

BUSINESS OPPORTUNITY
For
Ok-A-Beh Marina Concession Operations
at
Bighorn Canyon National Recreation Area

DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE
INTERMOUNTAIN REGION

Contract No. CC-BICA007-17



Source: NPS Photo of Ok-A-Beh Marina

SUMMARY OF BUSINESS OPPORTUNITY

The following summarizes the key elements of the business opportunity for the BICA007-17 Draft Contract. Should the data presented in this Summary differ from or contradict the Draft Contract in any way, the Draft Contract will prevail.

Nature of Business and Services Provided

The Draft Contract describes the following visitor services.

Required Visitor Services

SERVICE	LOCATION
Boat Gasoline & Oil Sales	OK-A-BEH Marina
Boat Slip Rental	
Boat Rentals	

Authorized Visitor Services

SERVICE	LOCATION
Merchandise Sales	OK-A-BEH Marina
Food & Beverage Services – limited fast food and prepackaged food products and non-alcoholic beverages	OK-A-BEH Marina, Afterbay Access, and Three-Mile Access
Tour Boat Services	Bighorn Lake
Drift Boat Rentals	Afterbay Access and Three-Mile Access

Historical Gross Revenue ¹

	2013	2014 ²	2015
Gross Revenue	\$265,567	\$92,591	\$164,695

¹ "Gross Revenue" as shown here includes all receipts reported by the Past Concessioners. A concessioner must pay fees on "gross receipts," as defined in Sec. 2 of the Draft Contract. Reference Exhibit 7 for additional detail.

² 2014 is the year that the Crow Tribe initiated operations under the Temporary Contact for its first year of operation, and due to a late start (approx. late-June), had an abbreviated first operating season.

Historical Franchise Fees Paid ¹

	2013	2014 ²	2015
Franchise Fees and Building Use Fee	\$5,311	\$926	\$1,647

¹ The Franchise Fee from 2009-2013 was contractually 2%, but has been lowered to 1% during the term of the Temporary Contact (2014-current).

² 2014 is the year that the Crow Tribe initiated operations under the Temporary Contact for its first year of operation, and due to a late start (approx. late-June), had an abbreviated first operating season.

Proposed Minimum Franchise Fee

One percent (1.0%) of annual gross receipts.

Initial Investment

The Concessioner under the Draft Contract must have sufficient equipment, supplies, and cash at the commencement of the Contract to initiate operations. Offerors are required to estimate the appropriate amount for their proposals.



No Preferred Offeror

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

Term of Contract

Ten (10) years, projected to start January 1, 2017 and end December 31, 2026. The Service will establish the actual effective date of the Contract at time of Contract award.



Ok-A-Beh Marina looking west, *Source: NPS*

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INTRODUCTION

The National Park Service ("Service") intends to award a concession contract in Bighorn Canyon National Recreation Area for concession operations at Ok-A-Beh Marina. This Prospectus describes in general terms the existing business operations and the future business opportunities for the facilities and services required by the Service. Offerors are responsible for reviewing all sections of this Prospectus and, specifically, the terms and conditions of the Draft Concession Contract BICA007-17 ("Draft Contract"), including its exhibits, to determine the full scope of a future Concessioner's responsibilities under the Draft Contract.

The Service is conducting this solicitation in accordance with the National Park Service Concessions Management Improvement Act of 1998 (P.L. 105-391), as implemented by the Service in Title 36 of the Code of Federal Regulations (C.F.R.) Part 51. The term "Concessioner" as used in this Prospectus refers to the entity that will be the Concessioner under the Draft Contract. The term "Existing Concessioner" refers to The Crow Tribe of Indians, the Existing Concessioner under the Existing Temporary Contract ("Existing Contract"). This Prospectus includes the Existing Contract and a copy of 36 C.F.R. Part 51 as Appendices.

In the event of any inconsistency between the terms of this Prospectus and 36 C.F.R. Part 51, the latter will prevail. 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.

The National Park Service and Its Mission

In 1916, President Woodrow Wilson approved legislation creating the Service 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 wild life therein and to provide for the enjoyment of the same in such a manner and by such means as will leave them unimpaired for the enjoyment of future generations.
54 U.S.C. § 100101 (a)

Additionally, Congress 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 Service has as its overall mission the preservation and public enjoyment of significant aspects of the nation's natural and cultural heritage. To learn more about the Service, visit www.nps.gov. This site includes information about the Service's mission and policies as well as information on individual park units.



BIGHORN CANYON NATIONAL RECREATION AREA

Bighorn Canyon National Recreation Area (NRA) was established by an act of Congress on October 15, 1966, following the construction of the Yellowtail Dam by the Bureau of Reclamation. This dam, named after the famous Crow chairman Robert Yellowtail, harnessed the waters of the Bighorn River and turned this variable stream into a magnificent lake.

Bighorn Lake extends approximately 71 miles through Wyoming and Montana, 55 miles of which are held within spectacular Bighorn Canyon. The Recreation Area is composed of 120,000 acres, which straddles the northern Wyoming and southern Montana borders. There are two visitor centers and other developed facilities in Fort Smith, Montana, and near Lovell, Wyoming. The Afterbay Lake below the Yellowtail Dam is a good spot for trout fishing and wildlife viewing for ducks, geese, and other animals. The Bighorn River below the Afterbay Dam is a world-class trout fishery.

Bighorn Canyon NRA is a lesser-known treasure waiting to be discovered. It boasts breath-taking scenery, countless varieties of wildlife, and abundant recreational opportunities, such as boating, fishing, ice fishing, camping, and hiking. Bighorn Canyon offers visitors solitude, serenity, and beauty. In the midst of our chaotic world, this is a truly valuable quality.

Ok-A-Beh Marina is located at the northern end of Bighorn Lake. It is located 12 miles from Fort Smith, Montana at the end of what is known as the Ok-A-Beh Road.

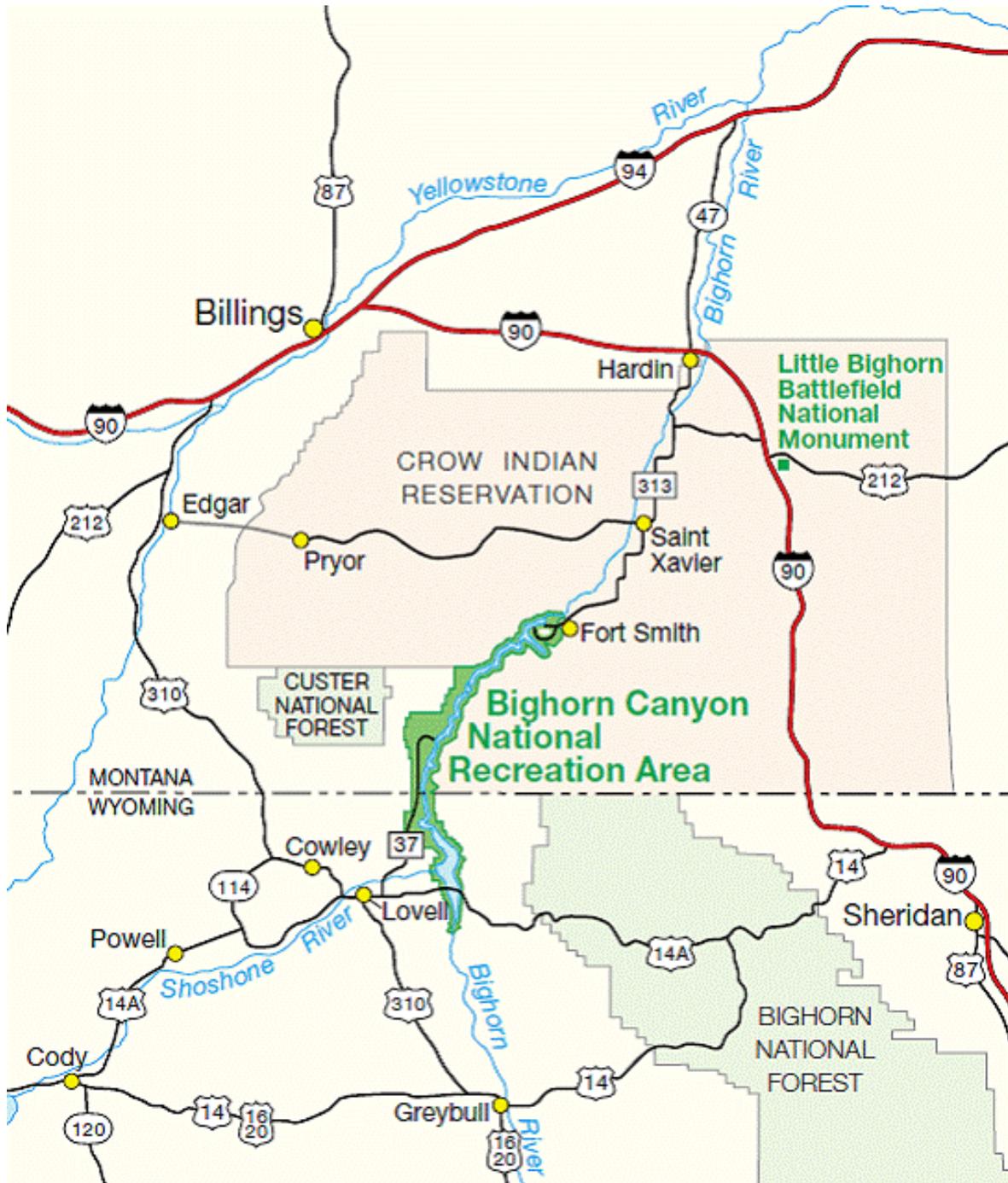
The Park website at www.nps.gov/bica has additional information.



Bighorn Canyon, source: NPS



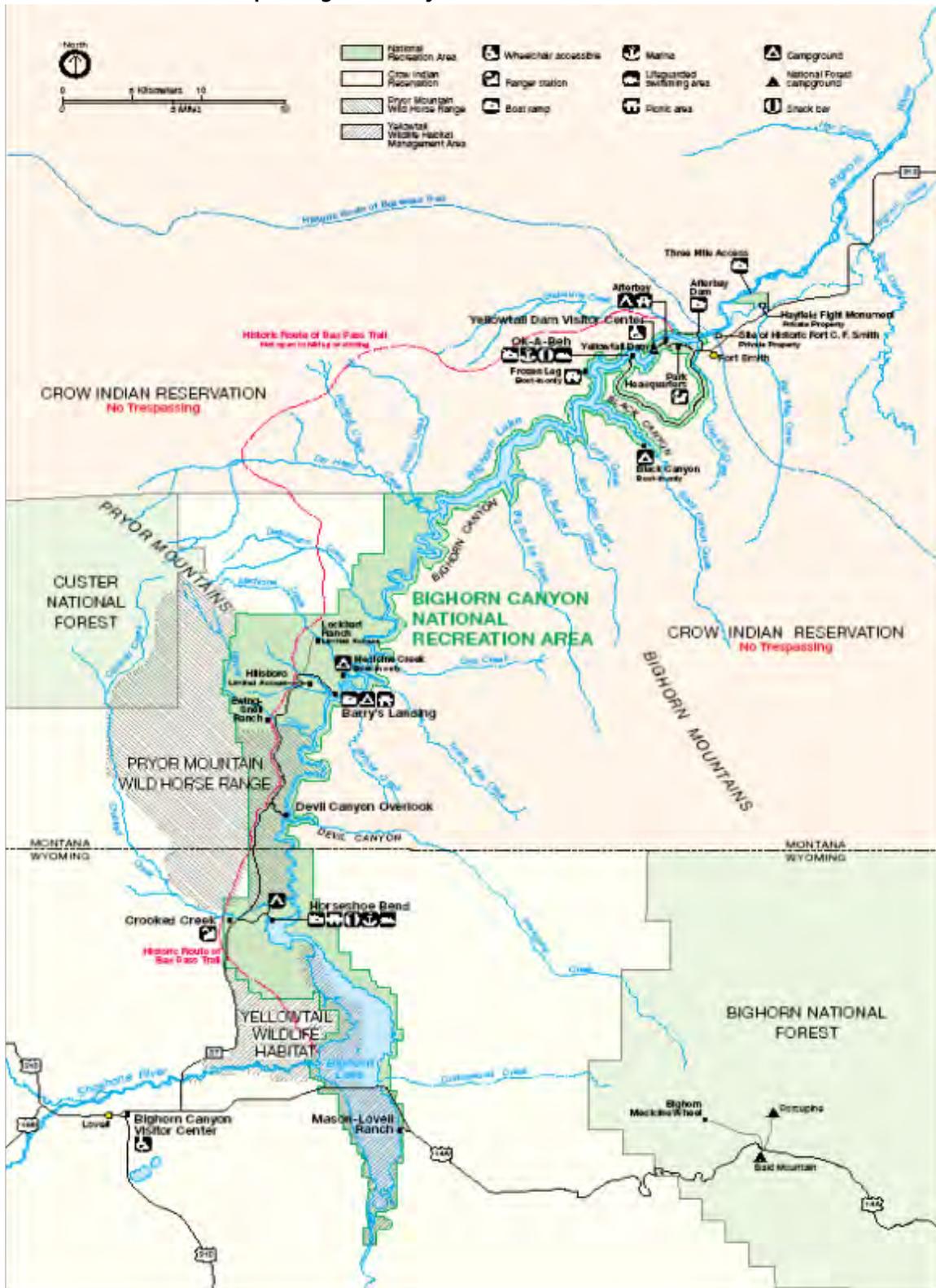
**Exhibit 1
Area Map**



Source: National Park Service



Exhibit 2 Map of Bighorn Canyon National Recreation Area



Source: National Park Service



MARKET AREA OVERVIEW

Regional Market (Montana)

Montana is recognized around the world as a premier destination for outdoor adventure and tourism. This is largely due to the abundance of land available to the public that is managed by federal, state, or local government agencies and is generally open to tourism and recreation.

Tourism is one of Montana's leading industries. From 2010-2014, Montana's visitation increased 4.9% while spending increased 59.4%. In 2014, 10.9 million non-residents traveled to Montana spending over \$3.9 billion (+7.6%). Montana's tourism industry in 2014 supported 53,280 jobs, and raised \$216.7 million in state and local taxes. (Source: Montana Office of Tourism & Business Development)

Fort Smith, Montana

Fort Smith is located at the North Unit of Bighorn Canyon National Recreation Area. Limited businesses offer fishing supplies, guided fishing trips, boat rentals, lodging, restaurant, groceries, gasoline, and souvenirs. Fort Smith has a population of approximately 165 people.

Hardin, Montana

Hardin, Montana is located 45 miles north of Fort Smith. Hardin has a population of approximately 3,730. There are eight hotels and four campgrounds in the area. There are numerous (8+) outfitters and hunting lodges in the Hardin area, of which at least four are based in Fort Smith. Hardin sits on the edge of the Crow Indian Reservation and close to the Northern Cheyenne Indian Reservation. The Hardin area is rich in history. Each year the Crow celebrate their heritage at the annual Crow Fair with a powwow and rodeo, which is the largest in the state and is referred to as the "Tepee Capitol of the World." Fifteen miles southeast of Hardin is Little Bighorn Battlefield National Monument, where the Northern Plains Indians defeated Custer and the U.S. Army's seventh cavalry. Hardin is surrounded by productive ranches and farms, including what was once the largest wheat farm in the world. Coal mining has also contributed greatly to the local economy. Local industry includes fishing and recreational opportunities.

Billings, Montana

Billings, Montana is located approximately 100 miles northwest of Fort Smith. Billings has a population of approximately 109,060. Billings is a major shipping center for cattle and other agricultural products. Billings is a central point to western attractions, events, shopping, and cuisine. There are various hotels, motels, bed and breakfasts, resorts, and historic lodges in and around Billings. Billings is the gateway to Yellowstone National Park, the Yellowstone River, and the Absaroka-Beartooth Wilderness.

Area Visitation

The Area had 224,083 visitors in 2014. The Area is open to the public year-round, and the peak operating season extends from April through September. Area visitation increases in June and peaks in July. Exhibits 3, 4, and 5 depict visitation.

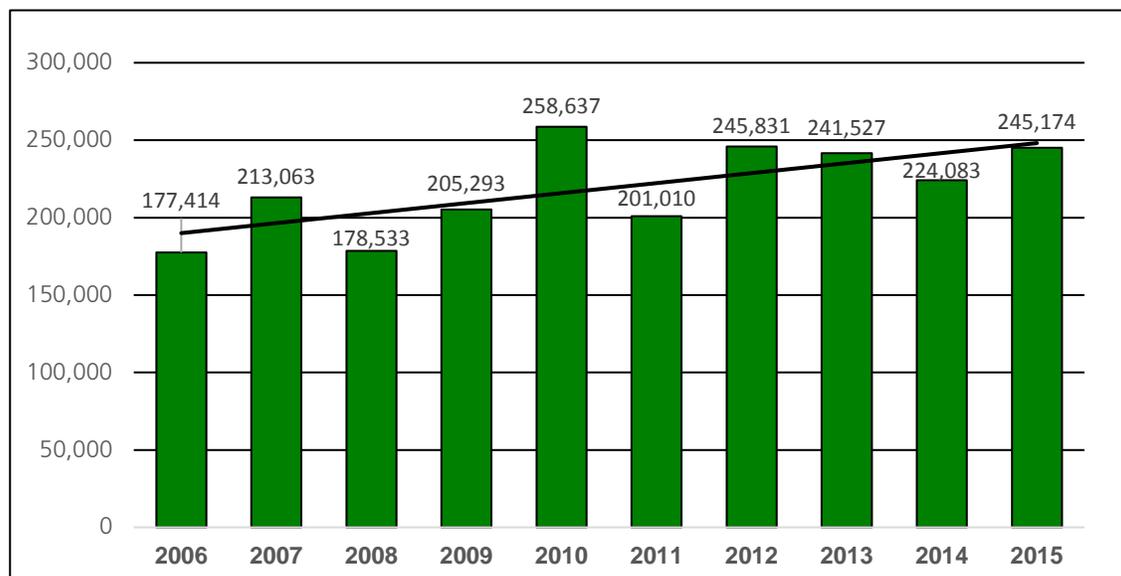


**Exhibit 3
Bighorn Canyon National Recreation Area Visitation**

Total Annual Visitation		% Change	2015 Monthly Visitation	
2006	177,414	-9.6%	January	6,234
2007	213,063	16.7%	February	4,638
2008	178,533	-19.3%	March	8,819
2009	205,293	13.0%	April	12,253
2010	258,637	20.6%	May	26,009
2011	201,010	-28.7%	June	43,138
2012	245,831	18.2%	July	48,268
2013	241,527	-1.8%	August	46,633
2014	224,083	-7.8%	September	22,902
2015	245,174	8.6%	October	12,983
			November	6,411
10-yr Total	2,190,565		December	6,886
10-yr Avg.	219,057	1.0%	Total	245,174

Sources: Public Use Statistics Office (<https://irma.nps.gov/Stats/>)

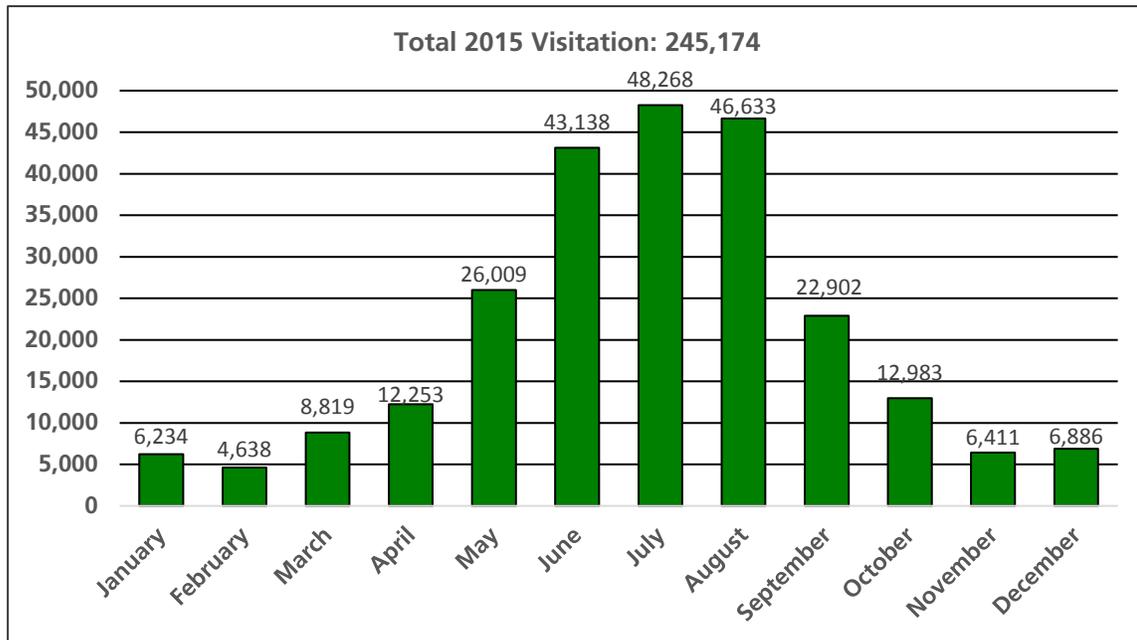
**Exhibit 4
Annual Total Visitation (2006-2015)**



Sources: Public Use Statistics Office (<https://irma.nps.gov/Stats/>)



Exhibit 5
Monthly Total Visitation - 2015



Sources: Public Use Statistics Office (<https://irma.nps.gov/Stats/>)

Weather

The north end of Bighorn Canyon is semi-arid getting 18 to 20 inches of precipitation annually. The south end is in the rain shadow of the Rocky Mountains and is a high desert with average rainfall from six to 10 inches annually. The average temperatures are consistent throughout the Area with summer highs in the 80s and 90s, and lows in the 50s and 60s. Visitation drops rapidly after Labor Day, although the weather continues to be pleasant. Winter temperatures have highs in the 20s and 30s and lows averaging in the 10s and 20s, but temperatures can drop below 0 degrees Fahrenheit.

Modes of Transportation Used

Most visitors travel in private vehicles, including recreational vehicles, and bring their own boats. By car, Fort Smith can be accessed from Interstate 90 at Hardin by turning on to Highway 313 and traveling 40 miles south.

Automobile and boat are the best ways to see the wonders of Bighorn Canyon. Since there are no roads connecting the north and south ends of the Area, traveling by boat is the only way to get directly from one end to the other.

Airplane service is provided at Logan International Airport in Billings, which is located approximately 100 miles from Fort Smith. Private planes can access Fort Smith by a 5U7 airstrip, which is unattended, and a day VFR airstrip.



Camping

The Afterbay Campground is adjacent to the Afterbay Lake and is open all year. The campground contains 28 sites, which accommodate both RVs and tents. These sites are equipped with tables and BBQ pits/fire rings, bear-proof storage containers, vault restrooms, drinking water, and a RV dump station. No reservations, hook-ups or showers are available. An additional 12 sites are available on the north shore of Afterbay, although these sites do not have water.

Black Canyon Campground is a boat-in only campground located five miles south of Ok-A-Beh Marina. The campground contains 17 tent sites equipped with tables and BBQ pits/fire rings, bear-proof storage containers, and a floating vault restroom.

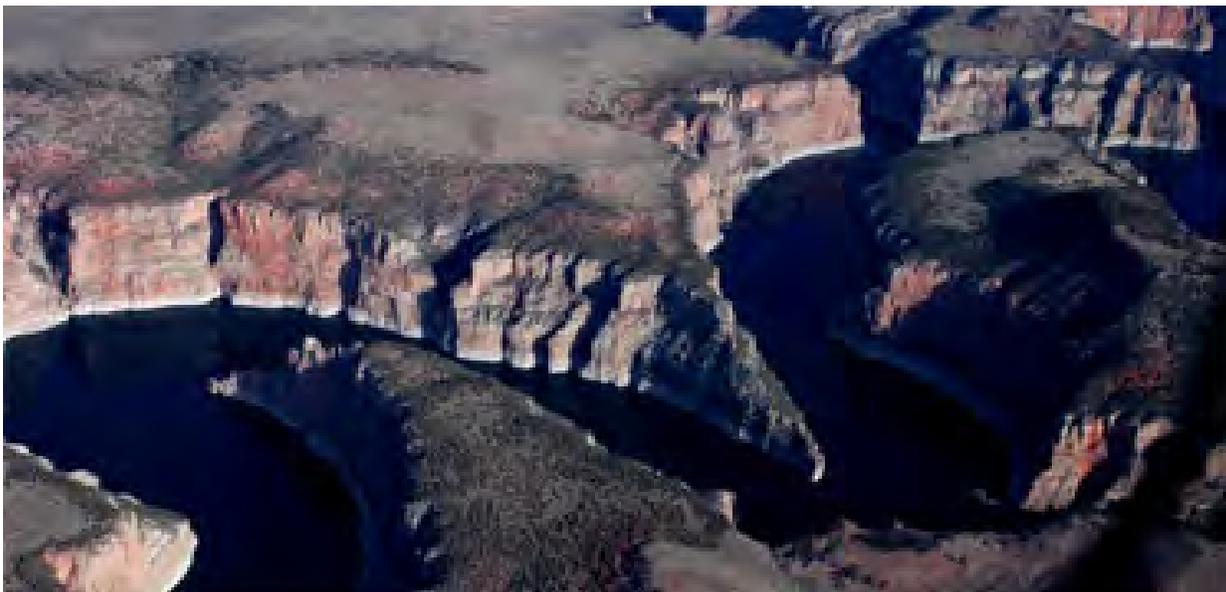
Medicine Creek Campground is a boat-in or hike-in campground located north of Barry's Landing in the South Unit of the Area. Surrounded by junipers, there are six tent sites equipped with tables and grills. When water levels allow, a floating vault restroom, boat dock, and slips are available at the site.

Horseshoe Bend Campground is approximately one mile from the south entrance. The campground contains 48 sites, which accommodate both RVs and tents year round. Of these sites, 19 will accommodate larger RVs and boats, and 3 are pull through sites. All sites are equipped with tables and BBQ pits/fire rings, and some sites have shade shelters. Modern flush toilets, boat ramp, drinking water, and a RV dump station are available.

Trail Creek Campground, which is located along the road to Barry's Landing, is a picturesque setting for 10 small RV sites, 16 tent sites and 4 RV sites. Sites are equipped with tables and BBQ pits/fire rings enhanced by a nearby trickling creek and abundant shade. Bear-proof storage boxes and vault restrooms are located in the campground. A boat ramp is located nearby.

These campgrounds are operated by the Service and are not provided by the Concessioner.

Photograph of Bighorn Canyon



Source: National Park Service



EXISTING CONCESSION OPERATION

General Information

The following summarizes the key elements of the business opportunity for the BICA007-17 Draft Contract. Should the facts and figures presented in the Summary differ from or contradict with the Draft Contract in any way, the Draft Contract will prevail.

Currently, visitor services are provided at these locations by The Crow Tribe of Indians ("Existing Concessioner"), under TC-BICA007-16 ("Existing Temporary Contract"), a copy of which is included in the appendices to this Prospectus.

The Existing Contract

The Existing Temporary Contract, TC-BICA007-16, states the Concessioner is required to operate the Ok-A-Beh Marina, provide boat slip rentals, and boat gasoline and oil for sale. The Concessioner is authorized to provide boat rentals, merchandise sales, food and beverage service (limited fast food and prepackaged food products and non-alcoholic beverages) at Ok-A-Beh Marina. The Concessioner is also authorized to provide tour boat services on Bighorn Lake and drift boat rentals at the Afterbay and/or Three-Mile Accesses.

The Concessioner operates and maintains all the facilities associated with the Ok-A-Beh Marina including docks, walkways, buildings, structures, furnishings, equipment, and adjacent grounds.

The Existing Temporary Contract expires on December 31, 2016. A copy of the Existing Temporary Contract is included in the Appendix.

The Concession Facilities are open from mid-May through mid-September.

FUTURE CONCESSION OPERATIONS

Visitor Services

All facilities and services required and authorized under the Draft Contract are located in the North Unit of Bighorn Canyon National Recreation Area. The Concessioner will provide marina services and operations at Ok-A-Beh Marina.

The Draft Contract contains one change compared to the Existing Temporary Contract, as boat rentals will be added to the required services of the Draft Contract. Exhibit 7 compares the existing and future required and authorized visitor services. The Operating and Maintenance Plans (exhibits to the Draft Contract) provide details on essential operating and maintenance requirements for each required service. In case of any inconsistency between this section and the attached Draft Contract, the attached Draft Contract will control.



**Exhibit 6
Existing Contract vs. Draft Contract**

Ok-A-Beh Marina	Existing Contract (TC-BICA007-16)	Draft Contract (CC-BICA007-17)
Boat slip rentals	Required	Required
Boat rentals	Authorized	Required
Boat gasoline and oil for sale	Required	Required
Merchandise Sales	Authorized	Authorized
Food and Beverage Service – limited fast food and prepackaged food products and non-alcoholic beverages	Authorized	Authorized
Tour Boat Services – interpretive tour boat services on Bighorn Lake	Authorized	Authorized
Drift Boat Rental – at Afterbay and/or Three-Mile Access	Authorized	Authorized

Source: National Park Service

Concession Facilities

The Concessioner will be assigned the Ok-A-Beh Marina concession facilities necessary for the concession operation. Concession facilities include docks, walkways, marina concession building (1,332 square feet), furnishings, equipment, and adjacent grounds. The concession facilities assigned are set forth in Exhibit C to the Draft Contract (Assigned Land and Real Property Improvements) and Exhibit D to the Draft Contract (Assigned Government Personal Property).

Specific operating and maintenance requirements can be located within the Operating Plan (Exhibit A) and Maintenance Plan (Exhibit E) of the Draft Contract.

****IMPORTANT****

All potential offerors should note, in 2013, the Crow Tribe, which owns title to certain land that was included in the NRA via a 1967 Memorandum of Agreement with a 50 year term, announced that, beginning on or about December 1, 2017, it may no longer keep the Ok-A-Beh Access Road open to free public use. Further, the Crow Tribe has reiterated its “lawful ability . . . to exclude non-tribal members from the Crow Indian Reservation[.]” See Joint Action Resolution No. 13-11, Crow Tribe Legislature (May 7, 2013). The Ok-A-Beh Access Road is the only land route by which the Concessioner can reach the concession facilities.

Seasonality

The Concession operation is seasonal. The minimum hours and dates of operation for the Marina are included in Draft Contract, Exhibit A, Operating Plan. The minimum operating season is from mid-May through mid-September.

The Concessioner may open some or all facilities earlier or extend the season with Area approval. This is dependent upon weather, availability of Area staff, and water levels to place/remove the docks and turn on/off the potable water supply. Upon request, and with consideration to weather and availability of staff,



the NPS will make every effort to open the Marina at the earliest date possible in May and close the Marina at the latest possible date in September. Daily operating hours may be extended to meet customer demand.

The weather in the month of May is usually cool and windy, and snow is still possible. Fourth of July weekend is usually the busiest weekend in the season, followed by Memorial Day and Labor Day weekends. Visitation drops rapidly after Labor Day, although the weather continues to be pleasant through mid-September.

The Concessioner will be required to shut down and winterize the facilities at the close of the season. Refer to Draft Contract, Exhibit E, Maintenance Plan for more details on these responsibilities.

The Concessioner may allow a maximum of one employee to reside either in the Marina or at the assigned camper pad, adjacent to the upper parking lot, for the sole purpose of providing security and an emergency after-hours contact. Refer to Draft Contract, Exhibit A, Operating Plan for more details.

FINANCIAL INFORMATION

Basic Information

The concession operation generated \$210,690 (FY'12) and \$265,567 (FY'13) in gross receipts. During 2012 and 2013 (the last year the BICA007 Contract operated under same required services as required by the Draft Contract) food and beverage sales accounted for eight percent (8%), general merchandise and souvenirs accounted for three percent (3.0%), marina (slip rentals) accounted for eighteen percent (18%), boat rental accounted for thirty-seven percent (37%), and fuel sales accounted for thirty-four percent (34%) of total gross receipts. Exhibit 9 displays the distribution of gross receipts by department for the period 2012 - 2014.

Exhibit 7
Distribution of Gross Receipts by Department

Department	2013	2014 ²	2015
Food	\$22,662 ¹	\$3,720	\$2,280
Souvenirs	\$1,107 ¹	\$0	\$747
General Merchandise	\$7,125 ¹	\$6,489	\$30,271
Marina (Slip Rental)	\$51,033 ¹	\$0	\$13,000
Boat Rental	\$96,510 ¹	\$52,778	\$85,154
Fuel	\$87,130 ¹	\$29,604	\$32,843
TOTAL GROSS RECEIPTS	\$265,567	\$92,591	\$164,695

Source: National Park Service

¹ Then NPS did not receive an AFR for FY'13, only gross receipts were reported. Thus, departmental distributions were estimated upon average percentages of departmental income from FY'10 and FY'12, and distributed over the gross receipts as reported.

² 2014 was the first year that The Crow Tribe initiated operations under the Temporary Contact for its first year of operation, and due to a late start (approx. late-June), had an abbreviated first operating season.

Historically, reported gross receipts showed an average decrease of twelve and eight-tenths percent (-12.8%) between 2007 and 2015 (excluding 2011 as the Service did not receive a report). When one excludes both 2011 and 2014 (as 2014 is an outlier), the reported gross receipts show an average increase of sixteen and two-tenths (16.2%) between 2007 and 2015.



Gross receipts, franchise fee, and visitation information are provided in Exhibit 10. The Area's annual visitation is approximately 219,057 visitors (10-yr avg.) and has increased by one percent (1%) annually over the past 10-years ('06-'15).

Exhibit 8

Gross Receipts, Franchise Fees Paid, and Visitation for the Period 2012 – 2015

YEAR	Total Gross Receipts	Franchise Fee Paid	Annual Visitation
2012	*	* (2%)	245,831
2013	\$265,567	\$5,311 (2%)	241,527
2014	\$92,591	\$926 (1%)	224,083
2015	\$164,695	\$1,647 (1%)	245,174

Source: National Park Service

* The Service will only provide the most recent 3-yrs of financial information.

Rates

Approved rates for 2016 are located in the Appendices. Rates to the public are subject to approval by the Service. Rates may be changed at the request of the Concessioner subject to approval by the Service.

Utilities

The Area provides potable water, sewage disposal and garbage collection to the Concessioner. The Park will bill the Concessioner accordingly for its actual use during the operating season. The Concessioner is responsible for contracting with an independent supplier for electric, propane, phone, and internet.

Investment Analysis

The Proposal Package requires Offerors to develop financial projections based upon the business to be operated. Offerors should be cautious in the use of historical information. The Service will not provide financial predictions; therefore, Offerors are responsible for producing their own proforma financial statements and relying on their own financial predictions.

Initial Investment

The Concessioner under the Draft Contract must have sufficient equipment, supplies, and cash at the commencement of the Contract to initiate operations. Offerors are asked to estimate the appropriate amount of each in their proposals.

Leasehold Surrender Interest

There will be no Leasehold Surrender Interest in the Draft Contract. Any proposed upgrades to the existing structures will consist of Concessioner Personal Property only. No capital improvements to the facility will be approved.



No compensation is due the Existing Concessioner from a new Concessioner under the terms of the Existing Temporary Contract TC-BICA007-16.

Franchise Fee

The minimum franchise fee under the Draft Contract is one percent (1.0%) of annual gross receipts.

Term and Effective Date of Draft Contract

The Draft Contract is for a term of ten (10) years beginning on its effective date, estimated as January 1, 2017 and is expected to expire on December 31, 2026. The effective date of the Draft Contract is subject to change prior to contract award if determined necessary by the Service. The expiration date of the Draft Contract will be changed to continue the same term length from any adjustment to the effective date.

No Preferred Offeror

The Director has determined that no Preferred Offeror for this Draft Contract exists pursuant to the terms of 36 C.F.R. Part 51. The Existing Concessioner must submit a responsive proposal to this Prospectus to be considered for award of the Contract. This solicitation for commercial services is fully competitive.



Site Visits

Offerors are encouraged to visit the Area to become familiar with the physical conditions and limitations involved, and become acquainted with the details of operating the marina facility and providing services. Understanding the facilities will be closed for winter the Services has provided some representative photographs in the addendicies. Potential Offerors planning to visit the Area who would like to make an appointment should contact the Landscape Architect, Rick Lasko at:

Bighorn Canyon National Recreation Area
20 Highway / 14A East
Lovell, Wyoming 82431
Phone #: (307) 548-5410

