



PROSPECTUS



A Concession Business Opportunity to Operate Guided Horseback
Rides, Horse Boarding, and Horse Camp
within
Point Reyes National Seashore

Solicitation #
CC-PORE002-26

PROSPECTUS

Guided Horseback Rides, Horse Boarding, and Horse Camp

POINT REYES NATIONAL SEASHORE

NATIONAL PARK SERVICE

INTERIOR REGIONS 8, 9, 10, AND 12

Contract No. CC-PORE002-26

PROSPECTUS ISSUED:	December 1, 2025
SITE VISIT REGISTRATION:	December 8, 2025
SITE VISIT:	December 10, 2025
QUESTIONS DUE:	December 18, 2025
NOTICE OF INTENT TO PROPOSE DUE:	January 27, 2026
PROPOSALS DUE:	February 26, 2026

Questions and proposals must be **received** by the National Park Service no later than by 12:00 P.M. (Pacific Time) of the due date listed above.

Mark Juretschke
Financial Analyst
National Park Service
Interior Regions 8, 9, 10, and 12

Send Site Visit Registration via email to:

Maria Goodfellow
maria_goodfellow@nps.gov

Send Site Visit Courtesy Copy and Questions via email to:

Mark Juretschke
mark_juretschke@nps.gov

BUSINESS OPPORTUNITY

CC-PORE002-26

Department of the Interior

National Park Service
Point Reyes National Seashore

**A Concession Business Opportunity to Operate Guided Horseback
Rides, Horse Boarding, and Horse Camp
within Point Reyes National Seashore**

TABLE OF CONTENTS

INTRODUCTION	1
NOTIFICATION OF INTENT TO PROPOSE	2
INFORMATION REGARDING THIS PROSPECTUS	2
SITE VISIT	2
PROPOSALS	3
NATIONAL PARK SERVICE	4
THE NATIONAL PARK SERVICE AND ITS MISSION	4
DOING BUSINESS WITH THE SERVICE	4
POINT REYES NATIONAL SEASHORE	5
VISITATION INFORMATION	7
COMPLIANCE WITH FEDERAL, STATE, AND LOCAL LAWS AND PARK JURISDICTION	8
WEATHER	8
CONCESSION OPPORTUNITY	8
DRAFT CONTRACT TERM	8
REQUIRED AND AUTHORIZED SERVICES: DRAFT CONTRACT	9
OVERVIEW OF CONCESSION FACILITIES AND SERVICES	9
FINANCIAL DATA	10
INVESTMENT ANALYSIS	11
PERSONAL PROPERTY	11
PERSONAL PROPERTY IMPROVEMENT REQUIREMENT	11
ASSIGNED GOVERNMENT PERSONAL PROPERTY	11
INVENTORY AND WORKING CAPITAL	11
START-UP COSTS	11
LEASEHOLD SURRENDER INTEREST	12
DEFERRED MAINTENANCE	12
OTHER DRAFT CONTRACT INFORMATION	12
FRANCHISE FEE	12
INSURANCE REQUIREMENTS	12
UTILITIES	12
MINIMUM WAGE	13
PREFERRED OFFEROR DETERMINATION	13
EXISTING CONCESSION CONTRACT	13
CONCESSION OPERATIONAL PERFORMANCE OVERVIEW	13

INTRODUCTION

The National Park Service ("Service") seeks proposals for a concession contract authorizing the operation of guided horseback rides, horse boarding, and horse camp within Point Reyes National Seashore ("Park"). This Prospectus describes, in general terms, the existing 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-PORE002-26 ("Draft Contract"), including its exhibits, to determine the full scope of a future concessioner's responsibilities under the Draft Contract. All photos and data in this document are courtesy of the Service.



Exhibit 1. Summary of Draft Contract Terms and Conditions

Category	Draft Contract Terms and Conditions
Draft Contract Term	Ten (10) Years
Projected Effective Date	December 1, 2026
Required Services	Guided Horseback Rides, Horse Camp
Authorized Services	Guided Horseback Rides from Other Approved Park Locations, Horse Boarding and Horse Boarding Services, Pony Rides for Children, Hay Wagon Rides, Horse Sponsorship, Vending Machines
Project Gross Receipts (Year 1)	\$304,000 - \$336,000
Estimated Initial Investment (Year 0)	\$346,000
Minimum Franchise Fee	3.0% of gross receipts

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 no later than 12:00 p.m. (PDT) on January 27, 2026.

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

INFORMATION REGARDING THIS PROSPECTUS

In this document, the National Park Service refers to the Point Reyes National Seashore 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 Concession Contract No. CC-PORE002-26, including its exhibits, to determine the full scope of a future concessioner’s responsibilities. The Draft Contract with all exhibits is included in 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’s 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. The Draft Contract combines services currently offered under Concession Contract No. CC-PORE002-16 (Five Brooks Ranch) and Concession Contract No. CC-PORE005-21 (Five Brooks Horse Camp), collectively the “Existing Contracts”. “Existing Concessioner” refers to Andreas Loose, the existing concessioner under the Existing Contracts. The Existing Contracts are available upon request.

SITE VISIT

The Service will host a site visit for organizations interested in bidding on this opportunity on the date listed on the inside cover of this Prospectus. The site visit provides interested organizations an overview of the concession operation along with a tour of the Concession Facilities assigned to the Concessioner under the Draft Contract.

To attend the site visit, registration is required. To register, please email Maria Goodfellow, Business Management Analyst, Point Reyes National Seashore, at maria.goodfellow@nps.gov, along with a courtesy copy to Mark Juretschke, Financial Analyst, Interior Regions 8, 9, 10, and 12 at mark.juretschke@nps.gov with the name of your organization, contact phone number and email, and the number of people attending from your organization, no later than the registration date listed on the inside cover of this Prospectus.



Site visit participants are responsible for obtaining their own lodging, meals, and transportation to the respective Concession Facilities. Participants must be 18 years of age or older. Please be prepared for varying weather and walking through the Concession Facilities. Since the concession operation will be serving visitors at the time of the site visit, the Service limits the number of representatives of each organization, including any supporting contractors, may bring to the site visit to three (3). Attendance at the site visit is not required to submit a proposal; however, attendance is encouraged.

PROPOSALS

Offerors should carefully review and comply with the proposal instructions, included in the Prospectus.

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. 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 actions it will take with respect to preservation and protection of park resources.

Principal Selection Factor 2 requires Offerors to describe how it will provide high-quality visitor services while prioritizing visitor safety and stock well-being.

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, and its 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 financial tables 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.

Secondary Selection Factor 2 requires Offerors to describe how it will provide quality employee housing and living conditions.



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. 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 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, possible, 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. Point Reyes National Seashore is one such destination, attracting numerous visitors from local, national, and international communities.



POINT REYES NATIONAL SEASHORE

Point Reyes National Seashore is located in California about 35 miles north of San Francisco on Highway 1 along the Pacific coast, within approximately an hour's drive from the metropolitan San Francisco Bay area. The Park was established in 1962 "to save and preserve, for purpose of public recreation, benefit, and inspiration, a portion of the diminishing seashore of the United States that remains undeveloped."



The Point Reyes peninsula is an outstanding scenic, scientific, and historic area. The area contains unique elements of biological and historical interest in a scenic panorama of thunderous ocean breakers, open grasslands, brushy hillsides and forested ridges. Biological diversity stems from a favorable location in the middle of California and the natural occurrence of many distinct habitats. Nearly 20% of the state's flowering plant species are represented on the peninsula and over 45% of the bird species in North America have been sighted. Approximately half the Seashore has been designated as the Phillip Burton Wilderness area. The Seashore contains over 100 square miles, including 32,000 acres of coastal wilderness area. Estuaries, windswept beaches, coast scrub grasslands, salt and freshwater marshes and coniferous forest create a haven of 80 miles of unspoiled and undeveloped coastline.

The southern area of the Park is densely vegetated and has an extensive trail network providing visitor access. Miles of primitive beaches and pocket coves are fringed by steep cliffs and broken by rocky headlands. The most notable aspect of the south coast of Point Reyes is the luxuriant forest of Douglas fir that covers the Inverness Ridge, which rises to an elevation of more than 1,400 feet at the summit of Mount Wittenberg, a popular hikers' destination. On the lower hills and coastal terraces, the trees give way to chaparral and grasslands which provide a setting for an exquisite collection of small lakes in close proximity to the ocean. Recreational use of the southern portion includes hiking, backpack camping, picnicking, horseback riding, bicycling, fishing and beach use.

The north portion of the Park offers a unique panorama of wild, open grasslands. Here the crest of Inverness Ridge is topped with a rare and picturesque forest of Bishop pines, while shrub communities cover much of the seaward lower slopes. The center of the gently sloping expanses of grass is marked by a welcome break in the land--the outstretched arms of the Drakes and Limantour esteros. These large interconnecting estuaries are among the finest on the Pacific Coast and may represent the most important single natural resource in the entire Park. In addition to their scenic value, their mud flats, salt marshes, sandy bottoms, and shallow waters provide habitat for an amazing variety of plants and animals.

The lands in the Seashore are within the cultural and ancestral territory of the Federated Indians of Graton Rancheria (FIGR or Tribe), a sovereign nation and federally recognized Indian Tribe. In 2021, the FIGR and the Service entered into a 20- year General Agreement for Government-to-Government Partnership (General Agreement) in the management and stewardship of resources within the Seashore. The General Agreement between the Service and the FIGR sets forth the basis for the government-to-government partnership between the Service and the Tribe. Through the Agreement, the Service is committed to working in partnership and collaboration with the Tribe in areas of cultural stewardship, traditional ecological knowledge, education, research, revitalization of community and tradition, and the overall stewardship of Park lands and places.



As wildland habitat is lost elsewhere in California, the relevance of the Point Reyes peninsula as a protected area with a notably rich biological diversity increases. Twenty-eight threatened and endangered species have been identified within the Seashore. The reintroduced tule elk inhabit multiple areas of the Point Reyes Peninsula; the total elk population exceeds 800. The northern elephant seals have established colonies on the Point Reyes Headlands, Drakes Beach and areas of South Beach.

Exhibit 2. Point Reyes National Seashore and Surrounding Area



VISITATION INFORMATION

The following exhibit presents annual visitation data for Point Reyes National Seashore over the past ten years. Recreation visitation averaged approximately 2.4 million visitors annually. Visitation is fairly steady throughout the year, though slightly higher visitation occurs between June and September.

Exhibit 4. Annual Recreation Visitation to Point Reyes National Seashore

Year	Visitation	Percent Change
2015	2,501,106	--
2016	2,438,442	-2.5%
2017	2,456,669	0.7%
2018	2,397,722	-2.4%
2019	2,265,301	-5.5%
2020	2,252,424	-0.6%
2021	2,738,098	21.6%
2022	2,336,202	-14.7%
2023	2,268,058	-2.9%
2024	2,371,800	4.6%

Exhibit 5. Point Reyes National Seashore Average Monthly Visitation (2015-2024)

Month	Average Visitation (2015-2024)	Share of Average Visitation
January	164,278	6.8%
February	173,652	7.2%
March	166,110	6.9%
April	190,397	7.9%
May	185,260	7.7%
June	236,181	9.8%
July	273,808	11.4%
August	255,739	10.6%
September	213,701	8.9%
October	190,022	7.9%
November	184,790	7.7%
December	168,645	7.0%
Total	2,402,582	100%



COMPLIANCE WITH FEDERAL, STATE, AND LOCAL LAWS AND PARK JURISDICTION

Point Reyes National Seashore operates under concurrent legislative jurisdiction; that is, the Federal government has received or accepted authority over the Seashore and the State of California has reserved the right to exercise, concurrently with the United States, all of the same authority. As a result, State and local laws are applicable at the same time Federal law pertaining to the Seashore also applies. State and local governments have the right to impose taxes on persons, property and activities in the area (but not directly on the Federal government) and may exercise their regulatory powers, for example to require business permits. Law enforcement is conducted by the Service law enforcement rangers who are authorized to enforce both federal and state laws.

Wildland fire protection is conducted by the National Park Service and the Marin County Fire Department. The Marin County Fire Department is the primary responder to all structural fires.

Public health codes are prescribed by the United States Public Health Service (USPHS), and inspections are conducted in compliance with USPHS as they apply to water, sewage disposal and food service facilities. The USPHS inspects the Seashore's water supply and sewage disposal systems. Sanitation inspections may also be conducted, without prior notice, by the California Department of Health Services or the Marin County Health Department.

Marin County building codes or national codes, whichever sets a higher standard, apply.

WEATHER

The climate is characterized by warm, dry summers and cool, rainy winters. Usually, there are constant winds of moderate to strong velocity on the exposed headlands and outer beaches. Headlands and beaches on the Pacific Coast are subjected to frequent heavy fog that is common in the months of July, August, and September. Sunshine and higher temperatures occur inland where temperatures are often 20 degrees warmer than on the headlands and outer coast. The moderating influence of the Pacific Ocean creates an even climate with no great extremes of heat or cold. The average monthly temperatures differ only about 21 degrees from high to low throughout the entire year.

CONCESSION OPPORTUNITY

The following section describes the services required and authorized by the Draft Contract, as well as other key terms and information regarding the future business opportunity.

The Draft Contract combines the services offered under the Existing Contracts into a single concession contract.¹ The Service identifies the required and authorized services at each location under the Draft Contract and articulates the projected financial information to assist Offerors with their assumptions.

DRAFT CONTRACT TERM

The Draft Contract will have a term of ten (10) years, with an effective date of December 1, 2026.

¹ Services at Five Brooks Stables have historically been provided under one contract, while the services provided at Five Brooks Horse Camp were historically provided under a separate contract.



REQUIRED AND AUTHORIZED SERVICES: DRAFT CONTRACT

The following 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 Services

Services	Location
Guided Horseback Rides from Five Brooks Stables	Five Brooks Stables
Horse Camp	Five Brooks Horse Camp

Exhibit 7. Authorized Services

Services	Location
Guided Horseback Rides from Other Approved Park Locations	To be determined, and as approved by Park
Horse Boarding and Horse Boarding Services such as Care, Custom Feedings, Exercising, and Training	Five Brooks Stables
Pony Rides for Children	Five Brooks Stables
Hay Wagon Rides	Five Brooks Stables (around the pond)
Horse Sponsorship (payment of monthly fee for horse riding privileges)	Five Brooks Stables
Vending Machines	Five Brooks Stables

OVERVIEW OF CONCESSION FACILITIES AND SERVICES

Five Brooks Stables

The Five Brooks Stables are comprised of a 31-acre stable and pasture area, 3,754 square foot barn, an approximately 631 linear foot horse path, and 9,091 linear feet of fences, corrals, and pasture. The Stables are required to operate year-round. During the peak/summer season from May 15 to September 30, the minimum hours of operation are five days a week from 10:00 a.m. – 5:00 p.m. In the off/winter season from October 1 through May 14, the minimum days of operation are Saturday and Sunday, weather permitting. The Concessioner is required to provide wrangler-led rides of varying lengths starting at Five Brooks Stables.

Five Brooks Horse Camp

The Concessioner will operate a horse camp with a public shower and restroom. The campground is intended for visitors with horses. Therefore, the majority of overnight guests must have at least one horse while camping at the operation. The Concessioner must provide the required minimum services seven (7) days per week from approximately April 1 through November 1, with variances allowed for weather conditions. The access road crosses a seasonal stream that supports endangered salmonid habitat, so operations may not occur while that creek is flowing. The minimum operating hours are 11:00 a.m. – 5:00 p.m. The Concessioner may operate more hours beyond these minimums should it choose. Camping is limited to 14 nights per visit with a maximum of 30 nights per year.

Additionally, the Concessioner will operate and maintain the shower and restroom facility and provide trash removal and remove accumulated horse manure from the assigned horse camp area at least at the beginning



of each week and after each three-day holiday weekend use. Management and cleaning of restroom and shower house facility must meet state and county public health guidelines.

Authorized Services

The Concessioner is authorized to provide additional services as identified in the table above and in the Draft Contract. Authorized services include additional horseback rides and adjacent services from Five Brooks Stables. At Five Brooks Horse Camp, the Concessioner may operate outside the required April 1 through November 1 operating season unless there is water flowing in the tributary crossing on the road to the camp.

FINANCIAL DATA

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. Additionally, the Service does not provide projections for authorized services, as these services may or may not be provided by the Concessioner.

Revenue Assumptions

The following exhibit provides a breakdown of projected revenue by service category.

Exhibit 9. Draft Contract Projected Revenues (Year 1)

Category	Projected Revenues (2027)
Guided Horseback Rides	\$209,000 - \$231,000
Horse Camp	\$95,000 - \$105,000
Total Estimated Revenue	\$304,000 - \$336,000

Utilization Assumptions

The following exhibits provide a breakdown of projections of operating statistics by department.

Exhibit 10. Projected Guided Horseback Rides Operating Statistics (2027)

Description	Range
Number of Riders	1,995 – 2,205
Average Revenue per Rider	\$105 - \$110

Exhibit 11. Projected Campground Statistics (2027)

Description	Range
Average Occupancy	17.5% - 22.5%

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. The Existing Contract does not require the Existing Concessioner sell or transfer any personal property to the successor Concessioner.

Exhibit 15. Estimated Initial Investments

Required Investments	Estimated Amount (2027 Dollars)
Personal Property	\$225,000
Personal Property Improvement Requirement	\$65,000
Inventory and Working Capital	\$11,000
Start-up Costs	\$45,000
Total Estimated Initial Investment	\$346,000

PERSONAL PROPERTY

The Concessioner must provide its own personal property to commence operations, such as stock, personal property used for general concession administration and support, furniture, and equipment. To assist potential Offerors to better understand the type and quantity of personal property necessary for the operation of the Draft Contract, the Service has provided a list of the Existing Concessioner's personal property as an appendix to this Prospectus.

PERSONAL PROPERTY IMPROVEMENT REQUIREMENT

In addition to the personal property necessary for operations, the Draft Contract also requires the Concessioner to make personal property improvements pursuant to a Personal Property Improvement Requirement ("PPIR"). The employee housing trailers currently utilized for the operation are beyond their useful life and in poor condition. The Service will require the Concessioner to install two (2) employee housing trailers to upgrade the quality of employee housing. The estimated cost of this project is \$65,000.

ASSIGNED GOVERNMENT PERSONAL PROPERTY

The Service will assign certain government-owned furnishings, maintenance equipment, and campground assets to the Concessioner at no cost. A list is presented in Exhibit E to the Draft Contract. The Concessioner must replace government-assigned assets at its own expense when they reach the end of their useful lives.

INVENTORY AND WORKING CAPITAL

The Concessioner will need beginning inventory and other working capital for account receivables and accounts payable.

START-UP COSTS

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 including hiring staff, training that may involve costs in addition to normal wages, implementation of appropriate information technology, quality control, and other systems, legal

services, and marketing and advertising beyond normal annual expenditures as well as other necessary start-up costs, such as operating supplies.

LEASEHOLD SURRENDER INTEREST

The Existing Concessioner does not have a 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). The Draft Contract will not authorize the construction of any Capital Improvements.

DEFERRED MAINTENANCE

There is no deferred maintenance requirement under the Draft Contract.

OTHER DRAFT CONTRACT INFORMATION

The following section provides additional information and requirements of the Draft Contract.

FRANCHISE FEE

Offerors must agree to pay the minimum franchise fee equal to **three percent (3.0%)** of the Concessioner's annual gross receipts as set out in Principal Selection Factor 5 of the Proposal Package. In determining the minimum franchise fee, the Service, using available industry data, considered the probable value to the Concessioner of the privileges granted by the Draft Contract. This probable value is based upon a reasonable opportunity for net profit in relation to capital invested and the obligations of the Draft Contract including anticipated revenues and expenses. Offerors, however, may propose a higher minimum franchise fee, as described in the Proposal Package.

INSURANCE REQUIREMENTS

In the Draft Contract, Exhibit D (Assigned Land and Real Property Improvements) and Exhibit I (Insurance), the Service included the minimum building insurance requirements for the Concession Facilities and minimum liability insurance requirements required by the Draft Contract.

UTILITIES

The Park provides water service to Five Brooks Stables, while sewer and wastewater are collected in the on-site septic system. Sewer and wastewater services at Five Brooks Horse Camp are provided by a septic system and leach field. The Concessioner is responsible for the operations and maintenance of those systems, including annual inspection and emptying of the septic tanks. The Concessioner must obtain all other utilities (electricity, telephone, internet, garbage, etc.) from out-of-park suppliers. Note that historically the Park has provided garbage service to Five Brooks Stables, however, under the Draft Contract, the Concessioner must contract with an out-of-park supplier for this service.

The Service will charge the Concessioner for water usage based on the utility systems' operating and maintenance costs and amortized cost of capital improvements to these systems. The Service has accounted for these costs as part of its franchise fee determination and will not approve a utility add on.



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 these State minimum wage requirements when developing their financial projections.

PREFERRED OFFEROR DETERMINATION

Pursuant to 36 C.F.R. Part 51, the Director has determined there is no Preferred Offeror for the Draft Contract.

EXISTING CONCESSION CONTRACT

The Existing Contract for operations at Five Brooks Stables commenced on December 1, 2016 and is set to expire on November 30, 2026. The Existing Contract for operations at Five Brooks Horse Camp commenced on November 1, 2021 and is set to expire on October 31, 2026.

CONCESSION OPERATIONAL PERFORMANCE OVERVIEW

The following exhibits present historical annual gross receipts by department and franchise fees paid to the Service from calendar year 2021-2024 under the Existing Contracts.

The Existing Concessioner pays a franchise fee of four percent (4.0%) of gross receipts under Concession Contract No. CC-PORE002-16 (Five Brooks Ranch) and pays five percent (5.0%) of gross receipts under Concession Contract No. CC-PORE005-21.

Exhibit 20. Existing PORE002 Historical Revenues and Operating Statistics

Department	2022	2023	2024
Guided Horseback Rides Revenue	\$177,762	\$212,693	\$226,409
Franchise Fees Paid	\$7,111	\$8,508	\$9,057
Annual Riders	2,013	2,254	2,146

Exhibit 20. Existing PORE005 Historical Revenues and Operating Statistics

Department	2022	2023	2024
Horse Camp Revenue	\$87,804	\$92,159	\$103,721
Franchise Fees Paid	\$4,391	\$4,610	\$5,185
Number of Sites	60	60	60
Avg. Number Occupied	12	12	12
Occupancy Rate	20%	20%	20%





EXPERIENCE YOUR AMERICA™