



PROSPECTUS

A Concession
Business Opportunity
to Operate Lodging,
Food and Beverage,
Retail, Campground,
Rentals, Firewood,
and Other Services
within
Olympic National Park



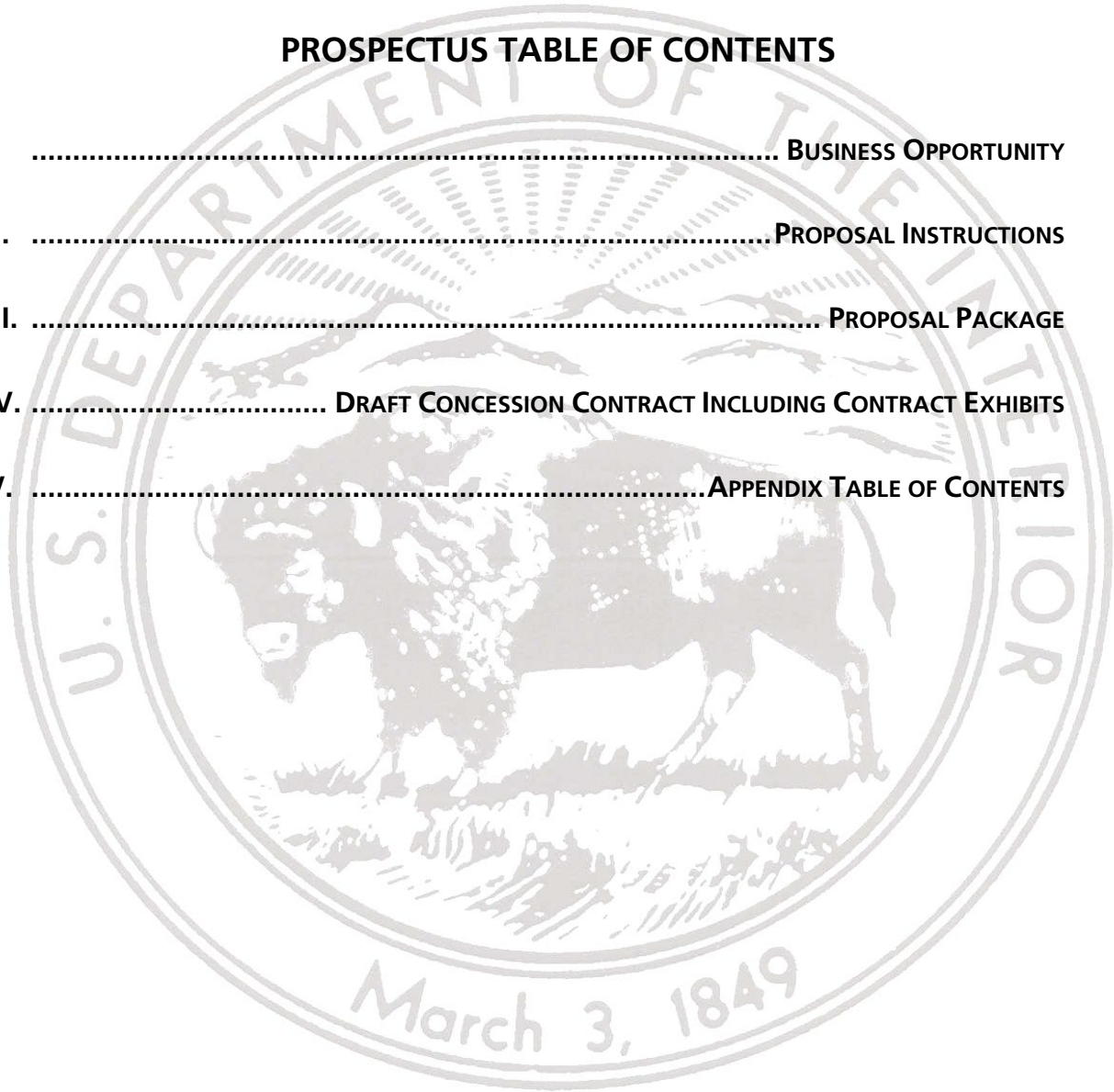
Solicitation #
CC-OLYM003-26

OLYMPIC NATIONAL PARK

CONCESSION CONTRACT NO. CC-OLYM003-26

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PART I

BUSINESS OPPORTUNITY

CC-OLYM003-26

Department of the Interior

National Park Service
Olympic National Park

A Concession Business Opportunity to Operate Lodging, Food and Beverage, Retail, Campground, Rentals, Firewood, and Other Services within the Lake Crescent, Log Cabin, Fairholme, and Hurricane Ridge Areas

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INTRODUCTION

The National Park Service (“Service”) seeks proposals for a concession contract authorizing the operation of lodging, food and beverage, retail, campground, rentals, firewood, and other services within Olympic National Park. This Prospectus describes, in general terms, the existing business operations and the future business opportunity for services required by the Service. Those submitting proposals (“Offerors”) must review all sections of this Prospectus and, specifically, the terms and conditions of the Draft Concession Contract No. CC-OLYM003-26 (“Draft Contract”), including its exhibits, to determine the full scope of a future concessioner’s responsibilities under the Draft Contract.

Exhibit 1. Summary of Draft Contract Terms and Conditions

Category	Draft Contract Terms and Conditions
Draft Contract Term	Twelve (12) Years
Projected Effective Date	February 1, 2026
Required Services	Lodging, Food and Beverage, Retail, Campground (includes shower and laundry), Boat Rentals, Boat Launch, Recreational Equipment Rentals, and Firewood Sales
Authorized Services	Guided Land and Water Tours, Vending, Recreational Equipment Rentals
Project Gross Receipts (Year 1)	\$8,300,000 - \$9,200,000
Estimated Initial Investment (Year 0)	\$2,550,000
Capital Improvement Program (Years 1-4)	\$1,363,000 Concession Facilities Improvement Program (CFIP) \$139,000 Personal Property Improvement Requirement (PPIR)
Deferred Maintenance (Years 1-2)	\$850,000
Minimum Franchise Fee	6.0% of gross receipts for gross receipts from \$0 to \$7,000,000; plus 8.0% of gross receipts for gross receipts from \$7,000,001 to \$10,000,000; plus 12.0% of gross receipts for gross receipts greater than \$10,000,000
Component Renewal Reserve	2.5%



Source: National Park Service

SITE VISIT

The Service will host a one-day site visit for organizations interested in bidding on this opportunity on the date listed on the inside cover of this Prospectus. The site visit provides interested persons, corporations, or other entities an overview of the concession operations along with a tour of the Concession Facilities, as that term is defined in the Draft Contract, assigned to the Concessioner under the Draft Contract.

To attend the site visit, registration is required. To register, please email Kimberley Gagliolo, Commercial Services Specialist, Interior Regions 8, 9, 10, and 12 at kim_gagliolo@nps.gov with the name of your company, contact phone number and email, and the number of people attending from your organization, no later than the registration date listed on the inside cover of this Prospectus.

Site visit participants are responsible for obtaining their own lodging, meals, and transportation to the respective Concession Facilities. Participants must be 18 years of age or older. Please be prepared for varying weather and walking between buildings. Since the concession operation will be serving visitors at the time of the site visit, the Service limits the number of representatives that each company, including any supporting contractors, may bring to the site visit to five (5), and no more than two people per organization, including any supporting contractors, will be permitted within the kitchen areas. Attendance at the site visit is not required to submit a proposal for the Prospectus; however, attendance is encouraged.

NOTIFICATION OF INTENT TO PROPOSE

If you plan to submit a proposal in response to this solicitation, you must notify Kimberley Gagliolo via email at kim_gagliolo@nps.gov. Your email notification must include the name of the Offeror as it will be provided in the Offeror's Transmittal Letter or the name of the individual or entity who will sign the proposal on behalf of the Offeror.

The Service will not accept proposals from entities that do not provide their Notice of Intent to Propose on or before 12:00 p.m. (PST) on November 21, 2024.

INFORMATION REGARDING THIS PROSPECTUS

The Prospectus is comprised of five parts.

- I. Business Opportunity (this document)
- II. Proposal Instructions
- III. Proposal Package
- IV. Draft Contract, including its exhibits
- V. Appendices Table of Contents and Recommended Websites

In these documents, the National Park Service refers to Olympic National Park as the "Park" or "Area."

This Prospectus includes Service estimates of revenue and expenses to assist Offerors in developing financial projections. These estimates reflect Service assumptions based on planning decisions, historical concession operating data, industry standards, economic conditions, and comparable and competitive operations. The Service does not guarantee these projections will materialize and assumes no liability for their accuracy. Offerors must compile and present their own financial projections based on independent assumptions, due diligence, and industry knowledge.



As noted above, the Draft Contract with all exhibits is included in this Prospectus. In the event of any inconsistency between the description of the terms contained in this Prospectus and the Draft Contract itself, the terms of the Draft Contract will prevail.

Certain federal laws apply to this solicitation, including the National Park Service Concessions Management Improvement Act of 1998 (Public Law 105-391, as amended and recodified at 54 U.S.C. §§ 101911 *et seq.*, and hereafter referred to as “the 1998 Act”), as implemented by regulations in 36 C.F.R. Part 51. Links to these are available online at the [Commercial Services website](#). In the event of any inconsistency between the terms of this Prospectus and 36 C.F.R. Part 51, 36 C.F.R. Part 51 will control.

“Concessioner” refers to the entity that will be the concessioner under the Draft Contract. The Draft Contract combines services currently offered under Concession Contract No. CC-OLYM002-13 (Log Cabin Resort) and Temporary Concession Contract No. TC-OLYM003-23 (Lake Crescent Lodge, Fairholme Store, and Hurricane Ridge) (“Existing Contracts”).

“Existing Concessioner” refers to ARAMARK Sports and Entertainment Services, LLC, the existing concessioner under the Existing Contracts. The Existing Contracts are available upon request.

The Service intends to announce the selected Offeror around May 2025. The Service intends to award the Draft Contract around September 2025, or approximately five (5) months prior to the anticipated effective date when the Concessioner will commence operations on February 1, 2026. Award of a concession contract does not occur until the competitive process has been completed and both the selected Offeror and the Service have signed the concession contract. While the Service will make effort to meet this schedule, it is subject to change.

PROPOSAL OVERVIEW

Part II of this Prospectus contains the instructions for submitting proposals. The Service will only accept digital versions of proposals for this solicitation submitted electronically per instructions, except for the submission of the Offeror’s Transmittal Letter, which the Offeror must also send as an original hardcopy with wet signature. Offerors must carefully read and comply with the proposal instructions, provided in Parts II and III.

Part III of this Prospectus contains the Proposal Package that Offerors must complete in its entirety. The Proposal Package contains a required Offeror’s Transmittal Letter, five principal selection factors, and two secondary selection factors. Each selection factor identifies the minimum and maximum points the Service may award, depending on the quality of the response. A high-quality response includes clear, specific commitments. The following paraphrases the information sought under each selection factor. Where there are discrepancies, the wording of the actual selection factors in the Proposal Package controls.

Principal Selection Factor 1 requires Offerors to describe experience and expertise relating to the preservation and maintenance of historic assets and landscapes and non-historic assets.

Principal Selection Factor 2 requires Offerors to describe proposed improvements to visitor services to minimize congestion and wait times.

Principal Selection Factor 3 requires Offerors to describe their organizational structure and provide documentation to help the Service understand the Offeror and its relationship to other entities. The Service does not score this information specifically but may use it to understand responses elsewhere in the proposal. Incomplete submissions may lead to a lower score elsewhere if the information submitted does not support claims made in response to specific subfactors in this and other selection factors. The Service has provided forms Offerors must complete depending on their organizational structure.



This principal selection factor also has a scored section that requires Offerors to describe its experience with similar operations and the history of violations and infractions as well as the strategies it will implement to minimize them.

Principal Selection Factor 4 requires Offerors to demonstrate their financial capacity to commence and carry-on operations under the Draft Contract. A high-quality response incorporates commitments made elsewhere in the proposal. The Proposal Package includes a business history form, and an Excel workbook Offerors must complete in providing responses to this selection factor.

Principal Selection Factor 5 requires Offerors to provide the franchise fee they will pay on gross receipts generated under the Draft Contract. Failure to agree to pay the minimum franchise fee set out in the selection factor will result in the Service finding the proposal non-responsive and ineligible for award of the Draft Contract.

Secondary Selection Factor 1 requires Offerors to describe programs they will implement to improve the reduction of solid waste throughout their operations.

Secondary Selection Factor 2 requires Offerors to describe ways they will improve employee well-being and living conditions.

DOING BUSINESS WITH THE SERVICE

The Service has worked with private parties to provide services to visitors dating back to the earliest times of national parks. Many of the iconic lodges and other structures found in America's national parks were constructed and operated by private parties, and that relationship continues today.

The Service uses the term "commercial visitor services" when generally describing services, benefits, and goods provided to visitors within an area of the National Park System by a third party for a fee. The term "commercial visitor services" includes lodging, food and beverage, retail, marina operations, guided recreation, equipment rental, experiential transportation, and similar services the National Park Service itself does not provide. The Service implemented regulations for many aspects of the 1998 Act, primarily to set out the process for soliciting bids for new contracts and managing the concessioner's investment in structures owned by the United States.

Working with the Service providing commercial visitors services differs from operating outside a park in several respects. By law, the Service approves rates to ensure park visitors do not pay higher fees for goods and services merely because such transactions occur within parks. As with the private sector, concessioners must develop and follow environmental management programs, risk management programs, and similar programs to ensure operations comply with applicable laws. We also developed operating standards based on similar ones in the private sector to reflect best industry practices for the services provided under the concession contract. Our employees review the quality of concession operations and compliance with contract requirements including, when appropriate, the maintenance of facilities. Our contract oversight reflects the best management practices of the private sector industries.

Even with these regulatory requirements, concessioners in national parks enjoy significant benefits. Many parks function as unique visitor destinations. Concessioners frequently operate with few, if any, in-park competitors, even though we do not grant exclusive rights to provide any visitor services. Although we oversee concessioner rates charged to the public, our processes ensure rates are competitive with similar services near the operating locations.



THE NATIONAL PARK SERVICE AND ITS MISSION

In 1916, President Woodrow Wilson approved legislation creating the Service within the Department of the Interior. That legislation mandated that Congress created America's National Park Service to:

...conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such a manner and by such means as will leave them unimpaired for the enjoyment of future generations. 54 U.S.C. § 100101(a)

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

...preserved and managed for the benefit and inspiration of all the people of the United States... 54 U.S.C. § 100101(b)

The Service has as its overall mission the preservation and public enjoyment of significant aspects of the nation's natural and cultural heritage. To learn more about the National Park Service, visit www.nps.gov. This site includes information about the Service, its mission, policies, and individual parks.

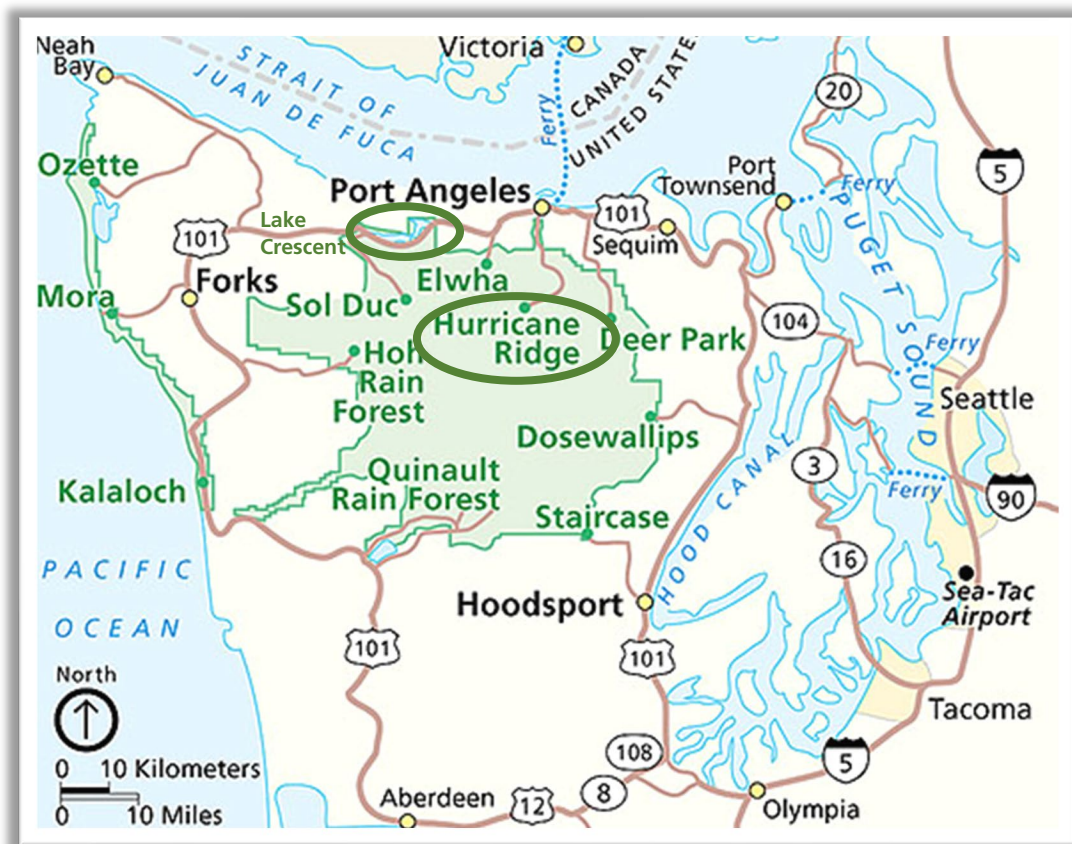


OLYMPIC NATIONAL PARK

Olympic National Park is located within Clallam and Jefferson Counties on the Olympic Peninsula of the state of Washington. The Park encompasses 922,650 acres (1,442 square miles) and features distinctly different ecosystems including old-growth and temperate rain forest, glacier-capped mountains, and wild Pacific coastline.

Lake Crescent Lodge, Log Cabin Resort, and the Fairholme Store are all located on the shoreline of Lake Crescent, at the northern edge of the Park. Hurricane Ridge is located 17 miles south of Port Angeles at the end of Hurricane Ridge Road. The following exhibit shows the Park outlined in green within its regional context. Highways and major roads are shown in red, and bodies of water are shown in blue. Both Lake Crescent and Hurricane Ridge are circled to indicate locations of Concessioner operations under the Draft Contract.

Exhibit 2. Olympic National Park and Surrounding Region



Source: National Park Service

From Park headquarters in Port Angeles, it takes approximately 30 minutes to drive west to either Lake Crescent Lodge or Log Cabin Resort, or 40 minutes to drive south to Hurricane Ridge. Port Angeles is approximately two to three hours by car (or car/ferry combination) from points in the Seattle-Tacoma metropolitan area.



In 1909, President Theodore Roosevelt designated Mount Olympus National Monument to protect the elk and forests of the Olympic Peninsula. Congress and President Franklin D. Roosevelt re-designated the monument and established Olympic National Park in 1938.

The Park and its surroundings are home to a wide variety of wildlife. Raccoons, beaver, and mink live mostly in the lowlands, while deer, elk, cougars, and bears range from valleys to mountain meadows. Park waters are home to some of the healthiest runs of Pacific salmon outside of Alaska. Over 300 species of birds live in the area at least part of the year. Just offshore, whales, dolphins, sea lions, seals, and sea otters feed in the Pacific Ocean. Invertebrates of countless shapes, sizes, colors, and textures inhabit tide pools.

The Park also boasts an amazing diversity of plant life. Over 1,450 types of vascular plants grow on the Peninsula, nearly the same number as the British Isles—an area 30 times larger. The Park and surrounding Olympic Peninsula have snowy peaks that plunge to mist-shrouded coast. Temperate rain forest on the west side lies only 34 miles from dry oak savanna in the rain shadow northeast of the mountains. These quick changes in elevation and precipitation mean a lot of different habitats are crowded into the area.

Native Americans have lived here for thousands of years, both along the coast and in the interior reaches of the peninsula. There are eight tribes that have traditional associations to the lands in Olympic National Park: Hoh, Jamestown S’Klallam, Lower Elwha Klallam, Makah, Port Gamble S’Klallam, Quileute, Quinault, and Skokomish.

Exhibit 3. Detailed Park Map Showing Lake Crescent, Log Cabin, Fairholme, and Hurricane Ridge



Source: National Park Service

HISTORIC DISTRICT

A Determination of Eligibility recently provided additional information, as described below, regarding the historic districts within the Park. The Concessioner will maintain Concession Facilities on the National Register of Historic Places and specific assets which are contributing elements located within the identified historic districts in accordance with the Secretary of the Interior's Standards as described in the Draft Contract, Exhibit H Maintenance Plan, Section 3(B) Historic Structures and Historic District Boundary.

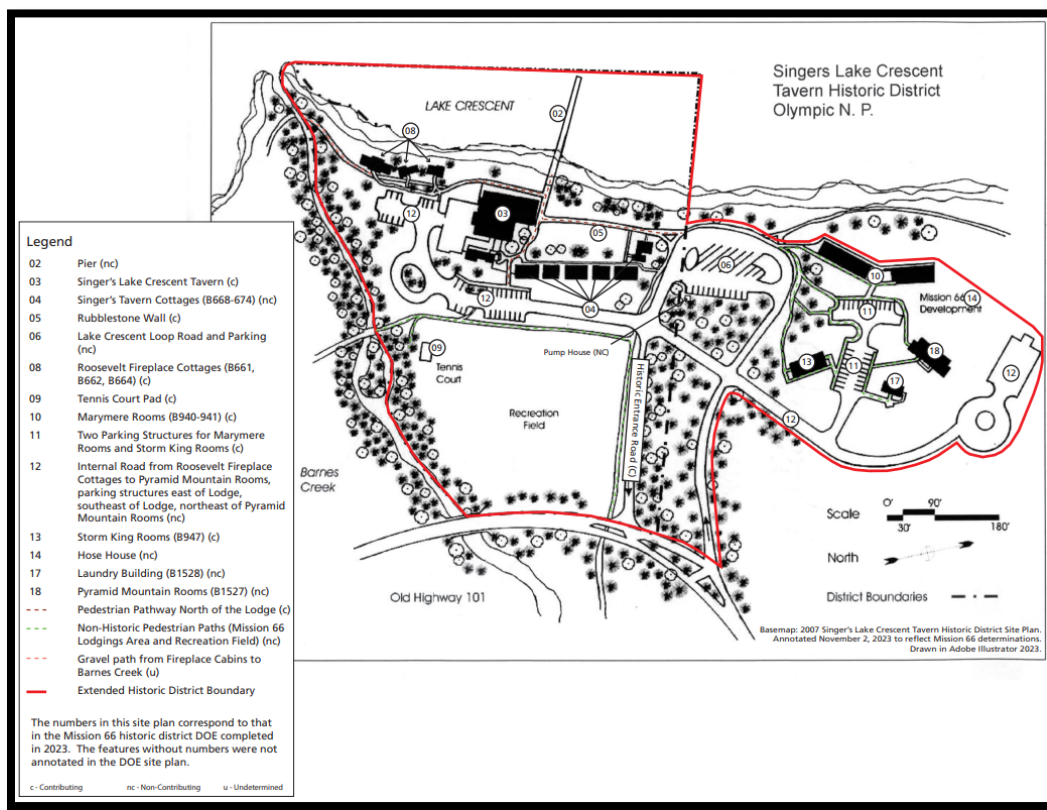
Lake Crescent Lodge Historic District Boundary Description

Against the backdrop of heightened highway and ferry construction, marking the official opening of the north Olympic Peninsula to tourist traffic, Singer's Lake Crescent Tavern was founded and rapidly emerged as one of the most widely known resorts on the Olympic Peninsula. Within months after Avery J. Singer and his wife, Julia, acquired 7.71 acres on the lake's south shore in 1914, construction of a two-story lodge building and adjoining sleeping cabins commenced.

The Singer's Lake Crescent Tavern Historic District boundary encompasses an area that includes the Lake Crescent Lodge, previously referred to as a "tavern", three historic cabins (Roosevelt Cabins), the modern dock, the recreation field, tennis court, and the extant non-contributing buildings associated with the resort operation, the forest fringe and lake shore that embraces the resort complex up to the old entry road, inclusive.

A Determination of Eligibility for Lake Crescent Lodge Developed Area prepared in 2023 extends the existing historical boundary to now encompass eligible Mission 66-era development to the north of the Lake Crescent Lodge. This new boundary encompasses the western edge of Lake Crescent Loop Road and parking lot and the Marymere rooms, continues northeastward to wrap around the parking lot and road northeast of the Pyramid Mountain rooms (FMSS 82203) and follows this road southward to the intersection with the Lake Crescent Loop Road. Here, it turns west southwestward along the latter road to meet the present-day Lake Crescent Road, then turns southward to meet the original northeastern corner of the historic district boundary. This boundary excludes the Lake Crescent Road. The Marymere (FMSS 82191-82192) and Storm King (FMSS 82193) structures are each contributing elements to the historic district. The landscape in the Lake Crescent Lodge area (FMSS 82208) is a certified Cultural Landscape.

Exhibit 4. Historic District Boundary



Log Cabin Resort A-Frame Chalet Historic District

A Determination of Eligibility for Mission 66-era development conducted at Log Cabin Resort in 2023 determined the A-Frame Chalets (FMSS 82024-82025) are contributing elements of the A-Frame Chalet Historic District.

VISITATION INFORMATION

The following exhibit presents annual visitation data for the Park over the past ten years. From 2014 through 2019, recreation visitation to the Park averaged approximately 3.28 million visitors per year. The arrival of the COVID pandemic in the spring of 2020 impacted the U.S. tourism industry and resulted in temporary closures of parks. From 2020 through 2022, reported Park visitation averaged 2.55 million visitors. However, in 2023, Park visitation again approached 3 million, indicating a return to near pre-pandemic levels.

Exhibit 4. Annual Recreation Visitation to Olympic National Park

Year	Visitation	Percent Change
2014	3,243,872	5.1%
2015	3,263,761	0.6%
2016	3,390,221	3.9%
2017	3,401,996	0.3%
2018	3,104,455	-8.7%
2019	3,245,806	4.6%



Year	Visitation	Percent Change
2020	2,499,177	-23.0%
2021	2,718,925	8.8%
2022	2,432,972	-10.5%
2023	2,948,604	21.2%

Source: National Park Service

There is a distinct seasonal pattern to Park visitation figures. Peak visitation occurs between June and September, with over 55% of visitors each year arriving within this four-month period. The following exhibit summarizes monthly visitation to the Park in 2023.

Exhibit 5. Olympic National Park Monthly Visitation Trends (2023)

Month	Average Visitation	Share of Average Visitation
January	68,928	2.3%
February	80,435	2.7%
March	138,706	4.7%
April	98,353	3.3%
May	235,276	8.0%
June	321,933	10.9%
July	437,991	14.9%
August	518,417	17.6%
September	389,551	13.2%
October	322,314	10.9%
November	225,623	7.7%
December	111,077	3.8%
Total	2,948,604	100%

Source: National Park Service

COMPLIANCE WITH FEDERAL, STATE, AND LOCAL LAWS AND PARK JURISDICTION

The Federal Government owns the lands within Olympic National Park, which is an area of exclusive federal jurisdiction. The Service provides law enforcement and emergency medical services in cooperation with local agencies and provides structural fire protection and wildland fire protection.

The Concessioner is responsible for obtaining all permits necessary for its operations under the Draft Contract, paying necessary taxes, and abiding by applicable labor laws.

WEATHER AND NATURAL HAZARDS

At lower elevations, the Olympic Peninsula has a moderate marine climate with pleasant summers and mild, wet winters. High temperatures in summer months typically range between 65- and 75-degrees Fahrenheit. Summer is the driest season, with heavier precipitation during the rest of the year. Winters are mild at lower elevations, with temperatures averaging in the 40's. At higher elevations, winter temperatures are well below freezing and snowfall is generally heavy, with accumulations of up to 10 feet common.

Weather in the Park can be variable and unpredictable, no matter the time of year. It is common for different weather conditions to exist within the Park at the same time. Even in the summer, temperatures typically vary from 10-20 degrees, especially along the coast and higher elevations.

Severe weather, icy or snowy roads, changing snow conditions, and rains can quickly alter any trip, as the Park closes roads during hazardous conditions. What starts as a sunny day can end with hurricane-force winds and blizzard conditions.

During the winter season, Hurricane Ridge Road is typically open to uphill traffic from 9 a.m. to 4 p.m., Friday through Sunday and some holidays, weather and road conditions permitting. However, the road can open as late as 12 p.m. depending on road conditions. Winter storms can close or delay opening of Hurricane Ridge Road; high winds and blizzard conditions are not uncommon.

PENDING CONSTRUCTION PROJECT IMPACTING LAKE CRESCENT LODGE

Sprinkler Installation Project

The Service plans to install sprinkler systems in several Lake Crescent Lodge buildings, including the two Marymere units (FMSS Asset #82191 and 82192), Storm King (FMSS Asset #82193), and Pyramid (FMSS Asset #82203). The Service will work closely with the Concessioner to minimize disruptions to its operations and plans to complete work in late 2026/early 2027, over the shoulder season.



Source: National Park Service

CONCESSION OPPORTUNITY

The following section describes the services required and authorized by the Draft Contract, as well as other key terms and information regarding the future business opportunity.

The Draft Contract combines all the services under one single concession contract¹. The Service identifies the required and authorized services at each location under the Draft Contract and articulates the projected financial information by location to assist Offerors with their assumptions.

DRAFT CONTRACT TERM

The Draft Contract will have a term of twelve (12) years, with an effective date of February 1, 2026.

REQUIRED AND AUTHORIZED SERVICES: DRAFT CONTRACT

The following describes the Required Services (i.e., must be provided by the Concessioner) and Authorized Services (i.e., may be provided at the option of the Concessioner) specified in the Draft Contract.

Exhibit 6. Required Services

Services	Location
Lodging	Lake Crescent and Log Cabin
Food and Beverage	Lake Crescent, Log Cabin, Hurricane Ridge*
Retail	Lake Crescent, Log Cabin, Fairholme, and Hurricane Ridge*
Campground	Log Cabin
Boat Rentals	Lake Crescent, Log Cabin, and Fairholme
Boat Launch	Log Cabin
Recreational Equipment Rentals	Hurricane Ridge*
Firewood Sales	Log Cabin and Fairholme

Exhibit 7. Authorized Services

Services	Location
Food and Beverage	Hurricane Ridge (Temporary)*
Retail	Hurricane Ridge (Temporary)*
Recreational Equipment Rental	Hurricane Ridge (Temporary)*, Log Cabin
Guided Land Tours	Lake Crescent and Log Cabin
Guided Water Tours	Lake Crescent and Log Cabin

*additional information regarding the authorized and required services at Hurricane Ridge is provided in the Overview of Concession Facilities and Services section.

¹ Services in the Lake Crescent Lodge, Fairholme Store, and Hurricane Ridge areas have historically been provided under one contract, while the services provided at Log Cabin Resort were historically provided under a separate contract.



OVERVIEW OF CONCESSION FACILITIES AND SERVICES

The main Lake Crescent Lodge building was constructed in 1915 and predates the Park itself. The lodge is situated among giant fir and hemlock trees on the shore of Lake Crescent at Barnes Point, and it features a variety of lodging buildings and room types. The lobby with its large stone fireplace is a popular gathering place for guests, and the sun porch is a great place to view sunsets over the lake.



Source: National Park Service

Log Cabin Resort offers accommodations on the northern shore of Lake Crescent, on what some refer to as the sunny side of the lake. It is accessed from East Beach Road. It also features distinct room types, including several with direct water views.

Fairholme Store, located just off Highway 101 on the west end of Lake Crescent, provides retail, limited food and beverage services, and boat rentals to day visitors as well as campers at the nearby Fairholme Campground.

Due to the loss of the Hurricane Ridge facility in May 2023, the Concessioner is authorized to provide limited retail, food and beverage, and recreational equipment rental services from temporary facilities in three spaces to be designated in the parking lot. When the Hurricane Ridge facility is rebuilt, the Service will **require** the Concessioner to provide these services within an assigned space in the new structure. The Service has provided minimum standards for the temporary services at Hurricane Ridge in the Draft Contract, Exhibit B (Operating Plan) and will work with the Concessioner to update the minimum standards for the required services provided in the new Hurricane Ridge facility. The Service did not include any revenue assumptions related to the authorized or required services at Hurricane Ridge.

While the Service is currently working through the planning and development process for the new Hurricane Ridge facility, the Service does not have specifics related to a new structure at this time, but will update

information, if it becomes available, during the solicitation. Offerors should assume it will need to invest in personal property later in the term of the Draft Contract, to provide the required food and beverage, retail, and recreational equipment rentals. Personal property Offerors should consider includes, but is not limited to, items for quick service food and beverage operations, retail shelving and racks, a point-of-sale system, tables, chairs, benches, and racks for recreational equipment.

Offerors should refer to the Draft Contract, Exhibit D (Assigned Land and Real Property Improvements) for additional facility information and detailed maps.

All Lake Crescent Lodge services are open seasonally from mid-May through the end of October, except for limited lodging options open during the winter season. Log Cabin Resort and the Fairholme Store are open seasonally from Memorial Day through Labor Day. Typically, the Hurricane Ridge operations had a summer (early May through the first weekend of October) and winter (weekends and holidays mid-December through the end of March) operating season.

Lodging

Log Cabin Resort features a total of 28 lodging units, consisting of midscale lodge rooms (motel-style units), A-frame chalets, and newer two-bedroom cabin units, as well as rustic camper cabins.

Lake Crescent Lodge has 55 midscale lodging units including rooms in the main lodge building with shared bathrooms, historic Singer Tavern Cottages, Roosevelt Fireplace Cabins, and motel-style units in the Storm King, Marymere, and Pyramid Mountain buildings.

The following table presents a breakdown of lodging units by type at each location.

Exhibit 8. Lodging Units by Type

Log Cabin Resort (28 total units)	Number of Units
Motel Units	4
A-frame Chalets	12
Cabin Units - with kitchenette (2 bedrooms)	4
Cabin Units - no kitchenette (2 bedrooms)	4
Camper Cabins (without bath)	4
Lake Crescent Lodge (55 total units)	Number of Units
Main Lodge rooms - non view, shared bath	3
Main Lodge rooms - view, shared bath	5
Singer Tavern Cottages - One Room	10
Singer Tavern Cottages - Two Rooms	3
Roosevelt Fireplace Cabins - One Room	2
Roosevelt Fireplace Cabins - Two Rooms	2
Storm King Rooms	10
Marymere Rooms	10
Pyramid Mountain Rooms	10

Source: National Park Service



Lodging occupancy rates are typically between 90% and 100% at both properties from May through September. Occupancy rates decline during the Lake Crescent Lodge shoulder season of October through December. Only the Roosevelt Cabins have been available for rent during weekends from January through April in recent years.

Lodging Rates

Under the Draft Contract, the Service will use the Competitive Market Declaration (“CMD”) rate approval method for all lodging room rates. For more information see Draft Contract, Exhibit B (Operating Plan) and the National Park Service Rate Administration Guide (“Rate Administration Guide”). A copy of the Rate Administration Guide and addendum are available on the Commercial Services website.



From top to bottom: Lake Crescent Storm King and Roosevelt Cabins; Log Cabin Resort A-frames and Two-Bedroom Cabin units



Log Cabin Resort motel unit interior and cabin bathroom

Food and Beverage

Log Cabin Resort offers family casual service for breakfast, lunch, and dinner at the café overlooking Lake Crescent, with a menu featuring sandwiches, salads, pasta, pizzas, and a variety of dinner entrees. The café has approximately 60 seats. There is also a counter in the main lodge building retail area offering grab-and-go items.

Lake Crescent Lodge features an upscale casual lakefront dining room (restaurant) offering breakfast, lunch, and dinner daily, and features creative Pacific Northwest farm to table cuisine. The dining room has approximately 75 seats. There is also a lounge adjacent to the dining room in the lobby of the main building.



Log Cabin Resort café



Lake Crescent Lodge dining room

The Fairholme Store offers grab-and-go food and beverage service, including prepackaged items and snacks.

The Hurricane Ridge snack bar offered quick service items including hamburgers, hot dogs, sandwiches, snacks, and beverages prior to its closure.

Food and beverage rates at all locations, except for Hurricane Ridge, are regulated by the CMD rate approval method. At Hurricane Ridge, the Service will approve rates using the Core method.

Retail

Log Cabin Resort has a gift shop off the lobby as well as a small adjacent retail area offering convenience items, packaged snacks, bottled beverages, and limited camping supplies. The gift shop offers a range of souvenirs and apparel.

At Lake Crescent Lodge, there is a gift shop located off the lobby of the main lodge building. The gift shop features souvenirs, books, apparel, and convenience items.



Log Cabin Resort retail



Lake Crescent Lodge retail

Average retail revenue per transaction has historically been higher at Lake Crescent Lodge than at Log Cabin Resort, which may be related to a greater share of camping supplies and packaged food and beverages included in the Log Cabin Resort product mix. Merchandise and convenience item rates are set in accordance with the CMD rate methodology.

The Fairholme Store features a small retail space at the west end of Lake Crescent offering packaged food and beverage items, convenience items, and limited camping supplies. Sales benefit from its location next to the Park-operated Fairholme Campground, boat launch, swimming area, and dock.

Retail sales at Lake Crescent Lodge, Log Cabin Resort, and the Fairholme Store increased in 2023 due in part to the closure of the Hurricane Ridge retail outlet. Hurricane Ridge retail revenue was over \$2.2 million in 2022 prior to the closure of the Hurricane Ridge facility.

Campground

The concession-operated campground at Log Cabin Resort has a total of 38 sites. There are 31 RV sites, which include electric hook-ups, and 7 tent sites with fine grade gravel tent pads, four of which are standard tent sites, one group tent site, and two bike tent sites. The Concessioner could choose to adjust the mix of RV, tent, group, and bike tent sites. All sites include individual fire rings and picnic tables. There is a RV dump station and a comfort station with toilets, coin-operated showers, and coin-operated laundry located at the resort. The Service will use the CMD rate approval method for all campground sites and services.



For the following services, all rates are set via CMD, as documented in Exhibit B, Operating Plan.

Boat Rental and Boat Launch

The Concessioner provides kayak, canoe, and stand-up paddleboard rentals at Log Cabin Resort, Lake Crescent Lodge, and the Fairholme Store. For a fee, there is a boat launch ramp at Log Cabin Resort. All boat related services will use the CMD rate approval method.



Electric Vehicle Charging Stations

As an amenity of the lodging service, the Concessioner operates and maintains Service-assigned electric vehicle charging stations at Lake Crescent Lodge. Should the Concessioner charge for this service, rates are based on the CMD methodology, and the Concessioner may discount or offer this as a free amenity to lodging guests.



Firewood Sales

The Concessioner provides firewood sales for campers at Log Cabin Resort and the Fairholme Store in accordance with the CMD methodology.

Authorized Services

At Hurricane Ridge, the Concessioner is authorized to offer limited food and beverage, retail, and recreational equipment rental services from temporary facilities it may provide in locations to be designated in the parking lot. The Service will require the Concessioner to provide these services within assigned space in the Hurricane Ridge facility after it is rebuilt.

The Concessioner may provide Guided Land and Guided Water Tours (guided hikes, kayak, canoe, paddleboard and/or boat tours) at Lake Crescent Lodge and Log Cabin Resort and may provide bicycle rentals at Log Cabin Resort. Rates for these services are based on the CMD methodology.

Employees and Employee Housing

In addition to the required visitor services, the Concessioner must provide housing for staff. The Concessioner may charge a reasonable rate to employees for this housing, managing the room and board account on a break-even basis to the greatest extent possible. The Existing Concessioner employed approximately 6-8 permanent staff and 100-120 seasonal employees, between all locations.

The following is the breakdown of the housing located within the Park, accounting for approximately 70-76 beds, not including RV sites. Historically, the Existing Concessioner has hired from the local community and some staff decide to live in the Port Angeles area.

Exhibit 9. Employee Housing

FMSS Number	Facility Name	Location
82195	Building 1446, Assistant Managers Quarters	Lake Crescent Lodge
82196	Building 1447, Dorm A	Lake Crescent Lodge
82197	Building 1448, Dorm B	Lake Crescent Lodge

FMSS Number	Facility Name	Location
82198	Building 1449, 4-Plex A	Lake Crescent Lodge
82200	Building 1451, 4-Plex B	Lake Crescent Lodge
82201	Building 1452, 4-Plex C	Lake Crescent Lodge
111142	RV Sites (3)*	Lake Crescent Lodge
244586	Log Cabin Resort Managers Residence	Log Cabin Resort
82035	RV Site (1)	Log Cabin Resort

*The number of RV sites will increase to eight (8) total in the Lake Crescent Lodge employe housing area once the associated Concession Facilities Improvement Program is completed. See additional information below.

FINANCIAL DATA

This section presents revenue projections developed by the Service to assist Offerors in developing projections for future operations associated with the Draft Contract. These estimates reflect Service assumptions based on historical concession operating data, industry standards, economic conditions, and comparable and competitive operations. The Service does not guarantee these projections will materialize and assumes no liability for the accuracy of the projections presented. Offerors must compile and present their own financial projections based on their independent assumptions, due diligence, and industry knowledge. Additionally, the Service does not provide projections for authorized services, as these services may or may not be provided by the Concessioner.

Revenue Assumptions

In developing prospective revenue estimates, the Service assumed changes from historical revenue. This was in part, but not limited to, not including the operations and revenues at Hurricane Ridge (as services are authorized but not required until the new facility is rebuilt).

First year revenue projections for required services appear in Exhibit 10 below.

Exhibit 10. Draft Contract Projected Revenues (Year 1)

Category	Projected Revenues (2026)
Lodging	\$4,250,000 - \$4,700,000
Food and Beverage (includes Lounge)	\$2,720,000- \$3,000,000
Retail	\$900,000 - \$990,000
Camping	\$160,000 - \$180,000
Boat Rentals	\$240,000 - \$260,000
Other	\$75,000 - \$85,000
Total Estimated Revenue	\$8,345,000 - \$9,215,000
Less: Deductions*	\$45,000 - \$50,000
GROSS RECEIPTS	\$8,300,000 - \$9,165,000

Source: National Park Service

*Authorized deductions (exclusions) are defined in the Draft Contract



Utilization Assumptions

The following exhibits provide a breakdown of projections of operating statistics by department and location.

Exhibit 11. Projected Lodging Operating Statistics (2026)

	Lake Crescent Lodge	Log Cabin Resort
Number of Available Rooms	12,770	3,780
Number of Occupied Rooms	10,750 - 11,300	3,500 - 3,700
Occupancy Rate	84% - 88%	93% - 97%
Average Daily Rate (ADR)	\$303 - \$335	\$261 - \$288

Exhibit 12. Projected Food and Beverage Operating Statistics (not including lounge) (2026)

	Lake Crescent Lodge	Log Cabin Resort
Number of Covers	90,000 - 100,000	10,900 - 12,100
Average Check per Cover	\$20.90 - \$23.10	\$19.10 - \$21.10

Exhibit 13. Projected Retail Statistics (2026)

	Lake Crescent Lodge	Log Cabin Resort	Fairholme Store
Number of Transactions	21,700 - 24,000	11,200 - 12,300	12,100 - 13,400
Average Transaction \$	\$24.80 - \$27.40	\$15.10 - \$16.70	\$11.80 - \$13.10

Exhibit 14. Projected Camping Operating Statistics (2026)

	RV Camping	Tent Camping
Number of Available Sites	4,200	950
Number of Occupied Sites	2,850 - 3,150	620 - 680
Occupancy Rate	68% - 75%	65% - 72%
Average Revenue per Occupied Site	\$47.50 - \$52.40	\$34.50 - \$38.30

Exhibit 15. Projected Boat Rental Operating Statistics (2026)

	All Locations
Number of Rental Boats, Canoes, Kayaks, and SUPs	90 - 110
Average Annual Revenue per Rental Boat	\$2,200 - \$2,700



INVESTMENT ANALYSIS

The Service estimates for the total required initial investment by the Concessioner necessary to begin operations required by the Draft Contract is provided below. Offerors must complete their own due diligence and not rely on the Service's estimates in preparing and submitting its proposal in response to this Prospectus. The Offeror's proposal in response to Part III of this Prospectus should address how it intends to fund these items. The Existing Contract does not require the Existing Concessioner sell or transfer any personal property to the Concessioner.

Exhibit 16. Estimated Initial Investments

Required Investments	Estimated Amount (2026 Dollars)
Personal Property	\$1,700,000
Inventory	\$250,000
Start-up Costs	\$300,000
Working Capital	\$300,000
Total Estimated Initial Investment	\$2,550,000

Source: National Park Service

PERSONAL PROPERTY

The Concessioner must provide its own personal property to commence operations, such as personal property used for general concession administration and support, furniture, and equipment. To assist potential Offerors to better understand the type and quantity of personal property necessary for the operation of the Draft Contract, the Service has provided a list of the Existing Concessioner's personal property as an appendix to this Prospectus.

INVENTORY AND WORKING CAPITAL

The Concessioner will need beginning inventory and other working capital for accounts receivable and accounts payable.

START-UP COSTS

At the start of the Draft Contract, the Concessioner will need to make a one-time investment in a range of activities to commence operations including hiring staff, training that may involve costs in addition to normal wages, implementation of appropriate information technology, quality control, and other systems, legal services, and marketing and advertising beyond normal annual expenditures as well as other necessary start-up costs, such as operating supplies.

ASSIGNED GOVERNMENT PERSONAL PROPERTY

The Service will assign certain government-owned furnishings, maintenance equipment, and campground assets to the Concessioner at no cost. A list is presented in Exhibit E to the Draft Contract. The Concessioner must replace government-assigned assets necessary for its operations under the Draft Contract at its own expense when they reach the end of their useful lives.



LEASEHOLD SURRENDER INTEREST

The Existing Concessioner does not have a leasehold surrender interest (as that term is defined in 36 C.F.R. § 51.51) (“LSI”).

The Concessioner will be eligible to obtain LSI as outlined in the Draft Contract and Exhibits A (“Leasehold Surrender Interest”) and F1 (“Concessioner New Construction and Major Rehabilitation Project Procedures”) to the Draft Contract, subject to all requirements set forth therein. The Service assumes that most of the real property investments included in the Concession Facilities Improvement Program (see next page) are likely to result in LSI.

In addition to the initial investment as described above, there are other required investments in the early years of the Draft Contract. These include curing the deferred maintenance (“DM”) and legislatively mandated (“LM”) work orders over the first two years of the Draft Contract term as described below and in an appendix to this Prospectus, completing the Concession Facilities Improvement Program (“CFIP”), and the Personal Property Improvement Requirement (“PPIR”), as described below. Offeror’s responses within Principal Selection Factor 4 in the Proposal Package should address how an Offeror will fund these items.

DEFERRED MAINTENANCE

The Concessioner must cure, within the first two years of the Draft Contract term, all DM and LM work for all Concessioner Facilities assigned under the Draft Contract. The Draft Contract requires the Concessioner to maintain buildings according to the Maintenance Plan (Exhibit H to the Draft Contract), which means DM will not accumulate. The Service has provided, for informational purposes, a list of DM and LM work orders as an appendix to the Prospectus. In the first year of the Draft Contract, the Service will work with the Concessioner to develop a prioritized and comprehensive list of DM and LM task orders, using the list provided in the Prospectus, which is a point-in-time list of work orders the Service believes properly represents the DM and LM that will need to be cured over the first two years of the Draft Contract. Conditions and quantities of DM and LM may vary from the descriptions and quantities provided as an appendix to this Prospectus.

The following exhibit presents estimated DM costs. The Service has estimated these costs for illustrative purposes only; Offerors must develop their own estimates. In addition, the Concessioner must cure the DM to the satisfaction of the Service even if the actual cost total exceeds the estimates provided in this Prospectus.

Exhibit 17. Estimated Deferred Maintenance

Year	Estimated Amount
2026	\$425,000
2027	\$425,000
Total Estimated Deferred Maintenance	\$850,000

Source: National Park Service



CONCESSION FACILITIES IMPROVEMENT PROGRAM

During the first five years of the Draft Contract's term, the Concessioner must complete a series of real and personal property improvements under the CFIP and personal property upgrades in compliance with the PPIR. The Concessioner must ensure that both real property investments and personal property investments are accurately accounted for in the total project costs. This includes investments not reflected in the PPIR but required as part of specific CFIP projects. The Concessioner is required to undertake all the outlined projects and requirements. The Service is requiring these projects with the intent of improving lodging, food and beverage, retail and recreational services and providing high-quality employee housing. All construction must comply with relevant building codes and standards ensuring safety and accessibility standards are met.

The required CFIP consists of the following separate projects.

Exhibit 18. Estimated CFIP Construction and Personal Property Costs and Schedule

Project	Estimated Construction Start Date	Estimated Completion Date	Real Property Investment (\$2026)	Personal Property Investment (\$2026)	Total Estimated Project Cost (\$2026)
New Comfort Station	2026	2027	\$326,000	\$0	\$326,000
New Employee Housing RV Sites	2026	2027	\$150,000	\$3,000	\$153,000
New Dock	2028	2029	\$615,000	\$19,000	\$634,000
Main Building Bathrooms	2028	2029	\$250,000	\$0	\$250,000
Total Estimated CFIP			\$1,341,000	\$22,000	\$1,363,000

Source: National Park Service

CFIP Project 1: New Comfort Station near Lake Crescent Lodge Parking Lot. The Service will require the Concessioner to construct a new comfort station near the main parking lot at Lake Crescent Lodge. The Service's projected cost assumptions are based on a prefab facility meeting ABA code, including four unisex stalls, and a water filling station. The project assumes installation of gravity sewer lines. The Service has provided a schematic which the estimates were based on, for reference, as an appendix to this prospectus.

CFIP Project 2: Develop Five New Employee Housing RV Sites. The Service will require the Concessioner to prepare sites and install hookups (electrical, water and sewer) for five new employee RV sites near the existing employee housing RV sites at Lake Crescent Lodge. The Concessioner must provide a picnic table for each of the five sites.

CFIP Project 3: Replace Dock at Lake Crescent Lodge. The cost estimate for this project assumes full dock and piling replacement. The Concessioner must invest in additional personal property associated with this project, including upgraded seating (benches and chairs for the dock) and a ramp/gangway for watercraft.

CFIP Project 4: Renovate Main Building Bathrooms at Lake Crescent Lodge. The Service will require the Concessioner to update the tile, fixtures, and finishes in the main Lake Crescent Lodge building bathrooms (both the public restrooms off the lobby and the communal bathrooms for the upstairs guest rooms). The Service does not assume a reconfiguration of bathroom layouts or plumbing.

PERSONAL PROPERTY IMPROVEMENT REQUIREMENT

In addition to the personal property improvements included in the CFIP projects described above, the Draft Contract also requires the Concessioner to make other personal property improvements pursuant to a PPIR. The following exhibit summarizes the cost assumptions associated with this PPIR. These expenditures are in addition to the personal property acquisition assumed as part of the initial investment. In other words, they represent quality upgrades when personal property assets are replaced.

Exhibit 19. Estimated Personal Property Improvement Requirement

Project	Projected Year of Expenditure	Estimated Personal Property Investment (\$2026)
Marymere Room Furnishings	2026	\$27,000
Employee Housing Furnishings	2026	\$55,000
Lake Crescent Lodge Dining Room Furnishings	2026	\$30,000
Fairholme Store Furnishings	2026	\$27,000
Total Estimated PPIR		\$139,000

Source: National Park Service

PPIR Project 1: Upgrade Furnishings in Marymere Rooms. The Service will require the Concessioner to upgrade the quality of furniture and décor in the Marymere Rooms with an enhanced level of furniture and décor that results in rooms that are visually appealing to visitors and constructed of quality materials and craftsmanship.

PPIR Project 2: Upgrade Employee Housing Furnishings. The Service will require the Concessioner to upgrade the quality of furniture and appliances historically used in employee dorms and common areas.

PPIR Project 3: Upgrade Lake Crescent Lodge Dining Room Furnishings. The Service will require the concessioner to upgrade the quality of tables and chairs and other décor historically used in the Lake Crescent Lodge Dining Room.

PPIR Project 4: Upgrade Fairholme Store Furnishings. The Service will require the concessioner to upgrade the quality of shelving and display cases, coolers and equipment, and décor and signage historically used at the Fairholme Store.

OTHER FINANCIAL & OPERATIONAL REQUIREMENTS

In addition to the investments listed above, the Draft Contract includes the following requirements that are ongoing throughout the term of the Draft Contract. The Offeror's proposal in response to Part III of this Prospectus should address how the Offeror intends to fund these items or account for them.

FRANCHISE FEE

Offerors must agree to pay the minimum franchise fee set out in Principal Selection Factor 5 of the Proposal Package. In determining the minimum franchise fee, the Service, using available lodging, food and beverage, retail, campground, boat rental and recreation industry data, considered the probable value to the Concessioner of the privileges granted by the Draft Contract. This probable value is based upon a reasonable opportunity for net profit in relation to capital invested and the obligations of the Draft Contract including anticipated revenues and expenses.

The following chart presents the minimum franchise fee tiers. Offerors, however, may propose a higher minimum franchise fee, as described in the Proposal Package.

Exhibit 20. Minimum Franchise Fee Tiers

Minimum % Required	Tiered Gross Receipts
6.0%	of gross receipts for gross receipts from \$0 to \$7,000,000; plus
8.0%	of gross receipts for gross receipts from \$7,000,001 to \$10,000,000; plus
12.0%	of gross receipts for gross receipts greater than \$10,000,000

COMPONENT RENEWAL RESERVE

Component renewal is the planned replacement of a component, a portion of an asset, at the end of its useful life (examples include roof replacement, electrical distribution systems, parking lots and walkways). The Concessioner must reserve funds for the Component Renewal Reserve based on a required percentage of gross receipts the Service estimates will support projected component renewal throughout the term of the Draft Contract.

The Draft Contract requires the Concessioner to fund the Component Renewal Reserve by allocating **two and one-half percent (2.5%)** of the Concessioner's annual gross receipts throughout the term of the Draft Contract.

The Service anticipates the following estimated costs for component renewal throughout the term of the Draft Contract. The estimated costs fluctuate year to year due to varying project costs, useful lives of different components ending at different times, and differing numbers of projects depending on the year. The purpose of the timing and estimated costs, presented below, is to provide potential Offerors with information that can assist in the development of financial projections. However, it does not replace an Offeror's due diligence, nor does it impact the Concessioner's contractual responsibilities as outlined in the Draft Contract and its exhibits, including component renewal project processes.



Exhibit 18. Component Renewal Reserve Estimated Costs and Timing

Estimated Year of Project	Estimated Component Renewal Costs (\$2026)
2026	\$158,664
2027	\$1,565,279
2028	\$784
2029	\$6,543
2030	\$146,412
2031	\$129,715
2032	\$163,910
2033	\$73,479
2034	\$72,654
2035	\$161,008
2036	\$55,126
2037	\$472,353

INSURANCE REQUIREMENTS

In the Draft Contract, Exhibit D (Assigned Land and Real Property Improvements) and Exhibit I (Insurance), the Service included the minimum building insurance requirements for the assigned Concession Facilities and minimum liability insurance requirements required by the Draft Contract.

UTILITIES

The Service will provide water and wastewater service to the Concessioner at all locations, and electricity at Hurricane Ridge. The Concessioner must obtain all other utilities (electricity, solid waste, telephone, propane/fuel oil, internet, etc.) from out-of-Park suppliers.

The Service charges utility users (including concessioners) the utility systems' operating and maintenance costs and amortized cost of capital improvements to utility systems. The Service has reviewed projected operating and maintenance costs and amortized costs of capital improvements for these utility systems and services and has developed not-to-exceed rates, which are the maximum rates the Concessioner will have to pay during the term of the Draft Contract. The not-to-exceed rate in 2026 for the combined rate for water and wastewater charged to the Concessioner is \$106.00 per thousand gallons. The Service estimates the Concessioner will use approximately 3 million gallons in 2026. The not-to-exceed rates for the remainder of the term of the Draft Contract are in Exhibit B, Operating Plan. The Service has incorporated the not-to-exceed rates into its franchise fee calculation and will not approve a utility add-on.

FEDERAL CONTRACTOR MINIMUM WAGE

The minimum wage for federal contractors established by Executive Order 14026 and 29 C.F.R. Part 23 will apply to the Draft Contract. However, nothing in 29 C.F.R. Part 23 excuses noncompliance with any applicable Federal or state prevailing wage law or any applicable law or municipal ordinance, or any applicable contract, establishing a minimum wage higher than the minimum wage established under E.O. 14026 or 29 C.F.R. Part 23. Therefore, the minimum wage requirements of the State of Washington will also apply to the Draft Contract to the extent they provide for a minimum wage higher than that required by 29 C.F.R. Part 23. The paid sick leave requirements for federal contractors under Executive Order 13706 will also apply.

The Service has considered the implications of the State and Federal minimum wage requirements in the analysis of the minimum franchise fee, and Offerors must consider the impacts of these Federal and State minimum wage requirements when developing its financial projections.

The Federal Contractor Minimum Wage for 2024 is \$17.20. There are no exemptions for tipped workers.

As stated in 29 C.F.R. Part 23, the United States Department of Labor will increase the actual minimum wage for federal contractors each year based on the annual change in the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W).

PREFERRED OFFEROR DETERMINATION

Pursuant to 36 C.F.R. Part 51, the Director has determined there is no Preferred Offeror for the Draft Contract.

COMPETITIVE ENVIRONMENT IN AND AROUND THE PARK

Lodging

There are several lodging alternatives within the Olympic Peninsula region, but few in the immediate vicinity of Lake Crescent Lodge and Log Cabin Resort that would be considered direct competitors. Both lodges benefit from in-Park locations on the shore of Lake Crescent and feature impressive views.

Other lodging properties within Olympic National Park, including Sol Duc Hot Springs Resort and Kalaloch Lodge, attract visitors who might also consider Lake Crescent Lodge and Log Cabin Resort. These properties feature similar visitation seasonality and profiles, although they offer different experiences. Kalaloch offers some cabins and rooms with Pacific Ocean views, as well as furnishings and amenities that are generally similar to Lake Crescent Lodge and Log Cabin Resort. Sol Duc features more rustic cabins surrounded by forest and mountains.

In Port Angeles and the surrounding area, 15-30 minutes to the east of Lake Crescent, there are several hotels and motels catering to Park visitors.

Food and Beverage and Retail

There are very few dining options near Lake Crescent Lodge and Log Cabin Resort. The nearest restaurants are Granny's Café, about 5 miles east of Lake Crescent near the Elwha valley, and Family Kitchen and the Blackberry Café in Joyce, 5 miles to the north of Log Cabin Resort on Route 112. All these diner-style restaurants are highly rated. On the way into Port Angeles from Lake Crescent, the Corner Caboose and the Fairmount Diner are also well-reviewed. There are several restaurants in central Port Angeles, but these are not considered direct competition due to their distance from Lake Crescent.

There are few gift shop and grocery operations near Lake Crescent Lodge and Log Cabin Resort, including a general store and gas station near the Shadow Mountain RV Park, just two miles east of Lake Crescent. The general store has a good selection of grocery items and some gifts. All other retail services are available in Port Angeles.

Camping

Park-operated campgrounds at Fairholme (88 sites), Kalaloch (170 sites), Mora (94 sites), Hoh Rain Forest (72 sites) and Staircase (49 sites) accept reservations. Campsites in park-operated campgrounds are not equipped with water or electrical hookups, but many sites can accommodate RVs up to 21 feet and some up to 35 feet.

The Park reported an average of approximately 65,000 RV overnight stays (person-nights) in Park-operated campgrounds annually from 2014-2016, 75,000 RV overnight stays annually from 2017-2019, and 98,000 RV overnight stays annually in 2021-2022.

There are 17 RV sites at the concession-operated Sol Duc Hot Springs RV Park & Campground with electrical and water hookups. Sol Duc also has 82 sites with no hookups.

Near Lake Crescent but outside the Park, the Elwha RV Park & Campground has approximately 50 RV sites, some with full hookups, some with electric and water, and some with electric only. The Shadow Mountain RV Park & Campground has full-hookup sites as well.



EXISTING CONCESSION CONTRACT

The Existing Contract for the operations at Log Cabin Resort commenced on October 1, 2013, and as lengthened and extended, is set to expire January 31, 2026, and Existing Temporary Contract for the Lake Crescent, Fairholme Store, and Hurricane Ridge operations commenced on February 1, 2023, and will expire on January 31, 2026.

CONCESSION OPERATIONAL PERFORMANCE OVERVIEW

The following exhibits present historical annual gross receipts by department and franchise fees paid to the Service from 2021-2023 for each of the two Existing Contracts. *Note: The Existing Concessioner presents Annual Financial Report data based on a fiscal year starting October 1 and ending September 30. Therefore, "2023" refers to the period October 1, 2022, through September 30, 2023, and so on.*

The Existing Concessioner pays a franchise fee of three-point five percent (3.5%) of gross receipts under Concession Contract No. CC-OLYM002-13 (Log Cabin) and pays ten-point one percent (10.1%) of gross receipts under Temporary Concession Contract No. TC-OLYM003-23 (Lake Crescent).

Exhibit 21. Existing OLYM002 (Log Cabin) Historical Department and Total Revenues

Department	2021	2022	2023
Lodging	\$654,574	\$669,602	\$707,601
Food and Beverage	\$99,614	\$114,666	\$155,893
Retail	\$157,623	\$142,938	\$153,930
RV Camping	\$150,714	\$142,151	\$128,443
Tent Camping	\$24,646	\$21,717	\$21,469
Boat Rental	\$104,261	\$57,129	\$74,248
Other	\$18,297	\$26,545	\$21,779
Total Revenue	\$1,209,729	\$1,174,748	\$1,263,363
Franchise Fees Paid	\$42,341	\$41,116	\$44,218

Source: National Park Service



Exhibit 22. Existing OLYM003 (Lake Crescent) Historical Department and Total Revenues

Department	2021	2022	2023
Lake Crescent Lodging	\$2,138,316	\$2,706,262	\$2,695,180
Lake Crescent Food and Beverage	\$1,407,916	\$1,896,075	\$2,229,797
Lake Crescent Retail	\$458,846	\$607,470	\$862,063
Lake Crescent Boat Rental	\$125,751	\$155,618	\$87,312
Fairholme Store	\$0	\$87,284	\$192,502
Hurricane Ridge Retail	\$2,024,397	\$2,232,971	\$72,917
Hurricane Ridge Food and Beverage	\$95,276	\$154,772	\$9,425
Tours/Ski Rental/Other	\$38,834	\$91,619	\$89,343
Total Revenue	\$6,289,336	\$7,932,071	\$6,238,539
Franchise Fees Paid	\$634,785	\$801,086	\$630,062

Source: National Park Service

Historical revenue data includes ongoing pandemic effects in 2021 (such as the closure of Fairholme Store). Hurricane Ridge closed for renovation at the beginning of 2023, prior to the fire, which reduced Hurricane Ridge revenue and total revenue for TC-OLYM003-23 significantly.





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