

# **BUSINESS OPPORTUNITY**

CC-HOSP002-27

*Department of the Interior*

National Park Service

Hot Springs National Park

**A Concession Business Opportunity for  
Traditional Bathhouse Services and Massage Therapy Services in**

**Hot Springs National Park**

Concession Contract No. CC-HOSP002-27

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## INTRODUCTION

### Site Visit

The National Park Service will host a site visit for entities interested in bidding on this opportunity as described on the inside cover of this Prospectus. Interested parties are welcome to visit on their own, as well. Attendance at the site visit is not required to submit a proposal for the Prospectus.

### Notification of Intent to Propose

If you plan to submit a proposal in response to this solicitation, you must notify Eric Nikkel, Commercial Services Management Specialist, NPS Regional Office Serving Interior Regions 3, 4, 5, via email at [eric\\_nikkel@nps.gov](mailto:eric_nikkel@nps.gov) by the date and time listed on the inside front cover of this Prospectus. The Service will not accept proposals from entities that do not provide notice on or before this deadline.

### Information Regarding This Solicitation

The Prospectus describes in general terms the existing business operation and the business opportunity for services allowed pursuant to Concession Contract No. CC-HOSP001-27 ("Draft Contract"). It consists of five parts:

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

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

Offerors must review all sections of this Prospectus, especially the terms and conditions of the Draft Concession Contract No. CC-HOSP002-27 ("Draft Contract"), including its exhibits, to determine the full scope of a future Concessioner's responsibilities. The Draft Contract with all exhibits appears in Part IV of this Prospectus. In the event of any inconsistency between the description of the terms contained in this Prospectus and the Draft Contract itself, the terms of the Draft Contract will prevail.

Certain federal laws apply to this solicitation including the National Park Service Concessions Management Improvement Act of 1998 (Public Law §105-391 and hereafter referred to as "the 1998 Act"), as implemented by regulations in 36 C.F.R. Part 51. Links to the 1998 Act and accompanying regulations are available online at the [Law, Regulation & Policy - Concessions \(U.S. National Park Service\)](https://www.nps.gov/subjects/concessions/law-regulation-policy.htm) (<https://www.nps.gov/subjects/concessions/law-regulation-policy.htm>). In the event of any inconsistency between the terms of this Prospectus and 36 C.F.R. Part 51, the latter will prevail.

In this document, the National Park Service ("NPS" or "Service") refers to Hot Springs National Park as "The Park". "Concessioner" refers to the entity that will be the Concessioner under the Draft Contract. "Existing Concessioner" refers to Buckstaff Bath House Company, the concessioner under Concession

### Summary of Term and Conditions of the CC-HOSP002-27 Opportunity

#### Location

Hot Springs National Park

#### Draft Contract Term

10 Years

#### Projected Effective Date

January 1, 2027

#### Required Services

Traditional Bathhouse Services and Massage Therapy Services

#### 2027 Projected Gross Receipts

\$2.1 million to \$2.5 million

#### Estimated Initial Investment

\$315,000

#### Minimum Franchise Fee

6.0% of gross receipts

#### Component Renewal Reserve

1.5% of gross receipts



Contract CC-HOSP002-12 ("Existing Contract").

## Proposal Overview

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

Part III of this Prospectus contains the proposal package Offerors must complete in its entirety. The proposal package contains a required transmittal letter, five principal selection factors, and three secondary selection factors. Each selection factor identifies the minimum and maximum points the Service may award depending on the quality of the response. The following paraphrases the information sought under each selection factor. The wording of the actual selection factors, as described in the Part III proposal package, controls.

Principal Selection Factor 1 requires Offerors to describe how they will protect, conserve, and preserve the resources of the Park through maintenance of the Concession Facilities and minimizing impacts to the natural environment.

Principal Selection Factor 2 requires Offerors to describe how they will provide a memorable, high-quality, safe visitor experience at the Park.

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

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

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

Secondary Selection Factor 1 requires Offerors to describe strategies they will use to identify and implement environmentally preferable best management practices.

Secondary Selection Factor 2 requires Offerors to provide information on how they will ensure quality service and visitor satisfaction.

Secondary Selection Factor 3 requires Offerors to provide information on how they will ensure employee identification and branding.



## Doing Business with the Service

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

We use the term "commercial visitor services" when generally describing services, benefits, and goods provided to visitors within an area of the National Park System by a third party for a fee. Simply put, the term "commercial visitor services" includes lodging, food and beverage, retail, marina operations, guided recreation, rental of equipment, experiential transportation, and similar services the National Park Service itself does not provide.

Congress has passed several laws guiding the Service in contracting with third parties to provide these services, including the 1998 Act. The Service implemented regulations for many aspects of the law, primarily to set out the process for soliciting bids for new contracts and managing concessioners' investment in structures owned by the United States.

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

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

### The National Park Service and its Mission

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

*...conserve the scenery and the natural and historic objects and the wild life therein, and to provide for the enjoyment of the same in such a manner and by such means as will leave them unimpaired for the enjoyment of future generations. Pub. L. No. 64-235, § 1 (codified at 54 U.S.C. § 100101(a)).*

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

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

The Service has as its overall mission the preservation and public enjoyment of significant aspects of the nation's natural and cultural heritage. To learn more about the Service, visit [www.nps.gov](http://www.nps.gov). The website includes information about the Service's mission, policies, and information on individual park units.



## HOT SPRINGS NATIONAL PARK

Hot Springs Reservation was initially created by an act of the United States Congress on April 20, 1832, to be preserved for future recreation (<https://www.congress.gov/bill/22nd-congress/house-bill/274/text>). Established before the concept of a national park existed, it was the first time that land had been set aside by the federal government to preserve its use as an area for recreation. By act of Congress in 1921, the site's name was officially changed from the Hot Springs Reservation to Hot Springs National Park. The government acquired more land, expanding it to more than 900 acres (360 ha), including Hot Springs Mountain, North Mountain, West Mountain, Sugarloaf Mountain, and Whittington Lake Park. It later was expanded to 5,000 acres (2,000 ha).

The springs are grouped along the base of the Hot Springs Mountain, with a flow of well over a half million gallons a day. The hot water is supplied to the various bathhouses, with resulting income from concession fees going to the U.S. Treasury. The park has miles of roads and trails over the mountains. The park is open throughout the year.

The first bathhouses were little more than brush huts and log cabins placed over excavations cut in the rocks to receive hot water that flowed from the springs. Entrepreneurs soon developed more elaborate bathing facilities, featuring wooden troughs delivering water from hillside springs to bathhouses along the east bank of Hot Springs Creek. Some of the tufa covering the hillside was excavated to accommodate the bathhouses. The narrow street along the west side of the creek was connected to the bathhouses by narrow bridges.

After direct federal supervision was exercised beginning in 1877, major improvements were made. The creek was covered with stone arches, and above it a street 100 ft (30 m) wide was built. All the squatters were evicted, rubbish cleaned up, and a centralized plumbing system was begun. This was completed around 1890. In 1950, central cooling towers limited the maximum temperature of the springs to a safe level, so individual bathhouses no longer needed their own cooling systems.

The [Park website](http://www.nps.gov/hosp) at [www.nps.gov/hosp](http://www.nps.gov/hosp) provides additional information. The commercial visitor services under the previous contract include services provided within the historic Buckstaff Bathhouse located in Hot Springs, Arkansas.

Hot Springs National Park has a rich cultural past. It stands as an icon for healing and a tribute to the "American Spa" of the 20th century. The grand architecture of our nine historic bathhouses is equally matched by the natural curiosities that have been drawing people here for hundreds of years. The ancient thermal springs, mountain views, incredible geology, forested hikes, and abundant creeks – all in the middle of town – make Hot Springs National Park a unique and beautiful destination. Even though there are no soaking opportunities outdoors, Bathhouse Row does currently have 2 available facilities that offer visitors the chance to fully submerge and relax in the thermal water. The thermal springs are piped directly into both of these bathhouses, offering users a true and authentic experience of the water. The Buckstaff Bathhouse, originally opened in 1912, is the only facility on the Row that has never fully closed since it first started offering baths and is the only bathhouse offering the traditional bathing experience.

Many ask if the water from hot springs good to drink. Water from the hot springs is Hot Spring National





Park's primary resource. Congress first protected the hot springs in 1832, and it intended for the water to be used. Drinking the hot springs water is perfectly normal, even encouraged. Go ahead, "quaff the elixir," as they used to say in the heyday of the spa. Thousands of visitors highly endorse the good quality of the hot springs water and fill bottles to take home. The thermal water at Hot Springs National Park is nearly 4,000-year-old spring water in its natural state. The water's high temperature kills most harmful bacteria, and it is monitored to U.S. standards for safe drinking water. Bacteria may still be present and could affect those with compromised immune systems or other medical conditions if water is inhaled.



Other recreational activities in the area include camping, boating, picnicking, sightseeing, hiking, fishing, photography and guided tours. The springs are fed by the folds and faults formed during the building of the Ouachita mountains. They create a route which allows rainwater to travel down 6,000 to 8,000 feet below the surface, slowly heating up as it travels deeper and deeper. The water travels for 4,000 years before hitting a fault line and relatively quickly, or about 400 years, reaching the surface in what is now the historic downtown area of Hot Springs National Park, along Bathhouse Row. So, in short, when rain falls on the recharge zone, it follows the faults and cracks to a depth of 8,000 feet and then re-emerges approximately 4,400 years later, at an average temperature of 143° Fahrenheit (62° Celsius).

Warm summers and mild winters permit year-round recreation in Hot Springs National Park, with the most favorable temperatures for recreation occurring from April to October. About half the days in July and August have maximum temperatures around 90 degrees Fahrenheit. Precipitation is distributed irregularly and averages 45 to 50 inches per year. Local severe thunderstorms are common during summer months. September, October, and November are typically the driest months and April, May, and June the wettest months.



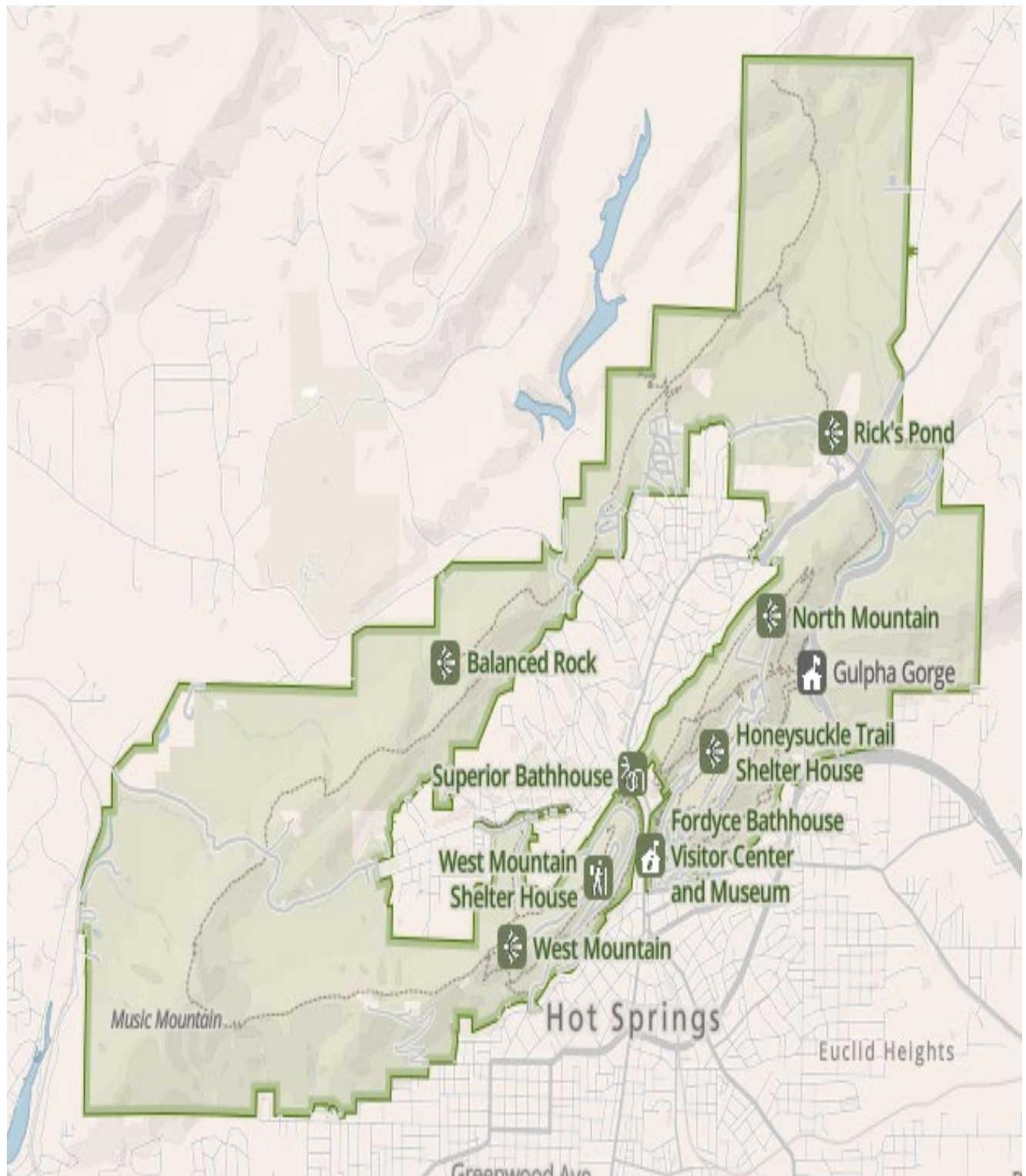
The Concessioner will provide traditional bathhouse services and massage therapy services in the oldest national park, predating Yellowstone National Park by 40 years. The [Park website](http://www.nps.gov/hosp) at [www.nps.gov/hosp](http://www.nps.gov/hosp) provides additional information. The commercial visitor services under the previous contract include services provided within the historic Buckstaff Bathhouse located in Hot Springs, Arkansas.

The Superintendent's Compendium provides a list of operating requirements under the discretionary authority of the superintendent of the Park and is available on the Park's [management site at www.nps.gov/hosp](http://www.nps.gov/hosp).

The following maps show the orientation of the Park and the location of the Concession facility along Bathhouse Row and nearby landmarks. The bathhouses are administered under a concession contract and long-term leases.

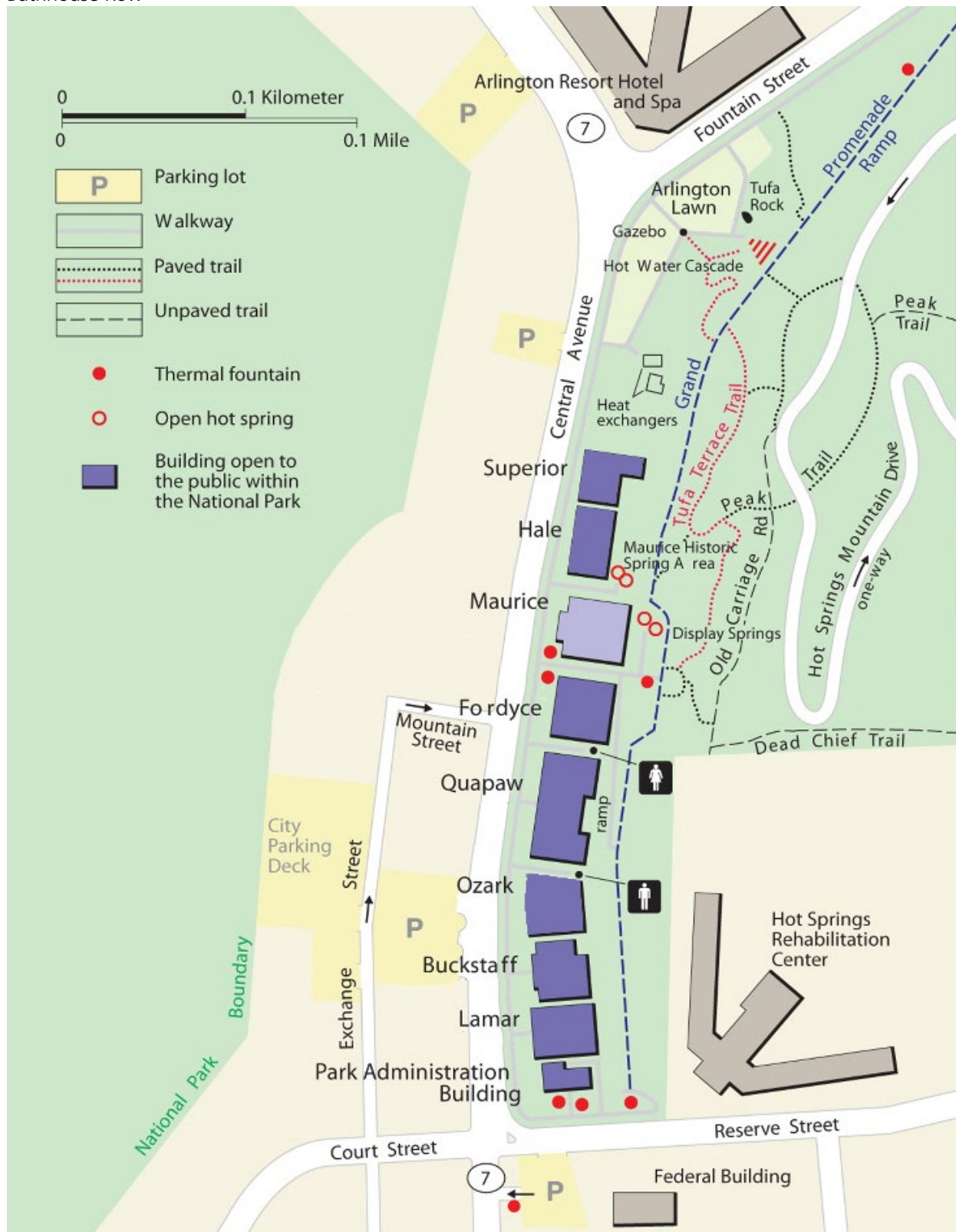


## Hot Springs National Park Boundary Map





## Bathhouse Row



## CONCESSION OPPORTUNITY

The Draft Contract requires the Concessioner to provide Traditional Bathhouse Services to include services of an attendant, individual tub bathing, sitz baths, vapor cabinets, needle showers, and hot packs, and Massage Therapy Services. These visitor services operate year-round.

### Draft Contract Term and Effective Date

The Draft Contract will have a term of ten years with an estimated effective date of January 1, 2027. The effective date of the Draft Contract is subject to change prior to award if determined necessary by the Service. In such event, the Service will change the expiration date of the Draft Contract correspondingly to maintain a term length providing ten years of operations

### Required and Authorized Services

Exhibit 1 describes the Required and Authorized Services as specified in the Draft Contract. The Draft Contract, including its exhibits, provides details on these required services.

**Exhibit 1. Draft Contract CC-HOSP002-27 - Required and Authorized Services**

Required Services	Description	Material change from current contract
Traditional Bathhouse Services	These services include services of an attendant, individual tub bathing, sitz baths, vapor cabinets, needle showers and hot packs.	No material change
Massage Therapy Services	As performed in the industry	No Material Change
Authorized Services	Description	Material change from current contract
Merchandise Sales	Merchandise related to the spa experience along with spa services	No material change
Manicures and Pedicures	As performed in the industry	No material change
Facials	As performed in the industry	No material change
Paraffin Treatments	As performed in the industry	No material change

The Service sets the operating standards and evaluates the Concessioner compliance as set out in the *Service Standards and Periodic Evaluations* available on the Concessioner Tools page of the [NPS Commercial Services](#) website.

The Draft Contract requires all concession services to be provided to the public six days a week year-round. The Service will require the Concessioner to expand existing operating hours to allow admissions, at a minimum, continuously between 8 a.m. and 5 p.m. Thursday through Tuesday. The facility will be closed to visitors on Wednesday for cleaning.

Exhibit 2 provides a summary description of the land and facility assigned to the Concessioner for use in conducting operations under the Draft Contract.



**Exhibit 2. Draft Contract CC-HOSP002-27 – Facilities Assigned**

Location (Land/Facility)	Description	Material differences from current contract
Buckstaff Bathhouse	22,656 sq/ft historic bathhouse and surrounding developed landscape	No material change

**Revenue Assumptions**

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

- Competitive Market Declaration (CMD) for rates
- Expanded operating hours to allow admissions continuously between 8 a.m. and 6 p.m. Thursday through Tuesday. The facility will be closed to visitors for cleaning on Wednesdays.
- The men's and women's floor will be switched to accommodate higher female demand using larger space.

**Estimated Projections by Department**

The following exhibit provides a summary of projected departmental revenues for the first operating season under the Draft Contract (2027).

**Exhibit 3. Summary of Projected Departmental Revenues**

Department	2027
Traditional Bathhouse Services	\$1,319,000 - \$1,533,000
Massage Therapy Services	\$835,000 - \$970,000
<b>TOTAL REVENUES</b>	<b>\$2,154,000 - \$2,503,000</b>

**Exhibit 4. Projected Required Services Statistics for Required Services**

Department	Number Provided	Avg Rev per Service
Traditional Bathhouse Services	29-325 – 33, 075	\$45
Massage Therapy Services	16,714 – 18,839	\$50

**Expense Assumptions**

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

**Utilities Expenses**

The Service will provide thermal water to the Concessioner. The Service reviewed projected actual operating and maintenance costs and amortized costs of capital improvements for utility systems and services and developed projected utility rates, which are the estimated thermal water rate the Concessioner will have to pay during the term of the Contract. Thermal water rates increase annually based on the Consumer Price Index. The following table lists the estimated rates for the term of the Contract. Rates are per 1,000 gallons based on the average rates for the past three years and are only a projection, actuals rates may vary..



Year	2027	2028	2029	2030	2031
Rate	\$4.49	\$4.64	\$4.79	\$4.95	\$5.11
Year	2032	2033	2034	2035	2036
Rate	\$5.28	\$5.46	\$5.64	\$5.82	\$6.01

The Concessioner must obtain all other utilities (water, wastewater, gas, electricity, solid waste, telephone, and internet) from out-of-park suppliers.

The Service assumes no utility add-ons in its revenue projections.

### Other Operating Considerations

There is no in-Park housing for concession employees.

## INVESTMENT ANALYSIS

As shown in the following exhibit, the Concessioner's total estimated required initial investment as projected by the Service is **\$315,000**. This includes personal property, inventory, start-up costs, and working capital (investment needed to cover expenses incurred in advance of offsetting revenues).

The Concessioner will incur start-up costs prior to commencing operations under the Draft Contract. Start-up costs include staff hiring, training that may involve compensation in addition to normal wages, systems implementation, legal support services, and marketing and advertising beyond normal annual expenditures.

The Existing Contract does not require the Existing Concessioner to sell and transfer to its successor other property associated with the concession operations.

The estimated initial investment in personal property (\$150,000) includes all necessary furniture, trade fixtures and equipment to provide required services and administrative functions. It also includes personal property associated with the Personal Property Improvement Requirement described below.

### Exhibit 5. Estimated Initial Investment

Item	Estimated Amount
Initial Personal Property Investment	\$150,000
Inventory	\$15,000
Initial Leasehold Surrender Interest	\$0
Start-up Costs	\$75,000
Working Capital	\$75,000
<b>Total Initial Investment</b>	<b>\$315,000</b>

### Deferred Maintenance

There is no deferred maintenance for which the Concessioner will be responsible.

### Maintenance

#### Assigned Facilities

The Draft Contract, Exhibit D, Assigned Land and Real Property Improvements (Concession Facilities), contains



a list and map of assigned land and real property improvements. The Draft Contract requires the Concessioner to perform all general, periodic, preventative, and cyclic maintenance and emergency repair to maintain the Concession Facilities (as defined in Section 10 of the Draft Contract) to the satisfaction of the NPS. The Maintenance Plan (Exhibit H to the Draft Contract) has specific requirements about planning and executing the Concessioner's responsibilities.

### **Component Renewal Reserve**

The Draft Contract requires the Concessioner to establish a Component Renewal Reserve to ensure funds are available to accomplish certain component renewal and replacement activities. Please see Section 10(c) of the Draft Contract for guidance on the terms and conditions of the Component Renewal Reserve. The Service will require the Concessioner to fund the Component Renewal Reserve for the Draft Contract with one-point-five percent (1.5%) of gross receipts as defined in Sec. 2 of the Draft Contract. As further explained in the Draft Contract, the Concessioner must expend sufficient additional monies to maintain and repair the Concession Facilities to the satisfaction of the Director, which may require the Concessioner to expend more than the amount that it pays into the Component Renewal Reserve.

### **Minimum Franchise Fee**

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

In determining the minimum franchise fee, the Service, using available industry data, considered the probable value to the Concessioner of the privileges granted by the Draft Contract. This probable value is based upon a reasonable opportunity for net profit in relation to capital invested and the obligations of the contract including anticipated revenues and expenses.

The following describes the minimum franchise fee acceptable to the Service for each year of the contract term: 6.0 % of gross receipts.

### **Leasehold Surrender Interest**

Concessioner will be eligible to obtain LSI as outlined in the Draft Contract and Exhibits A ("Leasehold Surrender Interest") and F1 ("Concessioner New Construction and Major Rehabilitation Project Procedures") to the Draft Contract, subject to all requirements set forth therein.

### **No Preferred Offeror**

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

## **HISTORICAL CONCESSION DATA**

This section presents information regarding historical visitation, financial, utilization, and operating data to assist Offerors in developing projections for future operations associated with the Draft Contract. Please note that the COVID-19 pandemic and associated closures impacted operations in 2020 and 2021.

### **Hot Springs National Park Visitation**

Recreation visitation to Hot Springs National Park received significant increase in visitation since the COVID-19 pandemic. The following Exhibit shows the annual numbers for the last decade and the percent change from the previous year.





	Park Visitors	% Change from Prior Year
2015	1,418,162	-.5%
2016	1,544,300	9%
2017	1,561,616	1%
2018	1,506,887	-4%
2019	1,467,153	-3%
2020	1,348,215	-8%
2021	2,162,884	62%
2022	2,646,133	18%
2023	2,502,967	-5%
2024	2,461,812	-1.6%

### Seasonality of Visitation

While recreational visits for the Park occur year-round, the greatest concentration occur between Memorial Day and Labor Day.

	Visitors	Share
January	78,103	3.1%
February	89,006	3.8%
March	165,986	9.5%
April	170,519	9.8%
May	83,157	3.4%
June	183,990	10.9%
July	195,622	11.8%
August	215,760	13.8%
September	178,362	10.5%
October	177,549	10.4%
November	143,440	7.9%
December	113,876	5.6%
<b>Total</b>	<b>1,795,369</b>	<b>100%</b>

### Historical Financial Information

Exhibit 8 presents historical revenues subject to franchise fees from the concession operations under the Existing Contract from 2019 through 2023. The Existing Concessioner paid a franchise fee equating to 1.5 percent of Gross Receipts (as defined by Section 2 of the Draft Contract).

#### Exhibit 6. Historical Gross Receipts by Service Offered and Franchise Fees

Department	2022	2023	2024
Bath	\$957,877	\$977,228	\$1,089,247
Massage	\$647,977	\$689,810	\$737,075



Department	2022	2023	2024
Whirlpool	\$81,960	\$81,255	\$88,104
Merchandise	\$66,898	\$83,061	\$101,774
All Authorized Services	\$123,824	\$119,849	\$155,126
<b>Total</b>	<b>\$1,878,266</b>	<b>\$1,951,203</b>	<b>\$2,118,252</b>
<b>Franchise Fee Paid</b>	<b>\$27,149</b>	<b>\$28,603</b>	<b>\$31,995</b>

## MARKET AREA OVERVIEW

### Local Competitive Market

For informational purposes, the Service presents a brief market overview of the environment in which concession services in the Park operate. The following exhibit identifies some of the businesses that may directly compete with the concession operation and are located in the Park or in the vicinity of the Concession Facilities. Exhibit 4 covers some potential competition that may impact operations and profitability. Neither Exhibit 4, nor Exhibit 5 is intended to be an exhaustive list. It is the responsibility of Potential Offerors to conduct their own research to evaluate the competitive environment and operating attributes.

**Exhibit 7. Potential Direct Competition**

Direct Competition	General Location	Competing Services
Quapaw Baths and Spa	In Park	Traditional bathhouse experiences and massage therapy services paraffin treatments, facials, manicures and pedicures and limited merchandise sales
Thai-Me Spa	Downtown Hot Springs	Massage therapy services, paraffin treatments, facials, and limited merchandise sales
The Thermal Bathhouse & Spa at the Arlington	Downtown Hot Springs	Traditional bathhouse experiences and massage therapy services paraffin treatments, facials, and manicures and pedicures
Chrysalis Day Spa	10 minutes away	Traditional bathhouse experience and massage therapy and facials

**Exhibit 8. Area Attributes**

Unique Attributes	Potential Impact to Concessioner
Seasonality of Visitation	Visitation peaks around Spring (March through June), with gradual tapering on either side of the peak season. December and January see the fewest average number of visitors. Park visitation set a record in 2022 and moderated only slightly in 2023 and 2024. Visitation levels are significantly higher than pre-pandemic averages.



Unique Attributes	Potential Impact to Concessioner
Natural Disasters	There may be other natural disasters that happen within the term of the contract that neither the NPS nor the Concessioner has any control over. Examples are tornadoes, storms, late or early season ice or snowstorms, etc.
Travel Logistics	Most visitors coming to the park by air fly into Little Rock, Arkansas, which is less than an hour away by car. Memphis, Tennessee is less than 3 hours away, Oklahoma City and the Dallas/ Fort Worth metro areas are both roughly 5 hours away by car. Road construction, the price of fuel, and other factors may have an impact on visitation. However, these four areas also give the Concessioner the opportunity for focused marketing.



**-- END Part I: Business Opportunity --**

