

BUSINESS OPPORTUNITY

CC-MUWO002-17

Department of the Interior

National Park Service
Muir Woods National Monument

**A Concession Business Opportunity for
Visitation Reservation System and On-Site Parking Management**

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INTRODUCTION

The National Park Service (“Service”) invites the public to submit proposals for a new concession contract authorizing a concessioner to provide visitor services consisting of a visitation management system for personal occupancy vehicle parking and shuttle reservations and on-site parking management at Muir Woods National Monument (“Park” or “Muir Woods”). This Prospectus¹ describes in general terms the existing conditions and the future business opportunities for the concession 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 CC-MUWO002-17 (“Draft Contract”) including its exhibits, to determine the full scope of the Concessioner’s responsibilities under the Draft Contract. The Service is conducting this solicitation for proposals pursuant to its authority under 54 U.S.C. §101911 *et seq.* and the implementing regulations in 36 C.F.R. Part 51 to solicit, award, and administer concession contracts.



Muir Woods National Monument

Muir Woods National Monument is one of the last standing coastal redwood forests that covered northern California valleys until the late nineteenth century. In an effort to protect the redwoods, William and Elizabeth Kent bought land along Redwood Creek north of San Francisco Bay in 1905. In order to ensure permanent protection, the Kents donated 295 acres of redwoods to the federal government. In 1908, President Theodore Roosevelt proclaimed the area a national monument and named it after John Muir at the behest of Mr. Kent.

Muir Woods National Monument is important not only for its protection of the once-prolific redwoods, but also for its proximity to a large population area. The Park is located in Marin County, CA approximately 10 miles north of the city of San Francisco.

Although Muir Woods National Monument is a distinct and identifiable unit of the National Park Service, it is located within the boundaries of and is administered by Golden Gate National Recreation Area (GGNRA). GGNRA stretches across 60-miles and three counties in the San Francisco Bay Area. Along with Alcatraz Island, the Golden Gate Bridge, and the Presidio, the travel industry often lists the Park as a prime tourist destination within GGNRA. In addition, the Park’s location north of San Francisco makes it a convenient stop for tourists visiting the wineries of Sonoma and Napa Counties.

The Park contains six miles of walking trails including a ½-hour loop, an hour loop, and one and a ½-hour loop, as well as a number of longer hikes on trails that extend into the surrounding areas. All of these walks afford views of thousands of old-growth coastal redwoods, the tallest living things in the world.

¹ The information and assumptions included in the Prospectus are based on a review and interpretation of available public records, Service records, and consultation with knowledgeable sources. On this basis, the information and assumptions are believed to be accurate. However, the Service makes no representations or warranties as to the accuracy or completeness of such information and assumptions. Offerors are responsible for undertaking appropriate due diligence with respect to the Prospectus. Should any Offeror believe any statement in the Prospectus to be inaccurate, the Offeror should submit comments to the Service in writing, as provided in the Proposal Instructions.





Coastal Redwoods in Muir Woods

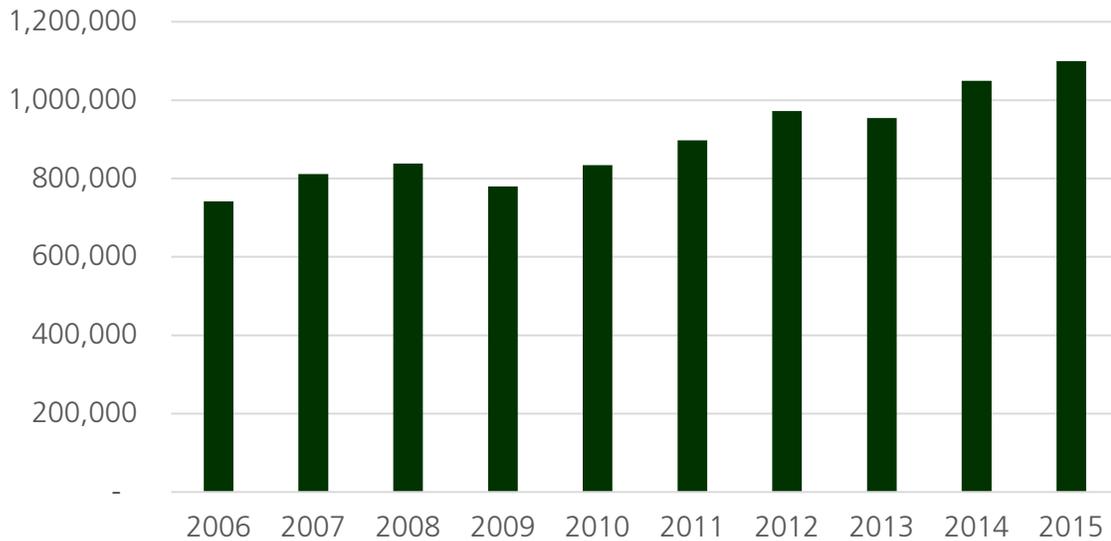
Muir Woods National Monument Visitation

In recent years, the Park has experienced growing visitation that has affected the visitor experience. As the Park has remained a popular destination for visitors to San Francisco, the Service has worked diligently to determine a future course of action for managing visitation in order to improve the visitor experience at the Park.

Exhibit 1 illustrates Park visitation over the last ten years. Over the ten-year term, the Park has experienced positive annual growth of 4.5 percent. In 2015, the Park experienced its highest level of visitation on record since its inception.



Exhibit 1 – Muir Woods National Monument Historical Visitation



**2013 data impacted by the government shutdown*

Source: National Park Service

Over the past ten years, visitation to Muir Woods averaged 879,824 people annually, while 2015 levels nearly reached 1,100,000. The Service believes that demand for visitation will continue to grow in future years, particularly during the peak season and shoulder seasons. Park visitors currently arrive via multiple modes of transportation and no reservations are currently required to visit the Park. These transportation options include privately owned vehicles (“POV”), a shuttle service provided by Marin Transit that transports visitors to the Park from sites in Marin County, road-based commercial carrier companies operating under Commercial Use Authorizations (CUA), visitor drop offs, hiking, bicycling, or walking.

Due to visitation constraints that are designed into the future reservation system (i.e. the limited number of parking spaces and shuttle seats) described in the Concession Opportunity section, below, the Service projects that some of the future peak and shoulder season visitation demand projected by existing trends will exceed the reservation system’s designed capacity and those potential visitors will be unable to visit the park on their day of choice.



Current Parking Lot at Muir Woods

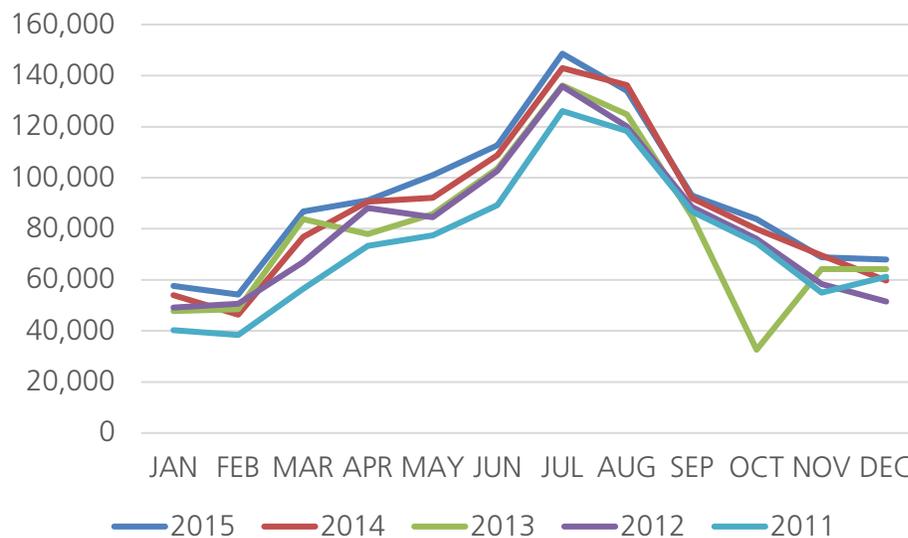


Visitation Seasonality

Service Visitor Use Statistics detail visitation generated from recreation visitors per month. The data collected includes visitors arriving via CUA commercial carriers, Marin Transit shuttle vehicles, individuals traveling in POVs, visitor drop offs, as well as pedestrians and bicyclists. Exhibit 2 illustrates how this visitation demand occurs in relation to the various months of the year. Mid-summer represents the peak demand period, with additional increases occurring in March and the winter holidays.

Exhibit 2 – Muir Woods Visitation Seasonality

	1 st Quarter (Jan – Mar)	2 nd Quarter (April – June)	3 rd Quarter (July – Sept)	4 th Quarter (Oct – Dec)	TOTAL
2011 Visitors	135,277	240,025	331,282	190,547	897,131
% of Total	15%	27%	37%	21%	100%
2012 Visitors	166,645	275,400	344,450	185,836	972,331
% of Total	17%	28%	35%	19%	100%
2013 Visitors	180,070	267,267	345,842	160,946	954,125
% of Total	19%	28%	36%	17%	100%
2014 Visitors	177,130	291,701	371,349	209,220	1,049,400
% of Total	17%	28%	35%	20%	100%
2015 Visitors	198,706	304,948	375,687	220,582	1,099,923
% of Total	18%	28%	34%	20%	100%



*2013 data impacted by the October government shutdown

Source: National Park Service

Approximately 60 percent of annual Park visitation consistently occurs between April and September. The largest increase in visitation occurs during summer months and during periods of holidays and school closures.



Existing Conditions for Park Visitor Arrivals

Reservations

There is no visitation reservation system currently in place for any visitor arrivals.

Visitor Fees

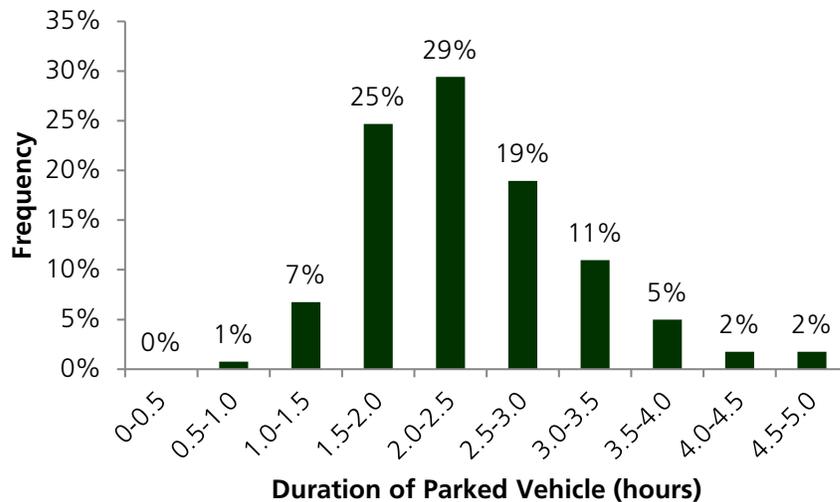
- Park Entrance Fee: \$10.00 (Visitors 16 and over pay this fee –) per person.
- Parking Fee: Currently no charge.
- Electric Vehicle Charging Fee: Currently no charge.
- Shuttle Fee: Shuttle riders pay a fee to Marin Transit, \$5.00 for adults, free for riders under 16.
- CUA Fee: Commercial carriers pay a fee to the Service (commercial carriers are regulated in-Park through Commercial Use Authorizations (“CUAs”) instead of through a concession contract and so are not covered by the Draft Contract in this prospectus).

Parking

Currently, visitors traveling to the Park in POVs are not required to have a reservation and parking is free of charge.

Based on a Visitor Use and Monitoring Study conducted in 2011, the Service has estimated the average duration a visitor vehicle remains parked at Muir Woods. As seen in Exhibit 3, many visitors stay between 1.5 hours and 3.5 hours. The Service has assumed that the average visitor length of stay is approximately 2.4 hours; including time spent walking from POV to Muir Woods’s entrance.

Exhibit 3 - Average Length of Stay of Visitor Vehicles



Source: RSG Visitor Use and Monitoring Study, 2011

Under existing conditions, visitors often experience congested and frustrating parking and arrival conditions, including vehicle queueing, circling, and tickets for illegal parking, because visitor demand far exceeds parking capacity during peak hours.

Over the past several years, the Service has taken several steps to manage visitation and improve parking management at Muir Woods. These include:



- Ongoing public outreach, including “parking lots full” lighted signs along U.S. Route 101 where it passes near the Park, website information, and contact with the travel industry to promote Marin Transit shuttle ridership and encourage visitation at off-peak hours.
- Placement of physical barriers and signage along Muir Woods Road between Panoramic Highway and California Highway 1 to prevent vehicles from parking illegally.
- Development of an overflow parking area at the Park’s Conlon Lot to accommodate approximately 49 vehicles.
- Assignment of additional Service Law Enforcement and staffing capacity for public outreach and parking enforcement and management within Muir Woods National Monument and along Muir Woods Road. Assigned responsibility by Marin County for Service Law Enforcement personnel to assume primary responsibility for parking management along a Parking Management Corridor of Muir Woods Road.

Shuttle

While most visitors to Muir Woods travel to the Park in POVs, visitors also arrive via the various alternative transportation methods mentioned earlier. One common method for arrival is via the Marin Transit-operated shuttle service. Visitors can access shuttles to Muir Woods from either the Sausalito Ferry terminal, a Marin City bus stop, or the Pohono Street Park & Ride Lot, located at 100 Shoreline Highway in Sausalito, 5.2 miles from the Park. The Service and Marin Transit operate the shuttle service as a partnership to help mitigate congestion and parking issues at the Park. The shuttle service operates on most days during the summer season, as well as on weekends and holidays during the spring and fall shoulder seasons. A copy of the current shuttle schedule is included in Appendix A.5.

The Muir Woods shuttle began operating in 2005 under a Cooperative Agreement between the Service and Marin Transit. Additional details and reports regarding the shuttle service are on Marin Transit’s website (www.marintransit.org), including a detailed report on the 2015 shuttle operating season (<http://www.marintransit.org/pdf/planning/mws/mws2015report.pdf>). The current agreement between the Service and Marin Transit expires in April 2017. The Service expects a new 5-year agreement will be signed at the expiration of the current agreement and the shuttle service will continue. A copy of the current agreement is included in Appendix A.4.

Currently, all shuttle passengers ages 16 and older pay a fee of \$5.00 per round-trip, while passengers under 16 pay no fee. Shuttle passengers currently pay via a point of sale system. The shuttle fee will change under the new concession contract (Please see the “Concession Opportunity” section, below, for a description of shuttle passenger fees under the new concession contract.)

Exhibit 4 illustrates the growth of shuttle ridership via the Marin Transit shuttle from 2010 to 2015. Ridership increased over the period as Service alerted motorists about parking conditions at Muir Woods. Volume of ridership may vary in the future with fluctuating demand levels during periods of construction affecting parking space availability, as described in more detail below in the section captioned “Specific Park Considerations Under the Draft Contract.”



Exhibit 4 – Marin Transit Shuttle Ridership by Month

	2010	2011	2012	2013	2014	2015
March					823	
April					5,433	4,639
May	2,097	3,222	4,378	5,813	6,910	7,231
June	2,134	4,153	6,215	7,877	7,870	8,293
July	5,018	7,083	6,878	9,453	9,850	13,916
August	4,546	4,962	5,334	7,866	10,766	10,742
September	2,501	4,367	3,430	6,145	5,880	6,910
October			843	1,589	3,943	3,651
Total	16,295	23,786	27,077	38,743	51,475	55,382

Source: Marin Transit

Other Modes of Visitor Arrival

Approximately 90,000 Park visitors arrive annually via CUA commercial carriers. Currently there are over 50 such operators, though the frequency of their Park visits varies greatly among operators. Additionally, less than 1% of visitors arrive at the Park on foot or bicycle.



CONCESSION OPPORTUNITY

Concession Planning Background

Muir Woods National Monument is one of the oldest and most visited sites (per acre) in the National Park System. As its popularity has increased over time, the Park visitor experience upon arrival has deteriorated as more visitors seek out limited parking during periods of peak visitation. Additional negative visitor experiences include public safety risks due to unsafe illegal parking and foot traffic along narrow road shoulders, long walks from roadside parking to the Park's entrance, and a general sense of overcrowding and frustration. The introduction of the Muir Woods shuttle system in 2005 did not fully alleviate the visitor demand to park at Muir Woods, as visitation continued to grow in successive years.

In order to improve these circumstances, the Service has developed a system to manage visitation at Muir Woods National Monument with the goal of fulfilling resource protection and visitor experience. Information concerning the environmental impacts and Service decision-making process on selecting an implementation strategy is contained in the 2015 Muir Woods National Monument Reservation System Environmental Assessment (EA), a copy of which is included in Appendix A.3.

Overview of Concession Contract

New Concession Contract CC-MUWO002-17 (or Draft Contract) will authorize a concessioner to operate a visitation management system for the Park. The visitor management system required by the Draft Contract will be comprised of two elements. The first component is a reservation system to allow visitors to secure a reservation (for a fee) to visit the Park with a planned day and time of arrival. Visitors arriving by personal occupancy vehicle or by Muir Woods Shuttle will be required to make advance reservations through the concessioner's reservation system.

The second component is management of on-site staffing to facilitate an easy arrival at the Park for visitors with reservations. The on-site parking management will include guiding personal occupancy vehicles to appropriate parking, and will provide for general management of Park arrival areas.

Visitors arriving by CUA commercial carrier transportation, on foot or bicycle will not be required to use the concessioner's reservation system or to pay fees associated with that reservation system.

Parking at Muir Woods is limited, and will continue to be in the future. The concession operation will work within the limits of the Park's parking and shuttle system capacity in order to manage visitation levels. Annual visitation is expected to be reduced from the estimated 1,000,747 visitors to in 2014 to a projection of 924,400 visitors in 2017. The reservation system will manage demand for parking and reduce peak period visitation. The number of reservations released by the reservation system will be managed to provide for monument visitation levels at or below those identified in the EA. This level of visitation will meet the goals and performance standards in the General Management Plan and help to protect of park resources and visitor experience by managing to visitation levels consistent with those identified in Exhibit 9, below.



In coordination with the Park, the Concessioner will play a vital role in fulfilling the Park’s important plan to honor the Park, its visitors and its neighbors by managing visitation levels.

To date, the Park has worked closely with Marin County to establish clearer parking boundaries on the County roads at the Park. Additionally, the Park has undertaken ongoing public outreach related to the future reservation system. Both of these initiatives will provide preparation to visitors for the new requirement to have an advance reservation to visit Muir Woods, as well as changes from the existing parking landscape. Following concession contract award, the Concessioner will be required to continue robust public outreach related to the future reservation system. The Concessioner will be a vital partner in the effort to ease the transition for visitors not previously required to make reservations to arrive at the Park.

The Draft Concession Contract and its Exhibits describe the reservation system and on-site parking management service requirements in detail. Projections of concession utilization, expenses, and revenue are described in this Prospectus, as well as operating requirements. The following is an overview of the Draft Contract.

Required Services

Exhibit 5 presents the Required Services for the Draft Contract.

Exhibit 5 – Required Services of the Draft Contract

MUWO002
Required Service
Parking and Shuttle Reservation System
On Site Parking Management

Source: National Park Service

Overview of Services

Reservation System

Under the Draft Concession Contract, the Concessioner will develop and operate an online and telephone reservation service for appropriate management of the personal occupancy vehicle parking and shuttle options for Muir Woods’s visitors. The Concessioner must work closely with Marin Transit to integrate the Marin Transit shuttle to Muir Woods into the reservation system. The reservation system must accommodate advance and day of reservations for both personal occupancy vehicle parking spaces and shuttle seats. Additionally, the Concessioner must develop and implement a system by which on-the-ground Concessioner employees must verify visitor reservations. Visitors will schedule an arrival time on a specific day. Reservations will not have any restriction on the length of stay during the day specified in the reservation - visitors may remain at their leisure during regular park hours. Specific requirements related to Reservation System design and functionality are provided in the Operating Plan (Exhibit A to the Draft Contract). The Concessioner’s rates charged to the visitor are all inclusive of the Concessioner’s services. Visitors will be required to pay an entrance fee for Park admission, in addition to a reservation fee. Because entrance fees to units of the National Park System are regulated under legal authorities different from those authorizing concession contracts, collection of Park entrance fees is not part of the Draft Contract.



Parking Reservations

The Service has established a set rate schedule for the term of the Draft Contract. The Service has determined that the Concessioner will charge a parking reservation fee of \$8.00 per personal occupancy vehicle in the first year of the Draft Contract. This rate will increase by \$0.50 every third year of the Draft Contract term. Rates for Parking Reservations throughout the term of the contract are outlined in Exhibit 6.

Exhibit 6 – Parking Reservation Rates

Year 1-2	Year 3-4	Year 5-6	Year 7-8	Year 9-10
\$8.00	\$8.50	\$9.00	\$9.50	\$10.00

Source: National Park Service

In addition to the Parking Reservation Rates above, the Concessioner will be permitted to charge an additional fee for Electric Vehicle charging in designated Electric Vehicle parking spaces at market rates set using the methodology described in the Service Concession Management Rate Administration Guide, a copy of which is available in Appendix Reference Document R.4.

Shuttle Reservations

The Service has established a set rate schedule for the term of the Draft Contract. The Service has determined that the Concessioner will charge a shuttle reservation fee per person (ages 16 and above) of \$3.00 in the first year of the Draft Contract. Once the shuttle reservation system is in operation, the shuttle operator Marin Transit will no longer directly charge visitors a shuttle ticket fee. The Concessioner-collected reservation rate will increase by \$0.25 every third year of the Draft Contract term. Rates for Shuttle Reservations throughout the term of the Draft Contract are outlined in Exhibit 7.

Exhibit 7 – Shuttle Reservation Rates

Year 1-2	Year 3-4	Year 5-6	Year 7-8	Year 9-10
\$3.00	\$3.25	\$3.50	\$3.75	\$4.00

Source: National Park Service

The Service and Marin Transit may update shuttle schedules on an annual basis. Shuttle vehicles seat thirty-nine passengers and the Concessioner will be required to manage reservations so that a shuttle seat is available for each reserved passenger, including children under the age of 16. The management and coordination with the Service and Marin Transit that will be required of the Concessioner is described in the Operating Plan (Exhibit A to the Draft Contract). The Service projects that free shuttle riders (children number the age of 16) will account for approximately 20% of total shuttle seats utilized during the term of the Draft Contract.



On-Site Parking Management

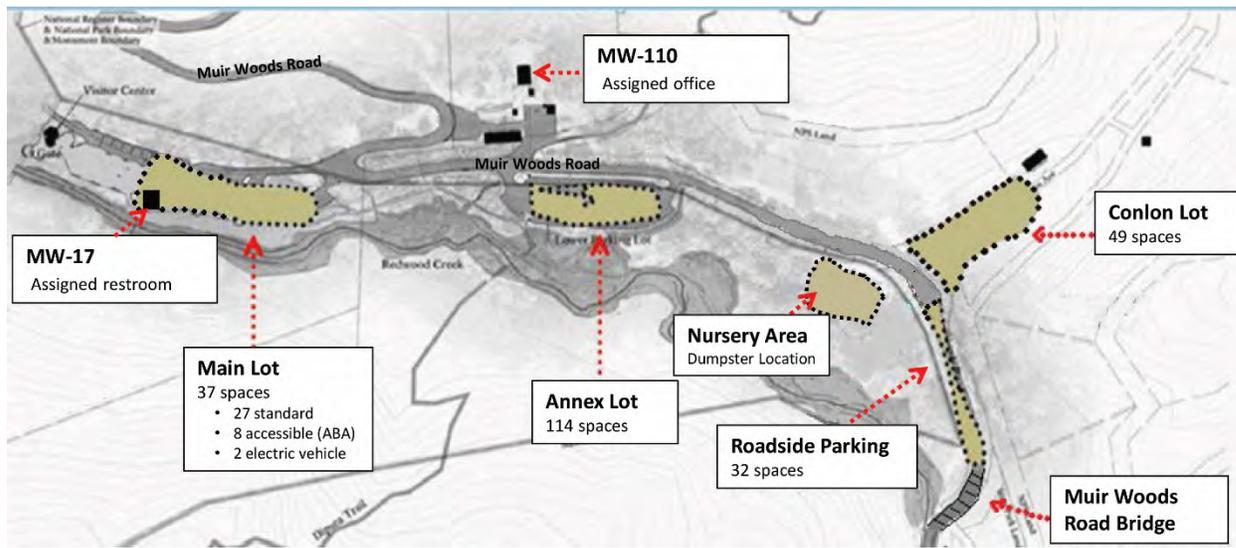
For the majority of the term of the Draft Contract, the Concessioner will operate approximately 232 Concessioner-assigned parking spaces within Muir Woods. (The "Specific Park Considerations under the Draft Contract" section in this document describes the potential fluctuations in the number of assigned parking spaces over the Draft Contract term.) Parking presently exists in four locations in and around Muir Woods. The map in Exhibit 8 identifies the four parking locations (Main Lot, the Annex Lot, the Conlon Lot, and the Roadside Parking Area).

- The **Main Lot** next to the Visitor Center offers approximately 37 Concessioner-assigned parking spaces, consisting of approximately 27 standard spaces, 8 Accessible (ABA) spaces and 2 electric vehicle spaces that have existing electric vehicle charging stations. Commercial carriers and Marin Transit utilize an additional 16 Main Lot spaces for shuttle parking year-round. These 16 spaces will not be included in the Concessioner's assigned parking space inventory total.
- The **Annex Lot** is located near the Main Lot along Lower Muir Woods Road and provides 114 standard spaces.
- The **Conlon Lot** includes 49 spaces across the road from the Nursery Area.
- An additional **Roadside Parking Area** with space for an estimated 32 vehicles is located along a section of Lower Muir Woods Road east and north of the Muir Woods Road Bridge, as shown on Exhibit 8 below and Exhibit C of the Draft Contract. The Service administers this portion of the Muir Woods Road for parking purposes only pursuant to Marin County Ordinance 3648 (June 2016) (Ordinance 3648) that authorizes the Service to establish a preferential parking program under which it can issue, charge and retain a reservation fee for vehicles parked in the Roadside Park Area. Ordinance 3648 was issued as part of the commitments of Marin County (the California county location of Muir Woods National Monument) under a Memorandum of Understanding between the Service and Marin County (MOU). See Reference Documents R.8 and R.9 in the appendix to this Prospectus to review Ordinance 3648, a letter from the Marin County Department of Public Works dated June 7, 2016, and the MOU.

The Concessioner will be expected to actively manage on-site parking operations in order to maintain a high standard of parking system efficiency, including directing vehicles to the closest available parking location and minimizing vehicle circling and idling to the greatest extent feasible. As a component of on-site parking management, the Concessioner will provide janitorial service for parking areas and one visitor restroom facility located within the Main Lot. The Concessioner will also be assigned, and will maintain, an on-site office/ break room space, and three parking spaces assigned for its administrative use.



Exhibit 8 – Current Parking Locations



Source: National Park Service

In order to preserve Park resources and to provide visitors with a high quality, efficient arrival experience, there are several reservation system factors that the Service has prescribed and that will be constraints under the Draft Contract. These include:

- Length of stay: Reservations may not prescribe a time limit for length of stay during the date-specified in the reservation at Muir Woods;
- The Park's operating hours; and,
- The number of parking areas: The Concessioner may not propose to construct additional on-site or off-site parking areas or add spaces above the existing approximately 232.

Since there will be no restrictions on length of stay during the date-specified for the reservation, the Service developed the Draft Contract assuming no more than 85 percent of parking spaces will be occupied at any given time, and all parking utilization projections provided in this Prospectus have been developed assuming an 85 percent occupancy. The Draft Contract, itself, does not specifically limit parking occupancy to 85 percent at any given time. Importantly, however, the Draft Contract does require responsible parking management in the form of compliance with a number of requirements set in the Draft Contract's Operating Plan (included as Exhibit A to the Draft Contract). These standards include, for example, minimizing vehicle queuing and allowing through-traffic along Muir Woods Road, efficient direction of visitors to available parking, minimizing vehicle circling and idling, and no "turn-aways" due to overbooking.

See section entitled "Potential Construction" under the Specific Park Considerations under the Draft Contract section of this document for further information that will affect the availability of spaces assigned for use under the Draft Contract.



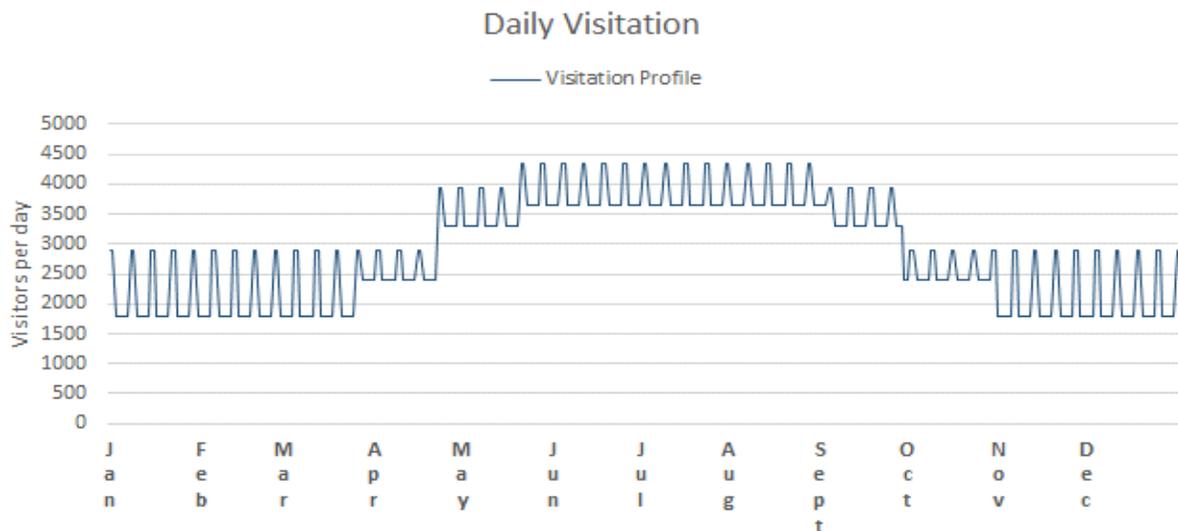
Specific Park Considerations under the Draft Contract

Reservation System Capacity Management

The purpose and design of the personal occupancy vehicle parking and shuttle reservation system capacity management is to manage visitation levels actively by managing motorized vehicle and shuttle access to Muir Woods.

As described in the Muir Woods National Monument Reservation System Environmental Assessment (Appendix A.3), the Service has developed management goals for average daily visitation capacity by season at Muir Woods in order to reduce overcrowding, preserve periods of lower levels of visitation on weekdays and off-peak periods, and provide for an improved visitor experience. The Service’s goals for average daily maximum visitation to the Park are provided in Exhibit 9. The graph represents seasonal variation, as well as illustrating increased weekend daily maximum visitation versus lower weekday daily maximums within each season.

Exhibit 9 – Daily Visitation Capacity for Muir Woods National Monument



Source: *Finding of No Significant Impact Muir Woods National Monument Reservation System Environmental Assessment (December 2015)*

The management goals for daily maximum visitation in Exhibit 9 represent visitors arriving at Muir Woods by all modes of transportation, including visitors arrivals managed by the Concessioner (POV and shuttle arrivals) and visitor arrivals not managed by Concessioner (hikers, bikers, drop-offs, and visitors coming by CUA commercial carriers). Exhibit 10 shows the Service’s projections of visitation by transportation mode for year 1 and year 10 of the Draft Contract.



Exhibit 10 –Transportation Mode Visitation Projections – Year 1 and Year 10

	Year 1 ¹	Year 10 ¹
Visitor Arrivals Not Managed Under Contract		
# of Hikers/Bikers/Other Visitors	5,000 - 6,000	5,000-7,000
# of CUA Visitors	95,000 - 105,000	95,000 - 105,000
Operations Under Contract		
# of Visitors from Privately Operated Vehicles (POV)	750,000 - 775,000	775,000-800,000
# of Visitors from Pohono Shuttle	28,000-33,000	35,000-42,000
# of Visitors from Sausalito Shuttle	27,000-32,000	27,000-33,000
Total Shuttle Riders (paid and non-paid) ²	55,000 - 65,000	62,000-75,000
Total Visitation	905,000- 951,000	937,000-987,000

¹ The Service is providing Year 1 and Year 10 visitation projections to illustrate to Offerors the projected potential growth of visitation over the term of the Draft Contract. However, note that due to Startup Period in Year 1, Concessioner will only generate revenue for ten (10) months of the 12 months in Year 1 of the Draft Contract. See "Reservation Start up Period" discussion below for additional information.

The Service projects approximately 80% of shuttle seats will be utilized by paid visitors and that free shuttle passengers (children under age 16) will utilize the remaining 20% of shuttle seats during the term of the Draft Contract.

Source: National Park Service

In order to manage total park visitation to levels that are within the daily maximum visitation goals shown in Exhibit 9, the Service will control CUA visitation, the Service and Marin Transit will control the shuttle schedule, and the Concessioner will be allocated a maximum number of daily personal occupancy vehicle parking reservations to manage within certain constraints that are specified within the Operating Plan of the Draft Contract. The Concessioner's initial daily personal occupancy vehicle parking reservation allocations are provided in Exhibit 11.

Exhibit 11 – Daily Parking Reservation Allocation

Season	Low Season	Low Shoulder Season	Higher Shoulder Season	Peak Season	High Shoulder Season	Low Shoulder Season	Low Season
Period	January 1 st to Last day of PST ¹	1 st day of PDT to 30 th day of PDT ²	31 st day of PDT to Friday before Memorial Day	Saturday before Memorial Day to Labor Day	Day after Labor Day to September 30 th	October 1 st to Last day of PDT	1 st day of PST to December 31 st
Weekend/Holiday	677	677	855	887	855	677	677
Weekday³	532	726	919	937	919	726	532

(1) PST is defined as Pacific Standard Time
 (2) PDT is defined as Pacific Daylight Time
 (3) During certain seasons, weekday parking reservation allocations may exceed weekend/holiday reservation allocations due to lower demand and/or restricted shuttle and/or CUA capacity on weekdays, thereby allowing additional visitors arriving by POV while still satisfying the daily maximum visitation goals.

Source: National Park Service

The number of shuttle seats allocated for Concessioner reservation will be determined by the shuttle schedule, and the shuttle capacity of 39 visitors per shuttle. The current Marin Transit Shuttle Schedule is in Appendix A.5 to this Prospectus.



The Service will periodically review Muir Woods visitation statistics to compare actual visitation to the daily maximum visitation goals provided in Exhibit 9. If there are seasons where parking reservations are consistently sold out on a daily basis while visitation is consistently below the daily maximum visitation goal, the Service may make adjustments to allocate additional daily reservations to Concessioner for that season in future years of the Draft Contract. Any changes will be at the Service's sole discretion.

The Service has projected that Daily Parking Reservation Allocations are sufficiently conservative such that adjusting allocations downward is not anticipated during the term of the Draft Contract.

Potential Construction

The Service anticipates that a suite of infrastructure improvement projects, including utility, storm water, roadway, and parking lot upgrades, both within and in close proximity to the Concessioner's assigned area of operation, may take place during the term of the Draft Contract. Affected areas may include the Main Lot, Annex Lot, Nursery Area, Muir Woods Road, and the Muir Woods Road Bridge. The phasing and timing of potential infrastructure construction projects is currently in development. As of November 2016, the Service is developing the details of these infrastructure improvement projects through an Environmental Assessment, which is expected to be finalized by February 2017. See the Muir Woods Sustainable Access Project website for more information about the Draft Environmental Assessment:

<https://parkplanning.nps.gov/projectHome.cfm?parkID=303&projectID=48923>

During periods of construction, the Service may temporarily eliminate one or more parking areas from Concessioner assignment. During periods of anticipated construction that will affect assigned parking areas, the Service may assign temporarily to the Concessioner additional spaces for temporary replacement of lost re-servable parking space. These temporary assignment areas could include additional roadside parking west and south of the Muir Woods Road Bridge (until June 1, 2021) or the Nursery Area (see Exhibit 8 for an Area map). The Service anticipates that the number of parking spaces assigned to the Concessioner will remain at a maximum of approximately 232 for the majority of the contract term. During certain peak periods of construction, the number of parking spaces will be less than 232. At all times during the contract term there will be a minimum of 198 re-servable parking spaces assigned to the Concessioner, though the Service anticipates that the number of available spaces will remain close to the maximum for the majority of the contract term. See Reference Documents R.8 and R.9 in the appendix to this Prospectus to review Ordinance 3648, a letter from the Marin County Department of Public Works dated June 7, 2016, and the MOU between the Service and the County of Marin for more detail on the location and number of parking spaces and when those spaces are available for the Service to administer.

Post construction, the Service anticipates the total number of parking spaces to return to the initial approximately 232-space capacity. The estimated impact of potential construction on the concession operation has been reflected in the financial projections given in this Prospectus for the term of the Draft Contract.

Complimentary Parking for Service Administrative and Programmatic Use

Not all personal occupancy vehicle parking spaces will be available for concession reservations at all times. Up to 2,500 parking reservations in the total parking reservation supply (approximately 1% of POV parking reservation slots) will be reserved for Service administrative and programmatic use annually. This reduction in saleable reservations has been built into the financial and utilization projections given in this Prospectus for the term of the Draft Contract. The Concessioner will be required to work with the Service to establish an optimal approach to co-managing these reservations.

Non-exclusive use of Main Lot area

The Concessioner will manage POV parking access and the visitor restroom within the Main Lot. Offerors should be aware that the Main Lot is a congested operational area, requiring frequent through traffic access for non-POV vehicles. Concessioner will not directly oversee non-POV vehicles, but will be required to maintain safe access for such non-POV vehicles, which may include, but are not limited to:



- CUA vehicles, including buses up to 36' in length
- Marin Transit shuttles
- School buses up to 36' in length
- Delivery trucks up to 36' in length
- The Service and partner vehicles accessing administrative parking area
- Vehicles dropping off visitors in designated drop off area
- Visitors arriving on foot or bicycle

Park Entrance Fees

As of 2016, visitors to the Park pay entrance fees of \$10.00 per adult (16 years of age and older) and there is no entrance fee for children (under age 16). Entrance fees to units of the National Park System are set under the Federal Lands Recreation Enhancement Act (FLREA"), 16 U.S.C. §6801 *et seq.*, as a charge to be made directly by the Secretary of the Interior. As a matter of law, FLREA entrance fees are distinct and different from other fees that may be charged by third parties to visitors, for example visitor services provided under a Service concession contract. Consequently, collection of Park entrance fees is not one of the services required under the Draft Contract.

The Service anticipates awarding through a separate process authorized by FLREA a fee management agreement that will provide for collection of the Park entrance fee assessed under FLREA. This process allows contracting without full and open competition and will be undertaken shortly after the Draft Contract is awarded. The Concessioner is not entitled to be awarded or to have a negotiating right to such a FLREA fee management agreement by virtue of being awarded the Draft Contract. However, neither will the Concessioner be disqualified simply because of the award of the Draft Contract from seeking or being awarded a FLREA fee management agreement. Eligibility for award of a FLREA fee management agreement will be based upon applicable law and will be determined independently of this solicitation for a concession contract.

Importantly, no preference will be given in this solicitation for the Draft Contract to any offeror who expresses an interest in entering into a FLREA fee management agreement regarding the collection of Muir Woods entrance fees.

Although the selection process for the Draft Contract is separate from and independent of that for the FLREA fee management agreement, there will be a limited operational relationship between the services to be provided under those two documents. This relationship is necessary because visitors who use the Draft Contract's personal occupancy vehicle parking and shuttle reservation system to visit Muir Woods will also have to pay FLREA entrance fees to enter the Park. The Draft Contract requires the Concessioner to furnish sufficient information regarding reservations made under the Draft Contract to the person or entity authorized by the FLREA fee management agreement to collect FLREA entrance fees (the "FLREA Entrance Fee Collector"). The FLREA Entrance Fee Collector will require information furnished by the Concessioner to facilitate the collection of FLREA entrance fees from visitors using the personal occupancy vehicle parking and shuttle reservation system. This requirement is discussed in the Operating Plan (included as Exhibit A to the Draft Contract). A draft of a FLREA fee management agreement is included in Appendix A.6 of this Prospectus.

Reservation System Start-Up Period

- In order to provide for a smooth transition to the new parking and shuttle reservation requirement at the Park, the Concessioner will be required to operate a "start-up period" for the first sixty (60) days of the Draft Contract, commencing on the contract effective date (see Operating Plan Section 11 (c): Visitation Management System Start-Up Period).



- Visitor reservations will not be required for Park visitation during the first sixty (60) days of the Draft Contract. The Concessioner will not require, enforce or charge for any reservations during this sixty (60) day startup period, however the following services will be required during the 60 day startup period: Reservation system: The Concessioner will begin to sell reservations forty five (45) days from the contract effective date for parking and shuttle reservation dates that are sixty (60) days from the contract effective date. Park visitors arriving via POV or Marin Transit shuttle must have a reservation to visit the park starting sixty (60) days after the contract effective date.
- Operate on-site parking management: The Concessioner will provide on site POV parking management to facilitate visitor arrivals under the existing conditions at the Park beginning thirty (30) days after the contract effective date. Visitors will not be required to have visitation reservations until sixty (60) days from the contract effective date.
- Public outreach and marketing of the new reservation system.

The financial impacts of this sixty (60) day start-up period have been factored into the financial projections and minimum franchise fee required under the Draft Contract.

Annual Outreach Plan

Visitor outreach will play a critical role in successful implementation of the reservation system. The Concessioner will be required to develop and implement an Annual Outreach Plan to reach a diverse range of local, national and international visitors and as well as the tourism industry. The goals of the Outreach Plan will be to educate visitors regarding the need to make advance reservations to visit the park, to explain how this system will play a vital role in ensuring preservation of the resources of the Park, and to communicate these messages to a diverse range of local, national, and international visitors. The Concessioner will be required to submit to Service the initial Annual Outreach Plan within seven (7) days of contract effective date.

Working within Partnership Context

Muir Woods is a dynamic operating environment, comprised of many different entities working in close proximity to one another. In addition to the Concessioner, these entities include the Service, park volunteer groups and education programs, Marin Transit, commercial carriers operating under the Commercial Use Authorization program, the park's Cooperating Association which operates a book store on site, and an existing concessioner operating in-Park food, beverage, and retail services. Working within this partnership context will require that staff from across the Concessioner's operation be willing to collaborate and closely communicate with representatives from a range of neighboring entities.

Term and Effective Date

The CC-MUWO002-17 Draft Contract has a term of ten (10) years beginning on an effective date, which the Service estimates as November 1, 2017. The effective date of the Draft Contract may change prior to contract award if determined necessary by the Service.

Franchise Fee

Service concession contracts provide for payment to the federal government of a franchise fee as determined by the Service upon consideration of the probable value to the Concessioner of the privileges granted by the contract involved. This probable value is based upon a reasonable opportunity for net profit in relation to capital invested and the obligations of the contract.

The Draft Contract's minimum franchise fee is thirty (30%) percent of annual gross receipts.

Repair and Maintenance Reserve

There is no requirement for the Concessioner to establish a Repair and Maintenance Reserve.



Federal Minimum Wage

The minimum wage for federal contractors established by Executive Order 13658 and 29 CFR Part 10 will apply to the Draft Contract and is included in the analysis of the minimum franchise fee. In estimating the minimum wage requirements of the Draft Contract and their impact on the minimum franchise fee, the Service estimated the Consumer Price Index for All Urban and Clerical Workers, U.S. City Average ("CPI-W") would increase annually by 2.7% over the term of the Draft Contract. As stated in 29 CFR Part 10, the actual minimum wage for federal contractors during the term of the Draft Contract will be evaluated each year by the United States Department of Labor based on the annual average in the CPI-W.

Service Contract Act

The Draft Contract is subject to the Service Contract Act of 1965, 41 U.S.C. §6701 *et seq.*, and its implementing regulations (29 C.F.R. Part 4) as well as to the labor standards clauses for Federal Service contracts, which are set out in full in the Operating Plan that is Exhibit A to the Draft Contract and in the attached wage determination.

No Preferred Offeror

The Director of the Service has determined that no Preferred Offeror for this Draft Contract exists pursuant to the terms of 36 C.F.R. Part 51. This solicitation for commercial services is fully competitive.

FINANCIAL AND OPERATING DATA

The Proposal Package (Part III of this Prospectus) requires Offerors to develop financial projections based on the services the Concessioner is required to provide under the Draft Contract. To assist Offerors in the development of these projections, the Service presents information regarding projected utilization and operating information on the following pages. Please note that operating projections are only estimates based on Service assumptions developed considering publicly available historical visitation data, industry standards, an inflation rate of 2.7 percent based on the U.S. 25 year average, and other comparable information from similar service providers.

The Service does not guarantee these projections will materialize and assumes no liability for the accuracy of the projections presented. Offerors must compile and prepare their own financial projections based on their independent assumptions and industry knowledge.

The Service forecasted future customer demand for parking and shuttle use under the Draft Contract using historical visitation for the Park, historical demand for the existing Marin Transit shuttle service and the limited capacity of the parking and shuttle reservation system.

Projected Reservation System Revenue

In developing prospective revenue estimates, the Service made the following assumptions:

- Concessioner will experience periods of limited parking capacity due to construction;
- Concessioner will experience periods where visitor demand exceeds parking and shuttle reservation system capacity.

In determining a future demand potential for parking and shuttle reservations, the Service developed the projections in Exhibit 12 regarding volume of reservations for each service during the first year of the Draft Contract and the tenth year



Exhibit 12 – Projected Parking Space and Shuttle Seat Reservation Volume

	Year 1 (10 months) ¹	Year 10
Parking Reservations ²	190,000- 200,000	260,000-270,000
Paid Shuttle Reservations ³	30,000 – 40,000	50,000-60,000
Revenue⁴	\$1,610,000- \$1,720,000	\$2,800,000- \$2,940,000

¹Draft Contract Year 1 utilization and revenue projections reflect 10 months of revenue-generating operations, due to 60 day Start Up Period.

²Service projects average vehicle occupancy to be 3.1 visitors per POV, and the Service has assumed that the average visitor length of stay is approximately 2.4 hours.

³This accounts for all shuttle seats utilized by paid visitors (ages 16 and over). The Service projects approximately 80% of shuttle seats will be utilized by paid visitors and that free shuttle passengers (children under age 16) will utilize the remaining 20% of shuttle seats during the term of the Draft Contract.

⁴The Service did not project revenue for the operation of the electric vehicle charging stations since there is no historic data to provide a basis for revenue projections; the Service considers this a minor visitor service.

Source: National Park Service

The Service estimates that demand for these services will continue to grow throughout the term of the Draft Contract. However, during peak periods throughout the year, demand exceeds visitor capacity.

INVESTMENT ANALYSIS

Leasehold Surrender Interest (“LSI”)

There is no LSI (as that term is defined in 54 U.S.C. §101915) in capital improvements associated with the Draft Contract.

Personal Property

There is a minimum level of personal property and inventory estimated to be necessary to operate and provide the required services in the Draft Contract. The Service estimates the value of personal property needed to operate the required services in the Draft Contract totals approximately \$26,000 in 2017 dollars. This total includes personal property for use in the operation, such as portable computers with barcode scanners, laptops, phone systems, and reservation system software.

Working Capital, Inventory and Pre-Opening Costs

A new concessioner will incur startup costs prior to commencing operations. Below, the Service presents its assumptions regarding the anticipated expenses.

- **Working capital:** The Service estimates required working capital will total \$392,000.
- **Production of collateral materials:** The production of collateral materials includes estimated expenses for developing brochures, public outreach, and web-based promotional pieces. The Service estimates this to be approximately \$12,500.
- **Startup costs:** The Service assumes that a concessioner will require three months to prepare for assuming the operation prior to the Draft Contract’s effective date. The Service estimates that the cost for recruitment, relocation and hiring of administrative support will be approximately \$12,000.



- **Operating supplies:** The Service assumes that a new concessioner will purchase operating supplies to support the concession operation. This equates to approximately \$1,900.

Estimate of Required Investment

Exhibit 13 contains the Service's estimate of the Concessioner's initial investment.

Exhibit 13 – Estimated Initial Investments in 2017

Item	Amount ¹
Personal Property Initial Investment	\$26,000
Working Capital	\$392,000
Collateral materials, startup costs, operating costs	\$27,000
Total	\$445,000

¹All dollar amounts represented in 2017 \$

Source: National Park Service

MARKET AREA OVERVIEW

Muir Woods National Monument is located in Marin County, which is part of the San Francisco Bay Area (the "Bay Area"). The Bay Area is located in northern California, the most populous state in the nation. The population of California measured at nearly 38 million in the 2010 census is greater than all but 36 countries in the world. The Bay Area consists of nine counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. The Bay Area includes the cities of San Francisco, Oakland and San Jose, as well as the high technology center of Silicon Valley and the heart of Northern California's Wine Country. Exhibit 14 shows the Bay Area within California.



Exhibit 14 – Regional Context of Bay Area



Source: Google

Travel to California, and San Francisco specifically, should be a market indicator for the overall visitation to Muir Woods National Monument. In 2015, San Francisco welcomed 24.6 million visitors including 18.9 leisure visitors and 5.8 million business visitors. Visitor spending equated to 9.3 billion dollars. These visitors traveled from a variety of places, and if arriving by air had the choice of San Francisco International Airport, San Jose International Airport, or Oakland International airport, which offer non-stop flights to more than 31 international locations and 75 cities within the US. Access to the Bay Area also is available via car or train.

According to the Marin County Convention and Visitors Bureau, visitors to Marin County predominantly come from a 200-mile radius extending to Monterey, Sacramento and Mendocino. Visitors to Marin County often visit National Park Service locations within Golden Gate National Recreation Area, Muir Woods National Monument and Point Reyes National Seashore.

Local Competitive Market for Similar Visitor Services

There is no direct competition for parking at Muir Woods in the immediate vicinity of the Park. However, currently there are a few alternatives to parking at Muir Woods. Visitors may choose to park (or arrive in Marin County via Bay Area ferry transportation) at the designated shuttle parking areas outside the Park and take the Marin Transit shuttle to the Park. Additionally, visitors may choose to ride into Muir Woods via a CUA commercial carrier, or hike, bicycle, or walk into the Park from adjacent public land. Both non-commercial and commercial visitor drop-offs are permitted in a designated drop-off area in the Main Lot. While these options will continue to be available during the Draft Contract term, outside of CUA and shuttle ridership, alternative means of arrival have historically accounted for an insignificant level of demand.





Muir Woods Shuttle

The Draft Contract offers new visitor services at the Park. There is no existing concession contract or operation offering similar visitor services.

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 stated that Congress created 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. This site includes information about the Service's mission, policies, and information on individual Park units.)

Doing Business in a National Park

The National Park System has been established and is preserved and managed for the benefit and inspiration of the people of the United States. Congress has mandated that Park resources and values are to be conserved and are to be provided for enjoyment in such manner and means as will leave them unimpaired for the enjoyment of future generations, unless a particular law directly and specifically provides otherwise.



To enforce these fundamental management principles, the Service has adopted a number of regulations that apply to activities within Service-administered areas, including to business activities. These regulations are published in 36 C.F.R. Parts 1-199 and are available at <http://www.gpo.gov/fdsys/>. The regulations include a number of general restrictions that may affect business activities, including for example significant restrictions on the display and distribution of commercial notices or advertisements (in 36 C.F.R. §5.1). In addition, the regulations set out a number of specific requirements for National Park Service Concessioners, including applicable labor standards (in 36 C.F.R. Part 8) and provisions for the solicitation, award and administration of Concession contracts (in 36 C.F.R. Part 51).

Additional legal requirements apply due to the location of Concession operations on lands that are administered by the Federal government through the Service. Federal and State (including local) governments have varying authority to exercise government power and authority over such lands, depending upon what authority a State has chosen to cede to the Federal government when the Federal government acquired the property and what interest the Federal government obtained. This authority (or right or power) of a government to act is referred to generally as legislative jurisdiction. Where a State has ceded all of its legislative authority to the Federal government, then the Federal government has exclusive legislative jurisdiction over the area; where a State has retained its legislative jurisdiction and ceded concurrent legislative jurisdiction to the Federal government, then both the State and the Federal governments have concurrent legislative jurisdiction. Where a State has not ceded any legislative jurisdiction, the Federal government has "proprietary" jurisdiction (and not legislative jurisdiction) commensurate with the interest it has in the real property in question.

With the exception of Roadside Parking areas, the Concession Facilities subject to this contract are located in an area of concurrent legislative jurisdiction so that State and local laws are applicable to these areas as well as applicable Federal law. However, State and local governments may not directly exercise, under the supremacy clause of the Constitution, their authority on the Federal government or so as to interfere with Federal functions. Pursuant to County Ordinance No. 3648, the County of Marin has granted the Service the authority to manage parking in the Muir Woods Road and Roadside Parking area, and thus, the Service exercises proprietary jurisdiction over this area (but only to the extent set out in County Ordinance No. 3648) and State and local laws apply.

In addition to the laws and regulations that directly apply to Concession operations, the Service has chosen, as a matter of contract, to apply various building and other operational codes to Concession operations; these are identified in the Draft Contract's Operating and Maintenance Plans (Exhibits A and E).

FOR ADDITIONAL INFORMATION

The Park invites interested parties to visit the Park during normal operating hours and view Park facilities, roads, and demarcated commercial vehicle parking spaces in the Park. A guided site visit will be held on the date noted on the inside cover of the Prospectus. You must sign up in advance for the site visit by calling David Miyako at Golden Gate National Recreation Area, (209) 471-9699, or email him at david_miyako@nps.gov.

Questions related to the Prospectus must be received in writing via email to Sue Eibeck, Concessions Management Specialist, at sue_eibeck@nps.gov by the due date noted on the inside cover of the Prospectus.





Entrance to the Park

