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National Park Service
Interior Regions 8, 9, 10, and 12
555 Battery Street, Suite 121
San Francisco, CA 94111

IN REPLY REFER TO:

5.D (PW-CM)
CC-LAKE017-26

Memorandum

To: Requestors of the prospectus for *A Concession Business Opportunity to Operate Guided Raft Tours, marina, Boat Rentals, Houseboat Lodging, Food and Beverage, Retail, Campground, Land and Water-based Fuel Sales, and Other Services at Willow Beach and Black Canyon within Lake Mead National Recreation Area* ("Prospectus")

From: Commercial Services Program, National Park Service, Interior Regions 8, 9, 10, and 12

Subject: Responses to Questions and Amendment No. 1 to Solicitation No. CC-LAKE017-26

This notice provides responses to questions received and amends the Prospectus, which the National Park Service ("Service") issued on September 26, 2024.

Glossary of terms used throughout this document.

- **Concessioner.** Refers to the new concessioner to be awarded Concession Contract No. CC-LAKE017-26 through this solicitation process.
- **Existing Concessioner.** Refers to LMNRA Guest Services, LLC
- **Draft Contract.** Refers to the new concession contract to be awarded through this solicitation process (Concession Contract No. CC-LAKE017-26).
- **Offeror(s).** Refers to the persons or entities that submit a proposal in response to the solicitation for the Draft Contract.
- **Area or Park.** Refers to Lake Mead National Recreation Area.

Responses to Questions from Interested Parties

BUSINESS OPPORTUNITY

QUESTION 1: Business Opportunity, Lake Mead National Recreation Area (pg. 7). "Regarding the parking lot capacity, could you provide data on how many days per year the parking lot reaches full capacity and is subsequently closed to the public? Additionally, is there any seasonal variability in this pattern that affects visitor access?"

SERVICE RESPONSE: The parking lot reached capacity 17 days in 2022, 10 days in 2023, and 6 days in 2024. Reaching parking lot capacity typically takes place on weekend days (Saturday and Sunday) between early May through Labor Day.

INTERIOR REGION 8 • LOWER COLORADO BASIN
INTERIOR REGION 9 • COLUMBIA—PACIFIC NORTHWEST*
INTERIOR REGION 10 • CALIFORNIA—GREAT BASIN
INTERIOR REGION 12 • PACIFIC ISLANDS

AMERICAN SAMOA, ARIZONA*, CALIFORNIA, GUAM, HAWAII, IDAHO, MONTANA*,
NEVADA, NORTHERN MARIANA ISLANDS, OREGON, WASHINGTON

*PARTIAL

QUESTION 2: Business Opportunity, Visitation Information, Exhibit 5. Lake Mead National Recreation Area Month Visitation Trends (2014-2023) (pg. 9). “For marina operations, what is the historical seasonal occupancy pattern?”

SERVICE RESPONSE: The marina operations follow the visitation trend as identified in Exhibit 5 of the Business Opportunity.

QUESTION 3: Business Opportunity, Willow Beach Road Realignment (pg. 10). “Concerning the Willow Beach Road Realignment project, we seek clarification on the following:

- a. What is the anticipated timeline for the completion of this project, including any major phases of work?
- b. Can you provide an analysis of the potential impact this project may have on visitor numbers during construction, and how visitation patterns may be affected?
- c. Will there be a temporary road or designated alternate route available to minimize disruption for visitors, and if so, what provisions are being made to ensure continuity of access during the construction period?”

SERVICE RESPONSE: The Willow Beach Road Realignment project, as described in the Business Opportunity, has been put on hold indefinitely.

However, the Service will complete a repaving project of the existing road, which is anticipated to begin mid-2025. The Service anticipates completing the repaving project of the existing road prior to the effective date of the Draft Contract. The Service anticipates construction taking place during the middle of the week, instituting traffic control, resulting in stoppages for no longer than 15 minutes in duration, and be managed by flaggers, pilot cars, and/or traffic signals.

QUESTION 4: Business Opportunity, Willow Beach Road Realignment (pg. 10). “During the planned 2028 road realignment project:

- a. What is the expected duration of construction?
- b. Will there be any periods of complete road closure?
- c. Will alternative access be provided?
- d. Will the concessioner be expected to maintain operations during construction?”

SERVICE RESPONSE: As stated in response to Question 3 above, the Willow Beach Road Realignment project has been put on hold indefinitely.

QUESTION 5: Business Opportunity, Possible Dock Improvement (pg. 10). “If the dock cover installation is delayed beyond FY2025:

- a. What is the expected timeframe for installation?
- b. Will this affect slip rental capacity during installation?
- c. Will the concessioner be responsible for any portion of this improvement?”

SERVICE RESPONSE: The Service anticipates the installation of the dock covers to take approximately 2-4 weeks, depending on supply chain and weather. Should the project be delayed beyond fiscal year 2025 (October 1, 2024 – September 30, 2025) and take place during the first year of the Draft Contract term, the Service will work with the Concessioner to minimize disruptions. Disruptions could include relocating vessels

during the installation process. As stated in the Business Opportunity, this is a project to be completed by the Service.

QUESTION 6: Business Opportunity, Stationary Houseboat Rentals (Lodging) “Floatels” (pg. 13).

“There is reference to the installation of three houseboats. We would appreciate clarification on the following points:

- a. Could you provide detailed information on the specific locations where the houseboats are planned to be installed.
- b. Is there a process in place that would allow for the addition of more houseboats in the future, and if so, what are the limitations or approvals required to expand beyond the initial three?
- c. The estimated investment of \$517,000 appears to cover the purchase of used houseboats. Can you confirm if this amount also includes the infrastructure costs for necessary hookups (e.g., water, electricity, sewage), or if those costs are considered separate? If not, what is the NPS estimate for the infrastructure costs?
- d. Are there specific restrictions or guidelines regarding the number of rooms or overall capacity of the houseboats? If so, could you provide the criteria or factors that determine the acceptable configuration and layout of the houseboats, such as room count or occupancy limits?”

SERVICE RESPONSE: (a) It is up to the Concessioner to determine where the floatels are located, keeping in mind, the floatels cannot exceed the slip size.

(b) At this time, the Service has not planned for additional floatels; however, there is nothing in the Draft Contract that explicitly prohibits additional floatels with the exception that the Concessioner may not eliminate the slip rental service required by the Draft Contract.

(c) The marina includes slips that have hookups (water and power), the Concessioner is responsible for determining where the floatels are located within the marina and may choose to locate the floatels in slips with hookups. It is the responsibility of Offerors to determine initial investment needs, based on its assumptions. The Service has provided a new Appendix H which is a map of the marina identifying slip size, power and water hook-ups, and storage boxes.

(d) Houseboats used as floatels, must meet U.S. Coast Guard requirements regarding overall capacity. Offerors are expected to complete their own due diligence to determine those restrictions. Additionally, the floatels cannot exceed 75 feet in total length and 22 feet total beam, including all temporary and permanent appurtenances (in accordance with the Superintendent’s Compendium).

QUESTION 7: Business Opportunity, Utilization Assumptions (pg. 15). “What are the current slip occupancy rates by type?”

SERVICE RESPONSE: The Service has provided what utilization information it has available in the Business Opportunity.

QUESTION 8: Business Opportunity, Utilization Assumptions, Exhibit. 10 Projected Guided Raft Trips and CUA Launch Reservation System Fees Statistics (pg. 15). “We are looking to confirm whether the revenue per rider calculation includes both the usage fee and the mandatory park entrance fees that must be collected.”

SERVICE RESPONSE: The revenue per rider included in Exhibit 10 of the Business Opportunity only includes the guided raft trip revenue and the launch reservation system and permit fee. The Park entrance fee and the BOR usage fee are not included in the revenue per rider calculation.

QUESTION 9: Business Opportunity, Investment Analysis, Exhibit 13. Estimated Initial Investments (pg. 16). “Could you explain what is included detailed in the Total Estimated Initial Investment?”

SERVICE RESPONSE: The Service has already provided the details regarding the estimated amounts included in the Exhibit 13 Estimated Initial Investments in each of the subject areas described after the exhibit. No other information will be provided. Offerors must compile and present their own financial projections based on their independent assumptions, due diligence, and industry knowledge.

QUESTION 10: Business Opportunity, Investment Analysis, Exhibit. 13 Estimated Initial Investments (pg. 16). “Regarding the estimated initial investments, are the pontoons, MAKO, chase boats and Raft boats are part of it? The vans, golf carts are staying, or we would have to purchase new ones, or it is between the current and the new operator to discuss? Does the kitchen equipment stay, or do they need to be purchased and installed? Are the restaurant furniture stays? Is the retail store shelving, stands stays?”

SERVICE RESPONSE: As described in the Investment Analysis, Personal Property section, the estimated amount for personal property covers all personal property needed in connection with the Draft Contract. The Service used the Existing Concessioner’s personal property to estimate the cost, type, and quantity needed to provide the required services and included a list of this personal property as Appendix C to the Prospectus. The Concessioner may choose to negotiate and purchase some or all of the Existing Concessioner’s personal property.

QUESTION 11: Business Opportunity, Investment Analysis, Exhibit. 13 Estimated Initial Investments (pg. 16). “As mentioned in the prospectus, the next concessioner operator is required to purchase 3 houseboats, are they going to become personal property, or they will stay at the end of the contract?”

SERVICE RESPONSE: Houseboats purchased to provide the required lodging (floatel) service are Concessioner personal property and at the end of the term of the Draft Contract, the Concessioner could negotiate the sale of these houseboats to the follow-on concessioner.

QUESTION 12: Business Opportunity, Investment Analysis, Exhibit. 13 Estimated Initial Investments (pg. 16). “Are there any RVs for employees that are part of the contract, or they have to be purchased?”

SERVICE RESPONSE: RVs are considered Concessioner personal property and may be an investment the Concessioner will need to make, either independently, or may be purchased from the Existing Concessioner. However, the Service does not require the Concessioner provide RVs to its employees for housing.

QUESTION 13: Business Opportunity, Investment Analysis, Exhibit 13. Estimated Initial Investments (pg. 16). “Is it possible that any further investment will be required by NPS during the 10-year contract?”

SERVICE RESPONSE: It is a bit unclear to the Service if this question is asking if the Service will make additional investments in the operations or if there are additional investments the Concessioner must make throughout the term of the Draft Contract; therefore, the Service has responded to both.

Beyond the possible Dock Improvement projects identified in the Business Opportunity; the Service does not expect to make any other investments in the area during the term of the Draft Contract. It is expected the Concessioner will make necessary investments in updating/replacing personal property at the end of its useful life or when otherwise necessary, as well as regular maintenance of Concession Facilities throughout the term of the Draft Contract. Beyond the purchase of the new houseboats to be used as lodging, the Service does not expect the Concessioner to complete new construction.

QUESTION 14: Business Opportunity, Component Renewal Reserve, Exhibit 14. Component Renewal Reserve Estimated Costs and Timing (pg. 19). “Who determines project priorities from the CRR funds? What happens if actual costs exceed the CRR estimate for a given project? Is there flexibility in the timing of listed projects?”

SERVICE RESPONSE: The Concessioner, as required by the Draft Contract and Exhibit F2, CRR Project Procedures, must submit a *Concessioner Project Plan and Report (“CPPR”)* in which the Concessioner identifies the prospective projects, in priority order, for the following five years. The Concessioner must submit the first CPPR no later than 90 days following the effective date of the Draft Contract and submit an annual updated CPPR no later than January 15 (see Exhibit H, Maintenance Plan, Section 5(B)). The Service will review and approve the CPPR.

The Component Renewal Reserve estimates provided in the Business Opportunity are there to assist Offerors’ understanding of the potential magnitude of component renewal year to year; but the actual year to year projects and expenditures may vary based on annual inspections conducted by the Concessioner of the Concession Facilities and the development of its own CPPR which will take into consideration maintenance activities across all Concession Facilities. As further explained in the Draft Contract, the Concessioner must expend sufficient additional monies, as needed beyond the CRR, to maintain and repair the Concession Facilities to the satisfaction of the Director.

PROPOSAL PACKAGE

QUESTION 15: Proposal Package, Principal Selection Factor 2(b), Managing Willow Beach Demand (pg. 10). “Regarding Offeror’s Organizational Structure, could related entity be an independent service provider or subcontractor if we have proof of operating agreement with the company?”

SERVICE RESPONSE: Per the Draft Contract, Section 19. General Provisions “subconcession or other third-party agreements, including management agreements, for the provision of visitor services required and/or authorized under this Contract are not permitted.”

QUESTION 16: Proposal Package, Principal Selection Factor 3(a), Operational Experience (pg. 12). “In cases where an offeror does not have recent experience (within the last two years) in operating or managing one of the required services, would it be acceptable for the offeror to submit related experience (e.g., providing an example of an Oversnow Tour operation instead of a Guided Raft Trip)? Could you specify if and how related experiences are evaluated in such cases?”

SERVICE RESPONSE: Principal Selection Factor 3(a) requests “experience operating and managing services *similar to those required* [emphasis added] by the Draft Contract...”. Additionally, the Service “prefers examples that demonstrate experience within the last five years” (not two years as indicated in the question. Offerors should provide experience that is as similar to the required services identified in this selection factor.

As stated in the Proposal Instructions, Section 6(b) Evaluation of Proposals “For each selection factor, the Service will assign a score that reflects the determined merits of the proposal under the applicable selection factor *and in comparison to the other proposals received* [emphasis added], if any.”

QUESTION 17: Proposal Package, Principal Selection Factor 3(a), Operational Experience (pg. 12). “Regarding parent company or subsidiary: are we allowed to change subcontractors (fuel-service) later on, or we must go with the one we present in our proposal?”

SERVICE RESPONSE: As noted above, the Draft Contract (Section 19. General Provisions) does not permit subconcession or other third-party agreements. It is the Concessioner’s responsibility to obtain fuel to provide the required land and water-based fuel services and the Service will not dictate what vendor the Concessioner must purchase fuel from.

QUESTION 18: Proposal Package, Principal Selection Factor 4, The Financial Capability of the Offeror to Carry Out its Proposal (pgs. 20-25). “For the financial projections:

- a. Should inflation be factored into revenue/expense projections?
- b. If so, what rate should be used? OMB Circular Guidance?”

SERVICE RESPONSE: As noted throughout Principal Selection Factor 4, Offeror’s must provide its prospective revenues and expenses and fully explain its methodology and assumptions used to develop these financial projections.

DRAFT CONTRACT

QUESTION 19: Draft Contract, Section 4(b) Employee Housing and Recreation (pg. 7). “Is there a minimum number of employees required to be housed on-site? Are there specific positions that must be housed on-site for operational reasons?”

SERVICE RESPONSE: The Service does not require the Concessioner to house a minimum number of employees or specific positions on-site. However, employee housing on-site is constrained by the one available duplex housing unit and four RV/trailer sites.

QUESTION 20: Draft Contract, Section 6(b) Environmental Management Program (pgs. 8-9). “Will the Service provide any templates or examples of acceptable EMPs from other concession operations? What level of detail is expected in the initial EMP submission?”

SERVICE RESPONSE: The Service has included, on the [NPS Commercial Services website](#), a sample Environmental Management Plan. However, the Concessioner must make its Environmental Management Plan specific to its operations. The Concessioner must review the Environmental Management Program standards, also available on the website link above, to understand the minimum requirements of the plan. The Concessioner submits this plan to the Service for review and acceptance.

EXHIBIT B OPERATING PLAN

QUESTION 21: Exhibit B Operating Plan, Section 4(B)(2)(c), Management of Rates under the CMD Method (pgs. B-3-4). “What is the typical timeline for rate approval under the Competitive Market Declaration method? How often can rates be adjusted under CMD?”

SERVICE RESPONSE: As described in Exhibit B Operating Plan, the Concessioner must submit its *Rate Monitoring Plan* within 60 days after the Draft Contract effective date. This plan is subject to Service approval and sets the Concessioner’s strategy for how it will manage rates such that they are reasonable and appropriate. Under the Competitive Market Declaration method (“CMD”) the Service does not prescribe specific rates and charges and the Concessioner may set and adjust rates, in accordance with its Rate Monitoring Plan, as it sees fit.

QUESTION 22: Exhibit B Operating Plan, Section 5(B), Hoover Dam Secure Zone and Reservation System (pgs. B-14, 15). “What is the current process/timeline for staff background clearances? Are there any restrictions on the number of staff who can be cleared for secure zone access? What happens if BOR usage fees increase during the contract term?”

SERVICE RESPONSE: The Bureau of Reclamation (“BOR”) manages the background clearance process for Concessioner’s staff accessing the Hoover Dam Secure Zone. It is the Service’s understanding it could take approximately 30 days for BOR to process background clearances, but that timeframe may vary. Additionally, there does not seem to be a limit on the number of staff a Concessioner may obtain clearance for; however, the Concessioner will need to work with BOR directly on this process, and this information may have changed. The Concessioner will charge the exact BOR usage fee to the visitors and remit that fee directly to BOR.

QUESTION 23: Exhibit B Operating Plan, Section 5(C), Marina (pgs. B-15, 16). “Is there a current waiting list for slips?”

SERVICE RESPONSE: The Existing Concessioner does not have a waitlist.

QUESTION 24: Exhibit B Operating Plan, Section 5(E), Lodging (Stationary Houseboats) (pg. B-19).

“For the required three stationary houseboats:

- a. What are the minimum size/capacity requirements?
- b. Are there specific amenity requirements?
- c. Can these be phased in individually or must all three be operational simultaneously?”

SERVICE RESPONSE: The Service does not have a minimum required size or capacity for the floatels; however, the floatels cannot exceed 75 feet in total length and 22 feet total beam, including all temporary and permanent appurtenances, in accordance with the Superintendent’s compendium. The Service identified the *Houseboat Rental Standards (10-HOU)*, available on the [NPS Commercial Services website](#), as the minimum operating standards for the floatels and interested parties should review these standards in addition to the exemptions or additions identified in Exhibit B, Operating Plan (Section 5(E)) to better understand the minimum standards these floatels must meet.

The Concessioner must have all the three floatels available to the public ***within two years of the Draft Contract effective date***. The Concessioner could choose to phase in the three floatels throughout the two years, but all three must be operational within two years of the Draft Contract effective date.

EXHIBIT D ASSIGNED LAND AND REAL PROPERTY

QUESTION 25: Exhibit D Assigned Land and Real Property Improvements. “Are CAD drawings or detailed floor plans available for the café and the adjacent conference room? If so, could you please provide access to these documents, or outline the procedure for obtaining them?”

SERVICE RESPONSE: The Service has amended the Prospectus by including a new Appendix G which provides drawings for the following assets: 38783 WB CONC Restroom (Ramp) 322; 231931 WB CONC Willow Beach Store and Café; 233940 WB CONC Shower, Laundry, and Restroom; 234694 WB CONC Maintenance Warehouse and Garage; 241908 WB CONC Laundry (1); and 241909 WB CONC Laundry (2). The Service has also update the Appendices Table of Contents.

EXHIBITS F1 PROJECT PROCEDURES

QUESTION 26: Exhibit F1 Project Procedures, Section 3 Project Planning and Design for New Construction and Major Rehabilitation Projects. “For construction projects, what is the typical timeline for Service review and approval of Project Statements? [Is] there a minimum dollar threshold that triggers the need for a Project Statement?”

SERVICE RESPONSE: The time it takes the Service to review and approve Project Statements is wholly dependent upon the complexity of the project and if the Concessioner has submitted all required information. The Concessioner must submit the Project Statement for all new construction/major rehabilitation or component renewal reserve projects, regardless of dollar amount.

EXHIBIT H MAINTENANCE PLAN

QUESTION 27: Exhibit H Maintenance Plan, Section 3(C)(4) Marina Underwater Inspections (pg. H-7). “Are there any special requirements for underwater inspections beyond annual dive inspections? What specific documentation is required for the underwater inspection program?”

SERVICE RESPONSE: The Concessioner must develop its Underwater Inspection Program. Exhibit H Maintenance Plan identifies the two minimum requirements of the Concessioner’s Underwater Inspection Program. Additionally, the Concessioner will develop the report format it will submit to the Service documenting its Underwater Inspection Program.

GENERAL

QUESTION 28: General. “Is jet ski rental could [sic] be part of the concession contract later?”

SERVICE RESPONSE: The Concessioner may rent jet skis (also referred to as personal watercraft) as part of its motorized rental vessels.

Offerors should be aware of the following restrictions regarding the use of motorized vessels, which is outlined in the Superintendent’s Compendium and in the Lake Management Plan.

Motorized Vessel Use - Willow Beach to Hoover Dam

The waterway from the Hoover Dam to Willow Beach is narrow. To provide a wilderness experience in this part of the park, there are rules restricting certain watercraft at various times of the year. House-boating, water-skiing and wakeboarding are prohibited year-round for safety reasons.

To allow for a wide variety of recreational opportunities the following is in effect:

Year-round (Sunday and Monday)

The water from Hoover Dam to Willow Beach is managed as a primitive zone. People can experience a variety of motor-less recreational opportunities in a natural setting. Personal watercrafts and vessels with motors are prohibited Sunday and Monday year-round.

Between Labor Day and Friday of Memorial Day Weekend (Tuesday through Saturday)

The water from Hoover Dam to Willow Beach is managed as a semi-primitive zone. Personal watercraft remains prohibited. Boating is restricted to vessels with 65-horsepower engines or less.

Between the Saturday of Memorial Day to Labor Day (Tuesday through Saturday)

The water from Hoover Dam to Willow Beach is managed as a rural-natural zone. During the busy boating season there are no horsepower restrictions and personal watercrafts are allowed.

Amendment No. 1 to the Prospectus

EXHIBIT B: OPERATING PLAN

1) *Operating Plan, Section 5(D)(2) Exemptions or Additions to Boat Rentals*

Update the standards table, as identified below (**bolded** language is new).

Standard Number	Standard Name	Exemption / Addition	Details of Exemption or Addition
46	Watercraft	Addition	<p>The Concessioner must provide motorized (fishing, speed, pontoon boats) and non-motorized (paddlecraft) rental boats. The variety and type of rental boats may fluctuate based on customer demand but must not exceed 22 x 75 feet. The Concessioner may choose to rent personal watercraft (PWC) as part of its rental fleet, with prior written approval from the Service.</p> <p>Regarding the use of motorized rental vessels, the Concessioner must comply with the Superintendent's Compendium and Lake Management Plan regarding where and when motorized vessels are permitted.</p> <p>The Lake Management Plan requires all rental boat engines operating within the Area to meet, at a minimum, the 2006 Environmental Protection Agency (EPA) emission standards. All rental boats must comply with Applicable Laws regarding the discharge of blackwater (sewage) and greywater within the Area.</p>

2) *Operating Plan, Section 5(E)(2) Exemptions or Additions to Houseboat Rental Standards*

Add the following addition to Standard No. 60, *Maximum Boat Size*, in the standards table.

Standard Number	Standard Name	Exemption / Addition	Details of Exemption or Addition
60	Maximum Boat Size	Addition	The maximum size of the floatels is 75 feet in total length and 22 feet total beam, in accordance with the Superintendent's Compendium. There is no minimum size requirement.

APPENDICES TABLE OF CONTENTS AND APPENDICIES

The Service has updated the Appendices TOC to include the new Appendix G Asset Drawings and new Appendix H Marina Slip Size and Hook-ups.