



# United States Department of the Interior


NATIONAL PARK SERVICE  
INTERIOR REGIONS 6, 7 & 8  
1 Denver Federal Center, Building 50  
Denver, CO 80225



IN REPLY REFER TO:  
Commercial Services Program  
CC-GLAC004-26

## Memorandum

To: All Parties Interested in the Prospectus for *A Concession Business Opportunity to Provide Backcountry Lodging, Food & Beverage, and Other Services within Glacier National Park* (Solicitation No. CC-GLAC004-26)

From: Erica Harris, Acting Commercial Services Program Lead, Interior Regions 6, 7, & 8 

Subject: Amendment 1 to the Prospectus and Responses to Questions to Solicitation No. CC-GLAC004-26

This notice amends the Prospectus and provides responses to questions received regarding *A Concession Business Opportunity for Backcountry Lodging, Food & Beverage, and Other Services within Glacier National Park* ("Park") that the National Park Service ("Service") issued on May 22, 2025, for Concession Contract No CC-GLAC004-26.

## AMENDMENT 1 TO THE PROSPECTUS

### Part III, Proposal Package

1. Proposal Package, Principal Selection Factor 1. The Service corrects the formatting of the question.
  - 1) Your plan to implement a proactive maintenance program in two remote locations that require subject matter expertise necessary for the preservation and maintenance of the assigned historic and non-historic facilities. At minimum, include the following in your response:
    - a) How you will schedule and perform work during a short operating season of July through September. Include in your approach actions that occur pre-season, during the operating season, and post-season.
    - b) How you will manage supplies and staffing to ensure work at each Chalet is performed per the schedule requested in part a). Include in your response, how you will ensure that staff and contractors are knowledgeable of historic structures and the application of the Secretary's standards for historic facilities.
    - c) How you will minimize impacts to operations and visitors when work is performed during the operating season.

Note to Offerors: The response to this question should not address specific work orders item-by-item, but rather discuss your approach in general, and specifically consider both historic and non-historic

facilities. Refer to the Draft Contract Exhibits B (Operating Plan), Exhibit H (Maintenance Plan) for Service standards and other requirements.

2. Proposal Package, Principal Selection Factor 2. The Service corrects the Subfactor 2(b) question number.

- 1) Your plan to provide overnight guests at Sperry Chalet with a variety of food options and dietary accommodations, with consideration to transportation logistics and storage challenges, while also addressing limited food services available to area day hikers.

3. Proposal Package, Secondary Selection Factor 2. The Service removes the word ‘describe’ from the introduction.

Using no more than **one (1) page**, including all text, pictures, graphs, etc.:

### **Exhibit B Operating Plan**

4. Exhibit B, Operating Plan, Page B-11. Delete Section 3)F)(2) and replace with the following:

- (2) Packing operations are limited to established trails. Heavy snowpack early in the season or other trail conditions may preclude stock use on trails, in which case human porters may carry supplies to the chalets.

5. Exhibit B, Operating Plan, Page B-11. Delete Section 3)F)(5) and replace with the following:

- (5) *Pack Trips*. The Concessioner may coordinate up to 2 trips (inbound and outbound) per week to Sperry Chalet and up to 1 trip (inbound and outbound) per week at Granite Park, without prior approval of the Service. Additional trips each week will require an advance request, with justification, to the Service for approval. The Service is not obligated to approve additional trips per week.
  - (a) For all pack trips, packing schedules must be coordinated to disperse packing activities throughout the week to minimize the number of pack strings visitors will encounter on any single day on the trail. The Concessioner must also communicate with the Service and with the Guided Horseback Trail Ride and Pack Animal Services Concessioner to ensure pack strings intersect/pass each other at safe trail locations.

6. Exhibit B, Operating Plan, Pages B-11. Delete Section 3)F)(6) and replace with the following:

- (6) *Helicopter Use*. Generally, helicopter use will not be authorized to resupply Chalet operations.
  - (a) Concessioner. The Concessioner must propose anticipated helicopter use to the Service by December 1 of the year prior. Proposed flights are subject to review by the Service and are not guaranteed to be approved. In proposing helicopter use:
    - ◆ The Concessioner is solely responsible for the cost of helicopter flights.
    - ◆ The Concessioner must independently arrange for independently contracted helicopter(s) that meets Department of Interior standards, processes, and protocols.
    - ◆ The Concessioner may only propose helicopter use for transportation of items that cannot be packed on stock (e.g. appliances or furnishings).
    - ◆ Helicopter use is subject to Service review to ensure compliance with laws, policies, and guidelines, and may include review under the National Environmental Policy Act (NEPA).
  - (b) Service. Periodically the Service uses helicopter trips to support Service functions and Service responsibilities at end of each season. If the Service conducts flights with inbound space, the

Service may choose to allocate available space for transportation of goods/property to the Chalets. Proposed items for transportation are subject to review by the Service and are not guaranteed to be approved. The Service assumes no obligation to provide flights.

## **Exhibit H Maintenance Plan**

7. Exhibit H, Maintenance Plan, Page H-6. Delete Section 3 Part B)A)(7)(h) and replace with the following:
  - (h) The Concessioner will remove portable propane canisters from the Area. The Concessioner will coordinate with the Service to determine acceptable quantities of portable propane canisters that can be retained during the winter closure.
8. Exhibit H, Maintenance Plan, Page H-10. Addition to Section 3 Part B)A)(15)(g):
  - (g) The Concessioner must proactively plan for replacement of personal property to avoid failures during the operating season. Large goods that cannot be packed on stock present additional logistical challenges for delivery and helicopter use to support replacement during the operating season is not guaranteed.
9. Exhibit H, Maintenance Plan, Page H-13. Delete Section 3 Part B)B)(1) and replace with the following:
  - (1) Facilities. The Service assumes no responsibility for Maintenance.

## **Responses to Questions from Interested Parties [Entities]:**

Below please find the Service responses to questions regarding the CC-GLAC004-26 Prospectus.

### **Business Opportunity:**

1. At Sperry Chalet, we are having difficulty reconciling the NPS desire for a fare based on maximum room occupancy coupled with the “American Plan” meal service. If the party making the reservation does not match the max occupancy of the room does the kitchen prepare additional meals on the merits that the guest has paid for the room occupancy amount of food? Or are meals prepared based on actual headcount and allow the guest to be charged for food not prepared? Can you help us understand the inconsistency of selling meals to individuals on the American Plan paid from room rates based on room capacity?  
***Service Response: The Service’s approved rates are the maximum allowable rate a Concessioner may charge. The Concessioner may reduce the room rate to account for the portion of rate attributed to American Plan meals if room occupancy is less than the maximum occupancy of the room.***
2. Can you explain how the resulting variability in the cost per person meets the stated goal of providing Concessioner and guests with a more transparent and predictable rate model?  
***Service Response: See response to Question #1, above.***
3. Has the National Park Service given financial consideration to the high historic probability that this contract will not be profitable for the entire term?
4. Does the NPS consider the current level of compensation to be reasonable for a contract that has such a high risk probability of operational and financial instability?

***Service Response: Yes, the Service considered historic operating data, operating season length, and the 10-year contract term when conducting its financial analysis and determining the minimum franchise fee.***

5. While we understand each offeror must estimate their own startup costs, can the NPS share any historical ranges or categories of startup investment from previous Concessioner operations to help inform modeling?

***Service Response: The Service does not provide this type of information as it could be considered confidential to the existing concessioner.***

6. Can the NPS share how many parties have formally expressed interest in the CC-GLAC004-26 concession opportunity, or provide a general estimate of how many proposals are anticipated?
7. Can the NPS share whether the existing Concessioner is pursuing renewal of this opportunity.

***Service Response: No. The Service does not disclose this information during the solicitation process to protect the competitive environment.***

**Note: The Service received several questions regarding expenses of the existing Concessioner, below, and the Service is providing one response applicable to the group of questions received.**

8. How did supply transport (e.g., stock use vs. helicopter) impact cost variability year over year? Were there any recurring maintenance or utility expenses that were unexpectedly high or volatile for the existing Concessioner? Were there any unanticipated expenses or obligations the previous operator incurred that new offerors should budget for? What were the average annual net profits or net operating income for the existing Concessioner over the past 10-year concession period? Were there any years where the existing Concessioner operated at a loss? If so, what were the causes (e.g., weather, unexpected maintenance, wildfires, low visitation)? Can the NPS share any information regarding average employee tenure, return rates, or typical turnover for chalet staff in recent seasons?

***Service Response: The Service does not provide this type of information as it could be considered confidential to the existing concessioner.***

9. Can you provide a breakdown of typical annual operating expenses that the existing Concessioner incurred by category (e.g., labor, pack stock transport, supplies, insurance)?

***Service Response: See response to Question #8, above.***

10. Can the Service provide information on what the current concessionaire is paying annually for the pack mule service of goods to the chalets?

***Service Response: See response to Question #8, above.***

11. Could the Service provide either a recent sample of a waste utility bill associated with previous operations at Sperry or Granite Park Chalets, or an estimated range of historic or costs associated with solid waste disposal, pack-out, or offsite hauling for these facilities?

***Service Response: See response to Question #8, above.***

12. Will there be any public documentation shared about the existing Concessioner's performance in guest satisfaction and regulatory compliance?

***Service Response: No, except for the information provided in the Business Opportunity document, the Service does not release information on the Existing Concessioner as part of the Prospectus process.***

13. Has the existing Concessioner provided any formal feedback to the NPS regarding the challenges or limitations of this operation (e.g., labor, logistics, finances) that can be shared?  
***Service Response: The Service does not provide this type of information as it could be considered confidential to the existing concessioner.***
14. Did the existing Concessioner complete the full term of their contract, or were there any modifications or changes in scope?  
***Service Response: As stated in the Business Opportunity document on Page 1, the existing Concessioner is currently operating under the existing Contract CC-GLAC004-15. The term of the Existing Contract is effective until 12/31/2025. A copy of the Existing Contract, including Amendments is available upon request.***
15. Did the existing Concessioner hold significant inventory in the chalets at the end of each season, or were supplies typically packed out completely?  
***Service Response: The Service does not provide this type of information as it could be considered confidential to the existing concessioner. See the Draft Contract Maintenance Plan (Exhibit H) Section 3) Part B)A)(7), page H-5, H-6 for additional information on winterization.***
16. Was the existing Concessioner compensated by the NPS for any personal property or investments upon contract termination?  
***Service Response: No. The existing concessioner will not be compensated by the NPS for any personal property or investments. The existing contract does not require the NPS to purchase personal property owned by the existing concessioner. The existing contract is a Category II contract, which does not authorize the existing concession to construct or install Capital Improvements.***
17. Can the NPS confirm that new entities formed to pursue this concession will be evaluated equally alongside established businesses, provided they submit adequate guarantor documentation and financial support?  
***Service Response: Yes. NPS regulations in 36 CFR part 51 govern the solicitation and award of concession contracts issued under the Concessions Management Improvement Act of 1998 (1998 Act). Refer to the Prospectus Appendices for a link to these documents at <https://www.nps.gov/subjects/concessions/law-regulation-policy.htm>.***
18. Can the NPS clarify how they are enforcing a level playing field for new entrants with no concession history?  
***Service Response: See response to Question #17, above.***
19. Can you expand on how water restrictions may evolve seasonally and what contingency planning is expected from the Concessioner in drought years?  
***Service Response: Because water resources for each Chalet are entirely dependent on annual snowpack, the Service cannot guarantee water availability or supply. Refer to the Business Opportunity Document page 16, which identifies a water limitation at each Chalet. The Granite Park water system limitation of 100 gallons per day across all uses is unchanged from the Existing Contract. See also the Draft Contract Operating Plan (Exhibit B) Section 3)(O)(2)(C), page B-17 for new requirements of a Water Conservation Plan. The Service will not authorize use of helicopters to bring water to the Chalets to maintain operations.***

20. Can the Service provide the cost of the compost toilet?

***Service Response: No. See Business Opportunity, page 15, which states, “The utility systems at each Granite Park and Sperry Chalet consist of a wastewater system, a backcountry water system and toilet facilities which are all maintained by the Service.”***

**Draft Contract:**

21. What is the approval process for proposed capital improvements not currently anticipated under the draft contract?

***Service Response: Please refer to the Draft Contract Exhibit F1: Concessioner New Construction and Major Rehabilitation Project Procedures.***

22. Exhibit A to the Draft Contract states, in part, that “[a] new concession contract awarded to a new concessioner will require the new concessioner to pay the Concessioner its leasehold surrender interest value in existing capital improvements as determined under Section 12.” Page A-5. Does this mean that a new concessioner, rather than the Service, would generally be responsible for paying the former concessioner the value of its leasehold surrender interest?

***Service Response: Existing leasehold surrender interest value at the end of a contract may be extinguished under Draft Contract Exhibit A Sec. 9 or may be required to be paid to the existing concessioner by the new concessioner under Draft Contract Exhibit A Section 13.***

23. Can you explain the circumstances, if any, where the new concessioner would not be required to pay the Concessioner its leasehold surrender interest value?

***Service Response: Refer to the Draft Contract Exhibit A Sec.9(b), which states, “The Director at any time during the term of this Contract or after its termination or expiration may in his discretion pay the Concessioner the then applicable Leasehold Surrender Interest Value in all or portions of the related capital improvements in which the Concessioner holds a Leasehold Surrender Interest under the terms of this Contract.”***

24. Can limited subcontracting be used for specialized services (e.g., interpretive programming, transportation)?

***Service Response: See Draft Contract, Section 19(c), which states, “(c) Subconcession or other third party agreements, including management agreements, for the provision of visitor services required and/or authorized under this Contract are not permitted.” The Concessioner may procure vendors for administrative services, such as stock packing.***

25. What assurance can the NPS provide that the chalets will receive the support their operation requires? Does the National Park Service have any accountability should they fail to provide necessary support services?

***Service Response: The Draft Contract and its Exhibits identify Service Responsibilities.***

26. Did the prior Concessioner make any significant sustainability-related capital investments? Were these NPS-supported or fully self-funded?

***Service Response: The Existing Contract is a Category II Contract, which does not authorize Capital Improvements.***

27. Is loss of business insurance the sole safety net should this contract lose the ability to operate profitably?

***Service Response: Refer to the Draft Contract Sec. 16(a). “No compensation of any nature shall be due the Concessioner by the Director in the event of a suspension of operations,***

*including, but not limited to, compensation for losses based on lost income, profit, or the necessity to make expenditures as a result of the suspension.” See the Response to Questions 29, below.*

#### **Exhibit I Insurance Requirements:**

**Note: The Service received several questions regarding insurance requirements, below, and the Service is providing one response applicable to the group of questions received.**

28. Exhibit I (Insurance) seems to read that the Concessioner is not required to obtain or maintain any form of property insurance on assigned facilities—whether for replacement, repair, restoration, demolition, or removal—for the full term of the contract. Are we reading this correctly? Is this the NPS’s intent?

Is it the NPS’ intent to retain 100% responsibility for damage to or loss of all assigned Concession Facilities?

Even though the Concessioner appears to not be required to carry property insurance, does the Concessioner still retain any responsibility or financial liability to correct any damage to or loss of the assigned Concession Facilities?

We did not see any language in the Draft Contract that protects the Concessioner from the responsibility to correct any damage to or loss of the assigned Concession Facilities (even though the NPS is not requiring the Concessioner to carry property insurance). Without this language in the contract, not carrying property insurance is very risky for the Concessioner. Will the NPS please add language to the Draft Contract (during this open solicitation period) that explicitly waives the Concessioner's responsibility for property insurance on these facilities and shifts that responsibility fully to NPS?

If the NPS retains 100% responsibility for damage to or loss of all assigned Concession Facilities will it include ALL PERILS including but not limited to: Fire; Lightning; Explosion; Wildfire; Windstorm; Hail; Hurricane; Smoke; Aircraft; Vehicle; Riot or civil commotion; Vandalism and malicious mischief; Intentional acts; Theft; Ice; Snow; Sleet; Water damage or any kind; Falling objects; Landslide; Mudslide; Collapse; Volcanic action; Mechanical breakdown; Glass; Sinkhole; Mold; Infestation; Flood; Earthquake; War; and Terrorism.

If the Concessioner makes improvements to the assigned facilities, who bears the property insurance responsibility for those improvements?

***Service Response: The Service confirms that in establishing minimum insurance requirements for the Draft Contract in Exhibit I, Property coverages are not included. In the event of damage or loss, the Draft Contract does not require the concessioner to repair or replace the Concession Facilities where insurance proceeds would otherwise have been the primary source of funds. However, by not requiring property insurance in minimum insurance requirements, it does not remove the Concessioner’s obligation to Indemnification under Draft Contract Section 12 Indemnification and Insurance. Additionally, the Service assumes no responsibility for Maintenance, as defined in the Draft Contract Maintenance Plan (Exhibit H), page H-2.***

29. Given that the Concessioner is not responsible for obtaining or maintaining property insurance on the assigned facilities, does the NPS property insurance policy include any coverage for Business Income or loss of revenue for the Concessioner in the event of a loss, or if the facilities are temporarily or permanently deemed unusable for any reason?

***Service Response: The Draft Contract, Exhibit I: Insurance, does not include a minimum requirement for Business Interruption Service. The Concessioner may exceed the minimum insurance requirements as outlined. The Service is self-insured and therefor, does not have a property insurance policy. See the Response to Questions 28, above.***

30. Please clarify the contractual requirement for pollution liability insurance. Insurance Exhibit I Sections 2(a)(2) and (3) indicate it is necessary while Section 2(g) shows that it is "Not Applicable".

***Service Response: The Service understands that both requirements may apply without being in conflict.***

## **Exhibit B Operating Plan**

31. Can you provide more guidance on the Approved 2026 Initial Rates. For example, Attachment 1 Page B-38 states that "[r]ates vary based on room configuration and maximum occupancy." Can you provide us with more detail as to how the rates vary?

***Service Response: Room types are defined by maximum occupancy and rates shown are based on maximum occupancy.***

32. Will the NPS authorize the application of existing lottery software or is the Concessioner required to develop and maintain their own software? If the utilization of existing software is allowed, does the NPS have any models or providers that are preferred?

***Service Response: Yes, The Concessioner may propose third-party software, their own software or other methods for providing a fair and transparent reservation lottery reservation system that meets all other applicable laws to protect customers' financial and privacy information. The Service does not have software criteria for reservations other than that set out in the Draft Contract Operating Plan (Exhibit B) Section 3)D)(6), page B-8. The Service will work with the new Concessioner on implementation of the new lottery system.***

33. The Operating Plan (Page B-12), Concessioner Personal Property states: "(1) *The Concessioner is responsible for the removal of all Concessioner-owned personal property by the end of the contract term at their expense. Concessioner personal property left in assigned facilities past the end of the contract will be considered abandoned property and will become the property of the Service unless the Concessioner has transferred ownership to the next concessioner. If abandoned, the Service may reassign it to the next concessioner for use in the operation or will remove and dispose of it and charge the Concessioner for the cost of this removal and disposal.*" Is there a better solution for this situation so we do not have to presume removing every item by the end of the operating season during the final year of the contract?

***Service Response: No. The Operating Plan language referenced is consistent with the requirements of the Draft Contract, Section 16 (d)(2). Refer to the same section, part (3) should the existing concessioner and the next concessioner be unable to agree on terms of transferred ownership.***

34. The rate method for visitor convenience items is Core Retail / Markup. Does the NPS allow for some sort of premium markup (or an increase to baseline costs before the markup is applied) to account for the high cost to bring these items to the chalets?



***Service Response: Yes, the Service considers packing costs as freight for convenience items. Section 3.6.2 of the Concessions Management Rate Administration Guide, page 20: "Documented freight costs may be added to the product cost prior to applying the markup percentages". A copy of the Rate Guide is available at <https://www.nps.gov/subjects/concessions/rate-administration.htm>.***

35. The Concessioner may sell bottled water and individually packaged powdered drinks, among other things, as well as canned or boxed alcoholic beverages. Page B-40. Given that the sale of canned beer is allowed, is there a reason why canned soda or sports drinks, like Gatorade or Powerade, are not allowed to be sold?

***Service Response: The Service did not include canned soda or sports drinks in the list of Core Retail Products and Approved Visitor Convenience Items because there are available powdered mix alternatives for that type of beverage that reduce packing weight. Those may be allowed to be sold but the Service notes that weight of supplies and lack of refrigeration for beverages may be limitations. See also the Draft Contract Operating Plan (Exhibit B) 3)C)(2), page B-31.***

36. Operating Plan (Page B-31c,2) states: "Limits are placed on the item and size to avoid excessive impacts to the trails from the pack stock. "Can you describe typical limits? Are there any limits to the number of pack trains per day? Are there limits to the number of pack stock in each pack train? Are there limits to the time of day pack trains can be on trail? ) Are there limits to the time of day pack trains can be on trail? Are there limits on days of the weeks pack trains can be used (e.g. not on the weekend)?"

***Service Response: See Amendment 1 to the Prospectus, Sections 4 and 5, in this memorandum above. Pack trains are limited to no more than 1 or 2 per week without approval of Service. Pack strings are limited to one head of riding stock with wrangler leading no more than six head of pack stock. While there are currently no limits on the time of day or day of the week pack trains can be used on the trail, packing schedules must be coordinated to disperse packing activities throughout the week to minimize the number of pack strings visitors will encounter on any single day on the trail. See also the Draft Contract Operating Plan (Exhibit B), Page B-11.***

37. Can the Service clarify the Minimum Requirement Analysis (MRA) process for the use of helicopters in designated wilderness or backcountry areas? Specifically, could you provide the MRA or the Minimum Requirement Decision Guide (MRDG) that are required for this context?

***Service Response: The Service will coordinate with the new Concessioner on MRA and MRDG requirements applicable to the Concessioner.***

38. Could the Service provide information on the typical annual helicopter buildout and hauling schedule for Sperry and Granite Park Chalets? Specifically, how many flights are conducted per season by the current helicopter provider, and is there a manifest or cargo breakdown available for reference?

***Service Response: The Service does not provide this type of information as it could be considered confidential to the existing concessioner. The Service does not maintain this level of reporting for Service provided helicopter flights.***

39. What is the process and criteria for approving helicopter use for heavy equipment or resupply?

***Service Response: Helicopter use will generally not be approved for resupply. Regarding heavy equipment, property and materials that cannot be transported by stock, the Service evaluates the need with consideration to what cannot be packed. See the Draft Contract Operating Plan (Exhibit B) Section, 3)(F), page B-11.***

40. How often does the NPS allow the concessioner to use helicopters to resupply Sperry Chalet? How often does the NPS allow the concessioner to use helicopters to resupply Granite Park Chalet?

***Service Response: Helicopter use will generally not be approved for resupply. See Amendment 1 to the Prospectus, Section 6, in this memorandum above. See the Draft Contract Operating Plan (Exhibit B) Section, 3)(F)(6), page B-11.***

41. The Operating Plan Page B-14 states that “Concessioner fundraising activities must be limited to activities that support the Park Partners (as per Director’s Order 21)”. Can you provide us with additional clarity on this limitation? If, for example, a 501(c)(3) nonprofit corporation, organized under state law, was the Concessioner, would that non-profit corporation be prohibited from fundraising in support of its efforts to operate the chalets?

***Service Response: Yes, regardless of the business entity type, the Concessioner cannot provide fundraising in support of its own efforts per Director’s Order 21. All entity types must provide the financial information requested in Principal Selection Factor 4 to meet the goal of clearly demonstrating that it has the financial capability to carry out its proposal. This includes Part 3, “Demonstrate that your proposal is financially viable and that you understand the financial obligations of the Draft Contract...” and Part 4, “Demonstrate your ability to obtain the funds necessary to operate under the Contract by providing the following: Explain how you will fund the initial investment, including start-up costs, and additional investments (e.g., CFIP, PPIRs, CRR, DM) required throughout the term of the Contract” and “If funding is provided from another level of your organization, such as a parent or related entity, clearly explain how funding transfers from each level and ultimately to the Offeror and obtain clear commitments, as evidenced through the documents requested below, at each level.”***

#### **Exhibit H Maintenance Plan**

42. Maintenance Plan Part B National Park Service Responsibilities (Page H-13) is confusing. What the NPS is responsible for and what the Concessioner is responsible for is unclear. Part of this text says “The Service assumes no responsibility for maintenance” but the text later says “The Service, at its discretion and subject to available funding, will be responsible as between the parties for replacement of the following structural components of the Concession Facilities, if the Service determines that replacement is desired. Can you please clarify the responsibilities for us?

***Service Response: See Amendment 1 to the Prospectus, Section 7, in this memorandum above.***

43. What does “as between the parties” refer to as reference in Maintenance Plan Part B National Park Service Responsibilities.?

***Service Response: See response to Question #42, above.***

**Note: The Service received several questions regarding maintenance, below, and the Service is providing one response applicable to the group of questions received.**

44. Is the concession ever responsible for replacement of Foundations? Is the concession ever responsible for replacement of structural framing, and joists under the lowest sub-floor and interior load-bearing structures? Is the concession ever responsible for replacement of load bearing walls and posts? Is the concession ever responsible for replacement of facility stonework/masonry? Is the concession ever responsible for replacement of roof systems (e.g., log rafters, purlins, sub-sheathing) and full replacement of shingle, shake, or composition roofs? Is the concession ever responsible for replacement of structural components of balconies, decks and roof systems. This does not include deck board or railings?

***Service Response: Yes, the Concessioner is responsible for all of those examples, should they occur. See Amendment 1 to the Prospectus, Section 9, in this memorandum above, which clarifies the Draft Contract Maintenance Plan (Exhibit H) requirements. Subject to the availability of appropriated funds, the Service may choose to undertake some of these projects in consultation with the Concessioner, but it is ultimately the Concessioner's responsibility.***

45. What are the room dimensions at each Chalet, including L x W x H?

***Service Response: See Appendix at the end of this document for images from past projects that show relative floorplans at each Chalet. The Service provides this information for Offerors to develop their own estimates of room dimensions and does not guarantee accuracy of this information.***

46. Is there blueprint available that we could access from the recent rebuild at Sperry Chalet?

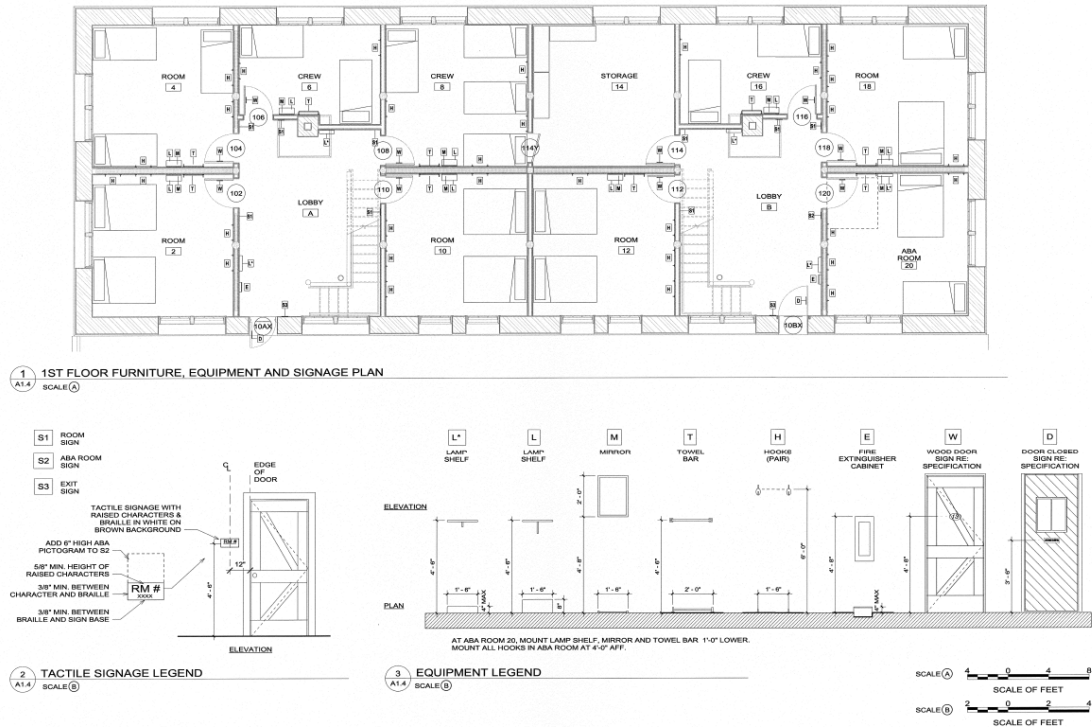
***Service Response: See Appendix at the end of this document for images from past projects that show relative floorplans at each Chalet. The Service provides this information for Offerors to develop their own estimates of room dimensions and does not guarantee accuracy of this information.***

47. Can you give us guidance as to which of the Exhibits to the Draft Contract controls when there are conflicts? For example, the Maintenance Plan requires the Concessioner to “remove all portable propane canisters from the Area” as part of winterizing the Concession Facilities. Page H-6. However, the Operating Plan requires the Concessioner to “stockpile sufficient propane . . . at the chalet each fall to accommodate any early season needs the next year.” Page B-11.

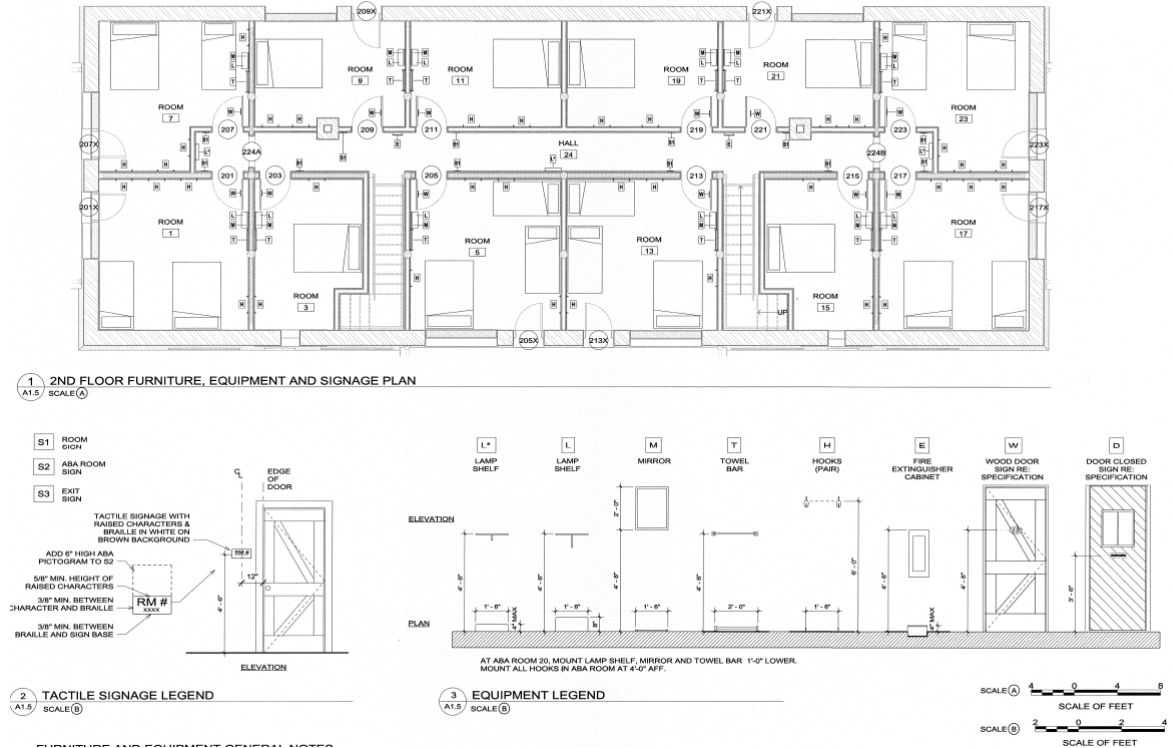
***Service Response: See Amendment 1 to the Prospectus, Section 7, in this memorandum above.***

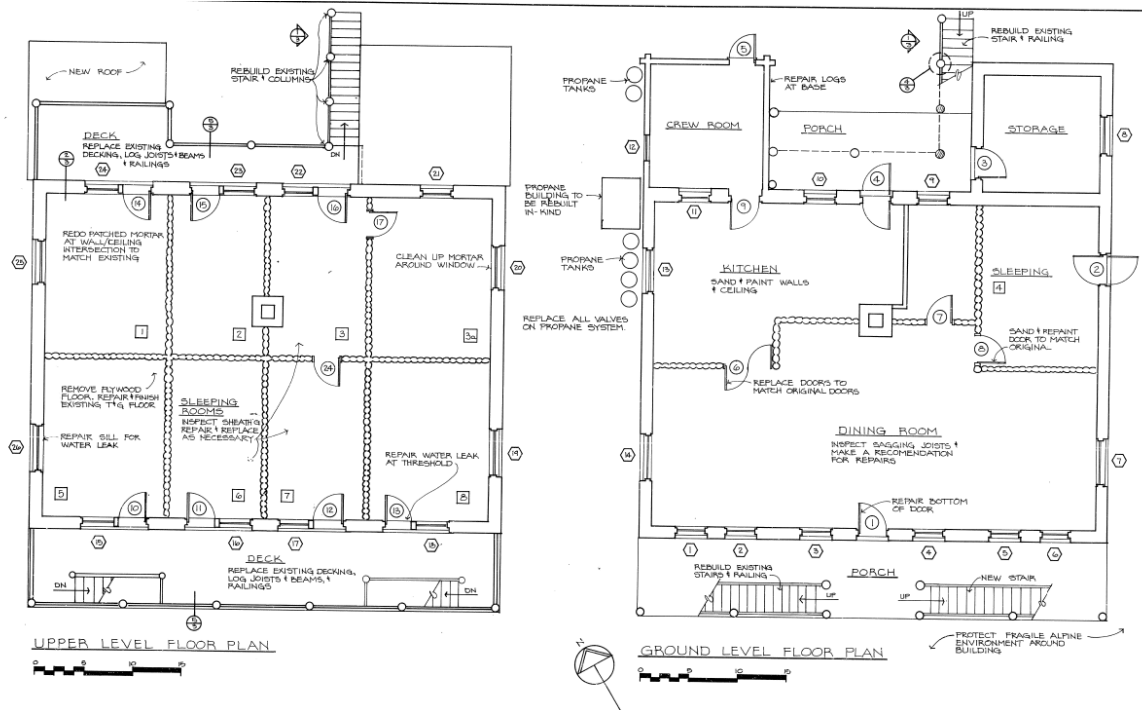
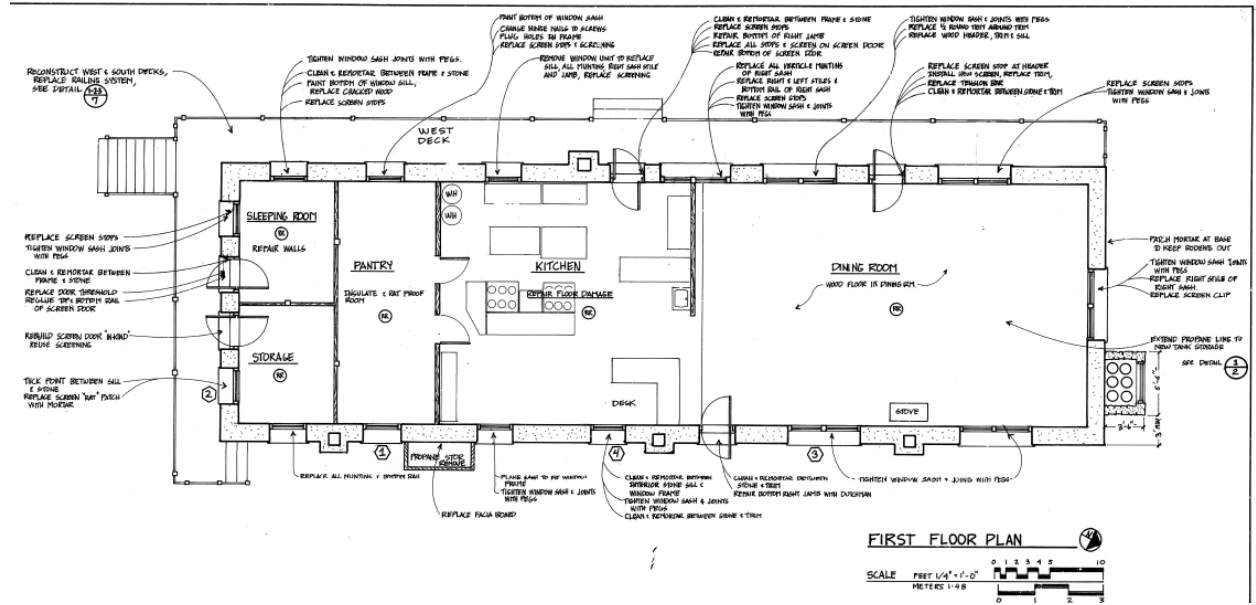
## Appendix

### FMSS# 7948 WLD Sperry Chalet Building 796 Dormitory



### FMSS# 7948 WLD Sperry Chalet Building 796 Dormitory





FMSS# 80364 WLD Granite Park Building 799 Dorm - 6 Room

