BUSINESS OPPORTUNITY

for

Food & Beverage and Limited Retail

within
BANDELIER NATIONAL MONUMENT

DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE
INTERMOUNTAIN REGION

Contract Number: CC-BAND001-17

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INTRODUCTION

Bandelier National Monument

Summary

- **Term of Contract**
  10 years
- **Projected Start**
  January 1, 2017
- **Required Visitor Services**
  Food and Beverage and Limited Retail
- **Minimum Operating Season**
  May through October
- **Minimum Franchise Fee**
  4% of Gross Receipts

The National Park Service ("Service") intends to award a concession contract in Bandelier National Monument ("Monument") for concession operations within the Monument. This Prospectus describes in general terms the existing business operations and the future business opportunities for the facilities and services required by the Service. Offerors are responsible for reviewing all sections of this Prospectus and, specifically, the terms and conditions of the Draft Concession Contract BAND001-17 ("Draft Contract"), including its 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 (P.L. 105-391), as implemented by the Service in Title 36 of the Code of Federal Regulations (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 Pajarito Plateau Trading Co, LLC, doing business as Bandelier Trading Company, the entity operating under the existing concession contract ("Existing Contract"). This Prospectus includes the Existing Contract and a copy of 36 C.F.R. Part 51 as Appendices.

In the event of any inconsistency between the terms of this Prospectus and 36 C.F.R. Part 51, the latter will prevail. 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.

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 America's National Park Service was created by Congress 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 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 Service, visit www.nps.gov. This site includes information about the Service's mission and policies as well as information on individual park units.

Exhibit 1 – Bandelier National Monument Area Map, New Mexico

Source: National Park Service

Bandelier National Monument

Bandelier National Monument protects over 33,000 acres of rugged canyon and mesa country as well as evidence of a human presence going back over 11,000 years. Petroglyphs, dwellings carved into the soft rock cliffs, and standing masonry walls pay tribute to the early days of a culture that still survives in the surrounding communities. See Exhibit 1 for a map of the area.

Visitors begin their explorations of the Monument at the Frijoles Canyon Historic District, a collection of 31 structures built by the Civilian Conservation Corps in the 1930's that includes the Visitor Center, restrooms, book store, Concession-operated food and beverage and retail shops, and a picnic area. Most visitors walk the 1.2-mile Main Loop Trail, which starts from the Visitor Center and leads through excavated archeological sites on the floor of Frijoles Canyon. A portion of the trail is wheelchair accessible whereas another section allows visitors to climb ladders into cavates (small human-carved alcoves). In addition, the Monument provides over 70 miles of trails beyond this main trail to explore on foot or with cross-country skis or snowshoes.

The Monument is open daily, except for December 25 and January 1. Frijoles Canyon and all park trails are open to recreation from dawn to dusk, except when the Service is hosting a special event, such as a celebration of the night sky. The Visitor Center's core hours are 9:00 a.m. to 5:00 p.m., with extended hours in the spring, summer, and fall. The Service charges a park entrance fee and honors all interagency passes (Senior, Military, Access, Every Kid In A Park, and Volunteer). The fee for a 7-day pass per private vehicle is $20; per individual or bike is $10; and per motorcycle is $15. Visitors may purchase an annual entry pass to Bandelier for $40.

The Monument has two campgrounds. Juniper Family Campground consists of 50 family sites (limited to fewer than 10 people per site) and two sites for small groups (10-20 people per site). Juniper Family Campground "A" Loop (15 family sites, plus two group sites) is open year-round, but the Service may close

other loops in the off-peak season. Ponderosa Group Campground has two sites for use by groups of at least 10, and up to a maximum of 50 people. Visitors planning to camp overnight in the backcountry must obtain a free permit at the Visitor Center. Additional information on the Monument is at www.nps.gov/band.

Seasonal Visitor Shuttle

During the busier summer and fall seasons from mid-May through mid-October, visitors must access Frijoles Canyon between the hours of 9 a.m. and 3 p.m. primarily by shuttle service originating in the nearby community of White Rock. The shuttle ride is free. When the seasonal visitor shuttle is operating, visitors may drive directly to Frijoles Canyon under one of the following conditions:

- It is before 9 a.m. or after 3 p.m.
- Vehicles display a disability tag.
- Vehicles have a pet on board. (Please note: Pets are not allowed on any trails.)
- Visitors are overnight backpackers.
- Visitors have official park business.

Shuttles run approximately every 30 minutes on weekdays and every 20 minutes on weekends. Visitors also have the option to park on the mesa top near Juniper Campground and hike into the canyon along the Frey Trail, bicycle along the park road, or catch the shuttle at the Juniper Campground Shuttle Stop. During the non-shuttle season, visitors drive into and park in Frijoles Canyon.

The Monument instituted the shuttle service to address a long-standing issue with limited parking in Frijoles Canyon. Due to resource concerns, the Service is unable to expand parking to accommodate additional visitation. In addition to facilitating expanded visitation, the seasonal shuttle service has benefited the park with a substantial reduction in fumes, noise, and congestion in the canyon and historic district. The Concessioner will have a limited number of assigned parking spaces in the canyon and will have to restrict deliveries from large vehicles to off-peak hours.

Shuttle stopping at the Visitor Center. NPS photo

Long Term Visitor Trends

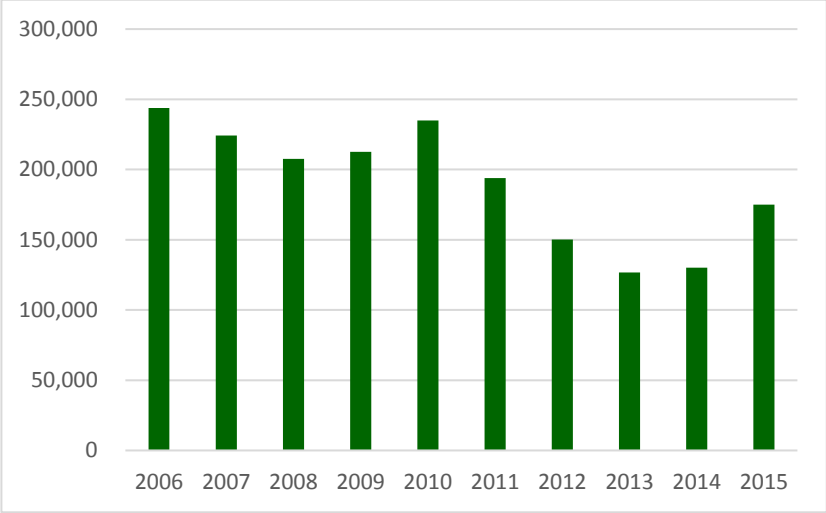
Over the last 10 years, visitation at the Monument has fluctuated between approximately 126,000 visitors per year and 243,000 visitors per year. As Exhibit 2 shows, visitation fell in 2011 when the Las Conchas Fire in late June resulted in the Monument's temporary closure and the loss of 40% of its parking areas. In addition to the aftermath of the fire, in 2012, the park implemented the seasonal shuttle system. The Thompson Ridge Fire, which occurred on lands adjacent to the Monument, and the government shut down in October 2013 also had a negative effect on park visitation.

Visitation increased modestly in 2014, by 2.7% over 2013, and grew significantly in 2015, by 28% over 2014. Additionally, more than 11% more people visited the Monument from January through July, 2016, than visited over the same period in 2015. Visitation appears to be rebounding to pre-fire counts as the Monument recovers from the effects of the Las Conchas fire and as visitors return to the area. Additionally, visitation to the newly designated National Park Service units: Valles Caldera National Preserve (18 miles) and Manhattan Project National Historical Park (15 miles) should further attract and expand visitation to Bandelier National Monument.

Exhibit 2 – Bandelier National Monument Annual Visitation, 2006-2015

Park closures: 2011 - Las Conchas fire and resulting flooding
2013 - Government Shutdown

Year	Annual Visitation
2006	243,765
2007	224,134
2008	207,656
2009	212,544
2010	234,896
2011	193,914
2012	150,289
2013	126,682
2014	130,106
2015	174,913

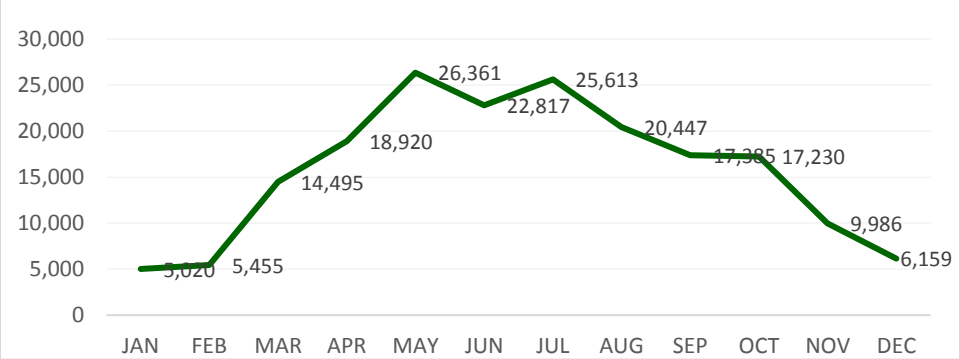


Source: National Park Service

Seasonality

Visitation to Bandelier is highly seasonal, with over 80% of visits occurring between April and October. Depending on annual holidays and weather patterns, peak season typically occurs during the summer (May-August), the shoulder seasons during the spring (March and April) and fall (September and October) and the low season during the winter (November-February). See Exhibit 3.

Exhibit 3 – Bandelier National Monument Average Monthly Visitation, 2006-2015



Source: National Park Service

Commercial Operations within the Monument

All commercial visitor services provided in national park sites must be authorized by the Service. In addition to the concession operation described in this opportunity, other commercial activities currently occurring within the Monument include a bookstore, cultural demonstrations, guided hikes, and transportation services. (The seasonal visitor shuttle to and from White Rock is a free service, paid for by the National Park Service and its partners, and is therefore not a commercial service.)

Western National Parks Association (WNPA), a nonprofit cooperating association, operates the bookstore in the Visitor Center through an agreement with the Service with the intent to help visitors better understand the significance of the natural and cultural resources protected within the Monument. WNPA supports the Service's educational mission by selling educational merchandise (books, videos, learning games, etc.) and mementos (historic replica plates) and by funding development of Bandelier-specific educational materials and services and scientific research. Additionally, on weekends from Memorial Day through Labor Day, cultural demonstrators from the nearby pueblos share with park visitors their talents, techniques, and stories related to a variety of skills, such as making pottery, drums, paintings, and blankets. Demonstrators may sell their handiwork through WNPA, but may not accept payment directly. In the future, the Service may also authorize WNPA to sell visitor convenience items (sunscreen, aspirin, batteries, etc.) and rent recreational equipment (snowshoes, cross-country skis, ski/hiking poles, etc.).

Currently at the Monument, the Service issues commercial use authorizations (CUAs) to individuals and companies who provide guided hikes, with or without transportation to the Monument. A CUA permits a private business to offer small-scale commercial activities for up to two years. In the future, the Service will consider authorizing through CUAs additional services, including hiker shuttle service (to or from trailheads) and sale of bundled firewood or commercially packaged ice in a designated place within the campground.

Under the Concession Contract, the Service will authorize the Concessioner to provide the required and authorized services (as described below) only in the locations and within the parameters outlined in the Draft Contract. However, operating under the Draft Contract does not prohibit the Concessioner from applying for CUAs should it desire to provide additional visitor services. Authorization to provide any such services is subject to the requirements of 54 U.S.C. § 101925.

CONCESSION BUSINESS OPPORTUNITY

The following document presents the key elements of the business opportunity for the CC-BAND001-17 Draft Contract. Should the data presented in this Business Opportunity differ from or contradict the Draft Contract, the Draft Contract will prevail.

Term and Effective Date of Draft Concession Contract

The CC-BAND001-17 Draft Contract has a term of ten (10) years beginning on its effective date, which the Service estimates as January 1, 2017. The effective date of the Draft Contract may change prior to contract award if determined necessary by the Service. The Service may change the expiration date of the Draft Contract to continue the same term length from any adjusted effective date.

Required and Authorized Services of Draft Concession Contract

The tables below show a summary of the visitor services the Service requires and authorizes the Concessioner to provide under the Draft Contract. The Concessioner must provide the required services and will have discretion to provide services authorized in the Draft Contract. Details regarding visitor services are contained in the Draft Contract, including its exhibits and attachments.

	Required Service	Location	Minimum Operating Season
i.	Food and Beverage	Frijoles Canyon Historic District, Building 17 and adjacent courtyards	March through October
ii.	Limited Retail	Frijoles Canyon Historic District, Building 17 and adjacent courtyards (Additional locations only with written permission of the Service)	March through October

	Authorized Services	Location
i.	Mobile Food and Limited Retail Service (food truck or cart, or meal delivery service)	Within Juniper and Ponderosa Campgrounds and other locations, as approved, within the Monument
ii.	Beer and Wine Sales	Within assigned areas as approved by the Service

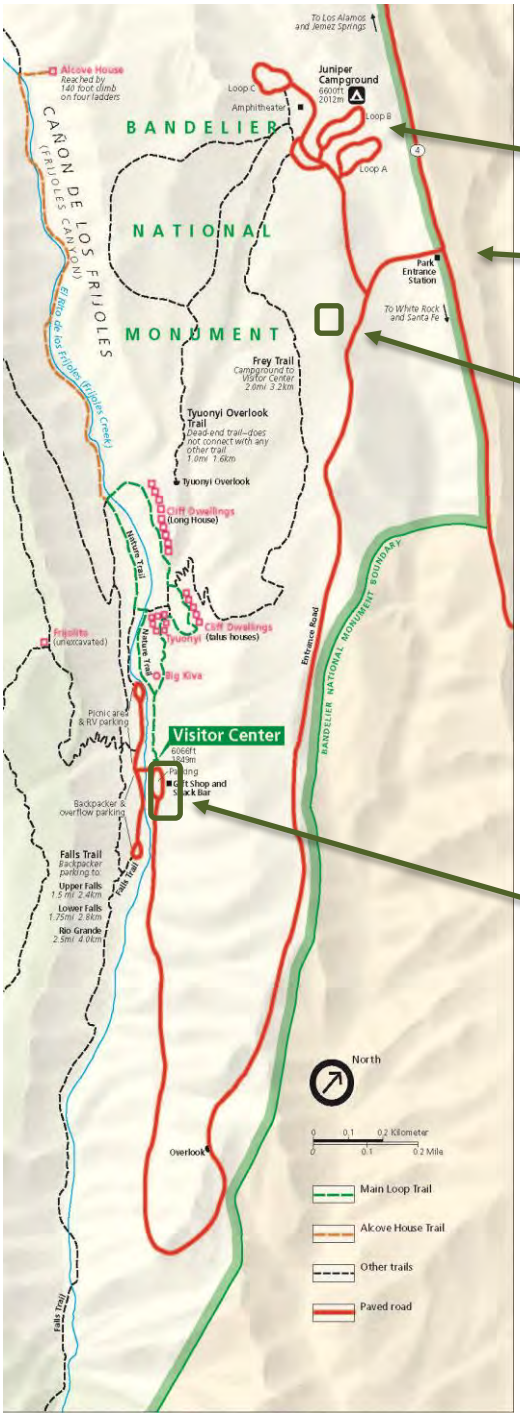
Changes between the Existing and the Draft Contract

The Service is shifting the focus of the concession operations to better service visitors' needs from a majority retail with limited food and beverage to a majority food and beverage with limited retail. Because of the Monument's remote location, there are no other places nearby for visitors to find a meal or refreshment. The Service believes therefore that visitors will be better served through expanded food and beverage operations with less emphasis on retail. As described above, visitors to the Monument have an opportunity to purchase educational merchandise and mementos at WNPA's bookstore in the Visitor Center. However, the Concessioner will provide the only opportunity for food and beverage within the Monument, and the closest options outside the park are about 20 to 30 minutes (driving) at Los Alamos or White Rock. Additionally, to provide flexibility for the Concessioner, the Service will require only a seasonal operation, with the option to provide services year-round.

Locations

Exhibit 4 provides a map of the developed areas of the Monument, and Exhibit 5 shows a close up of the historic district to illustrate how the Concessioner-assigned building relates to the Visitor Center.

Exhibit 4 – Map of Monument Enterance and Visitor Center Area



↑ Ponderosa Campground, 6 miles from Monument entrance

Juniper Family Campground

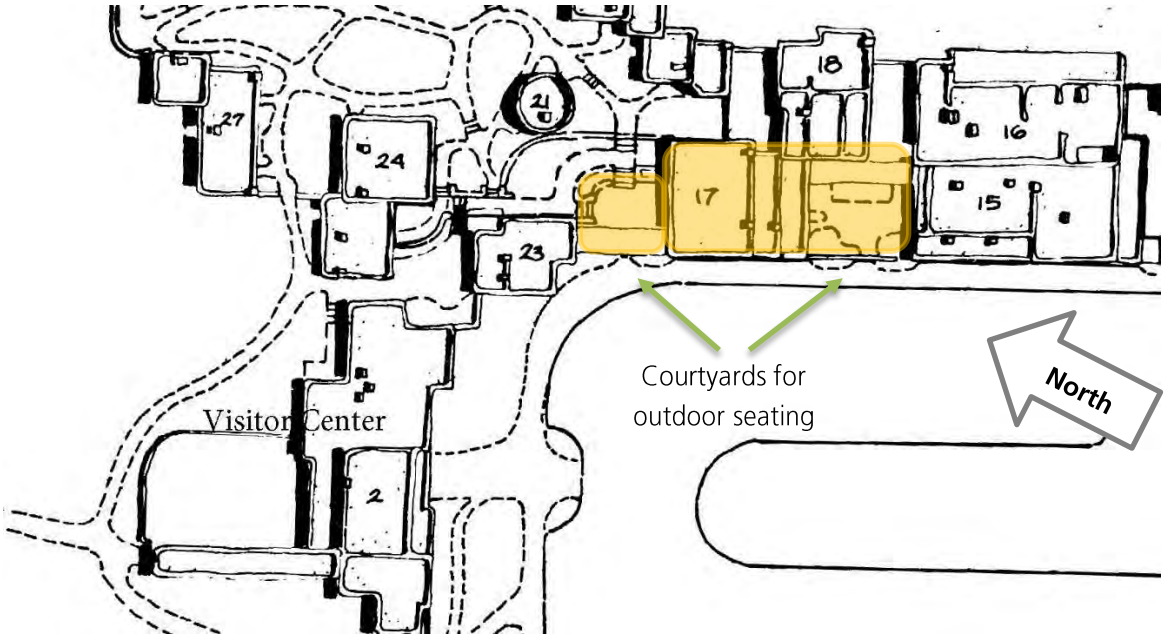
Monument entrance

NPS Facility Operations Center, includes storage space assigned to Concessioner

Frijoles Canyon Historic District including Building 17, which will house the food and beverage and limited retail services.

Source: National Park Service

Exhibit 5 – Map of Historic District – Shaded Buildings 17 and adjacent courtyards



Source: National Park Service (Shading is not an exact representation of the Concessioner's assignment.)

The Concession operation will function primarily within historic Building 17 and its adjacent courtyards that are part of the Civilian Conservation Corps (CCC) National Historic Landmark District in Frijoles Canyon, the largest collection of intact CCC structures and furnishings in the national park system. The structures and associated furniture and tinwork are prime examples of CCC work in the Southwest, and exemplary expressions of the Pueblo Revival and Architecture styles.

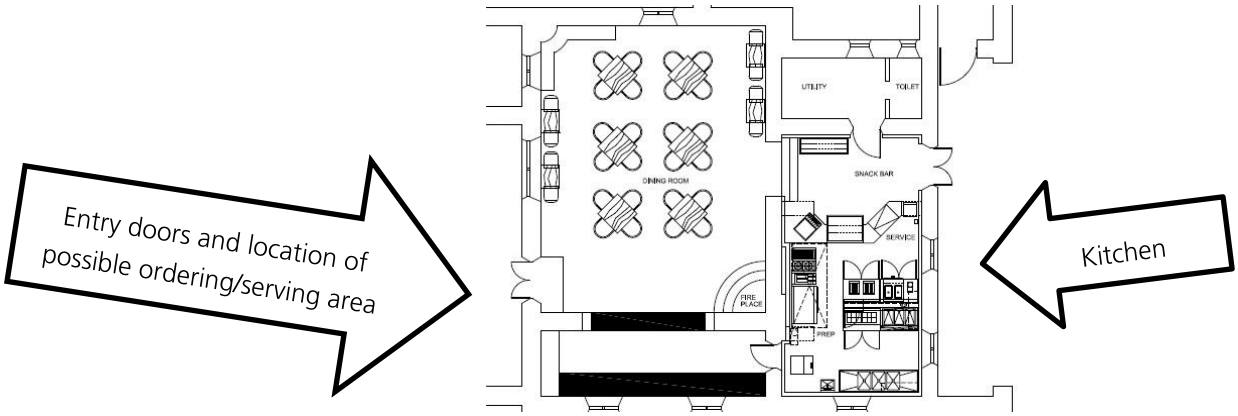
Characteristics of the Required Services

Food and Beverage

The Concessioner must provide food and beverage and limited retail service seasonally from March 1 – October 31 but may offer services year-round if desired. The Service will assign Building 17 (Exhibit 6) to the Concessioner to provide these visitor services. Building 17 includes a kitchen, small restroom, utility closet, and a dining space that has space for approximately 32 seats indoors.

The Service is receptive to having the Concessioner provide food and beverage in various formats. At a minimum, the Concessioner will offer fast casual dining where visitors order freshly prepared, made-to-order food from a counter. The primary meal period will be lunch, but during the summer extended operating hours, the Concessioner will also provide made-to-order breakfast items. The Concessioner must also provide self-serve, grab-and-go options for visitors looking for a quick snack. In addition to these ready-to-eat snacks, the Concessioner may sell commercially-produced bagged ice.

Exhibit 6 –Building 17 – Possible Layout for Food and Beverage Dining and Service



Source: National Park Service

The Service will also allow the Concessioner to provide specialty-evening meals at the restaurant that correspond with special events. For example, the Concessioner may take reservations for a seated dinner to occur before a Monument-sponsored Night Sky event. However, the Concessioner will not be permitted to use assigned facilities for private events that are not open to the public, like holiday parties or wedding receptions. In general, the Concessioner may not use the Concession Facilities for activities that do not directly and exclusively support Monument visitors.

In addition to initiatives the Concessioner proposes for approval, the Service would like the Concessioner to participate in a trial effort, through year two of the Draft Contract, to encourage visitors to have an impromptu picnic. The Service wants the Concessioner to have "picnic sets" for sale that will include a selection of food and drinks contained in an easily carried container (backpack, tote bag, cooler, etc.) and the appropriate accessories, such as napkins, dishware, utensils, or hand wipes.

Working fireplace in the courtyard north of Building 17, entry door visible on left. NPS photo

The Concessioner's assigned area (Draft Contract Exhibit C) will include the courtyard areas to the north of Building 17 and between Buildings 15 and 17, which will provide space for 40-50 additional seats outdoors. See the map in Exhibit 5. The kitchen will remain in its current space; however, the Concessioner may desire an ordering area and serving counter as shown in Exhibit 6. The Concessioner must submit a plan for approval from the Service prior to any proposed renovation and must coordinate the timing and responsibilities. The Service will oversee all renovation projects and will provide the labor and materials for any capital improvements.

Limited Retail

The Concessioner must also provide limited retail sales, though the primary focus of the Draft Contract is to provide food and beverage services. Retail merchandise may include souvenirs, apparel, original artwork, and Authentic Native Handicrafts, and the Service must approve merchandise prior to the Concessioner making them available for sale. The Concessioner may display merchandise in a small portion of its service counter or on open wall space, such as hanging artwork or apparel for sale, as long as the Concessioner ensures that the historic adobe wall is minimally disturbed. The Concessioner may not devote interior floor space to retail merchandise, but may use stands or shelving units to display grab-and-go food, such as snacks.

To enhance the visitors' experience as well as to encourage patronage, the Concessioner may host within its assigned area performances or demonstrations that are in keeping with the themes of the park. For example, the Concessioner could invite a musician to play local folk music during a meal or a painter or jewelry maker to set up a demonstration of how they perform their craft. The Concessioner would not be able to charge a fee for these performances/demonstrations; however, any products offered as part of these events, such as compact discs or artwork, would be sold through the Concessioner, and not sold directly from the performer to the public. The Concessioner will work with the Service to determine the time, frequency, content, duration of these events.

The Draft Contract *Exhibit B: Operating Plan* details the general operating standards and minimum requirements.

Characteristics of the Authorized Services

Mobile Food and Limited Retail Service (Food Truck or Cart)

The Service recognizes that visitors to the monument could also benefit from having food and beverage offered where they are, such as in the picnic area, campground, or near the amphitheater during a monument-sponsored event. The Concessioner may propose a food truck or cart service or meal delivery service for campers in the Juniper and Ponderosa campgrounds. The Service would need to approve the following aspects of mobile food service: vehicle design, menu, route/parking location(s), and schedule (days and times). The mobile food service vehicle must be self-contained (not require electrical or water hook-ups to operate) and be able to pass a Public Health Inspection. The Concessioner would need to be mindful of the visitor's experience and the Monument's purpose and ensure the vehicle is unobtrusive (no garish colors or ice-cream truck music), produces minimal noise and exhaust, and the area around the vehicle is kept free of litter. The food service vehicle would need to be moved daily, and if desired, the Service would designate a parking space in its Facility Operations Center for the vehicle to be parked overnight. The Concessioner would be permitted to sell bundled firewood or commercially packaged ice from a mobile food service vehicle. Additionally, Offerors are reminded that mobile service could not be provided by a subconcession or subcontractor, and during the required operating season, must be secondary to the fast-casual restaurant.

Beer and Wine Sales

The Concessioner may serve beer and wine at the restaurant in Building 17 or, with the Service's approval, at another onsite location, such as from a food truck/cart, which meet health and safety standards. The Concessioner may also sell from the limited retail operation individual bottles of local or specialty wines or ales as gift or souvenir items. All alcohol sales, whether for consumption on site or as gifts, must comply with all applicable laws and occur within the parameters of the Concessioner's liquor license(s).

Preferred Offeror

The Service has determined that the existing Concessioner is a Preferred Offeror for the Draft Contract pursuant to the terms of 36 C.F.R. Part 51. 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, the Preferred Offeror designation allows it to match the terms of the best offer and be awarded the contract.

Estimated Initial Investment

The Concessioner will be responsible for estimating and providing the initial investment to begin operating the business as well as projecting operating income and expenses throughout the term of the contract. Initial and projected investment may include personal property, inventory, supplies, working capital, and other costs (staff hiring, training).

As shown in the table below, the Service projects the Concessioner's total estimated initial investment at approximately $155,000 in 2017 dollars. The Service did not include any costs associated with authorized services as an initial investment since the Concessioner may choose not to provide those services. Additionally, the Service did not include costs for renovation of real property, as this will be provided by the Service. Offerors must make their own determination of the investment required to support Required Services.

The Service provides the breakdown of the estimated initial investments required by the new Concessioner below:

Investment	Amount in 2017
Personal Property	$100,000
Inventory	$15,000
Start-Up Costs	$20,000
Working Capital	$20,000
Total Initial Investment	**$155,000**

Leasehold Surrender Interest

Leasehold Surrender Interest is a compensable interest in real property and real property improvements. The Existing Concessioner has no Leasehold Surrender Interest in the Concession facilities. There will be no Leasehold Surrender Interest in the Draft Contract. Proposed upgrades to the existing structures will consist of Concessioner Personal Property, unless capital improvements to the facility are approved and made by the Service.

Personal Property Held by the Existing Concessioner

The Concessioner will be required to provide enough equipment, personal property, and inventory necessary for the proper and efficient operation of the required services defined in the Draft Contract, including but not limited to, tables and chairs for indoor use, a point of sale system, dishwasher, or small kitchen appliances. The Existing Contract does not require the Existing Concessioner to sell personal property, merchandise (inventory), and supplies to the Concessioner for use in its future operations.

Assigned Government-Owned Personal Property

The Concessioner will be assigned the following government-owned personal property for use in providing the required and authorized services. (Refer to Draft Contract Exhibit D.) The Concessioner will be required to

maintain, service, and repair these items and coordinate with the NPS regarding replacement or removal of any of these that become inoperable or obsolete.

For use in the courtyards:

- 9 Picnic Tables with benches - tubular metal frame, vinyl cover (various sizes)
- 4 Benches, 8 foot each
- 4 Trash and Recycle bins, single bin (at minimum)
- 1 Trash and Recycle bins, double bin (at minimum)
- 1 Water Hose Dolly and Hose

Courtyard between Buildings 15 and 17 looking at north facing wall of Building 15. NPS photo

For use in the kitchen or storeroom:

- Refrigerator Sandwich/Salad Prep station, TSSU-12,
- Refrigerator, under counter, Turbo Air, TUF-48SD, 2 door, 48"
- Refrigerator Worktop, under counter, TWT-48F
- Range - Wolf Challenger KCH R-0-29-FT 45, 4 burner, with griddle top
- Steam Table - Duke Aerohot - Electric E303
- Work Table - Advance Tabco Standard TFMS-243
- Fryer Vulcan gas fryer, two basket TGR-35
- Hot Plate, two burner, benchtop, APW Wyott Champion GHP-2H
- Freezer, True, single door stainless steel, TS-23F,
- Refrigerator, True, single door, Stainless Steel TS-23,
- Freezer TWT-48F/TS-23F
- Refrigerator, True, single door, stainless steel, TS23

OTHER DRAFT CONTRACT INFORMATION

The Service projects some of the Concessioner's fixed expenses estimated during the term of the contract will include the items set forth below. Interested parties should consider these requirements in preparing their proposals. The Service did not include any costs associated with authorized services.

Proposed Minimum Franchise Fee

Four percent (4%) of annual gross receipts

In lieu of paying rent for facilities, the Concessioner must pay the NPS a franchise fee for the privileges granted under the concession contract. The franchise fee is a percentage of the Concessioner's gross receipts for the preceding year or portion of a year. The NPS determined the minimum franchise fee, based on a reasonable opportunity for net profit in relation to a concessioner's capital investment and the obligations under the Draft Contract.

Employees and Minimum Wage

The Concessioner will be responsible for providing all personnel and employee training necessary to provide the required and authorized services; however, no housing for concession employees will be available within the Monument. The minimum wage for federal contractors established by Executive Order 13658 and 29

C.F.R. Part 10 will apply to the Draft Contract and was considered in the analysis of the minimum franchise fee.

Seasonal Operation

Should the Concessioner choose to provide the required services during the minimum season only, the Concessioner must adequately winterize and secure assigned building spaces (Building 17 and storage space in NPS Facility Operations Center) when unoccupied. The Service reminds the Concessioner that it will be required to insure its assigned areas and its on-site personal property throughout the year, even though it may operate only seasonally.

Insurance Requirements

The Concessioner must obtain and maintain the minimum insurance as required by the Draft Contract Exhibit F: Insurance Requirements, and by the Insurance Replacement Values described in Exhibit C: Assigned Land and Real Property Improvements.

Utilities

The Service will provide electricity, gas, water/sewage, and solid waste disposal, as available, to the Concessioner's assigned facilities and will charge the Concessioner on a monthly basis for these services in accordance with current regulations and policies. Historical annual utilities expenses, which did not include charges for solid waste disposal and sewer services, averaged approximately $9,600 between 2007 and 2010 and about $8,400 between 2013 and 2014. The Service estimated utility expenses at approximately $1,400 per month in 2017 and included water, wastewater/sewer, gas, electricity, and solid waste disposal. The Service projected increases in utility expenses to the Concessioner during the term of the Draft Contract, as permitted by Director's Order 35B *Cost Recovery for National Park Service Provided Utilities*. The Service will not authorize a utility pass-through in the Draft Contract.

To learn more about the minimum maintenance standards and requirements, including the Concessioner's and the Service's responsibilities, read the Draft Contract *Exhibit E: Maintenance Plan*.

Facility Maintenance

The Concessioner will be responsible for cleaning, grounds-keeping, and providing preventative maintenance and some repairs of the assigned facilities and government-owned personal property, including the courtyards, at minimum during its operating season. The Concessioner may also be responsible for recurring maintenance, such as painting the building interior. Should the Concessioner choose to provide service seasonally, the Concessioner will be responsible for seasonal closing, securing, and reopening Building 17. The courtyards, however, will remain open to the public during the off-season, and the Service will maintain them.

Transition

Since the Existing Contract, which has a larger retail space, will be in place until December 31, 2016, the Service recognizes that the Concessioner will need time to develop and implement a new menu and make improvements in the expanded restaurant space in Building 17. The Concessioner must make this transition as quickly and smoothly as possible and must be prepared to provide food and beverage and limited retail services no later than May13, 2017.

EXISTING CONCESSION OPERATIONS

Pajarito Plateau Trading Co., LLC, doing business as Bandelier Trading Company, provides visitor services at Bandelier National Monument under the Existing Contract. The Existing Contract initially had a 10-year term, expiring on March 31, 2016; however, the Service has extended the Existing Contract to avoid interruption of visitor services during the prospectus development process. The Existing Contract will expire on December 31, 2016. The required services under the Existing Contract are merchandise and souvenirs, including certified Native American handcrafts; pre-packaged food service; non-alcoholic beverages; bundled firewood; and visitor convenience items. The Concessioner is authorized, but not required, to provide shuttle service for hikers to specific trailheads within the Monument.

Historical Gross Revenue

This section presents basic financial data for three years of operation in order to assist Offerors in developing projections for future operations associated with the Draft Contract. "Gross Revenue" as shown in the table below includes all receipts reported by the Existing Concessioner, which has been operating as primarily a gift shop with minimal food service. A concessioner must pay a franchise fee on "gross receipts," which is gross revenue less certain expenses as defined in Sec. 2 of the Draft Contract, such as Revenue for Authentic Native Handicrafts. The franchise fee for the existing contract is 25% of gross receipts.

	2013	2014	2015
Total Gross Revenue	$510,505	$560,853	$462,017
Revenue for Souvenirs	$150,043	$137,996	$131,516
Revenue for Authentic Native Handicrafts	$263,833	$312,334	$210,079
Revenue for Food and Beverage	**$96,629**	**$110,523**	**$120,422**
Franchise Fees Paid	$61,668	$56,523	$62,985

MARKET AREA OVERVIEW

For informational purposes, the Service presents a brief market overview of the environment in which concession services in Bandelier National Monument operate. Bandelier National Monument is located in the north-central region of New Mexico, about a one-hour drive from Santa Fe and about a two-hour drive from Albuquerque. The New Mexico Tourism website (www.newmexico.org) calls it "a region that inspires artists and outdoor enthusiasts alike". In addition to ski areas, steep river canyons, and hot springs, the region has numerous culturally and historically significant sites and Native American communities, such as Taos Pueblo.

New Mexico Tourism

According to the New Mexico Tourism Department's Economic Impact of Tourism in New Mexico 2015 Analysis, as of July 2016, the total number of visitors (overnight and day-trips) increased by 700,000 travelers to 34 million from 2014 to 2015. During the same period, statewide visitor spending increased 3.6% to $6.3 billion, a continuous six-year trend. Visitor spending in Los Alamos County alone grew 10.6% in 2015.

Market Competition

The Park's surrounding area includes the nearby towns of Los Alamos (12 miles from the Monument, 2010 population: 12,019) and White Rock (8 miles from the Monument, 2010 population: 5,725). Each includes

several of quick service (fast food) and full service (family style) dining options. There are few direct competitors in the area for selling high-quality Native American crafts or Bandelier-named souvenir items.

Demographics

Data from the 1995 Visitor Study produced by the Visitor Services Project at the University of Idaho found that 94% of respondents were from the U.S. and 6% were International visitors. Of the 94% of U.S. visitors, 21% were from New Mexico, 16% were from Texas and 10% were from California. The Visitor Study also showed that 42% of visitors arrived in groups of two, and 80% of visitors arrived in groups of 4 or fewer. Among respondents to the survey, the average group size was 3.7.

QUESTIONS

The Service will not provide a site visit for Offerors to tour the facilities described in this opportunity. Interested parties who visit the existing concession operation on their own are asked to refrain from disturbing the Existing Concessioner's employees or entering areas that are not open to the public.

If you do not understand something in this Prospectus, you must submit your questions via email to Jennifer Parker, Chief of Concessions, Intermountain Region, at Jennifer_Parker@nsp.gov, no later than November 14, 2016. Your questions must specify the section of the Prospectus that is the subject of your inquiry. The Service will respond to your questions, as appropriate, in writing, and will provide the questions and responses to all potential Offerors who have requested a Prospectus. Questions submitted after this date may not be answered. (36 C.F.R. Part 51)

Cavates on the Main Loop Trail. NPS photo