

Part I

BUSINESS OPPORTUNITY

Lodging, Campgrounds, Food & Beverage,
Retail, Marina, and Other Services

within

Grand Teton National Park

National Park Service
Department of the Interior

Concession Contract No. CC-GRTE001-27



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INTRODUCTION

The National Park Service ("Service") seeks proposals for a concession contract authorizing the operation of lodging, campgrounds, food and beverage, retail, marina, and other services within Grand Teton National Park. This Prospectus describes, in general terms, the existing business operations and the future business opportunity for services required by the Service. Those submitting proposals ("Offerors") must review all sections of this Prospectus and, specifically, the terms and conditions of the Draft Concession Contract No. CC-GRTE001-27 ("Draft Contract"), including its exhibits, to determine the full scope of a future concessioner's responsibilities under the Draft Contract.

Site Visit

The National Park Service ("Service") hosted a two-day site visit for organizations interested in bidding on this opportunity on September 20, 2023, and September 21, 2023. The pre-release site visit provided interested organizations an overview of the concession operation along with a tour of the facilities assigned to the Concessioner under the Draft Contract. See Appendix J for a copy of the information provided at the site visit.

Notification of Intent to Propose

If you plan to submit a proposal in response to this solicitation, you must submit your Notice of Intent to Propose to Erica Harris, Acting Commercial Services Program Lead, NPS Regional Office Serving Interior Regions 6, 7, & 8, via email at imr_concessions@nps.gov no later than 4:00 p.m. Mountain Time on the date listed on the inside front cover of this Prospectus. The Service will not accept proposals from entities that do not submit a notice on or before this deadline. Your email notification must include the name of the Offeror as it will be provided in the Offeror's Transmittal Letter or the name of the individual who will sign the proposal on behalf of the Offeror.

Summary of Terms and Conditions of the CC-GRTE001-27 Opportunity

Location

Grand Teton National Park

Draft Contract Term

15 Years

Projected Effective Date

January 1, 2027

Required Services

Lodging, Campgrounds, Food & Beverage, Retail, Service Stations, Marina Services, Guided Float Trips, Guided Horseback Rides and Corrals, Transportation, and Showers and Laundry

2027 Projected Gross Receipts

\$74 million to \$82 million

Estimated Initial Investment

\$72.0 million

Minimum Franchise Fee

12.0% of gross receipts for gross receipts from \$0 to \$60,000,000; plus

16.0% of gross receipts for gross receipts from \$60,000,001 to \$80,000,000; plus

20.0% of gross receipts for gross receipts greater than \$80,000,000

Component Renewal Reserve

6.5% of gross receipts



Information Regarding This Solicitation

This Prospectus is comprised of five parts:

- I. Business Opportunity (this document)
- II. Proposal Instructions
- III. Proposal Package
- IV. Draft Concession Contract Including Contract Exhibits
- V. Appendices Table of Contents

In these documents, the National Park Service refers to Grand Teton National Park as the “Park” or “Area.”

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

Offerors must review all sections of this Prospectus, especially the terms and conditions of the Draft Contract, including its exhibits (Part IV), to determine the full scope of a future concessioner’s responsibilities. In the event of any inconsistency between the description of the terms contained in this Prospectus and the Draft Contract, the Draft Contract will control.

Certain federal laws apply to this solicitation including the National Park Service Concessions Management Improvement Act of 1998 (Title IV, Public Law 105-391, as amended and recodified at 54 U.S.C. §§ 101911 et seq., and hereafter referred to as “the 1998 Act”), as implemented by regulations in 36 C.F.R. Part 51. 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. 36 C.F.R. Part 51 is available at the Government Printing Office’s Electronic Code of Federal Regulations website ¹.

“Concessioner” refers to the entity that will be the concessioner under the Draft Contract.

“Existing Concessioner” refers to Grand Teton Lodge Company, the concessioner under Concession Contract CC-GRTE001-07 (“Existing Contract”). The term of the Existing Contract was from January 1, 2007, to December 31, 2023. The Existing Contract was extended until December 31, 2025, and the Service anticipates issuing an extension through December 31, 2026. See the Appendices Table of Contents for how to request a copy of the Existing Contract.

The Service intends to award the Draft Contract around November 1, 2026, or about two months prior to the anticipated effective date when the Concessioner would commence operations on January 1, 2027. Visitor services are fully open during the summer season (May-September) and services are reduced in late September until all operations are fully closed in early October for off-season. The Service intends to announce the selected Offeror around June 1, 2026, or about five months prior to award. This should give the selected Offeror the opportunity to observe the winterization of facilities prior to the seasonal closure. Award of a concession contract does not occur until the competitive process has been completed and both

¹<https://www.ecfr.gov/current/title-36/chapter-I/part-51>



the selected Offeror and the Service have signed the concession contract. While the Service will make every effort to meet this schedule, it is subject to change.

Proposal Overview

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

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

Principal Selection Factor 1 requires Offerors to describe how they will protect, conserve, and preserve the resources of the Park. First, Offerors must describe how they would address maintenance of historic structures. Second, Offerors must describe how they will address seasonal facility opening and closing. Third, Offerors must describe how they will complete CFIPs on-time and on-budget.

Principal Selection Factor 2 requires Offerors to describe how they would improve the visitor experience. First, through improvements to food and beverage service. Second, through campground improvements.

In Principal Selection Factor 3, Offerors must describe their organizational structure and provide documentation to help the Service understand the Offeror and its relationship to other entities. The Service does not score the first portion of Selection Factor 3 but may use it to understand responses elsewhere in a proposal. Incomplete submissions may lead to a lower score elsewhere if the information submitted does not support claims made in response to specific subfactors in this and other selection factors. The Service provides forms Offerors must complete depending on their organizational structure. The rest of this principal selection factor, which is scored, requires Offerors to describe their experience providing similar services, experience in historic preservation, and history of violations or infractions and overall strategy to minimize and resolve them.

In Principal Selection Factor 4, Offerors must provide documentation demonstrating that they have the financial resources to commence and carry-on operations under the Draft Contract, including a business history form. Offerors also must complete the provided Excel workbook and provide other information to demonstrate an understanding of the operations under the Draft Contract.

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

Secondary Selection Factor 1 requires Offerors to describe how they will reduce solid waste and improve water conservation.

Secondary Selection Factor 2 requires Offerors to describe how they will improve employee experience through improvements to personal property.

Secondary Selection Factor 3 requires Offerors to describe how they will improve the night sky experience.

Doing Business with the Service

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



We use the term “commercial visitor services” when generally describing services, benefits, and goods provided to visitors within an area of the National Park System by a third party for a fee. Simply put, the term “commercial visitor services” includes lodging, food and beverage, retail, marina operations, guided recreation, rental of equipment, experiential transportation, and similar services the National Park Service itself does not provide. Congress has passed several laws guiding the Service in contracting with third parties to provide these services, including the 1998 Act. The Service implemented regulations for many aspects of the law, primarily to set out the process for soliciting bids for new contracts and managing concessioners’ investment in structures owned by the United States.

Working with the Service in providing commercial visitor services differs from operating outside a park in several respects. By law, we approve rates to ensure park visitors do not pay higher fees for goods and services merely because such transaction occurs within a park. Section 4)B)(1) of Exhibit B Operating Plan to the Draft Contract lists the rate methods for all visitor services. As with the private sector, concessioners must develop and follow environmental management programs, risk management programs, and similar programs to ensure operations comply with applicable laws. Service employees review the quality of concession operations and compliance with contract requirements including the maintenance of facilities.

Even with those regulatory actions, concessioners in national parks enjoy significant benefits. Many parks function as unique visitor destinations. Concessioners frequently operate with few, if any, in-park competitors, even though we do not grant exclusive rights to provide any visitor services. Although we oversee concessioner rates charged to the public, our processes ensure the rates are competitive with similar services near the operating locations. Our contract oversight reflects the best management practices of the private sector industries. We developed operating standards based on similar ones in the private sector to reflect best industry practices for the services provided under the concession contracts.

The National Park Service and its Mission

In 1916, President Woodrow Wilson approved legislation creating the National Park Service within the Department of the Interior. That legislation stated 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. Pub. L. No. 64-235, § 1 (codified at 54 U.S.C. § 100101(a)).

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

...preserved and managed for the benefit and inspiration of all the people of the United States. Pub. L. No. 91-383, § 1 (codified at 54 U.S.C. § 100101(b)).

To learn more about the Service, visit www.nps.gov. The website includes information about the Service’s mission, policies, and information on individual park units.



GRAND TETON NATIONAL PARK

Grand Teton National Park was established in 1929; Jackson Hole National Monument was created in 1943. The two units were combined to become present-day Grand Teton National Park in 1950.

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

The Park is in many ways emblematic of the entire National Park System. Located in the heart of the Greater Yellowstone Ecosystem, near the community of Jackson, Wyoming, the Park is an icon for a myriad of nationally significant conservation issues including grazing, winter use, open space, fire and wildlife management, and water and air quality monitoring.

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

More than three million people visit the Park annually to enjoy the broad variety of experiences it has to offer, such as hiking, Snake River rafting, horseback riding, and viewing the Teton Range from different vantage points. The Park is open year-round; however, most commercial services operate only between May and October. Park visitation is the highest between Memorial Day and Labor Day.

Grand Teton National Park and John D. Rockefeller, Jr. Memorial Parkway facilities and services, including those represented in the Draft Contract, include approximately 900 concessioner-operated lodging rooms, 1,200 concessioner operated campsites, several food and beverage and retail outlets, and a variety of outfitter and guide operations including float trips, fishing, mountaineering and horseback riding. Operations under the Existing Contract generate the majority of the total revenue generated by Grand Teton National Park concessioners.

In order to carry out the core mission of resource protection and visitor service, the Park relies on a wide range of assistance from partner organizations, stakeholder groups, park volunteers, and a very active and involved citizenry.

The Service's official nonprofit partner, the Grand Teton Association, has retail outlets at the Craig Thomas Discovery Visitor Center, Jenny Lake, and Colter Bay Visitor Center and uses revenues to support education and research, provide interpretive information and programs, and fund training and staffing.

Exhibit 1 on the following page presents a map of the Park featuring concession locations including Colter Bay Village, Jackson Lake Lodge, Jenny Lake (lodge, store and campground) and the Gros Ventre Campground. Additional information about the Park can be found at www.nps.gov/grte.



Exhibit 1. Map of Grand Teton National Park



Source: National Park Service



CONCESSION OPPORTUNITY

The Draft Contract requires the Concessioner to provide lodging, campgrounds, food and beverage, retail, and a variety of recreational services during the operating season from mid-May through early October each year. Services start to come online in early May and are fully open through the summer until operations begin closing in mid-September. All services are fully closed for the season by early October.

When operations are closed (mid-October through mid-May), the Concessioner must maintain a sufficient staff on-site to care for the assigned buildings.

Draft Contract Term and Effective Date

The Draft Contract has a term of **fifteen (15) years** with an effective date of January 1, 2027. The effective date of the Draft Contract may change prior to award if necessary; however, in such an event, the Service will change the expiration date of the Draft Contract, if necessary, to provide fifteen operating seasons. In addition, the Service may shorten the contract term if the Concessioner does not complete the required Concession Facilities Improvement Program (discussed later in this document) within the required timeframe.

Required and Authorized Services

The Draft Contract includes the following Required Services (i.e., must be provided by the Concessioner) and Authorized Services (i.e., may be provided at the option of the Concessioner). Significant changes between the Existing Contract and the Draft Contract include the following: Guided River Fishing Trips, which were required under the Existing Contract, will not be required or authorized under the Draft Contract; the Medical Clinic, which was required under the Existing Contract, will be authorized under the Draft Contract; and seasonal day-use of the Brinkerhoff Lodge is a new component of lodging services at Jackson Lake Lodge under the Draft Contract.

Exhibit 2. Required Services of the Draft Contract

Service	Location
Lodging	Colter Bay Village, Jackson Lake Lodge, Jenny Lake Lodge
Campgrounds	Colter Bay Village, Gros Ventre, Jenny Lake
Food and Beverage	Colter Bay Village, Jackson Lake Lodge, Jenny Lake Lodge
Retail	Colter Bay Village, Jackson Lake Lodge, Jenny Lake Lodge, Jenny Lake Store
Service Stations	Colter Bay Village, Jackson Lake Lodge
Marina Services	Colter Bay Marina
Guided Float Trips	Snake River
Guided Horseback Rides and Corrals	Colter Bay Village, Jackson Lake Lodge, Jenny Lake Lodge
Transportation	Locations throughout the Park
Showers and Laundry	Colter Bay Village

Exhibit 3. Authorized Services of the Draft Contract

Service	Location
Medical Clinic	Jackson Lake Lodge
Retail	Gros Ventre Campground

Note: Marina Services include Marina Fuel Sales, Scenic Boat Tours, Guided Interpretive Kayak Tours, and Guided Lake Fishing.



Overview of Required Services

A summary of each of the required services is provided below. Offerors should reference the Draft Contract and its exhibits for additional information. All minimum operating hours are specified in the Draft Contract Exhibit B Operating Plan in the appropriate section for each service type and location.

Lodging

Lodging services are provided at Jackson Lake Lodge, Jenny Lake Lodge, and Colter Bay Village. Accommodations range from tent cabins and rustic cabins to motel-style units, lodge suites and upscale cabins. Each location typically experiences very high occupancy during the mid-May through early October operating season. The Draft Contract, Exhibit B, Operating Plan Section 5(B) contains more details about lodging outlets and operating standards.



Jackson Lake Lodge

Built in 1955, Jackson Lake Lodge was the first modern lodge in Jackson Hole, and the 385-room property has been designated as a National Historic Landmark. The main lodge building encompasses over 112,000 square feet and features 60-foot windows overlooking the Teton Range and murals depicting the history of Jackson Hole.

There are 37 guest rooms and suites in the main lodge building, and the remaining 348 guest rooms ("cottage rooms") are located in buildings on either side of the main lodge.

The main lodge building serves as a registration point for the 385-room property and further serves as the base of operations for scheduling activities, such as rafting trips and horseback rides. Food and beverage and retail services are located within the main lodge building as detailed in subsequent sections of this document. Special event space is provided within the main lodge and the Draft Contract adds special event space at the nearby Brinkerhoff Lodge. The main lodge also supports additional administration functions, such as a bakery, employee dining, kitchen, and commercial laundry. The grounds of the main lodge also contain a horse corral, swimming pool, and service station.

The Brinkerhoff Lodge is a historic structure located near Jackson Lake Lodge. The Brinkerhoff Lodge was built in 1947 and placed on the National Register of Historic Places in 1990. The main floor features a living room and dining room with access to a deck overlooking Jackson Lake. During the summer, the Brinkerhoff Lodge provides event space for day-use special events. Overnight use is not authorized.

Colter Bay Village

Lodging at Colter Bay Village consists of 167 units and a central registration building, as well as 66 tent cabin units (in 33 two-unit tents).

Cabin types include a one-room cabin with shared common bathroom (common bathrooms are located within the building, but outside the unit); a one-room cabin with a private bathroom; and a two-room cabin with private bathroom. The two-room cabins are rented as one unit and have two bedrooms, a private room adjoined by a common bathroom and foyer. There are no telephones or televisions in the cabins.

Tent cabins have two permanent log walls and two weather-proof canvas walls and roof. Each unit includes bunk beds with padding, a wood burning stove for heat, and lighting, as well as a picnic table, a fire pit, bear-proof



food storage boxes, and access to water spigots and flush toilets.

Within Colter Bay Village, lodging guests can take advantage of concession-operated food service, grocery and retail outlets, an RV park, campground, marina, shower/laundry facility, service station, and horse corral.

Jenny Lake Lodge

Jenny Lake Lodge is an AAA four-diamond rated property consisting of 37 freestanding and duplex guest cabin units, representing the most upscale accommodations operated under the Draft Contract. The 7,582 square foot main lodge contains a lobby and lounge area, full-service restaurant, and a small gift shop.

Jenny Lake Lodge guests may select room-only rates or an optional Modified American Plan package at booking (historically, most guests have chosen the Modified American Plan package). Modified American Plan rates include breakfast, a five-course dinner, horseback riding, and use of bicycles.



Campgrounds

The Concessioner will operate camping services at Colter Bay RV Park, Colter Bay Campground, Jenny Lake Campground and Gros Ventre Campground. All campgrounds feature standard amenities including comfort stations and potable water, and most sites feature picnic tables, metal fire pits and grill grates, and bear-proof food storage boxes. Draft Contract Exhibit E contains additional information on government-assigned personal property, including bear boxes, fire rings and recycle/trash bins to support campground operations.

Colter Bay Village

At the Colter Bay RV Park, the Concessioner operates 112 RV-only campsites with full water, sewer, and 20-, 30-, and 50-amp electric hookups. RVs and trailers, including tow vehicle, must be no more than 45 feet in length.

At Colter Bay Campground, there are 324 individual campsites, 12 large group sites, 10 hiker-cyclist sites, and 13 electric-only ABA-accessible sites. Campers can utilize the shower and laundry facilities in Colter Bay Village for an additional fee, and they also have access to concessioner-operated food and beverage and retail outlets (including the grocery store) in the village.

Under the Draft Contract, the Concessioner must install electric hookups at 57 existing campsites in the Colter Bay Campground (CFIP #6).

Jenny Lake Campground

At the Jenny Lake Campground, the Concessioner operates 51 individual tent sites and 10 hiker-cyclist sites with picnic tables, fire pits, food storage lockers, potable water, and flush toilets. There are coin-operated showers for campground guests but no laundry facilities. The campground is in close proximity to the Concessioner-operated Jenny Lake Store.



Gros Ventre Campground

At the Gros Ventre Campground, the Concessioner operates 279 individual campsites, 5 group campsites, 10 ABA sites and 29 sites with electric hookups. Some sites can accommodate RVs up to 45 feet in length.



At Gros Ventre, the Service will require the mid-September closure of 110 tent sites in F and G loops as well as all group sites in the “Group Loop” (See Exhibit D Gros Ventre Campground Land Assignment Map) to protect natural wildlife migration.

Under the Draft Contract, the Concessioner must install electric hookups at 50 existing campsites in the Gros Ventre Campground (CFIP #5).

Summary: Campgrounds

The Draft Contract, Exhibit B, Operating Plan Section 5(C) contains more details about campgrounds and operating standards. The Draft Contract, Exhibit B Attachment B-4 lists Core Campsites. The following table summarizes the number of campsites by location under the Draft Contract.

Exhibit 4. Summary of Campsites by Location under the Draft Contract

Location	Total Number of Sites
Colter Bay Campground	359
Colter Bay RV Park	112
Gros Ventre Campground	323
Jenny Lake Campground	61
TOTAL	855

Beginning in year 4 of the Draft Contract term, the Service projects revenue will increase after the addition of the electric hookups to 50 existing sites at Gros Ventre Campground (CFIP #5) and the electric hookups to 57 existing sites at Colter Bay Campground (CFIP #6).

Food and Beverage

Jackson Lake Lodge

Within the main Jackson Lake Lodge building, there are three primary food and beverage outlets: the Mural Dining Room, the Pioneer Grill, and the Blue Heron Lounge. There is also a Coffee Cart on the second-floor atrium and a café by the swimming pool. Large group meetings (conventions and banquets) also generate food and beverage revenue in the lodge’s conference rooms.

The Mural Dining Room (Mural Room) is a 305-seat restaurant offering breakfast, lunch, and dinner service, and featuring impressive views of the Teton Range. The room features ten murals painted by Carl Roters illustrating the 1837 Rendezvous, an annual gathering of fur trappers and traders.

As specified in the Draft Contract, Exhibit B Operating Plan, the Service will require the Concessioner to offer upscale casual service for breakfast and dinner and family casual service in the Mural Room for lunch. The Service anticipates that family casual service during the lunch meal period will attract a larger number of visitors to the Mural Room and reduce mid-day demand on the Pioneer Grill.

The Pioneer Grill is an 86-seat, family casual, 1950’s style diner, open for breakfast, lunch, and dinner.

Guests are seated at a single, 200-foot-long counter that winds its way through the room, creating an informal and communal experience.



The Blue Heron Lounge (Lounge) is open for lunch and dinner, offering a limited food menu and both alcoholic and non-alcoholic beverages. There is service on the outdoor terrace when weather permits. The Lounge has approximately 50 indoor table seats, 20 bar seats, and 50 outdoor seats.

Under the Draft Contract, the Service will require the Concessioner to construct a new kitchen to serve the Lounge and adjacent conference rooms (CFIP #7). The Service assumes increased revenue associated with the opening of the new kitchen beginning in year 3 of the Draft Contract term.

The Service will also require the Concessioner to provide an outdoor Beverage Cart during evening hours and expanded terrace seating north of the Lounge as part of PPIR #2.

In addition to these three primary food and beverage outlets at Jackson Lake Lodge, the Coffee Cart on the second floor of the main lodge building offers quick service breakfast options and sandwiches for lunch. The Service assumes the Concessioner will not operate the Coffee Cart after the completion of the new food service outlet in year 4 (CFIP #7).

The Pool Café is a quick service food and beverage outlet at the Jackson Lake Lodge pool. It serves the entire pool deck and the separate Barbeque area, with an approximate total seating capacity of 250.

Under the Draft Contract, the Service will require the Concessioner to convert a second-floor retail space (Apparel Shop) in the main lodge building (the existing store known as the Alpine Apparel) into a quick service, grab-and-go/deli, food service space (CFIP #8). The new food and beverage outlet must provide grab-and-go entrees, beverages, and specialty coffee service, and is expected to reduce the burden on the Pioneer Grill takeout window as well as the lunch service. The Service assumes food and beverage revenue associated with the new outlet beginning in year 4 of the Draft Contract term.

Colter Bay Village

The Ranch House is a 186-seat family casual restaurant offering breakfast, lunch, and dinner. The décor evokes western themes and the history of Grand Teton National Park. Guests may sit at tables, booths, or at the counter/bar area.

Café Court is an 86-seat fast casual restaurant and offers a menu featuring pizza, sandwiches, salads and grab-and-go items. The Draft Contract requires operation for breakfast, lunch, and dinner.

There is also a coffee bar located within the Colter Bay grocery store.

Service projections of Colter Bay Village food and beverage revenue account for the possibility of reduced day-use demand in some years due to low lake water levels and reduced marina services.

Jenny Lake Lodge

Jenny Lake Lodge offers fine dining for breakfast, lunch, and dinner in its 93-seat dining room. It offers prix fixe, multi-course menus for dinner. Jenny Lake Lodge guests may pay for breakfast and dinner as a component of the lodge's Modified American Plan rate.

Backcountry

The Service will also require the Concessioner to provide backcountry food and beverage service as part of Scenic Boat Tours and Guided Float Trips. See Scenic Boat Tours and Guided Float Trips for additional information.

Summary: Food and Beverage

The Draft Contract, Exhibit B, Operating Plan Section 5(D) contains more details about food and beverage outlets, classifications, and operating standards. The Draft Contract, Exhibit B Attachment B-5 lists Core Menus. The following table summarizes the food and beverage outlets by location under the Draft Contract.



Exhibit 5. Food and Beverage Outlets by Location under the Draft Contract

Location	Service Classification	Approximate Number of Seats
Backcountry		
Deadmans Bar Meal Site	Backcountry	N/A
Elk Island Meal Site	Backcountry	N/A
Colter Bay Village		
Café Court	Fast Casual	86
Coffee Bar (Grocery Store)	Quick Service	N/A
Ranch House	Family Casual	186
Jackson Lake Lodge		
Barbecue	Fast Casual	250 (combined with pool café)
Coffee Cart	Quick Service	N/A
Pioneer Grill	Fast Casual	86
Blue Heron Lounge	Bar	120 (indoor and outdoor)
New Outlet	Quick Service	TBD
Outdoor Beverage Cart	Quick Service	50 (combined with terrace seating)
Pool Café	Quick Service	250 (combined with barbecue)
Mural Dining Room	Upscale Casual, Family Casual	305
Jenny Lake Lodge		
Jenny Lake Lodge Dining Room	Fine Dining	93

The Concessioner will also make modifications to food and beverage service associated with the CFIP and PPIR projects described in the Investment Analysis section below.

Retail

The Draft Contract requires the Concessioner to provide visitors with a variety of retail, general merchandise, convenience items, and grocery at a range of price points. The Concessioner will provide vending services at approved locations throughout the Park. The Draft Contract requires the Concessioner to offer bear spray rental at Jackson Lake Lodge, Colter Bay Village and the Jenny Lake Store. Inventory and equipment for this new service are included in the estimated initial investment. The Draft Contract, Exhibit B, Operating Plan Section 5(E) contains more details about retail outlets, retail types, and operating standards. The Draft Contract, Exhibit B Attachment B-3 lists Core Retail visitor convenience items.

Jackson Lake Lodge

There are four retail outlets in the Jackson Lake Lodge main building including the gift shop, retail shop, and apparel shop on the second floor, as well as the newsstand in the hotel lobby on the first floor. There is also a convenience store (primarily general merchandise) at the service station on the lodge grounds. Total retail area, including storage, is approximately 4,900 square feet.

Under the Draft Contract, the Service will require the Concessioner to convert the apparel shop into a grab-and-go/deli food and beverage operation (CFIP #8). The approximate size of the area to be reconfigured in the CFIP is 720 square feet. The Service assumes a net reduction in retail revenue associated with this conversion beginning in year 4 of the Draft Contract term.

Colter Bay Village

Retail sales occur in the General Store (grocery and gift shop), marina store, and the convenience store attached to the service station. Total retail area, including storage, of the General Store is approximately



5,800 square feet. The gift shop is adjacent to the grocery store, which serves the large tent and RV campgrounds, tent village, cabins, and day visitors. The marina store is approximately 2,100 square feet. Projections for Colter Bay Village retail sales account for the possibility of reduced day-use activity due to low lake water levels in some years.

Jenny Lake

The Jenny Lake Store is located in the South Jenny Lake area (which experiences very high levels of day use) and offers a wide variety of gifts, apparel, souvenirs, convenience items, and grocery items. Total retail area, including storage, is approximately 2,200 square feet.

Jenny Lake Lodge

There is a small, upscale gift shop within the Jenny Lake Lodge main building, offering souvenirs, apparel, Native American handicrafts, jewelry, and other items. Total retail area, including storage, is approximately 175 square feet.

Service Stations

The Concessioner provides automotive fuel sales (unleaded, diesel, and ethanol if available) and limited retail sales, including oil, lubricants and other automotive supplies, and lock-out services at the service stations at Jackson Lake Lodge and Colter Bay Village. Self-service fuel pumps are offered 24 hours per day. The Colter Bay service station has 5 fuel pumps. The Jackson Lake service station has 2 fuel pumps. The Draft Contract, Exhibit B, Operating Plan Section 5(F) contains more details about operating standards.

Marina Services

Marina services at Colter Bay include: wet slip storage and buoy rental, emergency response / towing, marina fuel sales, pump-out facilities, rental vessels, boat trailer storage and courtesy dock. Marina services also include scenic boat tours, guided interpretive kayak tours, and guided lake fishing. Due to low lake water levels, there were no marina services offered in 2022. Service projections assume a 25% reduction in annual marina services revenue, which is equivalent to assuming that lake water levels will be too low for marina and boat tour operations for three to four years during the 15-year term of the Draft Contract. See the Investment Analysis section and Potential Impact Issues section of this Business Opportunity for additional information. The Draft Contract, Exhibit B, Operating Plan Sections 5(G)-5(H) contain more details about marina services and operating standards.



Wet Slip Storage and Buoy Rental

The Colter Bay Marina has 84 rental slips and 49 mooring buoys and six end ties. Historically, marina slips and storage spaces have been fully occupied.

Emergency Response / Towing

The Concessioner must provide towing services for all rental vessels within its fleet. The Concessioner must also provide towing service for privately owned vessels upon request from private owners or the Park.



Marina Fuel Sales

The Concessioner provides staffed fuel sales at one fuel dock with two pumps at Colter Bay Marina. Fuel sales include gasoline, diesel, and pre-mix (OBM) fuels, outboard motor oil, and other lubricants.

Pump-out Facilities

The Concessioner must provide, at no charge, water-based sanitary pump-out facilities at the marina in sufficient capacity to accommodate the boating public without unreasonable waiting times. Visitors will pump out their own boats.

Rental Vessels

As specified in Exhibit B Operating Plan, the Concessioner must provide a maximum of eight motorboats, 15 canoes and 38 kayaks (single and double mix) for rent at Colter Bay Marina. The number of canoes and kayaks represents an increase over the current numbers allowed in the Existing Contract.

Boat Trailer Storage

Boat trailer storage is designated in the secured parking area across from the Colter Bay Village cabin office. No more than 33 public trailers and two Concessioner trailers may be stored in this area at one time.

Courtesy Dock

The Concessioner must provide, at no charge, a courtesy dock for visitor use at the marina.

Scenic Boat Tours

The Concessioner will operate scenic boat tours from Colter Bay Marina. The Operating Plan specifies that the Concessioner must operate a minimum of three 1.5-hour scenic lake cruises per day, a breakfast cruise at least six days per week, and a minimum of three dinner cruises per week. The Draft Contract, Exhibit B, Operating Plan Section 5(I) contains additional information and operating standards. The Concessioner is assigned a small area at Elk Island for use as a backcountry meal site on tours with food service.

As part of PPIR#1, no later than the third operating season after the effective date of the Draft Contract, the Concessioner must provide two accessible tour boats, each with capacities of up to 49 passengers, and size that can be accommodated in the marina. The Concessioner will need to verify the maximum boat size (length, width, draft) for the marina, and the two boats will need to moor to an 89' dock. Accessible amenities must include signage, accessible passenger boarding systems (e.g., entry deck, passage areas, routes, doorways), seating areas, including enclosed climate-controlled seating area, and assistive listening systems and interpretive text and safety/emergency plan features, such as audible and visible emergency alarms. See also the Investment Analysis section within this document.

Guided Interpretive Kayak Tours

Under the Draft Contract, the Concessioner must provide guided interpretive kayak tours of Jackson Lake departing from Colter Bay Marina. The Concessioner must operate tours a minimum of three days a week. See Exhibit B, Operating Plan Section 5(J) for additional information and operating standards.

Guided Lake Fishing

The Concessioner must offer at least 500 guided fishing trips on Jackson Lake each year. Historically, there have been approximately 1,000 guided lake fishing participants per season. See Exhibit B, Operating Plan Section 5(K) for additional information and operating standards.



Guided Float Trips

A guided float trip is defined as a Snake River rafting trip where the primary activity is riding a watercraft and enjoying the scenery. A guide is in control of the vessel and provides an interpretive experience for passengers riding on the raft. For Snake River guided float trips, the Draft Contract Operating Plan, Exhibit B, limits the number of watercrafts launched to 21 per day, with an additional five reserve launches per day, not to exceed an additional 11 reserve launches per month. See Exhibit B, Operating Plan Section 5(L) for additional information and operating standards.

Annual variations in the number of launches are due in part to weather and river conditions. Competition for passengers from other providers may affect guided float trip revenue growth. The Concessioner is assigned a small area south of the Deadmans Bar launch/take-out location for use as a backcountry meal site on tours with food service.

Guided Horseback Rides and Corrals

The Operating Plan limits the number of horseback trail rides to four per day from each corral location: Colter Bay Village, Jackson Lake Lodge, and Jenny Lake Lodge. Up to 12 horses are permitted per guided trip. Jenny Lake trail rides are available only to Jenny Lake Lodge guests with Modified American Plan packages. See Exhibit B, Operating Plan Section 5(M) for additional information and operating standards.



Transportation

The Concessioner must provide transportation services for guests, Park visitors, and its employees. Most trips are provided on a scheduled basis utilizing vans or buses. See Exhibit B, Operating Plan Section 5(N) for additional information and operating standards. Transportation services include the following:

- Shuttle service among Jackson Lake Lodge, Jenny Lake, and Colter Bay Village;
- Shuttle service between Jackson Lake Lodge and the Town of Jackson, with stops at Jenny Lake Lodge and the Jenny Lake Store;
- Road-based tours of the Area; (road-based tours of Yellowstone National Park are authorized subject to Yellowstone's conditions of holding a Yellowstone Commercial Use Authorization (CUA));
- Bus charters within the Area; and
- Employee-only shuttles to Jackson, at minimum on pay day.

Showers and Laundry

The Concessioner must provide coin-operated showers and laundry at Colter Bay Village. These public facilities are available to both campground guests and other visitors. See Exhibit B, Operating Plan Section 5(O) for additional information and operating standards. Showers at the Jenny Lake Campground are limited to campground guests.

Employee Housing, Food Service, and Recreation

In addition to the required visitor services, the Concessioner must provide housing, dining operations, and a recreation program for its employees. See Exhibit B Attachment B-1 for specific details on assigned housing.

The Draft Contract includes over 173,000 square feet of employee housing. There are approximately 438 rooms in a combination of dormitories and cabin units, and single-family housing at Jackson Lake Lodge, Colter Bay Village, and Jenny Lake. There are 13 dorms and a corral bunkhouse at Jackson Lake Lodge,



providing approximately 245 seasonal rooms. There are 34 year-round housing units at Jackson Lake Lodge. There is one employee housing cabin at the Brinkerhoff Lodge. At Colter Bay Village, there are 105 rooms across four dorms, a manager dorm, manager cabin, and a corral bunkhouse. There are 15 employee housing cabins (including some duplexes) at Jenny Lake Lodge, providing 26 rooms.

In addition to these housing units, there are approximately 71 Concessioner employee RV sites at Colter Bay Village, nine RV sites in the Gros Ventre Campground, five tent sites in the Colter Bay Campground, and one site in the Jenny Lake Campground.

Historically, the Existing Concessioner has housed approximately 1,000 employees during peak season with an occupancy rate over 97%.

The Service will require the Concessioner to construct additional employee housing at Jackson Lake Lodge (CFIP #2), complete site work for three additional personal property employee housing cabins at Jenny Lake Lodge (CFIP #3) and install six additional RV sites with full hookups at the Colter Bay Village employee campground (CFIP #4).

Overview of Authorized Services

Medical Clinic: The medical clinic may operate under a Service-approved subconcession contract of the Draft Contract, or the Concessioner may operate the medical clinic directly. See Exhibit B, Operating Plan Section 5(P) for additional information.

Retail Sales, Gros Ventre Campground: The Concessioner is authorized to provide limited retail sales at Gros Ventre Campground. See Exhibit B, Operating Plan Section 5(E) for additional information.

Overview of Rate Methods

Under the Draft Contract, the rate method for all visitor services, excluding non-utility campsites, certain food and beverage outlets, and retail visitor convenience items, is Competitive Market Declaration (CMD). Under the CMD rate method, the Concessioner can adjust rates without the specific administration of the Superintendent, but rates are subject to review to ensure they remain comparable to similar services offered outside the Park. Rate administration, including rate approval methods and rate monitoring are specified in the Draft Contract Exhibit B Operating Plan, Section 4(B). See Appendix C for approved rates under the Existing Contract. **The following table summarizes Rate Methods under the Draft Contract and changes from the Existing Contract.**

Exhibit 6. Rate Methods		
Required Service	Draft Contract	Existing Contract
Lodging	CMD	Core
Campgrounds	Core: Non-utility sites CMD: Utility sites	Core
Food and Beverage	Core Menu: Ranch House, Café Court, Pioneer Grill, New Food Service Outlet Jackson Lake Lodge (CFIP #8) CMD: All other outlets	Core Menu
Retail Merchandise	CMD, MSRP, Markup	CMD, MSRP, Markup
Retail Visitor Convenience Items	Core Retail	Markup, Core
Service Stations	CMD	Comparability; CMD
Marina Services	CMD	Comparability; CMD
Guided Float Trips	CMD	CMD



Required Service	Draft Contract	Existing Contract
Guided Horseback Rides and Corrals	CMD	Comparability
Transportation	CMD	Comparability
Showers and Laundry	CMD	Comparability

Revenue Assumptions

In developing prospective revenue estimates, the Service assumed changes from historical revenue based in part, but not limited to, the following:

- Competitive Market Declaration pricing for most services;
- Addition of new electrical hookups to existing campsites at Colter Bay Campground and Gros Ventre Campground;
- Mid-September closure of certain campsites at Gros Ventre Campground;
- Change to family casual lunch service at the Mural Room;
- Conversion of the Jackson Lake Lodge Apparel Shop to a deli/grab-and-go food and beverage outlet;
- New kitchen for the Blue Heron Lounge;
- Additional beverage cart service and seating on the terrace to the north of the Blue Heron Lounge;
- Upgraded boat tour vessels with larger capacities;
- Possibility of disruptions to marina services and day use visitation at Colter Bay Village due to low lake water levels in certain years.
- The Service assumed no utility add-ons in its revenue projections.

Estimated Projections by Department

The following exhibit provides a summary of projected departmental revenues for the first operating season under the Draft Contract (2027), and the sixth operating season (2032). All CFIP and PPIR projects must be completed during the first five years of the Draft Contract term (see Investment Analysis section), so all year 2032 figures below include estimated revenue impacts from these improvements.

Exhibit 7. Summary of Projected Departmental Revenues

Department	2027	2032
Lodging	\$30,152,000 - \$33,326,000	\$35,384,000 - \$39,109,000
Campgrounds	\$7,805,000 - \$8,627,000	\$10,825,000 - \$11,965,000
Food and Beverage	\$14,146,000 - \$15,635,000	\$17,912,000 - \$19,797,000
Retail	\$13,549,000 - \$14,975,000	\$16,317,000 - \$18,035,000
Service Station (Fuel Sales)	\$2,503,000 - \$2,767,000	\$3,047,000 - \$3,367,000
Marina Services	\$1,202,000 - \$1,329,000	\$1,462,000 - \$1,616,000
Scenic Boat Tours	\$1,184,000 - \$1,309,000	\$1,443,000 - \$1,595,000
Guided Float Trips	\$1,185,000 - \$1,310,000	\$1,444,000 - \$1,596,000
Corrals/Horseback Rides	\$543,000 - \$601,000	\$662,000 - \$732,000
Transportation	\$95,000 - \$105,000	\$116,000 - \$128,000
Other	\$247,000 - \$273,000	\$290,000 - \$320,000
Employee Housing & Meals	\$1,425,000 - \$1,575,000	\$1,652,000 - \$1,826,000
TOTAL REVENUES	\$74,036,000 - \$81,832,000	\$90,554,00 - \$100,086,000
Less: Deductions*	\$2,192,000 - \$2,423,000	\$2,579,000 - \$2,850,000
GROSS RECEIPTS	\$71,845,000- \$79,407,000	\$87,974,000 - \$97,234,000

* Authorized deductions (exclusions) are listed in the definition of "gross receipts" in Sec. 2 of the Draft Contract. Specific deductions included in the Service's projections include employee housing and meals, sales of Native American handicrafts, and gasoline taxes.

Note: The marina services revenue projection in this table includes wet slip storage and buoy rentals, fuel docks, rental vessels, boat trailer storage, guided interpretive kayak tours, and guided lake fishing.



The following exhibits provide a breakdown of projections for major departments and operating locations.

Exhibit 8. Projected Lodging Operating Statistics – Jackson Lake Lodge

Jackson Lake Lodge	2027
Available Room Nights	55,055
Occupied Room Nights	42,940 - 45,150
Occupancy Rate	78% - 82%
Average Daily Rate (ADR)	\$485 - \$510

Exhibit 9. Projected Lodging Operating Statistics – Colter Bay Cabins

Colter Bay Cabins	2027
Available Room Nights	21,580
Occupied Room Nights	18,940 - 19,910
Occupancy Rate	88% - 92%
Average Daily Rate (ADR)	\$340 - \$357

Exhibit 10. Projected Lodging Operating Statistics – Jenny Lake Lodge

Jenny Lake Lodge	2027
Available Room Nights	4,736
Occupied Room Nights	3,930 - 4,130
Occupancy Rate	83% - 87%
Average Daily Rate (ADR)*	\$744 - \$782

*Room only; food portion of Modified American Plan not included in this figure

Exhibit 11. Projected Lodging Operating Statistics – Colter Bay Tent Village

Colter Bay Tent Village	2027
Available Tent Cabin Nights	6,600
Occupied Tent Cabin Nights	5,790 - 6,090
Occupancy Rate	88% - 92%
Average Daily Rate (ADR)	\$107 - \$113

Exhibit 12. Projected Camping Operating Statistics – Colter Bay RV Park

Colter Bay RV Park	2027
Available RV Site Nights	16,800
Occupied RV Site Nights	15,560 - 16,360
Occupancy Rate	93% - 97%
Average Daily Rate (ADR)	\$118 - \$124

Exhibit 13. Projected Camping Operating Statistics – Colter Bay Campground

Colter Bay Campground	2027
Available Site Nights	46,835
Occupied Site Nights	41,100 - 43,210
Occupancy Rate	88% - 92%
Average Daily Rate (ADR)	\$62.00 - \$65.00



Exhibit 14. Projected Camping Operating Statistics – Gros Ventre Campground

Gros Ventre Campground	2027
Available Site Nights	48,805
Occupied Site Nights	40,730 - 42,820
Occupancy Rate	84% - 88%
Average Daily Rate (ADR)	\$58.00 - \$61.00

Exhibit 15. Projected Camping Operating Statistics – Jenny Lake Campground

Jenny Lake Campground	2027
Available Site Nights	7,930
Occupied Site Nights	7,350 - 7,720
Occupancy Rate	93% - 97%
Average Daily Rate (ADR)	\$57.00 - \$60.00

Exhibit 16. Projected Food and Beverage Operating Statistics

Outlet	Number of Covers (2027)	Average Check (2027)
Jackson Lake Lodge		
Mural Room	63,200 - 66,400	\$46.80 - \$48.00
Pioneer Grill	107,300 - 112,800	\$23.40 - \$24.00
Blue Heron Lounge	35,800 - 37,600	\$49.20 - \$50.40
Coffee Cart	27,100 - 28,500	\$16.90 - \$17.30
Pool Café & Barbecue	4,100 - 4,300	\$21.30 - \$21.80
Colter Bay Village		
Ranch House	68,200 - 71,700	\$25.10 - \$25.70
Café Court	29,000 - 30,500	\$19.40 - \$19.90
Jenny Lake Lodge		
Jenny Lake Lodge Dining Room	24,900 - 26,200*	\$93.30 - \$95.60

*Jenny Lake Lodge projections include revenue from Modified American Plan food and beverage component.

Projected conference and banquet food and beverage revenue range: \$1,627,000 to \$1,798,000 in 2027.

After completion of the Blue Heron Lounge kitchen (CFIP#7), retail conversion to deli/grab-and-go (CFIP#8), and terrace beverage cart service (PPIR#2), there are projected increases to food and beverage revenue.

Exhibit 17. Projected Retail Operating Statistics

Outlet	Number of Transactions (2027)	Average Sale (2027)
Jackson Lake Lodge		
Gift Shop	23,600 - 24,800	\$42.60 - \$44.80
Retail Shop	27,300 - 28,700	\$44.90 - \$47.20
Apparel Shop*	4,400 - 4,600	\$81.60 - \$85.80
Newsstand	30,900 - 32,500	\$13.20 - \$13.80
Convenience Store	7,100 - 7,500	\$22.50 - \$23.70
Colter Bay Village		
Gift Shop	45,000 - 47,300	\$54.10 - \$56.90
Grocery	153,700 - 161,600	\$19.10 - \$20.10



Outlet	Number of Transactions (2027)	Average Sale (2027)
Marina Store	10,500 - 11,000	\$14.10 - \$14.80
Convenience Store	64,700 - 68,000	\$14.80 - \$15.60
Jenny Lake		
Jenny Lake Lodge Gift Shop	2,400 - 2,600	\$61.60 - \$64.80
Jenny Lake Store	138,300 - 145,400	\$27.30 - \$28.70

*The Service assumes that some Apparel Shop retail revenue is dispersed among other retail outlets when CFIP #8 is undertaken.

Exhibit 18. Projected Service Station Operating Statistics

Service Station	2027
Total Gallons of Gasoline Sold (Jackson Lake Lodge and Colter Bay)	513,800 - 540,200
Average Price per Gallon	\$4.90 - \$5.10

Exhibit 19. Projected Marina Services Operating Statistics

General Marina	2027
Slip and Buoy Occupancy Rate	93% - 97%
Slip and Buoy Rental Revenue	\$435,000 - \$465,000
Rental Boat, Canoe, Kayak Revenue	\$435,000 - \$465,000
Interpretive Kayak Tour Revenue	\$45,000 - \$55,000

Exhibit 20. Projected Scenic Boat Tour Operating Statistics

Scenic Boat Tours	2027
Total Number of Passengers	16,500 - 17,300
Average Revenue per Passenger	\$72.00 - \$75.70

Exhibit 21. Projected Guided Float Trip Operating Statistics

Scenic Float Trips	2027
Total Number of Participants	10,700 - 11,300
Average Revenue per Participant	\$100.50 - \$105.70

Exhibit 22. Projected Guided Horseback Rides and Corrals Operating Statistics

Guided Trail Rides	2027
Total Number of Participants	6,100 - 6,400
Average Revenue per Participant	\$89.40 - \$94.00

Exhibit 23. Projected Transportation Operating Statistics

Transportation	2027
Bus Tour Passengers	700 - 800
Average Revenue per Passenger	\$130 - \$140



Expense Assumptions

In developing projected expense estimates, the Service assumed adjustments of certain direct, indirect and fixed expenses to reflect costs associated with the changes in operations. The Service projects that most expenses will be within industry average ranges.

Utilities Expenses

The Service will provide water and wastewater service to the Concessioner. The Concessioner must obtain all other utilities (electricity, **solid waste**, telephone, propane/fuel oil, and internet) from out-of-park suppliers².

Under the Draft Contract, the Service will require the Concessioner to contract privately for all trash and recycling collection at all its operating locations. Historically, the Existing Concessioner has contracted with a private waste management company to haul trash from Colter Bay Village, Jenny Lake Lodge and Jackson Lake Lodge during the operating season (May through October). The Service has hauled limited amounts of trash from the concession-assigned campgrounds in the summer and from other concession facilities during the off-season.

The Existing Concessioner's average annual water and wastewater usage (2022-2024) averaged 60,065,329 gallons used at a rate of \$13.63 per/1,000 gallons.

The Service charges utility users (including concessioners) the utility systems' operating and maintenance costs and amortized cost of capital improvements to utility systems. The Service has reviewed projected operating and maintenance costs and amortized costs of capital improvements for these utility systems and services and has developed projected rates. The projected rate for water and wastewater charged to the Existing Concessioner in 2027 is \$18.69 per thousand gallons. The Service has incorporated these rates into its franchise fee calculation and will not approve a utility add-on.

Other Operating Considerations

In its projections, the Service assumes additional expense to the Concessioner to reflect required additional staff positions and/or collateral duties identified in the Operating Plan of the Draft Contract. These include the requirements for an accessibility coordinator, a facility manager who oversees specialists (including a certified electrician, certified plumber, and a DEQ Level 1 Utility Operator), a historic preservation specialist, and a safety officer. The Service also assumes the Concessioner will incur additional annual expenses related to improved high-speed internet and cellular service resulting from ongoing and future upgrades to telecommunications infrastructure in the Park. Currently, there is a communications tower, operated by Union Wireless, located on Signal Mountain. The Concessioner may enter into an agreement with Union Wireless to place radio or communications equipment on the tower to enhance backcountry communications.

Historic Status of Concession Facilities and Historic Districts

The National Register of Historic Places (National Register) is the official list of the nation's historic places worthy of preservation. Within the National Register are National Historic Landmarks, Historic Districts, and individually listed structures, places, buildings and sites. Grand Teton National Park contains many structures and areas listed on the National Register of Historic Places. There are over 200 historically significant locations that are part of the Jackson Lake Lodge National Historic Landmark District, Colter Bay Village Historic

² The Service does not provide data for utilities supplied by other providers.



District, and Jenny Lake Historic District. Buildings and sites identified as Historic are contained in the Draft Contract Exhibit D Real Property list.

National Historic Landmarks (landmarks) in the Draft Contract include the Jackson Lake Lodge and the Brinkerhoff Lodge. These landmarks, designated by the Secretary of the Interior, are nationally significant historic places that possess exceptional value or quality in illustrating or interpreting the heritage of the United States. The Concessioner must maintain the historic facilities according to the Secretary of the Interior's Standards. See the Draft Contract Exhibit H Maintenance Plan. More information can be located at <https://www.nps.gov/subjects/historicpreservationfund/understanding-the-secretary-s-standards.htm>.

Potential Impact Issues

Management of Jackson Lake

The Bureau of Reclamation (Bureau) manages the water levels of Jackson Lake. Section 9 of Public Law 87-187 (64 Stat. 849), and a Memorandum of Understanding dated November 29, 1956, between the Service and the Bureau provides for the operation of Jackson Lake. The Bureau retains complete and exclusive control of the flow and use of the top 39 feet of water above the natural lake level in the reservoir. This includes the right to raise and lower the water level at will, which also affects flows in the Snake River below the dam. The Bureau tries to maintain a constant lake level from June through September. During drought conditions, the Bureau may not maintain the lake at full level throughout the summer. This negatively impacts the marina operations on the lake, particularly at Colter Bay Village.

The Colter Bay Marina has operated as part of the Existing Contract since the early 1960's. Generally, the Colter Bay Marina operates throughout the summer season except when Jackson Lake water levels are drawn down to natural lake levels to accommodate dam maintenance and downstream water demand. In 2020, marina services included kayak and canoe rentals, and slip and buoy rentals, but scenic boat tours were not offered due to the pandemic. In 2021, the marina closed in mid- August due to drought conditions resulting in lower lake levels. In 2022 the marina was closed for the entire season due to the continuation of drought conditions resulting in low lake levels.

The Service manages recreational use of Jackson Lake and the Snake River within the Park.

Colter Bay Renewal Project

The Service is preparing a future project as part of the long-range plan for renewal of trails and other facilities at Colter Bay Village. Colter Bay Village is one of the most popular day-use areas in the Park. This plan will provide a comprehensive long-term vision for the Colter Bay Developed Area that addresses visitor need and recreation in tandem with cultural and natural resource protection while also addressing the administrative and operational support to implement. The Service does not anticipate any significant impact to Concessioner operations as part of the renewal project.

Pathogens

In addition to the inherent risks within a national park environment, offerors should be aware of the potential pathogens which may be transmitted to visitors and employees through zoonotic transmission within the Park. The Service will require the Concessioner to provide appropriate visitor and employee messaging as well as a robust Integrated Pest Management program to provide risk reduction. Though not a comprehensive list, the following pathogens may be found within the Park. Pathogens such as Lyme Disease and cases of West Nile Virus and Hantavirus have been reported in both Wyoming and Teton County. Rocky Mountain Spotted Fever, Colorado Tick Fever, Tularemia, and Babesiosis are transmitted through tick infections and have been reported, as well as cases of Rabies and Plague. Offerors should familiarize themselves with Wyoming and Teton County common pathogens.



INVESTMENT ANALYSIS

As shown in the following exhibit, the Concessioner's total estimated required initial investment as projected by the Service is **\$72,140,000 in 2027 dollars**. This includes existing Leasehold Surrender Interest (LSI), personal property, inventory, supplies, start-up costs (staff hiring, training, etc.), and working capital (investment needed to cover expenses incurred in advance of offsetting revenues). This figure does not include investments associated with the required Concession Facilities Improvement Program or Personal Property Improvement Requirement described later in this section.

The Concessioner will incur start-up costs prior to commencing operations under the Draft Contract. Start-up costs 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.

Personal Property and Inventory

The Existing Contract does not require the Existing Concessioner to sell and transfer to its successor other property associated with the concession operations. Even so, the Service has assumed that the Concessioner will either negotiate with the Existing Concessioner to purchase much of the personal property needed for operations or acquire the necessary personal property through other means. A list of the Existing Concessioner's personal property as of 2019 is provided as Appendix D to the Prospectus.

Concessioner Historic Personal Property

The Existing Contract requires the Concessioner to purchase the Existing Concessioner's "Historic Personal Property" at book value. A list of the Existing Concessioner's "Historic Personal Property" as of 2022 is provided as Appendix E to the Prospectus.

Assigned Government Personal Property

The Service will assign historic and non-historic Government personal property to the Concessioner for care and use during the term of the Draft Contract. See Exhibits E1 and E2 to the Draft Contract to identify this property.

Initial Investment

The estimated initial investment in personal property (\$19,500,000) includes \$1,000,000 for "Historic Personal Property" as described in Appendix E to the Prospectus, and \$18,500,000 for all other necessary furniture, trade fixtures and equipment. It does not include property associated with the Personal Property Improvement Requirement (PPIR) described below.

Exhibit 24. Estimated Initial Investment

Item	Estimated Amount (2027 Dollars)
Initial Personal Property Investment	\$19,500,000
Inventory Investment	\$3,200,000
Initial Leasehold Surrender Interest	\$44,440,000*
Start-up Costs	\$2,500,000
Working Capital	\$2,500,000
Total Initial Investment	\$72,140,000

* Beginning LSI is estimated at \$44,440,000 on January 1, 2027.

Leasehold Surrender Interest

The Existing Contract requires the Existing Concessioner to sell and transfer to its successor its LSI. Refer to Sec. 17(b) Compensation of the Existing Contract. One of the conditions for award of the Draft Contract is



that the Concessioner must purchase from the Existing Concessioner its LSI as set out in the Draft Contract. Under the terms of the Draft Contract, the LSI purchase amount becomes the Concessioner's initial LSI.

As specified in the Draft Contract, Exhibit G, beginning LSI is estimated at \$44,000,000. Amendment No. 5 to the Existing Contract specifies the LSI Value is fixed at \$44 million (\$44,000,000) through January 1, 2026, and will be adjusted by the percentage change in Consumer Price Index (CPI) less annual depreciation (prorated) to the expiration of the Existing Contract. Thus, beginning LSI is estimated at \$44,440,000 on January 1, 2027.

As set forth in Exhibit A to the Draft Contract, LSI will depreciate on a straight-line basis over a forty-year schedule. The Concessioner will be eligible to obtain LSI as outlined in the Draft Contract and Exhibits A ("Leasehold Surrender Interest") and F1 ("Concessioner New Construction and Major Rehabilitation Project Procedures") to the Draft Contract, subject to all requirements set forth therein. The Service assumes that most of the real property investments included in the CFIP are likely to result in LSI.

In addition to the initial investment, there are other required investments in the early years of the Draft Contract. These include curing deferred maintenance and completing the Concessioner Facility Improvement Program and the Personal Property Improvement Requirement. Responses within Principal Selection Factor 4 in the proposal package should address how an Offeror intends to fund these items.

Deferred Maintenance

The Concessioner must cure, within the first two years of the Draft Contract's term, all deferred maintenance ("DM") and legislatively mandated ("LM") work (collectively referred to as deferred maintenance or DM) for all real property assets assigned under the Draft Contract. The Draft Contract requires the Concessioner to maintain buildings according to the Maintenance Plan (Exhibit H to the Draft Contract), which means DM will not accumulate. Prospectus Appendix F is a point-in-time list of work orders the Service believes properly represents the DM and LM that will need to be cured at the start of the Contract

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

Exhibit 25. Estimated Deferred Maintenance

Year	Amount
2027	\$1,050,000
2028	\$350,000
Total	\$1,400,000

Concession Facilities Improvement Program

During the first five years of the Draft Contract term, the Concessioner must complete a series of real and personal property improvements under the Concession Facilities Improvement Program and personal property upgrades in compliance with the Personal Property Improvement Requirement. There are distinct personal property investments required as part of specific CFIP projects that are not reflected in the PPIR; the Concessioner is required to undertake all the outlined programs and requirements. The Service is requiring these improvements and upgrades with the intent of providing improved employee housing, providing visitors more food and beverage options, upgrading certain campsites, improving the boat tour experience, and improving certain life safety issues.

The Concessioner must include its proposed schedule for completing each of the CFIP projects by the estimated due date as part of the CFIP Project Implementation Plan (Draft Contract, Exhibit H, Part B, Sec 3) L). No construction may begin until the Concessioner receives written approval from the Service of plans and specifications in accordance with Draft Contract and Exhibit F1.



The required Concession Facilities Improvement Program consists of the following separate projects:

Exhibit 26. Estimated CFIP Construction and Personal Property Costs and Schedule

CFIP Project	Estimated Project Start Date	Estimated Project Completion Date	Real Property Investment*	Personal Property Investment*	Total Estimated CFIP/Project Cost*
1) Fire Protection System Enhancements at Jackson Lake Lodge, Colter Bay Village, and Jenny Lake Lodge	January 2027	January 2029	\$6,898,000	\$0	\$6,898,000
2) New Employee Housing at Jackson Lake Lodge	January 2027	May 2031	\$4,676,000	\$132,000	\$4,808,000
3) Three Additional Employee Housing Sites and Cabins at Jenny Lake Lodge	September 2027	July 2029	\$187,000	\$239,000	\$426,000
4) New Employee RV Sites at Colter Bay Employee Housing Area	September 2027	May 2030	\$452,000	\$0	\$452,000
5) New RV Electric Hookups at Gros Ventre Campground	May 2028	May 2030	\$1,125,000	\$0	\$1,125,000
6) New RV Electric Hookups at Colter Bay Campground	May 2028	May 2030	\$1,282,000	\$0	\$1,282,000
7) New Kitchen for the Blue Heron Lounge	January 2027	January 2029	\$1,276,000	\$211,000	\$1,487,000
8) Convert Retail Area within Jackson Lake Lodge to a New Food Service Outlet	January 2029	May 2030	\$77,000	\$106,000	\$183,000
Total Estimated Cost			\$15,973,000	\$688,000	\$16,661,000

*Cost estimates are inflated to the midpoint of construction start and end dates.

Fire Protection System Enhancements at Jackson Lake Lodge, Colter Bay Village, and Jenny Lake Lodge (CFIP #1)

The Concessioner must make fire, egress, life safety, utility, and other related infrastructure improvements to the Jackson Lake Lodge, Jackson Lake Lodge Employee Recreation Hall, Jenny Lake Lodge, Colter Bay Employee Dorms, and Colter Bay General Store. All interior work that could potentially disturb visitors will be completed in the off-season (November to April) where possible. Exterior work would occur during the shoulder seasons (spring or fall). All the projects must address full code and regulation compliance and include complete designs, and stamped construction documents including review and final document approval from the Fire Code Official (FCO) prior to construction. All new or modified fire suppression and alarm systems require inspection and formal commissioning by the FCO.

- Jackson Lake Lodge (FMSS 83458): The Concessioner must upgrade, extend and integrate the existing sprinkler and alarm systems to cover the entire building. Currently, there are two independent sprinkler systems in the lodge and portions of the building do not have coverage. The Concessioner must also have a Fire Protection Engineer (FPE) assess, design and correct egress deficiencies and violations on multiple floors and add or correct required fire separations between different occupancies and vertical penetrations. These upgrades must also include improvements as necessary in support of the overall project such as modifications and additions to existing electrical system and plumbing systems.
- Colter Bay Employee Dorms: The Concessioner must install new fire alarm and sprinkler systems at four (4) dormitories (FMSS 82848, 82846, 82844, 82842) and the Employee Office/Laundry/Rec Hall (FMSS 82850).



- Colter Bay General Store (grocery and gift shop) (FMSS 82668): The Concessioner must install a sprinkler and fire alarm system in those portions of the building that currently are not served including, but not limited to, the grocery store and grocery store basement. The design must address if the two systems should be tied together or can remain separate.
- Jackson Lake Lodge Employee Recreation Hall (FMSS 83505): The Concessioner must install new fire alarm and sprinkler systems.
- Jenny Lake Lodge (FMSS 83356): The Concessioner must expand and update the current sprinkler system to cover the entire historically significant building, address, emergency lighting, and installation of a permanent heater in the generator room.

New Employee Housing at Jackson Lake Lodge (CFIP #2)

The Concessioner must design and construct three (3) new employee residences, including paved parking for vehicles, to accommodate a minimum of eight year-round employees. The three residences must include two 2,750 square foot duplexes, with each duplex unit having two bedrooms, and one 2,050 square foot fourplex, with each unit of the fourplex having one bedroom. The new buildings will be built to match the architectural character, materials, and size of the two existing historically significant employee housing units at Jackson Lake Lodge. Each new residence will be a one-story frame building with exterior wood siding. Complete utility connections and extensions, fire protection sprinkler systems, site work, landscaping, and accessibility to both the buildings and site is also required. Full design, code compliance, and stamped construction documents are required for both projects including review, final approval, and commissioning by the FCO prior to and after construction. The Service has sample layout drawings of the two historic residence types, which can be shared with the Concessioner upon request.

In addition to the landscaping associated with the buildings, the Concessioner must coordinate with the Service to design and install landscape screening between the housing and the main park road. The Service will provide the locations of the in-situ plantings agreed upon, and the Concessioner is responsible for collecting/spading, transporting, and installing both the plants and a temporary irrigation system to support them. The Concessioner must operate and maintain the system for three (3) years after the plants are installed. The Concessioner must remove the system upon request by the Service.

Three Additional Employee Housing Sites and Cabins at Jenny Lake Lodge (CFIP #3)

The Concessioner must design and install three (3) new site pads to accommodate three (3) personal property employee seasonal housing units (i.e., the cabins) in the Jenny Lake employee housing area. The personal property housing units must have a similar style and appearance to the existing employee housing. Total living space should not exceed 2,400 square feet. The proposed pads will include electricity, but no connections to water and wastewater. Electric lines will be installed from the existing utility lines to the new pads. The existing gravel parking area will be expanded to create space for 12 additional vehicles. The pads and new connecting pathways from the existing employee parking area and shared restroom must meet Architectural Barriers Act (ABA) accessibility requirements. At least one (1) personal property housing unit must be fully compliant with ABA accessibility requirements. Full design, code compliance, and stamped construction documents are required for the sites and related utilities.

New Employee RV Sites at Colter Bay Employee Housing Area (CFIP #4)

The Concessioner must install six (6) new RV sites with electrical, water and wastewater hook-ups at designated locations within the Colter Bay Employee Village Campground (FMSS 84980). The project must include level gravel pads and utility runs to connection of services. Two (2) of the six (6) sites must be compliant with ABA accessibility requirements. The Concessioner must work with the National Park Service to determine which pads will be made accessible. Full design, code compliance, and stamped construction documents are required for the sites and related utilities.

New Electric Hookups at Gros Ventre Campground (CFIP #5)

The Concessioner must install fifty (50) new electric RV pedestals at Gros Ventre Campground. Currently, all the electric hookups are located in Loop D (33). The new electric pedestals will be located throughout Loop C



(FMSS 110344) and at sites 1-32 located on the main Gros Ventre Campground Road. Utility runs, connections, and capacities must be addressed as part of the project. The Concessioner must address utility runs, connections, and capacities as part of the project. Full design, code compliance, and stamped construction documents are required for the sites and related utilities.

New Electric Hookups at Colter Bay Campground (CFIP #6)

The Concessioner must install fifty-seven (57) new electric RV pedestals at Service identified areas within the Colter Bay Campground. The electric upgrades will be focused primarily on pull-through campsites at 40-ft and above, located throughout Loops H, I, J, K, and L (FMSS 110333, 110334, 110335, 110336, 110337). New pedestals will add electrical service to approximately one-third of the existing RV sites at the campground. Construction would be planned for the shoulder seasons (May to June or September to October), to minimize impacts on visitors, but could include partial shutdowns of the campground when the campground is occupied. Utility runs, connections and capacities must be addressed as part of the project. Full design, code compliance, and stamped construction documents are required for the sites and related utilities.

New Kitchen for the Blue Heron Lounge (CFIP #7)

The Concessioner must design and install a new small commercial kitchen and food preparation area to service the Blue Heron Lounge at Jackson Lake Lodge (FMSS 83458). Jackson Lake Lodge is a National Historic Landmark (NHL) and is historically significant. This project will involve the adaptive reuse of adjacent closet/storage space, a meeting room, and public restroom. The kitchen must connect to the lounge space in a newer addition to the building spanning over a stair to the basement. This project will include hazardous material removal in the public restroom and must conform with the ABA. The Concessioner must purchase kitchen equipment and trade fixtures for the kitchen. The Service has a conceptual design, which can be shared with the Concessioner as a starting point for their design, but it is not a requirement of the Concessioner to follow or match the design. Full design, code compliance, and stamped construction documents are required for both the projects including review, final document approval, and commissioning by the FCO prior to and after construction. The kitchen will eliminate the outdoor grill and resulting weather-related shutdowns and improve the capacity and efficiency of food preparation that will service the outlet.



Convert Retail Area within Jackson Lake Lodge to a New Food Service Outlet (CFIP #8)

The Concessioner must design and renovate the current Alpine Apparel Shop (retail area), on the second floor of Jackson Lake Lodge, to a grab-and-go food service. The Service included modifications to the floor finishes, wall finishes, and configuration, ceiling, and lighting in the CFIP cost estimate. However, any new modifications to the existing entry/exit are not included in the cost estimate but may be considered by the Service. Utilities including water, sewer, and power must be extended, some being outside the space, to support the reconfigured space and food service equipment. The fire protection system must be adjusted as required to accommodate any space reconfigurations. Full design, code compliance, and stamped construction documents are required for the projects including review, final document approval, and commissioning by the FCO prior to and after construction.

Personal Property Improvement Requirement

In addition to the personal property improvements included in the CFIP projects described above, the Draft Contract also requires the Concessioner to make other personal property improvements. The following exhibit summarizes the cost assumptions associated with this Personal Property Improvement Requirement.

Exhibit 27. Personal Property Improvement Requirement



Item	Estimated Personal Property Investment	Projected Year of Expenditure
1) Two Tour Boats with Improved Accessibility	\$1,963,000	2027
2) Beverage Cart and Expanded Terrace Seating at Jackson Lake Lodge	\$27,000	2027
3) Expansion of Rental Boat Fleet	\$53,000	2027
4) Bear Spray Rental Property/Inventory	\$16,000	2027
Total	\$2,059,000	

Tour Boats with Improved Accessibility (PPIR #1)

The Service will require the Concessioner to replace the existing Jackson Lake tour boats with two boats that have better accessibility features and capacities up to 49 passengers each. Since it will take time to build or acquire the new vessels, the Concessioner may utilize temporary boats with approved capacities of 38-49 passengers prior to introducing the upgraded vessels no later than the third operating season. See Exhibit B, Operating Plan Section 5(I)(7) for additional information.

The Service estimates that two new boats could require an investment in the \$3 million range. The \$1.9 million investment listed in the table above represents additional (net increase) investment over the value of the temporary boats (either Existing Concessioner's tour boats or an equivalent fleet), assumed initial personal property investment amount.

Beverage Cart and Expanded Terrace Seating at Jackson Lake Lodge (PPIR #2)

The Concessioner must make personal property improvements associated with food and beverage on the Jackson Lake Lodge terrace. The Service estimates this PPIR (PPIR #2) to include a beverage cart and tables and chairs for up to 50 guests on the terrace to the north side of the Blue Heron Lounge. This investment would occur after the completion of the new kitchen (CFIP #7). See Exhibit B, Operating Plan Section 5(D)(13) for additional information.

Expansion of Rental Boat Fleet (PPIR #3)

The Concessioner must make personal property improvements associated with the expansion of its rental fleet. The Concessioner must provide a total of 8 rental boats, 15 rental canoes, and 38 rental kayaks (single and double mix) at Colter Bay Marina. See Exhibit B, Operating Plan Section 5(H)(6) for additional information.

Bear Spray Rental Property and Inventory (PPIR #4)

The Service will require the concessioner to offer bear spray rental at retail stores located in Colter Bay Village, Jackson Lake Lodge, and Jenny Lake Store. See Exhibit B, Operating Plan Section 5(E)(5) for additional information.

Additionally, the Draft Contract has other financial requirements that are ongoing through the term of the contract, including the following. Your responses in the proposal package should address these items.



Maintenance

Assigned Facilities

The Draft Contract, Exhibit D, Assigned Land and Real Property Improvements (Concession Facilities), contains a complete list and maps of assigned land and real property improvements.

Component Renewal Reserve

The Draft Contract requires the Concessioner to establish a Component Renewal Reserve to ensure funds are available to accomplish certain component renewal and replacement activities. Please see Section 10(c) of the Draft Contract for guidance on the terms and conditions of the Component Renewal Reserve. The Service will require the Concessioner to fund the Component Renewal Reserve for the Draft Contract with **six and a half percent (6.5%)** of gross receipts. As further explained in the Draft Contract, the Concessioner must expend sufficient additional monies to maintain the Concession Facilities to the satisfaction of the Director, which may require the Concessioner to expend more than the amount that it pays into the Component Renewal Reserve.

The following table summarizes projected Component Renewal Reserve expenditures for each year of the Draft Contract term. Figures are in nominal dollars and include an annual escalation that exceeds the assumed general inflation rate.

Exhibit 28. Projected Component Renewal Reserve Expenditures

Year	Projected CRR Expenditure
2027	\$3,382,000
2028	\$3,286,000
2029	\$3,593,000
2030	\$3,432,000
2031	\$4,704,000
2032	\$6,124,000
2033	\$6,247,000
2034	\$7,693,000
2035	\$7,994,000
2036	\$4,849,000
2037	\$8,593,000
2038	\$8,405,000
2039	\$8,402,000
2040	\$8,248,000
2041	\$10,469,000
TOTAL	\$95,421,000

Insurance Requirements

The Service has included minimum insurance requirements in Exhibit I of the Draft Contract. Interested parties should consider these requirements in preparing their proposals.



Minimum Franchise Fee

Offerors must agree to pay the minimum franchise fee, as set out in Principal Selection Factor 5 of the Proposal Package (Part III of this Prospectus), although Offerors may propose higher franchise fees in accordance with terms of the Prospectus. The Concessioner must pay the franchise fee based on its gross receipts for the preceding year or portion of a year (with each such year commencing on January 1). In determining the minimum franchise fee, the Service, using available lodging, food and beverage, retail, campground, boat rental and recreation industry data, considered the probable value to the Concessioner of the privileges granted by the Draft Contract. This probable value is based upon a reasonable opportunity for net profit in relation to capital invested and the obligations of the contract including anticipated revenues and expenses.

The following describes the minimum franchise fee acceptable to the Service for each year of the contract term:

12.0% of gross receipts for gross receipts from \$0 to \$60,000,000; plus

16.0% of gross receipts for gross receipts from \$60,000,001 to \$80,000,000; plus

20.0% of gross receipts for gross receipts greater than \$80,000,000

Example of how to calculate a tiered franchise fee: A concessioner with annual Gross Receipts (GR) of \$110,000,000 would pay \$16,400,000 in franchise fees as calculated below. The effective franchise fee the concessioner would owe is 14.9%.

12.0% of GR for GR from \$0 to \$60,000,000 ($12.0\% \times \$60,000,000$) =	\$7,200,000
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16.0% of GR for GR from \$60,000,001 to \$80,000,000 ($16.0\% \times \$20,000,000$) =	\$3,200,000
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20.0% of GR for GR greater than \$80,000,000 ($20.0\% \times \$30,000,000$) =	\$6,000,000
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Total \$16,400,000

No Preferred Offeror

The Director of the Service has determined that no preferred offeror for this Draft Contract exists pursuant to the terms of 36 C.F.R. Part 51. This solicitation for commercial visitor services is fully competitive.



HISTORICAL CONCESSION DATA

This section presents information regarding historical visitation, financial, utilization, and operating data to assist Offerors in developing projections for future operations associated with the Draft Contract.

Grand Teton National Park Visitation

Recreation visitation to Grand Teton National Park reached a record of almost 3.9 million visitors in 2021, a year in which there were relatively few international and urban travel options for Americans due to the ongoing pandemic. Visitation declined in 2022 due to the impacts of flooding in the region in June, the temporary closure of the Jackson Hole airport for runway repairs, relatively late snow at lower elevations through Memorial Day, and relatively high gas prices. Reported visitation rebounded to pre-pandemic levels in 2023 and continued to increase in 2024.

Exhibit 29. Grand Teton National Park Recreation Visitation

Year	Recreation Visitors
2022	2,806,223
2023	3,417,106
2024	3,628,222

Historical Financial Information

The following exhibit presents gross revenues by department from 2022 to 2024 for the Existing Contract.

Exhibit 30. Existing Contract GRTE001 – Historical Gross Revenues by Department

Department	2022	2023	2024
Lodging	\$25,152,131	\$27,809,196	\$31,048,048
Food & Beverage	\$10,200,358	\$11,735,822	\$13,221,278
General Merchandise	\$7,194,342	\$8,402,521	\$9,309,664
Souvenirs	\$2,972,340	\$3,431,988	\$3,656,497
Campgrounds	\$5,886,244	\$6,438,042	\$7,136,608
Service Station	\$2,208,381	\$2,529,798	\$2,675,718
Marina	\$124,600	\$1,499,961	\$1,748,274
Float Trips	\$868,445	\$987,526	\$1,044,689
Corrals	\$460,689	\$503,828	\$638,207
Transportation	\$53,120	\$63,790	\$58,695
Other	\$184,971	\$192,602	\$188,905
Employee	\$963,343	\$1,045,572	\$1,323,366
Total	\$56,268,964	\$64,640,646	\$72,049,950

The following exhibit presents franchise fees paid from 2022 to 2024 for the Existing Contract.

Exhibit 31. Existing Contract GRTE001 – Historical Franchise Fees Paid

	2022	2023	2024
Franchise Fees Paid	\$4,367,738	\$5,005,807	\$5,561,934



MARKET AREA OVERVIEW

Grand Teton National Park is located in the northwestern region of the State of Wyoming, as indicated in the following regional map.

Exhibit 32. Regional Context of Grand Teton National Park



Park Headquarters is located in Moose, 13 miles north of the Town of Jackson. Park entrance stations are located at Moose, Moran Junction, and near Teton Village on the Moose-Wilson Road. Approximately eight miles of the John D. Rockefeller, Jr. Memorial Parkway connects the Park to Yellowstone National Park's south entrance.



Local Competitive Market

Lodging Services

Within the Park, the GRTE001 concession contract competes for lodging guests with Signal Mountain Lodge, which also offers cabins and motel-style lodging units in addition to retail, food and beverage, fuel service, and recreational services under a separate concession contract.

Headwaters Lodge at Flagg Ranch offers overnight lodging units, in addition to retail and food and beverage, and fuel services and is also operated under a separate concession contract (within John D. Rockefeller, Jr. Memorial Parkway to the north of the Park).

The various lodges within Yellowstone National Park also compete for overnight visitors with the Grand Teton lodges.

There are many hotels in Jackson, which is 13 miles south of the Moose entrance to the Park, nearby Teton Village, as well as lodging properties along U.S. 26 to the east of the Park between Moran and Dubois, Wyoming.

Food and Beverage and Retail Services

Within the Park, food and beverage and retail service is also available at Dornan's, an inholding (not a concession contract) near Moose that offers an outdoor barbeque, a pizza and pasta restaurant, a bar, wine shop, and a deli and grocery. Dornan's also has a gift shop and offers bicycle, canoe, and paddleboard rentals.

Leek's Marina (part of the Signal Mountain Lodge concession contract) features a pizzeria and is located on the northern part of Jackson Lake.

Other retail outlets in the Park include the Grand Teton Association bookstores at visitor centers in Moose, Jenny Lake, and Colter Bay Village and at the Jackson Hole airport.

Many retail stores in Jackson sell gifts, souvenirs, and apparel featuring the Grand Teton name.

Recreational Services

Float trips are offered by a several other outfitters (operating under separate concession contracts) in addition to the Existing Concessioner. Outfitters other than the Existing Concessioner provide approximately three-quarters of all float trip services in the Park, as measured by the annual number of passengers.

Scenic cruises are offered at Jenny Lake by Jenny Lake Boating, but there is no direct day boat tour competition on Jackson Lake.

Several dude ranches and outfitters in the region also provide horseback rides.

The Park issues commercial use authorizations for road-based commercial tours, which compete with the Existing Concessioner's bus tours.





-- END Part I: Business Opportunity --

