

# **BUSINESS OPPORTUNITY**

CC-CALO001-26

*Department of the Interior*

National Park Service

Cape Lookout National Seashore

**Passenger Ferry Service to the South Core Banks and Shackleford  
Banks and Land Transportation on the South Core Banks**

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## INTRODUCTION

### SITE VISIT

The Service will host a one-day site visit on the date listed on the Prospectus inside front cover. The site visit gives interested parties a concession operation overview, with a Concession Facilities tour with the Draft Contract. If you plan to attend the site visit and would like more information, we ask that you please contact Cherrie Brice, Concessions Management Specialist, at [cherrie\\_brice@nps.gov](mailto:cherrie_brice@nps.gov), no later than 4:00 p.m. Eastern Time at least seven calendar days before the site visit, to receive further instructions about the site visit. The Service will give more information and additional directions by return email message to the entity's identified primary contact. Depending on the responses, the Service may limit the number of participants from each interested Offeror. All participants must be age 18 or older.

**Projected Contract Term:**

January 1, 2026, to December 31, 2035  
(10 years)

**Required Services:**

Passenger Ferry and Land Transportation

**2026 Projected Gross Receipts:**

\$2.1 million to \$2.3 million

**Estimated Initial Investment:**

\$1.56 million

**Minimum Franchise Fee:**

8.5% of gross receipts for annual gross receipts up to \$2,300,000; plus  
15.5% of gross receipts for annual gross receipts greater than \$2,300,000

### NOTIFICATION TO PROPOSE

If you plan to submit a proposal to respond to this solicitation, you will notify Cherrie Brice via email at [cherrie\\_brice@nps.gov](mailto:cherrie_brice@nps.gov) no later than the date this prospectus specifies on the inside front cover. The Service will not accept proposals from entities that do not provide notice on or before this date and time.

### INFORMATION REGARDING THIS SOLICITATION

This Prospectus includes Service revenue and expense estimates 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 will compile and present their own financial projections based on independent assumptions, due diligence, and industry knowledge.

Offerors will review all Prospectus sections, especially the Draft Concession Contract No. CC-CALO001-26 (Draft Contract) terms, including its exhibits, to decide the full scope of a future concessioner's duties. If there is any inconsistency between the Business Opportunity and the Draft Contract terms, the Draft Contract terms will control.

Certain federal laws apply to this solicitation, including the National Park Service Concessions Management Improvement Act of 1998 (Public Law 105-391 and the 1998 Act), as implemented by regulations in 36 C.F.R. Part 51. If there is any inconsistency between the Prospectus and 36 C.F.R. Part 51, 36 C.F.R. Part 51 will control.



“Park” means Cape Lookout National Seashore.

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

“Existing Concessioner” means Island Express Ferry Service, LLC, the concessioner under Concession Contract CC-CALO001-14 (Existing Contract). The Existing Contract began on January 1, 2014, and is due to expire on December 31, 2025, or as extended, or when a new concession contract is awarded. The Service will give a copy of the Existing Contract on request.

## PROPOSALS

The Proposal Instructions contain the instructions for completing proposals. Offerors should carefully read and follow those instructions.

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 preserve, conserve, and protect natural and cultural park resources. Specifically, offerors will describe their best management practices in doing so keeping in mind the ferries will traverse sensitive coastal waters and the land-based transportation service will be in proximity of cultural resources on the South Core Banks.

Principal Selection Factor 2 requires offerors to describe how they will provide necessary and appropriate visitor services at reasonable rates. Offers will focus on vessels used to provide ferry services, delivery of ferry services and operations, vehicles used to provide land transportation services, reservations and ticketing, and visitor experience, interpretation, and visitor education.

Principal Selection Factor 3 requires offerors to describe their organizational structure and to provide documentation to help the Service understand the offeror and its relationship to other entities. The Service does not specifically score the offeror’s organizational structure information but may use it to understand responses elsewhere in a 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. We provide forms offerors will complete depending on their organizational structure. The rest of this principal selection factor requires offerors to describe their experience providing services like those required under the Draft Contract, aspects of employee management to provide excellent customer service, and history of marine casualties.

Principal Selection Factor 4 requires offerors to provide documents showing the financial resources to begin and carry on operations under the Draft Contract. The Service has provided a business history form and Excel workbook offerors will complete in providing responses to this selection factor.

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 the minimum franchise fee specified in the 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 how they will reduce, remove, recycle, and reuse solid waste and materials generated by passengers and staff.



Secondary Selection Factor 2 requires offerors to demonstrate their ability and expertise to promote the ferry and land transportation services through targeted marketing efforts.

Secondary Selection Factor 3 requires offerors to provide information about the offerors' ability and expertise to appropriately address emergencies and service disruptions.

## **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. Private parties constructed and operated many of the iconic lodges and other structures found in America's national parks, and that relationship continues today.

We use 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 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 the transactions occur in a park. As with the private sector, concessioners will develop and follow environmental management programs, risk management programs, and similar programs to ensure operations follow 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. Frequently, Concessioners 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 the passenger ferry service to and from Harkers Island to the South Shore Banks and Shackleford Banks. Additionally, the Draft Contract requires the concessioner to provide onboard food and beverage service onboard the ferry, tours of historic Fort Jefferson, equipment rental, and potable water for sale.

## **THE NATIONAL PARK SERVICE**

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. 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)*

To learn more about the National Park Service, visit [www.nps.gov](http://www.nps.gov). Additional information about Cape Lookout National Park is available at <https://www.nps.gov/cal/index.htm>

## CAPE LOOKOUT NATIONAL PARK

Cape Lookout National Seashore preserves a 56-mile stretch of North Carolina's Outer Banks; a system of coastal barrier islands located approximately 3 miles east of the mainland. The Park was authorized as part of the National Park System in 1966 and is located within Carteret County. Three main islands comprise the Park's seashore – North Core Banks, South Core Banks, and Shackleford Banks. Due to its scenic environment and accessible location from urban population centers, the Park is a popular destination for recreational boating, fishing, wildlife viewing, and nature watching. As there are no bridges or causeways to connect the islands to one another or the mainland, personal vessels and commercial ferry watercraft are the primary modes of transportation for visitors traveling to the park.



The Cape Lookout Lighthouse, constructed in 1859, is located on the South Core Banks and is the most visited historic structure within the park. Amenities at the Lighthouse Area include a landing dock, visitor center, a Keepers' Quarters Museum restroom facilities, parking (vehicle storage, by permit only), shade shelters, and picnic tables. Currently, the Lighthouse is closed while the historic structure under goes rehabilitation. It is expected to open in 2028.

Shackleford Banks, a proposed wilderness area, has very limited visitor amenities, offering only a landing dock and two restrooms. Due to its proximity to Beaufort (an important tourist destination in the area) and abundant wildlife (which includes a herd of free roaming Banks horses), Shackleford Banks is also a highly visited destination within the park.

As a result of its geographic location, weather conditions can change dramatically within the park over a short period of time. Winters are relatively mild (averaging from the mid-30s to low 60s) with summers warm and humid (averaging from the high 60s to high 80s). The area is subject to tropical storms and hurricanes that have been known to cause significant damage. During these adverse weather events, it is usually unsafe to traverse the open waters due to the high waves, strong currents, poor visibility, and high winds. Hurricane season is generally defined as the months of June through December, although the peak period occurs between August and October.

Even without poor weather conditions, navigating the Outer Banks waters can be challenging. Specific to the coastal area surrounding Shackleford Banks and the Cape Lookout Lighthouse are shallow waters, with narrow channels flanked by sandbars (shoals) that are constantly shifting from season to season. Given this, vessels that are designed to handle choppy and shallow marine environments are best suited for safely and effectively transporting passengers.



Additional information about the park can be found on the National Park Service website at <http://www.nps.gov/calo>.

**Exhibit 1. Map of Southern Part of Cape Lookout National Seashore and Surrounding Area**



Source: National Park Service





## CONCESSION OPPORTUNITY

The Concessioner will provide year-round passenger ferry service to the South Core Banks and Shackleford Banks originating from the NPS Visitor Center on Harkers Island. The Service will provide the Concessioner dock space at Harkers Island to accommodate two mid-size vessels and one smaller vessel. The Concessioner will also provide land transportation services at the Cape Lookout Lighthouse Area.

### DRAFT CONTRACT TERM

The Draft Contract term will be ten (10) years, with an effective date of January 1, 2026. If necessary, the Service may change the effective date before award. If that happens, the Service will modify the term to reflect an expiration date allowing for ten years of operations.

### REQUIRED AND AUTHORIZED SERVICES

The Draft Contract includes the following Required and Authorized services Exhibit 2 and 3 specify. Required services are those services the Concessioner will provide. Authorized services are those services the Concessioner may provide.

#### Exhibit 2. Draft Contract Required Services

Required Service	Location
Passenger Ferry	Harkers Island to the South Core Banks and Shackleford Banks
Land Transportation	Originating from the Cape Lookout Lighthouse Area on the South Core Banks

#### Exhibit 3. Draft Contract Authorized Services

Authorized Service	Location
Passenger Ferry	Beaufort, Morehead City, Atlantic Beach, or Gallants Channel to the South Core Banks and Shackleford Banks
Guided Land Tours	Locations to be approved by the Service
Limited Merchandise	Locations to be approved by the Service
Food and Beverage	Locations to be approved by the Service
UTV Rentals	Originating from the Cape Lookout Lighthouse Area on the South Core Banks and other locations with Service approval



## OVERVIEW OF REQUIRED SERVICES

### ***Passenger Ferry***

The ferry service to the South Core Banks and Shackleford Banks will be year-round and based upon a Service-approved schedule. Three boats will be required to provide the concession ferry service. Two of the boats will have a minimum capacity of 35 passengers, and the third boat will have a minimum capacity of 13 passengers. The Superintendent may approve additions to this minimum fleet requirement. Refer to the Operating Plan (Exhibit A) for more information concerning ferry schedule parameters and requirements.

The operating schedule provided in the Operating Plan (Exhibit A) identifies departure times throughout the year. The Concessioner will propose an operating schedule for Service approval when the Draft Contract is awarded. However, the Service does not anticipate significant changes to the operating schedule included in the Operating Plan.

### ***Land Transportation***

Land transportation service will be provided from May 15 to September 15 based upon a Service-approved schedule. Land transportation service is authorized as early as March 16 and as late as December 31. The Concessioner is not allowed to have vehicles on the South Core Banks between January 1 and March 15. A minimum of two vehicles appropriate for use on undeveloped sand roads will be required to provide this service. Although not required, trailers (that meet Park defined safety standards) may also be used for this service. Refer to the Operating Plan (Exhibit A) for more information concerning land transportation schedule parameters and requirements.

## OVERVIEW OF AUTHORIZED SERVICES

The Draft Contract authorizes, but does not require, the Concessioner to provide the following services.

### ***Passenger Ferry***

The Concessioner may provide passenger ferry service originating from Beaufort, Morehead City, Atlantic Beach, or Gallants Channel to the South Core Banks and Shackleford Banks year-round based on a Service-approved schedule. The Concessioner is responsible for procuring the appropriate embarkation dock and facilities to provide this service. The Concessioner will submit in writing the locations, ferry routes, schedule of operations, and type and number of vessels to the Service for approval at least 60 calendar days before starting operations. Vessels will be a similar type and quality as those used to provide the Required services.

### ***Guided Land Tours***

The Concessioner may provide guided land tours originating from the Cape Lookout Lighthouse area from March 15 to December 31 based on a Service-approved schedule. Vehicles appropriate for use on undeveloped sand roads will be required to provide this service. Although not required, trailers (that meet Park defined safety standards) may also be used for this service. Refer to the Operating Plan (Exhibit A) for more information about land transportation schedule parameters and requirements.



**Limited Merchandise**

The Concessioner may sell limited merchandise at locations subject to Service approval. The Concessioner will submit in writing the list of merchandise items to be sold, the locations to sell the items, and the schedule of operations for Service approval at least 60 calendar days before selling the items.

**Food and Beverage**

The Concessioner may sell food and beverage at locations subject to Service approval. The Concessioner will submit in writing the food and beverage menu, the locations to sell the items, and the schedule of operations for Service approval at least 60 calendar days before providing the service. Locations may be on the vessels (likely pre-packaged items), the Concessioner assigned space in the Harkers Island Visitor Center (likely pre-packaged items), or a food truck located near the Harkers Island Visitor Center.

**UTV Rentals**

The Concessioner may operate UTV rentals originating from the Cape Lookout Lighthouse Area on the South Core Banks and other locations subject to Service approval.



## INVESTMENT ANALYSIS

### ESTIMATED INITIAL INVESTMENT

The Service estimates the Concessioner's total initial investment is approximately \$1.56 million in 2026 dollars. This figure includes initial investments for three ferry vessels, two vehicles, other personal property and inventory, start-up costs, and working capital. Exhibit 4 summarizes the estimated initial investment at the start of the Draft Contract.

The Existing Contract does not require the Existing Concessioner to sell its personal property to the Concessioner. However, the Service assumes the Concessioner will negotiate with the Existing Concessioner to buy much of the personal property needed to perform the services.

**Exhibit 4. Estimated Initial Investment**

Item	Estimated Amount (2026 Dollars)
<b>Ferry Vessels</b>	\$1,300,000
<b>Vehicles</b>	\$110,000
<b>Other Personal Property and Inventory</b>	\$30,000
<b>Start-Up Costs &amp; Working Capital</b>	\$120,000
<b>Total</b>	<b>\$1,560,000</b>

### FERRY VESSEL

The Concessioner will use, at a minimum, three vessels to provide passenger ferry services. Two of the vessels will have a minimum capacity to carry 35 passengers and one will have a minimum capacity to carry 13 passengers. The vessels may not exceed a hull size of 48 feet long and 14 feet wide to navigate in the Harkers Island harbor. The Concessioner may propose vessels that have larger passenger capacities, but the vessels may not exceed the maximum vessel size. The Concessioner may propose to use more than three vessels but will need to moor them elsewhere, since the harbor only has capacity to moor three Concessioner vessels.

The Service estimates the 35-passenger vessels will cost \$1,200,000 and the 13-passenger vessel will cost \$100,000. The Service estimates the vessels will be skiff-style designed to traverse the shallow waters between Harkers Island and the South Core Banks and Shackleford Banks. The Concessioner may use a different style vessel, but the vessels must have the ability to traverse the shallow waters.

### VEHICLES

The Concessioner will use, at a minimum, two vehicles to provide land transportation services. Each vehicle must have a minimum capacity to carry 10 passengers. The Service estimates these vehicles will cost \$55,000 each. Due to the harsh sand and seawater conditions, the Service estimates these vehicles will be replaced every three years. The Concessioner must submit to the Service the type of vehicles appropriate for the terrain it intends to use and receive written approval from the Service before the Concessioner uses the vehicles to provide land transportation services.



## **OTHER PERSONAL PROPERTY**

The Service estimates the Concessioner will buy new office equipment like furniture, computers, file cabinets, etc. needed to conduct administration and support services. The Service estimates these items will cost \$30,000.

## **START-UP COSTS AND WORKING CAPITAL**

The Service estimates the Concessioner will incur start-up costs when the Draft Contract begins for a range of activities to ramp up operations like hiring and training staff, systems implementation, legal support services, and marketing and advertising. The Concessioner will also 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 before receiving offsetting revenues and cash flow. The Service estimates these costs will total \$120,000.

## **LEASEHOLD SURRENDER INTEREST**

There is no Leasehold Surrender Interest in the Existing Contract.

## **CONCESSION FACILITIES**

The Service will assign a small area in the Harkers Island Visitor Center to the Concessioner for providing ferry and land transportation ticketing services. Offerors should refer to Exhibit C of the Draft Contract for additional information about this assigned space. Offerors should refer to the Maintenance Plan (Exhibit D to the Draft Contract) to understand the Concessioner's repair and maintenance duties of the assigned space.

The Service will maintain the docks at Harkers Island, but the Concessioner will be responsible for any damage to the docks caused by concession operations. Offers should refer to the Maintenance Plan (Exhibit D to the Draft Contract) for additional information regarding maintenance.

## **COMPONENT RENEWAL AND DEFERRED MAINTENANCE OF CONCESSION FACILITIES**

The Concessioner is not responsible for any Deferred Maintenance or component renewal.

## **ASSIGNED GOVERNMENT PERSONAL PROPERTY**

The Service will not assign any government-owned personal property to the Concessioner, as shown in Exhibit D (Assigned Government Personal Property) to the Draft Contract.

## **INSURANCE REQUIREMENTS**

The Service has included minimum insurance requirements in Exhibit F to the Draft Contract needed to provide the Required services. The Service has considered the cost of that insurance in its financial analysis and in calculating the franchise fee.



## MINIMUM WAGE

The Concessioner will follow all provisions of Executive Order 14026 signed April 27, 2021, (Increasing the Minimum Wage for Federal Contractors) and its implementing regulations, including the applicable contract clause, codified at 29 C.F.R. pt. 23, all of which are incorporated by reference into the Draft Contract. The Service considered the full implications of these requirements in the analysis of the minimum franchise fee. Offerors will consider the impacts of these requirements when developing their financial projections. As 29 C.F.R. Part 23 states, the United States Department of Labor will increase the actual minimum wage for federal contractors during the term of the Draft Contract each year based on the annual change in the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W).

## FRANCHISE FEE

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.

The following describes the minimum franchise fee acceptable to the Service for each year of the contract term:

- 8.5% of gross receipts for gross receipts up to \$2,300,000; plus
- 15.5% of gross receipts for gross receipts greater than \$2,300,000.

## PREFERRED OFFEROR DETERMINATION

The 1998 Concessions Act includes the limited right of preference in renewal for statutorily defined outfitter and guide services and small contracts. The Service has determined, under 36 C.F.R. Part 51, there is no "preferred offeror" who is eligible to exercise a right of preference for the award of the Draft Contract. This solicitation for commercial service is fully competitive.

## RATES

Ferry vessel rates and land transportation rates are determined based on competitive market declaration (CMD) per the Rate Administration Guide and its 2024 Addendum which are available on the Commercial Services website at <https://www.nps.gov/subjects/concessions/rate-administration.htm>. The Operating Plan (Exhibit A to the Draft Contract) specifies the rate setting methods used for the Required services. Appendix C to the Prospectus provides the current 2024 approved rates for the Required services.



## ESTIMATED RIDERSHIP AND REVENUE PROJECTIONS

The Service projects the following ridership for the Draft Contract's first year.

### Exhibit 5. Projected Ridership, Year 1 (2026)

Ridership	Projected Range
<b>Passenger Ferry</b>	45,000 – 50,000
<b>Land Transportation</b>	7,000 – 9,000
<b>Total</b>	<b>52,000 – 59,000</b>

The Service projects the following revenue for the Draft Contract's first year.

### Exhibit 6. Projected Revenue, Year 1 (2026)

Ridership	Projected Range
<b>Passenger Ferry</b>	\$1,900,000 – \$2,200,000
<b>Land Transportation</b>	\$120,000 – \$140,000
<b>Total</b>	<b>\$2,020,000 – \$2,340,000</b>

## HISTORICAL RIDERSHIP AND REVENUE

Exhibit 7 provides historical ridership and Exhibit 8 provides historical revenue from 2021 to 2023 for ferry and land transportation services the Existing Concessioner provides. Most of the revenue (over 95%) is derived from the ferry service, with land transportation representing a relatively small percentage of gross receipts. There were moderate fluctuations in revenue over these years, mainly due to inclement weather conditions, the global pandemic, and impacts associated with the recent economic downturn. Note that the Existing Contract required passenger ferry service from Beaufort, but the Draft Contract does not.

### Exhibit 7. Historical Ridership, 2021-2023

Year	Harkers Island Ferry	Land Transportation	Total Ridership
<b>2021</b>	50,980	7,496	58,476
<b>2022</b>	43,345	7,268	50,613
<b>2023</b>	56,401	7,821	64,222

Source: National Park Service

### Exhibit 8. Historical Revenue, 2021-2023

Year	Harkers Island Ferry	Land Transportation	Total Revenue
<b>2021</b>	\$1,325,045	\$114,293	\$1,439,338
<b>2022</b>	\$1,449,544	\$116,234	\$1,565,778
<b>2023</b>	\$1,539,064	\$118,426	\$1,657,490

Source: National Park Service



## MARKET AREA OVERVIEW

### PARK VISITATION

Visitation to Cape Lookout National Seashore ranged from 400,413 to 529,995 between 2015 and 2023 averaging 471,557 visitors as Exhibit 9 shows. In 2020, visitation dipped because of the global pandemic. In 2021 and 2022, visitation increased as social interaction regained acceptability.

Visitation to the Park is seasonal. Visitation is at its highest in the summer when the temperatures are the warmest and lowest in the winter when it is the coldest. Spring and fall are the shoulder seasons with mid-level visitation.

**Exhibit 9. Visitation at Cape Lookout National Seashore, 2015-2023**

Year	Visitation
<b>2015</b>	400,413
<b>2016</b>	458,000
<b>2017</b>	399,357
<b>2018</b>	408,399
<b>2019</b>	455,526
<b>2020</b>	488,331
<b>2021</b>	562,461
<b>2022</b>	541,533
<b>2023</b>	529,995
<b>Total Visitation</b>	<b>4,244,015</b>

*Source: National Park Service*

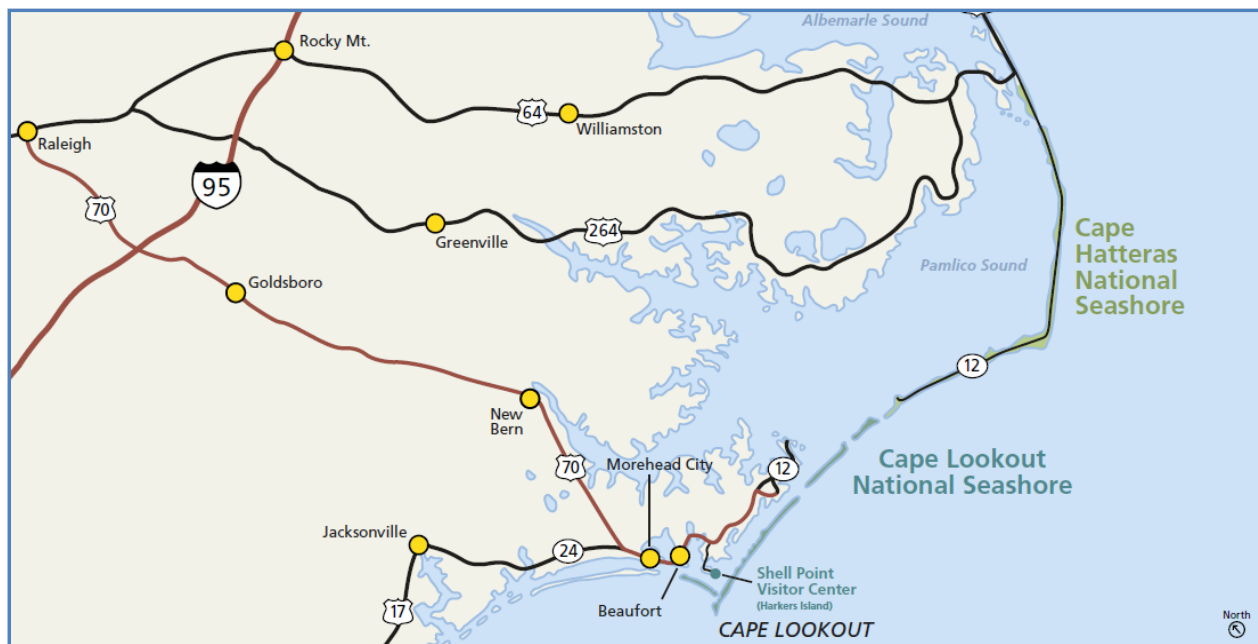
### LOCAL AREA TOURISM TRENDS

The Park, which is situated in Carteret County, North Carolina, is located near several small coastal communities, including Harkers Island, Beaufort, and Morehead City. The closest major urban center is the Raleigh-Cary Metropolitan Statistical Area (2022 population estimated at close to 1,484,338), approximately 170 miles to the northwest. Cape Hatteras National Seashore is located north of the park and preserves an Outer Banks section that stretches from Bodie Island to Ocracoke Island. A map illustrating the park's location in relation to the surrounding area is presented in Exhibit 10.

As previously noted, concession ferry services to the South Core Banks and Shackleford Banks will originate from the NPS Visitor Center on Harkers Island. The land transportation operation will operate on the South Core Banks, originating at the Cape Lookout Lighthouse Area.



### Exhibit 10. Regional Area Map



Source: National Park Service

In-state residents represent a substantial share of Park visitation, so population growth in North Carolina is expected to impact future visitation and demand for concession services. Exhibit 11 presents historical and projected population growth for Carteret County, two of the larger adjacent counties (Craven and Onslow) and Wake County (which includes Raleigh, whose resident population is an important market segment for Carteret County tourism). Population growth figures are also provided for the entire state of North Carolina and the U.S.

All the counties analyzed experienced average annual growth rates at or above the state average of 1.26% and above the U.S. average of 0.9%. Wake, the most populous county (with over 1.1 million residents in 2022), grew by 1.5%. North Carolina's population grew faster than nationwide averages over this period, in large part due to the rapid expansion of job opportunities in the more heavily populated metro areas.



**Exhibit 11. County Populations Surrounding Carteret County, 2022-2023**

Location	2022	2023	Avg. Annual Growth 2022-2023	Projected 2030
Carteret County	69,721	70,418	1.0%	73,690
Craven County	103,193	103,822	0.6%	107,357
Onslow County	209,492	211,168	0.8%	229,804
Wake County	1,171,331	1,188,901	1.5%	1,363,836
North Carolina	10,705,403	10,840,291	1.3%	11,740,822
U.S.	333,287,557	334,620,707	0.4%	345,074,000

Source: U.S. Census Bureau and NC Office of State Budget and Management

Exhibit 12 presents a summary overview of general economic indicators concerning the counties surrounding the Park, which includes median household income and the current unemployment rate during 2022. Although these indicators are not directly linked to demand for concession services at Cape Lookout National Seashore, they provide useful background information concerning the regional economy's overall health.

**Exhibit 12. County Economic Data Surrounding Carteret County**

Location	Median Household Income 2022	Unemployment Rate Oct 2022
<b>Carteret County</b>	\$85,400	4.0%
<b>Craven County</b>	\$75,000	3.7%
<b>Onslow County</b>	\$60,100	4.3%
<b>Wake County</b>	\$110,000	3.1%
<b>North Carolina</b>	\$87,000	3.5%
<b>U.S.</b>	\$74,580	3.7%

Source: U.S. Census Bureau and NC Office of State Budget and Management



## LINKS TO ADDITIONAL INFORMATION

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Superintendent's Compendium for Cape Lookout National Park:

[https://www.nps.gov/calo/learn/management/upload/FINAL\\_DRAFT\\_2024\\_CALO\\_Superintendent\\_Compdi-um.pdf](https://www.nps.gov/calo/learn/management/upload/FINAL_DRAFT_2024_CALO_Superintendent_Compdi-um.pdf)

National Park Service Management Policies 2006: [https://www.nps.gov/policy/MP\\_2006.pdf](https://www.nps.gov/policy/MP_2006.pdf)

Concessions Management Improvement Act of 1998 (54 USC 101911 through 101926) (1998 Act):

<http://www.gpo.gov/fdsys/pkg/PLAW-105publ391/pdf/PLAW-105publ391.pdf>

36 CFR Part 51 – Concession Contracts: <http://www.ecfr.gov/cgi-bin/text-idx?SID=d03628d94ca3851e02f00f86e5142962&mc=true&node=pt36.1.51&rgn=div5>

Concession Management Rate Administration Guide:

[https://concessions.nps.gov/docs/concessioner%20tools/2017\\_Rate\\_Administration\\_Guide.pdf](https://concessions.nps.gov/docs/concessioner%20tools/2017_Rate_Administration_Guide.pdf)

2024 Rate Administration Guide Addendum

<https://www.nps.gov/subjects/concessions/upload/2024-Concession-Rate-Administration-Guide-Addendum-508.pdf>

Commercial Services Guide:

<https://www.nps.gov/subjects/concessions/upload/CS-Guide-Final-Ver-3-FINAL-10-02-18.pdf>

National Park Service Concessions Public Website:

<https://www.nps.gov/subjects/concessions/index.htm>

Authorized Concessioner Mark Information and Guidelines for Concessioners:

[https://concessions.nps.gov/docs/concessioner%20tools/Authorized\\_Mark\\_Guidelines.pdf](https://concessions.nps.gov/docs/concessioner%20tools/Authorized_Mark_Guidelines.pdf)

Cape Lookout National Seashore Record of Decision, Final General Management Plan:

[https://www.nps.gov/calo/learn/management/upload/GMP-Ammend-2001\\_small\\_508-2.pdf](https://www.nps.gov/calo/learn/management/upload/GMP-Ammend-2001_small_508-2.pdf)

Cape Lookout National Seashore, Park Foundation Document:

[https://www.nps.gov/calo/learn/management/upload/CALO\\_FD\\_2012.pdf](https://www.nps.gov/calo/learn/management/upload/CALO_FD_2012.pdf)

