

EXHIBIT B**DRAFT OPERATING PLAN**

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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 Bay National Park and Preserve (hereinafter referred to as the "Area") that are used by 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.

The Superintendent, in consultation with the Concessioner, must review and revise this plan annually as determined necessary by the Superintendent of the Area. Any revisions must be consistent with the main body of this Contract. Any revisions must be reasonable and in furtherance of the purposes of the Contract.

2) DEFINITIONS

In addition to all defined terms contained in the Contract, its Exhibits and 36 CFR Part 51, the following definitions apply to this Operating Plan:

Area: The property within the boundaries of Glacier Bay National Park & Preserve.

Cruise Ship: Any motor vessel of at least 100 tons gross (U.S. System) or 2,000 tons gross (International Convention System) certificated to carry more than 12 passengers for hire.

Glacier Bay: All waters inside a line drawn between Point Gustavus at 135°54.927' W longitude; 58°22.748' N latitude, and Point Carolus at 136°2.535' W longitude; 58°22.694' N latitude.

Off-Season: October 1 through April 30.

Superintendent's Compendium: An annual compilation of the Superintendent's designations, closures, permit requirements and other restrictions.

Summer Season: June 1 through August 31.

Summer Season Operator: The holder of a concession contract that provides cruise ship services including an allocation of one or more Glacier Bay use days for the June 1 through August 31 summer season period.

Shoulder Season: May and September.

Specialty Cruises: Charter cruises, theme cruises, seminars, high numbers of youth, or large contingents of foreign language speakers.

Vessel Use Day or Use day: Any continuous period of time that services under this contract are provided in Glacier Bay National Park & Preserve between the hours of 12 midnight on one day to 12 midnight the next day, except when a vessel is transiting open waters along the Gulf of Alaska, Cross Sound, North Inian Passage and Icy Passage without entering any bay or inlet of Glacier Bay National Park and Preserve.

3) MANAGEMENT RESPONSABILITIES

A) **Concessioner**

- (1) Port Operations Manager: To achieve an effective and efficient working relationship between the Concessioner and the Service, the Concessioner must designate a Port Operations Manager who:

- (a) Has the authority and the managerial experience to operate all services required and authorized under the Contract;
 - (b) Will manage a staff with the expertise and training to operate all services required and authorized under the Contract;
 - (c) Has full authority to act as a liaison in all concession administrative and operational matters within the Area;
 - (d) Is familiar with Southeast Alaska vessel operations;
 - (e) Communicates directly with designated park representatives;
 - (f) Facilitates communication between the ship(s) and designated park representatives; and
 - (g) Has the responsibility for implementing the terms and conditions of the Contract and abiding by policies and directives of the Service.
 - (h) Specialty Cruises: The Concessioner must notify the designated park representatives of any specialty cruises at least 30 days in advance of vessel arrival.
 - (i) The Concessioner must develop standard operating procedures for visits into Glacier Bay National Park and Preserve to ensure continuity between ships staff throughout the season.
- (2) Acting Port Operations Manager: In the absence of the Port Operations Manager, the Concessioner must designate an acting Port Operations Manager.

B) National Park Service

- (1) Superintendent: The Superintendent of Glacier Bay National Park and Preserve is the Area manager responsible for all operations, including concession operations. The Superintendent carries out the policies and directives of the Service, including concession contract management. Directly, or through designated representatives, including Service concessions management staff, the Superintendent reviews, directs, and coordinates commercial services activities relating to the Area. This includes:
- (a) Evaluation of commercial services;
 - (b) Review and approval of rates charged for all services; and
 - (c) Review and approval of changes to services, advertisements, and other items outlined in this Operating Plan
- (2) Contact Information: The Service will provide annually to the Concessioner a current list of all designated park representatives.

4) GENERAL OPERATING STANDARDS AND REQUIREMENTS

A) General

The Concessioner must provide all services in a consistent, environmentally sensitive and high quality manner and must operate in accordance with the operating standards as defined in the Service's Concessioner Operational Performance Standards. The applicable standards, for Cruise Ship Services, specify the minimum operating standards that the Concessioner must meet in providing the required services under the Contract. In addition to complying with the following standards and requirements, the Concessioner must comply with the standards and guidelines set out as attachments to this Operating Plan. When in conflict, standards and guidelines described in this Operating Plan supersede those identified in the attachments.

- (1) Regulations: All vessel operations must comply with relevant National Park Service regulations with particular attention to applicable elements of 36 CFR Part 13, Subpart N and the Park Compendium.
 - o <https://www.nps.gov/glb/learn/management/regs.htm>
- (2) Food and Beverage Services: The Concessioner must conduct all food and beverage operations in conformance with the U.S. Public Health Service, Food and Drug Administration Food Code.
 - o https://www.nps.gov/public_health/
- (3) Area Staff Boarding: When Area staff must come aboard for emergencies, inspections or interpretive programs, the Concessioner must facilitate boarding and disembarkation of Area staff in accordance with standard pilot boarding procedures.
- (4) Off-Vessel Activities: The Service prohibits off-vessel activities unless authorized by Superintendent; however, the Superintendent may provide written authorization for off-vessel activities in advance.

- (5) Approved Operating Area: Concessioner vessels are not authorized entry into bays and inlets of the Area other than designated routes authorized by the Superintendent. Maps located online at <https://www.nps.gov/glba/getinvolved/dobusinesswithus.htm> or digital copies are available from the Service.

B) Glacier Bay Vessel Use Day Allocation and Scheduling

(1) Initial Allocation:

- (a) The Concessioner has an **initial annual allocation of _____ summer season** vessel use days for Glacier Bay.
- (b) The Concessioner has an **initial annual allocation of _____ shoulder season** vessel use days for Glacier Bay.

- (2) Off Season Operations: Required and Authorized services will primarily occur during the operating season May 1 to September 30. However, the Superintendent may approve Concessioners to provide cruise ship services year-round.

- (3) The Service may change the number of use days in response to resource considerations, federal laws, regulations and court decisions.

- (4) Schedule: The Concessioner must submit, by June 15 of each year, a proposed cruise ship schedule identifying the days the vessel will be in Glacier Bay for the following season (e.g., June 15, 2020 for the 2021 season) for the Superintendent's review and approval. [Note: A consolidated schedule for all cruise lines is generally coordinated through normal industry channels, currently Cruise Line Agencies of Alaska, P.O. Box 8080, Ketchikan, Alaska, 99901, who submits a comprehensive schedule to the Superintendent for Service approval, fulfilling this requirement on behalf of each operator.] If the schedule is not submitted on time or if the proposed schedule, when considered with all other summer season operator schedules, results in more than two cruise ships scheduled on any day in Glacier Bay, the Superintendent will adjust the schedules so as not exceed two vessels per day. The Concessioner's vessels may enter Glacier Bay only in accordance with the schedule approved by the Superintendent.

- (5) Concessioner must notify the Superintendent of any change in scheduled use days as early as possible.

- (6) Reallocation of Use Days: The Superintendent will adjust the allocation of use days as a result of adjustments to the cruise ship quota, revocation of use days, cancellation of use days, or for other reasons as follows:

- (a) The allocation for summer season operators will be adjusted in proportion to the summer season initial allocation, excluding any allocation pursuant to historic rights (36 CFR §13.310). Operators must commit to using any additional use days for the upcoming season before the Service allocates the use days to them.

- (b) If there are use days still available after the reallocation of summer season operator use days (for instance, if summer season operators decline use days), an equal number will be offered to each shoulder season operator (odd numbers will be offered by random drawing). Operators must commit to using any additional use days before the Service allocates the use days.

- (7) Loss of Use Day Allocation: The Concessioner will notify the Superintendent in writing, on or before June 15, if they will not be using any portion of their use day allocation during the following season (e.g. June 15, 2020 for the 2021 season). Use days relinquished by June 15 will be available for use in subsequent years unless permanently revoked. The Superintendent will revoke vessel use days that the Concessioner does not relinquish by June 15 and are not used for two consecutive years. This reduction in the number of vessel use days allocated will remain throughout the term of the contract. The Superintendent may restore revoked vessel use days if the failure to use the vessel use days resulted from circumstances beyond the Concessioner's control.

- (8) Failure to use all summer season use days allocated during the first year of the contract term may result in reallocation of the unused use days for the remainder of the contract term at the discretion of the Superintendent.

- (9) Arrival and Departure: The Concessioner's vessels must arrive at Glacier Bay (off Bartlett Cove) no earlier than sunrise or 0600 (6:00 am) local time, whichever is later, and depart Glacier Bay (off Bartlett Cove) no later than 30 minutes before sunset or 2100 (9:00 pm) whichever is earlier.

C) Glacier Bay Vessel Itinerary

The Concessioner must submit a proposed itinerary annually by March 1 and within one week of changes.

D) Standards

The Service uses Standards to identify critical elements of services authorized under the Contract. The Service uses these standards for the basis of conducting evaluation of authorized services.

- (1) Cruise Ship Standards: The cruise ship standards are located at:
https://concessions.nps.gov/tools_others.htm

E) Rate Determination and Approval Process

(1) Rate Determination:

- a. The Service will determine the reasonableness and appropriateness of rates and charges under this Contract using the Competitive Market Declaration (CMD), unless and until it determines a different method. As used in this Operating Plan, CMD has the meaning set out in the National Park Service Concession Management Rate Approval Guide (2017) ("Rate Approval Guide"), (a copy of which can be obtained by contacting the Service or on the [Commercial Services website](#)) as it may be amended, supplemented, or superseded throughout the term of this Operating Plan.

(2) Rate Compliance

- a. CMD Rate Effective Period: CMD rates must remain in effect until superseded by changes approved in writing by the Service.
- b. CMD Rate Implementation: The Concessioner may book trips no more than 24 months in advance given the Service approval of its rates and vessel use days schedule.

F) 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, environmental management and 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 identified.

(2) Service Concession Review Program:

- (a) The Service will evaluate the Concessioner's performance in accordance with the NPS Concession Review Program. The Service uses the results of the individual program evaluations to prepare an Annual Overall Rating Report. Service personnel may conduct these inspections; however, the Service may request the assistance of third-party subject matter experts. The Concessioner must provide full access to management, property, documentation, and other resources necessary for the Service to conduct these evaluations. The Concessioner must work with Service officials to prioritize, schedule, correct deficiencies, and implement improvement programs resulting from these findings. In determining the Concessioner's rating, the Service may consider the Concessioner's performance in addressing deficiencies in a timely manner
- (b) Periodic Operational Evaluations: The Service will conduct both announced and unannounced periodic operational evaluations of services to ensure conformance to applicable operational standards. The Service will contact the Concessioner at the time of evaluations so that a representative of the Concessioner may accompany the evaluator.

- (3) Annual Overall Rating: The Service will determine and provide the Concessioner by April 1 an Annual Overall Rating Report based upon the Service evaluation for the preceding calendar year. The Annual Overall Rating will roll up the following individual reports and include one score and rating for the entire operating year: Administrative Compliance Report, Operational Performance Rating Report, Public Health Program Evaluation Report, Risk Management Program Evaluation Report, Environmental Management Program Evaluation Report

- (a) Administrative Compliance Evaluation and Report: The Administrative Compliance Report and rating considers the Contract compliance criteria, including timely submission of the annual

financial report, timely and accurate submission of franchise fees, timely submission of proof of general liability, automobile, workers compensation insurance.

- (b) Operational Performance Report: The Operational Performance Report and rating considers the individual periodic operational evaluations, and weights them if necessary.
 - (c) Risk Management Program Evaluation: The Service will annually conduct a comprehensive evaluation of the Concessioner's Risk Management Program (RMP). This evaluation will consider performance in complying with Service risk management standards, implementing life safety and fire safety programs, and operating in accordance with the Concessioner's documented RMP. The results of any life or fire safety inspections conducted by or received by the Service will also be a component of this evaluation and a component of Periodic Operational Evaluations.
 - (d) Environmental Management Program Evaluation: The Service will conduct an annual evaluation of the Concessioner's Environmental Management Program (EMP). The evaluation will consider performance in complying with Service risk management standards, protecting natural resources, meeting environmental compliance requirements, and operating in accordance with the Concessioner's documented EMP. Performance in addressing Concessioner environmental audit findings will also be a component of this evaluation.
- (4) Other Audits and Inspections
- (a) Environmental Audits: The Service may conduct environmental audits to evaluate the operations with respect to environmental compliance and environmental Best Management Practices in accordance with the current Service Concession Environmental Audit Program Operating Guide. The Service considers the performance in closing audit findings in the annual EMP Evaluation.
 - (b) Interpretive Program Review: The Service may evaluate the Concessioner's interpretive and informational services to ensure appropriateness, accuracy, quality, and the relationship of interpretive presentations to Area themes in addition to service-specific reviews that occur during periodic evaluations.

G) Human Resources

- (1) Employee Conduct: The Concessioner must review the conduct of any of its employees whose actions or activities are considered by the Service or Concessioner to be inconsistent with the proper administration of the Area, the protection of service and partner employees, and enjoyment and protection of visitors. The Concessioner must take needed actions to correct any such situation.
- (2) Employment of Service Employees or Family Members:
 - (a) The Concessioner may not employ in any status the spouse or dependent children of a Glacier Bay National Park and Preserve employee, without the Superintendent's prior written approval.
 - (b) The Concessioner may not employ in any status the spouse or dependent children of the Superintendent, Commercial Services Management staff, Risk Management Officer, or Public Health consultant.
- (3) Training: The Concessioner must provide and maintain records of appropriate training as set forth below and must provide those records to the Service upon request.
 - (a) Manuals: The Concessioner must develop written training materials for its employees.
 - (b) Risk Management: The Concessioner must provide risk management training to employees as required by Applicable Laws, the RMP or otherwise specified in the Contract.
 - (c) Environmental Training: The Concessioner must provide environmental management training to employees as required by Applicable Laws, the EMP or otherwise specified in the Contract.
 - (d) Job Training: The Concessioner must provide appropriate job training to each employee prior to duty assignments and working with the public. Training must include the following in addition to job-specific skills:
 - Customer Service: The Concessioner must provide customer service training for employees who have direct visitor contact.
 - (e) Resource, safety and other visitor Information: The Concessioner must provide training for all employees who provide resource, safety and other visitor information.

- (f) Orientation: The Concessioner must provide mandatory orientation and training for its employees.
- The Concessioner must inform employees of Service regulations and requirements that affect their employment and activities while working within the Area.
 - The Concessioner must orient its employees to the resources of the Area, including potential safety hazards and their mitigation.
 - The Concessioner may request Service staff to present certain topics of interest.

H) Public Relations

(1) Advertisements and Promotional Material

- (a) Approval: The Concessioner must submit any new or updated promotional material associated with Glacier Bay, including websites, to the Service for review and approval, at least 15 days prior to publication, distribution, broadcast, etc. The Superintendent may require the Concessioner to remove any unapproved promotional material. The Concessioner may submit via electronic mail.
- (b) Commercial Filming: A separate National Park Service film permit is required for all commercial filming in Glacier Bay National Park except as specifically authorized below. Film permits are available through the Chief Ranger's office (phone 907 697-2230; fax 907 697-2654, or GLBA_Ranger_Activities@nps.gov). Concessioners must allow 30 days for the Service to process the film permit requests.
- (c) Use of Ship's Launches: Each Concessioner is authorized one launch per ship each year to photograph the ship for advertising purposes, subject to the following conditions:
- Prior to lowering the launch, the Concessioner must advise the Superintendent in writing that the activity is to occur, indicating the company, ship, location and date. This notification may be by e-mail (GLBA_Concessions@nps.gov).
 - This activity may occur only when no other cruise ships are within sight.
 - The ship must be at full stop while the launch is in the water.
 - When near a glacier, the launch vessel must not pass between the ship and the nearest glacier face.
- (d) Use of Helicopter and/or drone for commercial filming: The Park strongly discourages the use of helicopters and drones. Any request for use will require the Superintendents approval in advance, through the issuance of a Special Use Permit.
- (e) Statements:
- Authorization: Advertisements must include a statement that the National Park Service and the Department of the Interior authorize the Concessioner to serve the public in the Area.
 - Equal Opportunity: Advertisements for employment must state that the Concessioner is an equal opportunity employer.

(2) Use of National Park Service Authorized Concessioner Mark (Mark):

- (a) The Service has an approved Mark it allows Concessioners to use to advertise the official relationship between the Service and the Concessioner. The Mark consists of the official NPS Arrowhead and the words "Authorized Concessioner."
- (b) Authorized Users: The Service authorized the Concessioner to use the Mark at the start of the Contract in accordance with the approval procedures below. The Concessioner must have received a minimum of a marginal rating in the previous Annual Overall Review to use the Mark following the first year of the Contract.
- (c) Authorized Uses of the Mark: The Concessioner may use the Mark in publications, written advertising, web-based information, interpretive materials, or broadcasts (television, film or other audio/visual) associated with required or authorized services; and facility signs designed, constructed, or commissioned for official Concessioner functions or purposes. The Concessioner may not use the Mark on visitor transportation (e.g., vans or rafts).
- (d) Prohibited Uses of the Mark: The Concessioner may not use the Mark on:
- merchandise, souvenirs and clothing sold to the public
 - Concessioner employee uniforms; or Concessioner equipment and transportation equipment not specifically providing required or authorized visitor services.

- (e) Approval Procedures: The Concessioner must submit a written request to the Service for approval to use the Mark. The submittal must include proposed applications and sample layouts. The Concessioner may not use the Mark until the Service has approved the request in writing.
 - (f) Artwork and Layout: The Concessioner must use official artwork provided by the Service in accordance with the Authorized Concessioner Mark Guidelines available on the NPS Commercial Services website at www.nps.gov/commercialservices.
- (3) Concessioner Websites and Social Media:
- (a) The Concessioner must link its websites to the Service website
 - (b) Social media content referring to the Area, the Service or its employees must be accurate, professional, and relevant to the concession operation or Area. Content containing general information about the Area, Concessioner or nearby communities does not require pre-approval by the Service.
- (4) Complaints: The Concessioner must provide a copy of all complaints received regarding services provided under this contract along with the Concessioner's response to the Superintendent within 30 days of receipt. The Concessioner will also provide the Superintendent with summaries of any visitor surveys or comment programs conducted by the Concessioner regarding services provided under this contract by November 15 of each year. The Service will forward to the Concessioner any comments or complaints received regarding their services under this contract.
- I) Protection, Security and Safety**
- (1) Emergency Medical Evacuations Procedures:
- (a) The Concessioner (Ship's officer) must notify the appropriate medical facility and arrange for medical care and the appropriate medical evacuation transport as early as possible.
 - (b) The Concessioner is responsible for notifying the National Park Service Dispatch regarding the medical evacuation arrangements as early as possible via Marine VHF Channel 16 or by phone: 907-697-2651 (24 hours a day).
 - (c) The Concessioner is responsible for directly facilitating the medical evacuation in-conjunction with the receiving medical facility.
 - (d) The Service will not accept patients or take over treatment from the Concessioner's medical personnel.
 - (e) The Concessioner must not begin a medical evacuation until the Concessioner has confirmed that an appropriate medical facility, treatment personnel and transportation to the medical facility are available to accept and take over treatment of the patient and then notify the Service (National Park Service Dispatch).
 - (f) The Concessioner must not transport the patient from the ship until Service staff confirms that a means of evacuation air transport has landed and is on the ground in either Gustavus or Bartlett Cove area. Medical transports must be by ship's launch.
 - (g) The Concessioner must provide an appropriate medical care provider to accompany each patient from the ship.
 - (h) The Concessioner's care provider must remain with the patient until the receiving facility personnel accepts the patient.
 - (i) The patient must remain on the ship if transportation from Gustavus to an appropriate medical facility is not available or if weather conditions make such transportation unsafe.
 - Life-threatening emergencies: (907) 697-2651
 - Non-emergencies: (907)-697-2230
- (2) Safety
- (a) Weather Monitoring and Reporting: the Concessioner must participate with the NOAA Voluntary Observing Ship (VOS) Program [see: <http://www.vos.noaa.gov/>] while operating in Glacier Bay National Park. Concessioner must submit a location specific report while transiting the Drake Island/Tlingit Point area to the NOAA Weather Service Juneau Forecast Office, (907) 790-6824 [<http://pajk.arh.noaa.gov/>].
 - (b) The Concessioner must confirm Service personnel boarding and disembarkation times at a minimum of twenty-four (24) hours in advance. The Concessioner must consider the variations

from the confirmed times in extenuating circumstances, such as severe weather, mechanical difficulties or medical emergencies, and must be approved by the Superintendent or its designee.

- (c) Pilot boarding equipment and procedures for boarding of Service personnel and official partners must comply with International Maritime Pilots Association guidelines as delineated in *Attachment B*.
- (d) The Service (pilot vessel operator, on board Rangers or other personnel involved in ship boarding) or the Concessioner can decide if personnel transfers should not occur due to safety, weather or other factors. In general, a transfer **will not take place** if the rise and fall of the transfer vessel relative to the hull (side) of the cruise ship as the transfer vessel rides through the natural sea-state trough to crest to trough exceeds 30 inches (76 CM) while alongside the ship.
- (e) The Concessioner must provide appropriate accommodations and transportation to the next port if Service personnel are not able to disembark due to weather conditions or other factors.

5) **SPECIFIC OPERATING STANDARDS AND REQUIREMENTS**

A) Environmental Management Program

- (1) *Program Standards*: The Concessioner must develop, maintain and implement, with guidance from the Service, an Environmental Management Program (“EMP”) in accordance with the Service Environmental Management Program Standards for Concessioners included at the following website: https://www.nps.gov/commercialservices/tools_others.htm. The Concessioner must update the plan at least annually as necessary. The Concessioner will comply with the Service Environmental Management Standards for Concessioners.
- (2) *Environmental Monitoring Data*: The Concessioner will provide as requested, information on the ships operations and environmental monitoring within the Area, in an agreed upon format. Records regarding operating and environmental data must be maintained and remain available for one year. The Service will provide, in the first year of the contract, a list of data needed and will work with the Concessioner to determine the desired format and reporting schedule. This initial list may not be inclusive of all future data needs of the service.
- (3) *Independent Monitoring*: The Concessioner will allow independent environmental monitoring by the Alaska State Ocean Rangers to operate within the Area.
- (4) *Opacity Alarms*: The Concessioner will set exhaust opacity alarms at 20% opacity or lower in Area.

B) Resource Protection Program

- (1) *Marine Observer Program*: The Concessioner must authorize Marine Observer staff to board their ships and provide access to the bow of the vessel while in the Area for research purposes.
- (2) *Marine Mammal Protection Program*:
 - (a) The Concessioner will include Area locations in their bridge officer training simulators, including demonstration of the ranger boarding procedures, and the impact of navigation adjustments on emissions and wildlife.
 - (b) The Concessioner will work with the Service in developing an interactive training program utilizing Glacier Bay scenarios to avoid whale strikes. After development, the Concessioner will incorporate this training into its safety and environmental management program and ensure that all bridge officers who operate in the Area have received the training. Until this training is developed, the Concessioner will utilize the current best available training for whale strike avoidance.
 - (c) The Concessioner will increase the ships situational awareness by using the free Whale Alert Alaska web map (or other state-of-the-art whale avoidance services) during the ship’s entire time in Glacier Bay National Park and Preserve.

Whale Alert Alaska website: <https://alaskafisheries.noaa.gov/pr/whale-alert>

- (3) *Feeding Wildlife*: The Concessioner must take proactive measures to prevent passengers and crew from feeding wildlife including birds.

- (a) The Concessioner must ensure food and garbage are not accessible to wildlife.
- (4) Soundscapes: The natural sounds of the Area are an important part of the Park experience for guests and for wildlife. While in the Area the Concessioner must:
 - (a) Keep public announcements to as few as necessary to keep passengers informed
 - (b) Prohibit the broadcast of music on outside decks
 - (c) Only sound ship's whistles, horns and bells for safety purposes
 - (d) Avoid deck and outside maintenance work, including auxiliary engines, pumps, power equipment, or tools, as well as moving of heavy equipment
 - (e) Provide training to crew and information to passengers regarding the importance of reducing shipboard noise
 - (f) Submit each class of ships proposed to operate in Glacier Bay to acoustical signature testing at the Naval Surface Warfare Center at Behm Canal prior to entering Glacier Bay, and share with the Service a copy of any reports within 60 days of report completion
 - (g) Limit side and reverse maneuvers, operate at constant lower shaft RPMs while maneuvering.
- (5) Use of Helicopters: The Concessioner must not use helicopters within or over the Area other than for medical evacuations or other emergency purposes or with permission from the Superintendent.
- (6) Use of Drones: The Concessioner must not use drones within the Area. The Concessioner must prevent any passenger or crew from using drones within the Area.
- (7) Hotline and Webpage: The Concessioner will implement a hotline and web page that encourages passengers and crew to report suspect environmental behavior
- (8) Discard Objects Off Ship: The Concessioner must ensure that passengers and crew do not discard trash and other objects from the ship while in the Area. The Concessioner must take precautions to ensure that weather does not cause an accidental discard of trash and other objects overboard.
- (9) Solid Waste Removal: The Concessioner must remove all solid waste from the Area for appropriate separation and recycling or disposal.
- (10) Vessel's Hull Anti-Fouling Coating: The Concessioner vessel's hull anti-fouling coating will not contain organotin compounds.

C) Interpretive Program

- (1) The Concessioner must provide an interpretive program aboard all cruise ships, either by participating in the Service Interpretive Program (on a cost recovery basis) or by providing its own Service approved program which meets, or exceeds, the requirements in Attachment A. If a Concessioner participates in the Service Interpretive Program, it will be required to participate for at least the first year of the contract and for every year thereafter until the Concessioner provides advance notice – by October 1st for the following season – to the NPS of its intention to provide its own interpretive programming. If a Concessioner opts to provide its own interpretive program, it must submit its plan to the Superintendent for approval by October 1st for the following season. In either case, the Concessioner must comply with the following:
 - (a) The Concessioner must distribute the official Glacier Bay brochure to all passenger cabins the night before entering Glacier Bay. The Concessioner must have a minimum of fifty (50) brochures available at the Information Desk.
 - (b) Newsletter: The Concessioner must distribute a ship's newsletter containing appropriate and accurate introductory information about Glacier Bay and times and locations for the day's interpretive events (such as scheduled programs, commentary, information desk and children's programs) prior to arrival in Glacier Bay.
 - (c) Scheduled Sightseeing: The Concessioner must spend at least four (4) hours in the upper west arm area (between Queen Inlet northbound and Lamplugh Glacier southbound) and one (1) hour or more at the face of tidewater glaciers. To ensure all passengers enjoy high quality glacier viewing and glacier orientation, vessels must spend at least 30 minutes for each side (port and starboard) facing the glacier without constant rotation (except as necessary for safe navigation).

- (d) When two cruise ships are in Glacier Bay on the same day, the second ship to arrive must coordinate its itinerary with that of the other ship so that both ships are not at Margerie Glacier or in Johns Hopkins Inlet at the same time.
 - (e) The Concessioner must not schedule onboard ship events or organized activities, at a minimum from Queen Inlet, northbound, until past Queen Inlet, southbound, which detract from the Glacier Bay scenic and educational experience, including the onboard Interpretive Program. The following examples of non-Glacier Bay-specific activities, which must not take place, include but are not limited to, ice carving demonstrations, organized games such as bingo, auctions, dance lessons, specialty seminars, polar plunges, or photographic sessions involving props or costumes. Passenger services not involving organized public events, (e.g. gift shops, fitness centers, beauty salons) may remain open.
- (2) Live Commentary: The Concessioner must schedule an NPS approved live interpretive commentary broadcast over the ship's public address system while transiting the upper West Arm and allow additional commentary at other appropriate points of interest. The Concessioner must provide access to the bridge for the person providing the commentary. Any alternate location must be approved by the Service and have unrestricted views forward and to either side of the ship to ensure optimum communication and collaboration with navigation officers and pilot, resource protection, wildlife spotting, accurate itinerary updates and uninterrupted commentary. The Concessioner must ensure the public address system will broadcast clearly over all open decks, pool areas, non-formal dining areas, stateroom TV channel, and all lounges offering outside viewing. The Concessioner must designate a person on each ship who is responsible for setting appropriate sound levels in all areas and correcting any problems immediately.
 - (3) Information Station: The Concessioner must provide an information station to showcase a variety of exhibits, hands-on displays, maps, reference materials, and Glacier Bay experts to enhance the passenger experience. This information station must be located in an accessible, smoke-free area that passengers can easily locate, and where the interpretive commentary can be heard. The information station will be set up prior to entry of Glacier Bay and remain set up until at least Queen Inlet southbound (approximately 7 hours). Information station must be staffed during commentary (approximately Queen Inlet northbound to Lamplugh Glacier southbound). The location must be indoors, protected from the weather, have good lighting, allow for outside viewing and be approved by the Superintendent. The location must allow for the display of at least two easel boards (at least 4 feet high by 3 feet wide), two dry erase boards for itinerary and daily notes, and table space of at least 12 lineal feet. Reference and education materials provided by the Service's non-profit cooperating association must be available at the information station.
 - (4) Mounted Map: The Concessioner must provide a mounted map of Glacier Bay, based on the Glacier Bay brochure map, which must be set up in the information station area.
 - (5) Formal Interpretive Program: The Concessioner must schedule a Service approved Glacier Bay interpretive presentation in the primary ship theater with high quality audio-visual capabilities to ensure a professional stage presentation. The Concessioner must designate a person on each ship that is responsible for operating and troubleshooting audio-visual equipment. The theater and AV technician must be available at least 30 minutes prior to formal presentation to ensure proper set up and address problems immediately. The Concessioner will work with the Service to ensure appropriate sound and visuals are played prior to the presentation. The Concessioner must schedule the auditorium program no earlier than (northbound) 30 minutes after Bartlett Cove (northbound), and 1½ hours before Bartlett Cove (southbound). The Concessioner must schedule the program at a time that does not conflict with meal service, upper Glacier Bay glacier viewing, or the commentary aboard the ship.
 - (6) Introduction/Welcome to Glacier Bay: On ships that arrive prior to 8:00 am, the Concessioner will schedule a Welcome to Glacier Bay/Highlights of the Day short program located at the Information Desk. The Concessioner will provide a cordless microphone that broadcasts throughout the Information Desk area. This short orientation and introduction will prepare passengers for their day in Glacier Bay.
 - (7) Children's Program: The Concessioner must schedule an approved Glacier Bay children's program in an appropriate area at a time, which does not conflict with meals, the Welcome and Orientation to Glacier Bay, or the shipboard commentary. In most cases, the Concessioner will schedule the children's program for the same time as the theater program. The Concessioner will

provide the opportunity for youth to participate in the Glacier Bay Junior Ranger program, including a Service approved activity guide.

6) Required Reports

A) Concessioner Operational Reports

- (1) Management Listing: The Concessioner must provide a list of Ship Captains and key management staff including their job titles, office, an emergency contact and phone number, within 30 days of the Contract effective date. The Concessioner must provide the Service with an updated list upon any change.
- (2) Incident Reports:
The Concessioner must immediately report to the Service any:
 - (a) Fatalities and serious accidents (life threatening) within the Area
 - (b) Incidents that may result in tort claims against the United States;
 - (c) Incident that affects the Area’s natural or cultural resources, which includes suspected or confirmed whale strikes, spills, discharges and collisions.
 - (d) Any known or suspected violation of state or federal law occurring within the Area.
- (3) Human Illness Reporting: The Concessioner must report, within 24 hours but no later than 12 hours before the boarding of any scheduled Service personnel, to the Service information on outbreaks of communicable illnesses of more than 5% of total persons (employees and guests). The Service will work with our U.S. Public Health Service representative to help identify outbreaks of illness associated with contaminated water or food sources or caused by other adverse environmental conditions.
- (4) Certificates of Insurance: The Concessioner must provide annual updated statements and certificates of insurance no later than 15 days after the insurance(s) renewal date(s) and in accordance with the Contract. The Concessioner must provide complete copies of any or all insurance policies upon request by the Service.

B) Concessioner Financial Reporting

In addition to the Annual Financial Report (AFR) required in the Contract, the Concessioner must submit the following financial reports:

- (1) Monthly Franchise Fee Report: The Concessioner must report on the franchise fee made within fifteen (15) days after the last day of each month of operation. The Concessioner may make payments using Pay.Gov. Pay.gov is a convenient and easy to use system for making electronic payments to the federal government.

C) Risk Management and Environmental Management Reports

Various periodic or incidental reports are required to meet Risk Management and Environmental Management requirements.

- (1) Risk Management Program Reporting: The Concessioner must report accidents and other requirements as are outlined in this Operating Plan.
- (2) Environmental Management Program Reporting: Environmental reporting requirements are specified in the Contract.

7) Summary of Initial and Recurring Due Dates

| Title | Schedule | Due Date |
|----------------------------------|----------------------|---|
| Exhibit A: Operating Plan | | |
| Risk Management Plan | Initial / Annual | Within 120 days of Contract effective date; December 31 |
| Environmental Management Plan | Initial / As Updated | Within 120 days of Contract effective date |
| Promotional Material | As Needed | At least 15 days prior to need |
| Management Listing | Initial / As Updated | Within 60 days of Contract effective date |
| Certificates of Insurance | Annual | 15 days after renewal |

| Title | Schedule | Due Date |
|---|-----------------|--|
| Monthly Franchise Fee Report | Monthly | Within 15 days after the last day of each month of operation |
| Incident Reporting | Upon Occurrence | Immediately |
| Human Illness Reporting | Upon Occurrence | Immediately |
| Notice of Releases and Notice of Violations | Upon Occurrence | Immediately |

Signature: _____
 Title: Superintendent, Glacier Bay National Park & Preserve

Attachment A: NPS Interpretive Program

Note: If the Concessioner participates in the NPS Interpretive Program (including cost recovery), the Service will provide the interpretive requirements listed as part of the NPS Interpretive Program. If the Concessioner decides **NOT to** participate in the NPS Interpretive Program, it is the Concessioner's responsibility to adhere to the requirements listed below and included in the Operating Plan.

1) Management Responsibilities

A) Concessioner:

(1) Glacier Bay Host/Coordinator

To achieve an effective and efficient working relationship between the Interpretive Program staff and the Concessioner on board the vessel, the Concessioner must designate a Glacier Bay Host/Coordinator on board each vessels who:

- (a) Is available throughout the day to support operations and address issues
- (b) Coordinates communication between Service staff and ship operations by arranging, scheduling and set up of interpretive programming including:
 - Theater Program Location and Equipment
 - On-Board Commentary Set-up
 - Glacier Bay Introduction/Welcome Location and Equipment
 - Children Program Location
 - Information Desk Location, Set-up and Supplies
- (c) Prepares passengers prior to the visit into Glacier Bay by:
 - Providing accurate information about the interpretive program schedule, highlights of scenic cruising and the significance of Glacier Bay as a National Park
 - Provide opportunities for passenger's questions to be answered about the day's activities

B) National Park Service

(1) Chief of Interpretation: The Chief of Interpretation of Glacier Bay National Park and Preserve is the manager responsible for all interpretive operations. The Chief manages a complex park Interpretation and Education program grounded in park resources, themes related to the park's legislative history and significance, and park and Service-wide mission goals. The Chief of Interpretation will:

- (a) Hire experienced interpretive staff members to provide the Interpretive Program aboard cruise ships
- (b) Provide Interpretive training that meets all standard and requirement for providing interpretation aboard ships in the Area including:
 - Orientation to Glacier Bay National Park, including significant highlights and features.
 - NPS Professional Interpretive Skills and Techniques
 - Natural and Cultural History of Glacier Bay National Park and Preserve
 - National Park Service mission, history and worldwide significance
 - Glacier Bay National Park administration, primary themes, current research and significance
- (c) Evaluation and approval of interpretive services aboard ships to ensure all operations meet professional standards.
- (d) Annually determine appropriate budget to successfully fulfil interpretive program obligations

(2) Interpretive Program Coordinators: The Service will provide staff for daily coordination of the onboard Interpretive Program as outlined in Section 2 below. The Interpretive Program Coordinators will ensure:

- (a) Regular communications between Service staff and ship operations team, including pre and post visit correspondence.
- (b) Schedule the appropriate number of interpretive staff to board each ship to successfully conduct required programming
- (c) Organization of onboard interpretive team roles and responsibilities
- (d) Professional supervisory evaluations of all onboard interpreters throughout season

2) Interpretive Program Overview

The Interpretive program must be based upon and support the mission of the National Park Service and Glacier Bay National Park and Preserve

A) Staffing

To ensure a successful interpretive day in Glacier Bay, in addition to the Chief and Program Coordinators, the minimum number of interpretive staff onboard is directly depended on shipboard capacity as indicated below.

While in Glacier Bay, the interpreter’s duties will be fully dedicated to the program and will facilitate the interpretive program as the priority activity on the vessel.

| Ship Capacity (lower berths) | Supervisor | Interpreters | Visitor Services Assistant | Total Staff |
|------------------------------|------------|--------------|----------------------------|-------------|
| Less than 2,500 | 1 | 2 | 0-1 | 3-4 |
| 2,400 to 2,999 | 1 | 3 | 1-2 | 4-5 |
| 3,000 to 4,000 | 1 | 3 | 2-3 | 5-6 |

- (1) Supervisor: The supervisor shall have the necessary knowledge, skills and abilities to supervise employees, direct an operation, maintain cooperative working relationships, communicate effectively orally and in writing and demonstrate and teach interpretive methods and techniques. The supervisor also needs a strong working knowledge of the area, Glacier Bay National Park and the National Park Service mission.
- (2) Interpreters: The interpreters must have a working knowledge of the cultural and natural history of Glacier Bay and the skills and abilities to research, prepare and present professional quality interpretive programs to diverse audiences including children, multiple cultures and foreign languages. The interpreters must demonstrate ability to facilitate opportunities for visitors to make meaningful, personal connections with park resources using thematic interpretation. The interpreters must be trained, proficient in and utilize a wide range of interpretive techniques and principles as detailed in the Support Materials listed below.
- (3) Visitor Services Assistant: The visitor services assistant provides support to the interpreter by providing additional informal interpretation about the park, sharing information on park reference materials, and directing visitors to interpretive presentations on the ship.
- (4) Required Experience
 - (a) Supervisor and Interpreters: The supervisor and interpreters must have completed at least a 4-year course of study above high school leading to a bachelor’s degree with 24 semester hours of job related course work; or 1 year of relevant interpretive experience; or a combination of 1 and 2 above; or knowledge, skills and abilities needed to perform the job by virtue of having lived in or near Glacier Bay National Park and Preserve. Interpretive staff and supervisors must have knowledge of the NPS mission and goals, park organization and interpretive themes; the ability to communicate effectively; deal with a high volume of personal contacts; and have the knowledge, skills, and abilities to provide effective informal interpretation. The supervisor and interpreter must have a working knowledge of current professional NPS interpretive standards and competencies as outlined by NPS Interpretive Development Program.
 - (b) Visitor Services Assistant: Visitor services assistants must have knowledge of the NPS mission and goals, park organization and interpretive themes, reference materials, the ability

to communicate effectively and deal with a high volume of personal contacts and knowledge, skills and abilities to provide informal interpretation.

(5) Required Training

- (a) Interpretive staff must complete a comprehensive training program that provides instruction in the natural and cultural history of Glacier Bay, past and present research, park management issues, Glacier Bay National Park Significance Statements and primary Interpretive Themes, and the skills and techniques needed to prepare high-quality original presentations for diverse audiences including youth.
- (b) Comprehensive training must be at least 40 hours in length. Training must also include a minimum of three days of on-site orientation including site visits along the length of Glacier Bay, and the opportunity to observe an experienced interpreter conducting on-board programs. A returning interpreter (who has gone through the training shown above) will incorporate new research findings and updates on park issues into their interpretive programs. The supervisor and interpreters shall have a working knowledge of the reference materials listed below in "Support Materials".

B) Supervision

- (1) In order to evaluate the interpreters' effectiveness, the supervisor will observe each of the interpreters during the first half of each season with repeat observations as possible and necessary. Elements that the supervisor will be evaluating will include pace, flow, creativity, knowledge, accuracy, and thematic development presented in a meaningful and engaging manner. The Supervisor must provide guidance in a timely manner for both content and presentation skills. Coaching feedback will be provided verbally and written, with opportunity for discussion, and presented according to current Service interpretive coaching standards (positive, provisional, specific).

C) Program Evaluation

The cruise ship interpretive program will be evaluated for its effectiveness in meeting NPS mission goals referenced earlier. NPS standards for formal and informal interpretation have been established through the NPS Interpretive Development Program (IDP). All interpretive services will be evaluated and must meet these professional standards.

- (a) The Concessioner will audit Interpreter's presentations and provide coaching feedback to demonstrate continuous improvement of presentations.
- (b) Interpreter's written outlines for all presentations will be reviewed and evaluated based on outline criteria above.

3) Interpretive Program Requirements

A) Professional interpretive programs require careful preparation and crafting to ensure that they are appropriate for the audience and effective in enhancing passenger appreciation of Glacier Bay.

(1) Program Outlines:

The Concessioner must submit detailed outlines for all presentations (intermittent commentary, formal program, introduction/welcome, children's program) at the beginning of the season. The concessioner will use written in standard IDP format and including IDP elements (original themes, goals and objectives, cohesive development of a relevant idea, stated transitions, tangible-intangible connections, universals, opportunities for emotional and intellectual connections, appropriate techniques and, for the commentary, individual comments incorporating tangible resources). These outlines will be reviewed by supervisor in advance of presentation in order to provide coaching feedback and opportunity for revision. Outlines will be continuously updated and revised throughout the season and will be maintained for future reference.

B) Ship-board Commentary

- (1) Interpretive staff will present a professional and comprehensive 40-minute commentary on Glacier Bay. An additional 10 minutes is added if Johns Hopkins Inlet is included in the itinerary.
- (2) Announcements should be approximately two minutes each and generally limited to the most important concepts. Each announcement is limited to one concept, based on the park's

interpretive themes, and supports the cohesive development of a relevant and thematic idea. Narration should point out significant landmarks and features. Commentary will be limited while the ship is at glaciers, during wildlife sightings, or in the vicinity of campers and kayakers, in order to minimize impact on visitors and wildlife (see Informal Visitor Contacts, below). Commentary will begin as the ship passes Queen Inlet, northbound, and end when the ship passes Lamplugh Glacier, southbound.

C) Formal Interpretive Presentation

- (1) Interpretive staff will present a 30-minute formal presentation in the ship's primary theater. Presentation will explore Glacier Bay's primary stories and themes using effective interpretive methods and techniques as defined by the NPS national standards for Interpretation
- (2) All images, video and music used in the auditorium program will be of professional quality.

D) Children's Program

- (1) Interpretive staff will provide a 30-minute children's program in the youth center or lounge. This engaging presentation will utilize a variety of effective educational techniques and will introduce Glacier Bay themes and the stewardship mission of the Service. An important part of the presentation will be the opportunity for children to become Glacier Bay National Park Junior Rangers.

E) Information Station

- (1) In Glacier Bay, Interpreters set up and staff a mobile visitor center on board to engage and inform visitors through a variety of exhibits, hand-on displays, maps, reference materials, Glacier Bay experts. This Information Station provides passengers with opportunities to ask questions or share experiences, as well as providing orientation, information and informal interpretive services. Information station is staffed during commentary and scenic cruising (approximately Queen Inlet northbound to Lamplugh Glacier southbound).
- (2) *Location:* The appropriate location for the onboard information desk must be in a smoke-free area which passengers can easily locate and congregate and the commentary can be heard. The location will be indoors, protected from the weather, have good lighting, and allow for outside viewing and must be approved by the Superintendent. The location will allow for the display of at least two easel boards (3x4') two dry erase boards for itinerary and daily notes, and table space of at least 12 lineal feet.
- (3) High quality Service approved reference and education materials will be provided for sale at the information station.

F) Informal Visitor Contacts

Interpreters provide roving interactions in high-traffic public areas of the ship throughout the day to answer visitor questions and share experiences, as well as provide orientation, information and informal interpretive services.

G) Introduction/Welcome to Glacier Bay

On ships that arrive prior to 8:00 am, interpreters will provide a Welcome to Glacier Bay/Highlights of the Day short program located at the Information Desk to prepare passengers for their day in Glacier Bay. Using park brochure, easel maps and other materials, this program will outline and describe the day's schedule, scenic highlights, and introduce the stories behind Glacier Bay's scenery.

4) Support Materials

At a minimum, interpretive staff will have the following materials available for training and reference (materials will be updated throughout the contract period):

1. <http://idp.eppley.org/> - NPS Interpretive Development Program website
2. www.nps.gov/glba Glacier Bay National Park Website
3. www.nps.gov National Park Service website
4. "America's Best Idea" Ken Burns PBS documentary
3. "Meaningful Interpretation: How to Connect Hearts and Minds to Places, Objects and Other Resources" edited by David Larsen

4. "Handles: A Compendium of Interpretive Techniques to Help Visitors Grasp Resources" by Peggy Ann Scherbaum
5. "Environmental Interpretation, a Practical Guide" by Sam Ham
6. "Interpreting Our Heritage" by Freeman Tilden.
7. "Interpretation of Cultural and Natural Resources" by Douglas M. Knudson, Ted T. Cable and Larry Beck
8. "The Interpreter's Guidebook, Techniques for Programs and Presentations" by K. Regnier
9. "Interpreting for Park Visitors" by William Lewis
10. "Glaciers of North America, A Field Guide" by Sue A. Ferguson
11. "Sculpted by Ice: Glaciers and the Alaska Landscape" by Michael Collier
12. "Glacier Bay National Park, Alaska" by Mark Kelley
13. "Travels in Alaska" by John Muir
14. "Tlingit Indians of Alaska" by University of Alaska
15. "The Nature of Southeast Alaska" by R. O'Clair, R. Armstrong and R. Carstensen
16. "Guide to Marine Mammals of Alaska" by Kate Wynne
17. A field guide to the birds of the area
18. "Plants of the Pacific Northwest Coast" by J. Poljar and A. Mackinnon
19. "Discovering Wild Plants: Alaska, Western Canada, the Northwest" by Janice Schofield
20. NPS Alaska Region Climate Change newsletter
21. NPS Climate Change Response Strategy 2010
22. "The Melting Edge" by Michael Collier
23. www.adfg.state.ak.us/pubs/notebook/notehome.php - Alaska Department of Fish & Game wildlife notebook series
24. Glacier Bay: Beneath the Reflections DVD
25. Glacier Bay: Forever Wild DVD
26. NPS Strategic Plan
27. Glacier Bay NP Strategic Plan
28. Glacier Bay NP Vessel Quotas and Operating Requirement EIS and Record of Decision (Nov. 2003).
29. NPS "Alaska Park Science" -quarterly research publication.
30. Glacier Bay NP General Management Plan
31. Glacier Bay NP Foundation Statement
32. Glacier Bay National Park: Alaska Park Series, Kim Heacox/Alaska Geographic
33. Glaciers of North America-ALASKA. US Geologic Survey, Bruce Molnia
34. Glacier Status in Alaska National Parks Research Study, NPS and University of Alaska Geophysical Institute
34. "Land Reborn: A History of Administration and Visitor Use in Glacier Bay National Park, Alaska" by T. Catton. http://www.nps.gov/history/history/online_books/glba/adhi/
35. Glacier Bay National Park and Preserve Historic Resource Study, by R. Kurtz
36. The Hoonah Tlingit Cultural Landscape in Glacier Bay National Park and Preserve, An Archeological and Geological Study, by Crowell, Howell, Mann, Streveler.
37. www.wilderness.net Interagency National Wilderness Preservation System website.
38. www.lnt.org National "Leave No Trace" outdoor ethics and skills resource.
39. "Glacier Bay, The Land and the Silence," by Dave Bohn
40. "Navigating Troubled Waters, A History of Commercial Fishing in Glacier Bay, Alaska" By Jim Mackovjak.

Attachment B Required Boarding Arrangements

This attachment is available at the international Maritime Pilots Association website under downloads <http://www.impahq.org/downloads.php>

REQUIRED BOARDING ARRANGEMENTS FOR PILOT
 In accordance with SOLAS Regulation V/23 & IMO Resolution A.1045(27)
 INTERNATIONAL MARITIME PILOTS' ASSOCIATION
 H.Q.S. "Wellington" Temple Stairs, Victoria Embankment, London WC2R 2PN Tel: +44 (0)20 7240 3973 Fax: +44 (0)20 7210 3518 Email: office@impahq.org
 This document and all IMO Pilot-related documents are available for download at: <http://www.impahq.org>

RIGGING FOR FREEBOARDS OF 9 METRES OR LESS

COMBINATION ARRANGEMENT FOR SHIPS WITH A FREEBOARD OF MORE THAN 9 METRES WHEN NO SIDE DOOR AVAILABLE

NO! No obstructions, knots or rigging
NO! The steps must be evenly spaced
NO! The steps must be hark on both sides and checked under the steps must be tightly secured
NO! Stanchions must not be hark between steps
NO! Side ropes must be evenly spaced
NO! The steps should not be painted, oily or slippery
NO! Ledges and tripping items present a tripping hazard and foul the Pilot Ladder

PILOT LADDER WINCH REEL

A **PILOT LADDER WINCH REEL**

B All pilot ladder winch reels should have a means of protection from being accidentally operated. The brake and lock must be operated on manually operated winches. Power winches must have an automatic safety device to lock the winch in position.

C Side opening

Sligh's side doors used for transfer should not open outward