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**Montana Department of Labor and Industry**

**Montana Board of Outfitters**

**OUTFITTER EXAMINATION**

**PACKING SERVICES LICENSE ENDORSEMENT**

**RESOURCE MANUAL**

# Montana Board of Outfitters

## Packing Services Reference Manual

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### INTRODUCTION

For years the Montana Board of Outfitters utilized a book authored by one of the most experienced and heralded backcountry Outfitters, Smoke Elser, for the basis of testing Outfitters seeking a packing endorsement as an addition to their Outfitter's license. The book, "PACKING IN ON MULES AND HORSES," is still considered one of the best "How To" guidebooks in the industry. However, in 2016, the members of the Board performed a comprehensive assessment of the exams and related materials and questions in use, and materially revised each section. For the Packing section, it was determined to change the direction of the reference materials for the exam from a book focused on technique and packing and backcountry philosophy, to a manual designed to set forth minimum acceptable standards of practice for Outfitters utilizing packing operations.

The purpose of the Statutes and Administrative Rules of the Board of Outfitters is to provide for the health, safety and welfare of the public that utilizes the services of a licensed Outfitter in the State of Montana. The purpose of this Resource Manual is to set forth the standards associated with Packing Services in accordance with Montana Code Annotated 37-47-402, which states "act as would a reasonably prudent member of the profession while engaging in providing the services authorized to be performed by a licensed member of the profession" It is important to note here that the topics and details presented in this reference manual are suggestions as best practices and not codified as statute or administrative rules. It is not the intent of the Montana Board of Outfitters to create specific procedures related to any aspect of the conduct of a packing operation as the rule of law.

This manual was developed by past Board member Patrick M Tabor, and reviewed by a committee of sitting Board members and industry licensees with packing expertise as follows: Rob Arnaud, John Way, Todd Earp, and Dusty Crary.

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### I - EQUINE OPERATIONS

#### **a. CLIENT COMMUNICATIONS**

Outfitters must ensure that all of the promotional material available to your client is accurate, up-to-date, and presented in simple, straightforward terms that can be easily interpreted. This applies to written word, artwork, photographs, videotapes, mass media coverage, websites, and oral remarks. Give special care to visual material; ensure that it depicts activities in which guests can expect to participate.

Review your promotional material periodically and make appropriate modifications before any significant change in operations.

Per Montana Administrative Rules (ARM) 24.171.2301 UNPROFESSIONAL CONDUCT AND MISCONDUCT paragraph (1) An Outfitter shall...:

- (f) furnish each client with a current and complete rate schedule, which shall include all charges, a deposit policy, and deposit refund policy, all in writing, for services offered
- (g) specify in writing, when offering services to a nonresident hunting client, the refund policy for failure by the prospective client to draw a license required to participate in the service offered
- (h) not change the rates and/or policies from those published without the written consent of the client after the Outfitter receives and accepts the deposit from the client
- (i) set all contract terms and conditions with clients
- (j) personally collect, or designate an agent to collect, all fees from clients. The Outfitter is solely responsible for complying with the Outfitter's deposit and deposit refund policy
- (k) maintain current, true, complete, and accurate records

Trips involving backcountry services are complex and there are many elements to securing an understanding with clients. The standard best practice for Outfitters is to memorialize arrangements with clients in writing prior to commencement of trip.

#### **b. RIDER ASSESSMENT AND EVALUATION**

##### GENERAL

Outfitters use saddle and pack animals to transport guests and their equipment on fishing, hunting, and sightseeing trips. Whatever the setting, this mix of guest and equine (horse or mule) involves considerable risk potential. Equine operators should assume that prospective riders have little ability/experience until they have demonstrated otherwise. Therefore, the operator must have a method for assessing and evaluating riding. The process will vary in detail and duration. It need only be adequate to qualify/prepare the guest for the specific upcoming riding experience, but should be performed.

Best practices suggest that this assessment be accomplished in three stages: at booking, on arrival, and post arrival at your facility or trailhead.

Provide a copy of your Liability Releases. These documents are common to all commercial, and many private recreation activities that involve risk to the participant.

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Provide information on your Policies, Requirements or Prohibited Activities that might substantially affect a decision to book. You may include the following: minimum age, maximum weight, requirement for a riding test, or information on riding experience.

Provide a list of Clothing and Equipment that you consider mandatory.

Consider the use of a Rider Questionnaire. At a minimum, the prospective rider must describe his riding experience and any medical, physical, or emotional conditions, which might affect his ability to safely, participate in the activity. Adverse or questionable responses should be discussed with the guest. If a safe accommodation cannot be made, deny the ride.

#### RIDER EVALUATION

This function focuses on the physical aspects of instruction and observation of riders with their mounts. The depth and duration need only be that which is necessary for the particular riding experience. The session should begin with an equine safety briefing by a staff member. It should always be done prior to the presentation of mount

#### FURTHER RIDER QUALIFICATION

1. Rider Size (General Recommendations)
  - a. Weight: No more than 20% weight of mount Maximum of 250 lbs.
  - b. Height: Minimum of 54 inches
  - c. Rider's feet should reach at least halfway down sides of mount.
2. Rider Age: The general standard for participation in trail riding is seven years of age.
3. Pregnant Riders: The prudent policy for equine operators is to refuse horseback riding to any woman known to be or claiming to be pregnant. Horseback riding during pregnancy may present a significant risk to the rider and/or the unborn.
4. Double Riding: Prohibited
5. Unguided/Unsupervised Guest Riding: Prohibited
6. Intoxication: prohibited around livestock.

#### **c. RIDER MANAGEMENT**

##### PREPARATION OF MOUNTS

Guests should always remain clear of the horses and mules for their safety until it is time to mount. Mounts should be specifically selected for a particular ride based on previous individual rider assessment and evaluation. Horse to horse compatibility should be considered for position in line. Mounts to be used should then be segregated from other livestock – out of sight if practical. After grooming, tacking, and final inspection by the staff member in charge of the ride, each animal should be “test mounted” by a staff member.

##### BRIEFING OF RIDERS

This briefing should be accomplished before mounts are presented to their riders and should cover:

1. Safety: major points of guest safety brief
2. Location of Ride: Terrain (flat, steep, gentle)
3. Surface (rocky, sand, dirt) Obstacles (water, logs, roads) Conditions (caused by weather)

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4. Trail Considerations: Horses should not be asked to move faster than is safe according to weather-altered footing. Outfitters generally have little control over trail type, condition, or weather during a trip.
5. Trail Rules: Trail safety and etiquette. This may be a re-statement of policies, examples are:
  - a. Riding single file, no passing
  - b. One horse length between riders
  - c. Actions to be taken on departure, return, and halts
6. Carry-On Objects: Riders must not be allowed to carry or wear objects on a ride which may drop, bounce, flap, blow away, or otherwise possibly frighten a horse, such as: hats not securely tied under the chin, toys, purses, cameras, water bottles, extra unworn clothing not tied securely to person or saddle, etc. Riders shall be advised not to put on or take off clothing while the trail group is moving.

#### **d. STAFF MANAGEMENT**

##### GENERAL:

Outfitter activities, by their nature, can take place over extended geographical areas and in locations distant from immediate assistance or supervision.

The satisfaction, welfare, and possibly the lives of your guests may depend upon the competence and integrity of the accompanying staff members.

It is imperative, therefore that only the best, qualified personnel be entrusted with this responsibility.

It is recommended that a trip leader and other roles be designated pre-trip. Outfitters are expected to have sufficient enough staff to properly serve the number of guests they are taking.

##### EMPLOYMENT CRITERIA

Outfitters should establish minimum criteria for staff employment with consideration of the following:

1. Age-Primary staff members: 18 years minimum Assistants: 16 years minimum
2. Physical Characteristics- Weight/Height: Same standards as guests Fitness/Strength: Suitable for duties
3. Moral Character-Established by references, records, law enforcement check and/or personal knowledge.
4. First Aid-All staff members who accompany guest riders must possess a current certification in at least standard first aid.
5. Skill Evaluation-It is suggested that operators conduct a formal skill evaluation of prospective employees.

Professional adherence to Risk Management Principles by all hands will substantially reduce hazards. The unpredictable and spontaneous, however, are part of the equine business and must be planned for as if they were a certainty.

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Every ride must be equipped with an emergency kit. It should be the responsibility of the staff member in charge of the ride. It should be inventoried and inspected for serviceability and completeness daily.

#### STANDARD EMERGENCY PROCEDURES

This procedure should be developed and written by each Outfitter to specify actions to be taken by the staff member(s), including office and support personnel throughout an emergency. It should be part of the Employee and Procedures Manual and part of the basic training program. A copy should be included in the trail emergency kit but all trail guides should know it from memory. The procedures should be coordinated and discussed with All Public Emergency Services Organizations that might become involved.

#### MANUAL FOR STAFF

General – Many operators have combined instruction, local policies, procedures and guidance for their guides and staff in a handbook or manual.

Subjects usually included are:

1. General information.
2. Outfitter's policies (regarding age, weight and height limits, rules related to smoking, alcohol use by participants, carry-on objects, use of cameras, riding double).
3. Tack and equipment care.
4. Familiarization with care and humane treatment of horses.
5. Safety procedures.
6. Waivers and Release agreements, warning forms, completion procedures.
7. Safety speech/instructions to participants.
8. Familiarization with trails and maps.
9. Any information about the area or environment to be provided to the riders.
10. Review of incident/accident report and reporting procedures.
11. Weather situations.
12. Emergency procedures.
13. State statutes relating to equestrian activities.
14. Any information, which your insurance company requires you to ask or cover with your staff and riders.

Once the manual is created it does not take a lot of time to review and revise it. The time you spend will greatly help later on. Instead of relying on your memory of what training procedures were done, you will have documentation to prove how your guides and wranglers were trained.

#### **e. LIVESTOCK MANAGEMENT**

##### GUEST MOUNTS

Guest Mounts must be well-trained, tested, and seasoned specifically for providing only the safest possible trail rides for beginners to lower intermediate riders. Guide horses must be calm and seasoned for guest use since it may be necessary for a guide to switch horses with a guest rider on the trail. No horse with a history of behavior problems should be used in the guest string.

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Equine Compatibility can be a major factor in reducing incidents: horses have a strong instinct toward pecking order and buddy systems. Make use of these factors when assigning mounts and order in line.

Mounts must be healthy, well fed, receive regular farrier and vet care, and must be treated and handled humanely at all times. Mounts with loose shoes, sore backs or mouths, lameness, open wounds, or other ailments, must not be used until fully repaired or recovered.

Individual Equine Records are as important as those for human employees. Maintain a file on each mount.

#### **f. FACILITIES MANAGEMENT**

##### **BUILDINGS & CORRALS**

Buildings used in equine operations should be kept orderly and in good repair. Buildings should be free of hazards such as sharp and pointed objects, corners or overhanging eaves that a horse or rider might contact.

Flammables or explosives should not be stored in or near equine buildings.

First aid kits must be maintained in accessible locations. Make certain your employees know where they are.

Fencing should be at least four feet high and constructed of materials, which will create an adequate barrier.

Hazardous Conditions, which suddenly arise, must be marked clearly with a warning sign until the condition can be corrected.

#### **g. INCIDENT MANAGEMENT**

The Outfitting industry, by its very nature, is going to have its share of injuries and incidents. It is important that Outfitters develop and communicate an incident management program. Elements of such a program might include:

1. Roles and command structure
2. Emergency communication procedures
3. Evacuation plan and remote transportation options
4. Insurance and land management agency notification
5. Witness statements and post incident documentation

##### **AFTER THE INCIDENT**

When animals or equipment are involved in an accident, and could have contributed to the incident, pull them out of service until they are repaired, replaced or assessed suitable for future use.

Organize all documentation gathered after the incident and check it for completeness of file for later reference by land management agencies, insurance or customer requests.



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Keep several copies of the Incident Report and Witness Statement forms with your first aid kit(s). That way required information could be gathered and easily recorded after an incident occurs and the guest has been taken care of by the guide or medical professionals.

Record the information as soon as possible, while memories are fresh and recollections are clear. These forms, and the information they contain, could be critical after the incident. Try to document everything that is said. Information you obtain immediately after the incident will usually be more accurate than statements taken at a later date.

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### II – ANIMAL CARE AND TRAINING

#### **a. LIVESTOCK CARE & PREVENTIVE MAINTENANCE**

##### PREVENTIVE MAINTENANCE

Prevention of problems is much better than treatment after they occur. Outfitters should be well versed in equine care and take preventive measures to ensure the health of the stock they intend to use in their operation. Some of the more important considerations include:

1. Worming
  - a. Horses should be wormed at least twice a year
2. Vaccinations
  - a. Outfitters should seriously consider annual vaccinations including but not limited to Tetanus, Influenza and herpes.
3. Conditioning the Horse
  - a. Body weight – better overweight than underweight
  - b. They do not have to be endurance horses.
  - c. Two weeks of conditioning a horse is a minimum; one month is better.
  - d. One half to one hour of exercise per day for five to six days with a three to five hour ride at the end of the week will satisfy most requirements for a pack trip. It is better to walk quickly and trot.
  - e. Horses turned out on large pastures are in better condition for a pack trip than inactive stalled horses.
  - f. The conditioning of pack animals is often neglected, but they will perform better if exercised previous to the trip
  - g. Nothing can replace the knowledge of an Outfitter of the horses he owns, so application of these minimum standards is at the discretion of the Outfitter.
4. Shoeing and Shoes
  - a. Horses should be shod approximately one week prior to the trip, and reset 6 to 8 weeks after the first shoeing.
  - b. Carry at least a minimum of horseshoeing tools: rasp, hammer, nipper (puller) and nails.
  - c. An "Easy Boot" of appropriate size may be carried - these are very useful in emergencies.

##### EQUINE FIRST AID

Outfitters should develop a good working relationship with a reputable equine veterinarian. Outfitters operating with livestock have an obligation to know the basics in equine first aid and have a responsibility to ensure their stock is healthy and treated properly. Staff should be trained as well and an equine first aid kit is critical and must be available on trips. Have a first aid kit along and know your vital signs:

1. CRT – Capillary Refill Time: thumb pressure on gum under upper lip/release/ and count seconds until color returns. This test is a measure of heart and circulatory function. 1-2 seconds is normal. Longer times 2-5 seconds indicates an impaired circulatory function such as shock, dehydration or endotoxemia.
2. Color of Gums: Pink is normal. Pale or white color may indicate an impaired circulatory function. Gray may indicate dehydration or toxemia.
3. Pulse Rate: Pulse – feel submandibular artery at middle of lower jawbone. Normal resting rate is 40-45 beats per minute. Rate normally increases with exercise (80-100) and returns to normal after rest. Sustained high heart rate (80-100) may indicate stress, pain, toxemia or shock.
4. Respiration Rate: Trachea (the wind pipe is best). The barrel is best for lung sounds. Normal

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rate is 12-18 per minute. Rate normally increases after exercise, stress or flight and return to normal with rest. Sustained high respiratory rates may indicate pneumonia or abnormal lung function.

The number one killer of horses is colic. Colic is not a disease, but rather a combination of signs that alert us to abdominal pain in the horse. Colic can range from mild to severe, but it should never be ignored. Many of the conditions that cause colic can become life threatening in a relatively short period of time. Virtually any horse is susceptible to colic. Age, sex and breed differences in susceptibility seem to be relatively minor. The type of colic seen appears to relate to geographic or regional differences, probably due to environmental factors such as sandy soil or climatic stress. Outfitters, with conscientious care and management, will have the potential to reduce and control colic, and should always carry remedies to treat colic in their emergency kit when in the backcountry.

#### **b. PACKING LIVESTOCK**

One thing for sure about packing and working with equine is that there are many ways to get the job done. What works for you is the best way. There is no right way or wrong way, but there may be a better way. There are many kinds of packsaddles on the market. The most common types are the "Sawbuck" and the "Decker." Llamas are growing in popularity, and their equipment is similar, but the techniques of making up the loads will be somewhat different, and will not be addressed here.

#### PREPARATIONS BEFORE PACKING

There are certain steps taken prior to making up the side loads. They have to do with protecting the items you are packing as well as making the job easier. Some considerations are:

1. Avoid glass and cans as much as possible.
2. Re-pack grain into more manageable cloth sacks
3. Consider using a "soft sided" ice chest. (Remember though that food storage policies may restrict the usage of these)
4. Pack into separate cartons the food and other items required for each day. Organizing your food in this manner is especially efficient on a traveling trip where you move almost every day.
5. When possible buy fresh meat in vacuum packed large pieces.
6. Not only regulate weight for the safety of the animal, but consider the staff that has to lift as well.

#### MAKING UP YOUR SIDE LOADS

The importance of "balance" cannot be over stressed. It is important that each side of the side load weigh close to the same. Consider using portable scale to check weights. The following represents the various kinds of equipment Outfitters use for side loads:

1. Pack Boxes - typically used for packing the kitchen items
2. Pack Bags - load the bags about the same way you would your boxes, heaviest objects to the bottom and to the towards your pack animal
3. Sling or Mantied Loads - larger objects work best for a sling or mantied load.

#### TOP LOADS

Some items almost always have to be packed on top such as shovels, rakes, fishing rods, tables, folding cots and chairs. Items such as these are put aside as you make up your load. In addition

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bulky items such as large tarps, sleeping bags, mattresses may be reserved for your top load especially as you leave on the trip. Later some of these items will be moved down into your boxes or bags.

#### PACKING UP

Once loads are made up, and balanced it is time to start loading the animals for departure.

Considerations regarding loading are as follows:

1. The right load for the right animal is a decision you make. You don't want to put the heaviest load on the smallest or youngest animal. You don't want to put a load that is obviously top heavy on an animal that rocks the load.
2. You don't want to put the load with the shovel and rake handle sticking out on the lead mule, so that it sticks mule following behind in the eye.
3. Don't start packing until all your loads are made up and decisions are made. It is not fair to make the loaded animals stand around any longer than is necessary.
4. Re-snug your cinches just before loading
5. Always place the off side (right side) of the load on first, as soon as possible hand the near side on.
6. Once both sides are on pull each side out and try to settle them into place, now step back, and take a look!
  - a. From the side the top of the load should be almost parallel to the animals back - if not -- adjust load so that are at the right angle.
  - b. Go back to the near side and gently rock the load from side to side as if it were on a balancing beam. Any imbalance of weight or bulk should show up at this time. If there is a problem you might be able to adjust for it by hanging the heavy side slightly higher or you may be able to compensate by placing heavier items of your top load the lighter side.
7. Once you are done with the position and the balance of the pack bags put on your top load. Be sure that no object such as a shovel or axe comes in contact with the animal at any Point. Arrange your items to make your load as square as possible, at the same time maintain the balance required for success. Long objects should be placed so that they extend out the rear of the load and nothing protrudes in front that could possibly hook onto another animal or something such as a tree or post.

#### **c. LEADING LIVESTOCK**

When stringing pack animals together, there are many things to consider: which animals get along with each other, which ones will be easy to lead, which ones will be harder to lead, which ones are more experienced than others, and which ones are carrying the heaviest loads. Leading pack animals from horseback is not difficult but the rider should observe the following rules:

1. It is best for inexperienced packers to start by leading only one pack animal first. As the rider's confidence and experience level grows, he can add more stock to his string.
2. In general, the rider puts the pack animals with the heaviest loads toward the front of the string. The farther back the animals are in the string, the more they have to work to keep up.
3. The rider places the pack animal that is easiest to lead up front so the animals do not pull on the rider as he heads up the trail.
4. For the safety of the rider and animal, there are two ways to tie a packstring together during movement. The choice of tying the animals together is up to the rider and what he is familiar with. The techniques that most mule handlers use are the pigtail and tail knot.
5. A pack string should never be tied to the lead (ridden) animal. If an accident occurs or the pack

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- string becomes frightened, the rider is in certain danger if he cannot release the string. This point also applies to leading a single animal. The lead line should always be held in one hand.
6. The rider forms a bight, if needed, over the saddle horn, but he must be sure that the lead line can be jettisoned immediately, if required. Likewise, there should be no loose loops in the lead rope because of the danger of getting a hand or foot caught and being dragged.
  7. The rider should never move a pack string faster than the animals in it can comfortably navigate obstacles or difficult terrain. He should also keep in mind that the pack animals are carrying dead weight and, often, heavy loads. It is often preferable to give the string more slack when traversing an obstacle so the animals can pick their own way.
  8. It is preferable to have two riders per pack string—a puller and a drag man. The puller observes the trail to the front to anticipate problems. More important, the drag man observes the pack string and assists with any problems that may arise, such as a shifted load.
  9. If a rider is alone and does not have someone to watch the string for him, he can ride in a figure 8 to get a good look at the string.
  10. The rider should always be wary at halts. The majority of accidents occur at halts when the animals have the freedom to mill about and can become entangled. The rider should never allow a lead line to run under the tail of any animal, pack or ridden.
  11. If negotiating dense terrain (timber or rocks) and the pack animals choose a different route than the lead animal, it is better to drop the lead line and recatch the string than it is to become entangled in an obstacle with the string.
  12. The rider should never allow the pack string to get in front of him because if the string should become startled, the rider could get caught up in them.
  13. The normal distance between the lead pack animal and the rider's animal varies according to terrain and the animals' training and experience. A rule of thumb is the lead pack animal's nose should be even with the back of the rider's flank while traveling over easy terrain.

#### **d. PROPER TRAINING FOR LIVESTOCK**

Ideally, stock used in the backcountry should be fit, calm, reliable and experienced. Excitable, inexperienced animals tend to cause more problems on the trail, in camp and out grazing. These problems can increase your impact on the area and on other visitors as well. A calm, experienced horse won't be so upset by hikers, wildlife or other domestic animals on the trail, or tend to paw the ground as much or pull back when tied up. Know your stock.

Take time to accustom your animals to the types of restraints you will use. Make sure they will eat the type of supplemental feed you will bring. The trailhead is not the ideal place for your stock to learn about packsaddles, noisy loads or wind-blown tarps. Educate your stock at home where you can supervise them and keep them from hurting themselves and others.

#### TRAINING

The following three things should be stressed:

1. The use and final training of a horse for the mountains differs considerably from pleasure riding and gaming events even though the basic early training of a young horse will not differ substantially.
2. A backcountry trip offers a great deal of pleasure, but sometimes there are hazards involved. Knowledge of acceptable methods of dealing with these hazards is necessary to insure safety.

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3. Your pack and riding stock are the centerpiece of your operation. It is imperative that you invest in acquiring the knowledge and skills of good horsemanship. It is also incumbent upon you as an Outfitter to make sure staff understand and appreciate the importance of this. Practicing these skills is a never ending process, but it will produce stock that are prepared for the jobs we ask of them and they will be safer, more enjoyable, and more valuable.

If you're using inexperienced mountain horses, there are a number of things your horses should learn before they leave familiar ground:

1. A horse must be halter-broken and accustomed to standing tied for extended periods.
2. The horse must be acquainted with any type of terrain you may encounter, including bogs, creeks, deadfalls, trees and narrow trails
3. An animal should also be trained in whatever method of restraint you're planning to use. It's far safer to teach a horse to hobble or picket on your own corral or pasture than in a rocky mountain meadow.
4. A horse should also be trained so it can be mounted from either side. It's almost impossible to mount from the downhill side when on a hillside trail.
5. Your horse should be trained to accept a rope around or under its tail. This is a common occurrence when leading a packhorse. If your lead horse is not trained to lift its tail and let the rope fall out, you are in for an unexpected rodeo, the consequence of which may be serious.
6. Your horse and pack mule should be trained on long periods of time on a high line before you go to the backcountry.
7. Given the increase of mountain bike usage throughout public lands, it is prudent to expose your horses to bikes prior to loading up with gear and guests and embarking on a trip.

In summation, a good mountain horse needs to be trained to deal with whatever it is likely to encounter in the back country, including, but not necessarily limited to, the following:

1. Loading & hauling
2. Standing tied
3. Hobbles
4. Picket rope
5. Electric fence
6. Crossing water, streams and bridges
7. Rope under the tail
8. Crossing downed trees and other obstacles
9. Crossing boggy areas
10. Crinkling noise of maps or plastic rain gear
11. Fly repellent spray bottles
12. Sudden movement of birds, wildlife and dogs
13. Sudden appearance of hikers with large bright packs
14. Tolerating other animals on the trail, including Llamas

#### **e. TRANSPORTING LIVESTOCK IN TRAILERS**

Transport of stock to remote trailhead is common for Outfitters, and it vital that Outfitters take the necessary precautions to protect the livestock and staff in the process. The following are several considerations in the transportation of stock:

1. Personnel hauling livestock in trailers shall have the proper trailer training and appropriate license. Have only experienced personnel haul livestock.

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2. Secure footing for livestock, such as nonslip rubber matting or cleats. Cleats need to be inspected frequently for loose rotten boards. Sand or other absorbent or abrasive substance may be applied to floor as needed,
3. Ensure the trailer selected has the appropriate height and length clearance for the livestock. The trailer shall be free of sharp edges that might injure livestock during transport.
4. Never ride livestock into trailer.
5. Do not carry loose gear, personnel and animals together.
6. Secure animal in trailer by tying lead rope to the side of the stock trailer
7. Always untie animal before opening tailgate
8. Unload animals before jacking up a trailer to change a tire.
9. Halter livestock and fasten the animal's head securely.
10. Use a rolling slipknot or hitching rack-tie to secure livestock.
11. Secure excess rope away from livestock so it does not drag on the ground and entangle around livestock's legs and feet.
12. It is a good idea to have a ramp block for changing tires on trailers.
13. Consider taking two (2) trailer spares when traveling rough mountain roads.
14. When traveling with livestock be aware in Montana brand inspections are required when moving stock across jurisdictional lines.
15. Annual inspections – professional mechanics. Conduct pre-trip safety inspection of trailer/truck. Make sure trailer brake regulator is adjusted for the load you are hauling.
16. Know the trailering characteristics and pecking order of animals you are hauling. Put the most compatible animals next to each other.
17. When driving a trailer: Avoid sudden stops. Don't take turns too fast. Don't take off too fast. Remember, livestock may shift from side to side and back to front, making the load unstable. Don't whip steering wheel, hold steady on wheel.
18. Always walk around truck and trailer before leaving. Check safety chains, latches, wiring, tires, etc. Conduct pre-trip safety inspection of trailer/truck. Check trailer coupling at every rest stop.
19. Stay within GVW guidelines.

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## Packing Services Reference Manual

### III – EQUIPMENT

#### a. BASIC REQUIREMENTS OF RIDING AND PACKING EQUIPMENT

The equipment used to ride and pack horses and mules varies widely, and it is not the purpose of this manual to discuss the types, attributes or preferences of the equipment to be used. As set forth in Administrative Rules of Montana 24.171.520-OPERATIONS PLANS AND AMENDMENTS, an Outfitter must submit "...an affidavit by the Outfitter to the board that the amount and kind of equipment that is owned, leased, or contracted for by the applicant is sufficient and satisfactory for the services advertised or contemplated to be performed by the applicant." It becomes incumbent on the Outfitter that they are able to demonstrate that they have the adequate amount, quality and operating condition that would meet industry standards.

#### b. PROPER FITTING TO ANIMAL

The proper positioning of the saddle and correct cinch adjustment are very important factors. Improper adjustment may cause injury to the animal or may affect the time and distance the animal can carry its load. Core steps that are critical to fitting are as follows: grooming, pad placement, saddle placement, proper positioning of the breast collar, proper placement of breeching including crupper if used, and cinching. After fitting the saddle to an animal, consider marking it with the animal's name or number and use it with the same animal throughout a season. This technique will save time refitting the packsaddles every time there is a new trip.

#### c. PROPER CARE OF EQUIPMENT

The Outfitter has the primary responsibility for the care and preservation of the packsaddle and equipment. The Outfitter should ensure that employees perform the routine cleaning, preservation, and daily inspection for the packing equipment to ensure trip readiness. Items would include:

1. Check saddles daily to ensure there are no cracked, broken, or loose parts. Tighten any loose items and repair or replace cracked or broken parts.
2. Clean any mud or other debris from the saddles that may have collected during the day's movement. Check all parts of the harness for signs of wear, breaks, cleanliness, and serviceability
3. Cinches
  - a. Clean of dirt and debris
  - b. Check cinches for any broken strands.
  - c. Check the cinch rings for any signs of cracking or metal fatigue.
  - d. Repair or replace any damaged pieces.
4. Breast Collar
  - a. Check the breast collar and connecting straps for any signs of wear or debris collected during the day's movement.
  - b. Check the fastening devices to ensure serviceability. Repair or replace items as necessary.
5. Breeching
6. Check the breeching and all associated straps for cleanliness and serviceability.
  - a. Pay close attention to all fastening devices.
  - b. Repair or replace items as necessary.
7. Crupper
  - a. Check the crupper (if used) for cleanliness and serviceability.
8. Other Equipment Checks
  - a. Brush or shake out the saddle pads after use then lay the saddle pads where they can air out and dry.
  - b. Check the tree and bars for serviceability.



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### III – EQUIPMENT

- c. Check the mantee for rips, holes, and general serviceability.
  - d. The lash and sling rope should be checked for signs of wear.
  - e. Clean panniers and check them for overall serviceability.
9. All leather items should be kept clean and free of grit and dirt. In

#### **d. PERSONAL PROTECTIVE EQUIPMENT**

It is incumbent on an Outfitter that he, his staff and guests are properly equipped with the right type of clothing and protective equipment. Guests should be provided a checklist of necessary items to bring and minimum standards of those items such as waterproofness, sleeping bags rated to a certain temperature, etc. It is a standard practice to have riding helmets available for guests although it is not mandatory that they use them but highly recommended. Outfitters should have checklists and go over the completeness of the list before trip launch. Many customers are not familiar with the weather variances associated with backcountry trips, an Outfitters must take extra care to ensure that their clients are properly prepared.

# Montana Board of Outfitters

## Packing Services Reference Manual

### IV – STANDARDS AND PROCEDURES FOR CONDUCTING TRIPS

#### **a. PLANNING A PACK TRIP**

In order to conduct a safe and enjoyable trip, Outfitters must plan in advance all the necessary details to ensure the health safety and welfare of their clients. This doesn't happen by accident, an Outfitter must have thought through the logistical elements and safety needs required to conduct a trip. Too often, unexpected changes occur that were not planned for, and this is how accidents occur or guests become dissatisfied. The standard of the industry is for an Outfitter to have developed some form of written trip plan. Without this, it is the equivalent of building a house without a blueprint.

#### **b. TRIP EXPECTATIONS**

The tastes and expectations of customers hiring an Outfitter vary widely. If an Outfitter does not have a clear sense of what his client wants prior to departure, then he is assured of falling short of expectations. The standard in the industry is to set forth trip expectations preferably in writing. Some important considerations in planning a trip are as follows:

1. What type of trip are you permitted to take, and is this in alignment with customer request?
2. Is the client seeking solitude, good fishing, and long days in the saddle? The details need to be fleshed out
3. What are the animals capable of doing?
4. Longer trips are more complicated using more livestock, gear and staff, are you prepared?
5. Be aware of the ability the guests on the trip possess. What a guest wants to do versus is capable of doing aren't always the same
6. Always be prepared to assist those with less experience.

#### **c. KNOWLEDGE OF THE AREA**

It is imperative that Outfitters are familiar with the area they are going. Start with intended trip itineraries, but recognize that target locations may not be available, so be prepared ahead of time. It is industry standard for Outfitters to use maps, and pre trip go over routes and possible side trips. Consider river and stream crossings, alternative campsites, bridges, mountain passes and fishing/hunting opportunities. Consider other trails or trailheads that could be used in case of emergencies.

Outfitters should be in constant contact with the Land Management Agency whom they have their permit with. This is most often the USFS but could be BLM or NPS. Whenever possible, talk to field personnel. When gathering information consider such things as access, weather conditions, snow pack, availability of feed, popular or high use areas and wildlife, such as the presence of bears. In popular areas there may be campsite closures or fire restrictions that you should be aware of. You may not be able to camp where you had planned. Check on areas closed to grazing and restrictions as to the number of stock allowed.

#### **d. TIME OF YEAR/EXPECTED WEATHER**

For Montanans, all are clear that the time of year definitely influences the weather, but unexpected conditions can always occur. Outfitters must plan for the unexpected and be prepared. Encountering weather conditions for which you are unprepared can jeopardize your safety and the safety of others in your party. This may force you to make decisions and implement action that

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### IV – STANDARDS AND PROCEDURES FOR CONDUCTING TRIPS

will compromise your efforts to minimize impacts. Best practices in the industry dictate contingency plans and evacuation options should weather become life threatening

#### **e. TYPE OF EQUIPMENT**

The number one complaint leveled at Outfitters is the perception of poor or inadequate equipment. Taking only what you need will make setting up and breaking down camp go much more quickly. A simple camp makes it easier to leave little trace of your presence. Select equipment and gear for your stock that allows the flexibility to make choices that will minimize your impacts. Cook stoves allow you to camp in areas where firewood is not abundant. Using lightweight, compact stoves, tents and sleeping gear may enable you to cut down on the number of livestock required to support your trip. Fewer numbers of animals allows you greater choice of campsites because less feed is required and less time spent caring for animals.

Your equipment must be adequate for the type and length of trip you have planned. Sore horses, rolled loads, wet matches, leaky tents and blisters can ruin a trip. Go through the equipment list; then carefully examine the gear. It must all be in good repair. Tents should not leak, and any protective gear must be in good operating condition

#### **f. MEAL PLANNING AND PREPARATION**

Plan your meals carefully. This will reduce waste from leftovers and help minimize extra food that has to be packed out at the end of the trip. Food can make up a large portion of the total weight the stock packs in. Extra time spent planning not only meals but also the type of food used (dry vs. canned) is time well spent, for it can reduce total food weight considerably. By repackaging food items into reusable containers and plastic bags you can greatly reduce the weight and bulk of your food and avoid bringing unnecessary packaging into the backcountry.

Food safety is a critical area, consideration should be given to sending staff to a food safety course. Staff assigned to cooking duties should practice good sanitation procedures and be conscience of leave no trace principles of excess and food waste.

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### V – LAND USE AND PUBLIC INTERFACE

#### a. AGENCY REGULATIONS

Per Montana Administrative Rules (ARM) 24.171.2301 UNPROFESSIONAL CONDUCT AND MISCONDUCT paragraph (1)...

- (b) not conduct any services or allow services to be conducted by a supervised guide on private or public land, except legal transportation across such lands, without first having obtained written permission from the landowner or written authorization from the agency administering public land, unless the landowner or agency does not require such permission;
- (c) not provide services or allow services to be conducted by a supervised guide to clients outside the boundaries of the Outfitter's approved operations plan;

Most public land accessed in Montana for hunting and fishing utilizing pack services is administered by the Bureau of Land Management (BLM), the United States Forest Service (USFS), or the National Park Service (NPS). The Board of Outfitters is made aware of the land use permission through the filed operations plan by the Outfitter with the Board per ARM 24.171.520 OPERATIONS PLANS AND AMENDMENTS. Outfitters are obligated to follow all the stipulations of their permit as is typically laid out in a Priority Use Permit. A violation of a Permit or Land Agency Rule or Regulation constitutes a violation of Outfitter Statutes and Administrative Rules.

In addition to the ordinary rules and regulations for the public land being accessed by an Outfitter for commercial purposes, if an Outfitter is permitted to operate in a federal congressionally designated wilderness, they will be subject to an additional set of rules and regulations particular to the wilderness. Outfitters must comply with this extra layer of regulation at all times. While most of these regulations are uniform throughout the 13 congressionally designated wilderness areas in Montana, some restrictions are unique or specific to a particular wilderness. Outfitters must be full aware and compliant with all the specialized restrictions if they are operating in a wilderness. Some of most common restrictions include:

1. The Outfitter shall allow only the numbers and kind of livestock authorized in the Annual Itinerary and Operating Plan to be used and graze upon administered lands.
2. The maximum number of livestock permitted per trip will vary according to season of use and size of party. The maximum trip size will be 35 riding and pack stock and 15 persons. The size of each trip will be determined on a case-by-case basis, by the Authorizing Officer and the holder. The amount of stock will generally be based on a ratio of 1 1/2 head per person on summer trips, and 2 head per person on fall hunting trips. The amount of equipment and number of livestock will be the minimum amount necessary to safely accommodate the number of individuals and assure proper treatment of livestock, and the minimum necessary to protect wilderness resource values.
3. Salting pack and saddle stock will be limited to immediate camp areas.
4. Outfitters and their employees are expected to provide leadership and to set the example for other users regarding compliance with regulations, low impact camping and/or Leave No Trace, backcountry ethics and caring for the land and other users. Each Outfitter has the responsibility to assist in minimizing user conflicts in the backcountry and to show courtesy to other visitors and Outfitters.
5. To protect water quality and fish habitat, do not cut or gather firewood within 150 feet of any running stream, pond, lake, marshy, or wet area.
6. Filming for Advertising – Filming specific to advertising and promotional materials is authorized. Filming to create a product for sale is not authorized.

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7. Grizzly Bear Protection Requirements. See Methods Used to Comply with Grizzly Bear Food Storage Order under each Campsite Management Plan for specifics on food, attractant, and supplemental feed storage.
8. Noxious Weed Prevention Requirements. Each Outfitter is responsible for eliminating noxious weeds in their camp area and end of the road camp.
9. All equipment and materials that have been, or will be transported into the wilderness, will be moved each night on progressive trips and taken out after each trip in the summer, and at fall base camps, taken out at the end of the season.
10. The campsite management plans specifically identify an assigned period when the camp may be set up.
11. The campsite management plans specifically identify an assigned period when the camp may be set up. Typically this is 16 days prior to when guests first arrive for the hunting season or summer season for those camps with an authorized summer use season. Any trip using a fall assigned site during the summer roving season is expected to take all equipment with them.
12. The Outfitter shall be responsible to educate their guests as to the risks associated with trips in wilderness areas. The Outfitter will need a safety plan to cover accidents and illnesses, what procedures to follow if one or the other should occur.

#### **b. GETTING ALONG IN THE BACKCOUNTRY – BACKCOUNTRY MANNERS**

Outfitters often access areas that are highly desired by members of the general public. Successful Outfitters take pride in developing a good rapport and reputation with the public. Avoiding unnecessary conflict and acting as a good citizen will go a long way in keeping an Outfitter from being the target of complaints. Some considerations of exercising best practice behavior in the backcountry include:

1. Leave your vehicle parked with other visitors able to exit, park, load and unload around you.
2. Do your part in keeping the trailhead clean and accessible to others.
3. Communicate and cooperate with others departing. Be informative and help people find their way.
4. Be polite and helpful when meeting livestock, backpackers, hikers, and other users of the wilderness.
5. Always yield the trail to faster hikers or riders. Move aside as soon as you can and let them go on ahead.
6. Common sense and courtesy should prevail in matters of right-of-way on the trail. In most cases, riders and pack animals do have the right-of-way. Those traveling uphill have the right-of-way over those going downhill.
7. To ease possible congestion, avoid stopping in the trail at a creek or trail junction. Move to the next available place to pull out and get completely off the trail.
8. Loose herded livestock are difficult to control and, in many places, illegal. It is wise to lead all your animals to minimize the chance for trail conflicts.
9. Remove obstacles from trails whenever possible rather than riding around them, as this creates a secondary trail.
10. Stay on the trail. Cutting switchbacks creates erosion.
11. Explain to those not accustomed to stock, that it is safer for you, them and the resource, to step to the downhill side of the trail and to stay in sight. Be sure the person feels safe before you start to pass. Explain to hikers that it would be helpful to speak in a calm voice to the animals as they pass, thus assuring the stock that the colorful biker

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is not a bear. Remind them not to touch the animals as they go by and to please wait a few seconds before starting along the trail.

12. Dogs can be good companions where permitted on the trail. Dogs not familiar with livestock can be intimidated and scare the stock. Remember to keep dogs under control at all times so they are not a threat to the safety of other visitors or to wildlife.
13. Pack out all garbage and trash, leave a clean camp.
14. Remove, scatter or bury all manure in the campsite and at the trailhead.
15. Keep tied, picketed, and hobbled horses well away from camp, lakes and streams. Tie, picket, or hobble horses only in dry areas to minimize trampling.

#### c. GRAZING MANAGEMENT

Grazing can be a critical part of operating a backcountry outfit throughout the summer and fall season. However, if done improperly, Outfitter attempts at grazing can lead to major resource damage and social conflict leading to jeopardizing stock and being named in a complaint or issued a citation. The three main alternatives for backcountry grazing are:

1. Free Roaming in pasture, drift fencing or at large in the entire forage area
2. Partial Control using hobbles
3. Complete Control by tying to a picket line, staking out on a rope, high- line picket or by putting up a portable fence.

Outfitters must have trained their stock and exercise the proper techniques for backcountry grazing. It isn't just as simple as going in the backcountry and cutting the animals loose. Designating a bell mare, using bells, having wranglers capable of gathering stock are all minimum expectations.

#### d. GOOD CAMPING RULES

Many of the guidelines and restrictions for camp use are typically outlined in an Outfitters Use Permit. However, there are standards of acceptable practice as well as applications of Leave No Trace principles that all Outfitters should follow. Some considerations include:

1. Set up camp on hard ground away from grass and marsh areas where you and your stock will appreciate being away from mosquitoes. Be sure the location is at least 100 feet from any water source.
2. Proper sanitation practices are very important. Choose a site at least 100 feet away from any water source or campsite. Use a shovel or trowel to bury human waste.
3. Choose a campsite that has plenty of feed or pack in pellets and grain.
4. If you need to restrain the stock, tie to a high line located on durable ground, 100 feet away from any water source, and out of sight of other camps and trails.
5. The use of a portable electric fence is encouraged, as it is an excellent way to control grazing pack and saddle stock, as well as can be a very effective bear management tool. It is important to train stock to respect the wire or tape prior to setting up in the backcountry. Move the fence often to avoid excessive impact on the meadow.
6. Use only dead and downed firewood for fuel. Conserve wood by using a propane or gas stove for cooking.
7. Pack out all garbage and trash. This means food scraps too. Remember foil does not burn.
8. Remove, scatter or bury all manure in the campsite and at the trailhead.

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#### **e. FIRE SAFETY**

During the summer and early fall seasons the possibility of wild fire is high. The Outfitter shall take all reasonable precaution to prevent human caused forest fires. Camping, cooking, and warming fires shall not be left unattended, and must be completely extinguished prior to leaving or breaking camp. Unless the ground is snow-covered, an axe, shovel and bucket must be provided at each occupied camp by the permit holder. Outfitters should be aware and educate guests that in many wilderness areas, the area included in the operation is covered by a fire plan, which may allow fire to play its natural role in the ecosystem.

#### **f. WILDERNESS ACT**

The Wilderness Act of 1964 established a resource protection system to ensure that wildlands would be available for generations to come. Many Outfitters covet the Act, and fully endorse and live by the “wilderness ethic.” Use within a wilderness puts a special burden on a commercial Outfitter operation not only to abide by the stringent rules and regulations, but also to educate clients and demonstrate their commitment by leading by example. Perhaps the best opportunity to do this is for an Outfitter to embrace the Leave No Trace (LNT) Principles for Stock Usage in the backcountry

#### LEAVE NO TRACE

To minimize your impact when riding horse and using pack stock, follow the general seven LNT principles, plus consider these horse-specific principles:

1. Plan Ahead
  - a. Educate yourself on the area you plan to visit. Scout the area before an extended trip and locate grazing areas. Talk with local land managers to find out about available feed, bear danger, high-use areas to avoid, and current restrictions.
  - b. Choose appropriate grazing restraints to minimize impact. Loose grazing, hobbles, highlines, electric fence, and pickets all tend to have less impact than tying to trees.
  - c. Repackage food to minimize waste and load on pack animals. And then take the minimum animals necessary for your trip.
  - d. Lighten your load as much as possible to minimize the animals required.
  - e. Take your most experienced, calmest animals. Train and practice backcountry activities with your animals at home so they are accustomed to the restraints, loads, and other techniques you'll be using.
  - f. Getting lost causes undue damage to the land and risk for rescuers. Carry and use a map and take responsibility for knowing your route and staying on it.
2. Durable Surfaces
  - a. Water your horses away from the source by carrying water in a bucket. Or, if watering in a stream or lake, choose a spot with a low rocky bank or established ford. Avoid soft ground covered with vegetation.
  - b. Stay in the center of the trail, single file, and avoid trailside vegetation areas. The 1500 pounds per square inch a horse can put on the land can quickly trample and destroy off-trail areas.
  - c. Use trails designed for heavy use. Follow the regulations and avoid non-horse trails.
  - d. Take rest breaks well off the trail, on dry grass, sand, or dirt, which are durable.
  - e. When traveling cross-country, each rider should pick his own route to disperse hoofprints, staying on durable surfaces.
  - f. Avoid steep slopes and soft ground. Ride across slopes rather than straight up or down to

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### V – LAND USE AND PUBLIC INTERFACE

minimize damage.

- g. In undeveloped areas, stay only one night at each site to lessen the trampling of one site, which may cause an established site to be formed.
  - h. Rather than traveling to and staying multiple nights at a destination campsite, consider camping in a different place along your route each day to disperse your campsite impact.
  - i. Place your kitchen area in the most durable spot since it gets the most traffic. A thin sheet of plastic under your tent lets you place it on dirt rather than crushing soft, fluffy vegetation. By using a sleeping pad, there's no difference between dirt, sand, and grass for the sleeper but a big difference for the vegetation.
3. Campfire Impact
- a. Keep social fires small and consider having them only occasionally rather than every day. Only have a fire if weather is safe, there is a plentiful wood supply, and you have time to prepare a good fire site.
  - b. Use only down and dead wood that is smaller around than a wrist. Gather the wood away from camp rather than stripping the immediate area bare. Gathering wood at a rest break on the trail and bringing to your well-used campsite will distribute the impact.
  - c. Use a portable wood burning stove rather than open campfire for cooking. Or, consider using liquid fuel stoves.
  - d. Burn fires to ash rather than leaving half-burned logs.
  - e. If no established fire ring exists, use a firepan to hold your fire.
4. Dispose of Waste
- a. Pack out *all* trash and garbage. Do not burn or bury trash.
  - b. Kick a part manure piles each day at camp and after any rest breaks on the trail. If you stayed in an established campsite, carry manure away from camp to disperse it.
  - c. When breaking camp, check the area for pieces of leather, rope, and other odd bits that may have been dropped.
5. Leave What You Find
- a. Use weed-free feed to prevent the spread of invasive plants. Start feeding your animals 3 or more days before entering the wilderness so their digestive systems are clear.
  - b. Fill in pawed ground to help it regrow.
  - c. Do not break off limbs, cut trees, build structures, or tie horses to trees. All these activities leave scars.
  - d. When traveling cross-country, don't blaze your trail. If you mark your trail going in with temporary markers, be sure to retrieve your markers on the way out.
6. Respect Wildlife
- a. Control your dog. Electronic collars work well on the trail.
  - b. Securely store feed to prevent scavenging by hungry wildlife.
7. Be Considerate of Other Visitors
- a. Use pack animals to remove trash left by others in high-use areas.
  - b. If you encounter hikers that are not familiar with horse traffic, greet them and ask them to move off the downhill side of the trail and give them instruction as needed.
  - c. A friendly horseman makes a lasting impression on hikers.



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### VI – LLAMAS AND OTHER ANIMALS

#### **a. OTHER TYPES OF PACK STOCK**

For Western hunters, horses and mules are the most common and respected pack animal. Llamas have also gained popularity among western hunters over the last two decades due to their ease of handling, sure footedness and low water consumption. And finally, while the goat has been used as a pack animal for several years, it has only recently gained popularity, as there has been an uptick by hunters using pack goats on big game hunts.

#### LLAMAS

The llamas' unique, specially adapted foot makes them remarkably surefooted on a variety of terrain, including sandy soils and snow. Llamas are easy to transport and require no specialized equipment. Caring for llamas is comparatively easy, with a minimum of veterinary assistance required. Llamas are amazingly hardy animals and have very few problems with disease. Because of a relatively low protein requirement due to their efficient digestive systems, they can be kept on a variety of pastures or hay. Llamas require less water than most domestic animals. Males are most commonly used for packing and, depending on maturity, weight, and condition, will tote 50 to 120 pound packs 10 to 15 miles a day. A variety of packs and halters are available for llama use.

#### GOATS

Most pack goats are a pygmy or meat goat breed because of their short stature. Males are most commonly used for packing (wethered goat-a male that has been castrated). It is best to purchase a goat that was bottle-raised by humans. Goats that are not bottle-raised can be difficult to catch which is extremely important on the trail and in the backcountry. Pack goats are capable of carrying about 25% of their body weight. Typical pack goats weigh 180 lbs. and can carry about 45 lbs. A goat will consume roughly 25% of what a horse will eat, while a llama will fall in the middle. Getting goats to the trailhead is a lot easier than horses and llamas.

All the same rules for Outfitting apply should an Outfitter elect to utilize non-equine stock to provide packing services.

#### **b. SAFETY AND INTERACTION CONSIDERATIONS**

It does not matter where you pack with your animals, you will inevitably run into other animals, some wild, some domestic. Most of the time your worse encounter will be domestic dogs. It is not just four legged animals either; children and uneducated people can pose a real threat to your animals and your safety. There is supposed to be a pecking order for right-of-way on the trail:

1. Horses and Mules always have the right away. All other pack animals and human hikers are supposed to get off the trail and stop moving for them. A good distance off the trail if that is what it takes. It does not matter if the pack string came up behind, and are passing or from the opposite direction. Many horses and mules may have never seen a llama or a goat, especially one in harness or pack and the horse or mule will likely spook. Llama or goat pack leaders should help riders by getting their llamas or goats off the trail and turning them facing the other way away from the horses.
2. Next right away goes to any packing animals, llamas, donkeys, goats, dogs, etc. This includes human packers. It does not matter if it is one person or a group.

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The backcountry is open to all, and the horse/mule Outfitter community does not have exclusive use. It is imperative that Outfitters both teach their stock to handle encounters with all forms of pack stock and also demonstrate their tolerance and acceptance of all users of the public land.