

Alternative Shuttle Service Delivery Models for Glacier National Park



Bronwen Chilton
Dylan Ham
Mason Miguel
Julia Naras
Kenneth Savage

Project Goal

Recommend **viable** business models for **delivering** Glacier National Park's point-to-point **shuttle service**.

Research Methods

Background
Research

Interviews

SWOT
Analysis

Market
Research

S

Strengths

O

Opportunities

W

Weaknesses

T

Threats

Viable Business Models

Self-Delivery



Third-Party Delivery



Public / Private Delivery

Indefinite Delivery / Indefinite Quantity



Self-Delivery



Self-Delivery

Third-Party Delivery

IDIQ

S

Strengths

Total transparency of costs

Ability to solve problems 'on the ground'

W

Weaknesses

Additional responsibilities for the shuttle managers

Unforeseen Risks

Self-Delivery

Third-Party Delivery

IDIQ



Opportunities

Flexibility for future outsourcing



Threats

Inadequate transportation fund

Third-Party Delivery



Self-Delivery

Third-Party Delivery

IDIQ

S

Strengths

Competition between
contractors for bids

W

Weaknesses

Vendor costs

GNP employees can't
solve problems 'on the
ground'

Self-Delivery

Third-Party Delivery

IDIQ

O

Opportunities

Experienced party improves the visitor experience

Fewer responsibilities for current shuttle managers

T

Threats

Loss of transparency of costs

Conflict between GNP / 3rd party

Public / Private Delivery

Indefinite Delivery / Indefinite Quantity



Self-Delivery

Third-Party Delivery

IDIQ

S

Strengths

Flexible to change goods/services

Infrastructure and maintenance covered

Responsibilities taken off Park staff

W

Weaknesses

Upcharge for variability of delivery

Limited budget

Moderate operational control

Self-Delivery

Third-Party Delivery

IDIQ



Opportunities

Ability to test different amounts of labor hours

Can be used solely for maintenance purposes

Allows for exploration of future delivery models



Threats

Service quality may be sacrificed for cost efficiency

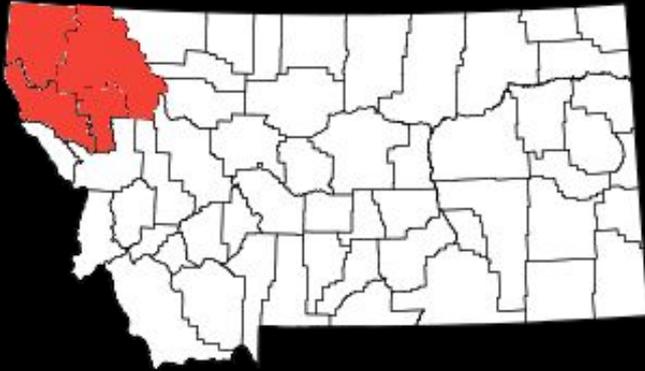
Multiple contracts may create more overhead expenses

Recommendations - Public/Private & IDIQ

→ Contract out staffing for drivers and vehicle maintenance

- ✓ Partial control, flexible terms
- ✓ Outsource aspects of the service to contractors
- ✓ Explore future opportunities
- ✗ Expenses

Screening for Viable Companies



Stone Transportation, LLC

Treasure State Transit, Inc.

Harlow's School Bus Service,
Inc.

Thank You!

Sponsors: Patrick Glynn, Jim Foster, Tara Carolin,
Ma'ayan Dembo

Advisors: Frederick Bianchi, Seth Tuler, Corey
Dehner

Contacts: Billie Thomas, Susan Law, Andrea
Hannon, Michael Madej, Nathan Peck, Stephanie
Clement, Paul Murphy, Jennifer Staroska

Free Discussion

Cost Comparison Concept



Self-Delivery

S
Strengths

W
Weaknesses

O
Opportunities

T
Threats

Financials

Avoid administrative fees
Total transparency of costs

Coordinator salary/benefits
Inadequate transportation fund

Determine actual delivery cost (for future bids)

Coordinator salary more expensive than admin fees

Operations

In-house maintenance
Vehicle ownership

No offseason shuttle storage

Local drivers familiar with GNP culture, aware of the visitor experience

Potentially limited driver applicant pool

Avoid conflict between 3rd party and operations staff

Management

Avoid middlemen
GNP employees' ability to solve problems 'on the ground'

Limited transportation staff

Flexibility for future outsourcing

More responsibilities for current shuttle managers

Other

Unpredictability; no precedent for intermountain NPS shuttle

Third-Party Delivery

	S Strengths	W Weaknesses	O Opportunities	T Threats
Financials	<p>Reasonable return on investment</p> <p>Competition between contractors for bids</p>	<p>Vendor costs</p> <p>Bids come in higher than GNP budget</p> <p>Greater cost for visitors</p>	<p>Sell buses, make a profit</p> <p>Concession bundles</p>	<p>Loss of transparency of costs</p> <p>Contract termination penalties</p>
Operations	<p>Infrastructure and maintenance covered</p>	<p>GNP employees can't solve problems 'on the ground'</p>	<p>Experienced party improves the visitor experience</p>	<p>Non-local drivers/coordinators unfamiliar with GNP culture</p> <p>Conflict between the company and the mechanics</p>
Management	<p>Long-term solution</p>	<p>Party does not have experience with GNP's service</p>	<p>Fewer responsibilities for current shuttle managers</p>	<p>Conflict between GNP and the company</p>
Other			<p>Gateway to updating the service, electric fleet</p>	<p>Unassured longevity of the company</p>

IDIQ

S
Strengths

W
Weaknesses

O
Opportunities

T
Threats

Financials

Flexible to change goods/services

High costs with competitive bids = reasonably priced contract

Upcharge for variability of delivery

Operations

Limited budget, could limit opportunities for growth/expansion

Ability to test different amounts of labor hours

Service quality may be sacrificed for cost efficiency

Management

Precedence, growing in popularity in NPS

Moderate operational control

Can be used solely for maintenance purposes

Other

5-year solution, not long-term

5-year solution, not long-term

Allows for exploration of future delivery models

Cost Comparison Concept

