

BUSINESS OPPORTUNITY

CC-OZAR012-27

Department of the Interior

National Park Service

Ozark National Scenic Riverways

**A Concession Business Opportunity for
Canoe & Tube Rental with Shuttle Service, Camp Store and Retail
Merchandise and Firewood Sales
within Ozark National Scenic Riverways**

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Note: All images provided by the NPS.



INTRODUCTION

The National Park Service offers this business opportunity to provide required Canoe and Tube Rental with Shuttle Service, Camp Store and Retail Merchandise Sales, and Firewood Sales in Ozark National Scenic Riverways.

Ozark National Scenic Riverways extends along 134 miles of the Current and Jacks Fork rivers in the Ozark Highlands of south central and eastern Missouri. The National Riverways' authorized boundary encompasses a total of 80,790 acres of land. The clean, clear waters of the Riverways, alternately sliding over rapids and gathering in still translucent pools, provide excellent opportunities for canoeing, floating, swimming, fishing, and jonboating. Other recreational activities include camping, picnicking, sightseeing, hiking, horseback riding and hunting in season. The rivers are fed by intermittent streams, which wind their way through narrow valleys, or hollows, in the gently rolling countryside, and by numerous springs. The springs are associated with a network of more than 380 caves that extend along the river corridors. The landscape remains predominantly rural, with broadleaf forests and occasional open fields providing habitat for wildlife and a scenic backdrop for the rivers. Many of the local residents are descendants of the self-sufficient Ozark settlers, whose history is represented by numerous historic buildings and archeological sites throughout the park.

Warm summers and mild winters permit year-round recreation in the National Riverways, 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 are the wettest months. Flooding is common in the Riverways, and flash floods may occur during the rainy season. The National Park Service implements a visitor-warning system whenever danger of flooding or flash flooding is known to be severe.

The Concessioner will provide canoe and tube rental and shuttle service in addition to operating a camp store including retail merchandise and firewood sales in the first national park in the country which protects a river system with over 134 miles of rivers to float on, including many caves, springs and over 12,000 years of human history.

SITE VISIT

A one-day site visit will occur on the date listed on the inside front cover of this Prospectus. If you intend on attending the site visit or for more information, please contact Eric Nikkel as follows:

Attn: Eric Nikkel
National Park Service, Interior Regions 3,4,5
601 Riverfront Drive
Omaha, NE 68102
Phone: (402) 661-1772
E-Mail: eric_nikkel@nps.gov

The site visit will be an opportunity for all interested parties to get an overview of the proposed concession operations areas, along with a tour of the Concession Facilities associated with the Draft Contract.

Summary of Term and Conditions of the OZAR012-27 Opportunity

Location - Ozark National Scenic Riverways

Draft Contract Term - 10 Years

Projected Effective Date - January 1, 2027

Required Services - Canoe & Tube Rental with Shuttle Service, Camp Store and Retail Merchandise Sales, and Firewood Sales

First Full Year of Operations - 2027

**Projected Range of Gross Receipts
\$265,000 – \$300,000**

Minimum Franchise Fee - 5% of Gross Receipts



INFORMATION REGARDING THIS PROSPECTUS

In this document, the National Park Service (“NPS”) refers to Ozark National Scenic Riverways as “the Park.”

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-OZAR012-27 (“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.



Service Concessions Management Improvement Act of 1998 (Public Law §105-391 and hereafter referred to as “the 1998 Act”), as amended, and the regulations in 36 C.F.R. Part 51. Links to the 1998 Act and National Park regulations are available online at the [Commercial Services Law, Regulations, and Policy website \(https://www.nps.gov/subjects/concessions/law.htm\)](https://www.nps.gov/subjects/concessions/law.htm). <https://concessions.nps.gov/regulations.htm> In the event of any inconsistency between the terms of this Prospectus and 36 C.F.R. Part 51, the latter will prevail.

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

“Existing Concessioner” refers to O D Blackwell 1, LLC doing business as Akers Ferry Canoe Rental, the concessioner under Concession Contract CC-OZAR012-14 (“Existing Contract”). The Existing Contract commenced on July 1, 2014, expired on June 30, 2024, and was extended to December 31, 2026.

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](http://www.nps.gov/ozar) at www.nps.gov/ozar.

QUESTION DEADLINE

As explained in the Proposal Instructions (Part II of this Prospectus), if you do not understand something in this Prospectus, you must submit your questions via email to Concessions Management Specialist Eric Nikkel no later than the due date for questions listed on the inside cover of this Prospectus. Your questions must specify the section of the Prospectus that is the subject of your inquiry. The Service will respond to your questions, as appropriate, in writing, and will provide the questions and responses to all potential Offerors who have requested to be put on the list to keep themselves informed of any questions, answers, or changes to the Prospectus. The Service may not answer questions submitted after this date.

SUBMISSION DEADLINE

Proposals must be received by the due date and time shown on the inside cover of this Prospectus. Refer to the Proposal Instructions and Proposal Package (Parts II and III of this Prospectus) for further information about how to submit a proposal.

PROPOSALS

Part II of this Prospectus contains the instructions about completing proposals. Offerors must carefully read and comply with those instructions.



Part III of this Prospectus contains the Proposal Package. Offerors must complete this section in its entirety. The Proposal Package contains a required transmittal letter, five principal selection factors and two 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 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 provides forms Offerors must complete depending on their organizational structure. The rest of this principal selection factor requires Offerors to describe their experience providing the required services.

In Principal Selection Factor 4, Offerors must provide documentation demonstrating the financial capability to commence and carry-on operations under the Draft Contract. The Service has provided a business history form and Excel workbook Offerors must complete in providing responses to this selection factor.

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 the minimum franchise fee set out in the selection factor may 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.

THE NATIONAL PARK SERVICE AND ITS MISSION

In 1916, President Woodrow Wilson approved legislation creating the NPS 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 wildlife 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. 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
... 54 U.S.C. § 100101(b)

The NPS preserves unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world. Visit the [NPS website](#) to learn more about the NPS. This site includes information about the Service's mission, policies, and individual park units.

DOING BUSINESS WITH THE NATIONAL PARK SERVICE

The NPS 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.

The NPS uses 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 other visitor services the NPS itself does not provide. Congress has passed several laws guiding the NPS in contracting with third parties to provide these services



including the NPS Concessions Management Improvement Act of 1998. The NPS implemented regulations for many aspects of the law, primarily to set out the process for soliciting bids for new contracts and managing the concessioner's investment in structures owned by the United States.

Working with the NPS in providing commercial visitors services differs from operating outside a park in several respects. By law, the NPS approves rates to ensure park visitors do not pay higher fees for goods and services merely because such transactions occur within a park. Concessioners must develop and follow environmental



management programs, risk management programs, and similar programs to ensure operations comply with applicable laws. NPS 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 as monopolies even though the NPS does not grant exclusive rights to any visitor services. Although the NPS approves rates, processes ensure the rates are competitive with similar services near the operating locations. Contract oversight reflects the best management practices of the private sector industries and using operating standards based on similar ones in the private sector reflect best industry practices for the

required services of the concession contracts.

OZARK NATIONAL SCENIC RIVERWAYS AND THE EXISTING CONCESSION OPERATION

Congress established Ozark National Scenic Riverways on August 27, 1964 in passing 78 Stat. 608, U.S.C § 460m, as amended, which states, in part, that the park is established "...for the purpose of conserving and interpreting unique scenic and other natural values and objects of historic interest, including preservation of portions of the Current River and the Jacks Fork River in Missouri as free-flowing streams, preservation of springs and caves, management of wildlife, and provisions for use and enjoyment of outdoor recreation resources..." It includes 80,785 acres of river, forest, open field, and glade environments. It includes portions of both the Current and Jacks Fork Rivers, providing 134 miles of clear, free-flowing, spring-fed waterways. Much of the area is underlain by dolomite that has given rise to numerous sinkholes, caves, and springs, representative of classical karst topography. Up to 90% of the combined flow of the Current and Jacks Fork Rivers comes from the more than 400 springs in the drainage basin. The entire Park lies within the Ozark Highlands, an important center of biodiversity in North America. The Ozark Highlands is home to a rich array of wildlife and plants, including endemic species that exist nowhere else in the world. The Park also contains a broad range of cultural resources, including prehistoric sites associated with thousands of years of American Indian use and occupation of the area, and later 19th century structures and sites, such as mills and farms that reflect the patterns of settlement and the economic activities of early European American pioneers.

The [Park website](http://www.nps.gov/ozar) at www.nps.gov/ozar provides additional information. The commercial visitor services under the Existing Contract include services located near Eminence, Missouri at Akers Ferry providing canoe and tube rental with shuttle services and running the camp/retail store.

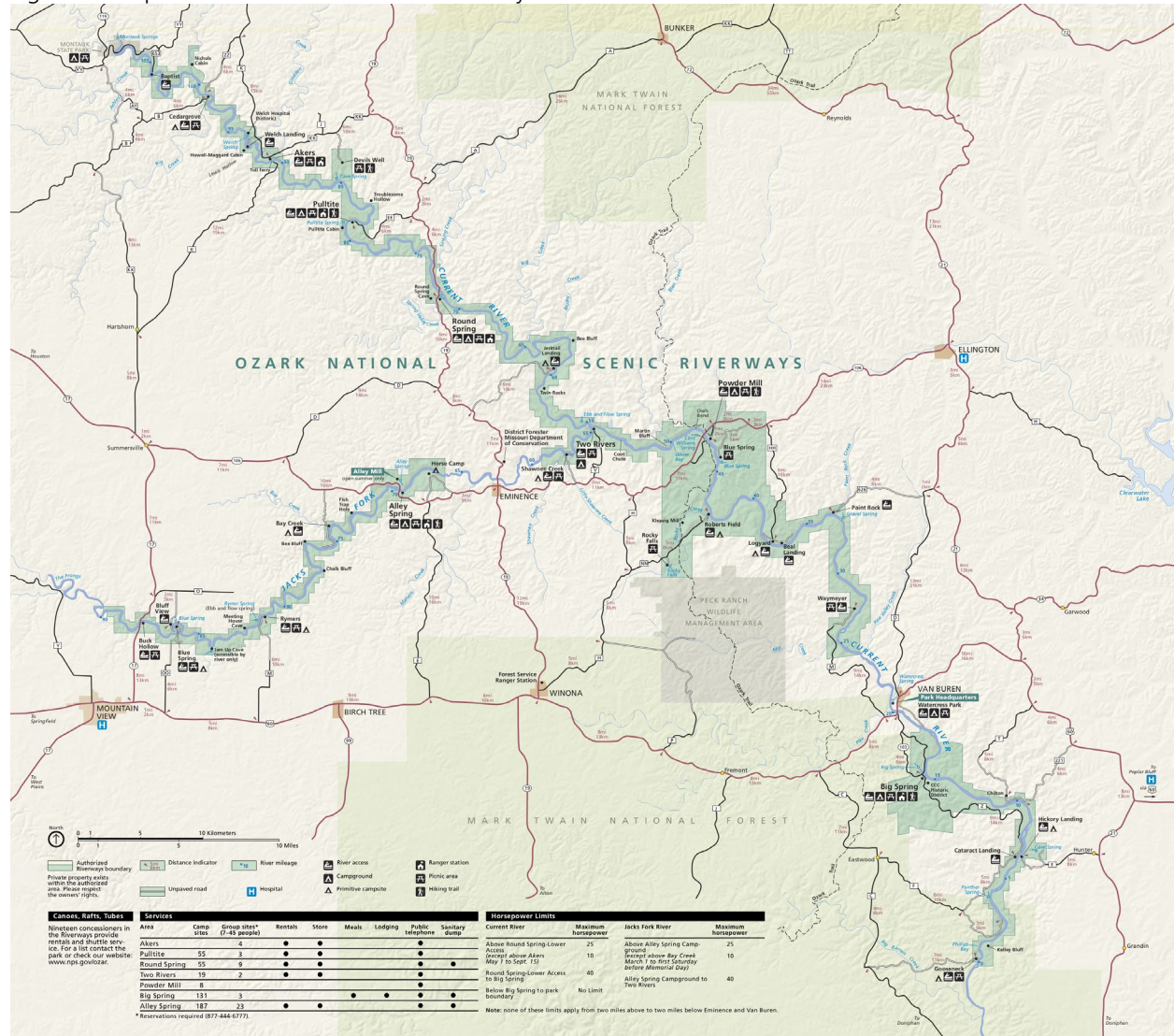
OZARK NATIONAL SCENIC RIVERWAYS and CONCESSION LOCATION

The following map shows the orientation of the Park within the Ozark highlands of Missouri, and the surrounding gateway communities. It also shows the location of the Concession facility at Akers Ferry and nearby landmarks. The rivers are administered in three zones or districts: the Upper Current, the Jacks Fork, and the Lower Current. Concessioners are assigned specific areas in which to operate. This Concessioner will



operate in the Upper Current district located in south central Missouri. Highway 19 and K Highway provide access to the facility and that portion of the Park.

Figure 1. Map of Ozark National Scenic Riverways



CONCESSION OPPORTUNITY

The Concessioner will provide canoe and tube rentals with associated shuttle service. The Concessioner will also manage the camp store where retail, merchandise, and firewood sales occur.

DRAFT CONTRACT TERM

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 operating seasons.



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-OZAR012-27 - Required and Authorized Services

Required Services	Description	Material change from current contract
Canoe/tube rental with Visitor Shuttle Service via Bus or Van	Provide watercraft rental of canoes, and/or tubes with associated shuttle service to visitors in the Upper Current District.	No material change
Camp store & retail merchandise	Merchandise sales including, but not limited to, groceries, ice, fishing supplies, camping supplies, souvenirs, handicrafts, novelty, and sundry items.	No material change
Firewood sales	Provide wood for sale at the woodlot located within the Concessioner's land assignment.	No material change
Authorized Services	Description	Material change from current contract
Kayak/Raft Rental and Visitor Shuttle Service via Bus or Van	Applicable only upon written request and approval of vessel exchange as described in the Operating Plan	No material change
Shuttle Service to transport private vessels	Concessioner is authorized to provide shuttle service to transport private canoes and/or vehicles.	No material change
Private vehicle shuttle service	Concessioner is authorized to provide shuttle service to transport private vehicles of customers	No material change
Vending and/or Ice Machine	Applicable only upon the approval of locations and faceplate types/colors of machines by the Service prior to operation.	No material change
Sale of packaged liquor (limited to plastic & aluminum containers)	The sale of package liquor is authorized only under the required licensing and insurance requirements with proof thereof. Sale of beverages will be limited to aluminum and plastic only.	No material change

Source: NPS

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.

Required Operating Schedule

The Draft Contract requires all concession services to be provided to the public seven days a week from May 1st through September 30th. Firewood sales must be available seven days a week from April 15th to October 30th.

Assigned Facilities and Vessel Allotment



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-OZAR012-27 - Facilities Assigned

Location (Land/Facility)	Description	Material differences from current contract
Aker's Ferry Store and Canoe Rental Office (Facility Building #277)	400 square feet within the Akers Visitor Contact Station, a facility located at Akers Ferry. Supports limited retail merchandise sales and provides canoe rental service office.	No material change
Land Assignment (land)		No material change

Exhibit 3. Draft Contract CC-OZAR012-27 - Vessel Allotment

Vessel Type	Number
Canoes	220
Tubes or Personal Inflatable	50
Kayaks	Subject to exchange approval
Rafts (not to exceed 14 feet)	Subject to exchange approval

Utilities

The Concessioner has responsibility for all utility expenses. The Service provides electricity, water and wastewater services to the Concessioner and bill the Concessioner for these services in accordance with DO35B. The Concessioner is responsible for contracting with local providers for all other utilities (phone, garbage, internet).

Maintenance of Concession Facilities

The Draft Contract requires the Concessioner to be responsible for maintenance, specified repairs, housekeeping, and groundskeeping for all Concession Facilities (as defined in Section 9 of the Draft Contract) to the satisfaction of the Director. The Maintenance Plan (Exhibit E to the Draft Contract) has specific requirements about planning and executing the Concessioner's responsibilities.

Component Renewal Reserve

The Draft Contract does not require a Component Renewal Reserve.

Personal Property Reserve

There are no Personal Property Reserve minimums set.

Insurance Requirements

The Service has included minimum insurance requirements for Concession Facilities in Exhibit F of the Draft Contract.

Franchise Fee

Offerors must agree to pay the minimum franchise fee of **five percent (5%)** of gross receipts, as set out in Principal Selection Factor 5 of the Proposal Package (Part III of this Prospectus).



INVESTMENT ANALYSIS

INITIAL INVESTMENTS

The Concessioner will be responsible for estimating and providing the initial investment necessary to begin operating the business and is responsible for its own financial projections based on its independent assumptions, due diligence, and industry knowledge. As shown in the exhibit below, the NPS projects the Concessioner's total estimated initial investment at \$342,752. This includes personal property, inventory, supplies, start-up costs (staff hiring, training, etc.), and working capital (investment needed to cover expenses incurred in advance of offsetting revenues). The NPS did not include any costs associated with authorized services in its initial investment estimate and does not guarantee these projections will materialize and assumes no liability for the investment figures provided. Exhibit 4 summarizes the estimated initial investment at the start of the Draft Contract.

Exhibit 4. Estimated Initial Investment

	Estimated Amount
Initial Personal Property	\$300,000
Inventory and Working Capital	\$3,333
Start-up Costs	\$39,419
Total Initial Investment	\$342,752

Source: NPS

Personal Property

The Existing Contract does not require the Existing Concessioner to sell and transfer to a successor other property used or held for use in connection with the operation. Projected personal property investments include vehicles, trailers, canoes, kayaks, rafts, paddles, tubes, personal flotation devices, chase boat, storage, coolers, refrigeration equipment, washer/dryer, a reservation system, computer hardware and software, furniture and fixtures, etc.

Start-Up Costs and Working Capital

At the start of the Draft Contract, the Concessioner will need to make a one-time investment in a range of activities to begin operations. These activities may include, but are not limited to, hiring staff, training (which may involve compensation to staff in addition to normal wages), systems implementation, legal support services, and marketing and advertising.

Rates

The Superintendent ensures that the Concessioner's rates and charges to the public are commensurate with the level of services and facilities provided, and are reasonable, justified, and comparable with similar facilities and services provided in the private sector. Under the Draft Contract, the Service will use the Competitive Market Declaration methodology for all rates.

DEFERRED MAINTENANCE OF CONCESSION FACILITIES

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

LEASEHOLD SURRENDER INTEREST

There is no Leasehold Surrender Interest ("LSI") associated with the Existing Contract. The Concessioner will NOT be eligible to obtain LSI.



MARKET AREA OVERVIEW

For informational purposes, the Service presents a brief market overview of the environment in which concession services in the Park operate. Exhibit 5 identifies some of the businesses that directly compete with the concession operation and are in the Upper Current District and/or in the vicinity of the Concession Facilities. There are other authorized watercraft Concessioners operating in the other two districts of the Park that may provide shuttle and rental services within the Upper Current District under limited conditions. Exhibit 6 covers some of the area attributes that may impact operations and profitability. Neither Exhibit 5, nor Exhibit 6 is intended to be an exhaustive list. Potential Offerors must conduct their own research to evaluate the competitive environment.

Exhibit 5. Potential Direct Competition

Direct Competition	General Location	Competing Services
Round Springs Canoe Rental	Located outside the Park, approximately 2 miles from Akers Ferry	Watercraft rentals, shuttle service, merchandise sales, vending machine sales
Current River Canoe Rental	Located inside the Park, approximately 13 miles from Akers Ferry	Watercraft rentals, shuttle service, merchandise sales, vending machine sales
Wild River Canoe Rental	Located outside the Park, approximately 2 miles from Akers Ferry	Watercraft rentals, shuttle service, merchandise sales, vending machine sales
Jadwin Canoe Rental	Located outside the Park, approximately 5 miles from Akers Ferry	Watercraft rentals, shuttle service, merchandise sales, vending machine sales
Silver Arrow Canoe Rental	Located outside the Park, approximately 9 miles from Akers Ferry	Watercraft rentals, shuttle service, merchandise sales, vending machine sales
Carr's Canoe Rental	Located inside the Park, approximately 21 miles from Akers Ferry	Watercraft rentals, shuttle service, merchandise sales, vending machine sales
Running River Canoe Rental	Located outside the Park, approximately 7 miles from Akers Ferry	Watercraft rentals, shuttle service, merchandise sales, vending machine sales

Exhibit 6. Area Attributes

Unique Attributes	Potential Impact to Concessioner
Flood Conditions	The Jacks Fork and Current Rivers are closed to floating when water levels exceed 2 feet above normal. Historically, this occurs 6-8 times per year with closures typically lasting 24 hours. The NPS cannot predict the frequency, timing, or duration of the closures.
Drought Conditions	During the summer months, typically June through September, sections on the Upper Current from Baptist Camp to Cedargrove can experience low water levels. This can have an impact on floaters, as they may experience less than desirable floating



Unique Attributes	Potential Impact to Concessioner
	conditions during this time. These conditions vary depending on the weather. While a low water level is typical in this area during the middle of summer, generally this section contains sufficient water levels to provide a desirable float year around.
Travel Logistics	The majority of visitors come from the St. Louis Metropolitan region, Columbia, or Kansas City region. Road construction, price of fuel, and other factors have an impact on visitation. However, these three areas also give the Concessioner the opportunity for focused marketing.
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 wildfires, tornadoes, storms, late or early season ice or snowstorms, etc.

HISTORICAL VISITATION AND EXISTING CONCESSION CONTRACT OPERATIONS

VISITATION

Park Visitation Information

Unlike many units within the National Park system, Ozark National Scenic Riverways visitation has seen relatively stable visitation over the last ten years, with some year-to-year variation.

Exhibit 7 shows the annual numbers for the last decade and the percentage change from the previous year.

Exhibit 7. Annual Visitation to Ozark National Scenic Riverways, 2015-2024

	Park Visitors	% Change from Prior Year
2015	1,277,941	-1%
2016	1,241,480	-3%
2017	1,165,296	-6%
2018	1,264,657	9%
2019	1,221,489	-3%
2020	1,316,795	8%
2021	1,328,773	1%
2022	1,291,305	-3%
2023	1,334,137	3%
2024	1,343,779	2%
Average	1,278,565	.7%

Source: NPS

Seasonality of Visitation

While recreational visits to the Park occur year-round, the greatest concentration of them happen between Memorial Day and Labor Day



Exhibit 8. Average Monthly Total Visitation to Ozark National Scenic Riverways, 2015-2024

	Visitors	Share
January	16,484	1.3%
February	17,659	1.4%
March	47,465	3.7%
April	62,930	5%
May	100,810	7.9%
June	192,386	15%
July	282,992	22%
August	254,012	19.8%
September	141,105	11.0%
October	76,105	6.0%
November	60,412	4.7%
December	26,208	2.2%
Total	1,278,565	100%

Source: NPS

HISTORICAL REVENUES

Exhibit 9 presents historical revenues subject to franchise fees from the concession operations under the Existing Contract for 2020, 2022, and 2024. The Existing Concessioner paid a franchise fee equating to 4 percent of Gross Receipts (as defined by Section 2 of the Existing Contract).

Exhibit 9. Historical Gross Receipts by Service Offered and Franchise Fees

Department	2020	2022	2024
Tube/raft/kayak Rental	\$40,942	\$12,355	\$69,975
Canoe Rental	\$104,346	\$58,152	\$171,165
Grocery	\$41,806	\$16,867	13,441
Shuttle/Ferry Service	\$3,227	\$1,287	15,252
General Merchandise	\$23,942	\$32,897	13,521
Total OZAR012	\$214,263	\$121,558	\$283,354
Franchise Fee Paid	\$10,938	\$3,647	\$8,501

*Concessioner did not provide financial data for 2021. The Concessioner did not operate in 2023.

LINKS TO ADDITIONAL INFORMATION

The cover page to the Appendix of this Prospectus includes links to additional relevant information the Offeror may find useful.

PREFERRED OFFEROR DETERMINATION

Pursuant to 36 C.F.R. Part 51, the Director has determined the Existing Concessioner meets the definition of a Preferred Offeror and is eligible to exercise, in accordance with this part, a right of preference for the Draft Contract. That preferential right allows the Preferred Offeror, if it submits a responsive proposal, and is not selected as the best proposal for the Draft Contract, to match the terms and conditions of the best proposal.

