

Part I

BUSINESS OPPORTUNITY

Backcountry Lodging, Food & Beverage, and Other Services
within

Glacier National Park

Glacier Backcountry Chalets

National Park Service

Department of the Interior

Concession Contract No. CC-GLAC004-26



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INTRODUCTION

The National Park Service (Service) has determined that certain visitor services are necessary and appropriate to enhance the visitors' comfort and enjoyment of the Park Unit while ensuring that the resources are protected.

The National Park Service (Service) intends to award one concession contract to operate backcountry lodging, food and beverage, and other services at backcountry Chalets in Glacier National Park. This Prospectus describes in general terms the existing business and the future business opportunities for the facilities and services required by the Service. Offerors are responsible for reviewing all sections of this Prospectus and, specifically, the terms and conditions of the Draft Concession Contract CC-GLAC004-26 (Draft Contract), including its exhibits, to determine the full scope of a future Concessioner's responsibilities under the Draft Contract. The Service is conducting this solicitation in accordance with the National Park Service Concessions Management Improvement Act of 1998 (Public Law 105-391) as implemented by the Service in 36 C.F.R. Part 51. The term "Concessioner" as used in this Prospectus refers to the entity that will be the Concessioner under the Draft Contract. The term "Existing Concessioner" refers to Belton Chalets, Inc., the entity operating under CC-GLAC004-15 (Existing Contract). The Appendices (Part V) to this Prospectus explains how to obtain a copy of the Existing Contract and provides a website link to 36 C.F.R. Part 51.

In the event of any inconsistency between the terms of this Prospectus and 36 C.F.R. Part 51, 36 C.F.R. Part 51 will prevail. In the event of any inconsistency between the description of the terms contained in this Prospectus and the Draft Contract, the Draft Contract will prevail.

THE NATIONAL PARK SERVICE AND ITS MISSION

America's National Park Service was created by Congress to:

...conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such a manner and by such means as will leave them unimpaired for the enjoyment of future generations. (16 U.S.C. § 1)

Additionally, Congress declared that the National Park System should be:

...preserved and managed for the benefit and inspiration of all the people of the United States. . . . (16 U.S.C. §1a-1)

Visit the National Park Service website (www.nps.gov) to learn more about the National Park Service, including its mission, policies, and individual park units.



GLACIER NATIONAL PARK

An Act of Congress established Glacier National Park on May 11, 1910. This park of glacier-carved mountains, multicolored lakes, and abundant wildlife lies in northwestern Montana adjacent to the Canadian border. Its 1,013,126 acres, along with Canada's Waterton Lakes National Park, form Waterton-Glacier International Peace Park, the world's first international peace park. Glacier is also honored with designations as a Biosphere Reserve, a World Heritage Site, and the first International Transboundary Dark Sky Park.

Glacier National Park provides visitors with opportunities to experience, understand, and enjoy the Park consistent with the preservation of its resources. The Park has a long geologic history, spectacular scenery, and many acres of undeveloped wilderness. It is an ecologically intact temperate area and chronicles a history of human activities that value the area's natural features. Several American Indian tribes, including the Blackfoot Tribe and Confederated Salish and Kootenai Tribes, have strong ties to the land and features within the Park.

The pure, clean waters of Glacier National Park are critical to ecosystem health and to the visitor experience. At the apex of three continental drainages, Glacier National Park feeds waterways flowing into three major river basins, the Columbia, Missouri, and Saskatchewan. Because the Park protects the headwaters of many rivers and streams, everything that occurs in the Park affects downstream areas.

The Park is home to more than 70 species of mammals and over 260 species of birds, including many threatened and endangered species. The spectacular glaciated landscape provides a variety of recreational opportunities and contains over 700 miles of maintained trails. The Park contains a sizeable inventory of culturally significant resources including over 350 structures listed on the National Register of Historic Places and six National Historic Landmarks. Sperry and Granite Park chalets are on the National Register of Historic Places and are two of the six National Historic Landmarks.

About three million visitors come to the Park each year to enjoy the broad variety of experiences offered, including hiking, boating, horseback riding, and driving the Going-to-the-Sun Road. The Park is open year-round; however, most services, are available only from late spring to early fall. Many of the Park roads close to vehicle traffic during the winter months. Six concessioners and roughly 35 other commercial operators provide commercial visitor services in the Park through concession contracts or commercial use authorizations. In addition to the services provided by the Existing Concessioner, Park commercial visitor services include:

- Art, birding, and photography workshops
- Lodging
- Food and beverage services
- Retail
- Guided hiking, cross-country skiing, and bicycle tours
- Interpretive boat tours and watercraft rentals
- Interpretive motor vehicle tours
- Interpretive horseback trail rides
- Public showers and laundry

The National Park Service provides the infrastructure in the Park and operates a range of visitor services including visitor centers, campgrounds, picnic areas, and interpretive programming. The Park has three official nonprofit partners that facilitate fundraising, coordinate volunteers, and provide environmental education services. To learn more about Glacier National Park, additional information is available at <https://www.nps.gov/glac>.



Exhibit 1. Map of Glacier National Park

An interactive Park map is located at <https://www.nps.gov/glac/playourvisit/maps.htm>.

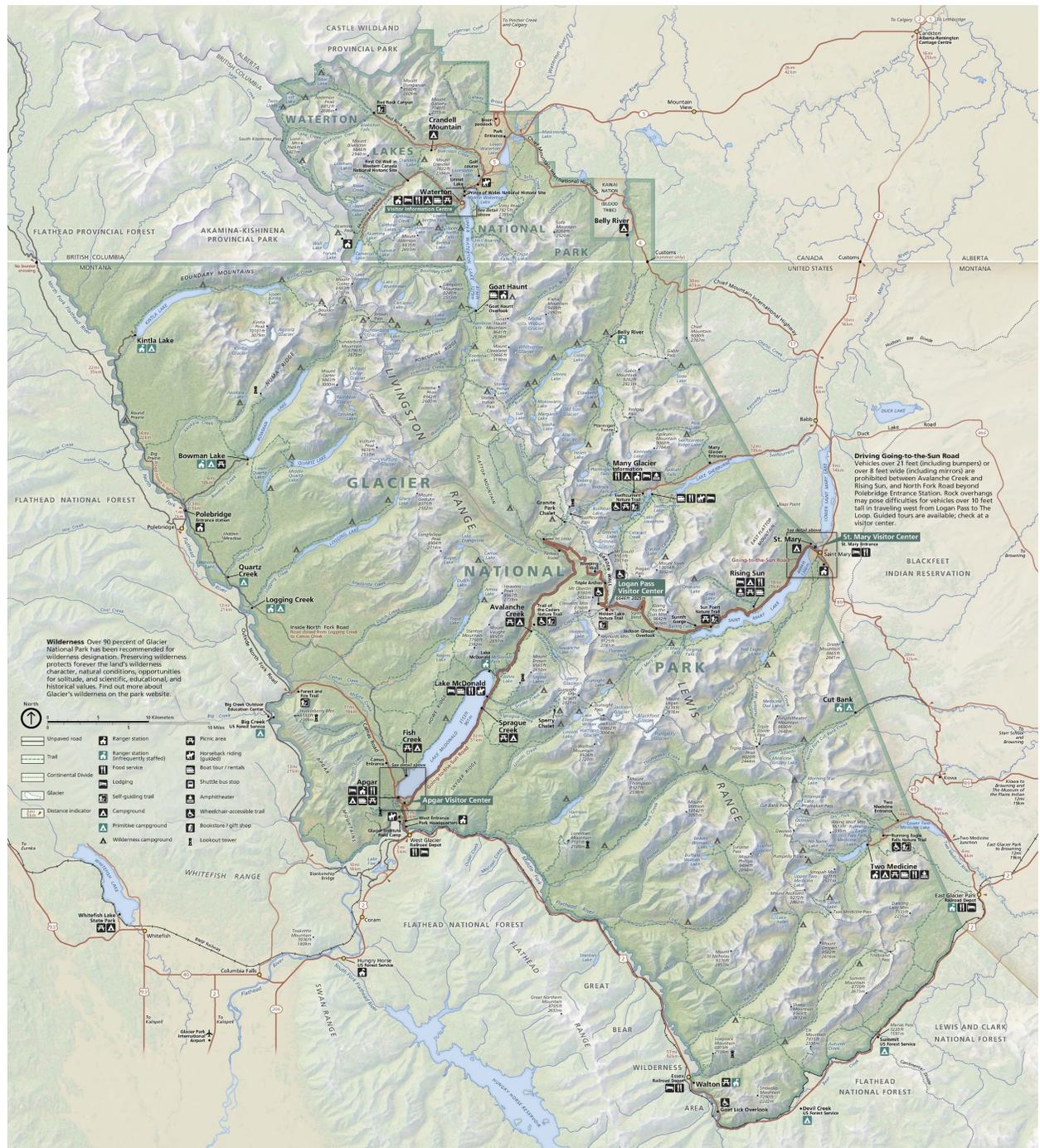
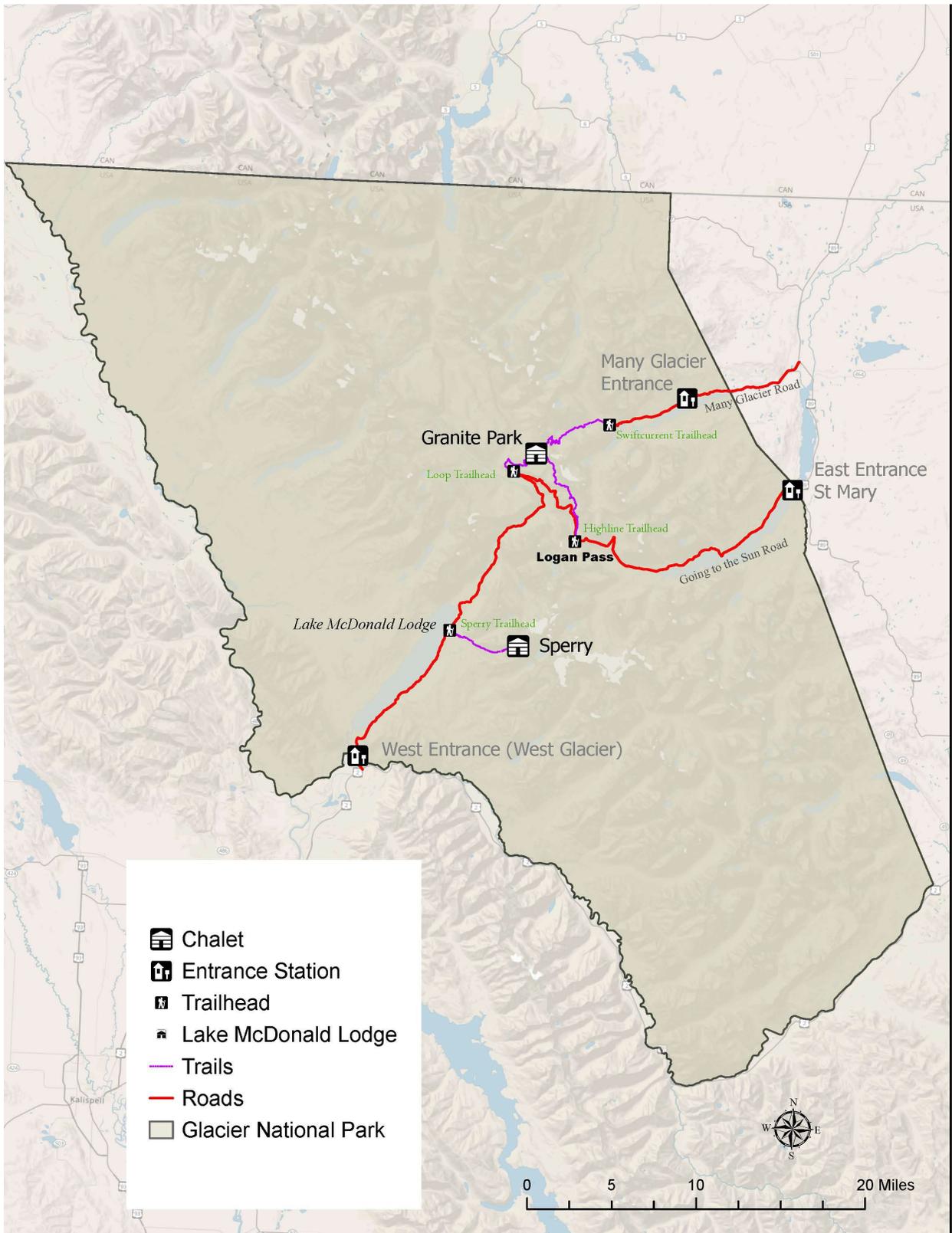


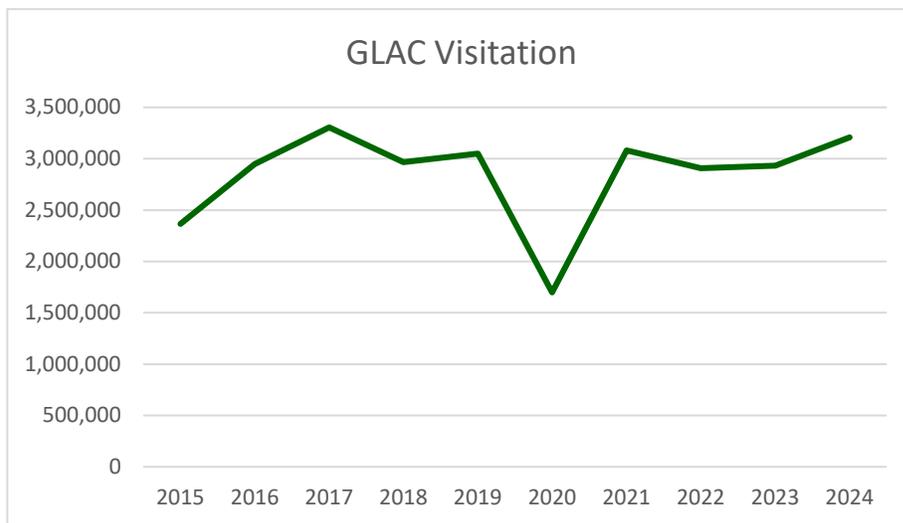
Exhibit 2. Map of Granite Park and Sperry Chalets



PARK VISITATION TRENDS

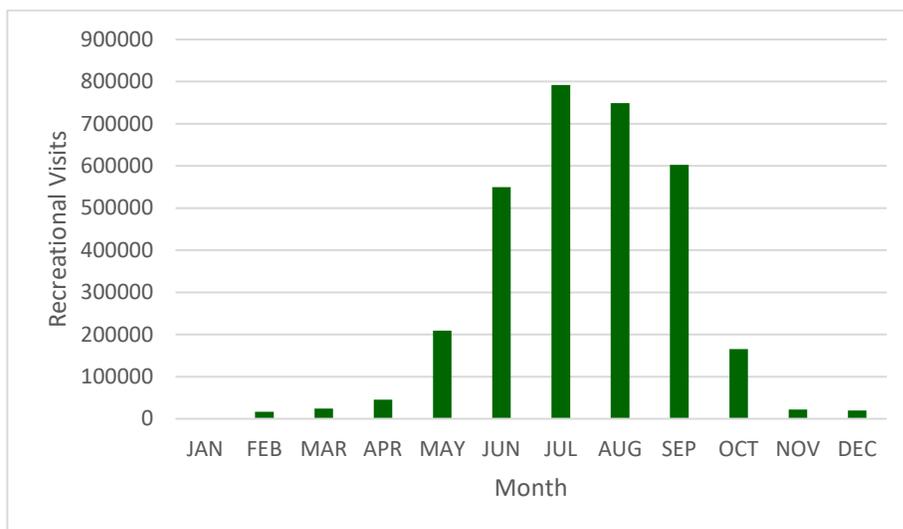
Glacier National Park recreational visitation has shown growth over the past ten years, with one year of decreased visitation due to COVID. Average visitation to the Park over the last ten years is approximately 2,846,475 visitors with the lowest visitation of 1,698,864 reported in 2020 and the highest visitation of 3,305,512 reported in 2017. The compound annual growth rate (CAGR) from 2015 to 2024 is 3.4%.

Exhibit 3. Annual Recreational Visitation to Glacier National Park



Visitation to Glacier National Park is highly seasonal and approximately 84% of visitation occurs during the months of June, July, August, and September. Lodging occupancy in the Park during July and August is consistently near capacity. The winter operating season accounts for far fewer recreation visits. While the Park is open to the public year-round, the Chalets are closed in winter, as are all other concession facilities and many of the roads in the interior of the Park.

Exhibit 4. Glacier National Park 2024 Visitation by Month



MARKET AREA OVERVIEW

Montana has a population of approximately 1 million people. The state's remoteness, vast open spaces, availability of rugged terrain, and scenic beauty are among its greatest attractions. Montana's transportation gateways include major highways, airports, and train stations. The Montana Office of Tourism stated that in 2021, Montana hosted over 12.5 million non-resident travelers, who spent \$5.15 billion, making tourism and recreation a large industry within the state. Glacier National Park hosted 3,208,755 visitors in 2024.

Montana has six tourism regions: Custer Country, Glacier Country, Gold West Country, Missouri River Country, Russell Country, and Yellowstone Country. Glacier National Park is located in Glacier Country, which encompasses eight counties in the northwestern part of the state.

Montana tourism is divided into two seasons. The fall/winter/spring season extends from October through April, while the summer season extends May through September, with peak tourist season occurring July through September.

KEY ELEMENTS OF THE BUSINESS OPPORTUNITY

OVERVIEW OF THE BUSINESS OPPORTUNITY

The following document presents the key elements of the business opportunity for the CC-GLAC004-26 solicitation. If any inconsistency exists between the terms of the Draft Contract and this Business Opportunity, the Draft Contract will prevail. This section of this Prospectus describes the commercial visitor services required and authorized under the Draft Contract. The Service intends to award one contract under the CC-GLAC004-26 solicitation. Additionally, the Draft Contract is a Category I contract, and may provide the Concessioner a Leasehold Surrender Interest (LSI) in authorized Capital Improvements (as defined in Exhibit A to the Draft Contract) constructed by the Concessioner. For more information refer to the Investment Analysis section of this document.

TERM AND EFFECTIVE DATE OF DRAFT CONCESSION CONTRACT

The CC-GLAC004-26 Draft Contract has a term of ten (10) years beginning on January 1, 2026, and ending on December 31, 2035.

PREFERRED OFFEROR DETERMINATION

The Director has determined that no Preferred Offeror for this Draft Contract exists pursuant to the terms of 36 C.F.R. Part 51. This solicitation for commercial visitor services is fully competitive.

REQUIRED SERVICES AND AUTHORIZED SERVICES

The following exhibit describes the Required Services (i.e., must be provided by the Concessioner), Authorized Services (i.e., may be provided at the option of the Concessioner), and service locations as described in the Draft Contract. The required and authorized services under this business opportunity are not materially changed between the Existing Contract and the Draft Contract. However, transportation services are now Authorized instead of required; and the Draft Contract Exhibit B, Operating Plan requires the Concessioner to institute a lottery reservation system no later than the second season of operation.

Required Visitor Services under the Draft Contract.



	Service	Location
i.	Backcountry Lodging	Sperry and Granite Park Chalets
ii.	Food and Beverage	Sperry Chalet
iii.	Limited Retail	Sperry and Granite Park Chalets

Authorized Visitor Services under the Draft Contract.

	Service	Location
i.	Interpretive Programs	Sperry and Granite Park Chalets
ii.	Transportation	Glacier National Park

CHARACTERISTICS OF THE REQUIRED AND AUTHORIZED SERVICES

Granite Park and Sperry Chalets are each designated as National Historic Landmarks, and the Service desires the chalet experience to reflect the historic nature of the Park and historic character of the Landmark structures. The Chalets were originally built between 1913 and 1915 by the Great Northern Railway to provide backcountry accommodations inside Glacier National Park. In 2017, the Sprague Fire burned the dormitory building at the Sperry Chalet location and the Service subsequently undertook a multi-year rehabilitation project to rebuild and restore the Chalet dormitory building to its period of significance while maintaining the historical capacity of overnight guests and staff. The Chalet reopened in the summer of 2020. The CC-GLAC004-26 Concessioner is required to operate the historic Granite Park and Sperry Chalets daily during a short operating season of July through September. Each Chalet is located in remote high-elevation backcountry areas of the Park that are only accessible by trail (hiking) or horseback. There is no road access to either Chalet.

Granite Park Chalet provides backcountry rustic lodging and common public kitchen facilities for guest use, and Sperry Chalet provides backcountry rustic full-service lodging and food and beverage operations. The Concessioner is required to provide limited retail products at each Chalet. In addition to the required visitor services, the Concessioner must provide housing, food and beverage service, and transportation for its employees.

OPERATING SEASON AND CONDITIONS

The Draft Contract Exhibit B, Operating Plan, identifies the minimum operating season, although the actual operating season each year varies depending on snow conditions, trail access, and weather. Expansion of the season in early summer is typically not feasible due to trail conditions. All services close seasonally in the early fall. See Draft Contract Exhibit B, Operating Plan for additional details.

Location	Services	Minimum Operating Season
Granite Park	Backcountry Lodging, Limited Retail	Mid-July through Labor Day
Sperry	Backcountry Lodging, Food and Beverage, Limited Retail	Mid-July through Labor Day



REQUIRED SERVICES AT GRANITE PARK CHALET

The backcountry lodging operation at Granite Park Chalet consists of 12 private rustic style ‘bunk rooms’ that have a total capacity of 40 people. The rooms accommodate 2, 4, or 6 people.

Most of the bunk rooms are located in a building called Granite Park Dormitory. A few rooms are located in another building that also serves as the location for dining, retail, and administration (Granite Park Chalet/Dorm/Kitchen). See Draft Contract Exhibit D for more information on assigned real property.

Bunk rooms are without electricity, heat, or water. Guests may choose to bring their own sleeping bag or reserve Concessioner-supplied linens for an additional fee. All rooms share a restroom facility with pit toilets that is external from the main buildings Restroom facilities are not exclusive to the Concessioner and are also used by day hikers. There are no guest showers.

The maximum total occupancy across the 12 rooms is 40 guests. Wastewater limits define this maximum occupancy despite the fact that the bunk rooms are outfitted with 46 beds. The Concessioner may choose how it will book guests across the 12 rooms and remain within the maximum occupancy limits.



Location	Maximum Number of Guest Rooms	Bed Count	Maximum Daily Guest Occupancy
Granite Park	12	46	40



Granite Park Room Inventory

Room Inventory	Number of Beds (Single Twin Bunk Beds)	Room Occupancy
1 (Room 1)	6	6
2 (Room 2)	4	4
3 (Room 5)	6	6
4 (Room 6)	4	4
5 (Room 7)	4	4
6 (Room 8)	6	6
7 (Room 15)	4	4
8 (Room 16)	2	2
9 (Room 17)	2	2
10 (Room 18)	4	4
11 (Room 19)	2	2
12 (Room 20)	2	2
	Total	46

Food and Beverage. There are no Concessioner-provided food and beverage services at Granite Park. Guests and employees prepare their own meals in a common kitchen using food that has been packed in.

Kitchen equipment is limited, as there is no refrigeration for guest use and cooking within the facility is restricted to conditions outlined in the Draft Contract Exhibit B, Operating Plan. Guests must haul their own drinking and cooking water from a potable water source a ¼-mile hike from the Chalet. The Concessioner provides limited water for guest kitchen clean up and washing dishes.



Limited Retail. The Granite Park retail area is in the dining room of the Chalet/Dorm/Kitchen building. The Concessioner is required to provide limited retail products, including backpacker meals and pre-packaged snacks, souvenirs, and visitor convenience items. Because there is no food service, retail sales of pre-packaged snacks are popular among chalet guests and Area day-users. All items to be sold must be pre-approved by the Service. A list of currently approved sales items is contained in Exhibit B, Draft Operating Plan, Attachment 3, Core Retail Products and Approved Visitor Convenience Items. The Service will not allow the Concessioner to expand the retail sales area to accommodate a larger inventory of products. Additional requirements to phaseout single-use plastics may be enacted during the term of this Draft Contract.

REQUIRED SERVICES AT SPERRY CHALET

The Sperry Chalet must be operated on an “American Plan” model, where lodging rates include three meals.

The backcountry lodging operation at Sperry Chalet consists of 17 private rustic style rooms that each accommodate either 2, 3, 4, or 5 people, with a total capacity of 53 people. All guest rooms are located within the Sperry Chalet Dormitory building. Guest rooms are without electricity, heat or water. The Concessioner provides linens. All rooms share an external common restroom facility that provides pit toilets and handwashing. Restroom facilities are not exclusive to the Concessioner and are also used by day hikers. There are no guest showers. See Draft Contract Exhibit D for more information on assigned real property.



Location	Maximum Number of Guest Rooms	Maximum Daily Occupancy
Sperry	17	53

Sperry Inventory

Maximum occupancy limit of 53 guests. The maximum occupancy limit matches the bed count described in the chart below.

Room Inventory.	Number of Beds	Room Occupancy
1 (Room 1)	1 Twin Bed/ 1 Double Bed	3
2 (Room 2)	4 Twin Beds	4
3 (Room 3)	1 Double Bed	2
4 (Room 5)	2 Twin Beds/ 1 Double Bed	4
5 (Room 7)	1 Twin Bed/ 1 Double Bed	3
6 (Room 9)	1 Double Bed	2
7 (Room 10)	1 Twin Bed/ 2 Double Beds	5
8 (Room 11)	1 Double Bed	2
9 (Room 12)	1 Twin Bed/ 2 Double Beds	5



Room Inventory.	Number of Beds	Room Occupancy
10 (Room 13)	2 Twin Beds/ 1 Double Bed	4
11 (Room 15)	1 Double Bed	2
12 (Room 17)	1 Twin Bed/ 1 Double Bed	3
13 (Room 18)	4 Twin Beds	4
14 (Room 19)	1 Double Bed	2
15 (Room 20)	1 Twin Bed/ 1 Double Bed	3
16 (Room 21)	1 Double Bed	2
17 (Room 23)	1 Twin Bed/ 1 Double Bed	3
	Total	53

Food and Beverage. The Sperry Chalet must be operated on an “American Plan” model, where lodging rates include breakfast, a sack lunch, and dinner. The small kitchen and dining room are located in the Sperry Kitchen/Dining building. Menu prices for à la carte food and beverage service to Area day-users will be Service approved based on the Core Menu rate method. The dining room at Sperry acts as a common space for overnight guests and day visitors and accommodates a total of 55 guests. The Draft Contract Exhibit B, Operating Plan requires the Concessioner to staff the dining room only during core operating hours yet allows the Concessioner to provide a limited selection of retail food products outside of staffed dining room hours. The Service classifies the food and beverage services at Sperry as Family Casual.

Limited Retail. The Concessioner is required to sell limited retail products associated with the required and authorized services, with the same requirements as for Granite Park. The Sperry retail area is located within the dining room of the Kitchen/Dining building. The Service will not allow the Concessioner to expand the retail sales area to accommodate a larger inventory of products.

INTERPRETIVE PROGRAMS (AUTHORIZED)

The Concessioner may provide interpretive programs including limited day hikes, field workshops or multi-day interpretive programs for Chalet guests for additional fees. All interpretive programs must be pre-approved by the Service and convey Service-approved interpretive content to participants. The Concessioner must provide the Service with a plan if it chooses to provide this Authorized service. See Draft Contract, Exhibit B Operating Plan Section 4)D) for more information.

TRANSPORTATION SERVICES (AUTHORIZED)

The Concessioner is authorized to provide road-based transportation to clients of the Chalets in conjunction with lodging reservations. Because parking at the Loop, Highline, and Sperry trailheads is often busy during the high season, chalet guests may appreciate Concessioner-provided transportation options. The Concessioner may choose to provide this service from specific locations outside of or within the Park to help alleviate parking congestion and because overnight parking may be limited or prohibited at trailheads used to access the Chalets. The Concessioner must provide the Service with a plan if it chooses to provide this Authorized service. See Draft Contract, Exhibit B Operating Plan Section 4)E) for more information.



AREA OF OPERATION/ACCESS

Access to the Chalets

Visitors to the Chalets typically enter the Park through the West Entrance Station, near Lake McDonald Lodge. Guests hiking into the Chalets typically start their trip early in the morning to avoid mid-day temperatures in high elevation exposed areas.

Granite Park Chalet (6,640 ft in elevation) can be accessed from three trailheads: Loop, Highline, and Swiftcurrent. The portion of the Going-to-the-Sun Road that accesses both the Loop and Highline trails does not typically open until mid to late June or early July. The Loop trail traditionally opens around mid-June. The Highline trail usually opens in early July. Parking at each the Loop, Highline, and Sperry trailheads is very limited. Neither the Concessioner nor its guests are guaranteed overnight parking.

Sperry Chalet (6,560 ft. in elevation) is accessed (via Gunsight Pass Trail) from the Sperry trailhead near Lake McDonald Lodge. The Sperry trail typically opens early July.

Trailheads are shown on the Map provided on page 4. Each trail varies in distance and elevation gain, as shown below:

Location	Trailhead	Mileage/Trail	Elevation Gain
Granite Park	Loop	4.2 miles	2,200 ft.
Granite Park	Highline	7.6 miles	2,611 ft.
Granite Park	Swiftcurrent	7.9 miles	2,300 ft.
Sperry	Sperry	6.7 miles	3,300 ft.

Access to the Chalets may be restricted or may close for indeterminate lengths of time due to snow and ice on the trails, for wildlife reasons, and/or other emergencies.

Supplies

All supplies, furnishings, equipment, and goods must be transported to the Chalets by foot or stock. The Concessioner must minimize external packaging of supplies when transporting goods via pack stock or foot to help reduce the amount of waste that it must haul offsite via pack stock. The Concessioner may choose to negotiate stock packing services with the Park's authorized horse concessioner (CC-GLAC003) Swan Mountain Outfitters or make arrangements for these services with private vendors. Public stock ramps are located near the camp store at Lake McDonald Lodge for accessing the Sperry Trail or at Packer's Roost for pack stock access up the Loop Trail to Granite Park. Certain regulations apply to stock use in the Park. See Draft Contract, Exhibit B Operating Plan Section 3)E(3) for more information.



Occasional helicopter use may be approved by the Service under special circumstances, such as transporting equipment that cannot be transported by foot or stock. The Service may choose to provide the Concessioner

with space on contracted flights when there is excess capacity. These flights are permitted only under special circumstances and cannot be relied on as the routine method to get supplies to the Chalets.

The Concessioner must practice energy and water conservation in daily operations. Chalet refrigeration and other small equipment are run off Liquid Propane (LP) which the Concessioner must transport in small portable refillable tanks by pack stock.

Water

Water may become scarce near the end of the season due to annual fluctuations in snowpack. The Concessioner must practice water conservation at all times and must follow the Service's instructions as it implements water restrictions and wastewater limitations. See Draft Contract, Exhibit B Operating Plan Section 3)L)(3) for more information.

EMPLOYEE HOUSING

The Concession Facilities provide limited employee housing, and the Concessioner must have a designated onsite manager at each Chalet at all times when guests are present. Offerors should develop staffing plans and schedules for the required operations for the purpose of determining its total employee housing needs.

At Granite Park, the Concessioner may use three rooms in the Chalet/Dorm/Kitchen building to house no more than 4 employees.

At Sperry, the Concessioner may use four rooms in the Dormitory building and one room in the Kitchen/Dining building to house no more than 9 employees.

The Concessioner must provide its employees with transportation (shuttle) services to trailheads accessing the Chalets, so employees' personal vehicles are not left in Park parking lots long-term.

OTHER OPERATING CONSIDERATIONS

Backcountry Lodging Reservations and Lottery System

Because of the extremely high demand for services at the Chalets, as well as the challenges with administering an online reservation system that can manage demand for limited resources the Draft Contract requires the Concessioner to develop and pilot in the second season of operation (2027) a lottery method to accept lodging reservations. The lottery process is an effort to fairly distribute reservations for high-demand offerings through an equitable opportunity for all interested individuals, reducing frustration associated with first-come, first-served systems managed through website data where high traffic can lead to errors or crashes.

To pilot a lottery reservation method for the 2027 season, the Concessioner must develop a Lottery Implementation Plan for Service review within the first 120 days of operation. The Plan must include details on how the Concessioner will provide clear policies on the rules and selection process to ensure trust in the system, and its approach to communications throughout the entire process, from the lottery announcement and entry "open season" to notifications of selected and non-selected entries, and reservation booking policies. The Concessioner must develop a method that allows for un-booked inventory to be available on a first-come-first-serve basis using its web-based reservation system. The Concessioner must also ensure that its lottery method complies with any relevant State laws or regulations regarding lotteries and reservations. See Draft Contract, Exhibit B Operating Plan Section 3)D)(6) for more information.



Third Party Tours (Guided Groups)

Through the 2028 season, the Concessioner must accommodate reservation requests from the CC-GLAC006 Concessioner at Granite Park Chalet for a maximum of five (5) two-night stays, dispersed throughout the season. The reservations must accommodate up to 15 participants including guide(s). These reservations must be offered to the CC-GLAC006 Concessioner in advance of reservations being opened to the public. Beginning in 2029, the Concessioner will no longer accommodate reservations from any tour groups, including the CC-GLAC006 Concessioner. The Concessioner may not accept group bookings or set aside facilities or common areas (dining rooms, outdoor spaces) for exclusive use by groups if the use interferes with or excludes general guests.

Potential for Granite Park Increased Occupancy. The Service may undertake a project to improve the wastewater system. The improved wastewater system may allow the Concessioner to increase the maximum occupancy to 46 guests at Granite Park Chalet. While there is no date for this project, the Service is considering funding opportunities within the term of the Draft Contract.

Vehicle Reservation System /Visitor Use Management

While all Chalet guests must possess or purchase a Park entrance pass, at this time, individual vehicle reservations are not required for Chalet guests. To learn more about the Park's vehicle reservation system, visit <https://www.nps.gov/glac/planyourvisit/vehicle-reservations.htm>.

Going-to-the-Sun Road (GTSR) Corridor Management Plan. The Park has piloted a ticketed entry system to address GTSR congestion and may implement additional measures to manage visitor use during the term of the Draft Contract. The Concessioner is encouraged to check for updates on the Park's website at <https://www.nps.gov/glac/getinvolved/planning.htm>.

During the term of the Draft Contract, the Service may implement strategies that restrict or exclude overnight parking at the Loop and Logan Pass trailhead parking lots. If overnight parking is limited or unavailable to the public, including overnight guests of the Chalets, the Concessioner may choose to provide Transportation (as an Authorized service) or direct guests to use the Service shuttle.

Park Management Plans

The Concessioner is required to comply with current Bear Management and Backcountry Management Plans. Plans are available at <https://www.nps.gov/glac/getinvolved/planning.htm>.

INVESTMENT ANALYSIS

LEASEHOLD SURRENDER INTEREST

There is no Leasehold Surrender Interest (as that term is defined in 36 C.F.R. Part 51) under the Existing Contract. This Contract provides the Concessioner, subject to all applicable definitions, requirements, and limitations of the Draft Contract and its Exhibit A, Leasehold Surrender Interest (LSI) in Capital Improvements constructed by the Concessioner under the terms of the Draft Contract. However, in the event that a Concession Facility is damaged or destroyed, and a Capital Improvement (as defined in Applicable Laws including without limitation 36 CFR Part 51) is necessary to repair or replace the Concession Facility, the Service, subject to the availability of funds, may or may not repair or replace the affected Concession Facility.



ESTIMATED INITIAL INVESTMENT

The Service expects each Concessioner will incur start-up costs prior to commencing operations, including working capital, personal property, supplies, and inventory. Offerors must make their own determinations of the investment required to support their operations. As described in the Proposal Package section of this Prospectus, Concessioners must demonstrate sufficient start-up funds in their proposals.

DEFERRED MAINTENANCE

The Service anticipates no Deferred Maintenance at the beginning of the Draft Contract.

MAINTENANCE OF ASSIGNED FACILITIES & LAND

The Concessioner is assigned various land assignments and real property in the Draft Contract Buildings are not heated and there are no complex mechanical systems. Granite Park and Sperry Chalets are designated as National Historic Landmarks and warrant protection as historic and cultural resources of the park. Any proposed maintenance or improvements must comply with Section 106 and 110 of the National Historic Preservation Act and have prior approval from the Service. Refer to Draft Contract Exhibit D, Assigned Land and Real Property, Exhibit B, Operating Plan, and Exhibit H, Maintenance Plan for additional details.

CAPITAL IMPROVEMENTS

The Service does not anticipate large scale Concessioner investments in Capital Improvements during the term of the Draft Contract. The Concessioner is required to complete all fixture replacement, which is expected to be minimal since existing fixtures comprise items such as a wood burning stove, sinks, and a hot water heater. As described further in Exhibit H (Maintenance Plan) Part B, Service Responsibilities, the Service, subject to available funding, may address certain Capital Improvements.

UTILITIES

The utility systems at each Granite Park and Sperry Chalet consist of a wastewater system, a backcountry water system and toilet facilities which are all maintained by the Service. The Concessioner is required to supply and transport LP for the operation of the lights and kitchen appliances. The Concessioner is required to pack out and dispose of all solid waste (garbage and recycling) generated at the Chalets that is not removed by guests. Because there is no electrical service at the Chalet, with Service approval, the Concessioner may install a small photovoltaic system to power point-of-sales systems and emergency phones.

The Service provides water and wastewater (sewer) services to Concession Facilities. Under Director's Order 35B, the Service charges utility users (including Concessioners) maintenance costs and the amortized cost of Capital Improvements to utility systems. The restroom buildings at each Chalet are managed and maintained by the Service for Concessioner use. The Service estimates annual water and wastewater utility charges based on utility cost projections. The table below contains the projected annual utility fee to be charged to the Concessioner for services at both Chalets. The annual utility rate in the table below is projected to increase by 4% annually. The Draft Contract does not allow a utility add-on. Actual annual fees may change based on actual operating costs; however, annual cost increases will not exceed 10% of the Service estimate.



Year	Estimated Annual Utility Fee
2026	\$158,014
2027	\$164,335
2028	\$170,908
2029	\$177,745
2030	\$184,855
2031	\$192,249
2032	\$199,939
2033	\$207,936
2034	\$216,254
2035	\$224,904

Any utilities associated with Concessioner offices located outside of the Park are the responsibility of the Concessioner.

Granite Park Chalet

There is no potable water available directly at the Granite Park Chalet buildings. A seasonal storage system (tank) provides limited potable water to the Chalet and is located approximately one-quarter mile from the Chalet, accessed by trail. The Concessioner is allowed approximately 100 gallons per day, depending on water availability for use across employees, Service staff, guests, backpackers and day users. The seasonal system is operated by the Service utility staff. The Chalet is served by a two-unit barrel collection toilet system. Solid waste from the toilet system is removed by the Service after the Chalet closes for the season.

Sperry Chalet

Potable water for drinking and culinary purposes is available at the Chalet Kitchen/Dining building. Water capacity is limited, and during times of drought, water may be scarce. Solid waste from the toilet system is removed by the Service after the Chalet closes for the season.

PERSONAL PROPERTY

The Concessioner will be required to provide equipment, personal property, and inventory necessary for the proper and efficient operation of the services under the Draft Contract. The Existing Contract does not require the Existing Concessioner to sell its personal property, merchandise, inventory, or supplies used in the operation to the Concessioner. The Service assumes the Concessioner replaces personal property at the end of its useful life, as required by the Draft Contract.

GOVERNMENT ASSIGNED PERSONAL PROPERTY

The Draft Contract Exhibit E assigns specific government personal property items to the Concessioner. The Concessioner is required to maintain this property in good condition and repair or replace property, as needed, for proper and efficient operation of the services under the Draft Contract. When unserviceable or obsolete government-owned personal property is replaced by the Concessioner, the existing government-owned personal property must be returned to the Service at the Concessioner's expense, as outlined in the Draft Contract, Exhibit B, Operating Plan Section 3) E)(4).



ESTIMATED REVENUE AND EXPENSE PROJECTIONS

Projected Revenues

The table below provides a summary of projected revenues.

CC-GLAC004-26 Projected Revenue	2026
Backcountry Lodging	\$787,000-\$869,000
Food & Beverage (Sperry)	\$232,000-\$256,000
Limited Retail	\$74,000-\$82,000
Total	\$1,093,000-\$1,207,000

Rates

Backcountry lodging rates for both Chalets are initially determined by the Service using the Financial Analysis method. After the initial rates are established, lodging rates will be adjusted annually using the Indexing Method and Consumer Price Index for all Urban Consumers (CPI-U) for "all items," U.S. city average. Additionally, the Service may use the financial analysis rate method to consider unique transportation expenses associated with the remote location.

Sperry is operated using an "American Plan" model where lodging rates must include lodging and three meals, breakfast, lunch, and dinner, for each person. Menu prices for a 'la carte food and beverages services at Sperry are set using the Core Menu rate method.

At both Chalets, rates for limited retail products are set using the Competitive Market Declaration (CMD) rate method. Visitor Convenience Items are set using the Core Retail rate method. Rates for authorized services of Interpretive Programs and Transportation Services are set using CMD. For more information see the Draft Contract Exhibit B, Operating Plan Section 3)B) and Rate Administration Guide.

A copy of the Rate Administration Guide is available on the Commercial Services website at <https://www.nps.gov/subjects/concessions/rate-administration.htm>.

Approved Rates for Backcountry Lodging

The Existing Concessioner establishes historic lodging rates using an occupancy-based model, where the room is sold at rate depending on how many people are accommodated in it, and the length of stay. Under the Draft Contract, the Concessioner will instead offer lodging rates based on a price per room using maximum room occupancy. This change will provide the Concessioner and guests with a more transparent and predictable rate model. The Concessioner may offer discounts commonly associated with hospitality industry standards, including, additional night stays, and traveling with young children. For more information see the Draft Contract Exhibit B, Operating Plan Section 3)B(4).

Approved Granite Park backcountry lodging rates for the 2026 season are shown in the table below. Rates vary based on room configuration and maximum occupancy.

Granite Park	2026 Lodging Rates
2-person room	\$265.00
4-person room	\$475.00
6-person room	\$685.00

Approved rates for linens (sheets, pillow, pillowcase, and blanket) at Granite Park Chalet for the 2026 season are \$40.00 per person, per stay.



Approved "American Plan" Sperry backcountry lodging rates for the 2026 season are shown in the table below. Rates vary based on room configuration and maximum occupancy.

Sperry	2026 Lodging Rates (American Plan)
2-person room	\$533.00
3-person room	\$742.00
4-person room	\$951.00
5-person room	\$1,160.00

Approved Core Menu Rates for Sperry Food and Beverage

Approved rates for Core menu items at Sperry Chalet for the 2026 season are shown in the table below:

Menu Item	2026 Approved Rate
Breakfast	\$20.00
Dinner (Entree with side)	\$41.00
Sack Lunch (Sandwich, Beverage, and Cookie)	\$18.00
Child's Breakfast	\$13.00
Child's Dinner	\$31.00

PROJECTED DEPARTMENTAL AND OPERATING EXPENSES

The Service projects that most departmental and indirect expenses will be within industry average range.

Insurance Requirements

Interested parties should consider insurance requirements outlined in Exhibit I (Insurance Requirements) in preparing their proposals. The Draft Contract and Exhibit I (Insurance Requirements) do not require property insurance coverages for assigned Concession Facilities.

Minimum Franchise Fee

Offerors must agree to pay the minimum franchise fee, as set out in Principal Selection Factor 5 of the Proposal Package (Part III of this Prospectus), although Offerors may propose higher franchise fees in accordance with terms of the Prospectus. The Concessioner must pay the franchise fee for the preceding year or portion of a year (with each such year commencing on January 1).

The following describes the minimum franchise fee acceptable to the Service: 4.25% of Gross Revenues.

Example: \$1,000,000 in Gross Receipts x 4.25% Franchise Fee= \$42,500



HISTORICAL CONCESSION OPERATION

EXISTING CONCESSIONS OPERATION

The Existing Concessioner provides the same services as required under the Draft Contract during the same required operating season. The Existing Concessioner does not provide alcoholic beverage sales as it is prohibited in the Existing Contract. Under the Existing Contract, rates for lodging and food and beverage are approved by the Service using the "Comparability" method. Retail rates are approved using the National Association of Convenience Stores (NACS) Markup Percentages. At Granite Park, the Existing Concessioner provides bed linens at an additional charge. The Existing Concessioner utilizes three out of the 12 rooms at Granite Park for employees and four out of the 17 rooms for employees at Sperry Chalet.

The Existing Contract is a Category II contract, which does not provide the Existing Concessioner LSI in the assigned assets, and the Concessioner is not authorized under the Existing Contract to construct or install Capital Improvements.

Historical Financial and Use Data

To assist Offerors in the development of financial projections, the Service has provided information regarding historical gross revenue, franchise fees, historic lodging rates, and visitor use. Offerors should be appropriately cautious in the use of historical information. Offerors are responsible for producing their own pro forma financial projections and relying upon their own financial predictions.

Historical Revenue and Franchise Fees Paid

The following chart presents the 2022 – 2024 historical revenues by department of the Existing Contract and the Franchise Fees paid. The Existing Contract required franchise fee is 3.5% of gross receipts.

Historic Revenue	2022	2023	2024
Lodging	\$687,431	\$778,583	\$888,667
Food and Beverage (Sperry)	\$200,140	\$224,629	\$229,492
Retail/Grocery	\$58,846	\$72,371	\$82,267
Interpretive Workshops	\$15,000	\$12,480	\$33,720
Historic Franchise Fees	2022	2023	2024
3.5% Franchise Fee*	\$32,008	\$36,208	\$38,791

*Amount paid may not align with revenue due to authorized deductions.

Historic Lodging Rates

As mentioned before, the Existing Concessioner establishes lodging rates using an occupancy-based model, where the room is sold at rate depending on how many people are accommodated in it, and the length of stay. At Granite Park, approved rates for linens include sheets, pillow, pillowcase, and blanket. At Sperry, the Concessioner is required to use an "American Plan" model where lodging rates include breakfast, lunch, and dinner. Additionally, the Existing Concessioner offers discounts commonly associated with hospitality industry standards, including government employees on official business and children.

Approved Granite Park backcountry lodging rates for the 2025 season are shown in the table below.



Granite Park	2025 Lodging Rate
Adult First Person	\$155 per night
Adult Additional Person in Room	\$102 per night
Optional Linen Service (per person)	\$40 per person/per stay
Adult Interpretive Workshop Guest (per person)	\$120 per night

Approved Sperry backcountry lodging rates for the 2025 season are shown in the table below.

Sperry	2025 Lodging Rate (American Plan)
Adult First Person, 1 Night Stay	\$314 per night
Adult Additional Person in Room, 1 Night Stay	\$203 per night
Adult First Person, Additional Nights	\$274 per night
Adult Additional Person in Room, Additional Nights	\$163 per night
Child Under 12, First Night	\$145 per night
Child Under 12, Additional Night	\$105 per night
Adult Interpretive Workshop Guest (per person)	\$120 per night

Historic Use

The table below presents Sperry Chalet historical use from 2022 – 2024:

Year	Number of Guests	Occupancy %
2022	2597	92.0
2023	2717	95.2
2024	2697	94.9

Note: In 2020 Sperry opened one week later than usual because of the reconstruction following the 2017 Sprague Fire

The table below presents Granite Park Chalet historical use from 2022 – 2024:

Year	Number of Guests	Occupancy %
2022	2572	96.7
2023	2611	97.8
2024	2539	97.6

Historic Utilities

The table below presents historical utilities expense from 2022 – 2024:

Historic Utilities Expense	2022	2023	2024
CC-GLAC004-15	\$132,504	\$138,250	\$142,516

SITE VISIT

The Service will not conduct a site visit. Offerors are encouraged to visit the area to become familiar with physical conditions and limitations involved and become acquainted with the details requisite to operating the Draft Contract services.



NOTIFICATION OF INTENT TO PROPOSE

If you plan to submit a proposal in response to this solicitation, you must notify Erica Harris, Acting Commercial Services Program Lead, NPS Regional Office Serving Interior Regions 6, 7, & 8, via email at imr_concessions@nps.gov no later than 4:00 p.m. Mountain Time on the Notice of Intent to Propose date listed in the Inside Cover of this Prospectus. The Service will not accept proposals from entities that do not provide notice on or before this deadline. See Proposal Instructions for additional guidance on how to submit the Notification of Intent to Propose.

-- END Part I: Business Opportunity --

