

PROPOSAL PACKAGE

CC-MOJA001-13

Department of the Interior

National Park Service
Mojave National Preserve

**Proposal to Operate Food and Beverage Service
At Kelso Depot**

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 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:

Christine S. Lehnertz
Regional Director
Pacific West Regional Office
333 Bush Street, Suite 500
San Francisco, CA 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 all certifications, agreements and obligations of Offeror hereunder and make such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror hereby agrees to provide visitor services and facilities at Mojave National Preserve in accordance with the terms and conditions specified in the Draft Contract No. CC-MOJA001-13 (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

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 of 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 43 C.F.R. Part 42 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 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 thirty working days after it is presented by the National Park Service.
- 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 California, 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 an additional secondary selection factor)

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 comply with all the terms and conditions specified in the 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 Draft Contract, Section 8(f).

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

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

The Offeror agrees to implement an equal opportunity program and comply with the terms of the equal opportunity and handicapped access requirements of the Draft Contract.

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.

The Offeror agrees to meet the public liability and property insurance requirements of the Draft Contract Exhibit F.

PRINCIPAL SELECTION FACTORS 3 AND 4 DO NOT HAVE SPECIFIC 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 one and one half (1.5%) of annual gross receipts.

PART B

When evaluating each selection factor in Part B, the NPS may consider information contained throughout the Offeror's proposal. However, Offerors must provide the information required in each of the following Selection Factors and subfactors to be considered responsive.

Proposed Financial Commitments: If the Offeror proposes financial commitments in response to any selection factor, the responses will be closely reviewed and analyzed against the Offeror's financial statements and supporting documents provided elsewhere in the proposal. Such documents reviewed and analyzed will include but not be limited to the prospective income statements and cash flow statements required in the proposal.

Specify at the beginning of your response to Part B which, if any, of the "Authorized" (i.e. optional) services you propose to provide [please refer to the charts on page one of the Summary Of Business Opportunity section of this Prospectus for additional information regarding "Required" and "Authorized" services].

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 selection factor is concerned with objectives that relate specifically to the protection of the particular resources of the Preserve area. Objectives for improvement of the natural environment in general (waste reduction, fuel efficiency, recycling, etc.) are addressed under Secondary Selection Factor 1. Please avoid overlap between responses here and responses to Secondary Selection Factor 1. Please respond only with the information requested in the subfactors below.

Although many factors influence the objectives of protecting, conserving, and preserving the resources within the Preserve area, the National Park Service has chosen in this Selection Factor to focus on the following:

- *To minimize the amount of water consumption by the Concession operations*
- *To protect the cultural resources of the Beanery*

Subfactor 1(a). Water Conservation

The Preserve is located in a desert environment and water conservation is a necessary component of the Concession operation. Describe the specific steps you will take to manage your operation in such a way that water is used in a responsible manner and conserved. Also include a description of how you will measure and monitor the effectiveness of your actions, steps, and/or policies in this area.

Subfactor 1(b). Protection of the Beanery's Interior Furniture

Please describe how you will protect the interior of the Beanery from wear and tear that could damage or destroy the restored cultural resource of the Beanery. Please include a description of how your employees will clean and care for the lunch counter, stools, and other pieces of furniture that are included within the Beanery.

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)

Although many factors influence the objectives of necessary and appropriate visitor services at reasonable rates, the National Park Service has chosen in this Selection Factor to focus on the following:

- *To provide visitors with an experience that embodies the look and feel of the historic Kelso Train Depot Beanery.*
- *To provide historic looking menus with a variety of choices and prices.*
- *To market the Beanery to a variety of visitors*

Subfactor 2(a). Food and Beverage Services

Please describe your specific concept plan for providing food and beverage services delivered in a 1930s-40s railroad station 'lunch room' atmosphere. The concept plan should include, but not be limited to, a description of how the following items would maintain this atmosphere:

- a) Employee Uniforms
- b) Menus (include sample menus)
- c) Other concepts

Subfactor 2(b). Healthy Food

The Concessioner is encouraged to provide a range of food that provides for a wide variety of visitors, including vegetarian entrées, heart healthy entrées, light eaters and entrées, and children's menus. Describe your healthy food program.

Subfactor 2(c). Marketing Strategies

Describe how you will promote and market the operations to attract a variety of visitors of all ages and social backgrounds. Include plans for use of the internet and social media to market the Beanery, and the budget you believe necessary to support your marketing strategy. Your budget should be reflected in your answer to Principal Selection Factor 4(b)

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.

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). Operational Experience

Describe two examples of the experience of the Offeror in the operation and management of a Food and Beverage service. For each operation discussed, please provide the following:

- 1) General information
 - a) Name and location of operation
 - b) Time frame of experience
 - c) Role in the operation
 - d) Description of type of services provided (limited services, full service, etc.)
 - e) Annual number of guests served during the most recently completed year/season
 - f) Annual gross receipts
 - g) Operating seasons and hours
 - h) Number of employees during high and low seasons

- i) Coordination, partnering and marketing activities with local communities or other businesses, if applicable
- j) Any special operating conditions similar to those found at Mojave National Preserve (remote location, extreme weather conditions, etc.)

Please describe your educational credentials relevant to Food and Beverage service.

Subfactor 3(b). Human Resources

The Service is seeking Offerors who demonstrate a commitment to excellence in providing personnel with the most professional experience, education and accomplishment to carry out the responsibilities of the Draft Contract. Provide the following information:

- 1) Describe the experience and necessary qualifications for the individual(s) you will employ for the operation of the Beanery (cook, server, etc...). Do not submit resumes or describe the qualifications of specific individuals.
- 2) Describe the minimum standards or procedures you will apply to the pre-screening, hiring, training, and termination of personnel (for example, applications, drug testing, law enforcement clearances, reference checks, and/or interview requirements).
- 3) Describe how you will plan to retain personnel for consistency and minimal disruption of operations.

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 notice (whether administrative, civil, or criminal) 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,
 - a. answer, by stating yes or no, whether an Infractions have been received from any federal or state regulatory agency in the last five years; and
 - b. Infraction has been so received, provide the following for each and every Infraction:
 - i. The basis for the Infraction
 - ii. The entity that issued the Infraction
 - iii. When the Infraction was issued
 - iv. How the Infraction was addressed
 - v. How you will ensure that the problem is minimized or does not recur
 - vi. Describe the entities you considered in preparing this response, why you included those included and why you excluded those you omitted.

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.

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.

The Offeror must complete all provided forms. The forms may be submitted hard copy and electronically. Electronic submittals must match the substance and format of the provided forms.

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.
- 2) Financial Statements for the two most recent fiscal years in one of the following formats:
 - NPS Concessioner Annual Financial Reports (AFR)
 - 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.

- 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, Operating Assumptions and Proforma Cash Flow Statement below.

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 and Proforma Cash Flow 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 or authorized services in 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)					
<p><i>Note: depending on the dollar threshold, some lines may not be used. Please place "N/A" in these lines</i></p> <p>INCLUDE ONLY IN-PARK REVENUES AND EXPENSES RELATED TO THE REQUIRED OR AUTHORIZED SERVICES IN THE CONTRACT.</p> <p>DO NOT INCLUDE OTHER SERVICES OUTSIDE THE PARK.</p>					
Annual Projections for the First Five Years of the Contract					
1. Revenues ⁽¹⁾	Year 1	Year 2	Year 3	Year 4	Year 5
2. Food and beverage (inc. catering/grilling)					
3. Merchandise					
4. Firewood sales					
5. Bagged ice sales					
6. Total Revenues (add lines 2-5)					
7. Cost of Sales					
8. Total Cost of Sales					
9. Gross Profit (line 6 minus line 8)					
10. Direct Expenses					

11. Salaries and Wages					
12. Payroll Taxes and Benefits					
13. Operating Supplies					
14. Car and Truck Expenses					
15. Other Direct Expenses (Describe*)					
16. Total Direct Expenses (add lines 11-15)					
17. Undistributed Expenses					
18. Administrative and General ⁽²⁾					
19. Marketing (Advertising)					
20. Utilities					
21. Repair and Maintenance					
22. Other Undistributed Expenses (Describe*)					
23. Total Undistributed Expenses (add lines 18-22)					
24. Fixed Expenses					
25. Insurance ⁽³⁾					
26. NPS Franchise Fee					
27. Other (Describe*)					
28. Total Fixed Expenses (add lines 25-27)					
29. EBITDA ⁽⁴⁾ (Line 6, minus lines 16, 23 & 28)					
30. Depreciation and Amortization					
31. Interest Paid					
32. Net Income Before Income Taxes (Line 29, minus lines 30 & 31)					

- (1) The revenue projections must be based on the current approved rate schedule. If applicable, show revenues by departments (separate revenue activities- e.g., restaurant, merchandise, ice sales,, 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 F of the Draft Contract
- (4) Earnings before Interest, Taxes, Depreciation and Amortization

***Provide a narrative description of your assumptions**

A large, empty rectangular box with a thin black border, intended for the user to provide a narrative description of their assumptions. The box is currently blank.

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					
Food and beverage*					
Number of covers					
Revenue per cover					
Merchandise*					
Number of sales					
Revenue per sale					
Firewood sales*					
Bundles sold					
Revenue per bundle					
Bagged ice sales*					
Number of bags					
Revenue per bag					

***Provide a narrative description of your assumptions**

A large, empty rectangular box with a thin black border, intended for providing a narrative description of assumptions.

PROFORMA CASH FLOW STATEMENT					
(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
Operating Activities					
Net Income					
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities					
Depreciation and Amortization					
Gain/Loss on Sale of Fixed Assets					
Other (Describe*)					
Net Cash Provided by Operating Activities					
Financing Activities					
Dividends					
Proceeds from Loans					
Other (Describe*)					
Net Cash Used in Financing Activities					
Investments					
Purchase of Assets					
Proceeds from Sale of Assets					
Other (Describe*)					
Net Cash Used in Investing Activities					
Total Cash Flow¹					

¹ Total Cash Flow = Net Cash Provided by Operating Activities+ Net Cash Used in Financing Activities+ Net Cash Used in Investing Activities

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.

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 and one half percent (1.5%) of 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 Preserve 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 PARK AREA AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. (0-3 Points)

Note to Offeror: *This secondary selection factor focus on environmental management programs and activities that promote general environmental objectives such as waste reduction, etc. Please avoid overlap between your response here and your response to Principal Selection Factor 1.*

Subfactor 1(a). Solid Waste Management and Reduction

- 1) Describe how you will reduce solid waste generated by your operation. At a minimum your response must describe a recycling program, including training, signage, containers, and other infrastructure needed to support this effort.
- 2) Describe the ways you will manage solid waste generated by your operation that cannot be recycled, composted, or reused. Your response could include training, signage, containers, and other infrastructure needed to support this effort.

Subfactor 1(b). Environmental Purchasing

List those Environmentally Preferable (as defined in the Operating Plan) products that you will use for Concessioner operations and describe how they are Environmentally Preferable. Do not discuss products described elsewhere in your proposal. Consideration should be given to:

- 1) Products that are less toxic, such as citrus versus solvent-based cleaners;
- 2) Products that are recyclable and for which there are local recycling markets available that will be used;
- 3) Products that are compostable and for which there are local composting programs available that will be used;
- 4) Products manufactured locally; and,
- 5) Products made from renewable resources and/or recycled materials.