

PROPOSAL PACKAGE

Solicitation No. FOMC001-10

For the Operation of Retail Merchandise and Food Service
Within
Fort McHenry National Monument and Historic Shrine
And
Hampton National Historic Site

Department of the Interior
National Park Service

THE PROPOSAL PACKAGE CONTAINS:

- **PROPOSAL SUBMISSION TERMS & CONDITIONS**
- **OFFEROR'S TRANSMITTAL LETTER**
- **PART A: AGREEMENT TO THE MINIMUM TERMS AND CONDITIONS**
- **PART B: REQUIRED RESPONSE TO PRINCIPAL SELECTION FACTORS AND SECONDARY SELECTION FACTOR**

THE OFFEROR MUST COMPLETE ALL PARTS OF THE PROPOSAL PACKAGE.

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 must bear original signatures and be included in the Offeror's response 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 formally in existence as of the time of submission of a proposal, a proposal must demonstrate that the individuals or organizations that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the contract. In addition, the Offeror must unconditionally state and guarantee in its proposal that the Offeror will provide the Concessioner with all funding, management and/or other resources that the proposal offers.

OFFEROR'S TRANSMITTAL LETTER

Ms. Gay Vietzke
Superintendent
Fort McHenry National Monument and
Historic Shrine
East Fort Avenue
Baltimore, Maryland 21230-5393

Dear Ms. Vietzke:

The Offeror hereby agrees to provide visitor services at Fort McHenry National Monument and Historic Shrine in accordance with the terms and conditions specified in the Concession Contract No. FOMC001-10, provided in the Prospectus issued by the public notice as listed on www.fedbizopps.gov and to execute the draft Concession 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 concession contract, and the Prospectus, and that the Offeror has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 43 CFR Part 42 the following:

- Any of the individuals or entities seeking participation in this Concession Contract are not 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 seeking participation in this Concession Contract have 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 seeking participation in this Concession Contract are presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of government with commission of any of the offenses.
- 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 new concession 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 (30) working days after it is presented by the National Park Service.
3. To commence operations under the new concession contract on the effective date of the new concession contract.
4. To operate under the Service-approved rates for services provided to visitors.
5. To acquire the personal property, if any, of the existing Concessioner in accordance with the terms of the existing concession 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 allow the Service to participate in the Personal 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 CFR Part 51 Subpart H.
7. ***[Include only if the Offeror is not to be the Concessioner under the draft concession contract.]*** To provide the entity that is to be the Concessioner under the draft concession contract with the funding, management and other resources described in our proposal.

BY _____ DATE _____
 (Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

CERTIFICATE OF CORPORATE OFFEROR

(Offerors who are not corporations should skip this certificate)

I, _____, certify that I am the _____ of the corporation named as Offeror herein; that _____, who signed this proposal on behalf of the Offeror, was then _____ of said corporation; that said proposal was duly signed for and in behalf of the corporation by authority of its governing body within the scope of its corporate powers.

BY: _____ DATE _____
(Type or print name and date)

Original Signature

TITLE _____

ADDRESS _____

PART A
AGREEMENT TO THE MINIMUM TERMS AND CONDITIONS

The minimum requirements for the draft concession 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, the proposal will be considered non-responsive. A copy of Part A must be included in the Offeror's response package. (The requirements of Part B of this Proposal Package outline detailed subfactor submissions referenced 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 AREA.

The Offeror agrees to comply with all terms and conditions in the contract, including compliance with all Applicable Laws, including, without limitation, environmental protection and conservation laws, under the terms and conditions specified in the draft concession 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.

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

The Offeror agrees to operate at the Service-approved rates during the term of the Concession Contract until such time as a new rate schedule is approved by the Secretary.

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

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

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

The Offeror agrees to develop and implement an effective documented 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 Concession Contract Exhibit F and agree to provide property and liability insurance of at least the types and levels of coverage described in the draft Concession Contract.

PRINCIPAL SELECTION FACTORS 3 AND 4 DO NOT HAVE MINIMUM REQUIREMENTS FOR THIS PART. INFORMATION REQUIRED FOR PRINCIPAL SELECTION FACTORS 3 AND 4 IS 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 ten percent (10.0%) of annual gross receipts.

PART B
REQUIRED RESPONSE TO THE PRINCIPAL SELECTION FACTORS
AND
SECONDARY SELECTION FACTOR

<p>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 AREA. (0-5 Points)</p>
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Note to Offeror: This selection factor is concerned with environmental objectives that relate specifically to the protection of the particular resources of Fort McHenry National Monument and Historic Shrine. Environmental objectives for improvement of the natural environment in general (waste reduction, green procurement, and recycling, etc.) are addressed under Secondary Selection Factor 1. Please avoid overlap between your response here and your response to the Secondary Selection Factor 1.

Subfactor 1a. Storage and Solid Waste

The concessions operation directly affects the park environment through its storage, use and distribution of goods.

- 1) Discuss how you will conduct your food operations in a manner that will minimize the need for pest control. A better answer might include plans for food storage and disposal, and might specify how each specific measure will contribute to reducing the chance of pest infestation.
- 2) Describe steps you will take to ensure clean, orderly collection of solid waste and to minimize litter. This may include managing visitor and staff behavior regarding solid waste, both trash and recycling; signage; employee training in visitor management; choice of placement for recycling and trash bins; and methods to minimize contamination of recyclable materials.
- 3) One of the largest sources of solid waste generated by visitors to the park is bottles from bottled water sold in vending machines. Describe steps you would take to minimize the number of water bottles entering the solid waste stream (including recycling) at the Park. This may include alternative means for providing drinking water to visitors, such as a chilled, filtered water station, and ways to encourage visitors to bring and refill reusable water containers.

Subfactor 1b. The Cultural Environment

Minimizing adverse impacts to the cultural setting, including the views, is a major park goal and one of the biggest benefits of the new Education and Administrative Center 's design. The Concessioner's operation will include up to two mobile, outdoor stands for food and beverage sales, the location of which is predetermined by the Park.

- 1) Please describe in detail the mobile stands that you will provide for food and beverage service. Provide drawings or photographs. Describe why these stands are suitable for the
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specific site and for the food and beverage service that will be provided. A better answer might include complementing the design of the Education and Administrative Center and minimizing the stands' intrusion into the views of the landscape.

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)

Subfactor 2a. Retail Operation

The concessioner will provide visitors with high-quality merchandise that appeals to a wide range of visitors at a variety of price points and supports the mission and purpose of the park. While the retail operation will include many different retail categories, the Park has chosen in this factor to focus on the interpretive media being offered by the operation.

The Service expects retail operations to focus on the park's purpose, significance and interpretive themes, all of which are found in the Park Mission found in Section II of this Prospectus. The Operating Plan, Exhibit A of the draft Concession Contract requires the retail operation to include books and other interpretive media that address a range of ages, reading levels and educational levels.

Park visitors frequently voice a preference for items made in the USA. Better responses to this subfactor might include ways to maximize the percentage of items made in the USA.

- (1) Describe how your proposed retail items will reflect the park's purpose, significance and interpretive themes at a range of ages and reading/educational levels. Provide ideas or descriptions of interpretative methods, media and/or material you propose to provide. You may provide product specifications and/or pictures of the proposed retail items; do not provide samples of items.
- (2) Describe your conceptual merchandising plan for the retail merchandise shop indicating the approximate square footage allocated to major retail categories, such as interpretive media, apparel, gifts, souvenirs, and children's items. A better answer might include a larger and/or more premium space allocation for interpretive merchandise and an explanation of how this allocation would aid the interpretive goals of the Park.
- (3) The Park receives a high visitation from school groups. Describe how you would make high-quality merchandise available at a wide variety of price points. Please provide three (3) examples of merchandise items, one each for the low, medium, and high range of the proposed price range. A better answer might demonstrate the availability of items that reflect the Park's interpretive themes.

Subfactor 2b. Food and Beverage Service

The concessioner will meet visitor needs for food and beverage service by providing the following required services: food service cart(s), boxed lunches, and vending machines. The Operating Plan, Exhibit A of the draft Concession Contract requires specific nutritional standards.

The park is particularly concerned about ensuring nutritional standards due to the high volume of students who visit the park and the growing national concern over obesity and diabetes. The United States Department of Agriculture's Food and Nutrition Service (FNS) has cited California's local wellness policy as being among the most comprehensive, most easily measurable nutrition standards in the nation; the park has therefore chosen to base its nutrition standards on California's school lunch standards while providing for some variance in order to allow for a menu that will appeal to a wide variety of visitors across age ranges and nutritional preferences and needs.

- (1) What types of menu items would you offer through the required services (vending machines, food service carts and boxed lunches) that would meet the scope and quality of service described in the Operating Plan, Exhibit A of the draft Concession Contract? A better answer might exceed the minimum requirements for healthy menu selections; exceed the minimum requirement for nutritional information; exceed the minimum requirements for sustainability as defined in the Operating Plan; provide the visitors with information about the environmental impacts of the food choices on the menu; and provide visitors with suggestions for how to use this information in making daily food choices.
- (2) Describe your plans to provide boxed lunch service. A better answer might explain your approach to the following logistical considerations: advance ordering requirements; delivery; plans to meet food health standards; the handling of payment; and any minimum order you plan to establish.

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, please provide the following information regarding your organizational structure. This information will be utilized for assessing responses to various selection factors. **Failure to submit this information may result in a lower score on one or more selection factors.**

Offeror's Organizational Structure

Describe the entity with which the National Park Service will contract. Using the following forms, complete either Form 1 if an individual, partnership, or other legally recognized entity or Form 2 if a corporation. Identify the Offeror and each business organization, operator and any parties involved in the management of the proposed Concession operation. In addition, if the entity that is the proposed New Concessioner is not formally in existence as of the time of submission of the proposal, (1) demonstrate that the individual(s) or organization(s) that intend to establish the entity that will become the New Concessioner have the ability and are legally obliged to cause the entity to be a qualified person as defined in 36 CFR §51.3, and (2) include assurances that the entity that will be the Concessioner (a) will be a qualified person as of the date of award of the New Contract and (b) otherwise have the ability to carry out the commitments made in the proposal.

In addition, provide the following information:

- 1) Identify the individual who is proposed as the point of contact for day-to-day operations and issues.
- 2) Identify all related, subordinate, or superior business organizations and any other organizations, contractors, or subcontractors that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror (collectively "Related Entities"). Describe in detail how these relationships will work formally and in practice. Provide an organizational chart showing names and roles for these relationships.
- 3) Identify the principle lines of authority within your business organization.

FORM 1
BUSINESS ORGANIZATION INFORMATION
INDIVIDUAL OR LEGAL ENTITY OTHER THAN A CORPORATION
(PRINCIPAL SELECTION FACTOR 3)

Name of Entity	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID #	
Form of Business:	
<input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> LLC <input type="checkbox"/> Other (describe) _____	
Years in Business	

OWNERSHIP			
Names & Addresses of Each Partner or Sole Proprietor	Percentage of Ownership	Current Value of Business	Role in Providing Concession Services

Attach a copy of the following:

Partnership Agreement or Joint Venture Agreements or other documents establishing the entity if other than an individual.

FORM 2 BUSINESS ORGANIZATION INFORMATION CORPORATION (PRINCIPAL SELECTION FACTOR 3)
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Complete separate form for the submitting corporation and any and all parent entities.

Name of Entity	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID#	
State of Incorporation	
Date of Incorporation	

OWNERSHIP	NUMBER AND TYPE OF SHARES OR PERCENTAGE OF OWNERSHIP	CURRENT VALUE OF INVESTMENT
Names and Addresses of those with controlling interest or key principals		
Total of All		
Total Shares Outstanding		

CORPORATE OFFICERS AND BOARD OF DIRECTOR OR MANAGING MEMBERS	ADDRESS	TITLE AND/OR AFFILIATION

Attach a copy of the following:

- 1) Corporate Charter (Bylaws).
- 2) Articles of Incorporation.
- 3) Certificate from state of incorporation indicating that the entity is in "Good Standing."
- 4) Description relationship of any and all parent entities to the Offeror.

Subfactor 3a. Operational Experience

Provide up to three examples that demonstrate your experience managing business operations with a scope of services similar to those offered under the Draft Contract. Include the following topics in your response:

- 1) Name and location of operation
- 2) Time frame of experience
- 3) Operating season and hours
- 4) Offeror's role in the operation
- 5) Type of operation
- 6) Annual gross receipts
- 7) Size of operation in square footage and number of facilities
- 8) Number of employees during high and low season
- 9) Average annual number of transactions
- 10) Special operating conditions (remoteness, environmental concerns, etc.)

Subfactor 3b. Violations and Awards

(1) The Service is aware that any business may receive the occasional audit deficiency, notice of violation, penalty, fine, marginal public health inspection, or similar regulatory notices. We are interested in understanding how your business manages these infractions.

For the Offeror, parent company and all of its principals and all subsidiaries or related entities under the primary organizational entity (that is, a parent corporation and all subsidiaries), 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. For each infraction, provide the following:

- a) What was the basis for the infraction?
- b) Who issued the infraction?
- c) When was the infraction issued?
- d) How did you address the infraction?
- e) How will you ensure that the problem does not recur?

If you have not received any audit deficiencies or violations, fines, or penalties in the last five years, explain how you would respond and the process that you would follow to resolve such infractions and minimize future occurrences.

(2) Describe any certifications, awards, or formal public recognition that your organization has received that are pertinent to the business opportunity offered under the Draft Contract. Examples of relevant certifications include NPS environmental recognition, retail association awards,

National Restaurant Association Educational Foundation certifications, etc. For each example, list the following.

- (a) The name of the recipient or receiving organization
- (b) Date of award
- (c) Expiration date of certification (if applicable)
- (d) Issuing organization
- (e) A brief description of the requirements or reasons the certification or award was earned and why it is relevant to the operations provided under the Draft Contract

Note: tabular submissions are preferred.

Subfactor 3(c). Human Resources

(1) State the function of proposed key positions (including duties, number of people supervised, estimated hours per week performing role, etc.)

(2) Provide resumes of key individuals that you will employ to carry out management and operations under the Contract using the following Resume form.

RESUME
INDIVIDUAL EXPERIENCE AND RELATED BACKGROUND
(PRINCIPAL SELECTION FACTOR 3)

Note to Offeror: Complete for each person who will have any role in the management of this business.

Name

Address

Telephone Number

Fax Number

Education, Degrees, Licenses, Designations, Special Skills

Name of Current Employer

Address

Nature of Business

Dates of Employment

Title of Position Most Recently Held

Description of Duties and Responsibilities (include number of people supervised)

Proposed Role in Concession Operation

Qualifications for that Role

Estimated Time per Week Dedicated to that Role

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

Note to Offerors: In the event the Offeror is not the legal entity that is to be the Concessioner, provide the information described below with respect to both the Offeror, including all partners in a joint venture, and the proposed Concessioner. If the entity that is to be the Concessioner is not formally in existence as of the time of submission of a proposal, a proposal must demonstrate that the individuals or organizations that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror must unconditionally state and guarantee in its proposal that the Offeror will provide the Concessioner with all funding, management and/or other resources that the proposal offers.

Subfactor 4a. Financial and Credit History

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 Subfactor.
- (2) Financial statements for the two most recent fiscal years, with all notes to the financial statements. Provide financial statements for the Offeror AND all parent companies and affiliated/relevant entities. If the financial statements have been audited or reviewed, the related audit or review report, notes to the financial statements, and similar explanatory material should be included. Provide personal financial statements for an owner of a sole proprietorship, general partners within a partnership, and members of a limited liability company. If the requested information is not available or not representative of your financial history, present an explanation in sufficient detail to enable a reviewer to fully understand the reasons why, and provide comparable evidence, accompanied by a description, of your financial track record.
- (3) A current credit report (within the last six months) from a major credit reporting company such as Equifax, Experian, or Dunn & Bradstreet.

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

Business History Information should be provided for the Offeror AND all parent companies.

1. List any Foreclosures, Bankruptcies, Transfers in Lieu of Foreclosure and/or Work-Out/Loan Modification Transactions during the *past 10 years*. Attach an explanation of circumstances, including resolution, bankruptcy plan, and/or other documentation as appropriate. If none, so indicate.

Name of Property	City State	Property Type	Approximate Loan Amount	Lender	Year of Event

2. Describe any pending litigation or current lawsuits (other than those covered adequately by insurance) which if adversely resolved would materially impact the financial position of the Offeror. If none, so indicate.

Subfactor 4b. Concession Financial Projections

Demonstrate that you understand the financial obligations and benefits of the Draft Contract by providing the following:

(1) Provide your estimate of the acquisition and start-up costs of this business using the Initial Investment and Start-Up Cost form included in the Excel spreadsheets provided in Appendix C to this Prospectus. Explain fully the methods and assumptions used to develop the estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.

(2) Using the Excel spreadsheets provided in Appendix C to this Prospectus, 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 Concession Contract.

Additional instructions regarding the forms:

- 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. In situations where the information requested departs from GAAS, the Service requests that the information be provided in the format requested and NOT in conformance with GAAS.
- You may expand on the information requested on the form, but do not provide less, do not reduce the captions (line-items) called for, and do not change the order of items.
- Do not add or eliminate rows on the Excel spreadsheets provided in Appendix C to this Prospectus. Columns should not be deleted; however, columns may be added to adjust the number of years to the Draft Contract term, if necessary. If you wish to provide additional information, do so in additional spreadsheets, outside those 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, use the calendar year as the fiscal year.
- Provide a clear, concise narrative explanation of the method(s) used to prepare the estimates, and list the assumptions on which your projections are based. Information must be sufficiently detailed to enable the Service reviewer to fully understand how the estimates were determined.
- Complete all of the forms provided and submit them as both a hard copy and an Excel spreadsheet file. Failure to provide all of the information requested on these forms may result in a reduced score. Use the forms included in the electronic version of Appendix C: “Initial Investments and Start-Up Expense Form”, “Initial Investments and Start-Up Expenses Assumptions”, “Departmental Revenue Projections”, “Prospective Income Statement”, and “Prospective Cash Flow Statement”.

- The financial basis of any projections that show significantly increased revenues and/or decreased expenses from the projections provided in the Prospectus should be fully explained.

Subfactor 4c: Sources of Funds

Demonstrate your ability to obtain the required funds by providing credible, compelling documentation. 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 availability of these funds by referencing your previous and current 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. Also, include a letter (addressed to the National Park Service from the Lender), which provides compelling documentation as to the likely amount of funds available to the offeror at the start of the Draft Contract. Include the lending institution contact name on the letter and authorize 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 corporation whose primary fund source is an individual, provide the following as appropriate:

- a. Current personal financial statement for the primary source of funds.
- b. Documentation of any assets to be sold.
- c. Written funding commitment from the individual or corporation.
- d. Any other assurances or documentation that makes a compelling demonstration that the funds are available.

(4) If funds are to be obtained from working capital liabilities (such as advanced deposits or accounts payable), 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 (for example, a corporation whose primary fund source is not an individual), provide the following as appropriate:

- a. Written funding commitment from the fund source.
- b. Any other documentation that is necessary to create a compelling demonstration that the funds required to operate this business opportunity are available.

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PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE, IF ANY, AND/OR OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR. (0-4 Points)

The minimum franchise fee acceptable to the National Park Service is ten percent (10.0%) of annual gross receipts.

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

State the franchise fee that 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 franchise fee percentage that changes by the level of gross receipts or by year of the Contract.

_____ 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: The subfactor for this Secondary Selection Factor focuses on environmental management programs and activities that promote general environmental objectives such as waste reduction, green procurement, and recycling. Avoid overlap between your response here and your response to Principal Selection Factor 1.

The park's new Education and Administrative Center is being designed to meet Leadership in Energy and Environmental Design (LEED) standards. In addition to designing the new construction to meet these standards, the park is also pursuing as many tactics as possible to ensure environmentally sustainable operations and maintenance throughout the building's life cycle. The concessions operation will greatly affect the park's success with these efforts.

Subfactor 1(a). Solid Waste Management and Reduction

- 1) Describe how you will minimize the amount of packaging and disposable items used in the operation. Be sure not to duplicate your response from Principle Selection Factor 1 (a) 3) concerning bottles from bottled water. A better answer might include providing condiments in bulk packaging rather than in individual packets; minimizing the number of food and beverage items served in individually wrapped or packaged containers; and minimizing the packaging for boxed lunches.
- 2) The operating plan requires the Concessioner to implement a recycling program that aims to reuse, recycle or compost at least 50% to 70% of the ongoing consumables waste stream. Please describe the programs and activities (not already described under other selection factors) that you will implement to achieve this objective. Steps may include increasing the proportion of packaging which is recyclable or compostable and plans to ensure that the materials are recycled or composted as appropriate.

Subfactor 1(b). Environmental Purchasing

The operating plan requires the Concessioner to implement a source reduction program designed to maximize the sustainability of the consumable and durable goods it purchases for its operations. Definitions of sustainable purchasing are located in section X.A. of the operating plan.

- 1) Please describe your plans to maximize the sustainability of the proposed operation's purchases and document how the products meet or exceed the sustainability measurements as defined in the Operating Plan. A better answer might exceed the requirements described in the operating plan and might include examples of sustainable

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purchases in a number of different purchasing categories, such as office supplies, retail merchandise, food and beverage items, cleaning supplies, and durable goods.

SECONDARY SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING AUTHORIZED BUT NOT REQUIRED VISITOR SERVICES. (0 Points)

Note to Offeror: The subfactor for this Secondary Selection Factor requests information about services which are authorized but not required by the contract. You will not be assigned points for your response to this Secondary Selection Factor. The winning proposal's response to this Secondary Selection Factor will be incorporated into the final Operating Plan which the Concessioner will be required to carry out.

Subfactor 2. Food and Beverage Service

- (1) Explain whether you propose to offer the authorized but not required service of boxed lunches at Hampton National Historic Site. If you propose to offer this service, describe your plans to provide the service. A better answer might explain your approach to the following logistical considerations: advance ordering requirements; delivery; plans to meet food health standards; the handling of payment; and any minimum order you plan to establish.
- (2) If you propose to offer boxed lunches at Hampton National Historic Site, describe the types of menu items you would offer that would meet the scope and quality of service described in the Operating Plan, Exhibit A of the draft Concession Contract. A better answer might exceed the minimum requirements for healthy menu selections; exceed the minimum requirement for nutritional information; exceed the minimum requirements for sustainability as defined in the Operating Plan; provide the visitors with information about the environmental impacts of the food choices on the menu; and provide visitors with suggestions for how to use this information in making daily food choices.