

Amendment No. 2

Solicitation #: CHIS004-27

To: All Recipients of the Prospectus, CHIS004-27, to operate guided water float tours, retail, and snorkeling equipment rentals within Channel Islands National Park

Any proposal must be received via email by the Commercial Services Office by 12:00 p.m. Pacific Time on June 25, 2026 in order to be evaluated and considered for award of the concession contract. Statements of intent to propose must be submitted by May 28, 2026.

In the Prospectus issued March 19, 2025, the Service stated it would respond to questions about the Prospectus if submitted in writing and received by April 10, 2026. Questions were received in a timely manner. This Amendment 2 to the Prospectus provides the following answers in response to those questions, organized by topic. Furthermore, accompanying this Amendment is an updated copy of the Draft Contract, with modified language to Section 13(b) based on revised NPS policy concerning concessioner requirements for Certified Public Accountant (CPA) audited and reviewed annual financial reports (AFRs). This policy raises the gross receipt thresholds for these audited and reviewed reports.

Business Opportunity, Investment, and Financial Information

1. “How can I obtain the existing concession contract?”

The Service typically will provide the Existing Contract to entities requesting a copy upon request. The Existing Contract has been added as Appendix No. 6 to the Prospectus Release website for the convenience of prospective Offerors.

2. “The Prospectus scheduled a single site visit for April 2, 2026. Given the logistical challenges of reaching Santa Cruz Island and the complex facility investments required for the PPIR, does the Service plan to host a second site walk or provide a detailed virtual/video walkthrough before the proposal due date?”

The Service does not plan to conduct an additional site visit in connection with this solicitation. However, prospective Offerors are free to visit Santa Cruz Island as their schedule allows. Prospective Offerors who do so must not interfere with the Existing Concessioner’s operations nor enter or take photos of areas not available to the public.

3. “Reference: Business Opportunity, Exhibit 13; Draft Contract Section 10(a) and 10(d)

The investment estimates in Exhibit 13 — \$300,000 for personal property and \$345,000 for PPIR Projects 1–3 — appear to be based on 2024 pricing, prior to federal tariff increases of 15–30% on imported recreational marine equipment and 10–30% on building materials that took effect in 2025–2026. Applying these documented cost increases to the Service’s own Exhibit 13 figures suggests the true startup investment required to commence operations may be \$800,000–\$900,000 rather than the \$715,000 stated in the prospectus.

a) Will the Service issue updated cost estimates reflecting current tariff-adjusted pricing?

b) May Offerors use current market pricing in PSF 4 projections without penalty for departing from Exhibit 13 figures?

c) Does the Service consider current tariff conditions to qualify for a franchise fee adjustment under Draft Contract Section 10(d)?"

The Service acknowledges that costs are changing and that tariff conditions are changing as well. The Service does not plan to update its cost estimates provided, and as stated in the Business Opportunity, Offerors must compile and present their own financial projections based on independent assumptions, due diligence, and industry knowledge. The Service does not guarantee its projections, including cost estimates, will materialize and assumes no liability for their accuracy. Section 10(d) of the Draft Contract addresses adjustment of franchise fees.

4. "Reference: Business Opportunity, Exhibit 9; Exhibit 13; Draft Contract Section 10(a)

The Service projects Year 1 gross receipts of \$3,028,000–\$3,353,000 and estimates start-up costs at \$130,000. These figures appear to reflect the Existing Concessioner's current booking volume, built over 28 years of investment in reservation systems, digital marketing, search engine presence, and repeat customer relationships — none of which transfers to a successor operator.

Did the Service's start-up cost estimate and Year 1 revenue projections account for the time and cost required for a new entrant to build a reservation system, marketing infrastructure, and customer base capable of generating the projected revenue — and if not, how should Offerors without an established market presence reflect this in their PSF 4 and PSF 5 responses?"

Consistent with all other concession contract solicitations, the Service assumes a new operator will assume operations in developing its financial and investment projections. These estimates reflect Service assumptions based on historical concession operating data, industry standards, economic conditions, and comparable and competitive operations. This is further corroborated by the fact that the Service's first year revenue projections of \$3,028,000 to \$3,353,000 are between 5 and 16% lower than the Existing Concessioner's 2024 revenues of \$3,517,851. With respect to responses to Principal Selection Factors 4 and 5, 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.

5. "Reference: Business Opportunity — Minimum Wage; Exhibit 9; Exhibit 13; Draft Contract Section 10(a)

California's minimum wage rises every January — projected at \$17.30/hour in 2027 and increasing through all 10 contract years. Wage pressures include the CA fast food labor law setting wages at \$20.00 per hour. Recruiting certified guides across the Santa Barbara to Thousand Oaks region, where average rents run \$1,850–\$2,850/month for 1-2 bedroom apartments, requires wages well above minimum wage to assure quality staff. Required investment in staff training days and paying for transportation of employees to and from the island are all high labor cost drivers.

The Santa Barbara Channel is also subject to frequent small craft advisories that force Island Packers to cancel with as little as 5:30 am notice — including fully booked peak summer weekends and holiday departures. When the ferry cancels, the Concessioner loses 100% of that day's revenue while continuing to pay island-based staff.

Did the Service's financial analysis account for 10 years of rising California labor costs in one of the state's most expensive housing markets, and the revenue impact of weather-driven ferry cancellations on peak operating days? How should Offerors reflect these risks in PSF 4 and PSF 5?"

Yes, the Service considered California minimum wage and overall labor costs for the operation and local region in its analysis, along with considerations for the impact of weather to operations. As stated on page 2 of the Business Opportunity, Offerors must compile and present their own financial projections based on independent assumptions, due diligence, and industry knowledge.

6. **“Re: Business Opportunity — Investment Analysis | The prospectus includes an estimated initial investment figure. Does this represent NPS’s assessment of what the incoming concessionaire will need to invest to successfully operate, or is it based on the existing concessionaire’s historical expenditures?” and “How should offerors approach this figure in their financial projections?”**

The Service’s investment analysis is based on the assumed value of personal property and other investments necessary to begin operations required by the Draft Contract. These estimates are based on the Service’s assessment of historical expenditures, industry standards, and lifecycle of personal property assets necessary for operations. The value of personal property is based on the assumption that assets will be purchased at fair market value, and not necessarily full replacement (new) cost for all assets necessary for operations. Note that the Existing Contract does not require the Existing Concessioner sell or transfer any personal property to the successor Concessioner. Similarly, estimates of start-up costs, working capital, and inventory are based on the Service’s assessment of the required investment necessary to begin operations required by the Draft Contract.

As stated on page 13 of the Business Opportunity, 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.

7. **“Re: Exhibit A Operating Plan, Section 7 — Risk Management Program; Appendix 5 — Existing Concessioner Personal Property List | The existing concessionaire’s personal property list (Appendix 5) includes a response skiff and trailer. The prospectus and operating plan do not appear to require the incoming concessionaire to maintain a response vessel. Is a response skiff or similar motorized vessel required or expected as part of the concessionaire’s safety and operational equipment? If so, are there any specifications regarding vessel type, size, motor capacity, or certifications required for the operator?”**

The Park has permitted a response skiff and trailer under the Existing Contract. While it is not required for operations under the Draft Contract, the Park will work with the Concessioner and its staff to address emergency incidents on the water, and any plans for a response skiff would need to be outlined in the required initial Risk Management Plan as prescribed in Section 7 of the Draft Operating Plan. Offerors should note that the Service’s personal property estimate included in the Business Opportunity did account for a response skiff and trailer.

Draft Operating Plan and Concessioner Operations

8. **“Prospectus Document - Page 10 - Exhibit 7 - Would the Service consider including guided bird watching tours as an authorized service? Either during kayak rental tours, or on a separate guided hiking excursion?”**

No, the Service will not consider proposed additional services outside the required and authorized services described in Section 3(a) of the Draft Contract. However, the Service does allow and encourage wildlife identification as part of the interpretive services to be provided by guides.

9. **“General Question - How many employees does the current concessionaire currently have on staff? If that is too specific, how many employees stay in the housing area on the Island?”**

While the Service cannot disclose exact information regarding the Existing Concessioner's staffing, the Service's assessment of operations and analysis for the information presented in the Business Opportunity accounted for approximately 22 to 28 full-time equivalents (FTEs).

- 10. "Re: Exhibit A Operating Plan, Section 5(D) — Employee Housing | What is the typical on-island sleeping capacity for concessionaire staff at Scorpion Anchorage during peak operating season? How many guides and managers can be housed on-island simultaneously under the current configuration?"**

PPIR Project 2: Employee Housing and Kitchen Area requires the installation of a minimum of 5 and up to a maximum of 7 double-occupancy, personal property employee housing units to accommodate anticipated needs of between 10 and 14 staff members, including both guides and managers, to have overnight accommodations on Santa Cruz Island.

- 11. "Re: Exhibit A Operating Plan, Section 4(B) — Schedule of Operation | Is the concessionaire required to staff the concession operations (storefront and walk up reservations) area during all Island Packers visitor hours, or only during scheduled tour departure and return windows?"**

The Contract does not prescribe hours of operation for the storefront and walk-up reservations, however Exhibit A: Operating Plan, Section 4(B) requires that retail must be provided whenever the Concessioner is operating guided kayak tours, regardless of season. Furthermore, during peak season, defined as March 1 through October 31, the Concessioner must be able to accommodate walk-up visitors.

- 12. "Re: Exhibit A Operating Plan, Section 8 — Protection and Emergency Services | Can you describe the typical NPS staffing presence at Scorpion Anchorage? Is there a permanently staffed ranger station, or does ranger presence vary seasonally or by schedule?"**

Staffing on Santa Cruz Island by the Service varies throughout the year. The park employs both seasonal and permanent staff to meet visitor services, visitor and resource protection, and facility maintenance needs. The staff work collaboratively toward the agency's mission of resource protection and visitor enjoyment. The park does not have a staffed ranger station at Scorpion Anchorage.

- 13. "Operating Plan Document - Page A-2 - subsection B - What items are included in retail sales, beyond those listed by the Service? Can branded merchandise, such as hats or sunshirts be sold? Can drinks (non-alcoholic) or other packaged food goods be sold?"**

Section 5.B, Standard No. 53 (page A-14) in the Draft Operating Plan states that the concessioner is limited to the sale of convenience items including, but not limited to sunscreen, lip balm, hats, sunglasses, and refillable water bottles. These items may include the concessioner's branding. As stated in Section 5.A, Standard Nos. 64-65 (page A-13) in the Draft Operating Plan, the provision of food and beverages to clients is not authorized.

- 14. "Because the NPS approves the rate approval method to ensure visitors do not pay higher fees merely because transactions occur within a park, what specific benchmark competitors or methodologies does the NPS currently use to approve the pricing for guided kayak tours?"**

Prospective Offerors should refer to the Draft Contract's Operating Plan (Exhibit A), Section 4.C (Rate Determination and Approval Process) for the specific rate determination by service type, management of rates, and procedures for changes to rate methods.

- 15. "With total park visitation averaging approximately 325,000 over the last 10 years and trending upward, does the NPS anticipate implementing any daily visitor caps or restrictions on**

the number of kayaks allowed in the water at Scorpion Anchorage over the 10-year term of this contract?"

Section 5.A, Standard No. 49 (page A-12) in the Draft Operating Plan states that a maximum of 84 kayaks may be available at one time with a 1:8 ratio of guide per kayaks. The Service does not currently plan to adjust this limitation for concessioner operations.

- 16. "Re: Exhibit A Operating Plan, Section 3 — Management Responsibilities | Does NPS conduct any regular coordination meetings or morning briefings with the concessionaire regarding daily operations, weather conditions, or beach safety? If so, what is the typical format and frequency?"**

The park conducts monthly meetings with concessioners, where updates, needs, and concerns are discussed. The park also shares National Weather Service information with concessioners, however the Park ferry concessioner, Island Packers, is oftentimes more aware of adverse weather and ocean conditions, as their operations rely upon this information. The park also gives as much notice as possible before construction or park vessel beach landings occur, generally 48-hour notice.

Santa Cruz Island Access and Coordination with Island Packers

- 17. "Because the vast majority of visitors access the island via the ferry service, the kayak operation is inherently tied to their schedule and capacity. What mechanisms, if any, does the NPS have in place to mediate capacity sharing, schedule changes, or disputes between the two concessioners?"**

The park has not, and does not, intervene in requiring a specific number of seats aboard vessels operated by the Park ferry concessioner, Island Packers. The operational and logistical relationship between concessioners is not contractually prescribed, and must be coordinated between both parties. However, the park may intervene if there are perceived negative effects on public visitation or it will act as a mediator between concessioners as necessary.

- 18. "Winter storms and unpredictable ocean conditions can restrict access to Santa Cruz Island and prohibit kayak operations. Is the Concessioner held to the "twice per day, seven days a week" minimum requirement between March 1 and October 31 if the ferry service cancels trips due to weather?"**

Section 4.B.4 (page A-3) of the Draft Operating Plan addresses protocol for cancellations due to weather or other emergencies in consideration of visitor, guest, and employee safety, and efficiency in concessioner operations. The Service will give consideration to such events when assessing the concessioner's performance including meeting the requirements stated in the Draft Operating Plan.

- 19. "Re: Business Opportunity — Concession Opportunity, Overview of Concession Facilities and Services | Is there a formal coordination agreement between the NPS concessionaire and Island Packers for managing guest manifests and tour timing? If not, is the incoming concessionaire expected to establish one independently?"**

The incumbent CHIS004 concessioner does have an agreement in place with the Park ferry concessioner, Island Packers, regarding tour clients and guide transportation availability. The Park does not intervene in this arrangement but may mediate any conflicts, however the incoming CHIS004 concessioner should work directly with Island Packers to ensure enough seats are available to meet seasonal needs. The current vessel ferry contract does require that their website links to the CHIS004 concessioner's website and provides booking information, and Island Packers also currently transports CHIS004 concession kayaks and other equipment as space allows.

20. **“Re: Business Opportunity — Concession Opportunity, Overview of Concession Facilities and Services; Exhibit G — Transition, Section 2(b) | Is there a block ferry seat allocation currently held by the existing concessionaire? Is this formally part of the concession contract, or is it a separate commercial arrangement between the concessionaire and Island Packers? Is the allocation transferable to a successor concessionaire, or must the new concessionaire negotiate independently with Island Packers?”**

CHIS004 clients have two methods to purchase CHIS004 tour tickets: purchase vessel tickets online while booking their tour, or calling the Park ferry concessioner, Island Packers, directly to book transportation to reach Santa Cruz Island. The current arrangement between concessioners is for the incumbent CHIS004 concessioner to prebook a set number of vessel seats up to 12 months out, or as soon as reservations are publicly available, and that number of prebooked seats may increase during busy times of the year. General public cancellation policies apply, and any unused blocked seats must be released back to Island Packers at least 5 days in advance. Island Packers may limit the number of blocked prebooked seats, and the Service may intervene if this practice negatively interferes with non-tour public visitation.

21. **“Re: Business Opportunity — Financial Data | If there is a block ferry seat allocation, what is the approximate size (number of seats per departure)? When must unused spots be released back to Island Packers?”**

The Existing Concessioner and the Park ferry concessioner, Island Packers, have an agreement in place for a set number of block seat allocations, which increases during high traffic times such as Holiday weekends. However, the incoming Concessioner will need to work with Island Packers to establish the number of held seats. Those unused seats are released back to the public 5 days before the scheduled trip date, and the Concessioner may be charged for any seats that are not communicated as unneeded based on Island Packers’ cancellation policies.

22. **“Re: Exhibit A Operating Plan, Section 4(B)(4) — Cancellations; Section 4(C)(6) — Deposit and Cancellation Policies | What happens to a booked kayak tour if Island Packers cancels a crossing due to weather or mechanical issues? Is the concessionaire expected to offer refunds, reschedules, or both? Is there a standard policy or is this at the concessionaire's discretion?”**

The Service must approve the concessioner’s deposit, cancellation and refund policy as addressed in the Exhibit A: Draft Operating Plan, Section 4(C)(6): “Concessioner cancellations may have different refund rates than visitor cancellations. Refund due dates must be with industry standards if not immediate. Refunds must be given in the event of cancellation due to guide availability, sea state, or unsafe weather conditions.” Because the vast majority of concessioner clientele take the Park ferry concessioner, Island Packers, to Santa Cruz Island, the vessel cancellations would automatically apply to issuing refunds.

23. **“Re: Exhibit A Operating Plan, Section 4(F)(6) — Deliveries | The Operating Plan states deliveries may be scheduled with Area transportation on a “space available, cost reimbursement basis” with 24–48 hour advance coordination. Can you provide additional detail: How frequently does NPS Area transportation make runs to Scorpion Anchorage? What is the approximate cargo capacity per run? What is the cost recovery basis?”**

The park generally makes scheduled space-available cargo runs from the mainland to Santa Cruz Island weekly on Wednesdays, using its Ocean Ranger vessel. Any single item on the Ocean Ranger must not exceed 2,500 lbs. and must be packaged and prepared for shipping by the Concessioner. Larger loads require the park landing craft vessel (LCM), which are less frequently scheduled and run as needed. Cargo capacity varies, as scheduled transport of cargo is on a space-available basis. Cost recovery also varies, depending on space-available runs or dedicated runs of cargo. Below is a representation of current park cost recovery figures, which are subject to change throughout the Contract term:

CHIS Dedicated Logistical Support Rate Schedule						
Rate/Vessel	Surf Ranger		Ocean Ranger		Sea Ranger II	
Hourly Rate	\$411.81		\$320.14		\$268.11	
Minimum Hours	9		9		10	
Daily Rate*	\$3,706.29		\$2,881.26		\$2,681.10	
*Daily Rate is based on Minimum Hours. Hours exceeding the minimum will be billed at hourly rate. The hourly rate will be charged to Customers who request the National Park Service (NPS) to deviate from a regularly scheduled run that results in additional leg(s) and cargo handling time when the NPS otherwise has no need to stop at the requested location and is otherwise not on the transportation schedule.						
CHIS Space-Available Logistical Support Rate Schedule						
Island Destination	Cargo Sq. Ft. Needed (Out of 450 sq. ft.)	% of Deck Space	Staffing Hours	Crew Labor per hour (Includes fuel and maintenance)	Crane labor cost (\$55/hr per person)	Total Cost Recovery Billed
SCI Scorpion			3	\$320.14		

- 24. “Re: Exhibit A Operating Plan, Section 4(F)(6) — Deliveries | Are concessionaire staff and supply transport bookings handled within any existing block allocation with Island Packers, or arranged separately?”**

Concessioner staff transportation is included in the block booking process arranged with Island Packers, and supply transportation should be communicated with reasonable notice based on Island Packers policies.

- 25. “Re: Exhibit A Operating Plan, Section 4(F)(6) — Deliveries | Is the concessionaire permitted to transport staff to and from the island on non-Island Packers vessels for shift changes or supply runs?”**

The concessioner will only be permitted to transport staff to and from the island on Island Packers vessels. Materials which have undergone required park biosecurity protocols may travel either via Island Packers, space permitting, or will be scheduled for park vessel transportation and the concessioner will be billed cost recovery.

Utilities

- 26. “Re: Exhibit A Operating Plan, Section 5(E) — Employee Dining | The Operating Plan requires the concessionaire to use on-demand hot water heaters in the dining area. Is an on-demand hot water heater currently installed and operational in the employee dining and kitchen area?”**

If not, is the incoming concessionaire expected to procure and install one as part of PPIR Project 1, or is this considered a separate startup cost outside the PPIR?"

The Existing Concessioner utilizes an on-demand hot water heater that is its personal property. The incoming concessioner is expected to procure and install a hot water heater as part of the PPIRs and should note that this was accounted for in the Service's development of cost estimates.

27. "The Prospectus states that temporary, removable solar will be permitted, but generators are strictly prohibited. Are there specific size limits, location restrictions, or visual impact guidelines for these temporary solar installations within the land assignment?"

The Service will only allow for solar arrays to be placed on roofs, and will not allow ground-mounted arrays. The size of the solar array(s) must be compatible with the size of the roof(s) upon which they are installed.

28. "Propane may be permitted to replace solar. Are there maximum storage limits for propane on the island, and what are the specific safety or containment requirements for storing it near the concession operation?"

Per Exhibit A: Draft Operating Plan, Section 5(E), propane should only be used for guide cooking appliances and hot water heating. However, propane should be used as backup to solar as the primary electricity source. The Concessioner must use a minimum of 2, and a maximum of 4, 240-gallon propane tanks with rollover protection (cradle). All other Santa Barbara County Fire Codes apply.

29. "Re: Exhibit A Operating Plan, Section 9(A) — Utility Responsibilities, Concessioner | The Operating Plan requires the incoming concessionaire to provide electrical power within the built footprint using solar energy. What is the minimum solar capacity the incoming concessionaire is expected to provide, and are there any specifications for the system?"

The Service does not have a specific minimum capacity or additional required specifications outside the answer provided above with respect to placement of solar array(s) on roof(s), provided that the installation adequately meets the needs of the concession operation. For reference purposes only, the Service's cost estimates were based on a system comprised of six 270W solar panels, a 7.6kW inverter, two 13.5kW power storage units, and individual solar generation systems for each of the housing units. Furthermore, the Service included in the estimated investment for a solar water heater system, though overall capacity is not prescribed.

30. "Re: Exhibit A Operating Plan, Section 9(B) — Utility Responsibilities, Service | What is the approximate monthly water usage by the existing concessionaire for operational purposes? This helps project utility costs under the NPS billing rate."

The Service does not have any available data regarding the Existing Concessioner's monthly water usage.

Proposal Package and Proposal Instructions

31. "Proposal Instruction Document - Page 2 - Paragraph 2.b - Aside from text size and paper formatting, is there a specific font type that is requested for all submissions?"

The Service does not have a preferred font type for proposal submissions, so long as the font type used is legible and readily accessible from a computer.

32. **"Proposal Package - Page 1 - Paragraph 1 - Will the Service accept transmittal letters with wet (hand signed) signatures? Or is digital the only acceptable form of signature?"**

The Service will only accept digital signatures for the transmittal letter.

33. **"Proposal Package - Page 1 - Offeror's Organizational Structure: Is there a page limit for this specific subsection?"**

The "Offeror's Organizational Structure" section of Principal Selection Factor 3 does not have a specific page limit to accommodate the length of most organizational documents such as partnership agreements, articles of incorporation, operating agreements, etc.

Draft Contract and Personal Property Improvement Requirement (PPIR)

34. **"The relocation of the employee housing and kitchen by 2031 is contingent upon the Service completing "necessary compliance and site preparation work". If the NPS delays this site preparation beyond 2031, how will this impact the Concessioner's required \$180,000 PPIR obligation?"**

The Service acknowledges the possibility that the Park will not have the site ready for the Concessioner to carry out the PPIR by March 1, 2031. In that scenario, the Park will work with the Concessioner in good faith to consult on what personal property investments can reasonably be made in the existing guide village location which could then be transferred to the new location once the site is available, and which would be delayed until the site is ready.

35. **"Re: Draft Contract, Section 8(e) — PPIR, Project 2 | The Operating Plan states PPIR Project 2 will "commence following the Service's completion of necessary compliance and site preparation work." What is the current status of that compliance and site preparation work for the new employee housing location? What specific steps remain before the concessionaire can begin planning and construction?"**

The Park has performed percolation testing at the site and will continue to undergo further compliance for the Phase 2 housing site in preparation for the 2031 anticipated commencement date.

36. **"PPIR Project 1 requires an estimated \$95,000 investment in 2027 to upgrade the storefront and operational sheds to conform with the Park's Cultural Landscape Report (CLR). Are there specific footprint maximums, material constraints, or approved vendors required for this compliance?"**

The requirements for each Personal Property Improvement Requirement (PPIR) are described in Section 8(e)(3) of the Draft Contract, including footprint and materials. The Service will not have a specific required vendor for compliance. However, the selected entity will work with the Service to ensure all aspects of implementation with each PPIR are compliant with Service standards and policy, along with the Area's Cultural Landscape Report (CLR).

37. **"The Prospectus requires a \$70,000 investment for two incinerator eco-toilets. What are the specific models or capacity requirements for these toilets, and will the Concessioner be responsible for handling the resulting ash disposal off-island?"**

The Service's \$70,000 estimate was based on a three-stall, one-urinal unit. The Service does not have a specified manufacturer or model that the Concessioner must utilize. The Concessioner should scale their bathroom needs based on the capacity of overnight staff accommodations, estimated to be between 10

and 14 individuals during the peak operating season. It will be the responsibility of the Concessioner to service their personal property and remove all generated waste from the island.

- 38. "Re: Draft Contract, Section 8(e) — PPIR, Project 1 | What specific improvements are required or expected under PPIR Project 1? The prospectus describes it as "Concession Operation, Employee Housing, and Kitchen Areas" but the scope is not itemized. Are there minimum standards the incoming concessionaire must meet, or is scope at the concessionaire's discretion within the budget?"**

PPIR Project 1: Concession Operation Area (Completion Year: 2027) requires the installation of a personal property storefront shed and six (6) personal property operational sheds. PPIR Project 2: Employee Housing and Kitchen Area (Completion Year: 2031) requires the installation of a minimum of 5 and up to a maximum of 7 personal property employee housing units, and a personal property kitchen and dining facility. These PPIR projects must conform with the Area's Cultural Landscape Report (CLR) as outlined in the requirements described in Section 8(e)(3) of the Draft Contract.

- 39. "Re: Draft Contract, Section 8(e) — PPIR, Project 3 | PPIR Project 3 requires installation of two incinerator eco-toilets (\$70,000). Are these intended to serve the current interim housing location, the new 2031 housing location, or both? Are they a replacement for the existing sanitation facility or an addition to it?"**

Upon completion of PPIR Project 2: Employee Housing and Kitchen Area (Completion Year: 2031), the concessioner will no longer be permitted to utilize the current interim housing location and it will be removed from the concessioner's land assignment. As such, the incinerator eco-toilets installed under PPIR Project 3 will serve the new 2031 housing location. Currently and until 2031, the concessioner staff will utilize the existing comfort stations located within the visitor campground.

- 40. "Re: Appendix 1 — CHIS Concessions Area Housing Exhibit, December 2024 | The Housing Exhibit shows a Bathroom with Shower (MFR: TBD) but does not indicate the location of toilet facilities at the new housing site. Is this also meant to be the location of the incinerator toilets as part of PPIR Project 3?"**

Yes, the Service suggests that the bathroom and shower facilities be grouped together in the final layout of the Phase 2 housing footprint beginning in 2031, and the Park will offer limited potable water hookup locations. For reference, the brand that the Service investigated and quoted in its development of cost estimates does manufacture a unit that includes bathrooms and showers, but there is no required manufacturer for any of the PPIRs.

- 41. "Re: Appendix 1 — CHIS Concessions Area Housing Exhibit; Exhibit A Operating Plan, Section 5(D) — Employee Housing; Appendix 2 — Cultural Landscape Report Excerpts | Prior to completion of PPIR Project 2, is the incoming concessionaire permitted to install temporary or semi-permanent fencing or visual screening structures in the current employee housing area to better differentiate it from visitor-accessible areas of Scorpion Anchorage? If so, what design standards or approval process apply?"**

The park would consider allowing temporary screening or fencing during the housing transition between Phase 1 and Phase 2, provided that no personal property is affixed to government property and the concessioner removes these items upon completion of PPIR Project 2. Additionally, no ground surfaces may be disturbed without consultation and permission from the Park. Colors and styles can be negotiated with the park, but should generally be medium to dark brown as prescribed in the Cultural Landscape Report.

Transition

- 42. "Re: Exhibit G — Transition to a New Concessioner, Section 2(c) | Is the incoming concessionaire permitted to bring contractors, materials, and equipment to the island during the transition period between contract award and the March 1, 2027 effective date to begin infrastructure improvements and buildout?"**

Once a transition plan is finalized between the Service and both outgoing and incoming Concessioners, the park will allow the process of delivering new personal property and hired contractors to Santa Cruz Island, provided that such activities do not interfere with ongoing operations through the expiration date of the Existing Contract on February 28, 2027. Additionally, the park has strict biosecurity requirements and protocols for delivering materials from the mainland to the islands, and are described on page A-18 of the Draft Operating Plan.

- 43. "Re: Exhibit G — Transition to a New Concessioner, Section 3(e) | Exhibit G requires the existing concessionaire to remove trademarked items within 30 days of contract termination but does not specify a deadline for removing all personal property. What is the deadline by which the existing concessionaire must remove all personal property from the assigned land area?"**

The Existing Concessioner would be required to remove all its personal property from the Concession Facilities upon the expiration of the Existing Contract on February 28, 2027.

- 44. "During the transition period, can the incoming concessionaire begin setup and buildout in areas where the existing concessionaire's property has already been removed, or must the incoming concessionaire wait until the termination date?"**

The Service, outgoing Concessioner and incoming Concessioner in good faith will coordinate an orderly transition of operations. The transition in personal property and provision of services will occur in such a manner that is reasonable and minimizes disruptions to the park and its visitors, and allows for continued operations under the Existing Contract through February 28, 2027. The existing Concessioner must provide the New Concessioner with access to all Concession Facilities, including "back-of-house areas". Please reference Exhibit G: Transition for further details.