

PART I

BUSINESS OPPORTUNITY

Proposal to Operate Interpretive Tram Tours, Bicycle Rentals, Retail, Vending, Bicycle and Hiker Pickup, and Paddlecraft Shuttle Service at Shark Valley within Shark Valley

at

Everglades National Park
National Park Service
Department of the Interior

Concession Contract No. CC-EVER004-27

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INTRODUCTION

The National Park Service offers this opportunity for interpretive tram tours, bicycle rentals, retail, vending, bicycle and hiker pickup, and paddlecraft shuttle service at the Shark Valley location in Everglades National Park.



Location
Shark Valley, Everglades National Park, Florida
Draft Contract Term
10 Years
Projected Effective Date
January 1, 2027
Required Services
Interpretive Tram Tours, Bicycle Rentals, Retail, Vending, Bicycle and Hiker Pickup, and Paddlecraft Shuttle
Authorized Services
After Hours Bicycle Rentals
First Year of Operations (2027), Projected Range of Gross Receipts
\$3,706,790 - \$4,141,630
Estimated Initial Investment (Year 0)
\$1,001,000
Minimum Franchise Fee
4.5 Percent

SITE VISIT

The National Park Service ("Service") will host a site visit for entities interested in submitting an offer. The details pertaining to the site visit and contacts are found in the Inside Cover to this prospectus.

NOTIFICATION OF INTENT TO PROPOSE

If you plan to submit a proposal in response to this solicitation, you must notify Bill Stevens via email at bill_g_stevens@nps.gov no later than 12:00 p.m. Eastern Time on the date specified on the Inside Cover document of this Prospectus. The Service will not accept proposals from entities that do not provide notice on or before that date. Your email notification must include the name of the Offeror as it will be provided in the Offeror's Transmittal Letter or the name of the individual who will sign the proposal on behalf of the Offeror.

INFORMATION REGARDING THIS SOLICITATION

The Prospectus describes in general terms the existing business operation and the business opportunity for services allowed pursuant to Solicitation No. CC-EVER004-27. It is comprised of five parts:

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

In this document, the Service refers to Everglades National Park 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-EVER004-27 (“Draft Contract”), including its exhibits, to determine the full scope of the 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 control.

Certain federal laws apply to this solicitation including the National Park Service Concessions Management Improvement Act of 1998 (Title IV, 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 these are available online at [NPS Commercial Services](#) website.

In the event of any inconsistency between the terms of this Prospectus and 36 C.F.R. Part 51, 36 C.F.R. Part 51 will control. Part 51 is available at the Government Printing Office’s Electronic Code of Federal Regulations website.

The Park Superintendent's Compendium provides a list of Park-specific rules applicable to all persons entering, using, visiting, or otherwise present within the Park, and established under the discretionary authority of the Superintendent of the Park. The link to the current Superintendent’s Compendium appears at the end of this Business Opportunity.

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

“Existing Concessioner” refers to TRF Concession Specialists of Florida, Inc., the Concessioner under Concession Contract CC-EVER004-11, as amended and extended (“Existing Contract”). The Existing Contract had an effective date of January 1, 2012, and an original expiration date of December 31, 2021. NPS extended the expiration date of the existing contract.



The Service anticipates the concession contract will have an effective date of January 1, 2027.

PROPOSAL OVERVIEW

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

Part III of this Prospectus contains the Proposal Package. Offerors must complete the Proposal Package 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 provide the required and authorized services in a manner which protects, conserves, and preserves the resources of the Park and the processes or systems they will implement to ensure that interpretive guides are giving accurate interpretive information about Park resources.

Principal Selection Factor 2 requires Offerors to describe the strategies they will implement to mitigate tram & bicycle/traffic conflicts and processes or systems they will implement to ensure visitors with mobility, sight, or hearing impairments can fully participate in tram tours.

Principal Selection Factor 3 requires Offerors to 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 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 and history of violations or infractions and overall strategy to minimize and resolve them.

Principal Selection Factor 4 requires Offerors to 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.

Principal Selection Factor 5 requires Offerors to 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 initiatives that furthers the protection, conservation, and preservation of the Park and other resources through environmental management programs and activities, including, without limitation, energy conservation, waste reduction, and recycling.





DOING BUSINESS WITH THE NATIONAL PARK SERVICE

The National Park 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.

The National Park Service 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 similar services the National Park Service itself does not provide. Congress has passed several laws guiding the National Park Service in contracting with third parties to provide these services including the National Park Service Concessions Management Improvement Act of 1998. The National Park Service 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 National Park Service in providing commercial visitors services within National Park System units 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 transactions occur within a park. 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. Our 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 required under the concession contracts.

For this opportunity, the Draft Contract requires the Concessioner to operate educational interpretive tram tours of the Park along the Shark Valley Loop Road driving from Shark Valley Visitor Center to and from the Shark Valley Observation Tower, bicycles rentals at the Shark Valley Visitor Center for visitor use on the Shark Valley Loop Road, retail sales including sundries, souvenirs, and convenience items at Shark Valley Visitor Center, snack and drink vending at Shark Valley Visitor Center, bicycle and hiker pickup services for visitors desiring or requiring pickup on the Shark Valley Loop Road, and paddlecraft shuttle services at Shark Valley observation tower.

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 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. Public Law 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. Public Law No. 91-383, § 1 (codified at 54 U.S.C. § 100101(b))

The National Park Service 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 [National Park Service](https://www.nps.gov/) website to learn more about the National Park Service. This site includes information about the Service's mission, policies, and individual park units.





The iconic Shark Valley Tower is a Mission 66 Historic Structure.



Wild, free roaming alligators and other wildlife are commonly seen on the interpretive tram tours.

ORIENTATION TO EVERGLADES NATIONAL PARK AND SHARK VALLEY

Everglades National Park ("the Park" or "EVER") is located in southern Florida. EVER is the 10th largest park in the National Park System at approximately 1.5 million acres contained within three counties in Florida. EVER offers extensive outdoor activities within its 1.5 million acres including bicycling, wildlife watching, birding, boating, camping, canoeing, kayaking, fishing, and hiking. The Park typically attracts over one million visitors annually.

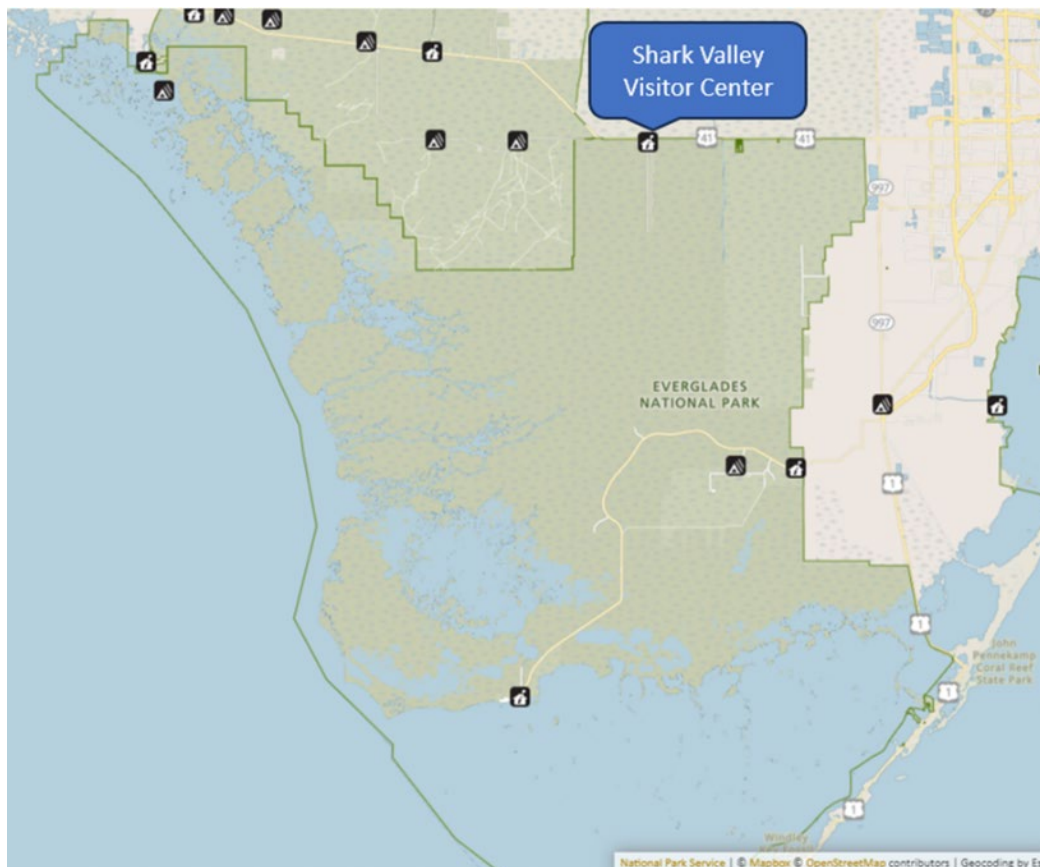
Congress designated Everglades National Park in 1947. UNESCO designated Everglades National Park as a World Heritage Site in 1979.

Everglades National Park is the largest designated sub-tropical wilderness reserve on the North American continent. Its juncture at the interface of temperate and sub-tropical America, fresh and brackish water, shallow bays and deeper coastal waters creates a complex of habitats supporting a high diversity of flora and fauna. It contains the largest mangrove ecosystem in the Western Hemisphere, the largest continuous stand of sawgrass prairie and the most significant breeding ground for wading birds in North America.

Shark Valley Visitor Center is centrally located in southern Florida in western Miami-Dade County, approximately 42 miles west of downtown Miami and 35 miles west of Miami International Airport. Naples, Florida is located approximately 70 miles west of the Shark Valley Visitor Center.

For additional information, visit the [Park website](#).

The map below illustrates the location of Shark Valley within Everglades National Park.

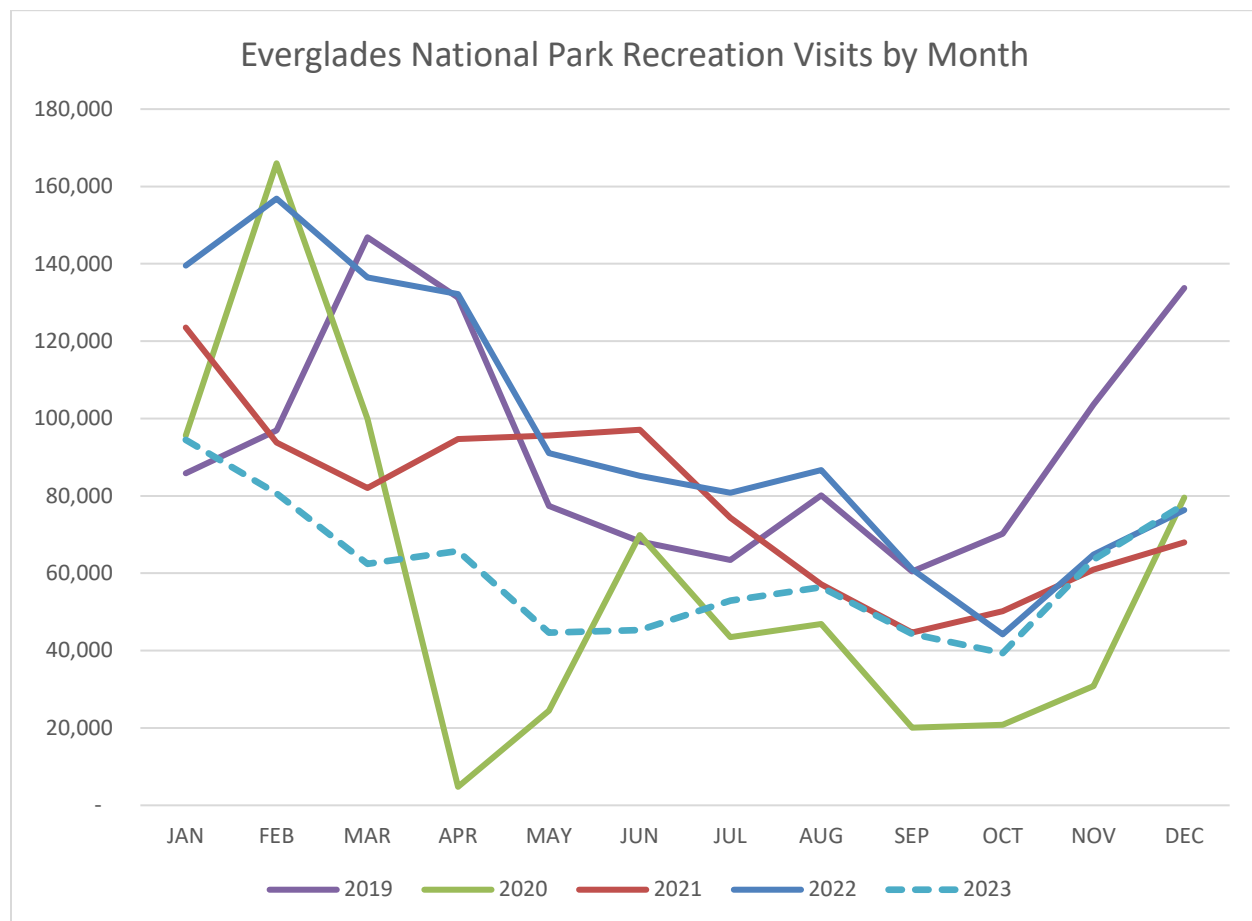


VISITATION

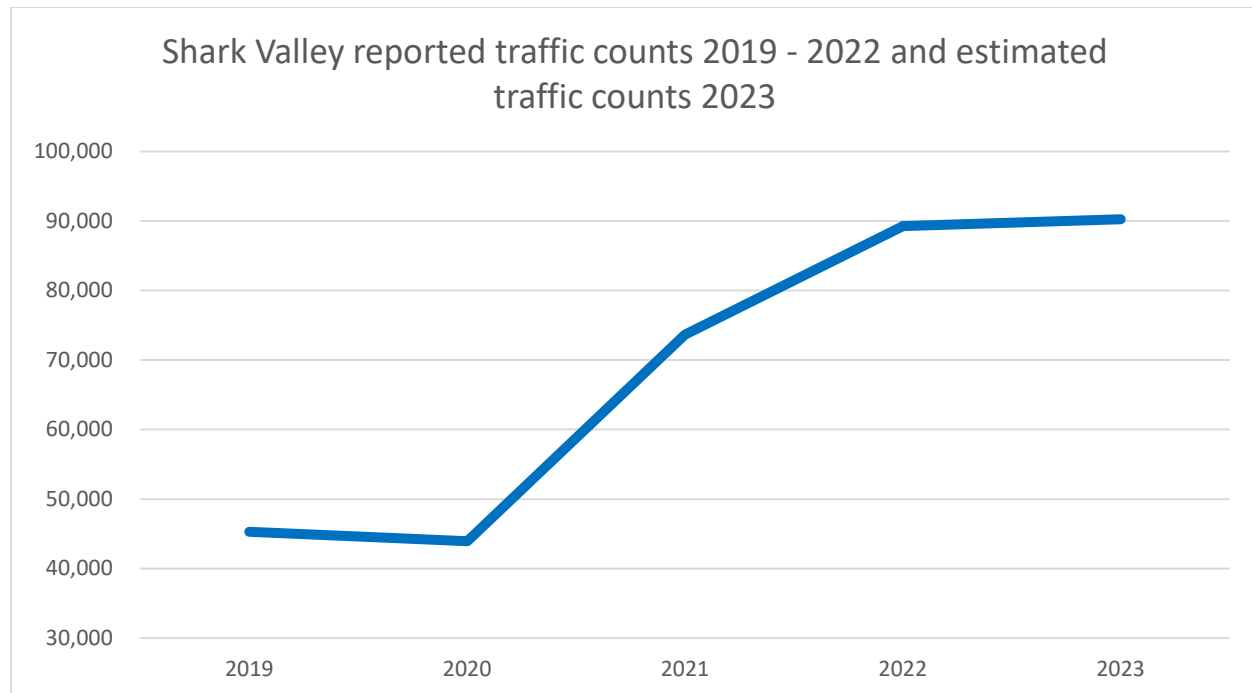
Everglades National Park visitation averages over one million visitors each year and Shark Valley accommodates approximately 90,000 vehicle visits per year. The Existing Concessioner accommodates approximately 70,000 tram tour riders per year, with declines during the COVID-19 period. Tram tour ridership ranged from 28,078 in 2020 (COVID-19) to 72,012 in 2023.

SPECIAL EVENTS AND SEASONALITY

The seasonality of visitation relates to visitation patterns influenced by weather, holidays, events, and the traditional school year. Visitation is generally higher during the winter months, December through April, with visitation declining during the warmer summer months.



Shark Valley traffic counts for the 2019 – 2023 period are presented in the following chart. 2023 Traffic counts have been estimated due to traffic counters at Shark Valley being inoperable for part of the year.



PARKING AND INFRASTRUCTURE IMPROVEMENTS AT SHARK VALLEY

At the time of this report, the Park is pursuing a project to enhance parking, road raising, and administrative infrastructure at Shark Valley. As mentioned previously, the current parking lot reaches maximum capacity on a daily basis during peak periods. No structured, designated overflow parking is currently available at Shark Valley. The Park and Existing Concessioner report that some people park illegally on Tamiami trail (US 41) and walk into Shark Valley from US 41.

The following pages present the Park's Proposed Action and Preferred Alternative, detailed as "Option C" in the Shark Valley Site Plan [Environmental Assessment](#) dated February 2022. The Park has established a timeline for this project which will occur in 2028 and anticipates an eight (8) week period for project construction/completion. The Concessioner will not be able to offer the required and authorized services during the project construction.

This project will increase overall parking capacity at Shark Valley and the Service anticipates the parking improvements will enhance the ability to accommodate additional vehicles at Shark Valley. Accommodation of an additional 4,500 vehicles per year has been estimated post-parking improvement project.

The following bullet points and subsequent pages provide a summary of the parking and infrastructure improvements.

Parking

- There are currently 109 parking spaces in the existing parking lot. After the renovation there will be 105 standard parking spaces plus six bus/RV parking spaces for a total of 111 parking spaces.

- A new overflow parking lot located immediately north of the Visitor Center, inside the entrance gate, will be constructed containing 95 standard parking spaces and six bus/RV parking spaces for a total of 101 parking spaces.
- A new after-hours parking lot for ten vehicles will be constructed outside the entrance gate. Cameras will be installed in this parking lot for security purposes.
- The existing traffic flow will be maintained along Entrance Road and within the Visitor Center parking area.
- Visitors will be directed to the main parking lot first, then to the overflow parking lot when needed.

The following exhibits present a pictorial overview of the proposed Shark Valley parking improvements and an enlarged view of the proposed overflow parking lot.



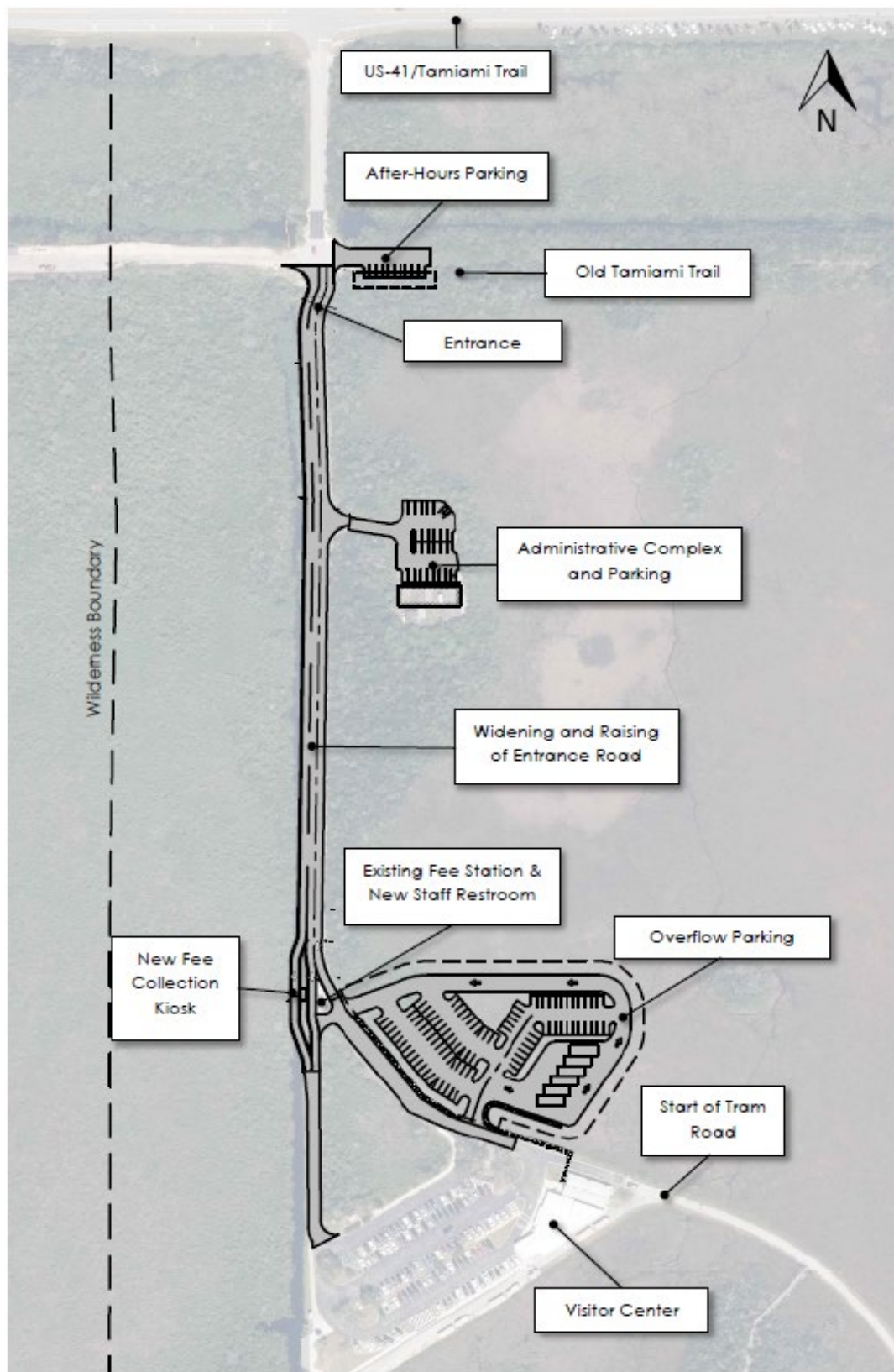


Figure 6. Overview of Alternative C

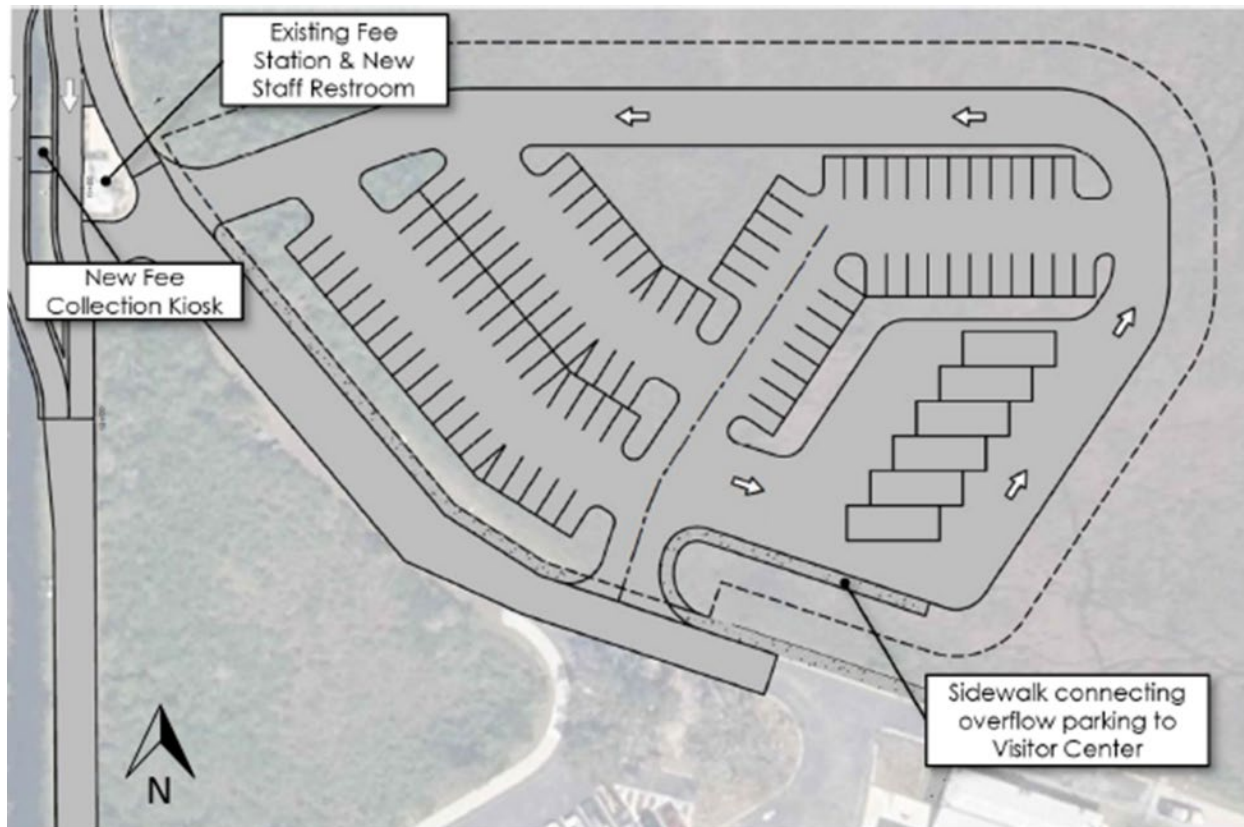


Figure 7. Enlarged View of Overflow Parking Lot for Alternative C

Entrance Road

The improvements on the Entrance Road includes widening the road to three lanes, two inbound lanes and one outbound lane and raising the road to 10.50 ft. NGVD (9.00 ft. NAVD) to avoid flooding. The existing vehicular circulation pattern of the Entrance Road around the fee booth and into the main Visitor Center parking area would not be affected as a result of either action alternative.

The existing conditions of the west edge of pavement of the Entrance Road, south of the entrance gate, varies between 10.02 ft. and 9.78 ft. NGVD (8.51 ft. and 8.27 ft. NAVD). The Entrance Road and driveway to the Administrative Complex would be raised to 10.50 ft. NGVD (9.00 ft. NAVD) thereby reducing annual flooding duration from the current 14 percent to 3.3 percent annually.

Inductive loop wire counters would be imbedded into the roadway with a counter device located beyond the road shoulder. This would help in the estimating and monitoring of visitor use and may support future dynamic/variable message signs providing live, en-route information to travelers. All traffic counter components would be installed within the limits of disturbance of the roadway.

Fee Stations

The existing fee station would remain in place with a finished floor elevation of approximately 10.66 ft. NGVD (9.16 ft. NAVD). Due to being within six inches (in.) of the recommended grade, the fee station would be wet/floodproof to allow flood waters to enter and exit the structure while reducing the likelihood of structural damage. In addition, the fee station would be expanded southward to accommodate a restroom for employees. A second ancillary fee station would be located to the west of the existing fee station to service the second inbound lane and facilitate traffic flow.

Shark Valley Loop Road

Elevation Option 1

The first proposed elevation of 8.2 ft. NGVD (6.7 ft. NAVD), would reduce flood risk from five percent to less than one percent based on the 38-year period of record. This elevation would result in an annual flooding duration less than that of the proposed Entrance Road elevation. However, the reduced flooding duration noted is an average over long periods of time. Observations during the wet year of 2017 indicate that the road would still be susceptible to flooding for up to 30 days during wet years.

Elevation Option 2

The second proposed elevation of 8.8 ft. NGVD (7.3 ft. NAVD), would reduce flood risk to near zero percent for both the longer period average as well as the wettest years. An elevation of 8.8 ft. NGVD would likely result in periods where the Tram Road is dry while the Entrance Road is flooded given the proposed elevation of the Entrance Road.

Rest Stops Along Tram Road

Currently, there are ten grass/unpaved pull-offs, as well as seven paved pull-offs for trams and bicyclists to stop along Tram Road. Most of the existing pull-off areas are uncovered and unshaded. Consistent with the guidance in the 2015 GMP/EEWS, two rest stops with shade structures and benches would be provided along the eastern leg of Tram Road for bicyclists and hikers (Figures 10 and 11). To minimize impacts to the wetlands, the rest stops would be located in previously disturbed areas, on the interior side of the Tram Road. The proposed footprint of a rest stop would be 15 ft. deep from the edge of pavement by 18 ft. wide from the start of the pull-off stop to the end of the pull-off stop, which would allow for a buffer between the existing Tram Road on one side and wetlands on the other side. The proposed shade structures and benches would be built to accommodate up to six people at one time. Unlike the western leg of the Tram Road where natural resting or shade areas exist, currently there are no shaded areas along the eastern section of the road. The two proposed rest stops would be stationed approximately three miles apart on the eastern leg of Tram Road. Personal vehicles are not permitted on Tram Road.

The following exhibit presents the preferred alternative for the tram road rest stops at Shark Valley.



Shark Valley Proposed Tram Road Rest Stops

CONCESSION OPPORTUNITY

OVERVIEW

The concession opportunity is to provide year-round interpretive tram tours, bicycle rentals, retail, vending, bicycle and hiker pickup, and paddlecraft shuttle service at Shark Valley in Everglades National Park.

The Existing Concessioner operates a fleet of five diesel-powered tram units to transport visitors around the Shark Valley Loop Road while providing live interpretive narration during the tour. The Existing Concessioner stores its vehicle fleet at the south edge of the Shark Valley Visitor Center main parking lot.

The Park requires the next Concessioner to transition to electric (EV) tram vehicles. Considering the procurement and production period for new EV tram vehicles, it is expected that the next Concessioner will start operations with diesel tram vehicles and must transition to all EV trams within 18 months of the effective date of the Contract.

The concession operation is impacted by certain operating conditions and challenges. The climate is hot and humid with a high concentration of mosquitoes and other types of insects, so the Concessioner must be familiar with operating services in these conditions. The Area is prone to tropical storms and hurricanes, so concession operators must be prepared to secure operational assets and evacuate if required based on weather conditions and Park guidance.

DRAFT CONTRACT TERM

The Draft Contract will have a term of 10 years with an estimated effective date of January 1, 2027.

REQUIRED AND AUTHORIZED SERVICES

The exhibit below describes the required and authorized services as specified in the Draft Contract. The Concessioner must provide the required services. The Concessioner may provide the authorized service. Prior to implementing this authorized service, the Concessioner must request and receive Superintendent approval regarding the operation specifics. The Draft Contract, including its exhibits and attachments, contains details regarding these visitor services.

Required Services	Location
Interpretive Tram Tours	Shark Valley
Bicycle Rentals	Shark Valley
Retail	Shark Valley Visitor Center
Vending	Shark Valley Visitor Center
Bicycle and Hiker Pickup	Shark Valley
Paddlecraft Shuttle	Shark Valley
Authorized Service	Location
After Hours Bicycle Rentals	Shark Valley Visitor Center



Operating Seasons

All required and authorized services are seasonal and will follow the seasonal operating hours. Peak demand occurs between November and April. Demand declines in the summer months, with September having the lowest demand.

	Winter (mid-December – April)	Summer (May – mid-December)
Tram Tours	9:00 am – 4:00 pm every hour	9:30 am, 11:00 am, 2:00 pm, and 4:00 pm
Bicycle Rentals	8:30 am – 4:00 pm	8:30 am – 4:00 pm
Retail and Vending	8:30 am – 5:00 pm	8:30 am – 5:00 pm
Bicycle and Hiker Pickup	8:30 am – 5:00 pm	8:30 am – 5:00 pm
Paddlecraft Shuttle	8:30 am – 5:00 pm	8:30 am – 5:00 pm

Interpretive Tram Tours

The Concessioner is required to operate interpretive tram tours along the 15-mile Shark Valley Loop Road. This road is a closed loop, not open to public traffic. Each tram tour must provide live interpretive narration during the trip. The tram tour route will include a stop at the Shark Valley Observation Tower, where additional interpretive narration must be provided.

Bicycle Rentals

The Concessioner must provide a minimum of 65 and a maximum of 150 bicycles. A minimum of eight of these bicycles must be children's bicycles. A minimum of 15 of these bicycles must be E-bikes. The Service must approve the types and sizes of bicycles prior to being put in service at Shark Valley by the Concessioner. The Concessioner must have a helmet available for each bicycle rental appropriately sized for adults and children.

Retail

The Concessioner retail operation at Shark Valley Visitor Center is comprised of 502 square feet. Within the limited retail space available, the Concessioner must display items of interpretive value in natural, cultural, and environmental education. When possible and appropriate, the Concessioner must attach informational tags or shelf signs to the sales items to show the item's relationship to Area themes.

The Concessioner must offer for sale souvenirs, Native American and local handicrafts as available, curios, sportswear, candy, chips, soft drinks, visitor convenience items such as sunscreen, and basic bicycle safety and maintenance items such as water bottles and flat repair kits.

Vending

The Concessioner will provide one water and sport drink machine and one soft drink machine outside the Concession Building located within the parking area.



Bicycle and Hiker Pickup

The Concessioner will, upon request, and for an approved charge, pick up bicyclists along with their bicycles and hikers on the 15-mile Shark Valley Loop Road who wish to ride back to the visitor center. Upon check-in, visitors will be provided a number to request this service. If tram drivers are contacted by visitors who request this service, the driver will contact the main concession office to arrange for a pickup.

Paddlecraft Shuttle

The Concessioner will, with or without a reservation, and for an approved charge, shuttle paddlecraft and their passengers to the boat ramp at the Shark Valley Observation Tower and back to the Shark Valley Visitor Center. Upon check-in, visitors will be provided a number to request this service.

After Hours Bicycle Rentals

The Concessioner is authorized, but not required, to provide after hours bicycle rentals, which involves renting bicycles outside of the regular hours of operation at the Shark Valley Visitor Center. Prior to implementing this service, the Concessioner must request and receive Superintendent approval regarding the operation specifics.

The Service sets the operating standards and evaluates the Concessioner's compliance as set out in the [Service Standards and Periodic Evaluations](#). The Service specifies the standards for each service in the Operating Plan, Exhibit B, to the Draft Contract.



ESTIMATED REVENUE AND EXPENSE PROJECTIONS

Visitor Use and Revenues

The following table presents total projected utilization and resulting revenues for the required services during 2027, year one of the operation.

Category (2027 Estimates)	Estimated Transactions	Estimated Rate	Estimated Revenue
Tram Tours			
Adult Passengers	33,000 - 34,700	\$32.50 - \$34.20	\$1,073,000 - \$1,186,000
Child Passengers	14,900 - 15,700	\$20.00 - \$21.00	\$298,000 - \$330,000
Senior Passengers	11,700 - 12,300	\$26.00 - \$27.30	\$304,000 - \$336,000
Adult Discount Passengers	5,700 - 6,000	\$24.40 - \$25.60	\$139,000 - \$154,000
Child Discount Passengers	5,700 - 6,000	\$16.00 - \$16.80	\$91,000 - \$101,000
Educational Tram Passengers	166 - 175	\$16.00 - \$16.80	\$2,700 - \$3,000
Traditional Bicycle Rentals	33,400 - 35,200	\$26.00 - \$27.30	\$868,000 - \$961,000
E-bike Rentals	5,300 - 5,600	\$65.50 - \$68.90	\$347,000 - \$386,000
Retail & Vending	121,000 - 136,000	\$4.80 - \$5.00	\$580,000 - \$680,000
Biker/Hiker Pickup	47 - 53	\$17.00 - \$19.00	\$800 - \$1,000
Paddlecraft Shuttle	125 - 131	\$26.30 - \$27.70	\$3,290 - \$3,630
Total Revenue			\$3,706,790 - \$4,141,630

Departmental and Indirect Expenses

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

Rates

Under the Draft Contract, tram tour rates will be priced using Competitive Market Declaration (CMD). For more information see Draft Contract, Exhibit B (Operating Plan) and the National Park Service Rate Administration Guide ("Rate Administration Guide"). A copy of the Rate Administration Guide is available on the NPS Commercial Services website.



INVESTMENT ANALYSIS

INITIAL INVESTMENT

The Concessioner's total estimated required initial investment includes personal property, inventory, working capital, start-up costs, and operating supplies. The Offeror's proposal in response to Part III of this Prospectus should address how it intends to fund these items.

Personal Property

The Service estimates the initial personal property investment associated with the Draft Contract includes, but is not limited to, personal property such as tram units, furniture, trade fixtures, equipment, and vehicles. The Existing Concessioner is not required to sell and transfer to a successor its personal property associated with the concession operations. The next Concessioner is not required to purchase the Existing Concessioner's personal property. The Service estimates personal property needed to begin operations on day one of the Draft Contract is \$570,000 as of January 1, 2027. This amount does not include the acquisition of EV tram units and EV chargers required to charge the tram units.

Inventory and Working Capital

The Concessioner will need to invest a certain amount of working capital in the operation to cover the first few months of operating expenses the Concessioner likely will incur in advance of offsetting revenues. The Service estimates the working capital requirement will include inventory, accounts receivable, and accounts payable. For the Draft Contract, the Service estimates required working capital to total approximately \$195,000.

Start-Up Costs and Operating Supplies

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 including hiring staff, training (which may involve compensation to staff in addition to normal wages), systems implementation, legal support services, and marketing and advertising. These items have been estimated at \$236,000.

Initial Investment Summary

The Concessioner's total estimated required initial investment as projected by the Service is presented in the following table.

Initial Investment	Estimated Amount (2027 Dollars)
Initial Personal Property	\$570,000
Inventory and Working Capital	\$195,000
Start-up costs and operating supplies	\$236,000
Total Initial Investment	\$1,001,000



ONGOING FINANCIAL AND OPERATIONAL REQUIREMENTS

In addition to the investments listed above, the Draft Contract includes the following requirements that are ongoing throughout the term of the Draft Contract. The Offeror's proposal in response to Part III of this Prospectus should address how it intends to fund these items or account for them.

Repair and Maintenance of Concession Facilities

The Draft Contract outlines several duties and obligations for the Concessioner regarding the maintenance of real property. The Concessioner is responsible for the proactive upkeep by developing a comprehensive maintenance plan that meets the Director's expectations for ensuring the effective operation, functionality, safety, and preservation of the Concession Facilities. The Maintenance Plan (Exhibit H to the Draft Contract) has specific requirements about planning and executing the Concessioner's responsibilities. The Draft Contract, Exhibit D, Assigned Land and Real Property Improvements (Concession Facilities), contains a complete list and maps of assigned land and real property improvements.

The Concessioner will be responsible for cleaning the interior of the Shark Valley Observation Tower restroom at least twice daily, once in the morning and once in the afternoon. The restrooms will also be checked by each tram driver or interpreter and spot-cleaned and restocked as needed. The restrooms will be maintained free of mildew, soap buildup, dirt, litter, offensive odors, and graffiti. Cleaning includes the floors, walls, ceilings, doors, and fixtures. The Concessioner will also be responsible for providing and restocking cleaning supplies and restroom inventory (e.g. toilet paper, paper towels). The Concessioner will periodically pressure wash the walls as needed.

Personal Property Improvement Program

The Park has directed conversion to EV tram units during the next contract. As mentioned previously, the Concessioner will be responsible for procurement of EV tram units and procurement and installation of EV chargers for operation of EV tram vehicles to commence within 18 months of the effective date of the Draft Contract. Concessioner investment is estimated at \$3.5 million related to the acquisition of EV tram units and EV chargers required to charge the tram units.

The Park is committed to upgrading electrical infrastructure at the Shark Valley Visitor Center and complete all capital investment required under a Category II NPS concession contract. Purchase and connection of EV chargers is considered a personal property investment.

The Concessioner will also be required to purchase and install 2-tier bicycle storage racks in the bicycle storage area to facilitate storage of all bicycles in this area.

LEASEHOLD SURRENDER INTEREST

The Existing Concessioner, operating under a Category II concession contract, does not have a Leasehold Surrender Interest ("LSI"), as that term is defined under the 1998 Act, in 54 U.S.C. §101915, and its implementing regulations, 36 C.F.R. Part 51.

The Existing Contract will continue to be a Category II contract and will not have a leasehold surrender interest.

Franchise Fees

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 Draft Contract including anticipated revenues and expenses.

The minimum franchise fee is four and a half (4.5) percent of gross receipts.

For example, if gross receipts in 2027 are \$3,700,000, the minimum franchise fee the Concessioner would pay to the NPS in 2027 would equal \$166,500, paid monthly based on monthly gross revenue.



HISTORICAL CONCESSION DATA

HISTORICAL OPERATIONS

The following exhibit presents historical gross receipts sales from the operation under the Existing Contract from 2021 through 2025. The franchise fee charged each year of the contract was 4.0 percent of gross receipts.

Department	2021	2022	2023	2024	2025
Tram Tour Tickets	\$943,675	\$1,541,914	\$1,682,516	\$1,940,041	\$2,024,518
Bicycle Rentals	\$570,410	\$762,910	\$704,227	\$839,267	\$858,034
Retail & Vending	\$297,154	\$365,912	\$410,084	\$475,450	\$610,127
Bicycle/Hiker Pickup	\$1,222	\$1,413	\$914	\$790	\$863
Total Revenue	\$1,812,461	\$2,672,149	\$2,797,741	\$3,255,548	\$3,493,542

LINKS TO ADDITIONAL INFORMATION

[Commercial Services Guide](#)

[Rate Administration - Concessions \(U.S. National Park Service\)](#)

[Law, Regulation & Policy - Concessions \(U.S. National Park Service\)](#)

[Concessioner Tools and Information - Concessions \(U.S. National Park Service\)](#)

[Superintendent's Compendium - Everglades National Park](#)

PREFERRED OFFEROR DETERMINATION

Section 403 of the National Park Service Concessions Improvement Act (P.L. 105-391) includes a preference for a preferred Offeror to the award of a qualified concession contract.

Under the provisions of 36 C.F.R. Part 51, Subparts E and F, the Service has determined that this is not a qualified concession contract, and, therefore, no preferred Offeror for this Draft Contract exists.

