



Questions with Answers

Ozark-St. Francis National Forests Prospectus for Resort Concession Operations

Q: Do the historical revenues provided in the prospectus include revenues from the 25-site campground at Shores Lake?

A: Yes, the historic revenue figures provided include revenues generated from the Shores Lake 25-site campground.

Q: What has been the annual revenue to the Forest for Shores Lake campground for the last five years?

A: The annual revenue generated from the Shores Lake 25-site campground is as follows:

- FY 2022: \$12,853
- FY 2023: \$18,425
- FY 2024: \$16,116
- FY 2025: \$9,626 (partial year data)

Revenue data prior to FY 2022 is not available due to the transition to a new reporting system in early 2021, and the district does not have the ability to generate reports from the prior system. While the Forest reviewed available records for FY2025, no additional revenue data beyond what is shown above could be identified. As such, FY2025 revenue should be considered partial.

Q: What has been the annual occupancy % for Shores Lake campground for the last five years?

A: Occupancy data is not available. The Shores Lake campground has not historically been listed on the reservation system, and therefore occupancy percentages have not been tracked.

Q: Will the Forest allow the concessionaire to make the campsites at Shores Lake campground reservable using recreation.gov? If so, what limitations? If not, why not?

A: Yes, under the new permit, the Shores Lake campground will be required to be listed on Recreation.gov. Requirements related to reservations and campground operations will be addressed in the permit and operating plan. A draft copy of the permit is provided in Appendix 10, and a sample operating plan outlining the minimum operating requirements is provided in Appendix 9, of the prospectus.

Q: Does the Forest expect the concessionaire to operate the Shores Lake campground year-round? If so, will the Forest require the concessionaire to charge a reduced camping rate during the off-season when the water is shut off?

A: Yes, the Forest expects the Shores Lake campground to be operated year-round under the new permit. No, the Forest will not require a reduced camping rate during periods when water service is unavailable.



Q: Do the historical revenues provided in Table 2. include any revenues for Shores Lake pavilion and day use? If so, what is the annual revenue from those two sources?

A: The Forest does not have revenue data for day use and pavilion fees separated from the total Shores Lake revenue. Those revenues are included in the overall Shores Lake figures and have not been historically tracked independently.

Q: We understand that the current fee collection at Shores Lake is via Scan & Pay only. Does the Forest have an estimate for the percentage of revenues that are lost due to visitors simply not paying the fees? During the summer season, has the Forest campground host also collected day use fees?

A: The Forest attempted to implement Scan & Pay at Shores Lake; however, it was not effective due to limited cellular and internet coverage. Shores Lake currently operates on an honor system. Day use fees are also collected through the honor system. The campground host was not permitted to collect fees.

Q: Has primitive camping been offered at Shores Lake in the past, and would the Forest consider it again under the new permit? If so, does the Forest have information on capacity or target rates?

A: Yes, the Forest would consider primitive camping to be a beneficial addition if offered under the new permit. However, the Forest does not have established capacity information or a target rate for primitive camping.

Q: Is the Forest open to higher public fee rates under the new permit, and how are fee increases handled?

A: Yes. There is no current concessionaire at Shores Lake, and the campground was previously operated by the Forest Service. Fee changes at Forest Service-operated recreation sites are subject to federal requirements. Because an active Advisory committee was not available at the time, rate increases were not implemented. Fees proposed under a new concession permit would be addressed through permit administration.

Q: What is the status of the closed area at Shores Lake, including the boat ramp and swimming beach?

A: The boat ramp at Shores Lake is currently open and has remained operational. The swimming area and bathhouse were closed due to needed repairs to the bathhouse building and septic system. The Forest Service has completed repairs to the septic system and has replaced siding and repainted the bathhouse. Remaining work includes cleaning the interior and installing fixtures. Completion timing may overlap with the start of the new permit, depending on scheduling.

Q: Who is responsible for completing the remaining bathhouse repairs at Shores Lake?

A: Remaining repairs may be completed by the Forest Service or in coordination with the future concessionaire, as appropriate.

Q: What is known about the history and former use of the swimming beach at Shores Lake prior to its closure?

A: Prior to its closure, the swimming beach at Shores Lake was a popular recreation area. The Forest does not have complete historical records for all aspects of beach operations, including water quality monitoring. Over time, water quality information varied, and similar variability has been observed at other recreation sites. The Forest has addressed these observations as appropriate.



Q: How have Granger-Thye fee revenues been used at White Rock and Shores Lake?

A: Granger-Thye fee revenues have been used for eligible improvements at White Rock. There is currently no concessionaire at Shores Lake.

Q: Will the Forest Service provide historical utility expense information for White Rock or Shores Lake?

A: No. Historical utility expense information is not available. Prospective concessionaires are responsible for contacting utility providers directly to obtain utility cost information.

Q: Are day use fees collected at White Rock, and how are they collected?

A: Yes. Day use fees are collected at White Rock. When the store is open, fees are collected upon visitor arrival. When the store is not open, fees are collected through a fee tube using the honor system. There are two designated parking areas for day use at White Rock Recreation Area: one serving the OHT and trail access (including the Shores Lake Loop and Rim Trails), and one near the Sunset Overlook on the Rim Trail. Annual revenue from day use fees is not available as a separate data point.

Q: What are the historical occupancy rates for the White Rock lodge and cabins?

A: Annual occupancy rates for the White Rock lodge and cabins are provided below. Occupancy was calculated as a weighted average using total reserved site-nights divided by total reservable site-nights for each calendar year.

- 2021: 62.1%
- 2022: 55.5%
- 2023: 43.3%
- 2024: 39.5%
- 2025: 41.5% (year-to-date, through September 30, 2025)

Utilization at White Rock is seasonal, with highest use occurring during spring and fall months and lower utilization during winter months and late summer. Annual occupancy percentages reflect seasonal demand patterns and changes in site availability rather than reduced peak-season use.

Q: What services does Solair Water, Inc. provide at White Rock?

A: Solair Water, Inc. provides plumbing and water filtration services at White Rock. The Forest does not have an estimate of the annual cost for these services.

Q: Do the historical revenues shown in Table 2 include retail store and firewood sales?

A: Yes. The historical revenues provided in Table 2 include camping and day use fees at Shores Lake and White Rock, as well as retail store and firewood sales at White Rock. An errata has been issued to correct the explanatory note associated with Table 2.

Q: What insurance coverage is required under the new concession permit?

A: Under the new permit, the concessionaire will be required to provide liability insurance only. Property insurance for assigned areas or buildings will not be required.

Q: What interpretive services are currently offered, and may interpretive services be offered under the new permit?

A: Interpretive services are not currently offered. Interpretive services may be proposed by prospective concessionaires under the new permit, subject to Forest Service approval.



Q: What is the Forest's perspective on the current White Rock concessionaire's performance, and can the Forest provide Annual Performance Evaluations?

A: The Forest does not provide qualitative assessments of concessionaire performance as part of this solicitation. Annual Performance Evaluations will not be provided. Information relevant to the solicitation is included in the prospectus and associated materials.

Q: What additional revenue-generating services (beyond those required in the offering) may the concessionaire offer? Are there services the Forest does not want offered?

A: The Forest Service does not require or prescribe specific additional revenue-generating services beyond those identified in the prospectus. Prospective applicants may propose additional services that are consistent with permit terms, site conditions, and applicable laws and policies. Any proposed services would be subject to Forest Service review and approval. The Forest has not identified specific services that are prohibited beyond those already restricted by the permit and applicable regulations.

Q: Does the Forest have specific ideas, partners, themes, or events it would like the concessionaire to pursue for interpretive services?

A: The Forest has not identified specific required interpretive themes, partners, or events for this permit. Interpretive services are optional and may be proposed by applicants. Any proposed interpretive services would be reviewed as part of permit administration.

Q: What does Forest management see as the biggest areas for improvement under the new 20-year permit compared to the current operation?

A: The Forest Service does not provide qualitative assessments comparing past and future concessionaire performance as part of this solicitation. Expectations, requirements, and opportunities under the new 20-year permit are described in the prospectus and associated materials. Applicants are encouraged to review those documents when developing their proposals.

Q: Which components of Part 2 of the application package must be submitted as a separate document?

A: The requirement for a separate document applies only to the Business Plan, which must be submitted using the format provided in Appendix 16 of the prospectus. All other Part 2 components, including Business Experience, Performance Evaluations, and References, should be submitted as part of the overall application package. The Business Plan will be independently reviewed by a Small Business Development Center (SBDC). All other Part 2 materials will be reviewed by the Forest Service as part of the application evaluation.

Q: Approximately when does the Forest Service expect to notify applicants of award or non-award, and when would operations begin?

A: The Forest Service anticipates making a selection and notifying applicants in early summer 2026. If awarded, the new concessionaire is expected to begin operations in January 2027, subject to completion of required permitting, approvals, and transition activities.