

Part I

BUSINESS OPPORTUNITY

Lodging

within

Grand Teton National Park

National Park Service

Department of the Interior

Concession Contract No. CC-GRTE005-25



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INTRODUCTION

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

The National Park Service (Service) intends to award a concession contract for the operation of lodging and other related visitor services at the Climbers' Ranch area (Area) within Grand Teton National Park (Park). This Prospectus describes in general terms the existing business and the future business opportunities for the facilities and services required by the Service. Offerors are responsible for reviewing all sections of this Prospectus and, specifically, the terms and conditions of the Draft Concession Contract CC-GRTE005-25 (Draft Contract), including its exhibits, to determine the full scope of a future Concessioner's responsibilities under the Draft Contract.

The Service is conducting this solicitation in accordance with the National Park Service Concessions Management Improvement Act of 1998 (Public Law 105-391) as implemented by the Service in 36 C.F.R. Part 51. The term "Concessioner" as used in this Prospectus refers to the entity that will be the Concessioner under the Draft Contract. The term "Existing Concessioner" refers to the entity that currently provides services under the Existing Concessions Contract, The American Alpine Club, Inc., doing business as The Grand Teton Climbers' Ranch (CC-GRTE005-13). The Appendices (Part V) to this Prospectus explains how to obtain a copy of the Existing Contract and provides a website link to 36 C.F.R. Part 51.

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

THE NATIONAL PARK SERVICE AND ITS MISSION

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

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

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

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

The National Park Service preserves unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world. Visit the National Park Service website (www.nps.gov) to learn more about the National Park Service, including its mission, policies, and individual park units.



GRAND TETON NATIONAL PARK MISSION

Grand Teton National Park was established in 1929. Jackson Hole National Monument was created in 1943. The two units were combined to become the present Grand Teton National Park by the Act of September 14, 1950.

The Park encompasses approximately 310,000 acres and protects the Teton Range, Jackson Hole, a 50-mile portion of the Snake River, seven morainal lakes, over 100 backcountry and alpine lakes, and a wide range of wildlife and plant species. It is bordered by the Gros Ventre Mountain Range to the east and John D. Rockefeller, Jr. Memorial Parkway to the north. The Parkway is also managed by the superintendent of Grand Teton National Park.

The Park is a natural and cultural marvel with eight rugged peaks rising over 12,000 feet in elevation, 900 species of wildflowers, 300 species of birds, 17 species of carnivores, six species of hoofed mammals, and a human history dating back to the Paleo-Indians.

According to the Park's Foundations for Planning Document (2017), "the purpose of Grand Teton National Park is to preserve and protect the spectacular scenery of the Teton Range and the valley of Jackson Hole; protect a unique geologic landscape that supports abundant diverse native plants and animals and associated cultural resources; protect wildlands and wildlife habitat within the Greater Yellowstone area, including the migration route of the Jackson elk herd; and to provide opportunities for enjoyment, education, inspiration, and scientific investigation compatible with these resources for present and future generations."

Official information on the Grand Teton National Park can be found at <https://www.nps.gov/grte/index.htm>.



Park Map

An interactive park map showing park area is available online at:

<https://www.nps.gov/grte/planyourvisit/maps.htm>

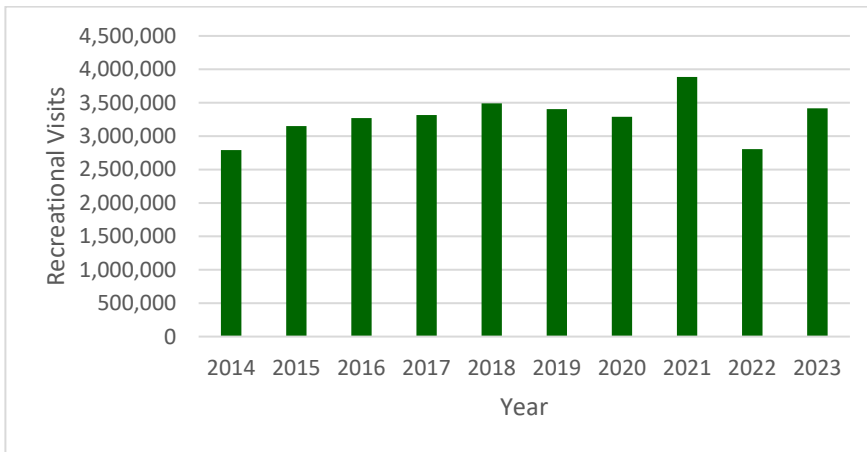
Grand Teton National Park Map



PARK VISITATION TRENDS

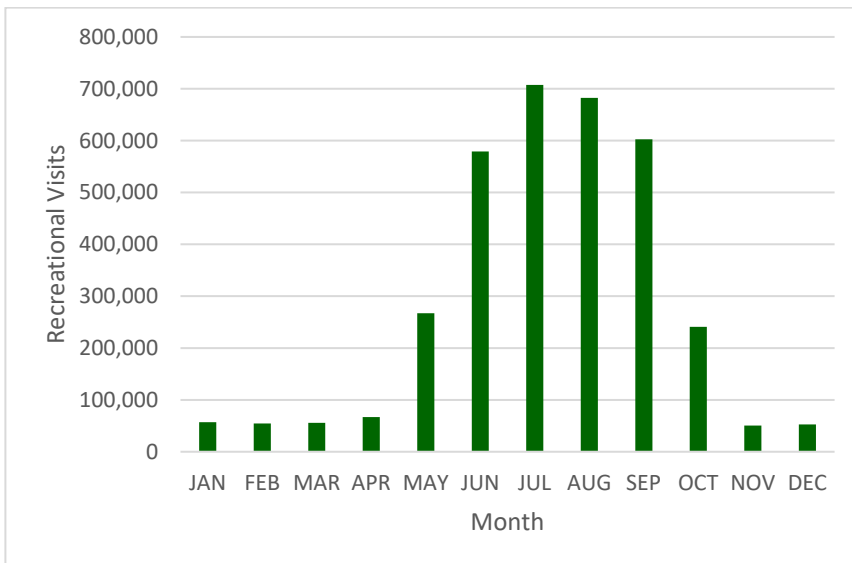
Grand Teton National Park recreational visitation has shown growth over past ten years with overall visitation growing at 2.0 percent over the term. Recreational visitation for this period reached a high of over 3.8 million visitors in 2021 and was lowest in 2014 at 2.7 million. Park visitation is highest during the summer and early fall, with visitation in June through September accounting for over 75% percent of yearly visitation. The winter operating season accounts for far fewer recreation visits.

Annual Recreational visitation to Grand Teton National Park



Visitation to the Park is highly seasonal. Peak season runs from approximately June through September, low or winter season from November through April, and May and October are considered the shoulder seasons.

2023 Monthly Recreational visitation to Grand Teton National Park



Additional visitation and visitor use statistics are available at <https://irma.nps.gov/Stats/>.



MARKET AREA OVERVIEW

Located in northwest Wyoming, Grand Teton National Park is bordered by the Teton Mountain Range to the west, Bridger Teton National Forest to the east, and John D. Rockefeller, Jr., Memorial Parkway and Yellowstone National Park to the north. Park headquarters is located in Moose, 13 miles north of Jackson, WY, with entrance stations at Moose and Moran Junction, and near Teton Village on the Moose-Wilson Road.

Jackson Hole's location and surrounding recreational amenities make the area a popular year-round tourist destination. The Bridger-Teton National Forest ("the Forest") surrounds the Jackson Hole area, providing numerous ski opportunities during the winter months, while the Forest, the Snake River and Grand Teton National Park attract visitors during the peak summer visitation period.

The Park is open year-round; however, most commercial services operate between May and October. Other services and facilities provided through concession contracts include a variety of outfitter and guide operations including float trips, fishing, guided youth backpacking, and mountaineering; approximately 800 concessioner-operated lodging rooms; 1,200 concessioner-operated campsites; nine restaurants; fifteen retail outlets; a boat shuttle service, and interpretive boat tour services.

Local Competitive Market

Rustic dormitory style lodging accommodations with shared shower and bathroom facilities, similar to those in the Draft Contract, are limited in the Jackson Hole area. A hostel located in Teton Village, WY is open year-round to serve winter visitors to the ski area as well as summer visitors. The hostel offers lodging options ranging from private rooms with private baths to shared co-ed bunk rooms and provides a number of amenities including sheets, towels and daily housekeeping service.

KEY ELEMENTS OF THE BUSINESS OPPORTUNITY

OVERVIEW OF THE BUSINESS OPPORTUNITY

The following document presents the key elements of the business opportunity for the CC-GRTE005-25 solicitation. If any inconsistency exists between the terms of the Draft Contract and this Business Opportunity, the Draft Contract will prevail. This section of this Prospectus describes the commercial visitor services required and authorized under the Draft Contract.

This Business Opportunity provides for lodging and other amenities and related services at the Climbers' Ranch area. The Climbers' Ranch area is located within the Park, south of Jenny Lake and four miles north of the national park headquarters in Moose, WY.

The Concessioner operates seasonal (June-September) lodging in 10 cabins configured with dormitory style shared co-ed bunk rooms, and a maximum capacity of 74 guests per night. Each of the 10 cabins have limited electricity; most of the cabins have water and bathrooms. All lodging guests have access to the shared central shower



and bathroom facility. Lodging guests provide their own linens and sleeping pads. The Concessioner provides laundry machines, and an outdoor cook shelter for guest use. The Concessioner also provides guests with internet and wi-fi, and complimentary bicycle rentals as lodging amenities. The Climbers’ Ranch area has a long history of supporting mountain climbing and mountaineering clientele, many who stay in the cabins for the proximity to the Teton Range. Lodging is open to the public by reservation. The lodging operation experiences high occupancy within a short operating season.

TERM AND EFFECTIVE DATE OF DRAFT CONCESSION CONTRACT(S)

The CC-GRTE005-25 Draft Contract has a term of ten (10) years beginning on January 1, 2025, and ending on December 31, 2034.

PREFERRED OFFEROR DETERMINATION

The Director, pursuant to the terms of 36 Code of Federal Regulations Part 51, has determined that CC-GRTE005-13 under this solicitation is a qualified Contract and, therefore, the existing Concessioner is a Preferred Offeror for this Contract. The Existing Concessioner must submit a responsive proposal to this Prospectus to be considered for award of the respective Contract. If the existing Concessioner submits a responsive proposal and that proposal is not selected as the best proposal for that specific Contract, the Preferred Offeror designation allows it to match the terms of the best offer and be awarded the contract for which it submitted the proposal.

REQUIRED SERVICES AND AUTHORIZED SERVICES

The following exhibit describes the Required Services (i.e., must be provided by the Concessioner), Authorized Services (i.e., may be provided at the option of the Concessioner), and service locations as described in the Draft Contract(s). The required and authorized services under this business opportunity are not materially changed between the Existing Contract and the Draft Contract. However, the Service classification for lodging has changed from “Rustic” to “Hostel” and the Concessioner must provide lodging services per the Hostel Lodging Standards. Additionally, guest showers and laundry are now required lodging amenities, while guest internet (wi-fi) and bicycle rentals are optional lodging amenities the Concessioner may choose to provide; and public showers for non-guests are now prohibited.

Required Visitor Services under the CC-GRTE005-25 Contract

	Service	Location
i.	Lodging	Grand Teton National Park; Climbers’ Ranch Area

Authorized Visitor Services under the CC-GRTE005-25 Contract

	Service	Location
i.	Limited Retail	Grand Teton National Park; Climbers’ Ranch Area



CHARACTERISTICS OF THE REQUIRED AND AUTHORIZED SERVICES

Lodging (Required)

Under the Draft Contract, the Concessioner will provide lodging and other related services. Concessioner operations may only occur within the Climbers' Ranch area of the Park. Lodging and related services are operated seasonally typically from early June through mid-September.

The Concessioner will provide lodging in 10 small log cabins with limited electricity and no heat source. Although many of the cabins have restrooms, the cabins also share one central bathroom and shower facility located adjacent to the cabin area. Guests supply their own linens, bedding, towels and toiletries. The Concessioner will provide laundry machines (washer and dryer) for guest use. Guests are allowed to bring their own food and cooking supplies for use only in the common outdoor cooking shelter. The Concessioner may provide internet and wi-fi services, and bicycle rentals, as lodging amenities. The Concessioner may either consider the guest amenities when setting Lodging rates or choose to consider these as free guest amenities that do not impact rate setting. The Concessioner may not charge separate rates for amenities.

The Concessioner must provide lodging per the Service Hostel Lodging Standards (10-LGH). The Concessioner must operate lodging using a model where beds are booked by each party and where cabins/rooms may be shared among unrelated groups, as common in hostel-style lodging. The Concessioner cannot operate lodging using a model where an entire cabin is booked at one rate. The maximum guest capacity of all 10 cabins is not to exceed 74. The Concessioner must implement a 14-day length of stay limit on all lodging. Each of the 10 cabins is configured differently in size (sq. ft.), number of rooms, number of bunk beds and total occupancy. Exhibit A Operating Plan, Attachment A-1 Cabin Occupancy



LIMITED RETAIL (AUTHORIZED)

The Concessioner is authorized to sell limited retail items within the Historic Lodge building, including convenience items, books, maps, and limited souvenirs. The retail area within the lodge is approximately 200 square feet. There is very limited retail storage available within the building. All retail items must have a direct relationship to the facility, Park, park themes, or climbing activities and are limited to what is approved by the Superintendent. See Draft Contract, Exhibit A Operating Plan for more details.

Rates

The rate approval method for all services is Competitive Market Declaration (CMD). The Concessioner can adjust rates without the specific administration of the Superintendent, but rates are subject to review to ensure they remain comparable to similar services offered outside the Park. For more information see the Draft Contract(s) Exhibit A Operating Plan Section 3)A Rate Determination and Approval Process and the National Park Service Rate Administration Guide ("Rate Administration Guide") and Addendum. The Rate Administration Guide and Addendum is available on the Commercial Services website at <https://www.nps.gov/subjects/concessions/rate-administration.htm>.

Employee Housing

In addition to required visitor services, the Concessioner must provide housing for its seasonal staff. The Concessioner may charge employees an amount sufficient to recover the cost of providing these services. The Concessioner is assigned one building to be used exclusively for in-Park employee housing under the Draft Contract, The Service will not authorize construction of additional employee housing or Recreational Vehicle (RV) spaces within the Park. For the purposes of determining its total employee housing needs, each Offeror should develop staffing plans and schedules for the required operations.

Operating Season and Hours

The required operating season is from approximately June through September, to allow for seasonal accommodations in unheated structures. The Concessioner may request to open earlier or operate later than the minimum required season. Historically, the Service is unable to accommodate requests to open earlier or extend the season because of weather and ambient temperatures needed to facilitate seasonal opening and closing of utility systems providing water. Requests for modifications to the minimum operating season must be approved by the Superintendent based on the totality of the circumstances, including reasons other than weather and water system concerns. See Draft Contract Exhibit A, Operating Plan for additional details.



INVESTMENT ANALYSIS

LEASEHOLD SURRENDER INTEREST

There is no Leasehold Surrender Interest (as that term is defined in 36 C.F.R. Part 51) under the Existing Contract.

ESTIMATED INITIAL INVESTMENT

The Concessioner will incur start-up costs prior to commencing operations and will need to provide working capital and personal property, supplies, and inventory as discussed above. A breakdown of the initial investments estimated to be made by the Concessioner is presented in the following table. This is only an estimate; the Offeror must make its own final determination of the investment required to support the Required Services. As described in the Proposal Package section of this Prospectus, Concessioners must demonstrate sufficient start-up funds in their proposals.

Estimated Required Initial Investment

Item	Estimated Value
Deferred Maintenance	\$20,100
Start-Up Expenses	\$14,300
Personal Property	\$44,500
Inventory and Working Capital	\$2,200
Leasehold Surrender Interest	\$0

DEFERRED MAINTENANCE

The Concessioner must cure, within the first year of the Draft Contract term, Deferred Maintenance (DM) and legislatively mandated work (LM) for Concession Facilities assigned under the Draft Contract; collectively referred to as "deferred maintenance" or "DM". The Service estimates approximately \$21,000 to cure DM within the first year of the Draft Contract term. The Deferred Maintenance Work Order List is attached as an appendix to the Draft Contract Exhibit E (Maintenance Plan) and contains a point-in-time list of work orders which the Service believes properly represents the DM that will need to be cured, though conditions and quantities may change before the effective date of the Draft Contract. The Maintenance Plan (Exhibit E to the Draft Contract) has specific requirements about planning and executing the Concessioner's responsibilities to maintain Concession Facilities, which ensures that DM will not accumulate.

The Service has estimated these costs for illustrative purposes only. Offerors must develop their own estimates in proposals. In addition, the Concessioner must cure the DM to the satisfaction of the Service even if the actual costs exceed the estimate provided in this Prospectus.

PERSONAL PROPERTY AND INVENTORY

The Concessioner will be required to provide such equipment, personal property, and inventory necessary for the proper and efficient operation of the services under the Draft Contract. The Existing Contract does not require the Existing Concessioner to sell its personal property, merchandise, inventory, or supplies used in the operation to the Concessioner.

The Service assumes the Concessioner replaces personal property at the end of its useful life, as required by the Draft Contract.



ESTIMATED REVENUE AND EXPENSE PROJECTIONS

Total Department Gross Receipts

The exhibit below provides a summary of projected revenue.

CC-GRTE005-25 Projected Revenue	2025
Lodging	\$162,500- \$ 211,500

PROJECTED DEPARTMENTAL AND OPERATING EXPENSES

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

Employees and Minimum Wage

The Concessioner must comply with all provisions of Executive Order 14026 of April 27, 2021, (Increasing the Minimum Wage for Federal Contractors) and its implementing regulations, including the applicable contract clause, codified at 29 C.F.R. pt. 23, all of which are incorporated by reference into the Draft Contract. Offerors must consider the impacts of these requirements when developing their financial projections.

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

Insurance Requirements

The Service has included minimum insurance requirements in the Draft Contract. Interested parties should consider these requirements in preparing their proposals. Insurance requirements are found in Draft Contract Exhibit F, Insurance Requirements.

Maintenance of Facilities

The Draft Contract requires the Concessioner to maintain the Concession Facilities as defined in Section 2(d) of the Draft Contract) to the satisfaction of the Director. The Maintenance Plan (Exhibit E to the Draft Contract) has specific requirements about planning and executing the Concessioner's responsibilities. The Assigned Land and Real Property Improvements (Exhibit C to the Draft Contract) contains a complete list of assigned land and real property.

Component Renewal Reserve

The Draft Contract requires the Concessioner to establish a Component Renewal Reserve (CRR) to fund component renewal of Concession Facilities that is non-recurring within a seven-year time frame as set out in Section 9(c) of the Draft Contract. The funds in this Reserve shall be used in accordance with the Draft Contract Exhibit E (Maintenance Plan) and Exhibit I (Component Renewal Reserve Project procedures). Such projects may include repair or replacement of foundations, building frames, window frames, sheathing, subfloors, drainage, rehabilitation of building systems such as electrical, plumbing, built-in heating and air conditioning, roof replacement and similar projects. As further explained in the Draft Contract, the Concessioner shall establish within its accounting system a Component Renewal Reserve and shall debit to this Reserve, within fifteen (15) days after the last day of each month that the Concessioner operates a sum equal to seven and one-half percent (7.5%) of the Concessioner's gross receipts for the previous month.

A Component Renewal Reserve Work Order List is attached as an appendix to the Draft Contract Exhibit E (Maintenance Plan) and contains a point-in-time list of work orders which the Service believes properly represents the CRR that will need to be addressed, though conditions and quantities may change during the



term of the Draft Contract. The Service estimates anticipated timing of component renewal projects in the table below:

Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Projected Amount	\$897	\$0	\$0	\$0	\$125,553	\$11,112	\$0	\$0	\$0	\$123,694

Utilities

The Service will provide water, wastewater (septic), and solid waste service to the Concessioner. The Concessioner must obtain all other utilities from out-of-park suppliers to provide electricity, LP Gas (propane) service, telephone, and internet. Under Service policy, the Service charges utility users, including Concessioners, rates established annually based on actual operating costs and the amortized cost of capital improvements to utility systems. Refer to Director's Order #35B (DO 35B) (a link to which is included in the Appendices to this Prospectus) for more information on this policy.

The Service reviews its operating costs for utilities annually and notifies the Concessioner of the new rate in writing at least 90 days prior to rate changes. The Service anticipates that utility rates will increase in accordance with DO 35B. The following table provides projected Service-provided utility rates for first year of the Draft Contract.

Utility	Rate per	Effective May 1, 2025
Water/ Wastewater	1,000 gallons	\$18.51
Solid Waste Disposal	Per cubic yard	\$7.80

MINIMUM FRANCHISE FEE

The annual minimum franchise fee is three percent (3.0%) of the Concessioner's annual gross receipts for the preceding year for the term of the Draft Contract. Offerors must agree to pay the minimum franchise fee, as set out in Principal Selection Factor 5 of the Proposal Package (Part III of this Prospectus), although Offerors may propose higher franchise fees in accordance with terms of the Prospectus.

In determining the minimum franchise fee, the Service, using available 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 contract including anticipated revenues and expenses.

HISTORICAL CONCESSION OPERATION

EXISTING CONCESSIONS OPERATION

The original term of the Existing Contract CC-GRTE005-13 expired on December 31, 2022; the Service extended the term of the Existing Contract, and the new term is set to expire on December 31, 2024.



The American Alpine Club, Inc., doing business as The Grand Teton Climbers' Ranch ("Existing Concessioner"), provides rustic accommodations and other visitor services at the Climbers' Ranch area under Concession Contract CC-GRTE005-13 ("existing Contract"). The Existing Concessioner operates co-ed dormitory-style lodging in small log cabins that sleep 4-10 people each. Shared toilet facilities and showers serve all lodging guests. An outdoor cook shelter provides guests with an area for limited cooking and meal preparation. The Existing Concessioner provides limited retail, laundry facilities, telephone and internet access, a small mountaineering library, complimentary bicycle use and limited storage space for guests' gear and vehicles while they are on expeditions in Grand Teton National Park. Guests must supply their own sleeping bag, pad, pillow, cooking equipment, food, towels, and other personal gear. The Existing Concessioner also provides showers to non-guests for a fee.

A summary of the current Required and Authorized Services contained within the existing Contract is detailed below.

Required Visitor Services under the CC-GRTE005-13 Contract

Required Service	Location
Lodging. Rustic overnight sleeping accommodations with a maximum capacity of 74 guests per night; outdoor cook shelter; and central shower and bathroom facilities.	Climbers' Ranch Area

Authorized Visitor Services under the CC-GRTE005-13 Contract

Authorized Service	Location
Retail. Sale of books, maps, postcards, and Grand Teton National Park. Climbers' Ranch limited apparel, convenience items and souvenirs for guests only. All merchandise must have a direct relationship to the facility, Area, park themes, or climbing activities.	Climbers' Ranch Area
Guest Laundry Facilities. Coin-operated Grand Teton National Park. Climbers' Ranch laundry for guests only.	Climbers' Ranch Area
Other. Access to telephone and internet for guests only. Showers for non-guests.	Climbers' Ranch Area

Current Approved Rates for Required Services

Approved rates for the 2024 season are \$35.00 per person, per night for cabin bunk beds. Rates for guest laundry, and showers for non-guests are each \$6.00. Wi-Fi internet service is not currently provided for guest use. Lodging guest use of bicycles is provided as a "free" lodging amenity. The Existing Concessioner provides discounts to members of the American Alpine Club.

Third-Party Provided Utilities

The Existing Concessioner contracts with Lower Valley Energy to provide year-round electricity; Suburban Propane for LP Gas (propane) service; and Diamond Communications for internet service. Currently, internet services are supplied by Diamond Communications consist of a fiber and satellite connection. The internet service supports the existing Concessioner's retail point of sale system and supplies internet as a lodging guest amenity.



HISTORICAL FINANCIAL DATA

The Proposal Package requires Offerors to develop financial projections based on the Required Services under the Draft Contract. To assist Offerors in the development of these projections, the Service has provided information regarding historical gross revenue, franchise fees, and visitor use. Offerors should be appropriately cautious in the use of historical information. Offerors are responsible for producing their own pro forma financial projections and relying upon their own financial predictions.

The following table lists annual gross receipts and franchise fees paid between 2021–2023.

Historical Revenue and Franchise Fees Paid

CC-GRTE005-13 Contract	2021	2022	2023
Rustic Lodging	\$116,925	\$138,910	\$217,497
Franchise Fee Paid (4.7% of gross receipts)	\$5,495	\$6,621	\$10,222



SITE VISIT

The National Park Service (Service) intends to host a site visit for interested parties on the date listed in the Inside Cover of this Prospectus. **Registration is required no later than 4:00 pm Mountain Time one week before the scheduled date.** To register, contact GTNP Concessions Specialist Karen Kanés via email at karen_kanes@nps.gov.

Attendance at the site visit is not required to submit a proposal for the Prospectus. You must provide your name, contact information, the name of the entity interested in submitting a proposal that you represent, the primary contact for the entity, and the number of people in your party. Due to space constraints, the Service limits the number of site visit attendees to a total of four (4) people per interested entity. All individuals attending the site visit must disclose to the Service the entity with which they are affiliated. Site visit participants are responsible for obtaining their lodging, meals, and transportation to the respective facilities and paying the Park entrance fee, as applicable. Participants are encouraged to obtain lodging as soon as possible, as lodging in the area is limited.

NOTIFICATION OF INTENT TO PROPOSE

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

-- END Part I: Business Opportunity --

