



Cavates on the Main Loop Trail. NPS photo

## **Request for Expressions of Interest A Concession Business Opportunity to Provide Food and Beverage Service within Bandelier National Monument**

### **THIS IS A REQUEST FOR EXPRESSIONS OF INTEREST (RFEI) ONLY.**

This RFEI is issued solely for information and planning purposes and does not constitute a Request for Proposal (RFP) or a promise to issue an RFP in the future. This request for expressions of interest does not commit the Government to contract for any supply or service whatsoever. Further, the National Park Service (NPS) is not at this time seeking proposals and will not accept unsolicited proposals.

The NPS is soliciting comments to a proposal to create a concession business opportunity to provide food & beverage and limited retail within Bandelier National Monument. The NPS asks that you provide your comments no later than the date written under Submission Guidelines at the bottom of this document

Responders are advised that the U.S. Government will not pay for any information or administrative costs incurred in response to this RFEI. All costs associated with responding to this RFEI will be solely at the interested party's expense. Not responding to this RFEI does not preclude participation in any future RFP, if any is issued. If a solicitation is released, it will be synopsised on the Federal Business Opportunities website ([www.fbo.gov](http://www.fbo.gov)). It is the responsibility of the potential offerors to monitor this site for additional information pertaining to this requirement.

The term "Concessioner" as used in this RFEI refers to the entity that would be providing commercial visitor services under a concession contract, if a Request for Proposal were issued and a concession contract were awarded.

In the event of any inconsistency between the terms of this RFEI and 36 C.F.R. Part 51, 36 C.F.R. Part 51 will control.

## PROPOSED FUTURE OPERATIONS

### Commercial Visitor Services

At a minimum, the NPS would like a Concessioner to provide seasonal food and beverage service. The NPS envisions a fast casual restaurant, which has a café-like atmosphere and offers high quality menu options. The Concessioner would offer made-to-order breakfast and lunch items as well as pre-packaged, grab and go options for visitors who want to take food to go. Rather than full service dining or a typical fast food restaurant, in a fast casual restaurant, patrons would select food and drink items, either in cafeteria-type serving system or at a counter, and pay before seating themselves.

In addition to the food and beverage service described above, the Concessioner may provide a limited array of retail merchandise in a small section of the assigned building. Additionally, the Concessioner could choose to provide the following visitor services: beer and wine sales, bundled firewood sales (in the Monument's campgrounds), or hosting special events (such as educational workshops or live performances, after regular hours and with NPS approval).

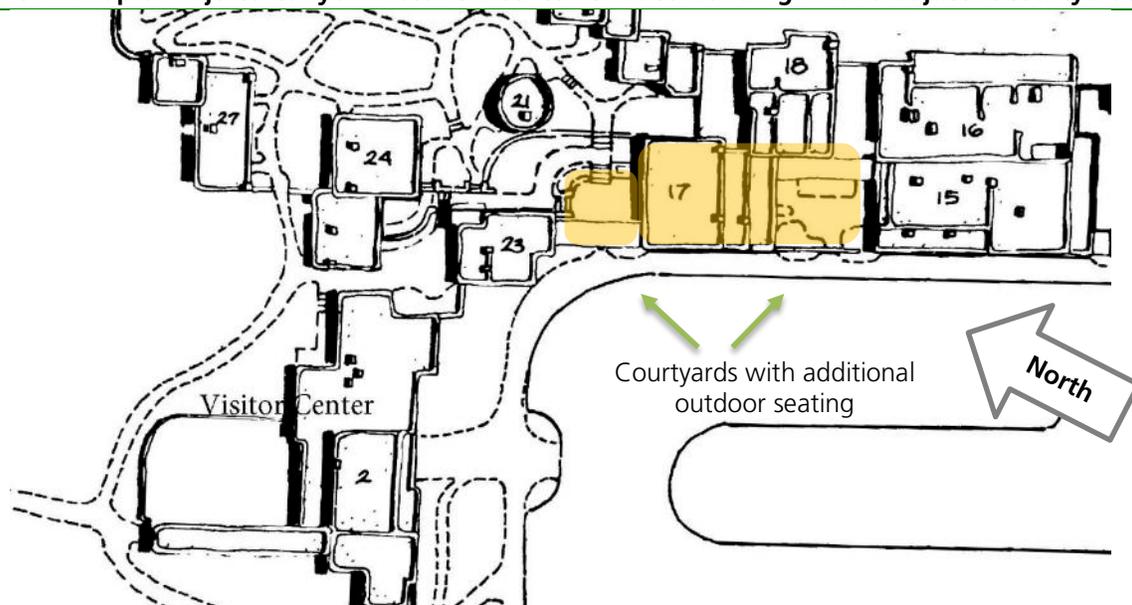
### Operating Schedule

The Concessioner will be required to operate daily during the summer and shoulder seasons, from March through October. The minimum operating schedule will be from 9:00 a.m. to 4:00 p.m., with extended hours during the peak visitation months of May through August. The Concessioner may choose to remain open year-round on a proposed schedule mutually agreeable to the NPS and the Concessioner.

### Concession Facilities

The Concession operations will function within 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.

### Exhibit 1 – Map of Frijoles Canyon Historic District – Shaded Building 17 and adjacent courtyards



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

The NPS will assign the Concessioner historic Building 17 (approximately 2,040 square feet) and its adjacent courtyards (combined, about 2,855 square feet), shaded in Exhibit 1 Map of Frijoles Canyon Historic District. Currently, the existing Concessioner operates a gift shop and snack bar in these assigned facilities, with outdoor seating only.

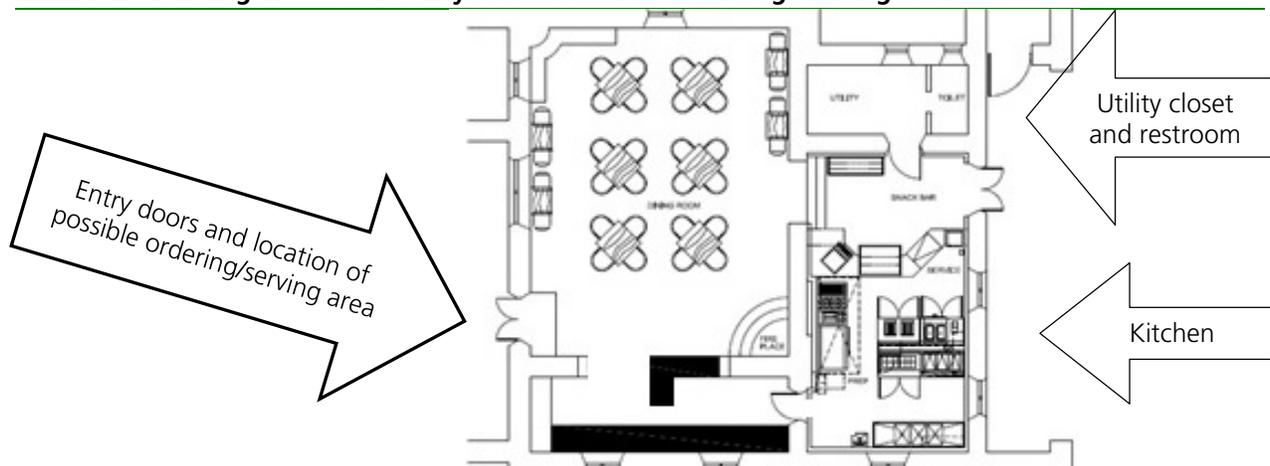
Exhibit 2 provides the floor plan of Building 17 with a possible layout that shows the location of an area for ordering/serving and retail and seating for 32 people. The courtyards provide space for 40-50 additional seats outdoors. Should the Concessioner desire an ordering area and serving counter as shown in Exhibit 2 or other seating or serving arrangement, the Concessioner would submit a plan for approval from the NPS prior to any proposed renovation. The NPS must pre-approve and oversee all installation projects; however, the NPS and Concessioner will coordinate the timing and share the labor and materials, as negotiated.

For additional on-site storage space, the NPS will also assign the Concessioner the basement of the adjacent Building 18 (about 286 square feet) and/or a store room (about 240 square feet) in the NPS Facility Operations Center on the mesa top.

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### Exhibit 2 – Building 17 – Possible Layout for Food and Beverage Dining Service

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Source: National Park Service

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### Initial Investment and Other Obligations

The NPS proposes a concession contract with a term of ten years. The Concessioner would 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).

**Employees.** 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.

**Personal Property.** A new operator will be required to provide enough equipment, personal property, and inventory necessary for the proper and efficient operation of the required services, including but not limited to, tables and chairs for indoor use, a point of sale system, soda fountain and/or coffee maker, dishwasher, or small kitchen appliances.

**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. 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
- 1 Trash and Recycle bins, double bin
- 1 Water Hose Dolly and Hose

**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 Wyatt 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



Courtyard south of Building 17 with NPS picnic tables.

**Utilities.** The NPS will provide electricity, natural 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.

**Facility Maintenance.** The concession contract will include a Maintenance Plan that outlines the NPS's and the Concessioner's respective responsibilities regarding the care of the assigned facilities. The Concessioner will be responsible for cleaning and providing preventative maintenance and some repairs of the assigned facilities and government-owned personal property, including the courtyards. The Concessioner may also be responsible for recurring maintenance (such as, painting the building interior). The Concessioner is reminded that the building is historically significant and requires specialized care and maintenance.

**Insurance.** The Concessioner must obtain and maintain the minimum insurance as required by the concession contract. The minimum requirements will be determined after the business opportunity is defined.

**Franchise Fee.** 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 will determine the minimum franchise fee after the business opportunity is defined, based on a reasonable opportunity for net profit in relation to a concessioner's capital investment and the obligations under the contract.

## NATIONAL PARK SERVICE AND ITS MISSION

In 1916, President Woodrow Wilson approved legislation creating the National Park 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 wildlife therein and to provide for the enjoyment of the same in such a manner and by such means as will leave them unimpaired for the enjoyment of future generations. (54 U.S.C. §100101(a))

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

...preserved and managed for the benefit and inspiration of all the people of the United States. (54 U.S.C. §100101(b)(2))

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

## BANDELIER NATIONAL MONUMENT

Bandelier National Monument ("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 3 for a map of the area.

### Exhibit 3 – Bandelier National Monument Area Map



Source: National Park Service

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 shop, 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 NPS 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 4:30 p.m., with extended hours in the spring, summer, and fall. The NPS charges a park entrance fee and honors all interagency passes. 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. Additional information on the Monument is at [www.nps.gov/band](http://www.nps.gov/band).

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 Campground "A" Loop (15 family sites, plus two group sites) is open year-round, but the NPS may close other loops in the off-peak season. Ponderosa Group Campground has two sites for 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.

### **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 the following conditions:

- It is before 9 a.m. or after 3 p.m. (Vehicles arriving before 9 a.m. may remain all day.)
- Vehicles display a disability tag
- Vehicles have a pet on board (Please note: Pets are not allowed on any trails.)
- Visitors are overnight backpackers or have official park business.
- Special conditions as permitted by the Superintendent.

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 NPS 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.

### **Long Term Visitor Trends**

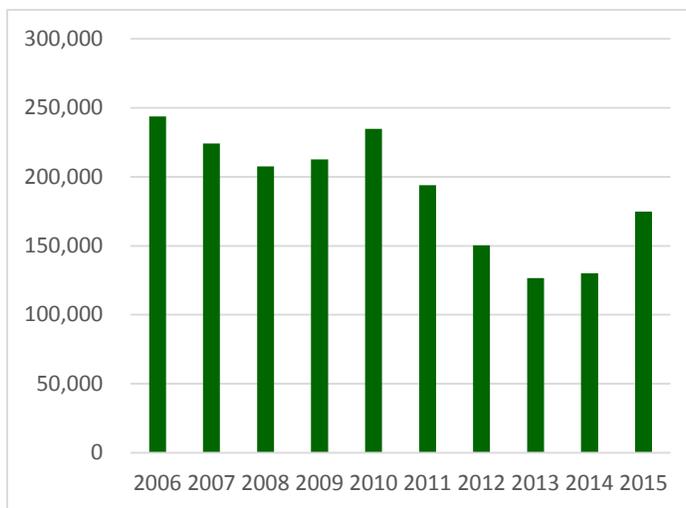
Annual visitation increased modestly in 2014, by 2.7% over 2013, and grew significantly in 2015, by 28% over 2014. This trend continues this year as statistics show that visitation during January through April 2016 is up 20% over the same period in 2015. Visitation appears to be rebounding to pre-fire counts as the park 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.

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 4 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.

**Exhibit 4 – Bandelier National Monument Visitation, 2006-2015**

Park Closures:  
 2011 – Las Conchas Fire and resulting flooding  
 2013 – Federal 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 approximately 80% of visits occurring between April and October. 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), depending on annual holidays and weather patterns.

**HISTORICAL CONCESSION OPERATIONS**

Pajarito Plateau Trading Co., LLC, doing business as Bandelier Trading Company, has provided visitor services at Bandelier National Monument under the existing contract (CC-BAND001-06) since January 2013 after acquiring the business assets from the company that held the contract from its start on April 1, 2006. 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; made to order fast 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. When the contract transferred to Pajarito Plateau Trading Co., LLC, the NPS modified the required services to allow the Concessioner to provide prepackaged instead of made to order food at the Concessioner’s request.

### Historical Gross Revenue, Departmental Revenue and Franchise Fees Paid

“Gross Revenue” as shown in the tables below includes all receipts reported by the Existing Concessioner. A concessioner must pay fees on “gross receipts,” which is gross revenue less certain expenses defined in the concession contract, such as Revenue for Authentic Native Handicrafts. The franchise fee for the existing contract is 25% of gross receipts.

	2007	2008	2009	2010
<b>Total Gross Revenue</b>	\$801,247	\$738,709	\$731,403	\$801,757
Revenue for Souvenirs	\$307,379	\$259,571	\$224,689	\$217,313
Revenue for Authentic Native Handicrafts	\$349,231	\$347,844	\$301,836	\$351,447
Revenue for Food and Beverage	\$144,637	\$131,294	\$204,878	\$232,997
<b>Franchise Fees Paid</b>	\$112,619	\$97,445	\$107,013	\$112,403

	2011	2012	2013	2014	2015
<b>Total Gross Revenue</b>	\$451,292	\$525,603	\$510,505	\$560,853	\$462,017
Revenue for Souvenirs	\$124,755	\$189,725	\$150,043	\$137,996	\$131,516
Revenue for Authentic Native Handicrafts	\$193,393	\$215,483	\$263,833	\$312,334	\$210,079
Revenue for Food and Beverage	\$131,628*	\$120,395	\$96,629	\$110,523	\$120,422
<b>Franchise Fees Paid</b>	\$64,345	\$77,419	\$61,668	\$56,523	\$62,985

\* This drop in revenue for food and beverage from 2010 to 2011 and thereafter is due in part to park closures during and after the Las Conchas fire and in part to the Concessioner’s decision to shift its business model to a more limited food service menu.

### MARKET AREA OVERVIEW

For informational purposes, the NPS 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](http://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 2015 Annual Report, as of September 2015, the total number of visitors (overnight and day-trips) increased by 1.7% to 33.34 million from 2013 to 2014. Statewide 2014 visitor spending increased 4.5% from 2013 to \$6.08 billion, “an all-time high”.

#### 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.

## **SUBMISSION GUIDELINES**

The NPS asks interested parties to provide recommendations regarding and/or expressions of interest in operating this proposed business opportunity. The NPS will consider recommendations when finalizing the prospectus and the Draft Contract. These recommendations or expressions of interest are for informational purposes only and will not be evaluated, scored, or considered in the event a Request for Proposal is advertised. When contacting the NPS regarding this RFEI, please provide the following:

- Recommendations of any kind regarding this RFEI and/or how to structure a future business opportunity
- Your name, company or organization, and contact information including email address
- Your experience with similar operations (restaurant, food and beverage service, or retail), if any
- Your experience in operating or employment with NPS Concessions or other commercial visitor services, if any
- An indication of whether you would like the NPS to retain your contact information and notify you if a Request for Proposal is advertised
- Any other pertinent points or circumstances

Please submit your response by **July 8, 2016** via email to Jennifer Parker, Chief of Concessions, Intermountain Region, at [jennifer\\_parker@nps.gov](mailto:jennifer_parker@nps.gov).

The NPS will acknowledge your submission after receipt. Within 60 days of the submission date the NPS will provide a publically available description of the next steps in the process and notify all respondents by email.

More information on the NPS Commercial Services Program is available at: **[www.concessions.nps.gov](http://www.concessions.nps.gov)**.

Information about other ways to do business with the NPS is available at: **[www.nps.gov/aboutus/doingbusinesswithus.htm](http://www.nps.gov/aboutus/doingbusinesswithus.htm)**.