



Kay Ivey
GOVERNOR

Christopher M. Blankenship
COMMISSIONER

Edward F. Poolos
DEPUTY COMMISSIONER

STATE OF ALABAMA
**DEPARTMENT OF CONSERVATION AND NATURAL
RESOURCES**
P.O. BOX 301452
64 NORTH UNION STREET
MONTGOMERY, ALABAMA 36130-1452



Matthew W. Capps
DIRECTOR

Chadmon L. Davis
DEPUTY DIRECTOR

PUBLIC NOTICE – INVITATION TO BID FOR CONCESSION SERVICES (ITB)

Facility Operations at multiple locations, including:
Cheaha State Park: The Lodge, Bald Rock Lodge, Cabins, and Chalets
Lake Guntersville State Park: The Lodge, Chalets, Lakeside Cabins

ITB Issued Date: July 16, 2025

Deadline for Receipt of Bid Proposals: August 20, 2025 2:00PM Central Time

TABLE OF CONTENTS

Section 1:	PURPOSE AND SUMMARY OF SERVICES
Section 2:	OBJECTIVES
Section 3:	GENERAL CONDITIONS AND PROVISIONS
Section 4:	SCHEDULE OF EVENTS
Section 5:	REQUEST FOR INFORMATION AND SUBMITTALS
Section 6:	EVALUATION PROCESS
Section 7:	RESERVATIONS AND MISCELLANEOUS
EXHIBIT A:	FACILITY OVERVIEW
EXHIBIT B:	FACILITY FINANCIAL REVIEW - Upon Request by Bidder
EXHIBIT C:	SCOPE OF SERVICES
EXHIBIT D:	FOOD AND BEVERAGE OPERATIONAL ASSESSMENT – 2022 – Upon Request by Bidder
FORM 1:	SAMPLE RELEASE FOR BACKGROUND CHECK OF ON-SITE EMPLOYEES

SECTION 1: PURPOSE AND SUMMARY OF SERVICES

The Alabama Department of Conservation and Natural Resources (DCNR), State Parks Division, hereinafter referred to as DCNR, issues this Invitation to Bid (ITB) to identify qualified and experienced Vendor(s) to manage and operate hospitality services at two premier Alabama State Parks: *Cheaha State Park* and *Lake Guntersville State Park*. Additional Parks and locations may be added at the request of DCNR.

This ITB encompasses full-service management of lodges, cabins, chalets, food and beverage operations, retail, and associated guest services, including the following:

1. **Cheaha State Park:** Cheaha Lodge (including guest rooms, restaurant, and meeting spaces), Bald Rock Lodge, cabins, chalets, and related retail and food service areas.
2. **Lake Guntersville State Park:** Lodge (including guest rooms, restaurant, and meeting spaces), lakeside cabins, chalets, and related retail and food service areas.

The Vendor(s) will be responsible for all aspects of operations within these facilities, including but not limited to, front desk and concierge services, housekeeping, food and beverage operations, retail management, facility maintenance, marketing, and guest relations.

The primary purpose of this ITB is to enhance the overall guest experience while ensuring operational excellence, financial sustainability, and alignment with the Alabama State Parks mission of conservation, recreation, and high-quality public service. The Concessionaire(s) is expected to deliver services that meet or exceed industry benchmarks for hospitality, with an emphasis on the State Park character, environmental sustainability, and seamless integration with overall park operations. The selected Concessionaire(s) must demonstrate the ability to manage multi-functional hospitality services in a public park setting while maintaining brand consistency, ensuring regulatory compliance, and promoting tourism within Alabama's state park system.

DCNR seeks to enter a results-driven partnership that rewards Vendors who prioritize quality while balancing sustainable profitability. Accordingly:

- Vendor(s) will be empowered to propose additional capital improvements, subject to DCNR approval, that enhance guest experience and drive revenue.
- The Operator shall be evaluated annually on financial performance, facility condition, guest satisfaction, and reinvestment outcomes.

Bid proposals should describe how the Concessionaire's business model aligns its profitability with maintaining the facilities as first-class destination lodges. ALL CONCESSIONAIRES SHALL BE FULLY RESPONSIBLE FOR THE MAINTENANCE AND UPKEEP OF THE STATE FACILITY.

SECTION 2: OBJECTIVES

The purpose of this Invitation to Bid (ITB) is to award a contract or contracts to a responsible and responsive Bidder(s) who will operate the Concession in the best interests of the State and public. DCNR may give preference to a single responsive

Bidder that has the capability to provide all the services outlined herein. DCNR reserves the right to cancel or modify this Invitation to Bid; to award by item, groups of items; to divide the award; to reject any and all bids in whole or in part, and to waive any informality or technical defects if, in its judgment, the best interests of DCNR and the State of Alabama will be served.

The initial term of the contract shall be up to ten (10) consecutive years, or for a length of time at DCNR's discretion, subject to extensions by mutual agreement of the Parties as allowed by law and under the same or improved terms for DCNR. At the end of the contract period, or upon termination of the Contract, Concessionaire will promptly and fully remove its operation at its own cost. The Bidder(s) will negotiate a Concession Agreement with DCNR after being informed of its selection pursuant to this ITB. Concessionaire(s) agrees to comply with all applicable federal, state, and local laws, Parks rules, and regulations, including public health ordinances. Concessionaire further agrees that it will be responsible to obtain and maintain any and all necessary approvals, licenses, and permits.

Section 3: GENERAL CONDITIONS AND PROVISIONS

1. **Duties.** DCNR seeks to partner with a Concessionaire committed to building a long-term relationship through reinvestment in park facilities. Whether managing newly constructed properties or facilities in need of substantial upgrades, the selected Concessionaire(s) will be expected to provide the services outlined in Exhibit C (Scope of Work), including Pre-Opening Services, Technical Services, routine and general maintenance, capital improvements, and ongoing investment in Fixtures, Furniture, and Equipment (FFE) as well as Operating Supplies and Equipment (OSE).
2. **Remittance.** The selected Bidder must remit to DCNR the concession fee percentage of gross receipts. "Gross Receipts" generally means the total amount received or realized by, or accruing to, the Concessionaire from all sales for cash or credit, of services, materials, equipment, and other merchandise made pursuant to the rights granted by the Concession Agreement. The Bidder agrees to designate in its Bid Proposal the amounts for remittances to DCNR, for example:
 - For **Lake Guntersville State Park (to be designated by Bidder)**:
 - a) ____% percentage designated in its bid of the gross receipts (alternatively, or a combination thereof); and
 - b) _____ any other proposed remittance identified by Bidder.
 - c) ____% percentage of gross revenue the Operator intends to retain as their share of operating income. This should reflect the total compensation the Operator will keep after fulfilling all contractual responsibilities.
 - For **Cheaha State Park (to be designated by Bidder)**:
 - a) ____% percentage designated in its bid of the gross of receipts (alternatively, or a combination thereof).
 - b) _____ any other proposed remittance identified by Bidder.
 - c) ____% percentage of gross revenue the Operator intends to retain as their share of operating income. This should reflect the total compensation the Operator will keep after fulfilling all contractual responsibilities.

3. **Compensation.** DCNR intends to invest a total of two million dollars (\$2,000,000.00) in capital improvements at Lake Guntersville State Park during Fiscal Year 2026. DCNR also intends to invest a total of two million dollars (\$2,000,000.00) to go toward the FFE at the Lodge at Cheaha State Park. Upon submission and DCNR approval of a detailed capital improvement plan, the Concessionaire, it is DCNR's intent to invest in each Park a monthly payment of two hundred thousand dollars (\$200,000.00) for a period of ten (10) months. The Concessionaire must create maintenance and component renewal reserve account for future improvements in both facility maintenance, as well as capital improvements. DCNR recommends 5% of gross revenue for a maintenance reserve to be used for routine and non-routine repairs while and additional 3% of gross revenue for component renewal reserve for major system replacement or infrastructure renewals.
4. **Award.** The award of any contract(s) will be made consistent with Section 9-14-20, et seq. of the Code of Alabama. DCNR may give preference to a single responsive Bidder that has the capability to provide the full scope of services outlined herein. However, DCNR reserves the right to award by item, groups of items; to divide the award; to reject any and all bids in whole or in part, and to waive any informality or technical defects if, in its judgment, the best interests of DCNR and the State of Alabama will be served. DCNR anticipates selecting the Bidder(s) that presents the highest percentage of gross receipts to DCNR while meeting the minimum annual remittance, and specifications, terms, and conditions of the ITB and bid documents referenced herein, in consideration of the best interests of the State of Alabama and public. DCNR also reserves the right to add additional properties to this ITB as well as to the contract.
5. **Code of Alabama.** The Concession Agreement(s) will be granted pursuant to the provisions contained in Section 9-14-20, et seq., Code of Alabama (1975). Website link for Code of Alabama - <http://alisondb.legislature.state.al.us/alison/codeofalabama/1975/coatoc.htm>
6. **Performance Bond.** The selected Bidder(s) will be required to provide proof of a faithful performance bond in an amount specified by DCNR of no less than \$500,000 per location.
7. **Insurance Coverage.** The selected Bidder(s) will be required to provide proof of insurance coverage in an amount not less than \$2,000,000 (two million dollars) for general liability coverage, issued by a company acceptable to DCNR and authorized to conduct business in the State of Alabama. Such policy of insurance shall be maintained throughout the term of this agreement.
8. **Contract Timeline.** The awarded Bidder(s) shall execute the Concession Agreement and furnish all required bonds, letters of credit, insurance policies, and supporting documentation as soon as possible, but within 20 (twenty) days of receipt of the contract. In the event the successful Bidder(s) has not performed in the time limit presented, such failure shall be treated as a refusal if the Commissioner so elects.
9. **Anticipated Contract Length.** The concessionaire is expected to adhere to DCNR's standard contract. It is anticipated that the concession contract shall be up to ten (10) consecutive years, or for a length of time at DCNR's discretion, subject to extensions upon mutual agreement and as allowed by law, under the same or improved terms for DCNR. Any agreement is subject to early termination by DCNR.
10. **Registration.** In addition to holding the required local business licenses, Bidders must be registered with the Secretary of State to conduct business in the State of Alabama, if selected. For more information, visit the Secretary of State's website at www.sos.alabama.gov.

11. **Taxes.** The selected Bidder must pay any applicable city, county, and state taxes.
12. **Accounting.** The selected Bidder(s) must maintain all books, receipts, and records of the Concessionaire available for inspection and audit by DCNR at all reasonable times. Such documents shall be made available to DCNR and its designee, as well as the Examiner of Public Accounts. The concessionaire shall conduct a year-end reconciliation to ensure and verify correct and proper remittances have been submitted to DCNR for the full value of amounts due of gross receipts. DCNR reserves the right to conduct audits throughout the year in order to ensure compliance with remittance commitments and obligations.
13. **Permits and Licenses.** The selected Bidder(s) must pay all permit fees and license fees as required by law to provide the services or items rendered under this Agreement. The concessionaire shall comply with all state, federal, county, and city laws, statutes, ordinances, and regulations, including but not limited to, all applicable health and sanitation requirements.
14. **Supporting documentation.** A Bidder must provide the following forms with its bid:
 - a. Immigration Status Form - [IMMIGRATION STATUS form.pdf](#)
 - b. Vendor Disclosure Statement, Notarized - [AL Vendor Disclosure Statement.pdf \(SECURED\)](#)
 - c. Certificate of Compliance - [Certificate of Compliance.pdf](#)
 - d. E-Verify MOU (all pages needed) - [Enrolling in E-Verify | E-Verify](#)
 - e. W-9 (current year)

Section 4: ANTICIPATED SCHEDULE OF EVENTS

The following ITB Schedule of Events represents the DCNR's best estimate of the schedule that will be followed. Unless otherwise specified, the time of day for the following events will be between 8:00 a.m. and 5:00 p.m., Central Time.

The DCNR reserves the right, at its discretion, to adjust this schedule as necessary. Notification of any adjustment to the Schedule of Events will be provided via the Outdoor Alabama website under the ITB Section.

EVENT	DATE
ITB Publication Date	July 16, 2025
Mandatory Pre-Bid Meeting	July 23, 2025
Deadline for Submitting Written Questions by 12:00 PM (NOON) Central Time	July 29, 2025
DCNR's Response For Information (RFI) (<i>posted on OutdoorAlabama.com</i>)	August 5, 2025
Deadline for Submitting Bid Proposals to DCNR by 2:00 PM Central Time	August 20, 2025
Submittals Opened Publicly at 9:00 AM Central Time	August 21, 2025

Evaluation Process begins:	Week of August 25
Possible In-person interviews and presentations	Week of Sept. 15 th
Notice of Selection and Contract Negotiation	October 2025

Section 5: REQUEST FOR INFORMATION AND SUBMITTALS

Public Pre-Bid Meeting is scheduled for July 23, 2025, at 10:00 AM at 64 N. Union Street Suite 538, Montgomery AL, 36130.

Virtual Meeting Link:

<https://aldcnr.webex.com/aldcnr/j.php?MTID=ma29bd01cbc1b3041dcd2b613ed23a135>

The DCNR has assigned the following ITB identification name – it must be referenced in all communications regarding the ITB:

**DCNR ITB: Facility Operations
ITB Number: DCNR-ASP-6-25**

The integrity of the ITB process is of paramount importance to the DCNR and will not be compromised. From the date this ITB is issued through the evaluation process, BIDDERS and their associates and representatives must not initiate communication with any DCNR staff, State staff, officials, or representatives regarding this ITB except as provided herein. Any unauthorized contact regarding this ITB may disqualify the VENDOR from further consideration.

Questions or inquiries regarding the ITB, or the selection process, will be considered only when submitted as directed by the provisions of this ITB. All communications must be via e-mail to the ITB Coordinator at the e-mail address noted within. Any oral communications will be considered unofficial and non-binding to the DCNR.

The ITB Coordinator is:

Sarah Wood
64 North Union Street, Room 538
Montgomery, AL 36130
Sarah.Wood@DCNR.Alabama.gov

Deadline for Submitting Written Questions is by 12:00 PM (NOON) Central Time, July 29, 2025. This ITB and all notices, amendments, and public communications regarding this ITB will be posted on the following website:

<https://www.outdooralabama.com/request-Proposals>

All requests for information should go through the ITB Coordinator including any site visits.

The ITB Coordinator must receive these requests via e-mail by the deadline specified in this document. The ITB Coordinator will review the questions with the DCNR and provide an official written answer to all questions received. The questions and answers will be posted on Outdoor Alabama's website under the ITB Section.

Communications that result in a significant change to the ITB may be listed as an amendment. Only posted responses to e-mailed communications will be considered official and binding upon the DCNR. The DCNR reserves the right, at its sole discretion, to determine appropriate and adequate responses to BIDDER questions and requests for clarification.

Interested parties must submit a SEALED BID no later than **August 20, 2025, at 2:00 PM CST**. Bid proposals are to be submitted by U.S. Mail, or Overnight Courier to:

Attn: Sarah Wood, **DCNR-ASP-6-25**
Department of Conservation and Natural Resources
64 North Union Street, Room 538
Montgomery, AL 36130

Public bid opening is scheduled for August 21, 2025, at 9:00 AM at 64 N. Union Street, Montgomery AL, 36130.
Virtual Meeting Link: <https://aldcnr.webex.com/aldcnr/j.php?MTID=m55577b4de79585c29709e993f24af6db>

Submittals should at a minimum include, but not limited to, the following items:

- Brief qualification of the Company
- Brief summary as to what distinguishes your company
- Clear explanation of proposed remittance per scope, per Park
- Organizational structure and description of the team supporting the project
- Key personnel and their roles and responsibilities in this project
- Proof of at least five (5) years actual experience in the operation of similar activities, subject to verification.
- Commentary on the State Park Facility layouts
- Individual and/or aggregated financial operating results for Year End 2024 with similar facilities
- Complete financial statement to include comparable statements from the last three years.
- Project Term Sheet with a summary list of all services and terms
- A list or description of which hotel functions would be performed centrally
- A list of the costs for any shared services or centrally performed functions
- Five (5) company references and contact information
- Identify current or previous work, if any, with or within the State of Alabama or other State or Federal Agencies.
- Operators interested in managing additional locations should specify the property or properties they wish to be considered for in their proposal.

BIDDERS must submit five (5) signed original hardcopy bid proposals and one (1) electric copy USB flash drive of the entire Proposal to the ITB Coordinator, Sarah Wood, in a sealed package.

Section 6: EVALUATION PROCESS

Bid proposals will be scored using the following weighted criteria:

Evaluation Category	Description	Weight (%)
1. Experience & Qualifications	Proven experience managing comparable hospitality operations (lodges, resorts, or state/national park concessions) for a minimum of 5 (five) years of actual experience.	20%
2. Operational Plan	Quality, detail, and feasibility of proposed operating plans across guest services, F&B, housekeeping, maintenance, and retail.	25%
3. Staffing & Training Approach	Organizational structure, staffing plan, local hiring efforts, training programs, and customer service philosophy.	10%
4. Marketing & Branding Strategy	Ability to market the lodge and cabins in alignment with Alabama State Parks brand standards; digital presence, promotions, and reputation response.	10%
5. Financial Proposal	Reasonableness of Concessionaire's proposed rates and charges to the public; sufficiency of financial resources reflected in Bidder's complete financial statement; revenue share model, capital investment commitment, and long-term financial viability.	20%
6. Sustainability & Local Integration	Use of local vendors, sustainable practices, community engagement, and heritage alignment	5%
7. References & Past Performance	Quality of references and performance at similar sites; guest satisfaction data if available	10%

Section 7: RESERVATIONS AND MISCELLANEOUS

1. **Authority**: This process is only for the benefit of DCNR and is to provide DCNR with competitive information to assist it in the process of selecting a concessionaire. All decisions on compliance, evaluation, terms, and conditions related to the ITB will be made solely at the discretion of DCNR. Issuance of this ITB in no way constitutes a commitment by DCNR to award a contract. DCNR reserves the right to accept or reject, in whole or part, all bid proposals submitted and/or cancel this ITB if it is determined to be in DCNR's best interest. DCNR also reserves the right to withdraw this ITB at any time or terminate the contract resulting from this ITB upon thirty (30) day notice without penalty. DCNR reserves all rights available to it, contractually and at law.
2. **Disclaimers**: DCNR reserves the right to cancel or modify this ITB; to award to multiple Bidders; to award by item, groups of items; to divide the award; to reject any and all bids in whole or in part, and to waive any informality or technical defects if, in its judgment, the best interests of DCNR and the State of Alabama will be served. DCNR may seek clarification of the bid proposal from Bidder at any time, and failure of the Bidder to timely respond may be cause for rejection. Clarification is not an opportunity to change the bid proposal. The submission of a bid proposal confers on Bidder no right of selection or to a subsequent contract. This process is for the benefit of DCNR only and is to provide DCNR with competitive information to assist in the selection process. All decisions on compliance, evaluation, terms, and conditions will be made solely at the discretion of DCNR and made to favor the State of Alabama.
3. **Alterations**: DCNR reserves the right to alter any deadlines or revise any part of this ITB by issuing an addendum to the ITB at any time. Addenda, if any, will be posted on DCNR's website. It is the responsibility of the interested concessionaire to check the website for addenda. DCNR reserves the right to request clarification of information submitted and to request additional information of one or more Bidders.
4. **Errors and Omissions in Proposal**: DCNR reserves the right to make corrections or amendments due to errors identified in bid proposals by DCNR or by the Concessionaire. DCNR, at its discretion, has the right to request clarification or additional information.
5. **Compliance with Laws**: Concessionaires acknowledge and agree to comply with all applicable State regulations, ordinances, and laws, Federal regulations and laws, and DCNR policies, guidelines, and standards.
6. **PCI Compliance**. The selected Bidder must have a reservation system that is PCI Compliant.
7. **Non-Assignability**: The anticipated agreement(s) may not be assigned or otherwise transferred without the express written consent of DCNR.
8. **No-Boycott/Open Trade**: By submitting an application, the Bidder represents that he/she and the business entity he/she represents is not currently engaged in the boycott of a person or an entity based in or doing business with a jurisdiction with whom the State of Alabama can enjoy open trade, as defined in Act 2016-312. Economic Boycott. In compliance with Ala. Act No. 2023-409, by signing this Agreement, County provides written verification that County, without violating controlling law or regulation, does not and will not, during the term of the Agreement engage in economic boycotts as the term "economic boycott" is defined in Section 1 of the Act.
9. **Public Information**: All responses received will be subject to the Alabama Open Records Act, Ala. Code § 36-12-40, (1975), as amended, and may be subject to public disclosure upon request. The Open Records Act is remedial and should

therefore be liberally construed in favor of the public. The Alabama Trade Secrets Act is Ala. Code §§8-27-1 to 8-27-6, (1975), as amended. Bidders are cautioned to be familiar with these statutes. The burden is on the one asserting the trade secret to show that the information sought to be protected meets the definition of a Trade Secret as defined in the Act. Any response submitted that contains confidential, trade secrets, or proprietary commercial information must be conspicuously marked on the outside as containing confidential information, and each page upon which confidential information appears must be conspicuously marked as such. Identification of the entire bid proposal as confidential is not acceptable unless the Bidder enumerates the specific grounds or applicable laws which support treatment of the entire material as protected from disclosure according to the foregoing statutes or other applicable Alabama law. The owner of the confidential information shall indemnify and hold the State of Alabama and the Department of Conservation and Natural Resources, and any and all of its officers, agents, and employees harmless from all costs or expenses including, but not limited to, attorney fees and expenses related to litigation concerning disclosure of said information and documents.

10. **Changes and/or Withdrawal of Proposal:** Any proposal may be withdrawn until the date and time set above for the submission of the proposals. To accomplish this, a written request signed by the authorized representative of the Bidder must be emailed to the addresses referenced herein. No additions or changes to an original bid will be allowed unless specifically requested by Bidder. Any proposals not so withdrawn shall constitute an irrevocable offer, to provide DCNR with the services set forth in this Bid, until one or more of the proposals have been awarded.
11. **Costs of Preparation:** Costs of preparation of a response to this request are solely those of the Bidder. DCNR assumes no responsibility for any such costs incurred by the Bidder. The Bidder also agrees that DCNR bears no responsibility for any costs associated with any administrative or judicial proceedings resulting from the solicitation process.
12. **Maintaining Adequate Records:** The Bidder awarded this contract shall maintain adequate records to justify all charges, expenses, and costs incurred in estimating and performing the work for at least three (3) years after completion of the contract resulting from this ITB. DCNR shall have access to all records, documents, and information collected and/or maintained by others in the course of the administration of the agreement. This information shall be made accessible at the awardees place of business to DCNR, including the Comptroller's Office and/or its designees, for purposes of inspection, reproduction, and audit without restriction.
13. **Non-Appropriation and Proration.** As applicable, when funds are not appropriated or otherwise made available to support the continuation of performance in a subsequent fiscal period, the contract shall be canceled, and, to the extent permissible by law, the supplier shall be reimbursed for the reasonable value of any nonrecurring costs incurred but not amortized in the price of the supplies or services delivered under the contract. To the extent permissible by law, this cost of cancellation may be paid from any appropriations available for that purpose. In the event that proration of appropriated funds from which the State is to pay the supplier is declared by the Governor pursuant to Section 41-4-90 of the Code of Alabama, the contractor shall have the option, in addition to the other remedies of the contract, of renegotiating the contract to extend or change payment terms or amounts or terminating the contract. In all circumstances, it is agreed that the terms and commitments of this contract shall not constitute a debt of the State of Alabama in violation of Section 213 of the Constitution of Alabama, as amended.
14. **GOVERNING LAW; SOVEREIGN IMMUNITY; VENUE.** This ITB and related matters shall be construed in accordance with and governed by the laws of the State of Alabama, including but not limited to the State's right of immunity from suit as provided by Article 1 Section 14 of the Official Recompile of the Constitution of Alabama of 1901, as amended, without regard to its conflicts of law provisions.

EXHIBIT A FACILITIES OVERVIEW

Facility Overview: Cheaha State Park

Cheaha State Park, established in 1933, is Alabama’s oldest state park and is situated at the state’s highest elevation, 2,407 feet above sea level, on the southernmost tip of the Appalachian Mountain range. The park encompasses 2,799 acres and is surrounded by 392,567 acres of the Talladega National Forest, including 7,245 acres of Cheaha wilderness. Despite its remote setting, the park is accessible via Alabama Highway 281 (Talladega Scenic Drive) and is within a 30-minute drive of multiple historic downtown areas, including Oxford, Anniston, Heflin, Talladega, Lineville, Munford, and Ashland.

Cheaha State Park Lodge (New Construction)

Currently under construction (anticipated completion in 2026), the new lodge will consist of three hotel towers comprising 32 guest rooms with varying layouts, each featuring private balconies with panoramic mountain views. The towers will be connected by breezeways clad in copper-colored aluminum designed to reflect sunlight in a way similar to The Narrows in Zion National Park and will align with the summer solstice. The facility will also include a rooftop bar and flexible meeting space suitable for conferences, corporate retreats, and private events.

Key features:

- Sustainable materials sourced in Alabama, including exposed mass timber and local stone
- Integration with the renovated Vista Event Center, which will serve as the main lobby with check-in services, retail, a coffee shop, and staff offices
- Design emphasis on environmental harmony and alignment with historic CCC era architecture

Bald Rock Group Lodge

The historic Bald Rock Lodge, originally constructed by the Civilian Conservation Corps in 1939, is now a group-use facility ideal for retreats, reunions, weddings, and meetings. It offers:

- 12 guest rooms accommodating up to 32 overnight guests
- Full-service commercial kitchen with appliances and dinnerware
- Large banquet/conference hall (seating for 100+), lounge with gas fireplace, and boardroom seating up to 12
- Outdoor amenities include a stone patio and covered pavilion with fire pit and grill
- Recent improvements: roof (2019), interior updates (2017-2019), flooring (2022), and custom doors (2023)
- Minimum 3-night rental required; the facility is in use approximately 30 weekends per year
- Cleaning requires approximately 8 staff hours

Cabins, Chalets, and Cottages

Cheaha's accommodations include both historic CCC-built cabins and A-frame chalets, offering a variety of lodging experiences:

Chalets (Built 1977, Refreshed 2015-2018):

- 5 two-bedroom units with queen beds, one bathroom, kitchen, gas fireplace, outdoor fireplace, and picnic area
- 2 units with accessible entrances; 1 ADA certified
- Interior/exterior updates completed; repainting scheduled for summer 2025

Cabins (Built 1930s):

- 11 total, including:
 - *Bluff Side Cabins (4 units):* Studio style, kitchen, queen bed, fireplace, outdoor grill/firepit; accommodates 2 guests
 - *Museum Cabin:* 1-bedroom with queen bed, updated amenities, grill/firepit; no TV or full kitchen (includes microwave and refrigerator); accommodates 2 guests
 - *Four Person Cabins (4 units):* 2 queen beds, full kitchen, bathroom, TV, grill/firepit
 - *Deluxe Cabins (2 units):* Queen bed, bathroom with whirlpool tub, screened porch, full kitchen, TV, grill/firepit; accommodates 2 guests
- All cabins received new roofs (2018-2019) and updated gas fireplace units
- Cleaning time ranges from 1-2 staff hours per unit

Staffing & Access

Staff members commute from surrounding communities with travel times ranging from 10 to 45 minutes. Proximity to Gadsden State Community College, Jacksonville State University, and Southern Union State Community College supports potential seasonal or part-time staffing opportunities.

Occupancy & Financial Overview

Guest demographics from the past five years:

- 55% Alabama, 10% Georgia, 10% Florida, 25% from other U.S. states and Canada
- Average stay: 2 nights

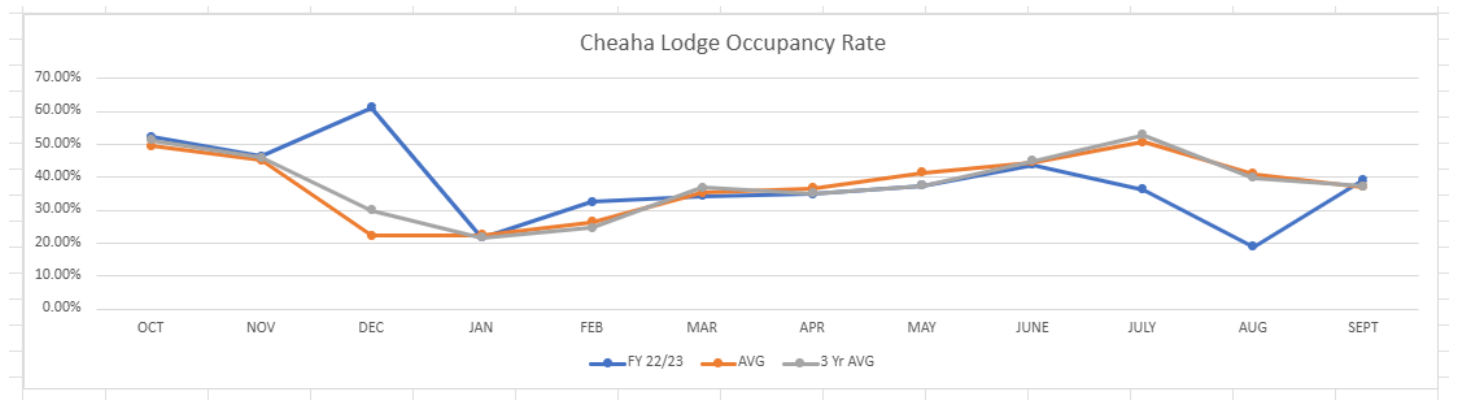
Performance metrics:

- Lodge: \$93 average nightly rate (five-year average); 35% occupancy (five-year average); 43% operating expense ratio (last fiscal year)

- Cabins: \$151 average nightly rate (five-year average); 67% occupancy (five-year average); 45% operating expense ratio (last fiscal year)

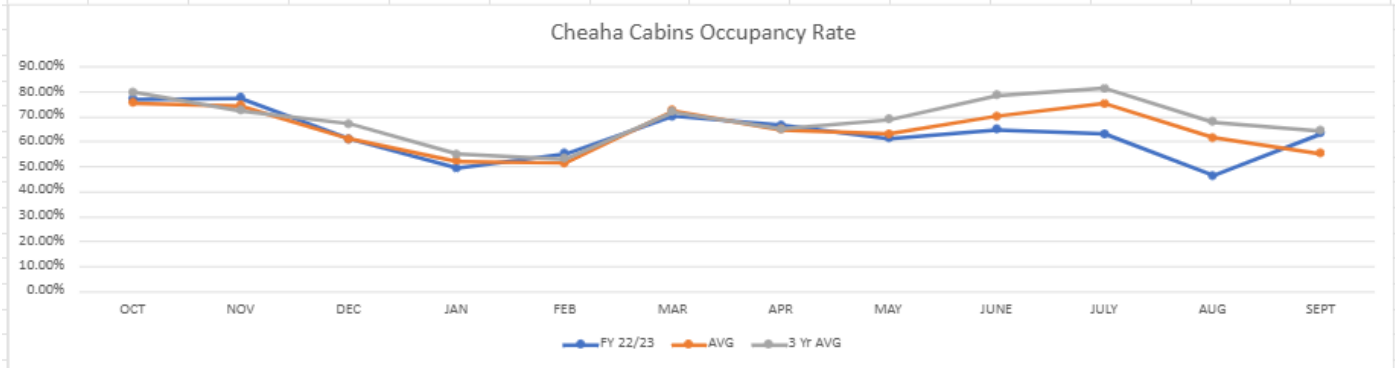
The Lodge at Cheaha State Park:

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	AVG
FY 10/11	47.81%	51.24%	8.57%	14.29%	33.21%	37.90%	40.12%	36.57%	46.07%	52.50%	42.00%	30.63%	36.74%
FY 11/12	52.48%	42.00%	10.24%	21.52%	29.88%	36.55%	41.79%	51.24%	60.24%	51.90%	45.00%	38.40%	40.10%
FY 12/13	52.67%	48.21%	12.62%	20.67%	30.48%	31.90%	39.43%	43.33%	40.00%	50.95%	44.29%	38.73%	37.77%
FY 13/14	49.05%	48.10%	24.67%	30.71%	16.19%	25.48%	31.62%	63.93%	45.71%	54.67%	50.48%	40.93%	40.13%
FY 14/15	51.43%	45.36%	27.43%	27.62%	25.24%	34.48%	29.88%	45.95%	48.95%	54.29%	41.90%	43.45%	39.67%
FY 15/16	46.48%	39.64%	20.95%	23.81%	21.90%	37.43%	31.43%	33.05%	38.10%	42.86%	36.86%	38.25%	34.23%
FY 16/17	50.19%	43.05%	25.83%	22.00%	29.64%	33.10%	35.36%	34.10%	31.31%	39.05%	36.10%	31.27%	34.25%
FY 17/18	41.59%	43.21%	16.19%	20.76%	29.05%	32.38%	48.45%	42.19%	53.21%	46.76%	34.05%	35.08%	36.91%
FY 18/19	48.89%	42.38%	31.43%	23.05%	27.62%	42.74%	36.95%	37.02%	37.98%	49.43%	38.33%	35.08%	37.58%
FY 19/20	45.56%	44.17%	25.33%	20.12%	20.24%	27.71%	10.24%	28.57%	38.95%	55.48%	44.40%	34.52%	32.94%
FY 20/21	54.10%	43.10%	33.43%	24.40%	26.43%	38.67%	45.83%	40.12%	50.86%	59.29%	37.33%	41.59%	41.26%
FY 21/22	54.38%	50.76%	30.95%	20.48%	27.50%	44.24%	49.26%	43.55%	44.95%	43.97%	37.73%	35.80%	40.91%
FY 22/23	52.26%	46.40%	61.16%	21.58%	32.51%	34.36%	34.98%	37.54%	43.84%	36.33%	18.92%	39.29%	35.09%
AVG	49.55%	45.10%	22.30%	22.45%	26.45%	35.22%	36.70%	41.46%	44.67%	50.65%	40.98%	37.08%	37.42%
3 Yr AVG	51.35%	46.01%	29.90%	21.67%	24.72%	36.87%	35.11%	37.41%	44.92%	52.91%	39.82%	37.30%	38.37%
Delta	5.74%	9.82%	3.44%	-5.63%	10.63%	18.16%	33.54%	15.16%	0.07%	-18.46%	-5.39%	-4.11%	6.40%



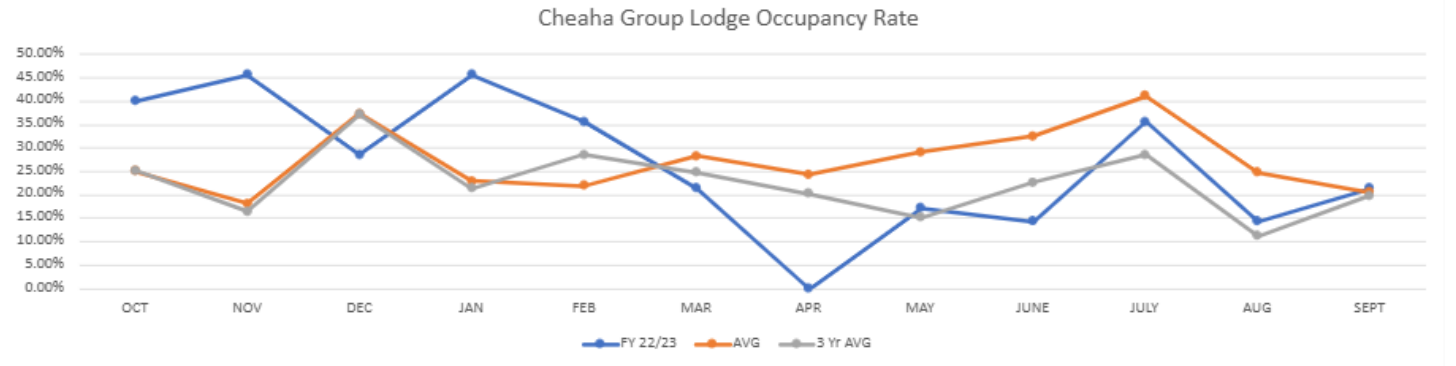
The Cabins and Chalets at Cheaha State Park:

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	AVG
FY 10/11	71.25%	71.79%	36.83%	37.05%	53.57%	68.39%	61.38%	57.50%	67.19%	77.23%	55.71%	50.89%	59.07%
FY 11/12	71.79%	76.61%	51.12%	54.64%	66.96%	75.89%	69.87%	60.71%	70.31%	75.89%	53.13%	62.00%	65.74%
FY 12/13	72.86%	81.47%	51.34%	55.36%	53.35%	70.54%	62.14%	58.48%	73.88%	69.29%	65.18%	51.49%	63.78%
FY 13/14	69.05%	80.58%	61.79%	54.69%	12.50%	48.44%	56.25%	70.76%	58.04%	70.36%	66.29%	31.85%	56.72%
FY 14/15	78.93%	74.55%	78.93%	52.01%	51.34%	72.14%	64.06%	62.50%	69.29%	80.80%	64.29%	48.88%	66.48%
FY 15/16	77.32%	78.79%	64.82%	55.13%	46.88%	74.29%	61.83%	69.11%	66.96%	68.75%	57.14%	56.55%	64.80%
FY 16/17	77.86%	71.61%	72.77%	45.00%	67.63%	94.64%	77.46%	63.21%	68.53%	78.13%	64.29%	69.35%	70.87%
FY 17/18	76.49%	71.88%	55.36%	60.18%	55.80%	71.88%	70.09%	66.07%	69.20%	77.86%	56.03%	48.21%	64.92%
FY 18/19	72.77%	68.53%	58.93%	46.79%	50.00%	77.23%	59.29%	49.55%	67.63%	63.39%	46.43%	50.00%	59.21%
FY 19/20	70.24%	72.99%	61.43%	48.44%	45.65%	65.00%	47.32%	65.85%	77.50%	83.04%	79.69%	68.30%	65.45%
FY 20/21	83.57%	69.64%	72.32%	61.83%	57.37%	74.64%	71.88%	72.54%	83.39%	85.49%	69.82%	69.64%	72.68%
FY 21/22	85.89%	75.36%	67.86%	54.91%	56.47%	76.43%	76.34%	68.93%	75.45%	75.89%	54.82%	55.06%	69.23%
FY 22/23	77.14%	77.68%	61.16%	49.46%	55.36%	70.31%	66.74%	61.43%	64.96%	63.17%	46.43%	63.39%	63.04%
AVG	75.67%	74.48%	61.13%	52.17%	51.46%	72.46%	64.83%	63.30%	70.17%	75.48%	61.64%	55.20%	64.52%
3 Yr AVG	79.90%	72.66%	67.20%	55.06%	53.16%	72.02%	65.18%	69.11%	78.78%	81.47%	68.11%	64.33%	69.12%
Delta	7.23%	3.64%	0.97%	-0.27%	6.03%	5.94%	15.77%	-0.26%	-4.32%	-7.10%	-21.62%	-15.53%	0.16%



Bald Rock Lodge at Cheaha State Park:

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	AVG
FY09/10	14.29%	7.14%	34.29%	14.29%	14.29%	40.00%	17.86%	28.57%	31.43%	46.43%	37.14%	38.10%	26.99%
FY 10/11	48.57%	37.14%	17.86%	14.29%	17.86%	28.57%	17.86%	17.14%	53.57%	28.57%	40.00%	33.33%	29.56%
FY 11/12	28.57%	25.71%	32.14%	20.00%	25.00%	42.86%	28.57%	54.29%	46.43%	51.43%	32.14%	20.00%	33.93%
FY 12/13	11.43%	17.86%	32.14%	28.57%	28.57%	14.29%	17.14%	7.14%	28.57%	40.00%	25.00%	9.52%	21.69%
FY 13/14	28.57%	14.29%	45.71%	21.43%	25.00%	17.86%	25.71%	64.29%	14.29%	71.43%	35.71%	17.86%	31.85%
FY 14/15	2.86%	14.29%	37.14%	32.14%	14.29%	28.57%	17.86%	35.71%	51.43%	42.86%	14.29%	21.43%	26.07%
FY 15/16	17.14%	3.57%	40.00%	17.86%	7.14%	25.71%	53.57%	14.29%	25.00%	25.00%	11.43%	23.81%	22.04%
FY 16/17	34.29%	17.14%	53.57%	17.14%	10.71%	35.71%	14.29%	14.29%	28.57%	35.71%	17.14%	0.00%	23.21%
FY 17/18	23.81%	21.43%	28.57%	34.29%	39.29%	21.43%	28.57%	42.86%	46.43%	54.29%	28.57%	19.05%	32.38%
FY 18/19	40.48%	28.57%	53.57%	34.29%	17.86%	39.29%	34.29%	42.86%	35.71%	51.43%	39.29%	28.57%	37.18%
FY 19/20	21.43%	10.71%	42.86%	21.43%	17.86%	31.34%	0.00%	0.00%	0.00%	0.00%	10.71%	7.14%	13.62%
FY 20/21	20.00%	7.14%	25.71%	7.14%	35.71%	20.00%	17.86%	28.57%	28.57%	46.43%	5.71%	28.57%	22.62%
FY 21/22	34.29%	31.43%	42.86%	35.71%	32.14%	22.86%	42.86%	17.14%	39.29%	39.29%	17.14%	23.81%	31.04%
FY 22/23	40.00%	45.71%	28.57%	45.71%	35.71%	21.43%	0.00%	17.14%	14.29%	35.71%	14.29%	21.43%	27.22%
AVG	25.06%	18.19%	37.42%	22.97%	21.98%	28.35%	24.34%	29.17%	32.50%	41.13%	24.76%	20.62%	26.74%
3 Yr AVG	25.24%	16.43%	37.14%	21.43%	28.57%	24.73%	20.24%	15.24%	22.62%	28.57%	11.19%	19.84%	22.43%
Delta	364400.00%	45.57%	14.29%	50.00%	11.76%	-7.87%	71.70%	11.76%	53.85%	31.58%	42.03%	18.19%	32.22%



Facility Overview: Lake Guntersville State Park

Lake Guntersville State Park is one of Alabama's most visited and diverse recreational destinations, located in Northeast Alabama along the scenic banks of the Tennessee River. The park spans over 6,000 acres of forested ridges, valleys, and waterfront, and borders the 69,000-acre Guntersville Lake, Alabama's largest reservoir. The park is easily accessible via AL Highway 227 and is within a short drive from Guntersville, Scottsboro, Huntsville, and Gadsden, supporting strong regional visitation throughout the year.

Known for its wide range of outdoor and resort style amenities, the park is a year round destination for tourists, corporate retreats, weddings, and recreation focused guests. Key attractions include a championship golf course, an aerial zipline adventure park, hiking and biking trails, a nature center, a public beach, and the nationally recognized Eagle Awareness program.

Lake Guntersville State Park Lodge

The lodge is a full service hospitality and event venue featuring 111 guest rooms, flexible meeting and event spaces, and sweeping blufftop views of the lake. It serves as the anchor for weddings, conferences, retreats, and group functions, with amenities supporting both overnight lodging and day use visitors.

Guest Rooms (Total 111):

- 23 Single Queen
- 2 Single Queen ADA Accessible
- 70 Double Queen
- 6 Double Queen Suites
- 4 King
- 6 King Suites

Event and Meeting Facilities:

- Azalea II - 19' x 23' Seats 20
- Azalea III - 30' x 23' Seats 34
- Dogwood - 36' x 22' Seats 56
- Boardroom - 36' x 22' Seats 24
- Camellia Room - 73' x 42' Seated Capacity 170, Standing 365
- Goldenrod Room - 65' x 42' Seated 180, Standing 402 (Renovated 2019)
- Grandview Ballroom - 85' x 59' Seated 300, Standing 640 (Renovated 2019)
- Pinecrest II - Seats 54
- Hickory Lounge - Seats 125
- Riverview Suite - Seats 20 (frequently used for bridal parties)
- Upper Terrace - Outdoor seating for up to 100
- Lower Terrace - Outdoor seating for up to 200

Annual banquet and event-related revenue averages \$200,000-\$250,000.

Ridgetop Chalets

Located atop Taylor Mountain, the park's 20 chalets present a valuable opportunity to manage a collection of secluded, high-demand accommodations within one of Alabama's premier outdoor destinations. The elevated location offers direct access to trails, golf, and wildlife viewing. This offers a unique chance to capitalize on an established audience of

parkgoers seeking rustic charm with modern comfort supporting strong year-round occupancy and revenue potential. Built in 1976 all 20 chalets were renovated in 2021. Cleaning time ranges from 1-2 staff hours per unit

- 2 of the 20 are ADA Accessible
- 1 Executive Unit
- 1 King Unit
 - Each unit includes:
 - Two bedrooms (1 King, 2 Doubles)
 - One bathroom
 - Living room with gas fireplace
 - Full kitchen

Lakeside Cabins

Nestled near the banks of the Guntersville Reservoir, the cabins at Lake Guntersville State Park offer a strong opportunity to manage high-demand waterfront accommodations. These well-situated units attract families, anglers, and outdoor enthusiasts seeking easy access to the lake, trails, and other park amenities. Their scenic location and year-round appeal make them a valuable part of the park's overnight lodging options, with strong potential for consistent occupancy and revenue. All 15 cabins were built in 1978. All of the cabins are in various stages of renovation with some being fully renovated in 2022. Cleaning time ranges from 1-2 staff hours per unit

- 2 of the 15 are ADA Accessible
 - Each unit includes:
 - Two bedrooms (1 King, 2 Doubles)
 - Two bathrooms
 - Living room with cable TV
 - Full kitchen

Staffing & Access

The park benefits from a local and regional labor pool with staff commuting from nearby cities including Guntersville, Arab, and Albertville. Its location near major population centers and regional colleges provides access to seasonal and part-time staffing opportunities.

Occupancy & Financial Overview

Guest demographics from the past five years:

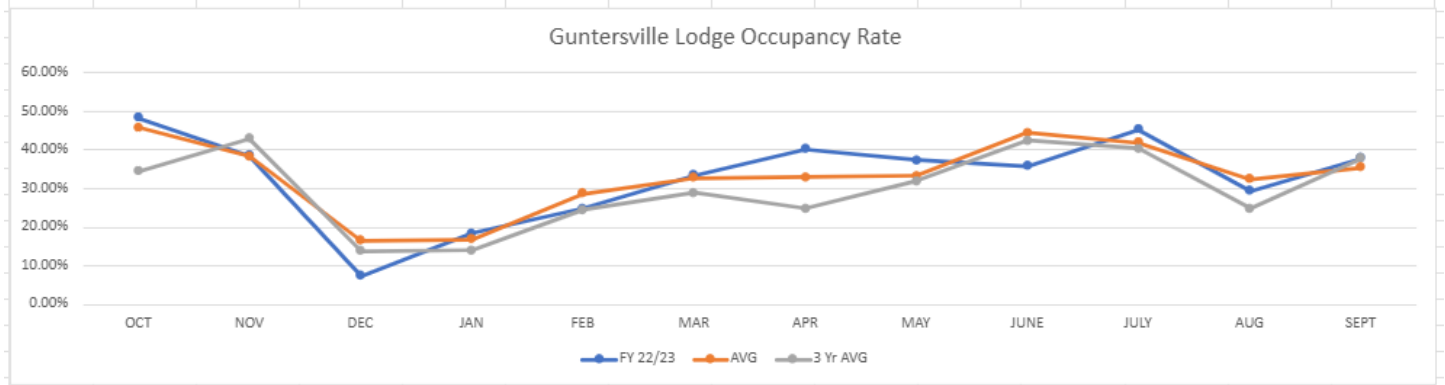
- 65% Alabama, 7% Georgia, 5% Florida, 23% from other U.S. states and Canada
- Average stay: 2.5 nights

Performance Metrics:

- Lodge: \$124/night average nightly rate (five-year average); 31% occupancy (five-year average); 59% operating expense ratio (last fiscal year)
- Cabins: \$157/night average nightly rate (five-year average); 52% occupancy (five-year average); 51% operating expense ratio (last fiscal year)

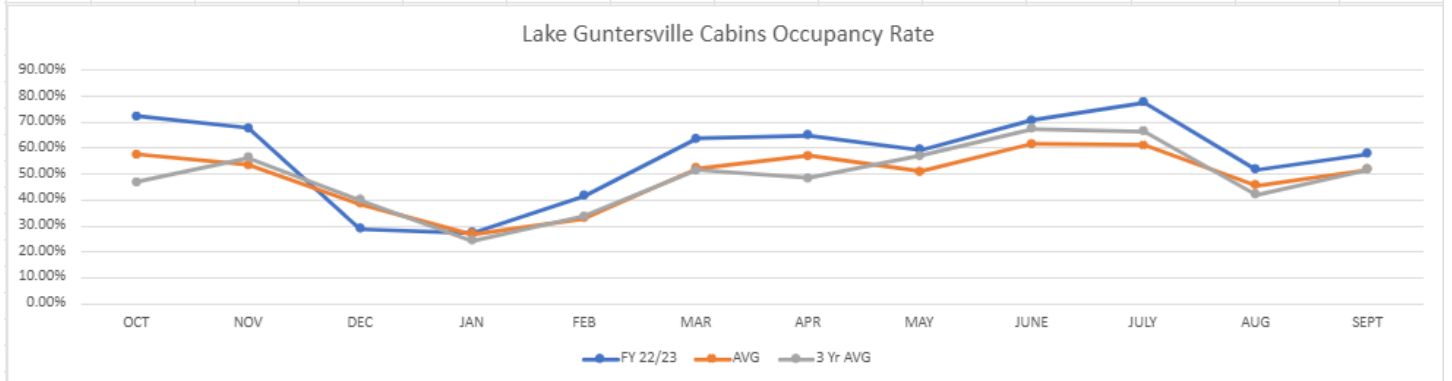
The Lodge at Lake Guntersville State Park:

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	AVG
FY 10/11	61.76%	39.64%	8.39%	17.32%	32.37%	36.73%	41.58%	7.24%	40.34%	34.60%	28.04%	41.62%	32.47%
FY 11/12	38.09%	30.23%	16.39%	14.29%	27.17%	20.31%	31.31%	41.12%	38.04%	44.08%	33.39%	17.39%	29.32%
FY 12/13	42.86%	34.82%	18.05%	18.65%	25.70%	42.76%	28.83%	43.24%	45.70%	44.54%	34.60%	30.99%	34.23%
FY 13/14	48.28%	42.83%	26.81%	21.97%	25.80%	28.83%	26.35%	38.11%	51.34%	44.11%	36.80%	38.68%	35.83%
FY 14/15	53.83%	26.91%	20.10%	20.92%	34.82%	40.89%	33.29%	37.47%	41.86%	43.11%	43.11%	33.35%	35.81%
FY 15/16	56.15%	38.07%	26.10%	20.25%	25.35%	28.24%	49.08%	43.37%	53.54%	39.41%	30.89%	38.73%	37.43%
FY 16/17	53.93%	37.86%	10.17%	24.57%	47.83%	28.57%	38.33%	32.50%	44.16%	48.79%	35.00%	34.27%	36.33%
FY 17/18	51.91%	49.68%	15.72%	9.72%	26.66%	26.24%	35.20%	34.85%	44.99%	37.86%	34.09%	59.48%	35.53%
FY 18/19	40.11%	31.63%	14.25%	13.80%	25.67%	53.73%	37.12%	38.74%	43.24%	45.71%	35.30%	27.55%	33.90%
FY 19/20	33.48%	36.86%	25.15%	13.87%	24.74%	21.86%	2.42%	13.46%	31.20%	33.20%	14.89%	33.26%	23.70%
FY 20/21	17.27%	21.08%	8.75%	6.57%	17.19%	37.12%	33.80%	37.18%	54.72%	46.72%	30.31%	35.84%	28.88%
FY 21/22	52.53%	70.78%	7.59%	21.46%	31.82%	27.81%	38.04%	45.18%	41.49%	41.55%	29.18%	44.30%	38.24%
FY 22/23	48.34%	38.49%	7.37%	18.34%	24.87%	33.51%	40.24%	37.45%	35.91%	45.34%	29.44%	37.82%	33.22%
AVG	45.85%	38.37%	16.46%	16.95%	28.76%	32.76%	32.95%	33.39%	44.47%	42.01%	32.40%	35.56%	33.04%
3 Yr AVG	34.43%	42.91%	13.83%	13.97%	24.58%	28.93%	24.75%	31.94%	42.47%	40.49%	24.79%	37.80%	30.27%
Delta	41.64%	49.04%	-58.26%	42.30%	25.66%	-3.95%	42.32%	34.34%	-2.33%	2.58%	16.25%	15.83%	23.26%



The Cabins and Chalets at Lake Guntersville State Park:

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	AVG
FY 10/11	68.90%	63.51%	38.78%	32.65%	39.69%	67.10%	84.18%	5.63%	31.12%	35.71%	26.37%	30.07%	43.64%
FY 11/12	46.20%	40.82%	31.73%	23.27%	28.94%	48.47%	48.16%	42.78%	58.57%	51.67%	45.00%	91.20%	46.40%
FY 12/13	56.41%	53.57%	24.69%	30.45%	34.29%	63.37%	59.27%	61.94%	76.43%	72.57%	49.39%	48.71%	52.59%
FY 13/14	56.46%	53.16%	39.18%	23.47%	29.86%	43.37%	53.47%	57.65%	67.04%	64.90%	50.10%	47.14%	48.82%
FY 14/15	57.63%	43.06%	57.63%	30.92%	36.33%	46.69%	58.16%	53.88%	59.43%	66.53%	66.53%	47.24%	52.00%
FY 15/16	77.96%	48.98%	38.37%	26.43%	29.80%	47.43%	66.02%	60.24%	67.04%	57.14%	51.43%	39.18%	50.84%
FY 16/17	73.96%	47.10%	22.24%	29.55%	37.45%	68.67%	52.35%	54.61%	62.65%	67.04%	46.86%	57.41%	51.66%
FY 17/18	65.24%	69.59%	68.16%	27.76%	28.06%	41.02%	57.55%	56.08%	61.84%	64.65%	44.39%	50.20%	52.88%
FY 18/19	47.21%	52.24%	21.53%	23.84%	31.02%	44.80%	61.71%	52.45%	58.16%	65.88%	43.47%	48.57%	45.91%
FY 19/20	43.06%	45.51%	36.73%	18.57%	25.82%	38.12%	22.86%	55.41%	66.94%	59.69%	33.27%	55.61%	41.80%
FY 20/21	29.39%	50.82%	37.80%	27.45%	35.82%	56.90%	67.55%	59.49%	68.65%	67.65%	44.90%	53.33%	49.98%
FY 21/22	68.24%	72.90%	45.82%	27.14%	39.08%	59.76%	54.69%	56.57%	66.84%	71.84%	48.08%	46.39%	55.55%
FY 22/23	72.41%	67.84%	28.78%	27.43%	41.63%	63.67%	64.90%	59.27%	70.92%	77.65%	51.84%	57.96%	56.90%
AVG	57.56%	53.44%	38.56%	26.79%	33.01%	52.14%	57.16%	50.92%	61.62%	61.22%	45.61%	51.70%	48.77%
3 Yr AVG	46.90%	56.41%	40.12%	24.39%	33.57%	51.59%	48.37%	57.16%	67.48%	66.39%	42.08%	51.78%	49.11%
Delta		25.50%	13.27%	10.69%	15.16%	14.67%	12.27%	-1.03%	-0.95%	7.88%	13.30%	-10.97%	12.31%



**EXHIBIT B
FACILITY FINANCIAL REVIEW**

Upon Request by Bidder

EXHIBIT C

SCOPE OF SERVICES

The Concessionaire shall be responsible for all operations and management under the following service areas:

1. Guest Services

- a. Operate front desk services 7 days/week with professional, uniformed staff.
- b. Deliver check-in/check-out procedures that meet or exceed industry standards (e.g., check-in <5 minutes).
- c. Provide concierge-style support including park activity recommendations and event information.
- d. Maintain customer service metrics (e.g., complaint resolution within 30 minutes).
- e. Use a modern Property Management System (PMS) integrated with State Park reservations where applicable.
- f. Maintain ADA compliance in guest service delivery.

2. Housekeeping

- a. Daily cleaning of guest rooms and cabins to 4-star standards.
- b. Public/common area sanitation and presentation.
- c. Maintain linen inventory and laundry services with eco-friendly practices.
- d. Conduct quality control inspections on a weekly basis.

3. Food and Beverage

- a. Operate a full-service restaurant within the lodge with consistent hours of operation.
- b. Offer seasonal menus emphasizing local ingredients and Southern Appalachian cuisine.
- c. Manage catering for meetings, weddings, and group events.
- d. Comply with all health and safety regulations, including ServSafe certifications.

4. Retail Operations

- a. Operate retail space selling park-branded merchandise, outdoor supplies, local crafts, and convenience items.
- b. Maintain an inventory system with quarterly reviews.
- c. Ensure retail aligns with Alabama State Parks' brand and sustainability values.
- d. Partner with local Alabama vendors/artisans where feasible to reflect park identity.

5. Facility Maintenance

- a. Provide routine and preventive maintenance for all lodge and cabin infrastructure (HVAC, plumbing, electrical).
- b. Maintain cleanliness and safety of walkways, porches, grounds, and common areas.
- c. Implement a work order system with defined response times (e.g., 30 minutes for urgent issues).
- d. Coordinate with park staff for any structural or capital repairs requiring agency involvement.
- e. Implement a digital, trackable work order system available for audit.
- f. Maintain documentation of all inspections, preventive maintenance logs, and repairs.
- g. The Concessionaire must create maintenance and component renewal reserves for future improvements in both facility maintenance and capital improvements. DCNR recommends 5% of gross revenue for a

maintenance reserve to be used for routine and non-routine repairs while and additional 3% of gross revenue for a component renewal reserve for major system replacement or infrastructure renewals.

6. Capital Improvements

- a. Initial Capital Investment by State:
 - i. DCNR will aim to provide the selected Concessionaire(s) a total of \$2,000,000 capital improvement funds to address initial facility upgrades at Lake Guntersville State Park.
 - ii. DCNR will aim to provide the selected Concessionaire(s) a total of \$2,000,000 capital improvement funds to address FFE at the Lodge at Cheaha State Park.
- b. Remittance Holdback Option:
 - i. The State is open to holding back a portion of annual remittances for a defined period to allow the Operator to make additional capital improvements needed to bring the facility up to standard.
- c. Operator-Funded Improvements (Post-Initial Period):
 - i. After the initial investment window, capital improvements become the responsibility of the Operator, subject to DCNR approval.
 - ii. All capital investments must be aligned with projected revenues and within the Operator's established budget. The operator shall provide a 5-year capital improvement forecast updated annually and must be approved by the State Park Director prior to work commencing.
 - iii. All improvements must be ADA-compliant and meet applicable building codes.

7. Marketing and Communications

- a. Develop and execute annual marketing plans in coordination with the Alabama State Parks marketing team.
- b. Maintain an active and updated web presence with availability and promotions.
- c. Manage social media accounts and online reputation (responding to reviews within 48 hours).
- d. Track key marketing metrics including ROI, reach, and engagement.
- e. Collaborate with DCNR on photography, brand messaging, and style guide usage.

8. Financial Requirements

- a. Monthly Profit and Loss Statement
- b. General Ledger,
- c. Balance Sheet and Cash Flow Analysis
- d. General Manager's written critique of the monthly report
- e. Bank Statements and reconciliations
- f. Group booking pace report and narrative
- g. Full Year Profits and Loss Forecast
- h. Capital Projects
- i. Annual Business Plan
- j. DCNR reserves the right to audit Concessionaire's financial records upon request.

9. Specific Concessionaire Requirements

- a. Demonstrated experience in hospitality management of similar scale and scope.

- b. Must use industry-standard hospitality software platforms for operations, accounting, and customer engagement.
- c. Proven ability to operate food, lodging, and retail services profitably and to quality standards.
- d. Compliance with all applicable laws, permits, and licensing (health, safety, labor).
- e. Willingness to align with Alabama State Parks branding and guest service standards.
- f. Financial capability to invest in operations and ongoing improvements.

10. Performance Expectations

- a. DCNR will evaluate Concessionaire performance using the following key indicators:
- b. Guest satisfaction scores (target $\geq 90\%$)
- c. Room occupancy and average daily rate (ADR) trends
- d. Food & beverage sales and guest feedback
- e. Facility inspection scores and work order compliance
- f. Marketing impact (e.g., online engagement, booking growth)
- g. Staff professionalism, training, and retention

11. Employee Transition and Staffing Plan

- a. Existing Staff Consideration:
The Concessionaire shall give priority consideration to existing DCNR lodge and operations staff at both properties for employment opportunities.
- b. Transition Plan:
The Operator must submit a comprehensive Staff Transition Plan that includes:
 - i. Timeline and process for interviewing and onboarding existing staff
 - ii. Retention incentives (if any)
 - iii. Integration and training plans for newly onboarded employees
- c. Staffing Requirements:
The Concessionaire shall maintain adequate staffing levels to meet service standards, with documented training programs, including:
 - i. Orientation on Alabama State Parks mission, history, and guest service values
 - ii. Ongoing professional development for supervisors and frontline staff
 - iii. Quarterly performance reviews and reporting on staff turnover

12. Emergency and Safety Preparedness

- a. The Operator must maintain a current Emergency Operations Plan addressing:
 - i. Natural disasters
 - ii. Evacuations
 - iii. Fire and life safety
 - iv. Lost persons
 - v. Severe weather and power outages
- b. All staff must be trained in emergency procedures, with documentation maintained.

**EXHIBIT D
FOOD AND BEVERAGE OPERATIONAL ASSESSMENT - 2022**

Upon Request by Bidder

Form 1
Release for Background/Criminal Investigation
Of ON-SITE EMPLOYEES

I authorize the investigation of all matters which the State deems relevant to my qualifications to perform work under contract as a contractor, including all statements made in my application for employment and in any documents and supporting attachments. I authorize the State of Alabama to request and receive such information, including a check for criminal convictions, and I release from liability any persons (such as former supervisors) or employers providing it. I also release the State from all liability which might result from making the investigation.

Last Name	First Name	Middle Name	Former Name(s)
-----------	------------	-------------	----------------

Date of Birth	Social Security Number
---------------	------------------------

Driver's License Number	State	Expiration Date
-------------------------	-------	-----------------

CRIMINAL CONVICTIONS: Conviction of a crime is not an automatic bar to a security clearance and subsequent contract work with the state. The State will investigate only criminal convictions that relate to your fitness to perform the job for which you have been contracted either directly or through your employer. Factors such as the nature and gravity of the crime, the length of time that has passed since the conviction and/or completion of any sentence, and the nature of the job for which you have contracted, will be considered.

Have you been convicted of a crime or released from prison within the last ten (10) years? **Yes () No ()**

If YES, please explain:

I have read and understand the above statements and do hereby certify that my responses to the questions are true and correct to the best of my knowledge.

Signature	Date
-----------	------

Witness	Date
---------	------