



# PROSPECTUS

A Concession Business Opportunity for Pack Station, Guided Trail  
Rides, and Other Services within  
Sequoia and Kings Canyon National Parks

**Solicitation #**  
**CC-SEKI001-27**

# PROSPECTUS

Pack Station, Guided Trail Rides, and Other Services

SEQUOIA AND KINGS CANYON NATIONAL PARKS

NATIONAL PARK SERVICE

INTERIOR REGIONS 8, 9, 10, AND 12

**Contract No. CC-SEKI001-27**

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PROSPECTUS ISSUED: November 19, 2025

QUESTIONS DUE: February 5, 2026

NOTICE OF INTENT TO PROPOSE DUE: March 27, 2026

PROPOSALS DUE: April 9, 2026

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Questions and Notifications of Intent to Propose must be received by the National Park Service no later than 12:00 p.m. PT on the due dates listed above. Provide questions and intent to propose via email to:

**Mark Juretschke**  
**Financial Analyst, Interior Regions 8, 9, 10, and 12**  
[mark\\_juretschke@nps.gov](mailto:mark_juretschke@nps.gov)

Proposals must be submitted in the manner described in the Proposal Instructions no later than 12:00 p.m. PT on the due date listed above.

# **BUSINESS OPPORTUNITY**

CC-SEKI001-27

*Department of the Interior*

National Park Service  
Sequoia and Kings Canyon National Parks

**A Concession Business Opportunity for Pack Station, Guided Trail Rides, and  
Other Services at Cedar Grove Pack Station and Grant Grove Stables**

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# INTRODUCTION

The National Park Service ("Service") seeks proposals for a concession contract authorizing the operation of pack stock and saddle horse services and day horseback rides at Cedar Grove Pack Station and Grant Grove Stables within Kings Canyon National Park. This Prospectus describes, in general terms, the prior business operations and the future business opportunities for services required by the Service. Offerors must review all sections of this Prospectus and, specifically, the terms and conditions of the Draft Concession Contract No. CC-SEKI001-26 ("Draft Contract"), including its exhibits, to determine the full scope of a future concessioner's responsibilities under the Draft Contract.



Source: National Park Service

## Exhibit 1. Summary of Draft Contract Terms and Conditions

| Category                                     | Draft Contract Term  |
|--|--|
| <b>Type</b>                                  | Category II Contract   |
| <b>Draft Contract Term</b>                   | Ten (10) Years   |
| <b>Projected Effective Date</b>              | January 1, 2027, with the option to commence operations sooner upon mutual acceptance by awarded entity and the Service.   |
| <b>Required Services</b>                     | Front-country, day-use, horseback trail rides  |
| <b>Authorized Services</b>                   | Souvenir Photography, Vending, Guided Horseback Rides and Pack Trips, Pack Stock Services, Wilderness Horseback Day Rides, Horse Boarding, Pony Rides, Instructional Courses, Backcountry Food Service, and Special Events |
| <b>Project Gross Receipts (Year 1)</b>       | \$180,000 - \$230,000  |
| <b>Estimated Initial Investment (Year 0)</b> | \$353,000  |
| <b>Minimum Franchise Fee</b>                 | 3.0%   |



## NOTIFICATION OF INTENT TO PROPOSE

If you plan to submit a proposal in response to this solicitation, you must notify Mark Juretschke via email at [mark\\_juretschke@nps.gov](mailto:mark_juretschke@nps.gov) no later than 12:00 p.m. (PDT) on March 27, 2026.

**The Service will not accept proposals from entities that do not provide a Notice of Intent to Propose on or before 12:00 p.m. (PDT) on March 27, 2026.**

## INFORMATION REGARDING THIS PROSPECTUS

In this document, the National Park Service refers to Sequoia and Kings Canyon National Parks as the "Park" or "Area."

This Prospectus includes Service estimates of revenue and expenses to assist Offerors in developing financial projections. These estimates reflect Service assumptions based on planning decisions, historical concession operating data, industry standards, economic conditions, and comparable and competitive operations. The Service does not guarantee these projections will materialize and assumes no liability for their accuracy. Offerors must compile and present their own financial projections based on independent assumptions, due diligence, and industry knowledge.

Offerors must review all sections of this Prospectus, especially the terms and conditions of the Draft Contract, including its exhibits, to determine the full scope of a future concessioner's responsibilities. The Draft Contract with all exhibits accompanies 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 Concessions Act"), as implemented by regulations in 36 C.F.R. Part 51. Links to these are available online at the [NPS Commercial Services website](#). In the event of any inconsistency between the terms of this Prospectus and 36 C.F.R. Part 51, 36 C.F.R. Part 51 will control.

"Concessioner" refers to the entity that will be the concessioner under the Draft Contract.

"Previous Concessioner" refers to Cedar Grove Pack Station and Grant Grove Stables, the previous concessioner under Concession Contract No. CC-SEKI001-19 ("Expired Contract"). The Expired Contract is available upon request. The Service provided the Previous Concessioner with a one-year extension of the Expired Contract to continue visitor services for the 2026 operating season. However, the Previous Concessioner elected in December 2025 to not sign that extension, and as such, there is no concession contract in place for the 2026 operating season. The Service is interested in providing visitor services during the 2026 operating season if feasible and mutually acceptable to the selected entity for this solicitation.

## PROPOSALS

Accompanying this Business Opportunity are the instructions about completing proposals. Offerors must carefully read and comply with those instructions.

The Proposal Package which Offerors must complete in its entirety contains a required transmittal letter, five principal selection factors, and one secondary selection factor. Each selection factor identifies the minimum and maximum points the Service may award, depending on the quality of the response. A high-quality response includes clear, specific commitments. The following paraphrases the information sought under each selection factor. Where there are discrepancies, the wording of the actual selection factors in the Proposal Package controls.



Principal Selection Factor 1 requires Offerors to describe how it will preserve the natural characteristics of Kings Canyon National Park and minimizing the operation's impact in wilderness.

Principal Selection Factor 2 requires Offerors to describe how it will provide necessary and appropriate visitor services at reasonable rates.

Principal Selection Factor 3 requires Offerors to describe its organizational structure and provide documentation to help the Service understand the Offeror and its relationship to other entities. The Service does not score this information specifically but may use it to understand responses elsewhere in the proposal. Incomplete submissions may lead to a lower score elsewhere if the information submitted does not support claims made in response to specific subfactors in this and other selection factors. The Service has provided forms Offerors must complete depending on their organizational structure.

This principal selection factor also requires Offerors to describe experience with similar operations, plans for employee recruitment and retention, and a history of violations and infractions as well as the strategies the Offeror will implement to minimize them.

Principal Selection Factor 4 requires Offerors to demonstrate their financial capacity to commence and carry-on operations under the Draft Contract. A high-quality response incorporates commitments made elsewhere in the proposal. The Service's proposal package includes a business history form, and an Excel workbook Offerors must 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 set out 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 programs it will implement to promote sustainability within the operations.



Source: National Park Service

# NATIONAL PARK SERVICE

## 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 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 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 National Park Service, visit [www.nps.gov](http://www.nps.gov). This site includes information about the Service, its mission, policies, and individual parks.

## DOING BUSINESS WITH THE SERVICE

The Service has worked with private parties to provide services to visitors dating back to the earliest times of national parks, well before the creation of the Service itself. 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 Service uses the term "commercial visitor services" when generally describing services, benefits, and goods provided to visitors within an area of the National Park System by a third party for a fee. The term "commercial visitor services" includes lodging, food and beverage, retail, marina operations, guided recreation, equipment rental, experiential transportation, and similar services the National Park Service itself does not provide. The Service implemented regulations for many aspects of the Concessions Act, 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 Service providing commercial visitors services differs from operating outside a park in several respects. By law, the Service approves the rate approval method and, possibly, the rates to ensure park visitors do not pay higher fees for goods and services merely because such transactions occur within parks. As with the private sector, concessioners must develop and follow environmental management programs, risk management programs, and similar programs to ensure operations comply with applicable laws. Our employees review the quality of concession operations and compliance with contract requirements including, when appropriate, the maintenance of facilities. Our contract oversight reflects the best management practices of the private sector industries.

Even with these regulatory requirements, concessioners in national parks enjoy significant benefits. Many parks function as unique visitor destinations. Sequoia and Kings Canyon National Parks are just a few of many such destinations, attracting numerous visitors from local, national, and international communities.



# SEQUOIA AND KINGS CANYON NATIONAL PARKS



Sequoia National Park and Kings Canyon National Parks (collectively, "SEKI" or "parks") are located in California's Southern Sierra Nevada. These two parks form the heart of the second-largest contiguous roadless area in the lower 48 states, totaling over 863,700 acres.

Sequoia National Park was established by Congress in 1890, and is the second oldest national park in America. Directly north and adjacent to the Park is Kings Canyon National Park, which was established in 1940 to protect the mountains and forests of the Sierra Nevada.

The Park, named after the Valley Of The Kings River, incorporated and expanded upon General Grant National Park (founded in 1890), a wilderness sanctuary formed to protect groves of giant sequoia trees that were being destroyed by logging.

The varied topography at the two parks includes big trees, high peaks, and deep canyons. Elevation ranges from a low of 1,300 feet in the foothills of Kings Canyon National Park to the 14,494-foot summit of Mount Whitney, which is the tallest mountain in the contiguous 48 United States. In addition, five of the 10 largest trees in the world grow in the Giant Forest at Sequoia National Park. Below the surface of the parks are extensive networks of caverns, many containing endemic cave fauna. Also found throughout the parks are numerous lakes, ponds, streams and rivers which form important watersheds that not only support each park's ecosystems, but life within the Central Valley in California. This huge variation in the landscape contributes to the myriad of habitats that creates a rich assemblage of terrestrial, aquatic and subterranean ecosystems. The Park supports a diverse and thriving selection of animal and plant life. The Park boasts over 200 species of birds, including the peregrine falcon, spotted owl, California quail and woodpecker. The 77 mammal species include the black bear, gray fox, bobcat, coyote, mountain lion, and spotted skunk. Reptiles and amphibians include the California kingsnake, California newt, western fence lizard, and mountain yellow-legged frog. Over 1,200 vascular plant species thrive within Park boundaries, which include the famous giant sequoias.



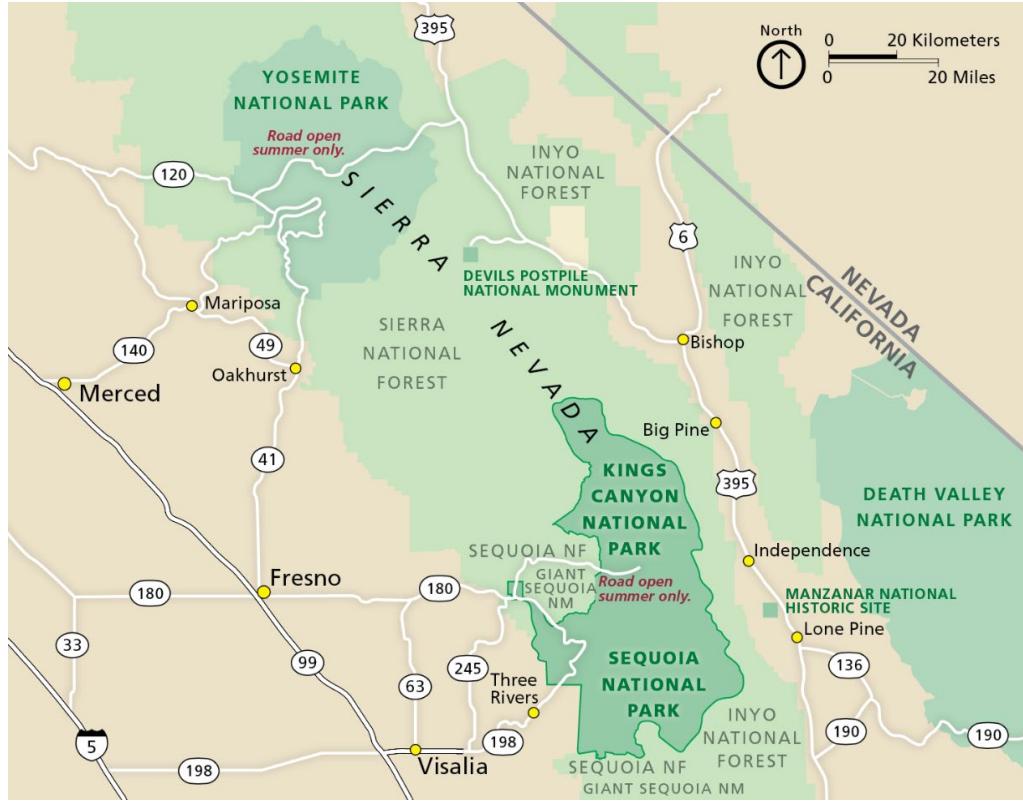
This varied topography provides a myriad of recreational activities, including hiking, biking, rock climbing, horseback riding, swimming, fishing, photography, camping and sightseeing. At Sequoia National Park, the front country, where most visitors enter, encompasses the lower elevation foothills, including the woodlands, meadows, grassland and river valleys, as well as the higher elevation forest landscape, distinguished by an abundance of pine, fir, and sequoia trees. The backcountry (high country) is comprised mostly of roadless wilderness area and is a land of lakes, limited open forest, and miles of granite.

Kings Canyon National Park has two separate areas. The Grant Grove area, comprised largely of mixed conifer forests and accessible via paved highways, represents only a small section of the Park. This area features one of the largest remaining clusters of natural giant sequoias in the world, including the famous General Grant Tree, the second largest tree known to man. The other section, which comprises over 90% of the total area of the Park, occurs east of Grant Grove and includes the headwaters of the South and Middle Forks of the [Kings River](#) and the South Fork of the [San Joaquin River](#). This area includes granite canyons, including Kings Canyon with a maximum depth of 8,200 feet. Cedar Grove, a relatively flat expanse of territory bounded by steep canyon walls, is the only developed area in this part of the Park.



Weather conditions can vary dramatically across the many different locations within the parks on the same day. Typically, the foothills experience mild and wet winters with summers tending to be hot and dry. The rainiest period usually occurs from January to May. The middle elevations are generally warm during the days and cool at night during the summer, and snowy and icy during the wintertime. The higher elevations receive snow earlier than the rest of the Park, and severe weather often arrives quickly and without much notice.

#### Exhibit 2. Sequoia and Kings Canyon National Parks and Surrounding Areas



Source: National Park Service

### Exhibit 3. Map of Grant Grove and Cedar Grove Areas



Source: National Park Service

## WILDERNESS

SEKI contains land areas that have been formally designated as wilderness as well as land areas of potential wilderness additions, and proposed wilderness. Wilderness and areas managed as wilderness are subject to a number of legal restrictions, including for example, those imposed by the Wilderness Act of 1964. The SEKI Wilderness Stewardship Plan and Final Environmental Impact Statement ("WSP") and the Extent Necessary Determination ("END"), approved on May 17, 2015, establish a framework for managing wilderness and

areas managed as wilderness within SEKI. Copies of the WSP and END are available on the Park's [Wilderness page](#).

Among other things, the WSP and END establish limits on commercial services in wilderness through the use of commercial service days ("CSDs"). A CSD is defined in the WSP as "all or part of a day spent by a client of a commercial service provider on NPS-managed lands." Other important designations in the WSP that impact the backcountry use required and authorized under the Draft Contract include the Wilderness Wide ("WW") area and the Mount Whitney Management Area ("MWMA"). A map of the WW and MWMA can be found on page B-48 of Appendix B of the WSP, and is included as part of Exhibit A: Operating Plan to the Draft Contract.

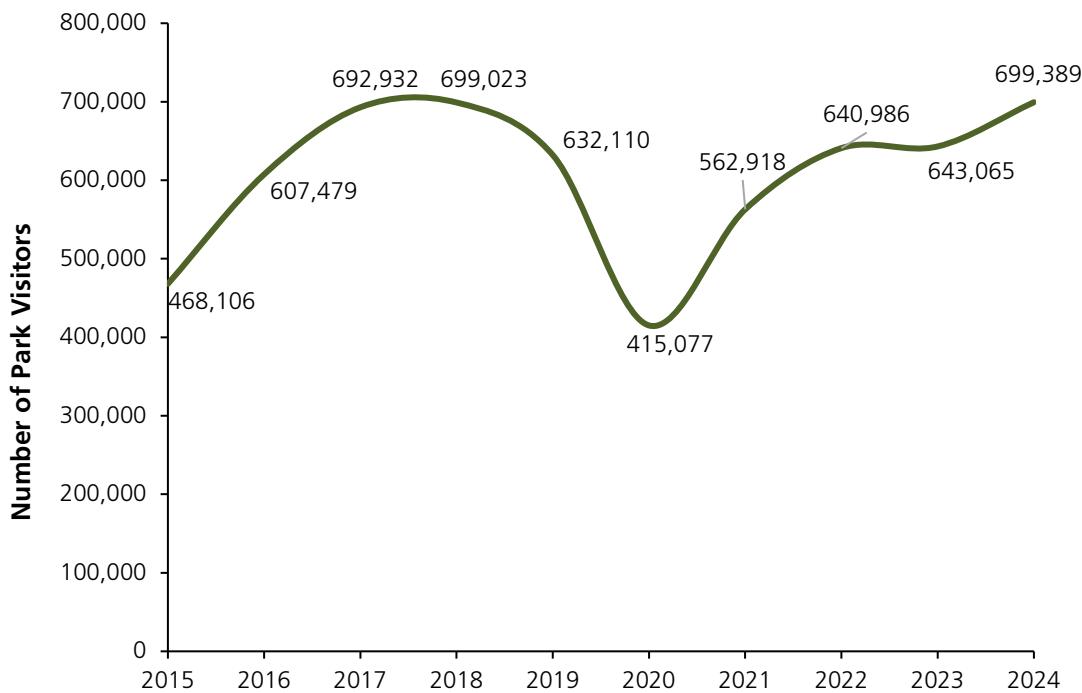
To implement CSD limits in the WSP, SEKI uses a system of allocations for non-stock and stock based commercial services in wilderness.

The Draft Contract includes an annual allocation to the Concessioner under the Draft Contract of six hundred (600) Wilderness Wide and zero (0) Mount Whitney Management Area CSDs.

## VISITATION INFORMATION

As the concession operation is based within Kings Canyon National Park, annual and monthly visitation data specific to that park appear in the exhibits below. Annual visitation has averaged approximately 606,000 over the past 10 years. Drops in visitation occurred in 2015 and 2020 due to a large wildfire, the Rough Fire, and the COVID-19 pandemic, respectively.

**Exhibit 4. Annual Recreation Visitation to Kings Canyon National Park, 2015-2024**

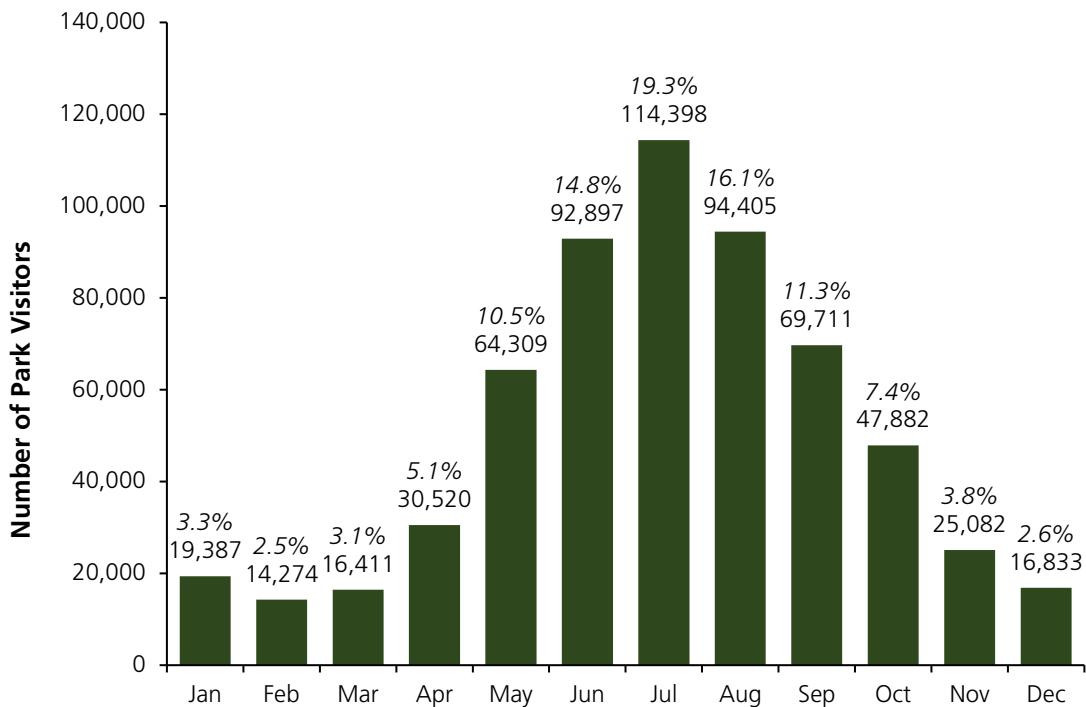


Source: National Park Service

Visitation follows a highly seasonal pattern, which is the case for many parks. The exhibit below presents average monthly visitation over the past 10 years from 2015 to 2024. Approximately 72% of visitors to Kings Canyon visit between the months of May and September.



### Exhibit 5. Kings Canyon National Park Average Monthly Visitation, 2015-2024



Source: National Park Service

Annual visitation to Sequoia National Park between 2015 and 2024 ranged from 796,000 to 1,310,000, with an average of 1,140,000 visitors per year.

## CONCESSION OPPORTUNITY

Park concessioners play a vital role in serving visitors in national parks. Concession contracts offer opportunities to members of the private sector to enhance visitors' enjoyment of, and to form lasting connections with, many of our nation's most treasured places.

The concession opportunity is to provide pack stock and saddle horse services and day horseback rides at the Cedar Grove Pack Station and the Grant Grove Stables. The Draft Contract requires front-country, day-use, horseback trail rides starting from the Grant Grove Stables area and the Cedar Grove Pack Station. The Draft Contract also authorizes certain identified services that the Concessioner has the option to provide. These authorized (optional) services include, for example, souvenir sales and photographs, guided horseback rides starting from other areas of each park, pack station services, and other horseback activities that are identified more fully in the Draft Contract, Section 3.

Trail authorization maps are provided as attachments to the Draft Contract, Exhibit A, Operating Plan.

## DRAFT CONTRACT TERM

The Draft Contract will have a ten (10) year term, with an estimated effective date of January 1, 2027. The Service may change the effective date of the Draft Contract prior to award if determined necessary. Upon mutual agreement between the selected entity and the Service, the Concessioner may elect to commence operations sooner during the 2026 season if feasible and compatible with the necessary review and approval



following submission of proposals. Should the effective date deviate from the estimated effective date of January 1, 2027, the Service will change the expiration date of the Draft Contract correspondingly to maintain a term length of ten years.

## REQUIRED AND AUTHORIZED SERVICES: DRAFT CONTRACT

The following exhibit describes the Required Services (i.e., must be provided by the Concessioner) and Authorized Services (i.e., may be provided at the option of the Concessioner) specified in the Draft Contract.

**Exhibit 6. Required and Authorized Services**

| Required Services                                      | Location   | Description  |
|--|--|--|
| Guided Horseback Rides (Front Country)                 | Grant Grove Stables and Cedar Grove Pack Station   | Guided 1-hour and 2-hour front-country, day-use, horseback trail rides using no more than 20 horses. |
| Authorized Services                                    | Location   | Description  |
| Retail   | Grant Grove Stables and Cedar Grove Pack Station   | Tee shirts, water bottles, bandanas, bags, postcards, and appropriate kids' souvenir products.       |
| Souvenir photography                                   | Grant Grove Stables and Cedar Grove Pack Station   | Sale of souvenir photographs.  |
| Vending  | Grant Grove Stables and Cedar Grove Pack Station   | Beverages only, not to exceed 1 machine at each location.  |
| Guided Horseback Rides (Front Country and Backcountry) | Locations within the Parks other than the Grant Grove Stables and Cedar Grove Pack Station | Wrangler-led rides of varying lengths.   |
| Pack Trips or Stock Service                            | Originating from the Cedar Grove Pack Station or authorized Park trailheads                | Packer-led trips of varying type and lengths.  |
| Horse Boarding   | Grant Grove Stables and Cedar Grove Pack Station   | Services such as care, custom feedings, exercising and training.                                     |
| Instructional Courses                                  | Grant Grove Stables and Cedar Grove Pack Station   | Pack stock instructional skills and Leave No Trace outdoor skills and ethics for horseback/packing.  |
| Backcountry Food Service                               | Locations within the Parks and Cedar Grove Pack Station                                    | Prepared food as part of a Travel trip.  |

## OVERVIEW OF CONCESSION FACILITIES AND SERVICES

### Cedar Grove Pack Station

Cedar Grove, situated near the canyon of the South Fork of the Kings River, is accessible via Highway 180 and is about a one-hour drive (30 miles) from Grant Grove. Located within the Cedar Grove area are a visitor center and four campgrounds, which offer 330 campsites total. Another concessioner, DNC Parks & Resorts at Kings Canyon, Inc. operating under Concession Contract No. CC-SEK1006-13, offers 21 lodging rooms, a general store, and food and beverage services. During the peak season, July through September, this area of



Kings Canyon is very popular with wilderness hikers, campers, and day hikers. Equestrians may enjoy the valley's floor any time after the area opens, usually in early June. Due to the high elevation of the area surrounding the canyon, stock users should consider these areas best suited for mid-to-late season use. Visitor use declines significantly in September and October. Other than the commercial pack station and a few Park packers, equestrian use in this area is light.

Historically, the majority of day-use for horseback trail rides, were made same-day or up to two days in advance by telephone or in-person. The Previous Concessioner did not offer internet-based reservations. Pack trips are made up to a year in advance or shorter depending on type of trip, duration, and seasonal weather conditions.

Concession Facilities assigned under Section 8(a) and Exhibit C of the Draft Contract within the Cedar Grove Pack Station include rustic buildings and 18,000 square feet of corrals. A land assignment map for Cedar Grove Pack Station is provided in Exhibit C (Assigned Land and Real Property Improvements) of the Draft Contract, including a list of the assigned, rustic style facilities.

### **Grant Grove Stables**

Grant Grove is located at the most western tip of Kings Canyon and is accessible via Highway 180 from Fresno or Highway 198 from Visalia. The Generals Highway connects the two Parks, making loop trips possible. In Kings Canyon, the 16-mile stretch of road from Ash Mountain to Giant Forest contains 130 curves and 12 switchbacks. For this reason, there are vehicle-length advisories for the twelve steepest miles within that stretch. Highway 180 from Fresno does not have vehicle-length advisories. Located within the Grant Grove area are a visitor center and three campgrounds, operated by the Service, offering 317 campsites total. DNC Parks & Resorts at Kings Canyon, Inc. offers lodging (30 lodge rooms and 27 rustic cabins), a general store, and food and beverage services. There are also several private inholding cabins as well as U.S. Forest Service campsites and lodge rooms nearby.

Similar to Cedar Grove, the Previous Concessioner did not offer internet-based reservations; therefore, the majority of day-use for horseback trail rides were made same-day or up to 2 days in advance by telephone or in-person.

Concession Facilities assigned under Section 8(a) and Exhibit C of the Draft Contract within the Grant Grove Stables include rustic buildings and 780 square feet of corrals. A land assignment map for the Grant Grove Stable is provided in Exhibit C (Assigned Land and Real Property Improvements) to the Draft Contract, including a list of the assigned, rustic style facilities.

### **Employee Housing**

The Previous Concessioner employed approximately 5-7 employees during the summer. Most employees working at Cedar Grove lived on site. Some employees could commute to Grant Grove from surrounding communities. The Concessioner must provide housing for seasonal employees in Grant Grove and Cedar Grove as detailed in Exhibit A (Operating Plan) to the Draft Contract.

Employee housing facilities are located at Grant Grove and Cedar Grove. At Grant Grove, employee housing includes one manager's residence (2 bedroom, 2 bath) and one bunkhouse (dorm style cabin). The manager's residence includes a separate entrance to shared bathroom facility. The Cedar Grove location includes a single manager's residence (1 bedroom, 1 bath), two bunkhouses with bath, and two single sleeping cabins with bath. There is a single shared laundry. All housing facilities are rustic. The Previous Concessioner did not use housing trailers and there are no electrical and water and wastewater hook-ups available.

## **RATES**

Under the Draft Contract, the Service will approve all rates in accordance with the Competitive Market Declaration or merchandise pricing methods, as applicable.



For more information see Draft Contract, Exhibit A (Operating Plan) and the National Park Service Rate Administration Guide (“Rate Administration Guide”). A copy of the Rate Administration Guide, and the 2024 Rate Administration Guide Addendum, are available on the [Commercial Services website](#).

## MINIMUM WAGE

The minimum wage requirements of the State of California will apply to the Draft Contract.

The Service has considered the implications of the State minimum wage requirements in the analysis of the minimum franchise fee, and Offerors must consider the impacts of State minimum wage requirements when developing their financial projections.

## INSURANCE REQUIREMENTS

In the Draft Contract, Exhibit F (Insurance), the Service has included insurance requirements. Due to the age and condition of the Concession Facilities, the seasonality of park operations, and the Area's wildfire risk, insurance providers may not offer property insurance for any of the Concession Facilities. The Service has determined state-sponsored policies such as the California FAIR Plan are not compliant with the Service's insurance requirements and would place an undue financial burden on the operation. For these reasons, the Draft Contract does not require the Concessioner to obtain property insurance coverage for the Concession Facilities.

Pursuant to Section 8(a)(1) of the Draft Contract, the Concessioner is not authorized to construct any Capital Improvements (as defined in Applicable Laws including without limitation 36 C.F.R. Part 51) upon Area lands. In the event any of the Concession Facilities are damaged or destroyed, and construction of a Capital Improvement is necessary for repair or replacement of a facility, the Service, subject to the availability of funds, may or may not, and has no obligation to, repair or replace the affected facility. As described further in the Draft Contract Section 9 and Exhibit E (Maintenance Plan), the Concessioner is solely responsible for maintenance, repairs, housekeeping, and groundskeeping for all Concession Facilities.

## DEFERRED MAINTENANCE

The Concessioner is not responsible for any Deferred Maintenance under the Draft Contract.

## UTILITIES

The Park provides water and wastewater service at the Grant Grove Stables and Cedar Grove Pack Station. The Service charges utility users (including concessioners) the utility systems' operating and maintenance costs and amortized cost of capital improvements to utility systems, in accordance with Director's Order 35B (DO-35B). The Service has reviewed projected operating and maintenance costs and amortized costs of capital improvements for these utility systems and services and estimates the 2026 combined water and wastewater rate to be \$35.82 per 1,000 gallons. The Service anticipates that, on average, the utility rates will increase at least 3 percent per year over the term of the Draft Contract. Should the Service complete utility projects, not included in this calculation, the Service expects the utility rates may increase more than anticipated, however, the utility rate increase will not exceed 10% per year. The following table provides the usage, total gallons, and total charges to the Previous Concessioner for water and wastewater for 2019-2024.



**Exhibit 7. Historic Water Usage (gallons)**

|                          | 2019   | 2020   | 2021   | 2022   | 2023   | 2024   |
|--------------------------|--------|--------|--------|--------|--------|--------|
| Grant Grove Stables      | 35,000 | 37,000 | 23,000 | 12,000 | 13,000 | 9,000  |
| Cedar Grove Pack Station | 54,766 | 25,473 | 39,160 | 26,970 | 0      | 57,200 |

Source: National Park Service

\*Decline in usage in 2022 was due to the KNP Complex Fire. Cedar Grove was closed during the 2023 season due to road damage.

The Concessioner must contract with independent suppliers to provide for propane in addition to solid waste and recyclables removal. Electricity is provided by an independent third party and the Service passes the direct charges onto the Concessioner through the Service's electrical distribution and billing.

## REVENUE AND OPERATING PROJECTIONS

This section presents revenue projections developed by the Service to assist Offerors in developing projections for future operations associated with the Draft Contract. These estimates reflect Service assumptions based on 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 the accuracy of the projections presented. Offerors must compile and present their own financial projections based on their independent assumptions, due diligence, and industry knowledge. The exhibit below provides information on projected operating statistics for guided trail rides, number of riders, and total gross receipts for the first year of the Draft Contract in 2027.

### Exhibit 8. Draft Contract Projected Ridership and Revenue (Year 1)

| Location                 | Description          | Projected Range       |
|--------------------------|----------------------|-----------------------|
| Cedar Grove Pack Station | Total Trips          | 271-332               |
|                          | Total Riders         | 795-971               |
| Grant Grove Stables      | Total Trips          | 387-473               |
|                          | Total Riders         | 1,407-1,719           |
| Combined                 | Total Gross Receipts | \$180,000 - \$230,000 |

Source: National Park Service

The Service projects that direct and indirect expenses will be within ranges expected for operating in a remote location.

## FRANCHISE FEE

Offerors must agree to pay the minimum franchise fee set out in Principal Selection Factor 5 of the Proposal Package. The minimum franchise fee is **three percent (3.0%)** of the Concessioner's annual gross receipts. Offerors, however, may propose a higher minimum franchise fee, as described in the Proposal Package.

## PREFERRED OFFEROR DETERMINATION

As the Expired Contract is no longer in effect, and pursuant to 36 C.F.R. Part 51, there is no Preferred Offeror for the Draft Contract.



## COMPETITIVE ENVIRONMENT IN AND AROUND THE PARK

There are currently up to 14 Stock Wilderness Commercial Use Authorizations ("CUA") issued on a two-year basis in Sequoia and Kings Canyon National Parks. The activities which are currently authorized for commercial Stock Wilderness services are: Guided Pack and Saddle Stock Services. Currently, the Draft Contract does not guarantee competitive Wilderness permits to utilize allocated Commercial Service Days. The Park may implement the ability for the Concessioner to obtain an assured number of Wilderness permits entering in on specific days and trails by the time this contract is issued. Additionally, the Park secures procurement contracts for stock services with several local stock operators, including the historic pack station concessioner.

## SITE VISIT AND QUESTIONS

The Service will not host a site tour of the Concession Facilities. Potential Offerors interested in this Business Opportunity are encouraged to email Mark Juretschke, Interior Regions 8, 9, 10, and 12 Commercial Services, at [mark\\_juretschke@nps.gov](mailto:mark_juretschke@nps.gov) to be put on the mailing list for this Prospectus.

Any questions regarding this Prospectus must be submitted in writing to Mark Juretschke at [mark\\_juretschke@nps.gov](mailto:mark_juretschke@nps.gov), no later than the date specified on the inside cover of this Business Opportunity. The Service will respond to questions, as appropriate, in writing, and will provide the questions and responses to all potential Offerors. Questions submitted after the question deadline date on the inside cover of this Business Opportunity may not be answered.

## INVESTMENT ANALYSIS

The Service estimates the total required initial investment by the Concessioner necessary to begin operations required by the Draft Contract, provided below. Offerors must complete their own due diligence and not rely on the Service's estimates in preparing and submitting its proposal in response to this Prospectus.

### Exhibit 9. Estimated Initial Investments

| Required Investments                      | Estimated Amount (2027 Dollars) |
|---|---------------------------------|
| Personal Property                         | \$337,000                       |
| Start-up Expenses                         | \$10,000                        |
| Inventory & Working Capital               | \$6,000                         |
| <b>Total Estimated Initial Investment</b> | <b>\$353,000</b>                |

*Source: National Park Service*

## PERSONAL PROPERTY

The estimated initial investment in personal property needed to operate the required services of the Draft Contract is approximately \$337,000 in 2027 dollars. The estimate includes personal property used for general concession administration and support, such as equipment.

## START-UP COSTS AND WORKING CAPITAL

At the start of the Draft Contract, the Concessioner will need to make a one-time investment in a range of activities to commence operations. Activities include staff hiring, training that may involve compensation in addition to normal wages, systems implementation, legal support services, and marketing and advertising beyond normal annual expenditures. The Service assumes start-up costs to be approximately \$10,000.



In addition to any necessary investment in start-up activities, the Concessioner will need to invest a certain amount of working capital in the operation to cover that portion of the operation's expenses that the Concessioner will likely incur in advance of offsetting revenues. The Service assumes the Concessioner will invest another \$6,000 in working capital at the outset of the Draft Contract.

## ASSIGNED GOVERNMENT PERSONAL PROPERTY

There is no assigned government personal property in Draft Contract.

## LEASEHOLD SURRENDER INTEREST

There is no leasehold surrender interest (as that term is defined under the 1998 Act, in 54 U.S.C. §101915, and its implementing regulations, 36 C.F.R. Part 51).

# EXPIRED CONCESSION CONTRACT

The Expired Contract commenced on January 1, 2019, and expired on December 31, 2025. The Previous Concessioner employed approximately 5-7 employees during the summer. The Expired Contract required and authorized the same services as described in the Draft Contract. The Service will provide a copy of the Expired Contract upon request.

## CONCESSION OPERATIONAL PERFORMANCE OVERVIEW

The following exhibit contains the Previous Concessioner's historical annual gross receipts and franchise fees paid to the Service from 2018-2022. The Previous Concessioner paid a franchise fee of three percent (3.0%) of gross receipts.

**Exhibit 10. Historic Revenue and Franchise Fees Paid**

|                      | 2022             | 2023            | 2024             |
|----------------------|------------------|-----------------|------------------|
| <b>Total Revenue</b> | <b>\$178,585</b> | <b>\$79,490</b> | <b>\$198,660</b> |
| Franchise Fees Paid  | \$5,358          | \$2,384         | \$2,755          |

*Source: National Park Service*

*\*Revenue declined in 2020 due to the COVID-19 Pandemic, in 2022 due to the KNP Complex Fire, and in 2023 due to higher-than-normal snowfall which prevented the opening of Cedar Grove.*



**Exhibit 11. Historic Ridership**

|                     | 2022       |              | 2023       |              | 2024       |              |
|---------------------|------------|--------------|------------|--------------|------------|--------------|
|                     | Trips      | Riders       | Trips      | Riders       | Trips      | Riders       |
| <b>Cedar Grove</b>  |            |              |            |              |            |              |
| 1 Hour Trail Rides  | 178        | 446          | 0          | 0            | 71         | 182          |
| 2 Hour Trail Rides  | 26         | 74           | 0          | 0            | 35         | 82           |
| ½ Day Trail Rides   | 0          | 0            | 0          | 0            | 0          | 0            |
| All Day Trail Rides | 0          | 0            | 0          | 0            | 0          | 0            |
| Pack Trips          | 0          | 0            | 0          | 0            | 0          | 0            |
| <b>Grant Grove</b>  |            |              |            |              |            |              |
| 1 Hour Trail Rides  | 270        | 840          | 422        | 1,230        | 294        | 903          |
| 2 Hour Trail Rides  | 132        | 352          | 0          | 0            | 107        | 316          |
| <b>Grand Total</b>  | <b>606</b> | <b>1,712</b> | <b>422</b> | <b>1,230</b> | <b>507</b> | <b>1,483</b> |

**RATES**

The most recent approved rates for the 2025 season are displayed below. Under the Draft Contract, the Service will approve all rates in accordance with the Competitive Market Declaration.

**Exhibit 12. 2025 Approved Rates**

| Service                               | Approved Rate |
|---------------------------------------|---------------|
| 1 Hour Guided Horseback Ride          | \$72.76       |
| 2 Hour Guided Horseback Ride          | \$118.04      |
| Half Day Guided Horseback Ride        | \$180.00      |
| Full Day Guided Horseback Ride        | \$230.00      |
| Packer and Stock (per day)            | \$360.00      |
| Pack or Saddle Stock (per day)        | \$225.00      |
| Outfitted Trip (per day / per person) | \$550.00      |
| Pony Walk or Leads (15 min.)          | \$20.00       |
| Packer's Assistant (per day)          | \$180.00      |





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