
Alternative Shuttle Service Delivery Models in Glacier National Park

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Supplemental Materials

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Abstract:

Unprecedented visitation numbers in Glacier National Park prompted the introduction of a point-to-point shuttle service in 2007 that mitigates congestion on the Going-to-the-Sun Road. The most recent contract expired in September 2021, allowing the Park to consider new delivery models for the shuttle service. In collaboration with our sponsors, we assessed Glacier's previous shuttle service delivery models. We explored contracts and partnerships in other national parks, including self-delivery, third-party delivery, and public/private partnerships. We presented analyses of different models and recommended the Park implement a public/private indefinite-delivery, indefinite-quantity contract, which is flexible for changes in expected service demand.

Authorship

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Background		
The Role of a Shuttle Service	Bronwen Chilton, Julia Naras	Mason Miguel, Kenneth Savage
Glacier National Park's Shuttle Service	Mason Miguel, Julia Naras	Kenneth Savage
Opportunities for Delivering a Shuttle Service	Kenneth Savage	Mason Miguel, Julia Naras
Research Methodology		
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Objective 3	Bronwen Chilton, Julia Naras	Mason Miguel, Kenneth Savage
Objective 4	Bronwen Chilton, Julia Naras	Mason Miguel
Findings and Recommendations	Mason Miguel, Kenneth Savage, Dylan Ham	Bronwen Chilton, Julia Naras
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Supplemental Materials:

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Appendices

Appendix A: Interview Preamble

We are five students from Worcester Polytechnic Institute (WPI) in Worcester, Massachusetts. We are on what's called an Interactive Qualifying Project (IQP), a research project where we collaborate with a project center to work on a problem or need.

Our project center, Glacier National Park, had a 2-year contract with LC Staffing, the company that runs the Park's point-to-point shuttle service, that ended this past Labor Day. Our goal is to recommend viable business models for operating the Park's shuttle service once this contract ends.

We, the Transportation Service Plan Team, value your input as we research the potential strengths and weaknesses of different business models to deliver the shuttle service in Glacier National Park.

Your responses are voluntary, and you may refuse to answer any or all of the questions we ask. We estimate that this focus group will last half an hour. By agreeing to participate in this focus group, you affirm that you give your consent for us, the Transportation Service Plan Team, to take minutes and to use your answers in our research.

There are no known risks. If you have any questions about the IQP, the Transportation Service Plan Team, or our research, please email us. If you have any concerns or questions about your rights as a participant in this research, you can contact the WPI Institutional Review Board. We will give you this contact information in written form at the end of the focus group.

Appendix B: Billie Thomas Interview Questions

Can you elaborate on the shuttle operation driver contract with LC Staffing?

Were you involved in any of the previous partnerships with companies regarding the shuttle service? If so, can you elaborate on them?

You were the chief contracting officer on the 140P Purchase order. Can you give details on the purchase order?

We found details on the 140P Purchase order on the System for Award Management website (SAM.gov). Can you explain what SAM.gov is used for?

- a. What is the process for the Park in posting a contract proposal on the website?
- b. Can SAM.gov be used for market research?

Appendix C: Patrick Glynn and James Foster

Interview Questions

1. How did the reservation system and Ticket-to-Ride system work for the Park?
2. The Park had lent out the shuttle fleet to Flathead county during the off-season. Would the Park still be interested in lending the fleet in a future agreement?
3. What role does Transportation Equipment Inc. play in maintaining the bus fleet?
4. Do you have a representative for LC Staffing we can reach out to?
5. Can you elaborate on the SAM.gov website, and how Glacier uses it?

Appendix D: Susan Law Interview Questions

1. What was the process for the Park in establishing a shuttle system?
2. What was the intended model for the shuttle system in 2007?
3. Was a self-delivery system considered when drafting the shuttle system?
 - a. What was needed to self-deliver a shuttle system?
 - b. Were additional staff needed for self-delivery?
4. Were there any unforeseen issues the Park ran into while running the shuttle system?
5. What was the process for obtaining new shuttles? Where did the original shuttle buses originate?
 - a. Were there any constraints for a shuttle bus on the GTSR?
 - b. Did the Park consider looking into ZEVs?

Appendix E: Michael Madej Interview Questions

1. What does your role as Transportation Program Manager entail with the National Park Service?
2. The past few weeks we have been studying some transportation business models. From our understanding, there are differences between how responsibilities are allocated. For example, some national parks internally manage their shuttle system while other parks hire a third party. What are some of the primary business models of the other major parks across the Intermountain Region (Yellowstone, Grand Canyon, Teton, Zion, Joshua Tree)?
3. From our understanding, some national parks employ a transportation fee in order to ride a shuttle service. In your opinion, would a fee to ride affect a visitor's decision to use a shuttle service if it guaranteed them entry? Is there a dollar amount that visitors would be unwilling to pay to take the shuttle?
4. Can you give us contact information for fleet managers/coordinators in the following parks: RMNP, ZION, YOSE, JOTR, GRCA, ARCH
5. Glacier may reach a point in the near future where they may try to transition over to using only zero emission vehicles. Is there a model that would work well with this transition in mind?

Appendix F: Andrea Hannon Interview Questions

1. What does your role as Supervisor Contracting Officer entail with the National Park Service?
2. What advantages would an IDIQ have over a fixed contract?
3. In our research we have found different types of IDIQs. Is there one you believe would work best with the Park?
4. Do you know of any other parks that have implemented IDIQs?
5. Some sources describe IDIQs as being a temporary solution rather than a permanent one. If GLAC moves forward with IDIQs, do you see the contract being a temporary or long term?

Appendix G: Stephanie Clement and Paul Murphy

Interview Questions

1. Can you tell us a bit about the partnership between Friends of Acadia and the Island Explorer Shuttle?
 - a. Could you speak to how some of the responsibilities are allocated?
 - b. What role does Friends of Acadia play? What aspects of the Island Explorer do they help with?
 - c. What role does Downeast Transportation play? What aspects of the Island Explorer do they help with?
2. What kind of business model is the Island Explorer? (Ie. contract, partnership, etc.)
3. How long has the Island Explorer been run by Friends of Acadia/Downeast?
 - a. How did Friends of Acadia and Downeast Trans come to run the shuttle system? (SAM.gov bid, other)
 - b. What is the timeframe of the agreement with the island explorer and friends of acadia? How long does the contract last? Long term/ short term?
4. Can you tell us some details about the finances of the Islander Shuttle?
 - a. How much does it cost annually?
 - b. Do you know the cost per bus per hour?
 - c. Do you know the expenses related to driver salaries?
 - d. Does Downeast take an administrative fee? If so, how much
 - e. How much money goes into maintenance?
 - f. Does Acadia hire drivers, or does Downeast? Who trains the drivers?
 - g. We were hoping for some additional information regarding running costs. In your email, you mentioned Paul Murphy, the Executive Director of Downeast Transportation. Could we have his contact information?
5. Has Acadia taken ZEV into consideration? Do they have a plan for transitioning to ZEVs? If so, what is it?
 - a. What is the current fleet size? How old is the fleet?

Appendix H: Delivery Model Criteria Analysis

Delivery Model	Park's Control	Estimated Total Cost	Flexibility and Future Opportunities	Responsibilities of Park Staff	Timespan
Self-Delivery	Full	Low	Highly Flexible	Substantial	Long Term
Third-Party Commercial Service	Limited	High	Limited Flexibility	Limited	In Between
Public/Private Partnership	Limited	Low	Limited Flexibility	Moderate	Long Term
Public/Private IDIQ Contract	Moderate	Medium	Highly Flexible	Moderate	Short Term