PROPOSAL PACKAGE

LODGING, FOOD AND BEVERAGE, RETAIL, TRANSPORTATION,

AND OTHER SERVICES

GLACIER NATIONAL PARK

Department of the Interior

National Park Service
Intermountain Region

Contract No. CC-GLAC002-14

PROPOSAL SUBMISSION TERMS & CONDITIONS

1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. **The letter, submitted without alteration, must bear original signatures and be included in the Offeror's Proposal Package**. The National Park Service (Service) will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.

2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the Draft Contract as the Concessioner. If the entity that is to be the Concessioner is not in existence as of the time of submission of a proposal, the proposal must demonstrate that the individual(s) or organization(s) (hereinafter Offeror-Guarantor) that intends to establish the entity that will become the Concessioner has the ability and is legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror-Guarantor must unconditionally state and guarantee in its proposal that the Offeror-Guarantor will provide the Concessioner with all funding, management, and other resources that the Draft Contract requires and the proposal offers.

OFFEROR'S TRANSMITTAL LETTER

Regional Director
National Park Service, Intermountain Region
12795 West Alameda Parkway
Lakewood, CO 80228

Dear Director:

The name of the Offeror is _____. If the Offeror has not yet been formed, this letter is submitted on its behalf by _____ as Offeror-Guarantor(s), who guarantee(s) all certifications, agreements and obligations of Offeror hereunder and make(s) such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror hereby agrees to provide visitor services and facilities within Glacier National Park in accordance with the terms and conditions specified in the Draft Concession Contract CC-GLAC002-14, (Draft Contract) provided in the Prospectus issued by the public notice as listed in the Federal Business Opportunities (www.fedbizopps.gov), and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus and the Offeror's Proposal).

The Offeror is enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is complete, true, and correct, and recognizes that false statements may subject the Offeror to criminal penalties under 18 U.S.C. 1001. The Offeror agrees to meet all the minimum requirements of the Draft Contract (including all Exhibits) and the Prospectus. The Offeror certifies that it has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 2 C.F.R. Part 1400 the following:

- None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.

- Within the three years preceding submission of the Proposal, none of the individuals or entities acting as Offeror or with an ownership interest in the Offeror has been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.

- None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of the aforementioned offenses.

- The individuals or entities acting as Offeror or with an ownership interest in the Offeror have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

- The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

The Offeror, by submitting this Proposal hereby agrees, if selected for award of the Draft Contract:

1) To the minimum requirements of the Prospectus as identified in Part A of this Proposal Package.

2) To complete the execution of the final Concession Contract within the time provided by the National Park Service when it presents the contract for execution.

3) To commence operations under the resulting Concession Contract on the effective date of the Concession Contract.

4) To operate under the current National Park Service approved rates until such time as amended rates may be approved by the National Park Service.

5) To acquire the Possessory Interest and Other Property, including merchandise inventory, of the Existing Concessioner under the terms of the Existing Contract.

6) To resolve any dispute regarding the value of the property of the Existing Concessioner in accordance with the terms of the Existing Concession Contract and to allow the National Park Service to participate in the Other Property value determination in the same manner and to the same extent as provided for with respect to Possessory Interest value determinations as described in 36 C.F.R. Part 51, Subpart H.

7) [Include only if the Offeror is not yet in existence.] To provide the entity that is to be the Concessioner under the Draft Contract with the funding, management, and other resources required under the Draft Contract and/or described in our Proposal.

8) [Include only if the Offeror is a business entity, rather than an individual] To deliver to the Regional Director within 10 days following the announcement of the selection of the Offeror as the Concessioner, current copies of the following:
   - Certificate from its state of formation indicating that the entity is in "good standing"(if such form is issued in that state for Offeror's type of business entity);
   - Governance documents of Offeror (e.g. Articles of Incorporation and By-Laws for corporations; Operating Agreement for LLCs; Partnership Agreement for Partnerships; or Venture Agreement for Joint Ventures); and
   - If the business entity was not formed in the State of Montana, evidence that it is qualified to do business there.

OFFEROR (or OFFEROR-GUARANTOR(s) if the Offeror is not yet in existence as of the time of submission – list all if more than one and clearly indicate that the entity is an Offeror-Guarantor):

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

_____

_____

CERTIFICATE OF BUSINESS ENTITY OFFEROR
(OR OF OFFEROR-GUARANTOR IF OFFEROR IS NOT YET FORMED)
(Offerors who are individuals should skip this certificate)

I, _____, certify that I am the _____ of the [specify one] corporation/partnership/limited liability company/joint venture named as Offeror (or Offeror-Guarantor, if applicable) herein; that I signed this proposal for and on behalf of the Offeror(or Offeror-Guarantor, if applicable), with full authority under its governing instrument(s), within the scope of its powers, and with the intent to bind the entity.

NAME OF ENTITY: _____

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

_____

_____

PART A

The minimum requirements for the Draft Contract are identified in this Part A of the Proposal Package. If the Offeror, in its transmittal letter, does not agree to these minimum requirements, its proposal will be considered non-responsive. (The requirements of Part B of this Proposal Package outline detailed submissions referred to in this part, as well as additional secondary selection factors.)

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK.

The Offeror agrees to comply with all terms and conditions specified in the Draft Contract including its exhibits and specifically compliance with all applicable laws, including, without limitation, environmental protection and conservation laws.

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES.

The Offeror agrees to operate at the current Service approved rates during the term of the Concession Contract until such time as a new rate schedule is approved by the Service, in accordance with 16 U.S.C. § 5955.

The Offeror agrees to accept the Concession Facilities, and any assigned government personal property "as is" as required by the Draft Contract, Section 8(f).

The Offeror accepts the draft Operating Plan included as Exhibit B of the Draft Contract.

The Offeror accepts the draft Maintenance Plan included as Exhibit H of the Draft Contract.

The Offeror agrees to fund and use the "Repair and Maintenance Reserve" of **two and thirty-five hundredths percent (2.35%)** of annual gross receipts over the contract term, as described in the Draft Contract.

The Offeror agrees to implement an equal opportunity program.

The Offeror agrees to develop and implement an effective health and safety program (Concessioner Risk Management Program), according to the requirements of the draft Operating Plan for such programs.

PRINCIPAL SELECTION FACTORS 3 AND 4 DO NOT HAVE SPECIFIC REQUIREMENTS FOR THIS PART A. NEVERTHELESS, INFORMATION IS REQUIRED FOR PRINCIPAL SELECTION FACTORS 3 AND 4 IN PART B. FAILURE TO PROVIDE MATERIAL INFORMATION REQUIRED THEREUNDER MAY RESULT IN AN OFFER BEING DEEMED NON-RESPONSIVE.

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE, IF ANY, AND/OR OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR.

The Offeror agrees to at least the minimum franchise fee of **one percent (1%)** of annual gross receipts.

PART B

Response Format

For the page limits set out in these Principal Selection Factors, please note that the Service will not review or consider the information on any pages that exceed the page limitation stated, including attachments, appendices or other additional materials the Offeror submits, unless otherwise specifically stated. The Service considers text on two sides of one sheet of paper to be two pages. Offerors must use normal sized font, such as 11 or 12 point, and 1 inch margins on all sides, in the body of the proposal. Tables, charts, graphs, provided forms, and copies of sample material using less than 11 point font is acceptable. The Service would like to see clear and concise answers. A longer answer will not necessarily be considered a better answer. Please respond only with the information requested in the subfactors.

The National Park Service will not consider strategies that require new structures or major rehabilitation that could incur Leasehold Surrender Interest (LSI). However, the Service may consider proposed fixture replacement as defined in the Draft Contract.

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK. (0-5 POINTS)

Service Objectives:
The Service's objectives under this factor are for the Concessioner to maintain the Concession Facilities to NPS standards, especially considering the large inventory of historic facilities and the highly seasonal nature of the GLAC002 concession operation.

Subfactor 1(a) - Preservation, Repair and Maintenance of Historic Structures

Using no more than **10 pages, including all text, pictures, graphs, etc.,** demonstrate your ability to provide a comprehensive repair and maintenance program with an appropriate staffing level that preserves the historic character of existing facilities and maintains the character of developed areas by addressing the following:

1) Provide one concise example describing your experience and expertise in incorporating historic preservation principles (such as the Secretary's Standards for Historic Preservation) for **each** of the following types of repair and maintenance projects: deferred, routine, preventive, cyclic, rehabilitation, and component renewal. Example projects may encompass more than one type of repair and maintenance activity, however the Offeror must clearly describe the work performed for each.
2) Explain how you would accomplish repair and maintenance of facilities in areas with long winters featuring heavy snowfall with a short window of time to accomplish the work.

Subfactor 1(b) – Ability to Maintain Existing Structures Using no more than **10 pages, including all text, pictures, graphs, etc.**, answer the following:

1) Describe your staffing plan, including numbers of employees and their qualifications that you will bring on to manage your facility maintenance program. Describe the special expertise and skills you will require and training you will provide to ensure your staff is capable of properly maintaining the historic structures assigned under the Draft Contract.
2) For a seasonally-operated facility portfolio that is at least the size of that under the Draft Contract, provide one example describing your procedures for winterkeeping, and procedures and time requirements for opening and closing the operations featured in the example you provided. [If you have no such direct experience, describe your proposed procedures for performing the tasks indicated above.]

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. (0 - 5 POINTS)

Service Objectives:

The Service's primary objective is for the Concessioner to deliver visitor services that meet visitor expectations and allow visitors to have an enjoyable, memorable visit to Glacier National Park.

Though many factors influence this objective, the Service has chosen to focus on the following areas:

1. Food quality and variety
2. Lodging stratification
3. Retail quality and variety

Do not respond to the above Service Objectives directly, but instead address these issues as part of your answer to the more detailed subfactors below.

Subfactor 2(a). Improve food and beverage product and service. The Service believes that there is an opportunity to enhance the quality and diversity of the GLAC002 food service. In particular, the Service seeks a concessioner that offers healthy, high quality food choices with items seasonally and locally sourced. Section 7 B) of Exhibit B, Operating Plan, to the Draft Contract, outlines food and beverage standards relevant to the Draft Contract.

Specifically, the Draft Contract requires the next Concessioner to:

- diversify food offerings of the various food and beverage outlets around the Park, including, to the greatest extent possible, offering healthy, sustainable, high-quality, food options; and
- install and operate quick service food outlets offering specialty coffee, pastries, packaged sandwiches, and other food offerings on the lower level of the Many Glacier Hotel (currently the location of Heidi's) and inside the Two Medicine Campstore.

Using not more than **10 pages, NOT including pictures, graphs, menus, etc.,** describe how you will exceed the standards as outlined in the Operating Plan with your plan to upgrade and diversify the various GLAC002 food and beverage outlet operations.

1) In your description of your proposed improvements to the portfolio's food and beverage outlets, specifically explain or provide (as indicated):
    (a) How you will exceed the standards outlined in the Operating Plan with respect to each outlet's menu to incorporate healthy and sustainable food options.
    (b) Provide sample menus for all meal periods for all restaurants. Menus should indicate the items you intend to highlight as healthy and sustainable choices. Include prices for all items listed on your menus. A better offer likely will include other educational information presented in a creative manner that will help to promote healthy and sustainable food choices.
2) Describe your creative ideas for providing quick service coffee, pastries, and packaged sandwich options in the Two Medicine Campstore and on the lower level of the Many Glacier Hotel. In your response, please provide specific plans to supply fresh, healthy, quick service food options in both locations. Note: The Two Medicine location has a limited kitchen facility and no additional available employee housing. Your answer must include the following:
    (a) The types of beverages, foods, and amenities, with prices, you intend to provide;
    (b) Drawings and/or representative photographs as appropriate to support your description;

(c) The Service has assumed that, due to limited infrastructure, food preparation, and cooking equipment at both the Two Medicine and Many Glacier locations, the Concessioner may not be able to prepare food offered by these quick service outlets on site. In your proposal, explain your sourcing plan for the food served at these outlets, including:

i. where you will prepare the food;

ii. how and when you will transport the food from the source kitchen;

iii. how often you will provide the food product to each outlet; and,

iv. how you will determine the appropriate shelf-life of these items.

Subfactor 2(b): Improve Glacier lodging accommodations. Each of the lodging locations in Glacier offers guests an opportunity for a unique experience. The Service wants the Concessioner to integrate specific interpretive themes of the Park into the décor of the lodging guestrooms and have the décor reflect the historic nature of the facilities, while meeting the visiting public's expectations for ambiance and comfort. The Offeror may find the Park's interpretive themes in Attachment B-10 of the Exhibit B, Operating Plan, to the Draft Contract.

The Draft Contract requires that by 2016 the Concessioner will complete improvements to personal property and finishes and upgrades to the majority of the GLAC002 lodging inventory and many of the public spaces, including the following:

1) Many Glacier Hotel – At minimum, the Concessioner must complete "upscale level upgrades" to 30 balcony and 30 other lodge rooms with higher-quality personal property and finishes. The Concessioner also must complete personal property upgrades to the lobby and other public areas. The overall property will retain a midscale classification.

   With the exception of the room furniture (scheduled for replacement in 2012-13), the Service expects the Concessioner to refresh the remaining room inventory at Many Glacier through the term of the Draft Contract per its Personal Property Plan. Rooms will receive new "midscale-level" personal property and refreshed finishes.

2) Lake McDonald Lodge – At minimum, the Concessioner must complete "upscale level upgrades" to 12 large cabin rooms and 15 lodge rooms with higher-quality personal property and finishes. The Concessioner must refresh/upgrade public spaces as outlined in Section 7.B.6 and Attachment B-7 of the Operating Plan, Exhibit B to the Draft Contract. The overall property will retain a midscale classification.

   The Service expects the Concessioner to refresh the remaining room inventory at Lake McDonald through the term of the Draft Contract per its Personal Property Plan. Rooms will receive new "midscale-level" personal property and refreshed finishes.

3) Village Inn at Apgar – All 36 rooms will receive new "basic-level" personal property and refreshed finishes. The overall property will retain a "basic-level" classification.

4) Rising Sun Motor Inn and Cabins – All 72 rooms will receive new "basic-level" personal property and refreshed finishes. The overall property will retain a "basic-level" classification.

5) Swiftcurrent Motor Inn and Cabins – 62 rooms will receive new "basic-level" and 32 cabins will receive new "rustic-level" personal property and refreshed finishes. The overall property will retain a basic/rustic classification.

Using not more than **15 pages (pictures, graphs, schematics, etc. are not included in this page limitation)**, describe how you plan to upgrade lodging as stated above. At a minimum, your description must include the items listed in Section 7.B.6 and Attachment B-7 of the Operating Plan, Exhibit B to the Draft Contract. For each property, define a comprehensive design theme and discuss how you arrived at this theme for a particular property. Describe how you will implement each property's design theme. For each property, include representative schematics/drawings of your décor concept. A better response likely will emphasize the unique character of each lodging location, defining distinct experiences at the individual

lodges; and integrate specific interpretive themes of the Park into the rooms of the different lodges through artwork, linen design, etc.

Subfactor 2(c). Improve retail product variety. The Service believes visitors should have an opportunity to buy high quality unique retail merchandise throughout the Park that reflects specific interpretive themes the Service has identified in the Retail Mission Statement. (See Exhibit B, Operating Plan to the Draft Contract, Attachment B-10).

Using not more than **10 pages (pictures, graphs, schematics, etc. are not included in this page limitation)**, outline your plan for providing a range of high-quality (high quality does not necessarily mean high price) themed merchandise at all Glacier retail operations, by responding to the following:

1) Propose a unique (different) theme or themes for each retail operation and explain why you chose that theme.

2) Describe how you propose to embody the theme(s) through décor and merchandise at those locations by providing photos, renderings, and/or descriptions of the décor and products. Do not provide actual merchandise. Your themed merchandise should include high-quality items at a range of price points.

3) Describe the process you will use to select merchandise appropriate to the outlet's theme.

PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT. (0-5 POINTS)

***Note to Offeror**: To assist in the evaluation of proposals under this and other selection factors, provide the following information regarding the organizational structure of the business entity that will execute the Draft Contract. The Service will not score this organizational structure information for selection purposes, but may use it for assessing responses to various selection factors. If the Offeror is not yet in existence, the Offeror-Guarantor should describe its own experience and explain how such experience will carry over to the Offeror entity.*

Offeror's Organizational Structure

Describe the entity with which the National Park Service will contract, specifying whether it is currently in existence or is to be formed. Clearly define the Offeror's relationship to all superior and subordinate entities. Identify the entity, if other than the Offeror, that has the authority to allocate funds, hire and fire management employees of the Offeror. Identify any individual or business entity that holds or will hold a controlling interest in the Offeror. If the Offeror is a limited liability company, a partnership, or a joint venture, identify and provide information about each managing member or general partner or venturer, respectively.

Using the appropriate Business Organization Information form (as applicable) at the end of this section, identify the Offeror and each business entity and/or individual to be involved in the management of the proposed concession operation. Use the form appropriate for your business entity or sole proprietorship and include all information necessary to make the relationship among the parties clear. When completed, the Business Organization Information form should convey the following information:

1) Full legal name of the Offeror and any trade name under which it proposes to do business.
2) The legal form of the Offeror, if other than an individual.
3) The name, address and, if applicable, form of business entity of all owner(s) of the Offeror, including, without limitation, all levels of parent organizations, their relationship to the Offeror, and the precise extent of their ownership interests.
4) The name, address and, if applicable, form of business entity of all related, subordinate, or superior business organizations and/or individuals that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice. Use additional pages if the information does not fit within the forms provided.
5) If applicable, the length of Offeror's existence as a business entity.

Subfactor 3(a). Describe management qualifications. Using not more than **10 pages, including all text, pictures, graphs, etc.,** provide key qualifications you will require of the Concessioner's Park-based management team identifying with specificity the qualifications for personnel dealing with historic facilities. Please note: The minimum requirements for some of these positions appear in Part 7 of the Operating Plan, Exhibit B to the Draft Contract. At minimum, provide an organizational chart and include detailed qualifications for the following positions:

1) General Manager
2) Lodging Department Manager
3) Retail Department Manager
4) Executive Chef

5) Food and Beverage Department Manager
6) Transportation Department Manager
7) Facilities/Asset Maintenance Manager
8) For the following areas of expertise, please identify what position(s) in your Park-based organization will have these responsibilities and the qualifications you will require.
    a. Environmental Program Management
    b. Occupational Health and Safety Management
    c. Cultural and Historic Preservation
    d. Employee Training and Education

Subfactor 3(b). Demonstrate experience managing large, seasonal hospitality operations. The short operating season at Glacier is a significant factor that can affect all aspects of concession and Service operations. In addition, the Concession Facilities occur across a large geographical area. The Service desires a concessioner with experience with operations that operate seasonally and offer services similar to the size and scope of those offered under the Draft Contract. Using not more than **5 pages, including all text, pictures, graphs, etc. (a table or matrix is preferred)**, demonstrate your experience in providing lodging, food and beverage, retail, and transportation activities similar to those required in the Draft Contract by providing no more than two examples that each include the following:

1) Name and location of operation, including a brief description of the surrounding area
    a. Operating season, including opening and closing dates or descriptions of peak and off-peak seasons
2) Scope of services offered
    a. Gross revenues for the most recent three years of operation in which the Offeror was involved with the business
    b. Service volume (e.g. annual room nights, number of guests, cover counts, etc.)
3) Size of facilities
    a. Types of facilities, number of structures, and total square footage
4) Nature of the Offeror's involvement
5) Tenure of the Offeror's involvement
6) Current status of business (e.g., owned and operated by Offeror, sold, open but no longer operated by Offeror, closed, etc.)
7) Number of year-round employees
8) Number of seasonal employees

Subfactor 3(c). Retaining Key Staff and Recruiting a Diverse Workforce Response to this subfactor may not exceed **15 pages, including all text, pictures, graphs, etc**.

1) A high quality, skilled and motivated employee staff is a critical component of meeting visitor needs at Glacier National Park. Specifically, the operation faces the challenges of an isolated location and a seasonal operation with very few year-round employment opportunities. Describe your process for maintaining a high quality, skilled and motivated employee staff by addressing the following:
    a. Explain how you will recruit staff considering the seasonal nature of the operation.
    b. Provide a description of how you will retain excellent management and staff employees during a given season, and how you will encourage them to return for multiple seasons, including

information on items such as employee incentives, training, meal programs, housing, and recreation.

2) The Service also is interested in ensuring concession operations employees reflect the cultural and ethnic diversity of both the areas in which they operate and the nation as a whole. In particular, the Service wants a concessioner who actively recruits employees from the American Indian tribes long associated with the Park: the Blackfeet and Confederated Salish and Kootenai Tribes. Please describe the steps you will take to comply with the Draft Contract, Exhibit C Nondiscrimination, Section I. a. (1), regarding recruitment of diverse candidates and the objectives stated above.

Subfactor 3(d). Violations or Infractions. Using not more than **5 pages, including all text, pictures, graphs, etc.,** address the following:

The Service is aware that any business may receive the occasional audit deficiency, notice of violation, penalty, fine, less than satisfactory public health rating, or similar regulatory notice from a federal, state, or local agency (hereinafter collectively referred to as "Infractions"). The Service is interested in understanding how your business manages these Infractions.

1) For the Offeror and all of its principals (for corporations, their executive officers, Directors, and controlling shareholders; for partnerships, their general partners; for limited liability companies, their managing members and any contract managers; and for joint ventures, each venturer) and all parent entities, subsidiaries or related entities under the primary organizational entity (that is, a parent corporation and all subsidiaries), that provide the same or similar services as required or authorized by the Draft Contract, whether as a principal or employee of Offeror or otherwise, identify **all** Infractions issued by a federal or state regulatory agency in the last five years. If the Offeror has not yet been formed, the Offeror-Guarantor should respond to the items in this sub-factor for itself and its affiliates as identified above. For each Infraction by each of the above-listed individuals or entities, provide the following:

    a. The basis for the Infraction

    b. The entity that issued the Infraction

    c. When the Infraction was issued

    d. How the Infraction was addressed

    e. How you will ensure that the problem is minimized or does not recur

    f. Describe the entities you considered in preparing this response, why you included those included and why you excluded those you omitted.

Do NOT submit copies of the Infraction report. Tabular submissions are preferred.

2) If the Offeror (as defined above to include the identified affiliates) has not received any Infraction in the last five years, explain how you would respond if you do receive an Infraction and the process you would follow to resolve such Infractions and minimize future occurrences.

FORM 1

BUSINESS ORGANIZATION INFORMATION CORPORATION, LIMITED LIABILITY COMPANY, PARTNERSHIP OR JOINT VENTURE (PRINCIPAL SELECTION FACTOR 3)

Complete separate forms for the submitting business entity and any and all parent entities.

Name of Entity and Trade-name, if any	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID#	
State of Formation	
Date of Formation	

OWNERSHIP	PERCENTAGE OF OWNERSHIP INTERESTS	CURRENT VALUE OF INVESTMENT
Names and Addresses of those with controlling interest and key principals of business		
Total Interests Outstanding and Type(s):		

OFFICERS AND DIRECTORS OR GENERAL PARTNERS OR MANAGING MEMBERS OR VENTURERS	ADDRESS	TITLE AND/OR AFFILIATION

Attach the following:

- Description of relationship of any and all parent entities to the Offeror with respect to funding and management.

FORM 2

BUSINESS INFORMATION
INDIVIDUAL* OR SOLE PROPRIETORSHIP
(PRINCIPAL SELECTION FACTOR 3)

Name of Individual and Tradename, if Any**	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person (if other than the Offeror)	
Tax ID #	
Years in Business (of same type as required service(s))	
Current Value of Business	
Role in Providing Concession Service(s)	

*Due to difficulties determining authority to act and ownership, the Service will not accept a proposal from a husband and wife jointly as a purported business entity. Either one individual must serve as the Offeror or the husband and wife must form a corporation, partnership, or limited liability company to serve as Offeror.

**If the sole proprietorship acts under a name other than that of its owner (i.e., does business as "company name"), also add the jurisdiction where the company's trade name is registered, if any.

PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL. (0-5 POINTS)

Notes to Offeror:

In the event the Offeror is not yet in existence, provide the information described below with respect to both the to-be-formed Offeror and the Offeror-Guarantor(s), which must unconditionally state and guarantee that the Offeror-Guarantor(s) will provide the Offeror with all funding, management and other resources that the Draft Contract requires and the proposal offers.

All forms are provided electronically on the enclosed compact disk. The Offeror must complete all forms provided and submit both a hard copy and an Excel spreadsheet file.

Subfactor 4(a). Demonstrate that you have a credible, proven track record of meeting your financial obligations by providing the following:

1) The completed Business History Information form provided at the end of this section.

2) Audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Audited financial statements should be provided for the Offeror AND all parent companies. Audited financial statements must be provided for any individual Offerors, general partners in a partnership, managing members of a limited liability company and all venturers in a joint venture. If the Offeror is not yet formed, include audited financial statements for each Offeror-Guarantor.

   -OR-

   If audited financial statements are not available, explain in detail why they are not available. If reviewed rather than audited statements are submitted, explain why the statements were reviewed rather than audited.

   If neither audited nor reviewed statements are available, the Offeror (or Offeror-Guarantor(s), if applicable) must submit other compelling evidence including personal financial statements for each of the Offeror's principals (as defined under PSF3) and a letter from its Financial Institution. Such letter must outline the Financial Institution's historical relationship with the Offeror. Specifically, the Financial Institution should provide the following information: number of years of the relationship, description and amount of all credit facilities extended along with their average annual outstanding balance and current outstanding balance; current account balance; and statement of whether the Offeror has met all obligations with the Financial Institution as required.

3) A CURRENT credit report (within the last six months) in the name of the Offeror from a major credit reporting company such as Equifax, Experian, TRW or Dun & Bradstreet. If the Offeror is not yet formed, include a credit report for each Offeror-Guarantor.

The Service requests the above documentation to understand your history of meeting your financial obligations. The Service has listed certain documents that likely would meet its expectations under various circumstances and conditions. While the Service has chosen not to include an exhaustive list of all possible documents, you should understand that the Offeror or Offeror-Guarantor must provide comprehensive materials to demonstrate that you do have a history of meeting your financial obligations.

Subfactor 4(b). Demonstrate that your proposal is financially viable and that you understand the financial obligations of the Draft Contract by providing the following:

1) Your estimate of the acquisition and start-up costs of this business using the Initial Investment and Start-Up Expense and the Initial Investments and Start-Up Expense Assumptions forms included in the Excel spreadsheets provided as an Appendix to the prospectus. Explain fully the methodology and the assumptions used to develop the estimate. The information provided should be of sufficient detail to allow a reviewer to understand how the estimates were determined. If you are the Existing

Concessioner and do not anticipate any additional initial investment or start-up costs, please state that current personal property and assets are considered adequate to successfully operate this concession opportunity.

FOR THIS OPPORTUNITY, THE CONCESSIONER MUST PROVIDE SUBSTANTIAL SUPPORT SERVICES AND FACILITIES OUTSIDE THE BOUNDARIES OF GLACIER NATIONAL PARK, INCLUDING VEHICLE MAINTENANCE (INCLUDING THE FLEET OF RED BUSES), WINTER STORAGE OF ALL VEHICLES, ADMINISTRATIVE AND MAINTENANCE OFFICES, WAREHOUSE (IF NEEDED), LAUNDRY, AND RESERVATION CALL CENTER. YOUR RESPONSE TO THIS SUBFACTOR MUST INCLUDE THE ESTIMATED COSTS ASSOCIATED WITH OBTAINING THESE FACILITIES AND SERVICES WITH AN EXPLANATION OF THE BASIS FOR YOUR ASSUMPTIONS, AND INCLUDE THE PROPOSED LOCATIONS OF SUCH FACILITIES AND WHETHER YOU WILL RELY ON THIRD PARTIES TO PROVIDE ANY OF THE SERVICES.

2) Using the Excel spreadsheets provided as an Appendix to the prospectus, complete the Income Statement and Income Statement Assumptions forms and the Cash Flow Statement and the Cash Flow Statement Assumptions forms found in tabs within the Excel workbook. Provide estimates of prospective revenues and expenses of the concession business in the form of annual prospective income and cash flow statements for the entire term of the Draft Contract. Also complete the Operating Assumptions tab to explain your financial projections.

Below are some general notes regarding the provided forms found in the Appendices attached to the Prospectus:

- The Service has provided forms that request the information in the format it desires. These forms may differ from the format and requirements set forth in generally accepted auditing standards (GAAS) with regard to prospective financial statements. The Service does NOT request that the prospective financial statements be reviewed in accordance with GAAS.

- Do not add or eliminate rows on the Excel spreadsheets provided in the appendix. Columns should not be deleted; however, columns may be added to reflect the number of years in the Draft Contract term, if necessary. If you wish to provide additional information, do so in additional spreadsheets, outside of the ones provided. If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables. For the purpose of the pro forma statements utilize the calendar year as the fiscal year.

- Provide a clear and concise narrative explanation of the method(s) used to prepare the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to provide a full understanding of how the estimates were determined.

- Complete all of the forms provided and submit both a hard copy and an electronic Excel workbook file.

Subfactor 4(c). Demonstrate your ability to obtain the required funds for start-up costs under the Draft Contract by providing credible, compelling documentation, particularly evidence from independent sources, such as bank statements, audited or reviewed financial statements, and signed loan commitment letters. Fully explain the financial arrangements you propose, using the following guidelines:

1) If funds are to be obtained from operating cash flows, document each source and the availability of these funds by referring to your previous and current audited financial statements.

2) If funds are to be obtained from lending institutions (banks, savings and loans, etc.), provide financing agreements, letters of commitment or similar supporting documents including but not limited to documents that describe the approximate amount of the loan, the term of the loan and any proposed encumbrances on the Draft Contract. Include a letter (addressed to the National Park Service from the lender on the lending institution's letterhead) stating the amount of funds available to the Offeror at the date of the letter and estimated to be available at the projected effective date of the Draft Contract.

3) If funds are to be obtained from an individual, or a business entity whose primary fund source is an individual, provide the following as appropriate with respect to such individual:

    a. Signed funding commitment from the individual (stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract).
    b. Current personal financial statement certified as to accuracy and completeness by the individual submitting it.
    c. Current bank/financial institution documents that verify the account and account balance for the primary fund source.
    d. Documentation of any assets to be sold.
    e. Any other assurances or documents that demonstrate that the funds are available.

4) If funds are to be obtained from working capital liabilities (such as advance deposits), please provide estimates and a rationale for each estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.

5) If funds are to be obtained from another source (e.g., a business entity whose primary fund source is not an individual), provide the following as appropriate:

    - Signed funding commitment from the fund source stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract.
    - Current audited financial statements for the most recent year.
    - Evidence that the source has the necessary funds to make the funding commitment.

Subfactor 4(d)

Describe your plan to fund the Red Bus Fleet Rehabilitation/Replacement and the Personal Property Improvement Requirement by providing a written narrative describing the proposed funding sources with estimated amounts for projects outlined on Page 24 of the Business Opportunity. Your plan should be reflected in your response to Subfactor 4(b) on the projected cash flow statement.

BUSINESS HISTORY INFORMATION FORM
(PRINCIPAL SELECTION FACTOR 4 - SUBFACTOR 4A)

Business history information should be provided for the Offeror AND all parent companies.

The information provided below is for the entity:_____

1) Has Offeror ever defaulted from or been terminated from a management or concession contract, or been forbidden from contracting by a public agency or private company?

   ❑ YES ❑ NO

   If YES, provide full details of the circumstances.

2) List any Bankruptcies, Receiverships, Foreclosures, Transfers in Lieu of Foreclosure, and/or Work-Out/Loan Modification Transactions during the past five years. (If none, then so indicate). Attach an explanation of the circumstances, including nature of the event, date, type of debt (e.g., secured or unsecured loan), type of security (if applicable), approximate amount of debt, name of lender, resolution, bankruptcy plan, and/or other documentation as appropriate.
3) Describe any pending litigation or administrative proceeding (other than those covered adequately by insurance) which if adversely resolved could materially impact the financial position of the Offeror.
4) Describe any lawsuit, administrative proceeding or bankruptcy case within the past five years that concerned the Offeror's alleged inability or unwillingness to meet its financial obligations.

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR. (0-4 POINTS)

The minimum franchise fee acceptable to the Service is one percent (1.0%) of annual gross receipts.

The offer of a higher franchise fee than this minimum is generally beneficial to the Service and accordingly will generally result in a higher score under this selection factor. However, consideration of revenue to the United States is subordinate to the objectives of protecting, conserving, and preserving resources of the Area and of providing necessary and appropriate visitor services to the public at reasonable rates.

State the amount of franchise fee you propose. Such fee must at least equal the minimum franchise fee set forth above. Express this fee as a percentage of annual gross receipts. Do not propose a tiered franchise fee, e.g., 5% on the first $10,000 of gross receipts, 6% on gross receipts between $10,001 and $25,000, 7% on gross receipts between $25,001 and above.

_____ percent of annual gross receipts

SECONDARY SELECTION FACTORS

SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR'S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION. AND PRESERVATION OF THE PARK AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. (0-3 POINTS)

Environmental Management, Programs and Activities. The Service encourages environmentally-friendly business practices, most notably in the following areas:

- sustainability and energy conservation;
- purchasing of environmentally preferable supplies, such as alternative fuels and maintenance fluids;
- solid waste reduction; and,
- recycling.

Using not more than **10 pages, including all text, pictures, graphs, etc.**, provide the following.

1) Describe the activities you plan to implement with respect to the above-listed environmentally-friendly business practices in addition to the requirements in Exhibit H, Part C, of the Maintenance Plan, to the Draft Contract. In your answer, include a timeline for implementation, measures for success, and how you will evaluate your commitment and success throughout the term of the Draft Contract.

2) Describe how your merchandise selection and retail operations will support environmentally-friendly business practices, (e.g., organic products, post-consumer recycled materials or recyclable products, reduction of disposable plastic beverage containers, etc.).

SECONDARY SELECTION FACTOR 2. THE OFFEROR'S PLANS RELATED TO INTERPRETIVE MOTOR VEHICLE TOURS AND THE HISTORIC RED BUS FLEET. (0-3 POINTS)

The Draft Contract requires scenic interpretive motor vehicle tours. The Existing Concessioner provides these services using a fleet of 33 Service-owned historic Red Buses assigned for that use. The iconic Red Bus is a symbol of Glacier National Park, and many visitors come to the Park specifically for a tour of the Going-to-the-Sun Road in a Red Bus. The Concessioner will continue to provide tours throughout the Park and surrounding area using the Red Bus fleet and must maintain and store the fleet. The Concessioner also must rehabilitate and replace the Red Buses as the condition of the vehicle warrants.

Rehabilitation and/or replacement of the Red Bus fleet and accessible vehicles. The historic Red Bus fleet was completely rehabilitated in 2001 (new power trains and braking systems etc.) allowing the Existing Concessioner to continue offering the traditional scenic tours of the Park. Although the rehabilitation refreshed the fleet, the age of the renovations, combined with the steep terrain of the Park's roads, the wear and tear on the historic bodies (the vehicles still have their original wood frames), and the accumulated mileage, will make eventual failure of the fleet an almost certainty.

The Service would like to mitigate the fleet's probable failure and ensure the continued availability of the scenic tours. As such, the Draft Contract requires the Concessioner to rehabilitate a minimum of 15 of the Red Buses and will allow the Concessioner to replace the remaining buses with comparable vehicles as they fail. The Service will continue to own the historic Red Buses, but new vehicles would belong to the Concessioner. In addition, by the 2015 operating season, the Concessioner must provide two tour vehicles that meet the Americans with Disabilities Act standards and accommodate visitors who use wheelchairs. These vehicles must replicate key elements of the Red Bus experience including panoramic roof views.

Each touring vehicle may not exceed 25 feet long and 8 feet wide and must have turning capabilities suitable for the tight turns experienced on the Going-to-the-Sun Road (all other vehicles are limited to 21 feet long and 8 feet wide on the Going-to-the-Sun-Road).

Using not more than **10 pages, including all text, pictures, graphs, etc.**, provide the Service with your intended plan and program for the following:

1) Describe your plans for maintaining the Red Bus fleet, including qualifications for fleet maintenance management personnel and an example of a Red Bus annual maintenance plan you intend to implement.
2) Describe your plans for rehabilitation and replacement and whether you will rehabilitate more than a total of 15 Red Buses. A better response likely will include a commitment to rehabilitate as many of the historic Red Buses as possible. The cost of such a commitment should be reflected in your Proformas in PSF 4 (b) 2).
3) Describe the tour vehicles you will provide to accommodate visitors using wheelchairs. A better response likely will include not only vehicles providing the panoramic roof views, but also ones using alternative energy sources such as gas/electric hybrid technology. Provide the technical description of the vehicles and schematics/photographs of them.