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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.

The Service provides guidance materials and standards for Concessioners on the [National Park Service Concessions website](#), particularly the page titled, *Concessioner Tools*.

## 2) MANAGEMENT RESPONSIBILITIES

### A) Concessioner

- (1) To achieve an effective and efficient working relationship between the Concessioner and the Service, the Concessioner must designate a General Manager who:
  - (a) Has the authority and the managerial experience to operate the authorized Concession Facilities and the 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; and to fulfill the requirements of 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 designated General Manager, the Concessioner must designate an Acting General Manager.
- (3) The Concessioner must designate an on-site Manager for each Chalet location.

### B) Glacier National Park

- (1) The Superintendent of Glacier National Park 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:
  - (a) Evaluation of Concessioner services and facilities;
  - (b) Review and approval of rates charged for specified commercial services and products;
  - (c) Review and approval of changes to services, advertisements, and other items outlined in the operating and maintenance plans; and
  - (d) Review and approval of repair and maintenance plans, construction projects, and all improvements or changes to Concession Facilities.
- (2) The Service will provide a current list to the Concessioner with all appropriate points of contact.

## 3) GENERAL OPERATING STANDARDS AND REQUIREMENTS

The Concessioner must provide all services in a consistent, environmentally sensitive, and high-quality manner. The Concessioner must operate in accordance with the operating standards as defined by the Service. The Service has provided the evaluation standards applicable to this Contract, as well as annual overall rating standards, on the [Concessioner Tools section of the Commercial Services website](#).

**A) Schedule of Operations**

(1) Minimum operation season and hours are as follows:

Service	Location	Minimum Operating Season	Minimum Hours of Operation
All Services (Lodging, Food and Beverage, Limited Retail)	Sperry Granite Park	July 15-Labor Day	Lodging registration desks at Sperry and Granite Park 9:30 am to 5:00 pm 7 days a week  Food and Beverage service at Sperry 7:00 am - 10:00 am; and 12 pm - 8:00 pm 7 days a week  Limited Retail at each Sperry and Granite Park 9:30 am and 5:00 pm 7 days a week
Interpretive Programs (Authorized)	Sperry Granite Park	July 15-Labor Day	<i>Subject to Service Approval</i>
Transportation (Authorized)	Sperry Granite Park	July 15-Labor Day	<i>Subject to Service Approval</i>

(2) The Concessioner must submit for Service review and approval, proposed opening and closing dates, and hours of operation for all locations to the Service no later than **November 1** for the next season, and must include, at least, the minimum operating season and hours of operation as listed above.

- (a) Sperry Chalet. The Concessioner may request to open to the public as early as July 10<sup>th</sup>, subject to Service utility coordination, weather, and trail conditions. The annual facility closing date is the Second Sunday in September, and all public operations must end by this date.
- (b) Granite Park Chalet. The Concessioner may request to open as early as the last week in June, subject to Service utility coordination, weather, and trail conditions. The facility seasonal closing date is the Second Sunday in September, and all public operations must end by this date.

**B) Seasonality**

(1) *Administrative Access*. The Concessioner is allowed to be onsite outside of the minimum operating season to perform maintenance activities before and after the public opening/closing date, trail and weather conditions permitting.

- (a) The Service does not guarantee Service provided utilities, i.e., water, will be available during the administrative access period.

(2) *Closures*.

- (a) Actual location opening and closing dates may be influenced by facility condition, Service staffing, utility work or projects to repair infrastructure, wildlife activity, road access, trail conditions, snow levels, water availability, or weather patterns. Unexpected circumstances may cause approved operating dates to change or may dictate an in-season closure with little

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

- (b) The Service may close Area roads and trails due to weather, construction activities, road and trail conditions, and wildlife concerns. The Service closes most Area roads in the off-season and delayed seasonal opening of the roads may affect access to trailheads during the Concessioner's proposed operating dates. Area roads and trails may be closed at any time for emergencies or when not safely passable. If closures impact chalet guests, the Concessioner must attempt to contact guests to provide information regarding the closure and provide information (if applicable) about alternative trail access. In addition, the Concessioner's website will be updated to inform chalet guests of road or trail closures.
  - (c) The primary trail used to access Sperry Chalet may have snowfields that prevent access by foot or stock until late into July. The Highline Trail used to access Granite Park Chalet typically opens mid to late July but unusual snow conditions may affect opening. Access to Granite Park Chalet via the Loop Trail is typically available by July 1 but snow conditions near the chalet may prevent stock access.
  - (d) The Service will make every effort to inform the Concessioner of any schedule change it may initiate. The Service will provide public notification of changes in the Area's access or periods of closure. The Concessioner must ensure its public information is up to date, including by providing a link on its website to the Area's website of <https://www.nps.gov/glac/index.htm>.
- (3) *Pre-and Post-Season Meetings.*
- (a) The Concessioner must attend a pre-season meeting with the Service to review this Operating Plan and to discuss planned operations for the season and a post-season meeting with the Service to review the completed season's operation.
  - (b) Mobilization and Demobilization. The pre-season and post-season meetings with the Service will discuss annual mobilization and demobilization/winterization, including Service coordination for water system opening and closing.

### C) Rate Determination and Approval Process

- (1) *Rate Determination.* All rates and charges to the public by the Concessioner must comply with the provisions of Section 3(e). of the Contract. The Service ensures that the Concessioner's rates and charges to the public are commensurate with the level of services and facilities provided in the Contract, and are reasonable, justified, and comparable with similar facilities and services provided by the private sector. The reasonableness of rates is determined based upon current concession rate approval policies and guidelines documented in the [NPS Concession Rate Administration Guide](#) as it may be amended, supplemented, or superseded throughout the term of this Operating Plan.
- (2) *Rate Approval Methods.* The Concessioner must set or submit all rate requests in accordance with the Rate Administration Guide. The current rate approval methods are as follows:

Facility and Location	Service Classification	Rate Method
<b>Backcountry Lodging</b>		
Sperry Chalet	Rustic	Financial Analysis Method
Granite Park Chalet	Rustic	Financial Analysis Method
<b>Food and Beverage</b>		
Sperry Chalet	Family Casual	Core Menu
<b>Limited Retail</b>		
Sperry Chalet	Retail	Competitive Market Declaration
Granite Park Chalet	Retail	Competitive Market Declaration

Facility and Location	Service Classification	Rate Method
<b>Limited Retail</b>		
<b>Visitor Convenience Items</b>		
Sperry Chalet	Retail	Core Retail /Markup
Granite Park Chalet	Retail	Core Retail /Markup
<b>Guided Interpretive Programs</b>		Competitive Market Declaration
<b>Transportation Service</b>		Competitive Market Declaration

- (a) Backcountry Lodging. Initial rates will be determined by the Financial Analysis rate approval method. The Service will approve future rates for Backcountry Lodging in accordance with the Indexing rate method, and as described in Service Rate Administration Guide. The Consumer Price Index for all Urban Consumers (CPI-U) is commonly used, but the Concessioner may propose to the Service use of other industry publications or indices, as appropriate. Additionally, the Concessioner and Service may use the financial analysis rate method to account for unique expenses associated with the remote location when evaluating and adjusting rates using an index.
- Lodging. The Concessioner may not request lodging rate changes for the first season of operation (2026). Service approved rates are listed in **Attachment 1**.
  - Lodging Rates at Sperry are operated using an 'American Plan' model and must include three meals, a dinner, breakfast, and lunch for each overnight guest.
  - The Concessioner's annual rate request must also include proposed rates for the following to amenities of lodging:
    - ◆ Linen Service (Granite Park Chalet).
    - ◆ Transportation (If provided as an Authorized service).
  - Advance Rate Approvals. After the initial season (2026), the Concessioner may include in its Annual Rate Request, a request for use of Advanced Rates. Service guidelines on Advanced Rates are explained in the Rate Administration Guide.
  - Length-of-stay. The Concessioner may implement a length-of-stay requirement consistent with comparable facilities, and as approved by the Service in the annual rate review.
- (b) Food and Beverage. The Service will approve rates for food and beverage using the Core Menu method and Comparability methodology. Rates for non-core items are set using the National Park Service Competitive Market Declaration (CMD) methodology. All menus are subject to Service approval prior to finalization.
- Food and Beverage. The Concessioner must submit a request for its initial rates within **30 days** of the effective date of the Contract. The initial Core Menu for Sperry is provided in **Attachment 2** to this Operating Plan.
  - The Concessioner may propose adjustments to rates in excess of comparability to account for unique supply/transportation factors, including documented packing expenses of food/beverage department items. The Concessioner must submit clear documentation and a build-up of operating costs for Service consideration in any initial and annual rate request.
  - The Concessioner must provide discounted meal rates for children under 12 in line with comparable industry practices.
- (c) Limited Retail. The Concessioner will set rates using the National Park Service Competitive Market Declaration (CMD) rate method.
- (d) Visitor Convenience Items. The Service will approve rates for convenience items in accordance with the Core Retail method, including use of National Association of Convenience Stores

(NACS) Markup Percentages or MSRP, where provided. The list of approved visitor convenience items is provided in **Attachment 3** to this Operating Plan.

- (e) Guided Interpretive Programs (Authorized). The Concessioner will set rates using the National Park Service Competitive Market Declaration (CMD) rate method.
- (f) Transportation Services (Authorized). The Concessioner will set rates using the National Park Service Competitive Market Declaration (CMD) rate method.

(3) *Changes to Rate Methods*

- (a) Changes initiated by the Service. Changes in market conditions or other factors may result in the Service modifying the rate approval method utilized for any service types offered under the Contract. The Concessioner will be notified by the Service of such a change at least 60 days prior to rate request due date.
- (b) Changes requested by the Concessioner. The Concessioner may request a change to rate approval method but must submit a request to change rate approval method at least 60 days prior to the date the next rate request is due. A Concessioner request to change rate approval methods must include the following information:
  - An analysis of market forces criteria, including:
    - ◆ A list of competitors who provide reasonable substitutes of the Concessioner's service.
    - ◆ A review of the similarity of competitor services.
    - ◆ Identification of travel time/distance to competitors/the competitive market.
    - ◆ Availability of booking information to visitors.
  - A summary of the Concessioner's rate setting strategy regarding its position relative to its competitive market.
  - [For requests to use CMD] The Concessioner's proposed monitoring plan, including occupancy/utilization data and visitor satisfaction information.
  - [For requests to use CMD] The Concessioner's proposed financial offsets.

(4) *Published Rates and Compliance*

- (a) Approved Rate Posting. The Concessioner must prominently post all rates for goods and services available to visitors. In the case of Comparability, Core, MSRP, and Markup, the Concessioner must ensure no published or posted rates exceed any respective maximum rates approved by the Service.
  - (b) The Service checks rate compliance during periodic operation evaluations and throughout the year. For rates administered under Comparability, approved rates must remain in effect until superseded by changes approved in writing by the Service.
  - (c) For rates administered under Financial Analysis, Indexing, Core Menu and Comparability, the Concessioner must ensure no published rates exceed the maximum rate approved by the Service, which includes, but is not limited to, Concessioner website and Concessioner telephone reservations system.
- (5) *Annual Rate Requests*. Applicable to rates approved under Financial Analysis, Indexing, Core Menu and Comparability rate methods, the Concessioner must submit all requests for rate changes to the Service annually in writing to [glac\\_concessions@nps.gov](mailto:glac_concessions@nps.gov) by **October 1**.
- (a) Content of Rate Requests: The Concessioner must submit its proposed rates in writing and in accordance with the Rate Administration Guide, and addendum.
- (6) *Reduced Rates for Government Employees*. The Concessioner must provide reduced rates to government employees when they are conducting official government business during which the government is obligated to pay for the service or reimburse the employee. Conditions for reduced rates for official government business are described in the Commercial Services Guide at 6.12.7.2 Reduced Rates.
- The Concessioner must include reduced rates for lodging for federal government employees conducting official business as part of its approved rate requests. Lodging rates

must not exceed Flathead County federal lodging per diem rates. Food (at Sperry Chalet) may be charged at the full guest rate.

- The Concessioner may not provide other goods and services to government employees or their families without charge or at reduced rates unless equally available to the general public.
- (7) *Discounted Rates.* The Concessioner may implement rate discounts to individuals, specified groups, or entities (e.g., “children”, “active-duty military personnel” or “seniors”) with the Superintendent’s prior written approval. The Concessioner must publicize the availability of the discount, clearly identifying the items or services that are subject to the discount, the group(s) whose members are eligible to receive the discount, and the identification that group members will be required to show to receive the discount.
- (a) *Discounted Items.* If the Concessioner offers an item or service at less than optimum condition (because of unavailable amenities, or because of poor service or other conditions), it must discount the item.

#### **D) Reservation, Deposits, Refunds, and Cancellations Policy and Procedures**

- (1) *Reservations, Deposits, Refunds, and Cancellations.* The Concessioner must use a central reservation system with a toll-free telephone number and online reservation capability to accommodate requests for all services for which they offer reservations. Computerized and telephone reservation systems must provide accurate information to potential visitors and be easily navigable and accessible to all potential visitors. For more information about the Service’s requirements regarding reservations, deposits, refunds, and cancellations, refer to the National Park Service’s Commercial Services Guide.
- (a) The Concessioner must submit its Reservations, Deposits, Refunds, and Cancellations policies for Service approval within **60 days following the effective date of the Draft Contract**, and thereafter on an annual basis by **October 1**, and 30 calendar days before the implementation of any new reservation and refund policy changes.
- (b) The Concessioner must clearly disclose to customers its deposit, cancellation, and refund policy at the time of reservation in written reservation confirmations and on applicable websites.
- (c) The Concessioner must accept the following payment methods for all services: U.S. Currency, Cashier’s checks and traveler’s checks with proper identification, major Credit Cards (American Express, MasterCard, Visa, and Discover) and debit cards.
- (d) The Concessioner must process refunds for cancelled reservations within two weeks of cancellation.
- (e) The Concessioner must not accept third party/tour group reservations, except for reservations as discussed below in Section D (7).
- (2) *Reservation Website Format.* The Concessioner must use a computerized online reservation system capable of showing lodging availability and accepting lodging reservations.
- (a) The Concessioner’s online reservation system must comply with NPS accessibility requirements and online reservation pages must, at minimum, include the following:
- Select dates
  - Select facilities or services (e.g., lodge/room type, amenities, tours)
  - Reservation policies (including lottery policies)
  - Payment
  - Reservation confirmation
  - Description of facility or service (e.g., brief description of entire lodge as well as a description of each room type).
  - Pictures of service or facilities (e.g., room types)
  - Rates (published rate or seasonal rates)
  - Availability calendar.



- Reservations platform (whether direct e-mail or online booking engine).
- (b) The Concessioner must update the website throughout the term of the Contract to accommodate changes in industry standards and technology.
- (3) *Staffing Availability.* The Concessioner must provide adequate staff on a year-round basis to meet peak and non-peak season demands for its reservation system.
  - (a) From the date the reservations open through the closing day of the chalets, the Concessioner must provide minimum staffing hours for telephone reservations and questions regarding its computerized online reservation system between 8:00 a.m. and 5:00 p.m. MT, Monday – Friday.
  - (b) The Concessioner will have a voice mail system so the public can access information during periods when the office is closed, or phone lines are busy. The recorded message will provide callers with information regarding operating hours and season, and alternate ways to obtain information or assistance.
  - (c) Reservation Staff Knowledge. All reservation personnel must be trained in customer service and must have specific knowledge of and be able to communicate professionally about the park and the services and facilities available under the Contract. Visitors seeking chalet reservations must be fully informed (via telephone or website) of the logistical details inherent to the chalet experience.
- (4) Lodging Reservations. The Concessioner must accept lodging reservations under the following conditions:
  - 2026 Reservations. The Concessioner must begin taking reservations for the 2026 season no later than March 1, 2026. The Concessioner must pre-determine and publicly announce the opening date inventory is initially available on a First-Come, First-Served basis, where reservations are allocated in the order they are received. After the initial reservation open date, the Concessioner must publish status of inventory to its website and accept reservations on a rolling basis as inventory is available.
  - 2027 Reservations and Beyond.
    - ◆ The Service will require the Concessioner to pilot use a lottery method in the management and availability of lodging reservations at both Chalets for the second operating season (2027) of the Contract.
    - ◆ Within 120 days of initial lottery reservation program (2027), the Service will discuss with the concessioner feedback to determine if there are refinements to program details or lessons learned to inform changes in reservations process for the following year.
    - ◆ If a lottery method is not used in future years, the Service will determine the most appropriate reservation method, which may require the Concessioner to maintain a web-based reservation system that can manage high demand inventory and data transparency.
  - The Concessioner must not overbook rooms due to the remoteness of the location.
- (5) *Confirmation Email.* The Concessioner will email guests a reservation confirmation. The Concessioner must submit text to the Service for review within **60 days following the effective date of the Draft Contract**, and thereafter on an annual basis by **November 1**. The Concessioner must include, at minimum, the following information in confirmation emails:
  - (a) Rate, Deposit, cancellation and refund policy at the time of reservation.
  - (b) Information on Chalet services and amenities, including what guests are expected or prohibited to bring.
  - (c) Information on Area trails, hiking distances, elevation gain/loss, potential hazards, and weather concerns.
  - (d) Recommendations on appropriate gear.

- (e) Transportation Tips. Advise guests that demand for parking often exceeds capacity at trailheads specific to each Chalet. Describe limited parking at Lake McDonald Lodge (Sperry Trailhead), The Loop, and Logan Pass
  - Information encouraging visitors to carpool or utilize Concessioner or Service-provided transportation to minimize the number of visitor vehicles left overnight in parking lots.
  - Link to the Park's shuttle web page.
- (f) For guests to Granite Park Chalet, emphasize self-sufficiency. Guests must be informed about what to bring for their comfort (sleeping bags, flashlight, food, water, etc.), available kitchen equipment for meal preparation (stoves, ovens, flatware, pots and pans), and the lack of available potable water at the chalet and the need to be prepared to haul drinking water.  
Park Website. Link to Park's website: [Glacier National Park \(U.S. National Park Service\) \(nps.gov\)](https://www.nps.gov/glac)
- (6) *Lottery Reservations Implementation Plan*. Within **120 days of the Contract effective date**, the Concessioner must provide to the Park a plan detailing how the Concessioner will implement a lottery method of reservations that is equitable, transparent, and clearly communicated to guests.
  - (a) At a minimum, the Concessioner's Plan must include how the Concessioner will address the following:
    - Timeline for implementation of reservations during the second operating season (2027) of the Contract
    - Communications plan, and announcement of initial lottery, and steps for informing the public and stakeholders of important dates and information.
      - ◆ Methods to gather feedback from participants about their experience with the lottery process to inform future iterations.
      - ◆ Development of Frequently Asked Questions (FAQ) document or helpful information posted to the Concessioner's website.
    - Reservation offerings, e.g., Chalet locations/rooms/American Plan packages and rates
    - Policies on entry submission and any limitations
      - ◆ Methods of communication, at minimum, email notification.
      - ◆ The Concessioner must include in its Lottery Reservations Implementation Plan the ability to accept applications for lodging reservations during a specific timeframe during which participants can enter the lottery. This "Open Season" must be a period of at least 30 days, starting no later than 6 months in advance of the start of the summer operating season, and should be communicated widely to ensure all interested parties are informed. The Concessioner must notify applicants via email acknowledging receipt of lottery application within 3 days of receipt.
    - Random selection process, e.g., use of a computer-generated random number generator, including process to choose winners from the pool of entries and determine reservation slots.
    - Notification process of winners/non-winners, timeline for booking response.
      - ◆ The Concessioner must process all lottery requests within 15 days of the lottery "Open Season" closing date.
      - ◆ The Concessioner must notify applications/customers via email of the status of their application within 3 days of conducting the lottery draw.
      - ◆ The Concessioner must notify non-selected entries.
      - ◆ The Concessioner must, when making notifications of selected entries, inform selected entries of reservation details:
        - Type and number of beds that are available in the guest room or rooms assigned (e.g., bunk, double, twin, etc.)
        - Room rate.

- . Details on how to complete the reservation process, such as payment information, booking confirmation, and any deadlines for securing the reservation.
- . Policies on deposits, refunds, and cancellations information.
- ◆ The Concessioner must maintain records of notifications.
- Processes for handling non-responses, conducting additional draws or and adding unsold inventory to the Concessioner's web-based reservation system for first-come, first-served bookings at a specified date.
- Staff training
- (b) The Concessioner must ensure its lottery method complies with any relevant State laws or regulations regarding lotteries and reservations.
- (7) *Priority Reservations and Tour Group Bookings*
  - (a) Standing Reservations for CC-GLAC006-19. The Concessioner must accommodate reservation requests from the CC-GLAC006-19 concessioner at Granite Park Chalet before inventory is available to the public. These reservations must accommodate up to 15 participants including guide(s), for a maximum of five (5) two-night stays, dispersed throughout the season. This is an allowance in the existing CC-GLAC006-19 contract that the Service expects will continue through the term of the existing contract (2028 season).
    - The Concessioner may not allow or set aside facilities or common areas (dining rooms, outdoor spaces) for exclusive use by groups if the use interferes with or excludes the general public/other visitors.
  - (b) The Concessioner may not book tour groups.

## E) Evaluations

- (1) *Concessioner Monitoring Program.* The Concessioner must inspect and monitor its services with respect to Applicable Laws, Service policy and standards, authorized rates, life and fire safety, public health, accessibility, environmental management, impacts on cultural and natural resources, responsiveness to visitor comments, compliance with the Contract including all of its Exhibits, and other operational performance as appropriate. The Concessioner is responsible for developing and implementing corrective action plans to respond in a timely manner to any operating deficiencies it identifies.
- (2) *Concession Review Program.* The Service will evaluate concession facilities and services to assess and rate Concessioner performance in accordance with the NPS Concession Review Program as described in the Commercial Services Guide. The Concessioner must provide full access to management, facilities, documentation, and other resources necessary for the Service to conduct these evaluations. The Concessioner must prioritize, schedule, and correct deficiencies. Copies of service standards, program standards, and all evaluation forms are available on the NPS Commercial Services website under Concessioner Tools. The Concessioner will receive an Annual Overall Rating (AOR) report by March 31 based on NPS evaluations for the preceding calendar year. Program area scores will be rolled up into the Annual Overall Rating and rated as unsatisfactory, marginal, satisfactory, or superior based on the number of deficiencies in meeting service-specific and program standards, including special attention items as identified in the evaluation forms. Special attention item deficiencies will cap the program area score. One marginal program area score will cap the AOR at satisfactory. Two marginal program area scores or one unsatisfactory program area score will cap the AOR at marginal. Three marginal or two unsatisfactory program area scores will cap the AOR at unsatisfactory. AOR evaluation program areas are as follows:
  - (a) Administrative and Contractual Requirements. The Service will conduct an annual review of the Concessioner's compliance with administrative and contractual requirements, including timely submission of the annual financial report, timely and accurate submission of franchise fees, and proof of insurance requirements, as required in Exhibit I.
  - (b) Periodic Evaluations. The Service will conduct periodic operational evaluations of concession facilities and services to ensure conformance to applicable service standards and other

operational requirements. Periodic evaluations may be announced or unannounced. The Concessioner may be contacted at the time of unannounced facility evaluations so that a representative of the Concessioner may accompany the evaluator. Periodic evaluation frequency depends on seasonality and operational performance. The operational performance rating collates periodic evaluation scores from all services under the Contract and weights them as determined by the park.

- (c) Public Health Program (PHP). The public health rating collates public health inspections scores from applicable services.
  - (d) Risk Management Program. The Service will conduct an evaluation of the Concessioner's Risk Management Program (RMP) at least annually. This evaluation considers performance in implementing health, safety, and fire safety programs and operating in accordance with the Concessioner's documented RMP. The Concessioner will receive an RMP rating based upon this evaluation.
  - (e) Environmental Management Program. The Service conducts an evaluation of the Concessioner's Environmental Management Program (EMP) at least annually. The evaluation considers performance in protecting natural resources, meeting environmental compliance requirements, and operating in accordance with the Concessioner's documented EMP. Performance in addressing Concessioner environmental audit findings is a component of this evaluation. The Concessioner will receive an EMP rating based upon this evaluation.
  - (f) Asset Management Program. The Service conducts an annual asset management program (AMP) evaluation. The evaluation considers performance against requirements in maintaining facilities as defined in the Contract, including the Maintenance Plan. The Concessioner will receive an AMP rating based upon this evaluation.
- (3) *Visitor Satisfaction Review*. The Service will review Concessioner visitor satisfaction program results, complaints, and comments on the Concessioner's services.
- (4) *Other NPS Audits and Inspections*. The Service may request the assistance of third-party subject matter experts. The findings of such experts may be incorporated in NPS evaluations. The Concessioner must provide full access to management, facilities, documentation, and other resources necessary for the NPS to conduct these evaluations. The Concessioner must prioritize, schedule, and correct deficiencies. The NPS reserves the right to enter or authorize third-party subject matter experts working on its behalf to enter the Concessioner's assigned facilities at any reasonable time for any evaluation, or when otherwise deemed necessary.
- (a) Public Health. The Concessioner's operations are subject to inspection by a Public Health Consultant from the NPS Office of Public Health, or other authority having jurisdiction. NPS staff may conduct spot checks of key indicators of compliance with U.S. Food Code as part of periodic evaluation inspections. The Public Health consultant conducts these inspections in accordance with Public Health Program procedures based upon the U.S. Food Code and other applicable public health standards. Public health inspection scores are collated in the PHP evaluation in the AOR.
  - (b) The NPS may conduct environmental audits to evaluate the concession facilities and operations with respect to environmental compliance and environmental best management practices in accordance with the current NPS Concession Environmental Audit Program Operating Guide. Performance in addressing open environmental audit deficiencies are considered in the EMP evaluation in the AOR.
  - (c) Safety and Fire Prevention. In addition to the risk management component of periodic Service evaluations, the Service may conduct safety and fire prevention inspections of the Concession Facilities and operations over the course of the Contract term. Concession managers will be contacted at the time of facility evaluations so that a representative of the Concessioner may accompany the NPS evaluator. Performance in addressing fire safety requirements is considered in the annual RMP evaluation in the AOR.
  - (d) The NPS may conduct integrated pest management inspections of concession facilities and operations for vector control and exclusion practices, pesticide application practices, and

others. Performance in addressing pest management requirements is considered in periodic evaluations and the EMP evaluation in the AOR.

- Animal Pest Exclusion. The Service will evaluate whether the Concessioner complies with the Service's Pest Exclusion standards.
- (e) The NPS may evaluate the Concessioner's interpretive and informational services to ensure appropriateness, accuracy, quality, and the relationship of interpretive presentations to Area themes. Performance in addressing interpretive program requirements is considered in periodic evaluations.
- (f) Healthy and Sustainable Food. The Service will evaluate the Concessioner's food and beverage operation compliance with the [NPS Healthy Food Choice Standards Guidelines for Backcountry Operations](#) (recommended) and Sustainable Food Choice Guidelines (recommended).

## F) Supply

- (1) The Concessioner must arrange for all supplies necessary for the operation of the chalets (e.g. propane, firewood, cleaning supplies, soft goods, food, and employee personal items) to be packed, via stock or foot, to the Concessioner Facilities. All dirty laundry, garbage, recycling, and empty propane bottles must be packed out of the Concessioner Facilities by stock or foot.
- (2) Packing operations are limited to established trails. Heavy snowpack early in the season or other trail conditions may preclude stock use on trails, in which case human porters may carry supplies to the chalets.
- (3) The Concessioner must maintain a log of all pack stock use that includes the date, number of riding stock and number of pack stock. This log must be provided to the Service by **November 1** annually and in an agreed upon digital format.
- (4) Pack strings must be limited to one head of riding stock with wrangler leading no more than six head of pack stock.
- (5) Pack Trips. The Concessioner may coordinate up to 2 trips (inbound and outbound) per week to Sperry Chalet and up to 1 trip (inbound and outbound) per week at Granite Park, without prior approval of the Service. Additional trips each week will require an advance request, with justification, to the Service for approval. The Service is not obligated to approve additional trips per week.
  - (a) For all pack trips, packing schedules must be coordinated to disperse packing activities throughout the week to minimize the number of pack strings visitors will encounter on any single day on the trail. The Concessioner must also communicate with the Service and with the Guided Horseback Trail Ride and Pack Animal Services Concessioner to ensure pack strings intersect/pass each other at safe trail locations.
- (6) Helicopter Use. Generally, helicopter use will not be authorized to resupply Chalet operations.
  - (a) Concessioner. The Concessioner must propose anticipated helicopter use to the Service by December 1 of the year prior. Proposed flights are subject to review by the Service and are not guaranteed to be approved. In proposing helicopter use:
    - ◆ The Concessioner is solely responsible for the cost of helicopter flights.
    - ◆ The Concessioner must independently arrange for independently contracted helicopter(s) that meets Department of Interior standards, processes, and protocols.
    - ◆ The Concessioner may only propose helicopter use for transportation of items that cannot be packed on stock (e.g. appliances or furnishings).
    - ◆ Helicopter use is subject to Service review to ensure compliance with laws, policies, and guidelines, and may include review under the National Environmental Policy Act (NEPA).
  - (b) Service. Periodically the Service uses helicopter trips to support Service functions and Service responsibilities at end of each season. If the Service conducts flights with inbound space, the Service may choose to allocate available space for transportation of goods/property to the Chalets. Proposed items for transportation are subject to review by the Service and are not guaranteed to be approved. The Service assumes no obligation to provide flights.

**G) Support Facilities**

- (1) The Concessioner is not assigned support facilities within the Area. The Concessioner must plan to have general administrative offices, reservations, warehousing and parking for Concessioner vehicles outside of the Area at its expense.
- (a) Service Packer's Roost Building. The Service may allow the Concessioner temporary, short-term use of the Service building at the Packer's Roost trailhead, for staging of items to be picked up by horse packers transporting items to Granite Park Chalet. Use of this space must be coordinated with the Service and is not guaranteed. All items must be stored in the building in rodent-proof containers provided by the Concessioner.

**H) Government Assigned Property**

- (1) The Concessioner is assigned certain government personal property in the Draft Contract Exhibit E, Assigned Government Personal Property. The Concessioner must coordinate replacement of any inoperable equipment or aged furnishings that are assigned government personal property with the Service.
- (a) If replacement of any government assigned personal property is necessary, the Concessioner is responsible for all costs, including:
  - i. Purchase of the replacement.
  - ii. The costs of transporting replacement to the chalet.
  - iii. The cost of removing the government property from the chalet.
- (b) The manner of disposition of assigned government personal property must be coordinated with the Service before any government assigned personal property is destroyed or removed from the Area. The Concessioner must work with the Service to complete necessary forms prior to removal or disposal. The Service will designate the method of disposition, such as Concessioner destruction, removal by stock and disposal at a landfill, removal from the Area by helicopter, or return to the Service Warehouse.
- (c) Furnishings and removable equipment replaced by the Concessioner at its expense will be the property of the Concessioner. Phased replacement plans of assigned government property nearing end of useful life must be developed in consultation with the Service.

**I) Concessioner Personal Property**

- (1) The Concessioner is responsible for the removal of all Concessioner-owned personal property by the end of the contract term at their expense. Concessioner personal property left in assigned facilities past the end of the contract will be considered abandoned property and will become the property of the Service unless the Concessioner has transferred ownership to the next concessioner. If abandoned, the Service may reassign it to the next concessioner for use in the operation or will remove and dispose of it and charge the Concessioner for the cost of this removal and disposal.
- (a) Initial Personal Property Plan. Within **180 days of the Contract effective date**, the Concessioner must provide to the Service it's list of Personal Property used to support each Chalet. The plan must include an itemized list, function, and connection to the Chalet period of significance. The Concessioner will ensure that all furnishings (interior and exterior), décor, soft goods, etc. at both chalets reflect the historic character and ambiance of early (c.1914) chalet experience. Furnishings and décor, although conforming to modern standards for comfort, must reflect this period.
- (b) The Concessioner may not store personal property in the chalets that does not directly support required and authorized services.

**J) General Policies****(1) Facilities Use**

- (a) The Concessioner may use Concession Facilities only for activities or services that directly and exclusively support the visitor services required or authorized by the Concession Contract.
- (b) Area day users (who are not guests of the chalet) are allowed access to the public dining rooms when lodging reservation desks are open, except for at mealtimes at Sperry Chalet.

- (2) *Quiet Hours.* The Concessioner must enforce quiet hours between 10:00 p.m. and 6:00 a.m. in all overnight Concession Facilities, including the concession employee housing areas.
- (3) *Purchasing*
  - (a) Prompt Payment. The Concessioner must promptly pay its financial obligations to contractors, vendors, utility providers, the Service, guests, employees, and others.
  - (b) Discounts. The Concessioner, when feasible, 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.
  - (c) Environmental. The Concessioner must purchase and use environmentally friendly products whenever available and feasible.
  - (d) Local Purchasing. The Concessioner must source and purchase local products, where feasible.
- (4) *Lost and Found.* The Concessioner must establish and provide an effective program for handling lost and found or unattended property in concession facilities. The Concessioner must provide the Service with a copy of its lost and found policy within **60 days of the Contract effective date** and within 30 calendar days of any policy changes.
- (5) *Abandoned Property.* The Concessioner must take necessary steps to remove abandoned property in a timely manner and properly dispose of all abandoned property. The Concessioner must not store non-functioning or unserviceable equipment (including vehicles) within the Area. The Concessioner must notify the Service of abandoned vehicles in the vicinity of the concession areas, which include without limitation, employee vehicles. The Concessioner must tow employee vehicles at the expense of the owner, or if the owner cannot be located, at the expense of the Concessioner.
- (6) *Smoking Policy.* The Service designates all buildings within the Concession Facilities, including employee housing, as non-smoking. Additionally, smoking is prohibited within 25 feet of any entrance, exit, open window, or air intake of a building. The Concessioner must comply with current Service guidelines and requirements, including designating employee smoking areas. A copy of Director's Order 50D regarding the Service's policy on smoking can be found online or upon request of the Service.
- (7) *Firearms and Weapons*
  - (a) Within **60 days of the Contract effective date**, the Concessioner must provide to the Service its policies concerning firearms within Concession Facilities, including both guest and employee areas, and regarding the possession of firearms by off-duty personnel living in employee housing. The Concessioner must abide by all applicable laws regarding firearms.
  - (b) On-duty employees must not possess or use weapons or firearms. The Superintendent, in their 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 Concessioner must have written approval from the Superintendent before implementing any exceptions to this policy.
- (8) *Concession Vehicles*
  - (a) 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 Applicable Laws.
  - (b) Operators of all Concessioner-owned and hired but non-owned vehicles must have a valid state operator's license for the size and class of vehicle driven. The drivers also must comply with any additional Montana requirements for the type of vehicle driven or number of passengers carried.
  - (c) Concessioner vehicles must discreetly display the Concessioner's name and logo.
  - (d) Within Park parking lots, the Concessioner and its employees must only use Service-approved areas to park and store vehicles and equipment in a safe, organized manner. The Concessioner must maintain egress in or out of the Service-approved designated areas.
  - (e) The Concessioner must wash all its vehicles outside the Area. The Concessioner is not assigned vehicle maintenance areas within the Park.

- (9) *Signs.* The Concessioner must use professionally made signs and securely install them (they may not be taped or stapled to surfaces). The Concessioner must obtain Service approval for all exterior signs prior to installation. Temporary signs must be professional in appearance. Additional signage standards are included in the service standards. In keeping with the wilderness environment, the Concessioner must keep signage to a minimum.
- (10) *Special Events*
- (a) All special events must comply with Applicable Laws and must support Area themes and purposes. Depending on the activity proposed, a Special Use Permit may be required.
- (11) *Fund-Raising Activities*
- (a) Concessioner fundraising activities must be limited to activities that support the Park Partners (as per Director's Order 21).
- (b) The Concessioner may choose to participate in the Service Guest Donation Program. The donation program authorizes willing national park concessioners to give guests the opportunity to donate to authorized fundraising partners to support the national park they are visiting. Any program implemented must adhere to specific procedures and is subject to termination by the Director, National Park Service, for non-compliance. More information is available at <https://www.nps.gov/subjects/concessions/gdp.htm>.
- (12) *Employment of NPS employees.* Department of Interior (DOI) supplemental ethics regulation 5 C.F.R. § 3501.105(b) requires that employees obtain written approval from an ethics counselor before engaging in outside employment with a prohibited source. DOI-wide, this approval is documented in form DI-7010 form. The Concessioner must not employ in any status a National Park Service (NPS) employee who has not obtained written approval through the DI-7010 process. Because NPS employees may not work on any matter involving a business in which they, their spouse, or their minor children have a financial interest, it may not be feasible for NPS employees with management and oversight responsibilities of concession operations (including concession specialists, superintendents, and NPS management staff) to receive ethics clearance to continue to work on matters related to the Concessioner when their spouse or minor children work for the Concessioner. The Concessioner should retain a copy of any approved DI-7010 forms in their files.

## **K) Resource Management**

- (1) *Wildlife Interaction*
- (a) The feeding of wildlife within the Area is prohibited.
- (b) The Concessioner must not encourage the feeding of wildlife by displaying food in such a manner that may imply approval of the feeding of wildlife.
- (c) The Concessioner must post signage that prohibits unattended food outdoors.
- (d) Food, trash, and recycling containers must be wildlife proof; containers must be approved by the Service.
- (e) Concession staff must comply with reporting protocols for wildlife interactions.
- (2) *Protection of Cultural and Archeological Resources*
- (a) The Concessioner must ensure that any protected sites and archaeological resources within the Area are not damaged by the Concessioner, or by its employees, agents, or contractors, except in accordance with applicable laws and with the prior written approval of the Superintendent.
- (b) The Concessioner must report discoveries of any archeological resources immediately to the Superintendent.
- (c) The Concessioner must cease work or other disturbance that may impact any protected site or archeological resource until the Superintendent grants approval, upon such terms and conditions as the Superintendent deems necessary, to continue such work or other disturbance.

## **L) Interpretive Services**

- (1) *Concessioner Interpretation Plan.* The Concessioner will develop and implement an Interpretation Plan that focuses of Area history, natural resources, and significance of the Chalets. The Plan will



outline how the Concessioner will provide interpretation, including employee training, to provide visitor services in a way that supports the interpretive themes, goals, and objectives of the Service.

- (a) The Concessioner must submit its initial plan to the Superintendent within **120 days** of the effective date of this Contact and annually thereafter by **March 1** of each year.
- (b) The Plan must include, at minimum the following:
  - Locations. The Concessioner must integrate Area interpretive themes into the interior decor of merchandise and services of each Chalet and must place and maintain educational displays in common areas at each Chalet dining room providing pertinent information about trails, safety messages, and the Area's resource education themes.
  - Area Information. The Concessioner must provide Area information, as needed, at the lodging reservation desk.
  - The Concessioner must incorporate Area interpretive themes into the interior decors at the chalets, as historically appropriate.
  - Educational Sales Items. The Concessioner may offer educational items for sale to guests on a mail order basis. Proposed educational sales items must be submitted to the Service for approval before being offered for sale.
  - Service Messaging and Displays. The Concessioner must make available appropriate areas within the Concession Facilities, both interior and exterior locations, to post Service-generated interpretive and safety messages.

#### **M) Risk Management Program**

- (1) The Concessioner must develop, maintain, and implement a Risk Management Program ("RMP") that is in accordance with all applicable laws, codes, and Service Risk Management Program Standards for Concessioners located on the Commercial Services website at: <https://www.nps.gov/subjects/concessions/risk-management.htm>. Further risk management specifications and requirements are found in the Maintenance Plan, Exhibit H, to this Contract and other sections of this Operating Plan.
- (2) The Concessioner must submit its initial plan to the Superintendent within **120 days** of the effective date of this Contact and annually thereafter by **March 1** of each year.
- (3) Standard Operating Procedures. The Concessioner must develop Standard Operating Procedures pre-season, as part of its Risk Management Program, and to allow consistent approaches to anticipated situations such as hikers arriving without reservations when the chalet is full, injured or sick guests who cannot hike out when chalet is full the next night, the Going-to-the-Sun Road not being open to the Loop by the scheduled opening date of Granite Park Chalet, etc.
- (4) Emergency Action Plan. As part of its 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, wildland fire, and must be location specific. The Plan must include evacuation procedures for guests and employees. 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 Service Dispatch Center, etc.).
- (5) 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.
- (6) *Exculpatory Agreements*
  - (a) The Concessioner may ask visitors (or their legal guardian if the client is under 18 years of age) participating in the Concessioner's services identified below as "high risk" to sign exculpatory agreements that include a visitor Acknowledgment of Risk (VAR), waiver of liability (WoL), and indemnification clauses.
  - (b) "High risk" services under this Contract/Lease are the following:
    - Guided Backcountry Interpretive Programs.

- (c) The Concessioner's exculpatory agreements:
- Must comply with applicable state and federal law and NPS policy;
  - Must not waive liability or preclude claims against or require indemnifying the Concessioner for its gross negligence, recklessness, or willful misconduct; and
  - Must waive liability against the United States by including the following language: "The undersigned further waives liability of the United States and acknowledges and agrees that the United States and its officers and employees are fully released from any liability for injuries, damages, or losses that the undersigned sustains as a result of or in connection with the undersigned's participation in this activity."
- (d) The Service will not as a matter of standard practice, collect, review or approve the Concessioner's exculpatory agreements. However, the Service reserves the right to review the Concessioner's exculpatory agreements and any modifications or replacements of the agreements at any time during the term of the Contract/Lease and require any revisions to ensure all the requirements of NPS policy are met. The NPS also reserves the right to require changes to Concessioner's exculpatory agreements or, to the extent permitted by law, revoke the Concessioner's allowance to use exculpatory agreements, if the Service determines the agreements are not compliant with Applicable Laws or Service policy. Any determination by the Service that a Concessioner's exculpatory agreement is policy-compliant does not convey the NPS's view that the agreement is valid, enforceable, or otherwise endorsed by the NPS for any purpose.

#### **N) Environmental Management Program**

- (1) The Concessioner must comply with the *Service Environmental Management Standards for Concessioners* located on the NPS Commercial Services website.  
<https://www.nps.gov/subjects/concessions/environmental-management.htm>.
- (a) The Concessioner must develop, document, and implement an Environmental Management Program (EMP) in accordance with Section 6 of the Contract and the *Service Environmental Management Program Standards for Concessioners*.
- (b) The Concessioner must submit to the Service an initial EMP Plan within **60 days** following the Contract effective date and annually thereafter by **March 1**.
- (2) Further environmental specifications and requirements are found in the Maintenance Plan, Exhibit H, to this Contract and other sections of this Operating Plan.
- (3) *Environmental Reports*. In addition to the reporting requirements outlined in Section 6 of the Contract and this Operating Plan, the Concessioner must provide an Environmental Report annually by **December 1** that includes the following:
- The status of goals, policies, and procedures included in the Environmental Management Plan (EMP).
  - Status of corrective actions to address violations of Applicable Laws.
  - Resource use data including type and amount of energy used such as electricity, gas, propane or other energy sources or types of fuel.

Inventory of all waste streams generated by the Concessioner under this Contract. The waste stream inventory will include solid waste streams, hazardous waste streams, and items diverted for recycling, composting, or other such use. Additionally, the waste stream inventory will be in appropriate detail to distinguish for specific materials, such as recyclables and food waste, and will include any documents, reports, monitoring data, manifests, and other documentation required by Applicable Laws regarding waste streams.

#### **O) Utilities (Also Refer to EXHIBIT H: MAINTENANCE PLAN)**

- (1) *Service*
- (a) The Service provides water and sewage removal services to the Concession Facilities and will charge the Concessioner monthly during the operating season for these services in accordance with current Director's Order (D.O.) #35B.

- (b) The Service estimates annual water and wastewater utility charges based on utility cost projections. The Service will review its capital investments and operating costs for utility systems and services annually and notify the Concessioner in writing of the projected annual utility fee 90 days in advance of the upcoming year. Actual annual fees may change based on actual operating costs, however cost increases will not exceed 10% of the Service estimate. The Service establishes rates in accordance with current Service guidelines.
  - (c) Water Sperry Chalet. The Service provides potable water and wastewater disposal services.
  - (d) Water Granite Park Chalet. The Service provides limited potable water through a seasonal storage system. The seasonal water storage system is operated by Service utility staff. The Service also provides wastewater disposal services.
  - (e) System Activation/Deactivation. The Concessioner must coordinate with the Service in advance to request seasonal activation and deactivation of water supply from the Service. The Service typically provides seasonal activation one week before the minimum operating season opening date and seasonal deactivation one week after the minimum operating season closing date.
- (2) *Concessioner*
- (a) The Concessioner must provide or contract with independent suppliers for utility services not provided by the Service including solid waste and recycling removal, propane and internet/communications.
    - Solid Waste. The Concessioner, at its expense, must pack out and dispose of all solid waste and recycling at an authorized facility outside the Area.
    - Propane. The Concessioner must supply liquefied petroleum gas (LPG) in approved and certified LPG canisters for cooking stoves/ovens, freezers, refrigerators, and public area lights.
    - Internet/Satellite Communications. The Concessioner may propose for Service approval, use of Satellite Internet for communications. The Concessioner must provide Satellite Internet solely at its expense and the Service may place conditions or limitations on equipment type and location due to the historic status of the Chalets and surrounding wilderness.
  - (b) Any water provided to overnight chalet guests for food preparation or consumption must be prepared as per National Park Service (NPS) Office of Public Health Reference F: Reference Manual 83, Backcountry Operations. A copy is available at [https://www.nps.gov/policy/DOrders/RM-83A\\_2-16-2018.pdf](https://www.nps.gov/policy/DOrders/RM-83A_2-16-2018.pdf).
  - (c) Water Conservation Plan. The Concessioner must submit to the Service an initial Water Conservation Plan within **120 days** following the Contract effective date and annually thereafter by **June 1**. The Plan must include proactive water conservation measures for guests and employees, to ensure sufficient supply is available throughout the season, and triggers for adapting operations if water supply is limited, including modifications to lodging, food and beverage and employee services.
  - (d) Water, Sperry Chalet. The Concessioner must use water from the public water system for drinking and culinary purposes.
  - (e) Water, Granite Park Chalet. The Concessioner is allowed approximately 100 gallons per day, depending on water availability.
    - If the Concessioner needs water prior to the seasonal installation of the Service tank water system or if there is not an adequate supply of treated water to meet all user needs, the Concessioner must haul water from the stream adjacent to the water intake utilizing the existing trail for access, or pack water in by stock.
    - If the Service water tank system is not in service, the Concessioner must inform Granite Park Chalet guests prior to their arrival that they must bring or purchase drinking water, bring water filters and water treatment chemicals, or boil water prior to consumption.
    - The Concessioner must provide containers for guests to haul water from the water source to the Chalet for guest meal preparation. If the containers are not sanitized between uses, guests must be informed that the containers should only be used for water that will be

boiled for at least one minute prior to consumption. Any containers of untreated water for chalet staff use must be labeled as “non-potable water—Chalet staff use only.”

- The Concessioner must inform guests in all informational materials and on its website about the lack of available potable water at Granite Park Chalet and the need for guests to purchase or be prepared to haul drinking water from the Service tank water system. The Concessioner must review these requirements with guests at check-in at the chalet.
- (f) Wastewater, Granite Park Chalet. The Concessioner must not introduce more than 100 gallons of wastewater to the wastewater system per day. This includes all wastewater from guests, Service utility staff, and Concessioner, such as employee personal hygiene, preparation of employee meals, guest kitchen use, and kitchen clean up. The Concessioner must monitor wastewater disposal to ensure compliance with this limit.
- (g) The Concessioner must promptly pay for all utilities, whether provided by a governmental authority, public, or community service company.
- (h) Annual Utility Fees. The Service estimates annual water and wastewater utility charges based on utility cost projections. The annual utility rate in the table below is projected to increase by 4% annually. Actual annual fees may change based on actual operating costs, however, cost increases will not exceed 10% of the Service estimate. Utility fees will be billed on July 15, August 15 and September 30 of each year. See below for estimated fees.

Year	Estimated Annual Fee
2026	\$158,014
2027	\$164,335
2028	\$170,908
2029	\$177,745
2030	\$184,855
2031	\$192,249
2032	\$199,939
2033	\$207,936
2034	\$216,254

- (3) Utility Add-on. The Service did not approve a utility add-on for this Contract. The Concessioner must not apply a utility add-on to rates.

#### **P) Public Relations**

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

The following notice will be prominently posted 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. Prices are approved by the National Park Service.”

Please address comments to: Superintendent  
Glacier National Park  
P.O. Box 128  
West Glacier, MT 59936

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

- national origin is permitted in the use of this facility. Violations of this prohibition are punishable by fine, imprisonment, or both.”
- (2) The following language must be included in all promotional materials, websites, and social media profile pages the Concessioner manages:
    - (a) [Concessioner Name] is an authorized Concessioner of the National Park Service. [Concessioner Name] is authorized to provide backcountry lodging and other services in Glacier National Park.
  - (3) The Concessioner must refer all media inquiries concerning operations within the Area, questions about the Area, or concerning any incidents occurring within the Area to the Superintendent. This includes all media interviews.
  - (4) The Concessioner must post and distribute key public health and safety messages provided by the Service as requested.
  - (5) The Concessioner must obtain approval from the Service for all promotional material prior to publication, distribution, broadcast, etc. This includes any promotional materials posted to concession websites or social media. The Concessioner must provide such materials to the Service for review at least 30 days prior to projected need or printing dates. The Service will make every effort to respond to minor changes within 15 days. Longer periods may be required for major projects or where NPS staff assistance is required to help develop the product. The Service will require the Concessioner to remove unapproved promotional material from circulation. The Superintendent may require the Concessioner to remove all unapproved promotional material.
  - (6) The Concessioner’s website(s) must link to the NPS website, as requested by the Service.
  - (7) *Social Media*
    - (a) The Concessioner must monitor its social media pages and remove offensive, inappropriate, or inaccurate postings.
    - (b) Concessioner social media strategies must align with park management objectives, and not include posts depicting illegal, inappropriate, or unauthorized activities within parks. Social media strategies must be available for park review and approval upon request; individual social media posts do not need prior approval of the Service.
    - (c) The Concessioner must provide the Service with a list of all social media platforms and social media accounts, or ‘handles,’ associated with its operation and specify if those sites are managed directly by the Concessioner.
  - (8) *Service Mark*. The Service has an approved mark it allows Concessioners to use to advertise the official relationship between the NPS and the Concessioner. The mark consists of the official NPS Arrowhead and the words “Authorized Concessioner.” The Concessioner must comply with the guidelines for use of the mark as provided on the NPS Commercial Services website: <https://www.nps.gov/subjects/concessions/cti.htm>.
  - (9) *Advertisements and Promotional Material*
    - (a) The Concessioner must only distribute promotional material about services and facilities within the Area unless the Service approves exceptions.
    - (b) The Concessioner must not use any advertising that is visible from the exterior of the Concession Facilities (such as product advertisement, signs in windows, etc.).
  - (10) *Statements in Promotional Materials*
    - (a) Advertisements and promotional material for the Concessioner must include a statement that the National Park Service and the Department of the Interior authorize the Concessioner to serve the public in Glacier National Park unless the Authorized Concessioner Mark is used.
    - (b) Advertisements for employment must state that the Concessioner is an equal opportunity employer.
    - (c) Accessibility. The Concessioner must ensure all information and communication materials are compliant with the Section 508 Amendment to the Rehabilitation Act of 1973.

## **Q) Visitor Satisfaction and Monitoring**

- (1) The Concessioner must establish a Service approved visitor satisfaction monitoring system. The Concessioner must submit its plan for this system within **30 days** of the effective date of the Contract. The system may consist of electronic or hard-copy (i.e. comment card) surveys depending upon the location and services being monitored. The system must monitor visitor satisfaction with service and quality standards, product mix, pricing, and overall, Area experience. Information on accessing the electronic survey must be available at appropriate locations, or the Concessioner must have an adequate supply of comment cards within its facilities.
  - (a) The Service is developing standard customer satisfaction questions. Once developed, the Concessioner must include these questions in its visitor satisfaction survey and make results available to the Service.
  - (b) The Service is piloting a centralized, web-based guest satisfaction program to solicit feedback from concession customers. The Concessioner may be required to adopt the Service's program when it is available.
- (2) For all visitor complaints received through its established visitor satisfaction monitoring system or forwarded to them by the Service:
  - (a) The Concessioner must make an initial response within 48 hours to, at minimum, acknowledge receipt.
  - (b) The Concessioner must investigate and initiate resolution to all visitor complaints regarding its services within 5 business days of receipt. A copy of the initial comment, Concessioner's response, and any other supporting documentation must be promptly provided to the Service, and the Service will copy any response it makes to the Concessioner.
  - (c) The Concessioner must provide the Service with a monthly and annual electronic report of survey responses including comments and complaints, including electronic and hard copy results, in a format to be defined by the Service. The monthly report is due by the **15th of the month** during the operating season. The annual report is due on **October 1**. The Concessioner must provide individual comments upon request.
- (3) Upon receipt, the Concessioner must provide copies to the Service of visitor comments that allege misconduct by a Concessioner or Service employee, pertain to the safety of visitors, or the safety of Area resources.
- (4) The Service will forward to the Concessioner any complaints received regarding concession facilities or services. The Concessioner must provide the Superintendent with a copy of its responses. The Service will provide copies of its response, if any, to the Concessioner.

#### **4) PROTECTION AND SECURITY**

##### **A) Law Enforcement**

- (1) *Service*
  - (a) The Service provides visitor protection services, including responding to emergencies involving public safety, civil disturbances, and violations of the law.
  - (b) The Service handles all violations of federal, state, county, and Service regulations or policies within its jurisdiction.
  - (c) The Service provides resource, employee and visitor protection and may conduct law enforcement patrols within the Concessioner's land and facility assignments.
  - (d) Structural Fire Prevention, Protection, and Suppression. Refer to the Maintenance Plan.
- (2) *Concessioner*
  - (a) The Concessioner must comply with emergency and operational reporting requirements detailed in 'Reporting Requirements' of this Operating Plan.
  - (b) The Concessioner must secure buildings, equipment, and facilities assigned in the Contract.
  - (c) The Concessioner must manage its facilities and employees to minimize the potential for the need to involve Service law enforcement personnel in resolving issues.

- (d) Concessioner-employed security personnel have only the authority of private citizens in their interaction with Area visitors. They have no authority to take law enforcement action or to carry firearms.
- (e) 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 Dispatch Center or most appropriate Service law enforcement official. National Park Service Law Enforcement responds to 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 Dispatch Center at (406) 888-7801. The Service will dispatch a ranger as appropriate.
- (f) The Concessioner must notify the Commercial Services Office of any employee or visitor incident/accident as soon as possible, but in no case later than 24 hours.
- (g) The Concessioner must cooperate with the Service in tort claim investigations.
- (h) Loss Control Responsibilities. 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.

## **B) Fire Prevention, Protection, and Suppression**

- (1) *Concessioner*. All requirements regarding this topic are in the Maintenance Plan.
- (2) *Service*. The Service provides incident response for emergencies.

## **C) Emergency Medical Services**

- (1) *Service*
  - (a) The Service provides limited emergency response medical services to Concession Facilities. Any injury sustained by a visitor or employee in a Concession Facilities and all medical emergencies must be reported promptly to the Service Dispatch Center (406) 888-7801. The Service Dispatch Center will dispatch rangers and emergency personnel as appropriate.
  - (b) Emergency Visitor Transportation. The Service is responsible for arranging for emergency transportation of visitors or guests to medical facilities.
- (2) *Concessioner*
  - (a) *Communications*. The Concessioner must ensure that, at all times, each Chalet has a functional cellular or satellite phone to communicate with the Service Dispatch Center in the event of emergencies and with the Concessioner's office for daily reservation information, resupply, and other routine matters.
    - The on-site location manager or designated backup personnel must be reachable by phone 24-hours a day during the operating season.
    - The on-site Service utility employee may be able to assist with emergency radio communications with the Service Dispatch Center.
    - Any externally mounted solar panels or interior wiring for charging the phones must be approved by the Service prior to installation.
  - (b) The Concessioner must maintain first aid supplies at concession facilities, including, at minimum:
    - Automated External Defibrillator. The Concessioner must provide and maintain automated external defibrillators (AEDs) at each chalet. The Concessioner must ensure personnel are trained in use of the AED.
    - First Aid Kits. The Concessioner must maintain a first aid kit in the kitchen area of each chalet. A list of minimum first aid items is included in **Attachment 5** of this Operating Plan.

- (c) The Concessioner must train all concession employees in proper emergency reporting procedures, including how to provide essential information (e.g., a call back number at their location) to facilitate the dispatch of rangers and emergency personnel and in use of satellite phone or two-way spot device. The Service will review or investigate all visitor and employee incidents that require medical attention.
- (d) All Concession employees at each of the Chalets must have current certification in American Red Cross (or equivalent) Standard CPR, AED, and basic first aid. A copy of certification for employees must be on file with the Concessioner prior to the opening of the Chalet and produced for review by the National Park Service upon request.
  - Concession employees may provide emergency medical care only to the level of their certification while waiting for Service response personnel or in conjunction with Service response personnel if their assistance is requested.
- (e) The Concessioner must notify the Service of any incident as identified in Reporting requirements within this Operating Plan.

## 5) HUMAN RESOURCES

### A) Management List

- (1) *Management List.* Within **30 days** after the Contract's effective date and by **June 1** of each year the Concessioner must submit to the Service a list of the names, job titles and contact information for all managers. The Concessioner must update these lists with any changes.
  - (a) The Concessioner must provide a list of Concessioner after-hours contacts and phone numbers as well as phone numbers for the on-site chalet cell phones for emergencies.
- (2) *Employee List.* By **July 1** of every year, the Concessioner must submit to the Service a list of names and job titles of all its employees who are or will be working in the Area.

### B) Employee Hiring Procedures

- (1) *Drug-free Awareness and Testing.* The Concessioner must provide its employees with a statement of its policies regarding drug and alcohol abuse and conduct educational program(s) for its employees to deter drug and alcohol abuse.
- (2) The Concessioner must require any employee who is in a safety or security sensitive position, such as a lead guide, equipment operator, or security-sensitive position such as one with access to employee housing keys, to participate as appropriate in pre-employment and random drug testing. The Concessioner must make results of drug testing available to the Service upon request.
- (3) *Employee Responsibilities.* The Concessioner must require that its employees adhere to all federal and state laws while in the Area including, but not limited to, use or possession of illegal substances and criminal activity. The Concessioner should be aware that federal law supersedes state law with respect to controlled substances (i.e., marijuana use).
- (4) *Background Checks*
  - (a) 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.
    - The Concessioner must not retain an employee showing any active wants or warrants (current fugitive from justice). When the Concessioner learns that an employee is the subject of an active warrant, the Concessioner must immediately notify the Chief Ranger's Office.

### C) Human Resource Management

- (1) *Employee Identification and Appearance.* The Concessioner must ensure that all employees in direct contact with the public wear uniforms or standardized clothing with a personal nametag. Employees must be neat and clean in appearance and must project a hospitable, positive,



- friendly, and helpful attitude. Attire must be freshly laundered and in good condition (not torn, stained, or excessively faded).
- (2) *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 employees must project a hospitable, friendly, helpful, positive attitude and be capable of answering guest questions. All information provided by staff to the public must be accurate, complete, appropriate to the audience, and interpretive information must relate to Area themes.
  - (3) *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.
  - (4) *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 disclose any possibility of less-than-full-time employment that may occur during slow periods.
  - (5) *Employee Conduct.* The Concessioner must develop a quality control program to ensure that employees provide high levels of visitor service in a manner consistent with the proper administration of the Area and enjoyment and protection of visitors. The Concessioner must take actions as appropriate to fully correct an employee's deficiency, misconduct, or disregard for applicable policies or standards. The Concessioner must take all actions needed to correct fully any such situation.
  - (6) *Drug-free Environment.* The Concessioner must maintain, to the greatest extent possible, a drug-free workplace environment. Should the Concessioner learn of illegal drug use/possession/distribution, underage drinking by its employees within the Area, the Concessioner must report the use and subsequent action taken by the Concessioner to the Service Communications Center and Area Law Enforcement. The Concessioner must ensure that employees in safety sensitive positions, such as transportation providers, i.e., shuttle van drivers, participate in random drug testing and must make proof of testing available to the Service upon request.
    - (a) Drug-free Awareness and Testing Program. The Concessioner must provide its employees with a statement of its policies regarding drug and alcohol abuse.
  - (7) *Harassment-free Environment.* The Concessioner must maintain a harassment-free working and living environment for its employees. The Concessioner must train employees in how to identify, avoid, and report harassment and monitor its operations to ensure employees feel secure from sexual harassment and bullying.

#### **D) Employee Training**

- (1) The Concessioner must train its employees to ensure each has the knowledge and skills needed and appropriate to perform assigned duties. The Concessioner must provide appropriate formal and ongoing job training to each employee prior to duty assignments and provide refresher training as applicable or required.
  - (a) Job Training/Orientation. The Concessioner must provide orientation and training for each employee. Training must include the following in addition to job-specific skills:
    - The Service may provide a "Park Orientation Program." If offered, the Concessioner must encourage its employees to attend.
  - (b) 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.
  - (c) Interpretive Training. The Concessioner must provide interpretive skills training for all employees who provide interpretive or informational services (such as interpretive day hikes around the chalet area or evening programs for chalet guests). The Concessioner must work closely with the Service to design training programs, which must include methods of preparing and presenting effective interpretive information as well as training on the natural and cultural history of Glacier National Park and the surrounding area. 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.

- (d) Sanitation Training. The Concessioner must provide sanitation training to food service personnel 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.
  - (e) First Aid Training. All staff working in the Area must have current certification in American Red Cross (or equivalent) Standard CPR, AED, and basic first aid.
  - (f) Safety Training. The Concessioner must train its employees annually according to the training requirements in its Risk Management Plan.
    - Safety training must include topics specific to high-elevation environments, such as sudden weather changes, hypothermia, and basic backcountry emergency care.
  - (g) Environmental Training. The Concessioner must provide environmental training to all employees according to its Environmental Management Program. The Concessioner must train all staff in Leave No Trace principals.
    - All employees must receive training on safe delivery and handling of Liquid Propane ( LP) fuel.
    - Granite Park Chalet employees must be trained to ensure that chalet guests minimize water use and handle non-potable water correctly to avoid contamination of common work areas.
  - (h) Wildlife Management. The Concessioner must train employees on the necessity of wildlife-proofing food sources, including ensuring waste containers are secured, spills are cleaned up, and all food, cooking utensils and appliances, food storage containers (empty or full), coolers (empty or full), or other potential animal attractants are secured inside buildings or vehicles so the items are not available to bears or other wildlife. The Concessioner must train employees on how to report wildlife concerns.
    - Bear Management Training. All new concession employees based at the chalets must complete bear management training. Returning employees must complete bear management training once every three years. This may be accomplished in one of three ways:
      - Concessioner employees attend Service provided Bear Management Orientation Training at Glacier National Park;
      - The Concessioner records the Service provided Bear Management Training, employees view the recording, and the chalet manager certifies that the employees have viewed the recording; or
      - Concessioner employees view a Concessioner-provided copy of the video “Staying Safe in Bear Country, A Behavioral-Based Approach to Reducing Risks” and the chalet manager certifies that the employees have viewed the video.
    - The Concessioner must train employees on how to appropriately share bear-safety messaging with Area guests.
- (2) *Employee Handbook*
- (a) The Concessioner must provide all employees with a copy of the Concessioner’s employee handbook, which must include relevant policies and regulations of the Concessioner and the Service. To ensure consistency with Area rules and regulations, the Concessioner must provide a copy of its employee handbook to the Service for review within **90 days** after Contract effective date, and prior to distributing it to its employees. When the Concessioner updates the handbook, it must provide the Service with an electronic copy (including highlighted modifications) for 45 working day review and approval.

## **E) Organized Labor Activity**

- (1) The Concessioner is required to comply fully with the National Labor Relations Act (NLRA), 26 U.S.C. §§151-169, and the applicable rules, regulations, and orders of the Secretary of Labor. The NLRA prohibits employers from interfering with, restraining, or coercing employees in the exercise

of their rights relating to organizing, forming, joining, or assessing a labor organization for collective bargaining purposes; working together to improve terms and conditions of employment; or refraining from any such activity. Similarly, labor organizations may not restrain or coerce employees in the exercise of these rights.

**F) Employee Housing, Food Service and Transportation**

- (1) *Employee Housing.* The Concession is authorized to use certain facilities at Granite Park and Sperry chalet for employee housing. The Concessioner is not authorized to adjust guest room inventory to accommodate additional employee housing without prior Service approval.
  - (a) Granite Park Chalet. Employee Housing. Two rooms in the lower level and one room on the upper level of the kitchen/dining room building may be used for housing employees. Employee housing typically accommodates up to 4 employees.
  - (b) Sperry Chalet. Four rooms in the hotel/dorm building and one room in the dining/kitchen building may be used to house employees. Employee housing typically accommodates up to 9 employees.
- (2) *Housing Amenities.* Because of the remote location of each Chalet and space limitations, there are limited onsite facilities to support employee housing amenities.
  - (a) Restrooms. The Service managed utility building at each Chalet provides access to restroom facilities shared between the Concessioner, Service, and day hikers.
  - (b) Showers. The Service managed utility building at each Chalet provides access to an employee shower location. The buildings are jointly used by Concessioner and Service employees, and a schedule of use may be developed between the two parties. The shower at Granite Park is a portable "sun shower" using (solar) heating or heated water from the Granite Park kitchen.
  - (c) Cooking/Dining. There is no dedicated employee cooking and dining space. Employees have access and use of the kitchen space at each Chalet to prepare meals. The Concessioner is encouraged to develop a meal policy to provide employee meals, and limited employee groceries and packing services to accommodate employee schedules that may not allow for frequent access on/off the mountain.
  - (d) Recreation Space. There is no dedicated indoor employee recreation space, and because of space limitations, the Concessioner may not reallocate employee housing or other back-of-the house areas to establish recreation space. Because the Chalets do not have electric utilities, use of televisions, powered recreational equipment such as treadmills, and vending machines, are not authorized.
  - (e) Cellular Service. There is no cellular phone service.
  - (f) Internet. Should service become available, the Concessioner may propose for Service review, a plan for administrative and employee internet.
- (3) *Housing Policies.* The Concessioner must provide an employee housing, meal, and transportation program. The Concessioner should provide food service and room board at or below cost to the extent possible. The Concessioner should ensure that employee room and board charges do not exceed employee earnings.
  - (a) Concessioner must develop and implement a written employee housing, meal, and transportation policy, the contents of which are subject to the Superintendent's approval. The Concessioner must submit to the Service its policies initially within **60 days** following the effective date of the Contract and annually thereafter by **May 1**, which include the following at a minimum:
  - (b) Housing policy must address the housing agreement, housing rules, policies on fraternization of staff and guests, restroom/showers services, laundry services, communications, rates, and how it manages deposits, refunds, and assignments.
  - (c) Meal policy must address rates for meals, groceries, and packing services, and how the Concessioner will provide high quality, well-balanced, varied food for its employees, with offerings that accommodate a variety of diets, including healthy choice and vegetarian.
  - (d) Transportation policies must address, as applicable, transportation options for staff on/off the mountain, including, transporting employees to trailheads for hiking in/out of the chalets, and

- providing transportation to employees requiring non-emergency medical care or for employee recreation. The plan must describe what rates, if any, would apply to employees for use of Concessioner shuttles. The plan is subject to Service approval.
- (e) The Concessioner must inform employee housing residents of Service regulations and policies for residing within the Area, through means such as employee orientation and the employee handbook.
  - (f) The Concessioner will inspect all quarters within 30 calendar days of initial occupancy.
- (4) *Employee Housing Standards.* The Service will evaluate using Employee Housing Standards (10-EHO), available on the Commercial Services Website.
- (a) Exclusions to Service Specific Operating Standard 10-EHO. The Service will not evaluate the Concessioner on the following standards.
    - Housing Facility – Exterior, Standards 1-11. Not applicable, evaluated under Lodging or Food and Beverage.
    - Housing Facility – Interior, Standards 12-18. Not applicable, evaluated under Lodging.
    - Fire Alarms and Pull Boxes, Standard 22. Not applicable, buildings do not have fire alarms or pull boxes.
    - Exterior Doors, Standard 29. Not applicable, evaluated under Lodging.
    - Interior Doors, Standard 30. As applicable, with consideration that doors do not have one-way view ports.
    - Lighting and Ceiling Fans. Standard 34. Not applicable, no light fixtures or ceiling fans.
    - Climate Control, Standard 35. Not applicable, no HVAC in buildings.
    - Restrooms and Showers, Standards 40-53. Restroom and shower facilities at both chalets are not assigned to the Concessioner, however the Concessioner is responsible for general cleanliness as part of employee use.
    - Public Laundry, Standard 55. Not applicable, no public laundry. No staff laundry is permitted on site at either chalet.
    - Internet, Standard 60. Not applicable while service is unavailable.
    - Pets, Standard 61. Not applicable, employee pets are not permitted in the Area.
  - (b) Additions to Service Specific Operating Standard 10-EHO. In addition to the Service standards, the following apply.
    - Furnishings, Standard 36. In addition to the standard, the Concessioner must provide at a minimum, a bed with mattress and foundation, pillow, a dresser or chest for clothing and personal items, a chair, lockable storage (such as lockable drawer or cupboard with hasp for padlock), and a rodent-proof food storage container.
    - Bedding, Standard 37. In addition to the standard, the Concessioner must provide offsite laundered linens, i.e., sheets, blanket, and pillowcase, upon arrival and at least weekly during the operating season.
    - Mattresses and Box Springs, Standard 38. In addition to the standard, 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.

## 6) SPECIFIC OPERATING STANDARDS AND REQUIREMENTS

The Service sets the operating standards for required and authorized services and evaluates the Concessioner's compliance as set out in the Service standards and periodic evaluation forms available on the National Park Service Commercial Services website, <https://www.nps.gov/subjects/concessions/standards-and-evaluations.htm>. The Concessioner must provide all services in a consistent, environmentally sensitive, and safe manner. Standards provided by current NPS Concession Management Guidelines are considered service minimums. The Concessioner must monitor and evaluate its operations to ensure that they meet standards.

Additional service-specific requirements are outlined in this section. Deviations from the standards identified in this operating plan supersede requirements in the standards posted on the website.

#### **A) Backcountry Lodging**

- (1) NPS classification. The Service considers lodging at each Chalet to meet the NPS classification level of 'Rustic'. See the NPS Commercial Services Website for information on Lodging Classifications.
- (2) *Occupancy and Number of Rooms, Granite Park Chalet*
  - (a) Maximum daily overnight occupancy of 44 people, combined as a maximum of 40 guests and up to 4 Concessioner employees. Overnight occupancy may be lower based on group size, room configurations and number of beds per room. The Concessioner may not propose to limit the number of employees and add additional guests.
  - (b) Number of Rooms. The Concessioner will provide a maximum of 12 lodging rooms.
  - (c) Room Assignments. Unless the honoring a specific guest request, the Concessioner will not assign separate parties (those that are not traveling with each other) to share a guest room. The Concessioner will notify guests about type and number of beds that are available in the guest room or rooms assigned (e.g., bunk, twin, etc.).
- (3) *Occupancy and Number of Rooms, Sperry Chalet*
  - (a) Maximum daily overnight occupancy of 62 people, combined as a maximum of 53 guests and up to 9 Concessioner employees. Overnight occupancy may be lower based on group size, room configurations and number of beds per room, and dining room capacity. The Concessioner may not propose to limit the number of employees and add additional guests without Service approval.
  - (b) Number of Rooms. The Concessioner will provide a maximum of 17 lodging rooms.
- (4) Required Amenities. In addition to the amenities listed in the standards (10-LGR), each chalet must have the following minimum amenities.
  - (a) Ear Plugs. The Concessioner must provide individually packaged ear plugs, free of charge, to overnight guests at each chalet's registration desk.
  - (b) Library. The Concessioner must maintain a small library at each Chalet to provide guest information regarding the history of the chalets, the Great Northern Railroad, natural history, geology and other topics pertinent to the chalet area. Board games and cards may also be provided.
  - (c) Extra Headlamps or Flashlights. The Concessioner must provide headlamps or flashlights to be loaned to overnight guests as needed at each chalet's registration desk.
- (5) *Standards*. The Service will evaluate the lodging facilities using the Rustic lodging standards (10-LGR). Exclusions and Additions to standards and requirements are listed below.
- (6) *Exclusions to Service Specific Operating Standard 10-LGR*. The Service will not evaluate the Concessioner on the following standards.
  - (a) Parking, Standard, 4. Not applicable, parking not provided.
  - (b) Lighting/Illumination, Standard 6. Not applicable, no exterior lighting.
  - (c) Corridors/Ramps/Stairs, Standard 14. Applicable, except that stairs are not required to be lighted.
  - (d) Public Restrooms, Standard 15. Not applicable, restroom facilities at both chalets are not assigned to the Concessioner.
  - (e) Ventilation/Climate Control, Standard 18. As applicable, with consideration that buildings are without active climate control systems and HVAC.
  - (f) Coin Laundry, Standard 19. Not applicable, no public laundry facilities are provided.
- (7) *Additions to Service Specific Operating Standard 10-LGR*. In addition to the Service standards, the following apply.

- (a) Check in/Check out time. The Concessioner must ensure that accommodations are made available to guests within a reasonable period. Check-out time is 10:00 a.m. and check-in time is 1:00 p.m. Later check-out times may be accommodated upon request, however incoming guests should not be required to wait in excess of 2 hours from the established check-in time for room access.
  - (b) Non-Smoking Rooms. All facilities are non-smoking. The Concessioner must inform guests of this in all advertising, on the Concessioner's website, and at check-in.
  - (c) Furnishings and Décor. The Concessioner will ensure that all furnishings and décor at both chalets reflect the historic character and ambiance of early (1920s) chalet experience. Furnishings and décor, although conforming to modern standards for comfort, must reflect this period.
  - (d) Cleaning Products. The Concessioner must use environmentally preferable products for kitchen cleaning and housekeeping activities. Single-use products such as disinfecting wipes must not be used. Cleaning products must be "Green Seal" certified, or must bear the Environmental Protection Agency's "Design for the Environment" label or the U.S. Department of Agriculture's "Certified Biobased" label.
  - (e) Medical Waste Disposal. The Concessioner must provide an OSHA approved puncture resistant container (such as Sharps Disposal Container) for visitors and employees to dispose of medical needles and syringes to prevent injury and exposure to employees handling trash. Employees and guests must be informed of how they can access this disposal container.
- (8) *Additional Lodging Specific Requirements Granite Park*
- (a) Linens. The Concessioner must make available linens (to include sheets, pillowcase, pillow and warm blanket) for an additional charge. Alternatively, guests may choose to use their own sleeping bags or bedding.
  - (b) Guest Room Security. The Concessioner must inform guests that guest room keys are not provided at Granite Park Chalet, and there is no way to secure valuables on-property. Each guest room door must have a working, secure latch that can be activated from the inside when the room is occupied.
  - (c) Kitchen Access. The Concessioner must provide supervised access to kitchen facilities for guests to prepare their own meals. Guests may bring their own food or purchase packaged backpacker-type meals from the Concessioner.
    - The Concessioner must limit kitchen use to specific hours when the Concessioner can oversee kitchen use and manage congestion.
    - Individual cook stoves are not permitted for use inside any chalet building.
    - The Concessioner must oversee the food preparation area, making sure guests use equipment in an appropriate manner and clean the area after use. Concessioner staff must direct guests in correct use of the stoves and ovens, instruct guests to scrape plates prior to washing, ensure recyclable items are diverted from the garbage and monitor the quantity of wastewater being introduced to the wastewater system.
    - The Concessioner must provide water for dishwashing and a dish washing setup that meets US Public Health Service standards. The Concessioner must oversee dish/pot/pan washing, change the wash, rinse, and sanitization solutions as needed and ensure proper sanitization concentration is reached by using appropriate test strips.
    - The Concessioner must instruct guests to limit water use to the minimum amount needed to avoid overloading the wastewater system.
    - The Concessioner must not allow overnight guests to use refrigerators or freezers. These appliances are for staff use only and must be appropriately signed. The Concessioner must inform guests prior to arrival that no refrigeration is available and instruct them to plan their meal choice and preparation accordingly.
    - The Concessioner must provide pots, pans, cooking utensils, reusable flatware, reusable dishware, and reusable mugs for guest use. Guests may use the items provided, provide

their own, or purchase environmentally preferred disposable flatware and dishware from the concessioner (if provided).

(9) *Additional Lodging Specific Requirements Sperry*

(a) Specific Furnishings and Décor at Sperry Chalet.

- The Concessioner must develop and install discrete, professional looking interpretive signs in Sperry describing the origin of the "Great Northern Orange" guest room floors.
- The Concessioner must provide battery powered lighting in the guest rooms, hallways and lobbies, including the phasing in of flameless candles and railroad style lanterns that invoke Sperry Chalet's heritage.
- The Concessioner must provide Pendleton Mills Eco wise wool blankets or Service-approved equivalent for each guest bed.
- The Concessioner must provide decorative wall art for each guest room, area rugs to muffle sound in each guest room and lobby areas, and extra pillows for each guest bed.

(b) Guest Room Security. The Concessioner must inform guests that guest room keys are available upon request. Each guest room door must have a working, secure latch that can be activated from the inside when the room is occupied.

(10) *Potential Service Wastewater System Improvements Project at Granite Park Chalet.*

- (a) During the term of the Draft Contract, the Service may undertake a project to rehabilitate the wastewater system at Granite Park Chalet. When that project is completed, the Concessioner may be eligible to increase the maximum daily overnight occupancy to a combined total of 50 people, 46 guests and 4 Concessioner employees. The Service will notify the Concessioner of the status of this project when updates are available.

**B) Food and Beverage Service**

(1) *Sperry Chalet Food and Beverage Service.* The Concessioner must provide full meal services for overnight guests and à la carte food services for overnight guests and day users.

(a) Full meal services for overnight guests at Sperry Chalet are based on an "American Plan" lodging and meal package, including breakfast, lunch (either sack lunch or ala carte lunch at the chalet) and dinner.

- The Concessioner must offer high quality, local, fresh-made and fresh baked foods for each meal period that minimize food waste, to the greatest extent possible. The Concessioner must provide high-quality, baked onsite or made-from-scratch breads, pastries, and desserts and prepare other menu items on site with fresh ingredients to the greatest extent possible
- Alcoholic Beverage Services. 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).
  - ♦ Employee Training. When alcohol is being served, the Concessioner must have on-duty at least one manager/lead employee who has attended a liquor law training program. The Concessioner must train its employees, including 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 alcoholic beverages.
  - ♦ The Concessioner may permit overnight guests to bring their own alcohol into the Chalet, and place restrictions on where and when it can be consumed and container or disposal (pack-out) requirements.

(b) Expansion of food and beverage service to outdoor areas surrounding the Chalet is not authorized.

(c) Day Users. The Concessioner may offer quick service items and a more limited a la carte menu for area day-users, if there are capacity constraints in ensuring supplies are sufficient to serve both overnight guests and area day-users.

- (2) *Granite Park Food and Beverage Service.* The Concessioner maintains a shared kitchen for guest use. The kitchen must include equipment and appliances that are appropriate, clean and well-maintained, and meet public health requirements.
- The Concessioner may permit guests to bring their own alcohol into the Chalet, and place restrictions on where and when it can be consumed and container or disposal (pack-out) requirements.
- (3) *Standards.* The Concessioner will be evaluated on the Family Casual Food and Beverage (10-FBF) standards at Sperry Chalet. Additional standards and requirements are below.
- (4) *Exclusions to Service Specific Operating Standard 10-FBF.* The Service will not evaluate the Concessioner on the following standards.
- (a) Parking, Standard, 4. Not applicable, parking not provided.
  - (b) Lighting/Illumination, Standard, 6. Not applicable, no exterior lighting.
  - (c) Public Restrooms, Standard, 17. Not applicable, restroom facilities at both chalets are not assigned to the Concessioner.
  - (d) Fire Alarms and Pull Boxes, Standard 25. Not applicable, no fire alarms or pull boxes.
  - (e) Noise Level, Standard 29. Not applicable, music and PA systems are not permitted.
  - (f) Leftovers To-Go Requests, Standard 58. Not applicable, the Concessioner is not required to provide to-go containers.
  - (g) Outside Dining, Standard 63. Not applicable, outside dining is not authorized.
- (5) *Additions to Service Specific Operating Standards 10-FBF.* In addition to the Service standards, the following apply.
- (a) Trash/Recycling/Composting, Standard 11. In addition to the standard, the Concessioner must not supply exterior public trash cans at either chalet and must encourage overnight and day use guests to pack out trash and recycling.
  - (b) Ventilation/Climate Control, Standard 18. As applicable, with consideration that buildings are without active climate control systems and HVAC.
  - (c) Trash/Recycling, Standard 20. In addition to the standard, the Concessioner must encourage overnight and day use guests to pack out trash and recycling.
  - (d) Emergency Lighting/Exit Lights/Emergency Exits, Standard 22. Standard is applicable, except that emergency lights are not required to be on emergency circuits.
  - (e) Menu Item Availability, Standard 67. In addition to the standard, the Concessioner must
    - offer a minimum of four rotating dinner menus as well as a vegetarian option.
    - make a reasonable effort to provide special meal accommodations for guests with food allergies or special diets (e.g. vegan, gluten-free) if notified in advance by the reservation holder.
    - have an alternative meal offering that is available upon request for children under 12 years old.
  - (f) Wine Service, Standard, 72. Standard is applicable, except that wine may not be served from glass bottles.
  - (g) Alcohol, Standard 73. In addition to the standard, the Concessioner must
    - limit alcoholic beverages to beers or wines that do not require refrigeration or transportation in glass containers.
    - establish guest policies that limit alcohol servings to a maximum of 2 servings per person, per day.
    - 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).
  - (h) Employee Training Programs, Standard 78. In addition to the standard, the manager of the Sperry kitchen must hold current National Restaurant Association certification as a ServSafe



Food Protection Manager or an equivalent nationally recognized certification. When alcohol is being served, the Concessioner must have on-duty at least one manager/lead employee who has attended a liquor law training program. The Concessioner must train its employees, including 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 alcoholic beverages.

### C) Limited Retail

- (1) The Concessioner must provide limited retail sales at Granite Park and Sperry Chalet. All items offered for sale must be approved in advance by the Superintendent.
- (2) *General Retail Requirements.* Items sold at the chalets must be packed in on horseback or by foot. Limits are placed on the items and size to avoid excessive impacts to trails from pack stock.
- (3) *List of retail items.* Approved retail item categories are listed in Attachment 3: Core Retail Products and Approved Visitor Convenience Items. The Concessioner will provide for approval an initial list of visitor convenience/retail items it intends to sell **within 60 days** of the Contract effective date and updated annually, by **March 1** of each year.
- (4) *Standards.* Retail Standards (10-RET) will apply.
  - (a) Exclusions to Service Specific Operating Standards for Retail (10-RET): The Service will not evaluate the Concessioner on the following standards:
    - Facility – Exterior Standards, 1-10. Elements evaluated in lodging.
    - Public Areas – Interior, Standards 11-28. Elements evaluated in lodging.
    - Safety – Standards 29-36. Elements evaluated in lodging. Perishable Food Storage, Preparation, and Service Areas. Services do not allow for perishable food.
  - (b) Additions to Service Specific Operating Standards for Guided Land Tours (10-GLA) are outlined below:
    - Sales Tracking – Standard 68. The Concessioner must implement a reasonable system for tracking sales of limited retail items, including the ability to report sales of merchandise, souvenirs, food, and visitor convenience items.

### D) Interpretive Programs (Authorized)

- (1) The Concessioner is authorized to provide interpretive guided day hikes, field workshops, or multi-day interpretive programs to Chalet guests. Programs must begin and end at the Chalet(s) and take place in the surrounding vicinity of the Chalets (not general backcountry).
  - (a) Party size limits. A maximum party size of 12, including guides.
  - (b) Location. The Concessioner must conduct interpretive hikes on established and maintained trails only. No off-trail guiding is permitted.
  - (c) Frequency. A limit of one trip per day/ per trail.
- (2) The Concessioner must submit its plan for proposed programs, including schedule, interpretive content, and location(s), and appropriate measures to ensure resource protection and safety, annually to the Superintendent for approval by **November 1**.
  - (a) All Concessioner interpretive programming and content must meet Service standards for interpretation. Please refer to *Attachment 6* of this Draft Operating Plan for a list of Park interpretive themes.
- (3) *Standards.* Guided Land Tours (10-GLA) standards will apply to the authorized service of Interpretive Programs. Additions and Exceptions are outlined below.
  - (a) Exceptions to Service Specific Operating Standards for Guided Land Tours (10-GLA): The Service will not evaluate the Concessioner on the following standards:
    - Facility – Ticket Office Exterior, Standards 1-12. No assigned facilities.
    - Facility – Public Areas Interior, Standards 13-20. No assigned facilities.
    - Facility – Safety, Standards 13-24. No assigned facilities.
    - Facility – Boarding, Standards 26-27. No assigned facilities/vehicles.

- Facility – Maintenance Area/Building, Standards 28-41. No assigned facilities.
  - Vehicle Standards – Vehicles, Standards 42-57. No assigned vehicles.
  - Operational Standards– Camping, Standards 68-70. No overnight tours.
  - Operational Standards– Food and Beverage, Standards 71-72. Food service is not allowed.
  - Operational Standards–Park Requirements, Standard 78. No vehicles are used.
- (b) Additions to Service Specific Operating Standards for Guided Land Tours (10-GLA) are outlined below:
- Park Requirements –Protection of Natural and Cultural Resources, Standard 79. The Concessioner must conduct programs in a way that minimizes its impact on the natural environment, including measure to yield to hikers safely, and prevent erosion of vegetation and widening of trails.

#### **E) Transportation (Authorized)**

- (1) *Annual Notice of Operations.* The Concessioner must notify the Service annually by **November 1** of its plan to provide this Authorized service.
- (a) *Visitor Transportation Plan.* If the Concessioner chooses to provide this service, the Concessioner must submit for Service review and approval a Visitor Transportation Plan by November 1. The plan must include the following:
- Proposed shuttle schedule of operation, including operating dates
  - Proposed vehicles
  - Proposed pick-up locations, shuttle stop locations and overnight parking locations for guests' cars
  - Operational schedule and plan for guest return trips
  - Proposed Rates
- (2) *General.* The Concessioner is authorized to provide transportation for overnight Chalet guests from the Apgar Transit Center or a location outside the park to trailheads accessing the Chalets during the Chalet operating season.
- (a) *Operating Season.* To coincide with the Chalet operating season, typically, the last week in June through Labor Day (or Second Sunday in September).
- (b) The Concessioner is not required to provide return shuttle trips for all guests but may offer return trips if they coincide with scheduled drop-offs. Otherwise, the Concessioner may provide information to guests on the NPS shuttles for the return trip to their vehicles at the Apgar Transit Center.
- (c) The Concessioner may not transport visitors who are not chalet guests.
- (3) *In-Park Pick-Up Locations.* The Concessioner may use the NPS shuttle stops at the Loop and Logan Pass.
- (a) Any parking restrictions the Service establishes for the public also apply to the Concessioner.
- (b) The Service does not provide designated Concessioner vehicle parking at any trailhead parking areas.
- (4) *Out of Park Pick-Up Locations.* The Concessioner may choose to provide pick-up services for Chalet guests from outside the Area: however, the Concessioner must independently negotiate and obtain all necessary permissions to utilize these locations.
- (a) *Entrance Pass/Fee.* If the Concessioner shuttles guests from a location(s) outside the park, the Concessioner must inform guests that all visitors are required to pay an entrance fee, present a valid pass, or show documentation of prior payment to enter the park. The Concessioner's vehicle and employees are not subject to entrance fees or vehicle reservations. The Concessioner's shuttle driver must gather individual entrance fees, passes, or documentation of prior payment to present to Service staff at the entrance, to minimize the amount of time stopped at the entrance.

- (5) *Standards.* Guided Land Tours (10-GLA) standards will apply to the authorized service of Transportation. Additions and Exceptions are outlined below.
- (a) Exceptions to Service Specific Operating Standards for Guided Land Tours (10-GLA): The Service will not evaluate the Concessioner on the following standards:
- Facility – Ticket Office Exterior, Standards 1-12. No assigned facilities.
  - Facility – Public Areas Interior, Standards 13-20. No assigned facilities.
  - Facility – Safety, Standards 13-20. No assigned facilities.
  - Facility – Boarding, Standards 26-27. No assigned facilities.
  - Facility – Maintenance Area/Building, Standards 28-41. No assigned facilities.
  - Vehicle Standards– Vehicles, Standard 51. PA system is not required.
  - Operational Standards– Services, Standards 59-64. Services are provided only in conjunction with lodging.
  - Operational Standards– Camping, Standards 68-70. Not a required service.
  - Operational Standards– Food and Beverage, Standards 71-72. Not a required service.
  - Operational Standards– Environmental Projection, Standards 73-76. Not applicable to the required service.
- (b) Additions to Service Specific Operating Standards for Guided Land Tours (10-GLA) are outlined below:
- Condition, Standard 42. Concessioner vehicles must conform to size limits for public vehicles within the Area. The Concessioner must ensure all vehicles it uses for client transportation are clean, comfortable, and well-maintained.
  - Registration, Licensing, and Insurance, Standard 43. The Concessioner must maintain all vehicles used within the Area in safe condition and in compliance with all federal and state requirements.
  - Identification, Standard 44. The Concessioner must clearly identify all its vehicles with the Concessioner's business name and logo, visible from at least three sides.
  - First Aid Kit, Standard 67. The Concessioner must ensure that all vehicles are equipped with first aid kits, which contain sufficient supplies to handle emergency health situations and accidental injuries, and must be stored in a moisture-proof, dust-proof container in an easily accessible location.
  - The Concessioner must inspect each vehicle daily when in regular use. Employees must perform a pre-drive safety inspection and document inspection in the Driver's Log found in each vehicle. This inspection must include an inspection of the outside of the vehicle, which includes a walk around the vehicle, inspection of tire tread, determination as to whether the tire pressure is adequate; and a check of the turn signals, lights, and windshield wipers. The inspection must also include an inspection of the inside of the vehicle, which includes a check that seat belts are functioning correctly, the windows are clean, the emergency spill kit and first aid kit are present, the fuel level is adequate, and a check to ensure proof of registration and insurance are current and properly stored.
  - The Concessioner must conduct weekly inspections, which include inspecting the spare tire, jumper cables, safety triangle, jack and lug wrench, accident forms, fluid levels and ensure windows and interior are cleaned.
  - The Concessioner must have a certified mechanic inspect all vehicles and conduct a pre-season inspection and continued inspections as per manufacturer guidelines.
  - The Concessioner must prohibit drivers from using cellular phones (including hands-free use or voice activated features) while providing visitor services within the Area. This includes talking, reading, composing, or sending text messages or emails.
  - The Concessioner must ensure drivers do not allow vehicles to idle during passenger pick up and drop off or at pullouts.

- The Concessioner must use biodegradable antifreeze such as propylene glycol in all vehicles entering the Area.
- The Concessioner must provide a vehicle spill kit for each vehicle. The Concessioner must train guides to be watchful of antifreeze leaks or spills.
- As it replaces vehicles, the Concessioner must consider the purchase and use of vehicles fueled by an energy-efficient alternative fuel technology, suitable for use in the Area.

## 7) REPORTING REQUIREMENTS

### A) Emergency and Incident Reporting

- (1) Incident Reports. The Concessioner must immediately report to the Service Dispatch Center (406) 888-7801 the following:
  - (a) Employee or visitor fatality.
  - (b) Employee or visitor injuries requiring more than OSHA defined first aid treatment.
  - (c) Personal or real property damage estimated to be over \$300.
  - (d) Fires.
  - (e) Other incidents that may adversely affect Area resources (e.g., hazardous material spills).
  - (f) Known or suspected violations of the law involving employees or persons not employed by the Concessioner.
  - (g) Any motor vehicle accident resulting in property damage, personal injury or death.
  - (h) The Concessioner must include a summary of all accidents occurring during the month with its monthly visitor use report.
- (2) *Human Illness Report*. The Concessioner must promptly report to the Superintendent all suspected outbreaks of human illness, whether of employees or visitors. A suspected outbreak of human illness is two or more persons with common symptoms that could be associated with contaminated water, food sources, or other adverse environmental conditions to the Area Concessions Management Office (406) 888-7908 and the U.S. Public Health Service. If the Concessioner is unable to make contact with the Concessions Specialist (do not leave a message), the Concessioner must contact the Service Dispatch Center (406) 888-7801.
  - (a) Reportable symptoms of human illness include:
    - Food related illness complaints
    - Gastrointestinal illness
    - Flu outbreaks
  - (b) The following illnesses must also be reported to the Commercial Services Office and the U.S. Public Health Service:
    - 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 email a copy of *Operating Plan Attachment 4 Reporting Human Illness*, to the Area Concessions Management Office 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.

### B) Concessioner Operational Reporting.

- (1) *Certificates of Insurance*. The Concessioner must provide annual updated statements and certificates of insurance no later than **30 days** after the insurance(s) renewal date(s) or by **June 1** and in accordance with the Contract and Exhibit I.
- (2) *Operational Performance Report*. The Concessioner must provide a monthly operational performance report to the Service by the **15th day** of each following month and an annual report by **October 15** of each year. The Concessioner must present the data electronically in a

concise spreadsheet. The report must include operational and visitor use statistics and financial information for each activity noted below.

(a) Overnight Lodging (provided by property, for month proceeding.)

- Number of overnight guests each night.
- Number rooms sold by room type (i.e. maximum room occupancy) each night.
- Average length of stay.
- Number of rentals of optional linen service (Granite Park).
- Group tour stays each night (Granite Park, CC-GLAC006-19).

(b) Food and Beverage (Sperry Chalet), including:

- A la carte sales total, by month.
- Total breakfasts, lunches, and dinners sold to non-chalet guests, by month.

(c) Retail sales, including:

- Granite Park Chalet pre-order meal revenue by month.
- Granite Park retail sales, not including pre-order meal revenue, by month.
- Sperry retail counter sales by month.

(d) Transportation (if applicable)

- Vehicle type, capacity, number of vehicles used by date.
- Number of visitors transported, pickup location, and drop off location by date.

(e) Interpretive and Educational Programs (if applicable, by program title and location)

- Number of each program offered by date.
- Number of participants in each program by date.

**C) Concessioner Financial Reporting.**

In addition to the annual financial report (AFR) required under the Contract, 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 via Pay.Gov, or updated system dictated by the Service.
- (2) *Monthly Remittance Report.* The Concessioner must electronically submit a Monthly Remittance Report 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) for the months during which the Concessioner operates. The report format is prescribed by the Service. The report must include:
  - (a) Gross revenue;
  - (b) Exclusions from gross receipts, including revenue from the sale of handicrafts that have been approved for sale by the Director as constituting authentic American Indian, Alaskan Native, Native Samoan, or Native Hawaiian handicrafts;
  - (c) Gross revenue subject to franchise fees (gross receipts, as defined in Section 2(i) of the Contract);
  - (d) Franchise fees paid, along with evidence of payment (e.g. Pay.Gov receipt);
- (3) *Annual Reports*
  - (a) Annual Budget. If requested by the Superintendent, the Concessioner must provide a budget, including detailed utilization and revenue and expense projections, no later than 30 days prior to the start of the Concessioner's fiscal year.
- (4) *Other Reporting*
  - (a) Visitor Demographic Data. The Service may request the Concessioner provide customer demographic data reports on a periodic basis to assist in understanding Area visitation and concession customer needs. The Service will work with the Concessioner to define the appropriate data and frequency of reporting.

- (b) Reservation and Availability Data. The Service may request the Concessioner provide data to display availability and occupancy information and potentially provide booking data through platforms other than the Concessioner's reservation system, such as through Recreation.gov. The Service will work with the Concessioner on such data sharing and appropriate application programming interfaces.
- (c) 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.
- (d) Donation Program. If the Concessioner participates in the Glacier National Park Conservancy's donation program, 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.

## 8) Summary of Initial and Recurring Due Dates

The following tables summarize reporting requirements and details other reports, plans, payments, and inspections that are the responsibility of the Concessioner.

Title	Schedule	Due Date
Annual opening and closing dates and hours of operation	Annually	November 1
Rates	Annually	Annually by October 1 Core Menu and Core Retail, initially within 30 days following the Contract's effective date
Deposits, Refunds, and Cancellation Policies	Annually	Initially within 60 days of the Contract effective date and annually by October 1
Reservation confirmation Information	Annually	Initially within 60 days of the Contract effective date and annually by November 1
Lottery Reservations Implementation Plan	Initial	Within 120 days of the Contract effective date
Firearms Policy		Within 60 days of the Contract effective date
Supply Pack Stock Report	Annually	November 1
Personal Property Plan	Initial	Within 120 days of the Contract effective date
Lost And Found Policy	Initial and as updated	Within 60 days of the Contract effective date and within 30 days of changes
Firearms Policy	Initial and as updated	Within 60 days of the Contract effective date and within 30 days of changes
Interpretation Plan	Initial and annually	Initially within 120 days of the Contract effective date and annually by March 1
Risk Management Plan	Initial and annually	Within 120 days of the Contract effective date and annually by March 1
Environmental Management Plan	Initial and annually	Within 120 days of the Contract effective date and annually by March 1
Environmental Report	Annually	December 1
Water Conservation Plan	Initial and annually	Within 120 days of the Contract effective date and annually by June 1
Annual Utility Payments	Annually	Annually, as billed during the Operating Season
Visitor Satisfaction Monitoring System	Initial	Within 30 days of the Contract effective date

<b>Title</b>	<b>Schedule</b>	<b>Due Date</b>
Monthly And Annual Electronic Report of Comments and Complaints	Monthly and annually	Monthly by the 15 <sup>th</sup> and annually thereafter by October 1
Manager List	Annually	Within 30 days of the Contract effective date and annually by June 1
Employee List	Annually	July 1
Employee Handbook	Annually	Within 90 days after the Contract's effective date
Employee Housing, Meals, Transportation Policies		60 days following the effective date of the Contract and annually thereafter by May 1
Core Retail Product Request		Within 60 days of the Contract effective date and annually by March 1
Interpretive Program Plan (Authorized Service)		Annually by November 1
Transportation Plan (Authorized Service)		Annually by November 1
Incident Reports		As outlined in Section 7)A(1)
Human Illness Report		As outlined in Section 7)A(2)
Certificates of Insurance	Initial and annually	Within 30 days of policy renewal date or by June 1
Operational Performance Report	Monthly and annually	By the 15th day of each month and an annually by October 15
Franchise Fee Remittance Report	Monthly	Monthly by the 15th day of each month
Annual Budget	Upon Request	
Reduced Rates for Government Employees on Official Business	Annually	December 31
Donation Program	Annually	November 15
Other Reports		Upon Request

**Attachment 1: Approved 2026 Initial Rates**

Approved Granite Park backcountry lodging rates for the 2026 season are shown in the table below. Rates vary based on room configuration and maximum occupancy.

<b>Granite Park</b>	<b>2026 Lodging Rates</b>
2-person room	\$265.00
4-person room	\$475.00
6-person room	\$685.00

Approved rates for linens (sheets, pillow, pillowcase, and blanket) at Granite Park Chalet for the 2026 season are \$40.00 per person, per stay.

Approved “American Plan” Sperry backcountry lodging rates for the 2026 season are shown in the table below. Rates vary based on room configuration and maximum occupancy.

<b>Sperry</b>	<b>2026 Lodging Rates (American Plan)</b>
2-person room	\$533.00
3-person room	\$742.00
4-person room	\$951.00
5-person room	\$1,160.00

Approved rates for Core menu items at Sperry Chalet for the 2026 season are shown in the table below:

<b>Core Menu</b>	<b>2026 Approved Rate</b>
Breakfast	\$19.00
Dinner (Entree with side)	\$40.00
Sack Lunch (Sandwich, Beverage, and Cookie)	\$17.00
Child’s Breakfast	\$12.00
Child’s Dinner	\$30.00

Refer to Attachment 2 for the list of Core Menu Items.



**Attachment 2: Core Menu for Food and Beverage Services**

The Concessioner is required to provide, at a minimum, the following items as part of its Core Menu at Sperry Chalet.

- (1) Breakfast, consisting of:
  - (a) One meat
  - (b) One egg dish
  - (c) Toast or Hot Cakes
  - (d) Cold beverage
  - (e) Hot beverage
- (2) Sack Lunch, consisting of:
  - (a) One meat or one vegetarian sandwich on chalet-baked bread.
  - (b) One trail snack
  - (c) Chalet-baked cookie
  - (d) Candy bar
  - (e) To-go beverage
- (3) Dinner, consisting of:
  - (a) Bread
  - (b) Soup
  - (c) Salad or Fruit
  - (d) One meat entrée
  - (e) One vegetarian entrée, available with advance notice
  - (f) One potato, pasta or whole-grain side
  - (g) One vegetable side
  - (h) One dessert
  - (i) One each hot and cold beverages
- (4) Children's Menu
  - (a) One children's menu item with sides
- (5) À la carte. Lunch
  - (a) Soup with bread
  - (b) Grilled sandwich
  - (c) Cold sandwich
  - (d) Beverage
  - (e) Dessert

**Attachment 3: Core Retail Products and Approved Visitor Convenience Items**

The following Core items are approved for the Concessioner to sell under its Limited Retail Sales program:

**Granite Park**

- Bottled water
- Individually packaged powdered drink mixes, electrolyte tablets or powder
- Individually packaged hot instant drinks such as coffee, tea, cocoa
- Alcoholic beverages (beer and wine), canned or boxed, no refrigeration (individual or no larger than 2-serving portions)
- Commercially packaged snacks
- Locally sourced, pre-packaged baked goods
- Freeze dried backpacker meals etc.
- Healthy snack bars
- First aid/visitor safety items
- Individually packaged pain medicine and antacids
- Feminine hygiene products
- Insect repellent
- Sunscreen
- Hiking accessories (e.g., trekking poles, ponchos)
- 1-2 Small souvenir items with a theme appropriate to the chalets (e.g. pin, patch or sticker).

**Sperry Chalet**

- Individually packaged powdered drink mixes, electrolyte tablets or powder
- Alcoholic beverages (beer and wine), canned or boxed, no refrigeration (individual or no larger than 2-serving portions)
- Healthy snack bars
- First aid/visitor safety items
- Individually packaged pain medicine and antacids
- Feminine hygiene products
- Insect repellent
- Sunscreen
- Hiking accessories (e.g., trekking poles, ponchos)
- 1-2 Small souvenir items with a theme appropriate to the chalets (e.g. pin, patch or sticker).

**Attachment 4: Reporting Human Illnesses**

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

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

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

\_\_\_\_\_

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

Person's opinion as to what caused the illness:

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

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

Do you know others who are ill?

Names:

Numbers:

What time did the illness come on?

What time did you visit what places inside the Park?

Outside the Park?

In cases of nausea, vomiting and diarrhea, obtain times and places that foods, beverages, or water were consumed and a description of specifically what was consumed. Food history should include a time period of 72 hours prior to symptoms beginning.

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 5: Example First Aid Kit Supplies**

Resuscitation kit (mouth mask for protection from communicable disease)  
Ice packs  
S.A.M. Splint  
Gauze pads (4 large - 4 small)  
Glucose (liquid glucose)  
Large and small Band-Aids  
Betadine swabs  
Saline or sterile water for cleaning wounds and flushing eyes  
Elastic wrap bandage  
2 large triangular bandage (sling)  
2 pairs latex or nitrile examination gloves  
1 roll white medical tape  
Scissors, EMT  
Tweezers  
Alcohol and/or antiseptic wipes  
Antiseptic ointment  
Anti-inflammatory ointment (Benadryl)  
First aid tapes, wraps and ace bandages in assorted sizes  
Over the counter pain killers (Aspirin, Tylenol)

## Attachment 6: Glacier National Park Primary and Secondary Interpretive Themes

***Park 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 assemblages of ice-age alpine glacial features in the contiguous 48 states, and it has relatively accessible, small-scale active glaciers.
- Glacier is at an apex of the continent and one of the few places in the world that has a triple divide. Water flows to the Atlantic, Pacific, and Arctic Oceans.

### **Related Topics**

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

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

Wildlife

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

### **Sub-themes**

- Due to wide variations in elevation, climate, and soil, five distinct vegetation zones overlap in Glacier and have produced strikingly diverse habitats that sustain plant and animal populations, including threatened and endangered, rare, and sensitive species.
- Glacier is one of the few places in the contiguous 48 states that continue to support natural populations of all indigenous carnivores and most of their prey.

Glacier provides an outstanding opportunity for ecological management and research in one of the largest areas where natural processes predominate. As a result, the park has been designated a Biosphere Reserve, and Waterton-Glacier International Peace Park has been designated as a World Heritage site.

### **Related Topics**

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



***Park 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**

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

Vast, remote  
wilderness

Wilderness skills

Watersheds

Wildlife

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

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

### **Sub-themes**

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

### **Related Topics**

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