GUIDE MANUAL

Mendenhall Glacier Float Trip

Juneau

Alaska Travel Adventures

Juneau

GUIDE MANUAL

Mendenhall Glacier Float Trip

CONFIDENTIAL COPY NUMBER _____
TO COPY OR DUPLICATE ANY PORTION OF THIS MANUAL IS
A VIOLATION OF THE EMPLOYEE AGREEMENT.
THIS ENTIRE HANDBOOK MUST BE RETURNED TO
ALASKA TRAVEL ADVENTURES IN TACT.

Alaska Travel Adventures, Inc.
9085 Glacier Hwy, Suite 301
Juneau, AK, 99801
800-323-5757

Alaska Travel Adventures' History

Alaska Travel Adventures, (ATA) was founded in 1978 by Martin H. Behr in Palo Alto, California, for the purpose of providing Alaska visitors with a variety of Alaskan outdoor adventures. Over the past four decades, we have provided over a million clients the opportunity to experience Alaska's natural beauty and spirit of adventure in a safe and comfortable manner. We pioneered many new concepts in Alaska travel, including van safaris, active luxury cruises, active shore excursions and safari base camps. ATA has received high marks from major Alaska tour operators, cruise lines and wholesalers.

Our summer staff now numbers nearly 300 employees including management, sales, escorts, drivers, and guides. ATA has operations in Anchorage, Juneau, Ketchikan, Redmon, Sitka, and Skagway.

Our participants are not exclusively younger people, nor are they necessarily experienced in outdoor activities. All our trips feature personalized attention and provide participants with a chance to actively experience Alaska's natural world. It is our intent to continue to provide Alaskans and Alaska visitors with high quality adventures for all ages.

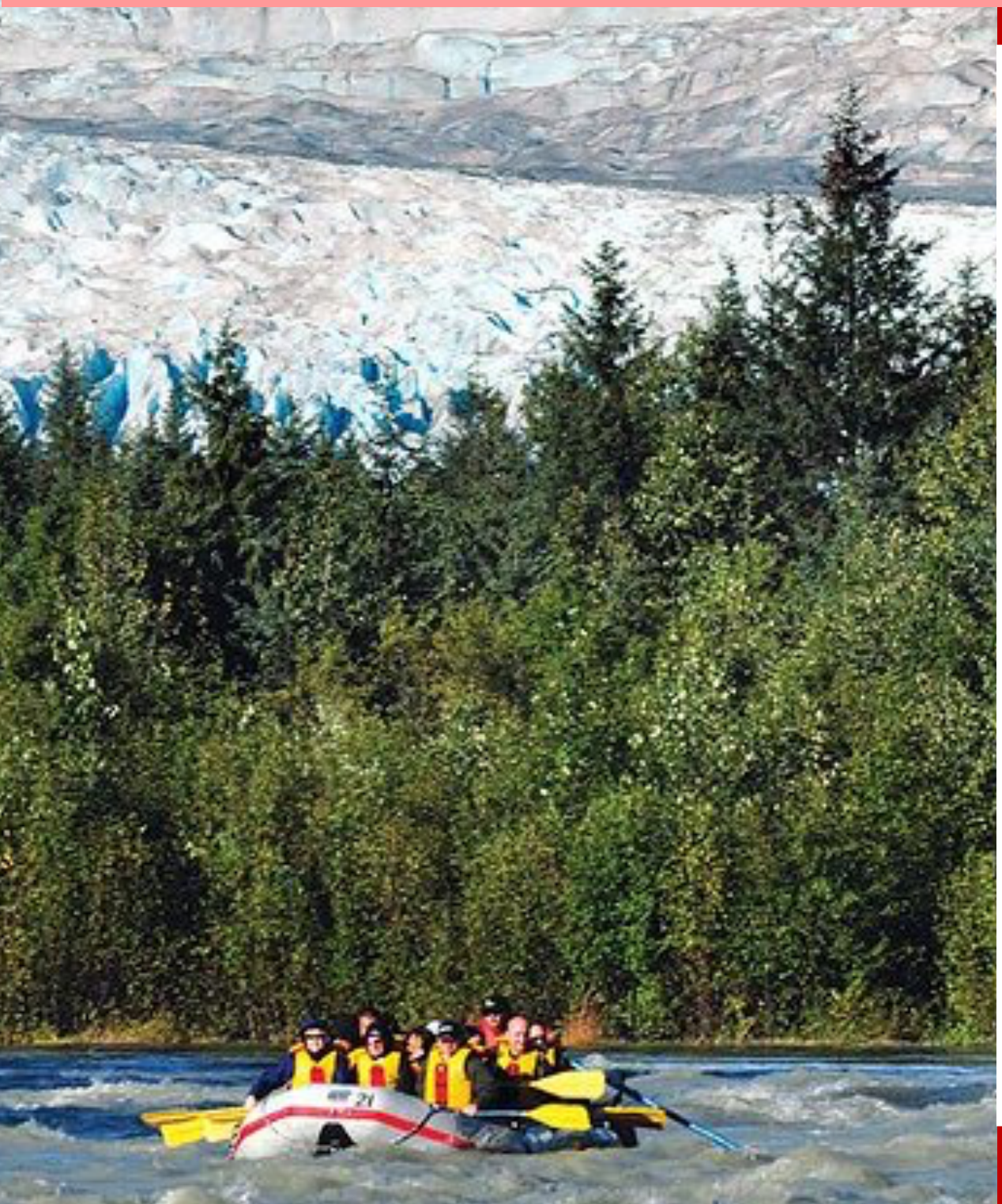
You are valued team members and have become part of the rich history of Alaska Travel Adventures. We're glad you are here! We're going to have a great season!

Table of Contents

Section

I

ATA Tour Policy



Chapter 1

Risk Management

Learning Objectives

- ✓ Become Informed about ATA Safety Culture
- ✓ Identify High Risk Areas
- ✓ Become Aware of ATA Tour Policy
- ✓ Discuss How a Proactive Approach to Safety Mitigates Risk
- ✓ Learn How to Manage an Incident & Follow Incident Reporting Protocol

Introduction

Customer and staff safety and security is the highest priority of Alaska Travel Adventures, Inc. (ATA), and safety related policies are strictly enforced. ATA safety related policies and procedures, and an attitude-belief-values system that makes safety our Number 1 Priority, combine into realistic best practices to be carried out by field staff. We devote much effort in training our field staff to execute our tour product with a high level of professionalism. We also utilize high quality equipment which is maintained in a safe and clean condition. ATA management has over 30 years of experience operating adventure tours, marine excursions, restaurants, campgrounds, and vehicle rental operations. We communicate effectively in numerous ways to ensure that all participants are made aware of any potential dangers. This extends to all areas of our operation including accommodation of the disabled as directed by the American Disabilities Act (ADA). Our Full Alaska Travel Adventures, Inc. General Risk Management Plan is in the Employee Handbook, which must be read, and acknowledged by signature by every ATA employee pre-employment.

ATA Safety Culture

The Way We Do Things Around Here. A proactive approach to safety is paramount to operating safe Wilderness Sea Kayaking tours. Alaska Travel Adventures' approach to safety starts when

customers meet our Customer Service staff on the docks and is executed with intentionality throughout the tour. ATA's senior management has developed an appreciation and understanding of the risks involved, and we manage proactively to ensure that any risks are removed or minimized.

Customers

Itineraries

Our tour itineraries are structured to ensure the safety and security of our customers and personnel. We consider any potentially hazardous activities and have an operating plan to address these for each tour. We provide information in advanced on our tour data forms. We also alert the customers prior to their encounter of any known risks. Some of the common risks that might be encountered on our tours include uneven terrain, getting in and out of vehicles, rafts, kayaks, canoes, boats, navigating steps, hazards associated with navigating unmaintained roads (potholes, water crossings, stops, wildlife in the road). For this reason, tours must be delivered as structured in the itinerary with no deviation. The only allowed deviation is to avoid a safety hazard, such as incoming hazardous weather, bear on trail or to deal with a sick customer.

Safety Briefing & Liability Waiver

ATA conducts a safety briefing on all our tours and all our adventure tours all have a liability waiver that the customers are required to sign. These customers acknowledge the risks, confirm that they are in generally good physical condition, and agree to not smoke, stand in any raft, canoe, or kayak, and wear seat belts at all times where provided. The liability waiver must be signed by all participants, and by all parent/guardians for minors, participating on ATA tours. If any participant is unwilling to sign the waiver, contact your supervisor, who will arrange return transport for the customer(s). All ATA tours with inherent risks include a safety, equipment, and site orientation prior to commencement. ATA requires its personnel and customers to wear life jackets at all times they are on or near the water in any open vessel or as required by USCG regulation.

Age & Weight Restrictions

We designate appropriate age and weight restrictions as well as provide information on the activity level for our adventure tours to ensure the experience is safe and appropriate for age and physical abilities of the customer. Children under 5 years of age and weighing less than 40 lbs. are not permitted to participate in our rafting, kayaking, canoe tours, or any boat tours which require a life jacket. Children under 12 years of age must be accompanied by a parent or guardian. Children ages 13 to 17 are required to have a signed parental consent form if traveling without a parent or guardian.

Health

Any person with guest contact is not permitted to participate in the tour if they are sick or symptomatic. This includes ATA personnel as well as customers. ATA personnel are required to practice good hygiene. If a customer becomes symptomatic on tour, every effort will be made to immediately provide separate return transportation for the customer. Transport vehicles will be disinfected, and hand sanitizer provided for the customers and ATA personnel.

Staff Qualifications

ATA is regarded as a leader in the Alaska Shore Tour Industry. We are vetted by all our cruise ship partners as well as independent sellers of shore tours. Staff Qualifications and Certifications ensure that all ATA field staff meet minimum industry standards and must be maintained throughout your period of employment with Alaska Travel Adventures.

Pre-Employment Paperwork

Employees will be given pre-employment paperwork to be completed prior to working as an ATA Employee. All pre-employment paperwork must be completed in its' entirety prior to employment. Pre-employment paperwork includes the Employment Contract, DOT Qualification Form & Driver Questionnaire, Payroll Information, ATA Equipment List, Health Questionnaire & HIPAA Statement, Pre-Employment Drug Test Referral and State of Alaska Information.

Handbook & Guide Manual

All employees must read and acknowledge the ATA Employee Handbook and Sea Kayaking Guide Manual before leading clients on adventure tours. The Employee Handbook outlines Alaska Travel Adventures policies and procedures applicable to every ATA employee. The Guide Manual outlines Alaska Travel Adventures policies and procedures specific to each tour product. Both the Handbook and the Manual must be read in their entirety and acknowledged by the employee before any hours are recorded.

Raft Guide Training

To guide trips at Alaska Travel Adventures, Raft Guide Training is necessary. Our program consists of approximately two weeks. Learning about the required safety equipment, basic Swiftwater rescue skills, equipment you will use daily and learning about the Mendenhall River.

First Aid & CPR

ATA requires all guides, deckhands, marine operators, and drivers to be First Aid and CPR trained. First Aid and CPR certifications should be valid during the entirety of the employee's Employment Agreement dates.

Transportation

Vehicles

All vehicles utilized in the delivery of our tours are in a safe and clean condition, and are operated according to relevant federal, state, and local safety regulations and requirements. All transport vehicles contain a step stool, basic repair tools, routinely inspected fire extinguisher and first aid, road emergency, and biohazard kits. Customers and guides are required to always wear seat belts in every vehicle equipped with seat belts. While the Jeeps come standard with 4 seatbelts and a 4-person maximum and vans with 15 seatbelts and a 15-person maximum, some vehicles have been modified or have had a seat removed to carry equipment to and from various tour locations and therefore have a lower carrying capacity. All our vehicles have set capacity maximums to ensure customer comfort and safety. ATA vehicles with capacities exceeding 15 passengers have a public-address system to ensure the customers can easily hear the safety briefing and tour narrative. All transport vehicles are inspected prior to each tour. These inspections are thorough and documented. Customer driven vehicles are additionally inspected post tour. Transport vehicles are secured when left unattended during the tour.

Drivers

ATA drivers who operate company vehicles have current required licenses to operate the vehicle according to all relevant statutory, federal, state, and local safety regulations and requirements. A CDL licensed driver is required for all our vehicles carrying over 15 passengers. Copies of all licenses are kept in the corporate office in Juneau Alaska. Drivers only carry customers, ATA personnel, or tour escorts who can be identified as such. Drivers are required to be competent, punctual, and alert always. Drivers can communicate via radio, satellite phone, or cell phone. Drivers are not permitted to make or accept any personal cell phone calls while in the presence of customers. Drivers are required to park vehicles with a dual brake system in place, assist passengers in and out of the vehicle, be proficient with ADA requirements and sensitivity, be CPR certified, familiarize passengers with the location of all safety equipment before departure, explain to passengers all evacuation procedures and alternative emergency escape routes before departure, be trained in response to public vomit and diarrhea incidents, to clean and disinfect the vehicle each evening. If a heightened level of public health concern exists, the drivers are required to disinfect all transport vehicles using Virox or an equivalent product between transfers with extra attention given to hand contact surfaces as often as possible with Virox.

Watercraft

Rafts

ATA operates a fleet of self-bailing oar rigs and paddle rafts. The frames that we use are custom made for the specific kinds of rafts we have. ATA boats are clean and reliable in all respects for the intended use. Boats are inspected prior to the

departure of each tour. On open watercraft tours, ATA requires all participants and personnel to always wear life jackets while on or near the water.

Our number one priority in anything we do here is safety. Rafts are equipped with throw ropes, first aid, and emergency kits to accompany each tour. To maintain our standard of making safety number one, providing proper inspection and care to the equipment on a daily basis is the regular procedure here at ATA.

Lifejackets

ATA requires its personnel and customers to wear life jackets at all times they are on or near the water in any open vessel or as required by USCG regulation. All ATA watercraft tours include a demonstration of correct donning of a life jacket. On all tours which require life jackets be worn during the tour, guides check that life jackets have been properly donned prior to assisting the customer into the craft. ATA watercraft tours embark and disembark safely. This process is supervised by a crew member. On all float trips the guide will demonstrate proper procedures for getting in and out of the rafts. ATA personnel are trained to respond to a "man overboard" for all watercraft tours.

River Levels & Weather

ATA monitors weather conditions so that additional precautions can be taken as needed up to and including canceling the tour. All Guides, the River Manager and Director of Operations should be continuously monitoring river levels and the weather forecast for possible hazardous conditions well in advance of, and during, tour operations. The conditions of the forest and gauge must be cross-checked with actual conditions on the water before cancelling a tour.

In order to accurately monitor the water levels of the Mendenhall river, we use information provided by the National Weather Service. On their website they provide a graph that details the average depth of the river. At ATA, this is what we use as our standard. This graph is monitored and updated by the USGS (US geological Survey) hourly.

ATA River Safety Program

The river safety program is designed to work in conjunction with, and as part of, the guide training program.

River Water Levels and Operations Criteria:

Operating Level GREEN

- ✓ Levels up to 6.2 feet
- ✓ Normal rafting operations.
- ✓ All guides waiting in safety eddies at top and bottom of main rapids.
- ✓ All guides staying within eyesight of other rafts.

Operating Level YELLOW

- ✓ Levels between 6.2 and 7.8 feet
- ✓ Normal rafting operations up to 7.8 feet with River Manager closely monitoring conditions.
- ✓ All guides waiting in safety eddies at top and bottom of main rapids.
- ✓ All guides staying within eyesight of other rafts.
- ✓ River Managers decision whether to discontinue paddle rafts and decrease passenger counts.

Operating Level ORANGE

- ✓ Levels between 7.8 and 9.0 feet
- ✓ Paddle raft operations suspended.
- ✓ Oar boats passenger loads 8 maximum, loads to be determined by lead guide and River Manager
- ✓ Safety boat operation implemented.
- ✓ Only River Manager or other designated staff to run safety boat.
- ✓ Dry bag with first aid kit
- ✓ Know rescue access points along rapids.
- ✓ Safety boat runs ahead of trip to first safety eddy.
- ✓ Safety boat waits in safety eddy until trip arrives.
- ✓ Safety boat runs main rapid and eddies out on river right at the bottom of Pin Ball (Main Rapid)
- ✓ Rafts leave top safety eddy one at a time and safety boat stands ready to respond if needed.
- ✓ Rafts eddy out at bottom of rapids and wait for raft behind them before continuing.
- ✓ Safety boat leaves eddy after last passenger raft and follows trip until clear of all rapids.

Operating Level RED

- ✓ Levels 9.0 feet or higher
- ✓ Based on Hydrological readings provided from the National Weather Service taken at Mendenhall Lake, if operating level **RED** occurs: **ALL RIVER OPERATIONS WILL BE CANCELLED**
- ✓ If water level is deemed to be at, above, or near to flood stage and after evaluation is done by A.T. Manager, operations are cancelled by Vice President.

Wind on Mendenhall Lake

Strong winds coming off Mendenhall Glacier:

- ✓ Guides to position rafts as far up the beach toward the glacier as possible before loading guests.
- ✓ Guides to launch and row up the shoreline toward the glacier approximately 100 yards.
- ✓ Guides to row, pulling into the wind with the wind on their right shoulder, holding that angle as they cross the lake.
- ✓ It is imperative to hold this angle and not lose "ground" by allowing the wind to push raft toward end of lake.

Strong winds coming off the Mendenhall River:

- ✓ Guides to launch and row toward the end of the lake approximately 100 yards.
- ✓ Guides to row, pulling into the wind with the wind on their right shoulder, holding that angle as they cross the lake.
- ✓ It is imperative to hold this angle and not lose "ground" by allowing the wind to push raft toward the Glacier.

Water levels and operational determinations made because of water levels are based on: National Weather Service, Advanced Hydrologic Prediction Service's gauge readings performed during summer season, provided by USGS gage MNDA2 located at Mendenhall Lake.

Food Service

ATA provides training and written procedures for all food service personnel to ensure compliance with all relevant national and local laws and general food and health safety. These written procedures are described in our operation manuals. Additionally, all food service personnel are required to obtain a food handlers safety card. Any food service area is inspected by ATA personnel prior to guest arrival. ATA restaurants and outdoor cook camps are frequently inspected by multiple levels of management. Any noted issues in food and beverage safety and hygiene procedures during inspections are expected to be corrected immediately.

Risk Factors

Risk Factors that are commonly found during food bourn illness outbreaks are the focus of the management in protecting the safety of the food including, cooking food adequately to the necessary internal temperature, holding food at proper temperatures, enforcing practices to avoid cross contamination during preparation and service, proper personal hygiene. Hand sanitizer is available in numerous locations at ATA restaurants in addition to potable water and soap. ATA provides hand sanitizer at its remote food service locations where potable water is not available. ATA food service employees understand the importance of reporting illness prior to reporting to work. Additionally, any food handlers who suffer from any symptoms of diarrhea and/or vomiting are not allowed to work at the venue in any capacity until they have been free of symptoms for at least 48 hours and cleared as fit for return to work. If ATA management suspects an employee is ill or concealing illness while working, the manager/supervisor will request that the employee return home until he/she is free of symptoms and has been declared fit to return to work.

Employee Hygiene

Food handlers will demonstrate a professional level of hygiene and are required to keep clean; wear a uniform that is clean and regularly changed; refrain from smoking, eating, or drinking in the kitchen or food storage area; wear a hat to cover their hair; wash hands thoroughly with soap and water at the start of work and regularly throughout the day, prior to handling any food items, between changing tasks or replacing gloves, after using the toilet facilities, and after activities that contaminate hands (handling raw fish or chicken, refuse/rubbish, chemicals, soiled dishes, touching

any parts of the body, eating, coughing or sneezing). ATA requires food service handlers with cuts or infected wounds on their hands or arms to have the wounds properly dressed and wear disposable gloves, or they must be assigned to tasks that are not food related. ATA employees are required to report any diarrhea and/or vomiting to their supervisor and they will be excluded from working until they have been free of symptoms for at least 48 hours. Food handlers with symptoms of other communicable diseases, such as abdominal cramps, fever, excessive coughing, or sneezing, will be assigned to tasks not related to food.

Food Service Procedures

ATA standard food service operating procedures dictate proper handling of food during storage, preparation, cooking, and service. These basic minimum requirements are assessed and updated to reflect the operation and ensure compliance with the governing regulations and general food safety standards. Food and supplies such as cups, napkins, and cutlery are protected from contamination by storing off the floor and are generally stored in their packaging. Food storage areas are maintained clean and with enough space to allow for rotation of food products. Surfaces and finishes of the floors, walls, ceilings, and shelving are maintained in good and clean condition. No chemicals are stored above or touching food or supplies such as cups, napkins, cutlery, etc. The food storage area is not used to store personal belongings such as personal bags, clothing, jewelry, etc. The food storage area is not used for storage of cleaning equipment (mops, brooms) or items used for cleaning, etc. Cold food storage units operate at a safe temperature range. Refrigerators below 41 degrees and Freezers below 32 degrees. Raw food items (raw chicken, and fish) is stored below ready-to-eat/cooked food, including fruits and vegetables. Dry goods are stored off the floor on a shelf/rack. Where possible, we assign utensils or equipment for specific purposes to avoid cross contamination. A properly calibrated probe food thermometer to measure food temperature is available at all times. The food thermometer is used to measure the temperature of the food to ensure temperature requirements are met during storage, cooking, and service/display. All refrigeration equipment shall be provided with a working internal thermometer to measure the air temperature inside the unit. Food is left at room temperature during preparation for a minimal amount of time and chilled food is left in the refrigerator until ready for immediate preparation. Frozen items are thawed in advance in a refrigerator. Hot food is cooked to a core temperature of 165 degrees for at least 15 seconds and chilled food is stored at or below 41 degrees. For meals served on the premise where food is prepared, hot food is maintained at a minimum of 145 degrees and cold food is kept below 41 degrees. Food transported and served at remote locations is transported using insulated containers which are thoroughly washed and sanitized after each use and allowed to dry. ATA restaurants offer buffet service. Each food item has a separate serving utensil, and the buffet is monitored and maintained by personnel at all times. Clean cutlery, cups, bowls, plates, etc., are available for those passengers who make more than one trip through buffet lines. All displayed food is protected from contamination using lids, covers and sneeze guards.

Facilities

ATA food service facilities' physical structure, surface finishes (walls, ceiling, and floor) and the equipment within the facility are well maintained and in good repair. All restaurants and outdoor cook areas are equipped with fire extinguishers, first aid kits and biohazard supplies. The facilities have a good standard of cleaning throughout the premises, including all items of equipment. Food equipment, including counters and all other surfaces that may come in contact with food are in good condition - easy to keep clean and unlikely to contaminate food from leaking water, lubricants, peeling paint, rust, etc.

Cleaning

Food contact equipment and surfaces are the priority, but cleaning is routinely carried out below and behind equipment. Facilities include a sufficient number of restrooms for the capacity and are cleaned, restocked, and inspected continuously during food service periods. Hand wash facilities with hot and cold water are provided to allow all persons to wash their hands after using the toilet facility and before eating. Liquid hand soap (no

shared bar soap) and disposable single use paper are provided. All food waste/garbage is stored in designated containers with appropriate cover to prevent attracting insects. All outside refuse storage containers will be bear proof. All water provided in the facilities is potable, safe for consumption and use. Public water is provided where available. Where Public water is not available well water, which adheres to all state requirements and testing is provided. ATA supplies bottled water where appropriate for remote food service operations. ATA facilities are as pest free as possible. Pest prevention and control procedures are in place and evaluated on a regular basis. The pest prevention program includes denying pests the ability to enter the facility by eliminating any entry points, doors and windows are kept closed whenever possible or screens are in place, holes and gaps on walls, doors, windows, and torn screens on windows are promptly repaired, food is kept off the floors, in containers or properly wrapped, effective cleaning practices are in place.

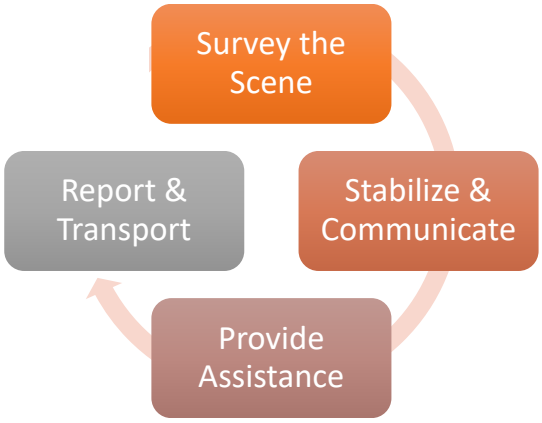
Sanitation

All utensils, including crockery, cutlery, glasses, and all cooking equipment are washed and sanitized after use. All items washed by hand are wash with a detergent solution, rinsed with clean potable water to remove any detergent residue, sanitized in a chemical solution, and allowed to air dry. Dishwashers are regularly inspected to ensure proper working condition in accordance with the manufacturer's specifications.

Incident Management

Alaska Travel Adventures makes safety and customer service our number one priority. Prioritizing safety is the key to prevent incidents from occurring during our operations. While doing everything we can to prevent any incidents, as a staff member you may be called upon to mitigate or manage an incident.

How to Manage Incidents



An incident (accident or emergency) can take place while at Crescent Harbor Marina, on the Seahawk or on Camp Coogan. In the event of an incident where personal injury or mechanical damage has occurred, REMAIN CALM. The next steps apply to all situations you may encounter in the field:

Survey the Scene

Scene Size Up – Assessing the scene is the first step in managing an incident, whether an injured guest or a missing bus. Your observations of weather, terrain, any bystanders, and the position of the guest are your first clues as to how an injury occurred. Look for danger to yourself, other guides, and the guest.

Mechanism of Incident (MOI) - The Mechanism of Incident is what caused the accident or emergency. The MOI may still present a hazard to you, or other guides and guests around and therefore needs to be evaluated. Mechanism of Incident can be related to a medical condition or environmental hazard.

Number of People - Evaluate how many people are involved with this incident, where are they located and if there is any further risk to their safety.

PPE (Personal Protective Equipment) is an important precaution that protects all parties involved. Rubber gloves, winter gloves or even a piece of cloth can act as a barrier between you and the injured person. If needed or available, the **Scene Size Up** step is a good time to equip PPE.

Safety - As a leader, your primary responsibility is to keep yourself and any unaffected guests safe. After ensuring your personal and (unaffected) guests' safety, take steps to ensure the affected guest(s) safety before attending to any equipment issues.

Stabilize the Situation

If the MOI is Present. If the MOI is present, proceed with caution and handle the situation with care. If possible, move yourself and all guests from the MOI into a safe location. If not possible to move an affected guest to a safe location, move unaffected guests to safety, do not put yourself at risk, and communicate the incident to EMS.

If the MOI is Not Present. If there is no hazard to either the guests or yourself, proceed to Communication & Providing Assistance

Communicate

ATA Emergency Incident Communication

In an emergency always contact EMS first. Notification for further medical attention should follow these steps:

- ✓ CALL 911. Have available:
  a. Your name
  b. Injured parties name
  c. Location you are calling from.
  d. Nature of incident
  e. Extent of emergency
  f. Type of assistance required.
- ✓ Maintain contact until you have received assistance or have been relieved by a supervisor!

ATA Incident Communication Protocol

In non-emergency situations, or after contacting EMS in an emergency, contact ATA personnel in the following order.

1. River Manger. If unavailable, contact…
2. Adventure Tours Manager. If, unavailable, contact….
3. VP Operations. If unavailable, contact…
4. President

Contact the River Manager, Trent Hitchins at (734) 695-9641, Adventure Tours Manager, Jason Nicholls (480) 740-6321 or the Main office at (907) 789-0052. If you are unable to reach anyone at these numbers, contact Chris Meier at (907) 617-2593, or Ryan Rushton at (907)-617-2124.

Make no statements and volunteer no information to the press. A spokesperson from the Juneau office will deal with any media attention, public and authorities.

Provide Assistance

In case of an injury to a customer, provide the Level of Care as qualified by your medical certification. Care should be continuously provided until the customer has returned to the ship and has been met by Shore Excursion personnel. In the case of a minor injury, the customer may want to continue with the tour. If participating in the remainder of the tour does not cause further harm or compromise the tour for the remainder of the participants, the customer should be allowed to continue the tour. Guides should closely monitor the guest while giving the rest of the tour.

Incident Report Form

All incidents need to be documented on the ATA Incident Report Form section in the ATA app and accompanied by photos. An ATA Incident Report Form must be filled out for any incident, no matter the severity. ATA personnel must gather the needed information from the guest(s) involved in the incident, as well as (non-ATA personnel) witnesses to the incident. The ATA Incident Report Form includes a section for statements by a witness. Have witnesses write down their statement, including their name and address if possible. There are no exceptions to filling out an Incident Report Form and it is critical to write legibly and keep the form dry and safe. Incident report forms and all corresponding photos must be given to the Director of Operations. A copy of this report should be provided to the Forest Service

Chapter 2

Environmental Policy

Learning Objectives

- ✓ Become Informed about ATA Environmental Policy, Goals & Objectives
- ✓ Identify areas in which sustainability can be implemented
- ✓ Inform Guides of Reduce, Reuse and Recycle Actions
- ✓ Educated Guides & Marine Operators on Wildlife Viewing Policies
- ✓ Guide Field Staff's Management of Climate Change Topics

Introduction – ATA's Vision

At Alaska Travel Adventures, we have a deep respect for and commitment to protecting the environment in which we live and work, and to reducing our contribution to global climate change. Our goal is to minimize our environmental footprint while delivering exceptional operational results. We are committed to the development and implementation of environmentally responsible programs, policies, and practices within our organization. These include energy, water, and fuel conservation, decreasing GHG emissions, waste reduction and responsible procurement practices. ATA makes every effort to minimize any adverse effects on the environment. We instruct our customers on the appropriate behavior and ensure we are in compliance with all government regulations.

Goals & Action Plan

Environmental Goals

ATA pledges to reduce fuel consumption and GHG emissions associated with climate change by 40% between 2015 - 2025, and to eventually achieve zero emissions from vehicles as technology develops. We rely on vehicles to deliver products and services to our guests. We recognize that reducing our fuel use and emissions will have a substantial positive impact on the environment. We partner with our suppliers, maintenance

providers, vehicle manufacturers, clients, and governmental organizations to educate our employees and our clients on environmental impacts, develop ways to improve operational efficiency, and implement new technologies when feasible.

Advocate and employ energy management efforts to reduce consumption and our contribution to GHG emissions. The energy we consume is a finite natural resource and contributes to climate change. We work to reduce our environmental footprint and advocate for renewable energy sources, which address climate change while also contributing to the environmental health of the communities in which we operate.

Recognize clean water as another finite natural resource and implement management practices that reduce water consumption and waste.

Minimize waste production, promote reduce/recycling and have an ongoing commitment to the efficient use of materials and resources.

Protect and preserve the natural environment in which we operate in by practicing "Leave No Trace" principals.

Ensure that we source, where possible, items for purchase from suppliers with a proven commitment to sustainability and the environment, including the use of "green" chemicals and non-toxic cleaning supplies.

Participate in local efforts and organizations where we can help shape the dynamics of sustainable practices. Work with our business partners and government agencies to improve sustainable practices through efficiency and cooperation with a shared vision.

Environmental Action Plan

ATA is continuously moving towards achieving the Environmental Goals established by senior management and has established the following Action Plan to do so. All employees shall be aware of the action plan and take steps individually and collectively towards these goals. If an employee shall observe or take part in actions that are contrary to our environmental goals, they shall alert their supervisor immediately.

- ✓ Replace existing vehicles, with lower GHG emission vehicles, every time a vehicle is replaced. As technology advances, our goal is to eventually achieve zero emissions from vehicles.
- ✓ Emphasize the environmental benefit of reduced GHG emissions through our practice of incorporating an element of "human powered" transportation in all tour programs using canoe, rafting, kayaking, and hiking components.
- ✓ Utilize appropriately sized vehicles for each group in order to minimize our carbon footprint.
- ✓ Maintain our fleet of vehicles to achieve efficient, environmentally friendly operation. Maintain a zero-tolerance policy when it comes to fluid leaks or mechanical deficiencies that adversely affect the environment.
- ✓ Ensure a Reduce/Reuse/Recycle program is available and enforced.
- ✓ Incorporate reusable food service items and snack containers, wherever practical.
- ✓ Reduce water consumption by installing adjustable spray adapters on all hoses, reusing grey water for vehicle washing and eliminating excessive soaps and car was detergents and training employees on minimizing water use for vehicle maintenance.
- ✓ Maintain procurement policies that utilize suppliers with a proven commitment to sustainability and the environment. Purchase from local, environmentally sustainable sources whenever feasible.
- ✓ Practice "Leave No Trace" principles.
- ✓ Encourage employees to come up with innovative ideas that improve our sustainability and reward them for their efforts.
- ✓ Create less waste through paperless transactions when possible.
- ✓ Inform our guests about our commitment to the environment and educate them on the use of our recycling bins, Leave No Trace practices, and our commitment to reducing the effects of climate change.

Recycling Policy

Alaska Travel Adventures is committed to operating an environmentally responsible business. Part of our responsibility, as good corporate citizens, is to ensure that a recycling program is maintained at our offices, and other physical locations where we conduct our business. Our goal is to Reduce, Reuse and Recycle as often as possible.

Recycling Plan

Alaska Travel Adventures has a recycling program that encompasses all our physical locations. Each location must have clearly labeled recycling bins to separate food scraps, aluminum, cardboard / paper and waste.

Each employee will have a paper recycling container at their workstation to encourage recycling. A paper recycling bin will be located next to all copy machines and printers.

All locations will nominate a point person to educate and encourage employees to participate in the recycling program and provide any further education required.

Employees will be instructed on the proper sorting and use of the provided recycling bins.

A waste reduction training will be given for all employees to educate them on simple ways to reduce their waste production:

- ✓ Printing double sided.
- ✓ Reusing paper if possible
- ✓ Utilizing electronic documentation wherever possible to avoid printing.
- ✓ Using silverware, cups and plates that can be washed and reused rather than plastic or paper.
- ✓ Remove paper coffee cups, paper plates and plastic silverware from breakrooms.
- ✓ Posting signs in the break rooms to encourage reuse.
- ✓ Change snack container from Styrofoam to a reusable container.
- ✓ Burn all paper and cardboard waste.

In addition to day-to-day recycling, the following will also be recycled with approved vendors when required:

- ✓ Toner/Ink cartridges, computers, and electronic waste.
- ✓ Cooking Oil
- ✓ Motor Oil/Hazardous waste
- ✓ Batteries

In Tour Food Service Areas:

- ✓ Use Paper Cups and Bowls that are manufactured from recycled materials.
- ✓ Encourage guests to reuse paper products and only set out what is necessary for group size.
- ✓ Protect paper supplies (bowls, cups, napkins) from environmental factors including rain, wildlife, and improper storage.
- ✓ Provide the means and instruction for our guests to recycle with bins and signage to educate them how to properly separate recyclables.

A list of approved recyclables is found in **Appendix C**. This list is displayed above recycling bins in the warehouse order to assist employees. Sitka maintain a weekly schedule for the recycling bins will be transported to the appropriate community recycling center and deposited.

Leave No Trace

Alaska Travel Adventures has a deep respect for the land and water on which we operate. Our company is committed to minimizing our impacts on the environment and encouraging sound environmental practices by our employees and customers. We do not own the land on which we operate the Wilderness Sea Kayaking tours. While we are the primary users of the boardwalk trail, it is open to public use. It is important that we share it with other users in a respectful manner that preserves the enjoyment of all.

As a guide, it is your responsibility to help maintain and protect the environment in which we operate. The below principals shall be always followed to preserve the land for those who follow. Every effort shall be made to minimize encounters with others on land and water. Alaska Travel

Adventures is a proponent of, and strictly abides by, Leave No Trace Principles. All guides shall be aware of LNT principles and guidelines, especially as relates to the Tongass National Forest and surrounding marine environment.

Plan Ahead & Prepare:

1) Know the regulations and special concerns for the area you'll visit.
2) Prepare for extreme weather, hazards, and emergencies.
3) Schedule your trip to avoid times of high use.
4) Visit in small groups when possible. Consider splitting larger groups into smaller groups.
5) Repackage food to minimize waste.
6) Use a map and compass to eliminate the use of marking paint, rock cairns or flagging.

Travel and Camp on Durable Surfaces:

1) Durable surfaces include established trails and campsites, rock, gravel, dry grasses or snow.
2) Protect riparian areas by camping at least 200 feet from lakes and streams.
3) Good campsites are found, not made. Altering a site is not necessary.
4) In popular areas:
    a. Concentrate use on existing trails and campsites.
    b. Walk single file in the middle of the trail, even when wet or muddy.
    c. Keep campsites small. Focus activity in areas where vegetation is absent.
5) In pristine areas:
    a. Disperse use to prevent the creation of campsites and trails.
    b. Avoid places where impacts are just beginning.

Dispose of Waste Properly:

1) Pack it in, pack it out. Inspect your campsite and rest areas for trash or spilled foods. Pack out all trash, leftover food, and litter.
2) Deposit solid human waste in cat holes dug 6 to 8 inches deep, at least 200 feet from water, camp, and trails. Cover and disguise the cat hole when finished.
3) Pack out toilet paper and hygiene products.
4) To wash yourself or your dishes, carry water 200 feet away from streams or lakes and use small amounts of biodegradable soap. Scatter strained dishwater.

Leave What You Find:

1) Preserve the past: examine, but do not touch cultural or historic structures and artifacts.
2) Leave rocks, plants, and other natural objects as you find them.
3) Avoid introducing or transporting non-native species.
4) Do not build structures, furniture, or dig trenches.

Minimize Campfire Impacts:

1) Campfires can cause lasting impacts to the backcountry. Use a lightweight stove for cooking and enjoy a candle lantern for light.
2) Where fires are permitted, use established fire rings, fire pans, or mound fires.
3) Keep fires small. Only use sticks from the ground that can be broken by hand.
4) Burn all wood and coals to ash, put out campfires completely, then scatter cool ashes.

Respect Wildlife:

1) Observe wildlife from a distance. Do not follow or approach them.
2) Never feed animals. Feeding wildlife damages their health, alters natural behaviors, and exposes them to predators and other dangers.
3) Protect wildlife and your food by storing rations and trash securely.
4) Control pets at all times or leave them at home.

Be Considerate of Other Visitors:

1) Respect other visitors and protect the quality of their experience.
2) Be courteous. Yield to other users on the trail.
3) Step to the downhill side of the trail when encountering pack stock.
4) Take breaks and camp away from trails and other visitors.
5) Let nature's sounds prevail. Avoid loud voices and noises.
6) Chose paddle routes that avoid other boats on the water.
7) Keep your group in close control to minimize impacts on other users.

Wildlife Viewing

The wildlife of Southeast Alaska is unparalleled! Waters teem with marine mammals including Humpback Whale, Orca, Stellar Sea Lion, Harbor Seal and all five species of wild Salmon. Baranof Island and it's surround small islands are home to Brown Bear, Alexander Archipelago Gray Wolf, and Sitka Black Tail Deer. It is a privilege to observe wildlife in their natural environment and wildlife viewing opportunities are a primary reason our customers take part in a cruise and participate in shore excursions. In return for that privilege, it's our responsibility to be respectful of both wildlife and habitats, work to project these habitats and educate our customers on responsible wildlife viewing practices.

ATA's Wildlife Viewing Policies

Alaska Travel Adventures follows current best practices as developed by departments governing the public's interaction with wildlife. NOAA Fisheries and NOAA's Office of National Marine Sanctuaries have developed the **Ocean Etiquette** program to promote ocean stewardship more effectively. The Alaska Department of Fish and Game publishes **Wildlife Viewing Ethics.** Anyone who visits, works, or plays in the Tongass National Forest and surrounding marine environment has an opportunity to make a difference in protecting these ecosystems.

Knowing how to interact with wildlife can help you make the right decisions when you encounter wildlife. Without paying attention to how you interact in the environment, you are running the chance of putting endangered species, federally protected species, and thousands of other species' lives at risk. Each time someone visits the wilderness environment, they have the wonderful opportunity to encounter wildlife. However, the unfortunate potential to harm our land and marine life and resources exists with every visit. We have listed below a set of general marine wildlife viewing guidelines. To learn more about the Ocean Etiquette program and more specific guidelines and regulations pertaining to activity, sanctuary or species group follow our links.

Wildlife Viewing Guidelines

Learn Before You Go. Read about the wildlife, viewing sites and local regulations to get the most from your wildlife viewing experience. Many species live only in specific habitats such as estuaries, coral reefs, sand dunes or the open ocean. Seasonal and daily cycles also influence when and where an animal may be located. Research on the internet, buy regional viewing guidebooks, talk with residents, and hire local guides to increase your chances of seeing marine wildlife.

Keep your distance. Use binoculars, spotting scopes and cameras with zoom lenses to get a closer look. Wildlife may be very sensitive to human disturbance, and if cornered, they can harm the viewer or leave the area. If wildlife approaches you, stay calm and slowly back away or place boat engines in neutral. When closer encounters occur, do not make sudden moves, or obstruct the travel path of the animals – let them have the unhindered right of way.

Hands Off. Never touch, handle, or ride wildlife. Touching wildlife, or attempting to do so, can injure the animal, put you at risk and may also be illegal for certain species. The slimy coating on fish and many marine invertebrates protects the animal from infection and is easily rubbed off with a hand, glove, or foot. Avoid using gloves when diving or snorkeling to minimize the temptation to touch. Remember, wild animals may bite, body slam, or even pull you underwater if startled or threatened.

Do not feed or attract wildlife. Feeding or attempting to attract wildlife with food, decoys, sound, or light disrupts normal feeding cycles, may cause sickness or death from unnatural or contaminated food items, and habituates animals to people. Habituated animals are vulnerable to vessel strikes or vandalism and can be dangerous to people.

Never chase or harass wildlife - Following a wild animal that is trying to escape is dangerous. Never surround the animal, trap an animal between a vessel and shore, block its escape route, or come between mother and young. When viewing from a

boat, operate at slow speed, move parallel to the swimming animals, and avoid approaching head-on or from behind, and separating individuals from a group. If you are operating a non-motorized vessel, emit periodic noise to make wildlife aware of your presence and avoid surprise.

Stay away from wildlife that appears abandoned or sick. Some marine animals, such as seals, leave the water or are exposed at low tide as part of their natural life cycle — there may be nothing wrong with them. Young animals that appear to be orphaned may be under the watchful eye of a nearby parent. An animal that is sick or injured is already vulnerable and may be more likely to bite. If you think an animal is in trouble, contact the local authorities for advice.

Wildlife and pets don't mix. Wild animals can injure and spread diseases to pets, and in turn, pets can harm and disturb wildlife. For example, wild animals recognize dogs as predators and quickly flee when they see or smell dogs. If you are traveling with a pet, always keep them on a leash and away from areas frequented by marine wildlife.

Lend a hand with trash removal. Human garbage is one of the greatest threats to marine wildlife. Carry a trash bag with you and pick up litter found along the shore and in the water. Plastic bags, floating debris and monofilament line pose the greatest risk to wildlife.

Help others to become responsible wildlife watchers and tour operators. Speak up if you notice other viewers or tour operators behaving in a way that disturbs the wildlife or other viewers or impacts sensitive habitats. Be friendly, respectful, and discrete when approaching others. When operating a boat, led by example and reduce your speed in areas frequented by marine wildlife, anchor properly and encourage others to do the same. Violations of the law shall be reported to local authorities.

Seals & Sea Otters

While viewing seals & sea otters your actions should not cause a change in the behavior of the animals. Assume that your action is a disturbance and cautiously leave the vicinity if you observe behaviors such as these:

- ✓ Increased movements away from the disturbance; hurried entry into the water by many animals, or herd movement towards the water
- ✓ Increased vocalization, aggressive behavior by many animals towards the disturbance; several individuals raising their heads simultaneously.
- ✓ KEEP YOUR DISTANCE
- ✓ Use extra caution when viewing seals that are on land or ice, as harassment may occur at distances greater than 100 yards.
- ✓ When encountering seals hauled out on land or ice, avoid making the animal(s) aware of your presence: keep noise low, stay hidden and stay downwind.
- ✓ Pups are often left alone while the mother feeds. They are not abandoned and should not be disturbed.
- ✓ All major seal haul outs and rookeries throughout Alaska are protected by regulation. Extra caution is needed in these areas to prevent harassment of seals in their critical habitat. Critical habitat includes the air, land and sea surrounding the site to 3,000 ft (0.9 km) in all directions.

Federal Law & Marine Mammals

The **Marine Mammal Protection Act** prohibits the TAKE of all marine mammal species in U.S. waters. Take means "to harass, hunt, capture, or kill, or attempt to harass, hunt, capture, or kill," and harassment means "any act of pursuit, torment, or annoyance which has the potential to injure a marine mammal or marine mammal stock in the wild; or has the potential to disturb a marine mammal or marine mammal stock in the wild by causing disruption of behavioral patterns, including, but not limited to migration, breathing, nursing, breeding, feeding, sheltering." TAKE includes feeding or attempting to feed a marine mammal in the wild. Some exceptions are made for authorized scientific research and subsistence hunting by Alaska Natives.

The **Endangered Species Act** prohibits the TAKE of species listed as endangered or threatened. The definition of TAKE under the Endangered Species

Act adds the terms harm, pursue, shoot, wound, trap, and collect to the Marine Mammal Protection Act definition of TAKE.

Bear Safety

ATA provides Bear Safety training and bear spray for all Guides leading tours. All guests must receive the following orientation on bear safety-as part of the Guides Safety Briefing.

If you encounter a bear:

- ✓ Remain calm and avoid sudden movements.
- ✓ Give the bear plenty of room, allowing it to continue its activities undisturbed. If it changes its behavior, you're too close so back away.
- ✓ If you see a bear but the bear doesn't see you, detour quickly and quietly.
- ✓ If a bear spots you, try to get its attention while it is still farther away. You want it to know you're human so talk in a normal voice and waive your arms.
- ✓ Remember that a standing bear is not always a sign of aggression. Many times, bears will stand to get a better view.
- ✓ Throw something onto the ground (like your camera) if the bear pursues you, as it may be distracted by this and allow you to escape.
- ✓ Never feed or throw food to a bear. Remember, food is prohibited at the MGVC.

If a bear charges:

- ✓ Remember that many bears charge as a bluff. They may run, then veer off or stop abruptly. Stand your ground until the bear stops, then slowly back away.
- ✓ Never run from a bear! They will chase you and bears can run faster than 30 mph.
- ✓ Don't run towards or climb a tree. Black bears and some grizzlies can climb trees, and many bears will be provoked to chase you if they see you climbing.
- ✓ If you have pepper spray, be sure that you have trained with it before using it during an attack.

If a Black Bear attacks:

- ✓ Be loud, waive your arms, and stand your ground.
- ✓ Fight back! Be aggressive and use any object you have.
- ✓ Only if you are sure the bear attacking is a mother who is protecting its cubs, play dead.

If a Brown Bear attacks:

- ✓ Play Dead!
- ✓ Lie face down on the ground with your hands around the back of your neck.
- ✓ Stay silent and try not to move.
- ✓ Keep your legs spread apart and if you can, leave your pack on to protect your back.
- ✓ Once the bear backs off, stay quiet and still for as long as you can. Bears will often watch from a distance and come back if they see movement.

Climate Change

As a guide, you will likely receive many questions about the receding glacier and climate change. Please refer to the following information to help guide your discussion:

Why do glaciers form? - In Southeast Alaska, maritime climate and coastal mountains create favorable conditions for glaciation. Moist air flows toward the mountains, rises and releases snow and rain. Average annual snowfall on the Juneau Icefield exceeds 100 feet. Mild Southeast Alaskan summers cause winter snow accumulation to exceed summer snowmelt at higher elevations. Year after year, snow accumulates, compacting underlying snow layers from previous years into solid ice. Mendenhall Glacier is one of the many large glaciers that flow from the 1500 square mile expanse of rock, snow and ice known as the Juneau Icefield. As glacial ice continues to build, gravity pulls the ice down slope. The glacier slowly scours the bedrock and grinds down its 13-mile journey to Mendenhall Lake.

Is the glacier retreating? - Yes. A neo-glaciation period began 3,000 years ago and ended in the mid-1700s. At this time, Mendenhall Glacier reached its point of maximum advance, its terminus resting almost 2.5 miles down valley from its present position. Mendenhall Glacier started retreating in the mid-1700s because its annual rate of melt began to exceed its annual total accumulation. The icefield's snowfall perpetually creates new glacial ice for Mendenhall Glacier and

this ice takes 200-250 years to travel from the Juneau Icefield to Mendenhall Lake. Water depth at the glacier's terminus is 220 feet. At this rate, the glacier would take several centuries to completely disappear. For Mendenhall Glacier to advance, the icefield's snowfall needs to increase, the glacier's rate of melt needs to decrease, or both.

What happens after the glacier retreats? - As Mendenhall Glacier retreats and uncovers bare rock, the wind carries seeds and moss spores onto barren land. Alder, willow, and cottonwood tree seeds systematically grow in deglaciated landscapes. Low-nutrient glacier debris depends on flowering lupine and alder to fix nitrogen in the soil. All species add organic matter to the soil as they are overtopped and shaded out by other species. Spruce and hemlock ultimately rise to close the forest canopy, eventually creating an old growth forest. Encompassing almost 350 years, this sequence of plant succession provides habitat for an increasing number of plants and animal species.

What evidence do glaciers leave behind? - The base of Mendenhall Glacier works like a giant piece of sandpaper. As the ice flows towards Mendenhall Lake, the glacier picks up rocks that become imbedded in the ice from the valley floor. The glacier scrapes these rocks across the bedrock creating grooves and striations. The glacier's erosive power changes the landscape and scrapes much of the soil and rock from the valley walls. Rocks scoured from the surrounding valley walls can fall on to the glacier and be transported down valley. This process can create dark debris lines called moraines on the edges and, where two glacier branches come together, down the center of the glacier. As the glacier continues its path towards Mendenhall Lake, it carries debris like a conveyor belt and deposits it in the lake. As it moves the glacier also grinds up rock to a fine powder called rock flour silt that escapes with glacial melt water and creates the lake's murky color.

Remember, “climate-change” and “global warming” are two different topics that can both become political and personal to guests very quickly. Do not use this as an opportunity to express political beliefs or opinions. While the causes of a changing environment and climate are still not concretely proven, climate change is a very real thing that we see daily in Southeast Alaska. Once upon a time, the lake was under hundreds of feet of ice. The rounded hills, secession of lakes without a connecting river and extreme topography of the land around the lake are the evidence to support this claim. Obviously, great change has occurred to the location over the years, and those changes are continuing.

If you sense that the discussion is becoming heated or has the potential to generate conflict between you or your guests, quickly steer the discussion in another direction. When discussing climate change issues with guests, please keep the following guidelines mind:

- ✓ Know what you are talking about and stick to the facts.
- ✓ Cite your sources.
- ✓ Don’t mix science and politics.
- ✓ Share what we do as a company to minimize our environmental impact (refer to our Environmental Sustainability Policy).

It is important that all of us consider how we can mitigate climate change in our own lives and businesses. Climate Change Mitigation refers to efforts to reduce or prevent emission of greenhouse gases. Mitigation can mean using new technologies and renewable energies, making older equipment more energy efficient, or changing management practices or consumer behavior. All these tools are utilized by Alaska Travel Adventures in the operation of our vehicles, offices and tours, and are summarized in our Environmental Sustainability and Climate Change Policy, which can be viewed at our website.

Chapter 3

Employee Conduct

Learning Objectives

- ✓ Become informed about ATA Employee Conduct Policies
- ✓ Identify areas of compliance and ensure guide conduct meets standards
- ✓ Provide guidelines for the use of ATA vehicles
- ✓ Provide guidelines for accepting gratuities and complimentary tours
- ✓ Ensure cohesive and cooperative working environment

Introduction

Alaska Travel Adventures has a team of over 250 seasonal workers across our operations in Southeast Alaska and Anchorage. Employee conduct is critical to providing excellent customer and employee experiences in all ATA locations. As an employee your behaviors are crucial to providing a safe and respectful work environment in which all employees can thrive, and our operations are successful. The Employee Conduct policies in this manual apply to ALL seasonal workers, regardless of position or experience. *Our Full ATA Employee Conduct Policy is in the Employee Handbook, which must be read, and acknowledged by signature by every ATA employee.*

Dress & Appearance

It is important Wilderness Sea Kayaking Staff be distinguished from clients and look professional, organized, and clean. Every effort has been made to select items of clothing that are functional, practical, appropriate, and affordable. Each employee, regardless of position, will be expected to follow this policy. The following is the **ATA Uniform & Grooming Standard:**

- ✓ **Grooming.** Hair must be kept neat and in a conservative manner.
- ✓ **Piercings.** No piercings are acceptable other than two lobe earrings.
- ✓ **Jewelry.** Approved jewelry includes wedding rings and a watch. No other jewelry is permitted.
- ✓ **Tattoos.** All Tattoos shall be covered.

Uniform

The following is a list of approved Alaska Travel Adventures uniform items, and conditions regarding these items. No Substitutions are permitted.

- ✓ **Black Pants**. Pants must be clean, unstained, without holes, and in good condition.
- ✓ **Black Shorts with a liner.** No long pants (or long underwear) under the shorts.
- ✓ **ATA baseball cap*.** No logo caps, rain hats, stocking caps (beanies) or cowboy hats are permitted.
- ✓ **ATA Shirts***. ATA will provide all guides with 3 free shirts. Shirts must be clean and free of wrinkles. (3 shirts are provided to full time; 2 to part-time employees)
- ✓ **Red NRS Paddling Jacket**** is issued to raft guides.
- ✓ **Black NRS Paddling Pants**** is issued to raft guides.
- ✓ **Knife**.
- ✓ **Watch**. ATA Guides shall wear a watch to stay on time during tours.
- ✓ **NO SUBSTITUTE CLOTHING**

Uniform items with a (**) are issued to the employee by Alaska Travel Adventures. These items are required to be returned in good condition at the end of the season. Uniform items with a (*) are issues to the employee and do not need to be returned at the end of the season. All uniforms will be issued to the employee at the front office using the ATAapp. Employees will be charged the replacement cost of the item if they do not return items that 'Must be Returned' in good condition at the end of the season.

Safety Gear

No employee is to guide a trip without their required safety equipment, there is zero tolerance for any violation of this policy.

- ✓ **Type III or V Lifejacket**, (Guide can provide their own life jacket or use a company issued life jacket. Non return of or damage beyond normal wear and tear to the life jacket will result in a charge of $50.00 to the employee which the employee agrees may be withheld from his/her paycheck). The life jacket must have the fixed blade knife and the whistle attached during operations.
- ✓ **Throwline.** (Can be purchased by ATA at cost)
- ✓ **Knife with fixed blade**, 4-6 inches, and single edge is recommended. (Can be purchased from ATA at cost)
- ✓ **Whistle** (provided by ATA for free)
- ✓ **First Aid Kit**
- ✓ Paddle Float
- ✓ Rescue Stirrup
- ✓ Signaling Devices
    - Flare
    - Whistle

Note: This list is subject to change. Employee's will be informed of any changes and expected to comply.

Cell Phone Use

Cell phones provide valuable communication for this operation. The phone is a critical piece of safety equipment and must be easy to access. Phones are to be used with discretion to communicate the need for supplies, personnel, other logistical matters, and to communicate with the River Manager and Main Office.

The lead guide should always have a phone. They will be in regular communication with the River Manager, receiving trip counts and pertinent information regarding the trips. They will always run the sweep raft (last raft on a trip) therefore they must have a phone as well, to communicate in case of incident or emergency. Lead guides and any other staff are not to call dock reps or the Main Office, unless so directed by their supervisor, to help minimize errors and confusion with important information that must be disseminated quickly and efficiently at trip time.

The use of phones for anything personal during tours are not permitted. Use of any other personal electronic devices are strictly forbidden while guiding, while in the presence of our guests, or any other time that they will distract from your work.

Note: Guides should use their watch for keeping time instead of checking their phone.

Drug & Alcohol Policy

Alaska Travel Adventures is committed to a drug-free environment. Our full Drug & Alcohol policy is covered in the Employee Handbook. Sitka personnel are operating on United States Coast Guard approved vessels. USCG and US Department of Transportation regulations are applicable to these vessels and prohibit the use, sale, distribution, manufacture, or possession of illegal drugs. They also prohibit the use of Marijuana, which is legal in the State of Alaska. To facilitate enforcement of the provisions of this policy, this company will use every legal means to deter and/or detect violations including, but not limited to, urine, breath, or blood testing of Captains, Crewmembers, Guides, and independent contractors as required by DOT and USCG under the following circumstances:

- ✓ **Pre-employment**. A condition of hiring a new employee is the passing of a pre-employment drug test.
- ✓ **Reasonable Suspicion**. In situations where the employer is aware of facts that would lead him/her to suspect the drug policy has been violated, a drug test will be conducted.
- ✓ **Post Incident**. In case of a "serious marine incident" as defined in 46 CFR Part 4, the employer must determine who shall be tested
- ✓ **Random.** Any time during an employee's work schedule, he/she is subject to an unannounced random test for the illegal use of drugs.
- ✓ **Periodic.** As required upon license renewal, usually exempt as in 46 CFR Part 16.220.
- ✓ **Return to Duty**. An employee who tests positive may be terminated by the employer, or alternatively, if directed to counseling or rehabilitation, as a condition of continued employment, must submit to unannounced drug tests for a specified period.

Our company supports the necessity for maintaining a Drug-Free Policy and pledges to abide by the provisions of this document and DOT/Coast Guard drug and alcohol testing rules. This company will take appropriate disciplinary action, including the possibility of termination of employment and/or services as well as possible suspension of United States Coast Guard license and/or merchant Mariner Document, and legal prosecution, for violations of this policy. We understand that The Maritime Consortium, Inc., is also required to notify the U.S. Coast Guard in the case of any positive tests. We further recognize that chemical dependencies are a personal concern for many individuals and accordingly encourage drug abusers to immediately seek professional help such as is available through the confidential services of an Employee Assistance Program (EAP).

Gratuities & Comp Tours

There are many benefits to working for Alaska Travel Adventures. These benefits include working with amazing people, working, and living in the one of the world's most beautiful places and fun activities we offer as a team. In addition to competitive pay, guides may earn gratuities, invitations aboard cruise ships, discounted tours and tours we will take as a team.

Gratuities

Tips can and may be a significant supplement to your income. They are an indicator of the quality of your tour delivery. "Tip Jars" or any other soliciting for tips or other gratuities will not be condoned or tolerated. Alaska Travel Adventures does not have a company policy for dividing tips between Captains, Guides & Support Staff. Determining any system for dividing tips is between the employees working the tour. The company does not, nor is it required to, report your tips to the Internal Revenue Service. You are required by law to claim your tips as income.

Invitations Aboard Cruise Ships

If you are invited by a client, cruise ship personnel or one of the suppliers to have dinner or drinks aboard a cruise ship, you must get approval from the Director of Operations. Do not wear your work uniform. Slacks, socks, shined shoes, and a pressed shirt or a skirt and blouse are minimum requirements aboard ships.

Comp'd & Discounted Tours

If you are offered a complimentary or discounted product by a local merchant, tour operator, or transportation carrier, you must check with the Director of Opet prior to accepting. Products and services at free or discounted rates are not to be solicited, it may jeopardize the company's ability to arrange them for a larger staff outing.

Crew Tours & Rates

We often arrange with other companies for their crew to take part in ATA tours at discounted rates. Any crew tours and discounted rates for ATA tours must be approved by the Captain/Manager. Do not promise any discounted rates to friends, peers, companies, or Shore Excursions staff. If a request is being made of you by another organization, please direct the request to the Director of Operations.

Vehicle Use

Alaska Travel Adventures owns and maintains vehicles for use in Sitka operations. The primary purpose of company vehicles is for operational purposes including transportation of company equipment and transportation of guides and support staff from Crescent Harbor to the Cruise Ship Docks. Company vehicles may also be utilized for ATA Staff Outings with permission of the Captain/Manager. ATA company vehicles are not for personal use. DO NOT ASK to use a company vehicle for personal uses or daily transportation.

All drivers must be at least 21 years of age (exceptions to this are made only by the President) and are required to have a valid driver's license. Drivers must complete a driver's eligibility questionnaire prior to driving any ATA vehicle. Drivers will obey all traffic laws and will pay their own parking and/or moving violations.

No one will drive an ATA vehicle while under the influence of alcohol or non-prescription drugs. Employees are not to ride in ATA vehicles while the driver is under such an influence. Drivers with a " driving while intoxicated" or "reckless driving" citation within the immediate three years may not operate ATA vehicles under any circumstances. Smoking is not allowed in ATA vehicles.

Drivers must perform a pre-trip inspection prior to driving a company vehicle. All vehicles will be equipped with a first aid kit, fire extinguisher and accident/incident report forms. This includes checking all fluid levels (water, oil, fuel, transmission) and adding fluid if necessary. All vehicles shall carry a spare quart of oil. Drivers towing trailers are responsible for checking trailer hitch, safety chain, lights and wheel bearings before departing. Drivers are required to refuel anytime a vehicle has less than a half tank of fuel. Note the vehicle # on the receipt and submit to supervisor. In the event of an incident, drivers are required to fil out an incident/accident form and submit it to the manager. The form must be filled out completely at the time of the incident. If needed provide the information to the police or other driver on request. DO NOT VOLUNTEER ADDITIONAL INFORMATION. Any damage to company vehicles must be immediately reported to the supervisor.

Merchandise & Paperwork

No matter your position with ATA, you will at some point be required to do paperwork. The information you provide is vital for the operation of this business. All paperwork must be completed in a timely manner and submitted to your supervisor or the main office immediately. If the paperwork is to be mailed to the Juneau or Redmond office, scan it first. Any department handling cash must adhere to the company cash management plan with regards to cash, vouchers, and deposits. Supervisors are responsible for ensuring that paperwork is completed and submitted on time.

Purchases

All purchases must be approved by the manager. Any purchases made without prior approval and proper paperwork may result in disciplinary action. All paperwork associated with a company purchase must be submitted to the supervisor immediately. Charges must be made with an ATA Purchase Order and receipts must be kept for all purchases, especially for cash purchases. If, for any reason, an

employee shall purchase an item for company use, reimbursements for purchases must be approved by the supervisor and accompanied by an expense report and receipt.

- ✓ A Purchase Order (PO) is required for anything you are purchasing that will not be paid for with a credit card.
- ✓ A physical Purchase Order is not necessary for the transaction to take place, only a PO number is required. A PO number is obtained by calling the corporate office in Juneau at (907) 789-0052
- ✓ When requesting a PO, you will need to provide the following information, vendor name, amount or estimated amount (not to exceed) of the purchase and project code. You will also need to indicate if the PO is recurring or for a one-time purchase. Remember that you are authorized to commit company funds only up to your approved level, beyond that level and you must have the approval of your supervisor.
- ✓ Single purchase PO – A single purchase PO will be requested for an individual purchase. An example of this would be if you were to go to the hardware store and buy nails to execute a repair.
- ✓ Recurring PO's - Recurring PO's will be used to authorize payment for an ongoing expense and will be coded appropriately. An example of a recurring PO would be power for the Sitka warehouse. In this example, you would indicate the PO as "recurring", and estimate the annual amount of the expense. Careful thought must be given to the estimate made. A good starting point is to request from accounting the amount of money that was spent on that specific item in the prior year and how the expense was allocated between any departments that must share in the expense. You can then apply information such as expected volume, increased/decreased product cost or any other variables that would result in an increase or decrease of the projected total expense. The PO must be coded properly to ensure that the expense is spread correctly among the appropriate departments. If you are in doubt, consult with your supervisor for additional guidance.
- ✓ If a PO is accidentally not obtained for a purchase, a copy of the bill will be forwarded by accounting to the manager of the offending department. If the bill was for a single purchase, simply code the bill and return it to the accounting department for payment. If the bill is for a recurring expense, code the bill, return it to accounting for payment and prepare a recurring PO for the remainder of the anticipated expense.
- ✓ PO's serve as an authorization for our accounting department to process payment for a specific bill. Every bill that arrives for payment must have a corresponding PO number that the accounting team can reference. Remember that the amount indicated on the PO is the maximum amount authorized for that purchase. In the event that the purchase amount exceeds the amount on the existing PO, accounting will inform the responsible manager and authorization will be obtained prior to executing payment. In these instances, accounting will update the information on the PO Log, including the name of the manager authorizing the change and the new amount (up to the individual manager's limit) as well as the date requested.

Section

II

ATA Personnel

Chapter 1

Juneau Personnel

Learning Objectives

- ✓ Develop understanding of ATA's "All Hands On Deck" Philosophy
- ✓ Develop understanding of each staff member's role on the team
- ✓ Develop understanding and take ownership of your role and responsibility
- ✓ Discover how we can succeed as an operation.

Introduction

Working in Alaska can be a dream come true for seasonal workers and full-time employees alike. As an ATA Sitka staff member, you are part of a team that works together to service over 3,000 customers each season. While each member of our team has a specific role to fill, ATA is an "all hands-on deck" operation in which no task is too small for any member of our team. The job descriptions listed in this section outline the responsibilities of each position so that field staff understand their primary responsibilities as well has understand how our Sitka team functions.

Adventure Tours Manager

Under the direction of the President and Vice President, the Adventure Tours Manager assumes overall responsibility for all facets of the Alaska Travel Adventure's operations in Juneau and Sitka. The Adventure Tours Manager provides the primary leadership for the success of ATA's tour products. Duties include but are not limited to the following:

Leadership. Works under ATA Leadership to drive value and exceptional experiences for our customers; cultivates a positive work culture and seasonal experience for employees by leading, inspiring and supervising, mentoring, and developing staff; and maintains a climate that attracts and retains quality personnel.

Risk Management - Provides leadership to Operations Supervisor and field staff teams to ensure compliance of ATA policies and procedures;

and develops and implements safety policies and procedures, as well as reporting, evaluation, and follow-up.

Tour Delivery & Development - Assumes overall responsibility of day-to-day tour operations of all related activities; delivers top-quality training of guides and related field staff; development and control of tour narrative and delivery; and observes each employee's performance several times over the season and complete written audits, holding periodic performance evaluation sessions with employees.

Operations - Supervises, directly and indirectly, all operations supervisors and field staff to ensure compliance with all permit requirements, federal, state and local laws and any marine or land use requirements; maintains a positive relationship with the local Forest Service office, and ensure compliance with our special use permit; leads Operations Team to ensure facilities, vehicles and equipment are in standard working order, are clean and organized at all times and food/supplies are in the appropriate supply to perform work; works in conjunction with the Field Operations Manager, marine operations and mechanics to ensure capital equipment is properly maintained and tour ready; and communicates with Dock Operations Supervisor regarding transportation to ensure well-coordinated bussing of passengers whilst on tour.

Administrative Tasks - Approves weekly schedule and vet's timesheets; oversees and monitors daily logistics and tour staging; other duties as assigned by the President and Vice President.

Note: In lieu of the Adventure Tours Manager, the Vice President of Operations shall perform duties of the manager as pertains to River Operations.

River Manager

The River Manager is a working manager. The River Manager is expected to spend most of his or her time managing the performance of the guides. This may include frequent trips down the river both as a guide and passenger. It is the company's position that for the manager to adequately manage the operation, they need to have firsthand knowledge of what is happening on the river. Also, for the manager to accurately evaluate the skills of their employees, they need to spend time with them in the performance of their duties (guiding on the river). In addition, monitor program safety and inform the main office of any unsafe or potentially unsafe conditions or procedures.

- ✓ Ensure compliance with all permit requirements, Federal, State, and local laws, and any marine or land use requirement.
- ✓ Supervision of day-to-day operation of all related activities.
- ✓ Development and control of tour narrative and presentation.
- ✓ Training of guides and related field staff.
- ✓ Observing each employee's performance several times over the season and completing written audits.
- ✓ Monitoring expenses to comply with budgets.
- ✓ Scheduling of maintenance, repair, and servicing of equipment.
- ✓ Scheduling of staff labor and tracking hourly wages.
- ✓ Monitoring and adjusting tour staging and logistics.
- ✓ Ensure compliance by field staff of all ATA policies and procedures. Documenting any variances from policy.
- ✓ Submitting weekly reports on status of operation.
- ✓ Ensure that the central office has sufficient information to adequately support the field staff.
- ✓ Ensure that equipment and supplies are available in sufficient quantities for the field staff to perform its designated tasks.
- ✓ Ensure a high level of sanitary practices and general hygiene.
- ✓ Communicate to the central office and field staff on a regular basis the strengths and weakness of the operation.
- ✓ Evaluate all field staff for compliance and or meritorious service.
- ✓ With the President and Vice President will assist in setting field bonus payments.

Lead Guide

Lead Boatman performs the same duties as guide as well as providing leadership and supervision during the delivery of trips. They will act as manager in the manager's absence. In addition to the normal guide duties, the responsibilities include:

- ✓ Monitor program safety and inform the manager or main office of any unsafe or potentially unsafe conditions or procedures.
- ✓ *Always set the example for other guides in following ATA policies and offering our guests an excellent tour experience.*
- ✓ Ensure compliance with all permit requirements, Federal, State, and local laws, and any marine or land use requirement.
- ✓ Ensuring compliance with ATA policies and procedures, particularly those dealing with safety, uniforms, and equipment. All variances to policy should be documented.
- ✓ Ensuring that ATA trips are performed at a high standard of delivery consistent with proscribed procedure.
- ✓ Evaluating daily the skill level and commitment of field staff under their supervision.
- ✓ Communicating to the manager any issues regarding trip quality or safety.
- ✓ Ensuring that all items of equipment and supplies promised guests are made available and fully utilized to maximum advantage.
- ✓ Distribute the responsibilities for trip delivery among members of the field staff under their supervision.
- ✓ Resolve with the assistance of the trip manager problems or difficulties arising during the delivery of the program.
- ✓ Supervise the loading, unloading, and cleaning of company equipment utilized in the delivery of the trip.
- ✓ Supervise the cleaning and organization of facilities used for company business at the end of each trip.
- ✓ Exercise the authority of the manager in his absence.
- ✓ Complete reports and documents as necessary to keep the trip manager and central office informed of trip volumes, difficulties, or outstanding guide performance. Particularly, completion of the guest release form and the guide trip record on the reverse side.
- ✓ Assist in training of other employees.
- ✓ Monitor the appearance of the warehouse, vehicles, and equipment, suggest and perform any necessary repairs.
- ✓ Maintaining adequate inventory of supplies, food, etc., and re-stocking as necessary.
- ✓ Monitoring rafts and performing/supervising required maintenance or repair.

Guide

The boatman is ultimately responsible for the delivery of an enjoyable adventure experience. Duties include but are not limited to the following:

- ✓ Monitor program safety and inform the lead guide, manager, or main office of any unsafe or potentially unsafe conditions or procedures.
- ✓ No changes to guides scheduled for a trip are allowed without prior approval from the river manager.
- ✓ Ensure compliance with all permit requirements, Federal, State, and local laws, and any marine or land use requirement.
- ✓ Driving vehicles with or without trailers attached, in a safe manner.
- ✓ Loading and unloading the necessary boats and equipment for delivery of the tour.
- ✓ Presentation of several safety talks to all guests.
- ✓ Delivery of an informed narrative covering flora, fauna, glaciers, native lore, local history, etc.
- ✓ Operation of the vessel in a safe and secure manner.
- ✓ Preparation and serving of food and beverage items.
- ✓ Guides are expected to give full support to the photo operation. They should inform their guests about it, position their boat for a good photo, tell the passengers to smile, etc. Try to discourage waving; we want guests to hang on while going through the rapids.
- ✓ Guides will not waive to the photographer. Guides will ALWAYS have both hands on the oars in the rapids - Guides will concentrate on rowing safely and not posing on for the camera.
- ✓ Guides should promote photo purchases during the trip. These photos are souvenirs that are not

available anywhere else. They provide the passenger with a lasting memory of their experience.
- ✓ Cleaning and maintenance of equipment and facilities, including checking vehicle fluids, lights, etc.
- ✓ Repair of equipment under the supervision of the manager or lead guide.
- ✓ Assisting guests with supplied personal equipment and with loading and unloading.
- ✓ Participation in all relevant training exercises.
- ✓ Compliance with all ATA policies and procedures.
- ✓ Delivery of emergency first aid treatment as required.
- ✓ Notifying the lead guide and or the trip manager regarding any irregular activities or events occurring within the trip.
- ✓ Completing any required forms or documents necessary to keep the trip manager and central office informed of tour activities.
- ✓ Will comply with the company dress and appearance policy. This includes wearing and maintaining in a clean and neat condition the required uniform and equipment.
- ✓ Will complete all appropriate paperwork in a timely manner and submit to the manager.

Shuttle Driver

- ✓ The shuttle driver provides logistical support for the trip. He/she will support several trips within a day and duties will include:
- ✓ Monitor program safety and inform the lead guide, manager, or main office of any unsafe or potentially unsafe conditions or procedures.
- ✓ Coordinate daily equipment needs at the direction of the Lead Guide and/or River Manager.
- ✓ Ensure compliance with all permit requirements, Federal, State, and local laws, and any marine or land use requirement.
- ✓ Driving trucks with or without trailers attached, transporting guides and equipment.
- ✓ Provide the guides with assistance in preparation of food, beverages, and supplies.
- ✓ Cleaning, maintenance, and repair of equipment, facilities, and vehicles.
- ✓ Check vehicle fluids daily.
- ✓ Maintain trailer lights, safety chains, straps, etc.
- ✓ Assist with the loading and unloading of rafts and equipment.
- ✓ Assist guests with personal equipment.
- ✓ Monitor fuel levels in vehicles and ensure they are fueled as necessary.
- ✓ Pickup and transport supplies and materials as needed.
- ✓ Run errands within the local area as directed.
- ✓ Monitoring vehicles and trailers for new damage, necessary maintenance, etc.

Customer Service Representative

The Customer Service Representative is responsible for insuring ATA tours are being promoted in a positive light.

- ✓ Will work closely and maintain good relationships with representatives from other companies.
- ✓ Will stay in timely and regular contact with River Manager, along with the Main Office, providing pertinent counts, information, and will diligently ensure that no tours are sent from the dock until approval is given.
- ✓ Will maintain a high standard of dress and appearance.
- ✓ Will maintain accurate reports, schedules, and any other paperwork required by ATA. All information and changes must be transmitted to the manager and the Juneau office in a timely manner.
- ✓ Be prepared to solve any ATA problems and to travel to any city to do so.
- ✓ Promote and encourage higher sales of ATA tours in all ports.
- ✓ Be prompt and on time for work.
- ✓ Assist with maintaining working files aboard the vessel.
- ✓ Will keep all ATA financial relationships and other relevant information confidential.
- ✓ Will follow all policies described in this manual.
- ✓ Will provide operational assistance when needed.
- ✓ Will inform manager of any issues important to the company's best interest.

Company Photographer

ATA operates a photo business in which we take pictures of the rafts going through the rapids, and then sell the photos to the guests at the end of the trip. Photos are printed at the clan house using digital photo printers. Photo and t-shirt sales take place at the guest take out.

- ✓ The photographer will be at the lake to assist with orientation and outfitting.
- ✓ The photographer oversees the guest shoes and will have them waiting for the passengers at the end of the trip.
- ✓ Guides are expected to give full support to the photo operation. They should inform their guests about it, position their boat for a good photo, tell the passengers to smile, etc. Try to discourage waving; we want guests to hang on while going through the rapids.
- ✓ Guides will not waive to the photographer. Guides will ALWAYS have both hands on the oars in the rapids - Guides will concentrate on rowing safely and not posing on for the camera.
- ✓ Guides should promote photo purchases during the trip. These photos are souvenirs that are not available anywhere else. They provide the passenger with a lasting memory of their experience.
- ✓ memory of their experience.
- ✓ T-shirt, hats, sweatshirts, coats, and photo sock packages are also sold at the takeout. These items are not available anywhere else in town. Pairs of socks are not sold separately. They are only sold as a package.
- ✓ Mail order is possible, Guests wishing to order by mail need to know date of trip, guides name, time of trip, position in boats, and ship name. There are order forms available at the takeout.
- ✓ We accept credit cards (VISA, MasterCard)
- ✓ It is very important that the guides and the photographer work together to make this operation a success. Guides need to be on time; should you arrive at the takeout early the photos may not be ready and your passengers will not get the opportunity to buy.
- ✓ The photographer is equipped with a cell phone and radio. Lead guides, River Manager and Adventure Tours Manager will communicate with them regarding the time rafts leave the beach, number of boats, who the last boat is, etc.
- ✓ Extra photos may be made available to the guides at the discretion of the Adventure Tours Manager.

Section

III

Tour Procedures

Chapter 1

Pre-Tour Procedures

Learning Objectives

- ✓ Gain understanding of tasks which need to be completed before passengers arrive.
- ✓ Take ownership in the “all hands-on deck” approach of Alaska Travel Adventures
- ✓ Learn role and responsibilities in order to conduct efficient pre-tour operations.
- ✓ Ensure compliance with operating permits.

Introduction

Providing a high-quality tour is the goal of ATA. This can be done with the cooperation of the staff and crew. To maintain consistency in the quality of the tour, the following is a list of procedures that are to be followed pre-tour.

Arrival Times & Timekeeping

It is crucial to arrive at the warehouse on time. Staff members should arrive a few minutes before the start of their shift to clock in and be ready to work at the time they are scheduled. It is important that all members of the team arrive on time as every member has a job to do and the team must work efficiently to complete all tasks on time.

Guides will be scheduled to arrive at the warehouse 1 hour prior to the start time of the first tour. These timings are historically accurate and give field staff ample time to be able to complete all pre-tour procedures. The way tour times are written on schedules are a half hour in advance. For example, we could have a 9:30am tour but guests would not arrive at 9:30am, that’s when guests board the bus. It takes guests approximately 30 min to arrive at the lake. In this case guests would arrive at the lake at roughly 10:00am.

All staff must record their start time using the ATA app. All employees must complete all timekeeping steps including clocking in, clocking out, completing, and approving their shift by the end of the day.

Pre-Tour Workflow Overview

Listed below is an overview of the workflow for the start of each day of operations. The Juneau team works together to accomplish all pre-tour tasks in an efficient manner. Each of these items is covered in detail in this chapter.

Pre-Tour Workflow

1. All Employees Clock-in for Work
2. Tasks performed simultaneously by work group:
   - ✓ Lead guides – Communicate with River Manager about plan for the day, decide what boats are needed and how many trailers, Split guides into groups to complete Morning checklists.
   - ✓ Guides – divide and complete morning set up tasks assigned by lead guides.
   - ✓ Photo Team – Make run to the Salmon Bake to grab food supplies for the day.
   - ✓ Shuttle Drivers - If the photo team is not able to make the salmon bake run in the morning, it is the shuttle driver's responsibility to do so. Otherwise, shuttle drivers are to deliver raft frames from Don Able's to the lake.
3. All guides are to continue set up at the lake, once your boat is rigged and in order, focus should then be turned to setting gear out for guests.
4. All staff pre tour briefing.

Morning Set Up at The Warehouse

It is important that guides pack all food and equipment needed for the day of tours in accordance with the packing sheets on the ATA app. Forgetting any equipment can result in a poor customer experience or inefficient return trips to the warehouse to retrieve forgotten equipment. Upon checking in at the warehouse, guides should start pre-tour food and gear tasks.

Food- a photo team member or shuttle driver working the tour should make the run to the salmon bake to pick up all snack and paper supplies for the day.

- ✓ Login to the Logistics & Packing Application. Double check the total number of guests today. and the number of guests per group.
- ✓ Plan the accurate amount of food trays by checking the quantities provided on the packing lists schedule.
- ✓ After washing hands thoroughly and putting on rubber gloves, prepare food trays consisting of crackers, smoked salmon, and cheese. A complete salmon platter has multiple types of crackers on it as well as thin-cut cracker sized pieces of cheddar and pepper jack cheese and salmon cut into squares no larger than 1"x1". Platters should be made to appear full, but smaller groups don't need nearly as much food on their platter in comparison to larger sized groups.
- ✓ Be sure not to use a clean knife when switching food products (i.e., Don't cut cheese with a fishy knife).
- ✓ Wrap the food trays and pack them in the coolers with ice packs.
- ✓ Pack the coolers into the box truck.

Gear Prep - While the photo team or shuttle driver prepares the food, The majority of the guides should be at the warehouse preparing the necessary gear for the day. The number of guests for the upcoming trip should be checked by the lead guide on the ATA app.

- ✓ One to two guides first need to drive to Don Able to pick up the frame trailer to then deliver to the lake.
- ✓ Before moving the frame trailer ensure that all frames are properly strapped down.

Everyone at the warehouse should:

- ✓ Lead guide must decide how many stacks of boats and what kind of boats are needed for the day.
- ✓ Grab as many coolers as there are boats and load them into cars.
- ✓ Check the schedule and make sure to collect and count how many PFDs are needed for the day and load them into cars/box trucks.
- ✓ Ensure oars are properly loaded and secure into bottom of boat trailers.
- ✓ Check schedule to determine how much raingear is needed for the day. Then load/ fold into box truck.
- ✓ Grab at least two hand pumps.

- ✓ All guides are responsible to leave with their required safety equipment to perform a proper tour.
- ✓ All vehicles and trailers should be checked for fuel, fluid levels, lights, and tires.
- ✓ All tie downs should be checked to ensure the rafts are still secured to the trailer.
- ✓ It is the responsibility of the lead guide to ensure that all required equipment is loaded and transported to the lake.
- ✓ Begin shuttling guides and equipment to the lake. At least one lead guide should go to the lake with the rafts.
- ✓ The number of guests for the upcoming trip can be found on the ATA app.

Lake Set-up

When guests arrive at the lake it is imperative that we be prepared to give them 100% of our attention. This means, we must be ready! The River Manager or Lead Guide will delegate the following responsibilities:

- ✓ The frame trailer should be brought in first, parked to the side of where rafts go.
- ✓ Two guides to lifting a frame.
- ✓ Frames will be stacked with alternated ends as to keep each stack stable.
- ✓ As raft trailers pull on to the beach, one guide on each side should take rachet straps off.
- ✓ Whomever is backing the trailer in should have at least one spotter. And should be moving slowly.
- ✓ Rafts should be lifted into the water safely and carefully, with a minimum of four guides per raft. Never thrown or dropped.
- ✓ After all rafts are taken off the trailer, it can then be pulled up and oars taken out.
- ✓ Lead guide is responsible for making sure the correct number of oars are brought to the beach.
- ✓ Coolers should then be taken out of cars.
- ✓ The bus unloading area, put in area, and outhouse area should be policed for any trash or debris and disposed of properly.
- ✓ The trash cans at the lake provided by the forest service, are not to be used by ATA employees.
- ✓ Two or more guides are to set up the outfitting tent between the box and trees closest to the parking lot.
- ✓ All rain gear bins should be laid out in order of size underneath the tent.
- ✓ The lifejacket tarp should be laid out in front of the rocks.
- ✓ Lifejackets should be laid out in neat lines on the tarp and should be off the ground.
- ✓ The box truck should be backed up to the rocks and boots organized, ready to go.
- ✓ By the time the bus pulls in, the rafts should be completely rigged, ready to go and in the order of who's leaving first.
- ✓ There should be at least two guides at every station ready to help guests as they enter the outfitting area.
- ✓ Each guide is responsible for making sure that their raft is properly rigged and has all the required equipment: dry bag, throw rope, bow line, three oars, cooler, cooler strap and frame straps.
- ✓ Guides will practice throwing their throwbag to ensure that it is packed properly and ready to deploy.
- ✓ Some guides may be shuttling vehicles, so please check the other rafts once yours is set-up.
- ✓ Lead guides will be responsible for their own sweep cooler. It must be checked daily to see that all items are in a clean and orderly condition.
- ✓ Excess items of equipment will be removed from the area.
- ✓ Staff will be well groomed, outfitted, and in a clean, complete uniform, including sheath knife, watch, and dry bag. This is to be done prior to the arrival of the first guests.
- ✓ Guides will wear their lifejackets when in the presence of customers. Guides are also required to wear their lifejackets at the takeout whenever they are down on the river's edge. Under no circumstances are guides to go on the water, even to move a raft, without a lifejacket on. There will be zero tolerance for violations of this policy.
- ✓ Lead guides will list all guides on a trip on the backside of the guest release form; this form will be used to document guide trips and becomes

part of the payroll file. If guest counts change it is the decision of the lead guide or River Manager as to which guide, or guides will be bumped. Any guide sent back after setup has occurred will be paid the hourly rate for hours worked. The lead guide will so indicate on the back of the release form.

- ✓ Smoking, vaping, chewing tobacco, or spitting seeds, is not allowed at the lake while set up is going on, at the takeout during trip break down, or when guests are in the area.
- ✓ Guides should not be having personal conversations on cell phones while at work.
- ✓ The area at the lake is used by other companies and care should be taken to not monopolize the put in. A space should always be left on the beach for others to drop off their equipment. Vehicles should not be left in the pull through longer than necessary. It is important that we work with others in using this area.
- ✓ After each and every shuttle run it is important to make sure the lake gate is locked as you leave

Equipment

It is the responsibility of the guide to ensure their raft has been properly rigged for the trip down river. ATA requires that each raft be outfitted with specific equipment to ensure a safe and enjoyable trip.

Each Raft Must Have:

- ✓ Spare oar/paddle (3 total)
- ✓ Bow line (painter)
- ✓ NRS Straps (3 two-foot and 1 six-foot straps)
- ✓ Cooler
- ✓ 70' throw rope
- ✓ hand line (grab line)
- ✓ river knife
- ✓ whistle life jacket
- ✓ wristwatch
- ✓ River knives like other items of equipment must be maintained in optimum condition. The knife must be sharp, and the sheath worn in a convenient location outside of your clothing.

On every departure one raft is designated the Sweep Raft. This raft is manned by the lead guide and is last to leave the beach. This raft carries additional equipment necessary for a safe operation.

Sweep Rafts Must Have:

- ✓ Extra lifejacket
- ✓ Hand or foot pump
- ✓ Minor repair/patching kit
- ✓ Extra valve
- ✓ Duct tape
- ✓ Oar clamp
- ✓ Screwdrivers (both types)
- ✓ Extra straps
- ✓ Extra line
- ✓ Waterproof, zip lock bag with extra release forms, accident forms, and pencils for witness statements. Also, a copy of incident and accident procedures.
- ✓ Dry bag (extra set of clothes)
- ✓ First aid kit

In the event the lead guide is guiding a paddle raft, they must have the sweep cooler in the raft immediately in front of them and these rafts must maintain proximity during trip so that voice communications are possible.

On larger trips it is the Lead Guides responsibility to designate one or two other guides to carry additional sweep coolers. Typical rule of thumb, one for every four rafts.

Care and Use of Equipment

Proper care of the boats and equipment is a quintessential component to rafting. Good Karma, so to speak. The better you take care of your boat and equipment the more likely it is to take care of you. At Alaska Travel Adventures:

- ✓ Avoid dragging boats.
- ✓ Carry and load boats properly, work together as trained to avoid injury.
- ✓ Unload boats and frames properly, work together as trained to avoid injury.
- ✓ Bleed boats left at the lake, on rare occasions of hot weather, to avoid blowing a tube.
- ✓ Report any damage to boats or equipment to lead guide and River Manager as soon as possible.
- ✓ Inflate boats evenly as to not damage baffles, always top boat at the lake.

- ✓ Wash boats off before loading passengers, wash off at take out as needed, before loading.
- ✓ Be sure that boats are strapped down securely, frames strapped down securely, and oars are secure in their oar boxes.
- ✓ Be sure paddles in paddle rafts are secure.
- ✓ If you bend an oar, bend it back straight.
- ✓ If you find an oar with a loose clip, adjust, and tighten it.
- ✓ Stack frames properly and carefully, work the stack as trained to avoid injury.
- ✓ Do not drag bundles of lifejackets.
- ✓ Lifejackets will be bundled in groups of ten.
- ✓ All bundles of lifejackets will be tied with a square knot.
- ✓ Do not throw coolers, oars, or any other equipment.
- ✓ If a sweep cooler must be opened, you are responsible to return everything back inside the way you found it AND ensure that it is complete.
- ✓ Never leave any ATA or personal equipment at the lake or at the takeout.
- ✓ Lead guides and management are not responsible for picking up and keeping track of guides' gear.
- ✓ Always secure rafts at the takeout. The river does become tidal at the takeout and rafts can float away if unsecured.
- ✓ GUEST EQUIPMENT: ATA provides all equipment necessary to outfit our guests for the river trip, including rubber boots, lifejacket, and full rain gear. This gear is available in sizes to ensure a proper and comfortable fit.

All Staff Pre-Tour Briefing

At this point in the set-up process, the lead guide or River Manager will discuss with staff relevant information for that day. (High water levels, weather conditions etc...)

- ✓ Lead guide will decide who will be leaving in what order.
- ✓ Safety coolers will be designated at this time if needed.
- ✓ If numbers change this is the time where the decision is made to possibly take someone off tour. (Not off for the day)
- ✓ At the end of the briefing, all staff are to double check rafts, ensure gear is properly laid out and waiver is ready with pen in hand.

This is a perfect time to add to group moral and get excited about the upcoming tour.

Pre-Tour Food Procedures

Food for the Mendenhall Float Trip will be prepared and served as outlined during the staff training. The food for the day's trips is typically picked in the morning by the river photographer, or shuttle driver.

- ✓ The food served on the river trip is prepared by the Salmon Bake. When gathering supplies for the day, all food articles will be properly stored, sealed, and dated. Perishables will be refrigerated immediately, and nonfood items will not be stored with food items. Remember, trip food is for our guests not for our staff. No personal consumption is allowed. When guides are done gathering supplies for the day, all areas that were used at the Salmon Bake should be left in a neat, clean, and orderly manner.
- ✓ The snack, hot cider and water will be served at the conclusion of the trip. It is prepared in the kitchen and transported to the takeout. Full containers should be transported in the back of vehicles. They should be placed on the floor and secured.

Chapter 2

Tour Procedures

Learning Objectives

- ✓ Gain understanding of all tasks to be completed during the tour.
- ✓ Take ownership in the "all-hands-on-deck" approach of Alaska Travel Adventures.
- ✓ Learn roles and responsibilities in order to conduct efficient tour operations.
- ✓ Develop customer service centered approach to delivering tours.
- ✓ Engrain a safety-first mindset which is in alignment with ATA Safety Culture
- ✓ Ensure compliance with US Forest Service operating permit.

Introduction

The tour experience starts as passengers disembark from their ship and are met by an ATA Customer Service Representative (Dock Reps). The passenger(s) shall understand our tour will be high quality experience from the moment they are engaged by ATA personnel.

On the Docks/Bus

Customer service representatives should present themselves as friendly, knowledgeable, and organized. The following procedures will be followed by all personnel greeting customers and directing them onto the proper transportation.

- ✓ Greet customers as they come off the ship. Introduce yourself and make it clear that they are on the tour they registered for. You will be greeting passengers who are coming off the ship in several stages. Ensure the passengers are registered for our tour by checking their tickets. Many tours have the name "Rainforest" included in their title.
- ✓ If there is a place you would like passengers to wait while you gather the rest of the tour group, communicate both the waiting location and time you will meet them clearly.
- ✓ Let the passengers know it's a 30 min bus ride and that they can use the bathroom on the docks (If there is time) or at the lake.
- ✓ Direct customers to the correct bus. If the weather is nice, you can keep group with you and walk over to the bus all together.
- ✓ Customers should keep tickets/vouchers and give them to the bus driver.

Mendenhall Lake Welcome/Waiver

This presentation will be given to the passengers once the bus arrives at the Lake, or to guests who drive their own vehicles.

A Guide will first board the bus and provide a brief welcome and introduction and read the waiver. (***See Narration #1)***. Once this narrative has been delivered the guide will distribute the waivers on clipboards throughout the bus. On larger trips the Lead Guide should be prepared for the likelihood of more than one bus arriving at the same time. They should designate another-guide on the trip to handle the other bus or busses.

All guests must sign the provided release and assumption of risk form as an indication of having been briefed. For guests with children, one legal guardian must sign their name for however many children that they have with them (4 children, then 4 signatures). Release forms, clipboards and two pens in good condition will be provided. No more than one bus load should be listed on each release form.

The release form should be filled out completely, including date, trip time, ship, and bus #. It is the responsibility of the lead guide to see that everyone signs the release form.

While the waivers are circulating through the bus, the guide should take an opportunity to answer questions and emphasize many of the safety precautions included in the waiver. ***(See Narration #2: Directing Guests off the Bus &)***

Passenger Orientation

Passengers can be intimidated by their lack of experience in river rafting. It is our responsibility to give them the confidence in our professionalism and the safety and ease of rafting with us. We are not here to provide them with a course in river rafting, our focus is to outfit, load, instruct the proper use of the paddle (paddle rafts) and to provide them with a safe, enjoyable, and informative tour of the area. For the passenger there is a fine line between quickly outfitting and rushing them through the process. Check to see if they are okay before sending them to another station or loading them into a raft. Assure the passengers that we are not in a hurry but move them along without delay. Providing quality customer service is something that Alaska Travel Adventures strives for every day. Whether it's to a guest or a coworker, the use of offensive language will not be tolerated.

Outfitting

When guests arrive, it is imperative that you are prepared to give them 100% of your attention. The key to this portion of the tour is to move the guests through the orientation and outfitting process as quickly as possible without making them feel rushed. The outfitting area can get busy as you may have more than one group at a time there, therefore it is critical that this process be well organized. The following guest orientation and outfitting procedures should be followed each trip.

- ✓ **Be ready and waiting**. After the passengers disembark the bus, guides should be ready to assist them in getting outfitted. Be friendly and introduce yourself. Direct the passengers to the appropriate areas and reinforce the instructions they were given on the bus. Assist and monitor the passengers at each station, quickly identify problems and correct them, then send them to the next station.
- ✓ **Raingear**. Rain gear should always be recommended. It is organized by size ranging from child to XL. Some guests may need help putting jackets on and adjusting waders.
- ✓ **Boots.** Boots should fit loosely. It is not important that guests get their exact size. They will not be doing much walking in the boots.
- ✓ **Lifejackets.** Lifejackets must fit snugly and be worn outside of all other clothing including the raingear. Guides should ensure a proper fit. When fitting life jackets on a child, ask the legal guardian how much the child weighs. If under 100lbs they need a youth jacket.

- ✓ **Be thorough, kind, and helpful**. All guests will be advised of the conditions and offered Any personal items they wish to leave behind will be left in the outfitting box truck.
- ✓ **Direct to the Rafts**. As guests are outfitted, direct them to the lead guide for seating assignment.

During the outfitting of our guests, guides have an excellent opportunity to interact with guests, to offer personal attention in helping them with their gear, and to reinforce the excitement and enjoyment of the trip. Be enthusiastic! The attitude of the guides will set the tone for the entire trip. If time is available, guides will offer to assist guests with photos.

Loading

The Lead Guide will separate the guests into groups and assign each group to a guide. Care will be taken to keep guests from one ship together. It is imperative that the lead guide keep accurate counts of how many guests are assigned to each guide so that the entire group is evenly assigned and that no one is left behind.

- ✓ Guests will be loaded ten per boat (12 in a paddle raft), by their guide, in a safe and orderly manner, one row at a time. The lightest boat should be the sweep boat, however, if the sweep boat has less than eight, the load may be spread more evenly against the remaining boats in that flight. Boats should not leave the beach until directed to do so by the lead guide. The lead guide should leave the beach last.
- ✓ Boats will be loaded as to provide maximum safety. Attention will be paid to balance, proper utilization of space, placing the young, or infirm, or very heavy guests as close to the center and forward of the boatman as possible. Always be aware of the number of passengers in your raft!
- ✓ Each guide shall ensure that passengers have their lifejacket on and are properly outfitted. Guides should also make sure that they have put their lifejacket on and loaded their dry bag.
- ✓ Gather your passengers and give a quick overview of the safe entry into and out of the raft and paddle orientation. Provide a brief safety talk while on the beach (reinforce the points that were made on the bus).
- ✓ After the last raft has departed, the shuttle driver will police the area and check for stray guests and personal articles that may have been inadvertently left. Remaining ATA equipment must be stowed in the vehicle. If there is no vehicle, extra gear should be placed underneath the trees and covered by the tarp.
- ✓ Upon leaving the beach, the guide will provide a personal introduction, reinforce the safety items, which were mentioned aboard the bus and, on the beach, coach guests on paddling techniques and outline what is to take place.
- ✓ NOTE: The gate should always be locked between trips.

Safety Talk

It is our primary goal to provide a safe experience. Safety talks will be given on the beach, lake, and before entering the swifter part of the Mendenhall River. These talks are mandatory. Much of information given will be repeated and reinforced. These talks will be serious in nature.

Prior to entering the rapids, the guide will complete a comprehensive safety talk. The guides' goal is to take the following outline and present it in an informative and entertaining manner that relays the importance of all the safety items seriously, while at the same time not frightening our guests; but instilling confidence and reassuring them that they will have a safe and fun trip. Stress the importance that our company has an excellent safety record and that you are required to give them this information for their own safety, and to prepare them for an unlikely event. It is not our goal to frighten anyone. Remind them that the most important rule on the river is not to panic, no matter what happens.

Life Jackets:

- ✓ Guides are required to check all guests before loading to ensure that their lifejacket is secured properly.
- ✓ Lifejackets must be always kept buckled and snug.

- ✓ It is important that PFDs be snug so in the unlikely event someone went into the water, their lifejacket also serves as rescue harness to pull them back into the raft. Choose one person as you are checking the groups lifejackets to demonstrate how you will grab the shoulder straps of their lifejacket, which is an integral part of the rescue harness part of their lifejacket.

Boarding Raft: Guides to demonstrate to guests.

- ✓ Guide will assign places for guests to sit to make an even load. Use common sense and care for your guests, try to keep groups or couples together if possible.
- ✓ Guests, one at a time, sit on bench, swing legs over into raft, then slide across. No standing in the raft.
- ✓ Remind guests that there is no smoking, no standing in the raft and they need to hold on to the bench between their legs or on either side of their legs. Guide to demonstrate the proper hand holds.
- ✓ Guests should not put their hands in the spaces under the frame, between the frame and the raft, they should not grab the chicken line going around the raft as it can cause them to lean over the side of the raft and make it more possible to fall into the water.

Perimeter line (Chicken Line):

- ✓ Point out the perimeter line around the raft.
- ✓ Instruct guests that they are not to grab the chicken line unless they find themselves outside the raft.
- ✓ Instruct guests that no one should fall in because if they see their neighbor leaning over the side, they should pull their neighbor back towards the center of the boat to prevent them from falling in.
- ✓ In the unlikely event someone falls in the water they will usually pop up very close to the raft.
- ✓ Stress the importance that they must immediately grab for the chicken line around the raft, face the raft holding on with two hands, and if possible, try to position themselves on the upstream side of the raft. Guide will usually quickly position raft to get person on upstream side of raft.
- ✓ Instruct them that either you or two people you assign will pull them in. inform them how they will be pulled in using the buoyancy of their lifejacket to help their rescuer. Instruct them that if they are being pulled in to kick their feet, push up on the rope as they are being pulled in to assist their rescuer.
- ✓ Instruct them that if they come up under the raft, which is very unlikely, that they need to quickly hand over hand to the side, grab the chicken line and then will be pulled in.

Lost Oar

Instruct the guests that occasionally an oar will get popped off the thole pin, don't be alarmed. It is easy to put back on or it can be replaced by the spare. If it falls in the water, don't reach for it!

Safe Swimmer Position:

Instruct guests that if they were to fall out and find themselves away from the raft where they cannot reach it or immediately get back to the raft, they need to get in the **safe swimmer position**.

- ✓ This is on their back, nose and toes pointing up and legs together pointing downstream. Instruct them that their US Coast Guard approved lifejackets are designed with more buoyancy in the front which will naturally help them roll over on their back and into safe swimmer position.
- ✓ Instruct them about the pillow on the back; it is designed to pop up behind their head when in the proper safe swimmer position. Its purpose is to help create an air space in the white water to help them breath. This is a very effective and important part of their lifejacket.
- ✓ They should cross their arms and hold onto their life jacket. Instruct them to only use their arms should they need to use them to maneuver in the water or to swim to shore. Keeping legs downstream is very important as they can use their legs should they need to fend off any rocks or obstacles.
- ✓ Re-assure guests that in this situation you will be coming to get them as soon as possible.

Throw Rope: Don't just tell them about it, show it too all your guests!

- ✓ If they cannot immediately get back to the raft, they are to get in the **safe swimmer position.**
- ✓ You are then going to grab your throw rope and throw it to them.
- ✓ Instruct them on how you will do this and what they need to do. e.g., I will grab my end, yell out swimmer, swimmer, swimmer to get your attention, or blow my whistle, when you look at me, I will throw the bag at your head because that is the target I see in the river.
- ✓ Instruct them to grab the rope, not the bag because the bag will just peel out the rest of the rope.
- ✓ Instruct them to throw the rope over their shoulder, hold on with two hands and you will pull them in.
- ✓ Instruct them that their rescuer may be someone on shore, or a guide in another boat.
- ✓ Instruct them that they will be on their back facing away from their rescuer as they are pulled into the raft or brought into shore.

Self-Rescue – going to shore:

- ✓ Instruct guests that if they are not able to get back to the raft, if for whatever reason we are unable to get the rope to them, that they are to go to shore.
- ✓ Instruct them that if they chose to go to shore to look for eddy's that are at the bottom of all of our rapids on one or both sides.
- ✓ instruct them that if they chose to go to shore to pick a side and go for it aggressively. Instruct them that they are to turn over on their stomach and aggressively swim to shore.
- ✓ Stress the important point that below all the eddy's or brief calm sections there are more rapids so if they chose to go to shore to make that choice and immediately go for shore.
- ✓ Once they get to shore, they are to crawl onto shore, do not stand up in the river so to avoid potential foot entrapment.

Foot Entrapment:

- ✓ Instruct them that even in shallow and slow-moving areas, like eddy's, there is still current moving and that the bottom has many rocks and places where their feet can get trapped.
- ✓ Foot entrapment is a very dangerous rescue that is ridiculously easy to avoid by not standing up or walking in the river, remind them again to crawl all the way onto shore if they chose to go to shore.
- ✓ Instruct them to find a safe spot and stay there and we will be there to get them shortly.

Sweepers & Strainers:

- ✓ A strainer is a fallen tree that is partially or completely blocking passage on a body of water. Branches act like a sieve that keeps people/boats/gear from passing throughThe danger is being swept into the maze of branches by the current and becoming trapped.
- ✓ A sweeper is a tree with low hanging branches that may enter the water.
- ✓ Sweepers & Strainers must be avoided at all costs! Always go around these obstacles. Do not attempt to go under a sweeper.
- ✓ If you are being pulled into a sweeper or strainer, and it is impossible to avoid it, attempt to get on top of it by turning headfirst and swimming into it, and then pulling yourself up on top of the obstacle.

Bump, shimmy, bounce, and getting stuck on a rock:

- ✓ Instruct guests that in unlikely event you should encounter a rock or obstacle that you are going to hit you will yell out a **"bump",** instruct them that if this happens, they are to be holding on tight and lean toward the center of the raft, bracing for impact. Leaning in helps get the weight more to the center of the raft and greatly decreases the chance of someone getting knocked into the water.
- ✓ If the raft slides onto a rock, it may get stuck there temporarily. In this case you may need to have your guests help you get the raft free of the rock. With a **shimmy**, you instruct guests to all hold the bench and, on your count, to pull together in the direction you give, right, left, front, or back which usually frees the raft. If not, a **bounce** may be needed. Instruct guests to hold on and all push down on the floor with their feet

while pulling up, un-weighting the raft briefly, which usually frees the raft.

- ✓ If this is not successful the guide may see the rock pushing up under the raft, the guide will need to identify the location and then may need to reposition guests to get the weight off the rock to free the raft. If guide finds it necessary to reposition guests great care must be taken move only one person move at a time and not to stand any more than absolutely necessary to move the weight off of the rock.
- ✓ Guides need to instruct in safety talk the possible need for warning of a bump and using a shimmy or bounce. During the safety talk in the raft, guides should have guests practice bounce and shimmy, especially in low water conditions.

Highside Command and Flipped Raft:

- ✓ If the raft should hit an obstacle sideways, which includes large waves or holes, a highside situation can occur.
- ✓ When the raft is in this situation the downstream tube will go up on that object or be pinned against that object and the upstream tube will get pushed under water, this is a highside.
- ✓ Highside command is the instructions you will teach guests in advance to keep the raft from flipping over.
- ✓ Guides must be comfortable and ready to implement this immediately.
  - ✓ Instruct guests that you will yell out **HIGHSIDE** which means that they must get to the highside of the raft, the side closest to the object. Instruct them that you will try to yell **HIGHSIDE RIGHT,** or **HIGHSIDE LEFT.** Emphasize the IMPORTANCE that they are not leaning on their neighbor, they are climbing onto the highside to keep the raft from flipping over. Instruct them that if executed properly it should un-weight the upstream tube which will come back out of the water and the raft should come off of the obstacle.
  - ✓ **FLIPPED RAFT - This is the worst-case scenario.** Instruct guests that if raft flips, they must immediately get out from underneath the raft, grab onto the raft if possible or go to shore. The guide and assisting boats will get the raft to shore. Caution them that if they are in the water holding onto the raft at any time, they should attempt to be on the upstream side of the raft.

NOTE: when delivering the safety talk, make it a natural progression, going from the least serious scenarios to the worst. Stop throughout the presentation occasionally to ask if there are any questions. Maintain a confident, “in charge” attitude to instill confidence in the guests. If they know inside that you know what you are doing and how to handle any situation, they will be comfortable and able to relax and enjoy the trip.

Typical progression of safety talk is: check lifejackets, briefly describe the method guests will be pulled in should they fall in the water, and the use of your throw rope, then proper loading of raft and how to hold on. Then break up remaining safety information in logical pieces as you cross the lake and start into the river, inter-mixing with your narration. By the time you reach Moon Flats all safety talk information should be covered. Then when you eddy out in the first safety eddy, you will re-cap safety talk, emphasize information about bump, shimmy, bounce, highside, flipped raft, and for everyone to hold on tight. This all must be done on every trip, before entering the rapids.

Finish the safety talk by telling guests again that all of these scenarios are very unlikely, and the information is for their own safety, remind them to hold on before the rapids and that they are going to have fun!

RAFTING

It is our purpose to provide our guests a safe and enjoyable experience, but we must never compromise safety for the sake of enjoyment. While rafting, it is important to always keep clear communication between guide and guest. Many of our guests have come on vacation with their family. Lots of our guests have never been rafting at all. So as to avoid panic or stress, we want to give our

guests a clear picture of what's going to happen during the trip.

Reading the river

Reading the river refers to looking downstream for upcoming cues. Mastering this skill can help you respond quickly and correctly to hit your line.

- ✓ Guides will, to the extent possible, warn guests of obstacles and large holes or waves that cannot be missed.
- ✓ If a large wave or obstacle cannot be missed, the boatman will, after warning the guests, try to hit it with the bow or stern of the boat. This will in most cases minimize the potential for a swamped, broached, wrapped, or flipped boat.

River organization

The importance of keeping rafts in order and on pace while on the river, is key to the success of the operation. We need to make sure that all busses stay together as to not botch the timing of when guests arrive back to their ship. The methods and procedures we use to keep tours on time and in order, are time tested from years of experience.

River Running Order

Each flight of boats will have both a designated lead boat (first one out), and sweep boat (last boat in line).

Order

Guides will know the total number of guests in his or her flight of boats. If the guests need to be evacuated for any reason, the number of guests evacuated will be known by each boatman in that flight.

- ✓ The order of the boats should not change during the trip and will be established by the lead guide. Each flight of boats will have both a designated lead boat (first one out) and sweep boat (last boat in line). The lead guide will row the sweep boat. The order of the boats should not change during the trip and will be established by the lead guide.
- ✓ If due to circumstances, it is necessary to pass a boat on the river, you will eddy out at the next safe opportunity and reclaim your position.

Each boatman will allow sufficient space between his or her boat and the boat in front, to afford an opportunity to eddy out or pass safely if the leading boat should have difficulty of any kind.

- ✓ Each boatman should always remain in sight of the boat behind him or her.

Pace

It is important that each boatman be conscious of the time and maintain the speed appropriate to completing the trip two- and one-half hours from the arrival time of the bus. There are many tactics that can be deployed to maintain pace and keep yourself in good position.

- ✓ Knowing the river & staying on your line.
- ✓ Using eddies appropriately & entering and exiting eddies efficiently.
- ✓ Catching eddies is a great way to check your speed.
- ✓ Efforts to increase speed should be reserved for calm, safe waters only.

- ✓ The amount of space required between rafts will depend upon water and safety conditions.

Stuck Raft

The most common reason for delays on tour or losing your position is getting stuck on rocks. Sometimes on the river you're going to get stuck! Whether it's in the rapids or lower river, the first thing you're going to have to do is assess the situation. By using the commands found in the safety speech section of the document, you can almost always free the raft without outside assistance. Assessing the situation is half the battle, by determining the command needed for the position you're in, you can save time by avoiding unneeded movements. It is important that each boatman be conscious of the time and maintain the flow of the tour.

First, keep it simple & always keep it safe. Bump, Shimmy and Bounce.

- ✓ Start with simplest methods first to free a stuck raft.
- ✓ Identify location of rock under the raft
- ✓ Adjust weight of passengers off rock
- ✓ Assist passengers in sliding or leaning away from rock.
- ✓ Assist passengers changing seats or rows.
- ✓ Direct passengers to sway from side to side shifting weight from the rock.

When is help needed?

When trying to get unstuck, knowing when to ask for assistance can be hard to determine. Using the Bump, Bounce, and Shimmy commands require physical assistance from guests. After a while guests can get worn out and the commands become less effective. We do not want the guests to overly exert themselves. **Only when bump Shimmy and Bounce methods have been exhausted should the use of ropes be considered.**

- ✓ When trying to get unstuck, the only thing that should be attempting to pull a raft is a throw rope from shore side assistance only.
- ✓ Guides will always carry their throw rope and wear their lifejacket when going to the scene of an accident or providing assistance to another boat. It is advisable to carry your dry bag as well.
- ✓ Do not tie a throw rope to the boat. The amount of force that would be put on a knot would make it impossible to untie and provides a safety hazard. Instead, use 3 wraps on a D-ring with a bite of rope, hold taught, and follow shore side directions.
- ✓ Guests will never leave the boat until the guide has additional assistance or has disembarked, stabilized his or her boat, and is providing assistance.
- ✓ Guides should never leave guests unattended. Guests should be left in the visual supervision of another guide if he or she is needed to provide assistance to another boat. Safe guests should, in ordinary circumstances, not be put in jeopardy for guests in adverse or unknown circumstances.

Discrepancies in the tour

- ✓ Notify the River Manager first, or Main Office of any problems, tour discrepancies or inconsistencies (i.e., any accidents, lack of food, damaged camera, etc.). Do not leave it up to the guest to report problems.
- ✓ The River Manager should be consulted prior to any decision to evacuate guests, medical emergencies, or variance in policy or procedure.

Moving a guest in an emergency

- ✓ Only in extreme circumstances will a guest be removed from the boat other than onto the beach or takeout. In those circumstances, two guides will be present and if possible, the guest will transfer into another boat rather than onto a rock, stationary object, or into the water.

Rescue

Rescue Priority

In the event a guide should find themselves in a rescue situation, remember to follow risk management protocol.

- ✓ Guides should never put themselves, or guests or bystanders in danger to perform a rescue.
- ✓ No matter what the situation, under no circumstances is a guide to prioritize the safety or care of equipment over a person.

While protection of company property is the responsibility of all staff, neither guests nor staff will be put in jeopardy for the sake of equipment.

Rescue Guidelines

- ✓ No object other than throw ropes will be thrown from one boat to another.
- ✓ If any boat is in danger, or trouble of any kind, all boats will eddy out at the first opportunity and provide assistance.

Rescue – Person Overboard

- ✓ Alert other boats by signaling with your whistle or shouting. The goal is to remove the swimmer out of the water as soon as possible.
- ✓ Do not endanger your safety or the safety of the other guests in the raft by jumping in. It is always safer to position your raft for rescue. You

may also receive rescue assistance from other rafts, or shore side rescuers.

- ✓ Downstream boats full of guests may be advised to unload their guests in a safe place prior to lending assistance.
- ✓ Use your throw rope to get the guest close to the boat. While keeping your boat as close to the swimmer as possible. Pull the swimmer in the raft from the upstream side only.
- ✓ Once in the boat, check the passenger for signs and symptoms of hypothermia.
- ✓ Eddy out, assess the person's condition, always offer medical attention that is equivalent to your level of medical training.

As soon as possible contact River Manager and/or Adventure Tours Manager to notify them of the situation. This should be done on the river as soon as incident is under control or to request assistance.

Rescue – Flipped Raft

- ✓ Keep the guests away from the downstream side of the raft.
- ✓ Keep guests close to the raft if possible.
- ✓ Get guests on top of the raft if possible.
- ✓ Count your passengers to see if any are missing. If anyone is missing, first look under the raft. Get them out immediately even if there is sufficient air underneath.
- ✓ Guide should attempt to swim raft to shore with guests help if possible. Guides should make every attempt to get people to shore and out of the water as soon as possible until assistance arrives from other rafts or shore side rescuers.
- ✓ If able, other rafts should tow the boat to shore (after first off-loading their passengers).
- ✓ Other rafts should pick up equipment (oars, coolers, gear, etc.)

Rescue – Broached Raft

- ✓ Stabilize the raft and guests by executing a "high side."
- ✓ If it becomes necessary to reposition guests within the boat, adjust for imbalance. Attempt to release the boat from a stuck position, stabilize the boat to the extent possible, and guests will be moved one at a time with the guide providing supervision and assistance.
- ✓ If the raft cannot be moved, move the guests with another raft. If the situation poses a threat to guests' safety, do not involve guests in the raft recovery.
- ✓ Get as much weight downstream and next to the obstacle as possible, then push or bounce the raft free. If the raft is getting pushed or sucked under, climb onto or over the obstacle if possible.
- ✓ If the boat is still stuck, and guests have been removed, let the air out of the downstream side until it can be pushed under water, this should raise the upstream side and the raft will self-bail and float free.
- ✓ Other rafts should eddy out at the first opportunity. If the guests need to be ferried, it is easiest from a boat moved into position from upstream.

Rescue – Wrapped Raft

- ✓ Remove all guests and personnel immediately.
- ✓ From on top of obstacle or from another raft, tie a rope to each end. Deflate the end farthest from the obstacle. Pull both ropes downstream from the same side of the obstacle. Pull the deflated side toward the inflated side.
- ✓ If it is not raining and time is available, stabilize and recover in the morning when the water level is usually lower.

NOTE: Deal with the guests first! Do not leave guests unattended. Do not walk guests through any kind of current. Ferry them in another boat.

Throw Rope Rescue

For a standing throw rope rescue:

- ✓ Position self on stable shore in full sight of the party to be rescued with rescue bag in throwing hand and standing end of the line held in the opposite hand.
- ✓ Aim to plan to land bag directly at the swimmer. Throw underhand with a smooth, steady action.

- ✓ Brace yourself! Belay swimmer to shore as you would land a 20lb fish on a 5lb test line. Avoid passing rope behind back or being on a downstream side of belay line. Belays should be dynamic and never tied off in moving water.
- ✓ Pendulum swimmer to shore. Position rescuers downstream to either retrieve the swimmer or repeat a rescue throw. Always maintain visual an audible contact between swimmer and rescuers.

For a moving throw rope rescue:

- ✓ Position self on stable shore in full sight of the party to be rescued with rescue bag in throwing hand and standing end of the line held in the opposite hand.
- ✓ Aim to plan to land bag directly at the swimmer. Throw underhand with smooth, steady action.
- ✓ Move ahead of the victim; pull the victim like you are landing a 20lb fish on a 5lb test line.
- ✓ Pull swimmer towards shore, steadily with light pressure, as rescuer stays ahead of swimmer moving with the current.

Guest Take-Out

The guest take out is on river right, under Brotherhood Bridge behind Don Abel's. Vehicle access to the takeout is through Don Abel's parking lot. Excessive speed in this area will not be tolerated under any circumstances! We must respect Don Abel's business and take care as we perform our duties in the takeout area. Keep it clean, leave no trash, leave no company or personal gear.

The box truck should always be backed into the designated parking spot until the rear of the truck is blocking the opening between the trees. This is imperative as to block the view of our work area from our customers and to not allow access for customers to wander into our work area.

It's always important that your raft is secure before leaving it on shore at the takeout. This area is highly influenced by tidal activity, do not assume that your raft is safe on shore without tying it up.

The company photographer is set up to sell photos and t-shirts at the takeout. Make sure your guests are well informed as to the souvenirs that are available.

Any personal gear guests place in bins at the lake will be waiting for them at the guests take out. This includes shoes, coats, cameras, bags, etc. Guest gear will be transferred from the box truck and sorted on the designated benches. Under no circumstances is any guest gear to be left unattended. If circumstances require it to be left unattended it must remain locked in the box truck.

The bus transportation back to the ships is staged from the parking lot just opposite the takeout area across the highway. This is accessed via the trail under the bridge. It is the Lead Guides responsibility to go to the busses, communicate the correct counts with the drivers, confirm that all guests get on the busses and that the trip end count is the same as the trip beginning count.

There is a portable rest room available at the guest take out. Keep the guest take out clean. Pick up any trash.

Unloading

Having guests unload from rafts at the end of trips can sometimes be difficult. As you approach the takeout it's a good idea to suggest to guests to move their legs around in the boat. The trip is approximately 2.5 hours and for some people that's a long time to sit down. The stairs from the river to the takeout area are steep. The takeout is closer to the ocean, so it's effected by the tides. Depending on what time of day it is, they may have 5 steps to walk up, or closer to 30. Guests should be assisted up these stairs if needed. Help is always to be offered and guides must remind their guests to unload from rafts one at a time. Shuttle drivers or other designated personnel are to always be available at the river's edge to assist guests from each raft and up the stairs.

Post Tour Food Procedures

It is the responsibility of the lead guide to designate one guide to stand at the food service table and ensure that trays are changed out as needed, and that the table is kept neat and clean. This will typically be the first guide in the running order. It is imperative that all foodservice procedures be conducted with the utmost attention to hygiene. It is every employee's responsibility to notify the manager of any unsanitary or unsafe foodservice practices. Prior to every snack service, the table and dispensers must be wiped down with a disinfectant. This must be done before setting the food out. Guides should always wear disposable gloves when performing foodservice duties.

Our post tour snack includes Reindeer Sausage, cheese, salmon spread, crackers, and beverages. Beverages include hot apple cider, and water. Reindeer Sausage, cheese and salmon spread should always be kept in the refrigerator or a cooler with ice packs. Napkins paper plates and paper cups are provided for the guests use.

The snack should be completely set up shortly before the guests arrive at the takeout. Appearance and presentation are very important here. Cheese crackers and sausage should be arranged on the plate neatly. Hot beverages are dispensed from a heated beverage system. It is important the food server does not set all the food out at once. Each tray is prepared for 20 customers. All guides serving the snack must be aware of how many guests are on the trip so that they can place the snack out to proportion. As guests get their snack, the food server should direct them to the photo area so that others can eat. We do not want 3-4 people keeping others from the food. It is the job of the food server to keep the table clean and neat during service. Two large garbage cans should be placed under the pavilion, one near the entrance, and the other next to the snack table. As service slows down, the server should only set out more snack as necessary. It is our goal to minimize leftovers.

Leftover food should be covered with plastic wrap and put back in the refrigerator. It can be served again for other trips that day. Any leftovers at the end of the day should be disposed of properly. Perishables must be placed in the refrigerator and dated.

After each snack service the area must be cleaned thoroughly and wiped down again with the disinfectant. The takeout area should be policed for trash after every trip, picking up any napkins, cups, and any other trash generated by the previous group.

End of Tour Organization

The photographer will greet the guests as they start arriving, give instructions on how to take off their gear, where to put it, and direct them to the hot beverages and snacks. Just prior to reaching the end of the trip, each guide should provide the guests with directions on how and where to place their boots, raingear, and lifejacket. Gently, but persuasively the guides should encourage guests to put their boots together (one inside the other), stack their life jackets after they take them off and put in the appropriate place, and hang their raingear on the racks. If any guest chooses not to assist in this effort, the guides should do it for them willingly.

The first guide at the takeout is typically responsible to stand at the food table and keep the trays orderly and replace with full trays as needed. Other guides can rotate this duty as directed by River Manager or lead guide. At no time is the food service table to be left unattended while our guests are in the takeout area.

At the takeout, the first half of the boatmen will come up and start collecting/putting away rain gear and equipment until the second half of the boatmen arrive. Once the second half arrives, the first group of boatmen are able to leave and socialize with their guests. This should not be a lengthy period of time, five to ten minutes max. After the first group of guides have talked to their guests, half are to help lift boats and the other half to help put more gear away. This gives a chance for the second group of boatmen to be able to socialize with their guests.

Available guides should collect boots from the customers and assist them as necessary. The boots should be stacked neatly on the gravel or put in tubs

and then returned inside the box truck. Boots that are wet inside are to be put in tubs, set aside to be taken to the drying room.

Lifejackets will be bundled by size, ten to a. rope, then tied with a square knot and put in the box truck. Lifejackets should not be thrown inside a boat frame or on any dirty surface.

Raingear will be sorted by size, bibs folded and returned to proper size bins. Jackets folded neatly into bins and loaded into box truck. Wet bibs should be put in tubs and set aside. Wet jackets should be folded into separate bins and returned to the box truck, separately from dry jackets. It is the responsibility of the shuttle driver **at the direction of the River Manager and/or Lead Guide** to return any wet gear, when possible, to the drying room and hang gear to dry. This can be done while the tour is being given. This does not take priority over being at the takeout on time.

Any trip of four rafts or less will need additional assistance in loading trip equipment. Shuttle driver and photographer will assist in loading equipment. Loading frames and boats can be dangerous. Employees are to use extreme care when loading equipment. A minimum of four employees are required to lift a raft and two employees to lift a frame.

A lead guide will be assigned to supervise loading at the boat take out. Any, and all, equipment found to be damaged will be set aside and the trip manager informed.

The shuttle driver shall pickup and store any equipment left at the lake from a prior trip. Care must be taken so that equipment is not laid in grease, oil, or other debris.

Chapter 3

Post-Tour Procedures

Learning Objectives

- ✓ Gain understanding of tasks which need to be completed to ensure equipment is properly cared for and maintained
- ✓ Identify High Risk Areas
- ✓ Become Aware of ATA Tour Policy
- ✓ Engrain a Proactive Approach to Safety

Introduction

It is important to follow post-tour procedures to comply with our operating permit, manage company resources and preserve company equipment. Following post tour procedures will aid in preparing properly for the next day's tours.

TAKE DOWN

All boats must be washed out daily. Particular care should be taken to remove any small rocks or other matter that may be caught between the tube and the floor. Boats should never be dragged across the warehouse floor or ground. It is the responsibility of the lead guide to see that all equipment is put away, and that all shuttle vehicles and the box truck are cleaned of trash.

At the end of the day, each trailer will contain: three oar boats, one paddle raft, twelve oars and nine paddles. All equipment must be stored inside warehouse at the end of each day. No items should ever be transported in the bottoms of boats on a trailer. Even lifejackets and poncho boxes will wear holes in the bottom of the boat.

At the end of the day, each vehicle should be cleaned out and parked in its parking spot. No vehicle should be parked in the path that circles behind the back warehouse.

Lead guides will be responsible for their own sweep cooler. It must be checked daily to see that all items are in a clean and orderly condition.

Boatmen will not leave until all work for their trip has been completed, and the warehouse is in a clean and orderly condition.

Warehouse Tasks

- ✓ All PFDs should be hung in the loft at the front warehouse.
- ✓ Load trailers, coolers and hand pumps into warehouse in a neat and orderly fashion, to prepare for the next morning.
- ✓ Rain gear should be hung neatly in the drying room organized by size.
- ✓ Sweep out box truck.
- ✓ At the end of the day, each vehicle should be cleaned out and parked in its parking spot, with keys hung up in the key box. No vehicle should be parked in the path that circles behind the back warehouse.
- ✓ It is the lead guides responsibility to ensure that all warehouse doors are locked at the end of the day.

Tour Reports

Before clocking out, all guides must file tour reports in the ATAapp for the tours they lead. These reports are an important part of your day and give ATA "your perspective" on the tours you lead. Completing tour reports is required and is considered when your manager completes your end of season bonus evaluation.

All Staff: Clock Out

All hourly wage employees shall clock out each day. Employees shall clock out at the time they are scheduled as the schedule allows ample time to perform post-tour tasks. The ATAapp's "Clock Out" process involves three steps:

1. Clock Out of your shift and declare any breaks.
2. Complete Your Shift
3. Approve Your Shift.

It is the employee's responsibility to consistently clock in and clock out on time, complete, and approve their shift each day. Managers can make corrections, but consistent errors will not be tolerated and will be considered for the employee's bonus evaluation.

Section

IV

Narratives

Chapter 1

Mendenhall Glacier Float Trip

Chapter 1

Mendenhall Glacier Float

Learning Objectives

- ✓ Gain a general understanding of information to be presented on tour.
- ✓ Give sample narratives which can be expanded as knowledge expands.
- ✓ Ensure consistency in guide staff's tour narrative and delivery.

.

Introduction

Narration is an important part of the tour experience. Passengers disembarking from cruise ships have a 10,000-foot view of Alaska. Our tours give them the opportunity to *experience* Alaska "up close" and you as a guide or Marine Operator bring that experience alive. A good narrative will include many different topics including Alaska, native history, flora & fauna, and facts about Sitka. It will also include frequent safety/instructional reviews. Developing a quality narrative presentation is an ongoing process, and the following outline will assist you in getting started.

It is not intended that guides memorize a canned presentation, but we do expect a standard narrative from each guide. We want you to know enough to answer questions intelligently and provide enough dialogue to create an atmosphere of camaraderie within the group. Conversation shall be casual and free flowing. Do not burden the passengers with a lecture but respond to questions and lulls in the conversation. If the clients are talking among themselves, let them. Don't be afraid to ask questions of the clients; get them talking about themselves.

This outline details the way we want to break up the narrative information and gives the important information for you to deliver. It focuses on discussing certain topics at specific places along the route and each stop needs to be included. In addition, the information necessary for you to expound on these topics is provided in the Ecosystem section of this manual. Use the sample

narrations as a baseline and add more depth to your narrations with information provided in the Ecosystem Section as you gain familiarity with the content. You can also do research on your own but any information that you intend to add to the narrative (beyond what is provided in this manual) shall be submitted for approval by the Captain/Operations Manager.

Narration #1 – Intro & Waiver

Narration #1 is **delivered by the guide** or any other staff member who greets the bus upon arrival. The purpose of this narration is to welcome the group and ensure a seamless transition from arrival to being outfitted and ready to depart on the Rafts. Before guests leave the bus it's important to have every person sign the safety waiver. The narrative should be like the sample provided below:

Welcome to Mendenhall Lake! My name is _____ with Alaska Travel Adventures, and I will be getting you outfitted for your adventure! To your left is the restrooms. I would recommend using the restrooms before you are outfitted as this is the last chance to use the facilities. After you use the restrooms, please join me in our outfitting area on the beach. (Direct them to the location of the outfitting area) where we will get you set with rain gear and a life jacket. Once you have been outfitted, we will meet your guide. The first segment of the adventure is a 20-minute float to the Mendenhall River. I'm going to read aloud the safety waiver, then I will pass the clip board around. I do need a signature from everyone on the bus. If anyone does not need to use the restrooms, please feel free to join me in the outfitting area when you leave the bus."

WAIVER - All personal articles are taken at the participants own risk. I will not leave cash in the care of Alaska Travel Adventures. No other articles of value should be brought on the trip as they may get wet or dropped in the water. I understand I will be guided by an experienced guide through calm and turbulent waters. I recognize there is a possibility of getting wet and I recognize that due to the water temperature, the potential for hypothermia exists. I confirm my general health is good. In signing this form, I understand the safety precautions regarding no smoking, no standing in the boats, keeping hands and feet inside the boat, and that life jackets must be worn and buckled at all times. I understand that some risks are involved and the possibility of falling out of the raft and into the water; or a swamped or overturned boat is present though not likely. I understand that I will be walking on uneven and natural terrain, and the possibility of tripping or falling is present thought not likely. By signing this form, I acknowledge these inherit risks for myself and any minor children under my care, and release Alaska Travel Adventures, any agent and any ticket seller from the same. I understand that this trip may be photographed for marketing purposes and acknowledge my consent. This trip is operated on the Tongass National Forest under a special use permit issued by the US Forest service.

Narration #2

Narration #2 is **delivered by the guide while on the bus.** The purpose of this narration is to emphasize safety precautions, answer questions from guests and ensure a smooth transition from the bus to outfitting. This narration is not delivered in a set order but included in this manual to give answer to common questions that have been asked over the years.

- ✓ Do not stand up in the raft
- ✓ Do not smoke in the raft.
- ✓ Always keep your hands and feet in the raft while on the water.
- ✓ Always keep your lifejacket secured on the outside of your clothes and raingear while on the water.
- ✓ All guests should be in reasonably good health.
- ✓ As you leave the bus, we ask that you please use the toilet facilities first, they are located forward of the bus, in the trees. Then get your raingear, boots, and lastly your lifejacket. The raingear and the life jackets are separated by size – small, medium, large, and extra-large and the guides will assist you with getting outfitted. We want the boots to fit loose, so please do not expect to receive your exact shoe size. You may leave your shoes and personal items in the plastic bins, and they will be waiting for you at the end of the trip.

- ✓ One of our guides will be with the truck the entire time. The truck will be pad locked until guests arrive at the takeout.
- ✓ We ask that you not bring items of value on the trip. Getting wet can be a part of river rafting. For those who would like pictures of the trip, a photographer will photograph each boat as it goes through the rapids. These photos will be made available at a reasonable fee. If you do bring items such as cameras, watches, or fine clothing, remember that you do so at your own risk and that Alaska Travel Adventures cannot be responsible for loss or damage. Many people bring cameras and binoculars; just be cautious about dropping them.
- ✓ Inform the passengers about the availability of paddle rafts and ask them to let you know if they would like to paddle raft. "We have a limited availability of paddle rafts. Not everyone needs to paddle to participate, but they can be great fun. If you would like to paddle, let us know and we will try to accommodate everyone."
- ✓ All participants are required to sign a form, which indicates you have been informed of these precautions. After signing the form, please make your way off the bus and we will assist you with your raingear, boots, and lifejacket.
- ✓ It is important that you get outfitted and move to the rafts as quickly as possible, so that you can stay with this group (meaning the same bus load of people. Otherwise, the bus must wait at the takeout until the last people finish the trip.)

Narration #3
Safety Speech, On the Beach

The safety speech is an essential part of the tour and must come first before any guests enter the rafts. This is the time where guides and guests should be completely focused on the talk at hand. Before the speech begins, guides should go around to every guest in their group to double check life jackets. Once that step is complete, then the speech can begin. It's important that all guests are 100% focused on what the guides are saying. No pictures should be taken, no side conversations should be going on and equipment and gear should not be tampered with during this time. It's important not to come off as rude or disrespectful when conveying the need for undivided attention. Zero tolerance will be made for guides with that kind of behavior. Safety is always number one, but top-notch customer service is a close second.

Narration #4 - On the Lake

Introduction: This should take place immediately after leaving the beach. Go over who you are, who they are and where are they from? Get to know your passengers. Ask them their names. Do a safety review by re-capping the items you told them on the beach; no hands or feet out of the boats, no smoking or standing, where to hang on, lifejackets on at all times, etc. Provide a brief overview of the trip, i.e., 5 miles in length, about 1.5 miles of light rapids, the photographer, a snack served at the end, etc. Encourage questions. If you don't know the answer, try to find out and get back to the guest. While rowing across the lake, and after the Introduction/Safety review, the Mendenhall Glacier is the narrative topic. Tell them how big it is, how it moves, why it is blue, moraines, plant succession, Juneau Ice field, other glaciers, Nugget Falls, glacial silt, surrounding mountains, etc.

Narration #5
Campground/Start of River

The topic to discuss at this point is the Tongass National Forest. Mention that this trip is operated under a permit issued by the Forest Service. Discuss the process of plant succession. Facts about the River should also be mentioned here, temperatures of water, glacial runoff, silt, etc. ***Prior to entering the river, provide a detailed safety discussion including how to stay in the boat, what to do if you fall out, etc.***

Narration #6 Moon Flats

Topics at this point include Thunder Mt., avalanches, wildlife (bears), etc. Mention the private homes on river right and the National Forest on river left. This will reverse later in the trip when the private homes are on river left and the government land is on river right. In this area of the river, you are roughly ten minutes out from the first safety eddy. This is a perfect time to be reviewing

the commands with everyone and physically practicing them.

Narration #7
Sandy Beach/Eddy above Bridge

- This is the place for the safety briefing prior to entering the rapids. Inform your passengers of the swimmer position, use of throw ropes, hitting rocks, high sides, etc. Tell them to hang on. Talk about the river; Class 2-3 rapids, holes, sweepers, and what your strategy is. Review safety points about keeping hands and feet in the raft, no standing, and how to hold on. **This safety talk is mandatory before going through the rapids!** Have passengers put cameras away – offer to put them in your dry bag (but do not assume responsibility). Talk about the photographer that will be taking pictures as the raft goes through the rapids.

Narration #8 – Rapids

This is not the time for detailed narrative. Put your mind to rowing and positioning the boat. Tell the passengers to yell, scream, hold on, smile for the photographer, and HAVE FUN! Remember to make the eddy below the rapids. Ready your throw rope in case it is needed.

Narration #9 - Below the Rapids

Let guests know that the rapids are over for the trip and now is a good time to bring cameras and binoculars back out. Wildlife (eagles and other birds) are the topic at this point. Give guests tips on where to spot bald eagles. "looking for baseballs in the trees"

Narration #10 - Junk Car Bend

Explain the problems of erosion control. The river usually flows between 2,000-5,000 c.f.s. The highest water ever recorded was roughly 20,000 c.f.s. in the 1960's. These junk cars were put there on purpose to protect the riverbank. They are currently being removed or covered with boulders at private owners or the city expense. Point out old river course compared to where you are now.

Narration #11 - Trees on River Right

The topic at this point is trees. Point out the alder, cottonwood, western hemlock, and spruce trees that dominate the area. Logging is a good sub-topic. Look for other plants such as Devils Club, the forget me not (state flower) and skunk cabbage. Sitka black tail, porcupines, Steller jays, ravens and mink are commonly seen at this section of the river. Inform guests to keep eyes and cameras ready and to look out on river right.

Narration # 12
Condo corner to Montana Creek

Juneau is the topic along this stretch. Talk about the people, history economy, price of goods, things to do, etc. Point out the homes along the river (3 bedroom, 2 bath, 1600 sf = $300-350,000) - Tell them the City of Juneau owns the land along river right.

Narration # 13 Montana Creek - The topic here is Salmon. A 600-year-old fish trap was discovered on the upstream bank of Montana Creek. Discuss the salmon life cycle, the different species, etc. Explain how the mouth of the Mendenhall River connects to the ocean and because of this, seals often swim upstream in order to get to the fish at Montana Creek.

Narration # 14 Snag Bend - There is only 46 feet of bank remaining at the ox bow. Talk about the process of the river aging. On clear days, the view Is incredible at this section of the river. Make sure to position the boat well for guest's pictures. There is an Eagle nest on river right. This is often a popular site that guests definitely don't want to miss.

Narration # 15 Last corner - Ask the people what else they are doing today; mention the Salmon Bake. Ask about their next port of call and mention other ATA tours such as kayaking in Sitka or canoeing in Ketchikan. Talk about estuaries and meadows created by land rebound (the glacier covered this area 5,000-10,000 years ago).

Narration # 16 Take Out

Prior to the take out tell the guests the following; thank them for coming, tell them to watch their step getting out of the raft, to keep their gear on until they get to the outfitting area, then place their boots one inside the other. Inform them of the snack by going over the contents. Make sure they realize that it is just a snack. Do not give them the impression that it is a full meal and tell them how much you enjoyed their company and wish them well. Remind them about the opportunity to purchase a photo or a t-shirt like yours.

Other Narrative Information

During slow times, or lulls in the conversation other topics can be discussed. These may include:

- ✓ The founding of Juneau (the story of Joe Juneau & Richard Harris)
- ✓ mining and Juneau's mining history
- ✓ gold panning
- ✓ the Alaska Permanent Fund
- ✓ the Capital move.
- ✓ current events that are impacting Juneau and/or Alaska
- ✓ retail prices and cost of living (compare to lower 48)
- ✓ life on the cruise ship
- ✓ interesting facts about Alaska and Juneau

Remember, it is always a good idea to do safety reviews throughout the trip. Any time your narrative has hit a "dead spot" can be a good time to review safety points and river hydrology.

Other sources of information for narratives are the Forest Service Visitors Center, the City or State Museum, the library, brochures, Visitors Guides and the daily newspaper.

It is our goal that all boatmen give an entertaining and informative narration. Please let us know if there is anything we can do to assist you in achieving that goal.

Section

V

Ecosystem

Chapter 1

River Information

Learning Objectives

- ✓ Build field staff's depth of knowledge in content areas they will be delivering.
- ✓ Understand how natural phenomena have affected Sitka and the surrounding area.

Introduction

Being a river guide requires one to have a sizable knowledge of river information and be able to access, recite, and preform it clearly and accurately. Below is key information that every guide should know to help adequately execute proper safety procedures on the river.

Basic River/Hydrology

There are certain characteristics that are on every river. The most common characteristic is current. Current and its movement determine how rapids are run. Current speed determines your margin for error. The faster the current, the smaller the amount of error allowed. Current speed is made up of three things: Volume of water moving past a given point, river width and river gradient.

River Volume is expressed in cfs (the amount of water moving past a fixed point in one second) Volume can be deceiving and must be taken into consideration relevant to river width and gradient. What might be high volume on one river would be low volume on another. Example: New River, WV at low water is 1500cfs while 1500 cfs o the Arkansas is prime.

River Width can alter speed and turbulence of the current. The narrower the width, the faster the current. Constriction of the channels causes faster current.

River Gradient refers to the steepness of a riverbed and it is expressed in feet per mile. A river that drops 65 feet per mile would be fast and wild. Conversely, a river that drops 10fpm would be gentle and slow or very spread out between rapids.

When obstacles such as rocks, strainers, waves pour overs, etc. Are added to volume, constriction and gradient, a challenging rapid is created.

Waves vs Holes

Waves

- ✓ Occur where faster moving water piles up on slow moving water.
- ✓ From upstream, the water appears as a short, straight horizon with turbulence below it.
- ✓ Occur where is a compression that increases the velocity of the water.
- ✓ Enough volume (cfs) and current velocity (gradient) create a series of waves.
- ✓ Steep waves create a crest that breaks and falls back upstream.

Holes

- ✓ Occur when water drops vertically over or around an obstruction (rock)
- ✓ Obstruction creates a void in the river and current falls back on itself.
- ✓ The backflow creates an upstream current below the obstruction, the upstream current can hold things in it.
- ✓ Appears as flat, abnormal horizon line on the surface with no view of the water directly below the horizon line from upstream.
- ✓ Large holes may appear to bulge, this is a pillow.

Whitewater Terminology

Hydraulic effect, hydraulic: a movement of water caused by pressure.

Eddy: Horizontal reversal of water flow where the pressure of the current along the obstacle (such as a rock) causes the water behind the obstacle to reverse upstream.

Eddy fence: obvious line in river where current moves in opposite directions at each side. This current differential between an eddy and downstream current ranges from a gentle surface line to a wall of water dropping around the obstacle and recirculating horizontally.

Hole, Stopper, Keeper (hydraulic): Vertical reversal of water flow where the pressure of the current falling over gradient(such as a dam) causes the channel water at the base of the gradient to be forced downward into a loop style reversal and back to the surface at which that point part of the water continues downstream and pars reverses back upstream to the base of the gradient. This reverse flow tends to be hazardous because it can cause an object to be recirculated (stopped or kept) in the hydraulic (hence the name “stopped” or “keeper”). The churning white water of a hole consists of between 40-60% air.

Rule of thumb: A “frowning” hole tends to be a keeper by curving upstream and recirculating in on itself while “smiling” role tends to curve downstream and flush out due to the current at its sides.

Haystack, Standing Wave: Rhythmic series of waves caused by the convergence of main channel currents as the result of rising river water, underwater obstacles or ledges, or an increasing river speed/gradient which converts the hydraulic effect of holes to a wave or series of waves that form downstream from the gradient.

Downstream V’s “Tongue”: Hydraulic effect in the form of a V pointing downstream caused by convergence of downstream water flow in the channels of least resistance. The largest series of V’s pointing downstream indicate the main channel (which may not be midstream). Also termed a “tongue”.

Upstream V: Hydraulic effect in the form of a V pointing caused by downstream water flow around an obstacle. Objects such as rocks submerged just below the surface present obvious hazards.

Strainer: build-up of debris such as rocks and bushes, which stand in downstream flow. Confluences or forks in the river can cause strainers to build. Dangerous due to underwater currents /undertows which may cause entrapment and drownings.

Cushion, Stacked Water cushion: Build-up of downstream water in steep turns or midstream obstacles at the area of greatest impact (the outside curvature of the turn) At turns, these tend to undercut banks as well as cause haystack waves.

CFS: cubic feet per second. Measures the current velocity past a fixed point on the river (35.3 cfs = 1 cms [cubic meter/second] and 1 cfs = 7.48 gallons) Gauges on the Arkansas are located at Granite, Nathrop, Wellsville, Parkdale, and Canon City.

Gradient: The measurement of a river's descent in feet per mile or meters per kilometer.

Volume: Amount of water in a river (measured in cfs).

Pool-Drop: a type of river consisting of intermittent rapids, followed by long, easy sections of calm water. Example: Gauley River

Continuous: a river or creek in which the current is continuously flowing, changing immediately from small moves to bigger rapids with drops. It contains very few pools. Example: Clear Creek or the Gorge above 2000 cfs.

Clean: Free of obstructions. Used to describe a route through a rapid, "...a clean line is to the river left side."

Bow: Front or nose of the raft

Stern: The back end of the raft

Drop: A steep, sudden change in the level of the river bottom. Often called waterfalls when they are taller than 6 or 7 feet.

Falls: a drop where the river plummets steeply over boulders or broken river bottom (can refer to a water fall or the upstream side of a hole).

Waterfall: is relevant to the size of boat used. For example, a 5.5-foot play boat/kayak dropping 8 feet is considered dropping a waterfall, however a 16 foot raft dropping 10 feet is considered going over a drop. A 9-foot creek boat going off a 26 ft waterfall is exactly that.

Sneak line: The easiest route through a rapid, also known as the conservative line.

Technical: Containing many obstacles and requiring constant maneuvering; used to describe rapids.

Undercut: An overhanging rock or ledge under which water flows.

Sieve: Several solid objects (rocks, wood) piled up with water flowing through it, much like a screen. Examples: a large rock breaks into smaller rocks that pile up next to it but still allow water to go through OR a pile of rocks with a railroad tie in it that allows water to flow through, but not other objects such as humans or boats. Closely related to a strainer.

Throw, Row and Tow: A pneumonic devise used to describe the three ways to recover swimmers. "Throw" a throw bag. "Row" your boat to get a swimmer. "Tow" a swimmer to shore

Boat Handling Terminology

Paddle boat: A craft maneuvered by a team of paddlers coordinated by a Ruderman acting as a paddle captain. Forward and reverse movements are about equal in power.

Oar boat: A craft maneuvered by a single person at control of a pair of oars, with the greatest power being in the pull of the oars and thus a reverse movement of the craft.

Oar locks: A configuration where the oars are cradled on the boats frame and the blades are thus allowed rotational freedom.

Pins & Clips: A configuration where a clip is secured midshaft and attached to a pin fixed on the boats frame with no blade rotation allowed.

Ferry Angle: The angle of a boat or swimmer in relation to the current in order to utilize the current as a maneuvering force. With a 45 L being optimum, the steepness of the angle and the power applied against current determines the effectiveness of maneuvering.

Right Ferry: The movement of a boat /swimmer to river right where the ferry L presents the left side of the boat / swimmer to current.

Left Ferry: Movement to river left by presenting the right side to current.

Downstream Fery: A downstream oriented ferry angle (with bow downstream)

Upstream Ferry: An upstream oriented ferry angle (with stern downstream, bow upstream).

Eddy Turn/ "Catching an Eddy": A maneuver involving the aggressive "breaking" of an eddy fence from a 45 degree direction compensating for the current differential and the positioning of a boat /swimmer in the eddy.

Peeling Out/ "Exciting and Eddy": A maneuver breaking the eddy fence compensating for the current differential and reentering downstream current.

Downstream lean: The leaning of a boat away from the current (downstream) in order to avoid capsizing force of the current against the craft.

Pivot: A craft avoids broaching a midstream obstacle by turning and spinning off the obstacle.

Broaching: When a craft hits a midstream obstacle sideways.

Wrap: When a craft is broached causing water to cushion against the upstream gunwale, overflow

Main Killers on the River

To be able to successfully implement rescues- should the need arise, one needs to be informed of the "Main Killers", as referred to by Charles Hammersley (1985) in his book, The adobe Whitewater Club of New Mexico's Handbook of River Safety and Rescue. These killers are:

- ✓ **Highwater**- The rivers power and danger and difficulty of rescue, increase tremendously as the rate of flow increases.
- ✓ **Cold**- cold quickly robs you of your strength and rational thinking ability. Know the early warning signs of hypothermia.
- ✓ **Strainers** - Anything (trees, rocks , etc.) which allows water to pass through but not a boat or person. Can trap a boat or body with overwhelming water pressure.
- ✓ **Hydraulics**: Where a trough is created by water actually following back up stream an obstacle in the river. This will trap and object between the drop of the wave.

Knowing these is just a start; an article in *American Whitewater,* the September/October 1999 Issue also attributes many deaths due to alcohol consumption. Other killers of experienced boaters include pins, long swims, and swimming entrapments. All these so-called Killers became apparent when people started studying, reviewing and analyzing the deaths that occurred on Whitewater Rivers while participating in these activities. Through current applications, such as: development of river accident analysis, new safety equipment requirements, and the implementation of Risk Management, these important tools are aiding in the survival of river companies and private boaters alike.

S.A.F.E

The acronym S.A.F.E comes from the book, "The Complete Whitewater Rafter." It's a system set up to help keep you as the boater and your guests safe

and to remind you what needs to be done while running rivers.

You've already learned the terms and features associated with reading the river. It's now time to put all those things together and come up with a plan to run a rapid.

S Scout each rapid before entering it. Look at as many angles as possible and find visuals at river level to help you identify your location within the rapid.

A Analyze the rapid. Locate the obstacles assess your crew's ability, find the channels or the lines and determine which one is the safest. Determine where a swimmer might fall out and where they might go.

F Formulate a plan. Which route will you take what maneuvers will you need to make, does safety need to be set up along shore?

E Execute your plan. Run the rapid.

Tips for Navigating Rivers

- ✓ Take into account inertia: the property of matter by which it remains at rest or in uniform motion in the same straight line unless acted upon by some external force OR and object in motion tends to remain in motion. **The object: The Boat. The external force: You with your paddle/oar**. The boat will continue to move in a straight line unless you do something about it.
- ✓ Take into account river speed with inertia. You need to react sooner when the water is faster.
- ✓ Anticipate hazards. Always be looking 10 yards immediately downstream and 100 yards further downstream. Be looking for "C" s, "D"s and "V's! C's = river bends, D's = obstacles that may/not have water running over and V's =Current.
- ✓ Anticipate your route and have a backup plan.
- ✓ Focus on where you want to go not what you are trying to avoid.
- ✓ Use currents, eddies, and rocks to your advantage.

Scouting

Should we scout? When to scout…

"When in doubt, scout." Scouting may not always be easy. Often, where places seem "hairiest" also seem to have the steepest roughest banks. Nonetheless if you're not sure scout it. Follow these basic guidelines:

- ✓ Loud horizon lines
- ✓ Never been there before/no one has seen the rapid
- ✓ It has a reputation.

Tips for scouting

- ✓ Start from the bottom of the rapid
- ✓ Always select your route from the bottom of the rapid to the top
- ✓ Find landmarks on shore or in the river that you will be able to see from the river to mark important moves or obstacles throughout the rapid
- ✓ Take looks from water level as well as from above if possible, a river looks different at water level compared to what it looks like from above.
- ✓ After you decide if and how you'll run, line or portage a rapid, GO DO IT! After a while, looking at a rapid doesn't make it harder or easier.

Chapter 2

Icefield & Glacial Outbursts

Learning Objectives

- ✓ Build field staff's depth of knowledge in content areas they will be delivering
- ✓ Understand how natural phenomena have affected Juneau and the surrounding area.
- ✓

Intertidal Zone *(Sources: 1, 4 & 9)*

The Tongass National Forest is one of the world's most unique areas due to the incredible landscapes and scenery, as well as the abundance of life. All of the flora and fauna of this area; from bears fishing for salmon to the complex cultures that have enduring communities throughout the region to the Eagle, Wolf and Raven whom the clans are named after; are a product of four environmental systems that create the biosphere (1). The Lithosphere, Hydrosphere, and Atmosphere, all combined with solar energy, come together to create the unique biosphere we know as the Tongass National Forest.

Geology of the Mendenhall

The peaks of Stroller White Mountain, the Mendenhall Towers, the Shark Fin of Mt Wrather, and the black sharp rim of rock along the Mt. Bullard ridge nearest the Mendenhall Glacier, are composed of 100-million-year-old, Late Cretaceous tonalite. This iron and magnesium-rich igneous rock was intruded along the Coast Range Shear Zone, an active colliding plate margin. During that time, the Gravina Belt marine basin rocks that now underlie Douglas Island (Sayéik) and Auke Bay (Yaxté), were shoved against the North American continent lifting the Taku Terrane rocks. High heat and pressure meta morphosed the Taku rocks to temperatures of 400 C (750 F) and pressures of 5 kb (10.4 million pounds per square foot!) while also uplifting the Coast Range Mountains.

The black and dark gray rocks (Taku Terraine Bedrock) that underlie the Mendenhall Glacier Visitor Center and the trail to Photo Point were assembled in Late Permian time (299-251 million years ago) as a group of marine sediments (now

metamorphic slates) and volcanic oceanic basaltic eruptions (now green schist metamorphic rocks). There are also some zircon minerals found in sedimentary rocks in the Juneau area, which were inherited from much older Yukon-Tanana rocks that date back even earlier, to 375 million years ago, recording Devonian volcanoes active in even then adjacent, Tracy and Endicott Arms.

In Eocene time, between 56 and 52 million years ago, the 160 km (100 mile) long Juneau Gold Belt ore deposits that stretch from Tracy Arm (Sit'kú) to Berners Bay (Daxanáak), were injected as gold-rich fluids into Taku Terrane rock fractures.

The Nugget Falls name for the waterfall on the eastern edge of the glacier terminus was a hopeful moniker for gold seeking speculators. The historical Nugget Creek dam and power plants generated hydropower for the Treadwell and AJ gold ore processing operations along Gastineau Channel in the heart of the Juneau Gold Belt era.

The Juneau Icefield

The Juneau Icefield is the 5th largest expanse of ice and snow in the northern hemisphere. It stretches nearly 150 miles north to south between the cities of Skagway and Juneau, Alaska. The icefield itself is a conglomerate of 34 glaciers. Nearly all originate from the high divide along the Alaska/Canada border. The area receives massive amounts of snowfall every winter (upward of 100ft) and occasional summer snowfall as well. The area offers a considerable amount of mountaineering, ski mountaineering, advanced climbing and expedition level traverses. Many of such adventures could claim first ascents/descents. The highlight of this is Devil's Paw, which is the highpoint of the Juneau Icefield. This massive extrusion of granite is one of the most prominent features on the icefield and can be viewed from nearly every location on the icefield.

Glacial Lake Outburst Floods

A **glacial lake outburst flood** (GLOF) is a release of meltwater from a moraine- or ice-dam glacial lake due to dam failure. GLOFs often result in catastrophic flooding downstream, with major geomorphic and socioeconomic impacts.

GLOFs have three main features:

- ✓ They involve **sudden** (and sometimes cyclic) releases of water.
- ✓ They tend to be **rapid events**, lasting hours to days.
- ✓ They result in **large downstream river discharges** (which often increase by an order of magnitude).
- ✓ Some of the largest floods in Earth's history have been GLOFs. They have caused large-scale landscape change, and even altered regional climate by releasing huge quantities of freshwater to the oceans.
- ✓ Today, GLOFs pose a risk downstream communities and infrastructure. In Peru alone, GLOFs were responsible for ~32,000 deaths in the 20th century. They have killed hundreds to thousands of people in other mountain regions (e.g. the Himalayas), and destroyed roads, bridges, and hydroelectric developments.

Chapter 3

Flora

Learning Objectives

- ✓ Build field staff's depth of knowledge in content areas they will be delivering
- ✓ Gain an understanding of the various flora of Baranoff Island & SE Alaska

Trees *(Sources: 1, 2, 3, 4, 5 & 20*

Sitka Spruce (*Picea sitchensis*)

Some historical uses for the Sitka Spruce include canoes (cedar was preferred, but spruce was also used because of the size of the timber), canoe paddles, bentwood boxed, and in the construction of fish traps. More modernly, it was used by the Russians in shipbuilding/ship repair and made for great masts. It was used as a replacement to steel in the World War era due to it being very strong, yet very light, and the wood not splintering apart when struck by bullets. Sitka Spruce is also used in some musical instruments like the interior of pianos and guitar necks. It is widely appreciated for being a very straight grained wood with few knots.

Physical Description: Blue-green, sharp needles that encompass the entire twig
Age Range: 600-700 years old is a good upper average. 900+ year old trees have been recorded, though rare
Size: 6-8' diameter and 150-200' tall is common for older trees. They can grow larger, as the biggest Sitka Spruce was recorded at 14.9' in diameter and 248' tall.
Habitat Range: Central California coast to northern Alexander Archipelago and westward throughout the Kenai Peninsula.
Elevation Range: Up to 3000' in the southern Tongass; up to 1000' in the northern Tongass.

Western Redcedar (*Thuja plicata*)

"The tree of life"

Historical uses include "fire trees", totem poles, canoes, timber for clan houses, bent wood boxes, fire-drills etc. The strips of bark were woven into a wide array of goods including baskets, bowls, mats, hats, ceremonial headbands, clothes, blankets and much more. Weave the cedar with goose or duck feathers to create insulation for warmer clothing and blankets. Small roots could be woven into baby cradles and much more. Long, thin, young roots were woven into a strong rope or cord that would be used in fishing nets or to haul larger maritime catches (like whales) back to the village. New buds were harvested and brewed as a tea to cure coughs, colds and other respiratory ailments. Modern uses include shingling, siding, decking material, wood flooring, cabinets, furniture and so much more. Cedar, both the Alaskan Yellow-cedar and the Western redcedar, are choice woods for wood workers and consumers. Telephone poles, dock pilings, ships masts for Russian boats in the 1800's... all sorts of things.

Physical Description: Brownish-red, stripy bark that twists/rotates as it moves up the tree. Leaves are scale-like, rounded, and cling close to a flattened twig.

Age Range: While 800 years old is an accomplished age for a mature tree, Redcedars of 1460-1600 years old have been recorded, though very rare.

Size: Extreme examples include 160-180' tall and 16-18' in diameter. The redcedar on Camp Coogan is "above average" and quite extraordinary. The fallen cedar connected to the root ball on Betton appears to be larger than the standing redcedar a few stops prior. 7-10' diameters and 100-120' in height is a more average estimate of mature trees

Habitat Range: Rarely occurs in the north half of the Tongass but is common throughout the southern half of the Tongass. Spreads south through British Columbia, Washington, Oregon and can be found in Northern California near coastal areas.

Elevation Range: Grows to the tree-line in our area. (which is typically 1500-2500' in elevation)

Alaska Yellow-cedar

(*Cupressus nootkatensis*)

While not as common or large as the redcedar, Yellow-cedar is still used in much the same manner: canoes, totem poles, rope/twine, baskets, clothing and other woven materials, and more. Modern uses include decking lumber, shingling and siding material. The red house on Creek Street with the waterwheel was originally an

incredibly productive shingle mill. Cedar is also a "choice wood" for things like cabinets, hardwood floors, furniture, and other products.

Physical Description of Leaves: Angulated twigs covered in pointed, scaly leaves.
Age Range: The longest living tree in the Tongass. 700-1200 years old is a good average for mature trees. Yellow cedars of over 1800 and 1600 years old have been recorded in British Columbia (Sechelt Peninsula and Vancouver Island)
Size: One of the largest recorded Yellow-cedar species was roughly 200' tall and 13.6' in diameter. A more **common size for a mature, old tree is about 130' tall by 6.5' in diameter.**
Habitat Range: Olympic peninsula east into the Cascades, then north to the Chugach National Forest area.
Elevation Range: Can grow up to 1000-1200' in the southern end of the Tongass, but resides at lower, coastal elevations in the north.
Notes:
- Scientific name changed after DNA testing in 2010 proved the species was in the Cupressus family, not the Chamaecyparis family.

- The Yellow-cedar has a hyphenated common name with a capital "Y", while the redcedar has no hyphen, no space and no capital "R".

- The Alaskan Yellow-cedar has been dying off recently due to changing environmental conditions. In the winter, snow acts as an insulation blanket, so the more snow that lies on the ground, the bigger the blanket is for everything at or below ground level. Over the past several decades, the snowpack in the Tongass and the Sitka region has been decreasing and becoming more inconsistent, causing the snow blanket to be too thin to shelter the sensitive Yellow-cedar tree roots from the freezing and subfreezing temperatures of winter. These cold temperatures tend to shock and injure the roots of the Yellow-cedar. Injured or weak roots can't supply the tree with adequate nutrients come summer, and the tree slowly begins to die off. While other tree species such as spruce and hemlock are affected by parasitic fungi, plants, or (though rare) insects/bugs, the Yellow-cedar is the only tree species affected by the decline in snowfall. These trees tend to stay standing for multiple decades even after the tree has largely died and lost all leaves, showing how rot-resistant and strong of a wood the Yellow-cedar is. Hence the use of the timber for canoes or more modernly, residential shingling, siding, and decking. Remember, "climate-change" and "global warming" are two different topics that can both become political and personal to guests very quickly. Do not use this as an opportunity to express political beliefs or opinions. While the causes of a changing environment and climate are still not concretely proven, climate change is a very real thing that we see daily in Southeast Alaska. Once upon a time, the lake was under hundreds of feet of ice. The rounded hills, secession of lakes without a connecting river and extreme topography of the land around the lake are the evidence to support this claim. Obviously, great change has occurred to the location over the years, and those changes are continuing.

Red Alder (*Alnus rubra*) –

Is historically known in the region as being the best wood to smoke salmon with. It is currently used commercially for various purposes, mostly related to flooring and furniture. It is recognized as the best hardwood tree to come from the Tongass. The red alder is a very important species to the landscape because it is a "pioneer species". Pioneer species are the first plant species that grow in an area after it has been disturbed in some way (roadsides, clear-cut, large scale blow downs, areas damaged by floods, fires, etc.). The Red Alder is especially important because it puts nitrogen back into nutrient poor soils that are often associated with disturbed sections of forest. The alder helps fertilize the soil through nitrogen-fixing bacteria that live on the roots of the tree. Fireweed, another plant that restores soil quality through nitrogen-fixation, and Red Elderberry are two common plants that associate with the Red Alder.
Physical Description: Simple, alternate, finely toothed, oval leaves. Conical crown if it has open access to sunlight (no surrounding canopy)
Age Range: Seldom older than 80-100 years
Size: 70-120' tall, 1-3' in diameter
Habitat Range: Bay Area, California north into the Chugach National Forest

Elevation Range: Can grow to at over 3000' in elevation throughout most of its habitat range yet grow barely beyond 1000' in the northern region of its habitat range. Here, it can grow up to the tree line (anywhere between 1500-2500')

Mountain Hemlock *(Tsuga Mertensiana)* -

Found in areas that favor colder, snowier winters and high elevations, this tree wasn't as abundantly available as the other species in this area. Mountain Hemlocks have been used recently as a gardening/landscaping tree in the United States.

Physical Description: Soft, rounded, flat needles growing in an alternating pattern encompassing the entire twig

Age Range: Trees up to 800 years have been recorded, though not often. Around 500 years is more common

Size: Slow growing, maxing out around 130' tall and 4.5' in diameter.

Habitat Range: Olympic Peninsula up to the Chugach, as well as the Rocky and Cascade mountain ranges

Elevation Range: Sub-alpine tree that grows to the tree line in a lot of areas throughout its habitat range

Western Hemlock (*Tsuga heterophylla*)

The Western Hemlock is the most common occurring tree in the Tongass, composing roughly two thirds of the forest. While cedars and spruces crowd the upper canopy, the Western Hemlock is an understory tree that can survive for centuries before joining the other conifers at the top. Hemlock was historically used for canoe paddles due to the abundance of the timber. More recently, it has been harvested to use as general construction lumber like 2x4's. The Ward Cove Pulp Mill specialized in turning the Western Hemlock into pulp, which is used to create various paper products. The sap is also very sweet, more so than any other tree in the forest, causing it to be a favorite for woodpeckers. Red Breasted Sap Suckers, the most common type of woodpecker in the area, drills holes into the Western Hemlock, which will then run its sweet sap to heal the wound caused by the bird. As that sap runs, it attracts and collects tiny insects for multiple days. Eventually, the Sap Sucker will return to the tree and, as the name implies, sucks the sap that is now full of nutrient-rich insects and bugs.

Physical Description: Soft, rounded, flat needles growing in an alternate, flat pattern along the twig. The top of the tree is easy to identify because of the "drooping leader". The leader branch (tallest branch of the tree) droops downward like a human hanging their head.

Age Range: Can live to be 1100-1200 years old, though that's rare. Most mature trees reach about half that age.

Size: Commonly, mature trees are about 100-150' tall and 2-4' in diameter. Some of the largest Western Hemlock individuals have been measured at 230' tall and 6.5' in diameter as well as 180' tall and 8.5' in diameter

Habitat Range: From the Chugach down into the California Rockies

Elevation Range: Up to about 7000'

Shrubs & Berries *(Sources: 1-4, 20)*

Blueberries

Blueberries are very common in the Sitka region and numerous varieties exist. Two of the most frequent subspecies are the Alaskan Blueberry (Vaccinium alaskaense) and the Oval-leaved Blueberry (Vaccinium ovalifolium).

Description: Both have oval to egg shaped, alternating green leaves. Alaskan Blueberry leaves tend to be the larger of the two and often has darker

flowers, while the Oval-leaved Blueberry generally has a redder stem.

Edibility: They are both edible, being commonly eaten by aboriginal cultures throughout the Pacific Northwest. Wild blueberries tend to be tarter than their grocery store counterparts, but the Alaskan Blueberry seems to be the more palatable of the two subspecies.

Red Huckleberry (*Vaccinum parvifolium*)

Description: Bright green, strongly angulated, smooth to slightly hairy stems. Alternating, ovular, green leaves. Mostly deciduous, some evergreen leaves stay.

Edibility: Edible, though sour. Can be consumed fresh, dried, mashed or as a delicious jam. Tend to be "mushy" or "gooey" when baked into items like muffins, scones, breads, etc.

Other uses: Red Huckleberries have historically been used in streams as fish bait

Dwarf Dogwood/Bunchberry

(Cornus Canadensis)

Description: 4-6 leaves and a common ground growth plant with white 4 pedaled flowers that bloom in the summer. "Drupes" or clusters of red berries will develop at the center of the flower after the pedals fall off.

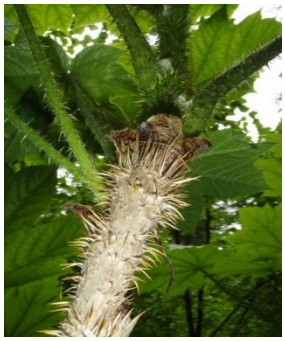
Edibility: Edible. Dwarf Dogwood berries are often sweet, and easy to find. They are pulpy have a large seed in the center but are commonly mixed with other berries and consumed raw or baked into goods. Historically, they were combined with other berries and mashed into cakes.

Devil's Club *(Oplopanax horridus)*

Description: Large, maple-like leaf. The veins on the underside of the leaf are covered in thorns. The stalk and stem of the plant are covered in thorns. The plant, like the name implies, looks very menacing. White flowers grow in conical clusters above the leaves. Red fruits develop at the flower sites.

Edibility: Bears seem to enjoy Devil's Club berries, however they are inedible to humans

Medical Qualities:



Numerous. Pieces of Devil's club were hung in doorways to ward off evil entities. A face paint created from the charcoal of the plant was used to protect dancers from evil spirits during ceremonial and religious performances. The roots were brewed into a tea or made into a salve to treat arthritis, ulcers, diabetes, digestive tract ailments, coughs, colds, inflammation and more. It was steeped in water for bath that would help alleviate pain and rheumatism.

Red Elderberry *(Sambucus racemosa)*

Description: Pinnate compound leaves of 5-7. Numerous white flowers form in conical clusters. Green berries develop from these flowers, turning orange, then bright red when ripe in July-September. Often found in new-growth sections of forest with plants like Fireweed and Red Alder.

Edibility: The leaves, stems, seeds and roots contain cyanogenic glyocides that shall not be consumed and the fruits cause nausea when eaten

raw. Despite this, Red Elderberries were/are commonly consumed. Native cultures collected then cooked the fruits for several hours, then dried into fruit cakes and commonly stored for winter. Many people make wines and syrups out of the berries in the summer and fall. The flowers and fruits can be steeped in water as a tea or part of an herbal blend.

Medicinal uses: the flowers and fruits have been used by many Pacific Northwest cultures as a cure for rheumatism due to their anti-inflammatory properties ("elder"berry)

Other uses: The stems and branches were used for flutes, funnels and bows.

Salmonberry *(Rubus spectabilis)*


Description: Clusters of three leaves. When the top leaf is removed, the two remaining leaves look like the two wings of a butterfly, with the stem being the body. Pink to red flowers produce yellow berries. Salmonberry is generally one of the first flowering and fruiting shrubs in the forest.

Edibility: The berries are edible and taste similar to a raspberry at best. Some can be a little tart. Young sprouts were harvested as a vegetable in the spring, peeled, and then eaten raw. The berries were also mixed with salmon roe and preserved in bentwood boxes for consumption in the winter.

Notes: The name Salmonberry seems to be based on association. The berry was often consumed with salmon, combined with roe and stored for winter, and is an overall abundant berry so fishermen would often take baskets of salmonberries with them on their outings to eat. When the angler would catch a small fish, they would put a berry into the fish's mouth. They would tell it to get big and strong so it can feed people when it is caught again and release it back into the water.

Salal *(Gaultheria shallon)*


Edibility: The fruits are highly edible. Prized and plentiful, they were consumed raw, dried and mashed into cakes, traded, and more modernly, jammed. Salal is considered to be a very important food to many Northwest cultures.

Medical Qualities: Chewing on the leaves can help suppress hunger

Flowering Plants *(Sources: 1-4, 20)*

Skunk Cabbage *(Lysichiton americanum)*

One of the first plants to bloom each and every spring, Skunk Cabbage is characterized by large, ovular leaves that can be up to 3' tall and 18" wide. It produces numerous green-yellow flowers that cover a spike that is surrounded by a bright yellow spathe. As the name implies, it does have a skunky odor, especially when flowering.

Shooting Stars *(Dodecatheon family)*

There are many subspecies of shooting star flowers in the Tongass National Forest, yet they all look about the same. 4-5 petals sweep backwards from the stamen and sepals to create the image of a purple-colored shooting star flying towards the earth. One of the prettiest flowers in the forest, they are most often purple in color but can be magenta, pink, and white as well. Deer Cabbage and asters are

common neighboring plants. (Found at Lake Harriet Hunt, most hiking trails above 500')

Yellow Pond Lily *(Nuphar polysepalum)*

One of the only fresh-water flowers in the region, the yellow pond lily produces a brilliant yellow flower in the shallow sections of Lake Harriet Hunt in the first half of the summer. The roots of the plant are believed to have medicinal qualities and the seeds stored in the center of the flower were consumed by some cultures throughout the Northwest. Horsetail is often grows in the same areas as the pond lily. (Found in Harriet Hunt, most freshwater lakes on the island)

Sundew *(Drosea rotendifolia)*

A small plant that grows in small clusters along patches of water that occupy muskeg environments, the central stalk of the plant is crowned by a circular leaf that is covered in numerous red hair-like glands. One of the only carnivorous plants in the Tongass National Forest, Sundew attracts and digests insects to make up for the nutrient deficiencies in the soil. Insects are enticed by the dew-like droplets of acidic fluid at the end of the glands. These glands secrete a digestive enzyme that is later absorbed by the plant along with the nutrients (mainly nitrogen and phosphorus) from the insect. The carcass then floats away in the breeze. (Found near the Harriet Hunt parking lot, backside of Blueberry Island)

False Azalea *(Menziesia ferruginea)*

Also known as Fool's Huckleberry, and confused as a subspecies of Huckleberry, False Azalea produces small, green, oval shaped leaves that grow in a whorled pattern of 5 leaves. This is especially true in the flowering phase, when both plants display numerous pink, bell shaped flowers. False Azalea will produce a fruit however it is an edible, dry capsule. (Found along the Camp Coogan trail, the Harriet Hunt trail, and all throughout Revilla)

False Lily of the Valley

(Maianthemum dilatatum)

Found in all coastal areas of the northern Pacific Ocean, False Lily of the Valley is a ground cover plant that produces clusters of small, white, star shaped flowers that rise above heart shaped leaves. The flowers turn into red berries when fully ripened and were eaten by some tribes in the southern Pacific Northwest. The berries are not nearly as sought as the leaves of the plant are in terms of edibility. Many cultures would eat the leaves after cooking them to reduce the bitterness of the flavor, but it can be consumed raw as well. A great modern use for the plant is to add some of the leaves to a mixture of other salad green to add some zest. (*Also known as Snake Berry and Deer Heart)*

Fireweed *(Chamaenerion angustifolium)*

An amazing plant commonly found along roadsides and other disturbed areas of land; Fireweed is another plant that helps re-establish forest soils through the process of nitrogen fixation like the Red Alder tree. The pioneer species has a spiraling arrangement of narrow leaves that spread from a single, central stalk. Near the top of the plant,

magenta-colored shoots begin to develop early in the summer. They begin to bloom into 4 petaled flowers with 4 sepals separating the pedals. Seed capsules will begin to separate from the flower in the late summer, exposing many small brown seeds in the process. Each seed has silky white hairs that aids in wind dispersal. A single plant can produce up to 80,000 seeds per season, so Fireweed does tend to take over disturbed areas and become the dominant plant. Despite this, the plant reaches “peak colonization” after about 5 years and begins to be overtaken by larger tree and bush species.

Firewood was formerly listed in the Epilobium before being reclassified due to the arrangement of the leaves - spiraling, not whorled.

Fireweed is common throughout the northern hemisphere and can be found in the Pacific Northwest, the Rocky Mountains, and is even considered to be a common weed in parts of England. Fireweed also has many, many uses after cultivation:

- Leaves - rich in vitamin C. Often used in teas
- Flowers - Young flowers are very fragrant and were used as a scent/flavoring in lotions, oils, candles, soaps, chap-stick, ice cream, tea and more (similar in applications to lavender and mint). After the shoots bloom, the bright colored flowers produce a lot of pollen, which in turn attracts bees to the plant, resulting in some delicious and sweet flavored honey.
- Seed fluff - often mixed with wool or feathers to create a stuffing and/or insulation for things like pillows, blankets, clothing, and more.
- Stem Fibers - woven into cord. Fishnets were a great application for the light, flexible and strong cord.

Chapter 4

Fauna

Learning Objectives

- ✓ Build field staff's depth of knowledge in content areas they will be delivering.
- ✓ Gain an understanding of the various fauna of Sitka and SE Alaska

Marine Wildlife *(Sources: 1, 17 & 19)*

Orca Whale *(Orcinus orca)*

The Orca Whale has a predominantly black body except for a white belly and a few white patches behind the mammal's eyes.

Males are generally larger than females, averaging about 13000 pounds. and 27 feet in length. Females are slightly shorter at 23 feet in average length and generally weigh half as much as males. Males also have taller dorsal fins, reaching up to 6 feet high while female dorsal fins are generally smaller than 3 feet. Despite being much smaller overall, females can live up to 80 years in the wild which is about 30 years longer than the opposing gender. Based upon the health of the pod Orcas have a long gestation period of 16-18 months, and most births occur between fall and spring. Females become sexually active around 11-18 years old and have offspring every 3-8 years.

They can live, travel and hunt in pods of up to 40 other whales and feed cooperatively. They can be both brutal and cunning, as they have been known to attack larger mammals like the humpback whale from multiple angles in addition to temporarily beaching themselves along the shoreline to grab a seal or sea lion resting upon a rookery. The orca habitat is believed to be world-wide, yet they

generally seem to favor colder waters over warm waters.

Humpback Whale *(Megaptera novaeagliae)*

The Humpback Whale is another relatively common mammal to see in the oceans. Known for their spectacular displays of "bubble feeding", this massive mammal can eat up to 1.5 tons of krill and fish in a single summer day. They can weigh over 35 tons and reach lengths of over 50 feet. They have a 40–50-year lifespan and migrate great distances each season, going from fertile feeding grounds off the Alaskan coast in the summertime to warmer waters near California and Hawai'i in the winter time (not all whales migrate, as Humpbacks can be seen year-round off the Alaskan coast). The Humpback will mate in the wintertime, with groups of males encircling a female and take turns competing for the female by breaching, tail slapping/flapping and potentially even singing. Humpback songs are often long and complex, lasting 10-20 minutes and can be repeated for hours. The songs vary by population and gradually change over time.

Humpbacks sometimes form small groups or partnerships during their migrations or while hunting in the summers, but they generally travel or hunt individually. Bubble feeding is their most common type of feeding method. The Humpback will swim under a large school of fish in a circular motion, blow bubbles along the way. As the bubbles rise, they trap and enclose the fish allowing the whale to swim straight to the surface from below the pod with an open mouth, catching hundreds, if not thousands, of fish in a single mouthful. Unlike the Orca whale, the Humpback has baleen instead of teeth, allowing the mammal to strain the water out of its mouth while trapping the fish inside.

Seals & Sea Lions

There are a few different types of seals and sea lions that are found in Southeast Alaska, but the two most common are the Harbor Seal and the Steller Sea Lion.

Harbor Seal *(Phoca citulina)*

Also known as the Common Seal. The color of the Harbor Seal varies, with some individuals being an off-white color while others can be a dark grey or brown. Most Harbor Seals have multiple colors along their body in addition to several spots of varying sizes and color. Mature seals are 5-6 feet in length, weigh 180-300 pounds, and can live for up to 35 years. Males are generally larger than females.

They are very opportunistic feeders, mainly consuming various types of fish like Herring or Salmon. Known as being agile and graceful swimmers, they can dive up to 1600 feet deep for a duration of 20 minutes and spend up to 80% of their time in the water during winter. In the summer months, they will spend less time in the water and more time on land as seals give birth to pups in the early summer (May – July). Females have one pup per year and the pups can swim shortly after being born.

Steller Sea Lion *(Eumetopias jubatus)*

Also known as the Northern Sea Lion) - The Steller Sea Lion varies greatly in size between males and females. Females weigh close to 600 pounds on average while males can weigh over 1200 pounds. Females tend to live up to 30 years in the wild, which is about a decade more than the average male. They reside in the northern region Pacific Ocean and can swim up to 75 miles non-stop before resting on rocks or rookeries. Pups are born in June and will be reared by their mother for up to 3 years.

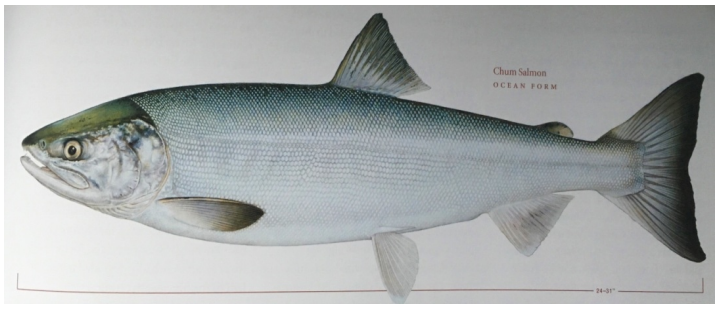
Steller Sea Lions are listed as a "near threatened" species by the International Union for Conservancy of Nature (IUCN). Historically, they were hunted for both their meat and their skin. Sea Lion skins would be made into clothing or stretched and wrapped around kayaks and canoes to allow the vessel to move more easily in the water. Despite being an important animal to many native cultures, populations of the mammal didn't begin to noticeably or severely decline until the 1970's. With the rise of commercial fishing, many of the fish species Sea Lions historically have eaten are less abundant than before, causing the animal to shift its diet away from fatty fish like herring and salmon to leaner fish like sturgeon. The leaner diet doesn't allow for the mammal to accumulate enough fat to last the winter, causing a decline in the population. This is known as the "junk food theory".

Fish *(Sources 1, 9, 10)*

The waterways and fisheries surrounding Sitka and Baranof Island are some of the most productive in the world. While there are many types of land and marine mammals in addition to numerous types of fish species, the salmon is the keystone species of the Tongass National Forest. Humans, Bears, Eagles, Sea Lions, Whales, scavengers, and various other species consume the salmon both out in the open ocean and annually in the freshwater rivers, creeks, and streams that scatter the Pacific Northwest.

Sitka and southeastern Alaska is one of the only watersheds in the world to have all five types of saltwater salmon reside locally. While each of the five types of salmon are anadromous, meaning they migrate from saltwater to freshwater to spawn, they have different and distinct spawning cycle. Despite this, all Salmon species follow the same general phases: When an adult fish is ready to spawn, they swim from the salty ocean into the freshwater stream they were born in. They stop eating and swim against the current until they find an ideal location to dig a Redd. A redd is a small hole or depression in the sand or bedrock of a stream where the female will lay the eggs. Once the eggs hatch, they are in their Alevin stage. They remain under the soil and gravel and receive nutrients from the remains of the eggs they hatched from. Once they emerge from the bedrock, they are called Fry. The Fry develop quickly and begin to get their distinct patterns and colorations when they enter the Parr stage. Parr can spend 1-3 years in freshwater streams or lakes (depending on the specific subspecies) before turning into a smolt and heading out to sea. When a fish is ready to begin the migration into salt water, it becomes a smolt. Smolts leave their freshwater homes weighing only ounces and grow rapidly once they reach the sea. Each subspecies of salmon is outlined below:

Chum *(Oncorhynchus keta)*



Also known as the Dog or Calico Salmon. The top photo is a Chum spawning male and the bottom photo is a Chum in its ocean form.

The Chum is the most widely distributed subspecies of salmon. An average adult Chum will weigh 10-13 pounds and is about 24-28" long (size varies, as some have weighed over 30 pounds). In the ocean, the Chum has a blue green, speckled back as well as a light colored stomach. Their tail is highly forked with no speckling of spotting on it. Chum change

color upon entering freshwater to spawn. They develop a kype (a hooked snout) as well as a green, yellow, and red color scheme. Vertical striping is visible on the side of the fish.

The Chum spawning season typically lasts from July until November, making it one of the longest and latest spawn cycles for salmon. Fish stop eating upon entering freshwater creeks and swim upstream until they find an ideal spot for their redd. Once the female digs a redd, it will lay her eggs, wait for a male to fertilize them, cover the redd, and guard it until the fish is too weak to hold its position in the stream. Embryos hatch after 3-4 months. Alevins emerge after an additional 2-3 months in the gravel and head to sea shortly, thereafter, forgoing the year or two that some salmon species spend in lakes or streams. Their average life span is 3-4 years.

Sockeye *(Oncorhynchus nerka)*

Also known as the Red salmon. The Kokanee salmon is the landlocked relative of the Sockeye in the continental United States/Canada.

Averaging about 6 pounds in weight and 24 inches long, the Sockeye is one of the most recognizable species of salmon. In the oceans, Sockeye have a dark green back with no spotting or speckling and turn a magnificent red color throughout most of their body when they enter rivers to spawn. The head, end of the tail, tip of the dorsal fin and sometimes the stomach of the fish are an olive-green color.

The Sockeye spawn usually starts in July and lasts until September. Females will lay 2000-5000 eggs in redds that will hatch over the winter. The alevin emerges from the gravel in spring and spend anywhere from 1 to 4 years in freshwater lakes or streams as fry before beginning their migration to the ocean. Despite the duration of their stay in freshwater, sockeye smolts weigh only ounces when they enter the oceans and grow rapidly throughout the next 1-3 years of their life. In total, a sockeye can be up to 7 years old when it spawns.

The largest and longest Sockeye recorded weighed 16 pounds and was 31 inches in length. They are notoriously hard to catch with fishing lures because they feed on plankton rather than other fish.

King *(Oncorhynchus tshawytscha)*

Also known as the Chinook or Black mouth salmon.

Another long living subspecies, the King salmon can live to be 3 to 7 years old when it spawns. The local Charr King Salmon Derby is the official start to salmon season for the summer and typically occurs during the last two weekends in May, as well as the first weekend of June. Their spawning season lasts until September, however fishing seasons for the King salmon are usually restricted and shortened to protect and preserve the fish. It is typically the most sought-after fish on sport fishing excursions, along

with the halibut, and can weigh as much as 126 pounds. On average, they typically weigh about 30 pounds. The Charr Derby overall winner usually sits around 42-45 pounds each year, with a comfortable couple pound lead on the second and third place fish.

King Salmon have a yellowish-green back with large spots on both the back and tail when they are in the ocean. They have black coloration on the inside of their mouth, giving the fish the nickname of "black mouth" (in addition to Chinook). When they enter the rivers and start to swim to their spawning grounds, they will develop a yellow and red hue on the sides and belly of the fish. Females will disperse anywhere from 3000-14000 total eggs in multiple redds before becoming too weak to maintain position in the stream. Like the rest of the salmon species, eggs will hatch after 3-4 months and alevins will emerge after an additional 2-3 months in the bedrock. King salmon will rear in freshwater lakes or streams for a year before migrating to sea as smolts. They spend anywhere from 1 to 5 years in the ocean before swimming upstream to spawn.

Silver *(Oncorhynchus kisutch)*

Also known as the Coho

Coho and Chum salmon are very similar in terms of size: the Coho or Silver salmon averages 8 to 12 pounds in weight and is 24-31 inches long. The largest Coho caught and recorded weighed 31 pounds. One amazing fact worth mentioning is that the Silver salmon can "leap" up to 6 feet in the air. Obviously, that can be a very useful skill as the salmon tries to navigate potentially rocky and shallow sections of streams on their way to their spawning grounds.

Silver salmon spawn from July until November and prefer to enter river and creeks during times of runoff. Females lay between 2400 and 4500 eggs in redds before the male comes and fertilizes them with his milt (sperm). Embryos will hatch after 90-120 days. An additional alevin period of up to 3 months occurs. Silver salmon will spend 1 to 3 years in the creek or stream it was born in before migrating to a freshwater lake where it can spend up to 5 years before heading to the sea as a small smolt. Some Coho only spend 6 months at sea before returning to the freshwater spawning grounds, but two years in the oceans is more common.

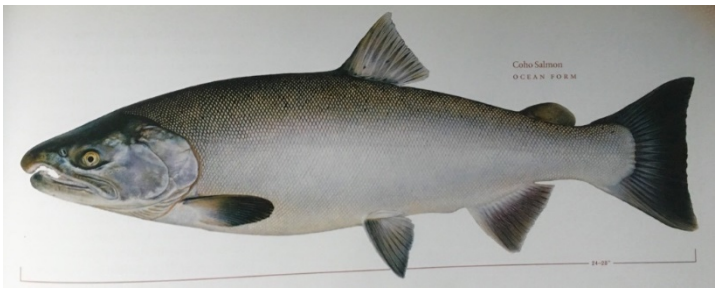
Silver salmon have large, dark spots scattered throughout the steely-green section of their upper back. Much like a King salmon, the Silver salmon have a swath of yellow then red coloration develop under the existing green of their backs when they start to spawn. The two are easy to tell apart however, because the King salmon has large, dark spots on its back *and* tail while the Silver salmon only has spots on its back.

Pink *(Oncorhynchus gorbuscha)*

Also known as the Humpy or Humpback

Ironically enough, the pink salmon is the least colorful of the salmon species. It has a steely-blue hue to the top of its back, along with large, black spots that continue through the tail. The average

size of a Pink salmon is about 5-8 pounds and roughly 18-24" in length.

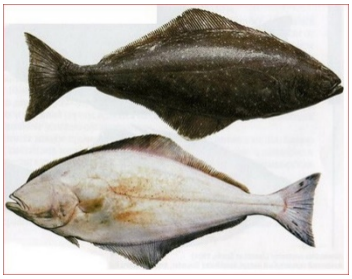


The Pink salmon has the shortest lifespan on average of the salmon species. Adults will begin to their spawn in June and will lay/fertilize up to 2000 eggs before dying off. Once Alevins emerge from the gravel bedrock of the stream they were hatched in, they quickly smolt and head to the sea where they will live for roughly 18 months before beginning their migration back into freshwater. When a Pink salmon enters freshwater, their appearance and shape change as the coloration on their back depends into a rich, vibrant blue. They develop a large "hump" between their head and dorsal fin (hence the nickname "Humpy") in addition to a hooked snout (kype).

Pacific Herring *(Clupea pallasii)*

One of the most important fish to the ecosystem, the Pacific Herring is a small, schooling fish that is silver in color. They are the main source of prey for almost every fish or mammal in the ocean. Salmon, whales, seals, and sea lions consume large amounts of herring and are used by humans as a bait fish for salmon and various bottom feeders such as halibut and crab. Herring spend their days in deeper sections of water and feed in shallow bays and coves at night. Herring fertilizes externally, with eggs attaching to underwater vegetation and rocks. The Juvenile fish stay in separate schools in sheltered bays and coves until they are 2-3 years old before migrating out to sea to join other schools of mature herring.

Pacific Halibut *(Hippoglossus stenolepis)*



Halibut have been recorded at over 8 feet long and 500 pounds but are typically considered "too fatty" for palatable human consumption when weighing over 120 pounds. They are born as upright individuals with eyes on opposite sides of their head (much like any fish) but begin to settle along the ocean floor by the age of 6 months. As they settle, one eye begins to migrate to the opposite side of the head. (They are opportunistic omnivores who are believed to have settled on the bottom of the ocean to easily watch potential prey swim above. Settling along the bottom also allows the fish to efficiently search the ocean floor for crabs and various shellfish.) The fish also loses all coloration on the side of its body that is closest to the ocean floor. Halibut prefer water temperatures of 35–45-degree Fahrenheit and generally live less than 1000 feet deep. Mature Halibut will spawn in deeper waters, and feed in shallow waters. They spawn from November until March and can lay up to several millions of eggs depending on the size of the fish. The eggs are fertilized externally, hatch after 15 days, and can potentially drift hundreds of miles in the ocean's currents from where they were fertilized. They occupy most of the North Pacific Ocean, being found off the shores of California and Japan and as far north as the Bering Sea.

Mammals *(Sources: 1, 17, 18)*

Baranof Island is one of the largest islands in the Alexander Archipelago. It is the 10th largest island in the United States and is large enough to support Wolf, Brown Bear and a host of other mammals and birds.

Coastal Brown Bear

(Ursa Arctos)

Brown bears are separate from Grizzlies, as they live closer to the coastlines of the SE Alaska rather than inland. They can grow up to 1,500 lbs. and have adaptable diets that mostly consist of salmon during the spawning season. Brown bears have an exceptionally acute sense of smell, exceeding that of dogs. Contrary to popular belief, bears are not nearsighted. Their eyesight and hearing are comparable to humans. They can run in short bursts up to 40 mph (64 kph) and are excellent swimmers. By all indications, bears are extremely intelligent and most have individual personalities.

Sitka Black-tailed Deer

(Odocoileus hemionus sitkensis)

Due to the geographic isolation of the area and the harsh environment, this subspecies of the mule deer is often smaller than its relatives. Males are about 120 pounds on average while females are closer to 80 pounds and can live for 10-15 years. Females will produce fawns annually starting at age 2. Mating occurs in November and fawns are born in June. Sitka Black-tailed deer fawns are incredibly cute and furry when born, weighing in at 6-8 pounds and standing no taller than a large house cat.

Alexander Archipelago Wolf

(Canis lupus ligoni)

A rare yet important species to the ecosystem, the Alexander Archipelago wolf is thought to be a relative of the Great Plains Wolf (Canis lupus nubilus) and arrived in Alaska after following the migrations of deer (eventually becoming the Sitka Black-tailed Deer) north. They are 30 to 50 pounds in weight and have an average height of 2' tall. From nose to tail, they are roughly 3.5' long.

As a keystone species of the local environment, wolves are the ultimate predator and help keep populations of deer and even black bear at healthy capacities. The Alexander Archipelago wolf is currently being studied to determine its status as an endangered or threatened species, as a 1994 population survey estimated that roughly 900 wolves lived in all Southeast Alaska.

Mountain Goat *(Oreamnos americanus)*

Mountain Goats can live to be about 18 years old, but a 12 year life span is closer to the average. Males can weigh around 300 pounds while females are usually just shy of 200 pounds. They are excellent climbers and live along the ridgelines and mountain tops of the island. They breed from late October to early December and offspring are born around May and rarely have twins.

Birds *(Sources: 8, 9, 16)*

Steller's Jay *(Cyanocitta stelleri stelleri)*

About 8-12" tall, this beautiful bird is a relative of Ravens and Crows and is also very intelligent. It features a black body with a blue, crested head. They are opportunistic carnivores in the wild, but they will eat almost anything the chef sets on the table at Cook Camp (again, related to scavengers like the Raven). Steller's Jays are often in small groups of 3-4 at the lake but are commonly spotted in larger groups elsewhere. They coordinate strategic attacks and assaults from multiple fronts upon the helpless chef, who can only cover the food in defense.

The Steller Jay, like its relatives, is a very common bird throughout much of the hemisphere. As such, multiple subspecies have formed within the "Steller's Jay" family. Cyanocitta stelleri carlottae is the subspecies common to the Haida Gwaii area, and C. stelleri macrolopha is common in the southern Rockies. Here, we have C. stelleri stelleri.

Raven *(Corvus corax)*

Averaging 24" from head to tail, this all black bird is one of the most common and well known birds of the Pacific Northwest, as with many other regions of the world. The raven is a very playful and intelligent bird that has been observed sliding down snowfields, using their bodies as a sled. They have been known to carry and drop sticks in the air for another bird to catch and do the same back to them in a game of catch that any child or dog would be envious of. Ravens have been known to recognize specific individuals, both human and raven, and are known to playfully interact with other animals like bears, wolves, and seals. They are opportunistic omnivores, meaning that they will play the scavenger role if there is an easy target like a dead salmon stuck on some rocks or French fries in the Plaza parking lot.

Ravens have a 20-25 year life span, and mate for life. They court in January and nest in March. The female will stay in the nest and be fed by the male while incubating the eggs. Three to seven eggs will hatch after three weeks and the chicks will be helpless, featherless, and blind (altricial). The chicks develop quickly and are flying after about 4 weeks (usually sometime in June).

Ravens are an important bird to many native cultures throughout the Pacific Northwest. Known as the trickster in many myths, the raven is responsible for some awful things, yet is also responsible for some very positive things. Ignoring the negatives and focusing only on the positives, the Raven is credited with stealing the sun, moon, and stars one at a time from a chiefs' bentwood box in many variations of the myth regarding the creation of light on earth. The Raven is also one of the two main clans in the Tlingit culture. Following a matrilineal system, if a person was born from a Raven clan mother, they would be considered a Raven and must marry into the opposite clan (Eagle clan).

Seagulls *(Laridae family. Many types)*

While there are many different types of seagulls in the area, the family is notorious for being intelligent and complex birds. They stomp on the ground to stimulate rainfall which brings worms to the surface of the earth and have been known to drop shelled creatures onto rocks to break them and eat what's inside. The mate for life, and unlike the ravens, both the male and the female will take turns incubating the eggs. Seagulls have complex verbal and nonverbal communications and are one of the few birds to be able to drink salt water. A special gland located above their eye flushes the salt from their system through an opening near the base of the beak.

Bald Eagle *(Haliaeetus leucocephalus)*

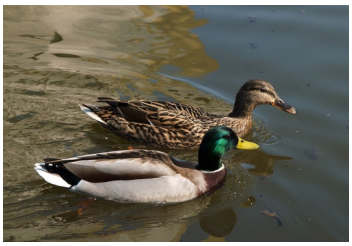
Bald Eagles are the national bird of the United States of America and can weigh between 6.5 and 14 lbs at maturity. They have wing spans ranging from 70 to 90 inches (5'10" to 7'6") and excellent eyesight. Eagles in the Sitka area will perch on large, tall trees along the shoreline and watch for salmon swimming below. They will swoop down and catch a fish with their strong talons and fly back into the surrounding canopy to eat the fish. Snagging their fish from the water is not always the best fishing method, as captain Paul likes to point out on tours; "sometimes their eyes are bigger than their stomach and they have to swim their catch back to shore".

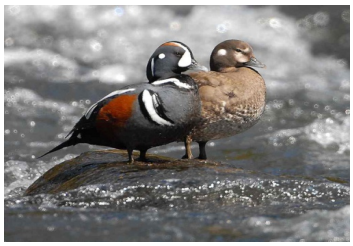
Bald Eagles mate for life and not only reuse their nest but add onto it each year. The size of the nest near a mating pair is a good way to guess the age of the birds, as younger birds will inevitably have smaller nests. Eagles will mate in April and May by circling each other mid-air, locking talons, and free falling to earth in a spiraling path. The two birds let go moments before reaching the earth/sea below and will fly away to reproduce. Incubation lasts roughly 35 days, and 2 or 3 eggs total are laid a few days apart from each other. Typically, only the strongest will survive. "Weak" individuals are either starved or thrown from the nest.

Juvenile Bald Eagles will begin flying roughly 75 days after hatching and generally become independent creatures shortly, thereafter, allowing the parents to reproduce again next spring. The Juvenile phase will last for 3-5 years, at which point the eagle will lose the multi-toned brown, fluffy plumage and gain its symbolic white head and tail,

separated by a brown body. They can live to be about 30 years old.

Ducks





There are many different types of ducks that are commonly found throughout the Sitka Gateway Borough. Pictured below are a few examples of the various duck species in the area. Pictured from left to right with the male being the more colorful bird are the Mallard (Anas platyrhynchos); Harlequin (Histrionicus histrionicus); and Bufflehead (Bucephala albeola)

Loons

Loons are diving birds who feed on fish and are more commonly found on lakes and around the ocean. They have an eerie call that will become recognizable very quickly to guides who find themselves at the lake in the morning. Below are the Pacific Loon (Gavia pacifica, left) and the Common Loon (Gavia immer, right)

Red-breasted Sapsucker
Rufous Hummingbird

(Sphyrapicus ruber and Selasphorus rufus)

The Red-breasted Sapsucker is the most common woodpecker seen in the forest here. It has a red head and breast region, a black back and wings, and a mottled grey and black stomach. Females have some white spotting or coloration on their back and wings and juveniles will have brown heads.

They nest in cavities of various trees and lay 4-7 eggs per year. Sapsuckers will fly to a tree, typically a western hemlock because of the particularly sweet sap, drill into the trunk, and drink the sap just below the bark. The Rufous Hummingbird is commonly found near the Red-breasted Sapsucker, as they often feed from the same holes as the woodpecker has already carved. A migratory bird that spends winters in the south, the Rufous Hummingbird is an opportunistic feeder consuming sap and nectar from various flowering plants. Males are typically a bright orange color, while females tend to have green backs, a mottled white and grey neck/stomach area, and orange swaths of color under the wings and on their side.

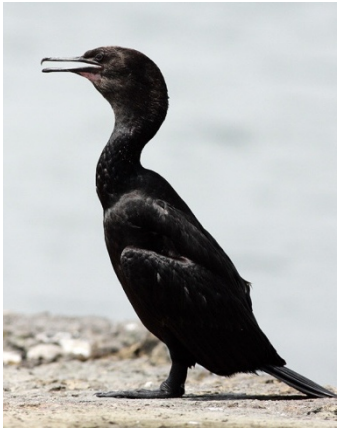
Songbirds

With so many different families and groups of birds in the Tongass National Forest, this is the largest and broadest category of birds encompassing various species of Thrush, Warblers, Buntings, Swallows, Sparrows, Chickadee, Juncos, Wrens, and

so much more. Below are a few pictures of birds within this category that are commonly seen in the locations ATA operates out of. From left to right is the Barn Swallow (Hirundo rustica), Swainson's Thrush (Catharus ustulatus) and the American Robin (Turdus migratorius).

Marina Birds

Found along the saltwater coastline more than near bodies of fresh water, the Belted Kingfisher (Megaceryle alcyon) and the Pelagic Cormorant (Phalacrocorax pelagicus) are commonly seen while



taxiing out of Crescent Harbor Marina. They both target small fish like the Pacific Herring or salmon smolts just reaching the sea. The Belted Kingfisher (bottom left) can be up to 13 inches tall and the Pelagic Cormorant (bottom right) can be up to 26 inches tall

Great Blue Heron *(Ardea herodias)*

The Great Blue Heron is a large bird that can stand up to 4 feet tall and have a wingspan of up to 6 feet. They tend to nest in colonies in the upper canopies of old growth forests hunt for fish by either perching on a branch above the water, or by standing on an object just above the water like an exposed rock in a rolling creek.

Section

VI

How to Make a Tour

Chapter 1

How to Make A Tour

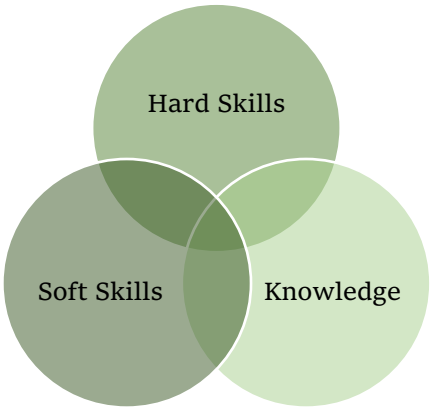
Learning Objectives

- ✓ Make each and every tour an amazing experience!
- ✓ Understand how Hard Skills, Soft Skills & Knowledge combine to make the ultimate ATA Team member.
- ✓ Identify areas that staff members shall self-evaluate and look to improve
- ✓ Understand criteria for which staff will be evaluated.

Introduction

Who is the Ultimate ATA Staff Member? You can be. What makes an individual the ultimate staff member? Someone who embodies the notion of a “positive & contributing Member of the ATA Team in Sitka who is dedicated to the success of our operation”. No single personality type, gender, age, or background makes an individual the ultimate staff member. Furthermore, we as an organization need people from different backgrounds to contribute and come together as a team to make ATA successful!

You have been chosen to be part of a high-performing team in Sitka that provides the ultimate tour experience for our customers. It is often the smallest of details or everyday courtesies that can "make a tour". In reading through this manual, there is a large quantity of information to absorb, and it may seem overwhelming. Fortunately, there are team members surrounding you who have the knowledge and experience to deliver our tours at a high level immediately. There are other team members who, through training and time on the job, will develop into a staff member who delivers tours at a high level. High performing members of our staff, while coming from varied backgrounds and having different personality types, have ownership of **Hard Skills, Soft Skills & Knowledge.** These three professional skills combine to form the necessary skill set to perform the job.



ATA encourages personal development and engages in a system of training, evaluation and feedback which promotes professional development of all staff members. As you seek to grow, and are developed as a staff member, it is important to identify areas of strength and areas of potential improvement. In areas where you have a high level of competence, seek to help other team members to grow. In areas of potential improvement, be intentional in your growth by seeking help from more experienced team members, engaging in study, and practice.

Hard Skills

Raft Guides all have Hard Skills which must be acquired and maintained in order to perform at a high level.

Vessel Operation & Maintenance - This hard skill may seem specific to USCG Captains who have been hired as Marine Operators for ATA. However, staff members who have been hired as guides work on the vessel as deckhands and must develop skills loading and unloading passengers, tying the vessel off on the docks, location of emergency equipment and assisting the operator in emergency procedures.

Rescue - All Sea Kayaking Staff members receive training and drill in rescue procedures including how to deal with a fire and man overboard procedures.

Radio Skills - All Sea Kayaking Staff members receive training in the operation of a handheld VHF radio. Marine Operators must have current Radio Operators Permit and be able to competently operate the on-board radio.

Navigation - All Sea Kayaking Staff members receive training on using a nautical chart and piloting using landmarks to stay on designated Seahawk routes. Deckhands and sea kayak guides are also responsible for aiding the Marine Operator in spotting obstructions including floating logs, wildlife, and rocks.

First Aid & CPR - All ATA staff members are required to have a current First Aid & CPR certification during their term of employment. ATA staff members shall engage in study and practice to remain current on their First Aid & CPR skills.

Incident Management - All ATA staff members receive training on Incident Management policy and procedure. Continue training will be offered throughout the season in management of incidents. This includes the proper filing of incident report forms.

Equipment Maintenance & Upkeep - All ATA staff members receive training on proper equipment maintenance and upkeep and are expected to follow proper equipment handling procedures.

Dealing with Wildlife - All ATA members receive training on proper handling of encounters with wildlife. Specifically, OCEAN Etiquette and Federal Law pertaining to marine mammal encounters and dealing with encounter with Black Bear.

Vehicle Operation & Maintenance - All ATA personnel who drive company vehicles must have a valid license and be registered in the company insurance program. Conservative driving skills are necessary for safe operation of our vehicles.

Personal Equipment & Grooming - All ATA personnel shall equip themselves to remain comfortable and as dry as possible. Personal equipment shall be maintained to meet ATA Employee Conduct Policy, so our staff looks and acts professional, Clients expect clean fingernails, clean and neat uniforms, calm and informative personnel who know what they are doing.

Camp Set-Up & Food Preparation - All Sea Kayaking personnel receive training on proper food handling procedure and set-up of our tour camp areas. This includes fire building and tarp set-up on Camp Coogan.

Weather & Environmental Awareness - Due to the nature of operating in the Marine Environment, all Sea Kayaking personnel shall develop a basic

understanding of local weather patterns, how to understand a marine forecast and the basic effects of wind and tide on their working environment.

Soft Skills

Soft Skills are the personal attributes that enable someone to interact effectively and harmoniously with other people. As an ATA staff member, your soft skills are directly related to the level of customer service which is offered to our customers. The higher level of soft skills implemented by all staff involved with the tour, the better served our customers will be. Listed below are soft skills which Dock Representatives, Marine Operators, Deckhands, Outfitters and Sea Kayak Guides shall constantly self-evaluate and work to improve:

Tour Delivery

As you read through the Procedures and Narrative Sections of this manual, you come to understand that multiple personnel are involved with delivering a high quality tour experience. Although personnel will have different delivery styles, there are common qualities that all shall share:

- ✓ **Be enthusiastic:** If the guide, driver, or escort is enthusiastic about the product, the clients will be also.
- ✓ **Clear Voice** - Speak calmly, clearly and at a level that can be heard by all passengers without "shouting" or "yelling" at the passengers.
- ✓ **Coverage** - Deliver coverage of the material, especially as pertains to safety issues. As you learn your narrative, it is acceptable to use an index card or other aid. If using an aid, be sure to use it discreetly such as looking at the card to remind yourself of the content while walking to the next stop, so you don't have to read off the card while delivering the narrative. Practice your narrative while not leading tours.
- ✓ **Confident Presence** - There is <u>some</u> truth to the saying "fake it 'til you make it". This does not mean you shall misinform the customers, but that you shall present yourself confidently even though you don't feel confident. If you don't know some specific piece of information, give a general answer. If you have no idea, say so. This is particularly important if someone later in the tour might be able to provide a correct answer to the same question and make you look foolish. Become comfortable with a simple narrative and remember that you will grow as a guide through the season. Remember that tours are fun and have fun with your clients.
- ✓ **Pacing -** Be directive in pursuit of the itinerary and several tools are provided to you so that you are well informed of tour timing. The Dock Representative, Marine Operator and Sea Kayak Guide shall always be in control of the group. Never shall the clients be asked what they would like to do or be given a choice of alternate activities. In these cases, schedules are missed, some will get what they want but some will be disappointed. It is almost always safer to stick to the plan. If you are directive in the pursuit of the itinerary you will complete the tour at the designated time: If a tour is advertised as one-and one-half hours, a one hour tour will almost always make the client feel cheated, conversely, if the tour goes two hours, the client will often miss connections for lunch, dinner, the next tour, or planned shopping. There is nothing like being on the money, but as a rule of thumb, a near miss is acceptable

Professionalism

"Professional"–adjective

- ✓ Following an occupation as a means of livelihood or for gain: a professional builder.
- ✓ Of, pertaining to, or connected with a profession: professional studies.
- ✓ Appropriate to a profession: professional objectivity.
- ✓ Engaged in one of the learned professions: A lawyer is a professional person.
- ✓ Following as a business an occupation ordinarily engaged in as a pastime: a professional golfer.

"River"–noun

- ✓ A natural stream of water of fairly large size flowing in a definite course or channel or series of diverging and converging channels.

- A similar stream of something other than water: a river of lava; a river of ice.
- Any abundant stream or copious flow; outpouring: rivers of tears; rivers of words.

“Guide”–noun

- A person who guides, esp. one hired to guide travelers, tourists, hunters, etc.
- One who serves as a model for others, and in a course of conduct.
- A person employed to conduct others and give information.

Because the professional river guide is in direct contact with our guests for the longest period of time, the actions of each guide are critical to customer satisfaction. For the period of time that the guide is in contact with our guests (directly or indirectly), the guide is the primary picture our guests receive of Alaska Travel Adventures. Remember action is either positive or negative. There is no neutral action in guide service. Every action will be perceived as positive or negative.

Therefore, as in Disney Land, each guide is acting out a role and must remain “in character” throughout the day. Each guide in this role is a river guide, an entertainer, a historian, an information giver, and a storyteller.

A successful professional river guide knows every guests first name, Provides an educational and entertaining experience. Knowledge of flora, wildlife, history, and local community and has a beginning and ending to a trip.

Relating to Customers

A positive experience with their guide “makes” the tour for many customers. Develop positive rapport by speaking directly and shaking hands if possible. Comments shall be made loud enough for all to hear, clients shall be asked questions about themselves. These are techniques for creating a positive client feeling.

- **Present a positive attitude toward the product:** Each client has the desire and the right to believe that their decision to purchase a particular tour product was the best possible allocation of their time and money. Don't suggest that other programs, even those operated by our company are of better quality. Also, do not mention that their tour could have been better if the weather or some other element had been different.
- **Involve the clients:** Clients shall have a sense of participation. Encourage them to participate to the extent of their ability. Even sedate people are bored with a sedate tour program.
- **Prepare the client for what to expect:** Most people dislike surprises. If you let them know what to expect during the tour, in a positive manner, it will build anticipation, instead of wariness.
- **Be responsive to the client needs:** To the extent possible within the itinerary, we shall be attentive to the need for bathroom facilities, protection from the elements, the need for personal contact, and specific information. At least appear to make the attempt to meet these needs. Avoiding a client that is having a "bad time", reinforces that feeling.
- **Keep your personal problems personal:** If you have a problem, don't share it with the client, do talk to the management. Clients don't want to know if your mother is sick, you work too hard, etc. Items of this type are sure to make clients feel uncomfortable and bring their spirits down.
- **Be cautious when talking about yourself:** While clients will often ask you questions about yourself, they don't want a year history. Answer their questions, but not at the expense of your narrative, or letting them talk about themselves. Be sensitive to when they have had enough of any topic.
- **Be discrete in accepting gratuities:** Even in an offhand manner, begging is tactless and insulting.

Working with Unhappy Customers

There are a variety of reasons that I customers may not be a “good place” while on tour. While the vast majority of customers will be pleasant and looking to have an amazing experience, some customers may be unhappy or act unsatisfied. Avoiding a customer who is having a “bad time” is a sure way

to continue the negative experience. Being positive and doing your best to provide an excellent experience is the best way to deal with an unhappy customer. When a customer has a specific complaint, following the **BLAST** acronym is the prescribed ATA method for handling the situation:

- ✓ **B - Believe**. When a customer is unhappy, a natural reaction is to become defensive or justify your actions. Your evaluation that a customer is "correct" or "incorrect" is immaterial at this point - the reality is that they are upset. The first step in dealing with an unhappy customer is to come alongside them and believe they have a valid complaint.
- ✓ **L - Listen** Without becoming defensive or declaring they are right or wrong, listen to the complaint. Pay attention and make them know you hear their complaint and understand they are not pleased.
- ✓ **A - Apologize.** Apologize for the error which has made them upset or for the situation that they are in.
- ✓ **S - Satisfy.** Ensure the customer that you will take the next step in dealing with the situation. If possible, be specific.
- ✓ **T - Thank.** Thank them for confiding in you and make sure your follow-up with the action you proposed in the "Satisfy" stage of working with this unhappy customer.

Example of How to Deal with an Unhappy Customer: A Wilderness Sea Kayaking customer is unhappy that they did not see any whales on tour and voices their displeasure during the last few minutes of ride into Crescent Harbor.

***Customer**: I am very disappointed with this tour and am going to go on Trip Advisor and give ATA and my Captain Paul a negative review.*

***Deckhand:** I'm very sorry to hear that sir and understand you are disappointed with our tour. May I ask what we've done today that did not meet your expectations?*

***Customer:** I read in the trip description that we were guaranteed to see humpback whale because Juneau has residential pods, and this is their feeding grounds. It has been my lifelong desire to see a humpback in the wild and this was my one opportunity. This has been a terrible disappointment.*

***Deckhand:** I'm sorry to hear that sir. I wish we could have provided you with that experience today.*

***Customer:** I want my money back; this is not the experience that I signed up for!*

***Deckhand:** I understand you are not happy with today's tour. I wish we would have seen "humpbacks" today! I will speak with my supervisor when we arrive back at Crescent Harbor, and he/she will see that you are followed up with. I ensure you that someone from our company will follow-up after this tour.*

***Customer:** Ok. I realize it's not your fault we didn't see a whale today.*

***Deckhand:** Thank you for letting me know. I really appreciate you speaking with me directly and you will hear back from us.*

In the above scenario, Alaska Travel Adventures, our tour delivery, and ATA personnel have done nothing "wrong", yet the customer is still unhappy. The root of the issue is that information the customer read which applies to Juneau's resident pod of humpback whales does not apply in Sitka. The deckhand handles this situation correctly by not embarrassing the customer or pointing out their error but replying that he wishes they would have seen humpback whales on the tour. He/she also handles this correctly by passing the issue their supervisor and not promising a refund. In this way, he/she is acknowledging the customer's issue, has apologized that they did not have the experience they wanted, and he satisfied the customer with the action that will be taken.

Dealing with Negative Situations

If things go wrong, admit responsibility. Often your only chance to save the tour is to assume the blame for an error or omission yourself. It is not easy for the client to stay angry with someone who is not around; but much harder if someone they know openly acknowledges responsibility. Blaming others is unprofessional.

At some point during the season, a negative situation will occur which you are not the direct cause. For example, a bus could get lost on the way to the marina and not deliver your customers with enough time to deliver the entire tour or a co-worker makes a mistake which has affected your tour group. It is important not to engage in "blaming" or "shaming" other staff members or other companies. It is unprofessional, does not reflect positively on you, and "bad mouthing" other people or companies can create issues in the community. Be supportive of teammates, other companies, and products, this shows professionalism, good taste, and improves our image as well as theirs.

When dealing with a negative situation, be positive and always consider how you can make the most of the present opportunity, giving our customers the best possible experience despite the circumstances.

Adverse Weather Conditions

At some point during the season, we will encounter bad weather. How we deal with the situation will determine how the clients perceive the tour and the company. Employees shall maintain a positive attitude about the conditions. Never make negative comments about the conditions. Clients often will take on the attitude of the people they are with. If the staff treats it like an adventure, the clients will also. If the staff sees it as being a negative trip, you will inevitably get complaints. Attempt to keep clients as dry as possible. For example, the nature hike shall try and stay under cover of the trees and guests shall be provided raingear under the cover of the outfitting tent.

Attitude

How you approach the season, and each day of the season, will make your employment a positive or negative experience. If you look forward to each day - the people you'll meet, the beauty of the forest, the wildlife you have the privilege to view, the awesome people you work with - you will have a great season!

Arrive on Time & Be Prepared to Work: In Sitka, early is on time, on time is late and being late to work is a trait that will require retraining. Our customers, your teammates and leadership all deserve 100% effort and being on time and prepared for work is elemental. If one member of the team is late to work, it has a cascading effect on the day which is not acceptable.

Arrive on Time & Be Prepared for Tour: All clients expect their drivers, dock representatives, sea kayak guides and captain to be waiting for them on arrival. Failure to do so creates a feeling of anxiousness that lingers well into the tour. Requiring a client to wait is perceived as a waste of their money.

Personal & Group Awareness - Your actions influence the people around you. You can choose to have a positive or negative effect by the way you interact with coworkers, customers, and members of the community. If there are points of conflict with a coworker, attempt to bring them to a positive resolution or take the issue to a supervisor for conflict resolution.

Work Ethic - Alaska is a "work hard, play hard" kind of place and Alaska Travel Adventures is a work hard, be safe, have fun kind of company. We will work extremely hard to provide the best tours, have fun while delivering tours, make the most out of living in Alaska when not on tour! Show up each day ready to work hard and you will be rewarded with an amazing season!

Success Driven - Look to be successful at your position! Our tours are rated by the cruise lines, and we collect comment cards on which guides are evaluated by our customers. Alaska Travel Adventures has a system of rewards including the "Alaska Summit" award, Employee(s) of the month and a year-end performance bonus. There are also financial incentives for positive tour/guide TripAdvisor reviews and selling merchandise. Guides who do an excellent job on tours may receive gratuities as well.

Knowledge

Clients have reason to expect their guides to know about the cities in which their tour takes place, local native people, the company operating the tour, locations and attractions of special interest, and unique elements of flora and fauna. Information

provided in this manual, training materials, staff training, and personal research are all required to perform your job at a high level. Be intentional in increasing your knowledge by engaging in study and practicing delivery of information. Knowledge in the below areas shall be self-evaluated and will be evaluated by your supervisor.

Weather Systems - An understanding of the weather that makes SE Alaska a temperate rainforest, i.e., why Sitka receives the highest annual precipitation of any US city.

Geology - An understanding of how the landscape in the area came to be via tectonic motion and glaciation.

Geography - Have a basic awareness of Alaska geography and specific knowledge of SE Alaska including location of Sitka and proximity of Baranof Island to the mainland and other islands in the Alexander Archipelago.

Tides - Have a basic understanding of the cause of our semi-diurnal tidal cycle, awareness of high and low tide for the day and how to predict the height of water at a specific time.

Flora - Display the ability to correctly identify the commonly occurring trees, flowers, and berry bushes of the western Tongass.

Fauna - An understanding of what animals, birds, and organisms are, and are not, in the Sitka area and how the size of an island can determine which type of wildlife it can support.

Native Cultures - A general understand of the matrilineal structure of the clans, as well as which three main cultures are in the area and some of their defining characteristics/traditions/values and mythology.

Alaska History - Prove a general understanding of the history of the State and its acquisition by the United States from Russia, its subsequent territorial status, when it became a state.

Sitka - Provide a general understanding of how Sitka started - both in terms of Native Cultures and populations that occupied the mouth of Sitka Creek and in terms of Western influence. Understand the historical economy of the area, as well as some of the more storied sections of town.

Employee Acknowledgment

This manual's contents reflect a general description of the procedures and rules for employment in the Sitka Wilderness Sea Kayaking program. I acknowledge receipt of this manual. I agree tofamiliarize myself with these procedures and rules and to always comply with their provisions. I understand that the contents of this manual are proprietary and agree not to reproduce or distribute this material in any way.

Employee Name _____

Employee Signature _____ Date _____

Appendix A – Tour Description

Mendenhall Glacier Float Trip

Description: Your trip begins with a scenic, narrated motor coach ride to the beautiful Mendenhall Lake where you'll gear up, board your raft and take off on an unforgettable adventure. Your experienced guide will steer you across the serene waters of the lake, where you will view the majestic Mendenhall Glacier, before your five-mile journey down the Mendenhall River. The speed of the water and level of the rapids can vary depending on the weather. Your highly trained guide will ensure you have a safe and exhilarating rafting experience.

Sit back, relax and enjoy the ride in our custom-made rafts, and be sure to hang on during the short section of rapids. Don't forget to smile for the photographer along the riverbank so you will have a memento of your adventure. Want to be more active and involved? Ask for a paddle raft, where you will follow your guide's commands and power your raft through the 1-mile stretch of class III rapids. Whatever your preferred activity level, we can accommodate you.As your guide explains the natural phenomena at work in this scenic valley, you will marvel at the spectacular vistas of the towering peaks and the Mendenhall glacier as you float downstream. Be on the lookout for wildlife like arctic terns nesting on the shoreline, eagles, salmon, and sometimes, even bears. At the end of your journey, head ashore and enjoy an Alaskan snack, a warm beverage and an opportunity to purchase a photo or souvenir of your rafting experience. Your trip concludes with a short, narrated transfer back to your ship

Available: Multiple departures daily May through September at times to meet cruise ship or tour schedules. Operates in all weather conditions.

Capacity: 4 - 48 persons each departure. Up to 144 persons per day. (Minimum of 4 persons.)

Duration: Approximately 1.5 to 2 hours on the water. Approximately 3.5 hours total.

Notes:

All children must be 50lbs or more.

- Round trip transfer from the pier to Mendenhall Lake; snack and beverages consisting of reindeer sausage, cheese, crackers, salmon spread, water, and hot apple cider; a souvenir "I Shot The Mendenhall" pin; and use of raingear, life jackets, and rubber boots. Souvenir photos, T-shirts, hats and sweatshirts are available for purchase.
- Participants should be prepared for inclement weather and dress in warm layers. Raingear is provided; however, guests are encouraged to bring their own to ensure maximum comfort while on tour. We recommend guests bring gloves and an extra pair of socks.
- Suitable for all ages and no prior experience necessary. For those wishing a higher activity level, we offer paddle-rafting adventures. Children must weigh at least 40 pounds in order to fit into required life jackets. Children 12 and under must be accompanied by an adult. Children ages 13-17 must have a signed parental consent form to participate in the absence of a parent or guardian.
- This tour operates under a Special Use Permit issued by the U.S. Forest Service.

Multiple daily departures May through September at times to accommodate cruise ship or tour schedules. This tour operates in all weather conditions.

Appendix B – Daily Checklist

Safety equipment for guides

- ✓ Type III or V life jacket
- ✓ Phone
- ✓ River Knife
- ✓ Throw Rope
- ✓ Wristwatch
- ✓ Whistle

Morning warehouse set up

- ✓ Frame trailer
- ✓ Coolers
- ✓ Safety cooler
- ✓ PFDs
- ✓ Oars
- ✓ Rain gear
- ✓ At least two hand pumps

Salmon Bake run

- ✓ Food cooler
- ✓ Food trays
- ✓ Paper supplies cooler
- ✓ Water jug
- ✓ Hot apple cider container
- ✓ Disposable gloves
- ✓ Trash bags
- ✓ Cleaning supplies

Boat checklist

- ✓ Frame
- ✓ Three NRS straps
- ✓ Three oars
- ✓ Cooler

First aid kit

- ✓ Small first aid book
- ✓ Band aids (10)
- ✓ Neosporin
- ✓ Steri strips (5)
- ✓ 4x4 sterile gauze pads (2)
- ✓ Tegaderm (2-3)
- ✓ First aid tape (1-2 rolls)
- ✓ Gloves (3 pair)
- ✓ CPR mask
- ✓ Hand sanitizer
- ✓ Tweezers
- ✓ Aspirin
- ✓ Trauma sheers
- ✓ Sam splint
- ✓ Ace bandage
- ✓ Triangular bandages (1-3)
- ✓ Safety pins (3)
- ✓ Small notebook and pen

Appendix C – Acceptable Recycling Materials List

Material	Include	Keep Out	Action
Newspaper, Magazines, Catalogs	Includes ads, inserts, phone books, and paperbacks	No Rubber Bands or Plastic Bags	Burn All Paper Waste
Scrap and Shredded Paper	Junk mail, envelopes, office papers, greeting cards, paper egg cartons, paper tubes, wrapping paper and cereal boxes. Put shredded paper in a paper bag	No bath tissue, paper towels freezer boxes, coffee cups or paper coated with food wax, foil or plastic.	Burn All Paper Waste
Cardboard	Flatten All Cardboard Waste	No wax-coated cardboard or food residue	Burn All Paper Waste
Milk Cartons, Drink Boxes	Rinse Clean	No Plastic Straws	Place in biodegradable plastic garbage bags
Plastic Bottles & Tubs	Only #1 & #2 designated recyclable plastic bottles - labels OK	No plastic lids, trays, bags, take-out boxes or motor oil, pesticides or herbicide containers	Take to Walmart to have sent to recycling facility
Aluminum Foil	Crumples into loosely packed balls	No Food Residue	Place in biodegradable plastic garbage bags and in dumpster
Metal & Aerosol Cans	Aluminum, tin, empty and non-toxic aerosol cans, steel food and beverage cans. Rinse food cans – labels OK	No plastic caps. Do not flatten or puncture cans or remove nozzles	Place in biodegradable plastic garbage bags and in dumpster
Glass	All Colors - labels OK	No Lids	Place in biodegradable plastic garbage bags and in dumpster

Appendix D – Sources

1. "Atlas of the Juneau Region" by Charles Martinson, Dennis Kuklok and others.
2. "Edible and Medicinal plants of the West" by Gary L Tilford. Mountain Press Publishing Company, 1997
3. "Mountain Plants of the Pacific Northwest" by Ronald J Taylor and George W Douglas. Mountain Press Publishing Company, 1995
4. "Plants of the Pacific Northwest Coast Revised" compiled by Jim Pojar and Andy MacKinnon. Lone Pine Publishing, 1994
5. "Tongass Timber: A History of Logging and Timber Utilization in Southeast Alaska" by James Mackovjak. Forest History Society, 2010
6. "Steller's Island: Adventures of a Pioneer Naturalist in Alaska" by Dean Littlepage. The Mountaineers Books, 2006
7. "The Tlingit Indians: Observations of an indigenous people of Southeast Alaska 1881-1882" by Aurel Krause, Translated by Erna Gunther. Epicenter Press, 2013
8. "Guide to the Birds of Alaska: 5th Edition" by Robert H. Armstrong. Alaska Northwest Books. 2008
9. "The Beachcomber's Guide to Seashore Life in the Pacific Northwest" by J Duane Sept. Harbour Publishing. 1999
10. "Trout and Salmon of North America" by Robert J Behnke. The Free Press. 2002
11. "Silent Storytellers of Totem Bight State Historical Park" Tricia Brown. Alaska Geographic Institute. 2009
12. "A Cycle of Myths: Indian Myths from Southeast Alaska" John E. Smelcer. Salmon Run Books. 1993
13. "Lake Harriet Hunt Recreation Facility: A Conceptual Master Plan for the Development of Winter Recreation Facilities near Juneau, Alaska" Prepared for Juneau Winter Sports, Inc by Lindh Associates, February 1981
14. "Hunt Photos Show Juneau in Pioneer Days" by Dave Kiffer. Sitnews.us March 22, 2008. http://www.sitnews.us/Kiffer/Hunt/032208_harriet_hunt.html
15. Naval Sea Systems Command website, multiple pages. Most specifically http://www.navsea.navy.mil/Home/Warfare-Centers/NSWC-Carderock/Who-We-Are/Juneau-Alaska/
16. National Audubon Society website, multiple pages. Home page: http://www.audubon.org/
17. Alaska Department of Fish and Game website, multiple pages. Home page: http://www.adfg.alaska.gov/index.cfm?adfg=home.main
18. "National Audubon Society Field Guide to North American Mammals: Second Edition" By John O Whitaker. Compiles by the National Audubon Society. Chanticleer Press, Inc. 1996.
19. National Oceanic and Atmospheric Administration: Alaska Fisheries Science Center website, multiple pages. Home page: https://www.afsc.noaa.gov/default.htm
20. The Nature Conservancy website and database. Multiple pages. Home page: https://www.nature.org/?intc=nature.tnav.logo
21. National Oceanic and Atmospheric Administration website, multiple pages. Main page (with many great sidebar links): www.noaa.gov/resource-collections/ocean-currents
22. Encyclopedia Britannica website (used for plate tectonic information in this manual, not for plants though…) Specific webpage used to support information in the Juneau Atlas (source 1): https://www.britannica.com/science/plate-tectonics
23. "Alaska: Saga of a Bold Land" By Walter R. Borneman. HarperCollins Publishers. 2003.
24. Southeast Alaska Discovery Center. Operated by the United States Forest Service. Located at 50 Main Street, Juneau, AK 99901
25. "Glacial Lake Outburst floods" By Jacob Blake. AntarticGlaciers.org, Last released 08/27/2020
26. "Juneau Icefield" by NA summitpost.org, Last released : NA
27. "Explore The Mendenhall Glacier" by NA Mendenhallglacier.discoveryshoutheast.org, Latest release : NA
28. "Mendenhall Glacier FAQs" by US Forest Service, last updated : NA