

BUSINESS OPPORTUNITY

CC-BUFFXXX-25B

Department of the Interior

National Park Service

Buffalo National River

**A Concession Business Opportunity for
Canoe and Kayak Rentals with Transportation (Shuttle) Services
within Buffalo National River**

This page intentionally left blank



INTRODUCTION 4

 SITE VISIT 4

 INFORMATION REGARDING THIS PROSPECTUS 4

 QUESTION DEADLINE 5

 SUBMISSION DEADLINE..... 5

 PROPOSALS 5

 THE NATIONAL PARK SERVICE AND ITS MISSION..... 6

DOING BUSINESS WITH THE NATIONAL PARK SERVICE..... 7

 BUFFALO NATIONAL RIVER AND THE EXISTING CONCESSION OPERATIONS 8

 CONCESSION LOCATIONS..... 9

 DESCRIPTION OF BUFFALO NATIONAL RIVER DISTRICT AREAS..... 9

CONCESSION OPPORTUNITY10

 DRAFT CONTRACT TERM 10

 REQUIRED AND AUTHORIZED SERVICES..... 10

 REQUIRED OPERATING SCHEDULE 11

 ASSIGNED FACILITIES 11

 VESSEL ALLOTMENT 13

INVESTMENT ANALYSIS14

 INITIAL INVESTMENTS 14

 START-UP COSTS AND WORKING CAPITAL **ERROR! BOOKMARK NOT DEFINED.**

 ASSIGNED GOVERNMENT PERSONAL PROPERTY 15

MARKET AREA OVERVIEW.....15

 DIRECT COMPETITION 16

 AREA ATTRIBUTES 16

 CONCESSIONER IMPACT ON PARK RESOURCES 17

HISTORICAL VISITATION AND EXISTING CONCESSION CONTRACT OPERATIONS.....17

 VISITATION 17

 HISTORICAL REVENUES 19

LINKS TO ADDITIONAL INFORMATION20

PREFERRED OFFEROR DETERMINATION20

Note: All images provided by the NPS.



Introduction

Summary of Terms and Conditions of the BUFFXXX-25 Opportunity

Location – Buffalo National River

Draft Contract Term - 10 Years

Projected Effective Date - January 1, 2025

Required Services –

1. Canoe & Kayak Rentals.
2. Transportation (Shuttle) Services for all rental customers.

Authorized Services –

1. Transportation (Shuttle Services) for people who do not rent from the Concessioner.
2. Raft Rentals
3. Tube Rentals
4. Provide Day Use and Overnight Guide Services Related to Rentals. Guide services are not authorized for tubes.

First Full Year of Operations - 2025

Minimum Franchise Fee – 4% on the first \$250,000 of gross receipts, 5% on gross receipts between \$250,001-\$500,000, and 6% on gross receipts over \$500,000

The National Park Service (NPS) intends to award 12 concession contracts in Buffalo National River to provide required Canoe and Kayak Rentals and Transportation (shuttle) services for all watercraft rental customers. Each canoe rental contract opportunity is for a concession contract which operates within a specific district of Buffalo National River.

This Business Opportunity describes the Existing Concessioners and the numbers and types of authorized vessels which are allocated to each concessioner. There are 12 canoe concessioners within Buffalo National River. Five of the businesses are located in the Upper Buffalo District, four in the Middle Buffalo District and three in the Lower Buffalo District. Concessioners are assigned specific areas in which to operate within the Park.

SITE VISIT

The National Park Service will not host a site visit for Potential Offerors interested in bidding on this opportunity. Interested parties are encouraged to visit on their own.

INFORMATION REGARDING THIS PROSPECTUS

In this document, the National Park Service (“NPS”) refers to Buffalo National River as “the Park.” This Prospectus includes NPS estimates of historical revenue and notes specific expenses to assist Potential Offerors in developing financial projections. These estimates reflect NPS assumptions based on planning decisions, historical concession operating data, industry standards, economic conditions, and comparable and competitive operations. The NPS 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-BUFFXXX-25B (“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 [Law, Regulation & Policy - Concessions \(U.S. National Park Service\) \(nps.gov\)](#). 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 the twelve current concessioners under Concession Contracts CC-BUFFXXX-13 (“Existing Contract”). The Existing Contracts commenced on January 1, 2013, expired on December 31, 2022. They have been extended through December 31, 2024.

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 website [Superintendent's Compendium - Buffalo National River \(U.S. National Park Service\) \(nps.gov\)](#).

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 Kelly Kager 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 NPS 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. Please contact Kelly Kager if you wish to be put on this list even if you have no questions. The NPS may not answer questions submitted after this date.



Visitors at Steel Creek River Access

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 NPS 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 by minimizing impacts to the natural environment.



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

In Principal Selection Factor 3, Offerors must describe their operational experience and organizational structure and provide documentation to help the NPS understand the Offeror and its relationship to other entities. The NPS 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 NPS 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 NPS finding the proposal non-responsive and ineligible for award of the Draft Contract.



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

Secondary Selection Factor 2 requires Offerors to describe strategies they will use to address the issues of vehicle congestion and environmental degradation at river launch sites.

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 mandated 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 NPS 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 NPS'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 1998 Act (P.L. 105-391). 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 the NPS has developed operating standards based on similar ones in the private sector to reflect best industry practices for the required services of the concession contracts.



BUFFALO NATIONAL RIVER AND THE EXISTING CONCESSION OPERATIONS

Established in 1972 to protect one of the few remaining undammed rivers in the lower 48 states, and the first national river designated, Buffalo National River is in the heart of the Buffalo Highlands in northwestern Arkansas. The Buffalo River begins as a trickle in the Boston Mountains and flows 150 miles to the east through the Ozarks into the White River: 135 miles of the river is under the jurisdiction of the NPS, and the rest is under the jurisdiction of the National Forest Service, ensuring that the entire river is protected. Park headquarters is in Harrison, seat of Boone County, 14 miles north of the Buffalo River. Buffalo National River provides excellent opportunities in its 94,293 acres for john-boating, canoeing, floating, swimming, and fishing with many launch points along the river. Other recreational activities include camping, picnicking, sightseeing, over 100 miles of hiking trails, designated horseback riding trails, and other outdoor activities.



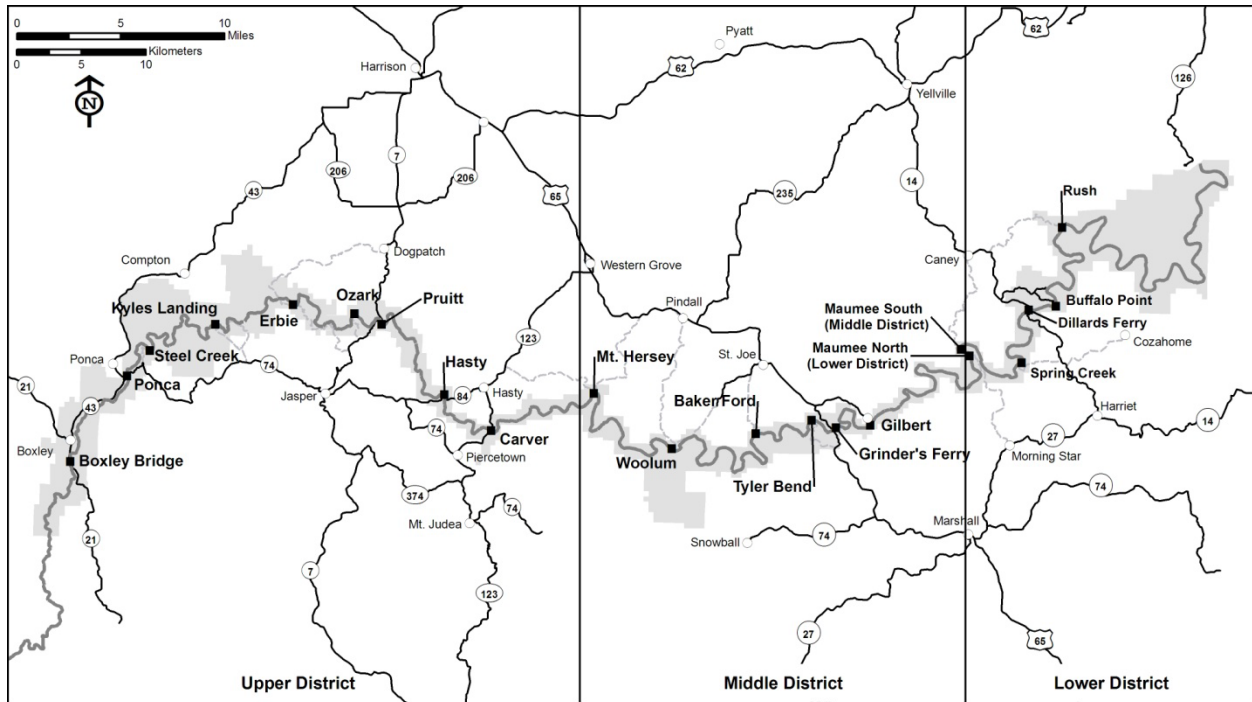
The Buffalo's highest river bluffs, some reaching as high as 440 feet, consist of sandstone, limestone, and dolomite. Towering over the Buffalo National River, these multi-colored cliffs have been sculpted over the centuries by erosion. Today, they sharply accent the Buffalo and its surrounding wild mountain beauty. The park's karst geology, characterized by its numerous caves, cliffs, sinkholes, waterfalls, springs, and interesting rock formations, typifies the Arkansas Ozarks. There are three wilderness areas within Buffalo National River which provide visitors the opportunity to experience solitude, mental and physical challenges.

Hot summers and mild winters permit year-round recreation in the Park, with the most favorable temperatures for recreation occurring between April and October. Precipitation is distributed fairly evenly throughout the year and can include some snow in the winter months. Flash floods are likeliest to occur in the spring. The months of June, July and August bring hot and humid conditions, with temperatures averaging over 90°F. Fall brings a return to cooler weather.

To learn more about the Park, visit www.nps.gov/buff.



CONCESSION LOCATIONS



The map above shows the location of Buffalo National River with access points within the boundary and nearby communities. The river is administratively divided into three districts (Upper, Middle, and Lower Buffalo Districts) and a headquarters to support visitor use of the Buffalo National River. Concessioners are assigned specific areas in which to operate.

DESCRIPTION OF BUFFALO NATIONAL RIVER DISTRICT AREAS

Due to the linear nature of the park and to provide these services to more than a million visitors annually, canoe concession operations must be located throughout the three districts in the park: the Upper Buffalo District, the Middle Buffalo District, and the Lower Buffalo District. Exhibit 1 provides a description of the district areas and the authorized river access points within the districts.

Exhibit 1. Description of District Areas

District	County District is Predominantly Located in	Various Adjacent Roadways Near or Passing Through the District *	Various Adjacent Communities Near the District *	Authorized Concession Access Points for the District within the Boundary of Buffalo National River
Upper Buffalo District	Newton County	State Hwy 7 State Hwy 43 State Hwy 74 State Hwy 123 State Hwy 21	Jasper, Piercetown, Compton, Ponca, Hasty, Low Gap, and Marble Falls	Boxley, Ponca, Steel Creek, Kyles, Erbie, Ozark, Pruitt, Hasty, and Carver



Middle Buffalo District	Searcy County	US Hwy 65 State Hwy 333 State Hwy 374 County Road 49	St. Joe, Gilbert, and Silver Hill	Mount Hersey, Woolum, Baker Ford, Tyler Bend, Grinders Ferry, Gilbert, and Maumee South
Lower Buffalo District	Marion County	State Hwy 14 State Hwy 268 E County Road 6035 County Road 99	Caney, Morning Star, and Yellville	Maumee North, Spring Creek, Dillard's Ferry, Buffalo Point, and Rush

**This is only a partial list and is not a comprehensive list.*

Source: NPS

CONCESSION OPPORTUNITY

The Concessioner will provide canoe and kayak rentals with associated transportation (shuttle) service.

DRAFT CONTRACT TERM

The Draft Contract will have a term of ten years with an estimated effective date of January 1, 2025. The effective date of the Draft Contract is subject to change prior to award if determined necessary by the NPS. In such event, the NPS will change the expiration date of the Draft Contract correspondingly to maintain a term length providing ten operating seasons.

REQUIRED AND AUTHORIZED SERVICES

Exhibit 2 describes the Required and Authorized Services as specified in the Draft Contract. The Draft Contract, including its exhibits, provides details on these required services. In addition to the required services, the Concessioner will have discretion to provide services authorized under the Draft Contract.

Exhibit 2. Draft Contract CC-BUFFXXX-25 - Required and Authorized Services

Required Services	Description
Canoe and Kayak Rental Services	The Concessioner must provide watercraft rental of canoes and kayaks.
Transportation (Shuttle) Services: The Concessioner is required to provide transportation services for clients who are renting watercraft from them.	The Concessioner must provide transportation for their rental clients and the rental client's boats to the appropriate drop off and pick up points. This may be done by either shuttling people and their rented boats with buses/trailers or by shuttling people's individual vehicles for them, or any combination of the two.
Authorized Services	Description
Transportation (Shuttle) Services: The Concessioner is authorized, but not required, to provided transportation services for clients who are NOT renting watercraft from them.	This service includes transporting the clients in concession-owned vehicles to the appropriate access point and picking them up again and returning them to their personal vehicle; or, delivering a rental clients' vehicle from one park-approved access point to another.



Raft Rentals	The Concessioner is authorized to rent rafts.
Tube Rentals	Under specific operating conditions, Concessioners are authorized to rent tubes.
Provide Day and/or Overnight Guide Services to visitors who have rented concession owned canoes, kayaks and/or rafts.	The Concessioner is authorized to provide Guide Services for day or overnight floats to visitors who have rented concession-owned canoes, kayaks and/or rafts. Guide Services are not authorized for tubes.

Source: NPS

The NPS 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 within standard business hours as detailed in the Draft Contract Exhibit B: Operating Plan and depicted in the following exhibit. Only with prior written Park approval, may the Concessioner operate a reduced canoe rental desk for the shoulder seasons (beginning and ending of the operational season). Any such requests must be made in writing to the Service at least 30 days prior to requested implementation. The Concessioner may operate more than the minimum required hours/season length.

Exhibit 3. Draft Contract CC-BUFFXXX-25- Required Operating Schedule

District	Required Operational Season	Canoe Rental Desk Minimum Hours of Operation
Upper Buffalo District	March – June	7 days a week, 9 a.m.–5 p.m.
Middle Buffalo District	April – August	7 days a week, 9 a.m.–5 p.m.
Lower Buffalo District	April – September	7 days a week, 9 a.m.–p.m.

Source: NPS

Assigned Facilities

No land or facility is assigned to the Concessioner for use in conducting operations under the Draft Contract. All canoe concession bases of operations (business office and canoe/equipment storage) are located on private property outside park boundaries. Park visitors must go to the Concessioner's business office to arrange for renting canoes, kayaks, rafts or tubes or to arrange for transportation (shuttle) services for people, private vehicles or private vessels. The rental/service agreement is completed between the Concessioner and the visitor and the visitor remits payment to the Concessioner at the Concessioner's business office. However, the Draft Contract Exhibit B: Operating Plan assigns specific river accesses for the Concessioner to use in providing visitor services inside the park. Exhibit 4 identifies the areas that the Concessioner will be required to operate from for the purpose of conducting operations under the Draft Contract.



Exhibit 4. Areas of Operation

	Existing Contract No.	Existing Concession Out of Park Facilities	New Concession Out of Park Facilities Must Service the Following Park District	Authorized Concession Access Points for the District within the Boundary of Buffalo National River
Upper District	CC-BUFF009-13	Buffalo Outdoor Center Jct. AR Hwys. 43 & 74 Ponca, AR 72670	Upper Buffalo District	Boxley, Ponca, Steel Creek, Kyles, Erbie, Ozark, Pruitt, Hasty, and Carver
	CC-BUFF018-13	Buffalo River Canoes Hwy. 74 W Jasper, AR 72641	Upper Buffalo District	Boxley, Ponca, Steel Creek, Kyles, Erbie, Ozark, Pruitt, Hasty, and Carver
	CC-BUFF004-13	Rio Buffalo Outfitter Hwy. 74 W Low Gap, AR	Upper Buffalo District	Boxley, Ponca, Steel Creek, Kyles, Erbie, Ozark, Pruitt, Hasty, and Carver
	CC-BUFF002-13	Lost Valley Canoe & Lodging Highway 43 Ponca, AR 72670	Upper Buffalo District	Boxley, Ponca, Steel Creek, Kyles, Erbie, Ozark, Pruitt, Hasty, and Carver
	CC-BUFF011-13	Riverview Motel Canoe Rental Jct. AR Hwys. 7 & 74 Jasper, AR 72641	Upper Buffalo District	Boxley, Ponca, Steel Creek, Kyles, Erbie, Ozark, Pruitt, Hasty, and Carver
Middle District	CC-BUFF015-13	Buffalo Camping & Canoeing #1 Frost Street Gilbert, AR 72636	Middle Buffalo District	Mount Hersey, Woolum, Baker Ford, Tyler Bend, Grinders Ferry, Gilbert, and Maumees South
	CC-BUFF010-13	Buffalo River Outfitters 9664 Hwy. 65 St. Joe, AR 72675	Middle Buffalo District	Mount Hersey, Woolum, Baker Ford, Tyler Bend, Grinders Ferry, Gilbert, and Maumees South
	CC-BUFF014-13	Crockett's Canoe Rental 119 West Hwy. 14 Harriet, AR 72639	Middle Buffalo District	Mount Hersey, Woolum, Baker Ford, Tyler Bend, Grinders Ferry, Gilbert, and Maumees South
	CC-BUFF005-13	Silver Hill Float Service 9826 Hwy. 65 S St. Joe, AR 72675	Middle Buffalo District	Mount Hersey, Woolum, Baker Ford, Tyler Bend, Grinders Ferry, Gilbert, and Maumees South
Lower District	CC-BUFF016-13	Buffalo River Float Service 11637 Hwy 14 South Yellville, AR 72687	Lower Buffalo District	Maumees North, Spring Creek, Dillard's Ferry, Buffalo Point, and Rush
	CC-BUFF019-13	Dirst Canoe Rental 538 Hwy. 268 E Yellville, AR 72687	Lower Buffalo District	Maumees North, Spring Creek, Dillard's Ferry, Buffalo Point, and Rush
	CC-BUFF022-13	Wild Bill's Outfitter 23 Hwy. 268 E. Yellville, AR 72687	Lower Buffalo District	Maumees North, Spring Creek, Dillard's Ferry, Buffalo Point, and Rush



Source: NPS

Vessel Allotment

As noted in the Required and Authorized Services section, the new Draft Contract requires canoe and kayak rental services. Exhibit 5: Vessel Allotment identifies the numbers and types of authorized vessels which will be allocated to each Draft Contract. The Draft Contract Exhibit B: Operating Plan of each contract details the specific distribution ratio of canoes and kayaks. At least 50% of the canoe and kayak allocation must be distributed to canoes. However, the New Concessioner in its discretion may allocate more than 50% of the canoe and kayak allocation to canoes.

Exhibit 5. Draft Contract CC-BUFFXXX-24 - Vessel Allotment

	Current Contract #	Existing Concessioner	Current Authorized Vessels			Draft Authorized Vessels	
			Canoes	Kayaks	Rafts	Canoes and Kayaks	Rafts
Upper	CC-BUFF009-13	Buffalo Outdoor Center	109	15	10	124	10
	CC-BUFF018-13	Buffalo River Canoes,	107	15	10	122	10
	CC-BUFF004-13	Rio Buffalo Outfitter	85	15	10	100	10
	CC-BUFF002-13	Lost Valley Canoe & Lodging	78	15	10	93	10
	CC-BUFF011-13	Riverview Motel Canoe Rental	60	15	10	75	10
Middle District	CC-BUFF015-13	Buffalo Camping & Canoeing	120	15	10	135	10
	CC-BUFF010-13	Buffalo River Outfitters	161	15	10	176	10
	CC-BUFF014-13	Crockett's Canoe Rental	54	15	10	69	10
	CC-BUFF005-13	Silver Hill Float Service	120	15	10	135	10
Lower District	CC-BUFF016-13	Buffalo River Float Service	85	15	10	100	10
	CC-BUFF019-13	Dirst Canoe Rental	119	15	10	134	10
	CC-BUFF022-13	Wild Bill's Outfitter	296	15	10	311	10



INVESTMENT ANALYSIS

INITIAL INVESTMENTS

The Existing Contract does not require the Existing Concessioner to sell and transfer to a successor, property used or held for use in connection with the operation. Offerors must provide all real and personal property located outside park boundaries including the furniture, fixtures, and other equipment for the administrative office, vehicles, vessels, trailer, canoes, kayaks, tools, etc., at their base of operations.

The Proposal Package of this Prospectus requires Offerors to develop financial projections based upon the services required under the Draft Contract. Offerors should exercise caution in using the historical information identified in Exhibits 10-A, 10-B, and 10-C. The NPS will not provide financial projections, therefore, each Offeror is responsible for its own financial projections based on its own independent assumptions, due diligence, and industry knowledge.

The initial personal property investment required will be for the allocated amount of canoes and kayaks to provide the required visitor services under the contract. All concessioners will also need to provide such facilities as an administrative office building, equipment, personal property and inventories as may be necessary for the proper and efficient operation of these services. The vessels may be constructed, purchased new, purchased used but in safe and serviceable condition, or the Offeror may already have the vessels available. Sufficient paddles, PFD's (personal flotation device), trailers to haul canoes, and vehicles necessary to support services must be purchased, if not already owned. The safety description of vessels and equipment is further described in the Draft Operating Plan.



All real and personal property used by the Existing Concessioner to conduct this business is owned by the Concessioner. The sale of a concessioner's tangible assets is governed by their own management strategies. Real property located outside the park may be sold and purchased at the discretion of the seller and buyer. Concessioners who invest in real property outside the park for the purposes of supporting in-park operations are not obliged to sell that property to any subsequent concessioner. The government will not compensate concessioners for such property or require any incoming operator to purchase such property. Offerors may consult with the current Concessioner concerning financial matters. However, the current Concessioner is not obliged to provide financial information to Potential Offerors.

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 and training staff, systems implementation, legal support services, and marketing and advertising. In addition to any necessary investment in start-up activities, the Concessioner will need to invest a certain amount of cash in the operation as working capital to cover that portion of the operation's expenses the Concessioner will likely incur in advance of receiving offsetting revenues and cash flow.



CONTRACT REQUIREMENTS

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. The NPS will determine the reasonableness of rates based upon the NPS "2017 Concession Management Rate Approval Guide."

The Superintendent has determined that a competitive environment exists in the local area for canoe rentals and transportation (shuttle) services and has approved the use of a Competitive Market Declaration for approving rates for the services provided in the Draft Contract. The Operating Plan (Exhibit B to the Draft Contract) describes this rate approval method.

Insurance Requirements

The Concessioner shall obtain and maintain during the entire term of the Draft Contract, at its sole cost and expense, the types and amounts of insurance coverage necessary to fulfill the obligation of the Contract. The NPS has included minimum insurance requirements for operations in Exhibit D of the Draft Contract.

Minimum Franchise Fee

Offerors must agree to pay the minimum franchise fee as set out in Principal Selection Factor 5 of the Proposal Package, although Offerors may propose higher franchise fees in accordance with terms of the Prospectus. The following describes the minimum franchise fee structure:

4.0% of gross receipts for the first \$250,000 of gross receipts

5.0% of the gross receipts between \$250,001 and \$500,000

6% on any gross receipts in excess of \$500,000

ASSIGNED GOVERNMENT PERSONAL PROPERTY

The NPS will not assign any government owned personal property to the Concessioner, except for a contract-defined number of decals and raft tags, as shown in Exhibit C (Assigned Government Personal Property) to the Draft Contract.

MARKET AREA OVERVIEW

For informational purposes, the NPS presents a brief market overview of the environment in which concession services in the Park operate. The following exhibits are not intended to be an exhaustive listing. Potential Offerors must conduct their own research to evaluate the competitive environment.



DIRECT COMPETITION

Exhibit 4 earlier in this document identified all the concession contracts by district. All these businesses directly compete with the concession operation within each district, but also across districts. The exhibits are not intended to be an exhaustive listing of all potential competition.

AREA ATTRIBUTES

Exhibit 6 identifies several unique attributes of the park that could potentially impact concession operations. Exhibit 6 is not intended to be an exhaustive listing of all unique attributes. Potential Offerors must conduct their own research to evaluate the operating environment.

Exhibit 6. Park-Specific Attributes Potentially Impacting Concession Operations

Unique Attribute	Potential Impact to Concessioner
Flood Conditions	All Concessioner launch activity on the Buffalo National River is prohibited when river levels are determined to be at flood stage. The NPS cannot predict the frequency, timing, or duration of any closures. In addition, if the put-in access is below flood stage but the takeout access is at flood stage, then the Concessioner is also prohibited from putting canoes on the water.
Drought Conditions & Low Water Levels	During the summer months, typically June through September, sections on the river experience low to very low water conditions. These conditions vary depending on the weather and amount of precipitation in June. This can have an impact on floaters, as they may experience less than desirable floating conditions during this time. The “floatable” portion of the river recedes in a downstream direction. Upper Buffalo River water levels fall to very low conditions and may become unfloatable earlier in the season, therefore creating a shorter floating season in the Upper Buffalo District. While low water levels are typical in the Middle and Lower Buffalo District Parks during the middle of summer, there are usually adequate flows from Tyler Bend to the confluence with the White River for canoeing.
Travel Logistics	There are few roads which parallel the river and few accessible overlooks; therefore, the best way to see the park is by trail or by water. However, road construction, price of fuel, and other factors may have an impact on visitation. However, these may also give the Concessioner the opportunity for focused marketing.
Natural Disasters	There may be other natural disasters that occur within the term of the contract that the NPS or the Concessioner has no control over. Examples are wildfires, tornados, storms, late or early season ice or snowstorms, pandemics, etc.
Flood Damage at River Access Areas	Floods do damage river access areas scouring them or filling them in with sand, gravel, or mud. The NPS works to ensure the accesses are repaired in a timely manner, but delays do happen especially during the spring rains when waters regularly exceed high river levels making it difficult for heavy equipment to access the area to make repairs. Buffalo Point river access in the Lower Buffalo District and the Lower Tyler Bend river access in the Middle Buffalo District were each severely damaged by flooding in the spring of 2011 resulting in no vehicle access to either river launch area. A timeline for repair to the launch sites is unknown. See the Draft Contract Exhibit B: Operating Plan for specific restrictions at each river access location.

Source: NPS



CONCESSIONER IMPACT ON PARK RESOURCES

The mission of the National Park Service includes protecting, conserving, and preserving park resources. Exhibit 8 describes resources that the concession operations most likely will affect. Exhibit 8 is not intended to be exhaustive but instead focuses attention on effects that are particularly important to the Park.



Exhibit 7. Potential Concessioner Impacts on Park Resources

Park Resource	Description
Free-flowing nature of the River	Legislation requires the park to preserve the free-flowing nature of the river. Free-flowing is defined as “flowing in a natural condition without impoundment, diversion, straightening, rip-rapping or other modification of the waterway.” Neither the Concessioner nor park staff is authorized to significantly modify the access points to the river that may impact the free-flowing nature of the river.
Water Quality	Buffalo National River is required by legislation to preserve and conserve the river as clear and clean. Impacts to the river’s water quality by concession operations may be minimized by visitor education about proper trash removal and Leave No Trace ethics and techniques.
Congestion at River Accesses	Vehicle congestion at river accesses significantly contributes to resource damage and results in insufficient parking which can impact visitor safety and/or Park emergency response. The Draft Contract does not guarantee adequate parking for customer vehicles at any river access or trail head.

Source: NPS

HISTORICAL VISITATION AND EXISTING CONCESSION CONTRACT OPERATIONS

VISITATION

Annual Recreational Visitation

Buffalo National River visitation has seen relatively stable visitation over the last ten years, with visitation more than one million visitors per year. The year of the National Park Centennial, 2016, saw the highest visitation levels, with some year-to-year variation. Unlike many other parks, Buffalo National River’s visitation actually increased during the COVID-19 Pandemic in 2020 and 2021.

Exhibit 8 shows the annual numbers for the last decade.



Exhibit 8. Annual Recreational Visitation, 2013-2022

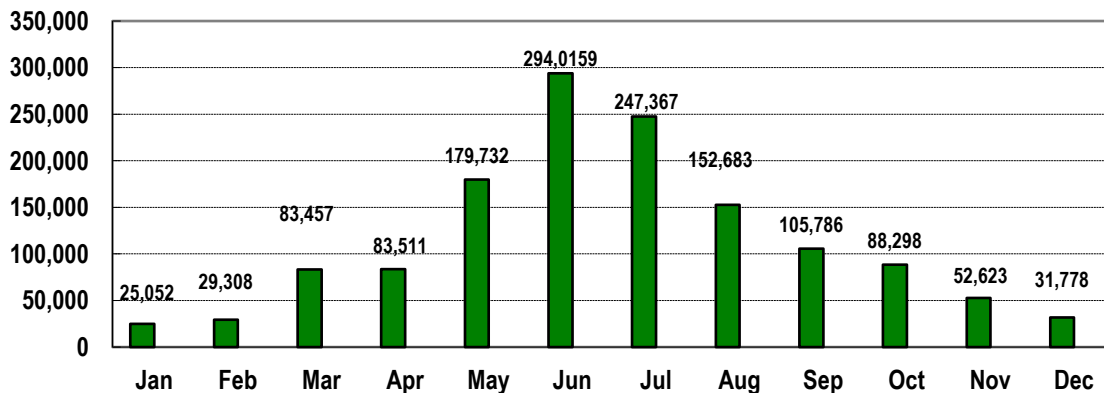


Source for both Exhibit 8 and 9: Public Use Statistics Office <https://irma.nps.gov/STATS/Reports/Park/BUFF>

Seasonality of Visitation

While recreational visits to the Park occur year-round, the greatest concentration happens between Memorial Day and Labor Day. June sees the highest visitation as all Concessioners are fully operational. Exhibit 9 presents the monthly recreation visitation to Buffalo National River, averaged over a five-year period.

Exhibit 9. Monthly Recreational Visitation, average past five years



HISTORICAL REVENUES

The Proposal Package of this Prospectus requires Offerors to develop financial projections based upon the services under the Draft Contract. Offerors should exercise caution in using the historical information. The NPS does not provide financial projections. Each Offeror must conduct its due diligence, producing its own financial projections and relying on its own financial assumptions.

Exhibits 10-A, 10-B, and 10-C present historical revenues subject to franchise fees from the concession operations under the Existing Contracts from 2020 through 2022.

Exhibit 10-A. Historical Gross Receipts by Concessioner for the Upper Buffalo District

Year	CC-BUFF-009-13 Buffalo Outdoor Center	CC-BUFF018-13 Buffalo River Canoes	CC-BUFF004-13 Rio Buffalo Outfitter	CC-BUFF002-13 Lost Valley Canoe & Lodging	CC-BUFF011-13 Riverview Motel Canoe Rental
2022	\$464,824	\$183,437	\$75,186	\$189,659	\$38,933
2021	\$468,490	\$215,444	\$63,502	\$195,300	\$43,528
2020	\$229,232	\$142,333	\$38,060	\$97,505	\$23,547

Exhibit 10-B. Historical Gross Receipts by Concessioner for the Middle Buffalo District

Year	CC-BUFF015-13 Buffalo Camping & Canoeing	CC-BUFF010-13 Buffalo River Outfitters	CC-BUFF014-13 Crockett's Canoe Rental	CC-BUFF005-13 Silver Hill Float Service
2022	\$290,066	\$705,518	\$95,717	\$193,879
2021	\$386,039	\$774,508	\$95,655	\$232,331
2020	\$409,551	\$833,535	\$109,353	\$212,324

Exhibit 10-C. Historical Gross Receipts by Concessioner for the Lower Buffalo District

Year	CC-BUFF016-13 Buffalo River Float Service	CC-BUFF019-13 Dirst Canoe Rental	CC-BUFF022-13 Wild Bill's Outfitter
2022	\$302,538	\$123,606	\$489,126
2021	\$326,584	\$151,473	\$489,328
2020	\$382,478	\$197,011	\$488,116

Source for Exhibits 10-A, 10-B, 10-C: Concessioner Annual Financial Reports



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

The NPS has determined that 11 of the 12 Existing Concessioners are Preferred Offerors for the Draft Contract pursuant to the terms of 36 C.F.R. Part 51. All Existing Concessioners must submit a responsive proposal to this Prospectus to be considered for award of its contract. If the Preferred Offerors submit a responsive proposal and that proposal is not selected as the best proposal, the Preferred Offeror designation allows it to match the terms of the best offer and be awarded the contract. All interested parties must apply and must submit a responsive proposal in response to this Prospectus.

