November 7, 2012
Reno, Nevada
Recreation Partnerships in Public-Private
Keeping Parks Open
Agenda

Reception / Networking
5:30 - 8:00

Joint session with NFRA
1:00 - 5:15

Q&A with Practitioners
11:15 - 12:00

Seeking Proposals and Designing Contracts
10:45 - 11:15

California State Parks Initiative
10:00 - 10:45

Break
9:30 - 10:00

US Forest Service Concession Program
9:00 - 9:30

- Dealing with the concerns
- Advantages
- Definition and examples

Partnerships
8:15 - 9:00

What are Recreation Public-Private
8:00 - 8:15

President's Welcome & Introductions

2012 Conference on Recreation PPKS
Keeping Parks Open
Program as well input from concessionaires in the experience. The process included years ago based on 2 decades of template that was revised several

- The current RFP is based on a contract essentially a commercial lease. But it is federal procurement law. But it is a contract has special meaning in "special use permit" as the word. The USFS calls our contract a

- The USFS has to work with some your state may not apply or even be legal in

- Government procurement rules will
Identify the Parks to be Operated

Design Choice: Do we want...

- Smaller sites?
- Operations of fewer services (e.g., operations of the rent that is lost to relieve the agency of more costs)
- Money to operate (but may well lose the rent bid since these parks cost the rent bid the rent bid)

- Adding non-free parks will reduce the fee and non-free parks authority; it is very common to group for most any other non-Federal requirements.

- Service contract with one or several the permit can be reclassified as a permit and services must charge a fee (or)

Under Federal law, all the parks to be operated
Historic Revenues

if possible, providing historic

If possible, providing historic

Historic Labor costs are not needed

(particularly electricity, water, sewer

Privatize bidders generally

For Improvement, the historical

Even if you think there is potential

Revenues are better

numbers will give bidders more

confidence in the business

even if you think there is potential

Revenues are better

much better bid. Visualization

numbers are fine but total gate

Historic Revenues
### Special Rules and Restrictions

- Stay Limits
- Cans to amphitheaters
- Other amenities from trash
- Current user fees
- Amenity credits

### Host Sites & Host Site

- Operating season & hours
- Picnic tables
- Primitive / Tent vs. RV / Hookup
- Campsites (by type, e.g., type A & B)
- Information should include:
  - Described in detail
  - And requirements need to be
  - Current park amenities, facilities,

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### Park Descriptions

2012 Conference on Recreation PPS's

**Keeping Parks Open**
### Park Descriptions (cont.)

**2012 Conference on Recreational Parks, Keeping Parks Open**

<table>
<thead>
<tr>
<th>Function</th>
<th>Accommodations</th>
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<tbody>
<tr>
<td>Overnight</td>
<td>Tent Sites</td>
</tr>
<tr>
<td>Day Use</td>
<td>Picnic Areas</td>
</tr>
<tr>
<td>Picnic</td>
<td>Group Picnic Areas</td>
</tr>
<tr>
<td>Swimming</td>
<td>Swimming Areas</td>
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<tr>
<td>Boating</td>
<td>Boating Areas</td>
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<tr>
<td>Fishing</td>
<td>Fishing Areas</td>
</tr>
<tr>
<td>Hiking</td>
<td>Hiking Trails</td>
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<tr>
<td>Cycling</td>
<td>Cycling Trails</td>
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<table>
<thead>
<tr>
<th>Season</th>
<th>Dates</th>
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</thead>
<tbody>
<tr>
<td>Spring</td>
<td>March 1 - May 31</td>
</tr>
<tr>
<td>Summer</td>
<td>June 1 - August 31</td>
</tr>
<tr>
<td>Fall</td>
<td>September 1 - November 30</td>
</tr>
<tr>
<td>Winter</td>
<td>December 1 - February 28</td>
</tr>
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<table>
<thead>
<tr>
<th>Special Programs</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Ranger</td>
<td>April 1 - September 30</td>
</tr>
<tr>
<td>Senior Forester</td>
<td>October 1 - March 31</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fee Schedule</th>
<th>Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Ranger Program</td>
<td>$10.00 per person</td>
</tr>
<tr>
<td>Senior Forester Program</td>
<td>$5.00 per person</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Safety Tips</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Always wear a helmet when biking or skateboarding</td>
<td></td>
</tr>
<tr>
<td>Keep a safe distance from wildlife</td>
<td></td>
</tr>
<tr>
<td>Stay on marked trails</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Weather Conditions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear skies</td>
<td>70% chance of rain</td>
</tr>
<tr>
<td>Light snowfall</td>
<td>90% chance of snow</td>
</tr>
<tr>
<td>High winds</td>
<td>50% chance of storm</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Event Calendar</th>
<th></th>
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<tbody>
<tr>
<td>Junior Ranger Program</td>
<td>April 1 - September 30</td>
</tr>
<tr>
<td>Senior Forester Program</td>
<td>October 1 - March 31</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact Information</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Park Ranger</td>
<td>555-1234</td>
</tr>
<tr>
<td>Visitor Center</td>
<td>555-5678</td>
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</table>

<table>
<thead>
<tr>
<th>Accessibility Options</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Wheelchair accessible</td>
<td>Yes</td>
</tr>
<tr>
<td>Stroller available</td>
<td>Yes</td>
</tr>
<tr>
<td>Baby Changing Station</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Event Rules</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No smoking</td>
<td>No pets</td>
</tr>
<tr>
<td>No cars in the park</td>
<td>No alcohol</td>
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</table>

<table>
<thead>
<tr>
<th>Additional Information</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Park Hours</td>
<td>8:00 AM - 9:00 PM</td>
</tr>
<tr>
<td>Closed on</td>
<td>New Year's Day</td>
</tr>
<tr>
<td>Holidays</td>
<td>Thanksgiving</td>
</tr>
</tbody>
</table>

**Please note:** The above information is subject to change without notice. For the most up-to-date information, please visit our website or call the park ranger station.

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*Image of a park map showing various trails and facilities.*
### Park Descriptions (cont.)

#### IN THIS PROPOSED

<table>
<thead>
<tr>
<th>Year of Construction</th>
<th>Year Contracted</th>
<th>Year Boarded</th>
<th>Year Contracted</th>
<th>Year Boarded</th>
<th>Year Contracted</th>
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#### FEASIBILITY STUDY

- The proposed contract is for 10 years.
- The contract is subject to the approval of the board of directors.
- The contract includes a provision for early termination under certain conditions.

#### MANAGEMENT PLAN

- The management plan includes provisions for regular maintenance and inspection.
- Regular reported meetings with the property owners are scheduled.

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*This document contains confidential information and is intended for internal use only.*
Concessions and consumables

1. What is not common

   - Agency (e.g., a special work boat) but
   - Sometimes there may be a specialty
     cars, computers, etc.
     - buildings, tables, grills, etc.

2. Generally, the concessionaire
   provides almost all equipment and
   the fixed assets of the park (e.g.,
   usually the government just supplies

3. Design Choice: Do we want

   - supplies and consumables
   - Concessions provides cleaning

What does the Government Furnish?
Utility and Tax Information

Property taxes from an authority that does not pay substitute property tax in some sort of leased deed excise tax.

- Private companies may also owe, operated the facility itself.
- The public agency did not when it leases and lodging taxes, even if public lands must generally collect private companies operating on information so they can research taxes in town or city facilities are in within an incorporated area, the including the county, and, if it is precise location information, concessionnaire will need to know.

Even more useful are helpful. Historic utility costs are

2012 Conference on Recreation PPs'
Reservations

Design Choice: Who Takes

With this authority concierge service duty is to interface Reserve America. The Reserve Reservation System, operated by through the National Recreation Service, all reservations are made. For example, in the US Forest Service, the agencies' systems must use the agency's systems reservations themselves or if they will need to know if they can take reservations. The concierge reservations. The concierge reserves. Most campgrounds today accept

Reservations
Reservations (cont.)
Pass Discounts

Design Choice: Will existing concession-run facilities apply to state pass programs apply to? Concept: no extra annual pass, clear in the pros and cons, no share of the revenue, discounts for passes for which they receive money, no flat rate for passes, require a lot of care when creating an annual pass that allows free entry to all state parks (require a lot of care when creating an annual pass that allows free entry to all state parks). Concept: no extra annual pass, clear in the pros and cons, no share of the revenue, discounts for passes for which they receive money, no flat rate for passes, require a lot of care when creating an annual pass that allows free entry to all state parks (require a lot of care when creating an annual pass that allows free entry to all state parks).
disclosed in the prospectus. If you want any other reporting, e.g., by concessionnaire (guests at a private hotel owned separately rent c.9. free boat rentals given away to revenue in a subsidiary that does not pay revenue in a subsidiary that captures the which the concessionnaire captures the by careful of concessionnaire giveaways in gasoline sales, e.g., low margin yielding license and differently in the payment calculations which are sometimes treated as some e.g., camping vs. day use, as some revenue is often reported by category (collection funds e.g., NSF checks), collecting taxes, and sometimes non-taxable. Revenue generally excludes sales and reporting rules must be clear. Since most concessionnaires pay rent as a
Agency Rules

- Generally, the agency will not apply its concessionaire (e.g., Three Bids for all procurement rules to the internal administrative and non-discrimination, ADA) to the public accommodation rules (e.g., typically, the agency will apply it)

- Typically, the agency will not apply its accommodations or employee policies.

- Typically, the agency will not apply its

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- Typically, the agency will not apply its
Agency Rules (cont.)

rule?
Innkeeper and Park Visitor
Design Choice: Who sets
alcohol policy, may be made jointly
- Often many rules, like quiet time and
  proposals to enforce.
  concessionaire to outline the rules it
  existing such rules, it may ask the
  concessionaires
  and other special rules to prospective
  It is important to disclose specific

- Site, equipment, and activities allowed and prohibited by the park.
Criminal situations
organization for callout in dangerous or
charged with shifting or other LEO
(continued, paragraphing issues)
be feasible and effective security
fields as a security plan that may not
enforcement plan
Law Enforcement
fees to the public
companies to compete in bidding the lowest
providing private
Many agencies make fees to the public
and competitive data
change fees if those are well justified by
reasonable requests by consecuences to
in turn, the agency should expect to grant
changes always have final approval over fees and fee
At the end of the day, the agency should

Fees & Law Enforcement

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Keeping Parks Open
Design Choice: Clear

between the two partners
Division of Responsibilities

- A sample contract
  - Requests for proposals should always include
    - Who provides law enforcement
    - Who makes hazard tree inspections
    - Who manages wildlife & biology
    - Education
    - Who is doing interpretation
    - Who provides the wildlife
    - These are as clear as possible, e.g.
        - A division of responsibilities. Make sure
        - Park concession contracts always entitle

Contract and Division of Responsibilities
Maintenace

- Long-term maintenance contract vs. responsibility for design choice: length of contract discussion later. More on maintenance and fee offset in the future.

- Against fees for the cost of the work. The landlord's responsibility and get a credit to the maintenance projects that would typically be concessionaire to complete major work. Which the US Forest Service allows the contractor stimulation to process by.

- Initial condition of the park. Depend on length of contract and tenant assignment of responsibility for maintenance landcaping, day to day maintenance, cleaning, and responsibility almost always does minor. There are almost always shared.
Bidders Must Know How to Bid

- Offered and evaluated
- State law may control how bids are
  offered
- Recommend a winner to the line
  team to evaluate bids and
  team to evaluate bids and
  team to evaluate bids and
- The USFS assigns a cross-functional
  notebook
- Lengthy – a bid might fill a 4-inch
  notebook
- Remember, submissions are often
  submitted electronically

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Keeping Parks Open
competence or quality meet a minimum level of • Reflect all bids, particularly if none highest rent • Not take the bidder who did the reserve the right to rent, if allowed under your state law, is more important than the amount of • For most agencies, operations quality included:

Your agency has boilermate and

Boilermate
Rent Percentage
Fee charged to public
and references
Bidder experience in similar parks
Bidder financial strength
Service plan
Detailed marketing and customer
Detailed operating plan (setting,
Typical Requirements

What DO YOU WANT TO SEE FROM BIDDE$$?

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Keeping Parks Open
Revenue Sharing?

Design Choice: Fixed cost or range. Outliers higher or lower than this pay between 5 and 18%, with a few most concessions for whole parks.

- Bids
- The agency cannot choose to reject all necessary if, due to local law or rules.
- A minimum fee is most competitive.
- Not usually necessary if the bidding is.
- Agency can set a minimum, but it's based on a percentage of revenues.
- Most concessions have rental fees.

Bid Requirements (cont.)
revenue-sharing contracts rather than fixed-cost contracts.

Where possible, most recreation partnerships structured as concession or

appropriated each year - funds, which must be re-  
Generally require general  
Good service  
There is no reward for  
Customers don't come, so most money when - concessionaire makes  
Poor incentive alignment  

Disadvantages

- Sharing contract  
- Concession vs. revenue  
- Departments than  
- Government procurement  
- More familiar to most  
- Or cannot charge a fee  
- Used even if parks do not  
- Most flexible, can be  

Advantages

What About Fixed Price Bids?
Winning bids? Real criteria for choosing a design choice: What are our over rent payments. The bid criteria ranked experience offered the most money when they have no experience but • not a bid criteria. When non-profit status was liked the fact that they were non-profit. We choose the winner because we • example mistakes criteria and their ranking consistent on the bid evaluation and problems is not being clear and • the biggest source of bid protests.
Winners must produce a number of required documents prior to beginning work or risk losing the contract.

The bid is awarded after reaching an agreement with the successful applicant.
Operating Plans are detailed commitments on a myriad of services. This is where the agency gets a great part of concessionaire bids.

Annual Operating Plan

Table of Contents

1. Foreword
2. Recap of 2012 Operations
3. Recap of 2012 Budget
4. Recap of 2012 Forecasts
5. Recap of 2012 Performance
6. Recap of 2012 Performance
7. Recap of 2012 Performance
8. Recap of 2012 Performance
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13. Recap of 2012 Performance
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28. Recap of 2012 Performance
29. Recap of 2012 Performance
30. Recap of 2012 Performance
31. Recap of 2012 Performance

2012 Recap on Recreation PPPs
Keeping Parks Open
Operating Plan Guidance 1

2012 Conference on Decision Support Systems

1. Overview
   - Importance of Decision Support Systems
   - Challenges in Implementing Effective Decision Support Systems
   - Benefits of Using Decision Support Systems

2. Implementation
   - selecting the appropriate decision support tool
   - data collection and analysis
   - user training and support

3. Evaluation
   - measuring the effectiveness of the decision support system
   - cost-benefit analysis

4. Conclusion
   - future trends in decision support systems
   - recommendations for improving decision support systems
Operating Plan Guidance

3. Theme

Event, music, food, and drinks must be kept free of obstruction or excess congestion.

Events are cancelled and food is good practice.

Trimmings are clean and free of obstructions, only.

In case of severe weather conditions, menu items are kept relaxed and reduced standards.

In case of severe weather conditions, the menu is controlled.

4. Theme

Activity

Activity

Food

Food

Activity

Activity

Food

Food

Activity

Activity

Food

Food

Activity

Activity

Food

Food

Activity

Activity

Food
Operating Plan Guidance
Operation of Federally Owned Drinking Water Systems

And

For Campground and Related Campground-Type Concessions

PS-2700-4h, Special Use Permit

Appendix 10
The Parks to be Managed
The concessions receive a number of operating commitments (staying, cleaning, etc.), the most frequent of which is considered in attachment to the contract.

Therefore, concessions specifically create an annual operations plan, the most common of which is considered in attachment to the contract. However, it is too hard to keep amending the contract for small changes in operations.

Keeping Parks Open
2012 Conference on Recreation PPs
Annual Operating Plan
Indemnity

Keeping Parks Open

2012 Conference on Recreation PPs

Government defends lawsuit by environmental group over existence of the facility.

- Concessioneer generally indemnifies agency against liability and lawsuits arising from its actions and omissions.

- From normal operation of concession.

- From normal operation of concession.

- From normal operation of concession.

- From normal operation of concession.

- From normal operation of concession.

- From normal operation of concession.
Consequential insurance generally does not cover liabilities for which it is not assumed. Consequential insurance provides insurance (property and liability) sufficient to cover its cost.
Liability limits generally from $1 to $5 million.
Performance Bond
Excludes very low margin sales like gasoline and fishing licenses.

Revenue base for fees generally excludes sales and lodging taxes, and often goods or services.

Occasionally there are escalators or different fees for different types of minimum. Generally fees are a percentage of revenue, sometimes with an absolute dollar.

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**Fees and Payment Terms**

*2012 Conference on Recessions PPS*

Keeping Fees Open
Fee Payment & Revenue Reports
Careful documentation or costs and a clear process to agree on projects in advance are required. This is due to the conceptual nature of a contract agreement which is often signed in advance of work being undertaken. The financial implications can be significant and it is important to ensure that these costs are managed effectively. 

Fee Offset Maintenance
Clear procedures are needed to handle non-payment of fees or fee disputes.

Fee Payment Issues
Resource Protection
Resource Protection (cont.)

G. CONSENT TO STORE HAZARDOUS MATERIALS. The holder shall not store any hazardous materials at the site unless they are stored in conformance with the Local Hazardous Material Ordinance, the U.S. Federal Hazardous Material Ordinance, and the applicable state or local regulations. The holder shall also provide for the safe storage of any hazardous materials that may be on the site.

H. RESTRICTION ON WASTE DISPOSAL. The holder shall not dispose of any waste generated on the site in a manner that violates any applicable waste disposal laws or regulations. The holder shall also provide for the safe disposal of any waste that may be generated on the site.

I. CONSENT TO INSPECTION. The holder shall provide reasonable access to the site for inspection by authorized personnel.

J. CONSENT TO SECURITY. The holder shall provide reasonable security measures to prevent unauthorized access to the site.

K. CONSENT TO COMMUNITY INFORMEDNESS. The holder shall provide reasonable measures to inform the community of the operation of the site.

L. CONSENT TO REPORTING. The holder shall provide reasonable measures to report any incidents that occur at the site.

2. For noncompliance with the terms of this permit.
3. For failure of the holder to exercise the privileges granted by this permit;
4. With the consent of the holder; or
5. At the discretion of the authorized officer, for specific and compelling reasons in the public interest.

B. OPPORTUNITY TO TAKE CORRECTIVE ACTION. Prior to revocation or suspension under clause VI.A, the authorized officer shall give the holder written notice of the grounds for the action to be taken and a reasonable time, not to exceed 30 days, to complete corrective action prescribed by the authorized officer.

C. IMMEDIATE SUSPENSION. The authorized officer may immediately suspend this permit in whole or in part when necessary to protect public health or safety or the environment. The suspension decision must be in writing. Within 48 hours of the request of the holder, the superior of the authorized officer shall arrange for an on-the-ground review of the adverse conditions with the holder. Following this review the superior shall take prompt action to affirm, modify, or cancel the suspension.

D. APPEALS AND REMEDIES. Any written decisions by the authorized officer relating to administration of this permit are subject to administrative appeal regulations at 36 CFR Part 251, Subpart C, or revisions thereto. Revocation or suspension of this permit shall not give rise to any claim for damages by the holder against the Forest Service.

E. TERMINATION. This permit shall terminate when by its terms a fixed or agreed upon condition, event, or time occurs without any action by the authorized officer. Examples include but are not limited to expiration of the permit by its terms or a specified date and termination upon change of control of the business entity. Termination of this permit is not subject to administrative appeal.

VII. MISCELLANEOUS PROVISIONS

A. REGULATING SERVICES AND RATES. The Forest Service reserves the right to regulate the adequacy, type, and price of services provided to the public and to require that these services conform to satisfactory standards. The holder may be required to furnish a schedule of prices for services and services authorized by this permit. Such prices and services may be regulated by the Forest Service, provided that the holder shall not be required to charge prices significantly different from those charged by comparable or competing businesses.

B. ADVERTISING. The holder orally and in advertisements, signs, circulars, brochures, letterheads, and other materials shall not misrepresent in any way the accommodations or services provided or the status of the permit or permit area. The fact that the permit area is located on the National Forest shall be made readily apparent in all the holder's brochures and print advertising regarding use of the permit area.

C. CURRENT ADDRESSES. The holder and the Forest Service shall keep each other informed of current mailing addresses, including those necessary for payment of fees.

D. HOLDER REPRESENTATIVE. The holder or a designated representative shall be present on the premises at all times when the facilities are open to the public. The holder shall notify the authorized officer in writing as to who the representative will be.

E. LIQUOR SALES PROHIBITED. The sale of liquors or other intoxicating beverages is prohibited in the permit area.
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
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<tbody>
<tr>
<td>8:00</td>
<td>President's Welcome &amp; Introductions</td>
</tr>
<tr>
<td>8:15</td>
<td>What Are Recreation Public-Private Partnerships</td>
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<td>9:00</td>
<td>US Forest Service Concession Program</td>
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<td>- Dealing with the concerns</td>
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