

BUSINESS OPPORTUNITY

CC-BISO001-27

Department of the Interior

National Park Service

Big South Fork National River and Recreation Area

A Concession Business Opportunity to Operate
**Rustic Lodging, Food and Beverage, Alcoholic Beverages, Retail,
Stabling, and Public Showers at Charit Creek Lodge**

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INTRODUCTION

The National Park Service (hereinafter “NPS” or “Service”) intends to award a concession contract at Big South Fork National River and Recreation Area (hereinafter “BISO” or “Park”) to provide overnight rustic lodging, food and beverage, alcoholic beverages, retail, stabling, and public showers at Charit Creek Lodge. This Prospectus describes in general terms the existing business operations and the future business opportunities required by the Service. Offerors must review all sections of this Prospectus and specifically, the terms and conditions of the Draft Concession Contract, CC-BISO001-25 (“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 (P.L. 105-391), as implemented by regulations 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 concessioner currently providing services under the Concession Contract CC-BISO001-14. A link to 36 C.F.R. Part 51 is included as an appendix.

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

Given the Park’s popularity and the services required to be made available to the public under the Draft Contract, the Service believes this new concession contract presents an attractive business opportunity for a future concessioner.

THE NATIONAL PARK SERVICE AND ITS MISSION

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

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

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

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

The Service has as its overall mission the preservation and public enjoyment of significant aspects of the nation’s natural and cultural heritage. To learn more about the National Park Service, visit our website at <http://www.nps.gov>. This site includes information about the National Park Service, its mission and policies, and individual park units.

BIG SOUTH FORK NATIONAL RIVER AND RECREATION AREA

The scenic, ecologic, and historic values of the Big South Fork of the Cumberland River have created an area of unique beauty with outstanding outdoor recreational opportunities. As a natural free-flowing stream, the river offers some of the best canoeing in the eastern United States.

In order to protect this area, Congress directed the establishment of the Big South Fork National River and Recreation Area on March 7, 1974. As specified in its enabling legislation, Public Law 93-251 (hereinafter “the Act”) the explicit purpose for establishing the Big South Fork National River and Recreation Area is:



....conserving and interpreting an area containing unique cultural, historic, geologic, fish and wildlife, archaeologic, scenic and recreational values, preserving as a natural free-flowing stream the Big South Fork of the Cumberland River, major portions of its Clear Fork and New River stems, and portions of their various tributaries for the benefit and enjoyment of present and future generations, the preservation of the natural integrity of the scenic gorges and valleys and the development of the area's potential for healthful outdoor recreation.

The Act further defined the Park's purpose by reference to the National Park Service Organic Act of August 25, 1916, which stated that the fundamental purpose of national parks is "to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." 54 U.S.C. § 100101 (a).

Encompassing 125,000 acres of the Cumberland Plateau, Big South Fork National River and Recreation Area protects the free-flowing Big South Fork of the Cumberland River and its tributaries. The area boasts miles of scenic gorges and sandstone bluffs, is rich with natural and historic features, and has been developed to provide visitors with a wide range of outdoor recreational activities. Big South Fork represents the first time the concept of a national river and national recreation area have been combined and reflects a decision that preservation and recreational enhancement are the appropriate goals for the area.

Big South Fork National River and Recreation Area is significant in that it offers extreme beauty, a free-flowing river, rugged wooded slopes, diverse cultural resources, and the possibility of a multiplicity of recreational pursuits to millions of residents of the southeastern United States. It is well within a one-day drive of Chattanooga, Louisville, Knoxville, Atlanta, Asheville, Nashville, Cincinnati, Indianapolis, Cleveland, and a number of smaller population centers.

The area protects a diversity of rare, endangered, or threatened species. It has been called one of the most significant archeological areas in the Southeast. There are an estimated 10,000 archeological sites within the boundary.

To learn more about the Park, visit <http://www.nps.gov/biso>.

Location of Charit Creek Lodge

BISO lies 65 miles northwest of Knoxville, Tennessee in southeastern Kentucky and north central Tennessee. The watershed covers 1,382 square miles, of which BISO comprises 195 square miles. The upper reaches of BISO of the Cumberland River flow through the Cumberland Mountains while the lower river winds through tortuous canyons in the Cumberland Plateau. BISO is located in Scott, Fentress, and Pickett Counties, Tennessee (6th Congressional District); Morgan County, Tennessee (3rd Congressional District); and McCreary County, Kentucky (5th Congressional District). Major access corridors include Interstate 75 and 40, and Highways 27, 127, 63, and 92.

Charit Creek Lodge is located one mile into the backcountry of BISO off Fork Ridge Road and only .8 miles to the lodge, crossing one set of steps and a swinging bridge over Station Camp Creek. The lodge serves as a base of operations for those wishing to access the trail and road system with the primitive lodging provided. The lodge is accessible only by hiking trails, horseback, and mountain bike. There is currently administrative motorized access, which may be used only on an infrequent basis by the concessioner to provide supplies for the lodge operations, and for emergencies. Motorized access is not permitted for the guests of the lodge.

Use of the facility has grown annually since it was opened and enjoys a significant amount of repeat visitation, as reflected in the statistics and the revenue from the operations for the most recent three years, provided in this Prospectus. The Lodge has become a destination hike for locals and visitors to the area alike, to enjoy the peace and quiet of the location as well as the great food.



CONCESSION OPPORTUNITY



Source: National Park Service

This concession opportunity consists of operating rustic lodging, food and beverage, alcoholic beverages, retail, public showers, and stabling along with pasturing at Charit Creek Lodge within BISO. The concession operating season is year-round with a negotiable closure date during summer months as agreed by both the Park and the Concessioner. The summer months of July and August are typically the slowest since that is the hottest time of the year. January and February are also slow due to cold weather and potential for snow. March through June and September through December are typically the busiest months due to the climate. The majority of visitors enjoy the Park on the weekends.

Charit Creek Lodge currently has lodging availability for 48 people (not including lodge staff) and has space to stable up to 12 privately owned animals, such as horses or mules (4 stalls, 4 round pens). All of the Concession Facilities at Charit Creek Lodge are government-owned and will be assigned to the Concessioner for use during the term of the Draft Contract. See Exhibit C for a complete list of assigned land and real property improvements and map of Charit Creek Lodge that depicts the Concession Facilities.



Required and Authorized Services

EXISTING CONTRACT

Exhibit 1 states the Required and Authorized services under the Existing Contract.

Exhibit 1. Required and Authorized Services under the Existing Contract

Required Services	Location
Overnight Rustic Lodging	Main Lodge and Cabins
Food and Beverage	Main Lodge
Retail	Main Lodge
Horse Stabling Service	Barn and Pasture
Authorized Services	
Farrier service	Charit Creek Lodge
Individual or group instruction for specialized activities such as photography, bird calling, flower identification, etc.	Within the Boundaries of Big South Fork National River and Recreation Area
Alcoholic Beverages	Main Lodge

DRAFT CONTRACT

Exhibit 2 states the Required and Authorized services under the Draft Contract. The Concessioner must provide the Required services and may, at its option, provide the Authorized services. The Concessioner must request in writing to the Superintendent details pertaining to how, when, and where any Authorized services will be provided. The Concessioner must receive written approval from the Superintendent before providing these services. The Concessioner must submit a written list to the Superintendent of any merchandise to be sold and must receive written approval from the Superintendent before selling it.

Exhibit 2. Required and Authorized Services under the Draft Contract

Required Services	Location
Rustic Lodging	Charit Creek Lodge
Food and Beverage	Charit Creek Lodge
Alcoholic Beverages	Charit Creek Lodge
Retail	Charit Creek Lodge
Stabling	Barn, Corral, and Pasture
Public Showers	Charit Creek Lodge
Authorized Services	
Farrier Service	Barn and Pasture
Individual or Group Instruction for Specialized Activities	Big South Fork National River and Recreation Area
Special Events	Charit Creek Lodge
Rentals	Charit Creek Lodge



Lodging

The Draft Contract requires the Concessioner to provide rustic lodging to no more than 48 people each night. More information regarding lodging is provided in the Operating Plan.

Figure 1. Charit Creek Lodge Guest Room, Picture 1



Source: National Park Service

Figure 2. Charit Creek Lodge Guest Room, Picture 2



Source: National Park Service

Figure 3. Charit Creek Lodge Guest Room, Picture 3

Source: National Park Service

Figure 4. Charit Creek Lodge Porch Swing

Source: National Park Service



Food and Beverage and Alcoholic Beverages

The Draft Contract requires the Concessioner to provide food and beverage consisting of rustic casual (family style) breakfast, lunch, and dinner meals and seats 42 people. Alcoholic beverages (beer and wine) are required to be available for sale to overnight guests. More information regarding food and beverage and alcoholic beverages is provided in the Operating Plan.

Figure 5. Charit Creek Lodge Dining Room



Source: National Park Service



Retail

The Draft Contract requires the Concessioner to provide retail consisting of general merchandise such as gift and souvenir items. All retail items must be approved in writing by the Superintendent. More information regarding retail is provided in the Operating Plan.

Figure 6. Camp Store Retail Display, Picture 1



Source: National Park Service

Figure 7. Camp Store Retail Display, Picture 2



Source: National Park Service

Stabling

The Draft Contract requires the Concessioner to provide stabling for up to 4 privately owned animals, such as horses or mules, as well as open pens for up to 12 animals. More information regarding stabling is provided in the Operating Plan.

Figure 8. Stables, Picture 1



Source: National Park Service

Figure 9. Pens



Source: National Park Service

Figure 10. Stables, Picture 2

Source: National Park Service

Public Showers

The Draft Contract requires the Concessioner to use the bathhouse to provide showers for day-use hikers for a fee. Overnight guests are provided access to the showers at no additional charge as part of their lodging reservation.

Farrier Service

The Draft Contract authorizes the Concessioner to provide farrier service. The Concessioner must make a request in writing to the Superintendent including details pertaining to how, when, and where the service will be provided. The Concessioner must receive written approval from the Superintendent before providing this service.



Individual or Group Instruction for Specialized Activities

The Draft Contract authorizes the Concessioner to provide individual or group instruction for specialized activities. These activities may include, but are not limited to, photography, birding, and flower identification. The Concessioner must make a request in writing to the Superintendent including the type of activity and provide details pertaining to how, when, and where the service will be provided. The Concessioner must receive written approval from the Superintendent before providing this service.

Special Events

The Draft Contract authorizes the Concessioner to provide special events. These events may include, but are not limited to, weddings and family reunions.

Rentals

The Draft Contract authorizes the Concessioner to provide rentals. These rentals may include, but are not limited to, baby play pens and dog beds.

UTILIZATION AND OPERATING DATA

The Proposal Package, which Offerors must complete and submit as part of this solicitation, requires Offerors to develop financial projections based on the business to be operated. To assist Offerors in the development of these projections, the Service presents information regarding historical utilization, operating data, and financial projections, based on an assumed Draft Contract effective date of January 1, 2027. Note that operating projections are only estimates based on Service assumptions that were developed taking into account publicly available historical data, industry standards, the Existing Concessioner's Annual Financial Reports, and other comparable information over the last several years.

Some or all of the projections may not materialize, and unanticipated events may occur that will affect these projections. Offerors are responsible for producing their own prospective financial analyses and may not rely on the Service projections. The Service does not warrant, and assumes no liability for, the accuracy of the financial projections or estimates contained in this Prospectus.

Historical Revenue

Exhibit 3 provides annual revenue by department for Charit Creek Lodge from 2022 to 2024. Revenue decreased in 2024 from 2023 because the facility was closed during late Spring due to storm damage.

Exhibit 3. Historical Revenue, 2022-2024

Department	2022	2023	2024
Lodging	\$333,119	\$388,369	\$360,499
Food and Beverage	\$11,945	\$7,001	\$3,545
Alcoholic Beverages	\$7,600	\$11,185	\$9,154
Retail	\$11,655	\$15,171	\$15,401
Stabling	\$1,400	\$2,024	\$1,090
Public Showers	\$865	\$530	\$605
Total	\$366,584	\$424,280	\$390,294

Source: National Park Service



Historical Franchise Fees

Exhibit 4 shows the franchise fees paid by the Existing Concessioner during 2022 through 2024.

Exhibit 4. Historical Franchise Fees Paid, 2022-2024

	2022	2023	2024
Franchise Fees Paid	\$393,220	\$444,956	\$404,144

Source: National Park Service

Rates

Exhibit 5 provides the rates for 2026. Rates in the Draft Contract will be determined by Competitive Market Declaration (CMD). Details concerning the administration of CMD is provided in the Concession Rate Administration Guide and its amendments available at [Rate Administration - Concessions \(U.S. National Park Service\)](#). The Concessioner must stay abreast and adhere to any changes to CMD and Service rate methodology.

Exhibit 5. Approved Rates, 2026

Department	Revenue
Lodging – Full Service, Adult – All Cabins	\$139/night
Lodging – Child (8-11 years)	\$79/night
Full Service – Child (3-7 years)	\$59/night
Full Service – Child (2 years and under)	Free
Limited Service – Weekend & Holidays	\$79/night
Limited Service – Weekday	\$59/night
Facilities & Meals Only	\$60/each
Facilities Only	\$10/each

Source: National Park Service

Projected Revenue

Exhibit 6 presents projected revenue for the Required Services at Charit Creek Lodge. Revenue is based on historical revenue and adjusted annually for inflation. The Contract is estimated to begin on January 1, 2027.

Exhibit 6. Charit Creek Lodge Projected Revenue, 2027¹

Department	Revenue
Lodging	\$437,000 - \$445,000
Food and Beverage	\$8,500 - \$9,300
Alcoholic Beverages	\$10,700 - \$11,500
Retail	\$16,400 - \$17,200
Stabling	\$1,500 - \$1,900
Public Showers	\$750 - \$850
Total	\$474,850 - \$483,850



Source: National Park Service

¹Projections are not warranted by the Service. Offerors are responsible in calculating their own projections based on their unique expertise in this industry.

Projected Operating Statistics

Exhibit 7 provides operating statistics for Charit Creek Lodge

Exhibit 7. Projected Charit Creek Lodge Operating Statistics, 2027¹

Category	Information
Classification of Rooms	Rustic Lodging
Number of Rooms	9
Available Room Nights	3,190
Occupied Room Nights	1,530 – 1,720
Occupancy Rate	48% - 54%
Average Daily Rate (ADR)	\$129 - \$140
Guest Amenities	Bed Linens, towels, LED rechargeable lanterns for cabin use, separate structures with hot showers and flush toilets; guests bring their own soap and toiletries
Number of Employees	Year-round: full-time - 3 Seasonal: full-time - 2

Source: National Park Service

¹Projections are not warranted by the Service. Offerors are responsible in calculating their own projections based on their unique expertise in this industry.

Expenses

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

Utilities

Water is from a single well which supplies water through a chlorinating device and then to a storage tank. Sewage and gray water are disposed by a small septic tank system. There is no electric or telephone service to the site. A generator provides well pumping and sewage ventilation.

Concession Facilities

A list of assigned land and real property improvements (Concession Facilities) along with a map can be found in Exhibit C to the Draft Contract. The Concessioner will be responsible for housekeeping and groundskeeping.

Investment Analysis

Exhibit 8 summarizes the estimated initial investment to be made by the Concessioner in 2027 dollars, which is projected to be \$220,150. This estimate includes the purchase of personal property, start-up costs, and working capital. There is no leasehold surrender interest or deferred maintenance expenses.



Exhibit 8. Estimated Initial Investment¹

Item	Estimated Amount (2027 Dollars)
Purchase of Personal Property	\$127,250
Start-Up Costs and Working Capital	\$49,000
Inventory	\$51,250
Total	\$227,500

Source: National Park Service

¹These estimates are not warranted by the Service and the Service is not bound by these estimates. All Offerors are responsible for conducting their own due diligence and calculating their own revenue estimates.

Leasehold Surrender Interest

The Draft Contract prohibits the Concessioner from constructing any Capital Improvements or obtaining Leasehold Surrender Interest (LSI). The Draft Contract defines “capital improvements” as the construction of “structures” and “major rehabilitations and the installation of “fixtures” (including non-removable equipment),

Personal Property

The estimated value of personal property is approximately \$127,250 for furniture, fixtures, and equipment, which includes personal property held by the Existing Concessioner to conduct operations. It also includes four employee one-room housing units, bedding, and a storage unit. It is the Concessioner’s responsibility to maintain and replace all personal property to conduct operations. This total is only an estimate, and the actual value of personal property acquired by the Concessioner could differ from this estimate.

Start-up Costs and Working Capital

At the start of the Draft Contract, the Concessioner will need to make a one-time investment in a range of activities to ramp up operations. These activities include staff hiring, training that may involve compensation in addition to normal wages, systems implementation, legal support services, and marketing and advertising beyond normal annual expenditures. The Service assumes start-up costs to be approximately \$49,000.

Inventory

The estimated required inventory is approximately \$51,250. This estimate encompasses the necessary supplies and stock required for the Concessioner to effectively initiate and sustain operations. It will be the Concessioner’s responsibility to manage, replenish, and maintain inventory levels to ensure uninterrupted service delivery. This total is an estimate, and the actual value of inventory required may vary based on operational needs and market conditions. Please refer to the Draft Contract for additional details.

Insurance Requirements

Interested parties should consider insurance requirements outlined in Exhibit I (Insurance Requirements) in preparing their proposals. The Draft Contract and Exhibit I (Insurance Requirements) do not require property insurance coverages for assigned Concession Facilities.



FRANCHISE FEE

Offerors must agree to pay the minimum franchise fee, as set out in Principal Selection Factor 5 of the Proposal Package, although Offerors may propose higher franchise fees in accordance with terms of this Prospectus.

The minimum franchise fee acceptable to the Service for each year of the Draft Contract is three (3.0) percent.

CONTRACT TERM

The Draft Contract will be for a term of 10 years beginning on its effective date estimated to be June 1, 2027. The effective date of the Draft Contract is subject to change prior to contract award if determined necessary by the Service. If the effective date is modified, the expiration date of the Draft Contract will be changed to maintain a term of 10 years.



MARKET AREA OVERVIEW

Visitation Trends

Big South Fork National River and Recreation Area has attracted an average of 790,135 visitors annually over the last 5 years. Visitation peaks in May and October with the summer months having more visitation than the winter. See Exhibit 9 for more details.

Exhibit 9. Annual Park Visitation, 2020-2024

Month	2020	2021	2022	2023	2024	5 Year Avg
January	38,179	48,647	29,466	32,118	35,174	36,717
February	55,721	31,567	42,167	44,018	38,715	42,438
March	46,589	52,026	63,779	44,626	49,968	51,398
April	43,072	82,415	80,793	60,602	66,425	66,661
May	59,632	73,004	76,874	83,797	77,008	74,063
June	82,713	89,395	94,857	76,958	74,437	83,672
July	106,57	85,849	70,634	75,148	76,036	82,849
August	80,783	65,676	66,839	72,272	74,285	71,971
September	82,598	90,540	76,449	82,081	79,123	82,158
October	63,208	79,562	91,465	90,117	107,678	86,406
November	67,568	76,675	53,721	56,495	57,461	62,384
December	45,986	59,368	50,682	47,768	43,292	49,419
Total	772,625	834,724	797,726	766,000	779,602	790,135

Source: National Park Service Use Statistics Office

Visitor Profile

United States visitors to Big South Fork National River and Recreation Area were from 21 states and comprised 99.6% of total visitation during the survey period, with 57% from Tennessee. Of those, 44% were area residents within 50 miles of the park.

On average, 65% of visitors were first-time visitors and 44% had visited the park five or more times in their lifetime. Of those visitors, 48% were 46-65 years old, 17% were 31-45 years old, 13% were 66 years or older, and 12% were ages 15 years or younger.

The most commonly visited places in the park were the Bandy Creek Area (51%), Leatherwood Ford (32%), and East Rim Overlook (28%).



Exhibit 10. Top Key Gateway City Feeder Markets

City	County	State	Distance (Miles)	Driving Distance (Hours)	County Population
Knoxville	Knox	TN	72	1.2	500,669
Asheville	Buncombe	NC	185	3.1	275,901
Bristol	Sullivan	TN	182	3	162,135
Chattanooga	Hamilton	TN	139	2.5	379,864
Atlanta	Cobb	GA	259	4.4	776,743
Nashville	Davidson	TN	151	2.4	712,334
Lexington	Fayette	KY	145	2.4	320,154
Cincinnati	Hamilton	OH	224	3.4	827,058
Charlotte	Mecklenburg	NC	300	5.2	1,164,701
Birmingham	Jefferson	AL	285	5	662,895

Source: [U.S. Census Bureau](#) estimates, July 1, 2023, (V2023) and Google Driving Directions

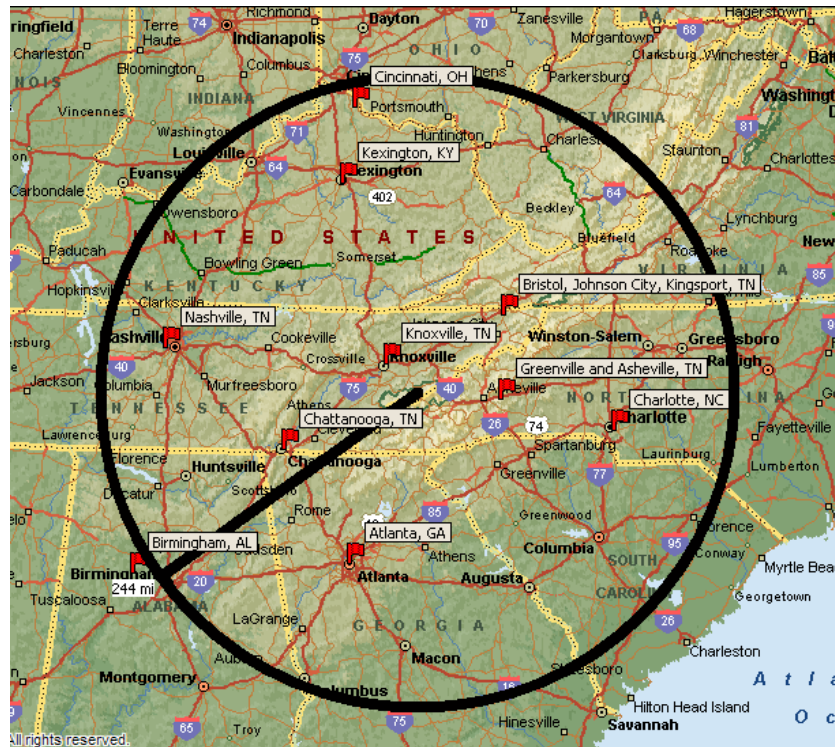
Tennessee and Kentucky Geography

Tennessee is a Southeastern state in the United States and is the 36th largest by area and the 15th most populous of the 50 states. Nashville is the state's capital and largest city and anchors its largest metropolitan area. Knoxville is located 72 miles from the Big South Fork NRR. Tennessee has diverse terrain and landforms, and from east to west, contains a mix of cultural features characteristic of Appalachia, the Upland South, and the Deep South. The Blue Ridge Mountains along the eastern border reach some of the highest elevations in eastern north America, and the Cumberland Plateau contains many scenic valleys and waterfalls. Kentucky is known as the Bluegrass State, in reference to Kentucky bluegrass, a species of grass introduced by European settlers which has long supported the state's thoroughbred horse industry. In 2023, 79.3 million travelers visited Kentucky and 144 million travelers visited Tennessee.

Tennessee Department of Tourism Web Site: [Tourist Development \(tn.gov\)](https://tourism.tn.gov)

Kentucky Department of Tourism Web Site: [Tourism \(kentucky.gov\)](https://tourism.kentucky.gov)



Exhibit 11. Top 10 Key Gateway City Feeder Markets**Exhibit 12. Four and Eight-Hour Driving Radius from the Park**

Source: Microsoft MapPoint-Exhibit 13 and 14

PREFERRED OFFEROR DETERMINATION

The Existing Concessioner has operated successfully and satisfactorily during the Existing Contract and may be a competitor for the Draft Contract. As a satisfactory operator with annual gross receipts of less than \$500,000, the Existing Concessioner has a statutory right of preference to the award of a new Draft Contract as provided for in PL 105-391 and in 36 C.F.R. Part 51. All interested parties must submit a responsive proposal in response to this Prospectus.



SITE VISIT

A one-day site visit for prospective Offerors is scheduled per the date stated on the Inside Cover of this Prospectus. At that time, NPS staff will provide a tour of existing concession facilities associated with the Draft Contract. All parties intending to attend the site visit should RSVP the point of contact identified on the Inside Cover by the date specified on the Inside Cover. The email should include the primary point of contact's name, email, phone number, company name, address, and names and number of attendees in the party.

LINKS TO ADDITIONAL INFORMATION

[Commercial Services Guide](#)
[Rate Administration - Concessions \(U.S. National Park Service\)](#)
[Law, Regulation & Policy - Concessions \(U.S. National Park Service\)](#)
[Concessioner Tools and Information - Concessions \(U.S. National Park Service\)](#)

AVAILABLE UPON REQUEST

Existing Concession Contract, BISO001-14

