

## Requested Information

GSI's contractual franchise fee structure is as follows:

	Tier 1			Tier 2			Tier 3		
	Minimum	Maximum	FF %	Minimum	Maximum	FF %	Minimum	Maximum	FF %
2015	\$0.00	\$19,245,411	1.5	\$19,245,411	\$22,650,277	20	\$22,650,277	Unlimited	30

In Tiers 2 and 3, GSI pays 20% and 30% franchise fees (respectively) on the difference between the gross revenue generated and the lower threshold, i.e. 1.5% of gross revenue to \$19,245,411, 20% of gross revenue between \$19,245,411 and \$22,650,277, and 30% of gross revenue greater than \$22,650,277.

### Assumptions:

1. 2014 GSI Gross Revenue: \$19.5M, within the Tier 2 franchise fee thresholds (20%).
2. GSI projects 2015 Gross Revenue to exceed 2014 Gross Revenue of \$19.5M. The following has been provided by GSI:

(b) (4)

<sup>1</sup> Protected from public release under FOIA Exemption 4

Projected 2015 gross revenue, not including concert sales: \$19.9M

3. GSI states C3 projects concert concession sales gross revenue of \$1M - \$1.5M
4. GSI projected gross revenue, including concert sales: \$21.4M
  - GSI franchise fees on \$21.4M: \$719,599
  - (GSI Tier 2 franchise fees on \$1.5M: \$300,000)



August 11, 2015

Ms. Karen Cucurullo  
Acting Superintendent  
National Mall and Memorial Parks  
National Park Service  
1849 C Street, NW  
Washington, DC 20240

Dear Superintendent Cucurullo:

Enclosed please find a copy of the concessions contract between GSI and C3 Presents. We wanted to make certain that you were aware of this recent transaction.

As always, we appreciate your ongoing efforts and support. If we can be of help to you or answer any questions, please do not hesitate to contact me personally.

Sincerely,

Charlie Jones  
C3 Presents  
512-478-7211

Enclosure



**TEMPORARY AGREEMENT  
AMONG  
C3 PRESENTS, LLC  
(ON BEHALF OF TRUST FOR THE NATIONAL MALL)  
AND  
GUEST SERVICES, INC.**

WHEREAS, Guest Services, Inc. ("Guest Services") is the designated food and beverage services concessioner on the National Mall and adjacent National Park, including West Potomac Park, pursuant to a contract with the National Park Service; and

WHEREAS, C3 Presents, LLC ("C3") is an event production company hired by the Trust for the National Mall ("TNM"). The National Park Service has granted a permit/permission to Trust for TNM/C3 to produce a recreational and educational concert for the benefit of TNM and C3 in West Potomac Park on the weekend of September 26-27, 2015 (the "Concert"); and

WHEREAS, C3 wishes to have Guest Services waive its exclusive concession for food and beverage services for the Concert; and

WHEREAS, Guest Services represents that the National Park Service has consented to the above-described arrangement;

NOW, THEREFORE, C3 and Guest Services agree as follows:

1) FEE

C3 shall pay Guest Services a total of \$75,000 as a fee, payable in two installments, for this one-time waiver of Guest Services' contractual rights to sell food and beverages during the Concert. C3 and its subcontractors may also sell merchandise during and at the Concert; provided that the design of such merchandise is not substantially similar to the merchandise that Guest Services sells in West Potomac Park. For illustration purposes, although Guest Services sells t-shirts, C3 may also sell t-shirts during and at the Concert so long as the design of the t-shirt is not substantially similar to the design of a t-shirt sold by Guest Services.

The first installment of \$25,000.00 shall be paid to Guest Services no later than August 15, 2015. The second installment of \$50,000 shall be paid to Guest Services no later than September 3, 2015.

This Agreement may be terminated by Guest Services in the event either payment is not timely made, provided that Guest Services will first give C3 notice and five-business days to cure.

2) TERM AND LOCATION

This Agreement only applies to the two days of the Concert and only in West Potomac Park.

3) PROVISION OF BAGGED ICE

Guest Services shall, upon request from C3 made no later than September 4, 2015, agree to provide 40-pounds bags of cubed ice to C3 and any of its designated vendors, at a price of \$15 a bag.

4) INDEMNIFICATION

C3 acknowledges that during the Concert, it will be solely responsible for obtaining National Park Service and other approvals for the menu and prices for food and beverages and merchandise sold at the Concert, and for complying with all applicable laws and regulations, including health codes.

C3 hereby agrees to indemnify and hold Guest Services and the National Park Service harmless from any and all claims to the extent arising from or related to the Concert, unless such claims arise from Guest Services' negligence or willful misconduct.

5) ATTORNEY'S FEES

In an action to enforce the terms of this Agreement, the prevailing party shall be entitled to an award of its attorneys' fees as part of any judgment.

6) ENTIRE AGREEMENT AND MODIFICATIONS

This two-page agreement contains the entire agreement of the parties as relates to the Concert. This Agreement may not be modified except in a written instrument signed by both parties.

This Agreement is made this 12<sup>th</sup> day of August, 2015.

Guest Services, Inc.

By \_\_\_\_\_

Its \_\_\_\_\_

C3 Presents, LLC  
On behalf of Trust for the National Mall

By \_\_\_\_\_

Its \_\_\_\_\_



National Park Service  
U.S. Department of the Interior

National Capital Region  
Communications Center

NCRCC  
1850 Dual Highway, Suite 100  
Hagerstown, MD 21740

301-714 - 2235 phone  
301-714 - 2226 fire dispatch  
301-739 - 7840 fax  
**866- 677- 6677 EMERGENCY**

## NCRCC ACTIVITY REPORT # 15-38

Reporting Period: Monday, September 13, 2015 to Sunday, September 20, 2015  
Distributed: Tuesday, September 22, 2015

### INCIDENTS:

#### **C&O CANAL NHP- WILDLIFE INCIDENT:**

An adult white-tailed deer buck that charged a national park ranger on Wednesday, Sept. 16 has tested positive for rabies. The ranger was responding to a report of a deer in distress near Sycamore Landing along the Chesapeake & Ohio Canal. The animal was dispatched after the encounter and turned over to the Maryland Department of Natural Resources for a necropsy. The risk of rabies transmission from deer to humans or even other animals is very low. Rabies is more commonly seen in bats, skunks and raccoons. At this time, it is unknown if other animals in the park are affected.

### MISC. PARK ACTIVITY:

Antietam NB observed the 153<sup>rd</sup> Anniversary of the Battle of Antietam this week.

Catoctin Mountain Park Ranger Michelle Schonzeit remains detailed to Independence NHP.

Catoctin Mountain Park hosted the *Gran Fondo Championship Bicycling Event* on Sunday, 9/20/15.

C&O Canal NHP hosted a run/walk for *Subhash Goel Marathon Charity Cooperation* at Carderock, MD on Monday, 9/13/15.

C&O Canal NHP hosted a run/walk for the group *DC Capital Striders* on Thursday, 9/17/15 in Georgetown, DC.

C&O Canal NHP held its annual *Park after Dark* event on Saturday, 9/19/15 at Great Falls, MD.

Harpers Ferry NHP hosted a nationalization ceremony for 32-33 persons on Thursday, 9/17/15.

NCRCC Dispatcher Mary Beard's last work day was Friday, 9/18/15. Mary has retired from government service.

Prince William Forest Park hosted a 12-hour *Athletic Equations Marathon* on Saturday, 9/19/15.

Prince William Forest Park hosted training sessions for the SAR groups *VA Search & Rescue Dog Association* & *VA Recovery Canines* this week.

### FIRE/ALL RISK ACTIVITY:

National Preparedness Level: **3**

Southern Area Preparedness Level: **2**

Eastern Area Preparedness Level: **1**

Total Number of Wildland Fires in the NCR for 2015: 10

Total Number of Control Burns in the NCR for 2015: 1

Total Number of Acres burned in 2015: 17.3

Total Number of Acres burned by Control Fires in the NCR for 2015: 0

NCR Firefighters Alison Sloop (MANA), Daniel Carter (MONO), Lyndon Novotny (MONO), James Hans (MONO), Andrew Bentley (MONO), Keith Sears (NACE), James Burton (NAMA), Nicholas Mosesso, and Alex Lochart (PRWI) returned to the region on Thursday, 9/17/15 after completing their Western fire assignment.

C&O Canal NHP Ranger deployed on Thursday, 9/17/15 to the *Stickpile Fire*. Brandon will be doing law enforcement duties on the incident.

C&O Canal NHP Ranger Darius Jones assisted Gettysburg NMP with a control burn on Friday, 9/18/15.

## **OPERATIONAL NOTES:**

### UPCOMING EVENTS IN THE NATIONAL CAPITAL REGION:

- 1) *Park Volunteer Workdays* (Antietam NB)- 9/24 to 9/26/15
- 2) *Free Fee Day* (All Parks)- 9/26/15
- 3) *Let's Move with Music at Wolf Trap!* (Wolf Trap NP)- 9/26/15
- 4) *Aftermath of Battle Weekend* (Antietam NB)- 9/26 & 9/27/15
- 5) *Landmark Music Festival* (National Mall & Memorial Parks)- 9/26 & 9/27/15
- 6) *Mr. Lincoln Returns to Harpers Ferry* (Harpers Ferry NHP)- 10/3/15
- 7) *124 New York Infantry Weekend* (Antietam NB)- 10/3 & 10/4/15
- 8) *Fall Color Walk* (Catoctin Mountain Park)- 10/4/15
- 9) *Ranger Hike* (Potomac Heritage Trail/Fort Marcy)- 10/4/15
- 10) *Artillery Demonstration* (Fort Washington Park)- 10/4/15
- 11) *Ranger Hike* (Fort Marcy)- 10/4/15
- 12) *Fall Color Walk* (Catoctin Mountain Park)- 10/10/15
- 13) *The Battle of Bolivar Heights 1862* (Harpers Ferry NHP)- 10/10 & 10/11/15
- 14) *Fall Color Walk* (Catoctin Mountain Park)- 10/11/15
- 15) *Natural Resources Advisory Team Meeting* (Wolf Trap NP)- 10/15/15
- 16) *Fall Color Walk* (Catoctin Mountain Park)- 10/17/15
- 17) *2015 Heritage Fest* (Prince William Forest Park)- 10/17/15
- 18) *Reacting to the Raid: The US Marines* (Harpers Ferry NHP)- 10/17 & 10/18/15
- 19) *Firearms Demonstration* (Fort Washington Park)- 10/18/15
- 20) *Family Fun Day 2015* (Frederick Douglass NHS)- 10/18/15
- 21) *Tactical EMS for Resource Mgmt. & Maintenance Personnel* (Adams County, PA 911 Center, Gettysburg)- 10/19/15
- 22) *Battlefield Hikes* (Monocacy NB)- 10/24/15
- 23) *Run of the Mill* (Rock Creek Park)- 10/10/15
- 24) *18<sup>th</sup> Annual Wolf Trap Golf Tournament* (Lansdowne Golf Course)- 10/20/15
- 25) *Run of the Mill* (Rock Creek Park)- 10/24/15
- 26) *Roeder's Tavern Cider Making 1860* (Harpers Ferry NHP)- 10/24 & 10/25/15
- 27) *40<sup>th</sup> Marine Corps Marathon* (Arlington, VA/Washington, DC)- 10/25/15
- 28) *Fall Frolic 2015* (Glen Echo Park)- 10/31/15
- 29) *The Battle of Bolivar Heights 1862* (Harpers Ferry NHP)- 10/31 & 11/1/15
- 30) *Free Fee Day for Veterans*- 11/11/15
- 31) *Tinware for the Masses* (Historic Trades Workshop) [Harpers Ferry NHP]- 11/14 & 11/15/15
- 32) *NCR Law Enforcement Refresher* (NCTC)- 2/22 to 2/26/16
- 33) *NCR Law Enforcement Refresher* (NCTC)- 4/25 to 4/29/16

## **RESOURCE MANAGEMENT:**

### SUMMARY OF VISITOR PROTECTION & RESOURCE ACTIONS



	ANTI	CATO	CHOH	HAFE	MANA	MONO	PRWI
Number of arrests:	0	0	0	0	0	0	1
Number of citations issued:	0	2	0	0	0	0	0
Number of warnings issued:	1	19	5	1	3	2	0
<b>Total:</b>	<b>1</b>	<b>21</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>1</b>

### INCIDENTS FOR THE WEEK

	ANTI	CATO	CHOH	HAFE	MANA	MONO	PRWI
Alarms				7		2	
Alcohol Violations:		4	1				
ARPA Incidents:							
Arson Incidents:							
Assault Incidents:							
Assistance- LE Agency:			2				
Assistance: Non-LE Agency:			1				1
Assistance- Other NPS Park Units:			1				
Assistance- Visitors:		9	1				
Boating & Swimming Violations:							
Burglary/B&E Incidents:							
Camping Violations:		4					3
Closure Violations:		2				1	
Damage/Destruction/Vandalism:							
Disorderly Conduct Violations:							
Drone Violations:				1			
Drug Violations:							
DUI Incidents:							1
EMS (Injury/Illness) Incidents:	1	1	1	1			
Fatality Incidents:							
Fee Violations							
Fires (Violations):			2				
Fires (Structural):							
Fires (Wildland):							
Fishing Violations:							
Fugitive from Justice:							
Larceny/Theft Incidents:							
Metal Detector Violations:							
Motor Vehicle Accidents:			1				
Motor Vehicle Law Violations:	1	4	1		1		1
Pet Violations:		1					1
Permit Violations:						1	
Resource Protection Violations:					2		
Sanitation/Refuse Violations:							
Search & Rescue Incidents:							
Sex Offenses:							
Unsecured Installations			1				
Weapons Violations:							
Wildlife Protection Incidents: (Hunting & Fishing)			1				
All Other Incidents:	6	4	12	3			5
<b>Total Incidents for Each Park:</b>	<b>8</b>	<b>29</b>	<b>25</b>	<b>12</b>	<b>3</b>	<b>4</b>	<b>12</b>

Don Irwin, Editor, Punk Life Zine  
2240 Montevideo Drive, Pittsburg, CA 94565  
[punklifedc@gmail.com](mailto:punklifedc@gmail.com)

May 12, 2015

Juliana Mulholland, Esq.  
Amy Corbin  
C3 Presents  
300 West 6th Street, Suite 2100  
Austin, TX 78701

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Trust for the National Mall  
1300 Pennsylvania Avenue, NW  
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Washington, DC 20004

Ariel Z. Emanuel  
Dave Wirtschafter  
William Morris Endeavors  
9601 Wilshire Blvd  
Beverly Hills, CA 90210

Hilary Tompkins  
Office of the Solicitor  
Department of the Interior  
1849 C Street, N.W.  
Washington, DC 20240

Jon Jarvis, Director  
National Park Service  
1849 C Street NW  
Washington, DC 20240

**RE: Landmark Festival for the National Mall, September 26-27, 2015.**

Dear Ladies and Gentlemen,

This letter is to inform you that the "Landmark Music Festival kicks off this monumental national campaign to bring awareness and funds to America's Front Yard" is a complete fraud. The Trust for the National Mall is not a charity organization but a front to launder corporate funds in an attempt to gain "sponsorship" and "political influence." ALTRIA-PHILIP MORRIS, GENERAL DYNAMICS, PEPCO, DISNEY, LOBBYISTS, LOCAL REAL ESTATE AND CONSTRUCTION EXECUTIVES make up the Trust's Board of Directors. Let me warn you the National Mall is not Grant Park or Lollapalooza.

New Turf Regulations recently implemented threaten taxpayer access to celebrate and protest on the National Mall. The National Park Service "strongly denies" this but this concert festival proves otherwise. We are not ready to surrender the National Mall home of truly inspirational historical events: Marian Anderson's Easter Concert, in 1939; Martin Luther King's "I Have a Dream Speech", in 1963; the "Reaganville Protests" at Lafayette Square, in 1981; as well as the Positive Force organized protest for Downed City Rise featuring Fugazi at the Washington Monument, in 1995. Under the new regulations these protests and events are not guaranteed. But don't worry because Ms. Cunningham and the Trust have other plans. Our veterans deserve more than this: "HBO and Starbucks salute U.S. veterans and their families with this live concert on the National Mall in Washington, D.C.", November 11, 2014. Are we honoring veterans or selling coffee? The Trust for the National Mall and the



National Park Service has been responsible for the no less than four specific acts affecting the Arts and Music community in the last three years.

1. Forced the National Book Festival off the National Mall.
2. Forced the Department of Energy's Solar Decathlon off the National Mall.
3. Reduced the size/setting of the Smithsonian Folklife Festival, a National Mall staple for over 40 years.
4. Forced the National Black Family Reunion off the National Mall.

Musicians are dependent on diesel buses and jet planes to fly around the world to perform. Supporting a strong American alternative power source is essential. How can American musicians expect to be welcomed around the world to perform if the local folk and international artisans are not welcomed on our "front lawn?" for fear of a little brown grass? Where would artists be without books? Our "Front lawn" sets the national priorities.

Punk Life Zine, along with many Washingtonians, and taxpayers around the country will not allow this event to go forward. Aside from the "fraud" that money from the festival will not actually be going to protect "America's Front Yard". The second affront being the idea that a paid musical event is to take place on the National Mall, which has been traditionally open to the general public with unlimited free admission. The idea that a giant corporate music festival would be welcomed to Washington, DC with open arms is insulting. To quote Ms. Cunningham, "This festival is aimed at Millennials and their families." That is a load of horse manure that is now currently resting on the National Mall for the construction of the new grass. I suspect the "donations of this concert" will go to cover Ms. Cunningham's salary that is over \$330,000 a year. This is an egregious crime that will not be allowed.

Washington, DC is not the kind of town which welcomes family concerts by Drake, Wale, and Ex Hex sponsored by Miller High Life beer on taxpayer land. Please feel free to have this event at the Verizon Center or Jiffy Lube Amphitheatre. Yes, the 2015 Defense Bill allows sponsor recognition on the National Mall but Director's Order #21 does not allow the promotion of alcohol or tobacco on the National Mall. Yet mysteriously the Department of Interior and National Park Service look the other way.

Washingtonian Music fans and activists have fought hard to keep the local music scene, independent, all ages, and inclusive. We will not welcome a WalMart of Music Festivals on our "front lawn." C3 Presents take your Live Nation/Ticketmaster money and go away. William Morris Endeavors you are put on warning that your second rate and recycled talent has not gone unnoticed. True talent that William Morris represents would not dream of stepping foot on the Landmark Festival stage.

It is demanded that C3 and William Morris cancel the Landmark Festival and apologize for misleading the general public about the purpose of the "The Cause." The Trust for the National Mall must follow the laws that govern the National Mall including following sponsorship regulations, IE: Miller High Life and Altria/Phillip Morris. The National Park

Service and Department of Interior must enforce regulations under the C.F.R. and Director's Orders. Failure to do these will result in a general boycott of all C3 Presents and William Morris artists. Protests to educate the general public and embarrass C3 Presents, The Trust, and National Park Service will follow.

Sincerely yours,

PUNK LIFE ZINE

A handwritten signature in black ink, appearing to read "Don Irwin", with a stylized, flowing script.

Don Irwin  
Editor



## Evaluation of East Potomac Park as a Music Festival Site

Very early in the planning process – and again in the past month – the Trust for the National Mall considered East Potomac Park as a potential location for the ticketed portion of the Landmark Music Festival. The evaluations were conducted in consultation with the National Mall and Memorial Parks (NAMA) and with production partner, C3 Presents.

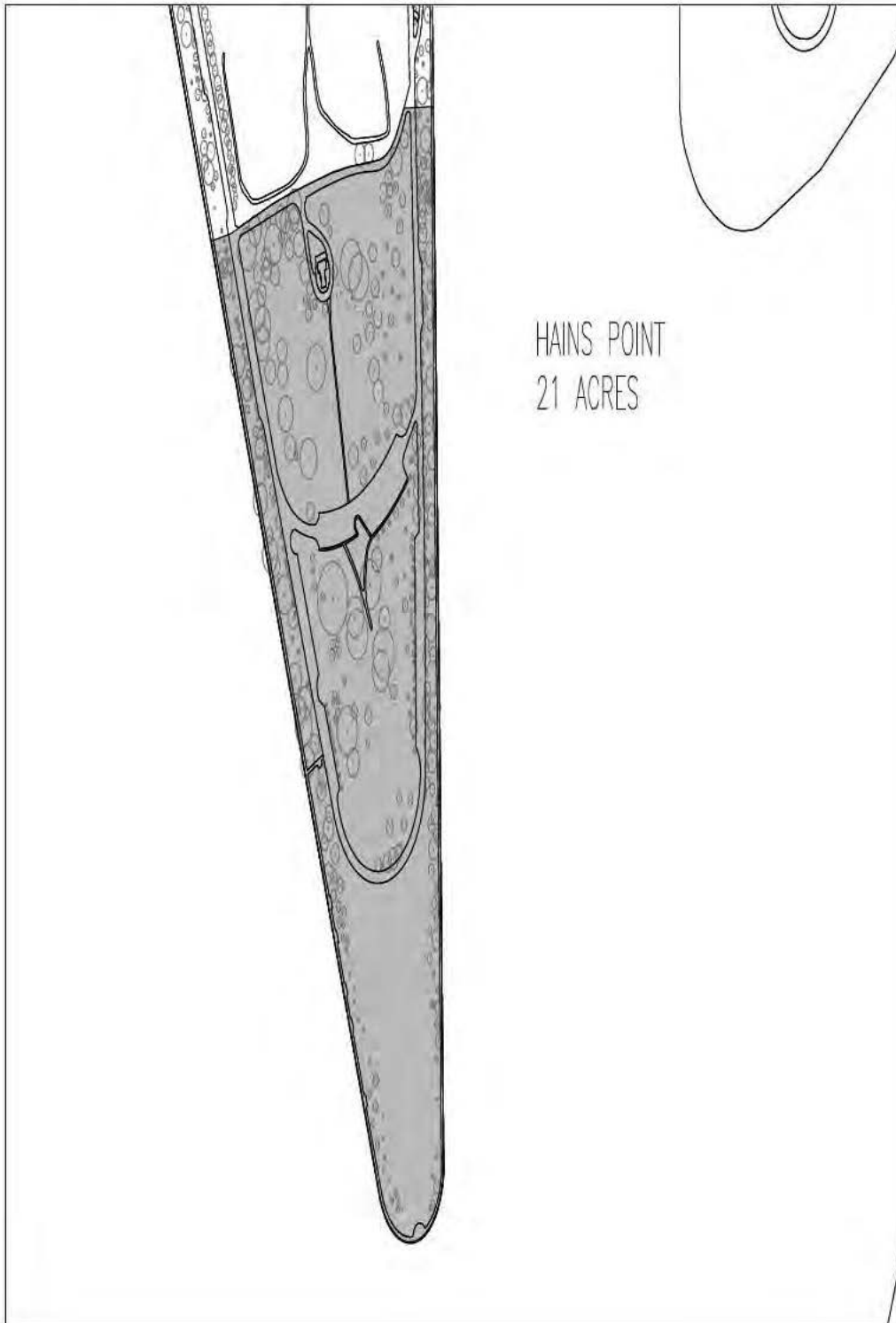
The Landmark Music Festival was created to help celebrate and restore the National Mall and is intended to jumpstart participation in the Trust for the National Mall's broader grassroots campaign and support the park's centennial goals around millennial engagement. As we evaluated sites for the festival, we looked first at safety and logistics for hosting a large-scale event with ample room to educate, engage and entertain 30,000+ attendees. We also followed the NPS special and ticketed event regulations, keeping an eye towards the festival's relevance to the space in which it is held.

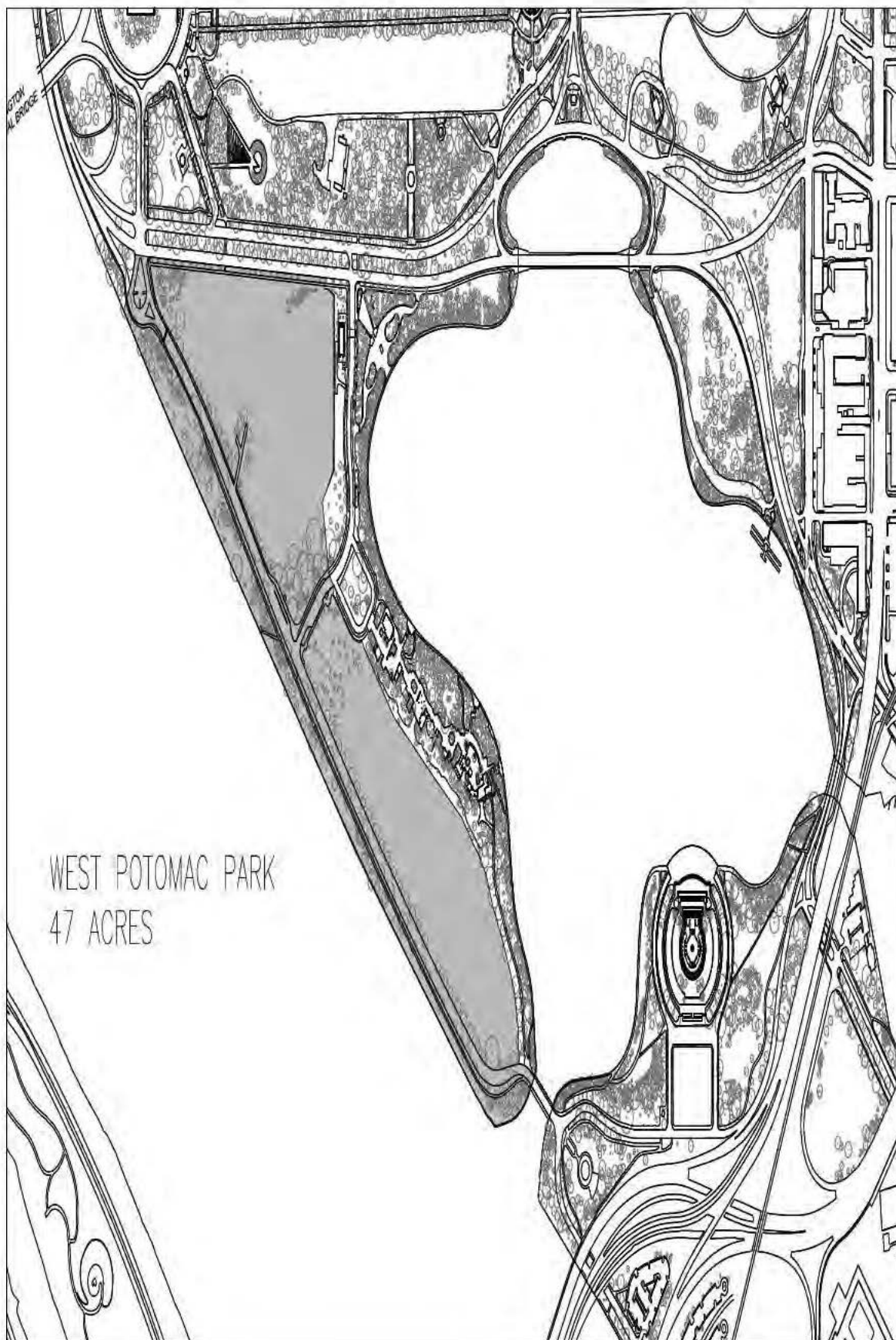
Below, we've outlined the pros and cons of East Potomac Park (specifically the usable portion of the park, Hains Point) as the primary event site, and compared the site to the current proposed location already vetted with NAMA: West Potomac Park, south of Independence and west of the FDR Memorial. *(Note: there are maps of each site in the appendix for reference.)*

KEY CRITERIA	EAST POTOMAC PARK	WEST POTOMAC PARK
APPROPRIATENESS OF EVENT TO MISSION OF SPACE	+ Commonly used for recreational purposes and is regularly the site of pay-to-participate recreational and charitable events; not part of the Mall proper (which typically associated with First Amendment activity)	+ Commonly used for recreational purposes and is regularly the site of pay-to-participate recreational and charitable events; not part of the Mall proper (which typically associated with First Amendment activity)
IMPACT ON VISITORS	+ Because it is geographically removed from the monumental core, festival would have minimal impact on park visitors wishing to explore tourist attractions. Road closures required near Hains Point, would be relatively insignificant given the site's distance from downtown Washington traffic patterns	+ No monuments will be closed and minimal street closures expected (part of Ohio Drive)  - More centrally located so impact on city traffic is greater. Noise from festival will affect MLK and FDR visitors.

KEY CRITERIA	EAST POTOMAC PARK	WEST POTOMAC PARK
SIZE OF EVENT FOOTPRINT	<ul style="list-style-type: none"> <li>- 21 acres</li> </ul> <p>Cannot safely and logistically accommodate event as planned and booked (30,000+ festival attendees; 5 stages with two active at once; educational activities and concessions)</p>	<ul style="list-style-type: none"> <li>+ 47 acres</li> </ul> <p>Ideal size and event flow for festival as planned and booked (30,000 festival attendees; 5 stages with two active at once; educational activities and concessions)</p>
EGRESS ACCESS	<ul style="list-style-type: none"> <li>- 2 access points</li> </ul> <p>To ensure adequate safety conditions based on best production practices, a major music festival with 30,000+ attendees needs more than one visitor exit to prevent bottlenecking plus an <i>additional</i> emergency exit for egress</p>	<ul style="list-style-type: none"> <li>+ 3 access points</li> </ul> <p>Allows for 2 visitor exits plus an additional emergency exit for improved safety</p>
GEOGRAPHIC ACCESSIBILITY	<ul style="list-style-type: none"> <li>- remoteness of location hinders accessibility: not reasonable walking distance from Metro stations, WMATA bus stops, Circulator or hotels</li> </ul>	<ul style="list-style-type: none"> <li>+ geographically accessible for visitors given walking distance from Metro station, new Circulator route and many downtown hotels</li> </ul>
CONNECTION TO EVENT CAUSE	<ul style="list-style-type: none"> <li>- Greater distance from monumental core makes it harder to connect to cause during event and to encourage attendees to visit park sites before/after festival</li> </ul>	<ul style="list-style-type: none"> <li>+ ideally situated off the Mall proper but within sight of monuments to physically connect to cause during event and encourage visits to park sites before/after festival</li> </ul>
NEARBY AREA FOR PUBLIC EVENT	<ul style="list-style-type: none"> <li>- No nearby site for public-facing event makes free component less integrated into overall festival</li> </ul>	<ul style="list-style-type: none"> <li>+ more adjacent or nearby options for public-facing component better integrates ticketed and free events</li> </ul>

APPENDIX I: LOCATION MAPS







## APPENDIX II

### EAST POTOMAC PARK: DETAILED SITE EVALUATION

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#### PROS:

**Suitable for Recreational/Entertainment Event:** Similar to the current West Potomac Park location, the area of East Potomac Park that could potentially be available for a music festival (Hains Point site, south of the golf course covering the tip of the peninsula) is commonly used for recreational purposes and is regularly the site of pay-to-participate recreational and charitable events, such as foot races and cycling races. Hosting a ticketed event in Hains Point is compatible with the intended uses of the space.

**Minimal Impact on Park Visitors:** Because this location is so geographically removed from the monumental core of the National Mall, an event held on Hains Point would have minimal impact on park visitors wishing to explore the memorials and other nearby tourist attractions. Although road closures would be required near Hains Point, their impact would be relatively insignificant given the site's distance from the monumental core of the National Mall and typical downtown Washington traffic patterns.

#### CONS:

##### **Insufficient Usable Footprint**

Site layouts for a multi-stage music festival require a large area of unobstructed space. East Potomac Park, however, is mainly a golf course with poor sight lines due to heavy tree cover, and with ground that is very uneven and divided in a way that is not conducive to festival crowd flow. In addition to the golf course, there are other pre-existing structures in the park including tennis courts and a pool that present insurmountably challenges to a large open-space event.

For these reason, the National Mall and Memorial Parks staff and the C3 Presents production team both saw Hains Point -- the open green space at the end of park -- as the only potentially usable space in East Potomac Park for a mass-audience event. It is too small, though, for the scale of the Landmark Festival.

The festival, as booked and planned to date, requires room for 5 stages,(with two active at once) educational activities, a family activity area, a broad range of food service and significant production space. Unlike the single-stage concerts more common on the National Mall, a multi-stage festival requires more space per person to allow attendees to move about the grounds easily to explore various stages, concessions and educational tents. At less than half the size of the planned West Potomac Park location, Hains Point can't provide for safe and comfortable crowd flow for an anticipated 30,000+ attendees per day.

##### **Limited Site Access**

East Potomac Park is a peninsula with only two points of entry. To ensure adequate safety conditions based on best production practices, a major music festival with 30,000+

attendees needs more than one visitor exit to prevent bottlenecking plus an *additional* emergency exit for egress, which makes the limited access of East Potomac Park problematic. West Potomac Park, however, has three points of entry and is therefore a much better choice for safety and logistical reasons.

### **Geographic Isolation**

The remoteness of Hains Point presents transportation challenges for festival attendees that undermine the accessibility of the event. Unlike West Potomac Park, there is limited access to public transportation to and from East Potomac Park and there aren't many major hotels within reasonable walking distance.

Although we plan to supplement existing transportation options with shuttle bus service, our preference is to offer *several* desirable alternatives to handle the large number of anticipated attendees. Multiple and easy transportation options can also help discourage driving to the event, which is an important goal given limited onsite parking and our broader public safety and environmental priorities. Beyond the added challenges of access to East Potomac Park, Hains Point specifically is a long walk from the northern entrance to the park, which further limits the accessibility of the event.

### **No Adjacent Area for Public-Facing Event**

A key way in which we plan to increase the accessibility of the festival is through a nearby free and open public-facing area with food concessions and a large video screen showcasing video-streamed performances. A key consideration when planning this space was to ensure the public area is close to the ticketed area so that the two spaces feel integrated. If we planned the ticketed festival for Hains Point, there would be no nearby space for a public event area. We believe a large physical separation from the main ticketed event creates a much less attractive free option and risks alienating the free event attendees.

### **No Physical Connection to Cause**

A core mission of the festival is to educate attendees about the history, significance and pressing restoration needs of the National Mall. West Potomac Park is ideal for achieving this goal, given that it is off of the Mall proper but within walking distance of all memorials, monuments and historic sites. Since all memorials will remain open during the festival, we expect festival participants to explore these sites before, during, or after the festival each day. Hains Point, however, is so geographically removed from the historic sites of the Mall, that it is much harder to establish a strong connection to our cause there.

Since the event's relevance to the location in which it is held is a key criteria for special events permits, the Trust sees West Potomac Park as ideal since it is adjacent to the landmarks and historic sites that are the educational focus of the event but in an area more commonly used for recreational and pay-to-participate events.

## **OVERALL ASSESSMENT**

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We began the evaluation process very open to several possible locations for the festival, but initially eliminated Hains Point from consideration as a ticketed event location based on significant safety concerns stemming from limited access to the end of East Potomac Park

and the small size of the site. Upon further analysis, we remain opposed to East Potomac Park for these core reasons.

Furthermore, it is harder to establish a clear link to the educational mission of the event at Hains Point, so the promotion of our cause and the attendee educational experience would be compromised at this site-- largely negating the goal of holding a cause-driven special event in -- and in support of -- the National Mall and Memorial Parks.



## Evaluation of East Potomac Park as a Music Festival Site

Site evaluations for the Landmark Music Festival were conducted among three participating parties: the National Mall and Memorial Parks (NAMA), the Trust for the National Mall, and production partner, C3 Presents. Very early in the planning process – and again in the past month –multiple sites were considered as a potential location for the ticketed portion of the festival.

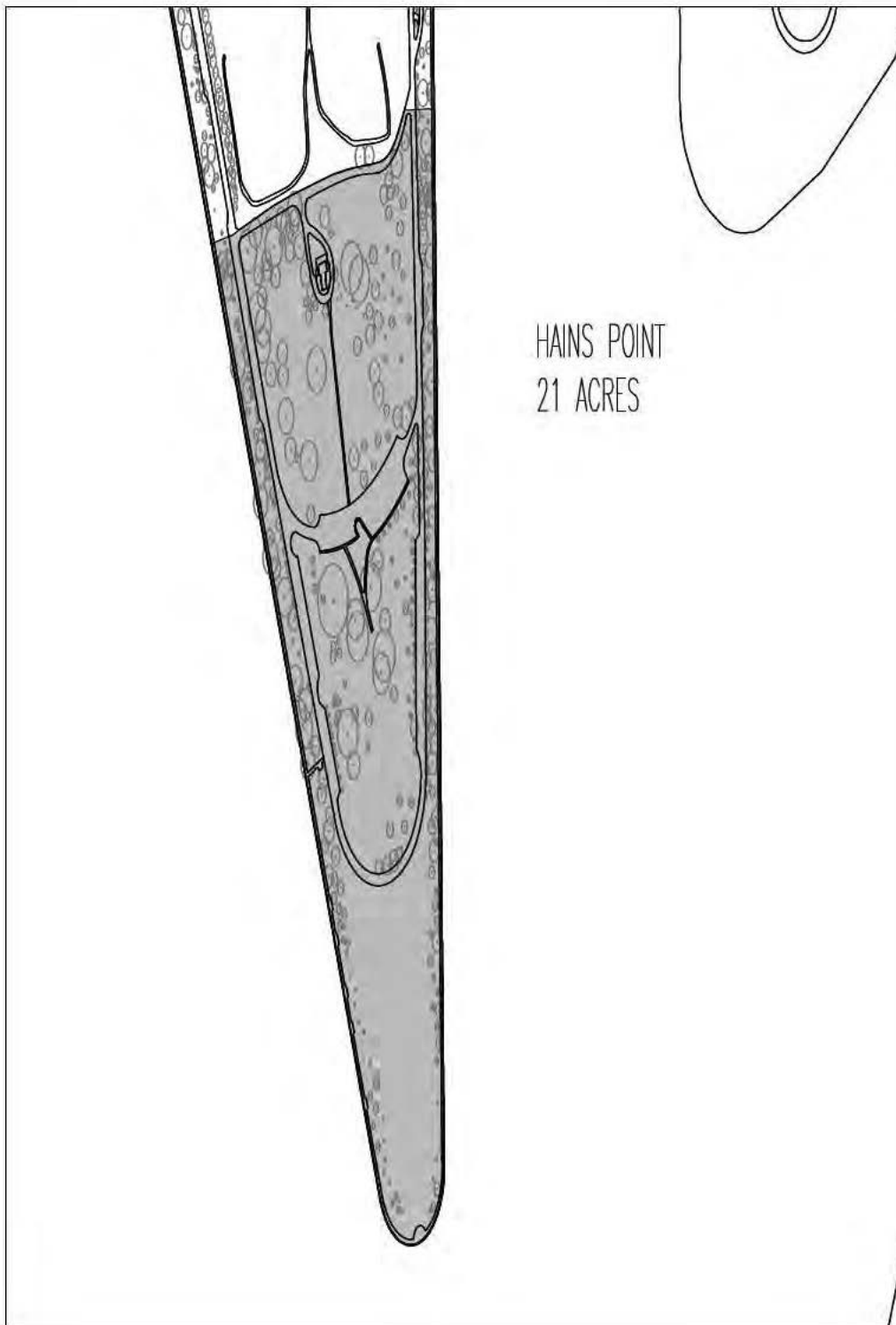
The Landmark Music Festival was created to help celebrate and restore the National Mall and is intended to jumpstart participation in the Trust for the National Mall’s broader grassroots campaign and to support the park’s centennial goals around millennial engagement. Primary site evaluation criteria included safety and logistics for hosting a large-scale event with ample room to educate, engage and entertain 30,000+ attendees. Evaluations followed the NPS special and ticketed event regulations, keeping an eye towards the festival’s relevance to the space in which it is held.

Below, is an outline of the pros and cons of two potential primary event sites: East Potomac Park (specifically the usable portion of the park, Hains Point) and West Potomac Park, south of Independence and west of the FDR Memorial. *(Note: there are maps of each site in the appendix for reference.)*

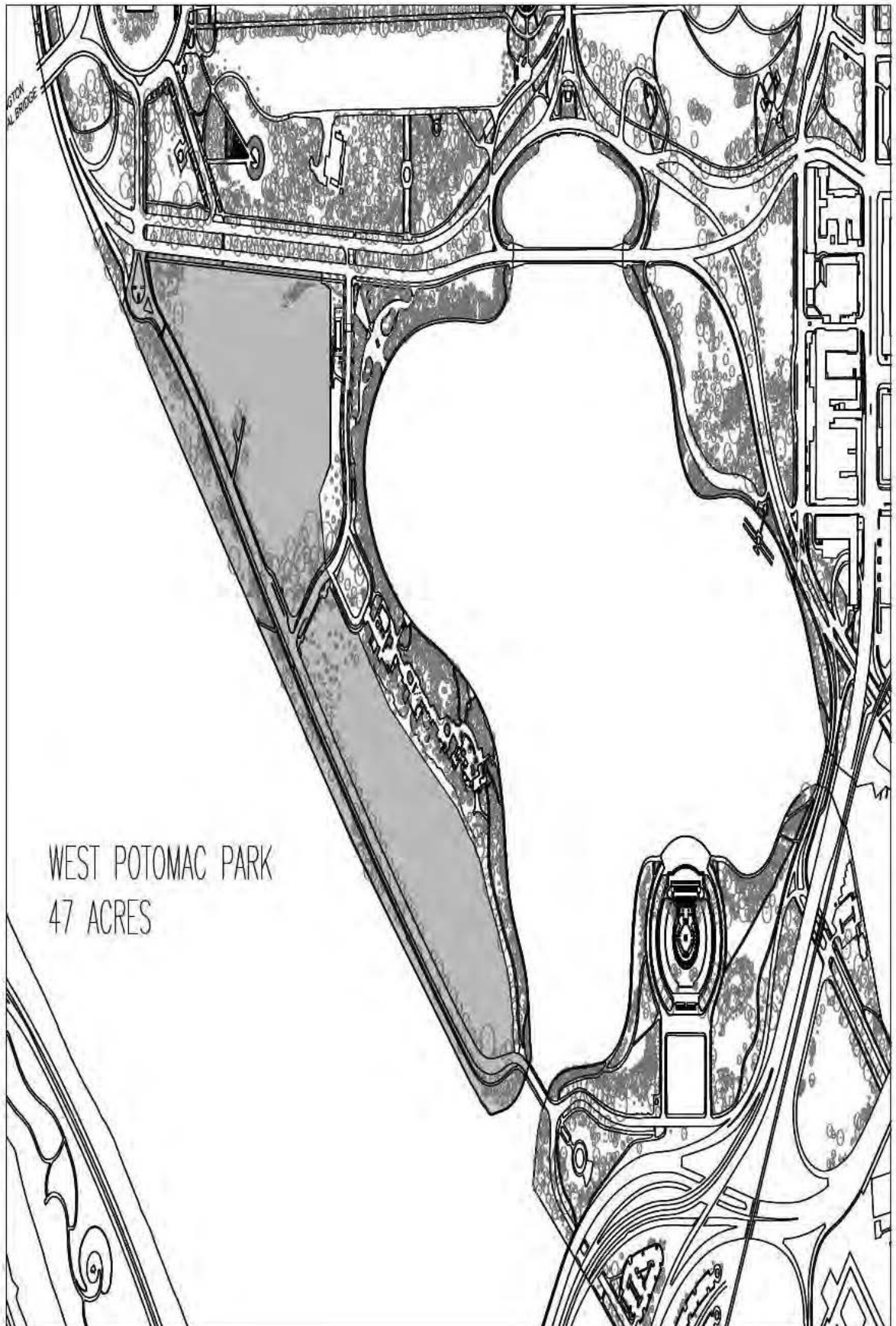
KEY CRITERIA	EAST POTOMAC PARK	WEST POTOMAC PARK
APPROPRIATENESS OF EVENT TO MISSION OF SPACE	+ Commonly used for recreational purposes and is regularly the site of pay-to-participate recreational and charitable events; not part of the Mall proper (which typically associated with First Amendment activity)	+ Commonly used for recreational purposes and is regularly the site of pay-to-participate recreational and charitable events; not part of the Mall proper (which typically associated with First Amendment activity)
IMPACT ON VISITORS	+ Because it is geographically removed from the monumental core, festival would have minimal impact on park visitors wishing to explore tourist attractions. Road closures required near Hains Point, would be relatively insignificant given the site’s distance from downtown Washington traffic patterns	+ No monuments will be closed and minimal street closures expected (part of Ohio Drive)  - More centrally located so impact on city traffic is greater. Noise from festival will affect MLK and FDR visitors.

KEY CRITERIA	EAST POTOMAC PARK	WEST POTOMAC PARK
SIZE OF EVENT FOOTPRINT	<ul style="list-style-type: none"> <li>- 21 acres</li> </ul> <p>Cannot safely and logistically accommodate event as planned and booked (30,000+ festival attendees; 5 stages with two active at once; educational activities and concessions)</p>	<ul style="list-style-type: none"> <li>+ 47 acres</li> </ul> <p>Ideal size and event flow for festival as planned and booked (30,000 festival attendees; 5 stages with two active at once; educational activities and concessions).</p>
EGRESS ACCESS	<ul style="list-style-type: none"> <li>- 2 access points</li> </ul> <p>To ensure adequate safety conditions based on best production practices, a major music festival with 30,000+ attendees needs more than one visitor exit to prevent bottlenecking plus an <i>additional</i> emergency exit for egress</p>	<ul style="list-style-type: none"> <li>+ 3 access points</li> </ul> <p>Allows for 2 visitor exits plus an additional emergency exit for improved safety</p>
GEOGRAPHIC ACCESSIBILITY	<ul style="list-style-type: none"> <li>- remoteness of location hinders accessibility: not reasonable walking distance from Metro stations, WMATA bus stops, Circulator or hotels</li> </ul>	<ul style="list-style-type: none"> <li>+ geographically accessible for visitors given walking distance from Metro station, new Circulator route and many downtown hotels</li> </ul>
CONNECTION TO EVENT CAUSE	<ul style="list-style-type: none"> <li>- Greater distance from monumental core makes it harder to connect to cause during event and to encourage attendees to visit park sites before/after festival</li> </ul>	<ul style="list-style-type: none"> <li>+ ideally situated off the Mall proper but within sight of monuments to physically connect to cause during event and encourage visits to park sites before/after festival</li> </ul>
NEARBY AREA FOR PUBLIC EVENT	<ul style="list-style-type: none"> <li>- No nearby site for public-facing event makes free component less integrated into overall festival</li> </ul>	<ul style="list-style-type: none"> <li>+ more adjacent or nearby options for public-facing component better integrates ticketed and free events</li> </ul>

APPENDIX I: LOCATION MAPS







## APPENDIX II

### EAST POTOMAC PARK: DETAILED SITE EVALUATION

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#### PROS:

**Suitable for Recreational/Entertainment Event:** Similar to the current West Potomac Park location, the area of East Potomac Park that could potentially be available for a music festival (Hains Point site, south of the golf course covering the tip of the peninsula) is commonly used for recreational purposes and is regularly the site of pay-to-participate recreational and charitable events, such as foot races and cycling races. Hosting a ticketed event in Hains Point is compatible with the intended uses of the space.

**Minimal Impact on Park Visitors:** Because this location is so geographically removed from the monumental core of the National Mall, an event held on Hains Point would have minimal impact on park visitors wishing to explore the memorials and other nearby tourist attractions. Although road closures would be required near Hains Point, their impact would be relatively insignificant given the site's distance from the monumental core of the National Mall and typical downtown Washington traffic patterns.

#### CONS:

##### **Insufficient Usable Footprint**

Site layouts for a multi-stage music festival require a large area of unobstructed space. East Potomac Park, however, is mainly a golf course with poor sight lines due to heavy tree cover, and with ground that is very uneven and divided in a way that is not conducive to festival crowd flow. In addition to the golf course, there are other pre-existing structures in the park including tennis courts and a pool that present insurmountably challenges to a large open-space event.

For these reason, the National Mall and Memorial Parks staff and the C3 Presents production team both saw Hains Point -- the open green space at the end of park -- as the only potentially usable space in East Potomac Park for a mass-audience event. It is too small, though, for the scale of the Landmark Festival.

The festival, as booked and planned to date, requires room for 5 stages, (with two active at once) educational activities, a family activity area, a broad range of food service and significant production space. Unlike the single-stage concerts more common on the National Mall, a multi-stage festival requires more space per person to allow attendees to move about the grounds easily to explore various stages, concessions and educational tents. At less than half the size of the planned West Potomac Park location, Hains Point can't provide for safe and comfortable crowd flow for an anticipated 30,000+ attendees per day.

##### **Limited Site Access**

East Potomac Park is a peninsula with only two points of entry. To ensure adequate safety conditions based on best production practices, a major music festival with 30,000+

attendees needs more than one visitor exit to prevent bottlenecks plus an *additional* emergency exit for egress, which makes the limited access of East Potomac Park problematic. West Potomac Park, however, has three points of entry and is therefore a much better choice for safety and logistical reasons.

### **Geographic Isolation**

The remoteness of Hains Point presents transportation challenges for festival attendees that undermine the accessibility of the event. Unlike West Potomac Park, there is limited access to public transportation to and from East Potomac Park and there aren't many major hotels within reasonable walking distance.

Although we plan to supplement existing transportation options with shuttle bus service, our preference is to offer *several* desirable alternatives to handle the large number of anticipated attendees. Multiple and easy transportation options can also help discourage driving to the event, which is an important goal given limited onsite parking and our broader public safety and environmental priorities. Beyond the added challenges of access to East Potomac Park, Hains Point specifically is a long walk from the northern entrance to the park, which further limits the accessibility of the event.

### **No Adjacent Area for Public-Facing Event**

A key way in which we plan to increase the accessibility of the festival is through a nearby free and open public-facing area with food concessions and a large video screen showcasing video-streamed performances. A key consideration when planning this space was to ensure the public area is close to the ticketed area so that the two spaces feel integrated. If we planned the ticketed festival for Hains Point, there would be no nearby space for a public event area. We believe a large physical separation from the main ticketed event creates a much less attractive free option and risks alienating the free event attendees.

### **No Physical Connection to Cause**

A core mission of the festival is to educate attendees about the history, significance and pressing restoration needs of the National Mall. West Potomac Park is ideal for achieving this goal, given that it is off of the Mall proper but within walking distance of all memorials, monuments and historic sites. Since all memorials will remain open during the festival, we expect festival participants to explore these sites before, during, or after the festival each day. Hains Point, however, is so geographically removed from the historic sites of the Mall, that it is much harder to establish a strong connection to our cause there.

Since the event's relevance to the location in which it is held is a key criteria for special events permits, the Trust sees West Potomac Park as ideal since it is adjacent to the landmarks and historic sites that are the educational focus of the event but in an area more commonly used for recreational and pay-to-participate events.

## **OVERALL ASSESSMENT**

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We began the evaluation process very open to several possible locations for the festival, but initially eliminated Hains Point from consideration as a ticketed event location based on significant safety concerns stemming from limited access to the end of East Potomac Park

and the small size of the site. Upon further analysis, we remain opposed to East Potomac Park for these core reasons.

Furthermore, it is harder to establish a clear link to the educational mission of the event at Hains Point, so the promotion of our cause and the attendee educational experience would be compromised at this site-- largely negating the goal of holding a cause-driven special event in -- and in support of -- the National Mall and Memorial Parks.



**DRAFT 5.25.15**

## **Evaluation of East Potomac Park as a Music Festival Site**

Very early in the planning process – and again in the past few weeks – the Trust for the National Mall considered East Potomac Park as a potential location for the ticketed portion of the Landmark Music Festival. The evaluations were conducted in consultation with the National Mall and Memorial Parks (NAMA) and with production partner, C3 Presents.

The Landmark Music Festival was created to help celebrate and restore the National Mall and is intended to jumpstart participation in the Trust for the National Mall's broader grassroots campaign. As we evaluated sites for the festival, we looked first at safety and logistics for hosting a large-scale event with ample room to educate, engage and entertain 30,000+ attendees. We also followed the NPS special and ticketed event regulations, keeping an eye towards the festival's relevance to the space in which it is held.

Below, we've outlined the pros and cons of East Potomac Park as the primary event site:

### **SITE EVALUATION**

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#### **PROS:**

**Suitable for Recreational/Entertainment Event:** Similar to the current West Potomac Park location, the area of East Potomac Park that could potentially be available for a music festival (Hains Point site, south of the golf course covering the tip of the peninsula) is commonly used for recreational purposes and is regularly the site of pay-to-participate recreational and charitable events, such as foot races and cycling races. Hosting a ticketed event in Hains Point is compatible with the intended uses of the space.

**Minimal Impact on Park Visitors:** Because this location is so geographically removed from the monumental core of the National Mall, an event held on Hains Point would have minimal impact on park visitors wishing to explore the memorials and other nearby tourist attractions. Although road closures would be required near Hains Point, their impact would be relatively insignificant given the site's distance from the monumental core of the National Mall and typical downtown Washington traffic patterns.

#### **CONS:**

##### **Insufficient Usable Footprint**

Site layouts for a multi-stage music festival require a large area of unobstructed space. East

Potomac Park, however, is mainly a golf course with poor sight lines due to heavy tree cover, and with ground that is very uneven and divided in a way that is not conducive to festival crowd flow. In addition to the golf course, there are other pre-existing structures in the park including tennis courts and a pool that present insurmountably challenges to a large open-space event.

For these reason, the National Mall and Memorial Parks staff and the C3 Presents production team both saw Hains Point -- the open green space at the end of park -- as the only potentially usable space in East Potomac Park for a mass-audience event. It is too small, though, for the scale of the Landmark Festival.

The festival, as booked and planned to date, requires room for 5 stages, educational activities, a family activity area, a broad range of food service and significant production space. Unlike the single-stage concerts more common on the National Mall, a multi-stage festival requires more space per person to allow attendees to move about the grounds easily to explore various stages, concessions and educational tents. At approximately half the size of the planned West Potomac Park location, Hains Point can't provide for safe and comfortable crowd flow for an anticipated 30,000+ attendees per day.

### **Limited Site Access**

East Potomac Park is a peninsula with only two points of entry. To ensure adequate safety conditions based on best production practices, a major music festival with 30,000+ attendees needs more than one visitor exit to prevent bottlenecks plus an *additional* emergency exit for egress, which makes the limited access of East Potomac Park problematic. West Potomac Park, however, has three points of entry and is therefore a much better choice for safety and logistical reasons.

### **Geographic Isolation**

The remoteness of Hains Point presents transportation challenges for festival attendees that undermine the accessibility of the event. Unlike West Potomac Park, there is limited access to public transportation to and from East Potomac Park and there aren't many major hotels within reasonable walking distance.

Although we plan to supplement existing transportation options with shuttle bus service, our preference is to offer *several* desirable alternatives to handle the large number of anticipated attendees. Multiple and easy transportation options can also help discourage driving to the event, which is an important goal given limited onsite parking and our broader public safety and environmental priorities. Beyond the added challenges of access to East Potomac Park, Hains Point specifically is a long walk from the northern entrance to the park, which further limits the accessibility of the event.

### **No Adjacent Area for Public-Facing Event**

A key way in which we plan to increase the accessibility of the festival is through a nearby free and open public-facing area with food concessions and a large video screen showcasing video-streamed performances. A key consideration when planning this space was to ensure the public area is close to the ticketed area so that the two spaces feel integrated. If we planned the ticketed festival for Hains Point, there would be no nearby space for a public event area. We believe a large physical separation from the main ticketed event creates a much less attractive free option and risks alienating the free event attendees.



### **No Physical Connection to Cause**

A core mission of the festival is to educate attendees about the history, significance and pressing restoration needs of the National Mall. West Potomac Park is ideal for achieving this goal, given that it is off of the Mall proper but within walking distance of all memorials, monuments and historic sites. Since all memorials will remain open during the festival, we expect festival participants to explore these sites before, during, or after the festival each day. Hains Point, however, is so geographically removed from the historic sites of the Mall, that it is much harder to establish a strong connection to our cause there.

Since the event's relevance to the location in which it is held is a key criteria for special events permits, the Trust sees West Potomac Park as ideal since it is adjacent to the landmarks and historic sites that are the educational focus of the event but in an area more commonly used for recreational and pay-to-participate events.

### **OVERALL ASSESSMENT**

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We initially eliminated Hains Point from consideration as a festival location based on significant safety concerns stemming from limited access to the end of East Potomac Park and small size of the site. Upon further analysis, we remain opposed to East Potomac Park for these core reasons.

Furthermore, it is harder to establish a clear link to the educational mission of the event at Hains Point, so the promotion of our cause and the attendee educational experience would be compromised at this site-- largely negating the mission of holding a cause-driven special event in -- and in support of -- the National Mall and Memorial Parks.

## SPECIAL EVENT AGREEMENT

THIS AGREEMENT is made by and between the Guest Services, Inc., a Washington, DC corporation having its principal offices at 3055 Prosperity Avenue, Fairfax, Virginia 22031 ("Guest Services"), and C3 Presents, LLC, a \_\_\_\_\_ limited-liability company, having its principal offices at 300 West 6<sup>th</sup> Street, Suite 2100, Austin, Texas 78701 ("Vendor").

WHEREAS, Guest Services is, pursuant to a Concessions Contract with the National Park Service ("NPS"), the designated concessioner to provide all food service and retail merchandise on the National Mall and Memorial Parks; and

WHEREAS, Guest Services wishes to enlist Vendor's assistance during a special event on September 26 and 27, 2015 in the National Mall and Memorial Parks ("Event"); and

WHEREAS, Vendor has the willingness and the capability through its subcontractors to provide quality food and beverage service and retail items pursuant to the terms of this Agreement and in accordance with the rules now in effect or hereinafter promulgated by Guest Services or the NPS;

NOW THEREFORE, the parties agree as follows:

### 1. VENDOR RESPONSIBILITIES.

A. Vendor Operation. Vendor through its subcontractors (collectively "Vendor") shall be responsible for all aspects of operating a food and beverage and retail operation for the Event including, without limitation, stocking and managing the vendor stands, providing for cashiers, and paying for personnel supplied by Guest Services pursuant to the Rate Key attached to as Exhibit B, paying for sundry purchases from Guest Services, and removing and disposing of all leftover foods, beverages, supplies and garbage at the conclusion of the Event. Vendor operations shall be conducted and located as required by the NPS. For each Event covered by this Agreement, Vendor and Guest Services shall sign an Event Order Form, using the format set forth in Exhibit B, attached. Vendor shall notify Guest Services of Vendor's total labor needs no later than 5:00 p.m. Eastern time on September 11, 2015.

### B. Standards of Performance

(1) Vendor shall perform all of its duties hereunder in accordance with the highest standards of the food service and retail profession. These standards require the Vendor to provide Event visitors with high quality, foods and/or beverages and retail items for reasonable prices in an efficient, courteous and timely manner, and under the utmost safe and sanitary conditions. Vendor shall maintain the standards required hereunder by adhering to the terms of this Agreement, the specifications set forth in Exhibits A through D, and any additional rules and instructions later promulgated by Guest Services or the NPS. Vendor understands and agrees that a violation of the standards set forth herein will be considered a default and Guest Services, Inc. will be entitled to terminate the Agreement in accordance with the provisions of Section 12 below ("Termination").

(2) Vendor will serve customers in a manner that maximizes points of service and reduces long lines

(3) If Vendor cannot maintain the Standards of Performance set forth herein, it will receive no more than one (1) warning. The warning will state that the Guest Services has the option of terminating this Agreement if the Vendor fails to take immediate remedial measures in order to comply with the Standards of Performance.

(4) Vendor will comply with: (i) the "National Park Service Standard Public Health Requirements for Temporary Food Establishments" set forth in Exhibit A attached hereto; (ii) the "Sample Vendor Fee Calculation" set forth in Exhibit B hereto; and (iii) the "Vendor Information Sheet with Menu and Price List" set forth in Exhibit C hereto.

C. Staffing. No later than 10 days prior to the Event, Vendor must deliver a list to Guest Services of all staff performing services on behalf of Vendor for purposes of this Agreement. The list should specifically identify a Food Manager for each subcontractor's operation. Vendor staff engaged in this Vendor operation will be competent, courteous, appropriately dressed and well-groomed. Guest Services may require the Vendor to remove any employee or other person from this sales operation for just cause (including, but not limited to incompetence, carelessness, insubordination or otherwise objectionable behavior which makes his or her continued employment or service contrary to the interests of the Guest Services or the public.)

D. Subcontracting. Vendor may only use subcontractors approved by Guest Services and the NPS to provide any of the services involved in the Vendors operations at the Event.

E. Services and Equipment to be Supplied by Vendor

(1) Unless otherwise stated herein, Vendor will provide all services and equipment necessary for Vendor's operation and will be responsible for all costs associated with such operation.

(2) All pricing for food, beverage, and retail items is subject to prior written approval by NPS and Guest Services.

F. Recordation of Sales.

Cashiers supplied by Vendor (and paid for by Vendor) will record and monitor all sales in accordance with the following procedures:

(1) Payment collection will be performed by Vendor, under Guest Services' supervision. All payments made to Vendor and its subcontractors for food, beverages, and retail items shall be deposited into Guest Services' bank accounts.

(2) Each of Vendor's and Guest Services' designated appointees has the right to: (i) be present during any transactions; (ii) observe and jointly participate in the daily readings of the meter contained in the cash register (if any); and (iii) review the register tapes (if any) and any other pertinent records to establish the amount of the gross sales receipts.

(3) Guest Services shall have the right to audit Vendor's ticket manifest for the Event (and any related bundled food/beverage/retail/concert ticket packages) in order to determine allocations to food, beverage, and retail.

G. Payment. Cashiers shall accept cash, credit cards, and RFID chips from the general public for the purchase of food and beverages and retail during the Event.

H. Pre-Event Planning. Vendor will provide requested information about menus, preparation, operations, pricing, and retail items and other needs to Guest Services by September 11, 2015.

I. Equipment. Vendor will arrange for tents and signage for Vendor's subcontractors. Vendor will also provide hook-ups to electricity and water, and a shared dumpster for trash disposal.

J. Trailer Space. Vendor shall provide Guest Services with a secured, level, space of 15 feet by 25 feet for Guest Services offices (Guest Services will provide its office trailer). Vendor will provide a 120 volt electrical outlet, with current, for the office trailer, and a portable toilet adjacent to this space. If Vendor requests that Guest Services provide ice for Vendor's subcontractors, Vendor shall also provide level space for one, 85-foot long tractor trailer.

## 2. FACILITIES, SERVICES & EQUIPMENT SUPPLIED BY GUEST SERVICES

A. Coordination with Guest Services' Representative. Vendor will coordinate the layout of the food service and preparation area with Guest Services' Representative. During the Event, Vendor will comply with the directions of the Representative including, without limitation: stacking of broken-down cardboard boxes next to garbage dumpsters; disposal of bottles in bottle containers; minimal usage of water (i.e., no hosing of vendor decks); dumping of liquids only in sinks; and placement of food, beverages, utensils or other service items above ground and off of floors (i.e., shelving in refrigerator trucks and dry goods storage).

B. Condition of Premises and Equipment. An inspection of Vendor's locations will take place following the Event. Failure to discard leftover food, beverages or garbage at the end of the Event will result in an additional charge to Vendor. Vendor assumes full responsibility for any and all loss or damage to while in Vendor's custody and care during the Term of this Agreement.

C. Ice Sales. If requested, Guest Services will sell ice to Vendor's subcontractors at \$20.00 a 40-pound bag.

## 3. VENDOR FEE & REIMBURSABLE EXPENSES

Fee and Expenses. Vendor shall pay Guest Services a Vendor Fee as set forth in Exhibit B for such Events, which shall be a percentage **of the gross sales receipts, less District of Columbia sales tax** (the "Vendor Fee"). The Vendor Fee and reimbursable expenses will be calculated in accordance with Exhibit B attached hereto, and shall be paid by Guest Services to itself, within 10 days of the Event. The balance, as set forth in Exhibit B, less taxes and other expenses, shall be paid by Guest Services to Vendor.

## 4. HOURS OF OPERATION

A. The serving times for Vendors shall be provided to Vendor by Guest Services no later than 72 prior to the Event.

B. If, for reasons of inclement weather, public disturbances, acts or regulations of public authorities, or any other cause whereby Guest Services is required to cease Event operations and/or vendor operations, it is agreed that Guest Services will not be held accountable for any consequent loss of sales by the Vendor.

5. Intentionally Omitted

6. SECURITY. The National Park Police will provide general police protection of the Event area during the period of the Event. Vendor will also provide security personnel during the Event. Guest Services is not liable for any loss or damage to property or equipment contained in or around the vendor area due to theft, pilferage, vandalism, action of the elements or any other cause.

7. COMPLIANCE WITH LAWS, RULES & REGULATIONS

A. Compliance with Laws. Vendor agrees to comply with all applicable federal laws and the laws of the District of Columbia including, but not limited to, the District of Columbia sales tax, wage and hour laws and workers compensation.

B. Certified Food Manager. Vendor's subcontractors are required to have at least one (1) Food Manager on site at all times who is certified to properly handle food and beverages. The Food Managers are listed on Exhibit D. Vendor may not substitute any other person as the Food Manager without the prior written approval of Guest Services.

C. Right to Inspect Vendor. Vendor will comply with all U.S. , NPS, and local applicable health, sanitation, fire and safety laws, rules and regulations. Appropriate health, sanitation, fire and safety officers may inspect the Vendor's operation as they deem necessary and will make any violations known to Guest Services and to the Vendor. Vendor will immediately remedy any such violation(s) to the satisfaction of the inspecting officers and Guest Services, and will otherwise comply with any instruction aimed at improving the health, sanitation, fire or safety conditions of the vendor operation.

D. Licensing/Permits. Vendor will obtain all licenses and permits required in connection with Vendor's operations hereunder.

8. INSURANCE

A. Comprehensive General Liability Insurance. At its own expense, Vendor shall carry comprehensive general liability ("CGL") insurance for any personal injury (including products liability) or property damage, with a minimum limit of one million dollars (\$1,000,000) per occurrence.

B. Worker's Compensation. At its own expense, Vendor shall carry Worker's Compensation insurance in compliance with the laws of the District of Columbia for all persons Vendor employs to work at the Event.

C. Upon execution of this Agreement, Vendor will provide a copy of its certificate of insurance naming Guest Services, Inc. and the National Park Service as an "Additional Insured" for the above referenced CGL insurance policy.

9. INDEMNIFICATION. Vendor shall indemnify, hold harmless and defend Guest Services, Inc., its Trustees, officers, agents and employees and the U.S. Government against any and all claims, liabilities and expenses (including judgments, settlements and reasonable attorneys fees) arising from the negligent or intentional acts or omissions of Vendor, its representatives, agents, employees or subcontractors, such as the injury or death of any person, or damage or loss of any property related to Vendor's performance of this Agreement. This clause will survive the expiration or other termination of this Agreement.

10. USE OF NAMES. Except as otherwise provided herein, Vendor shall not refer nor permit others, to refer to Guest Services or the NPS or to any of their organizations, programs, or facilities in any manner, for any purpose, including advertising, marketing, publicity and fundraising. Vendor is specifically barred from claiming any endorsement from Guest Services or NPS from claiming that Vendor is a preferred provider or otherwise special among other similar contractors. This clause will survive expiration or other termination of this Agreement.

11. TERM. This Agreement will become effective upon the date of execution by both parties below and will continue in effect until Guest Services or Vendor terminate this Agreement in writing, with at least 30 days notice, or as otherwise provided herein.

12. TERMINATION. If the Vendor, its representatives, agents, or employees breach any of the obligations described herein, Guest Services will have the right to terminate this Agreement immediately, by written notice. Upon termination, Vendor must vacate the vendor stand and immediately pay the Vendor Fee and all reimbursable expenses to Guest Services.

13. BANKRUPTCY. In the event Vendor enters into a proceeding relating to bankruptcy, whether voluntary or involuntary, Vendor will notify Guest Services by certified mail within five (5) days of the initiation of the proceeding. This notice shall include the date on which the bankruptcy petition was filed, the name of the court in which the petition was filed, and Guest Services, Inc. Contract number as it appears on the first page of this Agreement.

14. CONTACTS. The primary Guest Services' contact for Vendors is: Bruce Ward, phone (703) 965-8459.

15. NOTICES. All notices to be given pursuant to this Agreement shall be sent by Certified mail, return receipt requested, or by overnight courier (Fed Ex or UPS only) to:

*To Vendor:*

C3 Presents, LLC  
300 West 6<sup>th</sup> Street,  
Suite 2100  
Austin, TX 78701  
Attn: Charlie Jones  
(512) 478-7211

*To Guest Services:*

Guest Services, Inc.  
3055 Prosperity Avenue  
Fairfax, VA 22031  
Attn: Rick Wayland  
703-849-9300 (Voice)  
703-641-4690 (Fax)

With a copy to:

Guest Services, Inc.  
3055 Prosperity Avenue  
Fairfax, VA 22031  
Attn: Douglas H. Verner





16. NOT AN EMPLOYEE

A. It is understood that Vendor is undertaking the work hereunder as an independent contractor, not as an employee of Guest Services, and neither Vendor, its subcontractors, nor their employees are eligible for any of the Guest Services benefits afforded to Guest Services employees. The parties, by this Agreement, do not intend to create a partnership, principal/agent or joint venture relationship. Neither party may incur any legal obligation on behalf of the other.

B. Vendor is responsible for providing, at Vendor's own expense, disability, unemployment, worker's compensation and other insurance (including adequate liability and property insurance), training, permits and licenses for its employees and representatives, if applicable. Vendor is responsible for paying all income taxes, including estimated taxes, incurred as a result of the compensation paid by Guest Services to Vendor for services under this Agreement. Vendor acknowledges that Guest Services, Inc. assumes no responsibility whatsoever for the acts, errors, and/or omissions of Vendor beyond which it is responsible for at law.

17. BOOKS & RECORDS. Guest Services may examine and make copies of any books, contracts and other records of Vendor related to the services described herein at Vendor's place of business during regular business hours, with appropriate safeguards for confidentiality. This requirement will be effective throughout the Term and shall survive for three (3) years thereafter.

18. ASSIGNMENT. No assignment of this Agreement by the Vendor is permitted without Guest Services' prior written approval; however this Agreement is binding upon the successors in interest of either party.

19. NO DISCRIMINATION. In the performance of this Agreement, Vendor will not discriminate in the treatment of any persons associated with the work required hereunder on the basis of race, color, sex, national origin or disability.

20. WAIVER. The waiver by either party or the failure by either party to claim a breach or default of any provision of this Agreement shall not constitute a waiver of any subsequent breach whether of a similar or dissimilar nature, nor shall any delay or omission on the part of either party to exercise any right that it has under this Agreement operate as a waiver of such right.

21. INTERPRETATION. This Agreement shall in all respects be interpreted and governed in accordance with applicable federal law and the laws of the Commonwealth of Virginia, regardless of the place of execution or performance, and without regard to any conflict of laws provisions thereof. If any term or provision of this Agreement is held to be invalid or illegal, such term or provision shall not affect the validity or enforceability of the remaining terms and provisions of this Agreement. The recitals herein constitute an integral part of the Agreement reached and are to be considered as such; however, the section headings of this Agreement have been inserted for convenience only and shall not be used in its interpretation. This Agreement is deemed to have been drafted by both parties and, in the event of a dispute, shall not be construed against either party as drafter.

22. ORDER OF PRECEDENCE. In the event of any inconsistencies between the language of this Agreement and the Exhibits and Schedule attached hereto, the terms of this Agreement are controlling, followed by the Schedule, and then the Exhibits.

23. ENTIRE AGREEMENT. This Agreement, and Exhibits A through D identified herein and attached hereto, constitutes the entire agreement between the parties relating to the subject matter herein contained. All prior negotiations, representations, agreements and understandings are merged into, extinguished by, and completely expressed in this Agreement.

24. ATTORNEY'S FEES. In an action to enforce the terms of this Agreement, the prevailing party shall be entitled to an award of its attorneys' fees as part of any judgment.

**NO AMENDMENTS OR MODIFICATIONS TO THIS AGREEMENT WILL BE VALID UNLESS IN WRITING AND SIGNED BY BOTH PARTIES HERETO.**

ACCEPTED AND AGREED by the authorized signatories of the parties:

**GUEST SERVICES, INC.**

**C3 Presents, LLC**  
Vendor

---

Gerard T. Gabrys  
CEO

---

Name  
Owner

---

Date

---

Date

## **List of Exhibits and Schedules**

Exhibit A: National Park Service Food Service Application and Standard Public Health Requirements for Temporary Food Establishments

Exhibit B: Vendor Fee Calculation

Exhibit C: Vendor Information Sheet with Menu and Price List (This sheet must be initialed by Vendor and returned along with the Vendor Agreement).

Exhibit D: List of Certified Food Managers with Contact Information

## EXHIBIT A

In order to ensure the safety and quality of the food served to our clients and customers and to ensure compliance with applicable foodservice regulations, Guest Services, Inc. requires all foodservice vendors to provide proof of their adherence to safety food handling standards and practices.

Each foodservice vendor must complete this application. The application must be completed and submitted to the Guest Services, Inc corporate sanitarian at least 30 days before an event.

Name of Temporary Establishment: \_\_\_\_\_

Name of Operator/Owner: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Event Name: \_\_\_\_\_

Event Location: \_\_\_\_\_

Dates & Times of Event: \_\_\_\_\_

Number of stations? \_\_\_\_\_

For each stand serving potentially hazardous food, please list certified food manager?

\_\_\_\_\_

Please submit a layout of foodservice operation to include location of handwashing station, foodservice equipment, warewashing sinks, waste water tanks, etc.

What is the alternative plan for storage of refrigerated/frozen products in case of an emergency?

List **all** food and beverage items to be prepared and served.

*NOTE: Any changes to the menu must be submitted to and approved by the GSI Corporate Sanitarian at least **10 days** prior to the event.*

Will all foods be prepared at the site?

\_\_\_\_\_ **Yes**>>Complete **Attachment A**

\_\_\_\_\_ **No** >>Complete **Attachments A**

**You must provide a**

- *copy of the current license for permanent food establishment where the food will be prepared*
- **foodservice establishment inspection report**
- **foodservice establishment agreement submitted with application**

Describe (be specific) how frozen, cold, and hot foods will be transported to the Temporary Food Establishment:

How will food temperatures be monitored and maintained during the event?

Identify the sources of food to be served at the event. Also include the source of the ice:

Describe the number, location and set up of handwashing facilities to be used by the workers:

Identify the source of the potable water supply and describe how water will be stored and distributed at the event.

Describe where utensil washing will take place. If no facilities are available on site, describe the location of back-up utensil storage.

Describe how and where wastewater from handwashing and utensil washing will be collected, stored and disposed:

Describe the number, location and types of garbage containers at the event:

Describe the floors, walls and ceiling surfaces, and lighting within the event:

Describe how electricity will be provided, if needed, to the event:

Please add any additional information about the event that should be considered:

#### SUPPLY CHECK LIST

Handwashing soap	
Disposable paper towel	
Food thermometer	
Thermometer for storage equipment	
Sanitizer	
Test paper for sanitizer	
Alcohol swabs for cleaning thermometer	
Disposable gloves	
Effective hair restraint	

Statement: I hereby certify that the above information is correct, and I fully understand that any deviation from the above without prior permission from GSI Corporate Sanitarian may nullify final approval.

Signature(s) \_\_\_\_\_

Date: \_\_\_\_\_

**All food service operators must be inspected prior to conducting any sale.**



Please complete a form for each potentially hazardous food item on menu and keep in tent for review and training purposes.

**PRODUCT:**    \_No HAZARDOUS FOOD  
ITEM \_\_\_\_\_

**SOURCE:**       \_\_\_\_\_

**RECEIVING CONDITION:**   Frozen \_\_\_\_°F       Fresh \_\_\_\_\_°F   Pre-Cooked  
\_\_\_\_\_°F

**STORAGE LOCATION:** Temp to be checked and documented every 4 hours.

(Equipment temp)               Freezer \_\_\_\_°F               Refrigerator \_\_\_\_\_°F

(Product temp)               Freezer \_\_\_\_\_°F               Refrigerator \_\_\_\_\_°F

**THAWING PROCESS:** \_\_\_\_\_

**PREPARATION PROCESS:**

Final Cook \_\_\_\_\_°F               Equipment to be used \_\_\_\_\_

Hot Holding \_\_\_\_\_°F               Equipment to be used \_\_\_\_\_

- 
- **NO LEFTOVERS!**
  - **MAINTAIN SANITIZING SOLUTION –CHANGE AT LEAST EVERY 2 HOURS**
  - **CLEAN AND SANITIZE UTENSILS BEFORE EACH USE OR EVERY 4 HOURS IF UNDER CONSTANT USE.**
  - **WASH HANDS BEFORE HANDLING FOOD PRODUCTS.**
  - **WEAR DISPOSABLE GLOVES WHEN HANDLING READY-TO-EAT (RTE) FOODS.**
  - **HOT FOODS MUST BE HELD AT 140 °F OR HIGHER**
  - **COLD FOODS MUST BE HELD AT 40°F OR LESS**
  - **COOK FOODS TO AT LEAST REQUIRED MINIMUM TEMPERATURES:**
  - **POULTRY               165°F**
  - **SEAFOOD             145°F**
  - **PORK, BEEF         145°F**
  - **GROUND MEAT       155 °F**
  - **CHECK PRODUCT AND EQUIPMENT TEMPERATURE FREQUENTLY.**

**COMMENTS:**

## Special Events Foodservice Checklist

**All** Temporary food events are required to comply with National Park Service (NPS) Public Health Guidelines and Guest Services, Inc food safety and sanitation standards and procedures.

<b>Food</b>	<b>COMPLIANCE yes/no</b>
Certified Food Safety Manager on duty at all times.	
Menu limited to approved items list.	
Source – All food items are from an approved source.	
Source - food items prepared off-site are prepared in a pre-approved licensed establishment ( <b>copy of current license, inspection report and establishment agreement submitted with application</b> ).	
HACCP temperature logs maintained on potentially hazardous foods prepared offsite.	
Cold food packed <41°F.	
Temperature of cold foods maintained during transport. Temperature log available.	
Hot food packed >140°F.	
Temperature of hot foods maintained during transport. Temperature log available.	
Food stored in new food bags not in garbage bags.	
Raw meats stored separately from other foods items, including ready-to-eat foods	
Toxic materials are stored separately from foods.	
Cold food maintained at <41°F while being held onsite.	
Hot food maintained at >140°F while being held onsite.	
<b>Employees</b>	
Healthy; no illnesses or infection symptoms such as: diarrhea, fever, vomiting, jaundice, sore throat with fever, or open cuts or sores on the hands or wrists.	
Employees thoroughly wash hands with soap and water before working, after using bathroom, and any other time their hands become contaminated.	
Employees are wearing clean clothes.	
<b>Equipment</b>	
Food containers cleaned and sanitized after each use.	
Sufficient refrigeration or drained ice to maintain cold temperatures <41°F.	
Sufficient hot holding devices to maintain hot temperatures >140°F.	
Cooking equipment to heat food to 165°F.	
Approved clean food thermometers are available and used frequently for measuring food temperatures during cooking and holding.	
Approved refrigeration thermometer for each cold holding unit.	
Handwashing facilities readily accessible	
Three compartment sink or equivalent for dishwashing.	
Counter protection (sneeze guards) if food is to be held on counter for serving.	
Tables, stands, pallets or other devices to keep all food, utensils, single service, equipment, food prep and other operations off the ground or pavement.	
Clean and sanitized water containers to transport water to food booth.	
Wiping cloth sanitizer containers.	
Sufficient utensils, disposable gloves for food prep and dispensing.	
Sufficient garbage storage containers for food prep.	
<b>Supplies</b>	
Sufficient supply of sanitary disposable towels.	
Sufficient supply of hand soap.	
Sufficient dishwashing soap.	
Sufficient chemical sanitizer	

Sufficient supply of sanitizer test strips for selected sanitizer.	
Sufficient fuel for cooking and hot holding.	
Sufficient ice if needed for cold holding.	
Extra plastic wrap and/or foil to cover food containers during holding.	
Wiping cloths are stored in a sanitizing solution	
Sanitizing water is changed when it becomes dirty.	
Wiping cloths are either discarded or washed when soiled.	

**All food service operators must be inspected prior to conducting any sale.**

### FOOD TEMPERATURE LOG

Record final cook temperature and time of product.

DATE:

PRODUCT	TIME	TEMP	TIME	TEMP	TIME	TEMP	TIME	TEMP

DATE:

PRODUCT	TIME	TEMP	TIME	TEMP	TIME	TEMP	TIME	TEMP

### **FREEZER TEMPERATURE LOG**

**Maintain at 10°F - 0°F**

**Notify Manager if temp exceeds 10°F**

**Store food items off floor atleast 6 “**

**Label and date food items**

**Please record internal temperature of equipment at noted times below.**

<b>DATE</b>	<b>9:00 am</b>	<b>12:00 pm</b>	<b>3:00pm</b>	<b>6:00pm</b>	<b>9:00pm</b>	<b>Comments</b>
-------------	----------------	-----------------	---------------	---------------	---------------	-----------------

### REFRIGERATOR TEMPERATURE LOG

Maintain at 38°F – 41°F  
Notify Manager if temp exceeds 41°F  
Store food items off floor atleast 6 “  
Label and date food items

Please record internal temperature of equipment at noted times below.

DATE	9:00 am	12:00 pm	3:00pm	6:00pm	9:00pm	Comments
------	---------	----------	--------	--------	--------	----------

**EXHIBIT B**

**SAMPLE VENDOR FEE CALCULATION**

**[VENDOR NAME]**

A.	Gross Sales Receipts:	A \$ _____
B.	DC Sales Tax @ 10% (.91743 times A)	B \$ _____
C.	Net Sales (A minus B)	C \$ _____
D.	Guest Services 28% of Net Sales (.28 times C) = _____	D. \$ _____
E.	Additional Costs to Guest Services	
	Cash Managers \$360/day = _____	
	Assistant Lead Cashier Manager \$360/day = _____	
	Lead Cash Manager \$450/day = _____	
	Event Manager \$450/day = _____	
	Security Director \$450/day = _____	
	Day = no more than 12 hours	
	Total of E	E \$ _____
F.	Total amount due Guest Services (D plus E)	F \$ _____
G.	Less Daily Deposits Paid to Guest Services	G \$ _____
H.	TOTAL BALANCE DUE TO Guest Services (F minus G)	H \$ _____

Signature of Vendor \_\_\_\_\_ Date \_\_\_\_\_

Signature of Guest Services, Inc. \_\_\_\_\_ Date \_\_\_\_\_



**Exhibit C**  
**Date:** \_\_\_\_\_ **-** \_\_\_\_\_  
**Menu**

**Exhibit D**

<b>Food Operation</b>	<b>Name of Certified Food Manager</b>	<b>Work Phone</b>	<b>Cell Phone</b>

# LANDMARK MUSIC FESTIVAL

For The National Mall

SEPTEMBER 26-27, 2015 • WASHINGTON, DC



## **SPECIAL EVENT AGREEMENT**

THIS AGREEMENT is made by and between the Guest Services, Inc., a Washington, DC corporation having its principal offices at 3055 Prosperity Avenue, Fairfax, Virginia 22031 ("Guest Services"), and C3 Presents, LLC, a Texas limited-liability company, having its principal offices at 300 West 6<sup>th</sup> Street, Suite 2100, Austin, Texas 78701 ("Vendor").

WHEREAS, Guest Services is, pursuant to a Concessions Contract with the National Park Service ("NPS"), the designated concessioner to provide all food service and retail merchandise on the National Mall and Memorial Parks; and

WHEREAS, Guest Services wishes to enlist Vendor's assistance during a special event on September 26 and 27, 2015 in the National Mall and Memorial Parks ("Event"); and

WHEREAS, Vendor has the willingness and the capability through its subcontractors to provide quality food and beverage service and retail items pursuant to the terms of this Agreement and in accordance with the rules now in effect or hereinafter promulgated by Guest Services or the NPS. Guest Services represents: i) that it will not promulgate any new rules prior to the Event; and ii) that to the best of its knowledge the NPS is not planning to promulgate any new rules prior to the Event.

NOW THEREFORE, the parties agree as follows:

### **1. VENDOR RESPONSIBILITIES.**

A. Vendor Operation. Vendor, itself and through its subcontractors (collectively "Vendor"), shall be responsible for all aspects of operating a food and beverage (including beer and any other alcoholic beverage for which there is a permit) and retail operation for the Event including, without limitation, stocking and managing the vendor stands, providing for cashiers, and paying for mutually agreed upon personnel supplied by Guest Services pursuant to the Rate Key attached to as Exhibit B, paying for sundry mutually agreed upon purchases from Guest Services, and removing and disposing of all leftover foods, beverages, supplies and garbage at the conclusion of the Event. Vendor operations shall be conducted and located as required by the NPS. For each Event covered by this Agreement, Vendor and Guest Services shall sign an Event Order Form, using the format set forth in Exhibit B, attached. Vendor shall notify Guest Services of Vendor's total labor needs no later than 5:00 p.m. Eastern time on September 11, 2015.

### **B. Standards of Performance**

(1) Vendor shall perform all of its duties hereunder in accordance with the highest standards of the food service and retail profession. These standards require the Vendor to provide Event visitors with high quality, foods and/or beverages and retail items at NPS approved prices in an efficient, courteous and timely manner, and under the utmost safe and sanitary conditions. Vendor shall maintain the standards required hereunder by adhering to the terms of this Agreement, the specifications set forth in Exhibits A through D, and any additional rules and instructions later promulgated by Guest Services or the NPS. Guest Services represents: i) that it will not promulgate any new rules prior to the Event; and ii) that to the best of its knowledge the NPS is not planning to promulgate any new rules prior to the Event. Vendor understands and agrees that a violation of the standards set forth herein will be

considered a default and Guest Services, Inc. will be entitled to terminate the Agreement in accordance with the provisions of Section 12 below ("Termination").

(2) Vendor will use commercially reasonable efforts to serve customers in a manner that maximizes points of service and reduces long lines

(3) If Vendor does not maintain the Standards of Performance set forth herein, it will remedy such matter upon receipt of a warning from GSI within a reasonable amount of time, not to exceed one hour.

(4) Vendor will comply with: (i) the "National Park Service Standard Public Health Requirements for Temporary Food Establishments" set forth in Exhibit A attached hereto; (ii) the "Sample Vendor Fee Calculation" set forth in Exhibit B hereto; and (iii) the "Vendor Information Sheet with Menu and Price List" set forth in Exhibit C hereto.

C. Staffing. Vendor must deliver a list to Guest Services of all staff performing services on behalf of Vendor for purposes of this Agreement. The list should specifically identify a Food Manager for each subcontractor's operation. Vendor staff engaged in this Vendor operation will be competent, courteous, appropriately dressed and well-groomed. Guest Services may require the Vendor to remove any employee or other person from this sales operation for just cause (including, but not limited to incompetence, carelessness, insubordination or otherwise reasonably objectionable behavior which makes his or her continued employment or service contrary to the interests of the Guest Services or the public.)

D. Subcontracting. Vendor may only use subcontractors approved by Guest Services and the NPS to provide any of the services involved in the Vendor's operations at the Event.

E. Services and Equipment to be Supplied by Vendor

(1) Unless otherwise stated herein, Vendor will provide all services and equipment necessary for Vendor's operation and will be responsible for all costs associated with such operation.

(2) All pricing for food, beverage, and retail items must be submitted to NPS and Guest Services for approval at least three days prior to the Event.

F. Recordation of Sales.

Cashiers supplied by Vendor (and paid for by Vendor) will record and monitor all sales in accordance with the following procedures:

(1) Payment collection will be performed by Vendor, under Guest Services' supervision. All payments made to Vendor and its subcontractors for food, beverages, and retail items shall be deposited into Guest Services' bank accounts.

(2) Each of Vendor's and Guest Services' designated appointees has the right to: (i) be present during any transactions; (ii) observe and jointly participate in the daily readings of the meter contained in the cash register (if any); and (iii) review the register tapes (if any) and any other pertinent records to establish the amount of the gross sales receipts.

G. Payment. Cashiers shall accept cash, credit cards, and RFID chips from the general public for the purchase of food and beverages and retail during the Event.

H. Pre-Event Planning. Vendor will provide requested information about menus, preparation, operations, pricing, and retail items and other needs to Guest Services no later than three days prior to the Event.

I. Equipment. Vendor will arrange for tents and signage for Vendor's subcontractors. Vendor will also provide hook-ups to electricity and water, and a shared dumpster for trash disposal.

J. Trailer Space. Vendor shall provide Guest Services with a secured, level, space of 15 feet by 25 feet for Guest Services offices (Guest Services will provide its office trailer). Vendor will provide a 120 volt electrical outlet, with current, for the office trailer, and a portable toilet adjacent to this space. If Vendor requests that Guest Services provide ice for Vendor's subcontractors, Vendor shall also provide level space for one, 85-foot long tractor trailer.

## 2. FACILITIES, SERVICES & EQUIPMENT SUPPLIED BY GUEST SERVICES

A. Coordination with Guest Services' Representative. Vendor will coordinate the layout of the food service and preparation area with Guest Services' Representative (the "Representative"). During the Event, Vendor will comply with the directions of the Representative including, without limitation: stacking of broken-down cardboard boxes next to garbage dumpsters; disposal of bottles in bottle containers; minimal usage of water (i.e., no hosing of vendor decks); dumping of liquids only in sinks; and placement of food, beverages, utensils or other service items above ground and off of floors (i.e., shelving in refrigerator trucks and dry goods storage).

B. Condition of Premises and Equipment. An inspection of Vendor's locations will take place following the Event. Failure to discard leftover food, beverages or garbage at the end of the Event will result in an additional charge to Vendor. Vendor assumes full responsibility for any and all loss or damage to NPS' and Guest Services' equipment while in Vendor's custody and care during the Term of this Agreement.

## 3. VENDOR FEE & REIMBURSABLE EXPENSES

Fee and Expenses. Vendor shall pay Guest Services a Vendor Fee as set forth in Exhibit B for the Events, which shall be a percentage ***of the gross sales receipts, less District of Columbia sales tax*** (the "Vendor Fee"). The Vendor Fee and reimbursable expenses will be calculated in accordance with Exhibit B attached hereto, and shall be paid by Guest Services to itself, within 10 days of the Event. Any reimbursable expense (including GSI personnel who are to be paid out of gross sales receipts) must be agreed to in advance by the parties. Guest Services may, at its option, have additional personnel at the Event, but Guest Services is responsible for the cost of such personnel. The balance, as set forth in Exhibit B, less taxes and other expenses, shall be paid by Guest Services to Vendor.

## 4. HOURS OF OPERATION

A. The serving times for Vendors shall be provided to Vendor by Guest Services no later than 72 prior to the Event.

B. If, for reasons of inclement weather, public disturbances, acts or regulations of public authorities, or any other cause whereby Guest Services is required to cease Event operations and/or vendor operations, it is agreed that Guest Services will not be held accountable for any consequent loss of sales by the Vendor.

5. Intentionally Omitted

6. SECURITY. The National Park Police will provide general police protection of the Event area during the period of the Event. Vendor will also provide security personnel during the Event. Except to the extent caused by Guest Services or its employees, representatives, agents, or personnel, Guest Services is not liable for any loss or damage to property or equipment contained in or around the vendor area due to theft, pilferage, vandalism, action of the elements or any other cause.

7. COMPLIANCE WITH LAWS, RULES & REGULATIONS

A. Compliance with Laws. Vendor agrees to comply with all applicable federal laws and the laws of the District of Columbia including, but not limited to, the District of Columbia sales tax, wage and hour laws and workers compensation.

B. Certified Food Manager. Vendor's subcontractors are required to have at least one (1) Food Manager on site at all times who is certified to properly handle food and beverages. The Food Managers are listed on Exhibit D. Vendor may not substitute any other person as the Food Manager without the prior written approval of Guest Services.

C. Right to Inspect Vendor. Vendor will comply with all U.S. , NPS, and local applicable health, sanitation, fire and safety laws, rules and regulations. Appropriate health, sanitation, fire and safety officers may inspect the Vendor's operation as they deem necessary and will make any violations known to Guest Services and to the Vendor. Vendor will immediately remedy any such violation(s) to the reasonable satisfaction of the inspecting officers and Guest Services, and will otherwise comply with any reasonable instruction aimed at improving the health, sanitation, fire or safety conditions of the vendor operation.

D. Licensing/Permits. Vendor will obtain all licenses and permits required in connection with Vendor's operations hereunder.

8. INSURANCE

A. Comprehensive General Liability Insurance. At its own expense, Vendor shall carry comprehensive general liability ("CGL") insurance for any personal injury (including products liability) or property damage, with a minimum limit of one million dollars (\$1,000,000) per occurrence.

B. Worker's Compensation. At its own expense, Vendor shall carry Worker's Compensation insurance in compliance with the laws of the District of Columbia for all persons Vendor employs to work at the Event.



C. Upon execution of this Agreement, Vendor will provide a copy of its certificate of insurance naming Guest Services, Inc. and the National Park Service as an "Additional Insured" for the above referenced CGL insurance policy.

9. INDEMNIFICATION.

(a) Vendor shall indemnify, hold harmless and defend Guest Services, Inc., its trustees, officers, agents and employees and the U.S. Government against any and all claims, liabilities and expenses (including judgments, settlements and reasonable outside attorneys' fees) to the extent arising from the negligent or intentional acts or omissions of Vendor, its representatives, agents, employees or subcontractors, such as the injury or death of any person, or damage or loss of any property related to Vendor's performance of this Agreement. This clause will survive the expiration or other termination of this Agreement.

(b) Guest Services shall indemnify, hold harmless and defend Vendor, its subcontractors and their officers, agents and employees against any and all claims, liabilities and expenses (including judgments, settlements and reasonable outside attorneys' fees) to the extent arising from the negligent or intentional acts or omissions of Guest Services, its representatives, agents, employees or subcontractors, such as the injury or death of any person, or damage or loss of any property related to this Agreement. This clause will survive the expiration or other termination of this Agreement.

10. USE OF NAMES. Except as otherwise provided herein or in another executed agreement, Vendor shall not refer nor permit others, to refer to Guest Services or the NPS or to any of their organizations, programs, or facilities in any manner, for any purpose, including advertising, marketing, publicity and fundraising. Vendor is specifically barred from claiming any endorsement from Guest Services or NPS from claiming that Vendor is a preferred provider or otherwise special among other similar contractors. This clause will survive expiration or other termination of this Agreement.

11. TERM. This Agreement will become effective upon the date of execution by both parties below and will continue in effect until Guest Services or Vendor terminate this Agreement in writing, with at least 30 days notice, or as otherwise provided herein.

12. TERMINATION. If the Vendor, its representatives, agents, employees, or subcontractors breach any of the obligations described herein, Guest Services will have the right to terminate this Agreement after notice and a reasonable amount of time, not to exceed one hour, to cure by written notice, but only as to the subcontractor or the employee which is in breach of this Agreement. Upon termination, that subcontractor or employee must vacate the Event.

13. BANKRUPTCY. In the event Vendor enters into a proceeding relating to bankruptcy, whether voluntary or involuntary, Vendor will notify Guest Services by certified mail within five (5) days of the initiation of the proceeding. This notice shall include the date on which the bankruptcy petition was filed, the name of the court in which the petition was filed, and Guest Services, Inc. Contract number as it appears on the first page of this Agreement.

14. CONTACTS. The primary Guest Services' contact for Vendors is: Bruce Ward, phone (703) 965-8459.

15. NOTICES. All notices to be given pursuant to this Agreement shall be sent by Certified mail, return receipt requested, or by overnight courier (Fed Ex or UPS only) to:

*To Vendor:*

C3 Presents, LLC  
300 West 6<sup>th</sup> Street,  
Suite 2100  
Austin, TX 78701  
Attn: Charlie Jones  
(512) 478-7211

*To Guest Services:*

Guest Services, Inc.  
3055 Prosperity Avenue  
Fairfax, VA 22031  
Attn: Rick Wayland  
703-849-9300 (Voice)  
703-641-4690 (Fax)

With a copy to:

Guest Services, Inc.  
3055 Prosperity Avenue  
Fairfax, VA 22031  
Attn: Douglas H. Verner

16. NOT AN EMPLOYEE

A. It is understood that Vendor is undertaking the work hereunder as an independent contractor, not as an employee of Guest Services, and neither Vendor, its subcontractors, nor their employees are eligible for any of the Guest Services benefits afforded to Guest Services employees. The parties, by this Agreement, do not intend to create a partnership, principal/agent or joint venture relationship. Neither party may incur any legal obligation on behalf of the other.

B. Vendor is responsible for providing, at Vendor's own expense, disability, unemployment, worker's compensation and other insurance (including adequate liability and property insurance), training, permits and licenses for its employees and representatives, if applicable. Vendor is responsible for paying all income taxes, including estimated taxes, incurred as a result of the compensation paid by Guest Services to Vendor for services under this Agreement but Vendor has no responsibility for income taxes based upon Guest Services income. Vendor acknowledges that Guest Services, Inc. assumes no responsibility whatsoever for the acts, errors, and/or omissions of Vendor beyond which it is responsible for at law.

17. BOOKS & RECORDS. Guest Services may examine and make copies of any books, contracts and other records of Vendor related to the services described herein at Vendor's place of business during regular business hours, with appropriate safeguards for confidentiality. This requirement will be effective throughout the Term and shall survive for three (3) years thereafter.

18. ASSIGNMENT. No assignment of this Agreement by the Vendor is permitted without Guest Services' prior written approval (although Vendor is authorized to subcontract certain aspects of this Agreement); however this Agreement is binding upon the successors in interest of either party.

19. NO DISCRIMINATION. In the performance of this Agreement, Vendor will not discriminate in the treatment of any persons associated with the work required hereunder on the basis of race, color, sex, national origin or disability.

20. WAIVER. The waiver by either party or the failure by either party to claim a breach or default of any provision of this Agreement shall not constitute a waiver of any subsequent breach whether of a similar or dissimilar nature, nor shall any delay or omission on the part of either party to exercise any right that it has under this Agreement operate as a waiver of such right.

21. INTERPRETATION. This Agreement shall in all respects be interpreted and governed in accordance with applicable federal law and the laws of the Commonwealth of Virginia, regardless of the place of execution or performance, and without regard to any conflict of laws provisions thereof. If any term or provision of this Agreement is held to be invalid or illegal, such term or provision shall not affect the validity or enforceability of the remaining terms and provisions of this Agreement. The recitals herein constitute an integral part of the Agreement reached and are to be considered as such; however, the section headings of this Agreement have been inserted for convenience only and shall not be used in its interpretation. This Agreement is deemed to have been drafted by both parties and, in the event of a dispute, shall not be construed against either party as drafter.

22. ORDER OF PRECEDENCE. In the event of any inconsistencies between the language of this Agreement and the Exhibits and Schedule attached hereto, the terms of this Agreement are controlling, followed by the Schedule, and then the Exhibits.

23. ENTIRE AGREEMENT. This Agreement, and Exhibits A through D identified herein and attached hereto, constitutes the entire agreement between the parties relating to the subject matter herein contained. All prior negotiations, representations, agreements and understandings are merged into, extinguished by, and completely expressed in this Agreement.

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**NO AMENDMENTS OR MODIFICATIONS TO THIS AGREEMENT WILL BE VALID UNLESS IN WRITING AND SIGNED BY BOTH PARTIES HERETO.**

ACCEPTED AND AGREED by the authorized signatories of the parties:

**GUEST SERVICES, INC.**

**C3 Presents, LLC**  
Vendor

\_\_\_\_\_  
Gerard T. Gabrys  
CEO

\_\_\_\_\_  
Name  
Owner



\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## **List of Exhibits and Schedules**

Exhibit A: National Park Service Food Service Application and Standard Public Health Requirements for Temporary Food Establishments

Exhibit B: Vendor Fee Calculation

Exhibit C: Vendor Information Sheet with Menu and Price List (This sheet must be initialed by Vendor and returned along with the Vendor Agreement).

Exhibit D: List of Certified Food Managers with Contact Information

## EXHIBIT A

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Each foodservice vendor must complete this application. The application must be completed and submitted to the Guest Services, Inc. corporate sanitarian at least 3 days before an event.

Name of Temporary Establishment: \_\_\_\_\_

Name of Operator/Owner: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Event Name: \_\_\_\_\_

Event Location: \_\_\_\_\_

Dates & Times of Event: \_\_\_\_\_

Number of stations? \_\_\_\_\_

For each stand serving potentially hazardous food, please list certified food manager?

\_\_\_\_\_

Please submit a layout of foodservice operation to include location of handwashing station, foodservice equipment, warewashing sinks, waste water tanks, etc.

What is the alternative plan for storage of refrigerated/frozen products in case of an emergency?

List **all** food and beverage items to be prepared and served.

*NOTE: Any changes to the menu must be submitted to and approved by the GSI Corporate Sanitarian at least **3 days** prior to the event.*

Will all foods be prepared at the site?

\_\_\_\_\_ **Yes** >> Complete **Attachment A**

\_\_\_\_\_ **No** >> Complete **Attachments A**

**You must provide a**

- *copy of the current license for permanent food establishment where the food will be prepared*
- foodservice establishment inspection report
- foodservice establishment agreement submitted with application

Describe (be specific) how frozen, cold, and hot foods will be transported to the Temporary Food Establishment:

How will food temperatures be monitored and maintained during the event?

Identify the sources of food to be served at the event. Also include the source of the ice:

Describe the number, location and set up of handwashing facilities to be used by the workers:

Identify the source of the potable water supply and describe how water will be stored and distributed at the event.

Describe where utensil washing will take place. If no facilities are available on site, describe the location of back-up utensil storage.

Describe how and where wastewater from handwashing and utensil washing will be collected, stored and disposed:

Describe the number, location and types of garbage containers at the event:

Describe the floors, walls and ceiling surfaces, and lighting within the event:

Describe how electricity will be provided, if needed, to the event:

Please add any additional information about the event that should be considered:

#### SUPPLY CHECK LIST

Handwashing soap	
Disposable paper towel	
Food thermometer	
Thermometer for storage equipment	
Sanitizer	
Test paper for sanitizer	
Alcohol swabs for cleaning thermometer	
Disposable gloves	
Effective hair restraint	

Statement: I hereby certify that the above information is correct, and I fully understand that any deviation from the above without prior permission from GSI Corporate Sanitarian may nullify final approval.

Signature(s) \_\_\_\_\_

Date: \_\_\_\_\_



**All food service operators must be inspected prior to conducting any sale.**

Please complete a form for each potentially hazardous food item on menu and keep in tent for review and training purposes.

**PRODUCT:**    **\_** NO HAZARDOUS FOOD  
ITEM \_\_\_\_\_

**SOURCE:**       \_\_\_\_\_

**RECEIVING CONDITION:**   Frozen \_\_\_\_°F       Fresh \_\_\_\_\_°F   Pre-Cooked  
\_\_\_\_°F

**STORAGE LOCATION:** Temp to be checked and documented every 4 hours.

(Equipment temp)               Freezer \_\_\_\_°F               Refrigerator \_\_\_\_\_°F

(Product temp)               Freezer \_\_\_\_\_°F               Refrigerator \_\_\_\_\_°F

**THAWING PROCESS:** \_\_\_\_\_

**PREPARATION PROCESS:**

Final Cook \_\_\_\_\_°F               Equipment to be used \_\_\_\_\_

Hot Holding \_\_\_\_\_°F               Equipment to be used \_\_\_\_\_

- 
- **NO LEFTOVERS!**
  - **MAINTAIN SANITIZING SOLUTION –CHANGE AT LEAST EVERY 2 HOURS**
  - **CLEAN AND SANITIZE UTENSILS BEFORE EACH USE OR EVERY 4 HOURS IF UNDER CONSTANT USE.**
  - **WASH HANDS BEFORE HANDLING FOOD PRODUCTS.**
  - **WEAR DISPOSABLE GLOVES WHEN HANDLING READY-TO-EAT (RTE) FOODS.**
  - **HOT FOODS MUST BE HELD AT 140 °F OR HIGHER**
  - **COLD FOODS MUST BE HELD AT 40°F OR LESS**
  - **COOK FOODS TO AT LEAST REQUIRED MINIMUM TEMPERATURES:**
  - **POULTRY               165°F**
  - **SEAFOOD             145°F**
  - **PORK, BEEF          145°F**
  - **GROUND MEAT       155 °F**
  - **CHECK PRODUCT AND EQUIPMENT TEMPERATURE FREQUENTLY.**

**COMMENTS:**

### Special Events Foodservice Checklist

**All** Temporary food events are required to comply with National Park Service (NPS) Public Health Guidelines and Guest Services, Inc food safety and sanitation standards and procedures.

<b>Food</b>	<b>COMPLIANCE yes/no</b>
Certified Food Safety Manager on duty at all times.	
Menu limited to approved items list.	
Source – All food items are from an approved source.	
Source - food items prepared off-site are prepared in a pre-approved licensed establishment ( <b>copy of current license, inspection report and establishment agreement submitted with application</b> ).	
HACCP temperature logs maintained on potentially hazardous foods prepared offsite.	
Cold food packed <41°F.	
Temperature of cold foods maintained during transport. Temperature log available.	
Hot food packed >140°F.	
Temperature of hot foods maintained during transport. Temperature log available.	
Food stored in new food bags not in garbage bags.	
Raw meats stored separately from other foods items, including ready-to-eat foods	
Toxic materials are stored separately from foods.	
Cold food maintained at <41°F while being held onsite.	
Hot food maintained at >140°F while being held onsite.	
<b>Employees</b>	
Healthy; no illnesses or infection symptoms such as: diarrhea, fever, vomiting, jaundice, sore throat with fever, or open cuts or sores on the hands or wrists.	
Employees thoroughly wash hands with soap and water before working, after using bathroom, and any other time their hands become contaminated.	
Employees are wearing clean clothes.	
<b>Equipment</b>	
Food containers cleaned and sanitized after each use.	
Sufficient refrigeration or drained ice to maintain cold temperatures <41°F.	
Sufficient hot holding devices to maintain hot temperatures >140°F.	
Cooking equipment to heat food to 165°F.	
Approved clean food thermometers are available and used frequently for measuring food temperatures during cooking and holding.	
Approved refrigeration thermometer for each cold holding unit.	
Handwashing facilities readily accessible	
Three compartment sink or equivalent for dishwashing.	
Counter protection (sneeze guards) if food is to be held on counter for serving.	
Tables, stands, pallets or other devices to keep all food, utensils, single service, equipment, food prep and other operations off the ground or pavement.	
Clean and sanitized water containers to transport water to food booth.	
Wiping cloth sanitizer containers.	
Sufficient utensils, disposable gloves for food prep and dispensing.	
Sufficient garbage storage containers for food prep.	
<b>Supplies</b>	
Sufficient supply of sanitary disposable towels.	
Sufficient supply of hand soap.	
Sufficient dishwashing soap.	
Sufficient chemical sanitizer	

Sufficient supply of sanitizer test strips for selected sanitizer.	
Sufficient fuel for cooking and hot holding.	
Sufficient ice if needed for cold holding.	
Extra plastic wrap and/or foil to cover food containers during holding.	
Wiping cloths are stored in a sanitizing solution	
Sanitizing water is changed when it becomes dirty.	
Wiping cloths are either discarded or washed when soiled.	

**All food service operators must be inspected prior to conducting any sale.**

### FOOD TEMPERATURE LOG

Record final cook temperature and time of product.

DATE:

PRODUCT	TIME	TEMP	TIME	TEMP	TIME	TEMP	TIME	TEMP

DATE:

PRODUCT	TIME	TEMP	TIME	TEMP	TIME	TEMP	TIME	TEMP

### FREEZER TEMPERATURE LOG

Maintain at 10°F - 0°F

Notify Manager if temp exceeds 10°F

Store food items off floor atleast 6 “

Label and date food items

Please record internal temperature of equipment at noted times below.

DATE	9:00 am	12:00 pm	3:00pm	6:00pm	9:00pm	Comments
------	---------	----------	--------	--------	--------	----------

### REFRIGERATOR TEMPERATURE LOG

Maintain at 38°F – 41°F  
Notify Manager if temp exceeds 41°F  
Store food items off floor atleast 6 “  
Label and date food items

Please record internal temperature of equipment at noted times below.

DATE	9:00 am	12:00 pm	3:00pm	6:00pm	9:00pm	Comments
------	---------	----------	--------	--------	--------	----------

**EXHIBIT B**

**SAMPLE VENDOR FEE CALCULATION**

**[VENDOR NAME]**

A.	Gross Sales Receipts:	A \$ _____
B.	DC Sales Tax @ 10% (.91743 times A)	B \$ _____
C.	Net Sales (A minus B)	C \$ _____
D.	Guest Services 28% of Net Sales (.28 times C) = _____	D. \$ _____
E.	Additional Costs to Guest Services (if mutually agreed upon)	
	Cash Managers \$360/day = _____	
	Assistant Lead Cashier Manager \$360/day = _____	
	Lead Cash Manager \$450/day = _____	
	Event Manager \$450/day = _____	
	Security Director \$450/day = _____	
	Day = no more than 12 hours	
	Total of E	E \$ _____
F.	Total amount earned by Guest Services (D plus E)	F \$ _____
G.	Less amounts collected by Guest Services	G \$ _____
H.	Balance due to Vendor (G minus F)	H \$ _____

Signature of Vendor \_\_\_\_\_ Date \_\_\_\_\_

Signature of Guest Services, Inc. \_\_\_\_\_ Date \_\_\_\_\_



**Exhibit C**  
**Date:** \_\_\_\_\_ **-** \_\_\_\_\_  
**Menu**

**Exhibit D**

<b>Food Operation</b>	<b>Name of Certified Food Manager</b>	<b>Work Phone</b>	<b>Cell Phone</b>



Landmark Music Festival Launch Event

Tuesday, April 28, 2015

POV Rooftop Bar – The W Hotel

**1:00pm – POV Rooftop Bar Available**

Patrick & Brooke arrive to build and test Lineup Reveal & A/V

**3:00pm – POV Rooftop Bar Available**

C3/Trust Staff arrive to review and assist remaining setup

**4:00pm - Run-through**

C3/Trust go through entire run of show w/ Charlie Jones

**5:30pm - Ready**

Directional signage placed in first floor lobby and rooftop elevator

Reservation Table setup w/ RSVP List, Press Badges (post-event takeaways at the ready)

**5:50pm - Set**

DJ Mel begins to spin

Bar & Passed Bites ready

**6:00pm – Go**

Doors open, guests arrive

**6:50pm – Attention To The Floor**

Caroline Cunningham takes the stage; opening remarks, directs attention to screens and introduces announce video

Manish/W Video Team cue up announce video

**6:55pm – The Announce**

Two TV's located along the southernmost wall stream the announce video

**7:00pm – Rest of Speakers**

Deputy Mayor for Planning and Economic Development Brian Kenner takes the stage, remarks

Congresswoman Eleanor Holmes Norton takes the stage, remarks

NPS Acting Superintendent Karen Cucurullo takes the stage, remarks

**7:30pm (approx.) – Lineup & Ticket Info Announcement**

Charlie Jones takes stage, remarks and announces 2015 Lineup/limited-time \$100 Passes/Yahoo! Livestream partnership

Festival Takeaways placed on reservation table for departing guests

**7:40pm – Mix & Mingle**

DJ Mel picks up the music

Charlie & Caroline make themselves available for questions

**8:00pm – Close of Show**

LAUNCH EVENT MATERIALS, TAKEAWAYS & CREATIVE ASSETS		
Items	Quantity	Who Is Bringing to The W
Pre-Stamped Lineup Postcards	200	Brooke
Challenge Coins	190	Brooke
Press Badges	50	Liipfert
Press Badge Lanyards	50	Brooke
Moleskines	200	Trust
Press Inquiry Cards	200	Trust
Lineup Reveal Structure w/ Drape	1	Trust
Lineup Announcement Video, Pre-Video & Post Video Images	1	Paul (C3) / Manish (W)
Directional Signage	2	Trust
Easels for Directional Signage	2	The W providing
DJ Rig	1	Liipfert
55" TVs	2	The W providing
Photographer & Videographer	2	Liipfert

INTERNAL CONTACT LIST			
Name	Role / Affiliation	Email	Phone
Kristine Fitton	Vice President Marketing and Communications / TNM	KFitton@nationalmall.org	202-407-9412
Tiffany Rose	Director of Events / TNM	TRose@nationalmall.org	202-688-3763
MacKenzie Babb	Communications Manager / TNM	mbabb@nationalmall.org	202-688-3765
Jeremy Granoff	Marketing Associate / TNM	jgranoff@nationalmall.org	202-688-3759
Kelly Thomas	Director of Corporate Development / TNM	kthomas@nationalmall.org	202-688-3758
Kristine Templin	Chief Development Officer	ktemplin@nationalmall.org	202-688-3760
Patrick Dentler	Marketing / C3 Presents	pdentler@c3presents.com	512-731-0176
Lindsay Hoffman	Marketing / C3 Presents	lhoffman@c3presents.com	512-804-6666
Brooke Leal	Marketing / C3 Presents	bleal@c3presents.com	336-413-3582
Sandee Fenton	Publicity / Fresh & Clean Media	sandee@freshcleanmedia.com	310-487-4595
Brittany Pearce	Publicity / Fresh & Clean Media	brittany@freshcleanmedia.com	310-625-7990
Karly Tuckness	Sponsorship / C3 Presents	ktuckness@c3presents.com	512-423-2456
Brittany Henley	VIP / C3 Presents	bhenley@c3presents.com	512-284-0621
John Liipfert	Producer / C3 Presents	jliipfert@c3presents.com	512-912-6438
Bonnie Jung	Event Director / W Washington DC	Bonnie.Jung@whotels.com	202-441-6194
Manish Alimchandani	Event Tech / W Washington DC	malimchandani@psav.com	404-993-9018
DJ Mel	DJ / C3 Presents	djmel@c3presents.com	512-694-3654
Romel Simon	Videographer	simonromel@gmail.com	703-981-3907
Daniel Swartz	Photographer	daniel.swartz@revamp.com	212-671-0005
SPEAKERS			
Charlie Jones	Partner / C3 Presents	cjones@c3presents.com	
Caroline Cunningham	President / Trust for the National Mall	Ccunningham@nationalmall.org	
Brian Kenner	Deputy Mayor for Planning and Economic Development	ingrid.wilson@dc.gov	202-727-3971
Eleanor Holmes Norton	Congresswoman / District of Colombia	Try.Coburn@mail.house.gov	202-225-8050
Karen Cucurullo	Acting Superintendent / National Mall and Memorial Parks	karen_cucurullo@nps.gov	202-245-4670





National Mall and  
Memorial Parks

900 Ohio Drive, SW  
Washington, DC 20024

Phone: 202-619-7400  
[www.nps.gov/ncro](http://www.nps.gov/ncro)

## National Park Service News Release

For Immediate Release – September 22, 2015

Contact – Mike Litterst, National Park Service, [mike\\_litterst@nps.gov](mailto:mike_litterst@nps.gov), 202-245-4676  
Sgt. Anna Rose, U.S. Park Police, [anna\\_rose@nps.gov](mailto:anna_rose@nps.gov), 202-619-7163

### Road Closures, Logistics Announced for Landmark Music Festival

Washington – The National Park Service and the United States Park Police in cooperation with local, state and federal law enforcement, public safety and transportation agencies, have developed security, logistics and access plans for The Trust for the National Mall's permitted Landmark Music Festival. The concert will take place on Saturday and Sunday, September 26-27 from 12 p.m. -10 p.m. in West Potomac Park.

#### Road Closures

The following roads will be closed and off-limits

- West Basin Drive SW from Independence Avenue SW to Ohio Drive SW -  
*Closed from 9:30 a.m. September 25 through 9 p.m. September 28*
- Ohio Drive SW from 23rd Street SW to Inlet Bridge  
*Closed from 6 a.m. September 25 through 9 p.m. September 28*

#### Getting There

There is no festival parking in West Potomac Park, and concert-goers are strongly advised to use public transportation. Foggy Bottom/GWU (23rd Street NW & I Street NW) and Smithsonian (12th Street SW & Independence Avenue SW) are the closest Metro stations; visit the Washington [Metropolitan Area Transit Authority website](http://www.wmata.com) for more information.

#### Public Access

The entry point for the festival is located on West Basin Drive SW off of Independence Avenue SW and will open at 10 a.m. on both Saturday and Sunday, September 26 and 27, 2015.

#### Security Screenings

All attendees, including general public and ticketed guests, are subject to a thorough security screening before entering the concert venue. Please allow additional time for the security screening, as it is expected that lines may be long.

—MORE—

### Prohibited Items

The following items are prohibited at the concert:

- **Coolers of any kind** (exceptions may be made for medical use)
- **Firearms**
- **Marijuana**
- **Chairs of any kind**
- Alcohol or kegs of any kind
- Any and all professional audio recording equipment (at the screener's discretion)
- Large professional detachable zoom lenses, stands, monopods, tripods, attachment sticks (selfie sticks) or other commercial photography equipment (at the screener's discretion)
- Any and all professional video equipment. No video recording is allowed (at the screener's discretion)
- Aerosol containers, including sunscreen and personal beauty products
- Drones or any other remote flying device
- Glass and metal containers of any kind
- Illegal and illicit substances of any kind
- Laser pointers
- Outside food or beverage (including alcohol) of any kind, except two factory sealed bottles of water (up to 1 liter each)
- Pets (except service animals)
- Professional radios or walkie-talkies (at the screener's discretion)
- Selfie sticks
- Skateboards, scooters, bicycles, wagons, carts or any personal motorized vehicles (wheelchairs and scooters for use by patrons with mobility disabilities are permitted)
- Tents, canopies or shade structures of any kind
- Unauthorized/unlicensed vendors are not allowed. No unauthorized solicitation and material including handbills, flyers, stickers, beach balls, give-aways, samples, coolers with any messaging etc.
- Weapons or explosives of any kind
- Fireworks
- Large chains or spiked jewelry
- Bicycles inside festival grounds (free parking is available near festival entrance)
- Framed backpacks
- Hammocks
- Ladders
- Any item deemed inappropriate by security or police

### Concert Information

For information about the Landmark Music Festival, including ticketing, lineup and schedule for the show, visit [www.landmarkfestival.org](http://www.landmarkfestival.org).

NPS

**WEEK-AHEAD REPORT: NATIONAL PARK SERVICE**  
**September 23 – October 3, 2015**

**Highlights of Travel, Meetings, and other Public Events**

*Legislative Testimony:*

Nothing to report

*Meetings:*

Nothing to report

*Travel:*

On September 24 and 25, Director Jarvis will be in Detroit for a National Park Foundation event.

On September 25, Deputy Director O'Dell will be in Atlanta to participate in the urban campout event at Martin Luther King Jr. National Historic Site.

On September 26, Director Jarvis will be at Independence Hall for the Papal visit.

**Public Announcements**

**September 22**

On September 22, the NPS will issue a press release announcing that National Public Lands Day (September 26) will be fee free day.

**September 23**

On Wednesday, September 23, access to Presidents Park and the Washington Monument grounds will be restricted by extensive security and clearance procedures as part of the papal visit to Washington, D.C. Closures will be established overnight and check stations will be open from 3:00 a.m. – 10:00 a.m. to allow visitors into the secure area to view the Pope's parade around the Ellipse, 15th Street, 17th Street and Constitution Avenue. The northeast corner of the Washington Monument grounds (15th Street NW and Constitution Avenue NW) will hold a Jumbotron that will broadcast papal events from 9:30 a.m. – 7:00 p.m. The event is a first amendment event. The Washington Monument will be closed to visitors until 1:00 p.m.

**September 24**

On September 24, a First Amendment permit has been issued to Moral Action for Climate for a rally on the National Mall between 3rd and 7th Streets to "create a national-level platform for an inclusive, visible, and loud climate justice conversation." The rally coincides with the Pope's visit to the Capitol to address a joint session of Congress.

### September 25

On September 25, the NPS will hold a 4<sup>th</sup> grade urban campout at Martin Luther King, Jr. National Historic Site to expose students to outdoor recreation and healthy lifestyles. Students will participate in activities to express their ideas, thoughts and concerns about current social issues within the context of fulfilling Dr. King's dream.

### September 26

On September 26 and 27, the Landmark Music Festival for the National Mall, sponsored by the Trust for the National Mall, will be held in West Potomac Park.

On September 26, in Philadelphia, the Pope will make an address on immigration and religious freedom in front of Independence Hall at Independence National Historical Park.

On September 26, National Public Lands Day, Rock Creek Park will hold a press event to announce a new stewardship initiative the park is calling Sustaining Our Lands through Volunteer Energy (SOLVE), and will host stewardship events at more than five sites in the park as part of the program.

On September 26, Big Bend National Park staff, in cooperation with The Big Bend Conservancy, the park's friends group, will host a ground breaking ceremony for the 2016 Centennial Cost Share project Fossil Discovery Exhibit (FDE). The FDE has a planned completion date of September, 2016 and upon completion will showcase the park's world-class paleontological diversity covering 120 million years, and four distinct periods of geological time. The FDE exhibit will feature 24/7 access, accessibility of design and will be the single largest interpretive effort in the park's history.

### September 27

On September 27, the Pope will hold a mass in the afternoon on the Benjamin Franklin Parkway outside of the park. Organizers anticipate that 2 million people will be in the city for the Sunday mass which exceeds the carrying capacity of the Benjamin Franklin Parkway. Independence Mall is identified as one of the sites for remote viewing using jumbotrons.

September 27 is the 125<sup>th</sup> anniversary of Rock Creek Park. Rock Creek Park Day will be celebrated at the park's Nature Center featuring guest speakers, youth activities, and hikes and programs with Outdoor Afro, Yoga Hiker, the Y, and REI. The park will encourage visitors to *find yourself in Rock Creek Park* and share photos of themselves via social media.

### September 28

Nothing to report

### September 29



Nothing to report

#### September 30

Nothing to report

#### October 1

Nothing to report

#### October 2

Nothing to report

#### October 3

On October 3, Glen Echo Park will host a naturalization ceremony in the Spanish Ballroom. Director of U.S. Citizenship and Immigration Services, Leon Rodriguez will preside at the ceremony. Director Rodriguez grew up in Montgomery County, visited Glen Echo as a child, and holds the park in high regard. The Deputy Secretary of the Department of Homeland Security and the Administrator for the Small Business Administration will also be at the event.

### **Major Press Inquiries**

In late September, the NPS will announce the award of nine projects for \$500,000 through the Historic Preservation Fund Underrepresented Community Grants Program to support the survey, inventory, and designation of historic properties that are associated with communities currently underrepresented in the National Register of Historic Places and among National Historic Landmarks.

In late September, the NPS will announce the award of 3 additional grants totaling \$106,500 through the National Center for Preservation Technology and Training (NCPTT) Grant Program. Grants will be used to provide funding for innovative research, training, and publications that develop new technologies or adapt existing technologies to preserve cultural resources.

### **Items of Note/Expected Legislative, Legal, Policy Issues**

**Saguaro National Park (AZ) Minor Boundary Revision** – The park and region will proceed with the acquisition of two tracts of land at Saguaro National Park, which will require a minor boundary revision. Public notification of the proposed acquisitions will occur in the next three weeks. Following public notification, letters will be mailed to the congressional delegation, state and local officials, governmental organizations, and neighbors of the park that would be

interested in this action. Completing the acquisition and minor boundary revision can take between 6 to 12 months.

### **30-60 Day Look Ahead**

In late September or early October, the NPS expects to release the Draft Environmental Impact Statement (DEIS) for the Moose-Wilson Corridor Comprehensive Management Plan at Grand Teton National Park (WY). The Plan/DEIS addresses a wide variety of issues related to the protection of natural and cultural resources and use of the corridor by park visitors. Among the actions considered are those related to potential realignment of portions of the road, bicycle use, traffic management, interactions between visitors and wildlife, and parking and turnouts. The Plan/DEIS is likely to be controversial, especially with respect to bicycle use and management of traffic volumes; members of Congress and the governor have already called the NPS Director.

On October 4 and 5, NPS international work on Marine Protected Areas, including on-going work with NOAA, with the Chilean government and a new Memorandum of Understanding (MOU) with Cuba will be highlighted at the second *Our Oceans* conference in Valparaiso, Chile. The conference brings together senior government leaders from around the world seeking greater protection of the world's oceans and marine biodiversity. Principal Deputy Assistant Secretary, Policy Management and Budget, Kristen Sarri will represent Department at the conference as part of the official US government delegation. The new MOU on cooperation in marine conservation between NPS, NOAA and Cuba's protected area agency will be signed during the conference.

## Trust for the National Mall – Landmark Music Festival 4/29/15

Below is a recap of the coverage from last night's announcement:

- [McFly Report: Music festival to benefit National Mall](#), WUSA9 | 4/29/15
- WJLA Morning Show | 4/29/15
- [New DC music festival to benefit National Mall restoration](#), Brett Zongker, Associated Press | 4/28/15
  - AP story was picked up by: CBS DC, Fox DC, WTOP, Washington Times, Bradenton Herald, Idaho Statesman
- [Drake to headline music festival for National Mall](#), Patrick Ryan, USA Today | 4/28/15
- [Drake, the Strokes to headline two-day, 40-band music festival in D.C.'s West Potomac Park](#), Lavanya Ramanathan, Washington Post | 4/28/15
- [Major music festival coming to the National Mall](#), Jennifer Nycz-Conner, Washington Business Journal | 4/29/15
- [Drake and the Strokes to Headline Music Festival to Benefit National Mall](#), Benjamin Freed, Washingtonian | 4/28/15
- [Drake and the Strokes Will Headline a Two-Day Music Festival in D.C. This Fall](#), Christina Cauterucci, Washington City Paper | 4/29/15
- [Lollapalooza Promoter to Kick Off New Washington Music Festival](#), John Jurgensen, Wall Street Journal | 4/28/15
- [Landmark Music Festival Lineup Announced](#), Brightest Young Things | 4/28/15
- [New DC Music Festival to Benefit National Mall Restoration, DC Spotlight](#) | 4/28/15
- [Drake, The Strokes, alt-J Set For Landmark Fest in Washington D.C.](#), Ray Waddell, Billboard | 4/28/15
- [Drake, the Strokes, Chvrches, the War on Drugs to Play Inaugural Landmark Music Festival](#), Corban Goble, Pitchfork | 4/28/15
- [Drake, Chvrches, War on Drugs to play Landmark Music Festival](#), Jeff Terich, Treble Zine | 4/29/15
- [Landmark Music Festival 2015 Lineup Announced Featuring Alt-J, The Strokes And Drake](#), Nicolle Periola, MXDWN.com | 4/28/15
- [Drake, The Strokes, Alt-J, Wale Headline Landmark Music Festival in Washington D.C.](#), Ryan Middleton, Music Times | 4/28/15
- [Landmark Music Festival announces inaugural lineup](#), Alex Young, Consequence of Sound | 4/28/15
- [Drake Is Headlining Yet Another Festival This Summer](#), Marissa G. Muller, The Fader | 4/28/15
- [Drake To Headline Landmark Music Festival In DC](#), Trevor Smith, Hot New Hip Hop | 4/28/15
- [Drake, The Strokes & Alt-J to Headline First-Ever Landmark Music Festival](#), Andrew Poitras, Fuse | 4/28/15

September 15, 2015

**National Park Service  
National Mall & Memorial Parks  
Public Gathering Permit Applications  
September 15 - September 29, 2015**

This list denotes only activities of concern and/or which may have an impact upon park resources and does not reflect all activities that are permitted for the same time period.

<b><u>Event</u></b>	<b><u>Estimated Participants</u></b>
1. The Memorial Foundation, Inc. Martin Luther King Jr. Memorial, grassy area, south of the bookstore September 15 – September 16, 2015 (event date: 9/16) 9:00 am – 6:00 pm Leaders of Democracy Awards event (Issued)	350
2. NAACP George Washington Memorial Parkway, Memorial Bridge, 23 <sup>rd</sup> Street to Uptown September 15, 2015 12:00 pm – 2:00 pm March to bring public awareness to civil rights issues (Pending) Road Closures	1000
3. DOD Dept. of the Navy Washington Monument Grounds-NE Quadrant, 15 <sup>th</sup> Street, East and West Potomac Parks, Independence Avenue and Rock Creek Parkway September 17-September 21, 2015 (event date: 9/20) Navy ½ marathon and 5 miler foot races (Issued) Road Closures	7000
4. Trust for the National Mall West Potomac Park September 18 – October 1, 2015 (event dates: 9/26 & 9/27) 12:00 pm – 10:00 pm Landmark music festival (Pending) Road Closures	25000

- |   |              |
|---|--------------|
| <p>5. DC Doubles<br/> Parkway Volleyball Courts<br/> September 18 – September 20, 2015<br/> 4:00 pm – 10:00 pm<br/> Volleyball tournament<br/> (Pending)</p>  | <p>230</p>   |
| <p>6. Interfaith Moral Action on Climate<br/> Mall, 3<sup>rd</sup>-7<sup>th</sup> Streets<br/> September 18 – September 27, 2015 (event date: 9/24)<br/> 6:00 am – 10:00 pm<br/> Gathering to raise awareness that climate change is a moral issue<br/> (Pending)</p> | <p>30000</p> |
| <p>7. Urban American Production<br/> Constitution Gardens<br/> September 19, 2015<br/> 8:00 am – 1:00 pm<br/> Youth fishing derby<br/> (Issued)</p>   | <p>300</p>   |
| <p>8. Friends of the World War II Memorial<br/> World War II Memorial-Ceremony Entrance Plaza<br/> September 19, 2015<br/> 10:00 am- 12:00 pm<br/> Concert by the U. S. Marine Corps Drum &amp; Bugle Corps<br/> (Issued)</p>   | <p>300</p>   |
| <p>9. Arms Wide Open<br/> Mall, gravel walks 3<sup>rd</sup> – 14<sup>th</sup> Streets<br/> September 20, 2015<br/> 12:30 pm – 7:30 pm<br/> Walk and candlelight vigil on childhood cancer<br/> (Pending)</p>  | <p>2250</p>  |
| <p>10. Archdiocese of Washington<br/> Ellipse, Washington Monument Grounds, Pershing Park,<br/> Constitution Gardens<br/> September 17 – September 24, 2015<br/> 9:00 pm – 9:00 pm<br/> Papal Procession<br/> (Pending) Road Closures</p>                             | <p>50000</p> |

- |  |      |
|--|------|
| 11. Moorish Science Temple<br>Lincoln Memorial Reflecting Pool area<br>September 20, 2015<br>11:30 am – 6:30 pm<br>Demonstration<br>(Issued)   | 250  |
| 12. Iraqi Christian Relief Council<br>Farragut Square<br>September 21, 2015<br>10:00 am – 8:30 pm<br>Vigil to welcome Pope<br>(Pending)  | 600  |
| 13. Franciscan Action Network<br>John Marshall Park<br>September 23 – September 24, 2015<br>6:00 pm – 5:00 pm<br>Vigil<br>(Pending)  | 300  |
| 14. Tour De Cure<br>Freedom Plaza, 15 <sup>th</sup> Street, Constitution Avenue and East<br>Potomac Park<br>September 23 – September 26, 2015 (event: 9/26)<br>2:00 am – 8:00 pm<br>Cycling to raise funds for diabetes research<br>(Pending) Road Closures  | 7000 |
| 15. ALSA/St. Jude Children's Research Hospital<br>Lincoln Memorial and walkways-Lincoln Memorial Reflecting Pool,<br>Washington Monument Grounds and Mall gravel walks 3 <sup>rd</sup> – 14 <sup>th</sup> Streets<br>September 25 – September 26, 2015 (event date: 9/26/15)<br>6:00 am – 2:00 pm<br>5K walk<br>(Issued) | 3000 |
| 16. American Turkish Association of DC<br>Freedom Plaza<br>September 27, 2015<br>9:00 am – 10:00 pm<br>Festival<br>(Pending)   | 3000 |

- |   |         |
|---|---------|
| 8. Golden Triangle Business Improvement               | 150     |
| Farragut Square (Fridays)                             |         |
| September 1 – October 29, 2015 (Tuesdays & Thursdays) |         |
| 4:00 pm - 7:30 pm                                     |         |
| Exercise in the Park                                  |         |
| (Pending)   |         |
| <br>19. Healthy Parks Healthy People                  | <br>500 |
| Sylvan Theater  |         |
| May 8 – September 4, 2015 (Fridays)                   |         |
| 2:00 pm – 7:30 pm                                     |         |
| Veterans Music Program                                |         |
| (Issued)  |         |



**LANDMARK**  
THE CAMPAIGN FOR THE NATIONAL MALL

TRUST FOR THE  
NATIONAL  
MALL

## **Help the National Mall and All It Represents**

By participating in the Landmark Music Festival, you are helping the Trust for the National Mall -- the festival host and an official non-profit partner of the National Park Service -- raise awareness and funds to preserve the National Mall and its values for generations to come.

The music festival marks the launch of the Trust's new Landmark Campaign for the National Mall, a nationwide effort to engage the American public in the history and significance of the National Mall, which is home to our most treasured monuments, memorials and free speech grounds. And importantly, it aims to create a sense of stewardship and raise much-needed funds to sustainably restore the broken grounds and crumbling buildings of this iconic park.

## **Why *Making Your Mark* for the National Mall Matters:**

Bordered by the US Capitol, the White House and 10 Smithsonian Institution Museums in the heart of America's capitol city, the National Mall is where the American story lives.

The Washington Monument serves as a global beacon for democracy. The Lincoln Memorial is an iconic symbol of diversity and unity. The Vietnam Veteran's Memorial powerfully reminds us of the very human cost of war. And for decades, the weary Mall grounds have served as a national stage for the turning point demonstrations and jubilant celebrations that have defined what it means to be American.

The park hosts 29 million visits each year, more than Yellowstone, the Grand Canyon and Yosemite national parks combined. While most people think of the National Mall as it appears in postcards and movies -- acres of pristine grounds dotted with perfectly polished memorials -- the reality is a far cry from this idea.

- The National Mall is America's most visited national park and it has no entrance fee. It is funded through annual federal budgets that cover basic operations -- but not major repairs and needed upgrades.
- Today, failed landscapes and aging monuments face serious structural problems -- and **hundreds of millions of dollars in deferred maintenance.**



- Over a year ago, a 5-foot long chunk of stone fell from the Jefferson Memorial and the damaged area remains blocked off to visitors while it awaits repair.
- Missing ceiling tiles mar the breathtaking view inside the Lincoln Memorial.
- Flooded and cracked sidewalks near the war memorials are nearly impassable to visitors in wheel chairs.
- Dead fish float atop a stagnant pond just east of the Vietnam Veteran's Memorial.
- And the oldest building in the park, which is in the shadow of the Washington Monument, has sat boarded up for nearly 40 years.

Together, with your help, we can support the National Park Service in its efforts to save the crumbling symbols of democracy and preserve the still-unfolding story of America.



### **How to #MakeYourMark for the Landmark Campaign for the National Mall**

The National Mall is a park of the people, by the people and for the people. So it's only fitting that the Landmark Campaign is calling on the American people to be a part of the effort to celebrate and preserve *their* park.

Throughout the upcoming year, the Trust for the National Mall will call on partners, donors and fans to join the Landmark Campaign and *Make Your Mark* for the National Mall by donating to fund sustainable restorations to grounds and buildings of the National Mall, and by rolling up their sleeves and volunteering on the National Mall to keep the park in shape and stem the wear and tear of its 29 million annual events.

As the kick off to this national grassroots effort, the Trust is encouraging Americans through a new web platform to build and share their own Virtual Monument to a personal hero or cause at **landmarkcampaign.org** to help restore the home to our real monuments.



***Make Your Mark:***  
**Help Build the First Virtual Monument to the American People**

Honor, bravery, equality, diversity, patriotism. These values are the tenets of the National Mall.

Who in your life embodies these values? Whether it's an ancestor who fought bravely in war or a mentor who is fighting bravely for a cause today, we invite you to build and share a virtual monument to your personal hero.

From the "I Have a Dream" speech to the AIDS quilt, the National Mall has given voice to causes and served as a stage for social change.

What cause would you march for? Honor the issues you care about-- and use our virtual Mall as your national stage -- through a virtual monument to the cause that stirs your passion.

**Make Your Mark!** This is your chance to be part of an historic effort to build the first virtual monument to the American people. And in turn, you'll be part of a movement to restore and celebrate the place where movements began.

**OUR MISSION:**

Celebrate and share the values of the National Mall by engaging the American public in the creation of user-generated “virtual monuments” to the people and causes that matter most to them.

**OUR GOAL:**

We’re aiming for **One Million Monuments** built and shared by the American people, which represent the best of the American spirit and embody the values of the National Mall that live on in our country, even as the symbols of those values are at risk.

All participants are invited to *Make Your Mark* by either sharing their monument on social media channels to build awareness for the cause or by donating to the Landmark Campaign to fund the restoration of the real home to America’s most iconic monuments.

If one million Americans participate, the cause of celebrating and restoring the National Mall will take hold and new stewards of the park will emerge to protect and improve the National Mall for generations to come.

**WHO:** Everyone can participate –employees, customers, students, fans

**WHAT:** “Virtual Monuments,” which are uploaded online stories or tributes that serve as modern-day monuments to everyday heroes and compelling causes. The process for building a virtual monument is easy and can include photos, video, and compelling words that honor a person or a cause that embody the values of the National Mall.

**WHERE:** **landmarkcampaign.org**, which launches at the Landmark Music Festival and is home to the first virtual monument to the American people. The site is created by the Trust for the National Mall’s Landmark Campaign, and will live on well after the music festival as a content-rich site for telling the story of the National Mall in personal, timely and compelling ways.

**WHEN:** The *Make Your Mark* virtual monument site launches on **September 24**, just before the Landmark Music Festival, and will live on to celebrate the Mall and raise awareness for its restoration needs.

The site will be heavily promoted during the Landmark Music Festival weekend, both onsite at the festival and through the Yahoo live stream of the event. It will also be promoted post-festival via public service announcements and partnership promotion.

## Promoting the Creation of Virtual Monuments for the National Mall

### SAMPLE Virtual Monuments Email

**Suggested Subject Lines:** America's front yard // Your virtual monument //  
In honor of someone you admire // Join us in honor of the National Mall //  
Restore America's monuments

Name/Friend,

Here at [[PARTNER]], we're proud to support the Trust for the National Mall's Landmark Music Festival on September 26 and 27.

As a [[RELATIONSHIP TO PARTNER]], I thought you'd be interested in learning more and getting involved.

The first music festival of its kind in Washington, D.C., it's also a great event for a monumental cause. Landmark will help raise resources and awareness to restore the National Mall: our nation's common ground, where we celebrate our shared values and history.

You can make your mark on the National Mall even if you can't make it to the festival. The Trust for the National Mall is building the first virtual monument to the American people, and this is your chance to be part of an historic effort. And in turn, you'll be part of a movement to restore and celebrate the place where movements began.

Whether you want to honor a personal hero, cause or loved one, this is your place to share what inspires you.

<[link to LandmarkCampaign.org](http://LandmarkCampaign.org)>**Check out the first virtual monument to the American people and add yours today!**

To make your monument, all you need to do is pick a photo, name your cause or person, and share why it's important to you. You can even add a video and pick out your own spot on the National Mall.

When you do, you'll join thousands of others in celebrating the National Mall and its place in our national history.

Create a virtual monument to a personal hero, cause, or loved one today:

[www.landmarkcampaign.org](http://www.landmarkcampaign.org)

SIGNOFF

## **SAMPLE SOCIAL CONTENT**

### **FACEBOOK**

Now you can make your mark on the National Mall. Create a virtual monument to a personal hero, cause, or loved one:  
[www.landmarkcampaign.org](http://www.landmarkcampaign.org)

(via the [Trust for the National Mall])

*post your own virtual monuments or URL as link post with virtual monument graphic as thumbnail*

### **TWITTER**

Create a virtual monument to a personal hero, cause, or loved one, and help restore @TheNationalMall: [www.landmarkcampaign.org](http://www.landmarkcampaign.org)

### **INSTAGRAM**

Create a virtual monument to a personal hero, cause, or loved one, and help restore @TheNationalMall.

Visit: [www.landmarkcampaign.org](http://www.landmarkcampaign.org)

## SPECIAL EVENT AGREEMENT

THIS AGREEMENT is made by and between the Guest Services, Inc., a Washington, DC corporation having its principal offices at 3055 Prosperity Avenue, Fairfax, Virginia 22031 ("Guest Services"), and C3 Presents, LLC, a Texas limited-liability company, having its principal offices at 300 West 6<sup>th</sup> Street, Suite 2100, Austin, Texas 78701 ("Vendor").

WHEREAS, Guest Services is, pursuant to a Concessions Contract with the National Park Service ("NPS"), the designated concessioner to provide all food service and retail merchandise on the National Mall and Memorial Parks; and

WHEREAS, Guest Services wishes to enlist Vendor's assistance during a special event on September 26 and 27, 2015 in the National Mall and Memorial Parks ("Event"); and

WHEREAS, Vendor has the willingness and the capability through its subcontractors to provide quality food and beverage service and retail items pursuant to the terms of this Agreement and in accordance with the rules now in effect or hereinafter promulgated by Guest Services or the NPS. Guest Services represents: i) that it will not promulgate any new rules prior to the Event; and ii) that to the best of its knowledge the NPS is not planning to promulgate any new rules prior to the Event.

NOW THEREFORE, the parties agree as follows:

### 1. VENDOR RESPONSIBILITIES.

A. Vendor Operation. Vendor, itself and through its subcontractors (collectively "Vendor"), shall be responsible for all aspects of operating a food and beverage (including beer and any other alcoholic beverage for which there is a permit) and retail operation for the Event including, without limitation, stocking and managing the vendor stands, providing for cashiers, and paying for mutually agreed upon personnel supplied by Guest Services pursuant to the Rate Key attached to as Exhibit B, paying for sundry mutually agreed upon purchases from Guest Services, and removing and disposing of all leftover foods, beverages, supplies and garbage at the conclusion of the Event. Vendor operations shall be conducted and located as required by the NPS. For each Event covered by this Agreement, Vendor and Guest Services shall sign an Event Order Form, using the format set forth in Exhibit B, attached. Vendor shall notify Guest Services of Vendor's total labor needs no later than 5:00 p.m. Eastern time on September 11, 2015.

### B. Standards of Performance

(1) Vendor shall perform all of its duties hereunder in accordance with the highest standards of the food service and retail profession. These standards require the Vendor to provide Event visitors with high quality, foods and/or beverages and retail items at NPS approved prices in an efficient, courteous and timely manner, and under the utmost safe and sanitary conditions. Vendor shall maintain the standards required hereunder by adhering to the terms of this Agreement, the specifications set forth in Exhibits A through D, and any additional rules and instructions later promulgated by Guest Services or the NPS. Guest Services represents: i) that it will not promulgate any new rules prior to the Event; and ii) that to the best of its knowledge the NPS is not planning to promulgate any new rules prior to the Event. Vendor understands and agrees that a violation of the standards set forth herein will be

considered a default and Guest Services, Inc. will be entitled to terminate the Agreement in accordance with the provisions of Section 12 below ("Termination").

(2) Vendor will use commercially reasonable efforts to serve customers in a manner that maximizes points of service and reduces long lines

(3) If Vendor does not maintain the Standards of Performance set forth herein, it will remedy such matter upon receipt of a warning from GSI within a reasonable amount of time, not to exceed one hour.

(4) Vendor will comply with: (i) the "National Park Service Standard Public Health Requirements for Temporary Food Establishments" set forth in Exhibit A attached hereto; (ii) the "Sample Vendor Fee Calculation" set forth in Exhibit B hereto; and (iii) the "Vendor Information Sheet with Menu and Price List" set forth in Exhibit C hereto.

C. Staffing. Vendor must deliver a list to Guest Services of all staff performing services on behalf of Vendor for purposes of this Agreement. The list should specifically identify a Food Manager for each subcontractor's operation. Vendor staff engaged in this Vendor operation will be competent, courteous, appropriately dressed and well-groomed. Guest Services may require the Vendor to remove any employee or other person from this sales operation for just cause (including, but not limited to incompetence, carelessness, insubordination or otherwise reasonably objectionable behavior which makes his or her continued employment or service contrary to the interests of the Guest Services or the public.)

D. Subcontracting. Vendor may only use subcontractors approved by Guest Services and the NPS to provide any of the services involved in the Vendor's operations at the Event.

E. Services and Equipment to be Supplied by Vendor

(1) Unless otherwise stated herein, Vendor will provide all services and equipment necessary for Vendor's operation and will be responsible for all costs associated with such operation.

(2) All pricing for food, beverage, and retail items must be submitted to NPS and Guest Services for approval at least three days prior to the Event.

F. Recordation of Sales.

Cashiers supplied by Vendor (and paid for by Vendor) will record and monitor all sales in accordance with the following procedures:

(1) Payment collection will be performed by Vendor, under Guest Services' supervision. All payments made to Vendor and its subcontractors for food, beverages, and retail items shall be deposited into Guest Services' bank accounts.

(2) Each of Vendor's and Guest Services' designated appointees has the right to: (i) be present during any transactions; (ii) observe and jointly participate in the daily readings of the meter contained in the cash register (if any); and (iii) review the register tapes (if any) and any other pertinent records to establish the amount of the gross sales receipts.



G. Payment. Cashiers shall accept cash, credit cards, and RFID chips from the general public for the purchase of food and beverages and retail during the Event.

H. Pre-Event Planning. Vendor will provide requested information about menus, preparation, operations, pricing, and retail items and other needs to Guest Services no later than three days prior to the Event.

I. Equipment. Vendor will arrange for tents and signage for Vendor's subcontractors. Vendor will also provide hook-ups to electricity and water, and a shared dumpster for trash disposal.

J. Trailer Space. Vendor shall provide Guest Services with a secured, level, space of 15 feet by 25 feet for Guest Services offices (Guest Services will provide its office trailer). Vendor will provide a 120 volt electrical outlet, with current, for the office trailer, and a portable toilet adjacent to this space. If Vendor requests that Guest Services provide ice for Vendor's subcontractors, Vendor shall also provide level space for one, 85-foot long tractor trailer.

## 2. FACILITIES, SERVICES & EQUIPMENT SUPPLIED BY GUEST SERVICES

A. Coordination with Guest Services' Representative. Vendor will coordinate the layout of the food service and preparation area with Guest Services' Representative (the "Representative"). During the Event, Vendor will comply with the directions of the Representative including, without limitation: stacking of broken-down cardboard boxes next to garbage dumpsters; disposal of bottles in bottle containers; minimal usage of water (i.e., no hosing of vendor decks); dumping of liquids only in sinks; and placement of food, beverages, utensils or other service items above ground and off of floors (i.e., shelving in refrigerator trucks and dry goods storage).

B. Condition of Premises and Equipment. An inspection of Vendor's locations will take place following the Event. Failure to discard leftover food, beverages or garbage at the end of the Event will result in an additional charge to Vendor. Vendor assumes full responsibility for any and all loss or damage to NPS' and Guest Services' equipment while in Vendor's custody and care during the Term of this Agreement.

## 3. VENDOR FEE & REIMBURSABLE EXPENSES

Fee and Expenses. Vendor shall pay Guest Services a Vendor Fee as set forth in Exhibit B for the Events, which shall be a percentage **of the gross sales receipts, less District of Columbia sales tax** (the "Vendor Fee"). The Vendor Fee and reimbursable expenses will be calculated in accordance with Exhibit B attached hereto, and shall be paid by Guest Services to itself, within 10 days of the Event. Any reimbursable expense (including GSI personnel who are to be paid out of gross sales receipts) must be agreed to in advance by the parties. Guest Services may, at its option, have additional personnel at the Event, but Guest Services is responsible for the cost of such personnel. The balance, as set forth in Exhibit B, less taxes and other expenses, shall be paid by Guest Services to Vendor.

## 4. HOURS OF OPERATION



A. The serving times for Vendors shall be provided to Vendor by Guest Services no later than 72 prior to the Event.

B. If, for reasons of inclement weather, public disturbances, acts or regulations of public authorities, or any other cause whereby Guest Services is required to cease Event operations and/or vendor operations, it is agreed that Guest Services will not be held accountable for any consequent loss of sales by the Vendor.

5. Intentionally Omitted

6. SECURITY. The National Park Police will provide general police protection of the Event area during the period of the Event. Vendor will also provide security personnel during the Event. Except to the extent caused by Guest Services or its employees, representatives, agents, or personnel, Guest Services is not liable for any loss or damage to property or equipment contained in or around the vendor area due to theft, pilferage, vandalism, action of the elements or any other cause.

7. COMPLIANCE WITH LAWS, RULES & REGULATIONS

A. Compliance with Laws. Vendor agrees to comply with all applicable federal laws and the laws of the District of Columbia including, but not limited to, the District of Columbia sales tax, wage and hour laws and workers compensation.

B. Certified Food Manager. Vendor's subcontractors are required to have at least one (1) Food Manager on site at all times who is certified to properly handle food and beverages. The Food Managers are listed on Exhibit D. Vendor may not substitute any other person as the Food Manager without the prior written approval of Guest Services.

C. Right to Inspect Vendor. Vendor will comply with all U.S. , NPS, and local applicable health, sanitation, fire and safety laws, rules and regulations. Appropriate health, sanitation, fire and safety officers may inspect the Vendor's operation as they deem necessary and will make any violations known to Guest Services and to the Vendor. Vendor will immediately remedy any such violation(s) to the reasonable satisfaction of the inspecting officers and Guest Services, and will otherwise comply with any reasonable instruction aimed at improving the health, sanitation, fire or safety conditions of the vendor operation.

D. Licensing/Permits. Vendor will obtain all licenses and permits required in connection with Vendor's operations hereunder.

8. INSURANCE

A. Comprehensive General Liability Insurance. At its own expense, Vendor shall carry comprehensive general liability ("CGL") insurance for any personal injury (including products liability) or property damage, with a minimum limit of one million dollars (\$1,000,000) per occurrence.

B. Worker's Compensation. At its own expense, Vendor shall carry Worker's Compensation insurance in compliance with the laws of the District of Columbia for all persons Vendor employs to work at the Event.

C. Upon execution of this Agreement, Vendor will provide a copy of its certificate of insurance naming Guest Services, Inc. and the National Park Service as an "Additional Insured" for the above referenced CGL insurance policy.

9. INDEMNIFICATION.

(a) Vendor shall indemnify, hold harmless and defend Guest Services, Inc., its trustees, officers, agents and employees and the U.S. Government against any and all claims, liabilities and expenses (including judgments, settlements and reasonable outside attorneys' fees) to the extent arising from the negligent or intentional acts or omissions of Vendor, its representatives, agents, employees or subcontractors, such as the injury or death of any person, or damage or loss of any property related to Vendor's performance of this Agreement. This clause will survive the expiration or other termination of this Agreement.

(b) Guest Services shall indemnify, hold harmless and defend Vendor, its subcontractors and their officers, agents and employees against any and all claims, liabilities and expenses (including judgments, settlements and reasonable outside attorneys' fees) to the extent arising from the negligent or intentional acts or omissions of Guest Services, its representatives, agents, employees or subcontractors, such as the injury or death of any person, or damage or loss of any property related to this Agreement. This clause will survive the expiration or other termination of this Agreement.

10. USE OF NAMES. Except as otherwise provided herein or in another executed agreement, Vendor shall not refer nor permit others, to refer to Guest Services or the NPS or to any of their organizations, programs, or facilities in any manner, for any purpose, including advertising, marketing, publicity and fundraising. Vendor is specifically barred from claiming any endorsement from Guest Services or NPS from claiming that Vendor is a preferred provider or otherwise special among other similar contractors. This clause will survive expiration or other termination of this Agreement.

11. TERM. This Agreement will become effective upon the date of execution by both parties below and will continue in effect until Guest Services or Vendor terminate this Agreement in writing, with at least 30 days notice, or as otherwise provided herein.

12. TERMINATION. If the Vendor, its representatives, agents, employees, or subcontractors breach any of the obligations described herein, Guest Services will have the right to terminate this Agreement after notice and a reasonable amount of time, not to exceed one hour, to cure by written notice, but only as to the subcontractor or the employee which is in breach of this Agreement. Upon termination, that subcontractor or employee must vacate the Event.

13. BANKRUPTCY. In the event Vendor enters into a proceeding relating to bankruptcy, whether voluntary or involuntary, Vendor will notify Guest Services by certified mail within five (5) days of the initiation of the proceeding. This notice shall include the date on which the bankruptcy petition was filed, the name of the court in which the petition was filed, and Guest Services, Inc. Contract number as it appears on the first page of this Agreement.

14. CONTACTS. The primary Guest Services' contact for Vendors is: Bruce Ward, phone (703) 965-8459.

15. NOTICES. All notices to be given pursuant to this Agreement shall be sent by Certified mail, return receipt requested, or by overnight courier (Fed Ex or UPS only) to:

*To Vendor:*

C3 Presents, LLC  
300 West 6<sup>th</sup> Street,  
Suite 2100  
Austin, TX 78701  
Attn: Charlie Jones  
(512) 478-7211

*To Guest Services:*

Guest Services, Inc.  
3055 Prosperity Avenue  
Fairfax, VA 22031  
Attn: Rick Wayland  
703-849-9300 (Voice)  
703-641-4690 (Fax)

With a copy to:

Guest Services, Inc.  
3055 Prosperity Avenue  
Fairfax, VA 22031  
Attn: Douglas H. Verner

16. NOT AN EMPLOYEE

A. It is understood that Vendor is undertaking the work hereunder as an independent contractor, not as an employee of Guest Services, and neither Vendor, its subcontractors, nor their employees are eligible for any of the Guest Services benefits afforded to Guest Services employees. The parties, by this Agreement, do not intend to create a partnership, principal/agent or joint venture relationship. Neither party may incur any legal obligation on behalf of the other.

B. Vendor is responsible for providing, at Vendor's own expense, disability, unemployment, worker's compensation and other insurance (including adequate liability and property insurance), training, permits and licenses for its employees and representatives, if applicable. Vendor is responsible for paying all income taxes, including estimated taxes, incurred as a result of the compensation paid by Guest Services to Vendor for services under this Agreement but Vendor has no responsibility for income taxes based upon Guest Services income. Vendor acknowledges that Guest Services, Inc. assumes no responsibility whatsoever for the acts, errors, and/or omissions of Vendor beyond which it is responsible for at law.

17. BOOKS & RECORDS. Guest Services may examine and make copies of any books, contracts and other records of Vendor related to the services described herein at Vendor's place of business during regular business hours, with appropriate safeguards for confidentiality. This requirement will be effective throughout the Term and shall survive for three (3) years thereafter.

18. ASSIGNMENT. No assignment of this Agreement by the Vendor is permitted without Guest Services' prior written approval (although Vendor is authorized to subcontract certain aspects of this Agreement); however this Agreement is binding upon the successors in interest of either party.

19. NO DISCRIMINATION. In the performance of this Agreement, Vendor will not discriminate in the treatment of any persons associated with the work required hereunder on the basis of race, color, sex, national origin or disability.

20. WAIVER. The waiver by either party or the failure by either party to claim a breach or default of any provision of this Agreement shall not constitute a waiver of any subsequent breach whether of a similar or dissimilar nature, nor shall any delay or omission on the part of either party to exercise any right that it has under this Agreement operate as a waiver of such right.

21. INTERPRETATION. This Agreement shall in all respects be interpreted and governed in accordance with applicable federal law and the laws of the Commonwealth of Virginia, regardless of the place of execution or performance, and without regard to any conflict of laws provisions thereof. If any term or provision of this Agreement is held to be invalid or illegal, such term or provision shall not affect the validity or enforceability of the remaining terms and provisions of this Agreement. The recitals herein constitute an integral part of the Agreement reached and are to be considered as such; however, the section headings of this Agreement have been inserted for convenience only and shall not be used in its interpretation. This Agreement is deemed to have been drafted by both parties and, in the event of a dispute, shall not be construed against either party as drafter.

22. ORDER OF PRECEDENCE. In the event of any inconsistencies between the language of this Agreement and the Exhibits and Schedule attached hereto, the terms of this Agreement are controlling, followed by the Schedule, and then the Exhibits.

23. ENTIRE AGREEMENT. This Agreement, and Exhibits A through D identified herein and attached hereto, constitutes the entire agreement between the parties relating to the subject matter herein contained. All prior negotiations, representations, agreements and understandings are merged into, extinguished by, and completely expressed in this Agreement.

24. ATTORNEY'S FEES. In an action to enforce the terms of this Agreement, the prevailing party shall be entitled to an award of its attorneys' fees as part of any judgment.

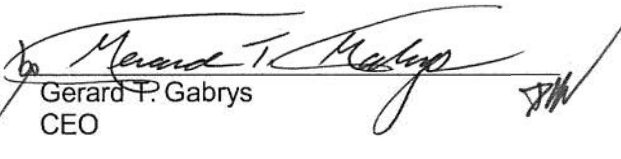
**NO AMENDMENTS OR MODIFICATIONS TO THIS AGREEMENT WILL BE VALID UNLESS IN WRITING AND SIGNED BY BOTH PARTIES HERETO.**

ACCEPTED AND AGREED by the authorized signatories of the parties:

**GUEST SERVICES, INC.**

**C3 Presents, LLC**

Vendor

  
Gerard T. Gabrys  
CEO

  
Name  
Owner

9-23-15  
Date

9/22/2015  
Date

### **List of Exhibits and Schedules**

Exhibit A: National Park Service Food Service Application and Standard Public Health Requirements for Temporary Food Establishments

Exhibit B: Vendor Fee Calculation

Exhibit C: Vendor Information Sheet with Menu and Price List (This sheet must be initialed by Vendor and returned along with the Vendor Agreement).

Exhibit D: List of Certified Food Managers with Contact Information

## EXHIBIT A

In order to ensure the safety and quality of the food served to our clients and customers and to ensure compliance with applicable foodservice regulations, Guest Services, Inc. requires all foodservice vendors to provide proof of their adherence to safety food handling standards and practices.

Each foodservice vendor must complete this application. The application must be completed and submitted to the Guest Services, Inc. corporate sanitarian at least 3 days before an event.

Name of Temporary Establishment: \_\_\_\_\_

Name of Operator/Owner: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Event Name: \_\_\_\_\_

Event Location: \_\_\_\_\_

Dates & Times of Event: \_\_\_\_\_

Number of stations? \_\_\_\_\_

For each stand serving potentially hazardous food, please list certified food manager?

\_\_\_\_\_

Please submit a layout of foodservice operation to include location of handwashing station, foodservice equipment, warewashing sinks, waste water tanks, etc.

What is the alternative plan for storage of refrigerated/frozen products in case of an emergency?

List **all** food and beverage items to be prepared and served.

*NOTE: Any changes to the menu must be submitted to and approved by the GSI Corporate Sanitarian at least **3 days** prior to the event.*

Will all foods be prepared at the site?

☐ **Yes**>>Complete **Attachment A**

☐ **No** >>Complete **Attachments A**

**You must provide a**

- *copy of the current license for permanent food establishment where the food will be prepared*
- **foodservice establishment inspection report**
- **foodservice establishment agreement submitted with application**

Describe (be specific) how frozen, cold, and hot foods will be transported to the Temporary Food Establishment:

How will food temperatures be monitored and maintained during the event?

Identify the sources of food to be served at the event. Also include the source of the ice:

Describe the number, location and set up of handwashing facilities to be used by the workers:

Identify the source of the potable water supply and describe how water will be stored and distributed at the event.

Describe where utensil washing will take place. If no facilities are available on site, describe the location of back-up utensil storage.

Describe how and where wastewater from handwashing and utensil washing will be collected, stored and disposed:



Describe the number, location and types of garbage containers at the event:

Describe the floors, walls and ceiling surfaces, and lighting within the event:

Describe how electricity will be provided, if needed, to the event:

Please add any additional information about the event that should be considered:

#### SUPPLY CHECK LIST

Handwashing soap	
Disposable paper towel	
Food thermometer	
Thermometer for storage equipment	
Sanitizer	
Test paper for sanitizer	
Alcohol swabs for cleaning thermometer	
Disposable gloves	
Effective hair restraint	

Statement: I hereby certify that the above information is correct, and I fully understand that any deviation from the above without prior permission from GSI Corporate Sanitarian may nullify final approval.

Signature(s) \_\_\_\_\_

Date: \_\_\_\_\_

**All food service operators must be inspected prior to conducting any sale.**



### Special Events Foodservice Checklist

**All** Temporary food events are required to comply with National Park Service (NPS) Public Health Guidelines and Guest Services, Inc food safety and sanitation standards and procedures.

Food	COMPLIANCE yes/no
Certified Food Safety Manager on duty at all times.	
Menu limited to approved items list.	
Source – All food items are from an approved source.	
Source - food items prepared off-site are prepared in a pre-approved licensed establishment ( <b>copy of current license, inspection report and establishment agreement submitted with application</b> ).	
HACCP temperature logs maintained on potentially hazardous foods prepared offsite.	
Cold food packed <41°F.	
Temperature of cold foods maintained during transport. Temperature log available.	
Hot food packed >140°F.	
Temperature of hot foods maintained during transport. Temperature log available.	
Food stored in new food bags not in garbage bags.	
Raw meats stored separately from other foods items, including ready-to-eat foods	
Toxic materials are stored separately from foods.	
Cold food maintained at <41°F while being held onsite.	
Hot food maintained at >140°F while being held onsite.	
<b>Employees</b>	
Healthy; no illnesses or infection symptoms such as: diarrhea, fever, vomiting, jaundice, sore throat with fever, or open cuts or sores on the hands or wrists.	
Employees thoroughly wash hands with soap and water before working, after using bathroom, and any other time their hands become contaminated.	
Employees are wearing clean clothes.	
<b>Equipment</b>	
Food containers cleaned and sanitized after each use.	
Sufficient refrigeration or drained ice to maintain cold temperatures <41°F.	
Sufficient hot holding devices to maintain hot temperatures >140°F.	
Cooking equipment to heat food to 165°F.	
Approved clean food thermometers are available and used frequently for measuring food temperatures during cooking and holding.	
Approved refrigeration thermometer for each cold holding unit.	
Handwashing facilities readily accessible	
Three compartment sink or equivalent for dishwashing.	
Counter protection (sneeze guards) if food is to be held on counter for serving.	
Tables, stands, pallets or other devices to keep all food, utensils, single service, equipment, food prep and other operations off the ground or pavement.	
Clean and sanitized water containers to transport water to food booth.	
Wiping cloth sanitizer containers.	
Sufficient utensils, disposable gloves for food prep and dispensing.	
Sufficient garbage storage containers for food prep.	
<b>Supplies</b>	
Sufficient supply of sanitary disposable towels.	
Sufficient supply of hand soap.	
Sufficient dishwashing soap.	
Sufficient chemical sanitizer	

Sufficient supply of sanitizer test strips for selected sanitizer.	
Sufficient fuel for cooking and hot holding.	
Sufficient ice if needed for cold holding.	
Extra plastic wrap and/or foil to cover food containers during holding.	
Wiping cloths are stored in a sanitizing solution	
Sanitizing water is changed when it becomes dirty.	
Wiping cloths are either discarded or washed when soiled.	

**All food service operators must be inspected prior to conducting any sale.**

### FOOD TEMPERATURE LOG

Record final cook temperature and time of product.

DATE:

PRODUCT	TIME	TEMP	TIME	TEMP	TIME	TEMP	TIME	TEMP

DATE:

PRODUCT	TIME	TEMP	TIME	TEMP	TIME	TEMP	TIME	TEMP

### FREEZER TEMPERATURE LOG

Maintain at 10°F - 0°F  
Notify Manager if temp exceeds 10°F  
Store food items off floor atleast 6 "  
Label and date food items

Please record internal temperature of equipment at noted times below.

DATE	9:00 am	12:00 pm	3:00pm	6:00pm	9:00pm	Comments
------	---------	----------	--------	--------	--------	----------

### REFRIGERATOR TEMPERATURE LOG

Maintain at 38°F – 41°F

Notify Manager if temp exceeds 41°F

Store food items off floor atleast 6 “

Label and date food items

Please record internal temperature of equipment at noted times below.

DATE	9:00 am	12:00 pm	3:00pm	6:00pm	9:00pm	Comments
------	---------	----------	--------	--------	--------	----------



EXHIBIT B

SAMPLE VENDOR FEE CALCULATION

[VENDOR NAME]

- A. Gross Sales Receipts: A \$ \_\_\_\_\_
- B. DC Sales Tax @ 10% (.91743 times A) B \$ \_\_\_\_\_
- C. Net Sales (A minus B) C \$ \_\_\_\_\_
- D. Guest Services  
28% of Net Sales (.28 times C) = \_\_\_\_\_  
D. \$ \_\_\_\_\_
- E. Additional Costs to Guest Services (if mutually agreed upon)
- |                                |             |       |
|--------------------------------|-------------|-------|
| Cash Managers                  | \$360/day = | _____ |
| Assistant Lead Cashier Manager | \$360/day = | _____ |
| Lead Cash Manager              | \$450/day = | _____ |
| Event Manager                  | \$450/day = | _____ |
| Security Director              | \$450/day = | _____ |
- Day = no more than 12 hours
- Total of E E \$ \_\_\_\_\_
- F. Total amount earned by Guest Services (D plus E) F \$ \_\_\_\_\_
- G. Less amounts collected by Guest Services G \$ \_\_\_\_\_
- H. Balance due to Vendor (G minus F) H \$ \_\_\_\_\_

Signature of Vendor \_\_\_\_\_ Date \_\_\_\_\_

Signature of Guest Services, Inc. \_\_\_\_\_ Date \_\_\_\_\_

**Exhibit C**  
**Date:** \_\_\_\_\_ **Menu**

**Exhibit D**

<b>Food Operation</b>	<b>Name of Certified Food Manager</b>	<b>Work Phone</b>	<b>Cell Phone</b>



## FESTIVAL ANNOUNCEMENT EVENT: SPEAKING PROGRAM DRAFT 4.22.15

### EVENT DETAILS:

W HOTEL

515 15<sup>th</sup> Street, NW

POV ROOFTOP BAR

April 28, 2015

6pm – 8pm

*Remarks begin on a stage with a podium at approximately 6:50pm. We can adjust the timing to accommodate the mayor.*

*Below are draft suggested talking points, subject to speaker approval.*

CAROLINE CUNNINGHAM, TRUST FOR THE NATIONAL MALL

Welcomes group

- Mounting deferred maintenance and a crumbling infrastructure have created a pressing need for corporations, foundations and philanthropists to step up and help restore and improve the National Mall -- because it belongs to us all.
- Now the Trust is embarking on a new effort to move from a local charity to an energized cause – involving an even wider group of Americans in the effort to restore *their* park
- Goal of this grassroots campaign is to attract a new generation of stewards of the park, who appreciate its history, its ideals and its restoration needs.
- Our first mass-audience event to build awareness and engagement will kick off this this fall, Take a look...
- (video -- highlights cause and announces music festival)
- Excited because festival will give voice to the National Mall, and the gated and ticket model allows it to also function as a fundraiser.
- Ladies and gentleman, the mayor of the host city for this event... the Honorable Muriel Bowser

DC MAYOR MURIEL BOWSER (may be deputy mayor for planning and econ dev)

- This world-class city deserves a world-class music festival

- The city supports efforts to bring cultural events to DC that attract media attention and visitors regionally, nationally and internationally
- Excited about a new music festival – right in the heart of the city -- that has great economic impact potential for Washington (can include some stats from like events in downtown parks, like Lollapalooza)
- The Mall is one of the biggest tourist attractions – and economic drivers – of the city.
- Improving the physical condition and the amenities on the Mall benefits the visitor experience of tourists and DC residents alike
- And raising awareness of the significance of the National Mall is critical for all Americans to understand where we've come from, and where we're going.
- To talk more about that, it is my great pleasure to introduce the honorable Congresswoman Eleanor Holmes Norton.

#### CONGRESSWOMAN ELEANOR HOLMES NORTON

- I've walked the Mall for decades – as a protester for change in the 1960s and later a representative of the people of Washington, DC.
- It needs our help to make it as functional, sustainable and beautiful as it deserves to be.
- DC residents deserve a better downtown park for recreation. And the nation and the world deserve a better destination to learn about and contribute to the American story.
- I'm excited to see world-renowned artists coming together to celebrate and help preserve this park and all that it stands for.
- It means a lot to the legacies of those who are honored on the Mall and to the future generations of kids who will learn about their legacies.
- Please welcome a man who is a protector of the history of the National Mall and the parks throughout the DC region: National Park Service Regional Director Bob Vogel.

#### KAREN CUCURULLO, NATIONAL PARK SERVICE (or Bob depending on NPS call)

- As part of its upcoming centennial anniversary, NPS has launched a nationwide campaign called Find Your Park to attract more young people to the national parks and build a deeper connection with them
- The National Mall is America's most visited national park, but most millennials weren't alive when the AIDS quilt blanketed the Mall, let alone when MLK delivered his "I Have a Dream" speech
- NPS wants young Americans to better understand the history, ideals and significance of the National Mall, and to treat the park like it's their own front yard – because it is America's Front Yard.

- NPS has worked with C3 Presents on a host of large-scale events on the National Mall and are excited to partner with them on this new event to bring the values of the National Mall to life in engaging ways.
- For more on the specifics of the festival, please welcome Charlie Jones, Partner at C3 Presents.

#### CHARLIE JONES, C3 PRESENTS

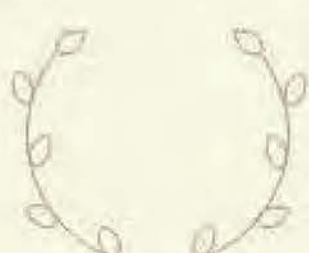
- Underscores C3's commitment to the cause of celebrating and restoring the National Mall (past experience in park, etc)
- Stresses commitment to leaving the park in better shape than we found it and minimal impact (won't close memorials, etc)
- Describes festival format and fan experience (two full days, 40 + artists, West Potomac Park, diverse music and cuisine, educational activations) mention free public experience too.
- Calls Caroline and others back onto the stage; together, they unveil the festival line-up (reveals large line-up poster/photo op)
- Charlie: We're not doing a formal Q&A tonight, but will be on hand here and are happy to answer questions about the cause, the festival and its role in the city. Just come grab one of us.

(MEDIA RELATIONS TEAM HELPS DIRECT REPORTERS TO SPEAKERS FOR ONE-ON-ONE INTERVIEWS)



EXPLORE OTHER MONUMENTS

→



# SHONDA RHIMES

LIBERATOR OF MINDS, MOVER OF HEARTS, PROPAGATOR OF CHANGE

It's the greatest of understatements to say that Shonda changed my life; far more important is the truth that she's changed untold lives.

Because she moves folks who have traditionally been marginalized to the very center of the narrative, she's literally changed the face of television - allowing everyone, no matter their race, creed, color, or sexual orientation to see themselves represented in a messy, honest, complicated, deeply human way. Because she never walks away from the difficult conversation that's on everyone's mind: she charges straight for its heart & takes the world with her on a roller coaster ride of perspectives, each given its full, fair moment in the sun -and by doing so, she offers us a vision of a better world which is then ours for the making. Because besides managing to move collective hearts and minds, she also manages to be an utterly devoted mother, daughter, sister, boss, and friend.

The world is better because of the way she lives her life. And I honor her here to remind us all that by using our voices- we can change the world.



*Monument created by Bellamy Young*

CREATE YOUR VIRTUAL MONUMENT

DONATE TO THE CAUSE

SHARE THIS MONUMENT



Flag as Inappropriate

EXPLORE OTHER MONUMENTS

→



LANDMARK

THE CAMPAIGN FOR THE NATIONAL MALL

TRUST FOR THE

NATIONAL

MALL



# NATIONAL CAPITAL REGION COMMERCIAL SERVICES PROGRAM REVIEW

August 24, 2015

Anne Altman

Paul Pfenninger



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## EXECUTIVE SUMMARY AND KEY RECOMMENDATIONS

The National Capital Region Commercial Services Program is a small but important piece of the National Park Service and the National Capital Region (NCR) as a whole. Concessioners in the NCR provide food service, retail, marina, horse stable and other operations that serve both local communities and visitors to the Washington, DC area. The program is a high profile one, and prone to scrutiny inside and outside the National Park Service. This report takes an in-depth look at the program. Highlighted below are the key observations and findings.

1. Many recommendations hinge on better communication between the regional office, parks, and concessioners. While this recommendation is not complicated, the team felt that lack of communication and transparency between parks and the region had a significant impact on the region's ability to move forward with complex tasks, such as making decisions on business opportunities for new concession contract prospectuses. Because the parks in the NCR are all located close to one another, the region should leverage opportunities for increased communication and collaboration.
2. The regional office and parks need to clarify and write down roles and responsibilities of commercial services staff, with employees held responsible by their supervisors for tasks assigned to them. Again, this is not complicated, but there is a general lack of understanding and differing views throughout the region regarding who is responsible for different facets of the program. This results in delays for some projects such as prospectus development, missed opportunities for collaboration, and lack of trust.
3. The term regional concession specialist position needs to be converted to a permanent position and funded using ONPS money. The report also gives suggestions for the regional use of the 20% concessions franchise fees that currently fund half of the position, if still available. The region should emphasize broadening the regional office employees' skill set to include financial analysis and/or asset management, if possible, through this permanent position.
4. 80% concessions franchise fee money should be allocated to each park in the region, as opposed to being held centrally in the region. Each park should then complete a five year plan for that money, as required by WASO, prioritizing the use of that money according to policy, and submitting that plan to the region for approval. In the short term, most, if not all, of each park's plan may need to allocate most or all of 80% franchise fees for prospectus development.
5. The regional office should help the parks within the region evaluate their Commercial Use Authorization programs, complete cost recovery analyses to determine the appropriate amount to charge permit holders, and look at strategies for providing additional resources to manage and monitor the programs. This could involve some cross-park or even regional management, if desired.



## PROJECT OVERVIEW

National Capital Region (NCR) Regional Director Bob Vogel requested a Program Assessment to evaluate current best practices and to assess opportunities for future course adjustments for the NCR Commercial Services Program.

A team of two people conducted this review over a one-month period. The team members are:

Anne Dubinsky Altman, National Park Service, Business Services Directorate, WASO  
Paul Pfenninger, National Park Service, Commercial Services, WASO

The goals of the team were to conduct an objective comprehensive assessment that relied heavily on existing data, employee interviews and park visits for sources of information. The team decided to focus on the concessions and commercial use authorization (CUA) portfolio, since the fee program, consisting of two regional employees, essentially operates as a stand-alone unit supervised by the regional chief, and special events within the Beltway are handled by the National Mall permitting staff.

Objectives of the NCR Commercial Services Program Assessment were as follows:

1. Complete an inclusive exploration and analysis of the available information from multiple sources.
  - Obtain a broad understanding, through staff interviews, site visits, and existing data of the organizational effectiveness of the NCR Commercial Services Program
  - Evaluate NCR Commercial Services organizational structure and staffing levels
  - Evaluate current direction of NCR Commercial Services
2. Develop a report that includes:
  - NCR Commercial Service Program best management practices (BMPs)
  - The identification of pervasive perceived issues and concerns that influence the effectiveness of the organization and the program
  - A list of recommendations

The team's first step in the process was to gather and review background information on NCR Commercial Services. The team reviewed materials such as staffing histories, program financials, asset management files, descriptions of field responsibilities, the 2008 NCR Human Capital Realignment Memo, and the 2007 NCR Concession Time Task Analysis, both of which are attached to this report.

Next, using a specific set of questions, the team conducted over 30 interviews including 15 employees from the WASO Commercial Service Program, 5 regional office staff, 4 NCR Superintendents, and 7 employees from NCR parks with duties related to Commercial Services.

After synthesizing the information and interviews, the team identified trends, best practices and perceived issues, and formulated recommendations based on best management practices from other regional and park operations.

In addition, The Northeast Region and NCR have been discussing a possible realignment of regional parks. The initial plan envisions the parks in Virginia, West Virginia and Maryland to move to the National Capital Region from Northeast. The team looked at the number of contracts in these three states, their complexity, and their commercial services staffing level, to gain an understanding of the possible impact of this shift on the NCR commercial services program.

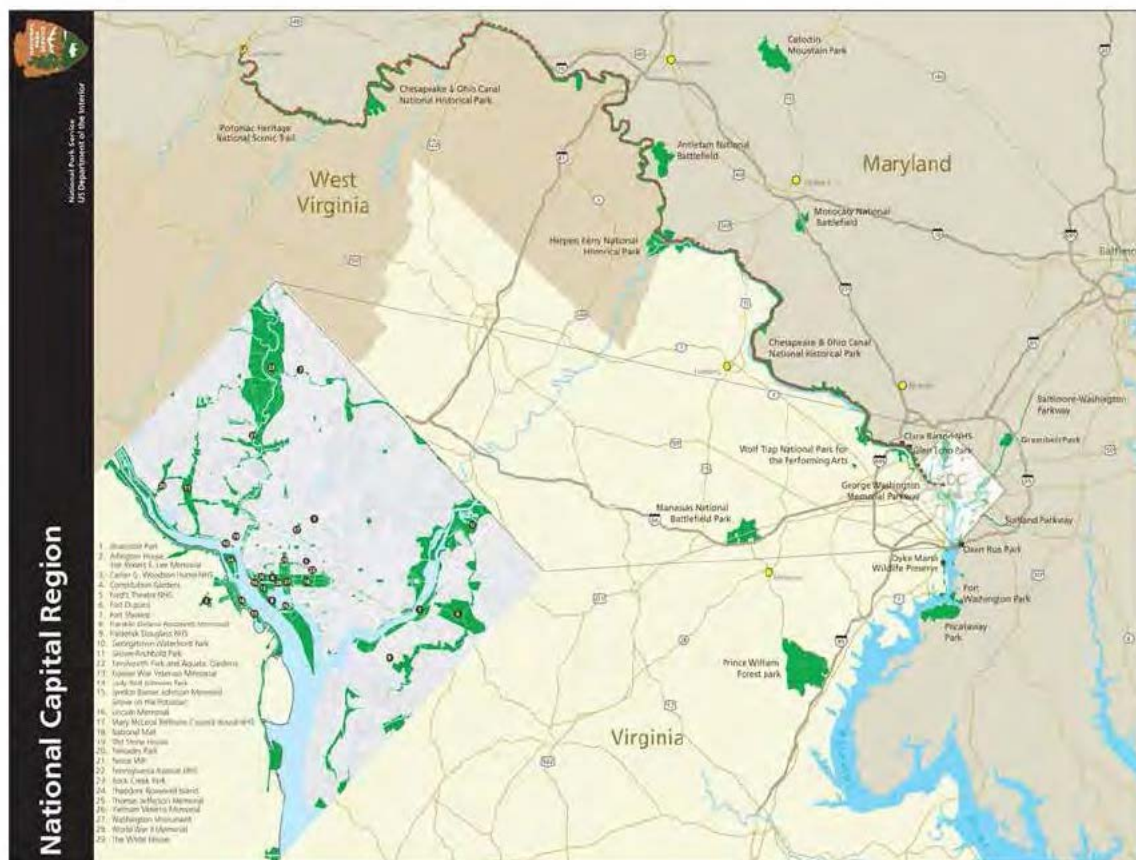


## NATIONAL CAPITAL REGION COMMERCIAL SERVICES PROGRAM OVERVIEW

The NCR contains more than 700 individual sites, ranging from community parks to national monuments. Some Park Superintendents manage several physical sites.

Within the network of NCR parks, 7 sites manage 11 concession contracts. The majority of the larger contracts are found in 4 of the region's parks (the National Mall (NAMA), National Capital Parks East (NACE), George Washington Memorial Parkway (GWMP), and Rock Creek Park (ROCR). The largest concession contract in the region, NACC003, currently held by GSI, Inc. covers a significant number of services and locations within these parks, as well as at C&O Canal National Historical Park (CHOH). Many of the services and facilities in the region are urban or suburban in nature, near large population centers, and experience heavy visitation from a combination of tourists and local community members.

Due to its proximity to the Washington, DC, metro area and members of Congress, the regional office and the parks in the NCR experience consistent political pressure on various matters. A map of the region follows:



The summary table found below shows the relevant concession and CUA information for the region as a whole:

NCR Numbers					NCR Totals		
Concession Contracts	1965 Law Contracts	Temporary Contracts (1998 Law)	Concession Assigned Assets	Commercial Use Authorizations	Gross Receipts	Franchise Fees	Value of Asset Portfolio
11	2	3	106	NAMA 169 ROCR – 20 GWMP – 25	\$ 57,662,991	\$ 1,372,531	\$ 248,142,132

For Dissemination

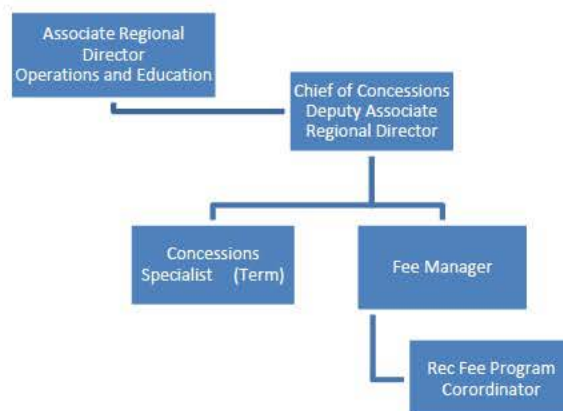
Information for the concessions and CUAs for the parks located in VA, WV, and MD can be found below. There is only one large concession contract within these states, located at Shenandoah National Park, and 4 smaller contracts – two at Colonial National Historical Park, one at Assateague Island National Seashore, and one at Fort McHenry.

NER VA, MD, WV Numbers					NER VA, MD, WV Totals		
Concession Contracts	1965 Law Contracts	Temporary Contracts	Concession Assigned Assets	Commercial Use Authorizations	Gross Receipts	Franchise Fees	Value of Asset Portfolio
5	0	0	108	SHEN – 22 Other - 18 <sup>1</sup>	\$ 13,386,218	\$337,163	\$19,997,151

## PARK AND REGIONAL OFFICE ORGANIZATION, STAFFING, AND TRAINING

### ORGANIZATION AND STAFFING OVERVIEW

The Regional Director oversees the National Capital Regional Office (NCRO) assisted by a Deputy Regional Director and 6 Associate Regional Directors. The Commercial Services Chief reports to the Associate Regional Director for Operations. The Commercial Services Chief has 3 direct reports: A term employee in Commercial Services and 2 fee program employees (whose work is not the subject of this report). The term employee has been employed in the regional office for 3 years after a year in the WASO commercial services program, and the term appointment will expire in the fall of 2015.



Most of the parks in the region with significant commercial services programs also have Commercial Service Specialist positions. There are two permanent FTEs at NAMA, one permanent FTE split between GWMP and Rock ROCR, currently filled by an employee acting in that role, and one permanent FTE at NACE. In addition, there is a Law Enforcement Ranger at Chesapeake & Ohio Canal National Historical Park CHOH who has concessions assigned as a collateral duty. At all parks, the concessions staff are supervised by the Administrative Officer for the park, with the program nested under Administration, with the exception of CHOH.

<sup>1</sup> The 18 others represent 6 CUAs at Ft. McHenry, 4 at George Washington Birthplace, and 8 at New River Gorge.



The WASO office also provides support to both the NCRO and the regional parks in all aspects of commercial services (prospectus development, condition assessments, financial analysis and contract management). Assistance to regional parks from the WASO office is coordinated through the NCRO.

As stated in the introduction, there is the possibility that parks in Virginia, Maryland, and West Virginia will be added to the National Capital Region's portfolio. Therefore it is important to recognize the staff members located within these parks that have concessions responsibilities.

Assateague Island National Seashore (ASIS) and Colonial National Historical Park (COLO) each have one employee dedicated solely to commercial services; their portfolio includes concessions, CUAs at both parks and leasing at Colonial only. Shenandoah National Park (SHEN) has one permanent concessions specialist and one term concessions specialist focusing on facilities management and improvements required under the current concession contract. The rest of the parks in VA, MD, and WV with commercial services manage the workload through collateral duty assignments.

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## ORGANIZATION AND STAFFING CONCERNS

### Regional Office

The regional office, before 2011, operated essentially as a one-person concession office. The Commercial Services Chief hired the concession specialist into the office in 2011 in a term position to focus on prospectus development and competition of the backlog of expired 1965 Act contracts. While the number of concession contracts in the region is relatively small (11 concession contracts), some of them are fairly significant in size, encompassing multiple facilities, locations, and services. In addition, due to the region's Washington, DC, location, there is a large amount of political pressure put upon the region and its parks, which increases the complexity of overseeing the operations. 8 concession contracts with gross receipts less than \$5,000,000 fit into the category of "regional" contracts, for which prospectus development is supposed to be completed entirely by regional office staff unless specific circumstances apply<sup>2</sup>. However, some were awarded non-competitively through the temporary contract authority and so are not regional contracts currently, but future prospectus efforts for longer-term contracts would be managed by the region. While the issuance of a temporary contract can solve a short term problem of ensuring there is no interruption in services to park visitors, in general a temporary contract creates a significant high priority workload. Because of the short term (3 years or less, with no ability to extend), when a temporary contract is issued the region must almost immediately begin work on the long-term replacement contract. This means regional staff have less time to work on other contracting efforts that may also be priorities.

Due to staffing shortages in NCRO, some portions of prospectus development, such as the financial or market analysis, have been either contracted out, at a premium well above what hiring an employee to complete the work would cost, or assigned to a WASO employee to complete, taking additional time and resources to finish the project. During the interviews, many employees told the project team that due to the previous staffing situation before the term employee's arrival, all prospectus development, regardless of the size of the concession, was essentially overseen by the Washington Office, and that for the size of the region, WASO personnel spent more time on NCR issues than they would otherwise because of lack of regional staffing. The additional staff availability has mitigated some of these concerns, but there are still some functions, such as financial analysis and asset management that must be completed outside of the regional office. This term position expires in the fall of 2015, and is currently funded half by 80% concessions franchise fees from NCR parks and half by 20% concession franchise fees from WASO.

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<sup>2</sup> A regional level contract is one that has expected gross receipts of less than \$5,000,000, is ten years or less in length, and is awarded through the competitive process.

The NCR Commercial Services contract portfolio is complex due to the multiple types of services and the structures of the contracts. The current portfolio includes 1965 Act contracts that have been extended for multiple years, short term temporary contracts which must now be advertised quickly, and a multi-park contract (NACC003) that encompasses operations in five parks. NCR commercial services fiscal responsibilities require expertise in reviewing annual financial reports, understanding economic trends, and developing spending strategies. The concessions asset portfolio in the NCR parks is also large and complex requiring subject matter expertise in facilities such as marinas, stables and golf courses. The poor condition of some concession assets and the need for maintenance and project oversight exacerbate the situation. This entire situation would be compounded if the parks in WV, VA, and MD were added to the NCR.

Within the regional office structure, the regional chief of concessions reports to the Associate Regional Director for Operations. As shown in the table below, there is no consistent practice across the National Park Service with regard to whom the regional commercial services chief reports.

Region	Location of Commercial Services Program		
NER			DRD Ops
NCR	ARD Ops		
SER		ARD Admin	
MWR	ARD Ops		
IMR		ARD Admin	
PWR			DRD Public Use
AKR		ARD Admin	

The project team believes it is important that the regional chief is supported by a supervisor who has a general understanding of the most critical parts of the chief's job, such as holding concessioners in compliance with their contracts, managing outside relationships and partners, and thinking creatively and strategically about how to move complex problems forward. This could be accomplished by an operationally-focused supervisor or an administratively-focused one, as long as the skill set is appropriate.

### Region's Parks

After talking to the NCRO staff and all of the parks with significant concession operations, most parks feel that they currently have the concessions staff they need to complete required concession operational tasks, such as evaluations, rate studies and approval, and asset management oversight, with the exception of ROCR and GWMP. These parks split one permanent concession specialist, which these parks and the regional office believe does not give them enough staff to complete the day to day concessions tasks. Currently the problem is compounded since the individual in the job is on a one year detail and has not yet completed all required concession training to conduct evaluations without regional office oversight. In addition, none of the staff in the parks believe that they have a good grasp of their Commercial Use Authorization (CUA) program. Rates for CUAs have not been set based on a recent cost recovery analysis, as required by policy; in addition, parks are not using money paid by CUA holders to fund oversight of the CUA program, with the exception of some monitoring efforts. Park staff told the project team the amount of money collected was too small to accomplish anything significant.

There is a high level of turnover in some of the positions in the NCR commercial services program, as well as in the Superintendents in the region's parks, often leading to lapses in positions. Due to their proximity, the regional or Washington office is often asked to step in and assist. In other more geographically dispersed regions, this would not be a possibility, but because of the centralized nature of the National Capital Region, there are unique opportunities to share staff and fill in gaps that do not exist elsewhere.

Because of the recent change in superintendents throughout the region, many of the superintendents in NCR parks had not completed superintendent's training at the time of the team's visit, but did subsequently attend a session in May of 2015.

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## ORGANIZATION AND STAFFING RECOMMENDATIONS

### Regional Office

The workload associated with prospectus development is ongoing, due to the ten year term of most concession contracts and the reality that prospectus development work begins 2-3 years before the new contract is awarded. A regional chief with a concessions portfolio that generates \$52M in gross receipts cannot practically have enough individual time to provide general oversight and guidance to parks and the regional office; work closely with Washington and the parks; provide technical support to parks in the areas of asset management and financial management; take the lead on all regional prospectuses; and work with WASO on all WASO level prospectuses. The need for a second permanent position in the regional office is overwhelming. This position could be the primary lead on all regional prospectuses, plus ideally have the skills to complete financial analyses for regional contracts and oversee contractors working on WASO level prospectuses. This additional capacity would also provide some resources should the states of VA, WV, and MD be added to the NCR workload.

Current policy prohibits the use of 20% concession franchise fees to fund permanent positions. In addition, using 80% concession franchise fees to fund a permanent position requires special approval from the WASO office and buy in from the parks from which the 80% is earned. More discussion about the use of 80% franchise fees by the region can be found in the budget section below. The region should reprioritize ONPS base funding for this position, and then use the WASO 20% franchise fee funding, if still available, to fund a portion of another position to aid another regional shortfall.

This evaluation team sees several possibilities for repurposing the existing 20% funding:

1. Use the 20% funding for ½ an FTE in the regional office, and then work with the region's parks to use their CUA money to pay for an additional (½) FTE to centrally manage the CUA program for the region. Station the position in the regional office, or at NAMA, where most of the CUAs reside. The position could also possibly become a regional expert in asset management and aid all the region's parks in overseeing the concession asset portfolio.
2. Use the 20% funding for ½ an FTE for regional support in the area of asset management, but fund the other half using GWMP/ROCR base or 80% franchise fees and provide essentially 1.5 FTE of operational support to these two parks (the existing shared FTE plus the new .5 FTE).

Both of these ideas are predicated on the assumption that the person hired into the new permanent concessions position in the region can complete financial analyses for the regional contracts, and review contracted financial analyses for the WASO-level ones. If the person hired does not have that skill set, but does have the ability to provide asset management support, then under option 2, above, the regional support from the ½ FTE could be provided in the area of financial management instead of asset management.

The region should also work to find long-term solutions for contracts when at all possible, and try to avoid issuing temporary contracts. As mentioned earlier, while providing a short term fix to an operational problem, in the long term issuance of a temporary contract doubles the workload of the regional staff, which spend a significant amount of time on the temporary contracting efforts, and then almost immediately have to prioritize work on the long-term contract.

### Region's Parks

Recommendations for staffing for each park in the region with significant concessions can be found below:



1. NAMA: Refill the vacant Concession Specialist Position to assist the Park Chief of Commercial Services
  - a) This position is a permanent full time position. Duties should include support and technical assistance for the park in the areas of prospectus development, project management, contract management, asset management, financial tracking, and Commercial Use Authorizations.
  - b) Funding: The Park funds both positions with ONPS base. Currently the park uses its cost recovery revenue to complete CUA related maintenance projects, but in the future, the park should also have 80% concessions franchise fees it can use to complete commercial service maintenance projects.
2. ROCR/GWMP - Hire an additional concessions specialist, so that two employees serve the two parks, or at least an additional .5 FTE, as outlined above in the regional office recommendations.
  - a) The Parks can configure these 2 permanent full time positions in a number of ways. Some options include:
    - o One higher and one lower graded specialist with differing subject matter expertise (i.e.; one has hospitality expertise and the other has asset management expertise)
    - o Two equally graded specialists who each support their own park
  - b) Duties should include support and technical assistance for regional parks in prospectus development, project management, contract management, asset management, financial tracking, and Commercial Use Authorizations.
  - c) Funding: The Parks currently funds the 1 shared position with ONPS base. The parks could find the ONPS money to hire the second person, or supplement it with CUA money from both parks, after increasing fees to recognize true cost of administrating and monitoring the permit holders, or look at one of the funding strategies above in the regional recommendations.
3. NACE – No change
4. CHOH – Continue with collateral duty with assistance from other park units or NCRO for prospectus efforts

The table below summaries the actions above and recommends a net increase of two (2) FTE to the overall combined NCR Commercial Services Program:

	NCRO	NAMA	ROCK	GWMP	NACE	CHOH
Current Positions	1 Chief 1 term	1 Chief 1 vacant PFT	Share a position (currently filled by an acting assignment)		1 PFT	collateral duty
Recommended Positions	2 PFT	1 Chief Fill vacant PFT	2 PFT total		no change	collateral duty w/support from other parks or NCRO

The regional office and the region's parks should also work together on creating a regional staffing, training, and mentoring plan. Due to the small geographic nature of the region, there are opportunities for cross-training, mentoring, and learning from each other that could ensure existing resources are capitalized and used to their fullest. More information on sharing information can be found in the Communication section, below.

## TRAINING CONCERNS

The National Park Service has specialized training requirements for concession specialists and park management staff with Commercial Services responsibilities. At the regional level, training for the Concession Specialist was a priority, and the Chief of Commercial Services has either attended training in the past, or sometimes is called upon to teach classes.

The team did observe some needs for training among the staff. Across the board, there is limited emphasis placed on fully understanding and using the CUA cost recovery authority, and so fees collected were not enough to support the requirements of the programs. The concession specialist for ROCR/GWMP had received on-the-job-training regarding evaluation and pricing, but had not attended formal training yet.

It's also important that staff besides the concession specialist participate in appropriate commercial services training. Supervisors and superintendents should understand the structure and framework of commercial services management in order to support the front line employees. Due to recent high turnover in the region's superintendents and administrative officers, many park and regional staff expressed that they did not feel that people in these positions had received all the needed information to manage the commercial services program as effectively as possible.

## TRAINING RECOMMENDATIONS

There is a series of instructor led courses, a video library, a collection of program chats and several on line training courses available on the Commercial Services SharePoint site which are available to all commercial services employees. These should be promoted by the NCRO and park superintendents. In addition:

1. All Commercial Service Specialists should undertake the Fundamental Competencies program (See Attachment B: Fundamental Competencies for Concession Specialists).
2. Superintendents should attend Superintendents Training for Commercial Services with the Park Concession Specialist. The training was set up so that with both parties attending together, park staff could work concurrently on the specific problems facing their park.
3. The regional Concessions Specialist should take the COR training and become certified as COR in order to officially oversee contractors working on concession prospectuses in the region. This is common across all regional offices.
4. All Concession Specialists completing evaluations of concessioners must take the Pricing and Evaluation training and recertify every 5 years.
5. Concession Specialists must include Commercial Services Trainings as part of their Individual Development Plans.

Below is a list of what training that is available. The project team recommends that Concessions Specialists take as many of these courses as possible. There are 11 courses including the COR certification (which really would only be required for the regional Concession Specialist). The 11 courses include 5 instructor led courses and 6 online courses. There also is a series of 85 one-hour audio/visual chats on various commercial services related topics (26 Program Management, 35 Contract Management, 6 Planning and Development, 9 Asset Management, 8 Financial Management). Finally, there are 15 instructional videos that cover the basic skills needed for pricing and evaluation.

NPS COMMERCIAL SERVICES TRAINING SCHEDULE				
Subject	Course Name	Type	Availability	Enrollment
General	Orientation to NPS Concessions	On-Line	On demand	DOI Learn Open at all times
	Concessions Management for Superintendents	Instructor-Led	Annually	DOI Learn
	Commercial Services Program Chats	Audio/Visual	Approximately monthly archives online	N/A
Asset	NPS Asset Management for Concessions Specialists I	On-Line	On demand	DOI Learn Open at all times

<b>Management</b>	NPS Asset Management for Concessions Specialists II			
	Concessions Asset Management 101	Instructor-Led	June 22-26, 2015	DOI Learn
<b>Contract Management</b>	Concessions Evaluation and Pricing	Instructor-Led	June 2-5, 2015	DOI Learn
	Concessions Evaluation and Pricing	Audio/Visual	On demand	N/A
<b>Finance Management</b>	Concessions Financial Management	Instructor-Led	Annually	DOI Learn
<b>Planning &amp; Development</b>	Introduction to Prospectus Development	On-Line	On demand	DOI Learn Open at all times
	Concessions Project Managers Workshop	Instructor-Led	Currently not scheduled	DOI Learn not available

## REGIONAL BUDGET AND FRANCHISE FEES

As stated previously, the commercial services staff in the region consists of two employees: the Chief of Commercial Services, who estimates he spends 80% of his time on concessions and CUA work and 20% on other programs, such as leasing, oversight of the FLREA program, uniforms, boundaries, and acting as the Associate Regional Director when asked, and the Concession Specialist, who spends 100% of her time on commercial services work. The Chief is funded from ONPS base; the Specialist is funded half from concessions 20% franchise fees and half from concessions 80% franchise fees from NCR parks. Concessions 20% franchise fee also funds some travel for the NCRO commercial services staff (approximately \$10,000 per year).

Park commercial services positions are all funded from ONPS appropriated dollars, with the exception of CHOH, who funds a portion of their collateral duty employee's time with Commercial Use Authorization fees.

## FRANCHISE FEE OVERVIEW AND CONCERNS

The concessions contracts within the region are listed below, including information on gross receipts and franchise fees paid.

Park	CONCID	Concessioner	2013 Gross Receipts	2013 FF%	2013 FF
GWMP	GWMP003-13	Belle Haven Marina	\$ 567,261	8.50%	\$ 48,217
GWMP	GWMP004-12	Martz Group	\$ 3,478,485	5%	\$ 173,924
NACC*	NACC01-89	Golf Course Specialists	\$ 4,514,801	3%	\$ 137,933
NACC*	NACC03-86	GSI	\$ 18,770,187	3%	\$ 525,744
NACE	NACE003-07	Buzzard point Marina	\$ 112,797	0	\$ -
NACE	NACE005-08	Golf Course Specialists	\$ 1,487,360	2%	\$ 29,205
NACE	NACE006-08	James Creek Marina (GSI)	\$ 1,593,389	1%	\$ 15,934
NAMA	NAMA001-12	Hung Thi Nguyen	\$ 33,951	3%	\$ 1,019



NAMA	NAMA002-15	City Sightseeing Washington	\$	13,007,400	3%	\$	390,222
PWRI	PWRI001-09	Recreational Adventures Campground	\$	360,447	7%	\$	25,231
ROCR	ROCR004-14	Boston Outdoor Recreation	\$	836,913	3%	\$	25,102
<b>TOTAL</b>			\$	<b>44,762,991</b>		\$	<b>1,372,531</b>

\*NACC – or National Capital Central – historically used to identify concession contracts that are multi-park

20% of franchise fees received, or \$274,506 in FY13, are retained by the Washington office for national needs, so \$1,098,025 would have remained in 2013 with the parks where the concession is located. However, in NCR, many facilities across the region are managed under one large concession contract. As stated earlier, NACC003, currently held by GSI, Inc., includes food service operations, marinas, equipment rentals, retail operations, and tennis courts located in five of the region's parks – NAMA, GWMP, ROCR, CHOH, and NACE. Historically the contract has been managed at least somewhat centrally, and franchise fees are held at the regional level. Currently, 100% of the franchise fees from the contract are earmarked for prospectus development for that concession contract. Other contracts span across park boundaries. Currently, the three golf courses in the region are bundled under two concession contracts – NACC001 which covers the East Potomac Course, and NACE005, which covers the Rock Creek and Langston courses. The same concessioner manages all three, and the region has been struggling with whether to combine them under one concession contract in the future. Because of the looming prospectus development, these 80% franchise fees are also managed centrally by the region.

During the interview portion of this evaluation, many park staff complained about the way NCR manages the 80% concession franchise fees associated with concession contracts in the region. It appears that even for the contracts where franchise fees are held by the parks, the NCRO controls expenditures. Because the franchise fees are managed centrally, there is no opportunity for the parks to have a voice in how the money is spent. While there is a general recognition that, at least in the short term, a significant amount of the money needs to go towards prospectus development for the multi-park hospitality contract (NACC003) and the multiple golf course contract, there is limited transparency by the regional office in terms of how much funding is needed to complete those efforts and what money may be available to parks currently and in the future.

In general, like in so many areas, the Superintendents in the region want more say about how their franchise fee money is spent and would like to have more control. They believe that the regional office should be providing guidance when it comes to these funds, but not total control and determination over expenditures. Most park staff in the region have limited to no understanding about the financial metrics of their concession contracts, including how much money is returned to the government. It is unclear whether park staff understand that a portion of their 80% franchise fees are also being used to fund half of a regional office employee.

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## FRANCHISE FEE RECOMMENDATIONS

In the short term a significant amount of NCR parks' 80% concessions fees will need to be spent on prospectus development for the two large contracts. However, it is important that the regional office be accountable to its parks and transparent in terms of how much money will be needed and the milestones for the project. It does not appear that this happens currently. While the recent national concessions franchise fee sweep has temporarily changed the way parks and regions manage the franchise fee program, parks still need to know the total franchise fees generated by their operations and be involved in planned expenditures for that money.

The regional office should create a tracking tool to be shared with all parks in the region showing how much franchise fees are generated by each operation, and the plans for that funding. In addition, the regional office should confirm that the operational data submitted by each concessioner on a regular basis is broken out by park

when more than one park is served by a concession contract. That way, it is clear to everyone what happens where.

Park staff should take the lead in creating five year plans for their 80% concessions franchise fee money, with Superintendents involved in prioritizing their own park concessions related projects, keeping in mind the priorities for these funds as stated by the Washington office. In order to increase transparency, the regional office could create a panel of NCRO Commercial Services staff and Superintendents who would help set regional priorities on franchise fee projects. Final approval of franchise fee spending already rests with the WASO Financial Branch. The results of the prioritization should be shared region-wide.

## EFFECTIVENESS OF THE REGIONAL COMMERCIAL SERVICES PROGRAM

### COMMUNICATION CONCERNS

During most of the interviews with park staff, the team heard a common theme that communication with the regional office concessions staff and parks is poor, controlling, and/or inconsistent. Decision makers felt left out of the commercial services decision-making process, so much so that when called upon to make decisions, they were not comfortable with the range of options presented. Some parks were looking for creative solutions to commercial services problems, but were often told that there were limited or no options. It should be noted, however, that some staff did have limited or no concerns about communication with the regional office, and when the team visited with the current concessioners, they stated that communications with the regional office were managed extremely well, that they meet regularly with the regional office, but that they had not sat down with any of the park superintendents recently. It was apparent to the team that these communication problems have caused a slowdown of the prospectus projects underway in the region.

### COMMUNICATION RECOMMENDATIONS

The regional office needs to adopt a new policy of clear, open, transparent communication between the parks, regional office, and WASO. Employees at all levels must be held accountable for their communication style and its results. Specific recommendations can be found below:

1. Establish communication protocols as a matter of NCR Policy for specific situations. Such protocols already exist within the NCR for communications with the solicitor's office. Include roles and responsibilities for communications with measurable goals. Include these goals as part of Staff Performance Plans.
2. Establish standard operating procedures for routine methods of communication sharing. (Policy, Memos, Reports, meeting notes, etc.)
3. Continue the parks' current practice of meeting informally on a regular basis to share information and discuss issues. This should include someone from the NCRO. The team should build on this opportunity and invite subject matter experts to present specialized training such as asset management, contract management, and finance.
4. The regional commercial services chief should use varied and open methods of communicating with the parks. Some options would be to:
  - a) Send out a NCR Commercial Service quarterly update to share commercial services program information across the region.

- b) Schedule Concession Program staff meetings to discuss issues, contract management, upcoming projects, and training opportunities, taking advantage of the close proximity of the region's parks.
  - c) Provide short regional commercial services training sessions for Concession Specialists and other managers with Commercial Services duties on topics where the region sees need for improvement.
5. Regional meetings with a concessioner to discuss specific concessions in a specific park should not be held by the regional office without a park presence unless approved by the regional director. Park staff and superintendents should be involved in making decisions that affect their parks, and be required to participate in a timely manner.
  6. The Concessions Specialists should continue to have a presence in the field and meet with Concessioners regularly.

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## ROLES AND RESPONSIBILITIES CONCERNS

Most staff interviewed understood their roles and responsibilities within the park concessions operations, and some of the roles and responsibilities of the NCR Commercial Services Program. However, despite this basic understanding, many were not clear on the laws, regulations and policies that guide the commercial services program and how decisions are made that affect their programs. In addition, disappointment was expressed by the staff in how decisions are made by the regional office; they believed they should play a larger role in the decisions affecting their parks, as mentioned above in Communications.

One of the main jobs of the regional office, with respect to prospectus development, is to move the project forward by facilitating discussion and decisions. Park Superintendents working with the current golf course prospectus stated that they are at a stalemate and project lingers without action. This situation is a direct result of poor communication, lack of leadership and ownership of responsibilities.

The team's series of interviews also revealed that there is a significant trust issue between parks and the regional office. This stems from a few areas, including perceptions of internal relationships with concessioners in the region, lack of constant transparent communication from the regional office, a perception of the lack of credibility at the regional level, and parks not understanding the laws, regulations and policies behind decisions.

The parks perceive that the region keeps information close, does not provide open and transparent communication and meets with concessioners without involving park staff. The parks concerns could be mitigated through better practices by the regional office.

Another related roles and responsibilities issue comes from the regional use of franchise fees. Park staff are unclear about how much money the park receives from the concessioner and how decisions are made in the appropriations of franchise fees for needed park projects. More information can be found in the franchise fee section, above.

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## ROLES AND RESPONSIBILITIES RECOMMENDATIONS

It is integral that the regional office always exert the highest level of integrity and honesty, and never behave in a way that calls parks to question the region's motives. The regional office needs to work to collaborate with parks, practice active listening, and involve superintendents and park staff in decision-making that affects their park. In parks, Superintendents should be responsible for ensuring that they and their staff are appropriately trained in commercial service management responsibilities. Specific recommendations follow:

1. Develop a well-defined roles and responsibilities document for commercial services operation in the region to share with the region, parks, and WASO. The NCRO and Park Superintendents should collaborate on this document. It is imperative this document reiterates who has decision authority and outlines the process for

For Dissemination



making decisions. Specific roles and responsibilities, with due dates, could be developed individually for larger prospectus projects.

2. Develop a performance based metric for measuring how successful individual staff meet their responsibilities.
3. Include Park Superintendents in decision-making process for use of franchise fees. Provide transparent information to parks about use of franchise fees.

## MULTI-PARK CONCESSION CONTRACTS

### MULTI-PARK CONCESSIONS MANAGEMENT OVERVIEW AND CONCERNS

The NCRO is unique within the National Park Service due to its use of multi-park concession contracts. There are currently 2 multipark contracts, NACC003 (GSI) and NACE005 (Golf) and the NCRO plans to put a third one out this year under Contract Number ROCR005 (the Fletcher's, Thompson and Key Bridge Boathouses). These multipark contracts are very complex and, in general, most parks do not have the experience, the tools, or the overall regional perspective to coordinate decisions and actions related to managing a multipark contract. In fact, the NPS recognizes the complexities of a multipark concessions contract in NPS Management Policies (2006):

#### 10.2.3.6 Multipark Contracts

Concessioners operating in more than one park unit must have separate contracts for each park unit. When approved by the Director, an exception may be made in the case of those park units having common NPS management or where service is provided in contiguous park areas (for example, a pack trip that crosses the boundary of two adjoining parks, or where lack of opportunity for profit, geographic location, and type of service is not feasible within a single location).

These contracts were approved by the Director; however a large multi park contract can generate a multitude of management inconsistencies in operations and muddies a clear line of authority. While the boathouse contract will be released this year, there has been limited progress with regard to prospectus development for the golf course and GSI prospectuses. The team found that Superintendents, NCRO and WASO are all frustrated about the decision making process for these two multipark contracts, both in terms of moving forward with prospectus development and the day-to-day management. Parks are rightly concerned about the services and facilities located within their park, but if they operate and make decisions in isolation, without discussing their actions with the other parks that are part of the multi-park contract, they do not understand how changes in their park affect operations in other parks, or for the overall contract. In addition, the corporate offices of the concessioner, at least in the case of GSI, appears to only meet with and talk to the regional office, and do not meet with the park staff. While there is better communication between site managers and individual park staff, parks told us that they feel that decisions are made regarding their operations under the multi-park contracts by the regional office without consulting the park.

### MULTI-PARK CONCESSIONS MANAGEMENT RECOMMENDATIONS

It is unclear whether in the future there will be as many multi-park contracts. While they exist, it is important that the parks work together to manage the operational requirements of the contract as a cohesive whole.

There is limited progress currently being made in completing new contracts for the golf and GSI contracts. While many factors contribute to the slow pace, including issues outside the scope of this report, it is clear to the team that lack of good communication between the park, region and WASO, lack of clear roles and responsibilities, and an unwillingness by the parks and region to work together are major factors that need to be addressed. It is also important that once an operator is chosen for the Boathouse contract, that the parks involved work together to ensure that management of the contract runs smoothly. Therefore, the following recommendations for all three multipark contracts are presented:



1. Operational/Day to Day: Build on the Roles & Responsibilities recommendations by developing a flow chart showing who makes the decisions for multipark contracts. Superintendents have authority for concession operations in their own parks. However, there must be agreement on how to implement laws, regulation and policy consistently. If there is a dispute, the Superintendents should reach consensus and get RD approval before proceeding with actions. The regional chief could advise the Regional Director in these situations.
2. Operational/Day to Day: Park Concession Specialists, Superintendents and NCRO must take a team approach to managing these complex contract structures. This could be accomplished with or without the help of the regional office, and could take the place of regular meetings with the corporate concessioner and the parks involved and clear and open lines of communications between the parks.
3. Team cohesiveness should be a performance expectation on Employee Performance Action Plan.
4. Future Contracts (GSI and Golf): The Superintendents need to meet with the regional and WASO prospectus team and all commit to a plan of action going forward. This plan could involve reorganizing the large GSI contract into smaller contracts by park, or by services, or keeping some multi-park operations that make sense financially together. These contracts must have specific requirements that pertain to each of the individual parks. There must be a requirement for maintaining separate park statistics and financial data in order for parks to track what franchise fees their operations have generated.

## ASSET MANAGEMENT

### ASSET MANAGEMENT CONCERNS

NCR has a diverse complex asset portfolio worth approximately \$248 million. Recent comprehensive condition assessments revealed approximately \$5 million in deferred maintenance exists.

Staff indicated that funding for completing asset management projects was an issue. Specifically, the staff made comments concerning the lack of access to franchise fees for maintenance projects. The team recognizes that there currently is a backlog of prospectuses in the NCR and there is a large amount of Possessory Interest or Leasehold Interest that will have to be reconciled. According to NPS policy, these needs take priority over maintenance projects. Unfortunately, without the funding, asset conditions can deteriorate and no longer be viable assets for concessions operations. While concessioners should be held accountable for facility management condition of the assets assigned to them, corrective action language is weaker in the older contracts (such as the GSI contract and the golf contract) and therefore less enforceable.

A snapshot of the assets assigned to concessioners by park in the NCR as reported in FMSS is presented below:

	CHCO	GWMP	NACE	NAMA	PRWI	ROCR	NCR Total
Buildings	4	9	11	37	9	7	77
Boat Docks/Marina	1	4	1	1			7
Golf Courses			1	1		1	3
Miniature Golf				1			1
Road/Trails			6	1	1		8
Tennis				1		1	2
Other		2	2	3	2		9
Total	5	15	21	45	12	9	107
Current Replacement	\$1,517,464	\$22,898,994	\$40,219,815	\$88,839,293	\$7,172,816	\$88,360,911	\$ 249,009,293



Value							
Deferred Maintenance	\$336,315	\$235,957	\$1,200,346	\$1,215,635	\$29,321	\$2,101,616	\$ 5,119,190

## ASSET MANAGEMENT RECOMMENDATIONS

The regional office and NCR parks need to pay more attention and focus efforts on completing required maintenance of facilities assigned to concessioners and hold them responsible for the maintenance of these structures. Park and regional office staff must have subject matter expertise or obtain assistance from facility management employees where needed.

New concession contracts have stronger standards than the 1965 Act ones with respect to facility maintenance, requiring additional park resources to ensure that the standards are being upheld. New contracts also include detailed maintenance plans that require parks and concessioners to create work plans for asset management tasks. It's important that concessions staff receive the training and tools that they need in order to prepare for this oversight role.

The regional office can aid parks in completing facility management tasks by working to ensure that regional staff are trained in the asset management parts of a concession specialist's job, can connect park staff with WASO training opportunities, and make sure that asset management oversight is part of the concessioner periodic and annual review process.

The regional office should also complete and finalize prospectus development efforts so that future franchise fees are available to the parks to fund concessioner asset management priorities. In addition, parks should identify other potential sources of funding for deferred maintenance and component renewal projects that may be outside the concessioner's responsibility. These could include FLREA, cyclic maintenance, and repair/rehab money.

## CONCLUSION

The evaluation team focused their analysis and recommendations on 6 areas of concern. These included Organization & Staffing, Training, Budget & Franchise Fees, Communications, Roles & Responsibilities, Multipark Contracts, and Asset Management.

The need for a second permanent position in the regional office is critical. This position could be the primary lead on all regional prospectuses, plus have the skills to complete financial analyses for regional contracts and oversee contractors working on WASO level prospectuses or asset management expertise. Current policy prohibits the use of 20% concession franchise fees to fund permanent positions. The region should reprioritize ONPS base funding for this position.

In addition, the team recommends refilling the vacant NAMA Concession Specialist position and hiring two Concessions Specialists for ROCR and GWMP. The Parks can configure these two permanent full time positions in a number of ways.

The regional office and the region's parks should work together on creating a regional staffing, training, and mentoring plan. Due to the small geographic nature of the region, there are opportunities for cross-training, mentoring, and learning from each other. All Commercial Service Specialists should undertake the Fundamental Competencies program which include 11 concessions related trainings (5 instructor led and 6 online). Superintendents should attend Superintendents Training for Commercial Services with the Park Concession Specialist.

Regarding Franchise Fees, the regional office must be accountable and transparent with how much money is needed for prospectus development and park projects. Parks need to know the total franchise fees generated by their operations and be involved in expenditures for that money.

Communications and understanding individual responsibilities are critical elements in the future success of the NCR Commercial Services Program. The regional office needs to adopt a new policy of clear, open, transparent communication between the parks, regional office, and WASO. Employees at all levels must be held accountable for their communication style and its results. The NCRO and Park Superintendents should collaborate on the development of a well-defined roles and responsibilities document for commercial services operations. It is imperative this document reiterates who has decision authority, outline the process for making decisions and prescribes an evaluation element that hold staff accountable.

Multipark concession contract are possible with good communications and a well-defined decision process but this would require consistency in how the contracts are managed from park to park.

NCRO must be proactive in developing and maintaining an effective working relationship with regional parks. The Commercial Services branch must focus on its internal customers, the Parks, while providing support, guidance, direction and leadership.

No one recommendation will change the current course of the NCR Commercial Services Program. There is tremendous potential for improvements with leadership, collaboration, communications and a shared responsibility for a successful program. These attributes may exist in the current situation but lie dormant without strategic planning efforts and a more cooperative nature between the parks and the regional office.

## TABLE OF ATTACHMENTS

- A. .... LIST OF INTERVIEWS
- B. .... FUNDAMENTAL COMPETENCIES FOR CONCESSIONS SPECIALISTS



National Capital Region Commercial Services Review  
Attachment A: List of Interviews

Name	Location and Titles
Bob Vogel	NCR Regional Director
Phil Selleck	NCR Associate RD Operations
Steve LeBel	NCR Deputy ARD for Operations
Elizabeth Tinker	NCR Concessions Specialist
Gordy Kito	WASO Leasing Program Manager
Tara Riggs	WASO Chief Financial Branch, Commercial Services
Tommy Drake	WASO Financial Analyst, Commercial Services
Debra Hecox	WASO Chief Planning and Development, Commercial Services
Erica Harris	WASO Project Manager, Commercial Services
Greg Kimmitt	WASO Project Manager, Commercial Services
Kurt Rausch	WASO Chief Contract Management, Commercial Services
Lora Uhlmann	WASO Concessions Specialist, Commercial Services
Kat Berry	WASO Concessions Specialist, Commercial Services
Deborah Harvey	WASO Chief Asset Management, Commercial Services
Lorene Walters	WASO Asset Specialist, Commercial Services
Jo Pendry	Senior Business Advisor, Business Services
Brian Borda	WASO Chief of Commercial Services
Karen Cucurullo	NAMA Superintendent (Acting)
John Swihart	NAMA Chief of Concessions
Teresa Austin	NAMA AO
Alexcy Romero	GWMP Superintendent
Ernest Jutte	GWMP AO
Jason Freeze	GWMP Concession Specialist (acting)
Tara Morrison	ROCR Superintendent
Carissa DeCramer	Former AO at ROCR
Edie Johnston	ROCR AO (acting)
Gopaul Noojibail	NACE Superintendent
Ophelia Grier	NACE AO
Wanda Washington	NACE Concessions Specialist
Leigh Zahm	CHOH LE Ranger, Colateral Concessions
Walter McDowney Gerald Gabrys	Acting North District Manager, Greenbelt Park CEO of GSI



# Concessions Management Competencies

## *Fundamental Competencies for Concessions Management Specialists*

### Introduction

The Concessions Management Competency Model describes the full range of competencies required to be successful as a concessions professional in the National Park Service (NPS).

This document contains the Fundamental Competencies required of Concessions Management Specialists, including competency definitions and behavioral indicators. Fundamental Competencies refer to key technical competencies that are critical for successful performance across all employees in the Concession Management Occupational Series (i.e., 1101s) in the Commercial Services Program.

#### Fundamental Competencies

- ✓ Legal Framework
- ✓ Commercial Services Development
- ✓ Monitoring and Evaluation
- ✓ Data Collection and Analysis
- ✓ Customer Service & Collaboration
- ✓ Business Acumen
- ✓ Negotiation
- ✓ Asset Management (as required)

#### More Information

To learn more about the Human Capital Strategy, the Competency Model for Concessions Management, or the Standardized Position Descriptions for Concessions Management Specialists, check the [SERVICEWIDE INFORMATION](#) section of SharePoint

### Legal Framework

Maintains knowledge of relevant laws, regulations, policies and procedures, and applies this knowledge to daily tasks and operations. Develops and upholds requirements and guidelines.

#### Knowledge, Skills, and Abilities

- ✓ Knowledge of laws, policy, guidelines, and regulations relevant to management of areas under the NPS Commercial Services Program, including:
  - Concession law and regulations (e.g., PL105-391)
  - Leasing laws and regulations
  - Environmental law (e.g., National Environmental Policy Act, CWA, and CAA)
  - Resource protection law (e.g. National Historic Preservation Act, NPS Organic Act)
  - Public health laws
  - Labor laws (e.g., McNamara-O'Hara Service Contract Act)
  - National Park Service (NPS) regulations (e.g., 36 Code of Federal Regulations)
- ✓ Knowledge of NPS policies, guidelines, and procedures that affect commercial services (e.g., Director's Orders, reference manuals, policy and procedural memos).
- ✓ Ability to interpret regulations, guidelines, and contract requirements.

#### Behavioral Indicators

Park	Region	WASO
<b>Entry GS 5-7</b> <ul style="list-style-type: none"> <li>Reviews applicable laws, regulations, policies, guidelines, and contract language in order to develop an understanding of the regulatory framework guiding the management of the Commercial Service Program.</li> </ul>	<ul style="list-style-type: none"> <li>Reviews applicable laws, regulations, policies, guidelines, and contract language in order to develop an understanding of the regulatory framework guiding the management of the Commercial Services Program.</li> </ul>	<ul style="list-style-type: none"> <li>Recognizes the need for and seeks appropriate guidance concerning laws, regulations, policies, and contract applications.</li> </ul>





	<ul style="list-style-type: none"><li>• Disseminates relevant policy and procedural information to commercial service providers and park personnel.</li><li>• Recognizes the need for and seeks appropriate guidance concerning laws, regulations, policies, and contract applications.</li></ul>	<ul style="list-style-type: none"><li>• Recognizes the need for and seeks appropriate guidance concerning laws, regulations, policies, and contract applications.</li></ul>	
<b>Intermediate GS 9-12</b>	<ul style="list-style-type: none"><li>• Applies relevant laws, regulations, policies, procedures, and contract provisions in order to monitor commercial service operations.</li><li>• Advises commercial service providers on how to comply with applicable regulations and policies.</li><li>• Informs commercial service providers of legal and procedural changes that influence daily operations.</li><li>• Communicates information on laws and contract regulations to stakeholders.</li><li>• Reviews new or revised laws, regulations, and policies, and communicates questions and concerns to supervisor or the regional office.</li></ul>	<ul style="list-style-type: none"><li>• Applies relevant laws, regulations, policies, procedures, and contract provisions in order to monitor compliance by park commercial services staff and commercial service providers.</li><li>• Advises commercial service providers on how to comply with applicable regulations and policies.</li><li>• Informs commercial service providers of legal and procedural changes that influence daily operations.</li><li>• Identifies the need for policy revision(s) and communicates the need for revision(s) to WASO.</li><li>• Reviews new or revised laws, regulations, and policies, and provides guidance to park and regional staff.</li><li>• Articulates the rationale behind policy changes to ensure implications of and reasons for policy changes are clear to stakeholders.</li></ul>	<ul style="list-style-type: none"><li>• Applies relevant laws, regulations, policies, procedures, and contract provisions in order to monitor compliance by NPS staff and commercial service providers.</li><li>• Recognizes and plans for the affect of legal, regulatory, and procedural changes on the Commercial Services Program.</li><li>• Assists in the development of national regulations, policy, and guidelines for the Commercial Services Program (e.g., policies and guidelines for operational standards and evaluations, contract compliance, rate administration, standard contract language).</li><li>• Reviews new or revised laws, regulations, and policies in order to draft guidelines related to commercial services.</li><li>• Assists parks and regions with the interpretation and implementation of laws, regulations, policies, and contract requirements.</li></ul>
<b>Expert GS 13-15</b>	<ul style="list-style-type: none"><li>• Provides input into policy development to the regional office.</li><li>• Provides guidance and resources to staff and commercial service providers regarding policies and procedures.</li></ul>	<ul style="list-style-type: none"><li>• Provides input into policy development to WASO.</li></ul>	<ul style="list-style-type: none"><li>• Develops processes and tools for the implementation of legal and procedural changes related to commercial service operations.</li><li>• Develops, revises, and reviews national policies, regulations, and guidelines related to the Commercial Services Program (e.g., policies and guidelines for operational standards and evaluations, contract compliance, rate administration, standard contract language).</li></ul>





			<ul style="list-style-type: none"> <li>• Reviews draft laws and provides comment on any such laws that may affect the Commercial Services Program.</li> <li>• Monitors program and government policies for consistent application Service-wide.</li> <li>• Conducts policy overview and provides guidance to park and regional personnel regarding the implementation of policies and procedures.</li> <li>• Articulates the rationale behind policy changes to ensure implications of and reasons for policy changes are clear to stakeholders.</li> </ul>
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## Commercial Services Development

Engages in actions to ensure effective development and use of opportunities for concession contracts, commercial use authorizations (CUAs), and leases across the National Park System. Identifies park/region needs, evaluates offers, and proactively recognizes factors that influence the prospectus process. Leads or participates in commercial services planning.

### Knowledge, Skills, and Abilities

- ✓ Knowledge of the Planning, Award, and Management (PAM) framework developed for concession contract management.
- ✓ Knowledge of past and current contract terms and the implications these have for future concession contracts.
- ✓ Knowledge of Commercial Use Authorization (CUA) processes and requirements.
- ✓ Knowledge of leasing processes and requirements.
- ✓ Knowledge of park planning documents and visitor services issues and needs.
- ✓ Knowledge of prospectus development processes, including Federal Acquisition Regulation (FAR) solicitation guidelines and requirements.
- ✓ Knowledge of project management principles, planning, processes, and best practices, including cost estimating, scheduling, and project plans.

### Behavioral Indicators

Park	Region	WASO
<b>Entry</b> <b>GS 5-7</b>	<ul style="list-style-type: none"> <li>• Employees at the entry level are expected to begin developing the knowledge, skills and abilities associated with the Commercial Services Development competency. This may include participating in relevant training activities or providing support for the functions associated with this competency (e.g., providing clerical support for the development of prospectus documents, requests for proposals, and requests for bids for leases).</li> </ul>	
<b>Intermediate</b> <b>GS 9-12</b>	<ul style="list-style-type: none"> <li>• Evaluates proposals for commercial service opportunities through serving as an evaluator, chairperson, or technical advisor on panels.</li> <li>• Plans for, develops, and prepares prospectus documents in coordination with region/WASO personnel, contractors, and legal advisors.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluates proposals for commercial service opportunities through serving as an evaluator, chairperson, or technical advisor on panels.</li> <li>• Prepares prospectus documents and standard templates in coordination with park, contractors and WASO personnel.</li> <li>• Reviews contracts developed by park personnel for accuracy.</li> </ul>
		<ul style="list-style-type: none"> <li>• Evaluates proposals for commercial service opportunities through serving as an evaluator, chairperson, or technical advisor on panels.</li> <li>• Reviews prospectus documents.</li> <li>• Reviews contracts greater than \$3 million for accuracy.</li> <li>• Reviews panel evaluation of competing concession proposals.</li> </ul>



	<ul style="list-style-type: none"> <li>• Develops, reviews, and updates contract(s), operating and maintenance plans.</li> <li>• Coordinates review of concessioner's Risk Management and Environmental Management Programs for consistency with the park's plans and strategies.</li> <li>• Leads or participates in commercial services planning in order to provide necessary and/or appropriate services through concession contracts and CUAs.</li> <li>• Determines appropriate lease opportunities based on park planning.</li> <li>• Reviews selected proposal and incorporates elements of the best offer into the contract.</li> </ul>	<ul style="list-style-type: none"> <li>• Determines and approves appropriate lease opportunity based on park planning.</li> <li>• Reviews and evaluates lease proposals and packages to make recommendations for the selection of lease packages.</li> <li>• Reviews panel evaluation of competing concession proposals.</li> <li>• Performs strategic planning and management related to commercial service projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Performs strategic planning and management related to commercial service projects.</li> <li>• Coordinates and manages the development of prospectus documents, selection of proposals, and awarding of contracts with park personnel.</li> </ul>
<p><b>Expert</b> <b>GS 13-15</b></p>	<ul style="list-style-type: none"> <li>• Coordinates and manages the development of prospectus documents with region/WASO personnel.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinates and manages the development of prospectus documents, selection of best proposal, and the awarding of contracts with park/WASO personnel.</li> <li>• Debriefs unsuccessful offerors.</li> <li>• Determines contracting strategies and administrative approaches required for commercial services (e.g., activity, facilities, improvements, compensable interest, performance standards, preferential rights) with park and WASO personnel.</li> </ul>	<ul style="list-style-type: none"> <li>• Briefs senior management on current and upcoming projects to gain approval.</li> <li>• Determines contracting strategies and administrative approaches required for commercial services (e.g., activity, facilities, improvements, compensable interest, performance standards, and preferential rights) with park and regional personnel.</li> </ul>

## Monitoring and Evaluation

Monitors and evaluates commercial service operations and processes to ensure they are in accordance with applicable laws, regulations, policies, contract requirements, and standards. Develops and applies key metrics used to evaluate commercial services (e.g., contracts, CUAs).

### Knowledge, Skills, and Abilities

- ✓ Knowledge of laws, regulations, policies, concepts, guidelines, and procedures used to evaluate commercial service providers (e.g., Annual Contract Compliance Rating, Annual Operational Ratings).
- ✓ Knowledge of NPS operational, maintenance, environmental, risk management, public health and other applicable standards used to evaluate commercial services.





## Behavioral Indicators

Park	Region	WASO
<b>Entry</b> <b>GS 5-7</b> <ul style="list-style-type: none"> <li>• Conducts and accompanies others in conducting evaluations to ensure compliance with contracts and CUAs.</li> <li>• Contacts supervisor and other park staff to discuss operational compliance.</li> <li>• Follows up with commercial service providers to ensure that reporting provisions of contracts and CUAs are met.</li> <li>• Coordinates with experts (e.g., risk management personnel, NPS Public Health Program) for technical assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• Follows up with commercial service providers to ensure that reporting provisions of contracts and CUAs are met.</li> </ul>	<ul style="list-style-type: none"> <li>• Follows up with commercial service providers to ensure that reporting provisions of contracts and CUAs are met.</li> </ul>
<b>Intermediate</b> <b>GS 9-12</b> <ul style="list-style-type: none"> <li>• Critically reviews and evaluates required reports, programs, documents, and other data (e.g., annual maintenance plans, environmental management programs) to confirm compliance with terms and conditions of the contract.</li> <li>• Plans, schedules, and conducts evaluation visits of facilities and commercial service operations.</li> <li>• Reviews the results of evaluations performed by others and coordinates follow-up actions.</li> <li>• Oversees the completion of environmental audits for all concession-related activities within the park.</li> <li>• Reviews concessioner Risk Management Programs (RMPs) and to evaluate compliance with risk management standards.</li> <li>• Consolidates and analyzes information and data to evaluate concessioner operational performance and develop Annual Overall Ratings (AORs).</li> </ul>	<ul style="list-style-type: none"> <li>• Provides advice and technical support for park evaluations of facilities, concession and CUA operations.</li> <li>• Assesses the implications of evaluation findings (e.g., health and safety evaluations) and provides recommendations to park personnel.</li> <li>• Develops systems and processes to track regional issues and identify trends in contract management.</li> </ul>	<ul style="list-style-type: none"> <li>• Assists in the development of evaluation tools and processes (e.g., evaluation checklists) for park and regional use when evaluating commercial services.</li> <li>• Develops systems and processes to track national trends in contract management, CUAs, and leases.</li> </ul>





<b>Expert</b> <b>GS 13-15</b>	<ul style="list-style-type: none"> <li>Oversees the revision and evaluation of required reports, programs, documents and other data submitted by commercial service providers (e.g., annual maintenance plans, environmental management programs).</li> <li>Supervises the monitoring, evaluation of contractual, operational, and safety performance data of commercial service providers to ensure they are operating in accordance with terms and NPS regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Reviews the results of evaluations performed by others.</li> </ul>	<ul style="list-style-type: none"> <li>Develops evaluation tools and processes (e.g., evaluation checklists) for park and regional use when evaluating commercial services.</li> </ul>
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## Data Collection and Analysis

Understands, develops, and applies research designs and methodologies in order to conduct studies and collect relevant data. Analyzes, evaluates, and interprets qualitative and quantitative data to aid decision-making and achieve results.

### Knowledge, Skills, and Abilities

- ✓ Knowledge of general data analytic principles and techniques.
- ✓ Ability to determine specific information needed and identify the best approaches to obtain the data.
- ✓ Ability to organize and store information in an appropriate manner.
- ✓ Ability to use logic and reasoning to identify patterns, evaluate potential solutions, and solve problems.

### Behavioral Indicators

Park	Region	WASO
<b>Entry</b> <b>GS 5-7</b>	<ul style="list-style-type: none"> <li>Collects, compiles, and maintains qualitative and quantitative data related to commercial services (e.g., utilization statistics, correspondence, and rate request data).</li> <li>Inputs data into appropriate computer tracking systems and databases (e.g., SharePoint, FMSS, PMIS).</li> <li>Searches for pertinent information using applicable computer-based databases (e.g., SharePoint, FMSS, PMIS).</li> <li>Requests additional information and data when initial submission is not adequate.</li> </ul>	<ul style="list-style-type: none"> <li>Collects, compiles, and maintains regional data related to commercial services (e.g., utilization statistics, correspondence, and rate request data).</li> <li>Inputs data into appropriate computer tracking systems and databases (e.g., SharePoint, FMSS, PMIS).</li> <li>Searches for pertinent information using applicable computer-based databases (e.g., SharePoint, FMSS, PMIS).</li> <li>Requests additional information and data when initial submission is not adequate.</li> </ul>
		<ul style="list-style-type: none"> <li>Collects, compiles, and maintains national data related to commercial services (e.g., utilization statistics, correspondence, and rate request data).</li> <li>Inputs data into appropriate computer tracking systems and databases (e.g., SharePoint, FMSS, PMIS).</li> <li>Searches for pertinent information using applicable computer-based databases (e.g., SharePoint, FMSS, PMIS).</li> <li>Requests additional information and data when initial submission is not adequate.</li> </ul>





<b>Intermediate</b> <b>GS 9-12</b>	<ul style="list-style-type: none"> <li>Reviews and evaluates information to ensure the operator's actions comply with the terms and conditions of the contract.</li> <li>Reviews quantitative and qualitative feedback from customers to identify trends and develop solutions.</li> <li>Coordinates and conducts studies and analyses (e.g., market and financial feasibility studies, comparability studies) that inform decisions related to commercial services.</li> <li>Analyzes concessioner data to verify claims made by concessioner(s).</li> </ul>	<ul style="list-style-type: none"> <li>Coordinates and conducts studies and analyses (e.g., market and financial feasibility studies, comparability studies) that inform decisions related to commercial services.</li> <li>Analyzes concessioner data to evaluate claims made by concessioner(s).</li> </ul>	<ul style="list-style-type: none"> <li>Coordinates and conducts studies and analyses (e.g., market and financial feasibility studies, comparability studies) that inform decisions related to commercial services.</li> <li>Analyzes concessioner data to evaluate concessioner claims.</li> <li>Collects and reviews historical commercial services data to identify trends, inconsistencies, and areas for improvement.</li> <li>Identifies and provides the means for additional data collection when sufficient data do not exist.</li> <li>Supports all significant decisions or conclusions with data.</li> </ul>
<b>Expert</b> <b>GS 13-15</b>	<ul style="list-style-type: none"> <li>Prepares and reviews detailed reports that summarize study conclusions and data analysis techniques used to reach those conclusions.</li> </ul>	<ul style="list-style-type: none"> <li>Prepares and reviews detailed reports that summarize study conclusions and data analysis techniques used to reach those conclusions.</li> </ul>	<ul style="list-style-type: none"> <li>Develops data collection and analysis guidelines for park and regional use.</li> <li>Prepares and reviews detailed reports that summarize study conclusions and data analysis techniques used to reach those conclusions.</li> </ul>

## Customer Service and Collaboration

Works with others, including the public, internal and external stakeholders, and Congress to assess their needs, provide information or assistance, resolve problems, and satisfy expectations. Maintains effective lines of communication with park, region, and WASO staff in order to continually exchange information, data status, and contract concerns.

### Knowledge, Skills, and Abilities

- ✓ Knowledge of customer groups relevant to the Commercial Services Program, including their perspectives, issues, and needs.
- ✓ Knowledge of critical stakeholder groups both internal and external to the Commercial Services Program.
- ✓ Knowledge of relevant professional associations and organizations (e.g., American Hotel and Lodging Association, National Restaurant Association).
- ✓ Knowledge of and ability to use various communication tools, group affiliations, and networks to disseminate knowledge and lessons learned.

### Behavioral Indicators

	Park	Region	WASO
<b>Entry</b> <b>GS 5-7</b>	<ul style="list-style-type: none"> <li>Distributes required information to internal and external stakeholders upon request (e.g., reporting formats and deadlines, the status of various solicitations, prospectus information, and the status of correspondence).</li> </ul>	<ul style="list-style-type: none"> <li>Distributes required information to internal and external stakeholders upon request (e.g., reporting formats and deadlines, the status of various solicitations, prospectus information, and the status of correspondence).</li> </ul>	<ul style="list-style-type: none"> <li>Distributes required information to internal and external stakeholders upon request (e.g., reporting formats and deadlines, the status of various solicitations, prospectus information, and the status of correspondence).</li> </ul>





	<ul style="list-style-type: none"><li>• Drafts responses to routine inquiries and complaints from the public.</li><li>• Responds orally to routine concerns and complaints from the public.</li><li>• Builds trust and maintains a working relationship with commercial service providers.</li><li>• Collaborates with other park operational units to support the integration of commercial services with overall park operations.</li></ul>	<ul style="list-style-type: none"><li>• Drafts responses to routine inquiries and complaints from the public.</li><li>• Responds orally to routine concerns and complaints from the public.</li></ul>	<ul style="list-style-type: none"><li>• Drafts responses to routine inquiries and complaints from the public.</li><li>• Responds orally to routine concerns and complaints from the public.</li></ul>
<b>Intermediate GS 9-12</b>	<ul style="list-style-type: none"><li>• Provides advice and assistance to park managers and staff regarding commercial services (e.g., development of concession operating plans, contract issues).</li><li>• Identifies and provides formal and/or informal training to employees regarding commercial services duties and responsibilities.</li><li>• Investigates, researches, and responds to inquiries from stakeholders (e.g., corporate and Government officials, media, current and prospective commercial service providers, the public).</li><li>• Serves as a liaison between commercial service providers and NPS divisions/park staff.</li><li>• Collaborates with various park counterparts to gather information about park operations.</li><li>• Shares information about the Commercial Services Program with peers who use that information to inform decisions about their operations.</li><li>• Explains the role of commercial service providers and the Commercial Services Program to external stakeholders.</li><li>• Identifies park(s) with similar operations/structures to collaborate with.</li></ul>	<ul style="list-style-type: none"><li>• Provides technical advice and assistance to park managers and staff regarding commercial services (e.g., development of concession operating plans, contract issues).</li><li>• Identifies, develops, and provides formal and/or informal training related to commercial services duties and responsibilities.</li><li>• Investigates, researches, and responds to inquiries from stakeholders (e.g., corporate and Government officials, the public).</li><li>• Serves as a liaison among commercial service providers, WASO, and parks within the region.</li><li>• Investigates complaints and prepares reports regarding commercial service operations.</li><li>• Explains the role of commercial service providers and the Commercial Services Program to external stakeholders.</li><li>• Identifies park(s) with similar operations/structures in order to facilitate collaboration between parks.</li></ul>	<ul style="list-style-type: none"><li>• Provides advice and assistance to regional managers and staff regarding commercial services (e.g., development of concession operating plans, contract issues).</li><li>• Identifies, develops, and provides formal and/or informal training related to commercial services duties and responsibilities for park and regional staff.</li><li>• Investigates, researches, and responds to inquiries from stakeholders (e.g., corporate and Government officials, media, current and prospective commercial service providers, the public).</li><li>• Responds to public and internal inquiries and advises the directorate, park and regional officials on matters pertaining to program policy, customer service, operation of concession facilities, and strategic planning.</li><li>• Meets and confers with Program and other NPS personnel, commercial service providers, and their professional advisors to address issues of national significance.</li><li>• Develops a working relationship with administrators from other NPS programs (e.g., cultural resources, Park Facility Management Division).</li><li>• Explains the role of commercial service providers and the Commercial Services Program to external stakeholders.</li></ul>





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| <ul style="list-style-type: none"> <li>• Serves as the instructor for formal and informal training related to commercial services duties and responsibilities for park staff.</li> <li>• Reviews and provides guidance for responses to written inquiries and complaints (e.g., solicitation inquiries, Freedom of Information Act Requests) from Members of Congress, corporate and government officials, media, and the public.</li> <li>• Represents the division as a member of the management team.</li> <li>• Ensures debriefing requests and complex complaints are handled appropriately by commercial services staff.</li> </ul> | <ul style="list-style-type: none"> <li>• Serves as the instructor for formal and informal training related to commercial services duties and responsibilities for park staff.</li> <li>• Reviews and provides guidance for responses to written inquiries and complaints (e.g., solicitation inquiries, Freedom of Information Act Requests) from Members of Congress, corporate officials, news media, government officials, and the public.</li> <li>• Collaborates with internal and external stakeholders to implement region-wide initiatives.</li> <li>• Attends and coordinates meetings and conferences of park personnel to discuss concession activities, problems, and policy changes.</li> <li>• Ensures debriefing requests and complex complaints are handled appropriately by commercial services staff.</li> <li>• Investigates, researches, and responds to region-wide complaints (e.g., solicitation inquiries, Freedom of Information Act requests) from Members of Congress, corporate and government officials, media, and the public.</li> </ul> | <ul style="list-style-type: none"> <li>• Collaborates with others in the development of programmatic policies and procedures.</li> <li>• Develops content and vets the instructional cadre for formal and informal training provided to all employees regarding program duties and responsibilities.</li> <li>• Reviews and provides guidance for responses to written inquiries and complaints (e.g., solicitation inquiries, Freedom of Information Act requests) from Members of Congress, corporate officials, news media, government officials, and the public.</li> <li>• Collaborates with internal and external stakeholders (e.g., NPS personnel, private industry) to develop solutions to problems and implement national initiatives.</li> <li>• Attends and coordinates meetings and conferences to discuss commercial services activities, problems, and policy changes.</li> <li>• Represents the Commercial Services Program at departmental and Congressional meetings on matters within assigned areas of responsibility.</li> <li>• Investigates, researches, and responds to Service-wide complaints (e.g., solicitation inquiries) from Members of Congress, corporate and government officials, media, and the public.</li> <li>• Develops communications that present a consistent national message.</li> <li>• Reaches out to and collaborates with other divisions across DOI and NPS.</li> <li>• Handles debriefing requests and complex complaints.</li> </ul> |
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## Business Acumen

Applies knowledge of financial, business, hospitality, and tourism management concepts to support high quality commercial services and leases across the NPS.

### Knowledge, Skills, and Abilities

- ✓ Knowledge of current management and business concepts, practices, and procedures as they relate to commercial services.
- ✓ Knowledge of current hospitality and tourism industry standards, best practices, and trends relevant to a park/region's specific commercial services (e.g., restaurants, hotels, marina).
- ✓ Knowledge of financial terms, practices, processes, and procedures (e.g., purchasing, contracting, leasing, mortgage and personal lending, amortization schedules, interest accounting, capital investments, franchise fees).
- ✓ Knowledge of park planning processes and documents (e.g., park management plan).
- ✓ Knowledge of ethical practices that guide commercial services operations and procedures.
- ✓ Knowledge of NPS rate administration policies and guidelines.
- ✓ Knowledge of landlord tenant law.
- ✓ Knowledge of basic appraisal concepts and market value determination processes.
- ✓ Ability to interpret Annual Financial Reports (AFRs) submitted by concessioners.
- ✓ Ability to develop cost recovery analysis and determine a reasonable fee for Commercial Use Authorizations.

### Behavioral Indicators

	Park	Region	WASO
<b>Entry GS 5-7</b>	<ul style="list-style-type: none"> <li>Prepares routine reports related to the Commercial Services Program using established templates.</li> <li>Tracks basic financial information related to contracts and CUAs (e.g., receipts, franchise fees, payments) using established methods.</li> <li>Ensures rent payments are received on time.</li> <li>Seeks advice and consults with technical experts regarding technical topics applicable to concession contracts (e.g., risk management, environmental management, and public health).</li> <li>Reviews existing and proposed commercial services rates to provide recommendations regarding appropriate rates to senior staff.</li> </ul>	<ul style="list-style-type: none"> <li>Prepares routine reports related to the Commercial Services Program using established templates.</li> <li>Reviews AFRs for completeness and compliance with AFR instructions.</li> <li>Tracks basic financial information related to contracts and CUAs (e.g., receipts, franchise fees, payments) using established methods.</li> </ul>	<ul style="list-style-type: none"> <li>Employees at the entry level at WASO are expected to begin developing the knowledge, skills and abilities associated with the Business Acumen competency. This may include participating in relevant training activities or providing support for the functions associated with the competency (e.g., assisting with report development or financial tracking).</li> </ul>
<b>Intermediate GS 9-12</b>	<ul style="list-style-type: none"> <li>Maintains an awareness of local economic trends and analyzes those trends as they relate to commercial services within the park.</li> <li>Formulates funding needs and develops long-term plans for the effective management of concession programs and expenditures at the park level.</li> </ul>	<ul style="list-style-type: none"> <li>Maintains an awareness of regional economic trends and analyzes trends as they relate to commercial services within the region.</li> <li>Formulates funding needs and develops long-term plans for the effective management of concession programs and expenditures at the regional level.</li> </ul>	<ul style="list-style-type: none"> <li>Conducts and reviews formal financial analyses and recommends appropriate action (e.g., franchise fees analyses, panel analysis).</li> <li>Analyzes how NPS actions affect concessioner profitability.</li> <li>Reviews and tracks financial matters (e.g., CFIP, maintenance reserves, franchise fees).</li> </ul>





	<ul style="list-style-type: none"> <li>• Reviews and analyzes information related to concessioner operations, including operation costs and revenues, staffing levels, size of operation, and fulfillment of contractual financial obligations.</li> <li>• Maintains an understanding of concessioner expenses and expenditures and seeks clarification, as needed.</li> <li>• Ensures that franchise fee payments are received in accordance with the requirements of the contract and deposited in accordance with NPS policy.</li> <li>• Analyzes how NPS actions affect concessioner profitability.</li> <li>• Reviews and tracks franchise fees expenditures.</li> <li>• Incorporates data and information pertaining to other park operational activities in decisions regarding commercial services and leases.</li> <li>• Reviews rate studies and conducts required analysis to determine appropriate rates for commercial services.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews and accepts appraisals/market analyses to determine fair market value rents.</li> <li>• Reviews and analyzes information related to concessioner operations, including operation costs and revenues, staffing levels, size of operation, and fulfillment of contractual financial obligations.</li> <li>• Maintains an awareness of concessioner expenses and expenditures and seeks clarification.</li> <li>• Reviews, approves, and tracks franchise fees expenditures.</li> <li>• Analyzes how NPS actions affect concessioner profitability.</li> <li>• Conducts formal financial analyses and recommends appropriate action (e.g., franchise fees analyses, panel analysis).</li> <li>• Advises and develops guidelines to help park officials assess the validity of and identify trends in the financial information submitted by concessioners.</li> <li>• Reviews rate studies and conducts required analyses to determine appropriate rates for commercial services.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates financial analysis standards and templates.</li> <li>• Reviews rate studies and conducts required analysis to determine appropriate rates for commercial services.</li> </ul>
<p><b>Expert GS 13-15</b></p>	<ul style="list-style-type: none"> <li>• Reviews analyses of local economic trends and determines appropriate course of action.</li> <li>• Prioritizes, identifies sources, and acquires funding to execute long-term plans for the effective management of the commercial services program and expenditures at the park level.</li> <li>• Reviews, analyzes, and takes actions on recommendations for operational and maintenance changes within the contract.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducts planning activities required to provide quality visitor services.</li> <li>• Allocates regional resources to provide for the financial analysis needs at the park and regional level.</li> <li>• Reviews financial implications of proposed actions.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops long-term plans for the effective management of expenditures at the national level.</li> <li>• Reviews resource needs, prioritizes those needs, and allocates resources at the regional and national level.</li> <li>• Develops and executes strategic plans, which include strategic, and performance goals and objectives for the Commercial Services Program.</li> <li>• Directs the implementation of programs and tools.</li> <li>• Directs change to the Commercial Services Program based on recommendations and data.</li> <li>• Articulates the needs of the Commercial Services Program to DOI/NPS leadership and Congress to stimulate change.</li> </ul>





## Negotiation

Articulates a clear message that is able to influence others' thoughts and decisions. Persuades others, builds consensus, and gains cooperation from others to obtain information, accomplish goals, and optimize the use of resources.

### Knowledge, Skills, and Abilities

- ✓ Knowledge and understanding of common influencing and negotiating strategies.
- ✓ Knowledge of individual and cultural differences in communication and negotiation.
- ✓ Knowledge of collaboration and consensus building techniques used to deal with various internal and external stakeholders.
- ✓ Ability to facilitate and mediate conversations between two parties in order to resolve conflicts
- ✓ Ability to communicate with a variety of audiences and groups concerning a range of topics (e.g., sensitive, controversial, confidential).

### Behavioral Indicators

Park	Region		WASO
Entry GS 5-7	<ul style="list-style-type: none"><li>Employees at the entry level are expected to begin developing the knowledge, skills and abilities associated with the Negotiation competency. This may include participating in relevant training activities, accompanying more senior member to negotiation activities, or providing support for the functions associated with this competency (e.g., providing clerical support for negotiation activities).</li></ul>		
Intermediate GS 9-12	<ul style="list-style-type: none"><li>Interacts with internal and external stakeholders (e.g., concessioners, park/Region staff, legal advisors) to resolve differences and achieve NPS objectives related to a variety of commercial service issues.</li><li>Develops and employs negotiation strategies surrounding multiple issues (e.g., evaluation and performance, rate approvals, leases, and concession contracts).</li><li>Represents the superintendent in negotiations.</li></ul>	<ul style="list-style-type: none"><li>Interacts with internal and external stakeholders (e.g., concessioners, WASO and park staff, legal advisors, external groups) to resolve differences and achieve NPS objectives related to a variety of commercial service issues.</li><li>Develops and employs negotiation strategies surrounding multiple issues (e.g., evaluation and performance, rate approvals, leases, and concession contracts).</li></ul>	<ul style="list-style-type: none"><li>Interacts with internal and external stakeholders (e.g., concessioners, regional office staff, legal advisors, external groups) to resolve differences and achieve NPS objectives related to a variety of commercial service issues.</li><li>Develops and employs negotiation strategies surrounding multiple issues (e.g., evaluation and performance, rate approvals, leases, and concession contracts).</li></ul>
Expert GS 13-15	<ul style="list-style-type: none"><li>Establishes negotiating positions for interactions with internal and external stakeholders (e.g., commercial service providers, park staff, external groups) to resolve differences and achieve NPS objectives.</li></ul>	<ul style="list-style-type: none"><li>Represents the regional director in negotiations.</li><li>Establishes negotiating positions for interactions with internal and external stakeholders (e.g., commercial service providers, WASO and park staff, external groups) to resolve differences and achieve NPS objectives.</li><li>Coaches staff in general negotiations.</li></ul>	<ul style="list-style-type: none"><li>Establishes negotiating positions for interactions with internal and external stakeholders (e.g., commercial service providers, park staff, external groups) to resolve differences and achieve NPS objectives.</li><li>Participates in negotiations.</li><li>Advocates for the needs of the Commercial Services Program and conducts policy and budgetary negotiations with federal stakeholders (e.g., NPS, DOI, OMB, Congress).</li></ul>



## Asset Management

Plans for the long-term success, affordability, and sustainability of concessioner services and park assets. Participates in the development and/or implementation of strategies and tools that assist in the short and long-term management of concessioner assets.

### Note of Relevance

Asset Management competencies are critical to successful performance for some, but not all, employees in the Concessions Management Occupational Series. These competencies are most relevant to Concessions Management employees located in parks with Category 1 or Category 2 contracts.

### Knowledge, Skills, and Abilities

- ✓ Knowledge of NPS asset management concepts, policies and procedures, including those related to:
  - Possessory Interest (PI)
  - Leasehold Surrender Interest (LSI)
  - Repair and Maintenance Reserve (RMR) Funds
  - Concession Facility Improvement Programs (CFIP)
  - Real property insurance
  - Concession Park Asset Management Plans (C-PAMP)
  - Condition assessments
  - Cost estimating
  - Maintenance plans
  - Construction approval and oversight
- ✓ Knowledge of facility management concepts, policies and procedures, including those related to:
  - Life cycle concepts
  - Building maintenance
- ✓ Knowledge of systems, tools, and resources used to manage NPS' assets, including:
  - Facility Maintenance Software System (FMSS), or comparable Computer Maintenance Management Systems (CMMS)
  - Commercial Services System (CSS), or other comparable systems
  - LSI Tracking Tool
- ✓ Knowledge of maintenance and operation of park concession programs and services.
- ✓ Knowledge of relevant experts that assist in managing NPS assets.

### Behavioral Indicators

Park	Region	WASO
<b>Entry GS 5-7</b> <ul style="list-style-type: none"> <li>Shadows others in order to develop an understanding of condition assessment processes.</li> <li>Assists in the performance of spot checks to evaluate concessioner maintenance plan accomplishments throughout the year.</li> <li>Provides information, data status, and possible concerns surrounding asset management.</li> </ul>	<ul style="list-style-type: none"> <li>Provides information, data status, and possible concerns surrounding asset management.</li> <li>Enters, maintains, and extracts concession asset data in the Facility Maintenance Software System (FMSS) as instructed.</li> </ul>	<ul style="list-style-type: none"> <li>Enters, maintains, and extracts concession asset data in the Facility Maintenance Software System (FMSS) as instructed.</li> </ul>





**Interme-  
diate  
GS 9-12**

- Plans for, coordinates, and evaluates the work of contractors performing inventory and condition assessments.
- Conducts condition assessment in cooperation with facilities personnel.
- Creates and submits updated special accounts reports.
- Reviews maintenance plans and compares against forecasted maintenance requirements.
- Evaluates concession facilities to evaluate concessioner maintenance plan accomplishments.
- Provides information and guidance to concessioners regarding asset management processes and procedures.
- Updates contract provisions to reflect facility modifications or changes in assigned property.
- Validates FMSS data.
- Coordinates, monitors, and inspects all concessioner improvement projects.
- Reviews project completion documentation and prepares requests for approval.
- Monitors and reconciles repair and maintenance reserve fund, including concessioner deposits and expenditure receipts.
- Monitors special accounts activities and balances in order to plan for appropriate project work.
- Reviews and serves as an advisor for the development of concessioner annual maintenance plans to ensure completeness and concurrence with priorities.
- Reviews project documentation and provides oversight for concessioner improvement projects from project planning through final project approval.
- Provides information and guidance to concessioners regarding asset management processes and procedures.
- Reviews and advises on the development of concessioner annual maintenance plans to ensure completeness and concurrence with priorities.
- Tracks and analyzes financial implications of PI and LSI eligible assets.
- Evaluates reports of asset condition or improvements that affect PI, LSI, and National Park Service liability to the concessioner.

**Expert  
GS 13-15**

- Monitors physical depreciation and improvements of concessioner occupied assets.
- Develops and administers asset management processes and procedures (e.g., cost estimating systems, databases) to assist with asset-related oversight.
- Assists with estimates of concessioner's PI values using appraisals, book value calculations, and condition assessment data.
- Prepares for and participates in PI/LSI negotiations.
- Monitors physical depreciation and improvements of concessioner occupied assets.
- Develops and administers asset management processes and procedures (e.g., cost estimating systems, databases) to assist with asset-related oversight.
- Develops and implements strategies for comprehensive and annual condition assessments.
- Analyzes and estimates appropriate replacement values of assets based on knowledge of industry standards.
- Issues guidelines and other directives regarding asset management policies.
- Prepares for and participates in PI/LSI negotiations.
- Develops and administers asset management processes and procedures (e.g., cost estimating systems, databases) to assist with asset-related oversight.
- Develops and implements strategies for comprehensive and annual condition assessments.
- Analyzes and estimates appropriate replacement values of assets based on knowledge of industry standards.
- Issues guidelines and other directives regarding asset management policies.
- Prepares for and participates in PI/LSI negotiations.

## Requested Information

GSI's contractual franchise fee structure is as follows:

	Tier 1			Tier 2			Tier 3		
	Minimum	Maximum	FF %	Minimum	Maximum	FF %	Minimum	Maximum	FF %
2015	\$0.00	\$19,245,411	1.5	\$19,245,411	\$22,650,277	20	\$22,650,277	Unlimited	30

In Tiers 2 and 3, GSI pays 20% and 30% franchise fees (respectively) on the difference between the gross revenue generated and the lower threshold, i.e. 1.5% of gross revenue to \$19,245,411, 20% of gross revenue between \$19,245,411 and \$22,650,277, and 30% of gross revenue greater than \$22,650,277.

### Assumptions:

1. 2014 GSI Gross Revenue: \$19.5M, within the Tier 2 franchise fee thresholds (20%).
2. GSI projects 2015 Gross Revenue to exceed 2014 Gross Revenue of \$19.5M. The following has been provided by GSI:

(b) (4)

<sup>1</sup> Protected from public release under FOIA Exemption 4

Projected 2015 gross revenue, not including concert sales: \$19.9M

3. GSI states that concert promoter projects concert concession sales gross revenue of \$1M - \$1.5M
4. GSI projected gross revenue, including concert sales: \$21.4M
  - GSI franchise fees on \$21.4M: \$719,599
  - (GSI Tier 2 franchise fees on \$1.5M: \$300,000)

**Label: "LandMark Music Festival FOIA/LandMark  
Music Festival FOIA prt 2"**

**Created by: bob\_vogel@nps.gov**

Total Messages in label: 302 (170 conversations)

Created: 10-02-2015 at 11:27 AM



## Conversation Contents

Weekly Report - September 23 - October 3, 2015

### Attachments:

/2. Weekly Report - September 23 - October 3, 2015/1.1 NPS Weekly Report 2015-09-23.docx

### "Fellows Lair, NPS" <nps\_fellowslair@nps.gov>

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**From:** "Fellows Lair, NPS" <nps\_fellowslair@nps.gov>  
**Sent:** Wed Sep 23 2015 15:28:31 GMT-0600 (MDT)  
**To:** Martha Lee <martha\_lee@nps.gov>, Raymond Sauvajot <ray\_sauvajot@nps.gov>, Alma Ripps <Alma\_Ripps@nps.gov>, April Slayton <april\_slayton@nps.gov>, Bruce Sheaffer <Bruce\_Sheaffer@nps.gov>, Stephanie Burkhart <Stephanie\_Burkhart@nps.gov>, Cam Sholly <cam\_sholly@nps.gov>, Christine Powell <Chris\_Powell@nps.gov>, Donald Hellmann <Don\_Hellmann@nps.gov>, Herbert Frost <bert\_frost@nps.gov>, Jeffrey Compton <Shane\_Compton@nps.gov>, Jennifer Mummart <Jennifer\_Mummart@nps.gov>, Joel Hard <Joel\_Hard@nps.gov>, Jonathan Jarvis <Jon\_Jarvis@nps.gov>, Julia Washburn <julia\_washburn@nps.gov>, Kathy Kupper <Kathy\_Kupper@nps.gov>, Laura Joss <Laura\_Joss@nps.gov>, Lena McDowall <Lena\_McDowall@nps.gov>, Lisa Mendelson <Lisa\_Mendelson-Ielmini@nps.gov>, Charles Cuvelier <charles\_cuvelier@nps.gov>, Margaret O'Dell <Peggy\_O'Dell@nps.gov>, Michael Reynolds <Michael\_Reynolds@nps.gov>, Michael Caldwell <Mike\_Caldwell@nps.gov>, Palmer Jenkins <chip\_jenkins@nps.gov>, Patricia Neubacher <Patty\_Neubacher@nps.gov>, Patricia Trap <patricia\_trap@nps.gov>, Roberta D'Amico <roberta\_d'amico@nps.gov>, John Quinley <john\_quinley@nps.gov>, William Reynolds <William\_F\_Reynolds@nps.gov>, Rick Frost <Rick\_Frost@nps.gov>, Alexa Viets <alexa\_viets@nps.gov>, Jeffrey Reinbold <jeff\_reinbold@nps.gov>, Stephanie Toothman <Stephanie\_Toothman@nps.gov>, Victor Knox <Victor\_Knox@nps.gov>, Bob Vogel <bob\_vogel@nps.gov>, Stan Austin <stan\_austin@nps.gov>, Sue Masica <Sue\_Masica@nps.gov>, Stephen Morris <Stephen\_Morris@nps.gov>  
**Subject:** Weekly Report - September 23 - October 3, 2015  
**Attachments:** NPS Weekly Report 2015-09-23.docx

Attached is the Weekly Report for September 23 - October 3, 2015.

If you have anything to share for the next report, please provide a brief summary by COB Monday September 28. Early submissions are always welcome.

Thanks.  
Brannon

\*\*\*\*\*

July - December 2015

Brannon Ketcham, Albright Fellow - 202-208-2308

## Conversation Contents

### Fwd: Landmark - GSI Agreement

/3. Fwd: Landmark - GSI Agreement/1.1 noname.html

/3. Fwd: Landmark - GSI Agreement/1.2 Landmark - GSI Agreement.pdf

**Sean Kennealy** <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>

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**From:** Sean Kennealy <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>  
**Sent:** Wed Sep 23 2015 15:02:31 GMT-0600 (MDT)  
**To:** Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>  
**Subject:** Fwd: Landmark - GSI Agreement  
**Attachments:** noname.html Landmark - GSI Agreement.pdf

Finally a signed contract.

Thanks, Sean

\*\*\*\*\*

Sean Kennealy  
Acting Deputy Superintendent  
National Mall & Memorial Parks  
National Park Service  
202-245-4685 (o)  
202-359-1551 (c)

Begin forwarded message:

**From:** "Rick Wayland - Vice President, Operations" <[waylandr@guestservices.com](mailto:waylandr@guestservices.com)>  
**Date:** September 23, 2015 at 4:50:30 PM EDT  
**To:** John Swihart <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)>, "karen\_cucurullo@nps.gov" <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>, "sean\_kennealy@nps.gov" <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>, "robbin\_owen@nps.gov" <[robbin\\_owen@nps.gov](mailto:robbin_owen@nps.gov)>  
**Cc:** Douglas Verner <[VernerD@guestservices.com](mailto:VernerD@guestservices.com)>, "Taufiq Anwar (Operations Div)" <[tanwar@guestservices.com](mailto:tanwar@guestservices.com)>, Special Events - MGR <[specialevents@guestservices.com](mailto:specialevents@guestservices.com)>  
**Subject:** Fwd: Landmark - GSI Agreement

For your information,

GSI's fully executed contract with C3 for the Landmark Music Festival.

Thank you all for your assistance!

Rick Wayland

Sent from my iPhone

Please help reduce paper usage - do not print this email unless necessary.

Please help reduce paper usage - do not print this email unless necessary.

**Bob Vogel** <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>

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**From:** Bob Vogel <bob\_vogel@nps.gov>  
**Sent:** Wed Sep 23 2015 15:10:05 GMT-0600 (MDT)  
**To:** Sean Kennealy <sean\_kennealy@nps.gov>  
**Subject:** Re: Landmark - GSI Agreement

Yeah!!!

Sent from my iPhone

On Sep 23, 2015, at 5:03 PM, Sean Kennealy <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)> wrote:

Finally a signed contract.

Thanks, Sean

\*\*\*\*\*

Sean Kennealy  
Acting Deputy Superintendent  
National Mall & Memorial Parks  
National Park Service  
202-245-4685 (o)  
202-359-1551 (c)

Begin forwarded message:

**From:** "Rick Wayland - Vice President, Operations" <[waylandr@guestservices.com](mailto:waylandr@guestservices.com)>  
**Date:** September 23, 2015 at 4:50:30 PM EDT  
**To:** John Swihart <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)>, "karen\_cucurullo@nps.gov" <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>, "sean\_kennealy@nps.gov" <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>, "robbin\_owen@nps.gov" <[robbin\\_owen@nps.gov](mailto:robbin_owen@nps.gov)>  
**Cc:** Douglas Verner <[VernerD@guestservices.com](mailto:VernerD@guestservices.com)>, "Taufiq Anwar (Operations Div)" <[tanwar@guestservices.com](mailto:tanwar@guestservices.com)>, Special Events - MGR <[specialevents@guestservices.com](mailto:specialevents@guestservices.com)>  
**Subject:** Fwd: Landmark - GSI Agreement

For your information,

GSI's fully executed contract with C3 for the Landmark Music Festival.

Thank you all for your assistance!

Rick Wayland

Sent from my iPhone

Please help reduce paper usage - do not print this email unless necessary.

Please help reduce paper usage - do not print this email unless necessary.

<Landmark - GSI Agreement.pdf>

## Conversation Contents

**A Compilation of My "Don Irwin" Label**

**Attachments:**

/4. A Compilation of My "Don Irwin" Label/1.1 Don Irwin.zip

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### FOIA DMU Processing <bob\_vogel@nps.gov>

**From:** FOIA DMU Processing <bob\_vogel@nps.gov>  
**Sent:** Wed Sep 23 2015 12:15:28 GMT-0600 (MDT)  
**To:** christopher\_watts@nps.gov  
**Subject:** A Compilation of My "Don Irwin" Label  
**Attachments:** Don Irwin.zip

Hello,

Attached you will find a compilation of all the emails and attachments from my "Don Irwin" label. There is one or multiple PDF files that contain the contents of the email, and corresponding zipped folders with attachments sorted by conversation, and notated in the PDF for reference. You can view them by simply clicking the "view" link below, or they can also be downloaded locally to your computer.

To open zip files, you can use the built in zipping utility or use a third party utility like WinZip.

If you need more assistance, please contact your local help desk.

☐ \*Created with the FOIA DMU Processing Application\*

## Conversation Contents

HuffPost - America, Your Front Yard Is A Total Mess, And Drake Is Coming To Help

"Mummart, Jennifer" <jennifer\_mummart@nps.gov>

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**From:** "Mummart, Jennifer" <jennifer\_mummart@nps.gov>  
**Sent:** Wed Sep 23 2015 06:07:30 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>, "Mendelson, Lisa" <lisa\_mendelson-ielmini@nps.gov>  
**Subject:** HuffPost - America, Your Front Yard Is A Total Mess, And Drake Is Coming To Help

[http://www.huffingtonpost.com/entry/national-mall-music-festival\\_55fc391be4b00310edf6c8cc?section=politics](http://www.huffingtonpost.com/entry/national-mall-music-festival_55fc391be4b00310edf6c8cc?section=politics)

Huffington Post (Washington, DC)

Tuesday, September 22, 2015 5:02 PM

# America, Your Front Yard Is A Total Mess, And Drake Is Coming To Help

## The National Mall needs a \$700 million facelift. Can a music festival help?

[Nick Wing](#) Senior Viral Editor, The Huffington Post

Early one morning in April 2014, the water-damaged ceiling of the Jefferson Memorial portico finally surrendered to the elements, dropping a 5-foot-long, 3-foot-wide slab of limestone some 40 feet onto the marble floor below.

For months, the public didn't seem to notice. Then in October, a spokesman for the National Park Service -- which oversees the Jefferson Memorial and other monuments around Washington, D.C. -- [confirmed that a faulty gutter system](#) had allowed water to seep in from the structure's roof, eating away steel support beams until the ceiling could no longer hold the block.

It was the latest reminder that the National Mall is, both literally and figuratively, crumbling under the weight of its own decaying infrastructure.

Years of congressional budget cuts have exacerbated this issue on the Mall and at national parks around the country. Park Service officials regularly warn of the consequences of neglect in the face of a nationwide maintenance backlog that [now exceeds \\$11 billion](#). Had the quarter-ton chunk of rock fallen in the afternoon, during the peak tourist season that surrounds the blooming of Washington's cherry blossoms each year, the oversight could have proved deadly. Instead, the warning incident was met with relative silence.

This weekend, a nonprofit dedicated to restoring, preserving and improving the nearly two-mile stretch of land between the U.S. Capitol and Lincoln Memorial -- including many of Washington's most iconic monuments -- is putting an end to that silence.

On Saturday and Sunday, the Trust for the National Mall, along with production group C3 Presents, will put the 700-acre park front and center at the inaugural Landmark Festival. Some of the nation's biggest musical acts will be on hand to send the message that nearly 40 years after the last large-scale restoration effort, "America's Front Yard" is in trouble. With the goal of raising awareness and money for the trust, 40 artists, including Drake, The Strokes and alt-J, are set to perform in West Potomac Park, a ward of the Memorial Parks just adjacent to the National Mall proper.

The concert is the trust's latest and perhaps most ambitious push to raise funds for a proposed \$700 million facelift to the Mall. The blueprint includes more than \$400 million in deferred maintenance, as well as plans for more [extensive renovations and new construction](#) across the park, like the trust's forthcoming [revitalization of Constitution Gardens](#), a 38-acre site that connects the Lincoln Memorial's Reflecting Pool and the Vietnam Veterans Memorial. When construction is complete, the grounds will feature a winter ice skating rink, a brand-new pavilion and a rejuvenated lake that ideally [won't kill its inhabitants](#).

The trust is responsible for raising half of the project's funds -- an even \$350 million. Though Congress' chronic underfunding of the Park Service is largely to blame for the Mall's current state of disrepair, lawmakers have promised to come up with the rest.

The decision to organize a music festival marks a significant strategic departure for the trust, which launched in 2007 and has only 10 full-time employees. For years, it has pursued more traditional philanthropy, holding benefit luncheons, galas and other fundraisers to tap into the personal wealth that flows through the nation's capital.

But the trust has become increasingly aware that relying on this sort of benefaction underscores a broader concern with the National Mall's image.

The Park Service estimates that around 29 million people from around the globe visit the National Mall and Memorial Parks each year, making it one of the most popular tourist destinations in the country. However, the demographics of those visitors hardly match up with the U.S. or the rest



of the world. In a [commonly cited survey](#) of Mall visitors in 2008, around 90 percent of all respondents identified as white. The average age of each visitor was nearly 50 years old.

Kristine Fitton, vice president of marketing and communications for the trust, said internal statistics suggest this trend has only continued over time. It may seem sadly fitting, then, that older, wealthier white people are primarily the ones supporting the preservation of an area used mostly by individuals who look like them. However, Fitton saw an opportunity for the Mall to step up its outreach to a younger, more diverse crowd.

"It's one of the most democratic spaces we have," she said. "It belongs to everyone, so everyone should have a stake or feel a sense of stewardship toward the National Mall."

And if you want to prove the Mall is cool for younger people too, what better way to do it than to put on a top-billed music festival right next door?

Drake will headline the Saturday show less than a week after [releasing a new mixtape with rapper Future](#), and his appearance will come at the tail end of a tour that has brought him to some of the nation's biggest music festivals, including Coachella, in California, and Governor's Ball, in New York City. (While that puts Landmark Festival in good company, it's hard not to feel that bringing in Drake, a Canadian, to help save a celebrated U.S. landmark is at least a little awkward.)

To further modernize its outreach, the trust is launching a "virtual National Mall" website, which will allow users to create their own "monuments" honoring heroes in their lives and share their submissions on social media.

The concert will also fulfill many of the standard functions of a fundraising campaign. For example, people who purchase tickets, which start at \$150 for a two-day pass and \$105 for a single day, are placed on an email list -- likely to be groomed as future donors. (Fitton also pointed out that people who don't have tickets will be able to watch performances on large monitors set up outside the festival grounds.)

Washington hasn't seen an event of this scale and format in over a decade. Throughout the '90s and early aughts, the now-defunct radio station WHFS hosted the annual HFSival at RFK Stadium, attracting artists like the Foo Fighters, Green Day and the Red Hot Chili Peppers. The event moved to Maryland in 2005 and eventually closed shop for good in 2011.

The largest commercial music events in the area now typically take place in neighboring Virginia or Maryland. And while the Mall regularly plays host to well-attended concerts, they are often billed as free-speech rallies and rarely sell tickets or alcohol, which will be available at Landmark.

Now, Fitton says, a new generation of people from Washington and around the nation will have the opportunity to come together in the heart of D.C. for a cause that honors a part of the city's history, while contributing to its future.

"There are major structural and engineering problems with the monuments that do require a significant investment to address," she said. "And as a country, we have to decide how important these symbols are to us."

But the restoration effort isn't just about sentimentality, sustainability and keeping tourists from being crushed by disintegrating monuments. According to a Park Service [report released last year](#), visitors to the Mall and other national parks in D.C. injected \$610 million into the local economy in 2013. Overall visitors to the city in 2014 reportedly [spent nearly \\$7 billion in total](#). Washington's tourist agency found.

[Trash, pollution](#) and [structural and cosmetic deterioration](#) in the Mall all wear on visitor satisfaction and may, by extension, even affect the city's general reputation.

Of course, if Congress were more attentive to the state of the Mall, the trust might not have needed to step in as caretaker for one of the city's most vital economic engines. Yet the congressional Park Service budget simply hasn't kept pace with the Mall's growing needs in recent years despite government [studies](#) showing that each dollar invested into the park system returns \$10 to the U.S. economy.

Fitton says this shortfall has made the Park Service and other federal agencies increasingly receptive to the idea of turning to public-private partnerships for more immediate financial solutions.

"These friend groups have really sprung up to supplement government funding, because government funding is insufficient," she said. "And that's sort of the wave of the future."

While the trust aims to make Landmark Festival an annual Washington, D.C., event to benefit the Mall, a lot will depend on how this weekend goes. Music festivals are [not always successful endeavors](#), and many struggle to turn a profit, especially early on when organizers haven't yet built a profile. The trust has partnered with PR firms to help them make the most out of this year's festival, and Fitton says she's optimistic, even though her expectations are realistic.

The trust is also hoping to do more than just make money this weekend. Its longer-term goals involve changing the way people think about the Mall. Part of that effort apparently means giving the public a brutally honest diagnosis of the park's current state. All of the photos included in this story are from the trust, and [together they come pretty close](#) to calling the Mall a barren wasteland overflowing with garbage, diseased wildlife and booby traps. Perhaps that's a more accurate description than most of us would like to believe.

Fitton also wants to challenge the Mall's reputation as a concert venue reserved only for formal events and the most extravagant tributes to Americanness. She traces some of the Mall's stiff perception back to a dispute over a free July 4 concert in 1983, when then-Interior Secretary James Watt indirectly [banned The Beach Boys from playing](#), saying rock bands attracted "the wrong element."

"[From] now on, July Fourth will be a [traditional ceremony] for the family and for solid, clean American lives," Watt said at the time. In the end, Las Vegas performer Wayne Newton headlined the show, accompanied by the U.S. Army Blues Band.

While Watt's decision looks even more ridiculous today -- seriously, The Beach Boys were too rock 'n' roll? -- Fitton says aspects of that tradition live on. Most concerts on the Mall still tend to avoid controversy at all costs, and many feature fantastical displays of patriotism that cater to an audience that trends older, whiter and more conservative.

Last Veterans Day, for example, hundreds of thousands of attendees flocked to the Mall for the free [Concert for Valor](#). Many ended up packing the surrounding streets to view the performances on Jumbotrons because there was no way to get within viewing distance of the stage, a common issue at larger events on the Mall. That show featured seemingly safe artists like Bruce Springsteen, Carrie Underwood and the Zac Brown Band, but even they managed to attract criticism. Some in particular [questioned Springsteen's decision](#) to play anti-war songs in front of the decidedly pro-military crowd.

Though the Landmark Festival's grounds may not provide the same picturesque backdrop as the Mall, Fitton believes the trust can help reset broader precedents about how to use the space. After all, the Mall's legacy has been shaped by events that took risks, challenged convention and unabashedly embraced First Amendment principles. Martin Luther King Jr. wasn't worried about pleasing everybody when he delivered his "I Have a Dream" speech on the steps of the Lincoln Memorial in 1963. Nor were the gay rights activists who unfurled the iconic AIDS Quilt across the Mall in 1987.

"I don't want young people to feel that the National Mall is like going to church, where everything has to be proper and you can't sing a song unless it's patriotic," Fitton said. "If you can offend anyone, you should do it on the National Mall."

---

Jennifer Mummart  
Associate Regional Director - Communications  
National Park Service - National Capital Region  
(202) 619-7174  
[www.nps.gov/ncro](http://www.nps.gov/ncro)

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## Conversation Contents

**Fwd: C3 Ver 5.1**

/7. Fwd: C3 Ver 5.1/1.1 Landmark - GSI Agreement - 9-22-15 ver 5.1 Clean - signed by Jones.pdf

**"Swihart, John" <dick\_swihart@nps.gov>**

---

**From:** "Swihart, John" <dick\_swihart@nps.gov>  
**Sent:** Wed Sep 23 2015 04:52:38 GMT-0600 (MDT)  
**To:** Robbin Owen <robbin\_owen@nps.gov>, Sean Kennealy <sean\_kennealy@nps.gov>, Leonard Lee <leonard\_lee@nps.gov>  
**Subject:** Fwd: C3 Ver 5.1  
**Attachments:** Landmark - GSI Agreement - 9-22-15 ver 5.1 Clean - signed by Jones.pdf

FYI and for any necessary records -

Dick Swihart  
Concessions Chief  
National Mall and Memorial Parks  
900 Ohio Dr SW  
Washington, DC 20024  
Office: (202) 619-6392  
Cell: (202) 748-2470  
Dick\_Swihart@NPS.gov

----- Forwarded message -----

**From:** Charlie Jones <cjones@c3presents.com>  
**Date:** Tue, Sep 22, 2015 at 4:47 PM  
**Subject:** Re: C3 Ver 5.1  
**To:** Lawrence Temple <ltemple@c3presents.com>, Douglas Verner <VernerD@guestservices.com>  
**Cc:** John Swihart <dick\_swihart@nps.gov>, "Rick Wayland - Vice President, Operations" <waylandr@guestservices.com>, Special Events - MGR <specialevents@guestservices.com>, Charlie Jones <cjones@c3presents.com>, Courtney Murphy <cmurphy@c3presents.com>

Please find enclosed the version executed by C3.

---

**From:** Lawrence Temple <ltemple@c3presents.com>  
**Date:** Tuesday, September 22, 2015 at 2:44 PM  
**To:** Douglas Verner <VernerD@guestservices.com>, Charlie Jones <cjones@c3presents.com>, Courtney Murphy <cmurphy@c3presents.com>  
**Cc:** Dick Swihart <Dick\_Swihart@NPS.gov>, Rick Wayland <waylandr@guestservices.com>, Bruce Ward <specialevents@guestservices.com>  
**Subject:** RE: C3 Ver 5.1

Looks good to me. Thanks.

Charlie, it's good to sign.

---

**From:** Douglas Verner [mailto:VernerD@guestservices.com]  
**Sent:** Tuesday, September 22, 2015 2:35 PM  
**To:** Lawrence Temple; Charlie Jones  
**Cc:** John Swihart; Rick Wayland - Vice President, Operations; Special Events - MGR  
**Subject:** C3 Ver 5.1

Lawrence,

Here it is with the missing termination provision.

Doug

Please help reduce paper usage - do not print this email unless necessary.

**Sean Kennealy** <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>

---

**From:** Sean Kennealy <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>  
**Sent:** Wed Sep 23 2015 05:30:34 GMT-0600 (MDT)  
**To:** "Swihart, John" <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)>  
**Subject:** Re: C3 Ver 5.1

Dick,

I see that C3 signed this but GSI has not. When do we expect a fully executed contract?

Thanks, Sean

\*\*\*\*\*

Sean Kennealy  
Acting Deputy Superintendent  
National Mall and Memorial Parks  
202-245-4685 (office - direct)  
202-359-1551 (cell)

On Sep 23, 2015, at 6:53 AM, Swihart, John <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)> wrote:

FYI and for any necessary records -

Dick Swihart  
Concessions Chief  
National Mall and Memorial Parks  
900 Ohio Dr SW  
Washington, DC 20024  
Office: (202) 619-6392  
Cell: (202) 748-2470  
[Dick\\_Swihart@NPS.gov](mailto:Dick_Swihart@NPS.gov)

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**Cc:** John Swihart <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)>, "Rick Wayland - Vice President, Operations" <[waylandr@guestservices.com](mailto:waylandr@guestservices.com)>, Special Events - MGR <[specialevents@guestservices.com](mailto:specialevents@guestservices.com)>, Charlie Jones <[cjones@c3presents.com](mailto:cjones@c3presents.com)>, Courtney Murphy <[cmurphy@c3presents.com](mailto:cmurphy@c3presents.com)>

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**Cc:** Dick Swihart <[Dick\\_Swihart@NPS.gov](mailto:Dick_Swihart@NPS.gov)>, Rick Wayland <[waylandr@guestservices.com](mailto:waylandr@guestservices.com)>, Bruce Ward <[specialevents@guestservices.com](mailto:specialevents@guestservices.com)>  
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**To:** Lawrence Temple; Charlie Jones

**Cc:** John Swihart; Rick Wayland - Vice President, Operations; Special Events - MGR  
**Subject:** C3 Ver 5.1

Lawrence,

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Doug

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<Landmark - GSI Agreement - 9-22-15 ver 5.1 Clean - signed by Jones.pdf>



# Conversation Contents

U.S. Department of the Interior News Briefing for Wednesday, September 23, 2015

## Bulletin Intelligence <Interior@bulletinintelligence.com>

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**From:** Bulletin Intelligence <Interior@bulletinintelligence.com>  
**Sent:** Wed Sep 23 2015 05:00:37 GMT-0600 (MDT)  
**To:** Interior@bulletinintelligence.com  
**Subject:** U.S. Department of the Interior News Briefing for Wednesday, September 23, 2015

### U.S. DEPARTMENT OF THE INTERIOR NEWS BRIEFING

Mobile version and searchable archives available at [interior.bulletinintelligence.com](http://interior.bulletinintelligence.com).

**DATE: WEDNESDAY, SEPTEMBER 23, 2015 7:00 AM EDT**

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### **DOI in the News:**

**SECRETARY JEWELL ANNOUNCES THAT SAGE GROUSE WON'T BE LISTED AS ENDANGERED SPECIES.** The [Greenwire](#) (9/23, Subscription Publication) reports that the Interior Secretary Sally Jewell announced on Tuesday that the FWS will not list the greater sage grouse under the Endangered Species Act. The determination by FWS scientists that a listing is "not warranted" is due to an "epic conservation effort" among federal, state and private partners, according to Jewell. In a prepared statement ahead of the announcement, Jewell said, "This is truly a historic effort – one that represents extraordinary collaboration across the American West."

The [AP](#) (9/23, Press, Subscription Publication, 11.82M) reports that "flanked by the governors of Wyoming, Montana, Nevada and Colorado," Jewell said "at an event near Denver that a massive five-year effort to keep the bird off the endangered and threatened species list had paid off." According to the article, "that includes commitments of more than \$750 million from government and outside interest groups to buy up conservation easements and restore the bird's range."

[Politico Pro](#) (9/22) reports that Jewell said, "I'm optimistic that we have shown that epic collaboration across a landscape guided by sound science is truly the future of American conservation." The [Wall Street Journal](#) (9/23, Carlton, Subscription Publication, 5.95M) reports that Jewell said, "These collective efforts add up to a bright future for the sage grouse."

The [AP](#) (9/23, 2.28M) reports that "a northern Nevada rancher says a more trustful relationship between Western states and Washington helped avoid federal protections for the greater sage grouse that many argued would threaten industry." According to the article, at Tuesday's announcement of the decision, "Duane Coombs says he inherited his father's distrust of the U.S. government but that cooperation between private landowners and federal officials to protect the bird has changed his mind."

The [AP](#) (9/23, 3.97M) reports that "Tuesday's announcement signals that the Obama administration believes it has struck a balance to save the widespread, ground-dwelling birds from extinction without crippling the West's economy." The article notes that "it follows a costly conservation effort, and could help defuse a potential political liability for Democrats heading into the 2016 election."

**Decision Draws Mixed Reactions.** The [Greenwire](#) (9/22, Subscription Publication) reports that the decision was "hailed as a conservation triumph by many officials and environmentalists but drew immediate threats of lawsuits and a congressional probe."

The [New York Times](#) (9/23, Krauss, Subscription Publication, 11.82M) reports that "environmentalists were divided over whether the measures went far enough to protect the bird from eventual extinction or were simply a sellout to business interests."

[The Hill](#) (9/23, Cama, 471K) reports that "the decision received widespread praise from conservationists and others." David Yarnold, president of the National Audubon Society, said in a statement, "This is a new lease on life for the Greater Sage-Grouse and the entire sagebrush ecosystem." He added, "Unprecedented cooperation by private landowners, states, and the federal government has created a framework for conservation at a scale unique in the world."

However, the [Washington Post](#) (9/23, Fears, 6.76M) reports that WildEarth Guardians, "which had pushed for sage grouse to be listed as endangered, said it appeared industry and its supporters had won." Erik Molvar, a wildlife biologist with the organization, said, "The sage grouse faces huge problems from industrial development and livestock grazing across the West, and now the Interior Department seems to be squandering a major opportunity to put science before politics and solve these problems." Also, "a second group, Defenders of Wildlife, predicted that in the absence of an endangered listing, current plans would fall short."

Meanwhile, the [Washington Examiner](#) (9/23, 213K) reports that "industry groups like the National Rural Electric Cooperative Association, representing the hundreds of power utilities that serve rural America, say Tuesday's determination deserves praise because it endorses a plan put forward by Western governors, and will enable transmission line development to continue in the west."

On the other hand, [USA Today](#) (9/22, Bacon, Rice, 5.23M) reports that the Independent Petroleum Association of America criticized the decision. Dan Naatz, a vice president for the group, said "the sage grouse can be protected without 'unworkable management plans' that harm business." He said, "Despite the numerous private-public partnerships and voluntary conservation efforts to conserve the greater sage grouse and its habitat, America's energy producers – and in turn, the American taxpayers – will suffer from these more-restrictive land management plans."

**States Vary In Reactions.** [McClatchy](#) (9/23, Cockerham, 28K) reports that House Committee on Natural Resources Chairman Rob Bishop said "new conservation measures being imposed by the Obama administration to protect the bird will still restrict Western development." Bishop said, "Do not be fooled. The announcement not to list the sage grouse is a cynical ploy. With the stroke of a pen, the Obama administration's oppressive

land management plan is the same as a listing.” Bishop said “he plans to hold a congressional hearing Sept. 30 to look into the issue.” Also providing coverage are the [Houston \(TX\) Chronicle](#) (9/23, 2.28M), the [Salt Lake \(UT\) Tribune](#) (9/23, 492K), the [Salt Lake \(UT\) Tribune](#) (9/23, 492K), and [Utah Policy](#) (9/23).

But the [AP](#) (9/23, 2.28M) reports that “a senior congressional Democrat says Republican criticism of the decision not to give federal protections to the greater sage grouse lacks credibility.” Rep. Raul Grijalva says “House Republicans attack President Barack Obama when his administration lists a species as endangered and attack him when it decides against a listing, comparing the rhetoric to a game of ‘Mad Libs.’”

Meanwhile, the [AP](#) (9/23, 344K) reports that “reaction to the government’s decision to deny the greater sage grouse protection under the Endangered Species Act runs the gamut in Nevada, home to some of the best quality remaining habitat in the West and second only to Wyoming in terms of sheer numbers of the bird.” Sen. Harry Reid says “the Obama administration should be applauded for the ‘unparalleled collaboration’ by the Interior Department and 11 western states to avert the listing.” But Sen. Dean Heller says “the administration used the ‘threat of a listing to get what it really wanted all along’ – further restrictions on development through accompanying land use regulations.” However, “moderate Republican Gov. Brian Sandoval, who traveled to Denver to join Secretary Sally Jewell for the announcement, says it’s a ‘huge win.’”

The [AP](#) (9/23, 2.28M) reports that “people in the state with the most sage grouse and energy development in their habitat mostly welcomed Tuesday’s announcement by the Interior Department that the birds don’t need protection under the federal Endangered Species Act.” The article notes that “the decision means Wyoming’s coal, oil, gas, uranium and livestock industries won’t have to live with the possibility of strict limits to their business out in the sagebrush country.” Gov. Matt Mead said, “It provides a path forward for development. It provides a path forward to ensure that habitat is preserved for the sage grouse.”

The [AP](#) (9/23, 2.28M) reports that “Montana officials are relieved by the Interior Department’s decision not to recommend endangered species protections for the greater sage grouse, but they are critical of the new conservation plans meant to protect the bird’s habitat on federal lands.” Gov. Steve Bullock has “criticized the BLM plans as being more restrictive than the state’s own sage grouse conservation plan.” Bullock spokesman Mike Wessler says “state officials will pressure the BLM to adjust its plans to make them more consistent with Montana’s.”

The [AP](#) (9/23, 2.28M) reports that Gov. C.L. “Butch” Otter says “the federal government replaced transparency with closed-door meetings while deciding to deny protections for the greater sage grouse under the Endangered Species Act.” Otter says “the land management schemes drafted by the federal government remain a mystery for property owners and state and local wildlife officials.” Otter “warned the issue was far from over.”

Additional coverage was provided by the [High Country \(CO\) News](#) (9/23, 74K), and [KECI-TV Missoula \(MT\)](#) Missoula, MT (9/23, 1K).

**Additional Coverage.** Additional coverage was provided by [CBS News](#) (9/23, 7.05M), [Fox Business](#) (9/22, 418K), [NPR](#) (9/22, 1.85M), [NPR](#) (9/22, 1.85M), [Reuters](#) (9/22, Coffman), [Reuters](#) (9/22), [Reuters](#) (9/22, Coffman), [Reuters](#) (9/23, Coffman), [Bloomberg News](#) (9/22, Murtaugh, 2.66M), the [Christian Science Monitor](#) (9/22, 455K), the [Huffington Post](#) (9/23, 164K), the [Los Angeles Times](#) (9/23, Yardley, 4.07M), the [Denver Post](#) (9/23, Finley, 787K), the [Oregonian](#) (9/23, 756K), the [Las Vegas Review-Journal](#) (9/23, 378K), the [Daily Caller](#) (9/23, Bastasch, 375K), [Newsweek](#) (9/23, 198K), [Oregon Public Broadcasting](#) (9/23, 20K), the [White House Blog](#) (9/22, 72K), the [Oil and Gas Journal](#) (9/23, 1K), [Nation](#) (9/23, 361K), [Country 10](#) (9/22), the [National Geographic](#) (9/23, 31.65M), [Common Dreams](#) (9/22, 12K), [Popular Science](#) (9/23, 6.51M), [Scientific American](#) (9/23, 2.99M), [Think Progress](#) (9/22, 453K), [WJAX-TV Jacksonville \(FL\)](#) Jacksonville, FL (9/23, 72K), [WBUR-FM Boston \(MA\)](#) Boston (9/22, 113K), [KTVB-TV Boise \(ID\)](#) Boise, ID (9/22, 191K), [KCNC-TV Denver \(CO\)](#) Denver (9/22, 79K), [KNPR-FM Las Vegas \(NV\)](#) Las Vegas (9/23, 1K), [KXLO-FM Lewiston \(MT\)](#) Lewiston, MT (9/23), [KSJR-FM Collegeville \(MN\)](#) Collegeville, MN (9/22, 60K), [KBZK-TV Butte \(MT\)](#) Butte, MT (9/23, 785), [KMGH-TV Denver \(CO\)](#) Denver (9/23, 121K), [KSTU-TV Salt Lake City \(UT\)](#) Salt Lake City (9/22, 180K), [KELO-AM Sioux Falls \(SD\)](#) Sioux Falls, SD (9/22), [WAMU-FM Washington \(DC\)](#) Washington (9/23, 30K), [KAJ-TV Kalispell \(MT\)](#) Kalispell, MT (9/23, 909), [KUSA-TV Denver \(CO\)](#) Denver (9/22, 222K), [KAUZ-TV Wichita Falls \(TX\)](#) Wichita Falls, TX (9/23, 447), [KKCO-TV Grand Junction \(CO\)](#) Grand Junction, CO (9/23, 508), [KSL-TV Salt Lake City \(UT\)](#) Salt Lake City (9/23, 494K), [KCNC-TV Denver \(CO\)](#) Denver (9/22, 79K), [WBUR-FM](#) Boston (9/22, 113K), [KSL-TV](#) Salt Lake City (9/23, 494K), and [KUNC-FM](#) Greeley, CO (9/23, 5K).

Also providing coverage are the [Casper \(WY\) Star-Tribune](#) (9/23, 115K), the [Canon City \(CO\) Daily Record](#) (9/23, 22K), the [Arizona Republic](#) (9/22, 1.12M), the [Atlanta \(GA\) Journal-Constitution](#) (9/23, 1.05M), the [Boston \(MA\) Herald](#) (9/23, 548K), the [San Francisco \(CA\) Chronicle](#) (9/23, Subscription Publication, 3.35M), the [Washington \(DC\) Times](#) (9/23, Brown, Gruver, 344K), the [Vail \(CO\) Daily](#) (9/23, 44K), [The East Oregonian](#) (9/22, 24K), the [Rock Hill \(SC\) Herald](#) (9/23, 91K), the [Idaho Statesman](#) (9/22, 190K), the [Glenwood Springs \(CO\) Post Independent](#) (9/23, 32K), the [Fairfield \(MT\) Sun Times](#) (9/23), the [Las Vegas \(NV\) Sun](#) (9/22, 199K), the [Peoria \(IL\) Journal Star](#) (9/22, 181K), [Fox News](#) (9/22, 8.91M), the [Atlanta \(GA\) Journal-Constitution](#) (9/23, 1.05M), the [Boston \(MA\) Herald](#) (9/23, 548K), the [Daily Mail \(UK\)](#) (9/23, 5.59M), the [Durango \(CO\) Herald](#) (9/22, 28K), the [Ontario \(OR\) Argus Observer](#) (9/23, 19K), the [Spokane \(WA\) Spokesman-Review](#) (9/22, 183K), the [Deseret \(UT\) News](#) (9/23, 407K), the [Steamboat \(CO\) Pilot & Today](#) (9/22, 30K), the [Grand Island \(NE\) Independent](#) (9/23, 54K), the [Houston \(TX\) Chronicle](#) (9/23, 2.28M), the [US News & World Report](#) (9/22, 811K), the [Washington \(DC\) Post](#) (9/23, Fears, 6.76M), the [Quincy \(IL\) Herald-Whig](#) (9/23, 99K), the [Spokane \(WA\) Spokesman-Review](#) (9/22, 183K), the [Minneapolis \(MN\) Star Tribune](#) (9/23, Brown, Gruver, 1.19M), the [Boise \(ID\) Weekly](#) (9/23, 103K), the [Spokane \(WA\) Spokesman-Review](#) (9/22, 183K), [Bloomberg News](#) (9/22, Martin, 2.66M), the [Boulder \(CO\) Daily Camera](#) (9/23, 161K), the [San Francisco \(CA\) Chronicle](#) (9/23, Subscription Publication, 3.35M), [Yahoo! News](#) (9/23, Brown, Volz, 5.98M), the [Eugene \(OR\) Register-Guard](#) (9/23, 172K), the [Bend \(OR\) Bulletin](#) (9/23, 94K), the [Denver \(CO\) Post](#) (9/23, Finley, 787K), the [Grand Junction \(CO\) Daily Sentinel](#) (9/23, 73K), the [Albuquerque \(NM\) Journal](#) (9/23, 259K), the [Chicago \(IL\) Tribune](#) (9/22, 2.46M), [NBC News](#) (9/23, 3.73M), the [Bristol \(VA\) Herald Courier](#) (9/23), the [Washington \(DC\) Times](#) (9/23, Brown, Gruver, 344K), [The Steamboat Pilot & Today](#) (9/22, 30K), the [Grand Forks \(ND\) Herald](#) (9/23, 100K), the [Casper \(WY\) Star-Tribune](#) (9/23, 115K), [Yahoo! News](#) (9/23, 5.98M), [Southern California Public Radio](#) (9/22, 68K), the [Deseret \(UT\) News](#) (9/23, 407K), the [Deseret \(UT\) News](#) (9/23, 407K), the [Craig \(CO\) Daily Press](#) (9/22, 10K), the [Reno \(NV\) Gazette-Journal](#) (9/22, 179K), the [Washington \(DC\) Post](#) (9/21, Press, 6.76M), the [Lake Tahoe \(CA\) News](#) (9/23), the [Summit County \(CO\) Citizens Voice](#) (9/22, 506), the [Lahontan Valley \(NV\) News](#) (9/23, 11K), the [Tahoe \(CA\) Daily Tribune](#) (9/23, 27K), the [Gardnerville \(NV\) Record Courier](#) (9/23, 20K), the [Spokane \(WA\) Spokesman-Review](#) (9/22, 183K), the [Aspen \(CO\) Times](#) (9/23, 1K), the [Salem \(OR\) Statesman Journal](#) (9/22, 132K), the [Seattle \(WA\) Times](#) (9/23, 962K), the [Flathead \(MT\) Beacon](#) (9/22, 15K), the [Grand Junction \(CO\) Daily Sentinel](#) (9/23, 73K), the [Deseret \(UT\) News](#) (9/23, 407K), the [Wyoming Tribune Eagle](#) (9/22, 44K), the [Baker City \(OR\) Herald](#) (9/23, 8K), the [Colorado Independent](#) (9/23, 1K), the [Casper \(WY\) Star-Tribune](#) (9/23, 115K), and the [Elko \(NV\) Daily Free Press](#) (9/23, 22K).

Coverage by the AP was also picked up by the [San Francisco Chronicle](#) (9/23, Subscription Publication, 3.35M), [ABC](#) (9/23, 3.97M), [Minneapolis Star Tribune](#) (9/23, 1.19M), the [Atlanta \(GA\) Journal-Constitution](#) (9/23, 1.05M), the [Daily Mail \(UK\)](#) (9/23, 5.59M), the [Houston \(TX\) Chronicle](#) (9/23, 2.28M), the [New York \(NY\) Times](#) (9/23, Press, Subscription Publication, 11.82M), the [US News & World Report](#) (9/22, 811K), the [Washington \(DC\) Post](#) (9/23, Mead Gruver |, Ap, 6.76M), the [Washington \(DC\) Times](#) (9/23, Gruver, 344K), the [Quincy \(IL\) Herald-Whig](#) (9/23, 99K), the [Washington \(DC\) Post](#) (9/23, Press, 6.76M), the [Daily Mail \(UK\)](#) (9/23, 5.59M), the [Daily News \(WA\)](#) (9/23, 72K), the [Minneapolis \(MN\) Star Tribune](#) (9/23, Press, 1.19M), the [Dayton \(OH\) Daily News](#) (9/23, 117K), the [US News & World Report](#) (9/22, 811K), the [Houston \(TX\) Chronicle](#) (9/23, 2.28M), the [Washington \(DC\) Post](#) (9/23, Fears, 6.76M), the [Washington \(DC\) Times](#) (9/23, Brown, Gruver, 344K), and the [Somerset County \(PA\) Daily American](#) (9/23, 40K).

**SEN. UDALL INTRODUCES LEGISLATION IN WAKE OF GOLD KING MIND SPILL.** The [AP](#) (9/23, Press, 787K) reports that “the federal

government would be required to identify the most dangerous abandoned mines in the West and make plans to clean them up under legislation introduced Tuesday in response to the spill of millions of gallons of toxic wastewater from a Colorado mine.” Sen. Tom Udall “outlined the proposal during a conference call with reporters.” Udall said “the main focus would be compensating communities affected by the spill, but another goal is to prevent future environmental disasters.”

**OBAMA DECLARES CALIFORNIA VALLEY FIRE A MAJOR DISASTER.** The [Los Angeles Times](#) (9/23, Rocha, 4.07M) reports President Obama has declared a major disaster for the Valley Fire in California, freeing up “federal assistance for home repairs, replacements and other aid.” Gov. Jerry Brown requested the declaration.

**Additional Coverage Of Wildfires.** Additional coverage of wildfires was provided by the [New York \(NY\) Times](#) (9/22, Schwartz, Subscription Publication, 11.82M), the [Ogden \(UT\) Standard-Examiner](#) (9/22, 105K), [KTVB-TV](#) Boise, ID (8/10, 191K) and [Homeland Security Today](#) (9/23).

**ADDITIONAL COVERAGE OF BROWNS CANYON NATIONAL MONUMENT.** The [Chaffee County \(CO\) Times](#) (9/23, 9K) reports that “Browns Canyon National Monument was designated by President Barack Obama in February, the capstone to a decades-long grassroots effort to secure permanent protection for the 22,000-acre parcel northwest of Salida.” The article notes that “a dedication ceremony was held for Browns Canyon in June,” and “speakers included Colorado Gov. John Hickenlooper, U.S. Secretary of the Interior Sally Jewell, and U.S. Senator Michael Bennet, among many other state, federal and local representatives.”

**CONGRESS URGED TO REAUTHORIZE LAND AND WATER CONSERVATION FUND.** In an op-ed for the [Glenwood Springs \(CO\) Post Independent](#) (9/23, 32K), Dan and Kerri Schwartz, the owners and operators of Ripple Creek Lodge, urges Congress to support the Land and Water Conservation Fund. They say that “if you’ve ever hunted, fished, hiked or camped on our nation’s public lands, chances are you’ve benefited directly from investments made by the LWCF.” The authors also note that the “LWCF has delivered these benefits to Colorado and nationwide without depending on taxpayer dollars.”

Additional pieces in support of the LWCF appear in the [Oregonian](#) (9/23, 756K), the [Montana Standard](#) (9/23, 36K), the [Conway \(NH\) Daily Sun](#) (9/23, 49K), the [Cincinnati Enquirer](#) (9/22, 561K), and the [Winston-Salem \(NC\) Journal](#) (9/23, 167K).

Also providing coverage of the LWCF is the [Northern Arizona Today](#) (9/23).

## **Empowering Native American Communities:**

**INTERIOR TO TAKE A DOZEN PARCELS INTO TRUST FOR MOHEGANS.** The [New London \(CT\) Day](#) (9/22, 77K) reports that the Interior Department “intends to take 12 parcels of Mohegan Tribe-owned land into trust for the tribe, removing the parcels from the local tax rolls.” According to the article, “in a notice published Friday, the Interior Department said the acting regional director for the Bureau of Indian Affairs’ Eastern Region determined Sept. 14 that she would accept the parcels into trust ‘pursuant to the Mohegan Nation Land Claims Settlement Act.’” The article note that “the decision will become final at the end of a 30-day appeal period.”

**COURT WEIGHS ARGUMENTS ON WHETHER TRIBAL OFFICIALS MUST COMPLY WITH SUBPOENAS.** The [Great Falls \(MT\) Tribune](#) (9/22, 75K) reports that “a federal court judge in Great Falls is weighing opposing legal arguments on whether tribal officials must comply with subpoenas demanding access to tribal government documents, or whether Indian tribes are immune from court orders to produce evidence because they are sovereign nations.” The “dispute came to a head based upon a lawsuit filed by Terry Matt, a Cut Bank attorney and enrolled member of the Assiniboine Tribe of Montana.” Matt is suing the BIA “for more that \$5 million in compensation for alleged damages that occurred when the BIA built a new road across Matt’s property.”

**ADDITIONAL COVERAGE: BIA APPROVES MASHPEE WAMPANOAG LAND INTO TRUST APPLICATION.** Additional coverage that the BIA “on Friday accepted the Mashpee Wampanoag tribe’s application for reservation status” was provided by [Connecticut Public Radio](#) (9/23), the [Springfield \(MA\) Republican](#) (9/23, 336K), the [Boston \(MA\) Herald](#) (9/23, 548K), and the [Law 360](#) (9/23, 21K).

## **Tackling America’s Water Challenges:**

**DEPUTY SECRETARY CONNOR DEFENDS WESTLANDS WATER DISTRICT AGREEMENT.** The [Los Angeles Times](#) (9/23, Boxall, 4.07M) reports that five years ago, Mike Connor, then commissioner of the BOR, “outlined the terms of potential legislation to resolve a lingering battle over badly drained farmland in the Westlands Water District.” However, “the agreement approved last week by the Obama administration and Westlands beats a long retreat from those requirements, prompting cries that a district legendary for its political sway and hardball tactics has once again come out on top.” Now deputy Interior secretary, Connor “helped negotiate the settlement, which must still be approved by Congress.” According to the article, “while disputing that the agreement gives away too much, Connor was forthright about the administration’s desire to escape the legal liability and mounting financial costs of dealing with the contaminated drain water that flows from Westlands fields.” He said, “We have a settlement that is a very significant financial benefit to the United States and the U.S. taxpayer.”

In his column for the [Stockton \(CA\) Record](#) (9/22, Columnist, 106K), Michael Fitzgerald criticizes the contract for being “open-ended.” According to Fitzgerald, “it’s as if the U.S. Department of the Interior hasn’t noticed that the Delta is dying or the changing climate of the West.”

**BOR URGED TO PRIORITIZE YELLOWSTONE INTAKE DIVERSION DAM.** The [Sidney \(MT\) Herald](#) (9/23, 10K) reports that Sen. Steve Daines “led the Montana and North Dakota congressional delegations Monday in urging the Army Corps of Engineers and Bureau of Reclamation to prioritize concerns at the Yellowstone Intake Diversion Dam.” In a letter to Assistant Secretary of the Army for Civil Works Jo-Ellen Darcy and BOR Commissioner Estevan Lopez, “the bipartisan delegations emphasized the economic benefit that the dam provides to both Montana and North Dakota.” They wrote, “We urge ACE and BOR to address the concerns of the Court and conduct the necessary analyses in a timely manner to ensure this essential source of water for farmers, ranchers, and communities throughout much of northeastern Montana and northwestern North Dakota is not unduly disrupted.”

## **Securing America’s Energy Future:**

### **Renewable Energy:**

**BOEM FINDS NO SIGNIFICANT ENVIRONMENTAL IMPACT IN WIND LEASING OFF NORTH CAROLINA COAST.** The [AP](#) (9/23, 2.28M) reports that “a federal government review says there will be no significant environmental or socioeconomic impacts in leasing tracts off the North Carolina coast for wind energy development.” The BOEM is “proposing three tracts off the coast for wind energy — one off Kitty Hawk on the Outer Banks and two in the Cape Fear area near Wilmington.” The bureau’s North Carolina Renewable Energy Task Force will “hold a meeting Oct. 7 in Wilmington to discuss holding an auction for leasing tracts to wind energy companies.”



Additional coverage was provided by [WWAY-TV Wilmington \(NC\)](#) Wilmington, NC (9/22, 2K), [WRAL-TV Raleigh \(NC\)](#) Raleigh, NC (9/23, 193K), and [WITN-TV Greenville \(NC\)](#) Greenville, NC (9/23, 94K).

#### ***Onshore Energy Development:***

**FEDERAL ADVISORY COUNCIL RECOMMENDS CANCELLATION OF BADGER-TWO MEDICINE LEASES.** The [Greenwire](#) (9/22, Subscription Publication) reports that “a federal advisory panel is urging the Obama administration to withdraw or cancel leases for natural gas drilling in Montana’s Lewis and Clark National Forest, east of Glacier National Park.” The Advisory Council on Historic Preservation “told the Departments of Interior and Agriculture that the Badger-Two Medicine area of northwest Montana – the source of the Blackfoot Tribe’s origin story – is too sacred for drilling.” The panel said that “gas exploration would lead to ‘serious and irreparable degradation’ in the 165,588-acre traditional cultural district, an area protected by the National Historic Preservation Act that includes parts of the Lewis and Clark forest, Flathead National Forest and Blackfoot Indian Reservation.”

Additional coverage was provided by the [Houston \(TX\) Chronicle](#) (9/23, 2.28M) and the [Fairfield \(MT\) Sun Times](#) (9/23).

**ENVIRONMENTAL GROUPS THREATEN TO SUE OVER NORTHERN LONG-EARED BAT.** [E&E Publishing](#) (9/22, 705) reports that several environmental groups have “threatened to sue the Obama administration over protections for the threatened northern long-eared bat.” The groups – including the Center for Biological Diversity, Coal River Mountain Watch, the Ohio Valley Environmental Coalition and the Sierra Club – accused the FWS and the OSMRE “of failing to ensure that plans for two West Virginia strip mines protect the bat.”

Also reporting on the story is the [Charleston \(WV\) Gazette-Mail](#) (9/22).

**NORTH DAKOTA OIL PRODUCERS SPAR WITH REGULATORS OVER PROPOSED RULES.** [Reuters](#) (9/22, Scheyder) reported that at Tuesday’s North Dakota Petroleum Council annual meeting, North Dakota’s oil producers sparred with federal regulators over a Bureau of Land Management proposal to more strictly regulate how crude is extracted from shale and an Environmental Protection Agency proposal over the use of small bodies of water in the US. These and other proposals have drawn criticism from industry members while environmentalists say they are crucial.

**GEOLOGIST: SLOWING SALTWATER INJECTIONS COINCIDES WITH DIMINISHED EARTHQUAKES IN KANSAS.** The [Topeka \(KS\) Capital-Journal](#) (9/22, Carpenter, 109K) reported that a Kansas Corporation Commission decision “to limit injection of saltwater deep underground after drawn to the surface by oil producers coincided with diminished intensity of earthquakes in south-central Kansas, a state geologist said Tuesday.” Rex Buchanan, interim director of the Kansas Geological Survey, “said during a forum at the Kansas Energy Conference in Topeka the decline in magnitude of earthquakes mirrored adoption of the KCC’s rule in March.” The KCC “is poised to renew for another six months the injection restraints applicable in Harper and Sumner counties that were inspired by the proliferation of earthquakes rattling the region’s residents.”

**ADDITIONAL COVERAGE OF PUBLIC LISTENING SESSIONS ON FEDERAL COAL LEASING PROGRAM.** Additional coverage of the public listening sessions held on the federal coal leasing program was provided by the [Steamboat \(CO\) Pilot & Today](#) (9/22, 30K).

#### ***Offshore Energy Development:***

**BOEM ISSUES PROPOSED GUIDELINES ON PAYING TO DISMANTLE OFFSHORE FACILITIES.** [Fuel Fix \(TX\)](#) (9/22, Dlouhy, 7K) reports that under proposed guidelines issued by the BOEM Tuesday, “fewer companies will be able to self-insure to cover the eventual costs of decommissioning those offshore wells and platforms,” although “firms will have more flexibility to assemble financial assurance packages, without relying solely on expensive surety bonds as a guarantee.” The move “is designed to ensure that the companies have set aside enough money to dismantle offshore facilities once oil and gas stops flowing.”

Additional coverage was provided by the [AP](#) (9/22, 2.28M).

**CRITICS POINT TO RECORDS SHOWING LACK OF OFFSHORE ENVIRONMENTAL ENFORCEMENT.** [WWL-TV](#) New Orleans (9/22, 105K) reports that “the federal agency that regulates offshore oil and gas drilling and production has used budget increases since the BP disaster to hire dozens of engineers and geologists, but has all but ignored an environmental enforcement division beset by understaffing and massive work backlogs.” Michael Bromwich, “who created the Interior Department’s Bureau of Safety and Environmental Enforcement to separate regulators from the influence of the oil and gas industry, set up an environmental enforcement division to make sure companies operate without damaging marine life and habitat.” However, “in the three budget years since Bromwich left, government records show only two of 10 funded vacancies have been filled.”

Also providing coverage is [USA Today](#) (9/23, Hammer, 5.23M).

### **America’s Great Outdoors:**

#### ***Bureau of Land Management:***

**BILL WOULD REMOVE SOME WILDLIFE STUDY AREA DESIGNATION IN NEW MEXICO.** The [Carlsbad \(NM\) Current-Argus](#) (9/23, 18K) reports that “legislation that would get rid of some Wilderness Study Area designations in New Mexico has been introduced” by Rep. Steve Pearce. The legislation, “introduced Sept. 10, would return some Wilderness Study Area-designated areas in Luna and Hidalgo counties to the Bureau of Land Management so they can be used for other purposes.” Pearce said, “Allowing the BLM to open up these lands for multiple uses will not only benefit communities economically, but also restore habitats and watersheds, increase revenues and create jobs.”

#### ***Fish and Wildlife Service:***

**INVESTIGATION OPENED INTO DEATHS OF 25 WALRUS ON ALASKA BEACH.** The [AP](#) (9/23, 2.28M) reports that “federal prosecutors have opened a criminal investigation into the deaths of 25 Pacific walrus found last week on an isolated northwest Alaska beach.” The FWS “on Wednesday received a report and photos of the dead animals found near Cape Lisburne on the Chukchi Sea about 230 miles northeast of the Bering Strait.” The article notes that “initial reports indicated the walrus — 12 pups and 13 adults — had been shot,” but “the agency would not speculate on the causes of death and sent two officers from its law enforcement division to investigate.”

Additional coverage was provided by the [Washington \(DC\) Post](#) (9/21, Dan Joling |, Ap, 6.76M), the [Christian Science Monitor](#) (9/22, 455K), [BBC News](#) (9/23, 1.68M), and [UPI](#) (9/22).



**TIMELINES SET FOR CONSIDERING PROTECTION FOR SEVEN AQUATIC SPECIES.** The [AP](#) (9/23, 2.28M) reports that “officials have agreed on timelines for determining whether seven aquatic species from nine states will be protected under the Endangered Species Act.” The species “include six fish and a freshwater mussel.” They are “the ashy darter, frecklebelly madtom, longhead darter, sickle darter, trispot darter, candy darter and yellow lance mussel.”

Also reporting on the story is the [Alabama Live](#) (9/23, 825K). Additional coverage was provided by the [Washington \(DC\) Post](#) (9/23, Press, 6.76M), the [Washington \(DC\) Times](#) (9/23, 344K), and [WVAY-TV Wilmington \(NC\)](#) Wilmington, NC (9/22, 2K).

**DECISION ON LISTING EELS ON ENDANGERED LIST EXPECTED NEXT WEEK.** The [AP](#) (9/23, 2.28M) reports that “a decision from the federal government about whether to list American eels under the Endangered Species Act will likely come next week.” A spokesman for the FWS says “the decision is due by the end of September and will probably arrive close to the end of the month.”

**FWS OPTS TO CRUSH IVORY, RATHER THAN BURN IT.** [BBC News](#) (9/23, 1.68M) reports that a FWS “experiment suggested that burning ivory for a short time does not destroy it.” Gavin Shire from the FWS, said that “the US chose to crush, rather than burn, one tonne of its ivory stockpile in public in June because ivory ‘doesn’t catch fire the way you might imagine but rather just chars on the outside.’”

**GREEN SEA TURTLES HAVING RECORD YEAR.** The [New York Times](#) (9/21, Gorman, Subscription Publication, 11.82M) reports that green sea turtles are rebounding. In the Archie Carr National Wildlife Refuge, “they are having a record year.” The article notes that “researchers and students at the University of Central Florida’s Marine Turtle Research Group counted 12,804 nests as of Thursday in the 13 miles of the refuge’s beaches that they monitor.”

**SANTA ANA SUCKER CASE APPEALED TO SUPREME COURT.** The [Riverside \(CA\) Press Enterprise](#) (9/23, 303K) reports that “a dozen Inland water providers that have long fought federal habitat protections for a small, algae-eating fish – the Santa Ana sucker – petitioned the United States Supreme Court on Tuesday to hear their case.” The agencies claim the FWS “violated two federal environmental laws when it doubled the acreage of critical habitat – land considered crucial for recovery of a species – in 2010.” They said that “the habitat designation jeopardizes numerous water capture and groundwater recharge projects planned for the Santa Ana River, from its upper reaches at the Seven Oaks Dam near Highland to Prado Dam near Corona.”

Also reporting on the story are the [San Bernardino \(CA\) Sun](#) (9/22, 142K) and the [Courthouse News](#) (9/22, 7K).

**EXPERTS CAUTION AGAINST DRAWING CONCLUSIONS ABOUT CLIMATE CHANGE FROM STARVING POLAR BEAR PICTURE.** The [Washington Post](#) (9/22, Harvey, 6.76M) reports that “last month, wildlife photographer Kerstin Langenberger shocked the world when she revealed a horrifying photograph of a severely emaciated polar bear, shot on the Norwegian island of Svalbard.” According to the article, “in a Facebook post, she expressed her concerns about the health of the Svalbard polar bears and the ways climate change might be affecting the Arctic. Her photo, visible here, quickly went viral — having been shared more than 50,000 times since then.” The article notes that “when Langenberger’s photo surfaced, the immediate conclusion for many people was that the starving bear was the victim of warming-induced ice-melt in the Arctic.” However, “while this is possible, experts are cautioning the public not to make the image the new face of climate change just yet.” Eric Regehr, a polar bear biologist with the FWS in Alaska, said, “It is not possible to attribute this animal’s specific condition to climate change, without more information on the animal’s history and physiology.”

**NMFS PROPOSES LISTING TWO TYPES OF GROUPEUR.** The [Greenwire](#) (9/22, Subscription Publication) reports that the National Marine Fisheries Service is “proposing to list two species of grouper under the Endangered Species Act, in its latest response to a petition from WildEarth Guardians to protect dozens of marine species.” In a proposed rule, the federal agency “asserts that the gulf grouper should be listed as endangered and the island grouper as threatened.”

*National Park Service:*

**LANDMARK MUSIC FESTIVAL COULD BE BEGINNING OF END OF FREE MUSIC AT NATIONAL MALL.** The [Washington Post](#) (9/23, Higham, 6.76M) reports that for the NPS, the Landmark Music Festival near the Martin Luther King Jr. Memorial on Saturday and Sunday could “be a windfall for the agency and for the Mall” as “more than 40 bands will perform on five stages to raise money for the Park Service, helping the agency to restore and maintain the hallowed, historic grounds, the site of some of the nation’s most defining moments.” However, “the concert comes at a cost” because the festival “marks the first time a section of the mall and its memorials will be cordoned off for a concert and closed to the nonpaying public.” The article notes that “activists and historians who monitor the Mall say the decision to charge admission to the music festival sets a troubling precedent that could signal an end to the days of free music in the national park, ushering in an era of pricey, multi-day festivals.”

Additional coverage was provided by the [Washington Post](#) (9/23, Ramanathan, 6.76M) and the [Huffington Post](#) (9/23, 164K).

**NEW YORK LAWMAKERS PUSH FOR STONEWALL NATIONAL PARK.** The [AP](#) (9/21, Verena Dobnik |, Ap, 6.76M) reports that “two New York legislators are leading a campaign to designate Stonewall Inn as the first national park honoring LGBT history.” Sen. Kirsten Gillibrand and Rep. Jerrold Nadler “made their announcement Sunday in front of the Greenwich Village tavern that was the scene of a 1969 uprising at a key moment for the nascent gay rights movement.” They were “joined by other elected officials and members of the National Parks Conservation Association and the Human Rights Campaign.”

**GREAT RIVERS GREENWAY EXECUTIVE DIRECTOR APPROVES SPENDING FOR ARCH GROUNDS OPERATING COSTS.** The [St. Louis Post-Dispatch](#) (9/23, 968K) reports that the head of a taxpayer-funded trails district has “doubled her agency’s commitment to pay yearly operating costs at the newly renovated Arch grounds, acting without board approval and in the face of adverse financial projections.” The NPS, “which owns the park, has estimated that figure at \$2.6 million a year.” Great Rivers Greenway Executive Director Susan Trautman “agreed to split the bill with CityArchRiver, the foundation formed to raise private donations for the project.”

**ADDITIONAL COVERAGE OF “EVERY KID IN A PARK” INITIATIVE.** Additional coverage of the “Every Kid in a Park” initiative was provided by the [St. George \(UT\) Spectrum](#) (9/22, 46K), the [Cortez \(CO\) Journal](#) (9/21, 646), and the [Arizona Republic](#) (9/22, 1.12M).

**POLITICAL LEADERS CRITICIZED FOR NOT SUPPORTING NPS.** In an op-ed for the [Colorado Springs \(CO\) Independent](#) (9/23, 53K), author Jim Hightower writes that “while our presidents praise America’s magnificent national park system, they’re not maintaining them.” He acknowledges that President Obama has “proposed a 2016 ‘Centennial Budget’ for NPS, mitigating years of destructive underfunding and calling for \$1 billion to address the backlog.” However, Hightower notes that “still leaves a \$10 billion shortfall, and the sour duo of Sen. Mitch McConnell and Speaker John Boehner will oppose even that little increase for the maintenance of these invaluable public assets.” Hightower concludes: “Our so-called ‘leaders’ are literally stripping ‘service’ out of the National Park Service and assuring that our national treasures will fall into acute disrepair. It’s a bipartisan disgrace.”

**NEW LEADER OF COLORADO NATIONAL MONUMENT URGED TO CONNECT WITH COMMUNITY.** The [Grand Junction \(CO\) Daily Sentinel](#) (9/23, 73K) editorializes that “too often in the past we’ve seen NPS officials, both active and retired, staunchly ‘protecting’ the Colorado National Monument “instead of encouraging and welcoming users.” The paper argues that “the goal should be making the monument part of the surrounding community instead of an island onto itself.” It hopes that “Ken Mabery’s appointment as permanent superintendent of the monument” will be “a change in leadership” that will provide “a natural opportunity to re-establish a community connection.”

#### **US Geological Survey:**

**NATIVE AMERICANS SEEK NAME CHANGE FOR WYOMING’S DEVILS TOWER.** [Reuters](#) (9/22, Zuckerman) reports that spiritual leaders of the Sioux and more than a dozen Native American tribes want U.S. officials to rename Devils Tower. Chief Arvol Looking Horse, spiritual leader of the Great Sioux Nation and the head of the effort, said the name is offensive. In letters to President Barack Obama and the U.S. Board on Geographic Names, Looking Horse has asked that it be renamed Bear Lodge.

#### **Top National News:**

**WHITE HOUSE: OBAMA LOOKS FORWARD TO DISCUSSING “SHARED VALUES” WITH POPE.** Pope Francis’ arrival in the US and his agenda during his visit led all three network news broadcasts, which dedicated more than 22 minutes of coverage to the story and are the subject of extensive print and online reporting. While the coverage touches on a wide range of issues surrounding the Pope’s visit, major themes include the issues he will highlight in his meeting with the President, as well as his address to Congress and the security preparations for the trip. The potential political impact of the Pope’s visit was a subtext to much of the coverage.

On [NBC Nightly News](#) (9/22, story 2, 1:20, Holt, 7.86M), for example, Anne Thompson noted that the Pope “knows he has the world’s attention and we expect him to use it to hit” some of his favorite issues, such as climate change, immigration, and “the plight of the poor.” In a report outlining the Pope’s itinerary while he is in the US, the [Washington Post](#) (9/23, Boorstein, 6.76M) says that while it is “already clear that Pope Francis will speak about immigration and religious liberty during a major address at Independence Hall in Philadelphia on Saturday,” his “unpredictable approach to the papacy means that ‘there’s just no template’ for his first US visit,” according to Catholic University theologian Chad Pecknold.

On [CNN’s Situation Room](#) (9/22), White House spokesman Josh Earnest said the President “is looking forward” to discussing “shared values” when they meet at the White House on Wednesday. Earnest added that the meeting is not about efforts to “advance a political agenda but rather sit down and talk about values they have in common and how the two men in the very different roles they have in the public can advance those shared values together.” However, Kevin Corke reported on [Fox News Special Report](#) (9/22) that while there are many areas of agreement between the Pope and Obama, there is also significant disagreement on issues such as same-sex marriage, abortion, stem cell research, and contraception.

The [New York Times](#) (9/23, Baker, Ahmed, Yardley, Subscription Publication, 11.82M) says the White House “sought to highlight the alignment between the president and the pope, while de-emphasizing areas of discord,” and quotes Earnest as saying, “Both President Obama and Pope Francis have over the course of their careers demonstrated a commitment to values related to social and economic justice.” [McClatchy](#) (9/23, Kumar, 28K) reports that while Earnest “did not reveal the agenda for the meeting Wednesday,” he said “he would not describe it as a ‘social meeting,’” adding, “When the president sits down with Pope Francis tomorrow in the Oval Office, the president will not arrive at that meeting with a political agenda. This is an opportunity for two men who have so many values in common to talk about the efforts that they are taking in their respective and quite different roles to advance those shared values.”

Under the headline “Pope Of The Poor Arrives In US Denying He’s A Liberal,” the [AP](#) (9/23, Winfield, Zoll) says the Pope arrived in the US “denying he is a leftist.” During his flight to the US, he “defended himself against conservative criticism that his condemnation of trickle-down economics makes him a communist,” saying, “I am certain that I have never said anything beyond what is in the social doctrine of the church.” The Pope added that “some may have misinterpreted his writings in a way that makes him sound ‘a little bit more left-leaning,’ but he said that’s wrong.”

Noting that, upon arrival, he “climbed into the back of a little Fiat,” the [AP](#) (9/23, Winfield, Zoll) also says the Pope’s “choice of car was in keeping with his simple habits and his stand against consumerism,” and his “decision to roll down the windows reflected his penchant for trying to connect to ordinary people despite the tight security around him.” [USA Today](#) (9/23, Woodyard, 5.23M) similarly notes that the Pope, “known for being humble and unassuming, chose a car that doesn’t even break the \$20,000 barrier.”

In the lead story for [NBC Nightly News](#) (9/22, lead story, 3:10, Holt, 7.86M), Holt said that while “the next six days offer a chance to see and touch a leader who is inspired with his humbleness and compassion and mercy,” the Pope’s “outspokenness on matters of world affairs ensures his visit is seen through political eyes.” [USA Today](#) (9/23, Korte, 5.23M) says the Pope’s visit “will have political, diplomatic and spiritual ramifications,” noting that it comes “at the convergence of pivotal moments for the United States, the church, and the world.” The [New York Times](#) (9/23, Baker, Ahmed, Yardley, Subscription Publication, 11.82M) describes the Pope as “determined to press the world’s last superpower to do more to care for the planet and its most marginalized inhabitants,” adding that there is “not a small degree of tension over his message.”

On [CNN’s Situation Room](#) (9/22), Wolf Blitzer characterized the Pope’s Tuesday arrival in the US as “a visit by a world leader unlike one we’ve ever seen before,” adding that it is “a first to have a president and Vice President greet the world leader” at Joint Base Andrews. The [New York Times](#) (9/23, Baker, Ahmed, Yardley, Subscription Publication, 11.82M) calls the President’s “personal welcome” at Andrews “a sign of respect,” noting that presidents “rarely greet foreign visitors at Andrews, instead waiting for them to make their way to the White House.”

Lester Holt noted on [NBC Nightly News](#) (9/22, story 9, 1:55, Holt, 7.86M) that “when the Pope arrived in Washington...he was greeted...by new generations of the American Catholics. Children selected to be among the first faces he saw as he stepped off the airplane.” [AFP](#) (9/23) also reports briefly on the Pope’s arrival. Scott Pelley noted on the [CBS Evening News](#) (9/22, story 8, 2:20, Pelley, 5.08M) that “There are 80 million Catholics in America, and Francis has won most of them over.” A CBS News/New York Times poll showed “63 percent have a favorable opinion of him.”

In a front-page story, the [Wall Street Journal](#) (9/23, A1, Rocca, Subscription Publication, 5.95M) reports that conservative Catholics in the US have concerns about the Pope’s views on a number of issues and fear he is obscuring some of the church’s fundamental teachings.

Other stories this morning cover a variety of issues surrounding the Pope’s visit. For example, [USA Today](#) (9/23, Scammell, 5.23M) chronicles the evolution of the “popemobile,” noting that it has “gone through numerous iterations as the Vatican has tried to balance safety, accessibility, spontaneity and technological innovation.”

The [Philadelphia Inquirer](#) (9/23, Loyd, 641K) notes that the US Conference of Bishops has chartered a Boeing 777 to transport the Pope in the

US. According to the Inquirer, the FAA “has approved ‘Shepherd One’ as the plane’s call sign,” and while the “papal seal will be on the side of the aircraft,” there were “no major modifications to the plane,” according to American spokesman Ross Feinstein.

Another story in the [Philadelphia Inquirer](#) (9/23, McCabe, 641K) reports on a Philadelphia area couple who are “one of only a few couples from the Archdiocese of Philadelphia who were hand-selected to greet Francis during his historic trip Saturday morning,” noting that each couple was selected “for their commitment to the Church and their dedication to the sacrament of marriage.” [TIME](#) (9/23, Dias, 19.55M), meanwhile, reported on an Iraqi couple who were invited by the Pope “to participate in his Extraordinary Synod of the Bishops on the Family last year,” noting that when they “attempted to travel to Philadelphia during the Pope’s visit,” they were “prevented due to visa restrictions given the ongoing violence in Iraq.”

**Earnest: “No Theological Test” Before Handing Out Tickets To Arrival Ceremony.** On [CNN’s Situation Room](#) (9/22), Earnest also discussed the guest list for the Pope’s arrival ceremony, which includes a gay episcopal bishop, a transgender activist, and a nun who leads an organization that opposes the Vatican on several issues. Earnest said the attendees will include “thousands of people representing a variety of communities all across the country who are eager to welcome the Pope not just to the United States but the White House.” Earnest said, “There’s no theological test administered to people before they got tickets. Our goal here is to invite people just as inspired by the Pope and his message that the President himself is.”

[Politico](#) (9/22, Toosi, 942K) said that while “Vatican representatives insist the pope is on a pastoral mission, his every word (most of which will be in his native Spanish) will likely be picked apart for political innuendo by both Democrats and Republicans,” adding that “lawmakers and interest groups already have begun using the pontiff’s visit to press their agendas, hosting rallies, sending out statements and making other public moves.” On [Fox News’ The O’Reilly Factor](#) (9/22, 767K), Bill O’Reilly said in his “Talking Points Memo” that “wisely, the Pope doesn’t want to be used in a photo op. That might indicate passive endorsement of a point of view the President might hold.” O’Reilly added, “It’s obvious the Vatican is aware of President Obama’s overall agenda and is not endorsing it. However, the Pope is a liberal guy.”

**Pope Originally Wanted To Enter US From Mexico.** [USA Today](#) (9/23, Jervis, 5.23M) reports that in Cuba on Tuesday morning, the Pope celebrated a Mass “at Our Lady of Charity shrine, dedicated to Cuba’s revered patron saint,” and “visited Santiago’s main cathedral and blessed the city,” before he boarded a plane to the US. Francis “expressed admiration for Cubans who have kept the faith alive,” and said, “Generation after generation, day after day, we are asked to renew our faith. We are asked to live the revolution of tenderness as Mary, our Mother of Charity, did.” The [Philadelphia Inquirer](#) (9/23, O’Reilly, 641K) reports that during the flight, the Pope said his original plan was not “to enter the United States from Cuba,” adding, “I had wanted to enter the United States through Mexico” but it “would have been too difficult to visit Our Lady of Guadalupe, Mexico’s patron saint, ‘and that would have been a slap in the face’ to the Mexican people.”

The [Miami Herald](#) (9/23, Mazzei, 651K) reports that Miami’s archbishop Thomas Wenski left Cuba on Tuesday “after what he deemed a successful trip bringing Roman Catholic pilgrims to Havana and welcoming Pope Francis before the pontiff’s arrival in the US.” Wenski, who “praised Francis’ ‘emotional’ visit,” said, “The fact that he’s coming to the United States from Cuba – that’s a very important gesture. ... It’s a bridge he’s establishing, a bridge between Cuba and the United States, a bridge between Cubans in the United States and Cubans on the island.”

The [Philadelphia Inquirer](#) (9/23, Matza, 641K) profiles an “undocumented Mexican immigrant” who will be among a group of “56 pilgrims” traveling by bus “from the 25 Hispanic parishes in the Archdiocese of Mobile to Philadelphia for Saturday’s epic Papal Mass on the Franklin Parkway.”

**Pope Says He Won’t Address Cuba Embargo In Speech To Congress.** A number of reports speculate on what the Pope will say during his address to Congress on Thursday. Scott Pelley reported in the lead story for the [CBS Evening News](#) (9/22, lead story, 3:20, Pelley, 5.08M) that “the Pope keeps his plans under his hat.” The [Los Angeles Times](#) (9/23, Parsons, 4.07M), however, notes that “Vatican officials have hinted that Francis may use his address to both houses of Congress on Thursday...or another stop in Washington to speak about the sanctity of life and his opposition to capital punishment, issues where he is at odds with Obama.”

While the [Miami Herald](#) (9/23, Wyss, 651K) says that Cubans “said they hoped Francis, who has been key to the rapprochement, might convince American politicians to dismantle the five-decade economic embargo on the island,” in the lead story for [ABC World News](#) (9/22, lead story, 2:35, Muir, 5.84M), Terry Moran said the Pope on the plane ride to the US said “he would not mention the US embargo on Cuba” while addressing Congress. [Reuters](#) (9/23) similarly notes the Pope said that although he hopes the US will lift the embargo, he will not raise the issue.

[Politico](#) (9/22, Kim, 942K) noted that the Buenos Aires-born Pope “has focused much of his papacy on liberalizing immigration policies and showing compassion for migrants,” adding that religious leaders expect him “to promote that message during his speech to Congress on Thursday – a theme advocates hope will be a subtle rebuke to the GOP, whose presidential primary has been characterized by a hardline tone and position toward immigration.” [Roll Call](#) (9/22, Bowman, 113K) reports that federal contract workers “are hoping the pope’s emphasis on economic inequality will strike a chord with members of Congress” and push them “to raise their wages and allow for union representation.”

[USA Today](#) (9/23, Singer, 5.23M) reports that “the adults in Congress would like everybody to be on their best behavior” during the Pope’s address, noting that Sen. Roger Wicker said, “We actually hope that we can show a little more decorum for the pope than we sometimes do at State of the Union addresses. ... It is our hope...that we can avoid the dueling ovations, the jack-in-the box standing for this or for that.” Senate Minority Leader Reid “agreed that he hopes this won’t happen Thursday,” saying, “If there’s applause during the speech, we can all applaud, but not the up-and-down stuff. I think that’s not a dignified way to conduct ourselves.”

**Rubio: Pope’s Comments On Economy Demonstrate “Fundamental Misunderstanding.”** On [Fox News Special Report](#) (9/22), Sen. Marco Rubio was shown explaining areas of disagreement with the Pope. Rubio said, “On moral issues he speaks with incredible authority and has done so consistently on the value of life, the sanctity of life, the importance of marriage and on the family.” However, Rubio added that “on economic issues the Pope is a person and a head of state. ... I see in the Pope’s comments a fundamental misunderstanding about the difference between free enterprise and corporatism.”

**Large-Scale Security Effort Surrounds Pope’s Visit.** Brian Todd reported on the security situation for [CNN’s Situation Room](#) (9/22), saying the “massive event” is “the biggest security event we’ve seen in the United States in a long, long time.” In an earlier segment on [CNN’s Situation Room](#) (9/22), Deborah Feyerick reported that while there is “no specific credible threat,” when “you have somebody of the Pope’s stature in town, there’s an implied threat because it is such an attractive terror target for anyone who wanted to do something bad.” Feyerick noted that the visit “has been designated” a “national security special event,” meaning “extra resources have been thrown at this event.”

Cecilia Vega reported on [ABC World News](#) (9/22, story 2, 2:30, Muir, 5.84M) about the crowds expected to follow the Pope on his visit, noting that they will “rang[e] from large to enormous. 15,000 people at the White House. 80,000 watching the Pope ride through New York’s Central Park. Up to one million people for Sunday mass in Philadelphia.” David Muir noted in a separate [ABC World News](#) (9/22, story 3, 1:00, Muir, 5.84M) segment that “security [is] being beefed up in the three cities the Pope will visit.”

On [CNN’s Situation Room](#) (9/22), Blitzer noted that the “unprecedented security surrounding” the visit “isn’t just on the ground,” but “also extends to US air space.” Rene Marsh reported “there is a new airborne threat that’s causing concern.” Marsh said, “Drones and even a gyro copter have

penetrated some of the most protected real estate in America.” Security Analyst Don Aviv said, “This is the greatest threat because biological, chemical, even a small expl

## Conversation Contents

Fwd: Tshirts On the Mall

don irwin <punklifedc@gmail.com>

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**From:** don irwin <punklifedc@gmail.com>  
**Sent:** Tue Sep 22 2015 18:46:40 GMT-0600 (MDT)  
**To:** "Litterst, Michael" <mike\_litterst@nps.gov>  
**Subject:** Fwd: Tshirts On the Mall

Michael,

Would you mind answering one additional question that Karen accidentally neglected to answer.

Thank you.

----- Forwarded message -----

From: **don irwin** <punklifedc@gmail.com>  
Date: Thu, Sep 17, 2015 at 2:04 PM  
Subject: Re: Tshirts On the Mall  
To: "Litterst, Michael" <mike\_litterst@nps.gov>

Michael,

Why did you allow the announcement about the free viewing area to be made so late?  
This was a very important accommodation from the start.

Also you didn't answer this very important question.

1. Is it the NPS position that Tshirt Sales will be allowed on the Mall Area during the Landmark Music Festival?  
Follow up. Will ANY Tshirts be available for the Landmark Festival on ANY National Park Land?

Thank you,

Don Irwin

On Thu, Sep 17, 2015 at 1:56 PM, Litterst, Michael <mike\_litterst@nps.gov> wrote:

Mr. Irwin:

Acting Superintendent Karen Cucurullo forwarded your email about the upcoming Landmark Music Festival to this office for response.

In accordance with the National Mall and Memorial Park's contract with Guest Services, Inc., the park's concessionaire, GSI will be the sole vendor of food, beverage and merchandise at the Landmark Music Festival.

A free, public viewing area of the Landmark Music Festival will be available at the Sylvan Theatre, on the grounds of the Washington Monument.

There are no merchandise sales for the UNITE to Face Addiction awareness event on October 4 beyond GSI's normal food, drink and merchandise sales from their kiosks on the Mall.

In the event of a government shutdown, GSI still retains the contract for food, beverage and merchandise sales on the National Mall.



Mike Litterst  
Public Affairs Officer

~~~~~  
National Park Service  
National Mall & Memorial Parks  
900 Ohio Drive, SW  
Washington, DC 20024  
Phone: [\(202\) 245-4676](tel:(202)245-4676)  
Cell: [\(202\) 306-4166](tel:(202)306-4166)

The National Park Service cares for special places saved by the American people so that all may experience our heritage.

EXPERIENCE YOUR AMERICA

On Thu, Sep 17, 2015 at 3:44 PM, Karen Cucurullo <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)> wrote:

Sent from my iPhone

Begin forwarded message:

**From:** don irwin <[punklifedc@gmail.com](mailto:punklifedc@gmail.com)>  
**Date:** September 17, 2015 at 3:40:32 PM EDT  
**To:** <[Karen\\_Cucurullo@nps.gov](mailto:Karen_Cucurullo@nps.gov)>  
**Subject:** Tshirts On the Mall

Hi Karen,  
You are pretty lucky to be missing all the fun with the Pope. How did you manage that?  
Just in case you have time to answer this today.

I just want to clarify one thing for publication about the Landmark Music Festival.

1. Is it the NPS position that Tshirt Sales will be allowed on the Mall Area during the Landmark Music Festival?
2. That C3's contract with GSI allows them to sell concessions including Tshirts?
3. Despite the fact that from the very beginning in 2014 the NPS has told TNM and C3 that a free public viewing area is needed. No accommodation has been made?
4. Finally on 10/1/15 will Tshirt sales protesting the Government Shutdown be allowed on The National Mall?
5. What about Anti Drug Addiction Tshirts during the Rally on 10/6 on the National Mall?

Thank you for your time.  
Don Irwin  
Editor, Punk Life Zine  
Guest Host, Dissonance Radio  
[925.330.7157](tel:925.330.7157)

## Conversation Contents

Friday's news

**"O'Sullivan, Wendy" <wendy\_o'sullivan@nps.gov>**

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**From:** "O'Sullivan, Wendy" <wendy\_o'sullivan@nps.gov>  
**Sent:** Sun Sep 20 2015 13:54:33 GMT-0600 (MDT)  
**To:** Kristine Fitton <KFitton@nationalmall.org>, Michael Litterst <mike\_litterst@nps.gov>, Jennifer Mummart <Jennifer\_Mummart@nps.gov>, Bob Vogel <Bob\_Vogel@nps.gov>  
**Subject:** Friday's news

Kristine and Mike – – have you talked about this news that hit late Friday and how it relates to their in-park recognition and activation next weekend?

<http://bigstory.ap.org/urn:publicid:ap.org:0ee692617d3d44d7a266fa21b3077d68>

- Wendy

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WENDY L. O'SULLIVAN  
Associate Regional Director  
Partnerships, Youth & Community Engagement  
National Park Service - National Capital Region  
1100 Ohio Drive, SW  
Washington, DC 20242  
Phone: 202-619-7187  
[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)

**Kristine Fitton <KFitton@nationalmall.org>**

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**From:** Kristine Fitton <KFitton@nationalmall.org>  
**Sent:** Mon Sep 21 2015 21:10:26 GMT-0600 (MDT)  
**To:** Wendy O'Sullivan <wendy\_o'sullivan@nps.gov>  
**Subject:** Re: Friday's news

Wendy:

Sorry for my delayed response. Your note ended up in my spam folder for some reason.

Here's where we are:

- The wrapped Tourareg with Landmark branding that the Trust currently uses and was planning to feature at the festival is a diesel car that's among the models at the heart of the controversy. VW, at their expense, is expediting the wrapping of another non-diesel car for the Trust's use at the festival and beyond.
- I don't think their stage name sponsorship or bike valet sponsorship are affected by the recent news. The bike valet features some vintage 1960s VWs, which are used to prop up signage of the bike racks. There is no product connection to the stage name.
- If we get any inquiries about the VW news itself, we can direct people straight to VW. If we get questions about the

partnership, I'd be inclined to say that VW was vetted by the Trust and NPS and has been a generous and committed partner to the cause of restoring the National Mall. In addition to its cash donation, its headquarters staff volunteers for a clean up day on the Mall each year. We were surprised by the recent news and will continue to closely follow the story as it evolves. *Thoughts?*

—Kristine

On Sep 20, 2015, at 3:54 PM, O'Sullivan, Wendy <[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)> wrote:

Kristine and Mike – – have you talked about this news that hit late Friday and how it relates to their in-park recognition and activation next weekend?

<http://bigstory.ap.org/urn:publicid:ap.org:0ee692617d3d44d7a266fa21b3077d68>

- Wendy

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WENDY L. O'SULLIVAN  
Associate Regional Director  
Partnerships, Youth & Community Engagement  
National Park Service - National Capital Region  
1100 Ohio Drive, SW  
Washington, DC 20242  
Phone: 202-619-7187  
[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)

**"O'Sullivan, Wendy" <[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)>**

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**From:** "O'Sullivan, Wendy" <[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)>  
**Sent:** Tue Sep 22 2015 14:51:13 GMT-0600 (MDT)  
**To:** Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>  
**Subject:** Re: Friday's news

Thanks Kristine. We agree that what you have outlined is the right approach given the unexpected circumstances.

- Wendy

WENDY L. O'SULLIVAN  
Associate Regional Director  
Partnerships, Youth & Community Engagement  
National Park Service - National Capital Region  
1100 Ohio Drive, SW  
Washington, DC 20242  
Main Phone: 202-619-7187  
[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)

□

On Mon, Sep 21, 2015 at 11:10 PM, Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)> wrote:

Wendy:

Sorry for my delayed response. Your note ended up in my spam folder for some reason.

Here's where we are:

- The wrapped Tourareg with Landmark branding that the Trust currently uses and was planning to feature at the festival is a diesel car that's among the models at the heart of the controversy. VW, at their expense, is expediting the wrapping of another non-diesel car for the Trust's use at the festival and beyond.
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- If we get any inquiries about the VW news itself, we can direct people straight to VW. If we get questions about the partnership, I'd be inclined to say that VW was vetted by the Trust and NPS and has been a generous and committed partner to the cause of restoring the National Mall. In addition to its cash donation, its headquarters staff volunteers for a clean up day on the Mall each year. We were surprised by the recent news and will continue to closely follow the story as it evolves. *Thoughts?*

—Kristine

On Sep 20, 2015, at 3:54 PM, O'Sullivan, Wendy <[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)> wrote:

Kristine and Mike – – have you talked about this news that hit late Friday and how it relates to their in-park recognition and activation next weekend?

<http://bigstory.ap.org/urn:publicid:ap.org:0ee692617d3d44d7a266fa21b3077d68>

- Wendy

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WENDY L. O'SULLIVAN  
Associate Regional Director  
Partnerships, Youth & Community Engagement  
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1100 Ohio Drive, SW  
Washington, DC 20242  
Phone: 202-619-7187  
[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)

# Conversation Contents

Mall

don irwin <punklifedc@gmail.com>

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**From:** don irwin <punklifedc@gmail.com>  
**Sent:** Tue Sep 22 2015 12:23:32 GMT-0600 (MDT)  
**To:** robbin\_owen@nps.gov, sean\_kennealy@nps.gov  
**Subject:** Mall

Robin and Sean

So how badly did Bob Vogel and the TNM screw the American people?  
What's worse is I know that the 10 percent of the salary is going to be siphoned off the  
by pigs at the trust who make their big salaries. \$331,00 plus for the pig Caroline  
Cunningham. I can't wait until next Thursday when that pig will be gone. Good bye to  
trash.

Scumbags in the NPS selling out to corporations like VW who just got caught cheating the  
EPA.

Altria and their nuMark evapes just got kicked out of the National Parks. Yeah they are  
trying to buy influence on the American People and politicians.

FUCK EM ALL TO HELL

[https://www.washingtonpost.com/lifestyle/this-music-festival-will-reserve-part-of-the-national-mall-for-big-dollar-ticket-buyers-is-that-okay/2015/09/22/617f7a4e-5afb-11e5-9757-e49273f05f65\\_story.html](https://www.washingtonpost.com/lifestyle/this-music-festival-will-reserve-part-of-the-national-mall-for-big-dollar-ticket-buyers-is-that-okay/2015/09/22/617f7a4e-5afb-11e5-9757-e49273f05f65_story.html)

Don Irwin  
Punk Life Zine  
Punk the National Mall



## Conversation Contents

Fwd: Washington Post - This music festival will reserve part of the National Mall for big-dollar ticket buyers. Is that okay?

"Mummart, Jennifer" <jennifer\_mummart@nps.gov>

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**From:** "Mummart, Jennifer" <jennifer\_mummart@nps.gov>  
**Sent:** Tue Sep 22 2015 11:25:59 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>, "Mendelson, Lisa" <lisa\_mendelson-ielmini@nps.gov>  
**Subject:** Fwd: Washington Post - This music festival will reserve part of the National Mall for big-dollar ticket buyers. Is that okay?

Full story pasted below.

---

Jennifer Mummart  
Associate Regional Director - Communications  
National Park Service - National Capital Region  
(202) 619-7174  
[www.nps.gov/ncro](http://www.nps.gov/ncro)

The National Park Service cares for special places saved by the American people so that all may experience our heritage.

EXPERIENCE YOUR AMERICA <sup>TM</sup>

----- Forwarded message -----

From: **Litterst, Michael** <mike\_litterst@nps.gov>  
Date: Tue, Sep 22, 2015 at 1:23 PM  
Subject: Washington Post - This music festival will reserve part of the National Mall for big-dollar ticket buyers. Is that okay?  
To: Jessica Kershaw <jessica\_kershaw@ios.doi.gov>, Emily Beyer <emily\_beyer@ios.doi.gov>, Roberta D'Amico <Roberta\_D'Amico@nps.gov>, April Slayton <april\_slayton@nps.gov>, Jeffrey Olson <jeffrey\_olson@nps.gov>, Karen Cucurullo <karen\_cucurullo@nps.gov>, Sean Kennealy <sean\_kennealy@nps.gov>, Robbin Owen <robbin\_owen@nps.gov>, Jennifer Mummart <Jennifer\_Mummart@nps.gov>, Brandon Bies <brandon\_bies@nps.gov>

# This music festival will reserve part of the National Mall for big-dollar ticket buyers. Is that okay?

By Scott Higham September 22 at 1:00 AM

For the National Park Service, the Lollapalooza-style festival featuring Drake and the Strokes near the Martin Luther King Jr. Memorial on Saturday and Sunday could be a windfall for the agency and for the Mall. Forty bands will perform on five stages to raise money for the Park Service, helping the agency to restore and maintain the hallowed, historic grounds, the site of some of the nation's most defining moments.

“This is the first time money might circle back to the Mall,” said Robert Vogel, director of the National Capitol Region of the Park Service, who gave the go-ahead for the festival. “It’s certainly not a bad thing.”

But the concert comes at a cost. [The Landmark Music Festival](#), promoted by Austin-based C3 Presents, marks the first time a section of the National Mall and Memorial Parks will be cordoned off for a concert and closed to the non-paying public. The price to attend: \$105 per day, \$150 to \$175 for the weekend, and far more for VIP and Platinum passes.

Activists and historians who monitor the Mall say the decision to charge admission to the music festival sets a troubling precedent that could signal an end to the days of free music in the national park, ushering in an era of pricey, multi-day festivals.

“We see the National Mall as a public treasure, and it’s supposed to be free and open to the public — the museums, the memorials and the events,” said Mark B. Bennett, executive director of the National Coalition to Save Our Mall, a nonprofit advocacy group. “This festival violates the intent of public access, regardless of whatever cause they are supporting.”

A historian who wrote the book on the Mall agreed.

“The Mall is America’s front lawn,” said Peter R. Penczer, author of “The Washington National Mall.” “It’s a place where people go to protest, to see the monuments, to relax on the weekend. I don’t know how it can be America’s front lawn if you’re fencing it off for a paid event. It’s for a good cause, but they are setting a bad precedent.”

Vogel stood by the decision, saying the concert is worth a try, particularly since maintenance of the Mall has fallen behind by nearly \$852 million.

“This is a bold experiment,” Vogel said. “There really is a need to do something different.”

Vogel noted that the festival will be held in West Potomac Park and not on the official grounds of the Mall, which run from the U.S. Capitol to the Washington Monument. Still, the park is subject to many of the same federal regulations as events held elsewhere on the Mall, and it is part of the [National Mall and Memorial Parks](#) region.

Vogel also said people who don’t want to pay to attend the festival can still hear the music outside West Potomac Park, south of the Lincoln Memorial and the Reflecting Pool. They can also watch the bands perform on a Jumbotron set up at the Sylvan Theater near the Washington Monument, and 1,000 free tickets have been given away through a public lottery.

“We are trying to make this an open event,” Vogel said.

C3, which is owned by Live Nation, the world’s largest concert promoter, will provide 10 percent of the festival’s gross ticket receipts to the Trust for the National Mall, a nonprofit group that is an official

fundraising arm of the Park Service. The Trust, co-producer of the festival, will also receive 10 percent from concession sales and donations from corporations that are sponsoring the festival, including Miller beer, State Farm insurance, Volkswagen and Red Bull.

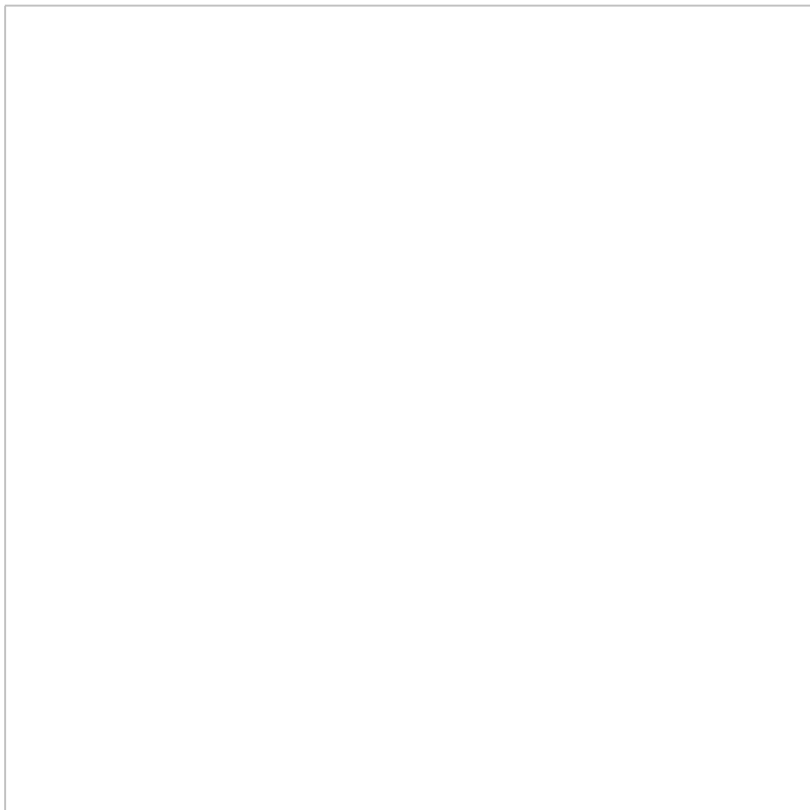
Festival organizers expect 30,000 people to attend each day.

Benefit concerts rarely make money the first time around, said Gary Bongiovanni, editor in chief of Pollstar, an online magazine that covers the concert industry. He said the shows are more likely to turn a profit after a few years.

“I would imagine that C3 would like this to be an annual event,” he said. “It looks like they are trying to replicate the Lollapalooza concerts in Chicago. They will probably lose money the first couple of years, but they are looking at this as a long-term play that could be an annual event on their calendar.”

Charlie Jones, one of the partners of C3, didn’t dispute that assessment. He called the early years of benefit concerts “investment years,” and said it’s not about making money initially.

“It is relationships, and making sure you do what you say you’re going to do and operate honorably,” Jones said. “And in this particular instance, there could not be more eyeballs on this event to make sure that it is run safely and with the piece of property respected.”



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**The Landmark Music Festival comes at a time** when there has been increasing debate about how much of the Mall should be open for large public events, and how heavily the Park Service should be relying

on private corporations to subsidize its budget.

New Park Service rules designed to protect the grounds of the Mall and its turf, which do not apply to the concert's location at West Potomac Park, have forced the National Book Festival to move to the Walter E. Washington Convention Center and reduced the footprint of the Smithsonian Folklife Festival, eliminating large tented concert venues and removing much of the festival from the grass-covered center panels of the Mall.

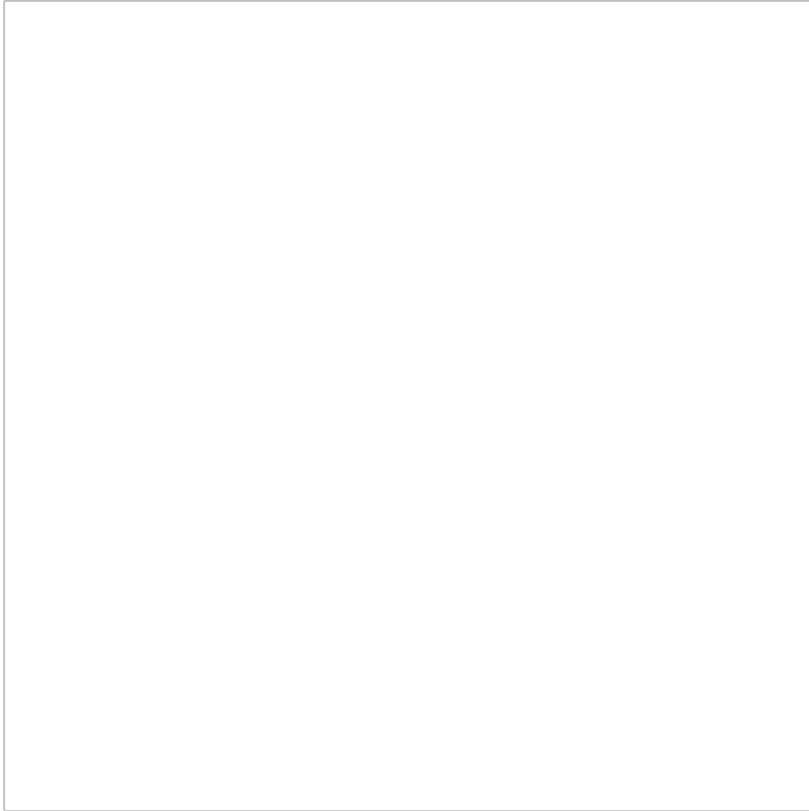
For the concert in West Potomac Park, C3 will cover the ground with turf protection flooring.

Relying on a private company such as C3 to help raise money for the Park Service is part of a growing trend. Under the National Defense Authorization Act of 2015, the Park Service is permitted to pursue funding from corporate sponsors in exchange for naming rights of "any unit of the National Park System or a National Park System facility, including a visitor center."

Companies such as Coca-Cola, Anheuser-Busch and Air Wick have answered the call, becoming official partners with the National Park Foundation, another charity that raises money for the Park Service. The corporations have donated money in exchange for product placements and advertising tie-ins with the national park system.

Budweiser, for instance, has been plastering beer cans and bottles with red, white and blue stripes and images of the Statue of Liberty to "raise awareness" about the park system and celebrate the centennial of the Park Service, which turns 100 next year. Air Wick has launched a new line of scented oils called the National Park Collection. Among the fragrances: Yosemite Wild Strawberry & Mountain Rain.

Park Service officials say they need the money. Funding for the agency has remained flat over the years, and deferred maintenance costs throughout the entire park system now stand at more than \$12 billion.



Workers set up for the Landmark Music Festival in West Potomac Park. (Matt McClain/The Washington Post)

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“As interest in the parks grows and appropriations remain flat, public-private partnerships continue to be an appropriate strategy to help us protect the parks and meet the needs of our current visitors and attract diverse audiences,” Park Service Director Jonathan B. Jarvis said.

Some people fear that having a paid admission music festival in West Potomac Park, organized by a large, for-profit corporation, could lead to paid concerts elsewhere on the grounds of the National Mall and Memorial Parks, which includes the Lincoln Memorial, the Jefferson Memorial and the Vietnam Veterans Memorial.

“When it starts to be for rich people to enjoy, it changes the nature of what the Mall should be,” said Kim D. Stryker, who heads a grass-roots campaign called Save the Smithsonian Folklife Festival. “The unfortunate precedent of this event is the Mall will not be seen as the place where the public can share events. Now people can profit off of holding big events that only some people can see.”

In addition to general-admission tickets for the concert, the Landmark Music Festival Web site offers VIP passes for those who want to “See And Be Seen” for \$900 apiece, which include access to air-conditioned restrooms and spa treatments. For \$2,300, “Platinum” passes allow concert-goers to “Live It Up Like Luxury,” providing them with access to the artists’ lounge area, special viewing areas and an on-site concierge.

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**The idea for the festival first surfaced in 2009** when C3 Presents proposed a paid-admission event to the Trust for the National Mall, according to concert organizers.

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Caroline Cunningham, president of the Trust, said she believed C3 would be a good partner for the nonprofit, which wanted to raise money for Mall restoration and maintenance. C3 had organized several large events in Washington, including Obama’s inaugurations and the White House Easter Egg Roll. The company also organized Obama’s election-night extravaganza in Chicago’s Grant Park in 2008.

C3 was acquired last year by Live Nation, a multibillion-dollar company. Live Nation’s board members include Ari Emanuel, co-chief executive of the William Morris talent agency and the brother of former Obama chief of staff and current Chicago Mayor Rahm Emanuel.

The previous superintendent of the National Mall and Memorial Parks, John Piltzecker, turned down the proposal for a paid-admission concert. He declined a recent request from The Washington Post to discuss his decision.

After Piltzecker left and was later replaced by Vogel, Cunningham pitched the concept again.

Vogel said he carefully considered the pros and cons.

“We talked through it, and we thought it was a good idea,” he said.

The Trust filed its application for the festival on Sept. 10, 2014, saying it wanted to “raise national awareness and funds for the Campaign for the National Mall.” Cunningham said the festival is aimed at attracting millennials and educating them about the importance of the Mall.

That October, Vogel granted “conceptual approval” for the concert. Final approval would still be needed before the festival could proceed.

Four months later, the Park Service’s permit office was notified of Vogel’s tentative approval, according to documents obtained under the Freedom of Information Act. On Feb. 3, Sean Kennealy, acting deputy superintendent for the National Mall and Memorial Parks region, sent a copy of Vogel’s memo to Robbin Owen, the chief of Park Service permits.

“Here is the letter Bob sent to the TNM [Trust for the National Mall] for the conceptual approval of the concert event,” Kennealy wrote to Owen. “This is the first I’ve seen this too.”

Kennealy said in a statement that he had only been in his acting deputy position a couple of months, and once he learned about the music festival, he sent Vogel’s memo to the permit office.

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“That’s a very legitimate question,” Vogel said. “I don’t know.”

*Staff writer Michael E. Ruane contributed to this article.*

~~~~~  
Mike Litterst  
Public Affairs Officer

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Cell: (202) 306-4166

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**"Mummart, Jennifer" <jennifer\_mummart@nps.gov>**

---

**From:** "Mummart, Jennifer" <jennifer\_mummart@nps.gov>  
**Sent:** Tue Sep 22 2015 11:28:28 GMT-0600 (MDT)  
**To:** NCR ARDs <ncr\_associates@nps.gov>  
**Subject:** Fwd: Washington Post - This music festival will reserve part of the National Mall for big-dollar ticket buyers. Is that okay?

WaPo story on Landmark Music Festival

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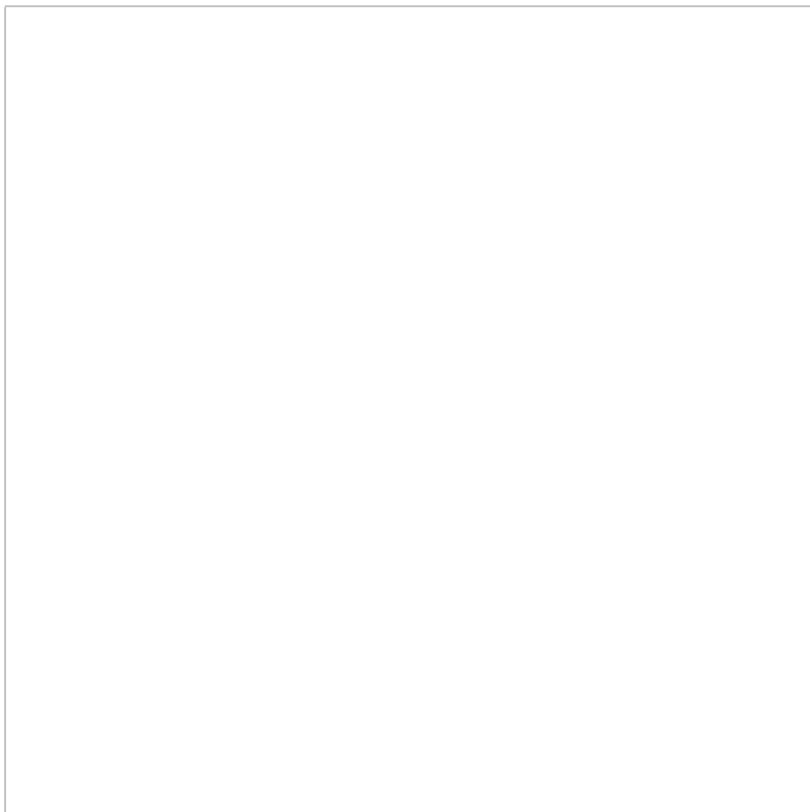
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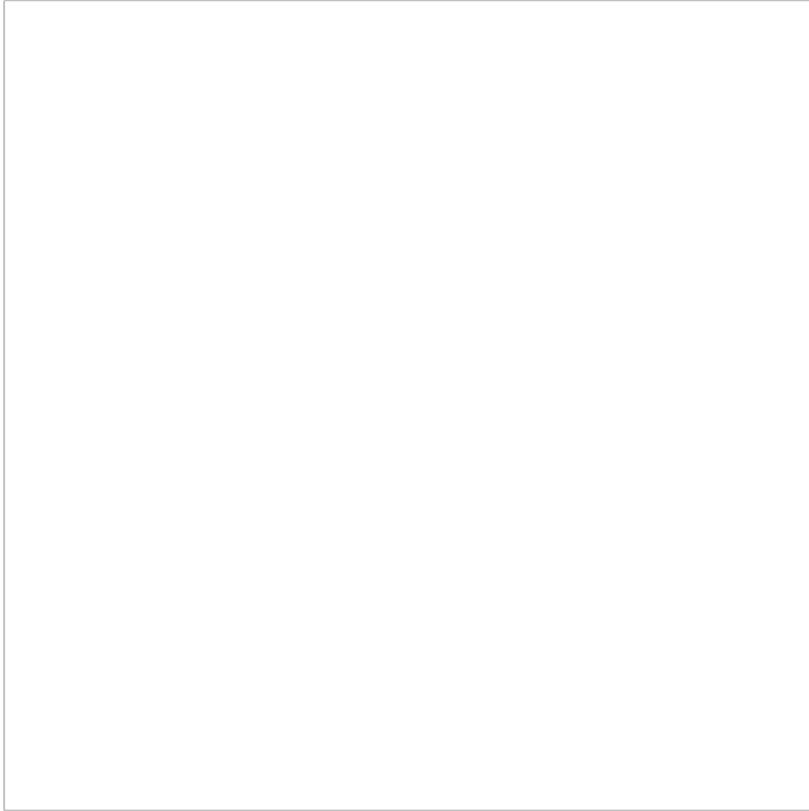
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Mike Litterst  
Public Affairs Officer

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900 Ohio Drive, SW  
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Phone: (202) 245-4676

Cell: (202) 306-4166

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## Conversation Contents

### Trust for the National Mall "Virtual Monument" web platform

#### Attachments:

/13. Trust for the National Mall "Virtual Monument" web platform/1.1 Virtual Monuments General Overview 9 20 15.pdf  
/13. Trust for the National Mall "Virtual Monument" web platform/1.2 Virtual Monuments General Overview 9 20 15.docx  
/13. Trust for the National Mall "Virtual Monument" web platform/1.3 Shonda Rhimes · Landmark The Campaign for the National Mall.png

**Kristine Fitton <KFitton@nationalmall.org>**

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**From:** Kristine Fitton <KFitton@nationalmall.org>  
**Sent:** Tue Sep 22 2015 11:07:14 GMT-0600 (MDT)  
**To:** "Karen Cucurullo (karen\_cucurullo@nps.gov)" <karen\_cucurullo@nps.gov>, "Sean Kennealy (sean\_kennealy@nps.gov)" <sean\_kennealy@nps.gov>, "Nixon, Robin (robin\_nixon@nps.gov)" <robin\_nixon@nps.gov>, Paul Ollig <paul\_ollig@nps.gov>  
**Subject:** Trust for the National Mall "Virtual Monument" web platform  
**Attachments:** Virtual Monuments General Overview 9 20 15.pdf Virtual Monuments General Overview 9 20 15.docx Shonda Rhimes · Landmark The Campaign for the National Mall.png

Good afternoon:

As I've discussed with most of you, we've been working with an ad agency on a pro-bono basis to help build a platform for engaging a grassroots audience in our campaign.

What we plan to unveil at the Landmark Music Festival is a web platform that features a "virtual Mall." Users can create their own "virtual monument" – a written or video tribute to someone who embodies the values of the park – and then place that monument in a relevant place on a virtual Mall. The hope is to create a tapestry of rich stories from the American people, which conveys the significance of the park and its values in a relevant way for our Millennial audience.

The site will go live Thursday so we have two days to work the kinks out before the festival.

The attached overview (as a PDF and Word doc) summarizes the effort.

I've also sent an image of a sample virtual monument. This was created by ABC's Scandal star Bellamy Young, who plays the First Lady on the show. Her monument is to TV producer Shonda Rhimes.

We're excited to have a platform for user-generated content at the festival and beyond. For example, we plan to promote the platform in advance of Veteran's Day to generate tributes to veterans.

As always, your feedback is most welcome.

--Kristine

Kristine Fitton

Vice President, Marketing & Communications

Trust for the National Mall

T: 202 407-9412

M: 202-641-4969

LMF Email Sig Lincoln at Night

## Conversation Contents

### NPS/USPP Press Release - Road closures, logistics for Landmark Music Festival

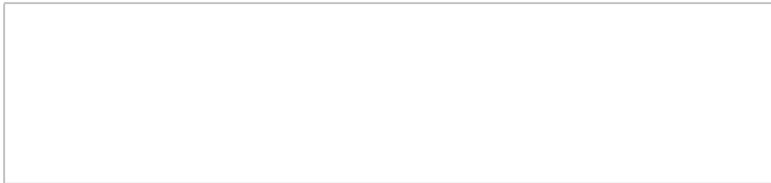
#### Attachments:

/14. NPS/USPP Press Release - Road closures, logistics for Landmark Music Festival/1.1 NPS press release - Road closures, logistics for Landmark Music Festival.pdf

"Litterst, Michael" <mike\_litterst@nps.gov>

---

**From:** "Litterst, Michael" <mike\_litterst@nps.gov>  
**Sent:** Tue Sep 22 2015 10:35:56 GMT-0600 (MDT)  
**To:**  
**Subject:** NPS/USPP Press Release - Road closures, logistics for Landmark Music Festival  
**Attachments:** NPS press release - Road closures, logistics for Landmark Music Festival.pdf



For Immediate Release – September 22, 2015

Contact –

Mike Litterst, National Park Service, [mike\\_litterst@nps.gov](mailto:mike_litterst@nps.gov), 202-245-4676

Sgt. Anna Rose, U.S. Park Police, [anna\\_rose@nps.gov](mailto:anna_rose@nps.gov), 202-619-7163

### Road Closures, Logistics Announced for Landmark Music Festival

Washington – The National Park Service and the United States Park Police in cooperation with local, state and federal law enforcement, public safety and transportation agencies, and event organizers have developed security, logistics and access plans for The Trust for the National Mall's permitted Landmark Music Festival. The concert will take place on Saturday and Sunday, September 26-27 from 12 p.m. -10 p.m. in West Potomac Park.

#### Road Closures

The following roads will be closed and off-limits

- West Basin Drive SW from Independence Avenue SW to Ohio Drive SW

*Closed from 9:30 a.m. September 25 through 9 p.m. September 28*

- Ohio Drive SW from 23rd Street SW to Inlet Bridge

*Closed from 6 a.m. September 25 through 9 p.m. September 28*

#### Getting There

There is no festival parking in West Potomac Park, and concert-goers are strongly advised to use public transportation. Foggy Bottom/GWU (23rd Street NW & I Street NW) and Smithsonian (12th Street SW & Independence Avenue SW) are the closest Metro stations; visit the Washington Metropolitan Area Transit Authority website for more information.

#### Public Access

The entry point for the festival is located on West Basin Drive SW off of Independence Avenue SW and will open at 10 a.m. on both Saturday and Sunday, September 26 and 27, 2015.

#### Security Screenings

All attendees, including general public and ticketed guests, are subject to a thorough security screening before entering the concert venue. Please allow additional time for the security screening, as it is expected that lines may be long.

### Prohibited Items

The following items are prohibited at the concert:

- Coolers of any kind (exceptions may be made for medical use)
- Firearms
- Marijuana
- Chairs of any kind
- Alcohol or kegs of any kind
- Any and all professional audio recording equipment (at the screener's discretion)
- Large professional detachable zoom lenses, stands, monopods, tripods, attachment sticks (selfie sticks) or other commercial photography equipment (at the screener's discretion)
- Any and all professional video equipment. No video recording is allowed (at the screener's discretion)
- Aerosol containers, including sunscreen and personal beauty products
- Drones or any other remote flying device
- Glass and metal containers of any kind
- Illegal and illicit substances of any kind
- Laser pointers
- Outside food or beverage (including alcohol) of any kind, except two factory sealed bottles of water (up to 1 liter each)
- Pets (except service animals)
- Professional radios or walkie-talkies (at the screener's discretion)
- Selfie sticks
- Skateboards, scooters, bicycles, wagons, carts or any personal motorized vehicles (wheelchairs and scooters for use by patrons with mobility disabilities are permitted)
- Tents, canopies or shade structures of any kind
- Unauthorized/unlicensed vendors are not allowed. No unauthorized solicitation and material including handbills, flyers, stickers, beach balls, give-aways, samples, coolers with any messaging etc.
- Weapons or explosives of any kind
- Fireworks
- Large chains or spiked jewelry
- Bicycles inside festival grounds (free parking is available near festival entrance)
- Framed backpacks
- Hammocks
- Ladders
- Any item deemed inappropriate by security or U.S. Park Police

### Concert Information

For information about the Landmark Music Festival, including ticketing, lineup and schedule for the show, visit [www.landmarkfestival.org](http://www.landmarkfestival.org).

###

~~~~~  
Mike Litterst  
Public Affairs Officer

National Park Service  
National Mall & Memorial Parks  
900 Ohio Drive, SW  
Washington, DC 20024  
Phone: (202) 245-4676  
Cell: (202) 306-4166

The National Park Service cares for special places saved by the American people so that all may experience our heritage.

EXPERIENCE YOUR AMERICA

□

## Conversation Contents

NCRCC Activity Report #15-38

**Attachments:**

/15. NCRCC Activity Report #15-38/1.1 Activity Report 15-38.pdf

### "NCR Dispatch, NPS" <ncr\_dispatch@nps.gov>

---

**From:** "NCR Dispatch, NPS" <ncr\_dispatch@nps.gov>  
**Sent:** Tue Sep 22 2015 09:23:53 GMT-0600 (MDT)  
Cynthia Sirk-Fear <Cynthia\_sirk-fear@nps.gov>, Sean Isham <sean\_isham@nps.gov>, Bob Vogel <Bob\_Vogel@nps.gov>, Duane Erwin <duane\_erwin@nps.gov>, Edward Wenschhof <Ed\_Wenschhof@nps.gov>, George Liffert <George\_Liffert@nps.gov>, Josh Cunningham <Joshua\_Cunningham@nps.gov>, Lee Werst <lee\_werst@nps.gov>, "Lisa\_Mendelson-ielmini@nps.gov" <Lisa\_Mendelson-ielmini@nps.gov>, Mark Howard <Mark\_Howard@nps.gov>, "Philip\_Selleck@nps.gov" <Philip\_Selleck@nps.gov>, Ryan Levins <ryan\_levins@nps.gov>, Thomas Jones <Tom\_Jones@nps.gov>, Todd Stanton <todd\_stanton@nps.gov>, "Todd\_Remaley@nps.gov" <Todd\_Remaley@nps.gov>, Will Reynolds <will\_reynolds@nps.gov>, NPS NCR Superintendents and Deputies <ncr\_superintendents\_and\_deputies@nps.gov>  
**To:**  
**Subject:** NCRCC Activity Report #15-38  
**Attachments:** Activity Report 15-38.pdf

*Please see attached.*

Will Kenyon

NCR Communications Center Manager

NCR Radio Program Manager

(o) 301.714.2223

(c) 301.491.6417

(f) 301.739.7840

--

NCR COMMUNICATIONS CENTER

**REPORT CRIMES**

Against National Park Resources

And Park EMERGENCIES

**1-866-677-6677 EMERGENCY LINE**

301-714-2235 Business Line

[NCR\\_Dispatch@nps.gov](mailto:NCR_Dispatch@nps.gov)

## Conversation Contents

Fwd: 15-807 Irwin Landmark Music Festival correspondence issues

**"Watts, Christopher" <christopher\_watts@nps.gov>**

---

**From:** "Watts, Christopher" <christopher\_watts@nps.gov>  
**Sent:** Fri Sep 18 2015 12:34:11 GMT-0600 (MDT)  
**To:** Michael Litterst <mike\_litterst@nps.gov>, Bob Vogel <bob\_vogel@nps.gov>, Robbin Owen <robbin\_owen@nps.gov>, Leonard Lee <leonard\_lee@nps.gov>, Karen Cucurullo <karen\_cucurullo@nps.gov>, Lisa Mendelson <Lisa\_Mendelson-lelmini@nps.gov>, John Swihart <dick\_swihart@nps.gov>, Jennifer Mummart <jennifer\_mummart@nps.gov>  
**Subject:** Fwd: 15-807 Irwin Landmark Music Festival correspondence issues

Please review the suggestion of the FOIA Appeals Division relating to Mr. Don Irwin and the Landmark Music Festival.

Let me or Brandon know if you have any questions.

Christopher Watts  
Staff Assistant  
Lands, Planning and Design  
National Park Service  
National Capital Region  
1100 Ohio Drive SW  
Washington, DC 20242  
202-619-7485

EXPERIENCE YOUR AMERICA™  
National Park Service  
U.S. Department of the Interior  
<http://www.nps.gov/faqs.htm>

----- Forwarded message -----

**From:** **Wilson, Charis** <[charis\\_wilson@nps.gov](mailto:charis_wilson@nps.gov)>  
**Date:** Fri, Sep 18, 2015 at 2:11 PM  
**Subject:** 15-807 Irwin Landmark Music Festival correspondence issues  
**To:** Brandon Bies <[brandon\\_bies@nps.gov](mailto:brandon_bies@nps.gov)>, Christopher Watts <[christopher\\_watts@nps.gov](mailto:christopher_watts@nps.gov)>  
**Cc:** Andrea Quick <[andrea\\_quick@nps.gov](mailto:andrea_quick@nps.gov)>

Hi Brandon & Christopher,

Andrea talked to Darrel, regarding my request to send Mr. Irwin a message telling him that he needed to send all further correspondence regarding his FOIA to her office. She has indicated that she does **not** want me to send him a message.

Instead, tell any of your folks that have received or do receive correspondence relating to this issue and his FOIA request to simply respond with the following message:

*Mr. Irwin,*

*All further correspondence regarding your FOIA Request for information relating to the Landmark Music Festival should be referred to the DOI FOIA Appeals Office. You may contact them at:*

*Freedom of Information Act Appeals Officer  
Office of the Solicitor  
U.S. Department of the Interior  
1849 C Street, NW  
MS-6556-MIB,  
Washington, D.C. 20240  
202-208-5339  
[<foia\\_appeals@sol.doi.gov>](mailto:foia_appeals@sol.doi.gov)*

C.

---

Ms. Charis Wilson, Ph.D., CRM



NPS FOIA Officer  
12795 W. Alameda Parkway  
PO Box 25287  
Denver, CO 80225-0287  
303-969-2959  
Fax: 303-969-2557  
1-855-NPS-FOIA

"What we find changes who we become." - Peter Morville

"The historian works with records...there is no substitute for records: no records, no history." - Paraphrasing Langlois & Seignobos (1903)

"Let us be guardians, not gardeners" - Unknown, From 1963 Living Wilderness editorial - Attributed to Adolph Murie

# Conversation Contents

Fwd: Tshirts on the Mall

"LeBel, Steve" <[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)>

---

**From:** "LeBel, Steve" <[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)>  
**Sent:** Thu Sep 17 2015 14:39:04 GMT-0600 (MDT)  
**To:** Philip Selleck <[Philip\\_Selleck@nps.gov](mailto:Philip_Selleck@nps.gov)>  
**Subject:** Fwd: Tshirts on the Mall

FYI

----- Forwarded message -----

From: **Myers, Randolph** <[randolph.myers@sol.doi.gov](mailto:randolph.myers@sol.doi.gov)>  
Date: Thu, Sep 17, 2015 at 4:34 PM  
Subject: Fwd: Tshirts on the Mall  
To: Michael Litterst <[mike\\_litterst@nps.gov](mailto:mike_litterst@nps.gov)>, Anna Rose <[anna\\_rose@nps.gov](mailto:anna_rose@nps.gov)>, Laura Cohen <[laura\\_cohen@nps.gov](mailto:laura_cohen@nps.gov)>  
Cc: Steve LeBel <[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)>, Steven Booker <[steve\\_booker@nps.gov](mailto:steve_booker@nps.gov)>, James Murphy <[James\\_Murphy@nps.gov](mailto:James_Murphy@nps.gov)>, Robert Eaton <[robert.eaton@sol.doi.gov](mailto:robert.eaton@sol.doi.gov)>, Kim Fondren <[kimberly.fondren@sol.doi.gov](mailto:kimberly.fondren@sol.doi.gov)>, Roland Blackman <[roland.blackman@sol.doi.gov](mailto:roland.blackman@sol.doi.gov)>

I am referring this media inquiry, whether T-shirts sales will be allowed to be sold on parkland, to the NPS and USPP to address.

Randy

Randolph J. Myers  
U.S. Department of the Interior, Office of the Solicitor  
DPW Branch of National Parks  
1849 C Street, NW, Room 5320  
Washington, D.C. 20240  
w (202) 208-4338 fax (202) 208-3877  
[Randolph.Myers@sol.doi.gov](mailto:Randolph.Myers@sol.doi.gov)

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----- Forwarded message -----

From: **don irwin** <[punklifedc@gmail.com](mailto:punklifedc@gmail.com)>  
Date: Thu, Sep 17, 2015 at 3:28 PM  
Subject: Tshirts on the Mall  
To: Randy this is the new email address Myers <[Randolph.Myers@sol.doi.gov](mailto:Randolph.Myers@sol.doi.gov)>

Hey Randy,

I just want to clarify one thing for publication about the Landmark Music Festival.

1. Is it the SOL position that Tshirt Sales will be allowed on the Mall Area during the Landmark Music Festival?
2. That C3's contract with GSI allows them to sell concessions including Tshirts?
3. Despite the fact that from the very beginning in 2014 the NPS has told TNM and C3 that a free public viewing area is needed. No accommodation has been made?
4. Finally on 10/1/15 will Tshirt sales protesting the Government Shutdown be allowed on The National Mall?
5. What about Anti Drug Addiction Tshirts during the Rally on 10/6 on the National Mall?

Thank you for your time.

Don Irwin  
Punk Life Zine  
Dissonance Radio

--

Steve LeBel  
Deputy Associate Regional Director, Operations and Education  
Program Manager, Office of Business Services  
National Capital Region, National Park Service  
Phone: (202) 619-7072  
Fax: (202) 619-7157

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# Conversation Contents

USPP News

"Rose, Anna" <anna\_rose@nps.gov>

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**From:** "Rose, Anna" <anna\_rose@nps.gov>  
**Sent:** Thu Sep 17 2015 05:32:06 GMT-0600 (MDT)  
**To:**  
**Subject:** USPP News

Displaying image.png

## [National Park Service Welcomes Allison Druin as a Special Advisor for National Digital Strategy](#)

The National Park Service (NPS) has named Dr. Allison Druin as a Special Advisor for National Digital Strategy.

## [Emergency Planners Say They Are Prepared For Possibility of Severe Weather During Papal Visit](#)

"A mantra that all great planners have is plan for the worst and hope for the best," said U.S. Park Police Chief Robert MacLean. "When we sit down with our planners, we never take for granted that it's just another July 4."

## [A National Mall History...](#)

The Landmark Music Festival for the National Mall, Sept. 26 and 27, is being held to raise awareness and money for ongoing renovation, according to the Trust for the National Mall. Also in the works: plans to restore Constitution Gardens to include a welcome center, rebuild the Sylvan Theater and rehabilitate the U.S. Park Police Stables.

--

Sergeant Anna Rose  
Public Information Officer  
United States Park Police  
1100 Ohio Drive, S.W.  
Washington, D.C. 20242  
Office (202) 619-7163  
Mobile (202) 556-9181  
@usparkpolicepio

## Conversation Contents

**Fwd: FW: Landmark Music Festival Agreement**

**Attachments:**

/20. Fwd: FW: Landmark Music Festival Agreement/1.1 Food Service Agreement - Special Events CLEAN Ver. 3.1.pdf  
/20. Fwd: FW: Landmark Music Festival Agreement/1.2 Food Service Agreement - Special Events Redline Ver. 3.1.doc

**"Swihart, John" <dick\_swihart@nps.gov>**

---

**From:** "Swihart, John" <dick\_swihart@nps.gov>  
**Sent:** Wed Sep 16 2015 10:17:08 GMT-0600 (MDT)  
**To:** Karen Cucurullo <karen\_cucurullo@nps.gov>, Sean Kennealy <sean\_kennealy@nps.gov>, Teri Austin <teresa\_austin@nps.gov>  
**Subject:** Fwd: FW: Landmark Music Festival Agreement  
**Attachments:** Food Service Agreement - Special Events CLEAN Ver. 3.1.pdf Food Service Agreement - Special Events Redline Ver. 3.1.doc

Karen, Sean -

As mentioned to you this morning, I advised Gerry Gabrys and Doug Verner to resend this agreement to the Trust as they are the Permittee for this event. So far there is no agreement between GSI, TNM & C3.

Dick Swihart  
Concessions Chief  
National Mall and Memorial Parks  
900 Ohio Dr SW  
Washington, DC 20024  
Office: (202) 619-6392  
Cell: (202) 748-2470  
Dick\_Swihart@NPS.gov

----- Forwarded message -----

**From:** Rick Wayland - Vice President, Operations <[waylandr@guestservices.com](mailto:waylandr@guestservices.com)>  
**Date:** Wed, Sep 16, 2015 at 12:03 PM  
**Subject:** FW: Landmark Music Festival Agreement  
**To:** "KFitton@nationalmall.org" <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>  
**Cc:** "Swihart, John ([dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov))" <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)>, Douglas Verner <[VernerD@guestservices.com](mailto:VernerD@guestservices.com)>, "Rick Wayland - Vice President, Operations" <[waylandr@guestservices.com](mailto:waylandr@guestservices.com)>

Kristine,

I wanted to forward you a copy of the document that was sent to C3 last week. We look forward to a response from C3 so we can finalize plans for the event.

Thank you again for all of your assistance.

Sincerely,

Rick Wayland

---

**From:** Rick Wayland - Vice President, Operations

**Sent:** Friday, September 11, 2015 10:44 AM

**To:** Charlie Jones ([cjones@c3presents.com](mailto:cjones@c3presents.com))

**Cc:** Gerry Gabrys; Jeff Marquis; Nico Foris; Douglas Verner; Taufiq Anwar (Operations Div); Special Events - MGR; Swihart, John ([dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)); Courtney Murphy ([cmurphy@c3presents.com](mailto:cmurphy@c3presents.com))

**Subject:** Landmark Music Festival Agreement

Charlie,

Please find attached a copy of our proposed agreement for the Landmark Music Festival for The National Mall. We have also attached a reline copy which will allow you to clearly follow the changes that were made as a result of our meeting with the National Park Service yesterday. Please let me know if you have any questions. We look forward your response so that plans may be finalized for the event.

Kind Regards,

Rick Wayland



## Conversation Contents

**Re: update on Landmark headliner stage?**

/23. Re: update on Landmark headliner stage?/1.1 image001.png

**Karen Cucurullo <karen\_cucurullo@nps.gov>**

---

**From:** Karen Cucurullo <karen\_cucurullo@nps.gov>  
**Sent:** Tue Sep 15 2015 12:32:14 GMT-0600 (MDT)  
**To:** Kristine Fitton <KFitton@nationalmall.org>  
**Subject:** Re: update on Landmark headliner stage?  
**Attachments:** image001.png

Kristine,

I will approve the height, but there will be caveats to the permit for this one time use of stage height and pyrotechnic for this event. Did you look into if there will be other special effects at the other stages (e.g. Confetti cannons, other pyrotechnics)

Karen

Karen  
Sent from my iPhone

On Sep 15, 2015, at 1:34 PM, Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)> wrote:

Karen:

Tim at C3 confirmed that the pyro company connected with the fire chief but is still awaiting word from them about a verdict. I told him we need to know asap and will let you know as soon as I know more.

Does the park have any decision on the 70 ft stage request? This is what has us the most nervous, and everything else is downstream of the stage issue.

If we can't secure a large enough stage, the pyro piece is irrelevant because we won't have Drake's participation.

I know everything is an emergency lately for you, but I need to tell Charlie by COB today since in the event that we can't move forward he needs to try to book new headliner and order a smaller headliner stage.

Thank you, again, for all of your work on this, Karen.

--Kristine

Kristine Fitton

Vice President, Marketing & Communications

Trust for the National Mall

T: 202 407-9412

M: 202-641-4969

[<image001.png>](#)

---

**Kristine Fitton <KFitton@nationalmall.org>**

**From:** Kristine Fitton <KFitton@nationalmall.org>  
**Sent:** Tue Sep 15 2015 13:41:05 GMT-0600 (MDT)  
**To:** Karen Cucurullo <karen\_cucurullo@nps.gov>  
**Subject:** Re: update on Landmark headliner stage?

Thank you Karen. Really. I'm extremely grateful.

No confetti and nothing on the other stages or performances.

I'll make sure we get all the details in writing from C3.

Sent from my iPhone

On Sep 15, 2015, at 2:32 PM, "Karen Cucurullo" <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)> wrote:

Kristine,

I will approve the height, but there will be caveats to the permit for this one time use of stage height and pyrotechnic for this event. Did you look into if there will be other special effects at the other stages (e.g. Confetti cannons, other pyrotechnics)

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Sent from my iPhone

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Karen:

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Thank you, again, for all of your work on this, Karen.

--Kristine

Kristine Fitton

Vice President, Marketing & Communications

Trust for the National Mall

T: 202 407-9412

M: 202-641-4969

[<image001.png>](#)

---

**Karen Cucurullo** <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>

**From:** Karen Cucurullo <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>  
**Sent:** Tue Sep 15 2015 13:53:40 GMT-0600 (MDT)  
**To:** Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>  
**Subject:** Re: update on Landmark headliner stage?

Thanks Kristine

Sent from my iPhone

On Sep 15, 2015, at 3:41 PM, Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)> wrote:

Thank you Karen. Really. I'm extremely grateful.

No confetti and nothing on the other stages or performances.

I'll make sure we get all the details in writing from C3.

Sent from my iPhone

On Sep 15, 2015, at 2:32 PM, "Karen Cucurullo" <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)> wrote:

Kristine,

I will approve the height, but there will be caveats to the permit for this one time use of stage height and pyrotechnic for this event. Did you look into if there will be other special effects at the other stages (e.g. Confetti cannons, other pyrotechnics)

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Karen  
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Karen:

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Thank you, again, for all of your work on this, Karen.

--Kristine

Kristine Fitton  
Vice President, Marketing & Communications  
Trust for the National Mall

T: 202 407-9412

M: 202-641-4969

[<image001.png>](#)

## Conversation Contents

RE: Landmark stage issue -- update

Kristine Fitton <KFitton@nationalmall.org>

---

**From:** Kristine Fitton <KFitton@nationalmall.org>  
**Sent:** Tue Sep 15 2015 11:54:36 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>  
**Subject:** RE: Landmark stage issue -- update

A quick update from our end:

Karen's been amazingly helpful and teed up the pyrotechnic team for our festival headliner to speak directly with the DC fire chief. I hope to have a positive verdict on this this afternoon and will keep you posted. The special effects, though, fall downstream of the stage issue.

I spoke again with Charlie about the stage size. He is beside himself and I know he honestly wasn't aware of height limitations. He mentioned they had much taller light towers at the inaugurals that also required large cranes for installation. He's committed to establishing workable size limits upfront if the festival is permitted to occur next year, but is hoping – as am I – that we can use the 70 foot stage this year.

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You agree Karen?

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\*\*\*\*\*

Sean Kennealy  
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202-245-4685 (office - direct)  
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**To:** "Lee, Leonard" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>

**Cc:** Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)>, Robbin Owen <[robbin\\_owen@nps.gov](mailto:robbin_owen@nps.gov)>, Sean Kennealy <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>, Karen Cucurullo <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>

I understand, Leonard. Please know I've been working all day to

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Does the location of the stage make a difference? Sorry for all the questions, but I'm just grasping for a solution that can work for everyone.

--Kristine

**From:** Lee, Leonard [[mailto:leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)]  
**Sent:** Friday, September 11, 2015 5:43 PM  
**To:** Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>  
**Cc:** Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)>; Robbin Owen <[robbin\\_owen@nps.gov](mailto:robbin_owen@nps.gov)>; Sean Kennealy <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>; Karen Cucurullo <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>  
**Subject:** Re: Landmark Music Festival Logistics

Kristine:

I do not have an exact timeline regarding discussions/notifications of a 40' maximum stage/structure height limitation. I will look through my notes from previous meetings to see if I have anything that can indicate when the discussions began.

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On Fri, Sep 11, 2015 at 5:00 PM, Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)> wrote:

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I apologize for missing this part of yesterday's meeting but can

you please tell me when the 40 ft stage limit was shared with us and C3?

And is this a FAA issue or something else?

No one involved in the production can find or recall this instruction and we are in a bind because our headliner demands a larger stage.

We are more than happy to address the issue with appropriate authorities (FAA, White House, etc) ASAP because canceling our headliner would be devastating.

Sent from my iPhone

On Sep 11, 2015, at 4:42 PM, "Lee, Leonard" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)> wrote:

Hello Tiffany,

On yesterday, there were a number of agenda items that needed feedback from the National Park Service (NPS). I would like to provide a list of the following with responses:

**1. Production/Staging:** We were notified of the (70') height of the Main Stage for the headliner, Drake. NPS representatives stated that 70' was a concern since previous advisement was given indicating that stages/structures can not be higher than 40'. United States Park Police, also expressed safety and security concerns. We have consulted with management and we are authorized to approve a stage/structure height of (55') maximum height.

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selling tickets onsite. It will be reviewed and a response will be provided as soon as possible.

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**5. Transportation Plan:** The current plan, as presented, will be reviewed by Major Booker and myself. Upon receipt of Major Bookers recommendations, I will brief NPS management and secure a response as soon as I can.

I hope that this helps to continue moving the process forward. We will make ourselves available for any additional reviews of any additional materials/information not mentioned on the agenda or developed as part of your response to this email.

Have a great weekend!

Begin forwarded message:

**From:** Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>

**Subject:** Landmark stage issue

**Date:** September 11, 2015 at 2:57:28 PM EDT

**To:** "Karen Cucurullo ([karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov))" <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>, "Sean Kennealy ([sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov))" <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>

Karen and Sean:

Thank you for your help on the concessions meeting yesterday. As I think you know, just as we were solving one problem, another one arose!

I'm hoping for your help resolving the issues from the Permits meeting regarding stage height. I've called your office about this but realize everyone is busy today.

For reference:

§ the planned height of our main Festival stage is 70'. The other planned stages will be at 42' 23', and 19' high

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§ Without the 70' stage, the festival will lose its headliner. I've already received inquiries from Scott Higham of the Washington Post about a much smaller line-up changes that occurred last month, and I'm very concerned that losing Drake would create a big public backlash.

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§ Other landmarks in the immediate vicinity are considerably higher than the planned 70' stage: As you know, the Lincoln Memorial is 98', the Jefferson Memorial is 129'. So it will help us to better understand the concern.

I realize that like the concessions issues, there are lessons to be learned here and improvements to be made in future. If we were aware of the stage restriction we wouldn't have booked an act with such demanding set design requirements. Given where we are now, I'd love to discuss the best solution.

Thanks, as always. —Kristine

---

**Karen Cucurullo <karen\_cucurullo@nps.gov>**

**From:** Karen Cucurullo <karen\_cucurullo@nps.gov>  
**Sent:** Tue Sep 15 2015 12:20:45 GMT-0600 (MDT)  
**To:** Sean Kennealy <sean\_kennealy@nps.gov>  
**Subject:** Re: Landmark stage issue -- update

Bob do not answer, I will please!

Sent from my iPhone

On Sep 15, 2015, at 2:19 PM, Sean Kennealy <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)> wrote:

I believe Karen and I are on the same page about the stage height. We are ok with 70 feet, as the average tree height in this area is 75 feet.

You agree Karen?

Thanks, Sean

\*\*\*\*\*

Sean Kennealy  
Acting Deputy Superintendent  
National Mall and Memorial Parks  
202-245-4685 (office - direct)  
202-359-1551 (cell)

On Sep 15, 2015, at 2:15 PM, Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)> wrote:

Are u guys working this?

Sent from my iPhone

Begin forwarded message:

**From:** Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>  
**Date:** September 15, 2015 at 1:54:36 PM EDT  
**To:** Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>  
**Cc:** John Akridge - external <[jakridge@akridge.com](mailto:jakridge@akridge.com)>  
**Subject: RE: Landmark stage issue -- update**

A quick update from our end:

Karen's been amazingly helpful and teed up the pyrotechnic team for our festival headliner to speak directly with the DC fire chief. I hope to have a positive verdict on this this afternoon and will keep you posted. The special effects, though, fall downstream of the stage issue.

I spoke again with Charlie about the stage size. He is beside himself and I know he honestly wasn't aware of height limitations. He mentioned they had much taller light towers at the inaugurals that also required large cranes for installation. He's committed to establishing workable size limits upfront if the festival is permitted to occur next year, but is hoping – as am I – that we can use the 70 foot stage this year.

His only option now if we can't go forward is to order a smaller stage and search for a replacement headliner. This is obviously an undesirable outcome for several reasons. He asked me if I can get a decision by COB today because of the time needed to book a new band and order a smaller stage.

I updated Karen, too, and am happy to discuss.

Thanks, as always --Kristine



---

**From:** Kristine Fitton  
**Sent:** Saturday, September 12, 2015 4:44 PM  
**To:** Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>  
**Cc:** John Akridge - external <[jakridge@akridge.com](mailto:jakridge@akridge.com)>  
**Subject:** Re: Landmark stage issue

Bob:

Thanks for your reply, Bob, and your attention to this.

I sincerely believe that C3 was unaware of height restrictions. They have used much larger stages in other urban parks and they are extremely stressed now by this development. I've talked to them a lot in the last 2 days and I'm confident they in no way architected this crisis.

They are very willing to address all legal and liability issues. These issues haven't been made clear to them though. I was trying to get to the bottom of them to give them guidance.

Please let me know if there is anything specific I can share with them. They are very committed-as am I - to putting on a safe show.

Thank you , again, Bob.

Sent from my iPhone

On Sep 12, 2015, at 3:41 PM, "Bob Vogel" <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)> wrote:

It is difficult to believe that a company that has worked extensively on the national mall is at this very late date just informing the nps of a stage 30 feet higher than we have ever allowed Aand the use of extensive pyrotechnics. Quite frankly this last minute crises strategy is used extensively in the business. We can discuss anything --but there are legal and liability issues and the real question of whether the permit holder, the Trust,wants to be in the entity that sets a very dramatic precedent over future use of the Mall. I will need to engage solicitors in the discussion.

Sent from my iPhone

On Sep 12, 2015, at 1:58 PM, Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)> wrote:

Good afternoon.

I'm sure by now you dread my weekend emails, and with good

reason. I apologize for the intrusion and for, once again, elevating a fairly challenging concern about the music festival.

As you'll see from the email chain below, the park, the Trust and C3 have been working to resolve a big issue that arose during Thursday's Landmark permits meeting.

In short, we've just learned that the stage and set demands for our main headliner, Drake, are against park policy. Our production team is frustrated that they can't find anything in the special events regs about stage size and they've already been working with authorities, including the FAA, to do everything by the book.

C3's top team has talked with Drake's management, and Drake won't compromise on the stage size. C3's team has assured me that his set, although elaborate, is extremely safe and professionally produced.

Losing our headliner would be devastating for the event. We'd get a ton of refund requests and negative press.

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202-641-4969

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## Conversation Contents

### Upcoming National Mall and Memorial Parks Activities

#### Attachments:

/25. Upcoming National Mall and Memorial Parks Activities/1.1 Upcoming Activities.doc

**"Owen, Robbin" <robbin\_owen@nps.gov>**

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**From:** "Owen, Robbin" <robbin\_owen@nps.gov>  
**Sent:** Tue Sep 15 2015 06:22:26 GMT-0600 (MDT)  
amy.jacobi@dc.gov, circe.torruellas@dc.gov, ktemplin@nationalmall.org, lassiterp@guestservices.com, toc@treasury.gov, Adam Kramer <adam\_kramer@nps.gov>, April Slayton <april\_slayton@nps.gov>, Bob Vogel <bob\_vogel@nps.gov>, "Brown, Melissa" <melissa\_flottman@nps.gov>, Caroline Cunningham <ccunningham@nationalmall.org>, Catherine Dewey <catherine\_dewey@nps.gov>, "Cheek, William" <William\_Cheek@nps.gov>, Christopher Paschel <christopher\_paschel@nps.gov>, Deborah Deas <deborah\_deas@nps.gov>, Deborah Strock <deborah\_strock@nps.gov>, Dena Lowe <dena\_lowe@nps.gov>, Eddie Burnett <eddie\_burnett@nps.gov>, Eliza Voigt <Eliza\_Voigt@nps.gov>, Elizabeth Buchanan <elizabeth\_buchanan@nps.gov>, Jaime Boyle <jaime\_boyle@nps.gov>, James Marker <james\_marker@nps.gov>, James Murphy <James\_Murphy@nps.gov>, Jeffrey Gowen <jeff\_gowen@nps.gov>, Jenn Kays <jenn\_kays@nps.gov>, Jennifer Anzelmo-Sarles <jenny\_anzelmo-sarles@nps.gov>, Jennifer Mummart <jennifer\_mummart@nps.gov>, Jeremy Granoff <jgranoff@nationalmall.org>, John Swihart <dick\_swihart@nps.gov>, Jorge Alvarez <jorge\_alvarez@nps.gov>, Joseph Salvatore <joseph\_salvatore@nps.gov>, Karen Cucurullo <Karen\_Cucurullo@nps.gov>, Kathleen A Harasek <Kathleen.Harasek@amtrak.com>, Kathryn Kirby <kathryn\_kirby@nps.gov>, Kimberly Walker <kimberly\_walker@nps.gov>, Kristine Fitton <KFitton@nationalmall.org>, Leonard Lee <leonard\_lee@nps.gov>, Lisa Mendelson <lisa\_mendelson-ielmini@nps.gov>, Marisa Richardson <marisa\_richardson@nps.gov>, Mark Adamchik <mark\_adamchik@nps.gov>, Mark Varanelli <mark\_varanelli@nps.gov>, Martha Ellis <martha\_ellis@nps.gov>, Martin White <mark\_white@nps.gov>, Mary Willeford Bair <mary\_willeford\_bair@nps.gov>, Michael Johnson <michael\_a\_johnson@nps.gov>, Michael Litterst <mike\_litterst@nps.gov>, Michael Stachowicz <michael\_stachowicz@nps.gov>, Ned Wallace <ned\_wallace@nps.gov>, NPS NCR NAMA MALL Operations Supervisors <ncr\_nama\_mall\_operations\_supervisors@nps.gov>, Peter Shannon <peter\_shannon@nps.gov>, Philip Selleck <Philip\_Selleck@nps.gov>, Richard Pope <richard\_pope@nps.gov>, Robert Clauss <robert.clauss@bia.gov>, Robin Nixon <Robin\_Nixon@nps.gov>, Rosanna Weltzin <rosanna\_weltzin@nps.gov>, Scott Simmons <scott\_simmons@nps.gov>, Sean Finn <sean\_finn@fws.gov>, Sean Kennealy <sean\_kennealy@nps.gov>, Sharon Wheat-Laster <sharon\_wheat-laster@nps.gov>, Sheila Gotha <sheila\_gotha-samuel@nps.gov>, Silva <christopher\_silva@nps.gov>, Stacy Madalena <stacym@easternnational.org>, Stephanie Redfearn <stephanie\_redfearn@nps.gov>, Steven Booker <steve\_booker@nps.gov>, Susan Spain <Susan\_Spain@nps.gov>, "Tanya Mitchell (HSEMA)" <tanya.mitchell@dc.gov>, Teresa Austin <teresa\_austin@nps.gov>, Thomas Diethrich <thomas\_diethrich@nps.gov>, Tonya Thomas <tonya\_thomas@nps.gov>, Will Reynolds <will\_reynolds@nps.gov>  
**To:**  
**Subject:** Upcoming National Mall and Memorial Parks Activities  
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Please see attached

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Fwd: Landmark stage issue

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**Subject:** Landmark stage issue

**Date:** September 11, 2015 at 2:57:28 PM EDT

**To:** "Karen Cucurullo ([karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov))" <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>, "Sean Kennealy ([sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov))" <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>

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I sincerely believe that C3 was unaware of height restrictions. They have used much larger stages in other urban parks and they are extremely stressed now by this development. I've talked to them a lot in the last 2 days and I'm confident they in no way architected this crisis.

They are very willing to address all legal and liability issues. These issues haven't been made clear to them though. I was trying to get to the bottom of them to give them guidance.

Please let me know if there is anything specific I can share with them. They are very committed-as am I - to putting on a safe show.

Thank you , again, Bob.

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I understand, Leonard. Please know I've been working all day to resolve the stage issue on our end.

The C3 team has been going back and forth with Drake's management and they won't give on the stage size, which is needed to accommodate what's apparently a very theatrical set design. This is more than you want to know. I'm sure, but Drake was nanned when he played

at Coachella this year so he went back and retooled his stage performance into something more elaborate. And he simply won't perform now without this larger set design.

Does the location of the stage make a difference? Sorry for all the questions, but I'm just grasping for a solution that can work for everyone.

--Kristine

**From:** Lee, Leonard [[mailto:leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)]

**Sent:** Friday, September 11, 2015 5:43 PM

**To:** Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>

**Cc:** Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)>; Robbin Owen <[robbin\\_owen@nps.gov](mailto:robbin_owen@nps.gov)>; Sean Kennealy <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>; Karen Cucurullo <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>

**Subject:** Re: Landmark Music Festival Logistics

Kristine:

I do not have an exact timeline regarding discussions/notifications of a 40' maximum stage/structure height limitation. I will look through my notes from previous meetings to see if I have anything that can indicate when the discussions began.

I must say however, that it is not uncommon for any of the Permit Specialist, to include myself, to provide guidance as part of a meeting discussion and/or in response to a question, during a review of event site plans and equipment requests.

On Fri, Sep 11, 2015 at 5:00 PM, Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)> wrote:

Leonard:

I apologize for missing this part of yesterday's meeting but can you please tell me when the 40 ft stage limit was shared with us and C3?

And is this a FAA issue or something else?

No one involved in the production can find or recall this instruction and we are in a bind because our headliner demands a larger stage.

We are more than happy to address the issue with appropriate authorities (FAA, White House, etc) ASAP because canceling our headliner would be devastating.

Sent from my iPhone

On Sep 11, 2015, at 4:42 PM, "Lee, Leonard" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)> wrote:

Hello Tiffany,

On yesterday, there were a number of agenda items that needed feedback from the National Park Service (NPS). I would like to provide a list of the following with responses:

1. **Production/Staging:** We were notified of the (70') height of the Main Stage for the headliner, Drake. NPS representatives stated that 70' was a concern since previous advisement was given indicating that stages/structures can not be higher than 40'. United States Park Police, also expressed safety and security concerns. We have consulted with management and we are authorized to approve a stage/structure height of (55') maximum height.

2. **Production/Staging:** NPS conducted a preliminary review of special effects

request for Drake, that included fog/smoke, pyrotechnics, lasers and flames. NPS responded that after a preliminary review, only smoke/fog would be permitted. This is based upon CFR Regulations. Management has been advised and supports this determination. Please provide all specifications to include safety protocols for the use of smoke/fog and special lighting (other than lasers)..

3. **Ticket Sales Update:** NPS indicated that we had learned of a request to sell tickets onsite. C3 representatives confirmed that it is their intention to sell tickets onsite. Please provide your method for selling tickets onsite. It will be reviewed and a response will be provided as soon as possible.

4. **Food Court/Water Usage:** There is a request to use NPS fire hydrants for potable water and other water needs. Be advised that a NPS Engineer has been tasked to work directly with C3 to match the water needs with appropriate water sources. The use of the fire hydrants is not approved.

5. **Transportation Plan:** The current plan, as presented, will be reviewed by Major Booker and myself. Upon receipt of Major Bookers recommendations, I will brief NPS management and secure a response as soon as I can.

I hope that this helps to continue moving the process forward. We will make ourselves available for any additional reviews of any additional materials/information not mentioned on the agenda or developed as part of your response to this email.

Have a great weekend!

Begin forwarded message:

**From:** Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>

**Subject:** Landmark stage issue

**Date:** September 11, 2015 at 2:57:28 PM EDT

**To:** "Karen Cucurullo ([karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov))" <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>, "Sean Kennealy ([sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov))" <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>

Karen and Sean:

Thank you for your help on the concessions meeting yesterday. As I think you know, just as we were solving one problem, another one arose!

I'm hoping for your help resolving the issues from the Permits meeting regarding stage height. I've called your office about this but realize everyone is busy today.

For reference:

§ the planned height of our main Festival stage is 70'. The other planned stages will be at 42' 23', and 19' high

§ C3's agreements with the Festival headliners (e.g. Drake) require a stage of this width and height to accommodate headliner equipment and production elements

§ Without the 70' stage, the festival will lose its headliner. I've already received inquiries from

Scott Higham of the Washington Post about a much smaller line-up changes that occurred last month, and I'm very concerned that losing Drake would create a big public backlash.

§ NPS informed Trust/C3 during the permitting meeting that stage height could not exceed 40'. This was the first mention of the stage height restrictions, and we haven't been able to find it in an special events regulations. Detailed drawings including the 70' stage height had been previously shared, but I think there were problems accessing the file at NPS and C3 wasn't alerted to any problem.

My understanding from the Permits meeting is that the stage height is an FAA concern, but would like further guidance on this.

§ C3 and their crane vendor have been directly engaged with the FAA for weeks to secure approval for the crane required to install the planned 70' stage. Application for this 140' crane remains pending. The crane would be on site for approximately two hours during the set-up and tear down.

§ Other landmarks in the immediate vicinity are considerably higher than the planned 70' stage: As you know, the Lincoln Memorial is 98', the Jefferson Memorial is 129'. So it will help us to better understand the concern.

I realize that like the concessions issues, there are lessons to be learned here and improvements to be made in future. If we were aware of the stage restriction we wouldn't have booked an act with such demanding set design requirements. Given where we are now, I'd love to discuss the best solution.

Thanks, as always. —Kristine

# Conversation Contents

Fwd: Landmark Music Festival

"Swihart, John" <dick\_swihart@nps.gov>

---

**From:** "Swihart, John" <dick\_swihart@nps.gov>  
**Sent:** Thu Sep 10 2015 12:19:08 GMT-0600 (MDT)  
**To:** Karen Cucurullo <karen\_cucurullo@nps.gov>, Sean Kennealy <sean\_kennealy@nps.gov>  
**Subject:** Fwd: Landmark Music Festival

Karen / Sean -

This is an obvious media inquiry with a hidden agenda which I normally would pass along to Mike to respond to, but in his absence at FLT 93, what do you propose I do with this email?

thanks,  
Dick

Dick Swihart  
Concessions Chief  
National Mall and Memorial Parks  
900 Ohio Dr SW  
Washington, DC 20024  
Office: (202) 619-6392  
Cell: (202) 748-2470  
Dick\_Swihart@NPS.gov

----- Forwarded message -----

From: **don irwin** <punklifedc@gmail.com>  
Date: Thu, Sep 10, 2015 at 2:13 PM  
Subject: Re: Landmark Music Festival  
To: [Dick\\_Swihart@nps.gov](mailto:Dick_Swihart@nps.gov)

Dick, My apologies I hit sent accidentally.

Hi Dick,

My name is Don Irwin from Punk Life Magazine and Dissonance Radio. I have a couple questions about the Landmark Music Festival that I would like to ask you.

1. Is it the NPS position that the Trust and C3 will be allowed to sell T-shirts and other memorabilia on the National Mall and West Potomac Park?

What is your justification against breaking the long standing court rules?  
How much was the buy out from C3 to GSI for this "right?"

2. Will the Jumbotron for the so called "public viewing" be at the Sylvan Theatre? What kind of additional concessions at the "public viewing" will be available and allowed?

Who will be providing these additional concessions? GSI? or C3 and their Partners?

If you would like to speak with me in person, please free to call (925) 330-7157. I am on the West Coast and almost available anytime on an extended East Coast time zone.

Thanks you,

Don Irwin  
Editor, Punk Life Magazine  
Guest Host, Dissonance Radio  
925.330.7157

On Thu, Sep 10, 2015 at 10:54 AM, don irwin <punklifedc@gmail.com> wrote:

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1. Is it the NPS position that the Trust and C3 will be allowed to sell T-shirts and other memorabilia on the National Mall and West Potomac Park?

**Bob Vogel <bob\_vogel@nps.gov>**

---

**From:** Bob Vogel <bob\_vogel@nps.gov>  
**Sent:** Thu Sep 10 2015 12:21:15 GMT-0600 (MDT)  
**To:** Jennifer Mummart <Jennifer\_Mummart@nps.gov>, Lisa Mendelson-Ielmini <lmendelson@nps.gov>  
**Subject:** Fwd: Landmark Music Festival

Sent from my iPhone

Begin forwarded message:

**From:** "Swihart, John" <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)>  
**Date:** September 10, 2015 at 2:19:08 PM EDT  
**To:** Karen Cucurullo <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>, Sean Kennealy <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>  
**Cc:** Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>, Michael Litterst <[mike\\_litterst@nps.gov](mailto:mike_litterst@nps.gov)>, Teri Austin <[teresa\\_austin@nps.gov](mailto:teresa_austin@nps.gov)>  
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If you would like to speak with me in person, please free to call (925) 330-7157. I am on the West Coast and almost available anytime on an extended East Coast time zone.

Thanks you,

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---

**Karen Cucurullo** <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>

**From:** Karen Cucurullo <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>  
**Sent:** Thu Sep 10 2015 13:22:44 GMT-0600 (MDT)  
**To:** "Swihart, John" <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)>  
**Subject:** Re: Landmark Music Festival

All sales are through GSI, consistent with past policy

Sent from my iPhone

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---

**"Austin, Teresa" <[teresa\\_austin@nps.gov](mailto:teresa_austin@nps.gov)>**

**From:** "Austin, Teresa" <[teresa\\_austin@nps.gov](mailto:teresa_austin@nps.gov)>  
**Sent:** Thu Sep 10 2015 15:01:39 GMT-0600 (MDT)  
**To:** Karen Cucurullo <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>  
**Subject:** Re: Landmark Music Festival

Karen,

Dick is asking who should respond to this since Mike is out of the office. Would you like Nancy to respond, or wait until Mike gets back?

Teri Austin  
Chief, Division of Administration  
National Mall & Memorial Parks  
900 Ohio Dr SW  
Washington, DC 20024  
202.619.7377 Office  
202.525.8949 Cell

□

On Thu, Sep 10, 2015 at 3:22 PM, Karen Cucurullo <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)> wrote:

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Sent from my iPhone

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## Conversation Contents

C3 conflict tomorrow morning

**Kristine Fitton <KFitton@nationalmall.org>**

---

**From:** Kristine Fitton <KFitton@nationalmall.org>  
**Sent:** Wed Sep 09 2015 18:51:04 GMT-0600 (MDT)  
**To:** Bob Vogel <Bob\_Vogel@nps.gov>  
**Subject:** C3 conflict tomorrow morning

Bob:

I called Charlie tonight to brief him on our conversation and there was a mix up on C3's end and he was unaware of the meeting/call tomorrow despite my conversations with his assistant and her confirmation. Charlie has been traveling and has a conflict at 9:00am EST.

I am happy to meet with GSI and you, and I know where C3 stands on this as our vendor. But if you want to reschedule I'm happy to work with Sara on a time that works better for everyone.

I'm so sorry for just getting this information to you now. I'm honestly not sure how this happened.

Thanks —Kristine

**Bob Vogel <bob\_vogel@nps.gov>**

---

**From:** Bob Vogel <bob\_vogel@nps.gov>  
**Sent:** Wed Sep 09 2015 19:32:52 GMT-0600 (MDT)  
**To:** Kristine Fitton <KFitton@nationalmall.org>  
**Subject:** Re: C3 conflict tomorrow morning

I understand. Let's try to go ahead as it is difficult to reschedule at this moment. Is Charlie ok with you representing him?

Sent from my iPhone

> On Sep 9, 2015, at 8:51 PM, Kristine Fitton <KFitton@nationalmall.org> wrote:

>

> Bob:

>

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**Kristine Fitton <KFitton@nationalmall.org>**

---

**From:** Kristine Fitton <KFitton@nationalmall.org>  
**Sent:** Wed Sep 09 2015 19:52:03 GMT-0600 (MDT)  
**To:** Bob Vogel <Bob\_Vogel@nps.gov>  
**Subject:** Re: C3 conflict tomorrow morning

He is.

Thanks for understanding, Bob.

—Kristine

> On Sep 9, 2015, at 9:32 PM, Bob Vogel <Bob\_Vogel@nps.gov> wrote:

>

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>>

>>

>> Thanks —Kristine

>>

>>



# Conversation Contents

## C-3 Landmark Concert

Chip Akridge <JAkridge@akridge.com>

---

**From:** Chip Akridge <JAkridge@akridge.com>  
**Sent:** Sun Sep 06 2015 12:15:01 GMT-0600 (MDT)  
**To:** "Vogel, Bob" <bob\_vogel@nps.gov>  
**Subject:** C-3 Landmark Concert

I think you know that I normally try to refrain from working on Sunday, especially on a holiday weekend. But I'm making an exception to this rule, because this is so important to the TNM's future. See below in red.

-----Original Message-----

From: Kristine Fitton [mailto:KFitton@nationalmall.org]  
Sent: Saturday, September 5, 2015 1:07 PM  
To: Chip Akridge  
Cc: Alicia Alexion; Kristine Templin; Teresa Durkin  
Subject: Re: Independent Contractor Agreement

Thanks for working on this Chip.

At this point, Charlie is willing to pay GSI whatever they want as long as he can control concessions service. I spoke with GSI's counsel yesterday and the demands GSI are putting on Charlie are coming from NPS. **Bob - ??????** GSI is only breaking even on this so they don't really care how things are resolved. So I think this can be solved through Bob. **Bob – Looks to me like we have a solution here. Please make what C3 wants happen immediately!!!!**

Charlie told me NPS was part of the problem on Thursday. Looks like he was right. I want to know who within NPS is trying to poison the well in this situation?? On a bigger picture basis, Charlie also said that there is GREAT general animosity within NPS and DOI toward the TNM!!!! Who, why, and how do we put it to rest?? I am personally VERY disappointed by this new knowledge. I think I want to visit with the Secretary on this issue. Can you arrange this??

Thank you. Like me, wrestling with this issue, have a wonderful Labor Day weekend!!!

Best,

John E. (Chip) Akridge, III, Chairman  
601 Thirteenth Street, NW, Suite 300 North, Washington, DC 20005  
T: 202.624.8640 F: 202.347.8043 E: [jakridge@akridge.com](mailto:jakridge@akridge.com)

**AKRIDGE**



Protect the environment - please do not print this email unless necessary.

**Bob Vogel <bob\_vogel@nps.gov>**

---

**From:** Bob Vogel <bob\_vogel@nps.gov>  
**Sent:** Sun Sep 06 2015 16:04:38 GMT-0600 (MDT)  
**To:** Chip Akridge <JAkridge@akridge.com>  
**Subject:** Re: C-3 Landmark Concert

Dear Chip,

I am equally frustrated at our inability to agree on the concessions for the concert. I was told on Friday afternoon that we had again made progress. I have repeatedly been told that things are going fine in the negotiations only to find out again that we have not progressed. It is difficult for me to respond to an allegation by a GSI attorney that everything is the fault of the NPS. We are following our contract and NPS concession policies in a consistent manner just as we always do. I will personally engage with GSI and discuss what their attorney is referencing! I have heard from GSI that C3 is the problem, and I have heard from C3 that GSI is the problem. Now NPS is the problem. I assure you no one in the NPS that I am aware of is trying to make this any more difficult than it already is.

I will personally facilitate a conversation with all parties. Unfortunately, we will not be able to get everyone together until Tuesday. This is what is needed as these back door conversations are clearly not productive.

On another front, I personally do not agree with Charlie's assertion that there is great animosity in the NPS and DOI towards the Trust. I truly believe that our recent meeting with the Director was sincere. I have absolutely no reason to believe that the Secretary has anything but goodwill towards the Trust. Perhaps we can discuss this and I will be more than happy to explain why I feel the way I do. I would assert that my instincts about this are greater than Charlie's. Certainly I would be more than happy to help arrange a meeting with the Secretary at any time.

Chip, I am available on my cell if you want to reach out to me. I will be in and out but should be around most of the weekend. We will make this work.

On Sep 6, 2015, at 2:15 PM, Chip Akridge <[JAkridge@akridge.com](mailto:JAkridge@akridge.com)> wrote:

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John E. (Chip) Akridge, III, Chairman  
601 Thirteenth Street, NW, Suite 300 North, Washington, DC 20005  
T: 202.624.8640 F: 202.347.8043 E: [jakridge@akridge.com](mailto:jakridge@akridge.com)

AKRIDGE

<image001.png> Protect the environment - please do not print this email unless necessary.

**Chip Akridge <JAkridge@akridge.com>**

---

**From:** Chip Akridge <JAkridge@akridge.com>  
**Sent:** Sun Sep 06 2015 16:21:54 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>  
**Subject:** RE: C-3 Landmark Concert

Thank you!!

---

**From:** Bob Vogel [mailto:[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)]  
**Sent:** Sunday, September 6, 2015 6:05 PM  
**To:** Chip Akridge  
**Cc:** Kristine Fitton; Karen Cucurullo  
**Subject:** Re: C-3 Landmark Concert

Dear Chip,

I am equally frustrated at our inability to agree on the concessions for the concert. I was told on Friday afternoon that we had again made progress. I have repeatedly been told that things are going fine in the negotiations only to find out again that we have not progressed. It is difficult for me to respond to an allegation by a GSI attorney that everything is the fault of the NPS. We are following our contract and NPS concession policies in a consistent manner just as we always do. I will personally engage with GSI and discuss what their attorney is referencing! I have heard from GSI that C3 is the problem, and I have heard from C3 that GSI is the problem. Now NPS is the problem. I assure you no one in the NPS that I am aware of is trying to make this any more difficult than it already is.

I will personally facilitate a conversation with all parties. Unfortunately, we will not be able to get everyone together until Tuesday. This is what is needed as these back door conversations are clearly not productive.

On another front, I personally do not agree with Charlie's assertion that there is great animosity in the NPS and DOI towards the Trust. I truly believe that our recent meeting with the Director was sincere. I have absolutely no reason to believe that the Secretary has anything but goodwill towards the Trust. Perhaps we can discuss this and I will be more than happy to explain why I feel the way I do. I would assert that my instincts about this are greater than Charlie's. Certainly I would be more than happy to help arrange a meeting with the Secretary at any time.

Chip, I am available on my cell if you want to reach out to me. I will be in and out but should be around most of the weekend. We will make this work.

On Sep 6, 2015, at 2:15 PM, Chip Akridge <[JAKridge@akridge.com](mailto:JAKridge@akridge.com)> wrote:

I think you know that I normally try to refrain from working on Sunday, especially on a holiday weekend. But I'm making an exception to this rule, because this is so important to the TNM's future. See below in red.

-----Original Message-----

From: Kristine Fitton [<mailto:KFitton@nationalmall.org>]  
Sent: Saturday, September 5, 2015 1:07 PM  
To: Chip Akridge  
Cc: Alicia Alexion; Kristine Templin; Teresa Durkin  
Subject: Re: Independent Contractor Agreement

Thanks for working on this Chip.

At this point, Charlie is willing to pay GSI whatever they want as long as he can control concessions service. I spoke with GSI's counsel yesterday and the demands GSI are putting on Charlie are coming from NPS. Bob - ?????? GSI is only breaking even on this so they don't really care how things are resolved. So I think this can be solved through Bob. Bob – Looks to me like we have a solution here. Please make what C3 wants happen immediately!!!!

Charlie told me NPS was part of the problem on Thursday. Looks like he was right. I want to know who within NPS is trying to poison the well in this situation?? On a bigger picture basis, Charlie also said that there is GREAT general animosity within NPS and DOI toward the TNM!!! Who, why, and how do we put it to rest?? I am personally VERY disappointed by this new knowledge. I think I want to visit with the Secretary on this issue. Can you arrange this??

Thank you. Like me, wrestling with this issue, have a wonderful Labor Day weekend!!!

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**Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>**

**From:** Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>  
**Sent:** Mon Sep 07 2015 15:26:30 GMT-0600 (MDT)  
**To:** Bob Vogel <[Bob\\_Vogel@nps.gov](mailto:Bob_Vogel@nps.gov)>  
**Subject:** Re: C-3 Landmark Concert

I, too, am sorry that the festival concessions have been such a tough issue to resolve. I know each of you has gone to great lengths to make this work.

I am happy to get a call on the books with all parties tomorrow per your suggestions. Bob.

Having spoken many times with all of the parties personally, I'd welcome your advice on what I believe is the heart of the issue:

We decided to move forward with a ticketed benefit concert knowing that attendees who pay \$150 for an event demand and expect a higher level of service and products than when attending a free event in the park. Unless I'm mistaken, though, it seems that the Trust is required to run merchandise and food sales for this gated and ticketed fundraising event just like they are run at large free events, such as July 4th. We're having a hard time seeing how this same model can work to raise funds and satisfy ticket buyers.

I think C3 and GSI both want to resolve this but they are struggling since the unique nature of a fundraising ticketed event in the park is new to everyone.

—Kristine

On Sep 6, 2015, at 6:04 PM, Bob Vogel <[Bob\\_Vogel@nps.gov](mailto:Bob_Vogel@nps.gov)> wrote:

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From: Kristine Fitton [<mailto:KFitton@nationalmall.org>]

Sent: Saturday, September 5, 2015 1:07 PM

To: Chip Akridge

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**Bob Vogel <bob\_vogel@nps.gov>**

---

**From:** Bob Vogel <bob\_vogel@nps.gov>  
**Sent:** Tue Sep 08 2015 10:13:38 GMT-0600 (MDT)  
**To:** Lisa Mendelson-Ielmini <lmendelson@nps.gov>  
**Subject:** Fwd: C-3 Landmark Concert

Sent from my iPhone

Begin forwarded message:

**From:** Chip Akridge <[JAkridge@akridge.com](mailto:JAkridge@akridge.com)>  
**Date:** September 6, 2015 at 2:15:01 PM EDT  
**To:** "Vogel, Bob" <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>  
**Cc:** Chip Akridge <[JAkridge@akridge.com](mailto:JAkridge@akridge.com)>, Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>  
**Subject:** C-3 Landmark Concert

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**AKRIDGE**



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## Conversation Contents

Fwd: Call from Trust

**Karen Cucurullo <karen\_cucurullo@nps.gov>**

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**From:** Karen Cucurullo <karen\_cucurullo@nps.gov>  
**Sent:** Tue Sep 08 2015 08:23:14 GMT-0600 (MDT)  
**To:** Bob Vogel <Bob\_Vogel@g-nps.doi.gov>  
**Subject:** Fwd: Call from Trust

Sent from my iPhone

Begin forwarded message:

**From:** John Swihart <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)>  
**Date:** September 8, 2015 at 9:59:36 AM EDT  
**To:** Karen Cucurullo <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>, Sean Kennealy <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>  
**Subject:** Fwd: Call from Trust

FYI - Very Disappointing! I thought the Trust was on board. Guess NOT!

Sent from my iPhone

Begin forwarded message:

**From:** "Rick Wayland - Vice President, Operations" <[waylandr@guestservices.com](mailto:waylandr@guestservices.com)>  
**Date:** September 4, 2015 at 8:44:29 PM EDT  
**To:** Gerry Gabrys <[ggabrys@guestservices.com](mailto:ggabrys@guestservices.com)>  
**Cc:** Douglas Verner <[VernerD@guestservices.com](mailto:VernerD@guestservices.com)>, "Swihart, John" <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)>, Special Events - MGR <[specialevents@guestservices.com](mailto:specialevents@guestservices.com)>, Jeff Marquis <[jmarquis@guestservices.com](mailto:jmarquis@guestservices.com)>, Nico Foris <[forisn@guestservices.com](mailto:forisn@guestservices.com)>  
**Subject:** Re: Call from Trust

Absolutely agree. I also think that opening our books to the Trust would be a major mistake.

Sent from my iPhone

On Sep 4, 2015, at 6:03 PM, Gerry Gabrys <[ggabrys@guestservices.com](mailto:ggabrys@guestservices.com)> wrote:

Furthermore I think we should all be very careful about providing too much confidential information to the Trust, which essentially becomes public, about our contract. This could be damaging to us if competitors know confidential information when they respond to current or future prospectuses.  
Gerry Gabrys

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2) I explained that all the food vendors GSI uses, like Tara Thai, are charged in the 25%+ range.

3) Do GSI employees need to be cashiers (as opposed to just cash managers). I said I thought that was a NPS requirement, and GSI cashiers collect money for vendors like Tara Thai. I expect C3/Trust to raise this again next week with NPS.

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5) Whether the food sold is "cultural" so that it is exempt. I said that this is an NPS interpretation of their rule, and I heard that NPS has determined it is not cultural.

6) Other assorted complaints about GSI, mostly involving the 20%, wanting to review GSI's books to see whether GSI was really going over the threshold for 20% franchise fees, and why GSI didn't bring that issue to their attention back in February when the Trust first discussed this with GSI.

That's all folks.

**Douglas H. Verner**

Vice President, Secretary, and General Counsel

[<image001.jpg>](#)

3055 Prosperity Avenue  
Fairfax, VA 22031

Office: 703-849-9363 | Fax: 703-560-1263

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**Sent:** Tue Sep 08 2015 10:13:11 GMT-0600 (MDT)  
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## Conversation Contents

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John Swihart <dick\_swihart@nps.gov>

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**Sent:** Tue Sep 08 2015 09:03:04 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>  
**Subject:** Fwd: Call from Trust

Bob - I'm in the Finger Lakes NY on vacation but think you need to see that the Trust is not playing nice in the sandbox. Definitely still trying to end run our Concessions contract and advice of Solicitors. Obviously they are Not hearing Karen if she's telling them to come to an agreement with GSI.

Dick

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<image001.jpg>

## Conversation Contents

Landmark discussion with GSI this morning

**"Swihart, John" <dick\_swihart@nps.gov>**

---

**From:** "Swihart, John" <dick\_swihart@nps.gov>  
**Sent:** Fri Sep 04 2015 09:58:58 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>, Karen Cucurullo <karen\_cucurullo@nps.gov>  
**Subject:** Landmark discussion with GSI this morning

Bob, Karen -

As we discussed yesterday afternoon, I had a call this morning with Rick Wayland and Doug Verner of GSI about the Landmark Concert.

I reiterated that you both want to see this concert happen and while we won't necessarily tell them how to run their business, we want them to work with TNM/C3 to come to a fair agreement.

Rick and Doug told me that;

- Talks have stalled while the Trust tries to get the park to approve this as a cultural event similar to Folklife so they won't have to use GSI for sale of food & beverages.
- Rick has personally sent Charlie @C3 a revised price for ice which is half of what GSI originally proposed and told Charlie if he can buy ice cheaper somewhere else, they should.
- Charlie has and continues to imply that if the cost of going through GSI is too high, then the restaurants are going to pull out. As such, Rick has a back-up plan to have GSI Special Events provide all food and beverages to ensure there will be nutrition and hydration for concert attendees.
- GSI understands TNM/C3 is selling VIP package tickets that include VIP catering. The money from those tickets is not running through the GSI account, even though those ticket holders will have special VIP catering. The only money being funnelled through the GSI account and on which GSI will pay Franchise Fees is the money collected during the concert for the sale of food, beverages and merchandise, either via credit cards, wristbands, or cash.

Dick Swihart  
Concessions Chief  
National Mall and Memorial Parks  
900 Ohio Dr SW  
Washington, DC 20024  
Office: (202) 619-6392  
Cell: (202) 748-2470  
Dick\_Swihart@NPS.gov

**Karen Cucurullo <karen\_cucurullo@nps.gov>**

---

**From:** Karen Cucurullo <karen\_cucurullo@nps.gov>  
**Sent:** Fri Sep 04 2015 10:24:29 GMT-0600 (MDT)  
**To:** "Swihart, John" <dick\_swihart@nps.gov>  
**Subject:** Re: Landmark discussion with GSI this morning

See below

Sent from my iPhone

On Sep 4, 2015, at 11:59 AM, Swihart, John <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)> wrote:

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Rick and Doug told me that;

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TNM is no longer pursuing this. Old info as of Wednesday

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Great.. Not sure if I heard they can go elsewhere but great

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Concessions Chief  
National Mall and Memorial Parks  
900 Ohio Dr SW  
Washington, DC 20024  
Office: (202) 619-6392  
Cell: (202) 748-2470  
[Dick\\_Swihart@NPS.gov](mailto:Dick_Swihart@NPS.gov)

## Conversation Contents

Re: Landmark Music Festival

**"O'Dell, Margaret" <peggy\_o'dell@nps.gov>**

---

**From:** "O'Dell, Margaret" <peggy\_o'dell@nps.gov>  
**Sent:** Mon Aug 31 2015 11:39:31 GMT-0600 (MDT)  
**To:** "Carrillo, Francisco" <francisco\_carrillo@ios.doi.gov>, Karen Cucurullo <Karen\_Cucurullo@nps.gov>, Bob Vogel <bob\_vogel@nps.gov>  
**Subject:** Re: Landmark Music Festival

I suggest you speak with Karen Cucurullo, who is the acting superintendent of the National Mall. I am copying her and Regional Director Bob Vogel on this email.

On Mon, Aug 31, 2015 at 1:33 PM, Carrillo, Francisco <[francisco\\_carrillo@ios.doi.gov](mailto:francisco_carrillo@ios.doi.gov)> wrote:

Hi Peggy. White House IGA is asking if they can talk with someone in NPS regarding the Landmark Music Festival on the Mall. Can I put them in touch with you or should they chat with NCR or NAMA folks? Thanks Peggy!

----- Forwarded message -----

From: **Alcantara, Elias** <[Elias\\_Alcantara@who.eop.gov](mailto:Elias_Alcantara@who.eop.gov)>  
Date: Mon, Aug 31, 2015 at 12:18 PM  
Subject: Landmark Music Festival  
To: Francisco Carrillo <[francisco\\_carrillo@ios.doi.gov](mailto:francisco_carrillo@ios.doi.gov)>

Hi Francisco,

Hope all is well. As mentioned the last time we saw each other, our team wants to engage some of the artists coming in for the festival.

I saw on the website that the NPS is a partner/host of the festival. Can you please connect with a staffer at NPS that can help with this request?

Thanks,

Elias

Elias Alcantara

Associate Director

Office of Intergovernmental Affairs| The White House

O: 202-456-3963 C: 202-596-4137| [ecalcantara@who.eop.gov](mailto:ecalcantara@who.eop.gov)

---

**"Carrillo, Francisco" <francisco\_carrillo@ios.doi.gov>**

**From:** "Carrillo, Francisco" <francisco\_carrillo@ios.doi.gov>  
**Sent:** Tue Sep 01 2015 13:29:06 GMT-0600 (MDT)  
**To:** "Alcantara, Elias" <Elias\_Alcantara@who.eop.gov>  
**Subject:** Re: Landmark Music Festival

Hi Elias. I'm connecting you with Karen Cucurullo, the acting Superintendent of the National Mall, and Bob Vogel, the Regional Director for the National Capital Region, to discuss this festival with you.

Thanks,  
Francisco Carrillo  
Deputy Director, Office of Intergovernmental & External Affairs  
U.S. Department of the Interior  
Office of the Secretary  
(202) 208-5541 w (202) 412-8846 c

On Mon, Aug 31, 2015 at 12:18 PM, Alcantara, Elias <[Elias\\_Alcantara@who.eop.gov](mailto:Elias_Alcantara@who.eop.gov)> wrote:

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Office of Intergovernmental Affairs| The White House

O: 202-456-3963 C: 202-596-4137| [ealcantara@who.eop.gov](mailto:ealcantara@who.eop.gov)

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**"Alcantara, Elias" <[Elias\\_Alcantara@who.eop.gov](mailto:Elias_Alcantara@who.eop.gov)>**

**From:** "Alcantara, Elias" <[Elias\\_Alcantara@who.eop.gov](mailto:Elias_Alcantara@who.eop.gov)>  
**Sent:** Tue Sep 01 2015 13:32:13 GMT-0600 (MDT)  
**To:** "Carrillo, Francisco" <francisco\_carrillo@ios.doi.gov>  
**Subject:** RE: Landmark Music Festival

Thanks, Francisco!

Hi Karen and Bob,

Hope all is well. Do you have some time later today or first thing in the AM to hop on the phone?

Best,



Elias

Elias Alcantara

Associate Director

Office of Intergovernmental Affairs| The White House

O: 202-456-3963 C: 202-596-4137| [ealcantara@who.eop.gov](mailto:ealcantara@who.eop.gov)

**From:** Carrillo, Francisco [mailto:[francisco\\_carrillo@ios.doi.gov](mailto:francisco_carrillo@ios.doi.gov)]

**Sent:** Tuesday, September 01, 2015 3:29 PM

**To:** Alcantara, Elias

**Cc:** Karen Cucurullo; Bob Vogel; John Blair

**Subject:** Re: Landmark Music Festival

Hi Elias. I'm connecting you with Karen Cucurullo, the acting Superintendent of the National Mall, and Bob Vogel, the Regional Director for the National Capital Region, to discuss this festival with you.

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## Conversation Contents

### NAMA Concert

**"O'Dell, Margaret" <peggy\_o'dell@nps.gov>**

---

**From:** "O'Dell, Margaret" <peggy\_o'dell@nps.gov>  
**Sent:** Mon Aug 31 2015 07:31:33 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>  
**Subject:** NAMA Concert

Have things settled down between GSI and C3 or do I owe you something to help?

**"Vogel, Bob" <bob\_vogel@nps.gov>**

---

**From:** "Vogel, Bob" <bob\_vogel@nps.gov>  
**Sent:** Mon Aug 31 2015 07:45:07 GMT-0600 (MDT)  
**To:** "O'Dell, Margaret" <peggy\_o'dell@nps.gov>  
**Subject:** Re: NAMA Concert

I have been told all is well. I will check in for final assurance.

**Robert A. Vogel**  
**Regional Director**  
**National Capital Region**  
**1100 Ohio Drive SW**  
**(202) 619-7023**  
[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)

On Mon, Aug 31, 2015 at 9:31 AM, O'Dell, Margaret <[peggy\\_o'dell@nps.gov](mailto:peggy_o'dell@nps.gov)> wrote:  
| Have things settled down between GSI and C3 or do I owe you something to help?

**"O'Dell, Margaret" <peggy\_o'dell@nps.gov>**

---

**From:** "O'Dell, Margaret" <peggy\_o'dell@nps.gov>  
**Sent:** Mon Aug 31 2015 09:07:01 GMT-0600 (MDT)  
**To:** "Vogel, Bob" <bob\_vogel@nps.gov>  
**Subject:** Re: NAMA Concert

That is great. Glad to hear they have worked through their differences.

On Mon, Aug 31, 2015 at 9:45 AM, Vogel, Bob <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)> wrote:  
| I have been told all is well. I will check in for final assurance.

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# Conversation Contents

## Leaving The Trust for the National Mall

**Leon Scioscia <LScioscia@nationalmall.org>**

---

**From:** Leon Scioscia <LScioscia@nationalmall.org>  
**Sent:** Thu Aug 27 2015 09:31:50 GMT-0600 (MDT)  
"Jenn\_Kays@nps.gov" <Jenn\_Kays@nps.gov>, "Thanyachareon, Narong" <new\_thanyachareon@nps.gov>, Sean Kennealy <sean\_kennealy@nps.gov>, "Michael Stachowicz (michael\_stachowicz@nps.gov)" <michael\_stachowicz@nps.gov>, "Spain, Susan" <susan\_spain@nps.gov>, "Hawn, Jerold" <jerold\_hawn@nps.gov>, Karen Cucurullo <Karen\_Cucurullo@nps.gov>, "Al-Ghuiyy, Monamma" <monamma\_al-ghuiyy@nps.gov>, Marisa Richardson <marisa\_richardson@nps.gov>, Leonard Lee <leonard\_lee@nps.gov>, "Bob\_Vogel@nps.gov" <Bob\_Vogel@nps.gov>, "Conway, Bradley (bradley\_conway@nps.gov)" <bradley\_conway@nps.gov>, "Edward\_Fleming@nps.gov" <Edward\_Fleming@nps.gov>, Jennifer Rudnick <jennifer\_epstein@nps.gov>, "Joseph Salvatore (joseph\_salvatore@nps.gov)" <joseph\_salvatore@nps.gov>, "john.kirkpatrick@nps.gov" <john.kirkpatrick@nps.gov>, "Cohen, Laura" <laura\_cohen@nps.gov>, "neil.koch@nps.gov" <neil.koch@nps.gov>, "Pierce, James" <james\_pierce@nps.gov>, Robbin Owen <Robbin\_Owen@nps.gov>, "robin\_nixon@nps.gov" <robin\_nixon@nps.gov>, Rosanna Weltzin <rosanna\_weltzin@nps.gov>, "rae.emerson@nps.gov" <rae.emerson@nps.gov>, "Erich Koehler (erich\_koehler@nps.gov)" <erich\_koehler@nps.gov>  
**To:**  
**Subject:** Leaving The Trust for the National Mall

Dear NAMA Colleagues,

I just wanted to let all of you know that I am leaving the Trust for the National Mall as of Friday, August 28, 2015. I have accepted the position of Senior Vice President of Operations for the Strathmore, in North Bethesda, MD, and while I am sad to be leaving the Trust, I am so excited about this new adventure.

It has simply been a honor to work with each and every one of you, and I have become a better person as a result of my association with all of you. I shall always keep the National Mall close to my heart, and the respect that I have for NAMA, and for NPS, will always remain strong.

After Friday, please direct all correspondence and questions about any of the programs I was working on with you to Alicia Alexion.

Again, thank you, and I'm sure I will see you out on the National Mall ... soon.

All best,

Leon

Leon Scioscia

Director of Operations and Special Projects

Trust for the National Mall  
1300 Pennsylvania Avenue, NW, Suite 370  
Washington, DC 20004

p: 202.688.3762 m: 703.615.4088 f: 202.407.9422 | [nationalmall.org](http://nationalmall.org)

Making the National Mall the best park in the world.



LMF Email Sig Lincoln at Night

**Bob Vogel <bob\_vogel@nps.gov>**

---

**From:** Bob Vogel <bob\_vogel@nps.gov>  
**Sent:** Fri Aug 28 2015 06:56:33 GMT-0600 (MDT)  
**To:** Leon Scioscia <LScioscia@nationalmall.org>  
**Subject:** Re: Leaving The Trust for the National Mall

Leon,

I am sorry to hear that you will be leaving the Trust! It has been a pleasure working with you and I wish you all the best in your new job. Thank you for your dedicated service. You will be missed!

Bob

On Aug 27, 2015, at 11:32 AM, Leon Scioscia <[LScioscia@nationalmall.org](mailto:LScioscia@nationalmall.org)> wrote:

Dear NAMA Colleagues,

I just wanted to let all of you know that I am leaving the Trust for the National Mall as of Friday, August 28, 2015. I have accepted the position of Senior Vice President of Operations for the Strathmore, in North Bethesda, MD, and while I am sad to be leaving the Trust, I am so excited about this new adventure.

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[<image001.gif><image002.gif><image003.jpg>](#)

[<image004.png>](#)



## Conversation Contents

Re: Moving On

**Karen Cucurullo <karen\_cucurullo@nps.gov>**

---

**From:** Karen Cucurullo <karen\_cucurullo@nps.gov>  
**Sent:** Mon Aug 24 2015 08:48:17 GMT-0600 (MDT)  
**To:** Katie O'Neill <koneill@nationalmall.org>  
**Subject:** Re: Moving On

Katie,

And thank you for your service....good luck and congratulations on your new position!

Karen

Sent from my iPhone

On Aug 24, 2015, at 10:41 AM, Katie O'Neill <[koneill@nationalmall.org](mailto:koneill@nationalmall.org)> wrote:

Karen, Robin, Tonya,

I wanted to let you all know that my last day at the Trust will be tomorrow. I have accepted a position at U.S. Travel Association doing Government Relations and I begin there on Monday, August 31. As I am sure you will, feel free to reach out directly to any of the senior staff members when working on scheduling any meetings.

It has been a pleasure working with you all. I am sure our paths will cross again—part of my portfolio is National Parks!

All the best,

Katie

**Katie O'Neill**

Executive Assistant to the President  
Trust for the National Mall

1300 Pennsylvania Avenue, NW

Suite 370

Washington, DC 20004

p: (202) 407-9414 | c: (908) 528-7597 | [nationalmall.org](http://nationalmall.org)

Making the National Mall the best park in the world.

 [<image003.jpg>](#)

## Conversation Contents

USPP News

**"Rose, Anna" <anna\_rose@nps.gov>**

---

**From:** "Rose, Anna" <anna\_rose@nps.gov>  
**Sent:** Fri Aug 21 2015 05:40:04 GMT-0600 (MDT)  
**To:**  
**Subject:** USPP News

Displaying image.png

### **Concert On National Mall To Raise Awareness Of Addiction**

[https://wamu.org/news/15/08/17/concert\\_on\\_national\\_mall\\_to\\_raise\\_awareness\\_of\\_addiction](https://wamu.org/news/15/08/17/concert_on_national_mall_to_raise_awareness_of_addiction)

Steven Tyler, Sheryl Crow and Joe Walsh from the Eagles will perform in a concert being planned for the National Mall in October to draw attention to the problem of addiction.

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[http://www.qconline.com/opinion/don-t-saddle-mall-ike-with-a-monstrosity/article\\_23b1613f-c0df-50b3-8b84-53fef7f2ce60.html](http://www.qconline.com/opinion/don-t-saddle-mall-ike-with-a-monstrosity/article_23b1613f-c0df-50b3-8b84-53fef7f2ce60.html)

We could wearily shrug, say "Oh, well," and economize waste and annoyance by just building the proposed \$142 million Dwight D. Eisenhower Memorial.

### **Top 5 WWI memorial designs for D.C. park lean toward the serene**

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The 12-foot-tall bronze statue of Gen. John J. Pershing will probably remain in his namesake park, though it might not be the centerpiece of the new memorial, a federal commission has said

--

Sergeant Anna Rose  
Public Information Officer  
United States Park Police  
1100 Ohio Drive, S.W.  
Washington, D.C. 20242  
Office (202) 619-7163  
Mobile (202) 556-9181

**Peggy O'Dell <peggy\_o'dell@nps.gov>**

---

**From:** Peggy O'Dell <peggy\_o'dell@nps.gov>  
**Sent:** Sat Aug 22 2015 13:16:07 GMT-0600 (MDT)  
**To:** Cucurullo Karen <Karen\_Cucurullo@nps.gov>, Vogel Bob <bob\_vogel@nps.gov>  
**Subject:** Fwd: USPP News

See below. Is the concert mentioned an additional concert to the one the Trust is planning?

Sent from my iPhone

Begin forwarded message:

**From:** "Rose, Anna" <[anna\\_rose@nps.gov](mailto:anna_rose@nps.gov)>  
**Date:** August 21, 2015 at 4:40:04 AM PDT  
**To:** undisclosed-recipients:;  
**Subject:** USPP News

Displaying image.png

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---

**Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>**

**From:** Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>  
**Sent:** Sat Aug 22 2015 13:22:24 GMT-0600 (MDT)  
**To:** Peggy O'Dell <[peggy\\_o'dell@nps.gov](mailto:peggy_o'dell@nps.gov)>  
**Subject:** Re: USPP News

It is a different concert.

Sent from my iPhone

On Aug 22, 2015, at 3:16 PM, Peggy O'Dell <[peggy\\_o'dell@nps.gov](mailto:peggy_o'dell@nps.gov)> wrote:

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**Date:** August 21, 2015 at 4:40:04 AM PDT  
**To:** undisclosed-recipients;;  
**Subject:** USPP News

<image.png>

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**From:** Peggy O'Dell <[peggy\\_o'dell@nps.gov](mailto:peggy_o'dell@nps.gov)>  
**Sent:** Sat Aug 22 2015 13:24:05 GMT-0600 (MDT)  
**To:** Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>  
**Subject:** Re: USPP News

Great

Sent from my iPhone

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**Subject:** USPP News

<image.png>

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# Conversation Contents

## Weekly Update from NCR Partnerships Associateship

"O'Sullivan, Wendy" <wendy\_o'sullivan@nps.gov>

---

**From:** "O'Sullivan, Wendy" <wendy\_o'sullivan@nps.gov>  
**Sent:** Tue Aug 18 2015 16:02:45 GMT-0600 (MDT)  
**To:** NCR\_Superintendents\_Deputies\_Associates\_and\_Program\_Managers  
<NCR\_Superintendents\_Deputies\_Associates\_and\_Program\_Managers@nps.gov>  
**Subject:** Weekly Update from NCR Partnerships Associateship

### National Capital Region - Partnerships Associateship Update - August 18, 2015

#### Centennial:

99 Ways to #FindYourPark - the national centennial office has launched a national social media campaign for the last two weeks of August to engage parks and the public in celebration of the NPS 99th birthday. Parks and partners are invited to identify with one or more of the [list of 99 Ways to #FindYourPark](#). See Director's memo from August 10, 2015 for more details and the social media guidance and tools have been posted to the Centennial site off InsideNPS. <https://sites.google.com/a/nps.gov/nps-centennial-office/home/centennial-news>

Help choose the new Centennial Badge. [Vote Today!](#)

Park Experiences - parks are encouraged to continue to post "experiences" within the NPS.gov CMS to be sure they are included in FindYourPark.com.

#### RTCA:

Anne O'Neill to serve as Acting NCR RTCA Chief through early October. Beth Porter will be on detail now thru early October with Rock Creek Park in support of the park's 125th anniversary.

The RTCA applications technical support open call closed on July 31, 2015. NCR received several submissions that are being reviewed and analyzed by staff prior to final selection in the new fiscal year.

#### Youth:

Congratulations to the summer youth team from Manassas for winning the 2015 Youth Find Your Park Video Challenge. On Thursday, July 30th, National Capital Region hosted its end of summer youth summit event for all region-wide youth and this year the region challenged the youth to create Find Your Park PSA-style videos. All the videos can be viewed internally by opening this [google folder](#). We are working to get them all closed captioned to share publicly, so please do not distribute at this time.

Every Kid in a Park launches this month to welcome every 4th grader free to their national parks and other federal public lands and waters. Parks can find information posted at <http://www.doi.gov/everykid/index.cfm> and there is a webinar scheduled for August 20 at 3:00PM to register follow this link: <https://attendee.gotowebinar.com/register/71003089271122689>

#### Interpretation and Education:

Please remember to submit nominations for service-level awards by August 28, 2015 to [NCR\\_Awards@nps.gov](mailto:NCR_Awards@nps.gov). It was reported this morning that NCR HR has yet to received any award nominations for Interpretation, Education, Cooperating Associations or Volunteer awards. Great work is happening in these areas, so please take the time to submit your nominations. <https://sites.google.com/a/nps.gov/employeecenter/employee-center/compensation-job-performance-1/award-and-incentive-programs/june-service-level-awards-call>

NCR and NER are hosting a joint I&E training September 15-18 in Philadelphia. Interpretation Leadership & Business Skills is targeted for for Superintendents and Interp Chiefs. To learn more please contact Acting NCR Interp Chief, Laura Harvey at [Laura\\_Harvey@nps.gov](mailto:Laura_Harvey@nps.gov).

#### Partnerships:

Save the Date: Oct 19 - Annual NCR Partnership Summit. This year the Summit will be held in Frederick, Maryland and will be co-hosted by the Frederick County Tourism Board. More information to follow later this month.

The WASO partnership office is expected to brief the Regional Directors this week on the draft of the new Director's Order 21 on donations and fundraising. The goal is to have the new draft policy out for public comment this fall.

#### Urban Agenda:

The DC Urban Agenda Executive Committee will be holding its first meeting this month with our DC Urban Fellow. Project and program identification will move forward early this fall.

Kudos to NACE and US Park Police for hosting a very successful National Night Out Event at River Terrace Park in Anacostia.



And here are a few interesting urban agenda themed articles:

[London: A National Park City](#)

[Common Issues Facing Cities](#)

[A Buffalo Case Study: Can Architecture Bring a City Back](#)

[Defining parks for social good](#)

**Other Upcoming Partnership Events:**

August 25 - NAMA, SCA and American Express are hosting a "[Servabration](#)" on the National Mall to celebrate volunteer service across the national parks. American Express is one of the six NPS Centennial corporate sponsors.

Sept 13-20 - International Wellness Week. The Pan American Health Organization (PAHO) has partnered with NPS to advance Healthy Parks Healthy People. Check out the [DC events](#) planned by PAHO for the week.

Sept 26-27 - *Landmark Music Festival for the National Mall*. The ticketed event will take place at West Potomac Park and is a two day charity event and music festival to benefit the National Mall presented by the Trust for the National Mall. Free viewing of performances on a jumbo-tron will be available from the grounds of the Washington Monument. <http://www.landmarkfestival.org/cause/>

Sept 26-27 - Weekend of events and activities to celebrate 125th of Rock Creek Park. Visit <http://www.nps.gov/rocr/playourvisit/125th-Celebration.htm> for an overview and calendar of events.

WENDY L. O'SULLIVAN

Associate Regional Director

Partnerships, Youth & Community Engagement

National Park Service - National Capital Region

1100 Ohio Drive, SW

Washington, DC 20242

Phone: 202-619-7492

[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)

## Conversation Contents

**Fwd: 8.11.15 C3 Letter to NAMA Acting Superintendent Cucurullo**

/50. Fwd: 8.11.15 C3 Letter to NAMA Acting Superintendent Cucurullo/1.1 8.11.15 C3 letter to Cucurullo re GSI-C3 Agreement.pdf

**"Selleck, Philip" <philip\_selleck@nps.gov>**

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**From:** "Selleck, Philip" <philip\_selleck@nps.gov>  
**Sent:** Mon Aug 17 2015 15:08:45 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>, Lisa Mendelson-Ielmini <Lisa\_Mendelson-Ielmini@nps.gov>  
**Subject:** Fwd: 8.11.15 C3 Letter to NAMA Acting Superintendent Cucurullo  
**Attachments:** 8.11.15 C3 letter to Cucurullo re GSI-C3 Agreement.pdf

Will follow up with Steve to see if anything else has developed.

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Date: Fri, Aug 14, 2015 at 11:37 AM  
Subject: 8.11.15 C3 Letter to NAMA Acting Superintendent Cucurullo  
To: Doug Verner <[VernerD@guestservices.com](mailto:VernerD@guestservices.com)>  
Cc: Philip Selleck <[Philip\\_Selleck@nps.gov](mailto:Philip_Selleck@nps.gov)>, Melissa Lackey <[Melissa.Lackey@sol.doi.gov](mailto:Melissa.Lackey@sol.doi.gov)>, Jeff Marquis <[jmarquis@guestservices.com](mailto:jmarquis@guestservices.com)>

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Please understand I would appreciate an expedite reply. Thanks!

Steve LeBel  
Deputy Associate Regional Director, Operations and Education  
Program Manager, Office of Business Services  
National Capital Region, National Park Service  
Phone: (202) 619-7072  
Fax: (202) 619-7157

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Philip A. Selleck  
Associate Regional Director,  
Operations and Education  
National Capital Region  
National Park Service  
202-619-7142

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Now C3 is asking that I contact a Ms. Nikki Buffa at Interior. I will not do that without a NPS or a solicitor on the phone with me.

Please let me know if you have any questions.

Doug

(703) 849-9363

**From:** LeBel, Steve [mailto:[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)]  
**Sent:** Friday, August 14, 2015 11:37 AM  
**To:** Douglas Verner  
**Cc:** Philip Selleck; Melissa Lackey; Jeff Marquis  
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National Capital Region, National Park Service

Phone: (202) 619-7072

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Philip A. Selleck  
Associate Regional Director,  
Operations and Education  
National Capital Region  
National Park Service  
202-619-7142

**Bob Vogel <bob\_vogel@nps.gov>**

---

**From:** Bob Vogel <bob\_vogel@nps.gov>

**Sent:** Mon Aug 17 2015 19:11:32 GMT-0600 (MDT)  
**To:** Karen Cucurullo <Karen\_Cucurullo@nps.gov>  
**Subject:** Fwd: 8.11.15 C3 Letter to NAMA Acting Superintendent Cucurullo

Sent from my iPhone

Begin forwarded message:

**From:** "Selleck, Philip" <[philip\\_selleck@nps.gov](mailto:philip_selleck@nps.gov)>  
**Date:** August 17, 2015 at 5:16:21 PM EDT  
**To:** Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>, Lisa Mendelson-Ielmini <[Lisa\\_Mendelson-Ielmini@nps.gov](mailto:Lisa_Mendelson-Ielmini@nps.gov)>  
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**Sent:** Friday, August 14, 2015 11:37 AM  
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Philip A. Selleck  
Associate Regional Director,  
Operations and Education  
National Capital Region  
National Park Service  
202-619-7142

**From:** Bob Vogel <bob\_vogel@nps.gov>  
**Sent:** Mon Aug 17 2015 19:19:24 GMT-0600 (MDT)  
**To:** "Selleck, Philip" <philip\_selleck@nps.gov>  
**Subject:** Re: 8.11.15 C3 Letter to NAMA Acting Superintendent Cucurullo

Karen is actively working this issue with the solicitors, DOI and WASO and myself. We need to speak with one voice. She should be leading this issue ,

Sent from my iPhone

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Philip A. Selleck

Associate Regional Director,

Operations and Education

National Capital Region

National Park Service

202-619-7142

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**"Selleck, Philip"** <philip\_selleck@nps.gov>

**From:** "Selleck, Philip" <philip\_selleck@nps.gov>  
**Sent:** Tue Aug 18 2015 06:39:03 GMT-0600 (MDT)

**To:** Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>  
**Subject:** Re: 8.11.15 C3 Letter to NAMA Acting Superintendent Cucurullo

agreed

On Mon, Aug 17, 2015 at 9:19 PM, Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)> wrote:

Karen is actively working this issue with the solicitors, DOI and WASO and myself. We need to speak with one voice. She should be leading this issue ,

Sent from my iPhone

On Aug 17, 2015, at 5:16 PM, Selleck, Philip <[philip\\_selleck@nps.gov](mailto:philip_selleck@nps.gov)> wrote:

New information.

Don't know who told GSI they couldn't defer, but I think I may know.

----- Forwarded message -----

From: **Douglas Verner** <[VernerD@guestservices.com](mailto:VernerD@guestservices.com)>

Date: Fri, Aug 14, 2015 at 3:28 PM

Subject: RE: 8.11.15 C3 Letter to NAMA Acting Superintendent Cucurullo

To: "LeBel, Steve" <[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)>

Cc: Philip Selleck <[Philip\\_Selleck@nps.gov](mailto:Philip_Selleck@nps.gov)>, Melissa Lackey <[Melissa.Lackey@sol.doi.gov](mailto:Melissa.Lackey@sol.doi.gov)>, Jeff Marquis <[jmarquis@guestservices.com](mailto:jmarquis@guestservices.com)>

Steve,

I will try to respond in a business-like manner, but my feelings right now lean toward profanity. What C3 sent to Ms. Cucurullo is most definitely NOT a "recent transaction". I explained this over the phone to Melissa several days ago, but it is time to put it in writing to NPS.

About four months ago, Rick Wayland of GSI and Mr. Jones of C3 discussed how food, beverage, retail could be handled for the concert. In essence, Mr. Jones said that C3 had lined-up food and beverage vendors, and retail items, and Rick said that if that were the case, there wasn't much for GSI to do (as you know, we generally buy and prepare the food for special events, and sell it and retail items to the public). Rick said that if that was what the Trust wanted, and if the NPS agreed, we would accept \$75,000 to waive GSI's right of first refusal. This was based on the theory that what C3 and Trust were doing was a concert, for which GSI does not have a concession, and the food, beverage, and retail was merely ancillary to the concert.

Rick then asked me to prepare a rough draft agreement, based on the above discussion. I did, and it was sent by Rick to C3 and NPS (I'm not sure who at NPS received it) about four months ago. Word almost immediately came back from NPS that it would not allow GSI to waive its right of first refusal for food, beverage, and retail sales for the concert. NPS' position was that this was not a new service (concert), but rather a subcontract from GSI to C3 to sell food, beverage, retail. Based on that position, GSI would have to pay franchise fees of



20% on all revenue from the sale of food, beverage, and retail, which, as projected, could equal \$200,000 to \$300,000. Obviously, GSI could not agree to pay those sums to NPS while only receiving \$75,000 from C3.

That position was clearly explained to C3 by NPS and the Interior solicitors at two separate, hour-long meetings held with representatives of C3, the Trust, and GSI. About a week after the second of those meetings, Mr. Jones of C3 called Rick Wayland and discussed another possibility: if C3 or the Trust could convince NPS to waive the 20% franchise fee, C3 would pay GSI about 7.5% of revenue, to cover GSI's costs of credit card processing fees, and other fees and costs related to the event. Again, Rick said to Mr. Jones that if NPS agreed to waive the franchise fees, GSI would find those terms acceptable.

Nothing occurred after that, until earlier this week, when Rick Wayland received a draft contract from C3. It was somewhat similar to the draft GSI sent to C3 about four months ago, but contained some modifications (like GSI representing that NPS consented to the terms of the agreement, which GSI would never do). GSI removed the objectionable terms, and added a place for NPS to sign, and returned it to C3. It appears that simultaneously with sending C3's version to Rick, C3 sent their version of the agreement to Ms. Cucurello, and misrepresented to her that it was an agreement between GSI and C3.

The next we heard about this was the calls from you to Mr. Gabrys, and Ms. Lackey to me, asking whether GSI had reached an agreement with C3. We had no idea what you were talking about. Now that I have seen C3's letter to Ms. Cucurello, I cannot believe that C3 would act this way.

Now C3 is asking that I contact a Ms. Nikki Buffa at Interior. I will not do that without a NPS or a solicitor on the phone with me.

Please let me know if you have any questions.

Doug

(703) 849-9363

**From:** LeBel, Steve [mailto:[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)]  
**Sent:** Friday, August 14, 2015 11:37 AM  
**To:** Douglas Verner  
**Cc:** Philip Selleck; Melissa Lackey; Jeff Marquis  
**Subject:** 8.11.15 C3 Letter to NAMA Acting Superintendent Cucurullo

Doug -

The attached correspondence from C3 to NAMA Acting Superintendent Cucurullo states GSI and C3 have reached an agreement concerning the National Mall concert next month.

My conversation yesterday with Jeff and Gerry confirmed my understanding there is no agreement in place. It also appears to conflict with the notice provided to C3 by our Solicitor in our July 16th meeting and GSI's position it would not agree to these terms.

Would you please confirm the validity of this attachment and share the status of GSI's negotiations with C3?

We again acknowledge your concern C3 may be delaying negotiations to provide themselves with an advantage as the concert grows near and C3 might publicly leverage this advantage to the embarrassment of GSI and the NPS. Please know I have shared this concern.

We also understand the urgency of the disposition of the agreement between C3 and GSI, as late notice to GSI could leave the company with insufficient time to prepare to provide service to our visitors.

Please understand I would appreciate an expedite reply. Thanks!

Steve LeBel

Deputy Associate Regional Director, Operations and Education

Program Manager, Office of Business Services

National Capital Region, National Park Service

Phone: (202) 619-7072

Fax: (202) 619-7157

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--

Philip A. Selleck  
Associate Regional Director,  
Operations and Education  
National Capital Region  
National Park Service  
202-619-7142

--

Philip A. Selleck  
Associate Regional Director,

Operations and Education  
National Capital Region  
National Park Service  
202-619-7142

**"Selleck, Philip" <[philip\\_selleck@nps.gov](mailto:philip_selleck@nps.gov)>**

---

**From:** "Selleck, Philip" <[philip\\_selleck@nps.gov](mailto:philip_selleck@nps.gov)>  
**Sent:** Tue Aug 18 2015 11:47:49 GMT-0600 (MDT)  
**To:** Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>  
**Subject:** Re: 8.11.15 C3 Letter to NAMA Acting Superintendent Cucurullo

Spoke with Karen, and will make sure we stand down.

On Mon, Aug 17, 2015 at 9:19 PM, Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)> wrote:

Karen is actively working this issue with the solicitors, DOI and WASO and myself. We need to speak with one voice. She should be leading this issue ,

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Date: Fri, Aug 14, 2015 at 3:28 PM  
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To: "LeBel, Steve" <[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)>  
Cc: Philip Selleck <[Philip\\_Selleck@nps.gov](mailto:Philip_Selleck@nps.gov)>, Melissa Lackey <[Melissa.Lackey@sol.doi.gov](mailto:Melissa.Lackey@sol.doi.gov)>, Jeff Marquis <[jmarquis@guestservices.com](mailto:jmarquis@guestservices.com)>

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(703) 849-9363

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**Sent:** Friday, August 14, 2015 11:37 AM  
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Please understand I would appreciate an expedite reply. Thanks!

Steve LeBel

Deputy Associate Regional Director, Operations and Education

Program Manager, Office of Business Services

National Capital Region, National Park Service

Phone: (202) 619-7072

Fax: (202) 619-7157

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--

Philip A. Selleck  
Associate Regional Director,  
Operations and Education

National Capital Region  
National Park Service  
202-619-7142

--  
Philip A. Selleck  
Associate Regional Director,  
Operations and Education  
National Capital Region  
National Park Service  
202-619-7142

## Conversation Contents

Fwd: Partnerships Associateship - August 18, 2015

"O'Sullivan, Wendy" <wendy\_o'sullivan@nps.gov>

---

**From:** "O'Sullivan, Wendy" <wendy\_o'sullivan@nps.gov>  
**Sent:** Tue Aug 18 2015 06:02:03 GMT-0600 (MDT)  
**To:** Sarah Hopson <sarah\_hopson@nps.gov>  
**Subject:** Fwd: Partnerships Associateship - August 18, 2015

For senior staff this morning and notes to the field.

- Wendy

----- Forwarded message -----

### Partnerships Associateship Update - August 18, 2015

#### Centennial:

99 Ways to #FindYourPark - the national centennial office is launched a national social media campaign for the last two weeks of August to engage parks and the public in celebration of the NPS 99th birthday. Parks and partners are invited to identify with one or more of the list of 99 ways to find your park. See Director's memo from August 10, 2015 for more details and the social media guidance, tools and the list of 99 Ways to #FindYourPark have been posted to the Centennial site off InsideNPS.

Park Experiences - parks are encouraged to continue to post "experiences" within the NPS.gov CMS to be sure they are included in FindYourPark.com.

#### RTCA:

Anne O'Neill to serve as Acting NCR RTCA Chief through early October. Beth Porter on detail with Rock Creek Park in support of the park's 125th anniversary.

The application open call for RTCA technical support closed on July 31, 2015. NCR received several submissions that are being reviewed and analyzed by staff prior to final selection in the new fiscal year.

#### Youth:

Every Kid in a Park launches this month to welcome every 4th grader free to their national parks and other federal public lands and waters. Parks can find information posted at <http://www.doi.gov/everykid/index.cfm> and there is a webinar scheduled for August 20 at 3:00PM to register follow this link: <https://attendee.gotowebinar.com/register/71003089271122689>

#### Interpretation and Education:

NCR and NER are hosting a joint I&E training September 15-18 in Philadelphia. Interpretation Leadership & Business Skills is targeted for for Superintendents and Interp Chiefs. To learn more please contact Acting NCR Interp Chief, Laura Harvey at <a>Laura\_Harvey@nps.gov.

#### Partnerships:

Oct 19 - Annual NCR Partnership Summit. This year the Summit will be held in Frederick, Maryland and will be co-hosted by the Frederick County Tourism Board. More information to follow later this month.

#### Other Upcoming Partnership Events:



August 25 - NAMA, SCA and American Express are hosting a "Servavration" on the National Mall to celebrate volunteer service across the national parks. American Express is one of the six NPS Centennial corporate sponsors. Director Jarvis will be participating.

Sept 19 - Wellness Week Celebration at Sylvan Theater on the National Mall with event sponsor the Pan American Health Organization. PAHO and NPS have partnered nationally to advance Health Parks Healthy Living.

Sept 26-27 - Landmark Music Festival in Support of the National Mall. The ticketed event will take place at West Potomac Park and is a two day charity event and music festival to benefit National Mall presented by the Trust for the National Mall. Free viewing of performance on a jumbo-tron will be available from the grounds of the Washington Monument.

Sept 26-27 - Weekend of events and activities to celebrate 125th of Rock Creek Park. Visit [www.nps.gov/rocr](http://www.nps.gov/rocr) for a schedule of events.

Sent from my iPad

--

WENDY L. O'SULLIVAN  
Associate Regional Director  
Partnerships, Youth & Community Engagement  
National Park Service - National Capital Region  
1100 Ohio Drive, SW  
Washington, DC 20242  
Phone: 202-619-7187  
[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)

## Conversation Contents

Fwd: Trust for the National Mall's proposed music festival

"Foster, Maureen" <maureen\_foster@nps.gov>

---

**From:** "Foster, Maureen" <maureen\_foster@nps.gov>  
**Sent:** Thu Aug 13 2015 14:47:18 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>  
**Subject:** Fwd: Trust for the National Mall's proposed music festival

more

---

Maureen D. Foster  
Chief of Staff  
National Park Service  
1849 C Street, NW, Room 2715  
Washington, DC 20240  
202.208.5970 (direct)  
202.208.3818 (main)

*The goal of the National Park Service centennial  
is to connect with and create the next generation  
of park visitors, supporters, and advocates.*

----- Forwarded message -----

From: **Buffa, Nicole** <[nicole\\_buffa@ios.doi.gov](mailto:nicole_buffa@ios.doi.gov)>  
Date: Thu, Aug 13, 2015 at 4:43 PM  
Subject: Fwd: Trust for the National Mall's proposed music festival  
To: Maureen Foster <[maureen\\_foster@nps.gov](mailto:maureen_foster@nps.gov)>, Karen Cucurullo <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>

FYI

----- Forwarded message -----

From: **Lackey, Melissa** <[melissa.lackey@sol.doi.gov](mailto:melissa.lackey@sol.doi.gov)>  
Date: Thu, Aug 6, 2015 at 5:19 PM  
Subject: Trust for the National Mall's proposed music festival  
To: [wyeth@benbarnesgroup.com](mailto:wyeth@benbarnesgroup.com), Nicole Buffa <[nicole\\_buffa@ios.doi.gov](mailto:nicole_buffa@ios.doi.gov)>

Dear Mr. Wiedeman;

Your email to Nikki Buffa today found its way to me, as I am the attorney primarily responsible for National Park Service concessions issues on the Mall. I participated in a meeting on July 16 which Charlie Jones of C3 attended by telephone. The form of contract you sent to Nikki today never came up, but I did advise the group that the concession contract held by Guest Services, Inc. (GSI) gives it the right to sell food and beverages and merchandise at special events, such as the concert. Nevertheless, C3 and GSI are free to work out a subcontract for those services. The NPS would not be a party to such an agreement, although, pursuant to a provision in GSI's contract, the NPS would have to approve in advance any merchandise developed for the event and sold on park land.

If you have any further questions, please feel free to communicate directly with me.

**Melissa Lackey**

Attorney Advisor  
U. S. Department of the Interior, Office of the Solicitor  
1849 C Street NW, Room 5323  
Mail Stop 5311

Washington, DC 20240

Phone: 202 513-0733 Fax: 202 208-3877

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--

Nikki Buffa  
Deputy Chief of Staff  
US Department of the Interior  
202-219-3861  
[nicole\\_buffa@ios.doi.gov](mailto:nicole_buffa@ios.doi.gov)

## Conversation Contents

### C3 Concert and GSI

"LeBel, Steve" <[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)>

---

**From:** "LeBel, Steve" <[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)>  
**Sent:** Thu Aug 13 2015 09:58:01 GMT-0600 (MDT)  
**To:** Philip Selleck <[Philip\\_Selleck@nps.gov](mailto:Philip_Selleck@nps.gov)>  
**Subject:** C3 Concert and GSI

Phil -

Per our earlier chat:

I met with GSI this morning on a separate matter (forthcoming Possessory Interest negotiations). They remain concerned there is no agreement with C3 and as the date of concert grows near, C3 will seize the opportunity to publicly place blame on the NPS and GSI.

Melissa Lackey recently suggested a NPS letter to C3 acknowledging the status of their discussions and urging them to come to resolution with GSI.

I wanted to again bring your attention as time grows short and I am unaware of any NPS contact with C3.

--

Steve LeBel  
Deputy Associate Regional Director, Operations and Education  
Program Manager, Office of Business Services  
National Capital Region, National Park Service  
Phone: (202) 619-7072  
Fax: (202) 619-7157

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"LeBel, Steve" <[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)>

---

**From:** "LeBel, Steve" <[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)>  
**Sent:** Thu Aug 13 2015 11:33:16 GMT-0600 (MDT)  
**To:** "Selleck, Philip" <[philip\\_selleck@nps.gov](mailto:philip_selleck@nps.gov)>  
**Subject:** Re: C3 Concert and GSI

I met with GSI this morning. There has been no agreement, only an assurance by C3 to GSI that NPS would be forthcoming with a solution.

On Thu, Aug 13, 2015 at 1:26 PM, Selleck, Philip <[philip\\_selleck@nps.gov](mailto:philip_selleck@nps.gov)> wrote:

Steve,

Guess we'll have to ground truth again. My latest to this point was that an agreement had been reached. Disconcerting that it is not so.

Phil

On Thu, Aug 13, 2015 at 11:58 AM, LeBel, Steve <[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)> wrote:

Phil -

Per our earlier chat:

I met with GSI this morning on a separate matter (forthcoming Possessory Interest negotiations)  
They remain concerned there is no agreement with C3 and as the date of concert grows near, C3 will seize the opportunity to publicly place blame on the NPS and GSI.

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# Conversation Contents

## Administrative Action on Concessions

**Katie O'Neill <koneill@nationalmall.org>**

---

**From:** Katie O'Neill <koneill@nationalmall.org>  
**Sent:** Thu Aug 13 2015 09:44:34 GMT-0600 (MDT)  
**To:** "bob\_vogel@nps.gov" <bob\_vogel@nps.gov>  
**Subject:** Administrative Action on Concessions

Hi Bob,

Hope you are well. Caroline said that you were going to get her the administrative action on concessions from Director Jarvis and that she has not yet seen it. She asked me to track it down.

Any update?

Thanks!  
Katie

**Katie O'Neill**

Executive Assistant to the President  
Trust for the National Mall

1300 Pennsylvania Avenue, NW

Suite 370

Washington, DC 20004

p: (202) 407-9414 | c: (908) 528-7597 | [nationalmall.org](mailto:nationalmall.org)

Making the National Mall the best park in the world.



LMF Email Sig Lincoln at Night



## Conversation Contents

Trust for the National Mall Executive Search

**Chip Akridge <jakridge@nationalmall.org>**

---

**From:** Chip Akridge <jakridge@nationalmall.org>  
**Sent:** Mon Aug 10 2015 10:47:59 GMT-0600 (MDT)  
**To:** "bob\_vogel@nps.gov" <bob\_vogel@nps.gov>  
**Subject:** Trust for the National Mall Executive Search

Dear Bob,

After 8 and a half years, Caroline Cunningham will leave the Trust for the National Mall on September 30. Caroline successfully launched this organization and grew it to be a marquee nonprofit in the Washington DC community, and we are grateful for her service. Now as we turn our sights nationally, we seek a new leader with the stature and experience to fulfill our ambitious goal of making the National Mall the best park in the world.

We have hired Boyden Global Executive Search to lead our quest for the new Trust leader. They will begin with a discovery process designed to define the key criteria for success for the next Trust president. Boyden will conduct interviews with a wide range of stakeholders including board, staff, donors, partners, and friends of the Trust. Derek Wilkinson or Tim McNamara from Boyden will be contacting you to participate in this interview process.

Please take their call or return it and be candid when speaking with the team, and share your honest assessment of the qualities the Trust needs in its next leader. We believe this process will be invaluable to the future growth of our organization, so your participation means a great deal to all of us at the Trust.

My thanks,

Chip Akridge

(This email account is monitored by Trust staff. If you'd like to send me a private response, please use [Jakridge@akridge.com](mailto:Jakridge@akridge.com).)



## Conversation Contents

### Requested Information

#### Attachments:

/63. Requested Information/1.1 7.31.15 C3-GSI Concert Negotiations Briefing.docx  
/63. Requested Information/2.1 7.31.15 C3-GSI Concert Negotiations Briefing.docx  
/63. Requested Information/3.1 GSI Negotiations.docx

**"LeBel, Steve" <steve\_lebel@nps.gov>**

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**From:** "LeBel, Steve" <steve\_lebel@nps.gov>  
**Sent:** Mon Aug 03 2015 07:31:20 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>  
**Subject:** Requested Information  
**Attachments:** 7.31.15 C3-GSI Concert Negotiations Briefing.docx

Attached

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Steve LeBel  
Deputy Associate Regional Director, Operations and Education  
Program Manager, Office of Business Services  
National Capital Region, National Park Service  
Phone: (202) 619-7072  
Fax: (202) 619-7157

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**"Vogel, Bob" <bob\_vogel@nps.gov>**

---

**From:** "Vogel, Bob" <bob\_vogel@nps.gov>  
**Sent:** Mon Aug 03 2015 10:43:43 GMT-0600 (MDT)  
**To:** Margaret O'Dell <Peggy\_O'Dell@nps.gov>  
**Subject:** Fwd: Requested Information  
**Attachments:** 7.31.15 C3-GSI Concert Negotiations Briefing.docx

Peggy,

Our concession contract hold

**Robert A. Vogel**  
**Regional Director**  
**National Capital Region**  
**1100 Ohio Drive SW**  
**(202) 619-7023**  
[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)

**"Vogel, Bob" <bob\_vogel@nps.gov>**

---

**From:** "Vogel, Bob" <bob\_vogel@nps.gov>  
**Sent:** Mon Aug 03 2015 10:57:26 GMT-0600 (MDT)  
**To:** Margaret O'Dell <Peggy\_O'Dell@nps.gov>  
**Subject:** Requested Information  
**Attachments:** GSI Negotiations.docx

GSI has been working with the concert promoter for several months, explaining to them how the concession contract works, and what is the minimum that GSI must receive to avoid paying thousands of dollars in franchise fees out of pocket. They have made at least 3 proposals and discussed tweaking each of those but has not received even on counterproposal.

The attachment will give you a better understanding of the financial involved. Please let me know how I may assist further!

Bob

**Robert A. Vogel**  
**Regional Director**  
**National Capital Region**  
**1100 Ohio Drive SW**  
**(202) 619-7023**  
[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)

## Conversation Contents

Fwd: FW: Update

"LeBel, Steve" <[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)>

---

**From:** "LeBel, Steve" <[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)>  
**Sent:** Wed Jul 29 2015 12:51:15 GMT-0600 (MDT)  
**To:** Melissa Lackey <[Melissa.Lackey@sol.doi.gov](mailto:Melissa.Lackey@sol.doi.gov)>  
**Subject:** Fwd: FW: Update

Melissa, I contacted GSI to ascertain the current status of the GSI - Trust for the National Mall (C3 is negotiating on their behalf) negotiations concerning food service for the Mall concert. GSI responded by forwarding the following email and expresses concern with C3 negotiating in good faith. GSI makes a good point.

GSI shared they have reached agreement on sales taxes and GSIs labor, i.e. C3 will compensate GSI for these expenses. The responsibility for remaining expense, franchise fees, remains unresolved.

I hope this responds to your question.

----- Forwarded message -----

From: **Douglas Verner** <[VernerD@guestservices.com](mailto:VernerD@guestservices.com)>  
Date: Wed, Jul 29, 2015 at 12:25 PM  
Subject: FW: Update  
To: "LeBel, Steve" <[steve\\_lebel@nps.gov](mailto:steve_lebel@nps.gov)>  
Cc: "Rick Wayland - Vice President, Operations" <[waylandr@guestservices.com](mailto:waylandr@guestservices.com)>

Steve,

As you can see from Rick's e-mail to C3, and C3's response (below), C3 is non-committal about when they might be proposing a new arrangement with GSI.

You are aware that GSI has been working with C3 for several months, explaining to them how the concession contract works, and what is the minimum that GSI must receive to avoid paying \$100,000s of franchise fees out of its pocket. We have made at least 3 proposals to C3, and discussed tweaking each of those, but GSI has not received even one counterproposal from C3.

The Park Service has also devoted considerable time and human resources to explain to C3 and TNM what the laws and regulations are that govern the proposed concert. Despite that, and the fact that at the last meeting among all four parties (NPS, GSI, TNM, and C3) the solicitors stated that it was unlikely that GSI's franchise fee would be reduced to accommodate the financial projections for the concert, last week C3 alluded to Rick and me that GSI shouldn't worry about having to pay the franchise fee, that arrangements were going to be made to reduce or eliminate GSI's franchise fee relative to the concert.

I am concerned that C3 is going to continue to delay, then present GSI and NPS with a last-minute proposal which will not be in accord with law or regulations. That action would present both NPS and GSI with a difficult public relations problem: either 1) NPS and GSI look like evil bureaucrats, blocking a "fun" event meant to benefit the Mall, with the associated political fall-out; or 2) we caved to C3's proposal, with the attendant concern that NPS loses control over what activities are allowed on the Mall, and it returns to looking like a flea market.

I am not sure how to avoid this scenario, other than NPS making it clear to C3 and TMN that NPS has done all it can do to accommodate them, and if they cannot make a proposal by August 5 (or another deadline in early August), there will not be sufficient time for NPS and GSI to accommodate this special event. Perhaps better politicians than I can think of better ways to head off C3.

Please let me know if you would like to discuss

Doug

(703) 849-9363

**From:** Charlie Jones [<mailto:cjones@c3presents.com>]  
**Sent:** Tuesday, July 28, 2015 2:44 PM  
**To:** Rick Wayland - Vice President, Operations  
**Subject:** Re: Update

Still working through a few issues but we are close.

CHARLIE JONES

Partner

---

C 3 P R E S E N T S

300 W. 6th Street, Suite 2100 | Austin, Texas 78701

512 478 7211 | 512 476 0611 fax

[Cjones@c3presents.com](mailto:Cjones@c3presents.com)

[www.c3presents.com](http://www.c3presents.com)

---

**From:** Rick Wayland <[waylandr@guestservices.com](mailto:waylandr@guestservices.com)>  
**Date:** Tuesday, July 28, 2015 at 12:43 PM  
**To:** Charlie Jones <[cjones@c3presents.com](mailto:cjones@c3presents.com)>  
**Subject:** Update

Charlie,

Any progress to report?

Thanks,

Rick

Please help reduce paper usage - do not print this email unless necessary.

--

Steve LeBel  
Deputy Associate Regional Director, Operations and Education  
Program Manager, Office of Business Services  
National Capital Region, National Park Service  
Phone: (202) 619-7072  
Fax: (202) 619-7157

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# **Label: "LandMark Music Festival FOIA/LandMark Music Festival FOIA prt 2"**

**Created by: bob\_vogel@nps.gov**

Total Messages in label: 302 (170 conversations)

Created: 10-02-2015 at 11:32 AM

# Conversation Contents

## Rock Creek 125th and Landmark Festival Collaboration

"O'Sullivan, Wendy" <wendy\_o'sullivan@nps.gov>

---

**From:** "O'Sullivan, Wendy" <wendy\_o'sullivan@nps.gov>  
**Sent:** Fri Jul 17 2015 04:10:58 GMT-0600 (MDT)  
**To:** Tara Morrison <Tara\_Morrison@nps.gov>, Kelly Thomas <KThomas@nationalmall.org>, Kristine Fitton <KFitton@nationalmall.org>, Tiffany Rose <TRose@nationalmall.org>  
**Subject:** Rock Creek 125th and Landmark Festival Collaboration

Superintendent Tara Morrison,

Good morning. By email, please meet the team from NAMA and the Trust for the National Mall that is planning and managing the Landmark Festival for the National Mall.

I shared with Kelly, Kristine and Tiffany from the Trust at our weekly meeting yesterday morning the basic information on Rock Creek Park's 125th and that the park's anniversary event coincides with the Landmark Festival.

The group started to brainstorm some ways that the Landmark Festival might be able to cross promote Rock Creek Park Day.

Some early potential ideas included:

1. Sharing contacts for local bands that might want to play at Rock Creek's 125th.
2. A pop in visit to Rock Creek from one of Landmark's more well known musicians.
3. Potential promotional tie-in for Landmark tickets for Sunday to be given away at Rock Creek's 125th.
4. Landmark is partnering with Lyft car service and possibly they would be open to a car service connection between Rock Creek and West Potomac Park.

The group appreciated the historic moment of your 125th and the importance of celebrating Rock Creek being the oldest urban national park.

A few next steps to continue the discussion on collaboration were identified:

1. Rock Creek to share information on Rock Creek Park Day (one-pager) to help the Trust talk with their partners and musicians.
2. The Trust to share information on the Landmark Festival purpose and themes (one pager) to help Rock Creek identify potential connections.
3. Set up a call between the NAMA/Trust team and Superintendent Tara Morrison and the Rock Creek team.



I look forward to helping however I can to make sure both celebrations of DC's remarkable national parks are a great success

Thanks, Wendy

--

WENDY L. O'SULLIVAN  
Associate Regional Director  
Partnerships, Youth & Community Engagement  
National Park Service - National Capital Region  
1100 Ohio Drive, SW  
Washington, DC 20242  
Phone: 202-619-7492  
[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)

□

# Conversation Contents

**Updated Invitation: Landmark Music Festival @ Fri Jul 17, 2015 10am - 11am**  
(bob\_vogel@nps.gov)

**Attachments:**

/79. Updated Invitation: Landmark Music Festival @ Fri Jul 17, 2015 10am - 11am  
(bob\_vogel@nps.gov)/1.1 invite.ics

**Janice DeSordi <janice\_desordi@nps.gov>**

---

**From:** Janice DeSordi <janice\_desordi@nps.gov>  
**Sent:** Tue Jul 14 2015 12:00:10 GMT-0600 (MDT)  
**To:** bob\_vogel@nps.gov, Karen Cucurullo <karen\_cucurullo@nps.gov>  
**Subject:** Updated Invitation: Landmark Music Festival @ Fri Jul 17, 2015 10am - 11am (bob\_vogel@nps.gov)  
**Attachments:** invite.ics

This event has been changed.

## Landmark Music Festival

[more details »](#)

**When** Fri Jul 17, 2015 10am – 11am Eastern Time

**Where** Peggy's Office ([map](#))

**Calendar** bob\_vogel@nps.gov

**Who**

- Margaret O'Dell - organizer
- Janice DeSordi - creator
- Bob Vogel
- Karen Cucurullo
- Tonya Thomas - optional
- Sarah Hopson - optional

Going? [Yes](#) - [Maybe](#) - [No](#) [more options »](#)

Invitation from [Google Calendar](#)

You are receiving this email at the account bob\_vogel@nps.gov because you are subscribed for updated invitations on calendar bob\_vogel@nps.gov.

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to modify your RSVP response. Learn more at <https://support.google.com/calendar/answer/37135#forwarding>

# Conversation Contents

**Invitation: Landmark Music Festival @ Fri Jul 17, 2015 10am - 11am**  
(bob\_vogel@nps.gov)

**Attachments:**

/80. Invitation: Landmark Music Festival @ Fri Jul 17, 2015 10am - 11am  
(bob\_vogel@nps.gov)/1.1 invite.ics

**Margaret O'Dell <peggy\_o'dell@nps.gov>**

---

**From:** Margaret O'Dell <peggy\_o'dell@nps.gov>  
**Sent:** Tue Jul 14 2015 11:59:03 GMT-0600 (MDT)  
**To:** bob\_vogel@nps.gov, Karen Cucurullo <karen\_cucurullo@nps.gov>  
**Subject:** Invitation: Landmark Music Festival @ Fri Jul 17, 2015 10am - 11am  
(bob\_vogel@nps.gov)  
**Attachments:** invite.ics

## Landmark Music Festival

[more details »](#)

**When** Fri Jul 17, 2015 10am – 11am Eastern Time

**Where** Peggy's Office ([map](#))

**Calendar** bob\_vogel@nps.gov

**Who**

- Margaret O'Dell - organizer
- Janice DeSordi - creator
- Karen Cucurullo
- Bob Vogel
- Sarah Hopson - optional
- Tonya Thomas - optional

Going? [Yes](#) - [Maybe](#) - [No](#) [more options »](#)

Invitation from [Google Calendar](#)

You are receiving this email at the account bob\_vogel@nps.gov because you are subscribed for invitations on calendar bob\_vogel@nps.gov.

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to modify your RSVP response. Learn more at <https://support.google.com/calendar/answer/37135#forwarding>

# Conversation Contents

Fwd: Are you free September 26th?

**Lisa Mendelson** <lisa\_mendelson-ielmini@nps.gov>

---

**From:** Lisa Mendelson <lisa\_mendelson-ielmini@nps.gov>  
**Sent:** Mon Jul 13 2015 18:00:35 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>  
**Subject:** Fwd: Are you free September 26th?

Promo for concert

Sent from cell 202-297-1338

Begin forwarded message:

**From:** (b) (6)  
**Date:** July 13, 2015 at 7:09:44 PM EDT  
**To:** Lisa Mendelson-Ielmini <lisa\_mendelson-ielmini@nps.gov>  
**Subject:** Fwd: Are you free September 26th?

Begin forwarded message:

**From:** Jeremy Granoff <information@nationalmall.org>  
**Date:** July 13, 2015 at 3:37:23 PM EDT  
**To:** (b) (6)  
**Subject:** Are you free September 26th?

We hope you are! View this email online.

So,

Drake, Wale, The Strokes, and nearly 40 other amazing performers are going to be so pumped if you are. They'll be rocking out on the National Mall for a monumental cause that weekend, and we'd love for you to join them (and us!) at Landmark Music Festival.

If that's not cool enough, you have another chance to join them – **for free** – in raising awareness for our mission to restore and preserve this iconic park.

Yep, you read that right. **We're giving away a pair of 2-Day Passes to Landmark Music Festival**, and I hope this time you'll have a little more luck. All you need to do to enter is share how you're making your mark, or how folks in your life have made their mark, on America.

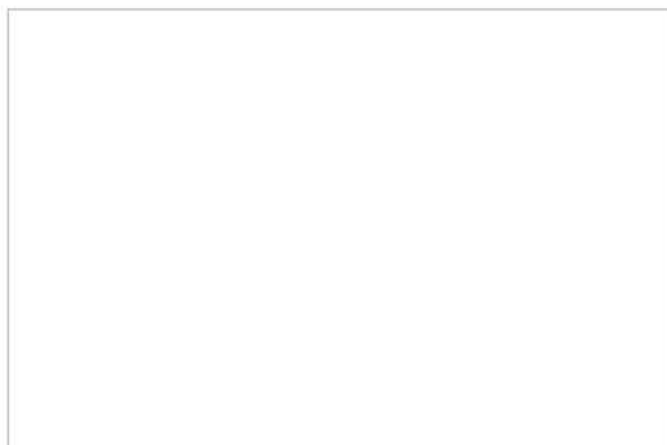
What does that look like?

Upload a photo or video on Twitter, Instagram, or Facebook of what making your mark means to you. There are so many ways to honor our country and all it stands for, so get creative! Show us how you and your friends celebrate on the Fourth, share the story of a grandparent who served in World War II, or tell us how you're volunteering to make a difference in your own community.

Let us know how you or someone in your life has left America a little better than you found it, and be sure to tag @thenationalmall on [Twitter](#) and [Instagram](#) or Trust for the National Mall on [Facebook](#) and include the hashtag **#MakeYourMark** to be entered to win.

Make sure to share your submission by **Sunday, July 19, at 11:59 pm EST**, and we'll pick our favorite!

In case you need a little inspiration, here's the photo I would submit:



I'm excited to see yours, and hope to see you at Landmark in September!

Good luck,

Jeremy

Jeremy Granoff

Marketing Associate  
Trust for the National Mall

Official Giveaway Rules

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Trust for the National Mall  
1300 Pennsylvania Ave, NW Suite 370  
Washington, DC 20004

Phone: (202) 407-9408  
Email: [Information@nationalmall.org](mailto:Information@nationalmall.org)

[unsubscribe](#) [update email preferences](#)

# Conversation Contents

**Miller Beer**

**Attachments:**

/83. Miller Beer/2.1 image001.png

/83. Miller Beer/4.1 image001.png



**Chip Akridge <JAKridge@akridge.com>**

---

**From:** Chip Akridge <JAKridge@akridge.com>  
**Sent:** Fri Jul 10 2015 05:47:33 GMT-0600 (MDT)  
**To:** "Charlie Jones (cjones@c3presents.com)" <cjones@c3presents.com>  
**Subject:** Miller Beer

GOOD MORNING!!

As promised, I spoke with Bob yesterday afternoon about Miller's ability to widely activate their sponsorship of the event. I asked Bob what limitations on their promotion have been decided. Bob indicated that he understood that this has not been decided as of yet. He thought the state of play was that you were going to speak with Miller and he was going to huddle with his staff and get together again with you to try and find a middle ground that would satisfy both parties. I inquired as to exactly what was NPS's concern about Miller promoting the event and Bob indicated it was the prohibition of associating or encouraging alcohol usage with or in national parks. The NPS wants to avoid any controversy and having the use of alcohol promoted in relation to the event would be controversial. I suggested that maybe Miller could instead aim their promotion on patriotism rather than on beer. They could take the position that as an American company they strongly support the maintenance and improvement of the Mall because of its symbolism. They could stress their support of the event to help inform the public of the deficiencies of the most important park in the country and encourage the public to support the Trust's efforts to correct them. In fact, educating the public as to the current condition of the Mall is our number ONE goal!! Our experience is that once people know there is a problem with the Mall (most don't), they are prepared to help/donate! This would be VERY helpful to the Trust.

You thought that this idea had merit and agreed to go to Miller and ask them to put together some pieces that conveyed this theme and satisfied their promotional goals and bring them to the NPS for approval.

GOOD LUCK!!

BEST,



John E. Akridge III, Chairman  
601 Thirteenth Street, NW, Suite 300 North, Washington, DC 20005  
T: 202.624.8640 F: 202.347.8043 E: [jakridge@akridge.com](mailto:jakridge@akridge.com)

**AKRIDGE**



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**Charlie Jones <cjones@c3presents.com>**

---

**From:** Charlie Jones <cjones@c3presents.com>  
**Sent:** Fri Jul 10 2015 09:25:47 GMT-0600 (MDT)  
**To:** Chip Akridge <JAkridge@akridge.com>  
**Subject:** Re: Miller Beer  
**Attachments:** image001.png

Again, thanks for your help and understanding on this. I'll instruct them to present creative and copy for all potential ad campaigns for Trust / NPS approval.

Sent from my iPhone

On Jul 10, 2015, at 6:47 AM, Chip Akridge <[JAkridge@akridge.com](mailto:JAkridge@akridge.com)> wrote:

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As promised, I spoke with Bob yesterday afternoon about Miller's ability to widely activate their sponsorship of the event. I asked Bob what limitations on their promotion have been decided. Bob indicated that he understood that this has not been decided as of yet. He thought the state of play was that you were going to speak with Miller and he was going to huddle with his staff and get together again with you to try and find a middle ground that would satisfy both parties. I inquired as to exactly what was NPS's concern about Miller promoting the event and Bob indicated it was the prohibition of associating or encouraging alcohol usage with or in national parks. The NPS wants to avoid any controversy and having the use of alcohol promoted in relation to the event would be controversial. I suggested that maybe Miller could instead aim their promotion on patriotism rather than on beer. They could take the position that as an American company they strongly support the maintenance and improvement of the Mall because of its symbolism. They could stress their support of the event to help inform the public of the deficiencies of the most important park in the country and encourage the public to support the Trust's efforts to correct them. In fact, educating the public as to the current condition of the Mall is our number ONE goal!! Our experience is that once people know there is a problem with the Mall (most don't), they are prepared to help/donate! This would be VERY helpful to the Trust.

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GOOD LUCK!!

BEST,

**John E. Akridge III**, Chairman

601 Thirteenth Street, NW, Suite 300 North, Washington, DC 20005

T: 202.624.8640 F: 202.347.8043 E: [jakridge@akridge.com](mailto:jakridge@akridge.com)

**AKRIDGE**



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**"Vogel, Bob" <bob\_vogel@nps.gov>**

---

**From:** "Vogel, Bob" <bob\_vogel@nps.gov>  
**Sent:** Mon Jul 13 2015 06:49:42 GMT-0600 (MDT)  
**To:** Wendy O'Sullivan <Wendy\_O'Sullivan@nps.gov>  
**Subject:** Fwd: Miller Beer

FYI

**Robert A. Vogel**  
**Regional Director**  
**National Capital Region**  
**1100 Ohio Drive SW**  
**(202) 619-7023**  
[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)

----- Forwarded message -----

**From:** **Chip Akridge** <[JAkridge@akridge.com](mailto:JAkridge@akridge.com)>  
**Date:** Fri, Jul 10, 2015 at 7:47 AM  
**Subject:** Miller Beer  
**To:** "Charlie Jones ([cjones@c3presents.com](mailto:cjones@c3presents.com))" <[cjones@c3presents.com](mailto:cjones@c3presents.com)>  
**Cc:** "Bob Vogel ([bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov))" <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>, Caroline Cunningham <[ccunningham@nationalmall.org](mailto:ccunningham@nationalmall.org)>, Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>, Chip Akridge <[JAkridge@akridge.com](mailto:JAkridge@akridge.com)>

GOOD MORNING!!

As promised, I spoke with Bob yesterday afternoon about Miller's ability to widely activate their sponsorship of the event. I asked Bob what limitations on their promotion have been decided. Bob indicated that he understood that this has not been decided as of yet. He thought the state of play was that you were going to speak with Miller and he was going to huddle with his staff and get together again with you to try and find a middle ground that would satisfy both parties. I inquired as to exactly what was NPS's concern about Miller promoting the event and Bob indicated it was the prohibition of associating or encouraging alcohol usage with or in national parks. The NPS wants to avoid any controversy and having the use of alcohol promoted in relation to the event would be controversial. I suggested that maybe Miller could instead aim their promotion on patriotism rather than on beer. They could take the position that as an American company they strongly support the maintenance and improvement of the Mall because of its symbolism. They could stress their support of the event to help inform the public of the deficiencies of the most important park in the country and encourage the public to support the Trust's efforts to correct them. In fact, educating the public as to the current condition of the Mall is our number ONE goal!! Our experience is that once people know there is a problem with the Mall (most don't), they are prepared to help/donate! This would be VERY helpful to the Trust.

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BEST,

**John E. Akridge III**, Chairman  
601 Thirteenth Street, NW, Suite 300 North, Washington, DC 20005  
T: 202.624.8640 F: 202.347.8043 E: [jakridge@akridge.com](mailto:jakridge@akridge.com)

**AKRIDGE**



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**"Vogel, Bob" <bob\_vogel@nps.gov>**

---

**From:** "Vogel, Bob" <bob\_vogel@nps.gov>  
**Sent:** Mon Jul 13 2015 09:36:23 GMT-0600 (MDT)  
**To:** Wendy O'Sullivan <Wendy\_O'Sullivan@nps.gov>  
**Subject:** Fwd: Miller Beer  
**Attachments:** image001.png

08021  
fyi

**Robert A. Vogel**  
**Regional Director**  
**National Capital Region**  
**1100 Ohio Drive SW**  
**(202) 619-7023**  
[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)

----- Forwarded message -----

From: **Charlie Jones** <[cjones@c3presents.com](mailto:cjones@c3presents.com)>  
Date: Fri, Jul 10, 2015 at 11:25 AM  
Subject: Re: Miller Beer  
To: Chip Akridge <[JAkridge@akridge.com](mailto:JAkridge@akridge.com)>  
Cc: "Bob Vogel ([bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov))" <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>, Caroline Cunningham <[ccunningham@nationalmall.org](mailto:ccunningham@nationalmall.org)>, Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>

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You thought that this idea had merit and agreed to go to Miller and ask them to put together some pieces that conveyed this theme and satisfied their promotional goals and bring them to the NPS for approval.

GOOD LUCK!!

BEST,

**John E. Akridge III**, Chairman

601 Thirteenth Street, NW, Suite 300 North, Washington, DC 20005

T: 202.624.8640 F: 202.347.8043 E: [jakridge@akridge.com](mailto:jakridge@akridge.com)

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**Label: "LandMark Music Festival  
FOIA/LandMark Music Festival FOIA prt 2"**

**Created by: bob\_vogel@nps.gov**

Total Messages in label: 302 (170 conversations)

Created: 10-02-2015 at 11:37 AM

# Conversation Contents

Update

**"Selleck, Philip" <philip\_selleck@nps.gov>**

---

**From:** "Selleck, Philip" <philip\_selleck@nps.gov>  
**Sent:** Fri Jun 12 2015 14:47:57 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>, Lisa Mendelson-Ielmini <Lisa\_Mendelson-Ielmini@nps.gov>  
**Subject:** Update

Since I won't be here next week, wanted to let update on a few things

Sent you a noted on the food/merchandise sale for the C3 concert in September - put the solicitor and the park together to talk about it; Melissa and Randy

Met with Jennifer on the UAS question; she is going to pull together a meeting next week on the communications side of the issue; I've sent her the contact information for the FAA UAS public affairs person.

I am going to have Will Reynolds talk to the OB parks and see what if any incidents or inquiries they've had, and talk about their enforcement posture.. Will is also attending a US Capitol Police sponsored UAS meeting next week. I emailed with Rob MacClean about enforcement today, but want to further a conversation with solicitors and the AUSA who works with NPS to talk about other enforcement options and how signs affect or do not affect the ability to enforce.

Peter and I set a cost recovery meeting, with team for June 25 to develop procedures/policy and a document for the exec committee before July 13.

Want to check in to see the status of bringing on Jim King. Next steps? I have located PCS funds.

-- See you on June 23.

Philip A. Selleck  
Associate Regional Director,  
Operations and Education  
National Capital Region  
National Park Service  
202-619-7142

**"Mendelson, Lisa" <lisa\_mendelson-ielmini@nps.gov>**

---

**From:** "Mendelson, Lisa" <lisa\_mendelson-ielmini@nps.gov>  
**Sent:** Fri Jun 12 2015 14:52:18 GMT-0600 (MDT)  
**To:** "Selleck, Philip" <philip\_selleck@nps.gov>  
**Subject:** Re: Update

Thanks Phil. I came by to see you a couple of times today but you were with folks. Didn't realize you're out next week or I might have interrupted .) Wanted to discuss the vice Boucher position. Briefly: We are not



ready to advance it any further until more legwork is done. I'll handle next week and look forward to connecting when you're back. Thanks. -lisa

On Friday, June 12, 2015, Selleck, Philip <[philip\\_selleck@nps.gov](mailto:philip_selleck@nps.gov)> wrote:

Since I won't be here next week, wanted to let update on a few things

Sent you a noted on the food/merchandise sale for the C3 concert in September - put the solicitor and the park together to talk about it; Melissa and Randy

Met with Jennifer on the UAS question; she is going to pull together a meeting next week on the communications side of the issue; I've sent her the contact information for the FAA UAS public affairs person.

I am going to have Will Reynolds talk to the OB parks and see what if any incidents or inquiries they've had, and talk about their enforcement posture.. Will is also attending a US Capitol Police sponsored UAS meeting next week. I emailed with Rob MacClean about enforcement today, but want to further a conversation with solicitors and the AUSA who works with NPS to talk about other enforcement options and how signs affect or do not affect the ability to enforce.

Peter and I set a cost recovery meeting, with team for June 25 to develop procedures/policy and a document for the exec committee before July 13.

Want to check in to see the status of bringing on Jim King. Next steps? I have located PCS funds.

-- See you on June 23.

Philip A. Selleck  
Associate Regional Director,  
Operations and Education  
National Capital Region  
National Park Service  
202-619-7142

--

---

***Lisa Mendelson-Ielmini, AICP***  
Deputy Regional Director  
National Park Service  
202-619-7023 office  
202-297-1338 cell

**2016 National Park Service Centennial:**  
Connecting with, and creating, the next generation of park visitors, supporters, and advocates.

# Conversation Contents

Tomorrow

**"Vogel, Bob" <bob\_vogel@nps.gov>**

---

**From:** "Vogel, Bob" <bob\_vogel@nps.gov>  
**Sent:** Tue Jun 09 2015 14:38:01 GMT-0600 (MDT)  
**To:** Kristine Fitton <kfitton@nationalmall.org>  
**Subject:** Tomorrow

Kristine,

Sorry for the delay in getting back to you but am just now hearing from Peggy. She would prefer if we could schedule the meeting for another time. Thanks for the conversation yesterday. I will make sure at the right time that we connect C3 with not only Peggy but also with Jon.

Bob

Robert A. Vogel  
Regional Director  
National Capital Region  
1100 Ohio Drive SW  
(202) 619-7023  
[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)

**Kristine Fitton <KFitton@nationalmall.org>**

---

**From:** Kristine Fitton <KFitton@nationalmall.org>  
**Sent:** Tue Jun 09 2015 15:03:47 GMT-0600 (MDT)  
**To:** "Vogel, Bob" <bob\_vogel@nps.gov>  
**Subject:** RE: Tomorrow

Thanks, Bob. I got it, and I understand.

Please let me know if you need anything else from me on the site analysis and I will follow up in the coming weeks on connecting C3 with Peggy and Jon.

Thank you. For everything. –Kristine

**From:** Vogel, Bob [mailto:[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)]  
**Sent:** Tuesday, June 9, 2015 4:38 PM  
**To:** Kristine Fitton  
**Subject:** Tomorrow

Kristine,

Sorry for the delay in getting back to you but am just now hearing from Peggy. She would prefer if we could schedule the meeting for another time. Thanks for the conversation yesterday. I will make sure at the right time that we connect C3 with not only Peggy but also with Jon.

Bob

Robert A. Vogel  
Regional Director  
National Capital Region  
1100 Ohio Drive SW  
(202) 619-7023  
[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)

# Conversation Contents

Fwd: Question from Bob Vogel re: C3 meeting

**"DeSordi, Janice"** <[janice\\_desordi@nps.gov](mailto:janice_desordi@nps.gov)>

---

**From:** "DeSordi, Janice" <[janice\\_desordi@nps.gov](mailto:janice_desordi@nps.gov)>  
**Sent:** Tue Jun 09 2015 14:14:38 GMT-0600 (MDT)  
**To:** Christopher Watts <[christopher\\_watts@nps.gov](mailto:christopher_watts@nps.gov)>  
**Subject:** Fwd: Question from Bob Vogel re: C3 meeting

Peggy does not need to be at tomorrow morning's meeting with the Trust and C3.

Thank you

----- Forwarded message -----

From: **O'Dell, Margaret** <[peggy\\_o'dell@nps.gov](mailto:peggy_o'dell@nps.gov)>  
Date: Tue, Jun 9, 2015 at 2:44 PM  
Subject: Re: Question from Bob Vogel re: C3 meeting  
To: "DeSordi, Janice" <[janice\\_desordi@nps.gov](mailto:janice_desordi@nps.gov)>

If he needs reinforcements.

On Tue, Jun 9, 2015 at 11:29 AM, DeSordi, Janice <[janice\\_desordi@nps.gov](mailto:janice_desordi@nps.gov)> wrote:

Peggy,

Bob stopped by... He has a meeting scheduled tomorrow morning with Christine Fintor (Trust) and C3. Would you like to join them?

--

**Janice DeSordi**

National Park Service  
Staff Assistant to the Deputy Director, Operations  
1849 C Street NW, Room 2214  
Washington, DC 20240  
202-208-3818 (Office)  
202-208-7889 (Fax)

--

**Janice DeSordi**

National Park Service  
Staff Assistant to the Deputy Director, Operations  
1849 C Street NW, Room 2214  
Washington, DC 20240  
202-208-3818 (Office)  
202-208-7889 (Fax)

## Conversation Contents

updated site analysis for Landmark

**Attachments:**

/123. updated site analysis for Landmark/1.1 festival site analysis jun9final.docx

**Kristine Fitton <KFitton@nationalmall.org>**

---

**From:** Kristine Fitton <KFitton@nationalmall.org>  
**Sent:** Tue Jun 09 2015 13:32:17 GMT-0600 (MDT)  
**To:** "Bob Vogel (Bob\_Vogel@nps.gov)" <Bob\_Vogel@nps.gov>  
**Subject:** updated site analysis for Landmark  
**Attachments:** festival site analysis jun9final.docx

Sorry if this caused confusion, but attached is a slightly updated site analysis, which includes some edits to the opening three paragraphs from Caroline. The multiple sends was my attempt to get you something a little bit sooner than later.

Chris: When Bob has word, can you please let me know if the tentative 9:00am meeting tomorrow with Peggy is a go?

Thank you both. -Kristine

---

**From:** Kristine Fitton  
**Sent:** Tuesday, June 9, 2015 12:37 PM  
**To:** Bob Vogel (Bob\_Vogel@nps.gov)  
**Cc:** 'Watts, Christopher'  
**Subject:** draft site analysis for Landmark

Bob: I haven't been able to reach Caroline this morning to run this by her, but I know there is urgency around getting this to Peggy so I'm sending you a draft now.

Please let me know if this is on target. I'm happy to re-work this afternoon as needed. -Kristine

# Conversation Contents

draft site analysis for Landmark

**Attachments:**

/125. draft site analysis for Landmark/1.1 festival site analysis jun9.pdf

/125. draft site analysis for Landmark/1.2 festival site analysis jun9.docx

**Kristine Fitton <KFitton@nationalmall.org>**

---

**From:** Kristine Fitton <KFitton@nationalmall.org>  
**Sent:** Tue Jun 09 2015 10:37:28 GMT-0600 (MDT)  
**To:** "Bob Vogel (Bob\_Vogel@nps.gov)" <Bob\_Vogel@nps.gov>  
**Subject:** draft site analysis for Landmark  
**Attachments:** festival site analysis jun9.pdf festival site analysis jun9.docx

Bob: I haven't been able to reach Caroline this morning to run this by her, but I know there is urgency around getting this to Peggy so I'm sending you a draft now.

Please let me know if this is on target. I'm happy to re-work this afternoon as needed. -Kristine

Kristine Fitton

Vice President, Marketing & Communications

Trust for the National Mall

T: 202 407-9412

M: 202-641-4969

LMF Email Sig Lincoln at Night

# Conversation Contents

**Fwd: festival: West Potomac Park vs East Potomac Park**

/126. Fwd: festival: West Potomac Park vs East Potomac Park/1.1 festival site analysis.docx

**"Kennealy, Sean" <sean\_kennealy@nps.gov>**

---

**From:** "Kennealy, Sean" <sean\_kennealy@nps.gov>  
**Sent:** Mon Jun 08 2015 12:21:54 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>  
**Subject:** Fwd: festival: West Potomac Park vs East Potomac Park  
**Attachments:** festival site analysis.docx

Bob,

This was the latest. I am working with Robin and Robbin to track a few things down and we will get back to you.

In the meantime, you can see what they are saying. Nothing really surprising or earth shattering why EPP won't work.

Thanks, Sean

\*\*\*\*\*

Sean Kennealy  
Acting Deputy Superintendent  
National Mall and Memorial Parks  
202-245-4685 (office)  
202-359-1551 (cell)

----- Forwarded message -----

**From:** Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>  
**Date:** Fri, May 29, 2015 at 10:32 AM  
**Subject:** festival: West Potomac Park vs East Potomac Park  
**To:** "Sean Kennealy ([sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov))" <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>  
**Cc:** "Nixon, Robin ([robin\\_nixon@nps.gov](mailto:robin_nixon@nps.gov))" <[robin\\_nixon@nps.gov](mailto:robin_nixon@nps.gov)>

Hello:

I didn't want you to think I forgot about this. I put together a draft memo (see attached) and Caroline wisely suggested I do a comparison in a grid format of WPP vs EPP.

In addition to getting your general sense of the content, do you know the size of the East Potomac Park site (Hains Point) and West Potomac Park? Size of the two locales is actually a big issue for C3 but they could only roughly tell me that WPP is twice as big.

Thank you!

--Kristine

-----Original Message-----

**From:** Kristine Fitton  
**Sent:** Monday, May 25, 2015 11:22 PM  
**To:** Caroline Cunningham  
**Cc:** Alicia Alexion; Katie O'Neill  
**Subject:** draft memo for Jarvis



I've attached a basic analysis, which I drafted with input from Sean and Charlie. Please let me know what you think.

I'd like to quickly run the final version by them before sending.

Thanks -Kristine

**"Vogel, Bob" <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>**

---

**From:** "Vogel, Bob" <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>  
**Sent:** Mon Jun 08 2015 12:24:08 GMT-0600 (MDT)  
**To:** "Kennealy, Sean" <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>  
**Subject:** Re: festival: West Potomac Park vs East Potomac Park

i understand, but we need to fulfill

**Robert A. Vogel**  
**Regional Director**  
**National Capital Region**  
**1100 Ohio Drive SW**  
**(202) 619-7023**  
[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)

On Mon, Jun 8, 2015 at 2:21 PM, Kennealy, Sean <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)> wrote:

Bob,

This was the latest. I am working with Robin and Robbin to track a few things down and we will get back to you.

In the meantime, you can see what they are saying. Nothing really surprising or earth shattering why EPP won't work.

Thanks, Sean

\*\*\*\*\*

Sean Kennealy  
Acting Deputy Superintendent  
National Mall and Memorial Parks  
202-245-4685 (office)  
202-359-1551 (cell)

----- Forwarded message -----

From: **Kristine Fitton** <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>  
Date: Fri, May 29, 2015 at 10:32 AM  
Subject: festival: West Potomac Park vs East Potomac Park  
To: "Sean Kennealy ([sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov))" <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>  
Cc: "Nixon, Robin ([robin\\_nixon@nps.gov](mailto:robin_nixon@nps.gov))" <[robin\\_nixon@nps.gov](mailto:robin_nixon@nps.gov)>

Hello:

I didn't want you to think I forgot about this. I put together a draft memo (see attached) and Caroline

wisely suggested I do a comparison in a grid format of WPP vs EPP.

In addition to getting your general sense of the content, do you know the size of the East Potomac Park site (Hains Point) and West Potomac Park? Size of the two locales is actually a big issue for C3 but they could only roughly tell me that WPP is twice as big.

Thank you!

--Kristine

-----Original Message-----

From: Kristine Fitton

Sent: Monday, May 25, 2015 11:22 PM

To: Caroline Cunningham

Cc: Alicia Alexion; Katie O'Neill

Subject: draft memo for Jarvis

I've attached a basic analysis, which I drafted with input from Sean and Charlie. Please let me know what you think.

I'd like to quickly run the final version by them before sending.

Thanks -Kristine



## Conversation Contents

Meeting on Wednesday

**"Vogel, Bob" <bob\_vogel@nps.gov>**

---

**From:** "Vogel, Bob" <bob\_vogel@nps.gov>  
**Sent:** Mon Jun 08 2015 12:09:36 GMT-0600 (MDT)  
**To:** Margaret O'Dell <Peggy\_O'Dell@nps.gov>  
**Subject:** Meeting on Wednesday

Peggy,

Kristine Finton (Trust for the NM) and Charlie Jones (C3 productions) wanted to meet with you and I on Wednesday morning just for a quick meet and greet. I think they are feeling like we

Robert A. Vogel  
Regional Director  
National Capital Region  
1100 Ohio Drive SW  
(202) 619-7023  
[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)

# Conversation Contents

NPS Team for TNM event materials review

**Wendy O'Sullivan** <[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)>

---

**From:** Wendy O'Sullivan <[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)>  
**Sent:** Tue Jun 02 2015 13:49:43 GMT-0600 (MDT)  
**To:** Karen Cucurullo <[Karen\\_Cucurullo@nps.gov](mailto:Karen_Cucurullo@nps.gov)>, Robin Nixon <[robin\\_nixon@nps.gov](mailto:robin_nixon@nps.gov)>, Bob Vogel <[Bob\\_Vogel@nps.gov](mailto:Bob_Vogel@nps.gov)>  
**Subject:** NPS Team for TNM event materials review

Hello all - we committed to getting back to TNM with who from the park and region would serve as the team to guide and review the in park signage, event activation and sponsor recognition for the Trust event in September.

I recommend the following:  
Robin Nixon  
Wendy O'Sullivan  
Leonard Lee

Please let me know if this works or if others should be included.

We need to give the names to the Trust and start setting up regular meetings.

- W

**"Nixon, Robin"** <[robin\\_nixon@nps.gov](mailto:robin_nixon@nps.gov)>

---

**From:** "Nixon, Robin" <[robin\\_nixon@nps.gov](mailto:robin_nixon@nps.gov)>  
**Sent:** Tue Jun 02 2015 13:52:09 GMT-0600 (MDT)  
**To:** Wendy O'Sullivan <[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)>  
**Subject:** Re: NPS Team for TNM event materials review

works for me

Robin Nixon  
Chief of Partnerships  
National Mall and Memorial Parks  
National Park Service  
900 Ohio Drive, SW  
Washington, DC 20024  
202-245-4710 (ofc)  
202-738-7956 (cell)  
[robin\\_nixon@nps.gov](mailto:robin_nixon@nps.gov)

□

On Tue, Jun 2, 2015 at 3:49 PM, Wendy O'Sullivan <[wendy\\_o'sullivan@nps.gov](mailto:wendy_o'sullivan@nps.gov)> wrote:

Hello all - we committed to getting back to TNM with who from the park and region would serve as the team to guide and review the in park signage, event activation and sponsor recognition for the Trust event in September.

I recommend the following:

Robin Nixon

Wendy O'Sullivan

Leonard Lee

Please let me know if this works or if others should be included.

We need to give the names to the Trust and start setting up regular meetings.

- W

# Conversation Contents

Fwd: Director's Order #21

**"Foster, Maureen" <maureen\_foster@nps.gov>**

---

**From:** "Foster, Maureen" <maureen\_foster@nps.gov>  
**Sent:** Mon Jun 01 2015 11:11:55 GMT-0600 (MDT)  
**To:** Jeffrey Reinbold <Jeff\_Reinbold@nps.gov>, Bob Vogel <bob\_vogel@nps.gov>  
**Subject:** Fwd: Director's Order #21

FYI

---

Maureen D. Foster  
Chief of Staff  
National Park Service  
1849 C Street, NW, Room 2715  
Washington, DC 20240  
202.208.5970 (direct)  
202.208.3818 (main)

*The goal of the National Park Service centennial is to connect with and create the next generation of park visitors, supporters, and advocates.*

----- Forwarded message -----

**From:** don irwin <[punklifedc@gmail.com](mailto:punklifedc@gmail.com)>  
**Date:** Mon, Jun 1, 2015 at 1:04 PM  
**Subject:** Re: Director's Order #21  
**To:** "Reginald (Reggie) Chapple" <[reginald\\_chapple@nps.gov](mailto:reginald_chapple@nps.gov)>  
**Cc:** Brandon Bies <[Brandon\\_Bies@nps.gov](mailto:Brandon_Bies@nps.gov)>, Maureen Foster <[Maureen\\_Foster@nps.gov](mailto:Maureen_Foster@nps.gov)>, "[jon\\_jarvis@nps.gov](mailto:jon_jarvis@nps.gov)" <[jon\\_jarvis@nps.gov](mailto:jon_jarvis@nps.gov)>

Reggie,

The Trust for the National Mall is going to be a very big problem for the DO. I want to insure the sanctity of the National Mall as well as responsibilities of the NPS are fulfilled.

Specifically, I am concerned that the Landmark Music Festival which is being labeled as a "benefit concert for the National Mall". There are a long line of unauthorized activities that the Trust for the National Mall has taken upon themselves. Including unauthorized "sponsorship" relating non approved activities.

The folks at the National Mall District seem to be oblivious to the Director's Order. This practice cannot continue. Specifically I find it offensive that a charity event scheduled on the Mall is going to be serving alcohol where there will be minor's present (along with a beer company being an official sponsor). This is a GIANT red flag. I can assure you that when September comes around. This will be an issue that will be revisited.

I also think it is important that a full disclosure of what percentage of the admission price will be charitable. This further relates to the definitions of Charity, Donations, Sponsorship, and Benefit. Furthermore I find the term "sponsorship" inaccurate. It is also important that the DO address issues related to: 26 U.S.C.A. § 170. **Charitable, etc., contributions and gifts.**

It is no secret to the folks in the Capitol Region of these improprieties and they choose to look the other way. I have brought these to their attention as well as the NPS and DOI.

Again, I am asking for the public to have a chance to speak about this issue before the work is complete. Your statement that this process is already being fast tracked is moot because the events leading up to the Landmark Festival announcement had to have been made with out Director signing off on this.

Thank you,

Don Irwin  
Editor, Punk Life Zine

On Mon, Jun 1, 2015 at 9:25 AM, Reginald (Reggie) Chapple <[reginald\\_chapple@nps.gov](mailto:reginald_chapple@nps.gov)> wrote:

Thank you for your email Mr. Irwin. The timeline I sent is the one approved by the Director and Deputy Director. It is already on a faster by normal track for DO revisions. In addition, we have received significant information from our partners and staff that we are using to rewrite the DO. The current DO is still in effect. Without specifics from you about the activities that you reference in your email, it is difficult for me to provide any clarifications for your concerns.

Thank you. Reggie

Sent from my iPhone

On Jun 1, 2015, at 12:10 PM, don irwin <[punklifedc@gmail.com](mailto:punklifedc@gmail.com)> wrote:

Reggie,

I am concerned where the revised Director's Order is going based on scheduled activities prior to the October delivery to Director Jarvis and DD Peggy O'Dell. I am also concerned about specific events that might also take place before the NLC Review as well. Based on the planned events the Public Review period will not allow time for these concerns to be heard.

I would suggest a meeting with the Office of Partnerships & Philanthropic Stewardship and a member of the Director's staff to discuss the Order before the end of June. It would be helpful to have this meeting take place as soon as possible. I am on the West Coast and unable to be in Washington. I would suggest a phone conference either June 5th or June 8th or at a mutually agreeable time.

Unfortunately, I don't have any contacts at the Director's office. If you could forward my request to the Director's Office I would appreciate this. These activities planned for Autumn could have only been approved by very high NPS officials and the allegations very disturbing.

The earlier we discuss these issues the better. I can assure you that a very lively public comment period can be expected.

I appreciate your and consideration.



Don Irwin  
Editor, Punk Life Zine

On Mon, Jun 1, 2015 at 4:50 AM, Chapple, Reginald (Reggie) <[reginald\\_chapple@nps.gov](mailto:reginald_chapple@nps.gov)> wrote:

Good morning, Don.

We are in the rewrite phase of DO-#21. The current DO-#21 from July 11, 2008 is still in effect. The rewrite/policy update schedule is as follows:

May/June -- Rewrite the Existing Policy based on input from the NPS field, partners, and the National Park System Advisory Board Report on Philanthropy and Partnerships.

July -- 30-day public comment period. Published in the Federal Register. Concurrently, 30-day NLC Review by NPS Leadership Teams.

August - Incorporate all changes from public comment period.

September - 14-day NLC Review.

October - Policy delivered to Director Jarvis and DD Peggy O'Dell.

Let me know if you have any further questions. Reggie

---

Reginald Chapple  
Division Chief, Office of Partnerships & Philanthropic Stewardship  
National Park Service - WASO  
1201 Eye Street, N.W. - Rm. 933  
Washington, D.C. 20005  
[202-354-2112](tel:202-354-2112) office  
[202-262-9778](tel:202-262-9778) cell  
[202-371-1837](tel:202-371-1837) fax



On Mon, Jun 1, 2015 at 2:13 AM, don irwin <[punklifedc@gmail.com](mailto:punklifedc@gmail.com)> wrote:

Dear Reginald,

Could you please give me the current status of Director's Order #21? I have Policy Memo 14-04 dated 6/2/14 have there been any additional changes?

Thank you,  
Don Irwin

---

**"Bies, Brandon"** <[brandon\\_bies@nps.gov](mailto:brandon_bies@nps.gov)>

**From:** "Bies, Brandon" <[brandon\\_bies@nps.gov](mailto:brandon_bies@nps.gov)>  
**Sent:** Mon Jun 01 2015 12:25:18 GMT-0600 (MDT)  
Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>, Lisa Mendelson <

To: ielmini@nps.gov>

Subject: Fwd: Director's Order #21

Bob and Lisa,

I believe you are familiar with this individual; I have no idea why he chose to cc me other than that I have processed some of his previous FOIAs. Sending to you as an FYI given the concert discussion.

Thanks

Brandon

-----  
Brandon S. Bies  
Legislative Coordinator and FOIA Officer  
National Capital Region  
202-619-7097

----- Forwarded message -----

From: don irwin <[punklifedc@gmail.com](mailto:punklifedc@gmail.com)>

Date: Mon, Jun 1, 2015 at 1:04 PM

Subject: Re: Director's Order #21

To: "Reginald (Reggie) Chapple" <[reginald\\_chapple@nps.gov](mailto:reginald_chapple@nps.gov)>

Cc: Brandon Bies <[Brandon\\_Bies@nps.gov](mailto:Brandon_Bies@nps.gov)>, Maureen Foster <[Maureen\\_Foster@nps.gov](mailto:Maureen_Foster@nps.gov)>, "jon\_jarvis@nps.gov" <[jon\\_jarvis@nps.gov](mailto:jon_jarvis@nps.gov)>

Reggie,

The Trust for the National Mall is going to be a very big problem for the DO. I want to insure the sanctity of the National Mall as well as responsibilities of the NPS are fulfilled.

Specifically, I am concerned that the Landmark Music Festival which is being labeled as a "benefit concert for the National Mall". There are a long line of unauthorized activities that the Trust for the National Mall has taken upon themselves. Including unauthorized "sponsorship" relating non approved activities.

The folks at the National Mall District seem to be oblivious to the Director's Order. This practice cannot continue. Specifically I find it offensive that a charity event scheduled on the Mall is going to be serving alcohol where there will be minor's present (along with a beer company being an official sponsor). This is a GIANT red flag. I can assure you that when September comes around. This will be an issue that will be revisited.

I also think it is important that a full disclosure of what percentage of the admission price will be charitable. This further relates to the definitions of Charity, Donations, Sponsorship, and Benefit. Furthermore I find the term "sponsorship" inaccurate. It is also important that the DO address issues related to: 26 U.S.C.A. § 170. **Charitable, etc., contributions and gifts.**

It is no secret to the folks in the Capitol Region of these improprieties and they choose to look the other way. I have brought these to their attention as well as the NPS and DOI.

Again, I am asking for the public to have a chance to speak about this issue before the work is complete. Your statement that this process is already being fast tracked is moot because the events leading up to the Landmark Festival announcement had to have been made with out Director signing off on this.

Thank you,

Don Irwin  
Editor, Punk Life Zine

On Mon, Jun 1, 2015 at 9:25 AM, Reginald (Reggie) Chapple <[reginald\\_chapple@nps.gov](mailto:reginald_chapple@nps.gov)> wrote:

Thank you for your email Mr. Irwin. The timeline I sent is the one approved by the Director and Deputy Director. It is already on a faster by normal track for DO revisions. In addition, we have received significant information from our partners and staff that we are using to rewrite the DO. The current DO is still in effect. Without specifics from you about the activities that you reference in your email, it is difficult for me to provide any clarifications for your concerns.

Thank you. Reggie

Sent from my iPhone

On Jun 1, 2015, at 12:10 PM, don irwin <[punklifedc@gmail.com](mailto:punklifedc@gmail.com)> wrote:

Reggie,

I am concerned where the revised Director's Order is going based on scheduled activities prior to the October delivery to Director Jarvis and DD Peggy O'Dell. I am also concerned about specific events that might also take place before the NLC Review as well. Based on the planned events the Public Review period will not allow time for these concerns to be heard.

I would suggest a meeting with the Office of Partnerships & Philanthropic Stewardship and a member of the Director's staff to discuss the Order before the end of June. It would be helpful to have this meeting take place as soon as possible. I am on the West Coast and unable to be in Washington. I would suggest a phone conference either June 5th or June 8th or at a mutually agreeable time.

Unfortunately, I don't have any contacts at the Director's office. If you could forward my request to the Director's Office I would appreciate this. These activities planned for Autumn could have only been approved by very high NPS officials and the allegations very disturbing.

The earlier we discuss these issues the better. I can assure you that a very lively public comment period can be expected.

I appreciate your and consideration.

Don Irwin  
Editor, Punk Life Zine

On Mon, Jun 1, 2015 at 4:50 AM, Chapple, Reginald (Reggie) <[reginald\\_chapple@nps.gov](mailto:reginald_chapple@nps.gov)> wrote:

Good morning, Don.

We are in the rewrite phase of DO-#21. The current DO-#21 from July 11, 2008 is still in effect. The rewrite/policy update schedule is as follows:

May/June -- Rewrite the Existing Policy based on input from the NPS field, partners, and the National Park System Advisory Board Report on Philanthropy and Partnerships.

July -- 30-day public comment period. Published in the Federal Register. Concurrently, 30-day NLC Review by NPS Leadership Teams.

August - Incorporate all changes from public comment period.

September - 14-day NLC Review.

October - Policy delivered to Director Jarvis and DD Peggy O'Dell.

Let me know if you have any further questions. Reggie

Reginald Chapple  
Division Chief, Office of Partnerships & Philanthropic Stewardship  
National Park Service - WASO  
1201 Eye Street, N.W. - Rm. 933  
Washington, D.C. 20005  
[202-354-2112](tel:202-354-2112) office  
[202-262-9778](tel:202-262-9778) cell  
[202-371-1837](tel:202-371-1837) fax



On Mon, Jun 1, 2015 at 2:13 AM, don irwin <[punklifedc@gmail.com](mailto:punklifedc@gmail.com)> wrote:

Dear Reginald,

Could you please give me the current status of Director's Order #21? I have Policy Memo 14-04 dated 6/2/14 have there been any additional changes?

Thank you,  
Don Irwin

---

**"Watts, Christopher"** <[christopher\\_watts@nps.gov](mailto:christopher_watts@nps.gov)>

**From:** "Watts, Christopher" <[christopher\\_watts@nps.gov](mailto:christopher_watts@nps.gov)>  
**Sent:** Tue Jun 02 2015 13:14:43 GMT-0600 (MDT)  
**To:** Bob Vogel <[bob\\_vogel@nps.gov](mailto:bob_vogel@nps.gov)>, Lisa Mendelson <[Lisa\\_Mendelson-lelmini@nps.gov](mailto:Lisa_Mendelson-lelmini@nps.gov)>  
**Subject:** Fwd: Director's Order #21

Please review this in relation to the controlled correspondence sent earlier.

Christopher Watts  
(Acting) Staff Assistant for the Office of the Regional Director  
and  
Staff Assistant  
Lands, Planning and Design  
National Park Service  
National Capital Region  
1100 Ohio Drive SW  
Washington, DC 20242  
202-619-7485

----- Forwarded message -----

From: **Bies, Brandon** <[brandon\\_bies@nps.gov](mailto:brandon_bies@nps.gov)>  
Date: Tue, Jun 2, 2015 at 3:07 PM  
Subject: Fwd: Director's Order #21  
To: Christopher Watts <[christopher\\_watts@nps.gov](mailto:christopher_watts@nps.gov)>

fyi given the recent controlled correspondence.

-----  
Brandon S. Bies  
Legislative Coordinator and FOIA Officer  
National Capital Region  
202-619-7097

----- Forwarded message -----

From: **don irwin** <[punklifedc@gmail.com](mailto:punklifedc@gmail.com)>  
Date: Mon, Jun 1, 2015 at 1:04 PM  
Subject: Re: Director's Order #21  
To: "Reginald (Reggie) Chapple" <[reginald\\_chapple@nps.gov](mailto:reginald_chapple@nps.gov)>  
Cc: Brandon Bies <[Brandon\\_Bies@nps.gov](mailto:Brandon_Bies@nps.gov)>, Maureen Foster <[Maureen\\_Foster@nps.gov](mailto:Maureen_Foster@nps.gov)>, "[jon\\_jarvis@nps.gov](mailto:jon_jarvis@nps.gov)" <[jon\\_jarvis@nps.gov](mailto:jon_jarvis@nps.gov)>

Reggie,

The Trust for the National Mall is going to be a very big problem for the DO. I want to insure the sanctity of the National Mall as well as responsibilities of the NPS are fulfilled.

Specifically, I am concerned that the Landmark Music Festival which is being labeled as a "benefit concert for the National Mall". There are a long line of unauthorized activities that the Trust for the National Mall has taken upon themselves. Including unauthorized "sponsorship" relating non approved activities.

The folks at the National Mall District seem to be oblivious to the Director's Order. This practice cannot continue. Specifically I find it offensive that a charity event scheduled on the Mall is going to be serving alcohol where there will be minor's present (along with a beer company being an official sponsor). This is a GIANT red flag. I can assure you that when September comes around. This will be an issue that will be revisited.

I also think it is important that a full disclosure of what percentage of the admission price will be charitable. This further relates to the definitions of Charity, Donations, Sponsorship, and Benefit. Furthermore I find the term "sponsorship" inaccurate. It is also important that the DO address issues related to: 26 U.S.C.A. § 170. **Charitable, etc., contributions and gifts.**

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Sent from my iPhone

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Unfortunately, I don't have any contacts at the Director's office. If you could forward my request to the Director's Office I would appreciate this. These activities planned for Autumn could have only been approved by very high NPS officials and the allegations very disturbing.

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Don Irwin  
Editor, Punk Life Zine

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Good morning, Don.

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## Conversation Contents

Automatic reply: Canceled Event: HOLD: TNM Sponsorships for the C3 Concert @ Fri May 29, 2015 8am - 9:30am (bob\_vogel@nps.gov)

**Katie O'Neill <koneill@nationalmall.org>**

---

**From:** Katie O'Neill <koneill@nationalmall.org>  
**Sent:** Tue May 26 2015 06:21:13 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>  
**Subject:** Automatic reply: Canceled Event: HOLD: TNM Sponsorships for the C3 Concert @ Fri May 29, 2015 8am - 9:30am (bob\_vogel@nps.gov)

I am out of the office with limited access to email and voicemail. I return on Monday, June 1 and I look forward to responding to you then. If you wish to speak to someone in the office, please call the front desk at 202-407-9408. If you have an urgent matter regarding Caroline Cunningham, please email Alicia Alexion, Executive Vice President, at aalexion@nationalmall.org

Thank you,

Katie



## Conversation Contents

**Canceled Event: HOLD: TNM Sponsorships for the C3 Concert @ Fri May 29, 2015 8am - 9:30am (bob\_vogel@nps.gov)**

**Attachments:**

/143. Canceled Event: HOLD: TNM Sponsorships for the C3 Concert @ Fri May 29, 2015 8am - 9:30am (bob\_vogel@nps.gov)/1.1 invite.ics

**Christopher Watts <christopher\_watts@nps.gov>**

---

**From:** Christopher Watts <christopher\_watts@nps.gov>  
**Sent:** Tue May 26 2015 06:20:54 GMT-0600 (MDT)  
**To:** "bob\_vogel@nps.gov" <bob\_vogel@nps.gov>  
**Subject:** Canceled Event: HOLD: TNM Sponsorships for the C3 Concert @ Fri May 29, 2015 8am - 9:30am (bob\_vogel@nps.gov)  
**Attachments:** invite.ics

This event has been canceled and removed from your calendar.

**HOLD: TNM Sponsorships for the C3 Concert**

**When** Fri May 29, 2015 8am – 9:30am Eastern Time

**Video call** [https://plus.google.com/hangouts/\\_/doi.gov/bob-vogel](https://plus.google.com/hangouts/_/doi.gov/bob-vogel)

**Calendar** bob\_vogel@nps.gov

**Who**

- Bob Vogel - organizer
- Christopher Watts - creator
- <span>koneill@nationalmall.org - optional

Invitation from [Google Calendar](#)

You are receiving this email at the account bob\_vogel@nps.gov because you are subscribed for cancellations on calendar bob\_vogel@nps.gov.

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

**Label: "LandMark Music Festival  
FOIA/LandMark Music Festival FOIA prt  
2"**

**Created by: bob\_vogel@nps.gov**

Total Messages in label: 302 (170 conversations)

Created: 10-02-2015 at 11:42 AM

# Conversation Contents

Accepted: Invitation: HOLD: TNM Sponsorships for the C3 Concert @ Fri  
May 29, 2015 8am - 9:30am (bob\_vogel@nps.gov)

**Katie O'Neill <koneill@nationalmall.org>**

---

**From:** Katie O'Neill <koneill@nationalmall.org>  
**Sent:** Thu May 21 2015 12:51:57 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>  
**Subject:** Accepted: Invitation: HOLD: TNM Sponsorships for the C3  
Concert @ Fri May 29, 2015 8am - 9:30am  
(bob\_vogel@nps.gov)

# Conversation Contents

Fwd: Trust for the National Mall Congressional Staff Meeting

**"Watts, Christopher" <christopher\_watts@nps.gov>**

---

**From:** "Watts, Christopher" <christopher\_watts@nps.gov>  
**Sent:** Wed May 20 2015 05:21:37 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>, Karen Cucurullo <karen\_cucurullo@nps.gov>  
**Subject:** Fwd: Trust for the National Mall Congressional Staff Meeting

When the original request came in, you asked us to hold off on responding.  
Watts the next step? can we schedule?

Christopher Watts  
(Acting) Staff Assistant for the Office of the Regional Director  
and  
Staff Assistant  
Lands, Planning and Design  
National Park Service  
National Capital Region  
1100 Ohio Drive SW  
Washington, DC 20242  
202-619-7485

EXPERIENCE YOUR AMERICA™  
National Park Service  
U.S. Department of the Interior  
<http://www.nps.gov/faqs.htm>

----- Forwarded message -----

From: **Katie O'Neill** <[koneill@nationalmall.org](mailto:koneill@nationalmall.org)>  
Date: Tue, May 19, 2015 at 2:54 PM  
Subject: Trust for the National Mall Congressional Staff Meeting  
To: Tonya Thomas <[tonya\\_thomas@nps.gov](mailto:tonya_thomas@nps.gov)>, "[christopher\\_watts@nps.gov](mailto:christopher_watts@nps.gov)" <[christopher\\_watts@nps.gov](mailto:christopher_watts@nps.gov)>

Tonya and Christopher,

We were able to lock down a date and room for TNM's second Congressional staff briefing. Caroline aims to provide an update on National Mall issues, as well as a briefing on the Landmark Music Festival. A formal agenda will be forthcoming.

Her hope is that Karen and Bob will be able to attend. Details are below—please confirm their attendance at your earliest convenience!

Thanks,  
Katie

EVENT: Congressional Advisory Group staff meeting

DATE: Thursday, May 28, 2015

TIME: 2:30 PM-3:30 PM

LOC: 402 Cannon House Office Building

CONTACT: Katie O'Neill, [koneill@nationalmall.org](mailto:koneill@nationalmall.org), 202-407-9414

Katie O'Neill

Executive Assistant to the President  
Trust for the National Mall

p: (202) 407-9414 | c: (908) 528-7597 | [nationalmall.org](http://nationalmall.org)

Making the National Mall the best park in the world.



LMF Email Sig Lincoln at Night



# Conversation Contents

## Guarding the National Mall

### Attachments:

/159. Guarding the National Mall/1.1 C3 Landmark Festival.pdf

**don irwin <punklifedc@gmail.com>**

---

**From:** don irwin <punklifedc@gmail.com>  
**Sent:** Wed May 13 2015 17:21:34 GMT-0600 (MDT)  
**To:** "Mendelson, Lisa" <Lisa\_Mendelson-Ielmini@nps.gov>, "jon\_jarvis@nps.gov" <jon\_jarvis@nps.gov>  
**Subject:** Guarding the National Mall  
**Attachments:** C3 Landmark Festival.pdf

Dear Jon and Lisa,

Yes, border collies may be the most humane way with dealing with the Geese issue on the National Mall. I read Micheal's comment below:

"There's times of the year, when you walk over the Washington Monument grounds, there's not a place for you to put down a picnic blanket without feeling disgusting," Michael Stachowicz, a National Park Service.

<http://nextcity.org/daily/entry/border-collies-washington-plan-dogs-chase-geese>

There is this disgusting feeling I get when I think about the National Mall that just won't go away. Chasing geese away, cheating National Mall Tours of Washington Inc., selling off the National Mall to the highest bidder. Allowing fraud to go on in the name of charity. These are crimes which won't go unnoticed.

I suspect a hard copy version of this letter is going around the NPS now but I also wanted to share an electronic copy for the folks who may not have read it yet.

Hope you have a great evening. And Michael that disgusting feeling won't go away after you take a shower tonight. It is the stink of the National Park Service.

Don Irwin



# Conversation Contents

## Announcing the Landmark Music Festival for the National Mall

**Jeremy Granoff <information@nationalmall.org>**

---

**From:** Jeremy Granoff <information@nationalmall.org>  
**Sent:** Tue Apr 28 2015 18:01:46 GMT-0600 (MDT)  
**To:** bob\_vogel@nps.gov  
**Subject:** Announcing the Landmark Music Festival for the National Mall

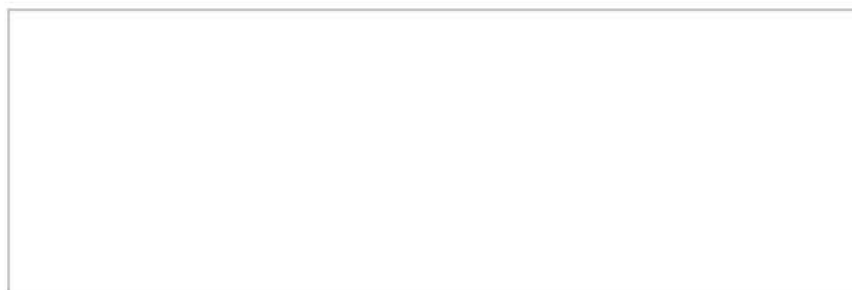
---

[Join us this September! View this online.](#)

Robert,

I am so excited to finally get to tell you about this...

We just announced something big happening September 26 and 27:



In addition to some killer performers -- including **Drake**, **The Strokes**, **alt-J**, and **Wale** (!!!) -- and a fantastic location, the best part is that this world-class music festival will teach a new generation of folks about the National Mall's history, ideals, and pressing restoration

needs.

As one of our best supporters, I want to make sure you're the first to know all the updates -- including that tickets are on sale right now!

**[Add your name here if you're interested in hearing more about the Landmark Music Festival for the National Mall.](#)**

When you do, we'll let you know about ticket giveaways and how you can help spread the word.

In the meantime, mark your calendar for September 26 and 27. Forty-plus artists, five stages, two days, all for one cause. It's going to be a lot of fun.

Thanks -- I hope you're as pumped as I am!

Jeremy

Jeremy Granoff  
Marketing Associate  
Campaign for the National Mall

P.S. **[Check out the Landmark Music Festival's website](#)** -- and forward this to any of your friends who love good music for a good cause.

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Trust for the National Mall  
1300 Pennsylvania Ave, NW Suite 370 Washington, DC 20004

Phone: (202) 407-9408 Email: [Information@nationalmall.org](mailto:Information@nationalmall.org)

[unsubscribe](#) [update email preferences](#)

# Conversation Contents

**Fwd: ROS for tomorrow**

**Attachments:**

/170. Fwd: ROS for tomorrow/1.1 landmark-launch-event-ros.docx

/170. Fwd: ROS for tomorrow/1.2 W event speaking program. april22.docx

**"Cucurullo, Karen" <karen\_cucurullo@nps.gov>**

---

**From:** "Cucurullo, Karen" <karen\_cucurullo@nps.gov>  
**Sent:** Tue Apr 28 2015 14:16:57 GMT-0600 (MDT)  
**To:** Bob Vogel <bob\_vogel@nps.gov>, Jennifer Mummart <jennifer\_mummart@nps.gov>  
**Subject:** Fwd: ROS for tomorrow  
**Attachments:** landmark-launch-event-ros.docx W event speaking program. april22.docx

----- Forwarded message -----

From: **Nixon, Robin** <[robin\\_nixon@nps.gov](mailto:robin_nixon@nps.gov)>  
Date: Tue, Apr 28, 2015 at 7:50 AM  
Subject: Fwd: ROS for tomorrow  
To: Karen Cucurullo <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>, Michael Litterst <[mike\\_litterst@nps.gov](mailto:mike_litterst@nps.gov)>

Sorry, I asked for them to include you on this email, but they didn't.

Robin Nixon  
Chief of Partnerships  
National Mall and Memorial Parks  
National Park Service  
900 Ohio Drive, SW  
Washington, DC 20024  
202-245-4710 (ofc)  
202-738-7956 (cell)  
[robin\\_nixon@nps.gov](mailto:robin_nixon@nps.gov)

□

----- Forwarded message -----

From: **Kristine Fitton** <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>  
Date: Mon, Apr 27, 2015 at 4:14 PM  
Subject: ROS for tomorrow  
To: "Nixon, Robin ([robin\\_nixon@nps.gov](mailto:robin_nixon@nps.gov))" <[robin\\_nixon@nps.gov](mailto:robin_nixon@nps.gov)>  
Cc: Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)>

Robin:

We have a few last-minute details to work out, so this is subject to change (and I'll obviously let you know if it does).

And, of course, we don't want to put words in Karen's mouth so just take the talking points as suggestions.

Thanks --Kristine

--

Karen Cucurullo  
Acting Superintendent  
National Mall and Memorial Parks  
w:202-245-4670  
.

## **Label: "Higham FOIA 2"**

**Created by:leonard\_lee@nps.gov**

Total Messages in label:565 (194 conversations)

Created: 10-16-2015 at 11:38 AM

# Conversation Contents

## Fwd: "DRAKE" at the Landmark Music Festival 2015

/1. Fwd: "DRAKE" at the Landmark Music Festival 2015/1.1 Permit.pdf  
/1. Fwd: "DRAKE" at the Landmark Music Festival 2015/3.1 Permit.pdf  
/1. Fwd: "DRAKE" at the Landmark Music Festival 2015/4.1 Permit.pdf  
/1. Fwd: "DRAKE" at the Landmark Music Festival 2015/4.2 Permit 15-BB-2933 Application.pdf  
/1. Fwd: "DRAKE" at the Landmark Music Festival 2015/6.1 Permit.pdf  
/1. Fwd: "DRAKE" at the Landmark Music Festival 2015/6.2 Permit 15-BB-2933 Application.pdf

**"Castillo, Raul" <raul\_castillo@nps.gov>**

---

**From:** "Castillo, Raul" <raul\_castillo@nps.gov>  
**Sent:** Tue Sep 22 2015 12:13:19 GMT-0600 (MDT)  
**To:** Leonard Lee <leonard\_lee@nps.gov>, Sean Kennealy <sean\_kennealy@nps.gov>, Karen Cucurullo <karen\_cucurullo@nps.gov>  
**Subject:** Fwd: "DRAKE" at the Landmark Music Festival 2015  
**Attachments:** Permit.pdf

Pyrotechnics approval  
See below

Raúl,

Raúl G. Castillo, Wireless

----- Forwarded message -----

From: "Hazel, Aaron (FEMS)" <[aaron.hazel@dc.gov](mailto:aaron.hazel@dc.gov)>  
Date: Sep 22, 2015 2:05 PM  
Subject: "DRAKE" at the Landmark Music Festival 2015  
To: "Paige Barron ([paige@strictlyfx.com](mailto:paige@strictlyfx.com))" <[paige@strictlyfx.com](mailto:paige@strictlyfx.com)>  
Cc: "Raúl G. Castillo (NPS)" <[raul\\_castillo@nps.gov](mailto:raul_castillo@nps.gov)>

*Good Afternoon*

*Paige,*

*First, how is your day? An update on the "DRAKE" at the Landmark Music Festival 2015 scheduled for Saturday, Sept. 26, 2015.*

*On behalf of the Fire Prevention Division, all documents have been received from the Pyrotechnic company (Strictly FX, LLC), the plans and review process is completed, and certificate of insurance was approved by agency general counsel.*

*In conclusion, the "DRAKE" at the Landmark Music Festival is approved for Saturday, Sept. 26, 2015. See attachment for a copy of the pyrotechnics permit. The original permit will be issued on the day of the event after a satisfactory site inspection.*

*I want to thank you in advance for your assistance in this matter.*

***Our difficulty has a  
Purpose and an End.***

***Thanks!***

***Aaron C. Hazel, Sr.***

*Lieutenant – Technical: Plan and Permits Section*

*DC Fire EMS Department / Fire Prevention Division*

*Southwest/Waterfront*

*1100 4th Street, Southwest Suite: E-700*

*Washington, D.C. 20024-4451*

*(Office) 202.727.3650; (Cell) 202.437.6781*

☐ DC Fire & EMS Department web site: <http://fems.dc.gov/>



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**P** Please do not print this e-mail unless necessary...

**"Castillo, Raul" <raul\_castillo@nps.gov>**

---

**From:** "Castillo, Raul" <raul\_castillo@nps.gov>  
**Sent:** Tue Sep 22 2015 12:21:21 GMT-0600 (MDT)  
**To:** "Hazel, Aaron (FEMS)" <aaron.hazel@dc.gov>  
**Subject:** Re: "DRAKE" at the Landmark Music Festival 2015

Lt. Hazel,  
Thank you very much for your assistance with the Pyrotechnics plans review and approval for the Landmark Music Festival, scheduled for Saturday September 26. I'm scheduled to be off on Friday to take care of two medical appointments. Per your request to do a walk through on Friday, Leonard Lee will be your point of contact

Leonard Lee, NCR-NAMA Permit Specialist  
O 202-245-4719  
C 202-359-1459

FYI, I am scheduled to do a walk through on Wednesday at 10 and be on site Saturday from 10 am until closing. Let me know if you or your staff will be on site on Saturday. My contact information is below

Please contact Leonard Lee and let me know if you have any questions.

Thank you again for your assistance and support

***Raúl***

**Raúl G. Castillo, Structural Fire Program Specialist**

DOI-National Park Service/National Capital Region

1100 Ohio Drive, SW, Suite 138

Washington, DC 20242

O 202- 619-7168

C 202-809-1592

F 202-205-0401

**"At Your Service"**

On Tue, Sep 22, 2015 at 2:05 PM, Hazel, Aaron (FEMS) <[aaron.hazel@dc.gov](mailto:aaron.hazel@dc.gov)> wrote:

*Good Afternoon*

*Paige,*

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*Aaron C. Hazel, Sr.*

*Lieutenant – Technical: Plan and Permits Section*

*DC Fire EMS Department / Fire Prevention Division*

*Southwest/Waterfront*

*1100 4th Street, Southwest Suite: E-700*

*Washington, D.C. 20024-4451*

*(Office) 202.727.3650; (Cell) 202.437.6781*

☐ DC Fire & EMS Department web site: <http://fems.dc.gov/>

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**P** Please do not print this e-mail unless necessary...

---

**"Lee, Leonard" <leonard\_lee@nps.gov>**

**From:** "Lee, Leonard" <leonard\_lee@nps.gov>  
**Sent:** Tue Sep 22 2015 14:44:44 GMT-0600 (MDT)

**To:** Steven Booker <steve\_booker@nps.gov>, James Murphy <james\_murphy@nps.gov>  
**Subject:** Fwd: "DRAKE" at the Landmark Music Festival 2015  
**Attachments:** Permit.pdf

fyi

Pyro approved for Saturday only. There will be no pyro for the rehearsal on Friday.

----- Forwarded message -----

From: **Castillo, Raul** <[raul\\_castillo@nps.gov](mailto:raul_castillo@nps.gov)>  
Date: Tue, Sep 22, 2015 at 2:13 PM  
Subject: Fwd: "DRAKE" at the Landmark Music Festival 2015  
To: Leonard Lee <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>, Sean Kennealy <[sean\\_kennealy@nps.gov](mailto:sean_kennealy@nps.gov)>, Karen Cucurullo <[karen\\_cucurullo@nps.gov](mailto:karen_cucurullo@nps.gov)>

Pyrotechnics approval  
See below

Raúl,

Raúl G. Castillo, Wireless

----- Forwarded message -----

From: "Hazel, Aaron (FEMS)" <[aaron.hazel@dc.gov](mailto:aaron.hazel@dc.gov)>  
Date: Sep 22, 2015 2:05 PM  
Subject: "DRAKE" at the Landmark Music Festival 2015  
To: "Paige Barron ([paige@strictlyfx.com](mailto:paige@strictlyfx.com))" <[paige@strictlyfx.com](mailto:paige@strictlyfx.com)>  
Cc: "Raúl G. Castillo (NPS)" <[raul\\_castillo@nps.gov](mailto:raul_castillo@nps.gov)>

*Good Afternoon*

*Paige,*

*First, how is your day? An update on the "DRAKE" at the Landmark Music Festival 2015 scheduled for Saturday, Sept. 26, 2015.*

*On behalf of the Fire Prevention Division, all documents have been received from the Pyrotechnic company (Strictly FX, LLC), the plans and review process is completed, and certificate of insurance was approved by agency general counsel.*

*In conclusion, the “DRAKE” at the Landmark Music Festival is approved for Saturday, Sept. 26, 2015. See attachment for a copy of the pyrotechnics permit. The original permit will be issued on the day of the event after a satisfactory site inspection.*

*I want to thank you in advance for your assistance in this matter.*

***Our difficulty has a  
Purpose and an End.***

***Thanks!***

***Aaron C. Hazel, Sr.***

***Lieutenant – Technical: Plan and Permits Section***

***DC Fire EMS Department / Fire Prevention Division***

***Southwest/Waterfront***

***1100 4th Street, Southwest Suite: E-700***

***Washington, D.C. 20024-4451***

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P Please do not print this e-mail unless necessary...

**Tuba <tuba@c3presents.com>**

---

**From:** Tuba <tuba@c3presents.com>  
**Sent:** Mon Oct 05 2015 14:38:05 GMT-0600 (MDT)  
**To:** "Leonard Lee (leonard\_lee@nps.gov)"  
<leonard\_lee@nps.gov>  
**Subject:** FW: "DRAKE" at the Landmark Music Festival 2015  
**Attachments:** Permit.pdf Permit 15-BB-2933 Application.pdf

Leonard,

Please see the attached copy of the permit application from DC Fire.

Thank you.

2ba

Tim '2ba' Smith

Production Director

---

**C 3 P R E S E N T S**

300 W. 6th Street Suite 2100 | Austin, Texas 78701  
512 505 4496o | 785 760 3263c  
tuba@c3presents.com

---

**From:** Paige Barron [mailto:paige@strictlyfx.com]  
**Sent:** Monday, October 05, 2015 1:02 PM  
**To:** Brandon Sossamon; Tuba

**Subject:** FW: "DRAKE" at the Landmark Music Festival 2015

Hey guys!

The attached is what Lt Hazel sent over- not sure if it will be any help but I don't think there's anything else he has. Let me know if there's anything else I can ask for.

Thanks,

Paige

Paige Barron

Production Coordinator

Strictly FX, I.I.c.

1400 N. Michael Drive, Suite A

Wood Dale, IL 60191

p: 630.694.2394

f: 630.694.2395

[paige@strictlyfx.com](mailto:paige@strictlyfx.com)

[www.strictlyfx.com](http://www.strictlyfx.com)

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---

**From:** Hazel, Aaron (FEMS) [<mailto:aaron.hazel@dc.gov>]  
**Sent:** Monday, October 05, 2015 12:28 PM  
**To:** Paige Barron  
**Cc:** Kearney, Robert Sr. (FEMS)  
**Subject:** FW: "DRAKE" at the Landmark Music Festival 2015  
**Importance:** High

*Good Afternoon*

*Paige,*

*Per your request I have attached a pdf copy of the Permit application for pyrotechnic: indoors/outdoors. If I can assist further feel free to give me a call, my POC is listed below...*

***Aaron C. Hazel, Sr.***

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**"Lee, Leonard" <leonard\_lee@nps.gov>**

---

**From:** "Lee, Leonard" <leonard\_lee@nps.gov>  
**Sent:** Tue Oct 06 2015 09:30:30 GMT-0600 (MDT)  
**To:** Tuba <tuba@c3presents.com>  
**Subject:** Re: FW: "DRAKE" at the Landmark Music Festival 2015

Thank you all.

I appreciate your attention to this and other matters involving the 2015 Landmark Festival.

Be well.

On Mon, Oct 5, 2015 at 4:38 PM, Tuba <[tuba@c3presents.com](mailto:tuba@c3presents.com)> wrote:

Leonard,

Please see the attached copy of the permit application from DC Fire.

Thank you.

2ba

Tim '2ba' Smith

Production Director

---

**C 3 P R E S E N T S**

300 W. 6th Street Suite 2100 | Austin, Texas 78701  
512 505 4496o | 785 760 3263c  
[tuba@c3presents.com](mailto:tuba@c3presents.com)

---

**From:** Paige Barron [mailto:[paige@strictlyfx.com](mailto:paige@strictlyfx.com)]  
**Sent:** Monday, October 05, 2015 1:02 PM  
**To:** Brandon Sossamon; Tuba

**Subject:** FW: "DRAKE" at the Landmark Music Festival 2015

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Thanks,

Paige

Paige Barron

Production Coordinator

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f: 630.694.2395

[paige@strictlyfx.com](mailto:paige@strictlyfx.com)

[www.strictlyfx.com](http://www.strictlyfx.com)

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**To:** Paige Barron  
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**Subject:** FW: "DRAKE" at the Landmark Music Festival 2015  
**Importance:** High

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*Paige,*

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**"Lee, Leonard" <leonard\_lee@nps.gov>**

---

**From:** "Lee, Leonard" <leonard\_lee@nps.gov>  
**Sent:** Tue Oct 06 2015 09:30:54 GMT-0600 (MDT)  
**To:** Robbin Owen <robbin\_owen@nps.gov>  
**Subject:** Fwd: FW: "DRAKE" at the Landmark Music Festival 2015  
**Attachments:** Permit.pdf Permit 15-BB-2933 Application.pdf

FYI

----- Forwarded message -----

From: **Tuba** <[tuba@c3presents.com](mailto:tuba@c3presents.com)>  
Date: Mon, Oct 5, 2015 at 4:38 PM  
Subject: FW: "DRAKE" at the Landmark Music Festival 2015  
To: "Leonard Lee ([leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov))" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>  
Cc: Charlie Jones <[cjones@c3presents.com](mailto:cjones@c3presents.com)>, Courtney Murphy <[cmurphy@c3presents.com](mailto:cmurphy@c3presents.com)>, Emmett Beliveau <[EBeliveau@c3presents.com](mailto:EBeliveau@c3presents.com)>

Leonard,

Please see the attached copy of the permit application from DC Fire.

Thank you.

2ba

Tim '2ba' Smith

Production Director

---

## C 3 P R E S E N T S

300 W. 6th Street Suite 2100 | Austin, Texas 78701  
512 505 4496o | 785 760 3263c  
[tuba@c3presents.com](mailto:tuba@c3presents.com)

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**From:** Paige Barron [mailto:[paige@strictlyfx.com](mailto:paige@strictlyfx.com)]  
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**To:** Brandon Sossamon; Tuba  
**Subject:** FW: "DRAKE" at the Landmark Music Festival 2015

Hey guys!

The attached is what Lt Hazel sent over- not sure if it will be any help but I don't think there's anything else he has. Let me know if there's anything else I can ask for.

Thanks,

Paige

Paige Barron

Production Coordinator

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p: 630.694.2394

f: 630.694.2395

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**From:** Hazel, Aaron (FEMS) [<mailto:aaron.hazel@dc.gov>]  
**Sent:** Monday, October 05, 2015 12:28 PM  
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**Cc:** Kearney, Robert Sr. (FEMS)  
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**Importance:** High

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**"Owen, Robbin" <robbin\_owen@nps.gov>**

---

**From:** "Owen, Robbin" <robbin\_owen@nps.gov>  
**Sent:** Tue Oct 06 2015 09:56:32 GMT-0600 (MDT)  
**To:** "Lee, Leonard" <leonard\_lee@nps.gov>  
**Subject:** Re: FW: "DRAKE" at the Landmark Music Festival 2015

Please keep in mind that we did not receive a copy of the application to DC

On Tue, Oct 6, 2015 at 11:30 AM, Lee, Leonard <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)> wrote:  
FYI

----- Forwarded message -----

From: **Tuba** <[tuba@c3presents.com](mailto:tuba@c3presents.com)>  
Date: Mon, Oct 5, 2015 at 4:38 PM  
Subject: FW: "DRAKE" at the Landmark Music Festival 2015  
To: "Leonard Lee ([leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov))" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>  
Cc: Charlie Jones <[cjones@c3presents.com](mailto:cjones@c3presents.com)>, Courtney Murphy <[cmurphy@c3presents.com](mailto:cmurphy@c3presents.com)>, Emmett Beliveau <[EBeliveau@c3presents.com](mailto:EBeliveau@c3presents.com)>

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Thank you.

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Tim '2ba' Smith

Production Director

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**Sent:** Monday, October 05, 2015 1:02 PM

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**Subject:** FW: "DRAKE" at the Landmark Music Festival 2015

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# Conversation Contents

## 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment

### Attachments:

/3. 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment/1.1 2016 Landmark Music Festival Inspection 9 23 2015.docx  
/3. 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment/1.2 OL LANDMARK MUSIC FESTIVAL VIP CABANA 3 OL 27.pdf  
/3. 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment/1.3 OL LANDMARK MUSIC FESTIVAL VIP CABANA 2 OL 27.pdf  
/3. 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment/1.4 OL LANDMARK MUSIC FESTIVAL VIP CABANA 1 OL 27.pdf  
/3. 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment/1.5 OL LANDMARK MUSIC FESTIVAL TRUST TENT OL 160.pdf  
/3. 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment/1.6 OL LANDMARK MUSIC FESTIVAL DINING TENT.pdf  
/3. 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment/4.1 2016 Landmark Music Festival Inspection 9 23 2015.docx  
/3. 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment/4.2 OL LANDMARK MUSIC FESTIVAL VIP CABANA 3 OL 27.pdf  
/3. 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment/4.3 OL LANDMARK MUSIC FESTIVAL VIP CABANA 2 OL 27.pdf  
/3. 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment/4.4 OL LANDMARK MUSIC FESTIVAL VIP CABANA 1 OL 27.pdf  
/3. 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment/4.5 OL LANDMARK MUSIC FESTIVAL TRUST TENT OL 160.pdf  
/3. 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment/4.6 OL LANDMARK MUSIC FESTIVAL DINING TENT.pdf  
/3. 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment/10.1 2016 Landmark Music Festival Inspection 9 26 2015.pdf

**From:** "Castillo, Raul" <raul\_castillo@nps.gov>  
**Sent:** Wed Sep 23 2015 14:41:40 GMT-0600 (MDT)  
**To:** Leonard Lee <leonard\_lee@nps.gov>  
**Subject:** 2016 Landmark Music Festival Fire and Life Safety  
Inspections and Occupant Load Assessment  
2016 Landmark Music Festival Inspection 9 23 2015.docx  
OL LANDMARK MUSIC FESTIVAL VIP CABANA 3 OL  
27.pdf OL LANDMARK MUSIC FESTIVAL VIP CABANA 2  
OL 27.pdf OL LANDMARK MUSIC FESTIVAL VIP CABANA  
1 OL 27.pdf OL LANDMARK MUSIC FESTIVAL TRUST  
TENT OL 160.pdf OL LANDMARK MUSIC FESTIVAL  
DINING TENT.pdf

Leonard,  
Attached is the Fire and life Safety inspection report and Occupancy Load Assessment for the Landmark Music Festival, dated September 23, 2015. The only critical violation is the hand rigged electrical panel located in the dining kitchen, photo is included at the bottom of report.

I have copied our Safety team and Jeff Young so they can provide their expert advice.

Attached are also the occupant Load Certificates(5)  
The next scheduled inspection is set for Saturday, September 26, 10 am to event completion, approximately 8 pm

Please contact me if you have any questions.  
Thank you for your support

*Raúl*

**Raúl G. Castillo, NCR Structural Fire Program Specialist**

DOI-National Park Service/National Capital Region  
1100 Ohio Drive, SW, Suite 138  
Washington, DC 20242

O 202- 619-7168  
C 202-809-1592  
F 202-205-0401

"At Your Service"

**"Young, Jeff" <jeff\_young@nps.gov>**

---

**From:** "Young, Jeff" <jeff\_young@nps.gov>  
**Sent:** Thu Sep 24 2015 04:38:54 GMT-0600 (MDT)  
**To:** "Castillo, Raul" <raul\_castillo@nps.gov>



**Subject:**

Re: 2016 Landmark Music Festival Fire and Life Safety  
Inspections and Occupant Load Assessment

Where do I begin, this looks like it should all be replaced.

1. The panel should be mounted to something structurally sound.

**Jeff Young**

Facilities Engineer, NCR

Ph: 202-619-6386

Cell: 202-557-6751

Fax: 202-401-7364

*"The time to repair the roof is when the sun is shining."*

John F. Kennedy

On Wed, Sep 23, 2015 at 4:41 PM, Castillo, Raul <[raul\\_castillo@nps.gov](mailto:raul_castillo@nps.gov)> wrote:

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O 202- 619-7168

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F 202-205-0401

"At Your Service"



**"Castillo, Raul" <raul\_castillo@nps.gov>**

---

**From:** "Castillo, Raul" <raul\_castillo@nps.gov>  
**Sent:** Thu Sep 24 2015 04:55:19 GMT-0600 (MDT)  
**To:** "Young, Jeff" <jeff\_young@nps.gov>  
**Subject:** Re: 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment

Jeff, et al,

This electrical panel was found in the employees Dining Tent, kitchen area, behind one of the ovens.

As you leave the NCRO on Ohio Dr., the dining tent is one of the last structures before you get to Independence ave. Actually, most of the violations were found in the dining tent. The rest of the site looks pretty good. My next visit is Saturday, starting at 10 am.

My point of contact is Leonard Lee

Thank you for your support

*Raúl*

**Raúl G. Castillo, NCR Structural Fire Program Specialist**

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1100 Ohio Drive, SW, Suite 138  
Washington, DC 20242

O 202- 619-7168

C 202-809-1592

F 202-205-0401

**"At Your Service"**

On Thu, Sep 24, 2015 at 6:38 AM, Young, Jeff <[jeff\\_young@nps.gov](mailto:jeff_young@nps.gov)> wrote:

Where do I begin, this looks like it should all be replaced.

1. The panel should be mounted to something structurally sound.

**Jeff Young**

Facilities Engineer, NCR

Ph: 202-619-6386

Cell: 202-557-6751

Fax: 202-401-7364

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"At Your Service"

---

**"Lee, Leonard" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>**

---

**From:** "Lee, Leonard" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>  
**Sent:** Thu Sep 24 2015 05:36:10 GMT-0600 (MDT)  
**To:** Tuba <[tuba@c3presents.com](mailto:tuba@c3presents.com)>, [j.perry@kilowattevents.com](mailto:j.perry@kilowattevents.com)  
**Subject:** Fwd: 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment  
2016 Landmark Music Festival Inspection 9 23 2015.docx  
OL LANDMARK MUSIC FESTIVAL VIP CABANA 3 OL 27.pdf OL LANDMARK MUSIC FESTIVAL VIP CABANA 2 OL 27.pdf OL LANDMARK MUSIC FESTIVAL VIP CABANA 1 OL 27.pdf OL LANDMARK MUSIC FESTIVAL TRUST TENT OL 160.pdf OL LANDMARK MUSIC FESTIVAL DINING TENT.pdf

Good morning Tuba.

I have attached the Fire Inspection report to this email.

Please make corrective actions at your earliest convenience, with particular attention to the electric panel. As noted, Raul and I will reinspect on Saturday, at 10:00 a.m. If this time is not convenient, please let me know and suggest a time that works better.

Thank you.

----- Forwarded message -----

From: **Castillo, Raul** <[raul\\_castillo@nps.gov](mailto:raul_castillo@nps.gov)>

Date: Wed, Sep 23, 2015 at 4:41 PM

Subject: 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment

To: Leonard Lee <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>

Cc: Edward Wenschhof <[ed\\_wenschhof@nps.gov](mailto:ed_wenschhof@nps.gov)>, Will Reynolds <[will\\_reynolds@nps.gov](mailto:will_reynolds@nps.gov)>, Tony Moreland <[tony\\_moreland@nps.gov](mailto:tony_moreland@nps.gov)>, Carol Pannell <[carol\\_pannell@nps.gov](mailto:carol_pannell@nps.gov)>, Phil Selleck <[philip\\_selleck@nps.gov](mailto:philip_selleck@nps.gov)>, Karen Boone <[karen\\_boone@nps.gov](mailto:karen_boone@nps.gov)>, Jordan Harrison <[jordan\\_harrison@nps.gov](mailto:jordan_harrison@nps.gov)>, "Young, Jeff" <[jeff\\_young@nps.gov](mailto:jeff_young@nps.gov)>, James Warfield <[james\\_warfield@nps.gov](mailto:james_warfield@nps.gov)>, Adam Kramer <[adam\\_kramer@nps.gov](mailto:adam_kramer@nps.gov)>

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Attached are also the occupant Load Certificates(5)

The next scheduled inspection is set for Saturday, September 26, 10 am to event completion, approximately 8 pm

Please contact me if you have any questions.

Thank you for your support

***Raúl***

**Raúl G. Castillo, NCR Structural Fire Program Specialist**

DOI-National Park Service/National Capital Region

1100 Ohio Drive, SW, Suite 138

Washington, DC 20242

O 202- 619-7168

C 202-809-1592

**Tuba <tuba@c3presents.com>**

---

**From:** Tuba <tuba@c3presents.com>  
**Sent:** Thu Sep 24 2015 06:18:40 GMT-0600 (MDT)  
**To:** "Lee, Leonard" <leonard\_lee@nps.gov>,  
"j.perry@kilowattevents.com"  
<j.perry@kilowattevents.com>  
**Subject:** RE: 2016 Landmark Music Festival Fire and Life Safety  
Inspections and Occupant Load Assessment

Received.

Thank you.

Tuba

Tim '2ba' Smith

Production Director

---

### C 3 P R E S E N T S

300 W. 6th Street Suite 2100 | Austin, Texas 78701  
512 505 4496o | 785 760 3263c  
tuba@c3presents.com

**From:** Lee, Leonard [mailto:leonard\_lee@nps.gov]  
**Sent:** Thursday, September 24, 2015 6:36 AM  
**To:** Tuba; j.perry@kilowattevents.com  
**Cc:** Tiffany Rose; Kristine Fitton  
**Subject:** Fwd: 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment

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**Raúl**

**Raúl G. Castillo, NCR Structural Fire Program Specialist**

DOI-National Park Service/National Capital Region

1100 Ohio Drive, SW, Suite 138

Washington, DC 20242

O 202- 619-7168

C 202-809-1592

F 202-205-0401

**"At Your Service"**

**"Selleck, Philip" <philip\_selleck@nps.gov>**

---

**From:** "Selleck, Philip" <philip\_selleck@nps.gov>  
**Sent:** Thu Sep 24 2015 10:10:42 GMT-0600 (MDT)  
**To:** "Castillo, Raul" <raul\_castillo@nps.gov>  
**Subject:** Re: 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment

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**Raúl G. Castillo, NCR Structural Fire Program Specialist**

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1100 Ohio Drive, SW, Suite 138  
Washington, DC 20242

O 202- 619-7168  
C 202-809-1592  
F 202-205-0401

**"At Your Service"**

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Where do I begin, this looks like it should all be replaced.

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Facilities Engineer, NCR  
Ph: 202-619-6386  
Cell: 202-557-6751  
Fax: 202-401-7364

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*John F. Kennedy*

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"At Your Service"

--

Philip A. Selleck  
Associate Regional Director,  
Operations and Education  
National Capital Region  
National Park Service  
202-619-7142

**"Castillo, Raul" <raul\_castillo@nps.gov>**

---

**From:** "Castillo, Raul" <raul\_castillo@nps.gov>  
**Sent:** Thu Sep 24 2015 10:12:56 GMT-0600 (MDT)  
**To:** "Selleck, Philip" <philip\_selleck@nps.gov>  
**Subject:** Re: 2016 Landmark Music Festival Fire and Life Safety  
Inspections and Occupant Load Assessment

It should be Leonard Lee, Permit Specialist or Carol Pannell

*Raúl*

**Raúl G. Castillo, NCR Structural Fire Program Specialist**

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1100 Ohio Drive, SW, Suite 138  
Washington, DC 20242

O 202- 619-7168  
C 202-809-1592  
F 202-205-0401

"At Your Service"

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My point of contact is Leonard Lee  
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*Raúl*

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"At Your Service"

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Facilities Engineer, NCR  
Ph: 202-619-6386  
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Fax: 202-401-7364

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*Raúl*

**Raúl G. Castillo, NCR Structural Fire Program Specialist**

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**"At Your Service"**

--

Philip A. Selleck  
Associate Regional Director,  
Operations and Education  
National Capital Region  
National Park Service  
202-619-7142

**"Castillo, Raul" <raul\_castillo@nps.gov>**

---

**From:** "Castillo, Raul" <raul\_castillo@nps.gov>  
**Sent:** Thu Sep 24 2015 10:30:21 GMT-0600 (MDT)  
**To:** "Selleck, Philip" <philip\_selleck@nps.gov>  
**Subject:** Re: 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment

Here is what I have on contact information.

Leonard Lee: O 202-245-4719, C 202-359-1459,  
Carol Pannell: O 202-245-4667, C 202-695-4330

Respectfully

*Raúl*

**Raúl G. Castillo, NCR Structural Fire Program Specialist**

DOI-National Park Service/National Capital Region  
1100 Ohio Drive, SW, Suite 138  
Washington, DC 20242

O 202- 619-7168  
C 202-809-1592  
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"At Your Service"

--

Philip A. Selleck  
Associate Regional Director,  
Operations and Education  
National Capital Region  
National Park Service  
202-619-7142

---

**"Lee, Leonard" <leonard\_lee@nps.gov>**

**From:** "Lee, Leonard" <leonard\_lee@nps.gov>  
**Sent:** Thu Sep 24 2015 14:26:25 GMT-0600 (MDT)  
**To:** "Selleck, Philip" <philip\_selleck@nps.gov>

**Subject:**

Re: 2016 Landmark Music Festival Fire and Life Safety  
Inspections and Occupant Load Assessment

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I have advised them to pay particular attention to the electric box.

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*Raúl*

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"At Your Service"

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--

Philip A. Selleck

Associate Regional Director,  
Operations and Education

National Capital Region

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202-619-7142

**"Castillo, Raul" <raul\_castillo@nps.gov>**

---

**From:** "Castillo, Raul" <raul\_castillo@nps.gov>  
**Sent:** Mon Sep 28 2015 13:53:34 GMT-0600 (MDT)  
**To:** "Lee, Leonard" <leonard\_lee@nps.gov>  
**Subject:** Re: 2016 Landmark Music Festival Fire and Life Safety Inspections and Occupant Load Assessment  
**Attachments:** 2016 Landmark Music Festival Inspection 9 26 2015.pdf

Lee, et al,  
Attached is the September 26, Fire and Life Safety Report  
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**Raúl G. Castillo, NCR Structural Fire Program Specialist**

DOI-National Park Service/National Capital Region  
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**"At Your Service"**

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Philip A. Selleck

Associate Regional Director,

Operations and Education

National Capital Region

National Park Service

202-619-7142

# Conversation Contents

**Landmark: Final Traffic Plan**

**Attachments:**

/4. Landmark: Final Traffic Plan/1.1 Landmark Proposed Street Closures v3.pdf  
/4. Landmark: Final Traffic Plan/2.1 Landmark Proposed Street Closures v3.pdf  
/4. Landmark: Final Traffic Plan/5.1 Proposed Street Closures v4.pdf

**Jennifer Larus <jlarus@c3presents.com>**

---

**From:** Jennifer Larus <jlarus@c3presents.com>  
**Sent:** Tue Sep 22 2015 06:58:42 GMT-0600 (MDT)  
**To:** Leonard Lee <leonard\_lee@nps.gov>, "Murphy, James" <james\_murphy@nps.gov>, "steve\_booker@nps.gov" <steve\_booker@nps.gov>  
**Subject:** Landmark: Final Traffic Plan  
**Attachments:** Landmark Proposed Street Closures v3.pdf

Good morning -

Attached is the final Traffic Plan for Landmark Music Festival. I have included at the very bottom the plan that I've discussed with both Leonard Lee and Lt. Murphy to get our staff and equipment vehicles into the site Saturday morning. Please let me know if there are any additional questions or concerns.

- Jennifer

Jennifer Larus  
Associate Producer

---

**C 3 P R E S E N T S**

1849 Calvert St. NW | Washington, DC 20009  
C 804.363.5421 | O 202.232.4717

[jlarus@c3presents.com](mailto:jlarus@c3presents.com)  
[www.c3presents.com](http://www.c3presents.com)

**"Lee, Leonard" <leonard\_lee@nps.gov>**

---

**From:** "Lee, Leonard" <leonard\_lee@nps.gov>



**Sent:** Tue Sep 22 2015 15:02:17 GMT-0600 (MDT)  
Robbin Owen <robbin\_owen@nps.gov>, Marisa Richardson <marisa\_richardson@nps.gov>, Deborah Deas <deborah\_deas@nps.gov>, Elizabeth Buchanan <elizabeth\_buchanan@nps.gov>, Deborah Strock <deborah\_strock@nps.gov>, Eliza Voigt <Eliza\_Voigt@nps.gov>  
**To:**  
**Subject:** Fwd: Landmark: Final Traffic Plan  
**Attachments:** Landmark Proposed Street Closures v3.pdf

Updated transpo plan for your information.

----- Forwarded message -----

From: **Jennifer Larus** <[jlarus@c3presents.com](mailto:jlarus@c3presents.com)>  
Date: Tue, Sep 22, 2015 at 8:58 AM  
Subject: Landmark: Final Traffic Plan  
To: Leonard Lee <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>, "Murphy, James" <[james\\_murphy@nps.gov](mailto:james_murphy@nps.gov)>, "steve\_booker@nps.gov" <[steve\\_booker@nps.gov](mailto:steve_booker@nps.gov)>  
Cc: Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)>, Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>, Tuba <[tuba@c3presents.com](mailto:tuba@c3presents.com)>, John Liipfert <[jliipfert@c3presents.com](mailto:jliipfert@c3presents.com)>, "dick\_swihart@nps.gov" <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)>

Good morning -

Attached is the final Traffic Plan for Landmark Music Festival. I have included at the very bottom the plan that I've discussed with both Leonard Lee and Lt. Murphy to get our staff and equipment vehicles into the site Saturday morning. Please let me know if there are any additional questions or concerns.

- Jennifer

Jennifer Larus  
Associate Producer

#### C 3 P R E S E N T S

1849 Calvert St. NW | Washington, DC 20009  
C 804.363.5421 | O 202.232.4717

[jlarus@c3presents.com](mailto:jlarus@c3presents.com)  
[www.c3presents.com](http://www.c3presents.com)

---

**Eliza Voigt** <[eliza\\_voigt@nps.gov](mailto:eliza_voigt@nps.gov)>

**From:** Eliza Voigt <[eliza\\_voigt@nps.gov](mailto:eliza_voigt@nps.gov)>

**Sent:** Wed Sep 23 2015 05:26:36 GMT-0600 (MDT)  
**To:** "Lee, Leonard" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>  
**Subject:** Re: Landmark: Final Traffic Plan

Thanks!

Sent from my iPhone

On Sep 22, 2015, at 5:02 PM, Lee, Leonard <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)> wrote:

Updated transpo plan for your information.

----- Forwarded message -----

**From:** Jennifer Larus <[jlarus@c3presents.com](mailto:jlarus@c3presents.com)>  
**Date:** Tue, Sep 22, 2015 at 8:58 AM  
**Subject:** Landmark: Final Traffic Plan  
**To:** Leonard Lee <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>, "Murphy, James" <[james\\_murphy@nps.gov](mailto:james_murphy@nps.gov)>, "[steve\\_booker@nps.gov](mailto:steve_booker@nps.gov)" <[steve\\_booker@nps.gov](mailto:steve_booker@nps.gov)>  
**Cc:** Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)>, Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>, Tuba <[tuba@c3presents.com](mailto:tuba@c3presents.com)>, John Liipfert <[jliipfert@c3presents.com](mailto:jliipfert@c3presents.com)>, "[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)" <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)>

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[jlarus@c3presents.com](mailto:jlarus@c3presents.com)  
[www.c3presents.com](http://www.c3presents.com)

<Landmark Proposed Street Closures v3.pdf>



**"Voigt, Eliza" <eliza\_voigt@nps.gov>**

---

**From:** "Voigt, Eliza" <eliza\_voigt@nps.gov>  
**Sent:** Wed Sep 23 2015 05:50:43 GMT-0600 (MDT)  
**To:** "Lee, Leonard" <leonard\_lee@nps.gov>  
**Subject:** Re: Landmark: Final Traffic Plan

Leonard,

Thank you for the information! One question - when the memo says "City Bikes" - does it mean Capital Bikeshare? City Bikes is a bike rental company - Capital Bikeshare is the transit bike system run by city.

Eliza

Eliza Voigt, AICP  
Park Planner  
National Mall and Memorial Parks  
900 Ohio Dr. SW  
Washington, DC 20024  
202-245-4694  
202-420-8927 cell

□

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**To:** Leonard Lee <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>, "Murphy, James" <[james\\_murphy@nps.gov](mailto:james_murphy@nps.gov)>, "steve\_booker@nps.gov" <[steve\\_booker@nps.gov](mailto:steve_booker@nps.gov)>  
**Cc:** Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)>, Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>, Tuba <[tuba@c3presents.com](mailto:tuba@c3presents.com)>, John Liipfert <[jliipfert@c3presents.com](mailto:jliipfert@c3presents.com)>, "dick\_swihart@nps.gov" <[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)>

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C 804.363.5421 | O 202.232.4717

[jlarius@c3presents.com](mailto:jlarius@c3presents.com)  
[www.c3presents.com](http://www.c3presents.com)

---

**Jennifer Larus <jlarius@c3presents.com>**

---

**From:** Jennifer Larus <jlarius@c3presents.com>  
**Sent:** Fri Sep 25 2015 11:51:34 GMT-0600 (MDT)  
**To:** Leonard Lee <leonard\_lee@nps.gov>, "Murphy, James" <james\_murphy@nps.gov>, "steve\_booker@nps.gov" <steve\_booker@nps.gov>  
**Subject:** Re: Landmark: Final Traffic Plan  
**Attachments:** Proposed Street Closures v4.pdf

Good Afternoon -

I've updated the Landmark Traffic plan to reflect the route changes that were made yesterday for vehicle access on Saturday.

At this time all signage is out and appropriate roads have been closed. Please let me know if you have questions or concerns.

- Jennifer

Jennifer Larus  
Associate Producer

---

**C 3 P R E S E N T S**

1849 Calvert St. NW | Washington, DC 20009  
C 804.363.5421 | O 202.232.4717

[jlarius@c3presents.com](mailto:jlarius@c3presents.com)  
[www.c3presents.com](http://www.c3presents.com)

---

**From:** Jennifer Larus  
**Date:** Tuesday, September 22, 2015 at 8:58 AM  
**To:** Leonard Lee, Lt James, "[steve\\_booker@nps.gov](mailto:steve_booker@nps.gov)"

**Cc:** Tiffany Rose, Kristine Fitton, Tuba Smith, John Liipfert, "[dick\\_swihart@nps.gov](mailto:dick_swihart@nps.gov)"

**Subject:** Landmark: Final Traffic Plan

Good morning -

Attached is the final Traffic Plan for Landmark Music Festival. I have included at the very bottom the plan that I've discussed with both Leonard Lee and Lt. Murphy to get our staff and equipment vehicles into the site Saturday morning. Please let me know if there are any additional questions or concerns.

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C 804.363.5421 | O 202.232.4717

[jlalus@c3presents.com](mailto:jlalus@c3presents.com)  
[www.c3presents.com](http://www.c3presents.com)

# Conversation Contents

## Meeting Request

/5. Meeting Request/6.1 United States Park Police - 127543.60 - Police Landmark.pdf

**"Lee, Leonard" <leonard\_lee@nps.gov>**

---

**From:** "Lee, Leonard" <leonard\_lee@nps.gov>  
**Sent:** Thu Sep 24 2015 05:57:44 GMT-0600 (MDT)  
Steven Booker <steve\_booker@nps.gov>, James Murphy <james\_murphy@nps.gov>, Eddie Burnett <eddie\_burnett@nps.gov>, Kimberly Walker <Kimberly\_Walker@nps.gov>, Tuba <tuba@c3presents.com>  
**To:**  
**Subject:** Meeting Request

Good morning Major Booker.

I have been asked by C3 Presents Festival Director, to schedule a pre-event meeting, Friday, September 25th, with representatives of the United States Park Police and NPS civilian staff.

Please provide a time that you and/or your designee(s) would be available to attend. I will develop a meeting notice and send it out to critical staff.

Standing by.

**"Owen, Robbin" <robbin\_owen@nps.gov>**

---

**From:** "Owen, Robbin" <robbin\_owen@nps.gov>  
**Sent:** Thu Sep 24 2015 06:02:29 GMT-0600 (MDT)  
**To:** "Lee, Leonard" <leonard\_lee@nps.gov>  
**Subject:** Re: Meeting Request

don't forget me need to be at the hangar at 12:30 pm for our 1:00 pm flight

On Thu, Sep 24, 2015 at 7:57 AM, Lee, Leonard <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)> wrote:  
Good morning Major Booker.

I have been asked by C3 Presents Festival Director, to schedule a pre-event meeting, Friday, September 25th, with representatives of the United States Park Police and NPS civilian staff.

Please provide a time that you and/or your designee(s) would be available to attend. I will develop a meeting notice and send it out to critical staff.

Standing by.

**"Booker, Steven" <steve\_booker@nps.gov>**

---

**From:** "Booker, Steven" <steve\_booker@nps.gov>  
**Sent:** Thu Sep 24 2015 06:05:49 GMT-0600 (MDT)  
**To:** "Lee, Leonard" <leonard\_lee@nps.gov>  
**Subject:** Re: Meeting Request

It has to be after the Million Man March Subcommittee meetings. 1230 hrs or later would work for me and my staff.

Major Steven L. Booker  
Commander, Icon Protection Branch  
FBINA #246

(202) 610-5296 Office  
(202) 439-2245 Mobile

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Standing by.

**Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)>**

---

**From:** Tiffany Rose <TRose@nationalmall.org>  
**Sent:** Thu Sep 24 2015 08:51:05 GMT-0600 (MDT)  
**To:** "Booker, Steven" <steve\_booker@nps.gov>, "Lee, Leonard" <leonard\_lee@nps.gov>  
**Subject:** RE: Meeting Request

Dear Captain Booker,

Good morning! I'm looking forward to meeting with everyone tomorrow. We are in the final stretch and as such I was hoping to have a copy of the US Park Police's Deployment Plan for the Landmark Music Festival. I've received an invoice and wire instructions, however, I have not yet seen the plan. Any chance you can email it to me today or bring it with you to the meeting? Any assistance you can provide will be greatly appreciated. Have a great day.

Sincerely,

Tiffany T. Rose

Director of Special Events  
Trust for the National Mall

1300 Pennsylvania Avenue, NW, Suite 370

Washington, DC 20007

p: [\(202\) 688-3763](tel:(202)688-3763) | c: [\(202\) 557-9938](tel:(202)557-9938) | [nationalmall.org](http://nationalmall.org)

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LMF Email Sig Lincoln at Night

**From:** Booker, Steven [mailto:steve\_booker@nps.gov]  
**Sent:** Thursday, September 24, 2015 8:06 AM  
**To:** Lee, Leonard <leonard\_lee@nps.gov>  
**Cc:** James Murphy <james\_murphy@nps.gov>; Eddie Burnett <eddie\_burnett@nps.gov>; Kimberly Walker <Kimberly\_Walker@nps.gov>; Tuba <tuba@c3presents.com>;

j.perry@kilowattevents.com; Robbin Owen <robbin\_owen@nps.gov>; Tiffany Rose <TRose@nationalmall.org>; Kristine Fitton <KFitton@nationalmall.org>

**Subject:** Re: Meeting Request

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**"Booker, Steven" <steve\_booker@nps.gov>**

---

**From:** "Booker, Steven" <steve\_booker@nps.gov>  
**Sent:** Thu Sep 24 2015 09:25:24 GMT-0600 (MDT)  
**To:** Tiffany Rose <TRose@nationalmall.org>  
**Subject:** Re: Meeting Request

Has the wire transfer been sent?

Major Steven L. Booker  
Commander, Icon Protection Branch  
FBINA #246

(202) 610-5296 Office  
(202) 439-2245 Mobile

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Trust for the National Mall

1300 Pennsylvania Avenue, NW, Suite 370

Washington, DC 20007

p: [\(202\) 688-3763](tel:(202)688-3763) | c: [\(202\) 557-9938](tel:(202)557-9938) | [nationalmall.org](http://nationalmall.org)

Making the National Mall the best park in the world.



LMF Email Sig Lincoln at Night

**From:** Booker, Steven [mailto:[steve\\_booker@nps.gov](mailto:steve_booker@nps.gov)]

**Sent:** Thursday, September 24, 2015 8:06 AM

**To:** Lee, Leonard <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>

**Cc:** James Murphy <[james\\_murphy@nps.gov](mailto:james_murphy@nps.gov)>; Eddie Burnett <[eddie\\_burnett@nps.gov](mailto:eddie_burnett@nps.gov)>; Kimberly Walker <[Kimberly\\_Walker@nps.gov](mailto:Kimberly_Walker@nps.gov)>; Tuba <[tuba@c3presents.com](mailto:tuba@c3presents.com)>; [j.perry@kilowattevents.com](mailto:j.perry@kilowattevents.com); Robbin Owen <[robbin\\_owen@nps.gov](mailto:robbin_owen@nps.gov)>; Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)>; Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>

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---

**Tuba <[tuba@c3presents.com](mailto:tuba@c3presents.com)>**

**From:** Tuba <[tuba@c3presents.com](mailto:tuba@c3presents.com)>  
**Sent:** Thu Sep 24 2015 10:19:04 GMT-0600 (MDT)  
**To:** "Booker, Steven" <[steve\\_booker@nps.gov](mailto:steve_booker@nps.gov)>, Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)>  
**Subject:** RE: Meeting Request  
**Attachments:** United States Park Police - 127543.60 - Police Landmark.pdf

[Wire confirm attached.](#)

Tim '2ba' Smith

Production Director

---

### C 3 P R E S E N T S

300 W. 6th Street Suite 2100 | Austin, Texas 78701  
512 505 4496o | 785 760 3263c  
[tuba@c3presents.com](mailto:tuba@c3presents.com)

**From:** Booker, Steven [mailto:steve\_booker@nps.gov]  
**Sent:** Thursday, September 24, 2015 10:25 AM  
**To:** Tiffany Rose  
**Cc:** Lee, Leonard; James Murphy; Eddie Burnett; Kimberly Walker; Tuba; j.perry@kilowattevents.com; Robbin Owen; Kristine Fitton  
**Subject:** Re: Meeting Request

Has the wire transfer been sent?

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FBINA #246

(202) 610-5296 Office  
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LMF Email Sig Lincoln at Night

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**Sent:** Thursday, September 24, 2015 8:06 AM

**To:** Lee, Leonard <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>

**Cc:** James Murphy <[james\\_murphy@nps.gov](mailto:james_murphy@nps.gov)>; Eddie Burnett <[eddie\\_burnett@nps.gov](mailto:eddie_burnett@nps.gov)>; Kimberly Walker <[Kimberly\\_Walker@nps.gov](mailto:Kimberly_Walker@nps.gov)>; Tuba <[tuba@c3presents.com](mailto:tuba@c3presents.com)>; [j.perry@kilowattevents.com](mailto:j.perry@kilowattevents.com); Robbin Owen <[robbin\\_owen@nps.gov](mailto:robbin_owen@nps.gov)>; Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)>; Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>

**Subject:** Re: Meeting Request

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**From:** Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)>  
**Sent:** Thu Sep 24 2015 20:59:52 GMT-0600 (MDT)  
**To:** Tuba <[tuba@c3presents.com](mailto:tuba@c3presents.com)>, "Booker, Steven" <[steve\\_booker@nps.gov](mailto:steve_booker@nps.gov)>  
**Subject:** RE: Meeting Request

Thank you Tuba!

Tiffany T. Rose

Director of Special Events  
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LMF Email Sig Lincoln at Night

---

**From:** Tuba [mailto:tuba@c3presents.com]  
**Sent:** Thursday, September 24, 2015 12:19 PM  
**To:** Booker, Steven <steve\_booker@nps.gov>; Tiffany Rose <TRose@nationalmall.org>  
**Cc:** Lee, Leonard <leonard\_lee@nps.gov>; James Murphy <james\_murphy@nps.gov>; Eddie Burnett <eddie\_burnett@nps.gov>; Kimberly Walker <Kimberly\_Walker@nps.gov>; j.perry@kilowattevents.com; Robbin Owen <robbin\_owen@nps.gov>; Kristine Fitton <KFitton@nationalmall.org>; Charlie Jones <cjones@c3presents.com>; Courtney Murphy <cmurphy@c3presents.com>; Peter J. Manning (peter@knittingfactory.com) <peter@knittingfactory.com>; Darin Williams (darin@npbcompanies.com) <darin@npbcompanies.com>  
**Subject:** RE: Meeting Request

Wire confirm attached.

Tim '2ba' Smith

Production Director

---

**C 3 P R E S E N T S**

300 W. 6th Street Suite 2100 | Austin, Texas 78701  
512 505 4496o | 785 760 3263c  
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Has the wire transfer been sent?

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Commander, Icon Protection Branch  
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(202) 610-5296 Office  
(202) 439-2245 Mobile

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On Thu, Sep 24, 2015 at 10:51 AM, Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)> wrote:

Dear Captain Booker,

Good morning! I'm looking forward to meeting with everyone tomorrow. We are in the final stretch and as such I was hoping to have a copy of the US Park Police's Deployment Plan for the Landmark Music Festival. I've received an invoice and wire instructions, however, I have not yet seen the plan. Any chance you can email it to me today or bring it with you to the meeting? Any assistance you can provide will be greatly appreciated. Have a great day.

Sincerely,

Tiffany T. Rose

Director of Special Events  
Trust for the National Mall

1300 Pennsylvania Avenue, NW, Suite 370

Washington, DC 20007

p: [\(202\) 688-3763](tel:(202)688-3763) | c: [\(202\) 557-9938](tel:(202)557-9938) | [nationalmall.org](http://nationalmall.org)

Making the National Mall the best park in the world.



LMF Email Sig Lincoln at Night

**From:** Booker, Steven [mailto:[steve\\_booker@nps.gov](mailto:steve_booker@nps.gov)]  
**Sent:** Thursday, September 24, 2015 8:06 AM  
**To:** Lee, Leonard <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>  
**Cc:** James Murphy <[james\\_murphy@nps.gov](mailto:james_murphy@nps.gov)>; Eddie Burnett <[eddie\\_burnett@nps.gov](mailto:eddie_burnett@nps.gov)>; Kimberly Walker <[Kimberly\\_Walker@nps.gov](mailto:Kimberly_Walker@nps.gov)>; Tuba <[tuba@c3presents.com](mailto:tuba@c3presents.com)>; [j.perry@kilowattevents.com](mailto:j.perry@kilowattevents.com); Robbin Owen <[robbin\\_owen@nps.gov](mailto:robbin_owen@nps.gov)>; Tiffany Rose <[TRose@nationalmall.org](mailto:TRose@nationalmall.org)>; Kristine Fitton <[KFitton@nationalmall.org](mailto:KFitton@nationalmall.org)>  
**Subject:** Re: Meeting Request

It has to be after the Million Man March Subcommittee meetings. 1230 hrs or later would work for me and my staff.

Major Steven L. Booker

Commander, Icon Protection Branch  
FBINA #246

(202) 610-5296 Office  
(202) 439-2245 Mobile

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On Thu, Sep 24, 2015 at 7:57 AM, Lee, Leonard <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)> wrote:

Good morning Major Booker.

I have been asked by C3 Presents Festival Director, to schedule a pre-event meeting, Friday, September 25th, with representatives of the United States Park Police and NPS civilian staff.

Please provide a time that you and/or your designee(s) would be available to attend. I will develop a meeting notice and send it out to critical staff.

Standing by.

# Conversation Contents

Re:

**Charlie Jones <cjones@c3presents.com>**

---

**From:** Charlie Jones <cjones@c3presents.com>  
**Sent:** Thu Sep 24 2015 14:56:05 GMT-0600 (MDT)  
**To:** "Lee, Leonard" <leonard\_lee@nps.gov>  
**Subject:** Re:

Thanks Leonard, please stop by our trailer and pickup these meal tickets to distribute accordingly for lunch and dinners both event days.

CHARLIE JONES  
Partner

---

C 3 P R E S E N T S

300 W. 6th Street, Suite 2100 | Austin, Texas 78701  
512 478 7211 | 512 476 0611 fax  
[Cjones@c3presents.com](mailto:Cjones@c3presents.com)  
[www.c3presents.com](http://www.c3presents.com)

---

**From:** Leonard Lee <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>  
**Date:** Thursday, September 24, 2015 at 4:27 PM  
**To:** Charlie Jones <[cjones@c3presents.com](mailto:cjones@c3presents.com)>  
**Subject:** Re: Fwd:

The 58 includes US Park Police. (50) USPP & (8) NPS Civilians.

On Thu, Sep 24, 2015 at 4:18 PM, Charlie Jones <[cjones@c3presents.com](mailto:cjones@c3presents.com)> wrote:  
Would this include Park Police?

Sent from my iPhone

On Sep 24, 2015, at 3:23 PM, Lee, Leonard <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)> wrote:

Hello Charlie.

I was asked by Sean, NAMA Acting Deputy Chief, to provide you with a number of persons that you are willing to provide meals to on Saturday and Sunday.

The United States Park Police will have (50) members and the National Park Service civilians will have (8), who are grateful for your consideration.

Please let me know if there is anything else that you need regarding this matter.

Be well.

----- Forwarded message -----

From: **Walker, Kimberly** <[kimberly\\_walker@nps.gov](mailto:kimberly_walker@nps.gov)>

Date: Thu, Sep 24, 2015 at 3:02 PM

Subject:

To: Leonard Lee <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>

Hi Mr. Lee, our numbers this weekend for the Landmark will be 50.

--

Sergeant Kim Walker  
Special Events Supervisor  
1901 Anacostia Drive, SE  
Washington, DC 20019

(202) 610-7092 Office

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---

**Leonard Lee** <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>

**From:** Leonard Lee <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>  
**Sent:** Thu Sep 24 2015 19:00:52 GMT-0600 (MDT)  
**To:** Charlie Jones <[cjones@c3presents.com](mailto:cjones@c3presents.com)>  
**Subject:** Re:

Thank you Charlie. I will stop by tomorrow morning.

Sent from my iPhone

On Sep 24, 2015, at 4:56 PM, Charlie Jones <[cjones@c3presents.com](mailto:cjones@c3presents.com)> wrote:

Thanks Leonard, please stop by our trailer and pickup these meal tickets to

distribute accordingly for lunch and dinners both event days.

CHARLIE JONES  
Partner

---

C 3 P R E S E N T S

300 W. 6th Street, Suite 2100 | Austin, Texas 78701  
512 478 7211 | 512 476 0611 fax  
[Cjones@c3presents.com](mailto:Cjones@c3presents.com)  
[www.c3presents.com](http://www.c3presents.com)

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Be well.

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**From:** Walker, Kimberly <[kimberly\\_walker@nps.gov](mailto:kimberly_walker@nps.gov)>  
**Date:** Thu, Sep 24, 2015 at 3:02 PM  
**Subject:**  
**To:** Leonard Lee <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>

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will be 50.

--

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Special Events Supervisor  
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# Conversation Contents

**Accepted: Landmark Music Festival Meeting @ Fri Sep 25, 2015 3pm - 4pm (leonard\_lee@nps.gov)**

**Attachments:**

/7. Accepted: Landmark Music Festival Meeting @ Fri Sep 25, 2015 3pm - 4pm (leonard\_lee@nps.gov)/1.1 invite.ics

**Adam Kramer <adam\_kramer@nps.gov>**

---

**From:** Adam Kramer <adam\_kramer@nps.gov>  
**Sent:** Thu Sep 24 2015 14:48:11 GMT-0600 (MDT)  
**To:** leonard\_lee@nps.gov  
**Subject:** Accepted: Landmark Music Festival Meeting @ Fri Sep 25, 2015 3pm - 4pm (leonard\_lee@nps.gov)  
**Attachments:** invite.ics

**Adam Kramer has accepted this invitation.**

## Landmark Music Festival Meeting

This is a pre-music festival meeting to finalize program, logistical and operational plans. For those not able to attend in person, please feel free to call into our conference call number, 1-(877) 992-0316; Passcode (6407128#). Please note that this is a time sensitive meeting. Thank you.

**When** Fri Sep 25, 2015 3pm – 4pm Eastern Time

**Where** Division of Permits Management - Annex II - Large Conference Room - 900 Ohio Drive, SW ([map](#))

**Video call** [https://plus.google.com/hangouts/\\_/doi.gov/leonard-lee](https://plus.google.com/hangouts/_/doi.gov/leonard-lee)

**Calendar** leonard\_lee@nps.gov

**Who**

- <span>leonard\_lee@nps.gov - organizer
- <span>adam\_kramer@nps.gov
- <span>kfitton@nationalmall.org
- <span>dick\_swihart@nps.gov
- <span>robin\_nixon@nps.gov
- <span>james\_murphy@nps.gov
- <span>trose@nationalmall.org
- <span>tuba@c3presents.com
- <span>j.perry@kilowattevents.com
- <span>steve\_booker@nps.gov
- <span>sean\_kennealy@nps.gov
- <span>robbin\_owen@nps.gov

•

Invitation from [Google Calendar](#)

You are receiving this email at the account leonard\_lee@nps.gov because you are subscribed for invitation replies on calendar leonard\_lee@nps.gov.

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More](#).

## Conversation Contents

**"Walker, Kimberly" <kimberly\_walker@nps.gov>**

---

**From:** "Walker, Kimberly" <kimberly\_walker@nps.gov>  
**Sent:** Thu Sep 24 2015 13:02:03 GMT-0600 (MDT)  
**To:** Leonard Lee <leonard\_lee@nps.gov>  
**Subject:**

Hi Mr. Lee, our numbers this weekend for the Landmark will be 50.

--

Sergeant Kim Walker  
Special Events Supervisor  
1901 Anacostia Drive, SE  
Washington, DC 20019

(202) 610-7092 Office

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**"Lee, Leonard" <leonard\_lee@nps.gov>**

---

**From:** "Lee, Leonard" <leonard\_lee@nps.gov>  
**Sent:** Thu Sep 24 2015 13:10:33 GMT-0600 (MDT)  
**To:** "Walker, Kimberly" <kimberly\_walker@nps.gov>  
**Subject:** Re:

Hi Kim.

Thank you.  
I will submit in the next few minutes.

Be well.

On Thu, Sep 24, 2015 at 3:02 PM, Walker, Kimberly <[kimberly\\_walker@nps.gov](mailto:kimberly_walker@nps.gov)> wrote:  
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**"Lee, Leonard" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>**

---

**From:** "Lee, Leonard" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>  
**Sent:** Thu Sep 24 2015 13:22:51 GMT-0600 (MDT)  
**To:** Charlie Jones <[cjones@c3presents.com](mailto:cjones@c3presents.com)>  
**Subject:** Fwd:

Hello Charlie.

I was asked by Sean, NAMA Acting Deputy Chief, to provide you with a number of persons that you are willing to provide meals to on Saturday and Sunday.

The United States Park Police will have (50) members and the National Park Service civilians will have (8), who are grateful for your consideration.

Please let me know if there is anything else that you need regarding this matter.

Be well.

----- Forwarded message -----

From: **Walker, Kimberly** <[kimberly\\_walker@nps.gov](mailto:kimberly_walker@nps.gov)>  
Date: Thu, Sep 24, 2015 at 3:02 PM  
Subject:  
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**"Lee, Leonard" <leonard\_lee@nps.gov>**

---

**From:** "Lee, Leonard" <leonard\_lee@nps.gov>  
**Sent:** Thu Sep 24 2015 13:33:29 GMT-0600 (MDT)  
**To:** Courtney Murphy <cmurphy@c3presents.com>  
**Subject:** Fwd:

Hello Courtney.

I received an email from Charlie's email account stating that you are to be contacted in his absence. I am forwarding an accounting of USPP & NPS meals for Sat. and Sun.

Please note the email string. The total number is 58, (50) USPP & (8) NPS Civilians.

Thank you for your assistance.

Be well.

----- Forwarded message -----

From: **Walker, Kimberly** <[kimberly\\_walker@nps.gov](mailto:kimberly_walker@nps.gov)>  
Date: Thu, Sep 24, 2015 at 3:02 PM  
Subject:  
To: Leonard Lee <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>

Hi Mr. Lee, our numbers this weekend for the Landmark will be 50.

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Special Events Supervisor

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**"Lee, Leonard" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>**

---

**From:** "Lee, Leonard" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>  
**Sent:** Thu Sep 24 2015 13:34:15 GMT-0600 (MDT)  
**To:** Courtney Murphy <[cmurphy@c3presents.com](mailto:cmurphy@c3presents.com)>  
**Subject:** Fwd:

Hi again,

I just wanted to make sure that you received the whole string of emails.

Thanks.

----- Forwarded message -----

From: **Lee, Leonard** <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>  
Date: Thu, Sep 24, 2015 at 3:22 PM  
Subject: Fwd:  
To: Charlie Jones <[cjones@c3presents.com](mailto:cjones@c3presents.com)>

Hello Charlie.

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Be well.

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Date: Thu, Sep 24, 2015 at 3:02 PM  
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To: Leonard Lee <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>

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**Courtney Murphy <[cmurphy@c3presents.com](mailto:cmurphy@c3presents.com)>**

---

**From:** Courtney Murphy <[cmurphy@c3presents.com](mailto:cmurphy@c3presents.com)>  
**Sent:** Thu Sep 24 2015 13:36:42 GMT-0600 (MDT)  
**To:** "Lee, Leonard" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>  
**Subject:** Re: Fwd:

Thank you for sending, Leonard. I will share with Charlie.

On Sep 24, 2015, at 3:34 PM, Lee, Leonard <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)> wrote:

Hi again,

I just wanted to make sure that you received the whole string of emails.

Thanks.

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From: **Lee, Leonard** <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>  
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**Charlie Jones** <[cjones@c3presents.com](mailto:cjones@c3presents.com)>

**From:** Charlie Jones <[cjones@c3presents.com](mailto:cjones@c3presents.com)>  
**Sent:** Thu Sep 24 2015 14:18:34 GMT-0600 (MDT)

**To:** "Lee, Leonard" <[leonard\\_lee@nps.gov](mailto:leonard_lee@nps.gov)>  
**Subject:** Re: Fwd:

Would this include Park Police?

Sent from my iPhone

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**"Lee, Leonard" <leonard\_lee@nps.gov>**

---

**From:** "Lee, Leonard" <leonard\_lee@nps.gov>  
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**To:** Charlie Jones <cjones@c3presents.com>  
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