

SERVICE RESPONSES TO QUESTIONS AND AMENDMENT NO. 1

SOLICITATION # CC-SHEN001-26

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To: All Recipients of the Prospectus for Concession Contract No. CC-SHEN001-26, to provide lodging, food and beverage, retail, campgrounds, horseback riding, and other services at Shenandoah National Park.

In the Prospectus issued July 30, 2024, the National Park Service ("Service") stated it would respond to questions about the Prospectus if submitted in writing and received by August 19, 2024. Below, the Service has responded to all questions received within the allotted time.

In developing this Prospectus, the Service relied on the advice of consultants. The reports, studies, and documents provided to the Service by the consultants are protected by the deliberative process privilege pursuant to the Freedom of Information Act. 5 U.S.C. § 552(b)(5). To the extent the Service divulges any information contained in those reports, studies, and documents for the purpose of answering the questions submitted in relation to the Prospectus, such disclosure is not a waiver of the deliberative process privilege by the Service with respect to those reports, studies, and documents as a whole, or to any other information contained therein.

Service Responses to Questions on Solicitation # CC-SHEN001-26

Glossary of terms used throughout this document.

Concessioner: refers to the new concessioner to be awarded Concession Contract No. CC-SHEN001-26 through this solicitation process.

Draft Contract: refers to the new concession contract to be awarded through this solicitation process (Concession Contract No. CC-SHEN001-26).

Offeror(s): refers to the persons or entities that submit a proposal in response to the solicitation for the Draft Contract.

GENERAL

QUESTION 1. Site Visit. The Service received a request for the list of companies that participated in the August 13-14 site visit.

SERVICE RESPONSE: River Riders • Guest Services, Inc. • National Park Hospitality Company • Xanterra Parks & Resorts, Inc. • Levy Restaurants, Inc. • Aramark Destinations • Delaware North • POWDR Parks • Leisure Hotels and Resorts • National Land-Lease Capital • Miller Hospitality • BA Services, Inc.

QUESTION 2. Concessioner Proposal for Specific Services. Can a concessionaire respond to 1 specific category? For instance, we are solely interested in food and beverage. Or would we have to satisfy the entire bid and all the opportunities i.e lodging, retail, food and beverage, etc.?

SERVICE RESPONSE: As described in the Proposal Instructions (Part II of the Prospectus), Offerors must follow the format provided in the Proposal Package, including in its entirety without alteration the "Offeror's Transmittal Letter," in applying for the concession opportunity. The Offeror's Transmittal Letter states the Offeror agrees to provide visitor services and facilities within the Shenandoah National Park in accordance with the terms and conditions specified in the Draft Contract. The Concessioner must provide all required services identified in the Section 3(a) of the Draft Contract.

QUESTION 3. Number of Concessioners. Is NPS considering more than one concessionaire for the outlined visitor services in this contract?

SERVICE RESPONSE: No.

QUESTION 4. Existing Contract. Can you please provide the following documents for Shenandoah National Park: Existing Concession Contract No. CC-SHEN001-13?

SERVICE RESPONSE: As noted in the Prospectus Appendices Table of Contents (Part V of the Prospectus), you may request an emailed version of this document by sending an email to NER_Concessions@nps.gov.

DRAFT CONTRACT

QUESTION 5. Electric Vehicles. Does the current electrical infrastructure in Shenandoah allow for the addition of electric vehicle charging stations at all locations assigned to the Draft Contract?

SERVICE RESPONSE: The Service believes there is capability for electric vehicle charging stations at the parking lots at Skyland Lodge and Big Meadows Lodge. Electrical vehicle charging at any of the assigned campgrounds would require upgrades to current electrical distribution. Electric vehicle chargers will not be allowed at Lewis Mountain due to the cultural landscape.

QUESTION 6. Rates for Electric Vehicles. How would the Service regulate pricing for guest electric vehicle charging?

SERVICE RESPONSE: As stated in Exhibit B (Operating Plan), Section 3)B)(2), the approved rate method for electric vehicle charging stations is Competitive Market Declaration, with the Concessioner setting rates based on market forces.

BUSINESS OPPORTUNITY

QUESTION 7. Personal Property List. Can a copy of the personal property list be shared? This is referenced in the Business Opportunity on page 19 but no list is provided. Please provide concession equipment list that has to be replaced or will be removed.

SERVICE RESPONSE: As noted in the Prospectus Appendices Table of Contents (Part V of the Prospectus), you may request an emailed version of the Existing Concessioner Personal Property List by sending an email to NER_Concessions@nps.gov. The list will not indicate if the property must be replaced or removed. As explained in the Business Opportunity (Part I of the Prospectus), the Existing Concessioner will not be required to sell or transfer to a successor, and a successor will not be required to purchase from the Existing Concessioner, the Existing Concessioner's personal property associated with the concession operations.

QUESTION 8. Concession Facility Improvement Program (CFIP) – Service Cost Estimates. Can more detail be provided for how CFIP costs were calculated? Does the referenced breakdown on page 20 of the Business Opportunity come from internal estimates or were these obtained from a third party within the past 12 months? What CPI / inflation factor was applied to each estimate, given many of these projects will not occur until several years from now? Given our experience that cost estimates in Service prospectuses have been low historically versus actual costs, please provide the basis for estimated costs for the required CFIP Real Property Investments as well as copies of the estimates.

SERVICE RESPONSE: The Service, working with professional consultants, prepared cost estimates based on the best information available at the time of the estimate, and, while the Service does not release the precise inflation factor, the Service inflated the estimates to account for cost increases due to supply chain issues, higher costs of construction, and other related factors. The Service's CFIP cost estimates were developed in 2020 and inflated to the projected year of actual construction for each project. The Service does not guarantee these projections will materialize and assumes no liability for their accuracy. Offerors must compile and present their own financial projections based on independent assessment, due diligence, and industry knowledge. The Service's CFIP project estimates are completed using the Denver Service Center Cost Engineering and Estimating Standards, which can be found here: <https://www.nps.gov/dscw/ds-cost-estimating.htm>.

QUESTION 9. Concession Facility Improvement Program (CFIP) – Actual Costs. Can the Service clarify how it would handle the CFIP actual costs if the amount exceeded the "not more than \$8,600,000" listed in the estimate?

SERVICE RESPONSE: The Service will work with the Concessioner to review estimated costs and adjust specific projects on a case-by-case basis to avoid the Concessioner exceeding the overall CFIP cap as described in Section 9(d)(1) of the Draft Contract.

QUESTION 10. Concession Facility Improvement Program (CFIP) – Big Meadows Lodge. Knowing access to the Park can be challenging in the off season, can the Service advise what will happen should the Big Meadows Lodge Rehab CFIP project take longer than anticipated to complete?

SERVICE RESPONSE: The Service will work with the Concessioner to adjust construction and operating schedules at Big Meadows Lodge if necessary, including if documented weather conditions and storm closures adversely impact the Concessioner's ability to undertake the CFIP project, while ensuring that basic visitor needs are met.

QUESTION 11. Concession Facility Improvement Program (CFIP) – Employee Housing. The Business Opportunity says that the Park Service has considered the cost of providing employee housing outside of the park while dorm room renovations take place (page 22), what does this mean? Does this mean that the Park Service will be paying for that or that it's included in the CFIP amount (\$1.8M)?

SERVICE RESPONSE: The Service, in calculating the minimum franchise fee for the Draft Contract, included the cost to the Concessioner of providing employee housing outside the park while the Concessioner undertakes the employee dorm room renovations under the CFIP. The Service will not be paying for housing for the Concessioner's employees during the Concessioner's employee dorm room renovations nor is this cost included in the CFIP amounts.

QUESTION 12. Concession Facility Improvement Program (CFIP) – Mathews Arm Campground. Please identify the specific campsites at Mathews Arm campsites that the Concessioner must add electrical service. Is there sufficient excess capacity at the Mathews Arm Campground to distribute power to 24 additional campsites or would adding the capacity be the responsibility of the concessioner?

Do any sites currently have electricity? If so, can the Service identify which ones currently have electricity? Will it be at the discretion of the concessionaire which 24 campsites receive power? Can the Service provide any information on the current power grid /access to electricity to the Campgrounds and sites that require new electricity to be added?

SERVICE RESPONSE: Per the terms of the Draft Contract, the Concessioner will be responsible for adding 50-amp electrical service to 24 campsites at Mathews Arm Campground. While the Concessioner will have the discretion to propose the specific 24 sites, the Service recommends electrifying the **B Loop** (sites B117-B141) given the configuration of the sites and nearby electricity. There is electricity adjacent to site B126 in the form of a typical RV hook up. Currently there is no electricity to these sites; however, there is a comfort station with electrical service to it, with single phase 120/240V going into the meters. Depending on the size upgrade of the service, the utility provider may be able to upgrade the size of the transformer.

QUESTION 13. Concession Facility Improvement Program (CFIP) – Compliance. Has the Service initiated or completed, or will the Service be initiating or completing, compliance on the CFIP projects in advance of the Draft Contract start date? If not, will the new Concessioner be responsible for initiating the compliance process?

SERVICE RESPONSE: The Service anticipates initiating NEPA and Section 106 compliance in advance of the effective date of the Draft Contract. However, as described in the Draft Contract and Exhibits A, H, F1 and F2, the Concessioner is responsible for all aspects of project development and implementation.

QUESTION 14. Utilities. Will the Service consider allowing the Concessioner to install photovoltaic systems on-site? As we think about technology to help with customer experience. Does the Service have any plans to help with visitor connectivity in the Park outside of the concessioner's land assignment. Can the Service advise if there are there any major planned water, waste water, or electrical or other utility projects planned during the CC-SHEN001-26 contract term? If the answer to the above question is "yes", could the Service advise the nature and anticipated cost of those projects, as well as the anticipated additional cost passed on to the concessioner? During the 2023 operating season, the waste water plant could not handle the volume from the Skyland operation and was threatened to be shut down. Can the Service advise if this waste water facility is anticipated to be replaced or significantly repaired during the CC-SHEN001-26 contract term and if so, the anticipated cost that would be passed on to the concessioner? If not, can the Service advise of the following: a. Results from any third-party inspection of the status of the plant; b. Any plans to ensure the waste water plant will be fully functional and operational during the CC-SHEN001-26 contract term? At Lewis Mountain campground, there has been no water service during the last 2 seasons. Can the Service advise if the concessioner will be expected to restore this service in the CC-SHEN001-26 contract?

SERVICE RESPONSE:

Photovoltaic systems: The Service will consider Concessioner proposals to install photovoltaic systems on a case-by-case basis.

Connectivity: The Service does not have any plans to expand connectivity outside of developed areas. The Service is in regular contact with utility company providers to expand fiberoptic capacity on existing poles, but no such projects are currently planned.

Major utility projects during the term of the contract: The Service anticipates several water and wastewater projects during the term of the Draft Contract. The Service does not provide any other utilities.

During the term of the Draft Contract, the Service anticipates that utility rates may increase by 3% per year on average. With the completion of water or wastewater system improvements projects, the Service understands utility rates may increase more than 3% per year; however, utility rates will only increase in accordance with Director's Order #35B (DO35B), Cost Recovery for National Park Service Provided Utilities (available here: https://www.nps.gov/subjects/policy/upload/DO_35B_12-31-2011.pdf) and Reference Manual 35B, (available here: https://www.nps.gov/subjects/policy/upload/RM-35B_3-9-2021.pdf). The Service does not have project timelines or cost estimates for these projects available to share at this time.

Utility add-on: Under the Draft Contract, the Concessioner is not allowed to charge a utility add-on to offset the cost of Service-provided utilities.

Wastewater treatment plant at Skyland: The temporary wastewater treatment plant blockage in 2023 most likely occurred because the Skyland Conference Hall kitchen lacked a grease interceptor, allowing grease and oil to enter the treatment plant at a volume the plant could not handle. The Existing Concessioner thereafter installed a grease interceptor at the Skyland Conference Hall, which appeared to be effective until September 2024, when the system experienced another blockage. The Service is currently investigating the

cause of the current problem and anticipates prompt remedy. However, the Service currently does not have an estimated cost for the remedy.

The Service generally will be responsible for maintaining the wastewater treatment plant at Skyland and conducting and funding any project that may occur to replace or repair the wastewater treatment plant (except for repairs for damage resulting from actions of the Concessioner, its employees, agents, or contractors). The cost to the Service of such repairs or replacement would be factored into the wastewater utility rate calculation in accordance with Service policy. There has been no third-party inspection of the plant. The Service anticipates operating and maintaining a fully functional wastewater treatment plant at Skyland during the Draft Contract.

The Draft Contract specifies that the Concessioner must repair damage to the wastewater system beyond the Concessioner's areas of responsibility resulting from actions of the Concessioner's its employees, agents, or contractors, the costs of which will be the sole responsibility of the Concessioner. The Draft Contract also specifies that the Concessioner must maintain all grease traps within the Concession Facilities, and excessive quantities of grease received at the wastewater treatment plant will indicate deficient management of the Concessioner-operated grease traps. See Draft Contract, Exhibit H (Maintenance Plan), Section 3)C)(3).

Water service at Lewis Mountain Campground: The report of no water service at Lewis Mountain Campground is unfounded. The Service continues to provide potable water to all Service water meters within the Lewis Mountain developed area.

QUESTION 15. Component Renewal Reserve. The Component Renewal cost estimates are substantial relative to the 1.3% reserve set aside which implies concessionaire would overdraw the balance substantially in certain years such as 2029? Please explain how those amounts were derived and how that is commensurate with the component renewal reserve balance.

SERVICE RESPONSE: The Component Renewal Reserve (CRR) is calculated as the percentage of annual gross receipts that the Concessioner required to set aside to fund component renewal of Concession Facilities that is non-recurring within a seven-year time frame over the term of the Draft Contract. The estimated annual costs for component renewal fluctuate year to year due to varying project costs, useful lives of different components ending at different times, and differing numbers of projects depending on the year. The CRR is the *minimum* amount the Concessioner must set aside for Component Renewal Reserve activities. As further explained in the Draft Contract, the Concessioner must expend sufficient additional monies, as needed beyond the CRR, to maintain and repair the Concession Facilities to the satisfaction of the Director.

QUESTION 16. Campgrounds. How many camping sites have full hook up at the park? Is there the ability (utilities) to add more if approved? With new contract, who will be responsible for grounds in campsites since this is now the responsibility of concessionaire? Does the NPS intend to cure all outstanding deficiencies in the campgrounds before turning them over to the next Concessioner? Are there any caps or restrictions on the volume of group reservations during an operating season? Can the Service provide details on the costing for Recreation.gov bookings? Are there any geotechnical or soils reports available for the Mathews Arms area?

SERVICE RESPONSE:

Number and location of sites with full hook up: Big Meadows Campground has electrical utilities at sites A57 and I218. These are reserved for the campground host. At Mathews Arm Campground, sites C142 and A40 have electric utilities and accessible site B126 has electric and water hook ups. At Lewis Mountain Campground, one site has an electrical hookup. At Loft Mountain Campground, electric and water hookups are located at the host sites in E149 and D112.

Adding more sites with full hook up: The Service will not consider adding hook up sites at Lewis Mountain Campground. The Service will not consider expanding the existing water system at any campground. As for adding more hooks up sites than the 24 sites at Mathews Arm Campground required by CFIP project #1 of the Draft Contract (page 13), the Proposal Package (page 9) states that, "The Service will not consider proposals for new construction or major rehabilitation unless the new construction or major rehabilitation is either a necessary part of the required Concession Facilities Improvement Program (CFIP), or the Offeror voluntarily proposes and agrees to waive its rights to LSI associated with the new construction or major rehabilitation. The Service may consider proposals that describe detailed Offeror commitments that enhance the CFIP as defined in the Draft Contract but will not consider proposed alterations to the scope of the CFIP as defined in the Draft Contract."

Responsibility for grounds: The Concessioner is responsible for the grounds at campsites. See Exhibit D (Assigned Land) and Exhibit H (Maintenance Plan) for further information about Concessioner grounds responsibilities at assigned campgrounds.

Deficiencies in the campgrounds: The Service intends to cure all outstanding deferred maintenance work orders at the campgrounds before the effective date of the Draft Contract.

Group reservations: Big Meadows Campground currently allows groups between 7 and 15 people to use sites D163 and D167. Mathews Arm Campground allows groups at sites D165, D166, and D167, with group sizes being between 7 and 25. Loft Mountain Campground allows group reservations for H1, H2, and H3, for groups between 7 and 20. The Service does not allow group reservations at Lewis Mountain Campground. Please also see the Service Amendments section of this document.

Cost of Recreation.gov bookings: The booking cost for the Concessioner on Recreation.gov varies based on actual usage. Per-transaction costs to use the system are typically withheld directly from collected fees. Using the Recreation.gov system would provide the Concessioner the following benefits:

- Reduce cash handling, no credit card processing fees (initial credit card machine investment required if processing sales in the field);
- A contact call-center staffed 7 days a week/14 hours per day to book reservations. Visitors can connect with a live agent via chat, over email, or by phone. Staff have a separate, dedicated help line for support;
- Manage daily operations through one centralized and secure location – Recreation.gov's internal management system, The Hub. Update location information, photos, and business rules in real time through the website or internal mobile app (R1S Ranger app);
- Access a variety of reports to support operations, track trends, and financial insights;
- A communication system that allows the Concessioner to communicate directly with visitors, which is especially critical in times of emergencies, like wildfires and floods;
- Complex system of security protocols and compliance with Section 508 to serve those with varying degrees of mobility and ability;
- Recreation.gov strives to meet a level of reliability which requires the website to have very little downtime. The system is reliably available 24/7;

- The public-facing Recreation.gov mobile app allows visitors to find and reserve campsites, review location details for a trip, and quickly access information on past and upcoming reservations.

Geotechnical or soils reports for Mathews Arms area: The Service does not have this information.

QUESTION 17. Employee Housing. How many employee housing units and maximum occupancy are in the park? Can employee housing be expanded in the park? Can a map of where employee housing is location throughout the park be provided? Does the current Concessioner charge employees for housing, food service, and recreation? Is it the perspective of the Service that the current number of employee housing units is insufficient to fully support employee housing needs for the Draft Contract? Can Canyon Lodge at Skyland continue to be used as employee housing, or is the service requiring the concessioner to put Canyon back in guest inventory? How many kitchens are there in the respective dorm room buildings, is it one kitchen per employee housing facility?

SERVICE RESPONSE:

Employee housing units and max occupancy: Page 16 of the Business Opportunity provides the following table which lists the total number of Concessioner employee housing units and the current occupancy. Maximum occupancy numbers are not available.

Location	Unit Number	# of rooms	Current Layout
Skyland Resort	Dorm A	8	8 bunks
Skyland Resort	Dorm B	8	8 bunks
Skyland Resort	Dorm C	6	4 bunks, 2 doubles
Skyland Resort	Dorm D	4	6 bunks, 1 twin
Skyland Resort	Dorm E	3	1 bunk, 3 doubles
Skyland Resort	Dorm F	4	3 doubles, 1 vacant
Skyland Resort	Dorm G	4	1 king, 2 bunks, 2 doubles
Skyland Dining Bldg.	Rooms 2 & 4	2	4 bunks
Big Meadows Lodge	Apple Dorm	6	4 bunks, 2 doubles, 1 twin
Big Meadows Lodge	Oak Dorm	5	4 bunks, 2 doubles, 2 twins
Big Meadows Lodge	Pine Dorm	5	4 bunks, 1 double, 2 twins
Big Meadows Lodge	Elm Dorm	4	2 bunks, 6 twins
Big Meadows Lodge	Chestnut Dorm	4	3 bunks, 1 double, 2 twins
Loft Mountain	Dorm	7	7 twins

Expanding Employee housing: CFIP project #8 described on page 15 of the Draft Contract requires the rehabilitation of six employee housing buildings. Page 9 of the Proposal Package states that, "The Service will not consider proposals for new construction or major rehabilitation unless the new construction or major rehabilitation is either a necessary part of the required Concession Facilities Improvement Program (CFIP), or the Offeror voluntarily proposes and agrees to waive its rights to LSI associated with the new construction or major rehabilitation. The Service may consider proposals that describe detailed Offeror commitments that

enhance the CFIP as defined in the Draft Contract but will not consider proposed alterations to the scope of the CFIP as defined in the Draft Contract.”

Map of employee housing throughout the park: Exhibit D (Assigned Land) to the Draft Contract contains maps of land areas assigned to the Concessioner. The legends on these maps identify the location of buildings used as employee dormitories and employee quarters.

Existing concessioner's charge for employee housing, food service and recreation: Yes, the Existing Concessioner charges employees for room and board.

Sufficiency of current employee housing: The current number of employee housing units inside the Park is not enough to house all concession employees. The Service assumed in its analysis that the Concessioner will need to locate some employee housing outside of the Park.

Use of Canyon Lodge at Skyland as employee housing: Lodging rooms at Canyon Lodge may continue to be used as employee housing.

Kitchens at employee dormitories: Employee kitchens are located within Skyland Dormitory C (#85844), at Big Meadows employee quarters (#85896), and at the Loft Mountain employee dormitory (#85869).

QUESTION 18. Financial and Operational Information. Can historical revenues for ‘Guest Services’ be further outlined to reflect stable revenues, laundry services, automotive fuel and conference services? Are 2023 monthly revenues by categorized visitor services available to review? The Service provided occupied room nights for 2026 and 2031 usage in the tables for estimated revenue and expense projections. Will the Service please provide available room nights for the same projected years? Please provide consumption and cost for Concessioner use of electricity, propane, recycling, and solid waste for the past three years. The Service provided 2026 projected rates for water and wastewater. Please provide historical actual and future projected usage (in gallons) for water and wastewater. Relative to the Historical Concession Data for lodging, can the Service provide historical occupancy and ADR data for 2021, 2022 and 2023? Relative to the Historical Concession Data, can the Service provide revenue, occupancy, and ADR for each of the four campgrounds to be operated by the next Concessioner? Can the Service provide occupancy of each campground by month? Are the monthly or yearly power consumption data available?

SERVICE RESPONSE:

Historical stables, laundry services, automotive fuel and conference services revenue: In response to this question, the Service has updated the “Historical Revenues” table in the “Historical Concession Data” section of the Business Opportunity with the following historical revenue.

Department	2021	2022	2023
Lodging	\$10,121,637	\$8,777,731	\$8,642,003
Food & Beverage	\$5,114,240	\$5,595,650	\$6,091,661
Retail	\$5,425,127	\$5,454,543	\$6,257,359
Automotive Services (Fuel)	\$696,971	\$763,055	\$533,994
Horseback Riding	\$118,715	\$99,496	\$149,520
Guest Services*	\$161,910	\$178,693	\$394,128
Total	\$21,638,600	\$20,869,168	\$22,068,665
Franchise Fee Paid	\$454,476	\$438,434	\$463,442

*Includes showers, laundry, and vending

Historical monthly revenues: The Service has provided historical annual gross revenues by department from 2021 to 2023 on page 24 of the Business Opportunity. The Service provides this information (gross receipts of the current concession contract broken out by department for the three most recent years) in accordance with 36 C.F.R. § 51.5(f) to allow for the submission of competitive proposals. The Service does not provide further historical operating statistics, such as monthly gross receipts by department as this could be considered confidential to the Existing Concessioner.

Projected available room nights: Projected available room nights are provided in the table below:

	2026 Available Room Nights	2031 Available Room Nights
Big Meadows	19,388 - 20,382	19,388 - 20,382
Skyland	40,437 - 42,511	40,437 - 42,511
Lewis Mountain	2,408 - 2,532	2,408 - 2,532

Historical consumption and cost for electricity, propane, recycling, and solid waste: The Service does not have this breakdown of information.

Historical and projected usage for water and wastewater: The Service does not have historical actual usage data. Projected usage is provided in the table below:

	Projected 2026 Usage
Water	8,644,000 – 9,087,000 gallons
Wastewater	8,644,000 – 9,087,000 gallons

Historical occupancy and ADR lodging data: The Service provided historical gross revenues by department from 2021 to 2023 on page 24 of the Business Opportunity. The Service provides this information (gross receipts of the current concession contract broken out by department for the three most recent years) in accordance with 36 C.F.R. § 51.5(f) to allow for the submission of competitive proposals. The Service does not provide further historical operating statistics by department as this could be considered confidential to the Existing Concessioner.

Historical occupancy and ADR campground data: In response to this question, the Service has added a "Historical Campground Data" section to the Business Opportunity, pages 24-27. This section provides 2021-2023 annual revenue, annual ADR rates, and monthly occupancy for each campground assigned to the Concessioner under the Draft Contract. This historical campground information is also provided in the "Service Amendments" section below.

Historical power consumption campground data: This information is not available.

QUESTION 19. Franchise fee analysis. Noted in the Historical Concession Data, franchise fees paid by the current Concessioner were \$454,476, \$438,434, and \$463,442 in years 2021, 2022, and 2023, respectively. This is an effective rate of 2.1% compared with the minimum franchise fee rates acceptable to the Service of 12% - 17.5% under the Draft Contract. Please explain the Service's franchise fee analysis that led to the increase in minimum franchise fees. In the Business Opportunity there is a table for the franchise fee rates and estimated dollar amounts (page 24), along with a table for recently paid franchise fees of roughly \$450k. Why is the historical franchise fee so much lower than the fee structure table suggests going forward?

SERVICE RESPONSE: The Service relied on professional consultants, with subject matter expertise, to develop the assumptions and estimates specific to the terms of the Draft Contract in determining the minimum franchise fee required. In accordance with the NPS Concessions Management Improvement Act of 1998, as amended and codified at 54 U.S.C. §§ 101911–26, to determine the probable value to the Concessioner of the privileges granted by the Draft Contract and the minimum franchise fee, the Service and its consultants conducted a review of the Concessioner's reasonable opportunity for net profit in relation to capital invested and the obligations of the contract. In conducting that review, the Service considered the Concessioner's projected revenues and expenses over the term of the Draft Contract and the level of investment, types of services, and risk inherent in the operation. The review assumed that the Concessioner will make reasonable business decisions and operate in a competitive environment. The minimum franchise fee is based on the expected profitability of the opportunity under the Draft Contract and a fair return to the federal government.

PROPOSAL PACKAGE

QUESTION 20. Principal Selection Factor 1, page 10. In addition to removing snow on roads and parking lots within Concession Facilities, will the Service provide any additional winter-keeping support? If so, please identify those additional services.

SERVICE RESPONSE: No, the Service will not provide any additional winter-keeping support other than snow removal on roads and parking lots of Concessioner-assigned facilities.

QUESTION 21. Principal Selection Factor 1, page 11. Noted: "The Service will not consider changes to the CFIP schedule included in the Draft Contract. Offerors should refer to Sec. 9 of the Draft Contract for additional information." Sec. 9 (d), p.13, of the Draft Contract provides Estimated Start and Estimated Completion dates for each CFIP Project. Given the Service will not consider changes to the CFIP schedule, does that mean each CFIP Project must start on and be completed by the dates provided?

SERVICE RESPONSE: The Service anticipates that the Concessioner will start and complete each CFIP project by the dates provided in the table in Section 9(d)(2) of the Draft Contract. As stated in the Draft Contract, Section 9(d)(3), "The Concessioner shall commence construction under the Concession Facilities Improvement Program on or before January 1, 2026 in a manner that demonstrates to the satisfaction of the Director that the Concessioner is in good faith carrying the Concession Facilities Improvement Program forward reasonably under the circumstances." As stated in the Draft Contract, Section 9(d)(4), "The Concessioner shall complete and have the real property improvements available for public use on or before April 2031. The Director may

extend this date in circumstances where the Director determines that the delay resulted from events beyond the control of the Concessioner." These start and completion dates are for the CFIP as a whole.

Section 1 of the Draft Contract states, "If the Concessioner fails to complete this program to the satisfaction of the Director within the time specified, then this Contract shall be for the term of eight (8) years until its expiration on December 31, 2033. The Director may extend this shortened term (but not beyond the original date of expiration of this Contract) in circumstances where the Director determines that the delay resulted from events beyond the control of the Concessioner."

QUESTION 22. Principal Selection Factor 2(a), pages 12-13. Noted: "The Service will not consider retail or food and beverage services that require temporary structures." For food safety purposes, will the Service allow temporary exterior/outdoor refrigeration in the Big Meadows Wayside area to supplement any additional food storage space needed?

SERVICE RESPONSE: The Service will not approve the construction of additional outdoor refrigeration units at Big Meadows Wayside. The Concessioner may repurpose existing structures, such as the Ice Storage (#85934) and the Garbage Storage (#85883) at Big Meadows Wayside, for refrigeration.

QUESTION 23. Secondary Selection Factor 1, page 34. What types of wildlife are concerns for interaction with waste management and litter? Will the Service consider additional or expanded on-site composting?

SERVICE RESPONSE: A range of mammals and insects are concerns for interaction with waste and litter for these concession operations, including but not limited to raccoons, black bears, rats, mice, skunks, bees, flies, ants, and roaches. The Service will not consider additional or expanded on-site composting.

EXHIBIT B - DRAFT OPERATING PLAN

QUESTION 24. Operating Season. Is any part of the park operation open year round? If so what are the winter hours of operation? What is scheduled re-opening date for season in 2026? Are the operating season dates for lodging considered to be permanent or is the Service willing to allow the dates to be expanded?

SERVICE RESPONSE:

Year-round operations. No concession visitor services are open year-round at the Park. Operating dates and hours for other facilities in the Park can be found at <https://www.nps.gov/shen/planyourvisit/hours.htm>.

Re-opening date for 2026. Please see the schedule of operations for the visitor services under the Draft Contract starting on page B-3 of Exhibit B: Operating Plan.

Expanding operating season dates for lodging. Before implementing any changes to operating dates, the Concessioner must request and receive the Superintendent's approval. Please see Section 3)A), page B-3, of Exhibit B: Operating Plan.

QUESTION 25. NPS Fire Patrol Staff. Does NPS have fire patrol staffing in the Park or is it local municipalities?

SERVICE RESPONSE: The Service is uncertain what constitutes “fire patrol staffing”. The Service is responsible for initial attack in all wildland fire situations. Complex wildfires will ultimately be managed by an interagency team with other Federal partners working within the Park. The Service provides structural fire support with fire departments in neighboring counties, managed under Memoranda of Understanding.

QUESTION 26. Lodging Operations. How many rooms per day / per lodge need to be held out of inventory for the Service? What are the cancellation policy requirements for lodging, including any cancellation or change related fees?

SERVICE RESPONSE:

Inventory held for the Service. The Concessioner is not required to hold any room inventory for the Service.

Cancellation policy requirements. These requirements are outlined in the Operating Plan of the Draft Contract. Please see Deposits and Cancellations, Section 3)B)(9)(d), pages B-10 and B-11, in Exhibit B: Operating Plan.

QUESTION 27. Skyline Drive Closures. On average, how many days does Skyline Drive close in winter due to inclement weather?

SERVICE RESPONSE: Winter road closures vary widely depending upon weather conditions and storm damage. Some years include very few closures. Occasionally, the Park receives severe storm damage and must close large parts of Skyline Drive for extended periods of time. The Park only closes the sections of the Drive it needs to close for safety considerations.

QUESTION 28. Food and Beverage Operations. Please clarify the Service’s expectations for balancing quick service standards with use of non-disposable products. The Operating Plan requires that “the Concessioner will use non-disposable products where feasible.” The Draft Contract includes two quick service outlets. The NPS standards for quick service outlets (10-FBQ) Standard 35 states that: “Tableware and drinkware are disposable.”

SERVICE RESPONSE: The Service intends to require the Concessioner to use non-disposable products where feasible, including at the quick service outlets. Accordingly, the Service has amended Exhibit B Operating Plan to exclude the disposable products standard from the service-specific standards for the quick service outlets assigned under the Draft Contract. Please see the [Service Amendments](#) section of this document and Section 6)B)(1)(m), page B-26 of the Draft Contract, Exhibit B (Operating Plan).

QUESTION 29. Campground Operations. Exhibit B, Page B -32, 4c States: Each campsite must contain an individual bear box, fire ring, and picnic table. Can the Service advise if all campsites are currently in

compliance with these elements? If they are not all compliant, can the Service provide an inventory of those campsites that are not and what elements are missing? Can the Service confirm that the existing dumping stations will remain available? If they will be available, can the Service confirm that the dumping stations will be managed and operated by the Service and are NOT part of the assigned property under CC-SHEN001-26. Exhibit B, Page B-31 states "Lewis Mountain Campground will offer first-come, first-served sites only." Can the Service clarify that this means that Lewis Mountain Campground is "walk-in reservations" only and not able to be reserved in advance? How are the campgrounds to be staffed? Is all labor for the campgrounds to be employed by the concessionaire or are camp hosts and certain maintenance positions provided by the Park Service?

SERVICE RESPONSE:

Campsite Inventory. The Service intends to assign to the Concessioner the required picnic tables, fire rings and food lockers for all campgrounds beginning on the effective date of the Draft Contract, with the goal of each campsite having a food locker. A full inventory of campsite inventory (picnic tables, fire rings, food lockers) assigned to the Concessioner under the Draft Contract is provided in Exhibit E (Government Assigned Personal Property).

Dump Stations. The existing dumping stations will remain available, and the Service will manage and operate the dumping stations and not assign the dumping stations to the Concessioner under the Draft Contract.

Reservations at Lewis Mountain Campground. The Service confirms that Lewis Mountain Campground is for "walk-in" reservations only. Lewis Mountain campsites cannot be reserved in advance.

Staffing the campgrounds. The Concessioner must provide all labor for campground operations and maintenance. As noted in Section 6)E)(4)(b), page B-32, of the Exhibit B Operating Plan, the Concessioner must hold two campground host sites at Big Meadows Campground and one campground host site each at Mathews Arm, Loft Mountain, and Lewis Mountain Campground, for campground hosts. Campground hosts will provide general information to Area visitors about the park and its resources, as well as interpreting park regulations for visitors to ensure compliance. The Concessioner is responsible for all duties pertaining to operating and maintaining the campgrounds as identified in the Campground Service Standards [\(10-CAM\)](#).

QUESTION 30. Stables Operations. Are the horses and the staff at the stables owned and operated by a third party contractor or the concessionaire? If not, are the horses treated as assets of the concessionaire?

SERVICE RESPONSE: The horses are the personal property of the Existing Concessioner. The stables are operated by the Existing Concessioner, not a third-party or subconcessioner. The Draft Contract requires the Concessioner to provide the horses as personal property necessary for its operations and operate the stables. The Draft Contract does not permit subconcession or other third-party agreements, including management agreements, for the provision of the visitor services required or authorized under the Draft Contract.

EXHIBIT D – ASSIGNED LAND

QUESTION 31. Food and Beverage Operations. Does the land assignment identified in the Draft Contract contain any designated historic districts?

SERVICE RESPONSE: Yes. Big Meadows is part of the Big Meadows Cultural Landscape. Skyland, Elk Wallow Wayside, and Big Meadows are part of the Skyline Drive Historic District. Lewis Mountain is subject to the Lewis Mountain Cultural Landscape Report. Only the assigned assets listed as “Yes” for “Historic” in the Exhibit D (Assigned Land and Real Property Improvements) table need to be maintained as historic buildings, structures, and landscapes as described in the Exhibit H (Maintenance Plan), Section 3)B), pages H-8 through H-9.

QUESTION 32. Assigned Historic Comfort Stations. During the site visit the Service included a historic comfort station in the Big Meadows campground that would be included in the assigned property for the CC-SHEN001-26 contract. Can the Service advise how many historic comfort stations will be assigned to the concessioner and where each is located?

SERVICE RESPONSE: The historic status of assigned comfort stations is provided in the Draft Contract, Exhibit D (Assigned Land).

QUESTION 33. Picnic Areas. With the added campgrounds to the CC-SHEN001-26 contract, will this include picnic grounds adjacent to the campgrounds or elsewhere within the Park?

SERVICE RESPONSE: Campground land assignments do not include adjacent picnic grounds. See the Draft Contract, Exhibit D (Assigned Land) for maps of assigned campground boundaries.

QUESTION 34. Building Drawings. Are there construction documents available for any of the buildings to include architectural, structural, mechanical and plumbing documents?

SERVICE RESPONSE: The Service has as-built drawings that it may make available to the Concessioner for many properties assigned to the Concessioner, especially for buildings with more recent construction. The Service does not have construction documents for the CFIP projects and will review such documents provided by the Concessioner in accordance with Exhibit F1 under the Draft Contract.

QUESTION 35. Building Materials Testing. Has there been any building materials environmental testing done and if so, are the reports available?

SERVICE RESPONSE: The Service is not aware of any general building materials environmental testing for the Area assigned under the Draft Contract and therefore cannot provide any such reports. The Existing Concessioner has conducted specific building material testing when it has identified suspected hazardous building material, such as asbestos, during certain maintenance projects. In each case, the Existing Concessioner has had the material tested, remediated, and removed, as necessary.

QUESTION 36. Mechanical Equipment Schedules. Are there any mechanical equipment schedules available for the buildings?

SERVICE RESPONSE: Mechanical equipment schedules are not available.

EXHIBIT H - DRAFT MAINTENANCE PLAN

QUESTION 37. Maintenance by Existing Concessioner. What other CFIP or LSI projects are scheduled from now until the end of the current contract?

SERVICE RESPONSE: The Service anticipates the Concessioner will replace fixtures, which are LSI-eligible events, throughout the term of the Existing Contract.

QUESTION 38. Structural Issues of Laurel Lodge Building. Does the Service plan to address the issues of structural failure taking place at Laurel Lodge at Skyland Resort? If not, how does the Service intend for those repairs to be funded?

SERVICE RESPONSE: The Service anticipates that the Existing Concessioner will remediate deferred maintenance related to structural deficiencies at Skyland's Laurel Lodge. Structural engineers have inspected the building and determined it to be stable.

QUESTION 39. Underground Fuel Tanks at Big Meadows. Have the underground gas tanks at Big Meadows Wayside ever leaked or been serviced for a fuel spill?

SERVICE RESPONSE: The Service is unaware of any leaks or servicing for fuel spills at the Big Meadows Wayside. The fuel service station underground storage (UST) system at Big Meadows Wayside was replaced in 2023. Soil samples upon excavation were determined to be clean by third-party inspection.

QUESTION 40. Snow Removal. Section G (7)(b), p. H-15: Noted "The Service will remove snow on roads and parking lots within Concession Facilities. The Service prioritizes roadway plowing. Concession facilities may be among the last to be plowed. This does not preclude the Concessioner from plowing their own operating areas." What are the potential implications of the Service's ability to perform snow removal to the new Concessioner having the ability to routinely drive to, enter, and inspect facilities?

SERVICE RESPONSE: When the Service determines that Skyline Drive is safe for vehicular access, the Concessioner is allowed access for administrative purposes. The Service attempts to allow the Concessioner access for general inspections within 24 hours of a major storm event. The Concessioner may need a vehicle capable of operating as a 4x4 at times for access during these administrative access windows, as even with plowing, road conditions can still be difficult.

QUESTION 41. Hazard Trees and Trash Collection in Campgrounds. Can the Service advise if the tree hazard and management in the campgrounds will be the full responsibility of the concessioner? Are there any

aspects of campground management or operation that the Service will continue to provide, such as hazard tree removal or trash collection?

SERVICE RESPONSE: Hazard tree management will require coordination between the Concessioner and the Service. Section 3)A)(10)(b), page H-7, of the Exhibit H Maintenance Plan describes this coordination: "The Concessioner must bring to the attention of the Service the existence of hazard trees within Concession Facilities. The Service will approve the removal of hazard trees on a case-by-case basis. Once approved, the Concessioner must remove such trees promptly." Also, "If the Concessioner requests and the Service agrees, the Service may remove such trees on a cost recovery basis."

The Concessioner is required to remove all trash from Concession Facilities [Section 3)G)(8), page H-15, of the Exhibit H Maintenance Plan]. If the Concessioner requests and the Service agrees, the Service may provide trash collection on a cost-recovery basis.

QUESTION 42. Roofing Project at Skyland. What was the cause of the flooding at Skyland and is the ongoing roof construction remediating that issue?

SERVICE RESPONSE: A pipe failure caused the flooding at the Skyland Dining Room. The roof construction project at that building is unrelated. The Service anticipates full remediation of the pipe failure before the start of the Draft Contract.

QUESTION 43. Composting Facility at Skyland. Is the composter by the horse stables the only one? Where is the product (compost) used? Is all Methane and other gas byproduct captured (i.e. does it have the "biofilter" for emissions abatement)?

SERVICE RESPONSE: The composting facility at Skyland contains the only composter in the park. The Existing Concessioner currently transports finished compost outside of the Park. The Service does not have information related to capture of methane or other gas byproducts from the Existing Concessioner's composting operation.

SERVICE AMENDMENTS

1) *Exhibit B: Operating Plan, Section 6)B)1)(m), Page B-26/B-27*

Delete the following, in its entirety:

" (m) *Exclusions to Service-Specific Operating Standards for Fast Casual Food and Beverage.* The Service will not evaluate the Concessioner on the following standards:

- None"

Replace with the following:

"(m) *Exclusions to Service-Specific Operating Standards for Quick Service Food and Beverage.* The Service will not evaluate the Concessioner on the following standards:

- **#35—Tableware/Drinkware** - "Tableware and drinkware are disposable." "
-

2) *Exhibit B: Operating Plan, Section 6)E)2)(e), Page B-32/B-33*

Add the following as a new subparagraph:

"(e) *Group Reservations.* The Concessioner will allow groups between 7 and 15 persons to reserve and use sites D163 and D167 at Big Meadows Campground. The Concessioner will allow groups between 7 and 25 persons to reserve and use sites D165, D166, and D167, at Mathews Arm Campground. The Concessioner will allow groups between 7 and 20 persons to reserve and use sites H1, H2, and H3, at Loft Mountain Campground. The Service does not allow group reservations at Lewis Mountain Campground."

3) *Business Opportunity, Historical Concession Data, Page 24*

Delete the following table and footnote under "Historical Revenues":

Department	2021	2022	2023
Lodging	\$9,998,295	\$8,690,905	\$8,642,003
Food & Beverage	\$5,114,162	\$5,595,661	\$6,091,661
Retail	\$5,502,997	\$5,674,179	\$6,257,359
Guest Services*	\$1,026,016	\$1,071,429	\$1,351.825
Total	\$21,641,470	\$21,032,174	\$22,342,848
Franchise Fee Paid	\$454,476	\$438,434	\$463,442

*Guest Services revenue includes shower and laundry, horseback riding, and automotive (fuel) revenue.

Replace that table and footnote with the following:

Department	2021	2022	2023
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Lodging	\$10,121,637	\$8,777,731	\$8,642,003
Food & Beverage	\$5,114,240	\$5,595,650	\$6,091,661
Retail	\$5,425,127	\$5,454,543	\$6,257,359
Automotive Services (Fuel)	\$696,971	\$763,055	\$533,994
Horseback Riding	\$118,715	\$99,496	\$149,520
Guest Services*	\$161,910	\$178,693	\$394,128
Total	\$21,638,600	\$20,869,168	\$22,068,665
Franchise Fee Paid	\$454,476	\$438,434	\$463,442

*Includes showers, laundry, and vending

4) *Business Opportunity, Historical Campground Data, Pages 24-27*

After the "Historical Concession Data" section, add the following new section:

Historical Campground Data

HISTORICAL REVENUES

The Service has historically operated campgrounds in the Area. The Federal Lands Recreation Enhancement Act (FLREA) authorizes the Service to charge campground fees for the Service-operated campgrounds. FLREA and the Service's policy on implementing FLREA fees require public consultation and a rate comparability analysis before implementing new rates. In 2021, campground rates were \$20 per night at Big Meadows Campground and \$15 per night at Mathews Arm, Lewis Mountain, and Loft Mountain Campgrounds, respectively. The Service approved an increase in campground rates for the 2022 operating season, increasing campground rates to \$30 per night at each of the four campgrounds. The historical revenue and Average Daily Rate (ADR) figures provided below reflect this 2022 campground rate increase.

The table below presents historical revenues from campground operations, 2021 through 2023.

Campground	2021	2022	2023
Mathews Arm Campground	\$164,038	\$244,727	\$296,814
Big Meadows Campground	\$656,208	\$825,565	\$878,656
Lewis Mountain Campground	\$63,776	\$63,177	\$73,207
Loft Mountain Campground	\$263,853	\$380,598	\$401,962
Total	\$1,147,874	\$1,514,066	\$1,657,471

HISTORICAL AVERAGE DAILY RATE (ADR)

The table below presents historical Average Daily Rates for **Mathews Arm Campground** operations, 2021 through 2023.

Mathews Arm Campground	2021	2022	2023
Occupied Site Nights	11,084	9,259	11,068
Available Nights	30,030	30,212	30,212
Occupancy Percentage	36.9%	30.6%	36.6%
Revenue	\$164,038	\$244,727	\$296,814
Average Daily Rate (ADR)	\$14.80	\$26.43	\$26.82

The table below presents historical Average Daily Rates for **Big Meadows Campground** operations, 2021 through 2023.

Big Meadows Campground	2021	2022	2023
Occupied Site Nights	34,831	29,576	31,684
Available Nights	54,808	54,808	54,808
Occupancy Percentage	63.6%	54.0%	57.8%
Revenue	\$656,208	\$825,565	\$878,656
Average Daily Rate (ADR)	\$18.84	\$27.91	\$27.73

The table below presents historical Average Daily Rates for **Lewis Mountain Campground** operations, 2021 through 2023.

Lewis Mountain Campground	2021	2022	2023
Occupied Site Nights	4,867	3,984	4,451
Available Nights	7,050	7,050	7,050
Occupancy Percentage	69.0%	56.5%	63.1%
Revenue	\$63,776	\$63,177	\$73,207
Average Daily Rate (ADR)	\$13.10	\$15.86	\$16.45

The table below presents historical Average Daily Rates for **Loft Mountain Campground** operations, 2021 through 2023.

Loft Mountain Campground	2021	2022	2023
Occupied Site Nights	19,265	15,190	16,079
Available Nights	37,260	37,260	37,260
Occupancy Percentage	63.6%	54.0%	43.2%
Revenue	\$263,853	\$380,598	\$401,962
Average Daily Rate (ADR)	\$13.70	\$25.06	\$25.00

HISTORICAL OCCUPANCY

The table below presents historical monthly occupied site nights from **Mathews Arm Campground** operations, 2021 through 2023.

Mathews Arm Campground	2021			2022			2023		
Month	Tent	RV	TOTAL	Tent	RV	TOTAL	Tent	RV	TOTAL
May	1111	668	1779	679	503	1182	1224	541	1765
June	1335	676	2011	934	580	1514	1347	620	1967
July	1222	615	1837	990	479	1469	1487	458	1945
August	794	430	1224	904	421	1325	1224	368	1592
September	1213	757	1970	1094	615	1709	1152	526	1678
October	1200	1063	2263	1162	898	2060	1278	843	2121

Total	6,875	4,209	11,084	5,763	3,496	9,259	7,712	3,356	11,068
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The table below presents historical monthly occupied site nights from **Big Meadows Campground** operations, 2021 through 2023.

Big Meadows Campground	2021			2022			2023		
Month	Tent	RV	TOTAL	Tent	RV	TOTAL	Tent	RV	TOTAL
March	519	209	728	104	114	218	104	106	210
April	2348	1284	3632	2348	1284	3632	1673	1091	2764
May	3141	1809	4950	2218	1527	3745	2689	1680	4369
June	3482	1997	5479	3086	1799	4885	3035	1597	4632
July	3471	1885	5356	3033	1424	4457	3405	1411	4816
August	2917	1541	4458	2488	1282	3770	3052	1345	4397
September	2397	1788	4185	2082	1319	3401	2446	1539	3985
October	2606	2520	5126	2220	2202	4422	2733	2441	5174
November	425	492	917	548	498	1046	810	527	1337
Total	21,306	13,525	34,831	18,127	11,449	29,576	19,947	11,737	31,684

The table below presents historical monthly occupied site nights from **Lewis Mountain Campground** operations, 2021 through 2023.

Lewis Mountain Campground	2021			2022			2023		
Month	Tent	RV	TOTAL	Tent	RV	TOTAL	Tent	RV	TOTAL
March	96	79	175	57	29	86	81	52	133
April	376	245	621	344	258	602	228	394	622
May	523	253	776	347	193	540	351	305	656
June	498	177	675	359	137	496	378	166	544
July	489	213	702	357	98	455	393	143	536
August	407	208	615	367	122	489	377	141	518
September	443	204	647	285	263	548	335	197	532
October	382	274	656	244	353	597	324	349	673
November	0	0	0	92	79	171	90	147	237
Total	3,214	1,653	4,867	2,452	1,532	3,984	2,557	1,894	4,451

The table below presents historical monthly occupied site nights from **Loft Mountain Campground** operations, 2021 through 2023.

Loft Mountain Campground	2021			2022			2023		
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Month	Tent	RV	TOTAL	Tent	RV	TOTAL	Tent	RV	TOTAL
May	1522	586	2108	1347	838	2185	1654	1004	2658
June	2459	920	3379	1846	850	2696	1818	840	2658
July	2302	891	3193	1846	850	2696	1964	829	2793
August	2008	756	2764	1623	682	2305	1591	696	2287
September	2162	1056	3218	1617	858	2475	1620	905	2525
October	2731	1872	4603	1618	1215	2833	1814	1344	3158
Total	13,184	6,081	19,265	9,897	5,293	15,190	10,461	5,618	16,079
