

PROPOSAL PACKAGE

CC-GRTESKI-13

Department of the Interior

National Park Service
Grand Teton National Park

**Proposal to Operate Guided Ski Touring Services
within
Grand Teton National Park**

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 new concession 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

To:

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

Dear Director:

This Proposal Package is for guided ski touring services currently authorized by Concession Contract number CC-GRTE_____ and currently held by _____. (SELECT THE CONTRACT NUMBER AND EXISTING CONCESSIONER'S NAME FROM THE TABLE ON PAGE 6 OF THE BUSINESS OPPORTUNITY SECTION, EXHIBIT 4, FOR WHICH YOUR PROPOSAL APPLIES. IF SUBMITTING AN OFFER FOR MORE THAN ONE CONTRACT, A SEPARATE OFFEROR'S TRANSMITTAL LETTER AND COMPLETE PROPOSAL PACKAGE MUST BE SUBMITTED FOR EACH CONTRACT.)

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 Grand Teton National in accordance with the terms and conditions specified in the Draft Concession Contract CC-GRTESKI-13, (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). If the Offeror is not yet in existence, the undersigned, acting as guarantor(s) of all certifications, agreements and obligations of Offeror hereunder, makes such certifications, agreements and obligations individually and on behalf of the Offeror.

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 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) [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.
- 6) [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 Wyoming, evidence that it is qualified to do business there.

OFFEROR or OFFEROR-GUARANTOR (if the Offeror is not yet in existence as of the time of submission):

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

CERTIFICATE OF BUSINESS ENTITY OFFEROR
(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 herein; that I signed this proposal for and on behalf of the Offeror, 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 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 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 OFFEROR 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 Three percent (3.0%) of annual gross receipts or a flat fee of \$500, whichever is greater.

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. 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.

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 objective under this factor is for the Concessioner to conduct its operations in a manner that furthers the protection, conservation, and preservation of Grand Teton National Park (Park) and its resources. The Service has particular concern for protecting Park resources by limiting wildlife-human interaction, managing and disposing of solid waste, and ensuring natural features are left undisturbed.

Subfactor 1(a). Wildlife-Human Interaction

Winter conditions stress all animals. Approaching too closely increases stress and may reduce an animal's chance of surviving the harsh winter weather. Using not more than **10 pages, including all text, pictures, graphs etc.**, describe how you will conduct your operations in a manner that will minimize disturbance to Park wildlife by addressing the following:

- The measures you will take to minimize disruption of wildlife while conducting tours. Describe any specific policies and procedures, beyond those required by the Draft Contract and its Exhibits, you will utilize to reduce any potential stress to wildlife and to ensure that animals do not have access to human food. Include how you will communicate the importance of and best practices for, limiting adverse interactions between wildlife and humans during ski and snowshoe tours and throughout the client's visit to the Park. Depending upon winter weather conditions, bear activity may overlap with the ski season. A better answer must include the measures you will take to ensure bears do not have access to human food.

Subfactor 1(b). Protection of Natural Resources

Using not more than **10 pages, including all text, pictures, graphs etc.**, identify specific actions, steps, or programs you will implement, beyond those required by the Draft Contract and its Exhibits, to conduct your operations in a manner that will protect Park resources by addressing the following:

- The measures you will take, beyond those required by the Draft Contract and its Exhibits, to minimize damage to park resources. Include your proposed methods for managing and disposing of solid waste (e.g., paper products, food waste, human waste, etc.) and your procedures for low impact camping, if applicable, lunch breaks, and stops.

NOTE: If citing measures, programs, practices, etc. being utilized in your current operation, please state if you commit to continuing these actions throughout the term of the new Contract.

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 objective is to ensure that Concessioners provide visitors with a consistent, high-quality, safe, and enjoyable visitor experience at a reasonable rate.

Subfactor 2(a). Quality of the Overall Visitor Experience

Using no more than **10 pages, including all text, pictures, graphs etc.**, describe what steps you will take to provide visitors with a consistent, high-quality experience by addressing the following:

- The types of tours you will provide for visitors. Discuss pertinent aspects such as route selection, group size, length and duration, interpretive themes, menus, equipment and other items included in the tour price.
- Describe your equipment maintenance and replacement schedule for all equipment included in the tour price or rented to clients.
- How you will ensure the consistency and quality of services provided and how you will monitor and measure visitor satisfaction.

Subfactor 2(b). Visitor and Employee Safety

The Service is interested in how you will conduct your operations in a manner to reduce risk and promote safety. **Using not more than 10 pages, including all text, pictures, graphs etc.**, identify specific goals, actions, steps, or programs you will implement, beyond those required by the Draft Contract and its Exhibits, to conduct your operations in a manner that will minimize risk to visitors and employees by addressing the following:

- The specific proactive measures that you will undertake to maximize visitor safety and how you plan to communicate safety information to visitors. Include a discussion of management and employees' duties and responsibilities.
- The policies and procedures you will take to reduce risk and promote safety for employees. Include any safety training you will provide to employees above that which is required by the Draft Contract and its Exhibits, and how you will communicate safety information to employees.
- Describe the safety equipment that will be carried on your tours and describe your emergency procedures and accident reporting protocol.

Note: If citing measures, programs, practices, etc. being utilized in your current operation, please state if you commit to continuing these actions throughout the term of the new Contract.

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. This organizational structure information will not be scored for selection purposes, but may be used 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.

Submit your organizational documents (e.g., partnership agreement, articles of incorporation).

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). Organization and Personnel

Using not more than **10 pages, including all text, pictures, graphs, etc.**, demonstrate that your organization is structured and staffed to effectively carry out the responsibilities of the Draft Contract by providing the following information:

- 1) Clearly outline how you will manage and execute the services contemplated under the Draft Contract. To the extent that support services, such as purchasing or human resources, will be provided by a corporate parent, clearly identify how this support will benefit the operation.
- 2) Identify the person with the decision-making authority and identify the person with whom the Service will work with regarding day-to-day operations and issues.

- 3) Describe what qualifications you will require of key management personnel, administrative staff and guides and instructors. Include relevant experience, minimum qualifications, certifications (if applicable), and education that you would require of these positions. Do not include specific résumés.
- 4) Describe the efforts you will undertake to hire and retain qualified employees at all levels within your organization.

Subfactor 3(b). Experience with Operations Similar to those in the Draft Contract

The Service is particularly interested in your experience with operations that have a scope of services similar to those offered under the Draft Contract. Using not more than **5 pages, including all text, pictures, graphs etc.**, demonstrate your experience in providing services similar to those required in the Draft Contract by providing an example that includes the following:

- 1) Name and location of operation, including a brief description of the surrounding area
- 2) Scope of services offered
- 3) How long services similar to those required in the Draft Contract have been provided by this operation
- 4) Current status of business (e.g., owned and operated by Offeror, sold, open but no longer operated by Offeror, closed, etc.)
- 5) Number of year-round and seasonal employees
- 6) Overall background and experience in conducting the services required and authorized in the Draft Contract.

Subfactor 3(c). Violations or Infractions

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 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 form 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 electronic 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 on the next page. Please use the excel version of the form provided in Appendix D; the form below is provided for reference only.
- 2) Financial Statements for the two most recent fiscal years in one of the following formats:
 - NPS Concessioner Annual Financial Reports (AFR), including a current balance sheet if a balance sheet was not submitted as part of the AFR.
 - If the Offeror is not the current concessioner or if an AFR is not available, provide financial statements (Income Statement and Balance Sheet) for the Offeror. An Income Statement lists all of your income and expenses for your most recent two fiscal years. A Balance Sheet lists everything that you own and everything that you owe as of the day that you apply (or, if you prefer, as of the last day of your most recent fiscal year)
 - For sole proprietors, the financial statement will be a personal financial statement and should include both an Income Statement and Balance Sheet.
 - For partnerships and limited liability companies, personal financial statements for general partners and all members. The statements should include both an Income Statement and Balance Sheet.
 - For corporations, the financial statement should include both the Income statement and Balance Sheet for the corporation.
 - If the Offeror is not yet formed, provide personal financial statements for the individuals making up the newly formed organization (for example, the general partners in a partnership or the members of a limited liability company).
- 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. This can be in the form of a personal credit report.

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

Business history information should be provided for the Offeror AND all parent companies. If the Offeror has not been formed yet, business history information should be provided for each Offeror-Guarantor.

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.

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) Please list in the format of the table below, the personal property (equipment), by items or groups of items (such as vehicles, skiing equipment, office equipment, etc) with monetary value over \$500 that you will be using for this operation. Please note whether you currently own this equipment or not. Please use the excel forms provided in Appendix D when filling out the personal property information; the table below is for reference only.

Personal Property (Equipment) Items	Quantity	Total Value	Currently Own (Yes/No)
		\$	
		\$	
		\$	
		\$	
		\$	

- 2) Please estimate the amount of money that you will need to begin operating the business in the format of the table below. Only provide estimates for the Personal Property items (Equipment) that you need to acquire in order to begin operating. Do not include items that you already own. For Working Capital (cash), estimate the amount of cash that you will need to have available (after purchasing any needed Personal Property (Equipment), Inventory and Supplies, and "Other") in order to begin operating the business. Please use the excel forms provided in Appendix D when filling out the investment information; the table below is for reference only.

Acquisition/Investment Category	Acquisition/Investment Amount
Personal Property (equipment)	\$
Merchandise and/or Supplies	\$
Working Capital (cash)	\$
Other (please detail)	\$
Total Funds Needed	\$

- 3) Please demonstrate that your proposal is financially feasible (that you will have a reasonable opportunity to make a profit from your business while carrying out the terms and conditions of the Draft Contract) by completing the Proforma Income Statement and Operating Assumptions. Please use the excel forms provided in Appendix D when filling out the Proforma Income Statement and Operating Assumptions; the tables below are for reference only.
 - Please fully explain the assumptions on which you base your projections and detail them sufficiently so the Service can determine whether the projections are realistic.
 - Estimate the amount of revenues and expenses (Direct, Undistributed, and Fixed) for the proposed operation for the first five years of operation.
 - Blank lines are included on the Proforma Income Statement if you need to provide estimates for other expense or cash flow categories not listed. (Define the categories on the blank lines.)
 - Include only in-park revenues and expenses and operating assumptions related to the required services and those authorized services you choose to operate under the Draft Contract in the Proforma Income Statement and Operating Assumptions form. Do not include other services outside the park.
 - Provide revenue estimates by department, if applicable. If the projections show significantly increased revenues from the information provided in the prospectus, you should fully explain the changes.

If you are not familiar with making these types of projections, you are encouraged to consult an accountant or business advisor.

PROFORMA INCOME STATEMENT (PRINCIPAL SELECTION FACTOR 4 - SUBFACTOR 4B) <i>Note: depending on the dollar threshold, some lines may not be used. Please place "N/A" in these lines</i> INCLUDE ONLY IN-PARK REVENUES AND EXPENSES RELATED TO THE REQUIRED OR AUTHORIZED SERVICES IN THE CONTRACT. DO NOT INCLUDE OTHER SERVICES OUTSIDE THE PARK.					
Annual Projections for the First Five Years of the Contract					
1. Revenues ⁽¹⁾	Year 1	Year 2	Year 3	Year 4	Year 5
2. Cross-Country Ski Tours					
3. Authorized Services (if applicable)					
4. Total Revenues <small>(add lines 2-3)</small>					
5. Cost of Sales (if applicable)					
6. Total Cost of Sales					
7. Gross Profit <small>(line 4 minus line 6)</small>					
8. Direct Expenses					
9. Salaries and Wages					
10. Payroll Taxes and Benefits					
11. Operating Supplies					
12. Car and Truck Expenses					
13. Other Direct Expenses (Describe in the space provided below*)					
14. Total Direct Expenses <small>(add lines 9-13)</small>					
15. Undistributed Expenses					
16. Administrative and General ⁽²⁾					
17. Marketing (Advertising)					
18. Utilities					
19. Repair and Maintenance					
20. Other Undistributed Expenses (Describe in the space provided)					

below*)					
21. Total Undistributed Expenses <small>(add lines 16-20)</small>					
22. Fixed Expenses					
23. Insurance ⁽³⁾					
24. NPS Franchise Fee					
25. Other Fixed Expenses (Describe in the space provided below*)					
26. Total Fixed Expenses <small>(add lines 23-25)</small>					
27. EBITDA ⁽⁴⁾ <small>(Line 4, minus lines 6, 14, 21 & 26)</small>					
28. Depreciation and Amortization					
29. Interest					
30. Net Income Before Income Taxes <small>(Line 27, minus lines 28 & 29)</small>					

- (1) The revenue projections must be based on the current approved rate schedule. If applicable, show revenues by departments (separate revenue activities- e.g., cross-country ski tours, authorized services, etc.)
- (2) Administrative and General should include the costs of managing the business. Costs may include items such as: credit card commissions; legal and accounting fees; travel, meals and entertainment; postage and printing; professional training; and telecommunications expenses, etc.
- (3) Insurance: As required in Exhibit D of the Draft Contract
- (4) Earnings before Interest, Taxes, Depreciation and Amortization

***Space for explaining other expenses listed in the Proforma is provided in the excel workbook in Appendix D**

OPERATING ASSUMPTIONS (PRINCIPAL SELECTION FACTOR 4 - SUBFACTOR 4B)					
Annual Projections for the First Five Years of the Contract					
	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue Inflation Rate					
Expense Inflation Rate					

Cross-Country Ski Tours Revenue*					
Number of Tours					
Revenue per Tour					
Authorized Services Revenue*					
Number of Tours					
Revenue per Tour					

***Space for explaining revenue projections listed in the Operating Assumptions schedule is provided in the excel workbook in Appendix D**

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, financial statements, and signed loan commitment letters. Fully explain the financial arrangements you propose, using the following guidelines.

- 1) If you intend to obtain funds from lending institutions such as banks, savings and loans, etc., provide financing agreements, letters of commitment or similar supporting documents from the lender. The support documents must, at a minimum, include
 - The amount of the loan
 - The interest rate, the term of the loan
 - Any encumbrances on the loan
 - A letter addressed to the National Park Service from the lender stating the amount of funds available to the Offeror at the date of the letter and at the projected effective date of the Draft Contract. The letter must be on the lending institution’s letterhead and include a statement that the Offeror has authorized the lending institution to release any information to the National Park Service concerning relevant financing arrangements.

- 2) If you intend to obtain funds from an individual or a business entity whose primary fund source is an individual, provide the following as appropriate with respect to the individual:
 - Signed funding commitment from the individual and all other parties named on the account.
 - Current personal financial statement certified as to accuracy and completeness by the individual submitting it.
 - Current bank/financial institution documents that verify the account and account balance for the primary fund source.
 - Documentation of any assets to be sold.
 - Any other assurances or documents that demonstrate that the funds are available.

- 3) If you intend to obtain funds 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.
 - Evidence that the source has the necessary funds to operate this business opportunity.

- 4) Current bank statements must be provided, regardless of the funding source selected in items 1-3 above. Current bank statements must be provided even if you do not anticipate significant start-up costs.

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 three percent (3%) of gross receipts or a flat fee of \$500, whichever is greater.

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 or a flat fee of \$500, whichever is greater.

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)

Subfactor 1(a). Environmental Stewardship and Resource Education

The Park is interested in having Concessioners demonstrate and communicate an environmental stewardship ethic to employees and visitors through environmental and resource education, environmental messaging, employee training, and through responsible environmental practices in day-to-day operations. Using no more than **10 pages, including all text, pictures, graphs etc.**, please address the following:

- How you will communicate an environmental stewardship ethic to employees and visitors through your environmental and resource education programs and practices. Include how you will train your employees about park resources, conservation, the Wilderness Act, and interpretive principles so they can provide accurate information on the purpose and significance of Grand Teton National Park, its cultural and natural resources, and on the special qualities and additional levels of protection of wilderness.
- How you will monitor the quality of your environmental and resource education programs and the accuracy of information provided.

Note: If citing measures, programs, practices, etc. being utilized in your current operation please state if you commit to continuing these actions throughout the term of the new Contract.