office administrator programs.

- Experience managing all aspects of the food and beverage department budget.
- Experience developing and maintaining a strong working relationship with an Executive chef for menu development, pricing, guest satisfaction, and an overall successful operation.

(b) Executive Chef Qualifications. The Concessioner's executive chef must possess the following minimum qualifications.

- At least three years of experience as an executive chef at a restaurant with at least 175 seats. This experience should include menu development, personnel management, and developing and maintaining a budget for the operations. Experience creating diverse and balanced menus featuring items for special dietary requirements and preferences as well as healthy, sustainable ingredients.
- Experience creating unique recipes featuring seasonal and other special ingredients.
- Experience monitoring customer trends and adapting service and menu items to reflect those trends.
- Demonstrated success leading, motivating, managing and mentoring supporting kitchen personnel including the culinary team and service personnel
- Certification in ensuring safety and sanitation of all aspects of operations including, but not limited to the facility, equipment, employee and customer safety, and disposal of waste.
- Certification in food safety expertise.

(2) *General*

(a) Facility Use. The Concessioner must not use Concession Facilities to provide catering services outside the Area without the prior written approval of the Service. The Concessioner may not exceed the established capacities for its respective facilities.

(b) Menus.

- Menus must be distinct from restaurant to restaurant.
- All menus must maintain a selection and associated price range that accommodates the general range of Area visitors and is appropriate to the service classification level.
- The Concessioner must offer a range of food that provides for a wide variety of visitors, including light eater's entrees, vegan and vegetarian entrees, children's menus and medically restricted diet offerings. Menus and service must integrate healthy and sustainable concepts into operations.
- The Concessioner must submit draft menus to the Superintendent for approval before printing. When the Concessioner proposes a change for any menu item, it must submit the full menu.
- Draft menus must reflect design, artwork, layout, and selection of items.
- Menus must include appropriate interpretive information.
- Concessioner must train its wait staff to respond to visitors' questions regarding dietary restrictions, and where possible, accommodate those restrictions.

(c) Food Safety Certification. The Concessioner must employ at least one full-time certified food safety manager at each location and for each shift. The manager of each kitchen must have a current certificate as a ServSafe Food Protection Manager by the National Restaurant Association or an equivalent certificate.

(d) Public Health. All food preparation, storage and dishwashing must conform to most recent edition of the Food Code as published by the U.S. Food and Drug Administration.

(3) *Quick Service Items*

The Concessioner must offer Quick Service items including but not limited to coffee, espresso, fresh fruit, pastries, soup, and deli sandwiches at the Heidi's Outlet in Many Glacier, and the Two Medicine Camp store. The Concessioner is encouraged to provide similar offerings at the Rising Sun, Lake McDonald, and Swiftcurrent Camp stores. These operations must have an established menu reviewed and approved by the Service on an annual basis.

(4) *Food Product Served*

(a) Product Availability. Items listed on menus and menu boards must be available during the entire serving period. The Concessioner may periodically run out of certain food items, but should ensure this is not a common occurrence. Substitutions are to be comparable to the original item.

(b) High quality. The food served must be of the highest quality possible. When applicable, the Concessioner must offer gourmet or premium quality items, such as ice cream, baked desserts, coffee and tea.

(c) Fresh ingredients. To the extent possible, the Concessioner must use fresh ingredients, especially for produce.

(d) Standards for certain items:

- Huckleberry Desserts: Huckleberry desserts must use frozen or fresh local Montana wild huckleberries.
- The Concessioner must provide high-quality, baked onsite or made-from-scratch breads, pastries, and desserts or locally-prepared items.
- Stews, soups, and chowders must be prepared on site with fresh ingredients. In general, the Concessioner must avoid frozen, canned, or other prepared soups, stews, and chowders.

(a) Product Specifications. The Concessioner must use the following specifications as a minimum guide when purchasing product:

- Meat – the Concession must not use processed meat products for menu items served in its restaurants. High-quality, processed sandwich meat and hot dogs may be used. In all other outlets, the Concessioner must use fresh cut, high-grade, and, if possible, local or regional meat of the following qualities:

♦ Beef	USDA Prime and Choice
♦ Pork	USDA Number 1
♦ Veal	USDA Select and Choice
♦ Lamb	USDA Prime Choice
♦ Poultry	USDA Grade "A" for all graded fresh or frozen poultry and poultry products

- Seafood
  - ♦ Frozen fish, if used, must be a nationally distributed brand, packed under continuous inspection of the U.S. Department of Agriculture.
  - ♦ Salmon must be wild-caught, and Alaskan wild-caught is preferred.
- Dairy

♦ Eggs	Fresh USDA or State Graded "A"
♦ Butter	USDA Grade "A" (92) Score
♦ Cheese	USDA Grade "A" for all graded cheeses
♦ Milk/Milk Products	USDA Grade "A" Fresh
• Produce	USDA Grade "A"
• Dry Stores	Grade "A" Fancy

- Canned Goods Grade "A" Fancy

(5) *Healthy and Sustainable Food Guidelines*. The Concessioner is expected, when feasible, to make efforts to integrate healthy and sustainable concepts into Food and Beverage operations, some of which are outlined below. The Service is in the process of developing Healthy Choice Standards and Sustainable Choice Guidelines. The requirements below may be modified to be consistent with these Standards and Guidelines when they are completed.

(a) Healthy Choice Requirements:

- Menus at all restaurants must provide a range of alternatives that include vegan, vegetarian and "healthy choice" items for each meal.
- No foods served or sold may contain artificial transfat.
- Where milk and milk products are offered, low-fat or fat-free milk and milk products are offered.
- The choice of steamed and grilled food rather than using fat in cooking is offered when food is made to order
- Of the beverage selection offered, at least 30 percent have no added sugar (i.e., high-fructose corn syrup, fructose, fruit juice concentrates, honey, sucrose, dextrose).
- All entrées or full meals are offered with at least one fruit or vegetable. Where food is available only à la carte, fruits or vegetables are offered as side dishes on the menu.
- Half servings or reduced portion sizes are offered when possible, such as when items are prepared in bulk like pasta and soups, and are served to order.
- Deep fried items are not offered as "specials" or "featured" items.
- At least two core menu entrée items including the vegetarian option on the menu items must be "healthy choice." An entrée item is a "healthy choice" item if it meets all of the following:
  - ♦ Entrée including sides is light as defined in 21 CFR 101.56, containing up to approximately 800 calories for adults and 600 calories for children when prepared according to the recipe..
  - ♦ Entrée is designated as low fat as defined in 21 CFR 101.62.
  - ♦ Entrée is designated as low sodium as defined in 21 CFR 101.61.
  - ♦ Meat, seafood and eggs in the entrée have no hormones and no antibiotics added.
- Where grains are offered in entrée, they are whole grains.
- The following healthy food labeling requirements will apply:
  - . For healthy choice menu items, specific nutritional information on food items must be available and provided upon request. This includes the labeling facts recommended the USDA's Dietary Guidelines for Americans. (The percent of daily values and vitamin labels are not necessary)
  - . For pre-wrapped sandwich and other items, the calorie count of the item must be disclosed on the item itself in addition to a notification that additional nutritional information is "available upon request." The Concessioner must label all perishable items with a prepared date and expiration date.
  - . For all menus and menu boards, the "healthy choice" food items must be designated as such with a distinguishing symbol or wording. The Service will provide healthy and sustainable food choice symbols when the Standards are completed.

- The Concessioner is encouraged to maximize the number of healthy choices it offers and the variety within those healthy choices, while providing a range of appealing visitor selections.
- The Concessioner is encouraged to maximize the convenience of the healthier Quick Service choices through placement and product mix.
- Quick Service items provided at the Heidi's Outlet in Many Glacier, and the Two Medicine Camp store must meet the requirements of "Healthy Choice" and healthy food labeling requirements.

(b) Sustainable Choice Requirements

- Products will comply with the following requirements and guidelines:
  - Produce: Must be certified organic by a recognized organization (USDA Certified Organic preferable). Must be locally-grown within 400-miles of the Area, as defined in the Consolidated Farm and Rural Development Act, as amended.
  - Meat/Poultry/Eggs: Must be humanely produced and locally produced desirable. Organic desirable. When the Concessioner cannot identify local sources, it must consider regional sources. Regional Foods are sourced within a 500-mile radius.
  - Dairy: Must be USDA Certified Organic, and locally produced.
  - Seafood: Seafood options must only be environmentally preferable (e.g., Monterey Bay Aquarium Seafood Watch) species.
  - Chocolate/Coffee/Tea: Shade-grown and Fair Trade (Certified by "Trade Fair USA") preferable.
  - Natural ingredients. The Concessioner must use all natural ingredients as much as possible and must avoid artificial flavorings to the largest extent it can.
- The following healthy food labeling requirements will apply:
  - Use a designated symbol and key to identify "sustainable choice" options on menus, signs, or other materials to educate visitors on these items. Such items meet one or more of the sustainable food choice attributes.
  - Provide other educational information on the sustainable attributes of menu items as appropriate on the menu.
- Food Service Waste Reduction: To the extent feasible and appropriate, food products must have minimal packaging and/or use recycled packaging, including compostable take-out utensils, post-consumer recycled content napkins and, when possible, bulk containers for condiment items (jam, butter, cream for coffee and tea), rather than individual packets that result in excess solid waste. The Concessioner must not use disposable or single-use ware in employee dining rooms.

(c) The Service provides specific guidance for "Healthy Choice" options in Section C.5.(a) and (b) above. Candy must not be subject to the "Healthy Choice" and "Menu Labeling" requirements.

(6) *Alcoholic Beverage Sales*

(a) Liquor Laws. The Concessioner must comply as if the operation were located outside of the Area boundary with applicable portions of the State of Montana alcoholic beverage law and all other Applicable Laws (except that a Montana liquor license is not required).

(b) Restaurant and Bar Service. The Concessioner may serve alcoholic beverages during posted lounge hours and during meals at food-service outlets. The Concessioner may serve alcoholic beverages at special events. No promotional activities must center on alcoholic beverages (i.e., happy hours, two-for-one sales, brand promotions, etc.) The Concessioner must provide incentives for designated drivers, such as free soft drinks and coffee.

(c) Retail Sales. The Concessioner may sell beer and wine at camp stores.

(e) Employee Training. When and where alcohol is being served, the Concessioner must have on-duty at each location at least one manager/lead employee who has attended a liquor law training program. The Concessioner must train its employees , including bartenders, servers, and retail sales associates, in the responsible practices of serving and selling alcoholic beverages, and to recognize persons who should not be served or sold alcohol beverages.

(7) *Personal Property Improvement Requirement (PPIR).*

The Concessioner must reposition Heidi's Market to a quick service venue serving specialty coffee, pastries, packaged sandwiches and other prepared food items.

The Concessioner must expand Two Medicine Campstore to accommodate a quick service venue that offers items such as specialty coffee, pastries, soups, and packaged sandwiches. The Service assumes the Concessioner would do most food preparation at another location and make daily deliveries of pastries and packaged sandwiches to the Two Medicine location.

(8) *Service Classification and Hours of Operation*

(a) Hours of operation and type of service. The Concessioner must provide meal service at the Concession's food and beverage outlets as follows.

Venue	**Type of Service**	**Operating Hours**
Many Glacier Dining Room	Upscale Casual	B: 6:30 AM – 10 AM L:11:30 AM – 2:00 PM D: 5:00 PM – 9:30 PM
Many Glacier Lounge	Bar/Lounge	11:30AM – 10 PM
Heidi's at Many Glacier	Quick Service	6:30 AM – 9 PM
Lake McDonald Dining Room	Upscale Casual	B: 6:30 AM – 10AM L: 11:30 AM – 2:00 PM D: 5:00 PM – 9:30 PM
Lake McDonald Lounge	Bar/Lounge	11:30 AM – 11:00 PM
Lake McDonald Restaurant	Family Casual	L: 11:00 AM – 2:00 PM D: 5:00 PM – 9:00 PM
Lake McDonald Campstore	Quick Service	6:30 AM – 9:00 PM
Rising Sun Restaurant	Family Casual	B: 6:30 AM – 10 AM L: 11:30 AM – 2:00 PM D: 5:00 PM – 10:00 PM
Rising Sun Campstore Packaged Sandwiches	Quick Service	6:30 AM – 9:00 PM
Swiftcurrent Restaurant	Family Casual	B: 6:30 AM – 9:30 AM L: 11:30 AM – 2:00 PM D: 5:00 PM – 10:00 PM
Swiftcurrent Campstore	Quick Service	6:30 AM – 9:00 PM
Two Medicine Campstore	Quick Service	6:30 AM – 9 :00 PM

(b) Specific Standards by Facility Type. Upscale Casual Dining Description. This classification of casual dining restaurants offers high ambiance of upscale furnishings, themes and increased service, but may not offer all that are present in fine dining establishments.

Upscale dining facilities must employ a professional chef and a supporting staff of highly-trained cooks. These facilities serve one to three meals a day and may provide shorter service hours than family casual dining. A wide range of alcoholic beverages is available. Upscale dining facilities offer some reasonably priced items featuring familiar favorites or home-style foods in settings that are more appealing than a family casual restaurant. There are noticeable enhancements to food presentation, such as the use of common garnishes and decorative dishware and flatware. White tablecloth and cloth napkin service is provided. Table service is more formal but relaxed. The Concessioner must provide children's menus. Guests are seated and served by wait staff.

(c) Family Casual Dining Description. Family casual dining serves from one to three meals a day and may provide longer service hours than upscale casual and fine dining. Enhancements to food presentation, such as the use of common garnishes and somewhat decorative dishware may be present. The menu offers a wide selection of value-conscious items featuring familiar favorites or home-style foods. Table service is casual, relaxed and relatively fast. Children's menus are available. Flatware, china and silverware are. Table settings are basic and simple.

(d) Bars/Cocktail Lounges Description. Both alcoholic and non-alcoholic cocktails are served. Food and snacks may also be sold.

(e) Quick Service. The overall style of service is grab and go or quick self-service. Food is typically cooked in bulk in advance and kept hot, either on site, or prepared off-site and wrapped and pre-packaged. For the purposes of this document, the term "Quick Service" will refer to ready to eat food items that can be purchased and eaten off premises. These items are made fresh, can be hot or cold, and are different from prepackaged food items purchased from off site suppliers. Some on site preparation is typical. Examples include house prepared cookies, pastries, muffins, deli sandwiches, soups, barista brewed espresso drinks

D) Retail

(1) *General*. The Concessioner must provide a broad range of gifts and souvenirs for sale. The Concessioner must provide visitors with opportunities to buy memorabilia while obtaining informational or educational messages related to Area resources.

(2) The Concessioner must provide clean, well-maintained retail facilities in accordance with the Concessioner's Merchandise Plan, consistent with the Area theme and sensitive to historic preservation and décor where appropriate.

(3) The Service has been engaged in retrofitting, stabilizing, and making life-safety improvements to the Many Glacier Hotel. During the summer of 2011, the Service closed the northern half of the Many Glacier to accommodate this project. This project included renovations of lodging rooms, the main dining room, and the kitchen. If the Service obtains additional funding, it plans to make similar improvements to the southern half of the hotel. This work may occur during the term of the Draft Contract and may require closure of sections of the hotel, including lodging rooms, which may occur during an operating season or over several operating seasons. To accomplish the required renovations, the Concessioner may need to shorten the operating seasons preceding and following the closure year(s). Further, the project may result in the relocation of retail space from the main lobby to another space within the hotel.

(4) *Concessioner's Merchandise Plan*

(a) The Concessioner must develop and implement a merchandise plan as per Sec. 3(d)(3) of the Contract that incorporates the Area's interpretive themes (as outlined in the Retail Mission Statement), Service guidelines and Service standards, environmental issues, and educational themes. The Retail Mission Statement is Attachment B-10.

(b) The Concessioner must submit its merchandise plan to the Service for review and approval no later than 120 days after the Contract effective date, and must revise it as necessary. It must address the following:

- Making environmentally preferred products available for sale to Area visitors where economically and technically feasible and appropriate.
- The Concessioner's approach to integrating pollution prevention and waste-reduction objectives and strategies into its sales operation.
- The Concessioner's approach to sales mix and types of merchandise.
- Display standards and stocking requirements.
- Finding, purchasing, displaying, and selling local products and local Native American Handicrafts.
- The Concessioner's approach to purchasing and stocking gifts, souvenirs, and convenience items.
- Selected Interpretive Themes by location.

(5) *Items to Be Sold*. The gift shop must offer items that have a direct relationship to the Area, its history, and other related natural or cultural topics, or be related to appropriate visitor activities. The Concessioner must develop a theme for each retail outlet, developed from Area Interpretive Themes. The Concessioner must reflect this theme in the décor of the store and must carry the theme through at least 25 percent of the items in each store. The Concessioner must limit availability of these "theme items" to their unique location only, thus supporting the Service's goal of a diverse inventory of items across all retail outlets.

(a) Books must include items appropriate for a broad range of reading levels (i.e., pre-readers, beginning, intermediate and advanced).

(b) The Concessioner must actively seek out and prominently display handicraft items representing Area and regional themes, including crafts by local and local Native American artists and craftspeople.

(c) The Concessioner must sell items made in the USA to the greatest extent possible.

(d) Items must be offered that have a direct relationship to Glacier National Park, its environs, its history, or other related environmental or cultural topics, or the National Park system. The Concessioner must select items that provide visitors with opportunities to buy memorabilia of their Area visit while at the same time obtaining information or educational messages related to the Area's resources. The Concessioner must prominently display items of Area interpretive value and general value in environmental and cultural education.

(e) When the Concessioner offers a number of designs for a category of item (e.g., mugs), the Concessioner must offer at least one design specific to its sales location (e.g. Many Glacier, Lake McDonald, etc.).

(f) Interpretive media (books, guides, maps, videos, audio recordings, calendars, greeting cards, stationery, postcards, photos, paintings, etc.) must:

- be factually correct
- display resource sensitivity
- relate to Area and regional themes or the National Park Service system
- include representation within the inventory, as appropriate to the media and theme, of local, regional, and Native American artists.

(6) The Service does not prohibit the sale of foreign-made merchandise, but these items should not dominate retail space.

(7) *Range of Merchandise*. The Concessioner must provide a range of merchandise at a range of price points.

(8) *Labeling and Certification.*

(a) The Concessioner must mark all merchandise with a selling price, point of origin, and other identification as available if this information is not already included on the item.

(b) Informational Tags. Wherever appropriate, informational tags attached to the items must show their relationship to Area interpretive themes.

(c) Natural Product Labeling. The Concessioner must label merchandise made from natural products to disclose that it obtained the product from legally authorized sources outside of the Area and not from rare, threatened, or endangered species.

(9) *Native American Handicrafts*

(a) The Concessioner must ensure that all Native American Handicrafts have appropriate certification, in accordance with all Applicable Laws and regulations, including: Indian Arts and Crafts Act of 1990, 25 U.S.C. 305.

(b) The Concessioner must maintain adequate records to verify the adjustments made to gross receipts related to the sale of Native American Handicrafts. These records must provide verification of actual sales through use of a separate cash register key or a similar system. The Concessioner must maintain and provide for review, upon the request of the Superintendent, certification of authenticity of all Native American Handicrafts for which an exception to franchise fee is claimed. The Concessioner must submit procedures to meet this requirement upon request of the Superintendent.

(c) The Concessioner must physically separate Native American Handicrafts from other merchandise that may appear to the visitor to be Native American in origin.

(d) The Concessioner must label Native American handicrafts items as such.

(10) *Gifts and Souvenirs.*

(a) The Concessioner must prominently display items of Area interpretive value.

(b) The Concessioner must work with the Service to implement additional themes as appropriate.

(11) *Convenience Items*

(a) The camp stores must stock a variety of commonly needed food, beverages, supplies and clothing for campers, hikers and backpackers. The Concessioner may also sell limited curios and souvenirs at the camp stores as agreed upon with the Service.

(b) The camp stores and Heidi's must stock convenience items such as feminine products, sunscreen, lip balm, analgesics, water bottles, etc.

(c) The Concessioner must request and receive permission from the Service for any sale of insecticides or pesticides not intended for personal use.

(d) The Concessioner must acquire fully-cured firewood from outside the Area for sale in camp stores. The Concessioner must ensure that the firewood product does not transmit pests or other spreadable disease that would adversely affect Area resources. The Service recommends the source of firewood come from as close to the Area as possible to avoid transmittal of forest pests. The Concessioner must only acquire quantities that can be disposed of in a season and avoid long term storage of excess firewood.

(e) The Concessioner must limit the sale of beverages in disposable plastic bottles. The Concessioner must sell refillable non-BPA water bottles and provide fill stations at convenient locations.

(f) The Concessioner must ensure that sufficient stock of firewood; food staples and emergency convenience items are available throughout the operating season.

(12) *Items not to be Sold or Displayed*

(a) The Superintendent may review and approve all merchandise sold in the Area. The Superintendent may exercise his or her discretion to determine that certain items may be inappropriate and unacceptable for sale.

(b) The Concessioner may not sell or display the following:

- Articles that persons of normal taste or sensitivity might consider obscene, offensive, profane, and items that reflect a lack of concern for the environment or culture.
- Gifts and souvenir items commonly found outside the Area and that do not relate to identified Area themes.
- Archeological specimens or objects of American Indian origin over 100 years old.
- Plant materials and other natural materials if obtained or appear to be obtained from units of the National Park System
- Petrified wood.
- Animal skins, taxidermy specimens, antlers, or bones. Such items must not be incorporated into merchandise or used in displays, unless fabricated into items such as leather gloves, and provided the Concessioner obtains them from a legally authorized source and not from threatened and/or endangered species.
- Toy guns.
- Items that may, by their nature, encourage violation of Service and Area regulations, i.e., collecting kits, birdseed, etc.
- Junior Ranger Badges or items with the National Park Service Arrowhead without Service approval.
- Fishing lures, weights, jigs or lines that contain lead.
- Live bait.

(13) *Facility and Merchandise Appearance*

(a) With the exception of signs posting hours and rules of conduct within the facility, views from the exterior looking into retail facilities should be free from signs in windows or other obstructions. All signs advertising special promotions may appear only within the retail Area or facility.

(b) Floor areas must be clean and free of clutter. The Concessioner must carry out a routine cleaning program at a minimum of once per day, either before daily opening or at the end of the day, with special attention to floors.

(c) The Concessioner must maintain merchandise shelves and other glass areas (e.g., store windows) in good condition, free of dust and fingerprints.

(d) The retail areas must have décor that complements the Area themes and uses natural materials to the greatest extent possible. Display units must be attractive and have the appearance of solid, well-made furniture. No nicks, scuffs or other damage must be evident.

(e) Safe displays. The Concessioner must ensure that products that might present safety or security concerns for children are stored or displayed in areas that are not within easy reach and can be easily monitored or controlled by an employee. The Concessioner must ensure that displays are not top-heavy and are secure so they do not fall over.

(f) All merchandise must be undamaged, rotated on a regular basis, and checked for cleanliness.

(g) Accessibility. Store aisles must be wide enough to accommodate wheelchairs and walkers.

(h) Storage. The Concessioner must keep storage areas neat and clean and, to the greatest extent possible, out of visitors' view.

E) Showers and Laundry

(1) The Concessioner must provide public showers at Rising Sun Motor Inn and Swiftcurrent Motor Inn. The Concessioner must provide public laundry at Swiftcurrent Motor Inn and may provide these services at other lodging locations upon approval of the Service. The Concessioner must maintain public showers and laundry in clean, sanitary condition and in accordance with current

Service standards for public showers and laundries. The Concessioner must clean restrooms and showers according to a posted schedule at least every three hours, or more often if needed to ensure cleanliness.

(2) Shower enclosures and stalls must be well maintained and clean. Shower curtains must be of appropriate length and material. Water pressure and temperature must remain constant and be comfortable. The Concessioner must provide at least two clothing hooks in each stall. Floor surfaces must be non-slip.

(3) The Concessioner must maintain laundry facilities and equipment in good working order and repair malfunctioning equipment within two business days of identifying a problem. The Concessioner must post professional-looking, computer-generated signs to indicate machines that are not working. The Concessioner must replace equipment on an appropriate cyclic basis with equipment featuring water and energy conservation features.

(4) The camp stores must sell individually sized laundry detergent, powdered bleach, and other laundry related supplies.

(5) Tokens for operation of the showers and change for laundry machines must be available for purchase at the Rising Sun and Swiftcurrent Camp stores. At Swiftcurrent, shower tokens must be provided free of charge to guests of the cabins.

(6) Where the Concessioner provides public laundry machines, the Concessioner must provide a laundry folding area, a seating area and a bulletin board that provides space for interpretive/educational messages. The Concessioner must populate the bulletin board with only Area related interpretive/educational material. The Concessioner must refresh the displayed information as it becomes worn, faded, or damaged.

F) Other Authorized Services.

(1) *Step On Guides*. The Concessioner may provide Step On Guide services at rates approved by the Service. Step On Guides refers to guides trained in Area resources that can be hired to ride with commercial tour operators to provide customized Area-specific interpretive messages. Training requirements must be similar to those identified for Red Bus drivers. Guides should have in depth knowledge of the Area and be able to answer questions, provide information and help passengers gain a deeper understanding and appreciation of Area resources. The Concessioner may not provide Step On Guide service between Rising Sun Motor Inn and Lake McDonald Lodge on the Going to the Sun Road or on the North Fork road inside the Area. Concession employees who serve as Step On Guides must hold American Red Cross CPR and first aid or equivalent certifications, and must provide accurate and appropriate thematic programs about the Area. Step On Guides must attend interpretive training as made available by the Service.

(2) *Historic Lodging Walking Tours*. The Concessioner may provide walking tours of the Lake McDonald Lodge complex and the Many Glacier Hotel at rates approved by the Service. These tours must focus on the history of the buildings and the early development of guest facilities in the Area. Guides must provide accurate and appropriate thematic programs from an outline reviewed and approved by the Service. The Concessioner must provide appropriately trained guides, or may request that the Service provide tour services. The Service may agree to provide tour services on a cost recovery basis.

(3) *Children's Educational Programs*. The Concessioner may provide appropriate children's educational programs within Concessioner Facilities using qualified staff at rates approved by the Service. Personnel involved in providing these programs must have appropriate background checks, training (including the appropriate level of American Red Cross CPR and first aid or equivalent) and immunizations for working with children. Facilities used must be made appropriately child safe. The Service must review and approve the curriculum and facilities used for the educational programs. The Concessioner may establish criteria for the programs such as age limits for participation, group size, conduct guidelines, etc.

(4) *Entertainment Programs*. The Concessioner may provide professional entertainment programs indoors in Concession Facilities at rates approved by the Service. Programs must relate to the purpose and significance of the Area and deepen the visitors' understanding and appreciation of the Area. Programs must not conflict with quiet hours or the Service provided Interpretive

Programs. The Service must review and approve schedules and proposed programs. The Concessioner must also submit free amateur musical performances for approval.

(5) *Private Vehicle Shuttle*. The Concessioner may provide private vehicle shuttle services within the Area at rates approved by the Service. This service consists of driving a visitor's private vehicle to a prearranged location or trailhead to facilitate a hiking trip that begins and ends at different locations. The Concessioner may shuttle private vehicles to trailheads and designated locations in the Two Medicine, Many Glacier, and Going to the Sun Road corridor management areas. The Concessioner must not provide this Service in the North Fork management area. Concessioner employees providing this service must be a minimum of 21 years of age, have current license for operating the type of vehicle in question, and be subject to the same driving training and drug and alcohol standards and testing as Red Bus drivers. Concessioner vehicles used to facilitate this shuttle service must be well maintained and meet applicable standards. The Concessioner must obtain appropriate insurance for providing this service.

G) Transportation

(1) The Concessioner must provide motor vehicle tours of the Area using 33 White Motor Company tour buses (referred to as "Red Buses" or the "Red Bus fleet"). Tours must accommodate daily scheduled public tours and prearranged tour groups.

(2) *Drug and Alcohol Testing of Drivers*. The Concessioner must conduct drug and alcohol testing for all drivers. Drug and alcohol testing for drivers must include, but not be limited to, pre-employment, random, post-accident, and reasonable suspicion. The Concessioner must immediately terminate the employment of drivers found to be working under the influence of alcohol or controlled substances; the Concessioner must not rehire terminated drivers for a safety-sensitive position.

(3) *Driver Requirements*

- (a) All tour vehicle drivers must possess a current valid Commercial Driver's License and possess certification per the requirements in Operating Plan Attachment B-5.
- (b) A copy of the driving certification for each operator must be on file with the Concessioner prior to carrying paying passengers.

(4) *Driver Training*

- (a) Training must include proper fueling and handling of propane.
- (b) Training must include appropriate maneuvering of the longer vehicle, including backing procedures, proper techniques for loading and unloading the vehicles, and downhill driving and braking.
- (c) Tour vehicle drivers must receive driver's training as well as interpretive training sufficient to give them in depth understanding of Glacier's resources, history, attractions, and issues.
- (d) Drivers must have the ability to impart information to their passengers in a conversational manner using a thematic approach to tie together the complex and diverse topics outlined for presentation.
- (e) Drivers must ensure that all passengers are seated at all times when the vehicle is moving.

(5) *Transportation Service Specifications*

- (a) Concessioner-operated vehicles must not exceed their passenger capacities under any circumstances. Drivers may lead/accompany passengers on walks during the tours at the stops listed in Operating Plan Attachment B-6.
- (b) The Concessioner must prohibit Red Bus drivers from using cellular phones (including hands-free use or voice activated features) while operating a Red Bus. Prohibited uses include reading, composing or sending text messages or emails.
- (c) The Concessioner must provide skilled verbal interpretation of Area resources and history as an integral part of the tours. Tour drivers must demonstrate their ability to

speak clearly, possess good eye contact with the visitor during pre and post ride visits, project good voice volume, and stimulate questions and/or comments from visitors.

(d) An audio system must be provided so all passengers can hear the driver's commentary.

(6) *Accessible Tour Vehicles*. The Concessioner must provide a minimum of two handicap accessible tour vehicles capable of safely accommodating multiple wheelchairs by 2015. Vehicles purchased must meet the Americans with Disabilities Act (ADA) standards for such vehicles. At a minimum, one accessible tour vehicle must be located on the east side of the Area and one must be located on the west side of the Area. The accessible tour vehicles must replicate the visitor experience provided by the historic Red Buses. Specifically, they must provide open views, easy loading and unloading, and alternative fueling for energy efficiency. The Concessioner must accommodate requests for handicap accessible tours or shuttle whenever possible. Any new vehicles purchased for transportation services must comply with the ADA.

(7) *Shuttle Services*. The Concessioner must provide hikers' shuttle transportation that connects visitors in the Many Glacier Valley to the Service's transit system at Saint Mary. Transportation services must also be available to connect Amtrak riders from the West Glacier train depot to accommodations at Village Inn and Lake McDonald. The Concessioner must submit proposed schedules for Service approval annually. Shuttle vehicles must comply with ADA standards.

(8) *Vehicle Inspections*.

(a) The Concessioner must inspect each vehicle daily, when in regular use, as required by the Federal Motor Carrier Safety Regulation and State of Montana Department of Transportation regulations. The Concessioner must retain records of each inspection. The Concessioner must correct all safety defects found before the vehicle resumes service. Such inspections must include, but not be limited to: brakes, steering, tires, doors, interiors (loose seats, loose/broken stanchions, flooring), lights, safety equipment (fire extinguisher, flares or triangles, emergency exits), leaks from fuel, coolant, or other substances, visual inspections of emissions, dents, scrapes, and other body damage that may be considered a hazard to passengers.

(b) In addition, all vehicles are subject to random and unannounced inspections by the State of Montana and the Service.

(c) Third-Party Inspections.

- The Concessioner must arrange and pay for an annual inspection of the buses and maintenance records by a qualified third party to verify that the Concessioner conducts due care in the appropriate level of maintenance, and to identify additional maintenance/repair requirements.
- In addition to an annual inspection, the Concessioner must arrange and pay for an additional inspection by a qualified third party of a random sampling of the buses, if required by the Service.
- The individual responsible for third-party inspections must have a minimum of five years of experience in fleet maintenance and hold a current National Institute of Automotive Service Excellence (ASE) certification, with a specialty certification from ASE in medium/heavy truck, truck equipment, or school bus testing.
- The Concessioner must provide the Service with written documentation of all inspections of the buses.

(9) *Radio Communication Guidelines*. All vehicles transporting visitors must maintain two-way radio contact or satellite phone contact with dispatchers. The Concessioner must ensure that supervisory staff is available to communicate with drivers as necessary. The Concessioner will not have access to the Service radio system to support this requirement.

(10) *Scheduled Bus and Shuttle Transportation*. Transportation schedules and rates must be approved annually and include daily tours of the Area during the operating season.

(11) *Historic Red Bus Assignment and Use*. The Service assigns 33 historic Red Buses to the Concessioner for use in providing tour services. The Service reserves the right to withdraw the

assignment of one or all of these buses during the term of this Contract. At the time of such withdrawal or at the termination of this Contract, the Concessioner must return the buses to the Service pursuant to the Minimum Return Standards specified in Attachment 2 of Exhibit H, Maintenance Plan.

(12) *Vehicle Size Limits on the Going-to-the-Sun Road*

 (a) The Service does not allow tour or shuttle vehicles larger than 25 feet long (bumper to bumper) and 8 feet wide (mirror to mirror) on the Going-to-the-Sun-Road between Sun Point and Avalanche.

 (b) Vehicle size restrictions for the public apply to all Concessioner non-tour/shuttle vehicles.

 (c) Current public vehicle size restrictions between Sun Point and Avalanche are 21 feet long (bumper to bumper) and 8 feet wide (mirror to mirror).

(13) The Red Buses provide tour services in and around the Area. While the Concessioner may use the buses to provide transportation services incidental to the tours, their primary function is to provide interpretive touring services in the Area and its immediate area.

(14) Interpretive touring services may encompass the interior of Waterton-Glacier International Peace Park and the roads immediately adjacent to the Area required to access Area roads.

(15) The Concessioner must request permission from the Service to use the Red Buses to pick up, drop off or tour outside the Area. The Service may grant such permission for uses that have a direct connection with the Area and its mission. Out of Area promotional use of the buses during the operating season must not interfere with the provision of visitor services. If out of Area use of a bus is desirable for promotional purposes, the Concessioner must submit a written request to the Superintendent including the purpose for the promotional use, the duration the bus must be out of the Area, and the means of transporting the bus to the required site. The bus must not leave the Area (or its off season storage location) without written permission from the Service.

(16) With the permission of the Service, the Concessioner may park buses overnight, uncovered, in locations adjacent to the Area such as East Glacier, St. Mary, and West Glacier. The Concessioner must exercise appropriate precautions to prevent vandalism and environmental damage to the buses.

(17) In the off-season, the Concessioner must properly winterize buses and store them indoors. Off-season storage of the buses must occur outside the Area, in a Service-approved facility that provides safe storage and protection of the buses, including proper ventilation and fire protection for the dual fuel vehicles. The Concessioner must make adequate efforts to prevent damage to the buses by animals and pests during storage.

(18) The Concessioner may reserve no more than sixty-six percent (66%) of the Red Bus fleet capacity for group tour business each day on average. The Concessioner must hold the remaining capacity for individual Area visitors or Area visitors traveling independently of a commercial tour group.

(19) Individuals under the influence of drugs or alcohol are not to operate vehicles. Individuals must not operate vehicles in an improper or reckless manner. This includes driving off road, transporting hazardous materials, and operating damaged vehicles (such as with a flat tire, with tires improperly inflated, or low on oil or other fluids).

(20) The Concessioner must immediately notify the Service in writing of any significant damage to any Red Buses. Prior to repairs, the Concessioner must provide the Service with appropriate investigation and documentation. The Concessioner must repair the buses to the Secretary's satisfaction.

H) Interpretive Services

(1) *General*. The Concessioner must work with the Service to develop interpretive messages and programs. The Concessioner must explore a wide array of methods for conveying interpretive messages to visitors on Area-related themes and topics such as resource protection, appreciation of Area values, and Service goals.

(a) The Concessioner is responsible for providing quality interpretive services on Red Bus transportation and, if offered, historic hotel tours, step on guide service and childrens' educational programs.

(b) The Concessioner must hire an Interpretive Specialist with responsibilities to train and coach concession employees with interpretive/educational responsibilities. The Incumbent must hold a Bachelor's Degree in Environmental Education, Resources Interpretation, or an immediately related field OR hold a two year degree in a directly related field and have a minimum 2 years of directly related work experience training and coaching interpreters. The Interpretive Specialist must have demonstrated skills, knowledge and abilities that enable him or her to:

- Provide training and coaching that effectively identifies, articulates, and conveys the elements of successful interpretation.
- Provide training and coaching that ultimately results in opportunities for Area audiences to make connections to resource meanings.
- Identify and address specific learning objectives based on the developmental needs of trainees and in support of the Area's interpretive needs/goals.
- Provide effective interpretive training by applying knowledge of both interpretive and training theory and technique.
- Consistently assess training and coaching audience's comprehension and interest through verbal/visual cues. Adjust training, coaching methods, and/or content based on those cues.
- Identify and articulate, verbally and in writing, the elements of interpretive success in the work of others.
- Apply a 'positive assessment' strategy that identifies existing elements of effectiveness in the work of others. Make coaching suggestions that build on and reinforce those positive elements.
- Use evaluative feedback and self-assessment to gauge effectiveness of training and coaching methods. Make improvements based on this feedback
- Ensure all programming and media meet the Service's standards for interpretation.

(c) All Concessioner programming and media must meet the Service's standards for interpretation.

(d) Concession interpretive and educational programs must not conflict in time or location with Service provided interpretive programs.

(e) The Concessioner must provide a list and description of proposed interpretive and educational programs to the Service's Chief of Interpretation at least 90 days in advance of the operating season to allow for planning complementary programming.

(f) All Concession interpretive and educational programs must include appropriate safety and resource protection messages and protocols.

(g) The Concessioner may enter into an agreement with the Service for interpretive services provided by Service staff. Planning for such services should be coordinated with the Service Chief of Interpretation with adequate time for budget planning and seasonal vacancy announcements to accommodate the Concessioner's request. The Concessioner must make such arrangements prior to the beginning of the calendar year for which such services are anticipated, and not later than December 1 of the year preceding the service. Such agreement must govern these services and all aspects of such arrangements. These services, if provided, must be on a cost recovery basis and the Concessioner must make the funds available at the time the Service enters into the agreement.

(2) *Red Bus Tour Interpretation*. In all aspects of the Red Bus tour operation, the Concessioner must invoke the unique experience provided by the historic Red Bus fleet.

  - (a) Drivers must have detailed knowledge of the heritage of the Red Bus tour service and the cultural and natural interpretive themes of the Area.
  - (b) All drivers in contact with the public must have an understanding of the history of the vehicles and their importance to the cultural history of the Area.

(3) *Personal Interpretive Services*. Employees must demonstrate their knowledge of the significance of the Area's resources and history by providing accurate information and assistance to visitors.

(4) *Non-Personal Interpretive Services*. In addition to personal interpretation, the Concessioner must actively pursue a non-personal interpretive program. The Concessioner must offer and provide visitors with interpretive information at lodging check-in, in lodging rooms, in food service facilities (included on menus, place mats, paper cups, tent-cards, etc.) and in other printed materials, computer websites, etc.)

  - (a) In retail, lodging, and food service facilities, the Concessioner must include thematic messages on a variety of items, including retail hangtags, receipts, menus, placemats, paper cups, and comment cards. The Concessioner must submit these items for review and approval to the Concessions Management Office.
  - (b) The Concessioner must provide appropriate locations within Concession Facilities, both interior and exterior, for Area interpretive, environmental, and safety messages.
  - (c) The Concessioner is required to consult with the Service and explore a wide array of avenues for conveying interpretive messages to visitors on Area-related themes and topics such as resource protection, appreciation of Area values, and Service goals, and the development of an interpretive program that encompasses all of these efforts.
  - (d) Maps and Guides. The Concessioner must make Area information, including maps and guides, available at front desks at the overnight accommodations. The Concessioner must provide *The Waterton Glacier Guide* as part of in-room guest information. The Service may provide the Concessioner with a template to arrange for printing the required number of papers at Concessioner's cost or the Concessioner will reimburse the Service for the cost of the publications provided by the Service.

(5) *Cooperation with Service Programs.* The Concessioner must cooperate with the Service in the presentation of Service interpretive programs in Concession Facilities. This includes but is not limited to reservation of specific locations within the hotels and lodges for scheduled interpretive programs, as discussed above.

8) REPORTING REQUIREMENTS

A) Concessioner Operational Reports

In order for Area managers to keep in touch with the operation, monitor 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 year. The Concessioner must submit the following reports in addition to those set out in Sections 14 and 15 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.

(1) General

  - a. Management Listing. Within 30 days after Contract execution, 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 as it changes.
  - b. Incident Reports. The Concessioner must immediately report to the Area Communications Center (406) 888-7801 the following:
    - Employee or visitor fatality.
    - Employee or visitor injuries requiring more than OSHA defined first aid treatment.
    - Personal or real property damage estimated to be over $300.

        - Fires.
        - Fire Alarms (as per 5.D.3.1).
        - 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.

    c. The Concessioner must include a summary of all incidents occurring during the month in its monthly operational performance report.

(2) *Human Illness.*

    (a) The Concessioner must report within 24 hours information about any suspected outbreak of human communicable illness, whether among employees or guests, to the Area Concessions Management Office (406) 888-7908 and the U.S. Public Health Service.

    (b) If the Concessioner is unable to make contact with the Concessions Specialist (do not leave a message), the Concessioner must contact the Glacier Communications Center (406) 888-7801.

    (c) The Service's U.S. Public Health Service Officer will evaluate this information.

    (d) A suspected outbreak of human illness is three (3) or more persons with common symptoms that could be associated with water or food sources or other adverse environmental conditions, or an unexpected increase in human illnesses. Reportable symptoms of human illness include:

        - Food related illness complaints
        - Gastrointestinal illness
        - Flu outbreaks

    (e) The following illnesses must also be reported:

        - Illnesses carried by animals or insects such as Hantavirus, West Nile virus, Rocky Mountain Spotted Fever, relapsing fevers, etc.
        - Communicable diseases
        - The Concessioner must also fax or hand deliver a copy of Operating Plan Attachment B-1–Reporting Human Illness, to the Area Concessions Management Office (406) 888-7904 for the illnesses and diseases listed above. The Service will coordinate illness reviews with the Public Health Service Consultant. When in doubt, report the illness. A representative of the NPS Public Health Program may investigate the report.
        - The Concessioner must actively track and report employees who are absent due to illness. By utilizing the web-based NPS Office of Public Health Disease Reporting and Surveillance System, the Concessioner must accomplish daily reporting of such absences with associated symptoms. The data must not include any personal identifiers and will be used only for outbreak detection and management.

(3) *Environmental Reports.* In addition to the reporting requirements outlined in Section 6 of the Contract, the Concessioner must provide an Environmental Report that includes the following:

    (a) The status of goals, policies, and procedures included in the Environmental Management Plan (EMP).

    (b) Status of corrective actions to address violations of Applicable Laws.

    (c) Resource use data including type and amount of energy used such as electricity, gas, propane or other energy sources or types of fuel.

(d) The Environmental Report is due with the summary of EMP performance December 1, annually.

(4) *Visitor Use and Staffing Reports*. The Concessioner must maintain a management information system documenting visitor use patterns. The Service may include information provided in documents that made available to the public. The Concessioner must provide a monthly operational performance report to the Service by the 5th day of each following month, and an annual summary report prior to April 1 of the following year. The Concessioner must present the data electronically in a concise Excel spreadsheet format (.xls or .xlsx format). The report must include operational statistics and financial information for each activity as follows.

(a) Overnight Lodging (provided by property and room type)

- Rooms available, rooms occupied
- Average daily room rate for all areas broken down by location.
- Market segmentation (e.g. individual leisure, tours, group, conference)
- Total guest count
- Average length of stay
- Revenue per available room (REVPAR)
- Group tour stays by property by day

(b) Food and Beverage (provided by outlet and meal period)

- Number of covers
- Corresponding revenues
- Average check
- For group functions: number and types of functions held, number of covers served for each function, revenue generated for each function.

(c) Retail

- Gross revenue by outlet
- Number of transactions by outlet
- Revenue by merchandise category (e.g. Native American handicrafts, gifts and souvenirs, grocery, apparel)
- Average retail check

(d) Transportation (by type of vehicle)

- Individual tour seats occupied and available
- Commercial tour seats occupied and available,
- Shuttle transportation seats occupied and available.

(e) Other (By month only)

- Vending revenue per month.
- ATM transactions and revenue
- Guest telephone revenue (if applicable).
- Conference and special events (number of conferences and special events by location, date, and total revenue).

(f) Interpretive and Educational Programs (by program title and location)

- Number of each program offered
- Number of participants in each program

(g) Employee Housing

- Number of employee housing beds available and beds occupied by location and facility.

- Number of permanent and seasonal employees on staff at end of month.

(5) Other required reports not listed elsewhere in this Operating Plan include:

(a) Reduced Rates for Government Employees on Official Business.

The Concessioner must provide to the Superintendent a listing of all government employees granted reduced rates and the services provided, by December 31 for the preceding year.

(b) Red Bus Maintenance and Fuel Reports. The Concessioner is required to report by October 5, the following, concerning the Red Buses. Information should be provided for each Red Bus with a summary total:

- Propane use
- Gasoline use
- Maintenance expense.
- Total Red Bus mileage

(c) Utility Pass Through Collection Reporting (If Applicable). The Concessioner must report on utility pass-through collections (if applicable). The pass-through report is due annually on November 15, and must include the actual amount of collections, actual amount of utility charges for the year, the resulting authorized pass-through amount, the difference between authorized pass-through and actual collections, and subsequent adjustments to be made for the following year.

(d) Dollar Add On Program. If the Concessioner participates in the dollar add on program, the Red Bus endowment program, or the sale of fundraising retail items, the Concessioner must provide the Service with a report of collections, in accordance with the program agreement. The Concessioner must provide the report to the Service by November 15 for the calendar year

B) Concessioner Financial Reporting

In addition to the annual financial report (AFR), due not later than 120 days after the last day of the Concessioner's fiscal year, the Concessioner must provide the following financial reports.

(1) *Franchise Fee Payments.* The Concessioner must make payments due to the Service through electronic funds transfers. The Concessioner must submit a Monthly Financial Report electronically, in the form prescribed by the Service to the Superintendent, no later than the 15th day of each month, for the previous month (or on the next regular business day if the 15th falls on a weekend or on a federal holiday).

(2) *Annual Budget*. A budget including detailed utilization and revenue and expense projections, due by a date determined by the Service upon the start of the Contract.

(3) *Financial Forecast*. By July 31 of each operating season, the Concessioner must submit a mid-season financial forecast for each business activity compared to annual budget.

(4) *Monthly Maintenance Reserve Reporting*. As part of monthly reporting, by the 5th of each month, the Concessioner must report on the amount debited to the maintenance reserve for the preceding month.

C) Summary of Initial and Recurring Due Dates

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

Table 3: Schedule of Reporting Due Dates

Initial	Reference Page #:	Schedule	Due Date
Merchandise Plan	B-44	Initial	120 days after Contract effective date
Firearm Policy	B-8	Initial	60 days after Contract effective date
Visitor Comment Card	B-6	Initial and as changed	90 days after Contract effective date
Food Safety Management Plan	B-6	Initial and as changed	90 days after Contract effective date

Donation Box Agreement	B-9	Initial and as changed	30 days prior to implementation
Abandoned Property SOP	B-13	Initial	90 days after Contract effective date
Vending Machine Location, Design, Rates	B-14	Initial	90 days after Contract effective date
Housing Policy	B-16	Initial	January 2, 2014
Uniform Description	B-20	Initial and prior to substantive change	90 days after Contract effective date
Employee Transportation Plan	B-20	Initial	90 days after Contract effective date
Background Checks/Drug testing hiring policies	B-21	Initial	90 days after Contract effective date
Employee Handbook	B-23	Initial & when revised	90 days after Contract effective date
Risk Management Plan, Emergency Response Plan,Emergency Action Plan, Fire Prevention Plan	B-24	Initial & Annually	120 days after Contract effective date and December 31, annually
Management Listing	B-53	Initial & when revised	30 days after Contract execution and as needed

Annual	**Reference Page #:**	**Schedule**	**Due Date**
Request for approval of operating dates	B-2	Annually	October 15
Lodging, Phone charges Rate Request	B-3, B14	Annually--if rate increase desired	Between October 15 & November 15
Advanced Rate Request	B-4	Annually if changes proposed	Between March 1 and April 1 for the next year
Deposit, Cancellation and Refund Policies for review and approval	B-11	Annually if changes proposed	With Lodging Rate Request Submittal
Transportation Rate Request	B-3	Annually--if rate increase desired	Between October 15 & November 15
Showers/Laundry/Other Rates	B-3	Annually--if rate increase desired	Between October 15 & November 5
Food and Beverage Service Rates	B-2	Annually--if rate increase desired	Between January 1 and February 1

Annual, Continued	**Reference Page #**	(a) **Schedule**	(b) **Due Date**
Employee Contact List—Managers & Key Concessioner Staff	B-20	Annually	May 1
Affirmative Action Plan	B-20	Annually	March 1
Summary of EMP Performance	B-54	Annually	December 1
Certificate of Insurance	B-5	Annually	TBD
Annual Financial Report	B-56	Annually	120 days after end of Concessioner's fiscal year
Special Events (Over 25 people)	B-8	Annually	March 1st
Group Tour Booking Policy	B-12	Annually	September 15

Environmental Report	B-54	Annually	December 1
Risk Management Plan, Emergency Response Plan, Emergency Action Plan, Fire Prevention Plan	B-24	Annually	December 31
Meeting/Conference Booking Policy	B-12	Annually	September 15
Summary of Visitor Use	B-54	Annually	April 1
Annual Budget	B-56	Annually	To be determined
Financial Forecast	B-56	Annually	July 31
Utility Costs	B-25	Annually	January 1 (to be provided by Service)
Report on employee lost time injuries/accidents.	B-25	Annually	October 15
Advertisements, for review and approval	B-31	Prior to publication or updates	30 days prior to publication date
Reduced Rate for Gov't. Employees Report	B-55	Annually	December 31
Red Bus Maintenance and Fuel Reports	B-56	Annually	October 5
Utility Pass Through Collection Report	B-56	Annually	November 15
Dollar Add On Program Reporting	B-56	Annually	November 15
Bi-Annually	**Reference Page #:**	**Schedule**	**Due Date**
Summary of drug testing	B-21	Twice Annually	6/30, 10/30
Monthly	**Reference Page #:**	**Schedule**	**Due Date**
Franchise Fee	B-56	Monthly	15th day of the following month
Maintenance Reserve	B-56	Monthly	5th day of the following month
Monthly Financial Report	B-56	Monthly	15th day of the following month
Visitor Use and Staffing Report	B-54	Monthly	5th day of the following month
Incident Reports	B-53	As needed	Immediately
Human Illness	B-54	As needed	Immediately
Equal Opportunity Data	B-20	Monthly	15th of each Month for month prior
Visitor Comments Summaries	B-6	Monthly	15th of each Month for month prior
Summary Report from Third-party Visitor Satisfaction Survey	B-6	Monthly	15th of each Month for month prior
Visitor Comment Responses	B-6	As needed	Within 5 days of response
External Agency notices	B-8	As needed	Within 10 days of receipt

Effective , 201__

Attachment B-1

REPORTING HUMAN ILLNESSES

The following information should be telephoned to both the Public Health Consultant and the Concessions Management 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

Employee Housing Agreement Conditions

A housing agreement must be entered into with each resident that includes but is not limited to the following:

(1) The resident must not smoke in the Facility and must use designated outside smoking areas.

(2) The resident must keep areas around heaters clear to prevent fires.

(3) The resident must not tamper with fire alarm devices and must not remove batteries (if applicable).

(4) Where Concessioner cleaning staff is not provided, the resident must clean the restroom and other living spaces regularly to maintain a healthy environment and to prevent damage to surfaces and fixtures.

(5) The resident must use only designated cleaning products to prevent damage to surfaces and fixtures.

(6) The resident must vacuum the floors regularly to prevent undue wear.

(7) Trash must be collected in appropriate receptacles and disposed of regularly to prevent attraction for pests. Garbage, food and other wildlife attractants must not be left outside the building. Food and garbage regulations must be followed.

(8) Common areas must be kept clean.

(9) The resident must not attach stickers to facility surfaces or furniture.

(10) The resident must not put nail or other holes in walls or furniture to hang things. Hangers, which are removable and without lasting damage, must be used.

(11) Quiet hours must be observed.

(12) Employee vehicles must only be parked where employee parking is designated. Employees must not park in “no parking” areas.

(13) Acknowledgement of the Concessioner’s firearms and weapons policy

(14) Acknowledgement of the Concessioner’s policy on alcoholic beverages in Concessioner-provided housing.

Attachment B-3

Equal Employment Opportunity Data Report

Date:
From:
To: Concessions Management Office, Glacier National Park

Subject: Equal Employment Opportunity Data

The following information is for the month of ___________.

	Hispanic or Latino		American Indian/Alaska Native		Asian		Black or African American		Native Hawaiian or other Pacific Island		Total Minority		White		Non-US Citizens	
Indicate # of male and female employees	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Currently Employed In Full-Time, Permanent positions: Number Currently Employed in Seasonal Positions:																
Total																

Hispanic or Latino: a person of Cuban, Mexican, Puerto Rican, South or Central American or other Spanish culture, regardless of race.
Black or African American: A person having origins in any of the black racial groups of Africa.
Native Hawaiian or Other Pacific Islander: A person having origins in any of the original peoples of Hawaii, Guam, Samor or other Pacific Islands.
White: a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Equal Employment Opportunity Data Report, continued

If any of the positions filled with minority employees were managerial or permanent in nature, please indicate what those positions are:

Other activities conducted by the Concessioner to promote hiring of Native Americans or minorities or to create economic opportunities:

Attachment B-4

Winterkeeper Guidelines

Emergency Contacts: In the winter, between 8:00 AM and 4:30 PM, the park Communications Center can be reached at (406) 888-7801. To report an emergency with dispatch dial 7800 and press 1. After these hours, contact the county Sheriff's Office at 911 for either Flathead County or Glacier County. Be sure to inform either Sheriff's office that you are in Glacier National Park and you are requesting a Park Ranger. If a NPS radio is made available to the Many Glacier winter keeper for emergency communications, radio protocol must be followed.

General Inquiries: Between 8:00 AM and 4:30 PM, seven days a week, the park can provide routine information and assistance. This number is 406-888-7800. Updated information is also available on the park's website. Local contacts are listed at the end of this guideline.

General Rules: Many activities are regulated within Glacier National Park. Listed below are some of the common winter issues.

- Feeding, approaching, or hunting of any wildlife is strictly prohibited.
- Pets are only allowed at residences and where one can legally drive a motor vehicle. Roads closed by snow are treated as trails and pets are not allowed. Pets must be leashed at all times when outside.
- Commercial use of the Concessioner's winterkeeper quarters is prohibited.
- Overnight guests in winterkeeper quarters are limited to personal friends and family. Other guests are subject to NPS approval.
- The Many Glacier winterkeeper must notify NPS Dispatch if a vehicle belonging to the winterkeeper or a guest of the winterkeeper will be parked overnight at the winter gate.
- Employees and resident landowners, including the winterkeeper, may transport lawfully taken game to their place of residence by the shortest park route.
- The Many Glacier winterkeeper *may not* operate motor vehicles on the Many Glacier Road when it is closed to the general public and closed to administrative travel.
- The Many Glacier winterkeeper *may* operate motor vehicles on the Many Glacier Road when it is open to for administrative travel but closed to the general public. *However* the winterkeeper must seek and be approved for administrative travel by the National Park Service on a case by case basis. The administrative travel period is between the date of the seasonal fall gate closure and December 31, and between April 1 until the gate is open for public use in the spring. Between January 1 and March 31 there must be no administrative travel on the Many Glacier road.
- The park gate must be kept locked when not in immediate use.
- Snowmobiles are prohibited in GNP, except for emergency use by Park Ranger staff. The MG winterkeeper ***may not*** use a snowmobile, ATV or other motorized transportation in the MG valley unless approved for administrative travel by the NPS.
- Due to dangers of winter travel, it is recommended that the caretaker keep someone informed of travel plans in and out of the Many Glacier valley.
- It is recommended that the Many Glacier winterkeeper does not keep their personal vehicle in the Many Glacier area, as they may need to evacuate mid-winter and will not be authorized to drive/remove their vehicle from Many Glacier until roads are plowed in the spring.
- A backcountry permit is required for staying overnight in the park backcountry. These are free, and can be obtained by contacting a ranger, stopping at Park Headquarters (weekdays) or the Apgar Visitor Center (weekends). Wood fires are prohibited in the winter backcountry.
- Winter auto camping is available at the Apgar Picnic Area and St. Mary Campground, but is prohibited along other roads and pullouts.
- The standard fishing season ends November 30. Lake fishing is open year round. Exceptions are Cracker and Slide lakes, which are closed year round. Other exceptions and closed

waters exist. Check NPS fishing regulations for further information.

- Boat use of the northern 1/3rd of Lake McDonald may be prohibited from approximately March 1 through May 15 in order to protect bald eagle nesting activity. This closure is implemented only if eagle activity is indicative of nesting and incubation. When in effect, orange markers are placed on the shoreline at Sprague Creek and Kelly Camp denoting closure north of a line between these two markers. A map and sign explaining the closure is also placed at the Apgar Public Boat Ramp.

Winterkeeper Assistance: You can be of great help to Glacier National Park by reporting any observed violations of park regulations, events such as fire or avalanches, or unusual wildlife observations (wolves, lynx, fisher, or bears in the winter months) to the Communication Center or a Park Ranger.

Contacts: The following personnel are points of contact:

John Piastuck, Chief Mountain District Ranger, 406-732-7715, john_piastuck@nps.gov
Dona Rutherford, District Ranger, 406-732-7730, Dona_Rutherford@nps.gov
Hudson Bay District Office, 406-732-7700
Hudson Bay District Fax, 406-732-7711
Gary Moses, Lake McDonald District Ranger, 406-888-7849, Gary_Moses@nps.gov
Brad Blickhan, Lake McDonald Area Ranger, 406-888-5833, Brad_Blickhan@nps.gov

Attachment B-5

Tour and Shuttle Driver Certifications

Commercial Driver's License must be required for operation of all vehicles as required by the State of Montana.

Red Bus drivers must hold a Current Commercial Driver's License and meet the alternative certifications as described below.

Shuttle Drivers must meet the other certification as described below.

The alternative certification requires:

- Completion by the Concessioner's road test examiners of an Advanced Driver's Education course, which teaches defensive driving skills in vehicles.
- The Concessioner test the drivers to ensure they are familiar with the mechanics of the vehicles they will drive.
- The Concessioner confirm the driver's abilities to operate safely in mountainous terrain.
- The Concessioner qualify all drivers as if they were interstate drivers of commercial motor vehicles per the Federal Motor Carrier Safety Regulations. (Found in 49 Code of Federal Regulations Part 391) including a file on each driver consisting of:
    - Application for employment requiring a three year history of employers and a 10 year driving history.
    - A record of satisfactory completion of the road test
    - A copy of the driver's State driving abstract
    - Medical examination and certification
    - A copy of the driver's driver's license

In addition all tour and transportation drivers must:

- Be a minimum of 21 years of age
- Speak English sufficiently to understand traffic signs and respond to officials. Tour drivers must speak English sufficiently to provide understandable commentary to the passengers.
- Have ability to safely operate the vehicle
- Adhere to the other requirements of 49 CFR Parts 391-399
- Current credentials in American Red Cross Standard First Aid and CPR, or equivalent, are required.

Attachment B-6

Walks Associated with Bus Tours

Tour drivers may accompany passengers on the following short walks:

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 Saint Mary Campground and the Saint Mary Visitor Center.
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-7:

Stratification Standards for Lodging at Many Glacier and Lake McDonald Lodge

After renovation, upscale rooms at Many Glacier Hotel and Lake McDonald Lodge must meet the following standards:

Lighting fixtures are upscale in quality and are designed to reflect the architectural characteristics of the building and property

In-room safes are generally provided in each guest room. If not, safes are available to guests at the front desk, upon request.

Rooms contain an obvious degree of spaciousness that provides increased ease of movement to allow multiple guests to move about comfortably, in keeping with the historic nature of the facility.

Decorative walls are designed and constructed with drywall with textured or painted finish, decorative vinyl coverings, or select grade wood/stone. Ceilings are constructed with enhanced decorative enhancements to painted drywall, such as advanced textured finish (knockdown, orange peel), or select grade wood/stone. Wall base is carpet, wood or other upscale material to match the quality and color of the floor finish.

A number of clean, well maintained decorative enhancements, thematic to the area and appropriate in size and design to the decor of the room are provided, such as photographs, paintings and artwork, and are upscale in design and presentation. Decorative enhancements are varied in type, and are presented in upscale framing, lighting or glass fixtures.

Floor coverings provide enhanced designs such as patterns, textures, or inlays. Floor coverings are typically high grade wood, marble or other upscale stone, high density pile carpet with padding or high quality low recycled volatile organic compound (VOC) carpet tile. When replaced, carpet using recycled materials or wood from sustainable sources are preferred. Existing historic wood flooring must be finished and maintained where feasible.

Window coverings must offer full blackout capabilities from the sun or outside light sources. Blinds shall be wood. No plastic/vinyl blinds or shades are used.

A minimum of four light fixtures shall be provided in each room to provide a high level of illumination. One overhead and two bedside lamps and one lamp at a desk for reading or writing purposes must be provided. If present, ceiling fans are of enhanced design. Desk and bedside lamps must provide two or three way lighting options. One functional, easily accessible light switch shall be located at the entrance door that activates a light in the room entryway. Lamps must be good quality, decorative and well-coordinated with the rest of the room décor.

Guest rooms furnishings must be high end, attractive, comfortable, in excellent condition and free of stains and scratches. Furniture must be constructed with high quality finishes such as antique and/or upscale materials such as solid wood, leather and/or designer fabric.

Each bed shall be furnished with an upscale decorative finished headboard and bed frame. Bed frames and headboard shall be constructed with high quality wood or upholstered finished headboard or other quality material (e.g. wrought iron) appropriate to the design theme of the room. Platform beds, if present shall be designed consistent with the headboard and the decor of the room

Each bed must be made-up with triple sheets (one covering the mattress and one above and one below the blanket, one mattress pad, pillow(s) and pillow case(s), blanket and bedspread. Bed linens must be of high quality natural fabrics (e.g. Egyptian cotton, satin, silk, goose down or similar) with no synthetic fabrics. Sheets must be minimum of 300 thread count and provide a super soft, silk-like feel. Pillows must be an upscale grade . At least four pillows must be provided per person and include a decorative pillow, bolster, duvet or scarf. If feather pillows are provided, non feather pillows must be available on request.

Mattresses and box springs must be of an upscale quality and in excellent physical condition. Box Springs shall contain a minimum of 120 coils. If room size permits, queen mattresses rather than double-double mattresses must be provided. Queen mattresses shall meet a minimum standard of 986 coils. King mattresses shall meet a minimum of 1024 coils. Double and twin mattresses must be of similar quality.

All guest room linens must be replaced every 3-5 years or more frequently as use requires. All guest room furniture must be replaced every 7-10 years, or more frequently as use requires. Mattresses shall be replaced every 5 to 7 years. Historic furniture in historic properties should be well maintained, and replaced at the end of their useful life.

A fully-enclosed (*lighted?)* area in each guest room must be available for guests to hang clothing, etc, appropriate to room décor finish. Closet/clothes hanger area must be clean and neat and must include at a minimum eight matching heavy gauge plastic or wood hangers. No wire hangers are permitted. Any cupboards have inside light as well.

Any balconies and/or patios shall include adequate seating for two guests. Furniture shall be constructed of good quality durable materials (e.g. wood or wrought iron), suitable for exterior use. Plastic furniture is not permitted. Balconies and patios shall be provided with at least one outside light meeting NPS night sky standards.

Each guestroom shall be equipped with a clean and operable clock radio, set to the local time with the alarm turned off at the end of each stay. The clock radio shall be of decorative design, digital and provide compatibility with personal electronic devices (CD, mp3 players, etc.)

Each guestroom shall be furnished with one operable wooden folding luggage rack or wooden bench in good condition.

Either in-room coffee/tea making supplies shall be provided, or guests must be provided complimentary tea and coffee in the lobby or accompanying restaurant. If provided in-room, supplies shall consist of clean and operable in-room coffee/tea maker with complimentary upscale shade-grown coffee and tea packets. Decaffeinated coffee and tea must also be provided. Normal accompaniments, i.e., sugar, sweetener, milk or non-dairy creamer,and stirrer, must be provided. Individual packets or pre-packaged items may be used. Washable china/ceramic mugs are provided. Disposable paper cups may also be provided. Styrofoam cups are prohibited. Consumables (coffee, tea, accompaniments and cups) must be replenished daily. Guests must be provided complimentary coffee in lobby areas or vouchers in adjacent food service areas within historic properties or other properties where electric service does not permit in-room coffee/tea service.

A working iron and clean, well-maintained ironing board must be provided in each guestroom. Irons must be equipped with automatic shut off capabilities. Tabletop ironing boards are not acceptable. Freestanding wall-mounted units are acceptable. The iron must be full size (not travel size).

Each guest room shall contain an operating direct-dial telephone with complete dialing instructions. The telephone number for each guest room should be posted on the telephone.

Wired or wireless (preferred) working high speed internet service shall be available in all rooms.

Each guestroom shall be furnished with an insulated upscale designed ice bucket with matching lid. Sanitized beverage drinking glasses shall be provided in numbers based on room pillow count. Glassware shall be replaced daily and sanitized in a commercial dishwasher. Other amenities, such as ice tongs, are provided.

Each room shall contain at least two (2) clean trash cans in good repair and constructed of durable materials (i.e. not plastic). One trash can must be located in the bathroom area. Additionally, one in-room recycling container shall be located in each room

Soundproofing is adequate to muffle outside noises and normal sounds in adjacent units and public areas.

All bathroom floor coverings shall be non-slip, clean, well-maintained and free of defects, dirt, smudges, mildew and hair. Floors are typically finished with high quality stone, tile, or marble, in accordance with the décor of the room and property.

Wall treatments are typically constructed with higher quality wall coverings such as ceramic tile, marble, granite or other decorative items as appropriate. Ceilings are constructed with moisture rated gypsum board or other similar material and finished in accordance with the décor of the room and property. At least one appropriate architectural or design feature, which can include special effect lighting, is present.

Bath sets are typically finished with decorative ceramic tile, cultured marble or poured acrylic. Surfaces shall be sanitized daily. Where provided, stall showers are spacious and constructed of decorative ceramic or porcelain tile or other upscale decorative finish.

Showers/tubs must include decorative double (shower liner plus fabric) shower curtains that are untorn, clean and free of mildew and use metal shower curtain hooks. Curtains shall be of sufficient length and width to prevent water from flowing onto the floor. Other types of enclosures (hinged and sliding heavy weight glass door with/without metal frame), must meet the above criteria and, in addition, be easily moveable and free of breaks. Shower rods shall be curved. Sliding tub/shower door tracks must be clean and in good repair. All fixtures shall be of enhanced design to be low flow, securely installed and properly sealed/grouted. Anti-scald single lever mixing valve fixtures required. All sink and tubs shall be equipped with clean and functioning stoppers.

One medium sized (>3 sq. ft.) beveled or decoratively framed mirror shall be provided in each guest bathroom. The mirror shall be securely mounted, clean, unpitted and free of cracks.

Upgraded cabinetry consisting of materials such as wood topped with stone, marble or decorative tile surface shall be provided consistent with the decor of the room. Cabinetry is wall mounted or free standing with multiple shelving or drawers. All cabinetry must hide plumbing. Spacious counter space or shelving is provided for guest items.

Guest room bathrooms shall provide an overall high level of illumination. Bathrooms must be designed with separate lighting over vanity area, shower and bath with multiple bulbs and covers. Covers are decorative and coordinate with the décor of the bathroom. All lighting and covers must be clean in good working condition.

All bathrooms areas must be adequately ventilated. Window ventilation may be used but additional exhaust vents and fans must also be installed. Vents and fans must be clean and well-maintained. Windows must either be at a height to provide privacy or use appropriate screening (e.g. frosted glass, voile curtains). Bathroom windows must be clean, free of defects such as breaks or torn screens and in working condition.

Separate sanitized glass bath drinking containers are provided similar to the requirements for room drinking containers.

100% quality premium cotton terry cloth wash cloth, face and bath towels shall be provided in good condition in each bathroom. Bath mats shall be provided in similar weight and grade to towels. Towels are heavyweight, plush to the touch, firm and with high absorbency. There shall be at least 4 hand, face and bath towels per room. The following sizes and linen weights shall be used: hand - 16 X 30, 4.5 lbs. per dozen; face - 13 X 13, 1.25 lb. per dozen; bath - 27 X 54, 15 lb. per dozen. Bathrobes made of equally high-quality terry, pearlon or other similar high-quality material may be provided.

Two - 18 inch towel bars, one with a shelf rack, must be provided to hold the number of towels provided in the room. Towel bars and/or shelf racks are constructed with decorative iron or porcelain and combination metal finishes. At least one robe hook must be provided in each bath area.

Each bathroom or bathroom area must have a nightlight. This may be integrated in a hair dryer, light switch, or otherwise provided.

Each guest bathroom shall contain, at a minimum, a 7-piece amenity package presented tastefully: upgraded shampoo, body soap (bar or liquid), facial soap (liquid or bar), conditioner, moisturizer lotion, two additional amenities such as shower cap, ear buds, cotton wool, etc. If bulk dispensing is provided, individual packages of upscale products must be available on request and a note or sign added to this effect in bathroom area. Bulk dispensers shall be upscale in design, decorative and be flushed and cleaned once per quarter or more often, depending on usage.

Facial tissues of standard size shall be provided in a permanent inset in the vanity or in a good quality, decorative free-standing container matching the décor of the property.

Each bathroom shall contain two rolls of two-ply toilet tissue which are of good quality. One roll or package of toilet tissue must be held in reserve and conveniently located in a decorative container matching décor of the room. No chlorine-bleached rolls are permitted.

Each room shall be provided with a clean and operable commercial type hair dryer. Hairdryer is freestanding, not wall mounted and placed in a clean cloth bag in an appropriate location.

Attachment B-8 - Request for Administrative Travel on Road Closed to Public Motorized Vehicles

In general, it is the Park's position that when a road is closed to public vehicle access, it is closed to all motor vehicle access, including Park employees, contractors, concessioners, and private land owners. However, there may be some situations and circumstances that require official, non-emergency motor vehicle access on Park roads closed to public motor vehicle access. Examples include snow removal operations, continued work on approved projects, road and utility maintenance work, seasonal opening and closing of Park facilities, resource and protection patrols, wildlife monitoring and other research projects requiring motor vehicle support.

The Division Chief only approves administrative travel by motor vehicle on closed roads when essential and necessary for meeting the Park's mission and mandates, or as a special consideration to Park concession staff or landowners, and supported with sufficient and compelling justification.

Administrative travel will not be approved for employee, concession or contractor convenience (i.e. commuting to work, training, meetings, etc.) or if reasonable alternatives to motorized use on closed roads can be anticipated and used.

To request approval for Administrative Travel by motor vehicle, please complete the following and submit to the Chief of Concessions Management. The Concessioner must provide a copy of this form to the Glacier National Park Dispatch Center.

Date of request:____

Name of requestor: ____

Name(s) of travelers:____

Date(s) of administrative travel: ____________________________________

Section of road to be traveled: _____________________________________

Anticipated length of Stay: ____

Justification: ____

Approved: ______________________________ ________________
Division Chief or Superintendent Date

Approved: ___________________________ ________________
Road Supervisor (road opening) Date

Attachment B-9 – Core Menu

Beverages (all locations unless noted below)	
Micro Brewed Beer	12 oz. Bottle
Domestic Beer	12 oz. Bottle
Draft Domestic Beer	16 oz. Glass
Draft Microbrew Beer	16 oz. Glass
House Wine	6 oz. Merlot, Cabernet Sauvignon, Chardonnay, White Zinfandel (product to be approved)
Well Drinks *(Lake McDonald Lodge and Many Glacier Hotel only)*	1.5 oz. alcohol (mid-range quality brand to be approved)
Well Brand Martini, Manhattan, Cream, Juice or Sours *(Lake McDonald Lodge and Many Glacier Hotel only)*	2 oz. alcohol (mid-range quality brand to be approved)
Daiquiri or Margarita well liquor *(Lake McDonald Lodge and Many Glacier Hotel only)*	1.5 oz. alcohol (mid-range quality brand to be approved)
Two Liquor Drinks – Well Brand *(Lake McDonald Lodge and Many Glacier Hotel only)*	1.5 oz. alcohol (mid-range quality brand to be approved)
Three Liquor Drinks – Well Brand *(Lake McDonald Lodge and Many Glacier Hotel only)*	2 oz. alcohol (mid-range quality brand to be approved)
Coffee –Montana Coffee Traders or equivalent brand	Unlimited Refills
Decaffeinated Coffee –Montana Coffee Traders or equivalent brand	Unlimited Refills
Hot Tea –	Unlimited refills
Milk (Whole and Skim)	10 oz.
Hot Chocolate	8 oz.
Iced Tea	16 oz. unlimited refills
Soft Drinks	16 oz. unlimited refills
Juices	10 oz.

Children's Menu (all locations)	
Scrambled egg	1 egg, 2 slices bacon or sausage, hash browns, 2 slices toast
French Toast	2 slices toast, 2 slices bacon or sausage
Sausage and Pancakes	2 4" pancakes, two sausage links
Hot Oatmeal	8 oz. bowl with milk or soy milk
Assorted Cold Cereal	8 oz. bowl with milk or soy milk

All items below served with visitor's choice of side: Fries, Chips, side salad or fruit cup	
Grilled Cheese Sandwich	2 slices of bread, 2 oz. cheese
Hamburger	4 oz. Ground beef, bun
Cheeseburger	4 oz. Ground beef, 1 oz. cheese, bun
Pasta with Spaghetti Sauce	6 oz. spaghetti, tomato sauce, 1 oz. parmesan cheese
Hot dog on bun	4 oz. 100% natural all beef hot dog, multigrain or whole wheat bun
Chicken (strips, breast, fried or grilled)	4 oz. chicken
Ice Cream	1 #13 Scoop
Milk, Juices, soft drinks	

Many Glacier Hotel	
Full Breakfast Buffet	Waffles with choice of 2 toppings, syrup, scrambled eggs, Montana scrambled eggs (with cheese and vegetables), bacon, sausage, ham, potatoes, biscuits and gravy, pancakes or French toast, hot oatmeal with brown sugar and raisins, assorted cold cereals with milk and soy milk, yogurt, fresh cut fruit, 4 choices of pastries, unlimited beverages.
Continental Breakfast Buffet	Assorted cold cereals, yogurt, fresh cut fruit, 4 choices of pastries, unlimited beverages.
Children's Breakfast Buffet	Full Breakfast Buffet
Breakfast Ala Carte:	
Assorted Fresh Fruit	6 oz. bowl
Hot Oatmeal	8 oz. bowl
Toast	2 pieces
English muffin	1 each
Yogurt	6 oz.
Cold Cereal	10 oz. with milk or soy milk
Lunch and Dinner	
Appetizer 1 – Bruschetta ala Roma (or similar)	6 oz. tomatoes, garlic, fresh herbs, olive oil, balsamic vinegar with French bread slices
Appetizer 2—Hummus plate (or similar)	4 oz. of hummus with two cups of cucumbers and tomatoes, served with two rounds of sliced, grilled pita bread
Soup Cup	8 oz. with bread
Soup Bowl	10 oz. with bread
Garden Salad - side	1.75 oz. organic mixed greens, seasonal fresh

	vegetables, dressing
Entree Salad	2 oz. organic greens, 4 oz. protein, seasonal vegetables, dressing, 1 oz. cheese, with bread
Pasta-Lunch or dinner	10 oz. multigrain pasta, 4 oz. protein (e.g., chicken, shrimp, beef) or Portobello mushroom, 3 oz. fresh mixed vegetables(e.g., broccoli, roasted peppers, spinach, squash, mushrooms, onions, asparagus, snap peas), sauce, with bread.
All sandwiches below served with lettuce, tomato, pickle and visitor's choice of one side (fries, chips or side salad)	
Hot Chicken Sandwich	5 oz. chicken breast, topping or sauce, multigrain bun
Cheeseburger	5.33 oz. angus burger, 1 oz. cheese, multigrain bun
Veggie Burger	4 oz. red, black bean or lentil veggie burger, topping or sauce, multigrain bun
Veggie Sandwich or wrap	4 oz. fresh vegetables (e.g., sprouts, cucumbers, tomatoes, sweet peppers, onions, spinach), hummus (or similar) topping/dressing on flatbread or in a wrap.
Dinner in addition to the pasta listed above. *All entrees served with house bread and side salad:*	
Veggie Stir Fry	6 oz. mix of Edamame, Portobello mushrooms, broccoli, roasted red peppers, red onions, sauce, on 4 oz. brown rice (or similar)
Chicken	10 oz. chicken breast, rub or sauce, 3 oz. seasonal vegetable, 3 oz. starch (rice, potato, quinoa, pasta).
Beef	8 oz. sirloin steak, rub or sauce, 3 oz. seasonal vegetables, 3 oz. starch (rice, potatoes, quinoa, pasta).
Pork	8 oz. pork tenderloin, rub or sauce, 3 oz. seasonal vegetables, 3 oz. starch (rice, potatoes, quinoa, pasta).
Fish	8 oz. fish such as salmon, trout, tilapia, rub or sauce, 3 oz. seasonal vegetables, 3 oz. starch (rice, potatoes, quinoa, pasta).
Dessert:	
Fruit Based	Cobbler, pie or fresh fruit with topping
Cake	1/8 of 9 in. two layer
Ice Cream	6 oz.

Lake McDonald Lodge Dining Room	
Full Breakfast Buffet	Waffles with choice of 2 toppings, syrup, scrambled eggs, Montana scrambled eggs (with cheese and

	vegetables), bacon, sausage, ham, potatoes, biscuits and gravy, pancakes or French toast, hot oatmeal with brown sugar and raisins, assorted cold cereals with milk and soy milk, yogurt, fresh cut fruit, 4 choices of pastries, unlimited beverages.
Continental Breakfast Buffet	Assorted cold cereals, yogurt, fresh cut fruit, 4 choices of pastries, unlimited beverages.
Children's Breakfast Buffet	Full Breakfast Buffet
Breakfast Ala Carte:	
Breakfast Potatoes	4 oz.
Grilled Ham	1 oz.
Bacon	2 strips
Sausage	2 patties or links
Assorted Fresh Fruit	6 oz. bowl
Eggs any style	2 each, whole egg or egg white only
Hot Oatmeal	8 oz. bowl
French Toast	4 pieces
Waffle	1
Toast	2 pieces
Cold Cereal	10 oz. with milk
Yogurt	6 oz.
Lunch and Dinner	
Appetizer 1 – Bruschetta ala Roma (or similar)	6 oz. tomatoes, garlic, fresh herbs, olive oil, balsamic vinegar with French bread slices
Appetizer 2 – Spinach Artichoke Dip (or similar)	8 oz. artichoke, roasted red pepper, spinach combined with parmesan and cream cheese served with tri colored tortilla chips
Soup Cup	8 oz. with bread
Soup Bowl	10 oz. with bread
Garden Salad - side	1.75 oz. organic mixed greens, seasonal fresh vegetables, dressing
Entre Salad	2 oz. organic greens, 4 oz. protein, seasonal vegetables, dressing, 1 oz. cheese, with bread
Pasta-Lunch or dinner	10 oz. multigrain pasta, 4 oz. protein (e.g., chicken, shrimp, beef) or Portobello mushroom, 3 oz. fresh mixed vegetables (e.g., broccoli, roasted peppers, spinach, squash, mushrooms, onions, asparagus, snap peas), sauce, served with bread.
All sandwiches below served with lettuce, tomato, pickle and visitor's choice of one side (fries, chips or side salad)	

Hot Chicken Sandwich	5 oz. chicken breast, topping or sauce, multigrain bun
Cheeseburger	5.33 oz. angus burger, 1 oz. cheese, multigrain bun
Veggie Burger	5 oz. red, black bean or lentil veggie burger or 4 oz. Portobello Cap, topping or sauce, multigrain bun
Veggie Sandwich or Wrap	4 oz. fresh vegetables (e.g., sprouts, cucumbers, tomatoes, sweet peppers, onions, spinach), hummus (or similar) topping/dressing on flatbread or in a wrap.
Cold meat sandwich	5 oz. protein (turkey, ham, beef), 1 oz. cheese, sauce, lettuce, multigrain bun, flatbread or tortilla
Dinner in addition to the pasta listed above. *All entrees served with house bread and side salad:*	
Vegetarian	6 oz. mix of Edamame, Portobello mushrooms, broccoli, roasted red peppers, red onions, sauce, on 4 oz. brown rice (or similar)
Chicken	10 oz. chicken breast, rub or sauce, 3 oz. seasonal vegetable, 3 oz. starch (rice, potato, quinoa, pasta).
Beef	8 oz. sirloin steak, rub or sauce, 3 oz. seasonal vegetables, 3 oz. starch (rice, potatoes, quinoa, pasta).
Pork	8 oz. pork tenderloin, rub or sauce, 3 oz. seasonal vegetables, 3 oz. starch (rice, potatoes, quinoa, pasta).
Fish	8 oz. fish (such as salmon, trout, tilapia), rub or sauce, 3 oz. seasonal vegetables, 3 oz. starch (rice, potatoes, quinoa, pasta).
Dessert:	
Fruit Based	Cobbler, pie or fresh fruit with topping
Cake	1/8 of 9 in. two layer
Ice Cream	6 oz.
Lake McDonald Remote Restaurant (*lunch and dinner only*), Rising Sun Restaurant, Swiftcurrent Restaurant	
Eggs any style	2 eggs (whole egg or egg whites only), choice of 2 oz. Ham, bacon or sausage, 4 oz potatoes, bread
Breakfast	
Omelet	3 eggs (whole egg or egg whites only), 1 oz. meat, 1 oz. veggies, 1 oz. cheese, 4 oz potatoes, bread
French Toast	4 pieces, choice of 2 oz. Ham, bacon or sausage, Syrup
Sides or ala carte:	

Breakfast Potatoes	4 oz.
Grilled Ham	1 oz.
Bacon	2 strips
Sausage	2 patties or links
Assorted Fresh Fruit	6 oz. bowl
Eggs any style	2 each
Hot Oatmeal	8 oz. bowl with milk or soy milk
French Toast	4 pieces
Toast	2 pieces
Cold Cereal	10 oz. with milk or soy milk
Yogurt	6 oz.
Lunch and Dinner	
Appetizer 1 – Chips and salsa	2 oz. tortilla chips, salsa for dipping
Appetizer 2 – Hummus and vegetables	3 oz. hummus dip served with 2 cups of fresh vegetables and 2 sliced rounds of grilled pita bread.
Soup Cup	8 oz. with crackers or bread
Soup Bowl	10 oz. with crackers or bread
Garden Salad - side	1.75 oz. mixed greens, seasonal fresh vegetables, dressing
Entre Salad	2 oz. greens, 4 oz. protein, seasonal vegetables, dressing, 1 oz. cheese, with bread
Pasta or rice bowl-Lunch or dinner	10 oz. multigrain pasta or rice, 4 oz. protein (e.g., chicken, shrimp, or beef) or Portobello mushroom, 3 oz. fresh mixed vegetables(e.g., broccoli, roasted peppers, spinach, squash, mushrooms, onions, asparagus, snap peas), sauce, with bread.
All sandwiches below served with lettuce, tomato, pickle and visitor's choice of one side (fries or side salad)	
Hot Chicken Sandwich	5 oz. chicken breast, topping or sauce, multigrain bun
Cheeseburger	5.33 oz. angus burger, 1 oz. cheese, multigrain bun
Veggie Burger	5 oz. red or black bean veggie burger, topping or sauce, multigrain bun
Veggie Sandwich or Wrap	4 oz. fresh vegetables (e.g., sprouts, cucumbers, tomatoes, sweet peppers, onions, spinach), hummus (or similar) topping/dressing on flatbread, bun or tortilla
Cold meat sandwich	5 oz. protein (turkey, ham, beef), 1 oz. cheese, sauce, lettuce, multigrain bun, flatbread or tortilla
Dinner in addition to the pasta listed above. *All*	

entrees served with house bread and side salad:	
Vegetarian	6 oz. mix of Edamame, Portobello mushrooms, broccoli, roasted red peppers, red onions, sauce, on 4 oz. brown rice (or similar).
Chicken	10 oz. chicken breast, with sauce, 3 oz. seasonal vegetable, 3 oz. starch (rice, potato, quinoa, pasta).
Beef	8 oz. sirloin steak, rub or sauce, 3 oz. seasonal vegetables, 3 oz. starch (rice, potatoes, quinoa, pasta).
Pork	8 oz. pork tenderloin, rub or sauce, 3 oz. seasonal vegetables, 3 oz. starch (rice, potatoes, quinoa, pasta).
Fish	8 oz. fish such as salmon, trout, tilapia, rub or sauce, 3 oz. seasonal vegetables, 3 oz. starch (rice, potatoes, quinoa, pasta).
Pizza (*lunch and dinner, Lake McDonald Remote and Swiftcurrent Restaurant only*).	Small, Medium and Large cheese pizza. Small, Medium and Large 1, 2 and 3 topping pizzas.
Dessert:	
Fruit Based	Cobbler, pie or fresh fruit with topping
Cake	1/8 of 9 in two layer
Ice Cream	6 oz.

Lake McDonald Lodge Lounge and Many Glacier Hotel Lounge	
Appetizer 1 – Chips and salsa	2 oz. tortilla chips, salsa for dipping
Appetizer 2 – Hummus and vegetables	3 oz. hummus dip served with 2 cups of fresh vegetables and 2 sliced rounds of grilled pita bread.
Soup Cup	8 oz. with crackers or bread
Soup Bowl	10 oz. with crackers or bread
Garden Salad - side	1.75 oz. mixed greens, seasonal fresh vegetables, dressing
Entre Salad	2 oz. greens, 4 oz. protein, seasonal vegetables, dressing, 1 oz. cheese, with bread
Pasta or rice bowl-Lunch or dinner	10 oz. multigrain pasta or rice, 4 oz. protein (e.g., chicken, shrimp, or beef) or Portobello mushroom, 3 oz. fresh mixed vegetables(e.g., broccoli, roasted peppers, spinach, squash, mushrooms, onions, asparagus, snap peas), sauce, with bread.
All sandwiches below served with lettuce, tomato, pickle and visitor's choice of one side (fries or side salad)	
Hot Chicken Sandwich	5 oz. chicken breast, topping or sauce, multigrain bun

Cheeseburger	5.33 oz. angus burger, 1 oz. cheese, multigrain bun
Veggie Burger	5 oz. red or black bean veggie burger, topping or sauce, multigrain bun
Veggie Sandwich or Wrap	4 oz. fresh vegetables (e.g., sprouts, cucumbers, tomatoes, sweet peppers, onions, spinach), hummus (or similar) topping/dressing on flatbread, bun or tortilla wrap
Cold meat sandwich	5 oz. protein (turkey, ham, beef), 1 oz. cheese, sauce, lettuce, multigrain bun, flatbread or tortilla

Attachment B-10 – Retail Mission Statement

PARK PURPOSE

Glacier National Park was established to:

- Preserve and protect the natural and cultural resources unimpaired for future generations.
- Provide opportunities to experience, understand and enjoy the park consistent with the preservation of resources 'in a state of nature'.
- Celebrate the ongoing peace, friendship and goodwill among nations, recognizing the need for cooperation in a world of shared resources.

PARK SIGNIFICANCE

The significance of Glacier National Park can be summarized as:

- Glacier's scenery dramatically illustrates an exceptionally long geologic history and the many geological processes associated with mountain building and glaciation.
- Glacier offers relatively accessible spectacular scenery and increasingly rare primitive wilderness experiences.
- Glacier is at the core of the "Crown of the Continent" ecosystem, one of the most ecologically intact areas remaining in the temperate regions of the world.
- Glacier's cultural resources chronicle the history of human activities and show that people have long placed high value on the area's natural features.
- Waterton-Glacier is the world's first international peace park.

Source: Purpose and Significance statements from Glacier National Park General Management Plan 1999

PARK MISSION AND MANAGEMENT PHILOSOPHY

Glacier National Park is an investment in the heritage of America. The National Park Service's primary mission at Glacier National Park is the preservation of world class natural and cultural resources, allowing us to ensure that current and future generations have the opportunity to experience, enjoy, and understand the legacy of Waterton-Glacier International Peace Park. *Source: Glacier National Park Government Performance and Results Act Mission Statement.*

Glacier National Park will manage most of the park for its wild character and for the integrity of Glacier's unique natural heritage, while traditional visitor services and facilities remain. Visitors enjoy the park from many vantage points. Visitor use will be managed to preserve resources, but a broad range of opportunities will be provided for people to experience, understand, study and enjoy the park. Cooperation with park neighbors will be emphasized in managing use and resources. *Source: Glacier National Park General Management Plan 1999.*

SALE OF GIFTS, SOUVENIRS AND OTHER MERCHANDISE

The sale of gifts, souvenirs and other merchandise within Glacier National Park is considered necessary and appropriate if the items enhance visitor understanding and appreciation of the park mission and values and complement the fundamental experiences of the park. Information tags on merchandise foster awareness about park resources and values. Souvenirs provide tangible keepsakes to remind visitors of park experiences. Food and basic camping supplies are consistent with park policy and promote visitor well-being and enhance visitor's enjoyment of the park. *Source: Glacier National Park Commercial Services Plan/Environmental Impact Statement 2004, Appendix 2 Prescriptions and Standards for Necessary and Appropriate Commercial Services.*

Retail Prescriptions

Retail sales include grocery and convenience items as well as gifts, souvenirs, books, apparel, and outdoor supplies and gear, and are available in each developed area to meet basic visitor needs. Each retail store has a mission statement with gifts and souvenirs relating to park themes. Merchandise varies from store to store with some merchandise specific to each location. Regionally hand-crafted and theme-related merchandise which is manufactured in the USA is preferred. Visitors are able to meet their essential and spontaneous needs for food and convenience items. Quality gifts, books and souvenirs enhance visitors' enjoyment and understanding of the park. Visitors enjoy shopping in a pleasant, uncongested environment. Outdoor gear, supplies and apparel provide essentials for specific activities and changing weather. Merchandising décor and displays promote park and mission statement themes and provide information to park visitors to enhance their park experience. Corporate advertisement on vending machines and displays is discrete. *Source: Glacier National Park Commercial Services Plan/Environmental Impact Statement 2004, Appendix 2 Prescriptions and Standards for Necessary and Appropriate Commercial Services.*

GLACIER NATIONAL PARK INTERPRETIVE THEMES

The following themes are excerpts from Glacier National Park Comprehensive Interpretive Plan (2006). The Concessioner must select appropriate themes from this list:

PRIMARY THEME

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

PRIMARY THEME

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	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

PRIMARY THEME

Glacier National Park's designation as part of the world's first International Peace Park (IPP) 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	Shared natural systems
Boundary cut	Homeland security	Similarities / differences
Canadian flag	"International" boat	Trans-boundary parks
Cooperation	Management policies	Trust between differing cultures
Collaboration - Interpretation	Railroad history and role	Unguarded borders
Collaboration - Protection	Role model status	View looking "In"
Collaboration-Resource Mgmt	Rotary International Club	Visitor accommodations
First Nations	Shared human history	World peace

PRIMARY THEME

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

- 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

- Archeology
- Art/humanity
- Built environments
- Car/backcountry camp and use
- Changing land use
- Collaboration
- Concession companies
- Conflict
- Contemp. land uses and values
- Cultural resource threats
- Fire
- Fire-use fires
- Going-to-the-Sun Road
- Great Northern Railway
- Historic structures
- Historic tours
- Homesteading
- Migration
- Mining and oil
- Native Americans
- Partners
- Prescribed fire
- Survival
- Transportation
- Westward expansion

PRIMARY THEME

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

PRIMARY THEME

The establishment of Glacier National Park and its geographic location have 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	Y2