

# **BUSINESS OPPORTUNITY**

CC-OZAR011-28

*Department of the Interior*

National Park Service

Ozark National Scenic Riverways

**A Concession Business Opportunity for  
Canoe & Tube Rental with Shuttle Services, Camp Store and Retail  
Merchandise Sales, 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 extends 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 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 with shuttle service in addition to operating a campground, camp store including retail merchandise and firewood sales in the first national park to protect a river system in the country with over 134 miles of rivers to float on, and 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) 993-5077  
E-Mail: [eric\\_nikkel@nps.gov](mailto: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 OZAR011-28 Opportunity**

**Location - Ozark National Scenic Riverways**

**Draft Contract Term - 10 Years**

**Projected Effective Date - January 1, 2028**

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

**First Full Year of Operations - 2028**

**Projected Range of Gross Receipts  
\$430,000 – \$450,000**

**Minimum Franchise Fee - 6% 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-OZAR011-28 (“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 [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.html> 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 Current River Canoe Rental, LLC, the concessioner under Temporary Concession Contract TC- OZAR011-25 (“Existing Contract”). The Existing Contract commenced on January 1, 2025, expires on December 31, 2027, or upon the start of a new contract.

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](https://www.nps.gov/ozar) at [www.nps.gov/ozar](https://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 minimize 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 minimize environmental impacts.

## 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 until 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 reflects 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 the 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. Ozark National Riverways 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 19<sup>th</sup> 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](http://www.nps.gov/ozar) provides additional information. The commercial visitor services under the Existing Contract include services located near Eminence, Missouri at Two Rivers 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 Pulltite 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 Concession will operate in the Upper Current district located in south central Missouri approximately twenty (20) miles from Eminence, Missouri. Highway 19 and State Highway EE provides access to the facility and that portion of the Area.

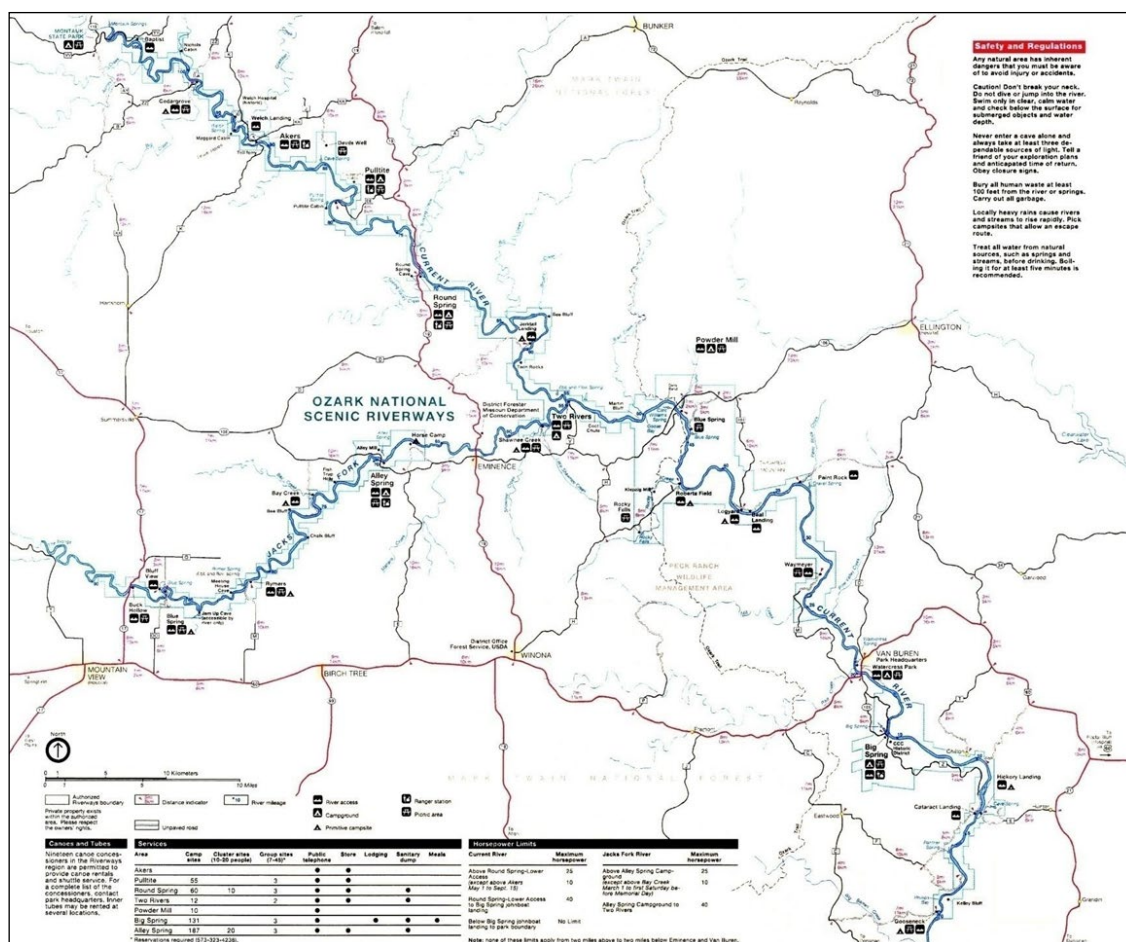




Figure 1. Map of Ozark National Scenic Riverways

## CONCESSION OPPORTUNITY

The Concessioner will provide canoe and tube rentals with associated shuttle service. The Concessioner will also manage the camp store and merchandise sales in addition to providing firewood sales.

### DRAFT CONTRACT TERM

The Draft Contract will have a term of ten years with an estimated effective date of January 1, 2028. 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-OZAR011-28 - Required and Authorized Services**

| Required Services                                       | Description                                                                                                                                             | Material change from current contract |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| Canoe/tube rental with shuttle service                  | Provide watercraft rental; canoe, and/or tube rentals 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 Shuttle Service related to rental | 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 30<sup>th</sup>. Firewood sales must be available seven days a week from April 15<sup>th</sup> to October 30<sup>th</sup>.

### ***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 3 provides a summary description of allotted vessels.



**Exhibit 2. Draft Contract CC-OZAR011-28 - Facilities Assigned**

| Location (Land/Facility)                                                              | Description                                                                                                                                                                                                                                                                                                                                                           | Material differences from current contract                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Current River Merchandise Camp Store and Canoe Rental Office (Facility Building #201) | 1,642 square foot facility located within Pulltite adjacent to the campground. Supports retail merchandise items, including food and beverage sales; provides canoe/tube rental service office.                                                                                                                                                                       | No material change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Land Assignment (land)                                                                | Approximately 60 feet perimeter surrounding merchandise store/canoe rental facility, building #201. Also, to include small parking lot for Concessioner, merchandise store staff and customer use; <i>and</i><br><br>Approximately 75 ft. by 200 ft. area located adjacent to the merchandise store to be used by Concessioner for operations, storage and workspace. | Optional material change; <u>upon written request and approval by the Service</u> , the Concessioner may be authorized the ability to install a single-story maintenance/storage shed of no more than 1,200 square feet within the area of their land assignment. Design, materials and location shall be approved by the park prior to construction. <u>This shed will be considered personal property and will not incur leasehold surrender interest.</u> The Concessioner will be required to remove the shed at the end of the contract. |
| Woodlot                                                                               | A 12ft x 20 ft fenced area located within the Concessioner's land assignment                                                                                                                                                                                                                                                                                          | No material change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

**Exhibit 3. Draft Contract CC-OZAR011-28 - Vessel Allotment**

| Vessel Type                   | Number                       |
|-------------------------------|------------------------------|
| Canoes                        | 100                          |
| 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 will bill the Concessioner for water and wastewater in accordance with DO35B, which it is responsible for providing. All other utilities (electricity, phone, garbage, internet) are the responsibility of the Concessioner to contract with local providers.

**Maintenance of Concession Facilities**

The Draft Contract requires the Concessioner to perform all general preventative and cyclic maintenance and emergency repair to maintain the Concession Facilities (as defined in Section 9 of the Draft Contract) to the satisfaction of the Service. 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 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 I of the Draft Contract.

### Franchise Fee

Offerors must agree to pay the minimum franchise fee of **six percent (6%)** 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 their own financial projections based on their independent assumptions, due diligence, and industry knowledge. As shown in the exhibit below, the Service projects the Concessioner's total estimated initial investment at \$221,198. 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 Service 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. The Offeror must conduct its due diligence, producing its own financial projections and relying on its own financial assumptions. Exhibit 4 summarizes the estimated initial investment at the start of the Draft Contract.

**Exhibit 4. Estimated Initial Investment**

|                                 | Estimated Amount |
|---------------------------------|------------------|
| Initial Personal Property       | \$200,000        |
| Inventory and Working Capital   | \$5,000          |
| Start-up Costs                  | \$16,198         |
| <b>Total Initial Investment</b> | <b>\$221,198</b> |

Source: NPS

### Personal Property

The Existing Contract does not require the Existing Concessioner to sell and transfer to its 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 ramp up operations. These activities may include, but are not limited to, hiring staff, training (which may involve compensation for 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.



For specific guidance on rate setting for all services, see the Draft Contract, Exhibit B (Operating Plan) and the National Park Service Rate Administration Guide ("Rate Administration Guide"). A copy of the Rate Administration Guide including the Rate Administration Guide Addendum is available on the NPS Commercial Services website.

## 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 be eligible to obtain LSI as outlined in the Draft Contract, Section 8.

## 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 located 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 Area 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                                                                                                                      |
|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Jadwin Canoe Rental                                         | Located outside Park, approximately 19 miles from Pulltite, north on Highway 19 through KK to K Highway. | Watercraft rentals, shuttle service, merchandise sales provided by the competition. Vending machine(s) are provided by the competition. |
| Akers Ferry Canoe Rental                                    | Located inside Park, approximately 13 miles from Pulltite, north on Highway 19 and KK.                   | Watercraft rentals, shuttle service, merchandise sales provided by the competition. Vending machine(s) are provided by the competition. |
| Jason's Place, Round Spring, and Wild River Canoe Rental(s) | Located outside Park, approximately 10 miles from Pulltite, north on Highway 19 and KK.                  | Watercraft rentals, shuttle service, merchandise sales provided by the competition. Vending machines are provided by the competition.   |
| Silver Arrow Canoe Rental                                   | Located outside Park, approximately 16 miles from Pulltite, north on Highway 19.                         | Watercraft rentals, shuttle service, merchandise sales provided by the competition. Vending                                             |





| Direct Competition                          | General Location                                                                          | Competing Services                                                                                                                      |
|---------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
|                                             |                                                                                           | machines are provided by the competition.                                                                                               |
| Running River Canoe Rental                  | Located outside Park, approximately 5 miles from Pulltite, north on Highway 19.           | Watercraft rentals, shuttle service, merchandise sales provided by the competition. Vending machines are provided by the competition.   |
| Carr's Grocery and Canoe Rental/Tube Rental | Located inside Park, approximately 8 miles from Pulltite, southwest on Highway EE and 19. | Watercraft rentals, shuttle service, merchandise sales provided by the competition. Vending machine(s) are provided by the competition. |

#### 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 Service cannot predict the frequency, timing, or duration of the closures.                                                                                                                                                                                                                                                                                             |
| Drought Conditions | During the summer months, typically June through September, the section on the Upper Jacks Fork River from 17 Bridge to above Alley Spring can experience low water levels. This can have an impact on floaters, as they may experience less than desirable floating 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, there have been some years that this section of the Jacks Fork contained sufficient water levels to provide a desirable float year-round. |
| 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 Service 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 percent change from the previous year.

**Exhibit 7. Annual Island 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%                       |
| <b>Average</b> | <b>1,278,565</b> | <b>.7%</b>               |

### ***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%        |
| <b>Total</b> | <b>1,278,565</b> | <b>100%</b> |

Source: NPS

## **HISTORICAL REVENUES**

Exhibit 9 presents historical revenues subject to franchise fees from the concession operations under the Existing Contract from 2022 through 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                   | 2022             | 2023             | 2024             |
|------------------------------|------------------|------------------|------------------|
| Canoe/tube/raft/kayak Rental | \$245,247        | \$316,768        | \$332,071        |
| Alcoholic Beverages          | \$14,467         | \$9,967          | \$10,450         |
| Ice/Wood                     | \$14,540         | \$16,891         | \$18,180         |
| Shuttle Service              | \$4,140          | \$12,675         | \$12,950         |
| General Merchandise          | \$89,447         | \$102,815        | \$105,550        |
| <b>Total</b>                 | <b>\$439,415</b> | <b>\$459,116</b> | <b>\$479,201</b> |
| <b>Franchise Fee Paid</b>    | <b>\$14,714</b>  | <b>\$18,365</b>  | <b>\$19,168</b>  |

**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.

