

# Part I

## **BUSINESS OPPORTUNITY**

Firewood and Beverage Services  
within  
Dinosaur National Monument

National Park Service  
Department of the Interior

**Concession Contract No.**  
**CC-DINO010-25**



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## INTRODUCTION

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The National Park Service (Service) has determined that certain visitor services are necessary and appropriate to enhance the visitors' comfort and enjoyment of the Park Unit while ensuring the resources are protected.

The Service intends to award one concession contract for the sale of firewood and beverages within Dinosaur National Monument. The Contract is for the sale of firewood at six (6) Service campgrounds within the park. This Prospectus describes in general terms the existing business and the future business opportunities for the services allowed pursuant to Solicitation No. CC-DINO010-25. Offerors are responsible for reviewing all sections of this Prospectus and, specifically, the terms and conditions of Draft Contract No. CC-DINO010-25, including exhibits, to determine the full scope of a future Concessioner's responsibilities under the Draft Contract.

The Service is conducting this solicitation in accordance with the National Park Service Concessions Management Improvement Act of 1998 (Public Law 105-391) as implemented by the Service in 36 C.F.R. Part 51. The term "Concessioner" as used in this Prospectus refers to the entity that will be the Concessioner under the Draft Contract. The term "Existing Concessioner" refers to Brett Wilkins (CC-DINO010-15). Links to the above-mentioned regulations and instructions on how to obtain a copy of the Existing and Prior Contract can be found in the Appendices Table of Contents.

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 prevail. In the event of any inconsistency between the description of the terms contained in this Prospectus and the Draft Contract, the Draft Contract will prevail.

### THE NATIONAL PARK SERVICE AND ITS MISSION

In 1916, President Woodrow Wilson approved legislation creating the Service within the Department of the Interior. That legislation mandated that Congress create America's National Park Service to:

*...conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such a manner and by such means as will leave them unimpaired for the enjoyment of future generations. 54 U.S.C. § 100101 (a)*

Additionally, Congress declared that the National Park System should be:

*...preserved and managed for the benefit and inspiration of all the people of the United States.... 54 U.S.C. § 100101 (b)*

The Service has as its overall mission the preservation and public enjoyment of significant aspects of the nation's natural and cultural heritage. To learn more about the National Park Service, visit [www.nps.gov](http://www.nps.gov). This site includes information about the Service's mission, policies, and information on individual park units.



## DINOSAUR NATIONAL MONUMENT MISSION

The National Park System preserves outstanding representatives of the best of America's natural, cultural, and recreational resources of national significance. In 1915, Woodrow Wilson signed a Presidential Proclamation that set aside an area with, "an extraordinary deposit of Dinosaurian and other gigantic reptilian remains of...great scientific interest and value, and...the public interest would be promoted by reserving these deposits as a National Monument." President Franklin Roosevelt expanded the protected area in 1938 to include portions of the Green and Yampa Rivers. Today, Dinosaur National Monument encompasses approximately 210,844 acres and preserves a wide variety of ecosystems.



**Deerlodge Park Campground**

NPS Photo

The Area is in the remote, arid plateau region of northwest Colorado and northeast Utah. Elevations range from under 4,750 feet (1,448 meters) near Carnegie Quarry to over 9,000 feet (2,743 meters) at Zenobia Peak. Deep river canyons divide the Area into three highland plateaus and sheer cliffs and rugged terrain allow access to the rivers below at only a few places. The remoteness; varied rock formations; oases of plant and animal communities; remnants of early civilizations and explorations; and an assortment of rapids, riffles, eddies, pools and meanders create a unique and tremendously popular recreation opportunity. Hiking and river rafting are two of the most popular activities in Dinosaur National Monument, but bicycling, fishing, camping, horseback riding, and taking scenic drives are also available.



**Gates of Lodore Campground**

NPS Photo

The Area's mission statement is, "Dinosaur National Monument protects, studies, and provides access to extraordinary fossil deposits of dinosaurs and other life, a record of thousands of years of human occupation and use, and the wild and ecologically diverse landscape shaped by the Green and Yampa Rivers."

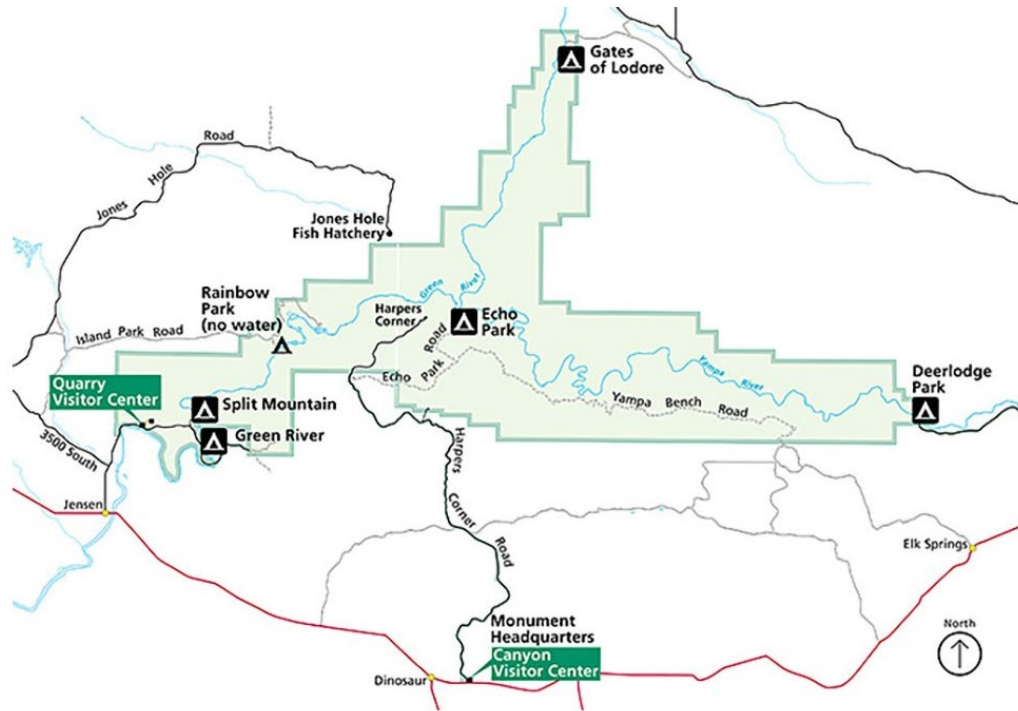
The Service has determined that certain visitor services and facilities are necessary and appropriate to enhance visitor enjoyment of the park while ensuring that the resources are protected. Services and facilities provided through concessions contracts in Dinosaur National Monument include: guided interpretive whitewater river trips, campground firewood sales, and beverage sales.

Official information on Dinosaur National Monument can be found on the park website at <https://www.nps.gov/dino/index.htm>.

### PARK MAP

Details of specific campground locations is available online at:  
<https://www.nps.gov/dino/playourvisit/campgrounds.htm>

**Figure 1 Map of Dinosaur National Monument**



**Echo Park Campground**  
NPS Photo



## VISITOR STATISTICS

Annual and monthly visitation data for Dinosaur National Monument appear in Figures 2 and 3. Recreational visitation has increased steadily over the past ten years, even accounting for a drop in 2020 related to COVID-19 restrictions. Recreational visitation for this period reached a high of over 359,000 visitors in 2021 and was lowest in 2014 at just over 250,000 visitors.

**Figure 2 Dinosaur National Monument Annual Recreation Visitation<sup>1</sup>**

Year	Recreation Visitors
2014	250,625
2015	291,799
2016	304,312
2017	315,859
2018	304,468
2019	298,965
2020	264,145
2021	359,560
2022	351,019
2023	326,529

Park visitation is highest spring through early fall, with visitation from April through October accounting for nearly seventy four percent (74%) of yearly visitation. As shown in Figure 4, Park camper visitation is highest June through September.

**Figure 3 Dinosaur National Monument Five Year Average Recreation Visitation by Month<sup>2</sup>**

Rank (most visitation)	Month	Average Visitation	Percent of Total Average Visitation
1	July	63,934	19.5%
2	June	61,358	18.7%
3	August	55,149	16.8%
4	September	37,924	11.6%
5	May	37,532	11.4%
6	October	24,585	7.5%
7	April	16,750	5.1%
8	November	8,863	2.7%
9	March	7,810	2.4%
10	December	5,751	1.8%
11	January	4,540	1.4%
12	February	3,911	1.2%

<sup>1</sup> Source NPS.

<sup>2</sup> Source NPS. Average Visitation by Month 2018-2023, 2020 excluded due to COVID-19.





**Figure 4 Dinosaur National Monument  
Five Year Average Recreation Tent Camper and RV Camper Visitation by Month<sup>3</sup>**

Month	Tent Campers Overnight Stay	Percent of Total Average Tent Camper Stays	RV Campers Overnight Stay	Percent of Total Average RV Camper Stays
January	0	0%	0	0%
February	0	0%	0	0%
March	56	0%	44	0%
April	355	2%	446	3%
May	2,291	14%	2,379	16%
June	3,967	24%	3,140	21%
July	4,034	24%	3,003	20%
August	2,942	18%	2,452	16%
September	2,087	13%	3,080	20%
October	524	3%	511	3%
November	210	1%	44	0%
December	2	0%	2	0%

## KEY ELEMENTS OF THE BUSINESS OPPORTUNITY

### OVERVIEW OF THE BUSINESS OPPORTUNITY

The following document presents the key elements of the Business Opportunity for the CC-DINO010-25 solicitation. If any inconsistency exists between the terms of the Draft Contract and this Business Opportunity, the Draft Contract will prevail. This section of this Prospectus describes the commercial visitor services required and authorized under the Draft Contract.

### TERM AND EFFECTIVE DATE OF DRAFT CONCESSION CONTRACT

The CC-DINO010-25 Draft Contract has a term of ten (10) years beginning on January 1, 2025 and ending on December 31, 2034.

### REQUIRED SERVICES AND AUTHORIZED SERVICES

The following describes the Required Services (i.e., must be provided by the Concessioner), Authorized Services (i.e., may be provided at the option of the Concessioner), and service locations as described in the

<sup>3</sup> Source NPS. Five-year average includes 2018-2023, 2020 excluded due to COVID-19.



Draft Contract. The Required and Authorized Services under this Business Opportunity are unchanged between the Existing Contract and the Draft Contract.

**Figure 5 Required Visitor Services under the CC-DINO010-25 Contract**

Required Service	Location
Firewood Sales. Pre-cut and bundled firewood (to include kindling). Stocked for purchase based on self-pay honor system.	Split Mountain Campground and Green River Campground
Sale of non-alcoholic vended beverages	Quarry Visitor Center

**Figure 6 Authorized Visitor Services under the CC-DINO010-25 Contract**

Authorized Service	Location
Firewood Sales. Pre-cut and bundled firewood (to include kindling). Stocked for purchase based on self-pay honor system.	Deerlodge Park Campground, Echo Park Campground, Gates of Lodore Campground and Rainbow Park Campground

## CHARACTERISTICS OF THE REQUIRED AND AUTHORIZED SERVICES

### Firewood Sales and Sale of Non-Alcoholic Vended Beverages (Required)

The Required Services under this Contract are the sale of pre-cut, bundled firewood and kindling stocked for purchase based on a self-pay honor system at two (2) Service-managed campgrounds, Split Mountain Campground and Green River Campground, and the sale of non-alcoholic vended beverages outside the Quarry Visitor Center.

### Firewood Sales (Authorized)

The sale of pre-cut, bundled, firewood and kindling is authorized at four (4) Service-managed campgrounds: Deerlodge Park Campground, Echo Park Campground, Gates of Lodore Campground, and Rainbow Park Campground. The firewood must be stocked for purchase based on a self-pay honor system.

#### Locations

A description of the areas assigned to the Concessioner is included in Draft Contract Exhibit C, Assigned Land and Real Property Improvements. The Concessioner is responsible for the maintenance of its assigned areas that make up the Concession Facilities, as described in the Draft Contract, Exhibit E Maintenance Plan. New construction and capital improvements to existing structures are not permitted under the Draft Contract.

The Concessioner under CC-DINO010-25 must supply basic personal property structures for firewood storage and sales at Split Mountain Campground and Green River Campground; and, if providing the Authorized service at Deerlodge Park Campground, Echo Park Campground, Gates of Lodore Campground and Rainbow Park Campground.

Additional NPS information on park managed campgrounds is located at <https://www.nps.gov/dino/playourvisit/campgrounds.htm>





### Operating season and hours

The required operating season is from the Friday of Memorial Day Weekend through the last day of campground reservations at each campground, generally September 30th. Annual Service activities, such as snowplowing and road clearing, may determine seasonal campground opening and closing dates. Any requests for modifications from the minimum operating season, either to expand or reduce operations within campground opening and closing dates, must be approved by the Superintendent. See Draft Contract Exhibit A, Operating Plan for additional details.

Firewood sales must be available seven days a week. The Draft Contract Exhibit A, Operating Plan, provides that firewood sales must be conducted using an un-staffed self-pay honor system. The use of firewood vending machines must be approved by the Service.

### Wood source

Wood must be locally harvested, must not contain any invasive species, and must be split and bundled in biodegradable packaging, such as hemp/sisal twine or cardboard boxes. For wood sourced in Utah, the Concessioner must adhere to the rules contained within the most current version of the Utah Firewood Quarantine. More information can be found here: <https://ag.utah.gov/wp-content/uploads/2021/11/R68-23-1.pdf>. If the Concessioner sources wood from Colorado, it will be required to join the Colorado Forest Product Program. This is a no cost program. More information can be found at <https://csfs.colostate.edu/cowood/join-cfp/>. See Draft Contract, Exhibit A, Operating Plan for additional details.

### Restrictions

Fire restrictions, including fire bans, may be enacted in campgrounds due to extreme fire conditions. A fire ban may occur at any time and may last for an indefinite period. Fire bans are often specific as to the types of fuels prohibited. For example, during a fire ban, only gas-powered fires that have an on/off switch may be used, and during such times the Service will restrict the sale of firewood and kindling.

## **PREFERRED OFFEROR DETERMINATION**

The Director, pursuant to the terms of 36 Code of Federal Regulations Part 51, has determined that the Contract described in this Prospectus CC-DINO010-25 is a qualified Contract and, therefore, the Existing Concessioner is a Preferred Offeror for this Contract. The Existing Concessioner must submit a responsive proposal to this Prospectus to be considered for award of the Contract. If the Existing Concessioner submits a responsive proposal and that proposal is not selected as the best proposal for the Contract, the Preferred Offeror designation allows it to match the terms of the best offer and be awarded the Contract. The Existing Concessioner is Brett Wilkens (CC-DINO010-15).

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## **INVESTMENT ANALYSIS**

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### **LEASEHOLD SURRENDER INTEREST**

Leasehold Surrender Interest is a compensable interest in real property improvements. The Existing Concessioner has no Leasehold Surrender Interest in Concession Facilities and there will be no Leasehold Surrender Interest in the Draft Contract. New construction and capital improvements to existing structures are not permitted.



## **ESTIMATED INITIAL INVESTMENT**

The Service expects the Concessioner will incur start-up costs prior to commencing operations, including working capital, supplies, and inventory. Offerors must make their own determinations of the investment required to support their operations. As described in the Proposal Package section of this Prospectus, Offerors must demonstrate sufficient start-up funds in their proposals.

## **PERSONAL PROPERTY AND INVENTORY**

The Concessioner under the Draft Contract will be required to provide such equipment, personal property, and inventory necessary for the proper and efficient operation of the services under the Draft Contract. The Existing Contract does not require the Existing Concessioner to sell its personal property, merchandise, inventory, or supplies used in the operation to the Concessioner. The Existing Concessioner's personal property investments include vehicles, trailers, and basic firewood storage and sales structures. The Existing Concessioner leases two vending machines.

## **INSURANCE REQUIREMENTS**

The Service has included minimum insurance requirements in the Draft Contract. Interested parties should consider these requirements in preparing their proposals. Insurance requirements are found in Draft Contract Exhibit F, Insurance Requirements.

## **EMPLOYEES AND MINIMUM WAGE**

The Concessioner must comply with all provisions of Executive Order 14026 of 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<sup>4</sup>, all of which are incorporated by reference into the Draft Contract. Offerors must consider the impacts of these requirements when developing their financial projections.

As stated in 29 C.F.R. Part 23, 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).

## **UTILITIES**

The Service provides solid waste and recycling removal within the campground areas. The Service provides electricity to the vending machines at the Quarry Visitor Center. The Service will charge the Concessioner for electricity services in accordance with Director's Order 35B. For electricity, the Service estimates the rate will be \$95 a year in 2025 and will escalate by 4% per year over the term of the Draft Contract. No other utilities are provided.

## **RATES**

All rates and charges to the public by the Concessioner must comply with the provisions of Section 2(d) of the Draft Contract. The Service will determine the reasonableness and appropriateness of rates and charges under the Draft Contract using Competitive Market Declaration (CMD) rate method, unless and until it determines a different method is appropriate for the services offered. For more information see the Draft Contract Operating Plan, Exhibit A, and the National Park Service Rate Administration Guide ("Rate

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<sup>4</sup> <https://www.ecfr.gov/current/title-29/subtitle-A/part-23>



Administration Guide"). A copy of the Rate Administration Guide is available on the Commercial Services website at <https://www.nps.gov/subjects/concessions/rate-administration.htm>.

### **MINIMUM FRANCHISE FEE**

The annual minimum franchise fee is three percent (3.0%) of the Concessioner's annual gross receipts or a flat fee of two hundred fifty dollars (\$250.00), whichever is greater, for the preceding year for the term of the Draft Contract. 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.

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 contract including anticipated revenues and expenses.

## **HISTORICAL CONCESSION OPERATION**

### **EXISTING CONCESSIONS OPERATION**

The Existing Contract CC-DINO010-15 will expire on December 31, 2024. Under the Existing Contract, the Existing Concessioner operates seasonally May-September (except when the season was limited in 2020 due to the effects of COVID-19).

The Existing Concessioner provides the sale of pre-cut, bundled firewood in two (2) Service managed campgrounds located in Dinosaur National Monument: Split Mountain Campground and Green River Campground. The Existing Concessioner currently maintains a personal property cage in each assigned campground area for firewood distribution. The Existing Concessioner provides sales of vended beverages at the Quarry Visitor Center and leases two vending machines.

### **CURRENT APPROVED RATES FOR REQUIRED SERVICES**

The CC-DINO010-15 approved rate for the 2024 season is \$7.00 per bundle of firewood/kindling.

### **HISTORICAL FINANCIAL DATA**

The Proposal Package requires Offerors to develop financial projections based on the Required Services under the Draft Contract. To assist Offerors in the development of these projections, the Service has provided information regarding historical gross revenue, franchise fees, and visitor use. Offerors should be appropriately cautious in the use of historical information. Offerors are responsible for producing their own pro forma financial projections and relying upon their own financial predictions.

Historical annual gross revenue for the Existing Contract is presented in Figure 7 below.



**Gross Revenue** <sup>5</sup>**Figure 7 Historical Gross Revenue for the Existing Contract**

Contract	2018	2019	2020	2022	2023
DINO010-15	\$11,018	\$11,361	\$5,429	\$8,432	\$10,395

**Franchise Fees Paid****Figure 8 Historical Franchise Fees Paid for the Existing Contract**

Contract	Required Franchise Fee	2018	2019	2020	2021	2022	2023
CC-DINO010-15	3% of gross receipts	\$250	\$250	\$250	\$250	\$250	\$250

**SITE VISIT**

The Service will not conduct a site visit. Offerors are encouraged to visit the area to become familiar with physical conditions and limitations involved in this Business Opportunity.

-- END Part I: Business Opportunity --

<sup>5</sup> 2021 data not available at the time of prospectus release. Gross revenue includes both firewood and vended beverage sales.

