PROPOSAL PACKAGE

CC-LARO001-13
FULL SERVICE DRAFT CONTRACT

Department of the Interior

National Park Service
Lake Roosevelt National Recreation Area

Proposal to Operate a Full Service Marina including Houseboat and Other Boat Rentals, Moorage, Retail/Grocery, Marine Fuel and Oil Sales, Pump-Out Services, and Related Services

at the Keller Ferry and Seven Bays Marinas

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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 Contract requires and the proposal offers.

OFFEROR'S TRANSMITTAL LETTER

To: Christine S. Lehnertz
Regional Director
Pacific West Region
National Park Service
333 Bush Street
San Francisco, California 94104

Attention: Commercial Services Program Manager

Dear Ms. Lehnertz:

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 Lake Roosevelt National Recreation Area in accordance with the terms and conditions specified in the Full Service Draft Concession Contract CC-LARO001-13 (Full Service 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 Full Service 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 Full Service 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 Full Service 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 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 Other Property, including houseboats and 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 Concession Contract with the funding, management, and other resources required under the Full Service 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 Washington, 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 Full Service 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.)

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, standard paper size is 8 ½" x 11". 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.

The Offeror agrees to comply with all terms and conditions specified in the Full Service 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 comply with all the terms and conditions specified in the Full Service Draft Contract, including its exhibits.

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 Full Service Draft Contract, Section 8(f).

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

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

The Offeror agrees to fund and use the "Repair and Maintenance Reserve" of **three and one-tenths percent (3.1%)** of annual gross receipts as described in the Full Service 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 MINIMUM REQUIREMENTS FOR THIS PART A. INFORMATION IS REQUIRED FOR PRINCIPAL SELECTION FACTORS 3 AND 4 IN PART B.

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 **zero percent (0.0%)** of annual gross receipts.

PART B

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)

Note to Offeror: *This Principal Selection Factor is concerned with environmental objectives that relate specifically to the protection of the particular resources of Lake Roosevelt National Recreation Area (the Area). Environmental objectives for improvement of the natural environment in general (waste reduction and recycling) are addressed under Secondary Selection Factor 1. Please avoid overlap between responses here and responses to Secondary Selection Factor 1.*

Service Objectives:

Although many factors influence the Area's objectives, the Service has chosen in this Selection Factor to focus on the principals of the Tread Lightly Program and the reduction of human waste found on the shoreline of Lake Roosevelt National Recreation Area.

Subfactor 1(a). Implementation of the principles of the Tread Lightly Program and Employee Training

The Service has a Memorandum of Agreement with the nonprofit organization Tread Lightly (www.treadlightly.org), which provides a variety of tools, including training and educational materials, to help recreational users minimize impacts on the resource. The Area has implemented this program and requires the Concessioner, at a minimum, to use the educational materials available.

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

(1) Specific ways you will implement the principals of the Tread Lightly Program (http://www.treadlightly.org/page.php/tread-principles/), in every aspect of your operation.

(2) Describe how you will train your employees about the Area's natural and cultural resources, specifically related to the principals of the Tread Lightly Program and the reduction of human waste, and how you will train your employees to provide such information to visitors, recognizing that some employees will have more contact with visitors than others beyond the use of the training and educational materials that is required in the Operating Plan (Section 4(G)(5)), some examples may include keeping beaches litter free, protection of the lake waters from invasive species, and reduction of human waste on beaches.

(3) Describe how you will evaluate the success of this training..

Offeror's responses should not overlap with the safety training described as part of Principal Selection Factor 2.

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 objectives for this factor are for the Concessioner to provide quality visitor services at reasonable rates that contribute positively to a visitors' overall experience of the Area. Specifically, the Service desires the Concessioner to provide a variety of rental vessels at a range of prices and provide for safe experiences for both the visitors and concession employees.

Subfactor 2(a). Variety of Houseboat Rental Vessels at a Range of Prices

The Concessions Management Plan, included as Appendix K to this Prospectus, and the Operating Plan (Exhibit B) of the Full Service Draft Contract describe the minimum and maximum number of houseboats allowed at each marina location operated under the Full Service Draft Contract. Using **not more than 15 pages**, including all text, pictures, graphs, etc., address the following:

(1) Describe your plan to meet the desires of a spectrum of visitors wishing to rent houseboats, including the number and size of each class of houseboat, the type of amenities included on the different class of houseboats, and the estimated price points for each class, keeping in mind all rental rates must be approved by the Service as described in the Operating Plan (Exhibit B(1)(a)) and the Rate Administration Guide (Appendix H). Offerors should ensure all financial implications are appropriately described and identified in the response to Principal Selection Factor 4.

(2) Describe marketing and promotional activities that you would take to promote your houseboat opportunities.

Subfactor 2(b). Providing a safe recreational experience for Area visitors, as well as providing a safe work environment for Area and concession staff.

The Service considers the safety of Area visitors and employees a high priority. Concession employees are often a primary source of visitor information and education not only about the Area's resources, but also safe water activities. Using **not more than 10 pages**, including all text, pictures, graphs, etc., address the following:

(1) Describe how you will provide safety information and educational materials to visitors recreating within the Area regarding:

a) water recreation
b) use of houseboats, boats, and slips
c) fueling and pump-out

(2) Describe actions you will take to provide a safe work environment for your employees.

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 Full Service 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

Using **not more than 10 pages**, including all text, pictures, graphs, etc., 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 venture, respectively.

Using the appropriate Business Organization and Credit Information forms (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 and Credit 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). Operational Experience

Using **not more than 10 pages**, including all text, pictures, graphs, etc., describe two examples of the experience of the Offeror in the operation and management of houseboat and boat rental, moorage, fuel sales, and retail service. For each operation discussed, please provide the following information segmented by operating department in a tabular format.

(1) General Information
    a) Name of operation
    b) Location of operation
    c) Time frame of experience, with dates
    d) Role in the operation
    e) Description of services provided

f) Annual gross receipts, by department if applicable
g) Average daily rate or check during most recently completed year/season for each service type
h) Operating season and hours
i) Number of employees during high and low seasons
j) Any special operating conditions or challenges posed by a semi-remote environment such as at Keller Ferry and Seven Bays Marinas, as well as the reconfiguration of marinas on a regular basis.

(2) Houseboat and Boat Rentals
a) Number of houseboats and boats available
b) Number of houseboats and boats rented
c) Length of stay/use

(3) Moorage
a) Number of slips available, by type (e.g. long and short term)
b) Number of slips rented

(4) Retail Sales
a) Average annual number of transactions during most recent completed year/season
b) Square feet of retail space

(5) Marine/Automobile Fuel and Oil Sales
a) Number of gallons sold

<u>Subfactor 3(b)</u>. Human Resources

The Service is seeking Offerors that demonstrate a commitment to excellence in providing personnel with the most professional experience, education, and accomplishment to carry out the responsibilities of the Full Service Draft Contract. Using **not more than 10 pages**, including all text, pictures, graphs, etc., provide the following information:

(1) Describe the function and necessary qualifications for the individuals you will employ for each of the following positions in a tabular format like the one shown below. Do not submit resumes or describe the qualifications of specific individuals.

Minimum Qualification Information (Offerors may provide more information than called for in this table)			
	Relevant Experience	**Minimum Qualifications**	**Certifications (if applicable)**
General Manager			
Marina Manager			
Safety Manager			
Maintenance Manager			

(2) Describe the minimum standards or procedures you will apply to the screening, hiring, training, and termination of personnel (for example, applications, drug testing, law enforcement clearances, reference checks, and interview requirements).

<u>Subfactor 3(d)</u>. 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, using **not more than 15 pages**, including all text, pictures, graphs, etc., address the following:

(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 Full Service 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 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

<u>Attach a copy of the following:</u>

- 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 Full Service 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, present an explanation in sufficient detail to enable a reviewer to fully understand the reasons why audited financial statements are not available (for example, if reviewed statements were submitted instead of audited statements, include an explanation as to why the statements were reviewed and not audited), but include financial statements of each Offeror-Guarantor if the Offeror is not yet formed.

(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.

Subfactor 4(b). Demonstrate that your proposal is financially viable and that you understand the financial obligations of the Full Service 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 Expenses Assumptions forms included in the Excel spreadsheets provided as Appendix B 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 will have no initial investment or start-up costs, please include that information on the form.

(2) Using the Excel spreadsheets provided in Appendix B, complete the Income Statement and Income Statement Assumptions forms and the Cash Flow Statement and the Cash Flow Statement Assumptions forms found in tabs to the Excel spreadsheets. 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 Full Service Draft Contract. Also complete the Operating Assumptions tab to explain your financial projections.

General notes regarding the provided forms found in Appendix B 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 and formulas must not be changed; however, columns may be added to reflect the number of years in the Full Service 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 spreadsheet file. Failure to provide all of the information requested on these forms may result in a reduced score.

Subfactor 4(c). Demonstrate your ability to obtain the required funds for start-up costs and continued operations under the Full Service Draft Contract by providing credible, compelling documentation, particularly evidence from independent sources, such as bank statements, audited or reviewed financial statements, and signed loan commitments 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. The support documents must, at a minimum, include the amount of the loan, the interest rate, the term of the loan and any encumbrances on the loan. Also, include 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 Full Service 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.

(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:

- Signed funding commitment from the individual.
- 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.

(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 (i.e., 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 or other documentation necessary to provide compelling evidence that funds required are available (e.g. if the Offeror choses to finance the houseboat purchase as discussed in Principal Selection Factor 2(b)).

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.

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 **zero percent (0.0%)** 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 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)

Note to Offeror: *The subfactors for Secondary Selection Factor 1 focus on environmental management programs and activities that promote general environmental objectives such as waste reduction, fuel efficiency, recycling, etc. Please avoid overlap between your response here and your response to Principal Selection Factor 1.*

Subfactor 1(a). Solid Waste Reduction

Using **not more than 10 pages**, including all text, pictures, graphs, etc., provide four examples, including measurable goals through which the Service may evaluate your offer, of how you will reduce solid waste in the following areas of your operations:

(1) Retail operations (2 examples)

Examples must be beyond the minimum requirements specified in the Operating Plan (Sections 11(B) and (C)) and the Maintenance Plan (Sections 9(E) and (F)).

Subfactor 1(b). Environmentally Preferable Products

Using **not more than 10 pages**, including all text, pictures, graphs, etc., provide a plan on how you will increase the use of Environmentally Preferable products (as defined in the Operating Plan) throughout your operations. Your plan must include specific product types and an explanation of how these products are Environmentally Preferable. Do not discuss products described elsewhere in your proposal. Provide information for each of the following areas:

(1) Houseboat maintenance or cleaning

(2) Marina operation

(3) Retail operations

Consideration should be given to products which are less toxic, recyclable and for which a local recycling market is available, manufactured locally, and made from renewable resources and/or recycled materials.

SECONDARY SELECTION FACTOR 2. THE OFFEROR'S PROPOSAL AND COMMITMENT TO PROVIDE AUTHORIZED SERVICES AS IDENTIFIED IN THE DRAFT CONTRACT. (0-3 POINTS)

Currently there are several Authorized Services identified in the Full Service Draft Contract (Section 3(a)). The Service is interested in an Offeror's commitment to provide these Authorized Services to the visitors of the Area, especially the Offeror's willingness to provide food and beverage service. The Service will incorporate the Authorized Services committed to by the Offeror as a Required Service in the Full Service Draft Contract. Offeror's must also include financial analysis for the Authorized Services committed in its response to Principal Selection Factor 4.

Using **not more than 5 pages**, including all text, pictures, graphs, etc., which of the Authorized Services do you commit to provide? For each one listed, please discuss:

(1) The proposed operating season for each Authorized Service

(2) Describe the scale and scope of the Authorized Service to be offered (for example sit down restaurant vs. grab and go).